

Council Assembly

Budget and Council Tax Setting Meeting

Wednesday 25 February 2026

7.00 pm

Council Offices, 160 Tooley Street, London SE1 2QH

Councillors are summoned to attend a meeting of the Council to consider the business contained herein

Althea Loderick
Chief Executive

INFORMATION FOR MEMBERS OF THE PUBLIC

Access to information

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Access

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Contact

Virginia Wynn-Jones, Andrew Weir on 020 7525 7055 or 020 7525 7222 or email: virginia.wynn-jones@southwark.gov.uk; andrew.weir@southwark.gov.uk; constitutional.team@southwark.gov.uk

Date: 13 February 2026



Council Assembly

Budget and Council Tax Setting Meeting

Wednesday 25 February 2026
7.00 pm
Council Offices, 160 Tooley Street, London SE1 2QH

Order of Business

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	To receive any apologies for absence.	
	1.2. ANNOUNCEMENTS FROM THE MAYOR, MEMBERS OF THE CABINET OR CHIEF EXECUTIVE	
	To receive any announcements from the Mayor, members of the cabinet or the chief executive.	
	1.3. NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE MAYOR DEEMS URGENT	
	In special circumstances an item of business may be added to an agenda within seven working days of the meeting.	
	1.4. DISCLOSURE OF INTERESTS AND DISPENSATIONS	
	Members to declare any interests and dispensations in respect of any item of business to be considered at this meeting.	
	1.5. MINUTES	1 - 21
	To approve as a correct record the open minutes of the council assembly meeting held on 12 November 2025.	

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3. AMENDMENTS

Any member of the council may submit an amendment to a report or motion on the agenda. The amendments will be circulated to all members in a supplemental agenda.

ANY OPEN ITEMS IDENTIFIED AS URGENT AT THE START OF THE MEETING

EXCLUSION MOTION (IF NECESSARY)

The following motion should be moved, seconded and approved if the council wishes to exclude the press and public to deal with reports revealing exempt information:

“That under the access to information procedure rules of the Southwark constitution, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in section(s) 1 – 7 of paragraph 10.4 of the procedure rules.”

PART B – CLOSED BUSINESS

ANY CLOSED ITEMS IDENTIFIED AS URGENT AT THE START OF THE MEETING

Date: 13 February 2026



Council Assembly (Ordinary meeting)

MINUTES of the Council Assembly (Ordinary meeting) held on Wednesday 12 November 2025 at 7.00 pm at Council Offices, 160 Tooley Street, London SE1 2QH

PRESENT:

The Worshipful the Mayor for 2025-26, Councillor Sunny Lambe (Chair)

Councillor Suzanne Abachor	Councillor Nick Johnson
Councillor Jasmine Ali	Councillor Sarah King
Councillor Naima Ali	Councillor Richard Leeming
Councillor John Batteson	Councillor Richard Livingstone
Councillor Rachel Bentley	Councillor James McAsh
Councillor Cassandra Brown	Councillor Hamish McCallum
Councillor Victor Chamberlain	Councillor Darren Merrill
Councillor Sunil Chopra	Councillor Victoria Mills
Councillor Stephanie Cryan	Councillor Portia Mwangangye
Councillor Ellie Cumbo	Councillor Graham Neale
Councillor Sam Dalton	Councillor Margy Newens
Councillor Mohamed Deen	Councillor Jason Ochere
Councillor Helen Dennis	Councillor David Parton
Councillor Dora Dixon-Fyle MBE	Councillor Reginald Popoola
Councillor Esme Dobson	Councillor Sandra Rhule
Councillor Gavin Edwards	Councillor Bethan Roberts
Councillor Sabina Emmanuel	Councillor Catherine Rose
Councillor Natasha Ennin	Councillor Jane Salmon
Councillor Sam Foster	Councillor Martin Seaton
Councillor Renata Hamvas	Councillor Michael Situ
Councillor Barrie Hargrove	Councillor Charlie Smith
Councillor Ketzia Harper	Councillor Cleo Soanes
Councillor Jon Hartley	Councillor Emily Tester
Councillor Youcef Hassaine	Councillor Irina Von Wiese
Councillor Esme Hicks	Councillor Kath Whittam
Councillor Adam Hood	Councillor Kieron Williams
Councillor Laura Johnson	Councillor Ian Wingfield

1. PRELIMINARY BUSINESS

1.1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Evelyn Akoto, Maggie Browning (on maternity leave), Emily Hickson, Maria Linforth-Hall, Leo Pollak, Joseph Vambe and David Watson.

1.2 ANNOUNCEMENTS FROM THE MAYOR, MEMBERS OF THE CABINET OR CHIEF EXECUTIVE

The Mayor announced the sad death of Alan Davis, Leader of Southwark Council from 1982 to 1984. Councillor Ian Wingfield paid tribute to Mr Davis, and a minute's silence was held in his memory.

1.3 NOTIFICATION OF ANY ITEMS OF BUSINESS WHICH THE MAYOR DEEMS URGENT

At this point, the programme motion was agreed:

The order of business and timings for the evening will be as follows:

Time	Business
19:00 – 19:05	1. Preliminary business and announcements
19:05 – 19:15	2.2 Public questions One public question
19:15 – 19:25 (5 minutes' speech and a question to cabinet member)	4 Deputations <ul style="list-style-type: none"> Judith Kerr Primary School
19:25 – 20:25 (20 minutes – 5 minutes' speech) (7 minutes) (5 minutes) (25 minutes) (3 minutes)	Themed debate 3.1 Community Evidence <ul style="list-style-type: none"> Citizens Advice Southwark Policy Institute, King's College London TUC London East & South East 3.2 Motion on the Theme <ol style="list-style-type: none"> Councillor John Batteson Councillor Tester, opposition spokesperson Themed debate open to all other councillors Cabinet member's right of reply to the debate
20:25 – 20:35 (5 minutes' speech and a question to cabinet)	4. Deputations Living Bankside

member)	
20:35 – 20:40	Recess
20:40 – 21:15 (5 minutes) (15 minutes) (15 minutes)	5.1 Members' Question Time <ul style="list-style-type: none"> • Late question • Members' questions to the leader • Members' questions to the cabinet
21:15 – 22:00	5.2 Motions
	Motion 1 – Demanding Real Fairer Funding for Southwark
	Motion 2 – Action to divest the Southwark Pension Fund from conflict and genocide
	Motion 3 – Southwark Council will not water down affordable housing requirements
	Motion 4 – Cleaner and Safer Streets in Southwark
	Motion 5 – Make Peckham Rye Station safe and accessible
	Motion 6 – Our water our way
22:00*	6. Reports
	6.1 – Proportionality and Allocation of Seats on Committees Constitutional Changes: Appointment of Chairs and Vice-chairs; Motions
	6.2 – Treasury Management – Mid-year Update 2025-26
	6.3 – Appointment of Honorary Recorder of Southwark
	6.4 – Re-appointment of independent person

* subject to the guillotine rule; maximum 15 minutes debate per item.

Note: Any time left remaining on any item will be rolled into the next items.

That the meeting be conducted as follows:

Item 3 - Themed debate

Community Evidence Submissions

To receive submissions from the groups listed in the themed section of the agenda:

- Citizens Advice Southwark
- Policy Institute, King's College London
- TUC London East & South East

Format

A five minute presentation from the groups.

3.1 Motion on the theme

Themed Motion – Rights for Residents: Putting People First

To update the text of paragraph 3 c. of the motion to read:

The council's work to partner with organisations like Citizens Advice Southwark and the Southwark Law Centre in the campaign, to promote information about our residents' rights in the workplace, such as entitlement to sick leave and paid holidays.

Themed debate

To run as listed in the timings above.
To have a single debate.

Item 4 Deputation requests:

To receive submissions from the groups listed in the deputation requests report in supplemental agenda no. 1:

- Judith Kerr Primary School
- Living Bankside

(Five minutes to speak, question to relevant cabinet member)

To hear the deputation submission from Judith Kerr Primary School before the themed debate.

Item 5.2 General motions:

Each motion to have a single debate, subject to the guillotine.

Motion 2 – Action to divest the Southwark Pension Fund from conflict and genocide

To update the text of paragraph 2 a. of the motion to read:

- a. The tentative ceasefire in Gaza which - at the time of writing - is resulting in the exchange of prisoners and hostages, both living and dead, between Israel and Palestine.

Motion 3 – Southwark Council will not water down affordable housing requirements

To update the text of paragraph 3 b. of the motion to read:

- b. Not to water down affordable and social housing requirements: meaning, no reduction in the minimum affordable housing requirement of 35%, nor any reduction in the minimum social rent requirement of 25%.

Item 6.1 Proportionality and Allocation of Seats on Committees

Constitutional Changes: Appointment of Chairs and Vice-chairs; Motions

To note the updated recommendations for item 6.1 in the addendum report in supplemental agenda no. 1 and to use the changed wording of recommendations 1 and 2.

1.4 DISCLOSURE OF INTERESTS AND DISPENSATIONS

Councillor Richard Livingstone declared a disclosable pecuniary interest in Motion 5.2.1 as it refers to his employer.

Councillor Mohamed Deen declared a disclosable pecuniary interest in Item 6.3 as it refers

to his employer.

1.5 MINUTES

The minutes of the ordinary meeting of council assembly on 9 July 2025 were agreed as a correct record.

2. ISSUES RAISED BY THE PUBLIC

2.1 PETITIONS

No petitions were received for this meeting.

2.2 PUBLIC QUESTION TIME

One public question was received. There was no supplemental question.

3. THEMED DEBATE

3.1 COMMUNITY EVIDENCE

The meeting agreed to receive submissions from the following:

Citizens' Advice Southwark

The representative spoke to the meeting for five minutes.

Policy Institute, King's College

The representative spoke to the meeting for five minutes.

Trades Union Congress

The representative spoke to the meeting for five minutes.

The meeting had a fifteen minute adjournment following the presentation of community evidence.

3.2 MOTION ON THE THEME

The substantive motion was updated via the programme motion.

Councillor John Batteson, cabinet member for climate emergency, jobs and business, presented the motion in the themed debate.

Councillor Emily Tester, the opposition spokesperson, responded to the motion and proposed Amendment A.

Following debate (Councillors Natasha Ennin, Sam Dalton, Rachel Bentley, Ketzia Harper, Victoria Mills, Victor Chamberlain, Stephanie Cryan, Jsaon Ochere, Gavin Edwards, Jasmine Ali, Portia Mwangangye) Councillor John Batteson responded to the debate.

Amendment A was put to the vote and declared to be Lost.

The motion was put to the vote and declared to be Carried.

Rights for Residents: Putting People First

1. Council Assembly believes:

- a. That a core goal of local and national government is to improve people's lives by guaranteeing rights for residents.
- b. That rights empower people against more powerful organisations and individuals.
- c. That every worker has the right to join a Trade Union.
- d. That under fourteen years of Conservative government, the balance of power shifted away from working people and toward more powerful individuals and organisations.
- e. That amidst the cost of living crisis, rights at work and for renters are especially vital and in need of reform.

2. Council Assembly notes:

- a. That the Conservative and Liberal Democrat coalition oversaw an end to real terms wage rises for the first time in 50 years.
- b. That this end to real terms wage rises is a core driver of the cost of living crisis today, with rising prices and bills outstripping wages leaving thousands of Southwark residents struggling to make ends meet.
- c. That this year the Liberal Democrats once again sided with the Conservatives and Reform to try to block improved rights for working families.
- d. That private rents are rising at unacceptable levels in central London boroughs such as Southwark, also driving the cost of living crisis.
- e. That this is partly caused by the Conservative and Liberal Democrat coalition's cut to investment in genuinely affordable housing, with a 60% cut in capital investment for new affordable homes from 2010.

- f. That the Labour Party has a proud history of enshrining rights in law, from the Minimum Wage to maternity leave, and continues to lead on expanding rights for workers and renters.
- g. That the balance of power in both the workplace and the rental market is tilted against individuals, and this must change.

3. Council Assembly welcomes:

- a. This Labour administration's continued adherence to Labour values, supporting the rights of our residents and backing working families.
- b. The council's new Know Your Worth, Know Your Rights campaign, showcasing the rights our residents have at work and how to access the right guidance and advice to better understand them.
- c. The council's work to partner with organisations like Citizens Advice Southwark and the Southwark Law Centre in the campaign, to promote information about our residents rights in the workplace, such as entitlement to sick leave and paid holidays.
- d. The work of the Southwark Living Wage Unit, Southwark Works, and Connect to Work in supporting fair pay and employment access.
- e. The council's support for local businesses, including through Business Improvement Districts (BIDs) and business forums, and efforts to double the number of Living Wage employers.
- f. The largest landlord licensing scheme in the country, successful prosecutions of rogue landlords, and the Gold Standards Charter for responsible landlords.

4. Council Assembly also welcomes:

- a. Labour's Employment Rights Bill, which will deliver day-one rights, ban fire-and-rehire, and improve job security and workplace protections.
- b. Labour's Renters' Rights Bill, which will abolish Section 21 evictions, end rental bidding wars, and introduce a new landlord ombudsman and database.

5. This Council resolves to:

- a. Ask Cabinet to continue to adhere to Labour values in decisions they take and support and empower working families at every opportunity.
- b. Support the full implementation of both the Employment Rights Bill and the Renters' Rights Bill.
- c. Work with employers to become early adopters of the Employment Rights Bill.

- d. Work with employers and landlords to raise awareness of new rights and responsibilities.
- e. Collaborate with trade unions, advice services, and community organisations to support residents in exercising their rights.
- f. Promote the London Living Wage and positive employment practices across the borough.
- g. Train enforcement teams and amplify communications to tenants about their rights.
- h. Work with the Greater London Authority and the Ministry of Housing, Communities and Local Government to boost enforcement and share best practices across London.

4. DEPUTATIONS

As part of the programme motion the meeting agreed to hear deputations from:

Eco-Council, Judith Kerr Primary School

The group's representatives spoke to the meeting for five minutes and thereafter asked a question of the cabinet member for clean air, streets and waste.

Living Bankside

The group's representatives spoke to the meeting for five minutes and thereafter asked a question of the cabinet member for community safety and neighbourhoods.

5. ISSUES RAISED BY MEMBERS

5.1 MEMBERS' QUESTION TIME

The leader of the opposition asked a late question. There was one supplemental question.

There were 27 members' questions, the written responses to which were circulated before the meeting. There were 17 supplemental questions.

5.2 MEMBERS' MOTIONS

Motion 1: Demanding Real Fairer Funding for Southwark

At this point, Councillor Richard Livingstone left the room, as he had disclosed a pecuniary interest in the motion.

This motion was considered prior to the guillotine having fallen.

Councillor Victor Chamberlain moved the motion. Councillor Rachel Bentley seconded the motion.

There was one amendment to the motion. Councillor Esme Hicks moved Amendment B. Councillor Ian Wingfield seconded Amendment B. After debate (Councillors Cassandra Brown (Councillor Emily Tester made a point of personal explanation; Councillor Ellie Cumbo requested to make a point of order), Helen Dennis, Emily Tester, Sarah King), the guillotine fell.

Amendment B was put to the vote and declared to be carried.

The amended motion was put to the vote and declared to be carried.

Note: This motion will be referred as a recommendation to the cabinet for consideration.

1. Council Assembly notes:

- a. In November 2022, Council Assembly passed a motion rightly condemning the assault on local government funding by Conservative and Liberal Democrat governments, which threatened the ability of Southwark Council to continue to deliver vital services for residents.
- b. The brutal cuts to local council spending undertaken by the Liberal Democrats in coalition with the Conservatives from 2010.
- c. That local government spending will not reach 2010 levels until the 2030s, due to the severity of cuts by undertaken by the Liberal Democrats in coalition with the Conservatives from 2010.
- d. That despite this assault from the Conservatives and Liberal Democrats, Southwark Labour have protected our libraries, in-sourced our leisure centres and continued to invest in local services – presenting balanced budgets every year.
- e. The Liberal Democrats’ failure to present balanced ‘alternative’ budgets.
- f. The Section 151 Officer’s response to the Liberal Democrats’ 2023 ‘alternative’ budget put forward, which stated:
 - i. “Collectively, these proposals create significant risk to the 2023-24 budget and are not in line with the recommendations of the s151 officer as set out to Council Assembly, especially with regard to collection rates, one off contributions from reserves and income targets.”
- g. This Labour administration’s three-year budget, which has kept the council’s finances stable during a turbulent economic period following Liz Truss’s mini-budget and Russia’s invasion of Ukraine.

2. Council Assembly recognises:

- a. The impact of Conservative and Liberal Democrat austerity on local authorities across the country, which hollowed out many councils outside of London
 - b. The need for wealth to be redistributed around the country.
 - c. The long-overdue need for local government funding reform, which is being undertaken by the Labour government.
3. Council Assembly welcomes:
- a. This council's engagement with the Secretary of State for Housing, Communities and Local Government, as well as other government ministers, which is ensuring a fair settlement for Southwark.
 - b. This council's role in leading inner-London boroughs' campaign for fairer funding in meetings with the Ministry for Housing, Communities and Local Government and, alongside local Labour MPs, in Parliament.
 - c. The leading role this council is playing alongside London Councils and Central London Forward to ensure a fair settlement for Southwark.
4. Council Assembly resolves to:
- a. Ask that the council continues to engage with the government to ensure a fair outcome for Southwark.
 - b. Ask that the council continues to work with local MPs, London Councils, Central London Forward and others in ensuring a fair outcome for inner London boroughs.

At this point, Councillor Richard Livingstone returned to the meeting.

Motion 2: Action to divest the Southwark Pension Fund from conflict and genocide

The substantive motion was updated via the programme motion.

This motion was considered after the guillotine had fallen.

There was one amendment to the motion.

Amendment C was put to the vote and declared to be lost.

The substantive motion was put to the vote and declared to be carried.

Note: This motion will be referred as a recommendation to the cabinet for consideration.

2. Council Assembly notes:
- a. The devastating humanitarian crisis in Gaza, including the suffering, death, and famine that have followed Israel's military actions in response to the appalling attacks by Hamas in 2023.

- b. That Israeli forces have killed more than 65,000 Palestinians in Gaza since 2023, including more than 20,000 children.
 - c. The UN estimates that approximately 92% of all residential buildings in Gaza – around 436,000 homes – have been damaged or destroyed since the start of the conflict, causing the displacement of 1.9 million Palestinians. Many have been displaced several times.
 - d. That in April 2025, Save the Children reported that all schools in Gaza had been closed for 625,000 students for 6 months and that 88% of all school buildings in Gaza had been damaged or destroyed. In May 2025 WHO reported that Israeli forces had destroyed or damaged 94% of all hospitals in Gaza.
 - e. That UN reports confirm the escalating crisis in the West Bank, including mass displacement on a scale not seen since 1967, with more than 40,000 Palestinians uprooted and neighbourhoods destroyed.
 - f. That on 16 September 2025, the United Nations Independent Commission of Inquiry found a risk of genocide against Palestinians in Gaza and called on all Member States, including the UK, to “employ all means reasonably available to them to prevent the commission of genocide in the Gaza Strip”.
 - g. That this position is representative of the growing international consensus shared by Amnesty International, Oxfam, leading Israeli human rights organisations B’tselem and Physicians for Human Rights Israel, the International Association of Genocide Scholars, and leading Israeli scholars of genocide such as Raz Segal and Omer Bartov that Israel is committing genocide.
 - h. The deep concern and distress felt by many Southwark residents, particularly those with personal or familial ties to the region, and the calls from across our borough for action.
 - i. Southwark Council has a proud record of ethical investment and is one of only four UK local government pension funds with an ambitious 2030 net zero target, showing our commitment to placing our values at the heart of our investment policy.
 - j. That since December 2023, the Southwark Local Government Pension Scheme has been monitoring its exposure to companies listed by the United Nations Office of the High Commissioner for Human Rights (OHCHR) as being linked to the occupation of Palestine. The Southwark Local Government Pension Scheme has no direct investments in the companies listed by the United Nations but has £4.9m invested through managed funds.
 - k. That the council has already begun engaging with fund managers to stress the importance of human rights as a key criterion in responsible investment.
3. Council Assembly welcomes:

- a. The tentative ceasefire in Gaza which - at the time of writing - is resulting in the exchange of prisoners and hostages, both living and dead, between Israel and Palestine.
 - b. The Labour Government's recognition of the state of Palestine on 21 September 2025, as a significant and historic step in British foreign policy on the path to a two-state solution.
 - c. The council's announcement that Southwark will become the first local authority to incorporate the United Nations Genocide Convention into its investment framework, enabling the exclusion of investments in any state found by the International Court of Justice to be in breach of the Convention.
4. Council Assembly resolves to ask that:
- a. The Pensions Advisory Panel continues to work with fund managers to disclose and divest pension fund investments in companies listed by the United Nations OHCHR as being linked to the illegal occupation of Palestine, regularly reporting on progress made.
 - b. The council also recognises that the OHCHR list is not fully comprehensive, including for arms companies supplying countries in breach of international law. Therefore, Council Assembly also calls on the London Collective Investment Vehicle (LCIV) to develop a more robust framework that enables the exclusion of investments linked to conflict, military occupation, or genocide, including the creation of a new fund that allows greater flexibility to divest from specific asset classes within pooled funds.
 - c. The council use the pension fund's recently adopted "pass-through voting" mechanism to influence decisions on investments linked to human rights concerns, conflict, or military occupation.
 - d. The council complete the necessary steps to become the first local authority to incorporate the United Nations Genocide Convention into its investment framework.
 - e. The council reaffirm Southwark Council's commitment to ethical investment, transparency, and the protection of human rights, ensuring that our pension fund reflects the values of our diverse and compassionate community.

Motion 3: Southwark Council will not water down affordable housing requirements

The substantive motion was updated via the programme motion.

This motion was considered after the guillotine had fallen.

There was one amendment to the motion.

Amendment D was put to the vote and declared to be carried.

The amended motion was put to the vote and declared to be carried.

Note: This motion will be referred as a recommendation to the cabinet for consideration.

1. Council assembly notes:

- a. That the prioritisation of genuinely affordable housing, and social rent housing in particular, is a central commitment of this administration
- b. That since the establishment of Southwark's council house-building programme, 3,000 new council homes have either been built or are on site
- c. That since January 2025, there have been new council homes completed on the Rennie Estate (South Bermondsey), Salisbury Estate (North Walworth), Sedgmoor Place (St Giles) and Linden Grove (Peckham Rye), with 581 new council homes also now delivered on the Aylesbury Estate (Faraday), and residents on the Tustin Estate (Old Kent Road) about to move into new homes
- d. That the council has recently announced the next phase of new council homes delivery
- e. That this Labour administration has a strong track record of securing additional homes at social rent from developers, with Southwark responsible for the highest number of GLA-funded social rent completions in London last year
- f. That Liberal Democrat controlled councils in London (Sutton, Richmond and Kingston) started a combined total of 0 (zero) social rent homes last year
- g. That in Labour-run Southwark there were more social rent homes build last year (581) than in Liberal Democrat controlled councils (Sutton, Richmond and Kingston) over the past 10 years combined
- h. The Green Party's continued and consistent campaigning against new homes in any form, including 100% affordable schemes such as Flaxyards in Peckham
- i. That our planning policies have secured over 50% affordable housing delivery in the Old Kent Road Opportunity Area, and 35% affordable housing at the Biscuit Factory – which will on its own deliver 338 new social rent homes for Southwark residents on the waiting list
- j. That this Labour administration has a unique policy requiring affordable housing from student accommodation and co-living developers which over the last year has contributed to 892 affordable homes, of which 695 are at social rent, being consented by the Main Planning Committee. The Committee has also secured an additional £22.49m in potential contributions to our New Homes programme
- k. That Southwark's Labour Cabinet have also proposed increasing the CIL rate on speculative student accommodation to generate additional investment for our neighbourhoods, building on the £20m currently being distributed as a result of our planning policies

- l. That Southwark council is robustly defending its planning policies at the current Aylesham Centre appeal and inquiry
 - m. That Southwark remains London's biggest social landlord, and that across Southwark, approximately 40% of households are socially renting
 - n. That as Private Rented Sector (PRS) rents continue to escalate, demand for socially rented housing also continues to increase, with over 20,000 households now on the Southwark waiting list
 - o. That eviction from the PRS is the second highest reason given for homelessness applications in Southwark
 - p. That demand for new housing in Southwark is overwhelmingly for homes that are genuinely affordable for Southwark residents – for social rent homes, and homes that will enable families to remain the borough.
2. Council Assembly welcomes:
- a. The government's stated commitment to deliver the biggest boost in affordable and social housing in a generation
 - b. The allocation of £39bn over 10 years to deliver the next Affordable Homes Programme with a greater emphasis on social rent homes
 - c. The reform of Right to Buy including the reduction in discount, to prevent the loss of council homes
 - d. The Renters' Rights Act, including the end to S21 evictions and the introduction of more secure, periodic tenancies
 - e. The new City Hall Developer Investment Fund to enable the Mayor to unlock and accelerate housing delivery
 - f. The exclusion of student accommodation and co-living schemes from the measures outlined in the proposed Emergency Package for London.
3. Council Assembly resolves:
- a. To continue leading the national campaign on behalf of our residents to save council housing for future generations
 - b. To work with the government and GLA to focus efforts on scaling up the delivery of social rent homes in London, and especially council homes, as the top priority
 - c. To join with the Chair of the Housing, Communities and Local Government Select Committee, in calling for a clear numerical target for the delivery of social rent homes nationally and across London

- d. To continue defending Southwark’s planning policies and ensure we maximise long-term community benefit from new developments.

Motion 4: Cleaner and Safer Streets in Southwark

This motion was considered after the guillotine had fallen.

The substantive motion was put to the vote and declared to be lost.

Motion 5: Make Peckham Rye Station safe and accessible

This motion was considered after the guillotine had fallen.

There was one amendment to the motion.

Amendment E was put to the vote and declared to be lost.

The substantive motion was put to the vote and declared to be carried.

Note: This motion will be referred as a recommendation to the cabinet for consideration.

1. Council Assembly notes:

- a. That Peckham Rye Station is the busiest interchange in the country without step-free access, with more than 6 million passengers using the station in 2024.
- b. That the lack of step-free access currently excludes many disabled residents, wheelchair users, parents with buggies, and older people from using the station, forcing them onto longer or less convenient routes.
- c. That the Treasury has paused funding for the station upgrade, which would have eased overcrowding and installed lift access to all platforms.
- d. That the upgrade is shovel-ready, with Network Rail having secured planning permission.
- e. That this Council has committed £1 million to supporting this project.
- f. That the station upgrade would not only improve accessibility for all but also increase the station’s capacity, removing the risk of dangerous overcrowding at peak times, and unlock economic growth, supporting local housing delivery and high street renewal.
- g. That Labour’s plans to create a public square in front of the station on Rye Lane are progressing, with demolition of vacant buildings on the new forecourt set to begin shortly.
- h. That Southwark Labour Leader, Councillor Sarah King, has written to the Transport Secretary urging a rethink of the decision to pause the upgrade.

- i. That under the Equality Act 2010, public authorities have a duty to remove barriers and advance equality of opportunity. Upgrading Peckham Rye Station is a clear example of that duty in practice.
 - j. That Rye Lane's Labour councillors have launched a petition to ensure local voices are heard and to call on the Government to deliver this vital investment.
 - k. That Nunhead, North Dulwich, South Bermondsey and Elephant & Castle stations also need investment to make them fit for the future.
2. Council Assembly welcomes:
- a. The campaign and petition led by Labour councillors in Rye Lane ward.
 - b. Network Rail's continued commitment to the upgrade of Peckham Rye Station.
3. This Council resolves to:
- a. Support the campaign led by Rye Lane's Labour councillors to secure full Government funding for the Peckham Rye Station upgrade.
 - b. Continue to work with Network Rail to progress immediate health and safety improvements at the station.
 - c. Call on the Treasury to reverse its decision to pause funding and commit to delivering the full upgrade, including lift access to all platforms.
 - d. Highlight the economic, social, and accessibility benefits of the station upgrade for Peckham, Southwark, and wider south-east London.
 - e. Ensure that the station upgrade is delivered in tandem with the redevelopment of the station square and public realm improvements along Rye Lane.
 - f. Reaffirm the Council's commitment to inclusive transport infrastructure that meets the needs of all residents, including those with disabilities, parents with buggies, and older people.
 - g. Reaffirm the Council's commitment to inclusive transport infrastructure that is designed and tested with disabled residents, setting a borough-wide benchmark for equality of access.

Motion 6: Our water our way

This motion was considered after the guillotine had fallen.

There was one amendment to the motion.

Amendment F was put to the vote and declared to be lost.

The substantive motion was put to the vote and declared to be carried.

Note: This motion will be referred as a recommendation to the cabinet for consideration.

1. This council notes:
 - a. Serious flooding on Gallery Road, Dulwich, in October 2025, resulting in road closures.
 - b. Serious flooding in Ilderton Road, Bermondsey, in July 2025, caused by a burst water main which flooded 27 homes.
 - c. A serious burst water main in Dulwich in February 2025 which affected 5,000 households in South London.
 - d. Repeated failures from Thames Water to communicate with residents about works and fixes taking place, including road closures.
 - e. Decades of underinvestment from Thames Water alongside huge dividend payouts to shareholders and mounting debt, resulting in crumbling local infrastructure.
 - f. Ofwat's findings in 2024 that Thames Water broke dividend payment rules, resulting in an £18 million fine.
2. This council also notes:
 - a. Thames Water, the UK's largest water company and provider to thousands of households in Southwark, is on the brink of collapse - saddled with billions in debt, facing unprecedented public outcry over pollution and chronic underinvestment.
 - b. The consequences of any new ownership or restructure at Thames Water will impact millions of people's bills (including thousands across Southwark), our environment, and our ability to prepare for the tremendous strain our water system is set to face due to climate change.
 - c. That the Conservatives' obsession with privatisation prioritises shareholders over people, resulting in little or no investment in services. Our residents are paying the price for this ideology.
 - d. The model of privatisation is not the norm - 90% of the world runs water in public ownership, with clear benefits for customers, staff and environment.
 - e. Many experts believe that Thames Water could be nationalised at minimal cost.
 - f. The Water Special Measures Act 2025 has attempted to rescue the water sector through measures such as blocking bonuses for executives who are polluting waterways.
 - g. Executives have circumnavigated this ban by renaming executive payouts.

Regulation is failing. We must change the ownership model of Thames Water.

- h. The Water Industry Act 1991 grants the government authority to place water companies into Special Administration when they face financial distress or significantly breach their licence or statutory duties, rendering their continued operation inappropriate.
 - i. Both of these conditions have been met by Thames Water, which should be put into special administration with immediate effect.
 - j. Special Administration is a form of temporary public ownership. It presents the government with a choice. If they choose to re-privatise, taxpayers will bear the financial burden of Thames Water's reckless financial decision making, while private, international shareholders reap the profits. Alternatively, they can choose to keep Thames Water in permanent public ownership, and provide billpayers with a water service that prioritises people and the environment.
 - k. Any decisions made about the future of Thames Water should be conducted with full public scrutiny and democratic involvement. Protections for the workers, our environment and for residents' bills must be honoured.
3. This council resolves to:
- a. Write to Emma Reynolds as Secretary of State for Environment, Food, and Rural Affairs, and Rachel Reeves, Chancellor of the Exchequer, urging government to:
 - i. Use its powers under the Water Industry Act 1991 to place Thames Water into Special Administration, ensuring that workers' current terms and conditions on pay and pensions are honoured and public interests are protected.
 - ii. Use the provisions of Special Administration to end the failed experiment of privatisation and bring Thames Water back into permanent public ownership.
 - iii. Enable accountability and transparency under a publicly owned Thames Water by changing its governance model so that local councils, workers and households are all represented on the Board.
 - b. Ask that Cabinet communicate the text of this motion to:
 - i. Southwark Members of Parliament
 - ii. Secretary of State for Environment Food and Rural Affairs, Emma Reynolds
 - iii. Rachel Reeves, Chancellor of the Exchequer
 - iv. CEO of Thames Water, Chris Weston.

6. REPORTS FOR DECISION

6.1 PROPORTIONALITY AND ALLOCATION OF SEATS ON COMMITTEES; CONSTITUTIONAL CHANGES: APPOINTMENT OF CHAIRS AND VICE-CHAIRS; MOTIONS

The nomination of Councillor David Parton for the role of Neighbourhood Champion East Central was put to the vote and declared Carried.

The recommendations were put to the vote and declared Carried.

RESOLVED:

Proportionality

1. That it be noted that the political balance of the council from 5 November 2025 is as follows:

Group	Members	%
Labour	48	76.19
Liberal Democrat	11	17.46
Green	1	1.59
Independent members (not a group)	3	4.76
Total	63	100.00

2. That it be noted that for the purpose of calculating the allocation of seats on committees, only political groups with greater than one member are considered i.e. the Labour and Liberal Democrat Groups.
3. That it be noted that changes to proportionality and the possible change to the allocation of seats on committees from that agreed by council assembly on 17 May 2025. The new allocation is set out at paragraph 11, Table 2 of the report.

Appointment of Chairs and Vice-chairs

4. That council assembly appointed Councillor David Parton as neighbourhood champion for the East Central neighbourhood area.
5. That council assembly agreed the amendment to council assembly procedure rules (CAPR) 4.2.1 (h and i) that if any positions for chair or vice-chair are vacant or become vacant after the annual meeting, the appointments may be delegated to the next meeting of the relevant committee as set out in paragraphs 20 to 22 of the report.

Submission of members' motions on notice

6. That council assembly agreed the proposed amendment to CAPR 2.10.3 and 9, to clarify the rules on proportionality regarding submission of members' motions on notice as set out in paragraph 23 of the report.

6.2 TREASURY MANAGEMENT - MID-YEAR UPDATE 2025-26

After debate (Councillor Stephanie Cryan), the recommendations were put to the vote and declared Carried.

RESOLVED:

That council assembly:

1. Noted this mid-year treasury management report for 2025-26 and in particular:
 - All treasury management activity has been undertaken in compliance with the approved Treasury Management Strategy and within the Council's prudential indicators (Appendix 1 of the report).
 - The balance outstanding on all external loans as at 30 September 2025 was £1,153m (£1,159m 31 March 2025) and investments £66m (£53m 31 March 2025), see table 2 of the report.
2. Approve the changes to the investment strategy as outlined in paragraph 38 and detailed in Appendix 3 of the report. These include:
 - The addition of the top 20 UK Building Societies (by asset size) to the approved counterparty list with a per-counterparty limit of £3m, a sector limit of £30m and a maturity limit of six months. This broadens the council's range of approved counterparties, supporting greater diversification and mitigating concentration risk.
 - The addition of AAA-rated Variable Net Asset Value (VNAV) Money Market Funds (MMFs) with a per-fund limit of £10m to permit investment in smaller Environmental, Social and Governance (ESG) -focused MMFs. Investments would be redeemable after forty-eight hours. This will allow deposits to be made later in the day, reducing the balance at the council's bank account, thus increasing investment income.
 - Increase the daily liquidity buffer from £20m to £30m to avoid the need for short term borrowing on days with large cash outflows.

6.3 APPOINTMENT OF HONORARY RECORDER OF SOUTHWARK

At this point, Councillor Mohamed Deen left the room, as he had disclosed a pecuniary interest in the report.

The recommendations were put to the vote and declared Carried.

RESOLVED:

1. That Council Assembly agreed, pursuant to section 54 of the Courts Act 1971, that His Honour Judge Michael Evans KC be appointed to the office of Honorary Recorder of Southwark during his tenure as Resident Judge at Inner London Crown Court.

2. That the appointment be formally recognised at an appropriate civic ceremony.

At this point, Councillor Mohamed Deen returned to the meeting.

6.4 RE-APPOINTMENT OF INDEPENDENT PERSON

The recommendations were put to the vote and declared Carried.

RESOLVED:

1. That council assembly approves the re-appointment of Amrit Manga to the role of independent person for a period of three years until 30 November 2028.

7. AMENDMENTS

The amendments were listed in supplemental agenda no. 1.

8. RE-APPOINTMENT OF INDEPENDENT PERSON

The decisions relating to this item are listed in item 6.4.

The meeting closed at 10.20 pm.

CHAIR:

DATED:

Meeting Name:	Council Assembly
Date:	25 February 2026
Report title:	Policy and Resources Strategy Report: 2026-27 Budget and Medium Term Financial Strategy
Cabinet Member:	Councillor Stephanie Cryan, Equalities, Democracy and Finance
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

RECOMMENDATION

That Council Assembly approves:

1. The allocation of the £2.6m additional funding from the Final Local Government Finance Settlement, as outlined in paragraphs 8 -14 and Table 1, to increase the budget for Temporary Accommodation.
2. The final balanced budget as detailed in Table 2.

That Council Assembly notes:

3. The 2 February 2026 cabinet report at Appendix 1, which sets out the draft budget following the provisional settlement.
4. The council will set the council tax on 27 February 2026 via the Council Tax Setting Committee, following confirmation of the final GLA precept on 26 February 2026 (agenda item 2.2).
5. An increase in Southwark’s local Council Tax for 2026-27 of 4.99% (agenda item 2.2).
6. Paragraphs 17-33 confirming the Strategic Director of Resources ‘Section 25’ statement as published in the 2 February 2026 Cabinet Report.

BACKGROUND INFORMATION

Revenue Budget

7. Cabinet considered the Policy and Resources strategy report on the 2 February 2026 (Appendix 1). The report set out the balanced budget position for 2026-27 and the draft Medium Term Financial Strategy (MTFS), noting that final adjustments would follow the publication of the

Final Local Government Finance Settlement.

KEY ISSUES FOR CONSIDERATION

Final Local Government Finance Settlement 2026-27 (FLGFS)

8. The Final Local Government Finance Settlement (9 February 2026) was published after the 2 February Cabinet meeting. Any resulting changes are therefore presented within this report.
9. The February Cabinet report (paragraph 57) explained that if the Recovery Grant were not capped at £35m, the Council might have received up to £45m of additional grant funding across three years. However, the final settlement did not provide this level of flexibility. The settlement instead provided an additional £2.6m (excluding Public Health), mitigating the loss of grant by 2028-29 from a provisional £20.4m to £17.8m.

Temporary Accommodation (TA) Pressures

10. For 2025–26, the projected overspend in Temporary Accommodation (TA)—before the application of reserves—is currently estimated at £17m. The Recovery Grant is specifically intended to support councils facing severe financial pressure arising from longstanding funding constraints. Consultation responses to the provisional settlement emphasised the need for additional support to manage acute pressures contributing to the national uplift.
11. TA continues to represent one of the most volatile and high-risk budgets in local government. Applying the £2.6m funding improvement to TA would therefore provide targeted support to manage immediate pressures and reduce the longer-term call on reserves and help alleviate future structural pressures within the Medium-Term Financial Strategy (MTFS).

Homelessness, Rough Sleeping and Domestic Abuse Grant

12. The final settlement has allocated additional funding through the Homelessness, Rough Sleeping and Domestic Abuse Grant. Nationally, the settlement includes an uplift of £272m, targeted at areas facing the greatest pressures. For Southwark, this results in an overall increase of £0.2m over the three-year period, with the grant front-loaded in 2026–27, providing an additional £0.6m in that year (these figures are included in the overall £2.6m figure quoted earlier in this report). This early funding supports targeted housing interventions, helping to stabilise demand pressures and improve outcomes for vulnerable households.

Public Health Grant

13. The public health grant allocations have been updated for this year 2025-26 to include the additional in-year cost impact of the NHS pay awards for health services commissioned by local authorities and funded through the public health grant. For Southwark, the grant increase is £0.2m, which is

ring fenced for public health and reflected in the MTFS.

Table 1 Changes from the Provisional Settlement

	Increase	Notes
Recovery Grant Uplift	£2.4m	Used to support Temporary accommodation demands and cost pressures
Homelessness, Rough Sleeping and Domestic Abuse Grant	£0.2m	Ringfenced to support housing needs
Public Health Grant (2025-26)	£0.2m	Final allocation for 2025-26

Revenue Budget 2026-27

14. The Medium Term Financial Strategy (MTFS) has been updated to reflect the changes in Table 1. The budget for 2026-27 remains balanced and the cumulative MTFS gap remains at £80.94m. Table 2 shows the high level summary of the updated budget, following the final local government finance settlement announcement. The report and relevant appendices to the 2 February 2026 cabinet are attached to this report as Appendix 1.

Table 2 Updated MTFS

Medium Term Financial Strategy (MTFS)	2025-26	2026-27	2027-28	2028-29	2029-30
	£m	£m	£m	£m	£m
Total Business rates	136.98	121.19	123.97	126.47	126.47
Business Rates deficit	-10.03	-7.00			
Business rates risk reserve	6.25	4.47			
Business rate growth	0.00	0.00	1.24	2.50	3.77
Total Government Grants (RSG)	133.47	151.29	157.67	141.92	141.92
Local authority Better Care Fund	22.02	22.02			
Fair Funding Allocation	288.69	291.98	282.88	270.90	272.17
Council Tax Requirement	155.90	162.38	172.18	182.58	193.61
Council Tax deficit	-7.01	-7.48			
Council tax risk reserve	7.01				
Homelessness, Rough Sleeping and Domestic abuse		9.10	9.17	9.21	9.21
Families First Partnership	2.13	5.28	5.28	4.51	4.51
Transitional Protection	0.00	0.00	0.29	1.81	1.81
Grants rolled into RSG		0.00	0.00	0.00	0.00
Recovery Grant	2.38	2.38	2.38	2.38	2.38
Recovery Grant Uplift		1.35	1.76	2.41	2.41
Recovery Grant Guarantee	0.00	11.67	11.67	11.67	11.67
Total other Grants	4.51	29.77	30.54	31.99	31.99
MTFS Core Spending Power (CSP) Total	449.10	476.64	485.61	485.47	497.76
Illustrative data for comparison					
Existing Grants rolled into CSP	20.71				
Difference in BR collection assumptions	4.25	2.53	-1.24	-2.50	
Difference in council tax assumptions	0.00	11.32	5.04	6.37	0.00
Reconciled MTFS Core Spending Power	474.06	490.49	489.41	489.34	497.76
Government Core Spending Power totals	474.06	490.49	489.41	489.34	497.76
Actual % increase in grants in CSP		3.5%	1.9%	0.0%	2.5%
Grants outside CSP					
Homelessness Prevention Grant Outside CSP	3.15	0.00	0.00	0.00	0.00
Extended Producer Responsibility	6.22	7.09	7.09	7.09	7.09
Public Health	33.58	37.84	38.34	38.86	38.86
Total Other Grants outside CSP	42.95	44.93	45.43	45.95	45.95
Total Funding before contributions from balances	492.05	521.57	531.04	531.42	543.71
Contribution to earmarked reserve for EPR	-6.51	0.00	0.00	0.00	0.00
Contribution from Fair Funding Reform reserve	0.00	0.00	2.50	2.50	2.50
Contribution from earmarked reserves	2.50	5.00	0.00	0.00	0.00
TOTAL RESOURCES	488.04	526.57	533.54	533.92	546.21
PRIOR YEAR BUDGET	456.02	488.04	526.57	533.54	533.92
Pay and inflation	34.04	28.50	32.50	32.50	32.50
Commitments for rolled in grants	6.44	16.03	0.00	0.00	0.00
Other Commitments & Contingency:	10.59	10.93	2.63	0.45	0.00
Budget Before Savings & Efficiencies	507.08	543.51	561.70	566.49	566.42
Budget Gap before Savings & Efficiencies	19.03	16.94	28.16	32.57	20.21
Efficiencies	-9.21	-6.28	0.00	0.00	0.00
Income, Fees and Charges	-5.69	-3.57	0.00	0.00	0.00
Other Savings	-1.14	-0.09	0.00	0.00	0.00
TOTAL SAVINGS	-16.04	-9.94	0.00	0.00	0.00
TOTAL BUDGET	491.04	533.57	561.70	566.49	566.42
Shortfall before Transformation	3.00	7.00	28.16	32.57	20.21
Transformation savings	-3.00	-7.00	0.00	0.00	0.00
Gap post transformation	0.00	0.00	28.16	32.57	20.21
Cumulative Gap			28.16	60.73	80.94

Dedicated Schools Grant (DSG)

15. The Cabinet report (paras. 62–63) set out the position on the Dedicated Schools Grant (DSG), summarising the expansion of early years entitlements from 2026–27, the continuing pressures within the High Needs Block, and the Council’s progress in delivering the milestones required under the Safety Valve agreement to manage the historic DSG deficit. The Cabinet report confirmed that the Council remained on track within the programme, with further instalments due subject to continued delivery.
16. However, the Final Local Government Finance Settlement has since introduced a significant change to national DSG deficit management arrangements.
17. The Final Settlement announced the closure of the Safety Valve Programme and confirmed that support for historic Dedicated Schools Grant deficits will instead be delivered through a new High Needs Stability Grant. This grant will be paid in Autumn 2026, subject to Southwark submitting a local SEND reform plan and securing approval from the Department for Education. The DfE has also confirmed that councils previously in the Safety Valve Programme will receive at least the same level of financial support under the new High Needs Stability Grant as they would have received through Safety Valve.

Consultation

18. Responses to the recommendations from the Overview and Scrutiny committee on 19 and 20 January 2026 were presented at the cabinet meeting by the Chair of OSC (Appendix 1, appendix E).

Section 151 officer comment on the budget (S.25 statement)

19. This section contains the Section 151 Officer’s comments on the robustness of the estimates included in the budget and the adequacy of the proposed financial reserves, as required under Section 25(1) of the Local Government Act 2003. Section 151 responsibilities are assigned to the Council’s Strategic Director for Resources.
20. The 2026–27 budget-setting process has involved a series of key steps:
 - Starting with the approved 2025–26 budget and validating the savings already provisionally agreed for 2026-27 as part of the 3 year budget
 - Restating the council’s MTFs to reflect and support the introduction of the new Fair Funding arrangements.
 - Publishing draft MTFs proposals and the council’s overall approach at Cabinet in July and December 2025.
 - Updating funding assumptions following the provisional local government finance settlement and the local government policy statement.

- Assessing the short-term financial challenges arising from demand and inflationary pressures—both across the wider local government sector and from in-year monitoring during 2025–26.
 - Assessing the likely budget gap through to 2029–30 to enable early planning and ensure the long-term sustainability of the council’s finances.
 - Reviewing the adequacy of the council’s reserves.
21. Funding for local government has changed fundamentally, as a result of the Fair Funding Review. The Medium Term Financial Strategy (MTFS) has been restated to align directly with the government’s new funding arrangements. This will ensure that the council’s financial planning reflects the revised distribution of resources.
22. The MTFS includes provisions for inflationary pressures to ensure that expected in-year cost increases can be managed within the budget. The cost of temporary accommodation continues to be the council’s most material General Fund risk. This challenge is not unique to Southwark, with London and other urban areas experiencing similar pressures. Other areas of overspend present lower levels of risk, and the Strategic Director of Resources is satisfied that plans are in place to reduce spend over time and the appropriate governance is in place to monitor delivery of such activities. However, continuing financial pressures are expected in 2026-27 and beyond which the council will need consider as part of its financial planning.
23. The 2026–27 general fund budget savings have been subject to rigorous scrutiny to ensure that the savings proposals agreed last year remain deliverable. A series of member-led scrutiny sessions focused on areas of financial risk, and the Overview and Scrutiny Committee reviewed all budget areas, providing an important check and balance in the decision-making process. The Annual Governance Statement¹, agreed by the Audit, Governance and Standards Committee, sets out how the council has complied with governance processes, accounting codes and standards in preparing the budget, and highlights key medium-term risks. The council has clear visibility of the financial risks it faces and has established plans to manage them. The introduction of Fair Funding was identified as a risk in previous years, and the council has mitigated this by setting aside specific earmarked reserves to smooth the transition to reduced government funding.
24. Significant work has also been undertaken to transform services across the council, moving beyond departmental savings to a more strategic, organisation-wide approach. The aim is to deliver high-quality, value-for-money services for residents and service users over the longer term. The council’s transformation programme is described in paragraphs 72-75. Regular reporting to council leadership teams is in place, and a mid-year review of financial delivery will be undertaken to ensure that

¹ [Annual governance statements | Southwark Council](#)

progress remains on track in this evolving area. This work will support the organisation to redesign service provision, align resources with council priorities and deliver efficiencies that can meet the new funding challenges ahead. It will also help strengthen the council's long-term financial resilience by modernising systems, improving productivity, and ensuring that services are structured in a way that is sustainable, flexible and capable of adapting to future demand pressures.

25. The general fund budget process outlined in the above paragraphs has provided assurance of the robustness of the estimates in the 2026-27.
26. The Housing Revenue Account (HRA) budget also remains under significant pressure. A detailed assessment of the HRA position is included within this report, and there is a clear programme of mitigating actions designed to restore long term financial sustainability. The impact of these measures will be closely monitored throughout 2026-27. Successful delivery of the HRA budget will require a whole council approach to managing demand pressures. The HRA continues to be in a high risk position, and while this is not unique to Southwark, the sector as a whole will need to work collectively to prevent this becoming a normalised financial environment. The HRA recovery plan sets out the actions required, and these will need to be delivered promptly and effectively to meet the financial challenges outlined in this report. Considerable scrutiny is applied internally to the financial performance of the HRA, and this will continue into 2026-27 as the council manages its delivery of the HRA financial recovery activity. This includes activity to replenish HRA financial reserves as outlined in paragraph 120 below.

Use of reserves and balances

27. It is a statutory requirement under Sections 32 and 43 of the Local Government Finance Act 1992 for councils to have regard to the level of reserves needed for meeting estimated future expenditure. It is the responsibility of the Section 151 officer to exercise judgement about the adequacy of reserves, and they are required to provide the necessary assurances as part of the budget report.
28. Reserves can be classed as either general balances or earmarked reserves and represent funds that are not part of the normal recurring budget of the council but are distinct 'pots' of finite funds. General reserves are held as a safeguard against unforeseen events and to ensure the council has sufficient funds to meet cash flow requirements. Earmarked reserves are held for specific purposes to meet operational commitments, risks or for strategic investment.
29. Reserves should only be used for unforeseen emergencies; mitigation of known risks; pump priming for investment; smoothing of spending fluctuations; or short-term transitional support. Reserves should not be used to support ongoing expenditure commitments or as a substitute for delivering an annually balanced budget. For a number of years, the

council had planned for the use of reserves to help smooth the impact of government funding reductions and other budget pressures. Not only does this help to protect council services but it allows time to transition towards new ways of working, productivity improvements and efficiencies.

30. Without adequate reserves, the council would be required to make immediate in-year savings to address any shortfall, which would risk significant disruption to service delivery. The council will continue to monitor the medium-term financial position closely, assessing both future income and expenditure to ensure long-term sustainability. The Strategic Director of Resources considers the current level of earmarked reserves to be adequate to support the council through the short to medium term.
31. In 2025-26, the council utilised £2.5m of reserves to achieve a balanced budget. For 2026-27, proposals include a £5m contribution from general reserves, alongside £4.5m to support the collection fund. Over the following three years, the council plans to draw down £7.5m to offset funding variations anticipated from the Fair Funding Review. These contributions provide a financial buffer against service demand fluctuations and cost pressures, reinforcing prudent financial management and the council is able financially manage this approach.
32. The key financial risk to the council is increasing reliance on reserves to offset budget overspends or to compensate for non-delivery of agreed departmental and transformation savings. Although the council currently meets the minimum requirement for holding unallocated reserves, this position is becoming more challenging as overall expenditure continues to rise. Using reserves to cover overspends is unsustainable, as reserve levels will continue to decline year-on-year if used in this way.
33. To support long-term financial resilience, the council has modelled projected reserve levels through to 2029–30 under a range of scenarios. Projected budget overspends are reported to Cabinet through the regular budget monitoring process, and monthly spending reports are subject to detailed scrutiny by the corporate management team. This approach underpins ongoing engagement with chief officers on the critical importance of maintaining robust budget management and ensuring that expenditure remains within agreed budgets. Currently, the council has adequate General Fund reserves to provide adequate financial resilience. However, a financial plan to reduce overspends related to Temporary Accommodation will need to be successfully delivered in the medium term to ensure ongoing general fund reserve sustainability.
34. In order to manage the accumulated historical DSG deficit, the council entered into a Safety Valve agreement with the Department for Education (DfE) in 2022–23. The council has an accumulated DSG deficit of £5.8m as at 31 March 2025, and it is expected to meet all future milestones and receive the full support available under the Safety Valve agreement to continue reducing the deficit. The Final Local Government Finance Settlement has since confirmed that the national Safety Valve Programme

will be closed, with future support for DSG deficits delivered instead through the new High Needs Stability Grant. Under this new arrangement, funding will be provided from Autumn 2026, subject to the council submitting and securing DfE approval of a local SEND reform plan, and the DfE has confirmed that authorities previously in the Safety Valve Programme will receive at least the same level of financial support under the new scheme

35. Whilst General Fund reserves are considered adequate, the HRA reserves are low both in cash terms and as a percentage of rents. Current HRA reserve levels fall below what best practice dictates they should be and consequently reserve replenishment forms a key part of the HRA budget plans moving forward. Those HRA plans, referenced elsewhere in this report, set out a path to financial sustainability, including boosting reserves from £21m to around £50m by 2031-32. This is based on the key assumption of the council achieving the targets set out in the HRA recovery plan.

Community, equalities (including socio-economic) and health impacts

36. The community impact statement is set out in the cabinet report of 2 February 2026. As with the budget for 2026-27 and for previous years, each department undertook equality analysis on its budget proposals ahead of the final decisions being taken.
37. Undertaking equality analysis helps the council to understand the potential effects that the budget proposals may have on different groups. The Budget Equality Analysis Report 2026-27 (Appendix 1, appendix D) sets out the importance of the Equality Impact and Needs Analysis (EINA) being an on-going process, to be built upon as proposals are developed, consulted upon and implemented. It is an integral part of the implementation of the Council's EDI policy commitments as outlined in the Southwark Equality Framework (Cabinet, July 2021).
38. For many services, the budget proposals will include efficiencies that have staffing implications. As specific proposals are brought forward, and at each stage of implementation thereafter, the different impacts on different categories of staff will be assessed in accordance with the council's reorganisation, redeployment and redundancy procedures.
39. Equality analysis will continue through the cycle of planning and implementation of these budget proposals. In line with our Public Sector Equality Duty, any changes to services arising from these proposals will be implemented in such a way to not impact disproportionately on any specific section or group in our community. Where necessary, further consultation will be undertaken alongside mitigating actions. In line with the process across the council, information on the equality analysis has been shared with the relevant cabinet members so it can be considered when decisions are taken.

40. Appendix 1, (appendix D) identifies those budget savings that have a potential negative impact and where mitigating actions have been identified. The Equality and Human Rights Panel (EHRP) provided initial feedback on the draft budget equality analysis report and related EINAs (Equality Impact and Needs Analysis). The role of EHRP is as a critical scrutiny friend on the Council's Equality, Diversity and Inclusion work. EHRP are an important part of the Council's external Equality Governance.

Climate change implications

41. There are no direct climate change implications arising directly from this report, which provides an update on the budget setting process for 2025-26. Further details of the financial implications of the council's climate change strategy can be found in the Climate Report Appendix 1, (Appendix C).

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive, Governance and Assurance (NBC/20260211)

42. In respect of all recommendations, council assembly is reminded of the requirement to consider the public sector equality duty as set out in Section 149 of the Equality Act 2010 before reaching a decision.
43. When undertaking their duties under section 149 the council must ensure:
- The duty must be fulfilled before the decision in question is enacted;
 - The duty must be exercised in substance with 'rigour and an open mind'; it is not a matter of 'ticking boxes'; and
 - The duty is continuing; it does not end with the completion of the EIA and due regard must be had as policy evolves and is implemented.

Legislative Framework

44. Section 31A of the Local Government and Finance Act 1992 ("the 1992 Act") provides that the Council has an obligation to calculate and agree an annual budget and council tax requirement.
45. The Local Government Act 2003 (Section 25) requires that the chief financial officer reports the following matters to members when agreeing its annual budget and precept:
- the robustness of the estimates made for the purposes of the budget calculations, and
 - the adequacy of the proposed financial reserves.
46. An authority to which a report under this section (given here in paragraph 16) is made shall have regard to the report when making decisions about the calculations in connection with which it is made. The provision of this information is a legal requirement and ensures that all members have

regard to the professional advice provided by the authority's chief financial officer when final budget decisions are made being made.

Restrictions on Voting Under Section 106 of the Local Government Finance Act 1992

47. Section 106 of the 1992 Act applies at any time to a member of an authority, if at that time the member is due to pay council tax payments which have remained unpaid for at least two months.
48. The payments to which the section applies are any type of either sole or joint and several liability for council tax, and any failure to pay any agreed sum of council tax. Therefore, members are advised that this section is likely to apply to them if they are currently two months in arrears of any amounts of council tax, even if they have made any special contractual arrangement with the council to pay off the arrears.
49. If this section applies to any member present at a relevant meeting they must as soon as practicable after its commencement, disclose the fact that the section applies and not vote on any question with respect to this matter.
50. The relevant meetings are those at which any of the following are the subject of consideration, namely:

- (a) Any calculation required by chapter III, IV, IVZA or IVA of Part 1 of the 1992 Act

The only relevant calculations in this context are those under Chapter III of Part 1 of the 1992 Act, (Chapter IV relates to precepting, Chapter IVZA to referendums and Chapter IVA to limitations on council tax (i.e. capping)).

The Chapter III calculations include the calculation of the council tax requirement, the additional requirements because of any special items, the calculation of the tax for the different valuation bands and the basic amount of council tax to be set under Section 31B.

- (b) Any recommendation, resolution or other decision which might affect the making of any such calculation

This is an extremely wide wording and would extend well beyond merely setting the budget. It applies to virtually any matter where the financial implications directly or indirectly might affect the calculations concerning the council tax. It would therefore apply to decisions concerning the level or extent of services as well as the expenditure, receipt or forgoing of any money.

- (c) The exercise of any function under Schedules 2-4 of the Local Government Finance Act 1988 ("the 1988 Act") and the 1992 Act

The functions under either the 1988 or 1992 Acts concern the administration and the enforcement of community charge and council tax respectively.

51. Section 106 of the 1992 Act makes it a criminal offence for a member to vote when prohibited from doing so or to fail to make the necessary disclosure. There is a statutory defence, with the onus of proof on the member, to prove that he did not know that the section applied to him or her at the time of the meeting or that the matter in question was the subject of consideration at the meeting. Prosecutions shall not be instituted except by or on behalf of the Director of Public Prosecutions.

BACKGROUND INFORMATION

Background Papers	Held At	Contact
None		

APPENDICES

No.	Title
Appendix 1	Cabinet Report 4 February 2025 Policy and Resources 2025-26 Budget and MTFs update (and including Appendices A to E)

AUDIT TRAIL

Cabinet member	Councillor Stephanie Cryan Cabinet Member for Equalities, Communities, & Finance	
Lead officer	Clive Palfreyman – Strategic Director of Resources	
Report author	Timothy Jones – Director of Finance	
Version	Final	
Dated	13 February 2026	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Assistant Chief Executive (Governance and Assurance)	Yes	Yes
Strategic Director of Resources	Yes	Yes
Cabinet Member	Yes	Yes
Date final report sent to constitutional team	13 February 2026	

Meeting Name:	Cabinet
Date:	2 February 2026
Report title:	Policy and Resources Strategy Report: 2026-27 Budget and MTFS
Cabinet Member:	Councillor Stephanie Cryan, Equalities, Democracy and Finance
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Applicable. As set out in paragraph 127.

FOREWORD - COUNCILLOR STEPHANIE CRYAN, CABINET MEMBER FOR EQUALITIES, DEMOCRACY AND FINANCE

I am pleased to announce that this report presents and recommends a balanced budget for the 2026–2027 financial year. I want to thank cabinet members and officers who have worked tirelessly to bring us to this stage in the budget setting process.

We agreed a three year budget (2024–25 to 2026–27) in February 2024 to enable longer term strategic financial planning. We are now in the final year of that cycle, and this long term approach continues to support more stable decision making across our services.

This year, the Government progressed the long awaited Fair Funding Review, designed to replace outdated funding arrangements and ensure that demographic changes, indices of multiple deprivation, demand pressures and cost drivers are fully reflected in a new system. The Review has modernised the funding model, consolidated multiple grants, updated assessments of need and service pressures, and introduced a simpler, more transparent formula. We welcome these reforms, which have been designed to create a fairer and more evidence based system as well as moving us toward long term planning arrangements with a multi year settlement.

However, this comes without any new resources, as the national economic outlook has constrained overall funding for local government. This intensifies the impact of redistribution, particularly for councils like Southwark, where relative deprivation has reduced over time due to long term regeneration and investment and progressive policies of tackling inequality and raising aspirations. The council has been planning for these changes and has set aside earmarked reserves to help cushion their impact and maintain service stability during implementation.

Whilst I am able to present a balanced budgetary position, this has not been easy. The council continues to face significant pressures from the rising costs of temporary accommodation, and Southwark—like many other authorities—is supporting increasing numbers of residents in acute housing need.

Our organisation wide transformation programme is helping us modernise how we work and better support residents. Savings identified through this programme have been instrumental in balancing the 2026–27 budget without requiring further departmental reductions. However, financial savings are not the primary purpose of transformation—they are a by product of building a more efficient, resilient corporate centre that meets residents' expectations of a well run council and helps us to deliver on the things our residents have told us are important to them.

We expect the final settlement in early February. While we do not anticipate significant changes, any adjustments will be incorporated before the budget is agreed at our Council Assembly meeting at the end of February.

RECOMMENDATIONS

That cabinet agree the following recommendations to Council Assembly:

1. the balanced General Fund budget proposals for 2026-27;
2. in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, the local council tax amounts shown in table 7.

That cabinet approve:

3. the housing revenue account budget for 2026-27 (paragraphs 82 to 94).
4. the final fees and charges schedule at Appendix B.

That cabinet note the following:

5. that the final Local Government Finance Settlement has not yet been published, any changes from the provisional settlement published on the 17 December 2025, will be set out in the 2026-27 budget report to Council Assembly on 25 February 2026;
6. the update to the Medium Term Financial Strategy (MTFS);
7. that the MTFS, the transformation programme, ongoing budget demand and cost pressures and HRA budget were considered by the Overview and Scrutiny committee in January 2026 and that the recommendations arising, and officer responses are included at Appendix E;
8. the Savings proposals at Appendix A;
9. the Climate Report and the Budget Equality Analysis Report 2026-27 (Appendices C and D);

10. that the Mayor of London draft budget for 2026-27 includes a proposal to increase the GLA Council Tax precept by 3%, equivalent to a £14.70 increase for a band D property;
11. the GLA council tax precept is due to be set on Thursday 26 February, one day after Council Assembly sets the budget for Southwark; therefore, a Council Tax Setting Committee will be convened after that date.
12. the content of the Section 25 statement by the Strategic Director of Resources.

BACKGROUND AND PURPOSE

13. Each year, the council updates a detailed Policy and Resources Strategy that normally reflects the duration of the government's financial settlement. As part of this strategy, and in line with the requirements of the Local Government Finance Act, the budget for the next financial year will be approved by Council Assembly on 25 February 2026 as part of the council tax setting process.
14. The balanced budget for 2025–26 was approved in February 2025, alongside draft budgets, projected funding gaps and the further savings expected to be required for 2026–27 as part of the council's three-year Medium Term Financial Strategy (MTFS). The council remains committed to prudent financial planning and long-term sustainability, ensuring that the policies and priorities set out in the council delivery plan are aligned with the financial resources projected over the medium term. The council is about to enter the final year (2026–27) of the current MTFS.
15. The December 2025 Policy and Resources Strategy report updated cabinet on the Fair Funding review, the November policy statement, and the Autumn Statement and the proposed approach to setting the budget this year. That approach remains unchanged, and the council has now updated its funding assumptions to reflect the Provisional Local Government Finance Settlement (PLGFS).
16. The report format is as follows:
 - Background to the Fair Funding Review – A recap
 - The Provisional Local Government Finance Settlement 2026-27
 - Annual budget 2026-27 and draft Medium Term Financial Strategy (2027-28 to 2029-30)
 - Other Grants – Outside the MTFS
 - Inflation and pay costs
 - Commitments and Contingency
 - Efficiencies, savings and income generation
 - Transformation Savings
 - Current Year Financial Performance and impact on budget setting
 - Value For Money (VFM)
 - Fees and Charges

- Consultation on the General Fund Budget
- Housing Revenue Account (HRA) Budget
- Next steps
- Community, Equalities (including socio-economic) and Health Impacts
- Climate Change implications
- Section 25 Statement (Section 151 commentary on the adequacy of reserves and the robustness of budget assumptions)

KEY ISSUES FOR CONSIDERATION

BACKGROUND TO THE FAIR FUNDING REVIEW – A Recap

17. The need to modernise the system for distributing local government funding was first formally acknowledged in December 2017, when the previous government began work on replacing the long-standing grant formula. The existing methodology, and the data underpinning it, had not been updated since 2013, when the business rates retention system was introduced. Over the following decade, demographic change, rising service pressures and widening inequalities between areas exposed the limitations of the outdated formula. Councils with rapidly growing populations, high levels of deprivation or acute service demand increasingly found that the funding system no longer reflected the real cost of delivering essential services.
18. The Fair Funding Review was conceived as a fundamental reset of the local government finance system, designed to establish a modern, evidence-based approach capable of allocating resources more accurately and sustainably. The council recognised that a comprehensive overhaul of the funding formula would inevitably lead to material shifts in the distribution of resources as relative levels of deprivation change across different areas. While Southwark's relative deprivation has reduced—reflecting the impact of long-term regeneration and investment in services—this redistribution is taking place in a highly challenging economic environment. In the absence of any overall uplift in national funding for local government, changes to the formula do not distribute additional growth but instead reallocate a fixed—and increasingly insufficient—funding envelope between authorities. As a result, the effects of redistribution are significantly more acute, with councils facing substantial reductions rather than managed, incremental transitions. However, as part of its prudent financial planning, the council has therefore set aside earmarked reserves to help cushion the impact of these changes and maintain stability while the new funding arrangements are implemented.
19. The November 2024 policy statement set out the government's intention for a radical reform of local government funding and in December 2024, the government launched a high-level consultation, *Local Authority Funding Reform: Objectives and Principles*¹, seeking views on a fair, simple and transparent system. This set out ambitions for a formula that better reflected

¹ <https://www.gov.uk/government/consultations/local-authority-funding-reform-objectives-and-principles/outcome/local-authority-funding-reform-objectives-and-principles-consultation-summary-of-responses>

relative need, recognised differences in local revenue-raising capacity and reduced the complexity created by years of incremental grant changes. On 20 June 2025, the government published *Fair Funding 2.0*², a detailed consultation on multi-year settlements from 2026–27 onwards, alongside proposals for a full reset of the national non-domestic rating system.

20. The consultation proposed consolidating multiple grants into fewer funding streams and developing a simplified formula based on updated assessments of demand and service costs. It also proposed equalising resources through a notional council tax level and resetting business rate growth. Further proposals included changes to devolution, strategic authority funding, sales, fees and charges, and a three-year transitional period with a funding floor to protect councils from falling below their 2025–26 cash level.

November 2025 Policy Statement

21. The November 2025 local government policy statement set out the following principles:

- Multi-year settlement: A three-year Local Government Finance Settlement (2026–27 to 2028–29).
- Fairer funding system: An evidence-based approach reflecting local need and revenue-raising capacity, with greater support for deprived areas.
- Transitional protection: A three-year phased approach with funding floors and transitional grants.
- Targeted support: A new Recovery Grant for councils with high need and demand pressures, including Southwark.
- Additional funding for children’s social care prevention.
- Systemic reforms: Simplification of funding pots, improved transparency and greater devolution.

22. These measures represent a fundamental reform of the local government finance system. The council welcomes the first multi-year settlement in a decade. The previous pattern of one-year settlements made long-term planning difficult and, as noted by the Institute for Fiscal Studies³, risked undermining efficiency and service quality. The consolidation of funding streams and reduced administrative burdens are also welcome, although the financial challenges facing the sector remain significant.

23. Initial modelling by London Councils indicated that 23 of the 32 London boroughs would face reductions under the proposed formula, with inner London authorities most adversely affected. Independent analysis by the Institute for Fiscal Studies reinforced these concerns, projecting average reductions of 19% for inner London without transitional protection, and a cash reduction of around 1% even with damping. London Councils’ modelling suggested that Southwark could face a reduction of around 20% before protections.

² <https://www.gov.uk/government/consultations/the-fair-funding-review-20>

³ [Reforming local government funding in England: the issues and options | Institute for Fiscal Studies](#)

24. The council responded to the consultation, welcoming the intention to simplify the system but highlighting the volatility introduced by the proposed model and the risks to financial stability. The council emphasised the need for carefully designed transitional arrangements to allow sufficient time to adjust.

December 2025 Cabinet report

25. The December 2025 cabinet report updated the budget assumptions following the policy statement, the autumn statement and modelling undertaken by London Councils. The changes to the budget assumptions were summarised in Table 1 below.

Table 1: Changes to assumptions in the MTFS

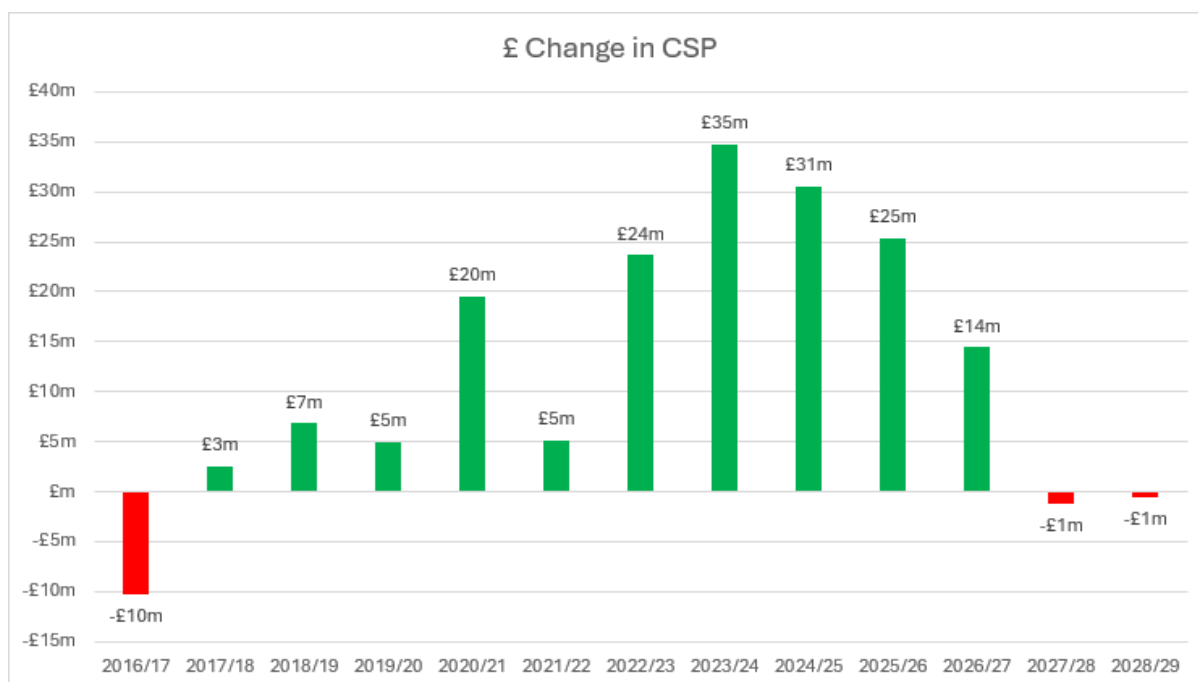
MTFS updates	Basis	2026-27 annual budget	Cumulative impact 2027-28 to 2029-30 (i.e. budget gap)
February 2025 cabinet report	Final year of 3-year budget - one year only	Balanced	
July cabinet report	Spending Review 2025 increases in overall local govt resource	Balanced	Minimum of £68m
Summer Projections from Fair Funding review consultation	Fair funding losses - but transitional arrangements - cash flat	Expected budget gap of £10m	Maximum of £99m
November Policy Statement	Update in data for Fair funding; updated transitional arrangements - new Recovery Grant Guarantee	Broadly Balanced	c£90m

PROVISIONAL LOCAL GOVERNMENT FINANCE SETTLEMENT 2026-27 (PLGFS)

26. The Provisional Local Government Finance Settlement (PLGFS) for 2026–27 was published on 17 December 2025. A central feature of the settlement is the notion of ‘Core Spending Power (CSP)’, which brings together government grants and estimated council tax income. Changes in CSP from one year to the next are widely used as a headline measure of how councils have fared.
27. The government confirmed that the Fair Funding Review will be implemented from April 2026, replacing the long-standing relative needs and resources formula and resetting all accumulated business rates growth since 2013. This marks a fundamental shift in national resource distribution. For Southwark—an authority with high deprivation, significant homelessness pressures and substantial social care demand—the new formula produces a lower assessed level of relative need than the current system.
28. To manage the transition, the government has introduced a three-year

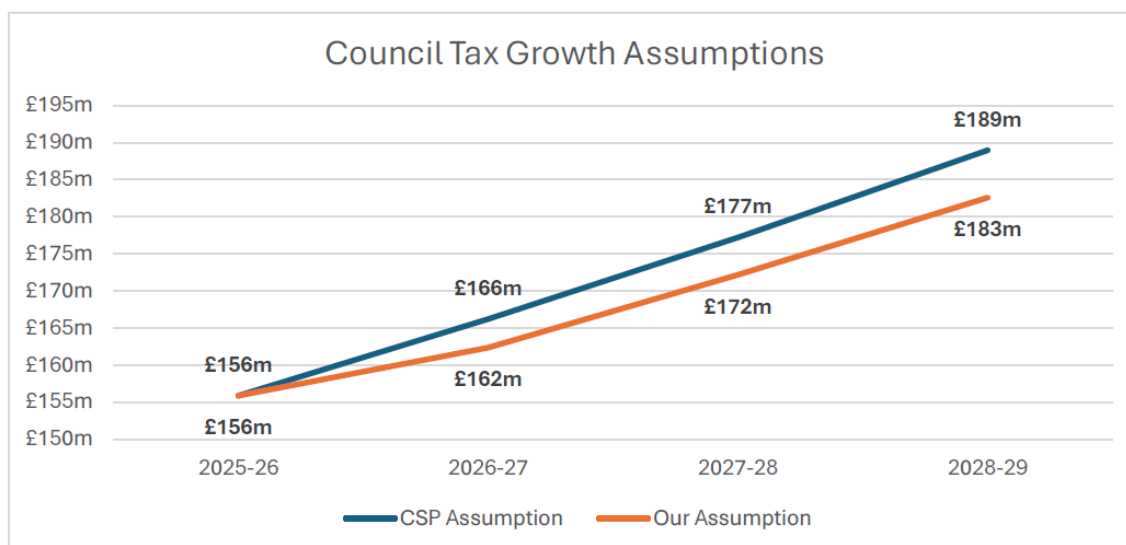
protection package. Southwark will receive income protection at 100% of its 2025–26 baseline delivered in part through the new Recovery Grant Guarantee, worth £11.7m per year for three years. In addition, Southwark qualifies for additional funding growth capped at a maximum cap of £35m over the 3 years. This significantly reduces the immediate detrimental impact of the new formula but does not remove the underlying reduction in assessed need once protections end.

29. The settlement consolidates sixteen grants into four major funding streams. For Southwark, the most significant is the Homelessness, Rough Sleeping and Domestic Abuse Grant. While consolidation simplifies the system, it is not additional grant, nor does it fully reflect the scale of homelessness pressures in high-cost urban areas. The Children, Families and Youth Grant also consolidates multiple funding lines, though only part sits within CSP. Public Health and the Crisis and Resilience Fund remain outside CSP.
30. The government's headline figure suggests that Southwark's Core Spending Power will increase by £38m between 2024–25 and 2028–29. Of the £38m, £25m was already received in 2025–26. The remaining increase is driven by the assumed future council tax growth, with government grant being lower in 2028–29 than in 2025–26. By 2028-29, grant funding will be £20.4m lower than it is in 2025-26.
31. Table 2 below shows how the council's core spending power has changed in each year since 2015-16. It shows CSP going up by about £14.5m next year (although more than 70% of that is through council tax growth). But thereafter, in 2027-28 and 2028-29, the council will see small reductions in overall CSP driven by cuts in grant. It's important to see these changes in the context of recent years – the last four consecutive settlements have seen increases in CSP ranging from £24m-£35m. It's this combination of flatlining funding and ongoing inflation that will continue to drive the council's budget gap.
32. The settlement maintains existing council tax referendum principles, allowing Southwark to increase core council tax by up to 2.99% and apply a further 2% adult social care precept. These flexibilities remain essential given social care pressures and reductions in government grant.

Table 2: Changes in Core Spending Power

33. Southwark's taxbase forecasts are significantly lower than the government's assumptions – Table 3. The slowdown in housebuilding and wider economic conditions mean the government's use of a five-year average is overly optimistic. The council expects slightly negative taxbase growth in 2025–26 and 2026–27, followed by modest growth of around 1% annually. By 2028–29, the government assumes Southwark will raise £189m in council tax, compared with the council's estimate of £183m—a cumulative gap of more than £15m. The gap is created by:

- Government's assessment of growth of new homes within Southwark being greater than our own projections based on current development activity and significant increases in the early part of this decade not being replicated towards the latter end
- Government's projections of council tax growth are based on national collection rates which city / urban councils nationally struggle to achieve.

Table 3: Council Tax Assumptions in CSP

34. Overall, the provisional settlement confirms that Southwark faces a materially lower level of government funding under the new formula, with transitional protections masking the full impact until 2029-30. The outcome falls within the range of outcomes the council had prepared for, and earmarked reserves were established to support the transition. The contribution from reserves to the 2026–27 budget has increased to £5m (from £2.5m in 2025–26), with a further £7.5m drawn from the Spending Review Risk Reserve over the MTFs period. These reserves will play a critical role in smoothing the impact of the new system and supporting essential services.
35. The council has formally responded to the local government provisional finance settlement, highlighting both the positive elements of the multi-year framework and several areas of significant concern. In particular, the council welcomes the certainty provided by a multi-year settlement and the reduction in ring-fencing, as well as the principle of a funding floor guarantee. However, the response also sets out issues with the proposed Recovery Grant, transitional arrangements and the lack of targeted support for homelessness and temporary accommodation pressures.
36. The government’s proposed £35 million cap on the Recovery Grant guarantee would result in Southwark losing an estimated £45 million over the next three years. The council has urged the government to reconsider this approach ahead of the final settlement, as removing the cap would provide a significant and much-needed boost to the council’s financial sustainability over the medium term.
37. The council’s response also highlights the absence of meaningful growth in funding for homelessness and temporary accommodation. Demand for temporary accommodation continues to rise sharply, and the lack of additional targeted support risks widening the gap between need and available resources, placing further strain on already stretched budgets.

ANNUAL BUDGET 2026-27 AND DRAFT MEDIUM TERM FINANCIAL STRATEGY (2027-28 TO 2029-30)

38. The three year MTFS agreed at Council Assembly in February 2025 presented a balanced budget for 2025-26 and an estimated gap of £7m in 2026-27, to be met through the council wide transformation programme. The MTFS remains on track to balance in 2026–27, supported by earmarked reserves.
39. In accordance with instructions from the December 2025 cabinet, this report provides updated budget proposals for 2026-27. The council’s Overview and Scrutiny committee have had a briefing on the impact of the settlement and its impact on the MTFS at the 7 January 2026 meeting and again on the 19 and 20 January 2026 and their responses are detailed in Appendix E.
40. This year, the approach taken to setting the 2026-27 annual budget and revising the MTFS has been to: -
- Confirm that the previously agreed savings targets for 2026–27 remain deliverable or identify replacement savings.
 - Update funding assumptions following the provisional settlement.
 - Update estimates of inflation and other pressures.
 - Assume the agreed starting position for 2026–27, with the adverse impact of Fair Funding mitigated by earmarked reserves.
 - Develop a new MTFS covering 2027–28 to 2029–30.
41. The 2026–27 budget is the final year of the current MTFS and coincides with the first year of the Fair Funding Review and the business rates reset. The government’s new three-year settlement (2026–27 to 2028–29) overlaps with the final year of the current MTFS and the first two years of the next one (Table 4).

Table 4: MTFS Period

Period	What It Covers	Relevance for 2026–27 Budget
2024–25 to 2026–27	Council’s existing Medium Term Financial Strategy (MTFS)	2026–27 is the final year of this MTFS. The budget being set now completes this cycle.
2026–27	Start of Fair Funding Review and Business Rates Reset	Major structural changes to national funding begin in the same year the council sets its annual budget.
2026–27 to 2028–29	Government’s new three-year funding settlement	Determines the council’s grant funding and protections for the next three years. Overlaps with the final year of the current MTFS and the first two years of the next one.
2027–28 to 2029–30	Council’s new three-year MTFS	Begins one year after Fair Funding implementation and extends one year beyond the government’s settlement to maintain a full planning horizon.

42. In response to the significant changes in local government funding, the Medium-Term Financial Strategy (MTFS) has been redesigned to align with the new framework. Table 5 restates the 2025–26 budget and updates funding assumptions for the government’s MTFS period (2026–27 to 2028–29). Key points include:

- The restated 2025-26 budget remains balanced
- The initial 2026-27 budget was balanced based on transformation savings.
- Funding has been updated using provisional settlement data
- The revised position is a balanced budget position for 2026-27
- Any funding changes between the provisional and final local government settlement will be added to or drawn down from earmarked reserves to apply to the council’s following MTFS (2027-28 to 2029-30)
- To balance the budget, £5m of earmarked reserves have been applied, and £4.5m of reserves allocated to partly offset the deficit in the Collection Fund
- The section titled “*Illustrative Data for Comparison*” reconciles the government’s CSP assumptions with the council’s MTFS and taxbase assumptions.

Table 5: Medium Term Financial Strategy (MTFS)	2025-26	2026-27	2027-28	2028-29	2029-30
	£m	£m	£m	£m	£m
Total Business rates	136.98	121.19	123.97	126.47	126.47
Business Rates deficit	-10.03	-7.00			
Business rates risk reserve	6.25	4.47			
Business rate growth	0.00	0.00	1.24	2.50	3.77
Total Government Grants (RSG)	133.47	151.29	157.67	141.92	141.92
Local authority Better Care Fund	22.02	22.02			
Fair Funding Allocation	288.69	291.98	282.88	270.90	272.17
Council Tax Requirement	155.90	162.38	172.18	182.58	193.61
Council Tax deficit	-7.01	-7.48			
Council tax risk reserve	7.01				
Homelessness, Rough Sleeping and Domestic abuse		8.47	8.76	9.01	9.01
Families First Partnership	2.13	5.28	5.28	4.51	4.51
Transitional Protection	0.00	0.00	0.29	1.81	1.81
Grants rolled into RSG		0.00	0.00	0.00	0.00
Recovery Grant	2.38	2.38	2.38	2.38	2.38
Recovery Grant Guarantee	0.00	11.67	11.67	11.67	11.67
Total other Grants	4.51	27.80	28.38	29.37	29.37
MTFS Core Spending Power (CSP) Total	449.10	474.67	483.44	482.85	495.15
Illustrative data for comparison					
Existing Grants rolled into CSP	20.71				
Difference in BR collection assumptions	4.25	2.53	-1.24	-2.50	
Difference in council tax assumptions	0.00	11.32	5.04	6.37	0.00
Reconciled MTFS Core Spending Power	474.06	488.52	487.24	486.72	495.15
Government Core Spending Power totals	474.06	488.52	487.24	486.72	495.15
Actual % increase in grants in CSP		3.1%	1.8%	-0.1%	2.5%
Grants outside CSP					
Homelessness Prevention Grant Outside CSP	3.15	0.00	0.00	0.00	0.00
Extended Producer Responsibility	6.22	7.09	7.09	7.09	7.09
Public Health	33.38	37.84	38.34	38.86	38.86
Total Other Grants outside CSP	42.76	44.93	45.43	45.95	45.95
Total Funding before contributions from balances	491.86	519.60	528.88	528.80	541.10
Contribution to earmarked reserve for EPR	-6.51	0.00	0.00	0.00	0.00
Contribution from Fair Funding Reform reserve	0.00	0.00	2.50	2.50	2.50
Contribution from earmarked reserves	2.50	5.00	0.00	0.00	0.00
TOTAL RESOURCES	487.85	524.60	531.38	531.30	543.60
PRIOR YEAR BUDGET	456.02	487.85	524.60	531.38	531.30
Pay and inflation	34.04	28.50	32.50	32.50	32.50
Commitments for rolled in grants	6.44	15.41	0.00	0.00	0.00
Other Commitments & Contingency:	10.39	9.78	2.43	0.00	0.00
Budget Before Savings & Efficiencies	506.89	541.54	559.54	563.87	563.80
Budget Gap before Savings & Efficiencies	19.03	16.94	28.16	32.57	20.21
Efficiencies	-9.21	-6.28	0.00	0.00	0.00
Income, Fees and Charges	-5.69	-3.57	0.00	0.00	0.00
Other Savings	-1.14	-0.09	0.00	0.00	0.00
TOTAL SAVINGS	-16.04	-9.94	0.00	0.00	0.00
TOTAL BUDGET	490.85	531.60	559.54	563.87	563.80
Shortfall before Transformation	3.00	7.00	28.16	32.57	20.21
Transformation savings	-3.00	-7.00	0.00	0.00	0.00
Gap post transformation	0.00	0.00	28.16	32.57	20.21
Cumulative Gap			28.16	60.73	80.94

43. Key points for 2027-28 to 2029-30 are:

- Funding updated using provisional settlement data for 2027-28 to 2028-29
- For 2029–30, assumptions include flat funding, a local increase in business rates retention.
- The table shows projected annual and cumulative budget gap before savings.
- The initial budget gap for 2027-28 is £28m, and cumulative gap to 2029-30 £81m. This is broadly as expected.
- Savings for 2027-28 onwards will be developed in 2026-27.

Fair Funding Allocation

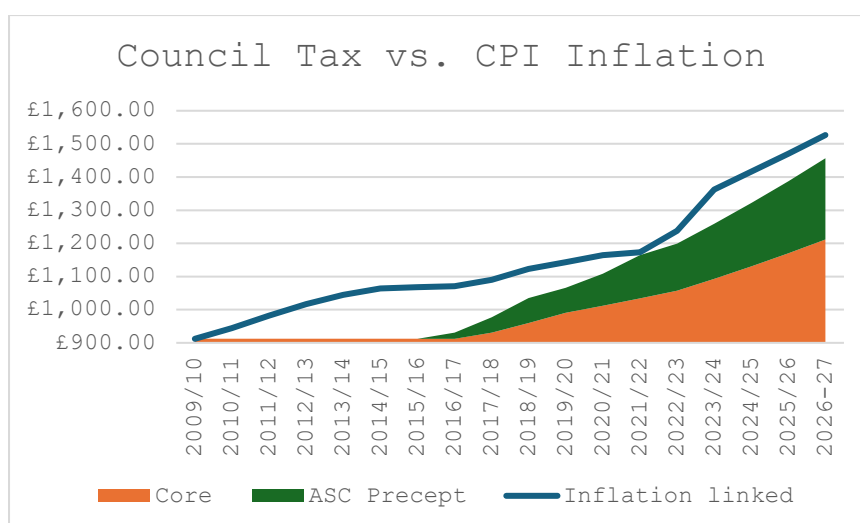
44. The provisional settlement implements the Fair Funding Review, resetting the business rates retention system and consolidating 18 funding streams—including the Social Care Grant—into the Revenue Support Grant. For Southwark, this results in a fundamentally different funding structure, with the Fair Funding Allocation combining retained business rates and government grant into a single framework.

45. Within the Fair Funding Allocation, it is assumed that from 2027-28, there will be retained growth in business rates of 1% per year.

Council Tax

46. Southwark continues to have one of the lowest council tax levels in London, ranked eighth out of 33 boroughs in 2025–26. Table 6 shows that council tax will still remain below the charge it would have been if CPI had been applied each year since 2010-11.

Table 6: Comparison of Actual (and proposed) Council Tax increases vs. Inflation



47. The council tax base report, at January 2026 cabinet, showed a net reduction in the taxbase of 0.8% in 2026-27. This pattern is similar across other London authorities, where assumptions have been revised downwards. The current estimated council tax deficit attributable to Southwark is estimated to be £7.5m in 2026-27. The budgeted collection rate for 2026-27 is 96.5% in line with actual performance in recent years. The revenues collection teams will continue to review approaches to collection and enforcement, wherever possible.
48. The Council Tax Requirement assumes the full use of the current flexibility to raise council tax by 4.99% each year. This increases revenue steadily from £162.4m to £182.6m in 2028-29 and to £193.60m, if the government retains these flexibilities in the next spending review period.
49. The Council Tax Relief Scheme continues to provide vital support to the council's financially vulnerable residents, including Southwark foster carers and those young people leaving care.

Southwark Element of the Council Tax

50. The impact of an increase in council tax of 4.99% (2.99% plus 2% Social Care precept) will mean that residents in Band D properties will see a council tax bill rise of approximately £1.33p per week (before the increase levied by the GLA).
51. The amount of social care precept and local council tax to be charged to residents in 2026-27 is detailed in the Table 7, calculated in accordance with Sections 30 and 36 of the Local Government Finance Act 1992. These have increased by 2.00% and 2.99% respectively, the maximum permitted.
52. The Greater London Authority (GLA) sets an overall precept for London on an annual basis. The precept is the Mayor of London's part of the Council Tax and is collected by London Boroughs and the Corporation of London. The precept collected contributes funding towards services provided by the GLA, including the Mayor's Office for Policing and Crime, the London Fire Brigade, Transport for London and the Greater London Authority.
53. The Mayor of London's draft budget for 2026-27, includes a proposal to increase the GLA Council Tax precept of 3%, equivalent to £14.70 increase for a Band D property. This means the total impact of council tax increases (both Council and GLA) for those living in Band D properties will be approximately £1.61p per week. The final precept will not be formally approved until the London Assembly budget meeting which is scheduled for 26 February 2025. The precept is in addition to the amounts charged by Southwark Council and have been added into Table 7.

Table 7 Draft council tax rates for 2026-27

Band	Factor	ASC (£)	LBS (£)	Subtotal (£)	Draft Precept GLA (£)	TOTAL (£)
@	5/9	136.12	673.19	809.31	280.60	1,089.91
A	6/9	163.33	807.84	971.17	336.72	1,307.89
B	7/9	190.56	942.47	1,133.03	392.84	1,525.87
C	8/9	217.76	1,077.13	1,294.89	448.96	1,743.85
D	9/9	245.00	1,211.75	1,456.75	505.08	1,961.83
E	11/9	299.44	1,481.03	1,780.47	617.32	2,397.79
F	13/9	353.88	1,750.31	2,104.19	729.56	2,833.75
G	15/9	408.33	2,019.59	2,427.92	841.80	3,269.72
H	18/9	490.00	2,423.50	2,913.50	1,010.16	3,923.66

Business Rates

54. The Business Rates System will be reset from April 2026, establishing new baseline funding levels for all authorities. The 2026–27 budget includes a provisional forecast of £121 million in business rates income. This reset will take place alongside the 2026 revaluation of non-domestic properties, which is expected to produce significant changes to rateable values across the borough.
55. As part of the new arrangements, the government has confirmed the introduction of two lower multipliers for Retail, Hospitality and Leisure (RHL) properties, set 5p below the standard rate. The effect on individual RHL businesses will depend on their updated rateable values and whether these offset the withdrawal of the 40% relief provided in 2025–26. Additional support for pubs has been announced, although details are still awaited, and further measures may yet be introduced.
56. A new Supporting Small Business scheme will also apply, ensuring that any business facing higher liability in 2026–27 will see an increase equal to the higher of its transitional cap or the £800 (SSB) maximum. Taken together, these measures and the wider structural reforms mean that the impact of the new system will vary considerably between sectors and individual properties.

Other Grants within Core Spending Power

57. The government has introduced a Recovery Grant Guarantee to ensure that deprived upper-tier authorities, such as Southwark, receive minimum funding increases of 5%, 6% and 7% (from the 2025-26 funding levels), over the next three years. This has been subject to an overall cap of £35m. Southwark will continue to receive its existing Recovery Grant (£2.38m annually) and has been awarded an additional Guarantee of £11.67 m per year until 2028–29. At this stage, the MTFs assumes that this support will continue in the next Spending Review period from 2029–30. As noted above, Southwark's underlying entitlement would exceed the £35m limit and so instead of receiving growth of 5%, 6% and 7% it will instead receive the £35m in three equal tranches.

Removing the limit would deliver the council an additional £45m over the three year period.

58. The Homelessness, Prevention and Rough Sleeping Grant now sits within CSP but is largely composed of funding streams that previously sat outside it. It brings together:

- The prevention, staffing and relief element of the Homelessness Prevention Grant.
- Rough Sleeping Prevention and Recovery Grant (RSPARG) and Rough Sleeping Accommodation Programme (RSAP), based on actual payments recorded by MHCLG rather than published allocations.
- The Domestic Abuse Safe Accommodation and New Burdens Grant.

59. The Children Families and Youth Consolidated Grant spans both CSP and non CSP funding. It combines

- the Family First Partnership funding (children's services prevention grant and Supporting Families element),
- Holiday Activities and Food (HAF) funding, rolled in with a small temporary uplift for administration in 2026/27.
- Pupil Premium Plus Post-16, rolled in unchanged.

Other Grants – outside Core Spending Power

60. The consolidated Public Health Grant brings together the

- the main Public Health Grant,
- Drug and alcohol Treatment and Recovery Improvement Grant (DATRIG),
- Individual Placement Support (IPS),
- local stop smoking services funding, and the former Swap to Stop scheme.

61. The Extended Producer Responsibility (EPR) Grant, introduced in 2025–26 to support the costs of collecting, managing, recycling and disposing of household waste, has been continued in 2026–27 at a slightly higher level of £7.1 million.

OTHER GRANTS – OUTSIDE THE MTFS

Dedicated Schools Grant (DSG)

62. Allocations for the Dedicated Schools Grant (DSG) were published alongside the provisional local government settlement. 2026-27 will be the first full year of extended entitlements for pupils aged 9 months to 2 years from working families so growth has been announced in the Early Years block of DSG for this. The High Needs Block remains the main risk area for the DSG in the medium term. In order to bring the service to a sustainable footing, officers need to continue to pursue savings and efficiencies. The government is working on longer-term reforms to SEND with a White Paper expected in early 2026.

63. In order to manage the accumulated historical DSG deficit the council entered into a Safety Valve agreement with the Department of Education (DfE) in 2022-23. The key to this programme is the agreement to ensure an in-year balanced position within the timeframes agreed. As part of the agreement the council is expected to receive a total of £23m in instalments subject to satisfactory progress against the agreed milestones. This financial year is the fourth year of this agreement, the council received £14.76m by the end of 2024-25 leaving an accumulated DSG deficit of £5.8m as at 31 March 2025. In 2025-26 the council is on track to receive the agreed £2.77m in line with the Safety Valve agreement and is expected to meet all future milestones.

Crisis and Resilience Grant

64. The new grant brings together Discretionary Housing Payments and the Household Support Fund into a single funding stream. Within this, the Crisis Payment element replaces the former Household Support Fund and is now allocated using a formula driven primarily by population and deprivation, with the updated 2025 Indices of Multiple Deprivation (IMD) becoming a major determinant of change. Southwark's allocation for 2026–27 is £5.01 million, representing a reduction of around 10% compared with the 2025–26 level.

INFLATION AND PAY COSTS

65. Inflation remains a key risk to the council's budget. CPI is currently at 3.2%, the forecast from the Office for Budget Responsibility suggests that this should decline to 2.5% by mid-2026 and stabilising at the 2% target thereafter. The autumn statement set out inflation rates at 2.5% in 2026 before achieving the target 2% in 2027. The 2025-26 pay agreement was a 3.2% uplift through the National Joint Council (NJC).
66. The MTFs has assumed an overall average of a 3% increase in pay and contractual inflation, to ensure that departmental budgets are updated into real terms increase. This equates to a cost of around £32.5m per year. In 2026-27, there has been a reduction in the contribution to the employers' pension contribution, which equates to an estimated cost saving of £4m for the general fund.

COMMITMENTS AND CONTINGENCY

67. The MTFs includes updated commitments and contingency provisions to ensure that the council can manage known pressures and emerging risks. The contingency also provides resilience against unforeseen in-year pressures, reducing the risk of unplanned service reductions.
68. The total commitments and contingency requirement for 2026–27 is £25.2m. Within this total, £15.4 million relates to updating budgets to match grants—primarily temporary accommodation funding—that have now been rolled into Revenue Support Grant. Other commitments include the increased cost of the Freedom Pass, the Southwark360 implementation reserve, and targeted

investments such as the Women’s Safety Centre and SEND transport provision. These commitments ensure that the council can continue to deliver essential services while responding to emerging needs and supporting vulnerable residents.

EFFICIENCIES, SAVINGS AND INCOME GENERATION

69. The council remains committed to delivering savings in a way that protects frontline services wherever possible. The 2026–27 budget includes £6.3m of efficiency savings, focused on delivering the same or improved outcomes through modernisation, service redesign and improved productivity. These savings form a core part of the council’s strategy to maintain financial sustainability in the face of reduced government funding.
70. The council has also identified £3.5 million of additional income generation for 2026–27, aligned with council policies and priorities. This includes reviewing fees and charges, maximising commercial opportunities and ensuring that income streams reflect the cost of service provision.
71. Despite these measures, some service reductions are unavoidable. Savings with a direct service impact totalling £0.1 million for 2026–27 were agreed as part of the February 2024 budget and are set out in Appendix A. The council will continue to prioritise early intervention, prevention and service transformation to minimise the impact on residents.

TRANSFORMATION SAVINGS

72. The council is progressing programmes within Future Southwark Transformation Programme that seek to deliver operational effectiveness, maximise resources, benefits, and value for money whilst enabling the delivery of Southwark 2030.
73. Table 8 below outlines the work underway under each programme expected to deliver cashable savings, status of delivery and what is expected for 2026-27.

Table 8 Progress on Transformation Programmes

Programme	Progress on Transformation Programmes
Corporate Real Estate	Targeted sprints have been undertaken to identify where there are opportunities to deliver cashable benefits / savings, primarily focused on workplace assets, commercial lets and cross cutting ideas. Examples include the review of advertising, commercialisation of non-residential properties, business rates review programme; the use of residential property to reduce service costs. Pipeline opportunities identified are at different stages of development, some more progressed and being actioned, others under review. It is expected that the first of these initiatives will deliver early in 2026 with other initiatives later in 2026-27.

Programme	Progress on Transformation Programmes
Procurement & Third Party Spend	Initial fieldwork is near completion with a short list of pipeline opportunities identified. Supporting business cases are being developed and are expected to be agreed in February. These will then move into implementation phase for delivery and it is expected cashable benefits will be realised during and throughout 2026-27. The exact timing and nature of these will be known post business case development and an update provided in the in-year financial updates.
Income Maximisation	Initial fieldwork is complete and a short list of pipeline opportunities having been identified. Commercial assessments are underway and this along with supporting business cases are being developed. Opportunities that ensure that we are compliant with our current fees and charges policy and approach, improve our debt management practices etc. will form part of our normal delivery approach. More complex, new and different opportunities will be developed further into business cases for agreement, with due consideration of implications and equalities impact assessment and consultation where required. The realisation of cashable savings is likely to be in the second half of the financial year.
The Redesign of Business Resource (Part1)	The review of the council's approach and delivery of three core business functions of Transformation & PMO, Strategy & Policy, Business Intelligence & Customer Insight has been completed. Wave 1 of the implementation plan is underway and currently under staff consultation; wave 2 is expected to follow in the Spring. Benefits realisation from this programme will be identified from the design of these hubs and realised upon implementation. This is likely to be in the latter part of the financial year.
The Redesign of Business Resource (Part 2)	This programme will be focused on reviewing the councils operating model for two council business functions; business support and customer services with the aim of improving outcomes for residents, improving cross council working, establishing cross council best practice and maximising the use of staff resources.
ERP	In June 2024, Cabinet agreed for the council to procure and implement a fully integrated ERP solution (Enterprise Resource Planning (ERP) system). The current MTFS includes a £0.6m saving to be delivered in 2026-27 with wider benefits expected to be quantified during the design and implementation phase of the programme, deliverable for 2027-28 onwards.
Technology & Digital	The council is working continuously to transform both the way it operates and the way residents experience digital services. This transformation is being driven by the introduction of new technologies, systems, and innovative solutions. An exercise is also underway to a) bring the 'shadow IT' services that exists in the organisation into the central ICT service and b) review the Shared Technology Service (STS) arrangement to improve the efficiency and cost effectiveness.

74. Table 9 outlines the savings target expected to be delivered by each listed programme in 2026-27. The targets have been reprofiled to take into

consideration the delayed delivery of savings in 2025/26; c£250k currently projected against the in-year target of £3m. The cumulative target of c£10m, across 2025/26 and 2026/27, is expected to be fully delivered in 2026/27.

Table 9 Savings Targets

Name	Reprofiled Savings Target FY26/27 *
Corporate Real Estate	£2.150M
Procurement & Third Party spend	£5.000M
Redesign of Business Resource (pt 1) *	£0.250M
Redesign of Business Resource (pt 2)	£1.100M
Sub Total	£8.500M
Maximisation of Income	£1.250M
Technology & Digital	
Total – In Year Target	£9.750M
Total – Cumulative Target	£10.000M

*this will need to be adjusted at the 1 April based on the outturn position

75. The level of the 2026-27 budget gap will require a robust programme management approach to delivery of activity and benefits realisation within these programmes to ensure that cashable budget savings are delivered timely and at pace. Regular close monitoring will be required at programme and overall level to ensure that individual programmes remain on track to deliver against the savings target set but also that the overall c£10m target is met across the broad range of programme activity. It should be noted that some proposals may only be delivered after specific statutory or other legal procedures have been followed and / or consultation taken place where relevant.

CURRENT YEAR FINANCIAL PERFORMANCE AND IMPACT ON BUDGET SETTING

76. As reported to cabinet in December 2025, there are a number of in-year pressures impacting on the current year, 2025-26 General Fund budget. The key pressures are outlined below (Table 10). Mitigating actions are in place across these services and some contingency has been set aside to ameliorate one-off pressures. The implementation of mitigation plans are monitored through various internal boards and more publicly to Cabinet. However, no further growth has been set aside for these budgets and any underperformance against recovery plans will lead to an adverse outturn for the council in 2025-26 and left unchecked may continue to create budget pressures in 2026-27.

Officers will continue to report regularly to cabinet on the progress of budget mitigations.

Table 10: 2025-26 General Fund Forecast Overspends

Service Area	Forecast Overspend (2025/26) after reserve movements and mitigations
Temporary Accommodation (and Housing Solutions)	£15.6m
Social Care	£4.8m
Strategy and Communities	£3.4m
No Recourse to Public Funds	£2.2m
Contact Centre	£1m

VALUE FOR MONEY

77. The council remains committed to delivering value for money across all its services. A key part of this is maintaining a strong focus on achieving the efficiency savings proposed within the budget. These savings are designed to deliver the same outcomes for residents by working differently, modernising processes and improving productivity.
78. This report sets out the most likely financial position for 2026–27, reflecting the provisional settlement and a prudent assessment of pay and contractual inflation. For the period 2027–28 to 2029–30, planning assumptions will continue to be based on a cautious but best-estimate approach. These assumptions will be refined throughout 2026–27, alongside the delivery of approved savings, to support the development of a balanced budget for 2027–28.
79. The council is working continuously to transform both the way it operates and the way residents experience digital services. This transformation is being driven by the introduction of new technologies, modern systems and innovative digital solutions that will enable services to be delivered more efficiently and effectively. These changes, alongside the wider transformation programme, will support the reconfiguration of services and enable substantial efficiencies to be realised over the next MTFS period as digital improvements mature and come to fruition.

FEES AND CHARGES

80. Under Part 3C of the constitution, cabinet is responsible for the approval of new fees and charges and agreement of charging levels in line with the medium term resources strategy. Draft fees and charges schedules for 2026-27 were noted by December Cabinet. The final schedules are at Appendix B, changes from December cabinet have been highlighted. The Equality, Diversity and Inclusion team will undertake on-going monitoring for equality impact of all fees and charges implemented in 2025-26 and 2026-27. EDI are working with departments to support full Equality Impact Needs Analysis (EINA) across all

fees and charges.

CONSULTATION ON THE GENERAL FUND BUDGET

81. Business rate payers have been consulted on the revenue budget proposals, through the council's 'Business News: Support, Advice and Events' newsletter sent out to all businesses in December 2025. No feedback has yet been received.

HOUSING REVENUE ACCOUNT BUDGET

82. The Housing Revenue Account (HRA) continues to operate under significant financial pressure, driven by historic rent restrictions, unfunded regulatory requirements, high construction and repair costs and elevated borrowing rates. For 2026-27, rents will increase by 4.8%, in line with the government's 10-year rent settlement formula of CPI + 1%, which came into effect from April 2026. In September 2025, CPI was announced at 3.8% and forms the basis for 2026-27 rent setting as presented at cabinet in January 2026.
83. Service charges and tenant-facing budgets will rise by on average 7.45% to maintain essential services such as cleaning and grounds maintenance. These were also set out in the January cabinet report and reflect the cost recovery nature of the services provided.
84. Despite these uplifts, the cumulative impact of previous rent caps has reduced annual rental income by approximately £40m, leaving the HRA in a continued constrained position.
85. Inflationary pressures in construction markets remain significant, and interest rates continue to be high, increasing the cost of debt financing for the housing capital programme. Additional regulatory obligations under the Fire and Building Safety Acts, alongside damp and mould remediation, have further increased the financial challenges.
86. To address these pressures, the council's HRA Recovery Plan remains in Phase 1 for 2026/27, focusing on containing service expenditure within available budgets and restoring the revenue funding for asset management to an appropriate level. The plan has not yet progressed to a stage whereby the revenue contribution to the asset management programme matches the funding requirement, therefore further asset disposals will be necessary to sustain the programme. In 2026-27, an estimated £25m of disposals will be required for this purpose.
87. Phase 2 of the Recovery Plan, now re-profiled to commence from 2027-28 onwards, aims to continue to restore revenue contributions to capital works, rebuild reserves toward a prudent level of £50m, and repay temporary borrowing by 2031-32. Borrowing for new homes will continue to remain restricted until market conditions and interest rates improve.
88. Table 11, outlines the next stages of the recovery plan, including the budget for

2026-27 to be approved by cabinet at this meeting.

Table 11: HRA Budget 2025-26 to 2033-34

	PHASE 1		PHASE 2					
	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33
	£m	£m	£m	£m	£m	£m	£m	£m
Income	-344	-365	-377	-388	-400	-412	-425	-438
Service Expenditure	242	244	250	255	261	267	272	278
Debt Financing Costs	41	45	47	50	54	55	54	54
Depreciation and CERA	66	72	73	68	65	65	65	65
Contribution to (from) Reserves	-5	4	3	10	7	8	15	30
Repay non New Homes temporary b	0	0	4	5	13	18	18	10
Reserves	-16	-20	-23	-34	-41	-49	-64	-94
Phase 1								
Reset service expenditure limits. 2025-26 is based on P8 Forecast.								
Phase 2								
Reserves increase prudently - backloaded to achieve £50m by end 2031-32 Completion of some existing committed new builds Asset Management borrowing repaid within Phase 2								

Key Assumptions for the 2026-27 HRA Budget

General Position

89. The HRA budget for 2026-27 has been developed using the 2025-26 forecast position and CPI assumptions of 3.8% for the 2026-27 budget year and 2.2% thereafter. The savings requirement, estimated at approximately £2.8m, has reduced in part due to increased income. The corresponding expenditure increases where known, particularly for service charges, have been captured within this budget. Where details were unavailable, a general CPI uplift has been applied.

Income

90. The primary source of HRA income is tenants' rents. The government announced (as part of the Spending Review⁴) a 10-year rent settlement for social housing from 1 April 2026 in which rents will be permitted to increase by Consumer Prices Index (CPI) +1% per annum. As set out in the report to cabinet in January 2026, rents will be uplifted by 4.8% according to the CPI+1% formula.

Service Expenditure

91. Service expenditure includes elements that are fixed and/or controllable in nature. The majority of tenant-facing services, including repairs and maintenance, fall within this category. Service expenditure budgets will increase

⁴ [Spending Review 2025 \(HTML\) - GOV.UK](#)

by 3.8% in 2026-27 and the Recovery Plan allows for CPI based increases annually thereafter. The Service Expenditure category also includes spend the council has little direct control over including insurance, Tenant Management Organisation (TMO) allowances and the heating account.

Debt Financing and Capital Contributions

92. Debt Financing Costs are the revenue cost (interest payments) of the borrowing the council takes to fund its housing capital programme. The budget for these costs has increased reflecting the need to borrow significant sums to deliver the remainder of the committed new build programme and to provide temporary borrowing to cover any excess spend in the Asset Management Budget. The 2026-27 budget assumptions are based on current forecasts, with interest on balances and debt management costs uplifted by 3.8%.

Depreciation and CERA

93. The Depreciation and CERA (Capital Expenditure charged to the Revenue Account) budgets are the revenue charges that fund the council's Asset Management programme (i.e. capital expenditure on improvements to existing homes).

Contributions to/from Reserves

94. The council is anticipating HRA reserves of around £16m on 31 March 2026. Ideally, for an HRA this size, the council should be holding reserves in the region of £50m or at a minimum around 10% of the annual income, currently the reserves stand at just over 5%. Income in 2026-27 is estimated at £365m which would result in minimum reserves required of £37m. Given the significant pressures on the HRA, it is unlikely that the council will be able to make any significant contribution to general reserves for the next few years, however the plan outlines the intention to start rebuilding reserves in small amounts from as early as possible.

NEXT STEPS

95. The next main governance steps to establishing the 2026-27 general fund revenue budget are outlined in the table below:

Date	Meeting	Report	Purpose
25 February 2026	Council Assembly	P&R strategy	Approve a balanced budget for 2026-27 and present the MTFS
27 February 2026	Council Tax Setting committee	Council Tax Setting	Formal approval of Council Tax including GLA precept

COMMUNITY, EQUALITIES (INCLUDING SOCIO-ECONOMIC) AND HEALTH IMPACTS

96. The council works in accordance with the single public sector equality duty (PSED) contained within section 149 of the Equality Act 2010. This means the council must have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, and advance equality of opportunity and foster good relations between different groups.
97. Undertaking equality analysis helps the council to understand the potential effects that the budget proposals may have on the protected characteristics and the delivery of the PSED. We also consider the impact on socio-economics. The analysis considers if there may be any negative impact and how any of these issues can be mitigated. Analysis is also undertaken to consider any crosscutting and organisation-wide impacts.
98. The Budget Equality Analysis Report 2026-27 (Appendix D) sets out the importance of the Equality Impact and Needs Analysis (EINA) being an on-going process, to be built upon as proposals are developed, consulted upon and implemented. It is a dynamic and pro-active process, which is part of the overall Equality, Diversity and Inclusion (EDI) work in the council.
99. The report recognises that the council set a three year budget in 2024-25 and departmental teams undertook Equality Impact Needs Analysis (EINA) of all areas identified as of medium or high relevance to equality. The aim was for equality analysis undertaken of the developing budget proposals to inform the budget process at all stages of the budget challenge and decision-making stages. For the 2025-2026 budget challenge, only proposals that were new or had changed and Fees and Charges required an EINA, therefore there were fewer EINAs available to review.
100. Equality analysis will continue through the cycle of planning and implementation of these budget proposals. In line with our Public Sector Equality Duty, any changes to services arising from these proposals will be implemented in such a way to not impact disproportionately on any protected characteristic or group in our community. Where necessary, further consultation will be undertaken alongside mitigating actions. In line with the process across the council, information on the equality analysis has been shared with the relevant cabinet members so it can be considered when decisions are taken.
101. Appendix D identifies those budget savings that have a potential negative impact and where mitigating actions have been identified. The Equality and Human Rights Panel (EHRP) has provided initial feedback on the draft budget equality analysis report and related EINAs (Equality Impact and Needs Analysis). The role of EHRP is as a critical scrutiny friend on the council's Equality, Diversity and Inclusion work. EHRP are an important part of the council's external Equality Governance

CLIMATE CHANGE IMPLICATIONS

102. In March 2019, the Council declared a climate emergency and committed to doing all it can to make the borough carbon neutral by 2030. This was followed by a Climate Change Strategy and Action Plan in 2021, a Climate Adaptation and Resilience Strategy in 2024, and then in autumn 2025, a Climate Change Strategy refresh to review progress and produce a combined climate strategy, and a streamlined, prioritised climate action plan. This committed the council to producing annual climate budgets to set out current funding commitments and key funding needs to meet our climate goals.
103. This year's climate budget builds on the initial climate budget statement included as an appendix to last year's council budget, which introduced the concept of climate budgeting and gave some early snapshots of our investment to date in climate action and the scale of potential funding gaps. However, this year is Southwark's first full climate budget to include details of specific projects, estimates of associated carbon savings and forward emissions pathways - making it a full climate budget of our operational emissions. Full details are included at Appendix C.

SECTION 151 OFFICER COMMENT ON THE BUDGET (S.25 STATEMENT)

104. This section contains the Section 151 Officer's comments on the robustness of the estimates included in the budget and the adequacy of the proposed financial reserves, as required under Section 25(1) of the Local Government Act 2003. Section 151 responsibilities are assigned to the Council's Strategic Director for Resources.
105. The 2026–27 budget-setting process has involved a series of key steps:
- Starting with the approved 2025–26 budget and validating the savings already provisionally agreed for 2026-27 as part of the 3 year budget
 - Restating the council's MTFS to reflect and support the introduction of the new Fair Funding arrangements.
 - Publishing draft MTFS proposals and the council's overall approach at Cabinet in July and December 2025.
 - Updating funding assumptions following the provisional local government finance settlement and the local government policy statement.
 - Assessing the short-term financial challenges arising from demand and inflationary pressures—both across the wider local government sector and from in-year monitoring during 2025–26.
 - Assessing the likely budget gap through to 2029–30 to enable early planning and ensure the long-term sustainability of the council's finances.
 - Reviewing the adequacy of the council's reserves.
106. Funding for local government has changed fundamentally, as a result of the Fair Funding Review, as described in paragraphs 17-20. The Medium Term Financial Strategy (MTFS) has been restated to align directly with the

government's new funding arrangements. This will ensure that the council's financial planning reflects the revised distribution of resources.

107. The MTFS includes provisions for inflationary pressures to ensure that expected in-year cost increases can be managed within the budget. However, as outlined in Table 10 the cost of temporary accommodation continues to be the council's most material General Fund risk. This challenge is not unique to Southwark, with London and other urban areas experiencing similar pressures. Other areas of overspend present lower levels of risk, and the Strategic Director of Resources is satisfied that plans are in place to reduce spend over time and the appropriate governance is in place to monitor delivery of such activities. However, continuing financial pressures are expected in 2026-27 and beyond which the council will need consider as part of its financial planning.
108. The 2026–27 general fund budget savings have been subject to rigorous scrutiny to ensure that the savings proposals agreed last year remain deliverable. A series of member-led scrutiny sessions focused on areas of financial risk, and the Overview and Scrutiny Committee reviewed all budget areas, providing an important check and balance in the decision-making process. The Annual Governance Statement⁵, agreed by the Audit, Governance and Standards Committee, sets out how the council has complied with governance processes, accounting codes and standards in preparing the budget, and highlights key medium-term risks. The council has clear visibility of the financial risks it faces and has established plans to manage them. The introduction of Fair Funding was identified as a risk in previous years, and the council has mitigated this by setting aside specific earmarked reserves to smooth the transition to reduced government funding.
109. Significant work has also been undertaken to transform services across the council, moving beyond departmental savings to a more strategic, organisation-wide approach. The aim is to deliver high-quality, value-for-money services for residents and service users over the longer term. The council's transformation programme is described in paragraphs 72-75. Regular reporting to council leadership teams is in place, and a mid-year review of financial delivery will be undertaken to ensure that progress remains on track in this evolving area. This work will support the organisation to redesign service provision, align resources with council priorities and deliver efficiencies that can meet the new funding challenges ahead. It will also help strengthen the council's long-term financial resilience by modernising systems, improving productivity, and ensuring that services are structured in a way that is sustainable, flexible and capable of adapting to future demand pressures.
110. The general fund budget process outlined in the above paragraphs has provided assurance of the robustness of the estimates in the 2026-27.
111. The Housing Revenue Account (HRA) budget also remains under significant pressure. A detailed assessment of the HRA position is included within this

⁵ [Annual governance statements | Southwark Council](#)

report, and there is a clear programme of mitigating actions designed to restore long term financial sustainability. The impact of these measures will be closely monitored throughout 2026-27. Successful delivery of the HRA budget will require a whole council approach to managing demand pressures. The HRA continues to be in a high risk position, and while this is not unique to Southwark, the sector as a whole will need to work collectively to prevent this becoming a normalised financial environment. The HRA recovery plan sets out the actions required, and these will need to be delivered promptly and effectively to meet the financial challenges outlined in this report. Considerable scrutiny is applied internally to the financial performance of the HRA, and this will continue into 2026-27 as the council manages its delivery of the HRA financial recovery activity. This includes activity to replenish HRA financial reserves as outlined in paragraph 120 below.

Use of reserves and balances

112. It is a statutory requirement under Sections 32 and 43 of the Local Government Finance Act 1992 for councils to have regard to the level of reserves needed for meeting estimated future expenditure. It is the responsibility of the Section 151 officer to exercise judgement about the adequacy of reserves, and they are required to provide the necessary assurances as part of the budget report.
113. Reserves can be classed as either general balances or earmarked reserves and represent funds that are not part of the normal recurring budget of the council but are distinct 'pots' of finite funds. General reserves are held as a safeguard against unforeseen events and to ensure the council has sufficient funds to meet cash flow requirements. Earmarked reserves are held for specific purposes to meet operational commitments, risks or for strategic investment.
114. Reserves should only be used for unforeseen emergencies; mitigation of known risks; pump priming for investment; smoothing of spending fluctuations; or short-term transitional support. Reserves should not be used to support ongoing expenditure commitments or as a substitute for delivering an annually balanced budget. For a number of years, the council had planned for the use of reserves to help smooth the impact of government funding reductions and other budget pressures. Not only does this help to protect council services but it allows time to transition towards new ways of working, productivity improvements and efficiencies.
115. Without adequate reserves, the council would be required to make immediate in-year savings to address any shortfall, which would risk significant disruption to service delivery. The council will continue to monitor the medium-term financial position closely, assessing both future income and expenditure to ensure long-term sustainability. The Strategic Director of Resources considers the current level of earmarked reserves to be adequate to support the council through the short to medium term.
116. In 2025-26, the council utilised £2.5m of reserves to achieve a balanced budget. For 2026-27, proposals include a £5m contribution from general reserves, alongside £4.5m to support the collection fund. Over the following

three years, the council plans to draw down £7.5m to offset funding variations anticipated from the Fair Funding Review. These contributions provide a financial buffer against service demand fluctuations and cost pressures, reinforcing prudent financial management and the council is able financially manage this approach.

117. The key financial risk to the council is increasing reliance on reserves to offset budget overspends or to compensate for non-delivery of agreed departmental and transformation savings. Although the council currently meets the minimum requirement for holding unallocated reserves, this position is becoming more challenging as overall expenditure continues to rise. Using reserves to cover overspends is unsustainable, as reserve levels will continue to decline year-on-year if used in this way.
118. To support long-term financial resilience, the council has modelled projected reserve levels through to 2029–30 under a range of scenarios. Projected budget overspends are reported to Cabinet through the regular budget monitoring process, and monthly spending reports are subject to detailed scrutiny by the corporate management team. This approach underpins ongoing engagement with chief officers on the critical importance of maintaining robust budget management and ensuring that expenditure remains within agreed budgets. Currently, the council has adequate General Fund reserves to provide adequate financial resilience. However, a financial plan to reduce overspends related to Temporary Accommodation will need to be successfully delivered in the medium term to ensure ongoing general fund reserve sustainability.
119. In order to manage the accumulated historical DSG deficit the council entered into a Safety Valve agreement with the Department of Education (DfE) in 2022 - 23. The council has an accumulated DSG deficit of £5.8m as at 31 March 2025. The council is expected to meet all future milestones and receive the full support under the safety value agreement to continue to reduce the DSG deficit.
120. Whilst General Fund reserves are considered adequate, the HRA reserves are low both in cash terms and as a percentage of rents. Current HRA reserve levels fall below what best practice dictates they should be and consequently reserve replenishment forms a key part of the HRA budget plans moving forward. Those HRA plans, referenced elsewhere in this report, set out a path to financial sustainability, including boosting reserves from £21m to around £50m by 2031-32. This is based on the key assumption of the council achieving the targets set out in the HRA recovery plan.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Assistant Chief Executive (Governance and Assurance) – (NBC/20260126)

121. The constitution determines that cabinet consider decisions regarding the strategic aspects of the regulation and control of the council's finances. The council has a legal obligation to set a balanced budget on an annual basis as prescribed in the Local Government and Finance Act 1992 and associated Regulations. The issues contained in this report will assist in the future discharge of that obligation.
122. The council is required under section 149 of the Equality Act 2010 to have due regard to the need to:
- Eliminate unlawful discrimination harassment and victimisation
 - 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.
123. Decision makers must understand the effect of policies, practices and decisions on people with protected characteristics.
124. Equality analysis is the mechanism by which the council considers these effects. The report sets out how it is proposed equality analysis will be undertaken in relation to the budget proposals.
125. It is essential that cabinet give due regard to the council's duty under the Equality Act 2010 and the implications for protected groups in the context of that duty in relation to this decision and future decisions on the budget proposals.

REASONS FOR URGENCY

126. The cabinet is required to prepare a budget proposal for submission to council assembly. This is the last cabinet meeting before council assembly on 25 February. The Local Government Act 1992 requires that billing authorities complete and approve their budgets and set a council tax before 11 March immediately prior to the start of the financial year on 1 April.

REASONS FOR LATENESS

127. The council is committed to publishing budget proposals at the earliest possible opportunity to ensure they are available to the public for comments and questions. Presenting this report to December 2025 cabinet gave the opportunity for debate and scrutiny prior to presentation of budget figures to cabinet in February 2026. Under the council's constitution, there is a requirement for the overview and scrutiny committee to review and challenge budget proposals and this took place on 19 and 20 January 2026.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Policy and Resources Strategy: 2026-27 Updated Financial Remit	160 Tooley Street PO Box 64529 London SE1P 5LX	Tim Jones 020 7525 1772
Link: December 2025 report		

APPENDICES

No:	Title
Appendix A	Savings Schedules 2026-27
Appendix B	Fees & Charges 2026-27
Appendix C	Climate Report
Appendix D	Budget Equality Analysis Report 2026-27
Appendix E	Scrutiny Committee (OSC) recommendations and Responses

AUDIT TRAIL

Cabinet member	Councillor Stephanie Cryan Cabinet Member for Equalities Democracy & Finance	
Lead officer	Clive Palfreyman – Strategic Director of Resources	
Report author	Geraldine Chadwick- Assistant Director of Corporate Finance	
Version	Final	
Dated	28 January 2026	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Assistant Chief Executive (Governance and Assurance)	Yes	Yes
Strategic Director of Resources	N/a	N/a
Cabinet Member	Yes	Yes
Date final report sent to constitutional team		28 January 2026

Appendix A - Departmental Savings 2026-27

Lead Member	Saving Type	Department	Division	Ref.	Description	2026-27 £000
Cllr. Evelyn Akoto	Efficiencies and Improved Use of Resources	Children and Adults	Adults' Social Care	101	Efficiencies through promoting greater independence for clients linked to ongoing recovery post discharge through early and regular reviews and interventions such as bed-based reablement, support from occupational therapists, aids and adaptations as well as greater use of universal services and the transitioning of clients into more independent accommodation.	(1,000)
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Children and Families	107	Modernisation of business management and administration capacity through digital transformation	(498)
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Children and Families	108	Reformed service delivery and development of an enhanced pathway to independence for Care Leavers	(402)
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Children and Families	109	Continued reduction of numbers of children in care, and in high cost placements, through ongoing investment in effective services to support children and families.	(1,180)
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Children and Families	110	Transformation of Children and Family Centres into Family Hubs, making most efficient and effective use of partnership early help resources and capacity to reduce higher end late intervention for supporting families. This efficiency also takes into account a 21% reduction in the number of 0-4 year olds in recent years.	(100)
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Children and Families	111	Review staffing structure whilst protecting statutory functions within children's social care.	(206)
Cllr. Jasmine Ali	Efficiencies and Improved Use of Resources	Children and Adults	Education	122	Prioritise delivery of Education Psychology Team to delivery of statutory duties and support to the most in need pupils	(140)

Lead Member	Saving Type	Department	Division	Ref.	Description	2026-27 £000
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	Technology and Digital Services	129	Rationalisation of use of ICT systems for record keeping into a single database	(150)
Cllr. Stephanie Cryan	Efficiencies and Improved Use of Resources	ACE - Governance & Assurance	Corporate Facilities Management	131	Rationalisation of the corporate estate including Talfourd House, Curlew House, 47B East Dulwich Road and Sumner Road	(220)
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Strategy and Communities	ACE-S&C	135	Rationalisation of the three year strategy for the Strategy and Communities team and activity to ensure the target operating model is contained within a fixed financial envelope.	(94)
Cllr. James McAsh	Efficiencies and Improved use of Resources	Environment, Sustainability and Leisure	All	142	Conduct a review of expenditure and income in the light of regional and national benchmarks particularly where current financial performance indicates that Southwark is a high-spend council, and consider options for change.	(500)
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	Technology and Digital Services	145	O2 mobile phone Contract Renegotiation and allocation policy review	(50)
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	Corporate	151	Finance system replacement	(600)
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	Resources	All	152	Review and reduction of debt provision (cross cutting), in tandem with refresh of debt recovery approach and processes.	(350)

Lead Member	Saving Type	Department	Division	Ref.	Description	2026-27 £000
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Governance & Assurance	Corporate Facilities Management	163	Development of a corporate landlord model, inc. standardised approach to facilities management and opportunities for further income generation	(350)
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Governance & Assurance	All	164	Rationalisation of staffing structures across Governance & Assurance.	(125)
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Governance & Assurance	HR & OD	165	Reduced spend on third party support following implementation of SAP replacement	(68)
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Governance & Assurance	HR & OD	166	HR & OD staffing efficiencies resulting from the replacement of SAP	(100)
Cllr. Stephanie Cryan	Efficiencies and Improved use of Resources	ACE - Governance & Assurance	HR & OD	167	Reduction in need to pay overtime	(150)
Cllr. Evelyn Akoto	Income	Children and Adults	Adults' Social Care	202	Fairer contributions to Adults Social Care	(750)
Cllr. James McAsh	Income	Environment, Sustainability and Leisure	Traded Services	207	Increased commercialisation opportunities	(100)
Cllr. James McAsh	Income	Environment, Sustainability and Leisure	Environment Directorate	211	Additional Income from Increased Fees and Charges across Environment directorate services	(290)

Lead Member	Saving Type	Department	Division	Ref.	Description	2026-27 £000
Cllr. Helen Dennis	Income	Resources	Planning & Growth	212	Increases in planning fees by CPI, mandatory planning fees and Community Infrastructure Levy (CIL) admin fees	(379)
Cllr Richard Leeming	Income	Environment, Sustainability and Leisure	Parks and Natural Environment	213	Additional Income from Increased Fees and Charges in Leisure Services	(493)
Cllr Richard Leeming	Income	Environment, Sustainability and Leisure	Leisure Services	215	Additional income as a result of revenue savings at leisure centres from climate work	(75)
Cllr. Stephanie Cryan	Income	ACE - Governance & Assurance	Corporate Facilities Management	217	Rental Income generation from Tooley Street	(1,000)
Cllr. Evelyn Akoto	Income	Children and Adults	Adults' Social Care	219	Better Care Fund provides a stable contribution to Adult Social Care Hospital Discharge Teams and other related services. Additional BCF has been approved.	(350)
Cllr. John Batteson	Income	Resources	Planning & Growth	220	Increases in Commercial property income from rent reviews and letting of void properties	(129)
Cllr. Jasmine Ali	Savings Impacting on Service	Children and Adults	Education	301	Undertake review of the Southwark Information and Advice Service (SIAS) team.	(94)

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
CAS	CHILDREN AND ADULTS DIRECTORATE							
CAS	Education - Adult Community learning	Childcare fees per hour	D	Fully Flexible	7.05	7.40	7.75	4.69%
CAS	Education - Adult Community learning	Childcare fees per week	D	Fully Flexible	281.70	295.79	310.60	5.01%
CAS	Education - Adult Community learning	Adult Learning Standard Fee per hour	D	Fully Flexible	5.85	6.14	6.40	4.19%
CAS	Education - Adult Community learning	Adult Learning Standard Fee per hour (arts and creative sessions)	D	Fully Flexible	7.05	7.40	7.80	5.37%
CAS	Education - Adult Community learning	Adult Learning Concessionary fee per hour	D	Fully Flexible	2.95	3.10	3.30	6.54%
CAS	Adults Social Care	SMART/Telecare Pendant Alarm charge for residents	D	Fully Flexible	5.75	5.75	5.75	0.00%
Resources	CORPORATE							
Resources	REGISTRARS	Marriage Ceremonies Mon to Thu Approved Premises before 5pm	D	Fully Flexible	755.00	792.50	832.10	5.00%
Resources	REGISTRARS	Marriage Ceremonies Fri/ Sat Approved Premises before 5pm	D	Fully Flexible	912.00	957.50	1,005.40	5.00%
Resources	REGISTRARS	Marriage Ceremonies BH Sun Approved Premises	D	Fully Flexible	970.00	1,017.50	1,068.40	5.00%

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Resources	REGISTRARS	Marriage Ceremonies Mon to Thu Approved Premises after 5pm	D	Fully Flexible	1,010.00	1,057.50	1,110.40	5.00%
Resources	REGISTRARS	Marriage Ceremonies Fri/ Sat Approved Premises after 5pm	D	Fully Flexible	1,099.00	1,152.50	1,210.10	5.00%
Resources	REGISTRARS	Garden Room Enhanced Ceremonies	D	Fully Flexible	389.00	407.50	427.90	5.01%
Resources	REGISTRARS	Garden Room Basic Ceremony	D	Fully Flexible	186.00	194.50	204.20	4.99%
Resources	CITIZENSHIP	Private citizenship Single individual family	D	Fully Flexible	384.00	395.00	414.80	5.01%
Resources	CITIZENSHIP	Private citizenship 2-3 individuals family	D	Fully Flexible	277.00	285.00	299.30	5.02%
Resources	CITIZENSHIP	Private citizenship 4-5 individuals family	D	Fully Flexible	235.00	240.00	252.00	5.00%
ESL	ENVIRONMENT DIRECTORATE							
ESL	WASTE & CLEANSING SERVICES							
ESL	WASTE DISPOSAL	Gate fee at Old Kent Road Waste Facility for non hazardous waste (charge per tonne)	D	Fully flexible	225.00	231.60	243.20	5.01%
ESL		Hazardous wastes	D	Fully flexible	Prices on request	Prices on request	Prices on request	n/a

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ESL		Tyres (charge per tonne)	D	Fully flexible	384.20	395.40	415.20	5.01%
ESL		Charges for the disposal of litter and waste collected by other land owners (charge per tonne)	D	Fully flexible	140.10	144.20	151.40	4.99%
ESL		Green waste disposal charges to Parks unit contractor.	D	Fully flexible	86.65	86.65	50.00	-42.30%
ESL	RECHARGEABLE HOUSEHOLD WASTE SERVICES							
ESL		Weekly Container Hire & Maintenance Charges						
ESL		35yd Roll on Roll off	D	Fully flexible	23.75	24.45	25.70	5.11%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Chamberlain / Paladin	Weekly hire charge	D	Fully flexible	3.40	3.40	3.60	5.88%
ESL	1100 litre Eurobin	Weekly hire charge	D	Fully flexible	3.40	3.40	3.60	5.88%
ESL	660 litre Eurobin	Weekly hire charge	D	Fully flexible	3.10	3.10	3.30	6.45%
ESL	Household Refuse Collections - Non Domestic premises							
ESL		Clinical Waste sacks (per sack)	D	Fully flexible	5.40	5.60	5.90	5.36%
ESL		1100 litre. Eurobin (hire and collection)	D	Fully flexible	17.70	18.30	19.20	4.92%
ESL		660 litre. Eurobin (hire and collection)	D	Fully flexible	10.80	11.20	11.80	5.36%
ESL	Bulky Waste Collections							
ESL		Bulky Household Waste Collections for residents (up to 5 items)	D	Fully flexible	35.00	37.00	37.00	0.00%
ESL		Bulky Household Waste Collections for landlords (up to 5 items)	D	Fully flexible	85.85	88.40	92.80	4.98%
ESL		Collection of dead animals from private properties	D	Fully flexible	106.70	109.80	115.30	5.01%
ESL	Household Garden Waste Collections							

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Household garden waste collection service - annual subscription charge	D	Fully flexible	80.00	84.00	84.00	0.00%
ESL		Brown garden waste bags - batch of 20 pre-paid bags	D	Fully flexible	40.00	42.00	44.00	4.76%
ESL	PARKING SERVICES							
ESL	ON STREET PARKING							
ESL	Pay & Display	Zone C1, C2 , D, G, GR & F (per hour) Pay by phone or Paypoint / Diesel surcharge	D	Fully flexible	12.10	12.80	13.40	4.69%
ESL		Zone C1, C2 , D, G, GR & F (per hour) Pay by phone or Paypoint	D	Fully flexible	7.80	8.20	8.60	4.88%
ESL		All other Zones (per hour) Pay by phone or Paypoint / Diesel surcharge	D	Fully flexible	8.30	8.80	9.20	4.55%
ESL		All other Zones (per hour) Pay by Phone or Paypoint	D	Fully flexible	5.10	5.40	5.70	5.56%
ESL	OFF STREET PARKING							
ESL	Car Parks							

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Peckham Car Parks per hour (amount with VAT) Cerise Road and Choumert Grove - Monday to	Per Hour Paybyphone or Paypoint	D	Fully flexible	2.50	2.70	2.80	3.70%
ESL		Per Hour Paybyphone or Paypoint - Diesel surcharge	D	Fully flexible	3.75	4.00	4.20	5.00%
ESL	Season Tickets (car parks in Peckham)							
ESL		Season Tickets 12 months	D	Fully flexible	673.30	792.00	832.00	5.05%
ESL		Season Tickets 1 month	D	Fully flexible	64.40	66.00	69.30	5.00%
ESL		Season Tickets 3 months	D	Fully flexible	192.10	198.00	207.90	5.00%
ESL		Season Tickets 6 months	D	Fully flexible	367.05	396.00	415.80	5.00%
ESL	PERMITS							
ESL	Doctors Permit	Per annum	D	Fully flexible	155.80	163.60	171.80	5.01%
ESL	Professional health workers permit	Per annum	D	Fully flexible	155.80	163.60	171.80	5.01%
ESL	Informal carers permit - On street	Per annum	D	Fully flexible	155.80	75.00	78.75	5.00%
ESL	Residents Permits - all CPZ's - ULEZ compliant/petrol - First Permit	Per annum	D	Fully flexible	247.50	272.25	285.90	5.01%
ESL		Monthly	D	Fully flexible	20.65	22.70	23.80	4.85%
ESL		Quarterly	D	Fully flexible	61.85	68.10	71.50	4.99%
ESL		Six Monthly	D	Fully flexible	123.75	136.15	143.00	5.03%
ESL	Residents Permits - all CPZ's - Second and Subsequent permits and Diesel Non-ULEZ compliant first permit	Per annum	D	Fully flexible	320.10	336.10	352.90	5.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Monthly	D	Fully flexible	26.70	28.00	29.40	5.00%
ESL		Quarterly	D	Fully flexible	80.10	84.10	88.30	4.99%
ESL		Six Monthly	D	Fully flexible	160.20	168.20	176.60	4.99%
ESL	Residents permit - Electric vehicle discount - First permit	Per annum	D	Fully flexible	82.50	90.80	99.90	10.02%
ESL		Monthly	D	Fully flexible		7.60	8.35	9.87%
ESL		Quarterly	D	Fully flexible	20.65	22.80	25.00	9.65%
ESL		Six Monthly	D	Fully flexible	41.25	45.40	49.95	10.02%
ESL	Residents permit - Hybrid vehicle discount - First permit	Per annum	D	Fully flexible	165.00	181.50	199.65	10.00%
ESL		Monthly	D	Fully flexible		15.15	16.65	9.90%
ESL		Quarterly	D	Fully flexible	41.25	45.40	49.90	9.91%
ESL		Six Monthly	D	Fully flexible	82.50	90.80	99.85	9.97%
ESL	Residents - Powered two wheeler	Per annum	D	Fully flexible		33.75	35.45	5.04%
ESL	Residents permit blue badge holders discount - All permits	Per annum	D	Fully flexible	30.00	30.00	31.50	5.00%
ESL	Business Permits - ULEZ Vehicle	Per annum	D	Fully flexible	721.90	794.10	833.80	5.00%
ESL	Business Permits - Diesel non-ULEZ Vehicle	Per annum	D	Fully flexible	866.20	925.00	971.25	5.00%
ESL	Business permit - Electric vehicle discount	Per annum (A 50% discount for electric vehicle users)	D	Fully flexible	361.50	397.05	416.90	5.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Business Permits - ULEZ Vehicle	Quarterly	D	Fully flexible	223.10	198.53	208.45	5.00%
ESL	Business Permits - Diesel non-ULEZ Vehicle	Quarterly	D	Fully flexible	258.30	231.25	242.80	4.99%
ESL	Business Permits - ULEZ Vehicle	Six Monthly	D	Fully flexible	445.00	397.05	416.90	5.00%
ESL	Business Permits - Diesel non-ULEZ Vehicle	Six Monthly	D	Fully flexible	517.50	462.50	485.60	4.99%
ESL	Business Permits - Discount	Per annum discounted for Professional child care providers	D	Fully flexible	155.80	231.25	242.80	4.99%
ESL	A Permits - Paper	Per annum	D	Fully flexible	362.80	380.90	399.45	4.87%
ESL	A Permits - Virtual	Per annum	D	Fully flexible	300.00	315.00	330.75	5.00%
ESL	Essential Car User (ECU) Permit	Per annum	D	Fully flexible	300.00	315.00	330.75	5.00%
ESL		1 Month	D	Fully flexible	42.70	26.25	27.55	4.95%
ESL		3 Months	D	Fully flexible	85.40	78.75	82.70	5.02%
ESL		6 Months	D	Fully flexible	170.80	157.50	165.40	5.02%
ESL	Traders permits for permanent traders	12 months pro rata 4/5 business permit	D	Fully flexible	577.50	607.00	637.35	5.00%
ESL	Traders permits for permanent traders - Diesel Non-ULEZ Vehicle	12 months pro rata 4/5 business permit	D	Fully flexible	693.00	728.00	764.40	5.00%
ESL	Traders Permits	Per day	D	Fully flexible	4.80	5.05	5.30	4.95%
ESL	Traders Permits - Diesel Non-ULEZ Vehicle	Per day	D	Fully flexible	6.60	6.95	7.30	5.04%
ESL	Residents Visitor Permits	First book of 10 x 1 day paper vouchers	D	Fully flexible	36.10	47.00	49.35	5.00%
ESL		Book two to Book five - 10 x 1 day paper vouchers	D	Fully flexible	64.90	84.00	88.20	5.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		First set of 10 x 1 day virtual vouchers	D	Fully flexible	32.80	43.00	45.15	5.00%
ESL		Subsequent sets of 10 x 1 day virtual vouchers	D	Fully flexible	59.00	78.00	81.90	5.00%
ESL		Virtual single - 1 day parking sessions	D	Fully flexible	6.70	8.75	9.20	5.14%
ESL		Virtual 10 - 5 hour parking sessions	D	Fully flexible	26.20	34.00	35.70	5.00%
ESL		Virtual single - 5 hour parking sessions	D	Fully flexible	3.50	4.55	4.80	5.49%
ESL		Virtual 10 - 1 hour parking sessions	D	Fully flexible	13.30	17.30	18.15	4.91%
ESL		Virtual single - 1 hour parking sessions	D	Fully flexible	2.20	2.85	3.00	5.26%
ESL	Residents Visitor Permits - Blue Badge resident discount	First book	D	Fully flexible	14.85	14.85	15.60	5.05%
ESL		Subsequent book 10	D	Fully flexible	26.65	26.65	28.00	5.07%
ESL		Virtual 10 - 5 hour parking sessions	D	Fully flexible	11.90	11.90	12.50	5.04%
ESL		Virtual 10 - 1 hour parking sessions	D	Fully flexible	5.90	5.90	6.20	5.08%
ESL	Removal Vehicle Hire	Hire of removal vehicle (3.5 hours) with staff Monday to Friday 8 am to 6.30 pm	D	Fully flexible	597.60	627.50	658.90	5.00%
ESL		Hire of removal vehicle (3.5 hours) with staff outside of these hours Monday to Friday 8 am to 6.30 pm	D	Fully flexible	1,227.10	1,288.50	1,352.90	5.00%
ESL	Suspensions							
ESL	Parking Bay Suspensions	Per Day/ car space	D	Fully flexible	48.10	50.60	53.15	5.04%
ESL	Parking Bay Suspensions Admin Fee	Per suspension request	D	Fully flexible	84.30	88.60	93.00	4.97%
ESL								
ESL	Parking bay suspension - cancellation fee		D	Fully flexible		86.20	90.50	4.99%
ESL	Yellow Line dispensations	Full Day / vehicle	D	Fully flexible	48.10	50.60	53.15	5.04%
ESL	Residents Bay - Traders Permit	Full Day / vehicle	D	Fully flexible	36.10	38.00	40.00	5.26%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	STATUTORY							
ESL	Penalty Charge Notice	North of South Circular Road – Band A (Higher level – contraventions such as parking on Yellow Lines and causing Obstructions)	M	Fixed	130.00	160.00	160.00	0.00%
ESL		North of South Circular Road – Band A (Lower level – contravention of regulations in Parking permitted areas such as overstaying on a pay and display bay)	M	Fixed	80.00	110.00	110.00	0.00%
ESL		South of South Circular Road – Band B (Higher level – contraventions such as parking on Yellow Lines and causing Obstructions)	M	Fixed	110.00	140.00	140.00	0.00%
ESL		South of South Circular Road – Band B (Lower level – contravention of regulations in Parking permitted areas such as overstaying on a pay and display bay)	M	Fixed	60.00	90.00	90.00	0.00%
ESL		Discount if paid within 14 days	M	Fixed	50%	50%	50%	0.00%
ESL	Charge Certificate (CC) - (PCN becomes a charge certificate after 28 days after issuing notice to owner). The CC tells the vehicle owner that the PCN has increased by 50% and that action will be taken to recover the amount due through the County Court if it is not paid within 14 days. Applies to CCTV contraventions.	North of South Circular Road – Band A (Higher level – contraventions such as parking on Yellow Lines and causing Obstructions)	M	Fixed	195.00	240.00	240.00	0.00%
ESL		North of South Circular Road – Band A (Lower level – contravention of regulations in Parking permitted areas such as overstaying on a pay and display bay)	M	Fixed	135.00	165.00	165.00	0.00%
ESL		South of South Circular Road – Band B (Higher level – contraventions such as parking on Yellow Lines and causing Obstructions)	M	Fixed	165.00	165.00	210.00	27.27%
ESL		South of South Circular Road – Band B (Lower level – contravention of regulations in Parking permitted areas such as overstaying on a pay and display bay)	M	Fixed	105.00	105.00	135.00	28.57%

Appendix B - Final Fees and Charges 2026-27

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ESL	Traffic Enforcement Centre fee for Debt registration	Debt registration fee (added to PCN balance) all types	M	Fixed	8.00	10.00	10.00	0.00%
ESL	Enforcement Agents	Compliance fee	M	Fixed	170.00	170.00	75.00	-55.88%
ESL		Enforcement fee	M	Fixed	200.00	200.00	235.00	17.50%
ESL		Sale fee	M	Fixed	140.00	140.00	110.00	-21.43%
ESL	Vehicle release bond		M	Fixed		250.00	250.00	0.00%
ESL	Clamping	Vehicle release fee	M	Fixed	110.00	70.00	100.00	42.86%
ESL	Removals		M	Fixed	£200 + £40/day	£200 + £40/day	£280 + £55/day	40.00%
ESL	Bus Lanes CCTV enforcement		M	Fixed	130.00	160.00	160.00	0.00%
ESL	Moving Traffic CCTV enforcement		M	Fixed	130.00	160.00	160.00	0.00%
ESL	Parking CCTV enforcement		M	Fixed	130.00	160.00	160.00	0.00%
ESL	ROAD NETWORK MANAGEMENT							
ESL	London wide Permit Scheme							
ESL	Road Category 0-2 & Traffic Sensitive	Provisional Advance Authorisation	M	Capped	105.00	105.00	105.00	0.00%
ESL		Major Activity	M	Capped	240.00	240.00	240.00	0.00%
ESL		Standard Activity	M	Capped	130.00	130.00	130.00	0.00%
ESL		Minor Activity	M	Capped	65.00	65.00	65.00	0.00%
ESL		Immediate Activity	M	Capped	60.00	60.00	60.00	0.00%
ESL	Road Category 3-4 & Non-Traffic Sensitive	Provisional Advance Authorisation	M	Capped	75.00	75.00	75.00	0.00%
ESL		Major Activity	M	Capped	150.00	150.00	150.00	0.00%
ESL		Standard Activity	M	Capped	75.00	75.00	75.00	0.00%
ESL		Minor Activity	M	Capped	45.00	45.00	45.00	0.00%
ESL		Immediate Activity	M	Capped	40.00	40.00	40.00	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Street Works Fees							
ESL		Sample Inspection Fees	M	Capped	50.00	50.00	50.00	0.00%
ESL		Defect inspection Fees	M	Capped	47.50	47.50	47.50	0.00%
ESL		Third Party Inspection Fees	M	Capped	68.00	68.00	68.00	0.00%
ESL		Fixed penalty notices for incorrect permit information	M	Capped	120.00	120.00	120.00	0.00%
ESL		Fixed penalty notices for working without a permit	M	Capped	500.00	500.00	500.00	0.00%
ESL		Section 74 charge Category 1 Traffic Sensitive Road - Carriageway Works Daily charge - days 1 to 3	M	Capped	5,000.00	5,000.00	5,000.00	0.00%
ESL		Section 74 charge Category 1 Traffic Sensitive Road - Carriageway Works -Daily charge - day 4 ONWARDS	M	Capped	10,000.00	10,000.00	10,000.00	0.00%
ESL		Section 74 charge Category 1 Road - Daily Charge Carriageway Works	M	Capped	2,500.00	2,500.00	2,500.00	0.00%
ESL		Section 74 charge Category 2 Traffic Sensitive Road - Carriageway Works Daily Charge - days 1 to 3	M	Capped	3,000.00	3,000.00	3,000.00	0.00%
ESL		Section 74 charge Category 2 Traffic Sensitive Road - Carriageway Works Daily Charge - day 4 onwards	M	Capped	8,000.00	8,000.00	8,000.00	0.00%
ESL		Section 74 charge Category 2 Road - Daily Charge Carriageway Works	M	Capped	2,000.00	2,000.00	2,000.00	0.00%
ESL		Section 74 charge Category 3 or 4 Traffic Sensitive Road - Carriageway Works Daily Charge	M	Capped	750.00	750.00	750.00	0.00%
ESL		Section 74 charge Category 3 or 4 Road - Daily Charge Carriageway Works	M	Capped	250.00	250.00	250.00	0.00%
ESL		Section 74 charge Category 1 Road - Daily Charge Footway Works	M	Capped	2,500.00	2,500.00	2,500.00	0.00%
ESL		Section 74 charge Category 2 Road - Daily Charge Footway Works	M	Capped	2,000.00	2,000.00	2,000.00	0.00%
ESL		Section 74 charge Category 3 or 4 Road - Daily Charge Footway Works	M	Capped	250.00	250.00	250.00	0.00%
ESL		Assessment of traffic management and routes (hourly Rate)	D	Fully flexible	93.90	98.60	103.50	4.97%

Appendix B - Final Fees and Charges 2026-27

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ESL		Core Testing	D	Fully flexible	273.80	287.50	301.90	5.01%
ESL		Filming Permit up to 3 days	D	Fully flexible	55.30	58.10	61.00	4.99%
ESL		Filming Permit up to 10 days	D	Fully flexible	91.70	96.30	101.10	4.98%
ESL		Filming Permit over 10 days or required Traffic Order	D	Fully flexible	428.90	450.40	472.90	5.00%
ESL		Temporary Traffic Notice (TTN) for Filming	D	Fully flexible	657.90	691.00	725.60	5.01%
ESL	Licensing Fees							
ESL		Hoardings/Scaffold (up to 10 metres) per month	D	Fully flexible	509.30	535.00	561.75	5.00%
ESL		Hoardings/Scaffold (over 10 metres and up to 50 metres) per month	D	Fully flexible	679.10	714.00	750.00	5.04%
ESL		Hoardings/Scaffold (over 50 metres) per month	D	Fully flexible	922.30	969.00	1,017.00	4.95%
ESL		Crane Licences (Minor) Per crane operation 1 day	D	Fully flexible	£334.00 1st day £159 following days	£351 1st day £167 following days	£368 1st day, £175 following days	5.00%
ESL		Containers/Site Huts/Portaloos (per month)	D	Fully flexible	367.10	386.00	405.00	4.92%
ESL		Section 50 Licences	D	Fully flexible	788.30	828.00	869.00	4.95%
ESL		Major Materials Licence (per sq. metre per month)	D	Fully flexible	28.90	30.35	31.90	5.11%
ESL		Minor Materials Licence (up to 6 sq. metres)	D	Fully flexible	129.30	136.00	142.80	5.00%
ESL		Conveyor Belt Licence (not including skip - per month)	D	Fully flexible	328.50	345.00	362.00	4.93%
ESL		Hoist Licence (in addition to scaffold/hoarding licence, per month)	D	Fully flexible	328.50	345.00	362.00	4.93%
ESL		Skip Licence (per month)	D	Fully flexible	99.90	105.00	110.25	5.00%
ESL		Street Furniture Licence Fee (per annum)	D	Fully flexible	263.30	277.00	290.85	5.00%
ESL		Shop Front Licence (per annum)	D	Fully flexible	263.30	277.00	290.85	5.00%

Appendix B - Final Fees and Charges 2026-27

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ESL		Table & Chairs (per additional sq. metre)	D	Fully flexible	106.70	113.00	118.65	5.00%
ESL		Street Furniture Licence/Shop front (per additional sq. metre)	D	Fully flexible	106.70	113.00	118.65	5.00%
ESL		Advertising Board (per annum)	D	Fully flexible	106.70	113.00	118.65	5.00%
ESL		Pavement Licence	D	Capped	100.00	£350 for renewal, £500 for new application	£350 for renewal, £500 for new application	0.00%
ESL		Temporary Traffic Orders (standard)	D	Fully flexible	2,587.00	2,717.00	2,852.00	4.97%
ESL		Temporary Traffic Orders (emergency)	D	Fully flexible	2,511.00	2,637.00	2,769.00	5.01%
ESL		Removal of Abandoned Vehicle from privately managed car park (each)	D	Fully flexible	150.00	150.00	150.00	0.00%
ESL		Fixed Penalty Notices	D	Fully flexible	100.00	100.00	100.00	0.00%
ESL		Licence Cancellation Fee	D	Fully flexible	30% of Licence fee	30% of Licence fee	30% of Licence fee	0.00%
ESL		Section 278 Overrun Charge - Category 1 Traffic Sensitive Road - Carriageway Works Daily charge - days 1 to 3	D	Capped	5,000.00	5,000.00	5,000.00	0.00%
ESL		Section 278 Overrun Charge - Category 1 Traffic Sensitive Road - Carriageway Works - Daily charge - day 4 ONWARDS	D	Capped	10,000.00	10,000.00	10,000.00	0.00%
ESL		Section 278 Overrun Charge - Category 1 Road - Daily Charge Carriageway Works	D	Capped	2,500.00	2,500.00	2,500.00	0.00%
ESL		Section 278 Overrun Charge - Category 2 Traffic Sensitive Road - Carriageway Works Daily Charge - days 1 to 3	D	Capped	3,000.00	3,000.00	3,000.00	0.00%
ESL		Section 278 Overrun Charge - Category 2 Traffic Sensitive Road - Carriageway Works Daily Charge - day 4 onwards	D	Capped	8,000.00	8,000.00	8,000.00	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Section 278 Overrun Charge - Category 2 Road - Daily Charge Carriageway Works	D	Capped	2,000.00	2,000.00	2,000.00	0.00%
ESL		Section 278 Overrun Charge - Category 3 or 4 Traffic Sensitive Road - Carriageway Works Daily Charge	D	Capped	750.00	750.00	750.00	0.00%
ESL		Section 278 Overrun Charge - Category 3 or 4 Road - Daily Charge Carriageway Works	D	Capped	250.00	250.00	250.00	0.00%
ESL		Section 278 Overrun Charge - Category 1 Road - Daily Charge Footway Works	D	Capped	2,500.00	2,500.00	2,500.00	0.00%
ESL		Section 278 Overrun Charge - Category 2 Road - Daily Charge Footway Works	D	Capped	2,000.00	2,000.00	2,000.00	0.00%
ESL		Section 278 Overrun Charge - Category 3 or 4 Road - Daily Charge Footway Works	D	Capped	250.00	250.00	250.00	0.00%
ESL		CMP Major/Higher	D	Fully flexible	33,717.20	35,403.10	21,468.00	
ESL		CMP Major/Lower	D	Fully flexible	NA	NA	14,882.00	
ESL		CMP Lower	D	Fully flexible	15,684.90	16,469.20	5,838.00	
ESL		Lane Rental charges for works during peak times on traffic sensitive streets	D	Fixed	NA	NA	£1000 - £2500 depending on the road in question	0.00%
ESL	Development Control							
ESL		Highways Enquiries - provision of mapped drawings	D	Fully flexible	39.50	41.50	43.60	5.06%
ESL		Highways Enquiries - provision of mapped drawings and response to enquiries	D	Fully flexible	91.80	96.40	101.20	4.98%
ESL		Stopping Up orders	D	Fully flexible	5,559.10	5,837.10	6,129.00	5.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Section 278 Agreements	D	Fully flexible	Calculated per development	Calculated per development	Calculated per development	
ESL		Section 38 Agreements	D	Fully flexible	Calculated per development	Calculated per development	Calculated per development	
ESL		Commuted sums	D	Fully flexible	Calculated per incident	Calculated per incident	Calculated per incident	
ESL		Damage to highway by third parties	D	Fully flexible	Calculated per incident	Calculated per incident	Calculated per incident	
ESL		Oversail of the highway licence (per licence)	D	Fully flexible	6,178.00	6,486.90	6,812.00	5.01%
ESL	Highways	Section 184 Licenses for temporary crossovers	D	Fully flexible	3,706.80	3,892.20	4,087.00	5.00%
ESL		Cycle Hangar space - Annual Subscription including VAT	D	Fully flexible	40.00	45.00	47.00	4.44%
ESL		Hangar Key Deposit - Refundable	D	Fully flexible	25.00	25.00	25.00	0.00%
ESL		Hangar Key Replacement - Non-refundable	D	Fully flexible	35.00	35.00	35.00	0.00%
ESL		up-front fee for consideration of domestic highways crossover application	D	Fully flexible	250.00	262.50	276.00	5.14%
ESL	STREET MARKETS							
ESL		<u>EAST STREET MARKET</u>						
ESL		12 foot pitches						
ESL		Full Week (Tuesday-Sunday) - Monthly fee	D	Fully flexible	366.20	384.60	403.85	5.01%
ESL		Fruit and Veg stalls - Monthly fee	D	Fully flexible	428.50	450.00	472.50	5.00%
ESL		Tuesday – Friday & Sunday - Monthly fee	D	Fully flexible	334.60	351.40	368.95	4.99%
ESL		Tuesday to Saturday - Monthly fee	D	Fully flexible	334.60	351.40	368.95	4.99%
ESL		4 Day licence (including weekends) - Monthly fee	D	Fully flexible	305.20	320.50	336.55	5.01%
ESL		Saturday and Sunday - Monthly fee	D	Fully flexible	196.10	206.00	216.30	5.00%
ESL		Saturdays only - Monthly fee	D	Fully flexible	146.80	154.20	161.90	4.99%
ESL		Sundays only - Monthly fee	D	Fully flexible	122.10	128.30	134.70	4.99%

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ESL		3 Day Licence (excluding weekends) - Monthly fee	D	Fully flexible	196.10	206.00	216.30	5.00%
ESL	Temporary Traders - 12 foot pitch						-	
ESL		Weekdays Tuesday, Thursday & Friday - Daily fee	D	Fully flexible	36.40	38.30	40.20	4.96%
ESL		Saturdays - Daily fee	D	Fully flexible	38.80	40.80	42.85	5.02%
ESL		Sundays & Wednesdays - Daily fee	D	Fully flexible	30.60	32.20	33.80	4.97%
ESL	East Street Incentives -12 foot pitch						-	
ESL		6 Day Trading (inc weekends) - Monthly fee	D	Fully flexible	183.10	192.30	201.90	4.99%
ESL		Move up (daily fee)	D	Fully flexible	24.70	26.00	27.30	5.00%
ESL		Additional Pitch Monthly Fee – Walworth road – Portland St	D	Fully flexible		280.00	294.00	5.00%
ESL		Additional Pitch Monthly Fee – Portland St – Dawes St	D	Fully flexible		150.00	157.50	5.00%
ESL		Additional pitch - Daily Fee Walworth Road - Portland st	D	Fully flexible		20.00	21.00	5.00%
ESL		Additional Pitch Daily Fee - Portland st - Dawes street	D	Fully flexible		12.00	12.60	5.00%
ESL		Southwark Park Road (The Blue)						
ESL		Temporary Traders – Daily fee	D	Fully Flexible			20.00	New
ESL		Temporary Traders Weekly Monday – Sat	D	Fully Flexible			110.00	New
ESL		Licensed traders - Small Markets					-	
ESL		Southwark Park Road - Monthly fee	D	Fully flexible	246.50	258.90	271.85	5.00%
ESL		Peckham Pitches & Markets - Monthly fee	D	Fully flexible	246.50	258.90	271.85	5.00%
ESL		Kiosk – Peckham Road - Monthly fee	D	Fully flexible	322.80	339.00	355.95	5.00%
ESL		Temporary Traders - Small Markets					-	
ESL		Daily fee	D	Fully flexible	30.60	32.20	33.80	4.97%
ESL		Monday – Saturday	D	Fully flexible	122.10	128.30	134.70	4.99%
ESL		NORTH CROSS ROAD					-	
ESL		Licensed Traders					-	
ESL		Saturdays - Monthly fee	D	Fully flexible	122.10	151.66	159.25	5.00%
ESL		Temporary Traders - NCR					-	
ESL		Daily fee	D	Fully flexible	42.90	45.10	47.35	4.99%
ESL	OTHER LOCATIONS - PRIME SITES						-	

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ESL		London Bridge Approach					-	
ESL		Licensed Traders - Monthly fee	D	Fully flexible	840.00	1,092.00	1,146.60	5.00%
ESL		Bankside					-	
ESL		Temporary Traders - Weekly Mon - Sun	D	Fully flexible	210.00	273.00	286.65	5.00%
ESL		Licensed Traders Monthly Fee	D	Fully flexible	840.00	1,092.00	1,146.60	5.00%
ESL		Elephant and Castle						
ESL		Licensed Traders - Monthly fee	D	Fully flexible		461.49	484.55	5.00%
ESL		Tanner Street Park						
ESL		Licensed Trader - Monthly fee	D	Fully flexible		384.60	403.85	5.01%
ESL		Beckford Place						
ESL		Licensed Trader - Monthly fee	D	Fully flexible		384.60	403.85	5.01%
ESL		Electricity Surcharge to be added to all fees where applicable						
ESL		Lighting - 10% additional cost	D	Fully flexible	Applied to Licence Fee	Applied to Licence Fee	Applied to Licence Fee	
ESL		Hot Food / Hot Drinks - 20% additional cost	D	Fully flexible	Applied to Licence Fee	Applied to Licence Fee	Applied to Licence Fee	
ESL		Private Markets					-	
ESL	Tier 1	Markets with less than 10 pitches - Daily fee private public land	D	Fully flexible	147.50	191.75	201.35	5.01%
ESL	Tier 1	Markets with more than 10 pitches but less than 20 - Daily fee private public land	D	Fully flexible	294.90	382.20	401.30	5.00%
ESL	Tier 1	Markets with more than 20 pitches - Daily fee private public land	D	Fully flexible	442.30	574.99	603.75	5.00%
ESL	Tier 1	Monthly seasonal licences (i.e. Christmas tree sales)	D	Fully flexible	737.10	958.23	1,006.15	5.00%
ESL	Tier 1	weekly seasonal licences (i.e. Christmas tree sales)	D	Fully flexible	221.20	287.69	302.05	4.99%
ESL	Tier 2	Markets with less than 10 pitches - Daily fee private public land	D	Fully flexible	122.10	158.73	166.65	4.99%
ESL	Tier 2	Markets with more than 10 pitches but less than 20 - Daily fee private public land	D	Fully flexible	244.20	317.46	333.35	5.01%

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ESL	Tier 2	Markets with more than 20 pitches - Daily fee private public land	D	Fully flexible	366.20	476.06	499.85	5.00%
ESL	Tier 2	Monthly seasonal licences (i.e. Christmas tree sales)	D	Fully flexible	610.40	793.52	833.20	5.00%
ESL	Tier 2	weekly seasonal licences (i.e. Christmas tree sales)	D	Fully flexible	183.10	236.03	247.85	5.01%
ESL		Urban Farmers Market - Camberwell Green Saturday Only	D	Fully flexible		256.52	269.35	5.00%
ESL		OTHER CHARGES					-	
ESL		Registration Fee – Temporary trader Annual	D	Fully Flexible	New	60.00	63.00	5.00%
ESL		Registration Fee – Permanent trader 12 months	D	Fully flexible	30.60	40.00	42.00	5.00%
ESL		Registration of Assistant	D	Fully flexible	30.60	40.00	42.00	5.00%
ESL		Variation of Licence	D	Fully flexible	30.60	40.00	42.00	5.00%
ESL		Next of Kin Transfer	D	Fully flexible	30.60	32.20	33.80	4.97%
ESL		Sub Committee Hearing (Panel)	D	Fully flexible	61.10	64.20	67.40	4.98%
ESL		Dawes Street Container Space - Weekly fee	D	Fully flexible	122.10	128.30	134.70	4.99%
ESL		Demonstrations/Promotions - Daily fee	D	Fully flexible	119.70 - 598.5	155.61 - 778.05	163.40 - 817.00	5.00%
ESL		Ad Hoc Admin Fee hourly rate	D	Fully flexible	30.60	40.00	42.00	5.00%
ESL	PEST CONTROL SERVICES							
ESL	Pest Control Services - Residential Premises							
ESL		Treatment for rodents (rats, mice and squirrels)	D	Fully flexible	201.90	212.00	222.60	5.00%
ESL		Extra charge per room over 4	D	Fully flexible	50.50	53.10	55.80	5.08%
ESL		Treatment for insects (cockroaches, tropical ants, garden ants, SPLs)	D	Fully flexible	134.50	141.30	148.40	5.02%
ESL		Extra charge per room over 4	D	Fully flexible	33.70	35.40	37.20	5.08%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Treatment for bed bugs, moths, mites, fleas, flies	D	Fully flexible	224.30	235.60	247.40	5.01%
ESL		Extra charge per room over 4	D	Fully flexible	56.10	59.00	62.00	5.08%
ESL		Treatment for wasps and hornets	D	Fully flexible	67.40	70.80	74.30	4.94%
ESL		Inspection of premises for infestation all pest types	D	Fully flexible	67.40	70.80	74.30	4.94%
ESL		Costs for bird related works	D	Fully flexible	Price on request	Price on request	Price on request	
ESL		Discounted Rates @ 50%						
ESL		Discount treatment for rodents (rats, mice and squirrels)	D	Fully flexible	101.00	106.10	111.40	5.00%
ESL		Discount treatment for insects (cockroaches, tropical ants, garden ants, SPIs,)	D	Fully flexible	67.40	70.80	74.30	4.94%
ESL		Discount treatment for bed bugs, moths, mites, fleas, flies	D	Fully flexible	112.20	117.90	123.80	5.00%
ESL		Discounted Treatment for wasps and hornets	D	Fully flexible	33.70	35.40	37.20	5.08%
ESL		Discounted inspection of premises for infestation - all pest types	D	Fully flexible	33.70	35.40	37.20	5.08%
ESL		Stray Dogs						
ESL		Collection fee	D	Fully flexible	40.50	42.60	44.70	4.93%
ESL		Extra night	D	Fully flexible	20.40	21.50	22.60	5.12%
ESL		Admin Fee	D	Fully flexible	78.30	82.30	86.40	4.98%
ESL	Pest Control Services - Commercial premises							
ESL		Pest Type						
ESL		Rats	D	Fully flexible	Price on request	Price on request	Price on request	

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Mice	D	Fully flexible	Price on request	Price on request	Price on request	
ESL		Wasps	D	Fully flexible	Price on request	Price on request	Price on request	
ESL		Fleas	D	Fully flexible	Price on request	Price on request	Price on request	
ESL		Cockroaches	D	Fully flexible	Price on request	Price on request	Price on request	
ESL		Pharaoh Ants	D	Fully flexible	Price on request	Price on request	Price on request	
ESL		Woodlice / Garden Beetles	D	Fully flexible	Price on request	Price on request	Price on request	
ESL		Bedbugs	D	Fully flexible	Price on request	Price on request	Price on request	
ESL	HOUSING ENFORCEMENT (PRIVATE RENTED SECTOR)							
ESL	Licensing of Houses in Multiple Occupation (HMO) under M Licensing Scheme							
ESL		Fee on application per property for 5 lettings (plus per bedroom fee below where applicable)	D	Fully flexible	1,050.00	1,102.50	1,157.60	5.00%
ESL		Fee per bedroom above 5	D	Fully flexible	70.00	73.50	77.00	4.76%
ESL		Part B Fee for issue of final licence per property for 5 lettings plus per bedroom fee below where applicable (This fee is not charged where the property is not issued with a full licence)	D	Fully flexible	450.00	472.50	496.00	4.97%
ESL		Part B Fee per bedroom above 5	D	Fully flexible	30.00	31.50	33.00	4.76%
ESL		Licensing of Houses in Multiple Occupation (HMO) under Additional Licensing Scheme						
ESL		Part A fee on application per property	D	Fully flexible	923.00	969.20	1,017.50	4.98%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Part B fee for issue of final licence per property (This fee is not charged where the property is not issued with a full licence)	D	Fully flexible	377.00	395.90	415.50	4.95%
ESL		Licensing of privately rented properties under Selective Licensing Scheme						
ESL		Part A fee on application per property	D	Fully flexible	630.00	661.50	661.50	0.00%
ESL		Part B fee for issue of final licence per property (This fee is not charged where the property is not issued with a full licence)	D	Fully flexible	270.00	283.50	283.50	0.00%
ESL		Other licensing fees						
ESL		Invoicing instead of online payment - flat fee per invoice (to cover the costs of admin to process the invoice) where application has been made online but applicant cannot pay online.	D	Fully flexible	55.00	57.80	60.50	4.67%
ESL		Paper applications - flat fee per application, on top of standard application fee, cost covers admin officer setting up a My Southwark account for the landlord, entering the application form onto the online process and invoicing for payments.	D	Fully flexible	163.00	171.20	179.70	4.96%
ESL		Printing of lost licence	D	Fully flexible	5.00	5.30	5.50	3.77%
ESL		Financial penalty - Civil Penalty under The Housing and Planning Act 2016 for breach of specified housing offences under the HA 2004	D	Capped	Up to 30,000	Up to 30,000	Up to 30,000	

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Financial penalty - Civil Penalty under The Renter's Right's Bill for breach of specified housing offences	D	Capped			Up to 40,000	
ESL		Financial penalty - Smoke and Carbon Monoxide Detector Regulations 2015 for non-compliance with a remedial notice requiring the installation of smoke or carbon monoxide alarms	D	Capped	Up to 5,000	Up to 5,000	Up to 5,000	
ESL	Section 49 Housing Act 2004							
ESL	Charging for Housing Act Notices - Houses, flats and HMOs with up to 10 households :							
ESL		Any formal notice or order served under HA 2004 that relates to 4 or more defects contributing to category 1 hazards	D	Fully flexible	1,250.55	1,313.10	1,378.00	4.94%
ESL		Any formal notice or order served under HA 2004 that relates to less than 4 defects contributing to category 1 hazards	D	Fully flexible	1,000.65	1,050.70	1,100.00	4.69%
ESL		Any formal notice or order served under HA 2004 that relates to 4 or more defects contributing to category 2 hazards	D	Fully flexible	1,000.65	1,050.70	1,100.00	4.69%
ESL		Any formal notice or order served under HA 2004 that relates to less than 4 defects contributing to category 2 hazards	D	Fully flexible	750.75	788.30	830.00	5.29%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		<i>Note: Where there are category 1 and 2 hazards in the same notice/property the highest appropriate fee will be charged.</i>						
ESL		Charging for Housing Act Notices:- Houses, flats and HMOs with more than 10 households affected:						
ESL	Charging for Housing Act Notices under Part 1 of the Housing Act 2004 :- Houses, flats and HMOs with more than 10 households affected:	Charges will be calculated on a case-by-case basis to cover costs for enforcement notice under Part 1 HA04, cost of management oversight and other associated costs	D	Fully flexible	Unlimited	Unlimited	Unlimited	0.00%
ESL	Regulatory Services (Environmental Health & Trading Standards)							
ESL		Regulatory services professional fees including primary authority partnerships, weights and measures testing fees and other professional fees for work undertaken by Regulatory Services.	D	Flexible	105/hour	110.25/hr	115.8/hr	5.03%
ESL	TRADING STANDARDS / ENVIRONMENTAL							
ESL		Penalty charge - Estate Agents Act 1979 / Estate Agents (Redress Scheme) (Penalty Charge) Regulations 2008) - estate agents redress scheme membership requirement	M	Fixed	1,000.00	1,000.00	1,000.00	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Monetary penalty - The Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014 - letting agents and property managers redress scheme membership requirement	M	Capped	Amount up to 5,000	Amount up to 5,000	Amount up to 5,000	0.00%
ESL		Financial penalty - Consumer Rights Act 2015 - display of fees and other information requirement for letting agents	M	Capped	Amount up to 5,000	Amount up to 5,000	Amount up to 5,000	0.00%
ESL		Financial penalty - Tenant Fees Act 2019 - letting agents or landlords requiring payment of prohibited fees	M	Capped	Amount up to 30,000	Amount up to 30,000	Amount up to 30,000	0.00%
ESL		Financial penalty - The Client Money Protection Schemes for Property Agents (Requirement to Belong to a Scheme etc.) Regulations 2019 -	M	Capped	Amount up to 30,000	Amount up to 30,000	Amount up to 30,000	0.00%
ESL		Financial penalty - The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 - Minimum energy performance requirements for rented property	M	Capped	Amount up to 150,000 for commercial premises	Amount up to 150,000 for commercial premises	Amount up to 150,000 for commercial premises	0.00%
ESL		Financial penalty - The Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 - Minimum energy performance requirements for rented property	M	Capped	Amount up to 4,000 for domestic	Amount up to 4,000 for domestic	Amount up to 4,000 for domestic	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Financial penalty - The Energy Performance of Buildings (England and Wales) Regulations 2012 - provision and display of energy performance certificates requirements for property for sale or rent	M	Capped	Amount from 200 to 5,000	Amount from 200 to 5,000	Amount from 200 to 5,000	0.00%
ESL		Fixed monetary penalty and non-compliance penalty - The Single Use Carrier Bags Charges (England) Order 2015 - Climate Change Act 2008 - requirement to charge for bags and related provisions	M	Capped	Amount from 200 to 20,000	Amount from 200 to 20,000	Amount from 200 to 20,000	0.00%
ESL		Non-compliance penalty - The Environmental Protection (Microbeads) (England) Regulations 2017 - prohibit the use of microbeads in rinse-off personal care products and the sale of any such products containing them	D	Capped	Up to 100% of the cost of fulfilling the remaining requirements of the compliance notice	Up to 100% of the cost of fulfilling the remaining requirements of the compliance notice	Up to 100% of the cost of fulfilling the remaining requirements of the compliance notice	0.00%
ESL		Fixed monetary penalty - The Environmental Protection (Microbeads) (England) Regulations 2017 - prohibit the use of microbeads in the rinse-off personal care products and the sale of any such products containing them.	D	Fixed	200.00	200.00	200.00	0.00%
ESL		Variable monetary penalty and non-compliance penalty -The Energy Information Regulations 2011 - display of energy efficiency labels on appliances and information provision	M	Fully flexible	Unlimited	Unlimited	Unlimited	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Non-compliance penalty - The Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020 - prohibition provisions on the supply of certain plastic items	D	Capped	Up to 100% of the cost of fulfilling the remaining requirements of the compliance notice	Up to 100% of the cost of fulfilling the remaining requirements of the compliance notice	Up to 100% of the cost of fulfilling the remaining requirements of the compliance notice	0.00%
ESL		Fixed monetary penalty and non-compliance penalty - The Environmental Protection (Plastic Straws, Cotton Buds and Stirrers) (England) Regulations 2020 - prohibition provisions on the supply of certain plastic items	D	Capped	200.00	200.00	200.00	0.00%
ESL		Non-compliance penalty - The Environmental Protection (Plastic Plates etc. and Polystyrene containers etc. (England) Regulations 2023	D	Capped	up to 100% of the cost of satisfying the requirements of the compliance notice	up to 100% of the cost of satisfying the requirements of the compliance notice	up to 100% of the cost of satisfying the requirements of the compliance notice	0.00%
ESL		Fixed monetary penalty - The Environmental Protection (Plastic Plates etc. and Polystyrene Containers etc.) (England) Regulations 2022	D	Fixed	200.00	200.00	200.00	0.00%
ESL		Financial penalty - Consumer Rights Act 2015 - secondary ticketing provisions (duty to provide information about tickets)	D	Capped	Amount up to 5,000	Amount up to 5,000	Amount up to 5,000	0.00%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Penalty Notice for Disorder (PNDs) - Criminal Justice and Police Act 2001 - Licensing Act 2003 offences relating to underage sales of alcohol	D	Fixed	90.00	90.00	90.00	0.00%
ESL		Fixed Penalty Notice - Public Health (Control of Disease) Act 1984 - various Health Protection Regulations (Coronavirus restrictions & requirements)	D	Fixed	100 to 10,000	100 to 10,000	100 to 10,000	0.00%
ESL		Fixed Penalty - The Air Quality (Domestic Solid Fuels Standards) (England) Regulations 2020	M	Fixed	300.00	300.00	300.00	0.00%
ESL		Financial Penalty - Leasehold Reform (Ground Rent) Act 2022	M	Capped	500 to 30,000	500 to 30,000	500 to 30,000	0.00%
ESL		Non-compliance penalty - The Environmental Protection (Single-use Vapes) (England) Regulations 2024	D	Capped	N/A	Up to 100% of the cost of satisfying the requirements of the compliance notice	Up to 100% of the cost of satisfying the requirements of a compliance notice	0.00%
ESL		Fixed monetary penalty - The Environmental Protection (Single-use Vapes) (England) Regulations 2024	D	Capped	N/A	200.00	200.00	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	FOOD SAFETY							
ESL	New	The Food (Promotion and Placement) (England) Regulations 2021	M	Fixed		2,500.00	2,500.00	0.00%
ESL		Food Hygiene Rating Scheme - Request for Revisit to determine new Hygiene Rating	D	Flexible	244.15	256.40	269.30	5.03%
ESL		Provision of Export Certificate, related Attestation and similar upon request	D	Flexible	297.10	312.00	327.60	5.00%
ESL	LICENSING -							
ESL	Fees are generally either fixed or capped under statute. Where discretion to fix local fees is provided by statute, fees are required to reflect work undertaken in carrying out process. Fees cannot recover cost of enforcement against unlicensed operators from lawful operators. (EU Services Directive, Hemmings V WCC and Guidances). Fees must be subject to annual review.							
ESL		Gambling ACT 2005						
ESL		Regional Casino Premises Licence						
ESL		New Licence	D	Capped	15,000.00	15,750.00	15,000.00	0.00%
ESL		Annual Charge	M	Capped	15,000.00	15,750.00	15,000.00	0.00%
ESL		Variation	D	Capped	7,500.00	7,875.00	7,500.00	0.00%
ESL		Transfer	D	Capped	6,500.00	6,825.00	6,500.00	0.00%
ESL		Re-instatement of a licence	D	Capped	6,500.00	6,825.00	6,500.00	0.00%
ESL		Provisional statement	D	Capped	15,000.00	15,750.00	15,000.00	0.00%
ESL		Application by a provisional licence holder	D	Capped	8,000.00	8,400.00	8,000.00	0.00%
ESL		Copy	D	Capped	25.00	26.30	25.00	0.00%
ESL		Notification	D	Capped	50.00	52.50	50.00	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Large Casino Premises Licence						
ESL		New	D	Capped	10,000.00	10,500.00	10,000.00	0.00%
ESL		Annual Charge	M	Capped	10,000.00	10,500.00	10,000.00	0.00%
ESL		Variation	D	Capped	5,000.00	5,250.00	5,000.00	0.00%
ESL		Transfer	D	Capped	2,150.00	2,257.50	2,150.00	0.00%
ESL		Re-instatement of a licence	D	Capped	2,150.00	2,257.50	2,150.00	0.00%
ESL		Provisional statement	D	Capped	10,000.00	10,500.00	10,000.00	0.00%
ESL		Application by a provisional licence holder	D	Capped	5,000.00	5,250.00	5,000.00	0.00%
ESL		Copy	D	Capped	25.00	26.30	25.00	0.00%
ESL		Notification	D	Capped	50.00	52.50	50.00	0.00%
ESL		Small Casino Premises Licence						
ESL		New Licence	D	Capped	8,000.00	8,400.00	8,000.00	0.00%
ESL		Annual Charge	D	Capped	5,000.00	5,250.00	5,000.00	0.00%
ESL		Variation	D	Capped	4,000.00	4,200.00	4,000.00	0.00%
ESL		Transfer	D	Capped	1,800.00	1,890.00	1,800.00	0.00%
ESL		Re-instatement of a licence	D	Capped	1,800.00	1,890.00	1,800.00	0.00%
ESL		Provisional statement	D	Capped	8,000.00	8,400.00	8,000.00	0.00%
ESL		Application by a provisional licence holder	D	Capped	3,000.00	3,150.00	3,000.00	0.00%
ESL		Copy	D	Capped	25.00	26.30	25.00	0.00%
ESL		Notification	D	Capped	50.00	52.50	50.00	0.00%
ESL		Bingo Premises Licence						
ESL		New Licence	D	Capped	3,500.00	3,675.00	3,500.00	0.00%
ESL		Annual Charge	D	Capped	1,000.00	1,050.00	1,000.00	0.00%
ESL		Variation	D	Capped	1,750.00	1,837.50	1,750.00	0.00%
ESL		Transfer	D	Capped	1,200.00	1,260.00	1,200.00	0.00%
ESL		Re-instatement of a licence	D	Capped	1,200.00	1,260.00	1,200.00	0.00%
ESL		Provisional statement	D	Capped	3,500.00	3,675.00	3,500.00	0.00%
ESL		Application by a provisional licence holder	D	Capped	1,200.00	1,260.00	1,200.00	0.00%
ESL		Copy	D	Capped	25.00	26.30	25.00	0.00%
ESL		Notification	D	Capped	50.00	52.50	50.00	0.00%
ESL		Adult Gaming Centre						
ESL		New Licence	D	Capped	2,000.00	2,100.00	2,000.00	0.00%
ESL		Annual Charge	D	Capped	1,000.00	1,050.00	1,000.00	0.00%

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ESL		Variation	D	Capped	1,000.00	1,050.00	1,000.00	0.00%
ESL		Transfer	D	Capped	1,200.00	1,260.00	1,200.00	0.00%
ESL		Re-instatement of a licence	D	Capped	1,200.00	1,260.00	1,200.00	0.00%
ESL		Provisional statement	D	Capped	2,000.00	2,100.00	2,000.00	0.00%
ESL		Application by a provisional licence holder	D	Capped	1,200.00	1,260.00	1,200.00	0.00%
ESL		Copy	D	Capped	25.00	26.30	25.00	0.00%
ESL		Notification	D	Capped	50.00	52.50	50.00	0.00%
ESL		Family Entertainment Centre Premises Licence						
ESL		New Licence	D	Capped	2,000.00	2,100.00	2,000.00	0.00%
ESL		Annual Charge	D	Capped	750.00	787.50	750.00	0.00%
ESL		Variation	D	Capped	1,000.00	1,050.00	1,000.00	0.00%
ESL		Transfer	D	Capped	950.00	997.50	950.00	0.00%
ESL		Re-instatement of a licence	D	Capped	950.00	997.50	950.00	0.00%
ESL		Provisional statement	D	Capped	2,000.00	2,100.00	2,000.00	0.00%
ESL		Application by a provisional licence holder	D	Capped	950.00	997.50	950.00	0.00%
ESL		Copy	D	Capped	25.00	26.30	25.00	0.00%
ESL		Notification	D	Capped	50.00	52.50	50.00	0.00%
ESL		Betting Premises Licence (Track)						
ESL		New Licence	D	Capped	2,500.00	2,625.00	2,500.00	0.00%
ESL		Annual Charge	D	Capped	1,000.00	1,050.00	1,000.00	0.00%
ESL		Variation	D	Capped	1,250.00	1,312.50	1,250.00	0.00%
ESL		Transfer	D	Capped	950.00	997.50	950.00	0.00%
ESL		Re-instatement of a licence	D	Capped	950.00	997.50	950.00	0.00%
ESL		Provisional statement	D	Capped	2,500.00	2,625.00	2,500.00	0.00%
ESL		Application by a provisional licence holder	D	Capped	950.00	997.50	950.00	0.00%
ESL		Copy	D	Capped	25.00	26.30	25.00	0.00%
ESL		Notification	D	Capped	50.00	52.50	50.00	0.00%
ESL		Betting Premises Licence (Non-Track)						
ESL		New Licence	D	Capped	3,000.00	3,150.00	3,000.00	0.00%
ESL		Annual Charge	D	Capped	600.00	630.00	600.00	0.00%
ESL		Variation	D	Capped	1,500.00	1,575.00	1,500.00	0.00%
ESL		Transfer	D	Capped	1,200.00	1,260.00	1,200.00	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Re-instatement of a licence	D	Capped	1,200.00	1,260.00	1,200.00	0.00%
ESL		Provisional statement	D	Capped	3,000.00	3,150.00	3,000.00	0.00%
ESL		Application by a provisional licence holder	D	Capped	1,200.00	1,260.00	1,200.00	0.00%
ESL		Copy	D	Capped	25.00	26.30	25.00	0.00%
ESL		Notification	D	Capped	50.00	52.50	50.00	0.00%
ESL		Other		Capped				
ESL		Copy of a licence	D	Capped	25.00	26.30	25.00	0.00%
ESL		Change of Circumstances	D	Capped	50.00	52.50	50.00	0.00%
ESL		Temporary Use Notice	D	Capped	50.00	52.50	50.00	0.00%
ESL				Capped				
ESL		Society Lottery		Capped				
ESL		First Application	M	Capped	40.00	42.00	40.00	5.00%
ESL		Annual Fee	M	Capped	20.00	21.00	20.00	5.00%
ESL		Gaming Machines in Alcohol Licensed premises						
ESL		Notification of 2 or less machines	D	Capped	50.00	52.50	50.00	0.00%
ESL		Application for more than 2 machines by Gaming Act 1968 consent holder	D	Capped	100.00	105.00	150.00	0.00%
ESL		New	D	Capped	150.00	157.50	150.00	0.00%
ESL		Transfer	D	Capped	25.00	26.30	25.00	0.00%
ESL		Annual fee	D	Capped	50.00	52.50	50.00	0.00%
ESL		Copy of permit	D	Capped	15.00	15.80	15.00	0.00%
ESL		Variation	D	Capped	100.00	105.00	100.00	0.00%
ESL	THE EXPLOSIVES REGULATIONS 2014							
ESL	Licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed							
ESL		One year's duration	M	Capped	193.00	202.00	202.00	0.00%
ESL		Two year's duration	M	Capped	253.00	266.00	266.00	0.00%
ESL		Three year's duration	M	Capped	317.00	333.00	333.00	0.00%
ESL		Four year's duration	M	Capped	390.00	409.00	409.00	0.00%
ESL		Five year's duration	M	Capped	441.00	463.00	463.00	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed							
ESL		One year's duration	M	Capped	113.00	119.00	119.00	0.00%
ESL		Two year's duration	M	Capped	147.00	154.00	154.00	0.00%
ESL		Three year's duration	M	Capped	181.00	190.00	190.00	0.00%
ESL		Four year's duration	M	Capped	215.00	226.00	226.00	0.00%
ESL		Five year's duration	M	Capped	248.00	260.00	260.00	0.00%
ESL	Renewal of licence to store explosives where, by virtue of regulation 27 of, and Schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed							
ESL		One year's duration	M	Capped	90.00	94.00	94.00	0.00%
ESL		Two year's duration	M	Capped	153.00	161.00	161.00	0.00%
ESL		Three year's duration	M	Capped	215.00	226.00	226.00	0.00%
ESL		Four year's duration	M	Capped	277.00	291.00	291.00	0.00%
ESL		Five year's duration	M	Capped	340.00	357.00	357.00	0.00%
ESL	Renewal of licence to store explosives where no minimum separation distance or a 0 metres minimum separation distance is prescribed							
ESL		One year's duration	M	Capped	56.00	59.00	59.00	0.00%
ESL		Two year's duration	M	Capped	90.00	94.00	94.00	0.00%
ESL		Three year's duration	M	Capped	125.00	132.00	132.00	0.00%
ESL		Four year's duration	M	Capped	158.00	166.00	166.00	0.00%
ESL		Five year's duration	M	Capped	193.00	202.00	202.00	0.00%
ESL		Varying a licence						
ESL		Varying name of licensee or address of site	M	Capped	38.00	40.00	40.00	0.00%
ESL		Any other kind of variation - The reasonable cost to the licensing authority of having the work carried out	M					
ESL		Transfer of licence	M	Capped	38.00	40.00	40.00	0.00%
ESL		Replacement of licence	M	Capped	38.00	40.00	40.00	0.00%
ESL		Fireworks Act 2004	M					
ESL		Application to sell outside a permitted period	M	Capped	500.00	500.00	500.00	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	LONDON LOCAL AUTHORITIES ACT 1991							
ESL		Note: Fees reviewed in light of EU Services Directive & Hemmings V WCC judgement						
ESL		Full special treatments licence (multiple categories / operators)	M	Fully flexible	468.00	468.00	491.40	5.00%
ESL		New	M	Fully flexible	437.00	437.00	458.90	5.01%
ESL		Restricted licence (one category / one or two operatives)	M	Fully flexible	348.00	348.00	365.40	5.00%
ESL		New	M	Fully flexible	317.00	317.00	332.90	5.02%
ESL		Transfer	M	Fully flexible	126.00	126.00	132.30	5.00%
ESL		Variation - additional category of treatments	M	Fully flexible	129.00	129.00	135.50	5.04%
ESL		Variation - additional operator	M	Fully flexible	34.00	34.00	35.70	5.00%
ESL		Copy Licence	M	Fully flexible	14.00	14.00	14.70	5.00%
ESL	Scrap Metal Dealers Act 2013							
ESL		Site Licence						
ESL		Grant	M	Fully flexible	820.00	861.00	904.10	5.01%
ESL		New	M	Fully flexible	501.00	526.10	552.40	5.00%
ESL		Variation	M	Fully flexible	286.00	300.30	315.30	5.00%
ESL		Collectors Licence						
ESL		Grant	M	Fully flexible	479.00	503.00	528.10	4.99%
ESL		New	M	Fully flexible	310.00	325.50	341.80	5.01%
ESL		Variation	M	Fully flexible	288.00	302.40	317.50	4.99%
ESL		Other fees						
ESL		Replacement licence (laminated)	D	Fully flexible	17.00	17.90	18.80	5.03%
ESL		Replacement licence (ID card)	D	Fully flexible	52.00	54.60	57.30	4.95%
ESL	GLC (GENERAL POWERS) ACT 1984 - PART VI							
ESL		Copy of Licence for competitive bidding	D	Fully flexible	15.00	15.80	16.60	5.06%
ESL		Competitive bidding licence	M	Fully flexible	788.00	827.40	868.75	5.00%
ESL		Animal Welfare Licences						

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Dangerous wild animals licence under the Dangerous Wild Animals Act 1976 - 1 Year	M	Fully flexible	662.00	695.10	729.85	5.00%
ESL		Duplicate	M	Fully flexible	14.00	14.70	15.45	5.10%
ESL	LONDON LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1982							
ESL		Initial application for sex establishment licence	M	Fully-Flexible	8,724.00	9,160.20	9,618.20	5.00%
ESL		Additional compliance costs	M	Fully-Flexible	695.00	729.80	766.30	5.00%
ESL		Variation	M	Fully-Flexible	7,790.00	8,179.50	8,588.50	5.00%
ESL		New	M	Fully-Flexible	7,790.00	8,179.50	8,588.50	5.00%
ESL		Duplicate	M	Fully-Flexible	15.00	15.80	16.60	5.06%
ESL		Marriages and Civil Partnerships (approved Premises) Regulations 2005 (Cap established by case law)						
ESL		Grant	D	Fully-Flexible	1,169.00	1,227.50	1,288.90	5.00%
ESL		Application transfer premises as a venue for civil marriage and civil partnership	D	Fully-Flexible	663.00	696.20	731.00	5.00%
ESL		New	D	Fully-Flexible	779.00	818.00	858.90	5.00%
ESL		Change of name	D	Fully-Flexible	15.00	15.80	16.60	5.06%
ESL		Copy of Licence	D	Fully-Flexible	15.00	15.80	16.60	5.06%
ESL		Licensing Act 2003						
ESL	Premises Licence / Club Premises Certificate							
ESL		Property rateable value £0 - £4,300						
ESL		New	M	Fixed	100.00	100.00	100.00	0.00%
ESL		Annual Charge	M	Fixed	70.00	70.00	70.00	0.00%
ESL		Late Night Levy Fee (from 00.01 - 06.00)	M	Fixed	299.00	299.00	299.00	0.00%
ESL		Property rateable value £4,301 - £33,000						
ESL		Premises Licences						
ESL		New	M	Fixed	190.00	190.00	190.00	0.00%
ESL		Annual charge	M	Fixed	180.00	180.00	180.00	0.00%
ESL		Late Night Levy Fee (from 00.01 - 06.00)	M	Fixed	768.00	768.00	768.00	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Property rateable value £33,001 - £87,000						
ESL		Premises Licences						
ESL		New	M	Fixed	315.00	315.00	315.00	0.00%
ESL		Annual charge	M	Fixed	295.00	295.00	295.00	0.00%
ESL		Late Night Levy Fee (from 00.01 - 06.00)	M	Fixed	1,259.00	1,259.00	1,259.00	0.00%
ESL		Property rateable value £87,001 - £125,000						
ESL		Premises Licences						
ESL		New	M	Fixed	450.00	450.00	450.00	0.00%
ESL		Multiplier applied for venues serving primarily alcohol (X2)	M	Fixed	900.00	900.00	900.00	0.00%
ESL		Annual charge	M	Fixed	320.00	320.00	320.00	0.00%
ESL		Late Night Levy Fee (from 00.01 - 06.00)	M	Fixed	1,365.00	1,365.00	1,365.00	0.00%
ESL		Multiplier applies to premises in category that primarily or exclusively sell alcohol (X2)	M	Fixed	2,730.00	2,730.00	2,730.00	0.00%
ESL		Property rateable value £125,001+						
ESL		Premises Licences						
ESL		New	M	Fixed	635.00	635.00	635.00	0.00%
ESL		Multiplier applied for venues serving primarily alcohol (X3)	M	Fixed	1,905.00	1,905.00	1,905.00	0.00%
ESL		Annual charge	M	Fixed	350.00	350.00	350.00	0.00%
ESL		Late Night Levy Fee (from 00.01 - 06.00)	M	Fixed	1,493.00	1,493.00	1,493.00	0.00%
ESL		Multiplier applies to premises in category that primarily or exclusively sell alcohol (X3)	M	Fixed	4,440.00	4,440.00	4,440.00	0.00%
ESL	Additional fees for premises licence applications, and the annual fee for exceptionally large scale events (5,000+), unless certain conditions apply. Please read regulation 4(4) and 4(5) of the Licensing Act 2003 (Fees) Regulations 2005							
ESL	Large Premises or Events	Number in attendance at any one time:						
ESL		5,000 to 9,999	M	Fixed	1,000.00	1,000.00	1,000.00	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		10,000 to 14,999	M	Fixed	2,000.00	2,000.00	2,000.00	0.00%
ESL		15,000 to 19,999	M	Fixed	4,000.00	4,000.00	4,000.00	0.00%
ESL		20,000 to 29,999	M	Fixed	8,000.00	8,000.00	8,000.00	0.00%
ESL		30,000 to 39,999	M	Fixed	16,000.00	16,000.00	16,000.00	0.00%
ESL		40,000 to 49,999	M	Fixed	24,000.00	24,000.00	24,000.00	0.00%
ESL		50,000 to 59,999	M	Fixed	32,000.00	32,000.00	32,000.00	0.00%
ESL		60,000 to 69,999	M	Fixed	40,000.00	40,000.00	40,000.00	0.00%
ESL		70,000 to 79,999	M	Fixed	48,000.00	48,000.00	48,000.00	0.00%
ESL		80,000 to 89,999	M	Fixed	56,000.00	56,000.00	56,000.00	0.00%
ESL		90,000 and over	M	Fixed	64,000.00	64,000.00	64,000.00	0.00%
ESL		Licensing Act 2003 - Other						
ESL		Grant of a personal licence	M	Fixed	37.00	37.00	37.00	0.00%
ESL		Temporary event notice	M	Fixed	21.00	21.00	21.00	0.00%
ESL		Theft ,loss, etc. of premises licence or summary	M	Fixed	10.50	10.50	10.50	0.00%
ESL		Application for a provisional statement where premises being built etc.	M	Fixed	315.00	315.00	315.00	0.00%
ESL		Notification of change of name	M	Fixed	10.50	10.50	10.50	0.00%
ESL		Application to transfer premises licence	M	Fixed	23.00	23.00	23.00	0.00%
ESL		Application to vary premises licence to specify DPS	M	Fixed	23.00	23.00	23.00	0.00%
ESL		Theft ,loss, etc. of certificate or summary	M	Fixed	10.50	10.50	10.50	0.00%
ESL		Theft ,loss, etc. of temporary event notice	M	Fixed	10.50	10.50	10.50	0.00%
ESL		Theft ,loss, etc. of personal licence	M	Fixed	10.50	10.50	10.50	0.00%
ESL		Duty to notify of name change or address	M	Fixed	10.50	10.50	10.50	0.00%
ESL		Interim authority notice	M	Fixed	21.00	21.00	21.00	0.00%
ESL		Notification of change of name/alteration of club rules	M	Fixed	10.50	10.50	10.50	0.00%
ESL		Change of relevant registered address of club	M	Fixed	10.50	10.50	10.50	0.00%
ESL		Notification of interest in property	M	Fixed	21.00	21.00	21.00	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018							
ESL		Selling animals as pets new application 1 year	D	Fully- Flexible	737.00	773.90	812.60	5.00%
ESL		Selling animals as pets new application 2 years	D	Fully- Flexible	791.00	830.60	872.10	5.00%
ESL		Selling animals as pets renewal application 1 year	D	Fully- Flexible	617.00	647.90	680.30	5.00%
ESL		Selling animals as pets renewal application 2 year	D	Fully- Flexible	671.00	704.60	739.80	5.00%
ESL		Selling animals as pets renewal application 3 year	D	Fully- Flexible	804.00	844.20	886.40	5.00%
ESL		Selling animals as pets variation	D	Fully- Flexible	413.00	433.70	455.40	5.00%
ESL		Selling animals as pets transfer	D	Fully- Flexible	124.00	130.20	136.70	4.99%
ESL		Breeding dogs new application 1 year	D	Fully- Flexible	737.00	773.90	812.60	5.00%
ESL		Breeding dogs new application 2 years	D	Fully- Flexible	791.00	830.60	872.10	5.00%
ESL		Breeding dogs renewal application 1 year	D	Fully- Flexible	617.00	647.90	680.30	5.00%
ESL		Breeding dogs renewal application 2 year	D	Fully- Flexible	671.00	704.60	739.80	5.00%
ESL		Breeding dogs renewal application 3 year	D	Fully- Flexible	804.00	844.20	886.40	5.00%
ESL		Breeding dogs variation	D	Fully- Flexible	413.00	433.70	455.40	5.00%
ESL		Breeding dogs transfer	D	Fully- Flexible	124.00	130.20	136.70	4.99%
ESL		Providing/arranging boarding for dogs/cats new application 1 year	D	Fully- Flexible	737.00	773.90	812.60	5.00%
ESL		Providing/arranging boarding for dogs/cats new application 2 years	D	Fully- Flexible	791.00	830.60	872.10	5.00%
ESL		Providing/arranging boarding for dogs/cats renewal application 1 year	D	Fully- Flexible	617.00	647.90	680.30	5.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Providing/arranging boarding for dogs/cats renewal application 2 year	D	Fully- Flexible	671.00	704.60	739.80	5.00%
ESL		Providing/arranging boarding for dogs/cats renewal application 3 year	D	Fully- Flexible	804.00	844.20	886.40	5.00%
ESL		Providing/arranging boarding for dogs/cats variation	D	Fully- Flexible	331.00	347.60	365.00	5.01%
ESL		Providing/arranging boarding for dogs/cats transfer	D	Fully- Flexible	124.00	130.20	136.70	4.99%
ESL		Providing home boarding for under 6 dogs/cats new application 1 year	D	Fully- Flexible	635.00	666.80	700.10	4.99%
ESL		Providing home boarding for under 6 dogs/cats new application 2 years	D	Fully- Flexible	689.00	723.50	759.70	5.00%
ESL		Providing home boarding for under 6 dogs/cats renewal application 1 year	D	Fully- Flexible	581.00	610.10	640.60	5.00%
ESL		Providing home boarding for under 6 dogs/cats renewal application 2 year	D	Fully- Flexible	635.00	666.80	700.10	4.99%
ESL		Providing home boarding for under 6 dogs/cats renewal application 3 year	D	Fully- Flexible	768.00	806.40	846.70	5.00%
ESL		Providing home boarding for dogs/cats variation	D	Fully- Flexible	331.00	347.60	365.00	5.01%
ESL		Providing home boarding for dogs/cats transfer	D	Fully- Flexible	124.00	130.20	136.70	4.99%
ESL		Hiring of Horses etc. new application 1 year	D	Fully- Flexible	1,098.00	1,152.90	1,210.50	5.00%
ESL		Hiring of Horses etc. new application 2 year	D	Fully- Flexible	1,281.00	1,345.10	1,412.40	5.00%
ESL		Hiring of Horses etc. renewal application 1 year	D	Fully- Flexible	1,044.00	1,096.20	1,151.00	5.00%
ESL		Hiring of Horses etc. renewal application 2 year	D	Fully- Flexible	1,227.00	1,288.40	1,352.80	5.00%
ESL		Hiring of Horses etc. renewal application 3 year	D	Fully- Flexible	1,410.00	1,480.50	1,554.50	5.00%
ESL		Additional vet fee for 15-29 horses	D	Fully- Flexible	207.00	217.40	228.30	5.01%

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ESL		Additional vet fee for 30+ horses	D	Fully- Flexible	373.00	391.70	411.30	5.00%
ESL		Hiring of Horses etc. variation	D	Fully- Flexible	419.00	440.00	462.00	5.00%
ESL		Hiring of Horses etc. transfer	D	Fully- Flexible	124.00	130.20	136.70	4.99%
ESL		Keeping or training animals for exhibition new application 1 year	D	Fully- Flexible	635.00	666.80	700.10	4.99%
ESL		Keeping or training animals for exhibition new application 2 year	D	Fully- Flexible	689.00	723.50	759.70	5.00%
ESL		Keeping or training animals for exhibition renewal application 1 year	D	Fully- Flexible	581.00	610.10	640.60	5.00%
ESL		Keeping or training animals for exhibition renewal application 2 year	D	Fully- Flexible	635.00	666.80	700.10	4.99%
ESL		Keeping or training animals for exhibition renewal application 3 year	D	Fully- Flexible	768.00	806.40	846.70	5.00%
ESL		Keeping or training animals for exhibition variation	D	Fully- Flexible	331.00	347.60	365.00	5.01%
ESL		Keeping or training animals for exhibition transfer	D	Fully- Flexible	124.00	130.20	136.70	4.99%
ESL		Additional inspection/complaint visit	D	Fully- Flexible	153.00	160.70	168.70	4.98%
ESL		Copy licence	D	Fully- Flexible	14.00	14.70	15.40	4.76%
ESL		Licensing Act 2003					-	
ESL		Classification of films up to 30 minutes film duration	D	Fully-Flexible	53.00	55.70	58.50	5.03%
ESL		Each additional 20 minute film duration	D	Fully-Flexible	24.00	25.20	26.50	5.16%
ESL		General						
ESL		Additional inspections/professional advice per hour	D	Fully flexible	81.00	85.10	89.40	5.05%
ESL	Local Authority Pollution Prevention & Control Regulations 2000 (LAPPC)							

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ESL		Application Fees:						
ESL		Standard process (includes solvent emission activities)	M	Fixed	1,650.00	1,650.00	1,650.00	0.00%
ESL		Additional fee for operating without a permit	M	Fixed	1,188.00	1,188.00	1,188.00	0.00%
ESL		PVRI, SWOBs and Dry Cleaners	M	Fixed	155.00	155.00	155.00	0.00%
ESL		PVR I & II combined	M	Fixed	257.00	257.00	257.00	0.00%
ESL		Vehicle refinishers (VRs) (and other Reduced Fee Activities)	M	Fixed	362.00	362.00	362.00	0.00%
ESL		Reduced fee activities: Additional fee for operating without a permit	M	Fixed	71.00	71.00	71.00	0.00%
ESL		Mobile plant (not using simplified permits)	M	Fixed	1,650.00	1,650.00	1,650.00	0.00%
ESL		for the third to seventh applications	M	Fixed	985.00	985.00	985.00	0.00%
ESL		for the eighth and subsequent applications	M	Fixed	498.00	498.00	498.00	0.00%
ESL		Where an application for any of the above is for a combined Part B and waste application, add an extra £310 to the above amounts	M	Fixed	808.00	808.00	808.00	0.00%
ESL	Annual Local Authority Pollution Prevention & Control Subsistence Charges:							
ESL		Standard process low	M	Fixed	772 (+105)*	772 (+105)*	772 (+105)*	0.00%
ESL		Standard process medium	M	Fixed	1161 (+156)*	1161 (+156)*	1161 (+156)*	0.00%
ESL		Standard process high	M	Fixed	1747 (+207)*	1747 (+207)*	1747 (+207)*	0.00%
ESL		Petrol Vapour Recovery stage 1 (PVR I), Small Waste Oil Burners (SWOBs) and Dry Cleaners - Low	M	Fixed	79.00	79.00	79.00	0.00%
ESL		PVR 1, SWOBs and Dry Cleaners - Medium	M	Fixed	158.00	158.00	158.00	0.00%
ESL		PVR1, SWOBs and Dry Cleaners - High	M	Fixed	237.00	237.00	237.00	0.00%
ESL		PVR 1 & 2 combined - Low	M	Fixed	113.00	113.00	113.00	0.00%
ESL		PVR 1 & 2 combined - Medium	M	Fixed	226.00	226.00	226.00	0.00%
ESL		PVR 1 & 2 combined - High	M	Fixed	341.00	341.00	341.00	0.00%
ESL		Vehicle refinishers and other Reduced Fees - Low	M	Fixed	228.00	228.00	228.00	0.00%
ESL		Vehicle refinishers and other Reduced Fees - Medium	M	Fixed	365.00	365.00	365.00	0.00%
ESL		Vehicle refinishers and other Reduced Fees - High	M	Fixed	548.00	548.00	548.00	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Mobile plant, for first and second permits - Low	M	Fixed	626.00	626.00	626.00	0.00%
ESL		Mobile plant, for first and second permits - Medium	M	Fixed	1,034.00	1,034.00	1,034.00	0.00%
ESL		Mobile plant, for first and second permits - High	M	Fixed	1,551.00	1,551.00	1,551.00	0.00%
ESL		for the third to seventh authorisations - Low	M	Fixed	385.00	385.00	385.00	0.00%
ESL		for the third to seventh authorisations - Medium	M	Fixed	617.00	617.00	617.00	0.00%
ESL		for the third to seventh authorisations - high	M	Fixed	924.00	924.00	924.00	0.00%
ESL		eighth and subsequent authorisations - Low	M	Fixed	198.00	198.00	198.00	0.00%
ESL		eighth and subsequent authorisations - Medium	M	Fixed	316.00	316.00	316.00	0.00%
ESL		eighth and subsequent authorisations - High	M	Fixed	473.00	473.00	473.00	0.00%
ESL		Late Payment Fee	M	Fixed	52.00	52.00	52.00	0.00%
ESL		* - the additional amounts in brackets must be charged where a permit is for a combined part B and waste installation						
ESL		NOTE: -where a Part B installation is subject to reporting under the E-PRTR Regulation, add an extra £99 to the above amounts						
ESL		Transfer and Surrender						
ESL		Standard process transfer	M	Fixed	169.00	169.00	169.00	0.00%
ESL		Standard process partial transfer	M	Fixed	497.00	497.00	497.00	0.00%
ESL		New	M	Fixed	78.00	78.00	78.00	0.00%
ESL		Surrender: all Part B activities	M	Fixed	-			
ESL		Reduced fee activities: Transfer	M	Fixed	-			
ESL		Reduced fee activities: partial transfer	M	Fixed	47.00	47.00	47.00	0.00%
ESL	Temporary transfer for mobiles							
ESL		First transfer	M	Fixed	53.00	53.00	53.00	0.00%
ESL		Repeat transfer	M	Fixed	10.00	10.00	10.00	0.00%
ESL		Repeat following enforcement or warning	M	Fixed	53.00	53.00	53.00	0.00%
ESL		Substantial changes S10 and S11	M	Fixed				
ESL		Standard Process	M	Fixed	1,050.00	1,050.00	1,050.00	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		New	M	Fixed	1,650.00	1,650.00	1,650.00	0.00%
ESL		Reduced fee activities	M	Fixed	102.00	102.00	102.00	0.00%
ESL		Note: Reduced fee activities are Service stations, Vehicle Refinishers, Dry cleaners and small Oil burners under 0.4MW						
ESL	Local Authority Pollution Prevention & Control Regulations 2000							
ESL	Mobile plant charges - 1 - 2 authorisation							
ESL		Application fee	M	Fixed	1,650.00	1,650.00	1,650.00	0.00%
ESL		subsistence fee - Low	M	Fixed	646.00	646.00	646.00	0.00%
ESL		Subsistence fee - Medium	M	Fixed	1,034.00	1,034.00	1,034.00	0.00%
ESL		Subsistence fee - High	M	Fixed	1,506.00	1,506.00	1,506.00	0.00%
ESL	Mobile plant charges - 3 - 7 authorisation							
ESL		Application fee	M	Fixed	985.00	985.00	985.00	0.00%
ESL		subsistence fee - Low	M	Fixed	385.00	385.00	385.00	0.00%
ESL		Subsistence fee - Medium	M	Fixed	617.00	617.00	617.00	0.00%
ESL		Subsistence fee - High	M	Fixed	924.00	924.00	924.00	0.00%
ESL	Mobile plant charges - 8 or more authorisation							
ESL		Application fee	M	Fixed	498.00	498.00	498.00	0.00%
ESL		subsistence fee - Low	M	Fixed	198.00	198.00	198.00	0.00%
ESL		Subsistence fee - Medium	M	Fixed	316.00	316.00	316.00	0.00%
ESL		Subsistence fee - High	M	Fixed	473.00	473.00	473.00	0.00%
ESL	Local Authority Integrated Pollution & Prevention Control (IPPC)							
ESL		Application	M	Fixed	3,363.00	3,363.00	3,363.00	0.00%
ESL		Additional fee for operating without a permit	M	Fixed	1,188.00	1,188.00	1,188.00	0.00%
ESL		Annual subsistence - Low	M	Fixed	1,447.00	1,447.00	1,447.00	0.00%
ESL		Annual subsistence - Medium	M	Fixed	1,611.00	1,611.00	1,611.00	0.00%
ESL		Annual subsistence - High	M	Fixed	2,334.00	2,334.00	2,334.00	0.00%
ESL		Late payment fee	M	Fixed	52.00	52.00	52.00	0.00%
ESL		Substantial Variation	M	Fixed	1,368.00	1,368.00	1,368.00	0.00%
ESL		Substantial Variation where 9(2)(a) or 9(2)(b) of the scheme applies	M	Fixed	3,363.00	3,363.00	3,363.00	0.00%
ESL		Transfer	M	Fixed	235.00	235.00	235.00	0.00%
ESL		Partial Transfer	M	Fixed	698.00	698.00	698.00	0.00%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Surrender	M	Fixed	698.00	698.00	698.00	0.00%
ESL	The Private Water Supplies Regulations 2016							
ESL		Risk Assessment	M	Capped	80.70	84.80	89.10	5.07%
ESL		Sampling ⁽ⁱ⁾ 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	M	Capped	80.70	84.80	89.10	5.07%
ESL		Investigation	M	Capped	80.70	84.80	89.10	5.07%
ESL		Granting an Authorisation	M	Capped	80.70	84.80	89.10	5.07%
ESL		Regulation 10 (Domestic Supplies) (for parameters referred to in paragraph (1)(a) to (e) of that regulation)	M	Capped	25.00	26.30	27.60	4.94%
ESL		Analysing a sample taken during check monitoring	M	Capped	Analytic cost of the sample	Analytic cost of the sample	Analytic cost of the sample	
ESL		Analysing a sample taken during audit monitoring and monitoring under regulation 11	M	Capped	Analytic cost of the sample	Analytic cost of the sample	Analytic cost of the sample	
ESL		Various public registers						
ESL		Land Use Enquiry - Residential premises	D	Fully flexible	195.00	205.00	215.50	5.12%
ESL		Land Use Enquiry - Commercial premises	D	Fully flexible	326.00	343.00	360.00	4.96%
ESL		Smoke Control Order						
ESL		Fixed Penalty Notice - Emitting visible smoke - first offence	M	Capped		175.00	175.00	0.00%
ESL		Fixed Penalty Notice - Emitting visible smoke - second offence within 12 months	M	Capped		225.00	225.00	0.00%
ESL		Fixed Penalty Notice - Emitting visible smoke - third or subsequent offence within 12 months	M	Capped		300.00	300.00	0.00%
ESL	CCTV	Information to support an insurance claim:	D	Fully flexible	75.00	79.00	83.00	5.06%
ESL	Fixed Penalty Notices (FPN's)							

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Regulation 2 of the Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 at £400 per penalty notice for fly tipping to be paid within 14 days (Charge reduced to £250 if paid within 10 days of issue)	M	Capped	1,000.00	1,000.00	1,000.00	0.00%
ESL		Depositing Litter - S87/88 Environmental Protection Act 1990 Capped at £500 £200 if paid within 10 days	M	Capped	500.00	500.00	500.00	0.00%
ESL		Failure to produce waste transfer documents - s34/34A Environmental Protection Act 1990 to be paid within 14 days (Charge reduced to £200 if paid within 10 days)	M	Capped	600.00	600.00	600.00	0.00%
ESL		Failure to produce authority to transport waste - s5/5B control of Pollution Amendment Act 1989 to be paid within 14 days (Charge reduced to £200 if paid within 10 days)	M	Capped	300.00	300.00	300.00	0.00%
ESL		Unauthorised distribution of free printed matter - s3A Environmental Protection Act 1990 (Capped at £150) charge reduced to £80 if paid within 10 days Penalty set by L B Southwark	M	Capped	150.00	150.00	150.00	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Failure to comply with a waste receptacles notice - s46 Environmental Protection Act 1990 (Domestic Premises)	D	Fully Flexible	110.00	110.00	110.00	0.00%
ESL		Failure to comply with a waste receptacles notice - s47 Environmental Protection Act 1990 (Commercial Waste)	D	Fully Flexible	110.00	110.00	110.00	0.00%
ESL		Repairing vehicles on a road - s4/6 Clean Neighbourhoods and Environment Act 2005 (Capped at £110) Penalty set by L B Southwark to be paid within 14 days (charge reduced to £100 if paid within 10 days)	D	Fully Flexible	110.00	110.00	110.00	0.00%
ESL	Destroying or damaging property (graffiti and flyposting) Unauthorised display of advertisements (flyposting) - the individual affixing the advertisement - s224 Town and county Planning Act 1990	Penalty notices for graffiti and fly-posting. s43 Antisocial Behaviour Act 2003	D	Capped	500.00	500.00	500.00	0.00%
ESL		Smoking in a smoke free place - Health Act 2006 (Capped at £50) Penalty set by Health act 2006	D	Capped	50.00	50.00	50.00	0.00%
ESL		Failure to display required no-smoking signs - Health Act 2006 (Capped at £200) Penalty set by Health Act 2006	D	Capped	200.00	200.00	200.00	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Contravention or failure to comply with requirement or prohibition imposed by abatement notice - residential - s79/80 Environmental Protection Act 1990 (Capped at £100) Penalty set by ALG	D	Capped	100.00	100.00	100.00	0.00%
ESL		Contravention or failure to comply with requirement or prohibition imposed by abatement notice - industrial / trade / business s79/80 Environmental Protection Act 1990 (Capped at £400) Penalty set by ALG	M	Capped	400.00	400.00	400.00	0.00%
ESL		Displaying advertisement in contravention of regulations - s224 Town and Country Planning Act 1990 (Capped at £100) Penalty set by ALG	M	Capped	100.00	100.00	100.00	0.00%
ESL		Contravention of condition of street trading license or temporary license - s34 London Local Authorities Act 1990 (LLA 1990) (Capped at £100) Penalty set by ALG	M	Capped	100.00	100.00	100.00	0.00%
ESL		Making false statement in connection with application for street trading license or temporary license - s34 London Local Authorities Act 1990 (LLA 1990) (Capped at £125) Penalty set by ALG	M	Capped	125.00	125.00	125.00	0.00%
ESL		Resisting or obstructing authorised officer - s34 London Local Authorities 1990 (LLA 1990) (Capped at £250) Penalty set by ALG	M	Capped	250.00	250.00	250.00	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Failure to produce street trading license on demand - s34 London Local Authorities Act 1990 (LLA 1990) (Capped at £100) Penalty set by ALG	M	Capped	100.00	100.00	100.00	0.00%
ESL		Unlicensed street trading - s38 London Local Authorities Act 1990 (LLA 1990) (Capped at £150) Penalty set by ALG	M	Capped	150.00	150.00	150.00	0.00%
ESL		Public Space Protection Order (PSPO) provision to tackle Dog related ASB	D	Capped	100.00	100.00	100.00	0.00%
ESL		Cycling on a footpath (Road Traffic Act 1984)	M	Capped	50.00	50.00	50.00	0.00%
ESL	LEISURE DIRECTORATE							
ESL	(Note: All fees shown in the table below are exclusive of VAT except where explicitly shown. Appropriate VAT will be added at the time of invoicing/charging.)							
ESL	Parks Pitch Bookings and BMX Fees and Charges							
ESL	NON-VATABLE FEES - VAT WILL NOT BE CHARGED FOR BLOCK BOOKINGS OF 10 OR MORE							
ESL	VENUE	ACTIVITY						
ESL	All the fees shown below are at Block Booking Rate (10 or more)							
ESL	All Sites: Burgess, Belair, (Southwark, Peckham Rye - Artificial strip only)	Cricket - Adult - Half Day (9am-2pm or 2pm-7pm)	D	Fully flexible	84.90	84.90	89.20	5.06%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	All Sites: Burgess, Belair, (Southwark, Peckham Rye - Artificial strip only)	Cricket - Adult - Hourly rate for extending a half day booking	D	Fully flexible	New	12.00	12.60	5.00%
ESL	All Sites: Burgess, Belair, (Southwark, Peckham Rye - Artificial strip only)	Cricket - Junior - Half Day (9am-2pm or 2pm-7pm)	D	Fully flexible	52.40	52.40	55.00	4.96%
ESL	All Sites: Burgess, Belair, (Southwark, Peckham Rye - Artificial strip only)	Cricket - Junior - Hourly rate for extending a half day booking	D	Fully flexible	New	8.00	8.40	5.00%
ESL	All Sites: Burgess, Belair, (Southwark, Peckham Rye - Artificial strip only)	Cricket - Adult - Evening session (Mon - Fri, 3 hrs)	D	Fully flexible	52.40	55.10	57.90	5.08%
ESL	All Sites: Burgess, Belair, (Southwark, Peckham Rye - Artificial strip only)	Cricket - Junior - Evening session (Mon - Fri, 3 hrs)	D	Fully flexible	38.50	38.50	40.45	5.06%
ESL	All Sites	Grass Football / Rugby / Gaelic / Aussie rules Pitch - Adult with changing room (also Out of Borough Schools) - 90 mins	D	Fully flexible	100.20	100.20	105.20	4.99%
ESL	All Sites	Grass Football / Rugby / Gaelic / Aussie rules Pitch Adult - Discount No Changing Room - 90 mins	D	Fully flexible	78.50	82.50	86.60	4.97%
ESL	All Sites	Grass Football / Rugby Pitch - Junior 11-a-side with changing room (also Out of Borough School) - 60 mins	D	Fully flexible	49.50	49.50	52.00	5.05%
ESL	All Sites	Grass Football / Rugby Pitch Junior full size - Discount No Changing Room - 60 mins	D	Fully flexible	41.40	41.40	43.50	5.07%
ESL	All Sites	Grass Football Pitch - All Southwark School 11-a-side Pitch - 90 mins	D	Fully flexible	38.10	40.10	42.10	4.99%
ESL	All Sites	Grass Football Pitch - All Southwark School 11-a-side Pitch - 60 mins	D	Fully flexible	21.00	22.10	23.20	4.98%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	All Sites	Grass Football Pitch - Small Sized Pitch with changing room (including Out of Borough School) - 60 mins	D	Fully flexible	35.60	37.40	39.30	5.08%
ESL	All Sites	Grass Football Pitch - Small Sized Pitch - Discount / No Changing Room - 60 mins	D	Fully flexible	21.00	22.10	23.20	4.98%
ESL	All Sites	Grass Football Pitch - Small Sized Pitch - All Southwark Schools - 60 mins	D	Fully flexible	14.30	15.10	15.90	5.30%
ESL	Burgess Park Community Sports Centre	Grass Rugby Pitch - Adult Off-Peak - 90 mins	D	Fully flexible	78.60	82.60	86.70	4.96%
ESL	All Sites	Grass Touch Rugby (Not on existing pitches) - 60 mins	D	Fully flexible	37.50	39.40	41.40	5.08%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Full Pitch - Commercial Rate Peak - 60 mins	D	Fully flexible	184.90	184.90	194.20	5.03%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Full Pitch - Commercial Rate Off-Peak - 60 mins	D	Fully flexible	93.40	93.40	98.10	5.03%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Half Pitch - Commercial Peak - 60min	D	Fully flexible	93.70	93.70	98.40	5.02%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Half Pitch - Commercial Rate Off-Peak - 60 mins	D	Fully flexible	47.00	47.00	49.40	5.11%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Quarter Pitch - Commercial Peak - 60min	D	Fully flexible	46.90	49.30	51.80	5.07%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Quarter Pitch - Commercial Rate Off-Peak - 60 mins	D	Fully flexible	24.70	26.00	27.30	5.00%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Full Pitch - Community Rate Junior - 60 mins	D	Fully flexible	98.70	98.70	103.65	5.02%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Half Pitch - Community Rate Junior - 60 mins	D	Fully flexible	50.50	50.50	53.00	4.95%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Quarter Pitch - Community Rate Junior - 60min	D	Fully flexible	28.30	28.30	29.70	4.95%

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ESL	Burgess Park Community Sports Centre	3g Astro turf - Full Pitch - Community Rate Adult Peak - 60 mins	D	Fully flexible	111.60	117.20	123.10	5.03%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Full Pitch - Community Rate Adult Off-Peak - 60 mins	D	Fully flexible	78.50	82.50	86.60	4.97%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Half Pitch - Community Rate Adult Peak - 60 mins	D	Fully flexible	76.30	80.20	84.20	4.99%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Half Pitch - Community Rate Adult Off-Peak - 60 mins	D	Fully flexible	41.10	43.20	45.40	5.09%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Quarter Pitch - Community Rate Adult Peak - 60 mins	D	Fully flexible	41.10	43.20	45.40	5.09%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Quarter Pitch - Community Rate Adult Off-Peak - 60 mins Adult	D	Fully flexible	22.90	24.10	25.30	4.98%
ESL	Burgess Park Community Sports Centre	3g Astro turf All Southwark Schools - Full Pitch before 4:00pm - 60 mins - Southwark Schools non vatable	D	Fully flexible	23.50	24.70	25.90	4.86%
ESL	Burgess Park Community Sports Centre	3g Astro turf Out of Borough Schools - Full Pitch before 4:00pm - 60 mins	D	Fully flexible	57.60	60.50	63.50	4.96%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Full Pitch Match Rate - 120 min (Weekend FA affiliated club & league)	D	Fully flexible	125.70	132.00	138.60	5.00%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Half Pitch Match Rate - 7v7 or 9v9 - 90 min (Weekend FA affiliated club & league)	D	Fully flexible	53.70	56.40	59.20	4.96%
ESL	Burgess Park Community Sports Centre	3g Astro turf - Quarter Pitch Match Rate - 5v5 - 60 min (Weekend FA affiliated club & league)	D	Fully flexible	20.00	21.00	22.00	4.76%
ESL	Burgess Park Community Sports Centre	Basketball Court - Event Hire	D	Fully flexible	14.10	14.90	15.60	4.70%
ESL	Burgess Park Community Sports Centre	Birthday party price - Pitch and club room - Quarter pitch (1hr play/30 min club room) *restricted times	D	Fully flexible	45.00	47.30	49.70	5.07%

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ESL	Burgess Park Community Sports Centre	Birthday party price - Pitch and club room - Half pitch (1hr play/30min club room) *restricted times	D	Fully flexible	65.00	68.30	71.70	4.98%
ESL	Burgess Park Community Sports Centre	Walk in use of a pitch (Adult) *restricted times	D	Fully flexible	4.00	4.20	4.40	4.76%
ESL	Burgess Park Community Sports Centre	Walk in use of a pitch (Junior) *restricted times	D	Fully flexible	Free	Free	Free	0.00%
ESL	Burgess Park Community Sports Centre	Summer school sport day - grass pitch	D	Fully flexible	New	45.00	47.20	4.89%
ESL	Tabard Gardens	Astroturf - Full Pitch Adult - Peak - 60 mins - (4pm-9pm)	D	Fully flexible	111.60	117.20	123.10	5.03%
ESL	Tabard Gardens	Astroturf - Half Pitch Adult - Peak - 60 mins - (4pm-9pm)	D	Fully flexible	73.60	77.30	81.20	5.05%
ESL	Tabard Gardens	Astroturf - Full Pitch Junior- Peak - 60 mins - (4pm-9pm)	D	Fully flexible	48.20	50.70	53.20	4.93%
ESL	Tabard Gardens	Astroturf - Half Pitch Junior - Peak - 60 mins - (4pm-9pm)	D	Fully flexible	36.90	38.80	40.70	4.90%
ESL	Tabard Gardens	Astroturf - Full Pitch- Off-Peak - 60 mins - (9am -4pm)	D	Fully flexible	48.20	50.70	53.20	4.93%
ESL	Tabard Gardens	Astroturf - Half Pitch - Off-Peak - 60 mins - (9am -4pm)	D	Fully flexible	36.90	38.80	40.70	4.90%
ESL	Tabard Gardens	Astroturf - Full Pitch - 60 mins All Southwark Schools - non vatable	D	Fully flexible	44.40	46.70	49.00	4.93%
ESL	Tabard Gardens	Astroturf - Half Pitch - 60 mins All Southwark Schools - non vatable	D	Fully flexible	22.40	23.60	24.80	5.08%
ESL	Belair Park, Dulwich Park, Peckham Rye Park	Changing Room Hire - Training and Away Fixtures Flat Fee - Minimum Charge	D	Fully flexible	60.90	64.00	67.20	5.00%
ESL	Belair Park, Dulwich Park, Peckham Rye Park	Changing Room Hire - Late Locking Fee - Per Hour	D	Fully flexible	23.00	24.20	25.40	4.96%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Mint Street Park MUGA (New)	MUGA with artificial grass surface - Commercial 60 mins	D	Fully flexible	39.25	41.30	43.40	5.08%
ESL	Mint Street Park MUGA (New)	MUGA with artificial grass surface - School 60 mins	D	Fully flexible	11.00	11.60	12.20	5.17%
ESL	Leathermarket Gardens MUGA (New)	MUGA with artificial grass surface - Commercial 60 mins	D	Fully flexible	39.25	41.30	43.40	5.08%
ESL	Leathermarket Gardens MUGA (New)	MUGA with artificial grass surface - Community 60 mins	D	Fully flexible	23.50	24.70	25.90	4.86%
ESL	BMX Track	Coaching sessions (fee per person) - 60 mins	D	Fully flexible	5.00	5.10	5.30	3.92%
ESL	BMX Track	Book and ride peak - up to 16-30 riders - 60 mins	D	Fully flexible	176.10	185.00	194.30	5.03%
ESL	BMX Track	New- Book and ride peak - up to 15 riders - 60 mins	D	Fully flexible	129.40	135.90	142.70	5.00%
ESL	BMX Track	Book and ride off-peak - 16-30 riders - 60 mins	D	Fully flexible	107.80	113.20	118.90	5.04%
ESL	BMX Track	Book and ride off peak - up to 15 riders - 60 mins	D	Fully flexible	81.90	86.00	90.30	5.00%
ESL	BMX Track	BMX Holiday club (10am - 3pm)	D	Fully flexible	22.65	23.80	25.00	5.04%
ESL	BMX Track	Track only booking- No coach or equipment	D	Fully flexible	54.60	57.40	60.30	5.05%
ESL	BMX Track	Club - No charge for first 700 hours per annum. Hourly rate for any additional use.	D	Fully flexible	29.40	30.90	32.40	4.85%
ESL	All sites	Tennis Pay and Play fee (Peak) - inc non-Southwark schools	D	Fully flexible	9.40	9.90	10.40	5.00%
ESL	All sites	Tennis Pay and Play fee (Off Peak) - inc non-Southwark school	D	Fully flexible	6.80	7.20	7.60	5.56%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	All sites	Tennis Concession Pay and Play fee (Peak) inc Southwark School	D	Fully flexible	6.20	6.20	6.50	4.84%
ESL	All sites	Tennis Concession Pay and Play fee (Off Peak) inc Southwark School	D	Fully flexible	5.10	5.10	5.35	4.90%
ESL	All sites	Tennis - Disabled residents	D	Fully flexible	Free	Free	Free	0.00%
ESL	All sites	Tennis Membership Annual fee	D	Fully flexible	64.10	67.00	70.30	4.93%
ESL	All sites	Tennis Membership Pay and Play fee (Peak)	D	Fully flexible	6.70	7.00	7.30	4.29%
ESL	All sites	Tennis Membership Pay and Play fee (Off Peak)	D	Fully flexible	5.20	5.50	5.80	5.45%
ESL	All sites	Tennis Junior Membership	D	Fully flexible	Free	Free	Free	0.00%
ESL	All sites	Filming (per court per hour)	D	Fully flexible	25.00	26.30	27.60	4.94%
ESL	All sites	Corporate event hire (per court per hour)	D	Fully flexible	15.00	15.80	16.60	5.06%
ESL	Burgess Tennis Court (Proposed)	Creation of a new Court 8 booking (half court in Burgess Park)	D	Fully flexible	2.50	2.60	2.70	3.85%
ESL	Licences							
ESL	VARIABLE FEES (Fees shown below are inclusive of 20% VAT)							
ESL	All Sites	Annual Group Exercise Licence (1-5 Clients) - (1 - 3 Sessions Per Week)	D	Fully flexible	New	86.40	90.70	4.98%
ESL	All Sites	Monthly Group Exercise Licence (1-5 Clients) - (1 - 3 Sessions Per Week)	D	Fully flexible	New	8.70	9.10	4.60%
ESL	All Sites	Annual Group Exercise Licence (6-12 Clients) - (1 - 3 Sessions Per Week)	D	Fully flexible	New	388.80	408.20	4.99%
ESL	All Sites	Monthly Group Exercise Licence (6-12 Clients) - (1 - 3 Sessions Per Week)	D	Fully flexible	New	38.90	40.90	5.14%
ESL	All Sites	Annual Group Exercise Licence (13-20 Clients) - (1 - 3 Sessions Per Week)	D	Fully flexible	New	648.00	680.40	5.00%

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ESL	All Sites	Monthly Group Exercise Licence (13-20 Clients) - (1 - 3 Sessions Per Week)	D	Fully flexible	New	64.80	68.00	4.94%
ESL	All Sites	Annual Group Exercise Licence (21-30 Clients) - (1 - 3 Sessions Per Week)	D	Fully flexible	New	1,036.80	1,088.60	5.00%
ESL	All Sites	Monthly Group Exercise Licence (21-30 Clients) - (1 - 3 Sessions Per Week)	D	Fully flexible	New	103.70	108.90	5.01%
ESL	All Sites	Annual Group Exercise Licence (1-5 Clients) - (4-7 Sessions Per Week)	D	Fully flexible	New	324.00	340.20	5.00%
ESL	All Sites	Monthly Group Exercise Licence (1-5 Clients) - (4-7 Sessions Per Week)	D	Fully flexible	New	32.40	34.00	4.94%
ESL	All Sites	Annual Group Exercise Licence (6-12 Clients) - (4-7 Sessions Per Week)	D	Fully flexible	New	972.00	1,020.60	5.00%
ESL	All Sites	Monthly Group Exercise Licence (6-12 Clients) - (4-7 Sessions Per Week)	D	Fully flexible	New	97.20	102.10	5.04%
ESL	All Sites	Annual Group Exercise Licence (13-20 Clients) - (4-7 Sessions Per Week)	D	Fully flexible	New	1,170.00	1,228.50	5.00%
ESL	All Sites	Monthly Group Exercise Licence (13-20 Clients) - (4-7 Sessions Per Week)	D	Fully flexible	New	117.00	122.90	5.04%
ESL	All Sites	Annual Group Exercise Licence (21-30 Clients) - (4-7 Sessions Per Week)	D	Fully flexible	New	1,872.00	1,965.60	5.00%
ESL	All Sites	Monthly Group Exercise Licence (21-30 Clients) - (4-7 Sessions Per Week)	D	Fully flexible	New	187.20	196.60	5.02%
ESL	All Sites - Park Car Parks	Pay by Phone Car Parking (per hour)	D	Fully flexible	2.50	2.70	2.85	5.55%
ESL	New	Pay by Phone Car Parking (non-ULEZ/Diesel) (per hour)	D	Fully flexible	3.75	4.00	4.2	5.00%
ESL	All Sites - Park Car Parks	Event Organiser Parking for 25% occupancy Per Day	D	Fully flexible	59.30	62.30	65.4	4.98%

Appendix B - Final Fees and Charges 2026-27

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ESL	All Sites - Park Car Parks	Filming Unit Base - Per Filming Day	D	Fully flexible	1760-4500	1850-4725	1945-4960	5.00%
ESL	All Site excl Tier 1 Parks	Parks Mobile Trading Licence (Per Month)	D	Fully flexible	352.70	370.40	403.85	9.00%
ESL	All Sites	Works Licence Administration Fee	D	Fully flexible	384.20	403.50	424	5.11%
ESL	All Sites	Celebration Tree Fee	D	Fully flexible	650.00	682.50	717	5.00%
ESL	All Sites	Memorial bench - Parks	D	Fully flexible	1,500.00	1,575.00	1654	5.00%
ESL	CEMETERIES AND CREMATORIUM (Figures Ex-VAT. Appropriate VAT will be added at the time of invoice, where applicable)							
ESL	Cemeteries Interment Fees Resident							
ESL	Cemeteries Interment Fees Resident	Interment Resident Stillborn Inc Temp Marker Permit	D	Fully flexible	471.45	495.10	519.90	5.02%
ESL	Cemeteries Interment Fees Resident	Interment Resident Child 0-5Yrs Inc Temp Marker Permit	D	Fully flexible	778.05	817.00	857.90	5.01%
ESL	Cemeteries Interment Fees Resident	Interment Resident Child 5-17Yrs Inc Temp Marker Permit	D	Fully flexible	1,158.15	1,216.10	1,277.00	5.00%
ESL	Cemeteries Interment Fees Resident	Interment Child Cremated Remains 0-17Yrs Inc Temp Marker Permit	D	Fully flexible	438.90	460.90	484.00	5.01%
ESL	Cemeteries Interment Fees Resident	Solo/Simplicity Adult Interment (6ft6 x24")	D	Fully flexible	2,552.10	2,679.80	2,813.80	5.00%
ESL	Cemeteries Interment Fees Resident	Classic Adult Interment (Up to 6ft8 x2" Maximum)	D	Fully flexible	2,848.65	2,991.10	3,140.70	5.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Cemeteries Interment Fees Resident	Adult Supreme Interment for Coffins/Caskets Exceeding 6Ft 8" or 26"	D	Fully flexible	3,502.80	3,678.00	3,861.90	5.00%
ESL	Cemeteries Interment Fees Resident	Interment of Cremated Remains in a Private Grave	D	Fully flexible	693.60	728.30	764.80	5.01%
ESL	Cemeteries Interment Fees Resident	Interment of Cremated Remains into a Grave at the Time of a Coffin/Casket Burial (per set of remains)	D	Fully flexible	95.30	100.10	105.10	5.00%
ESL	Cemeteries Interment Fees Resident	Interment of a 2nd Coffin/Casket into a Grave at the Time of a Coffin/Casket Burial	D	Fully flexible	597.60	627.50	658.90	5.00%
ESL	Cemeteries Interment Fees Resident	Scattering of Cremated Remains on a Grave When Cremation Did Not Take Place at Honor Oak Crematorium	D	Fully flexible	125.20	131.50	138.10	5.02%
ESL	Cemeteries Interment Fees Resident	Scattering of Cremated Remains on a Grave Where Cremation Took Place at Honor Oak Crematorium	D	Fully flexible	101.40	106.50	111.90	5.07%
ESL	Cemeteries Interment Fees Resident	Saturday Interment Supplement No Chapel Service	D	Fully flexible	939.00	986.00	1,035.30	5.00%
ESL	Cemeteries Interment Fees Resident	Saturday Interment Supplement - Burial After A Chapel Service	D	Fully flexible	1,024.40	1,075.70	1,129.50	5.00%
ESL	Cemeteries Interment Fees Resident	Saturday Interment Supplement - Cremated Remains	D	Fully flexible	403.40	423.60	444.80	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Resident Stillborn Grave	D	Fully flexible	490.90	515.50	541.30	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Resident Child Grave 0-5Yrs	D	Fully flexible	834.40	876.20	920.10	5.01%
ESL	Cemeteries - Resident Grave Purchase Fees	Resident Child Grave 5-17Yrs	D	Fully flexible	1,632.60	1,714.30	1,800.10	5.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Cemeteries - Resident Grave Purchase Fees	Resident Child Cremated Remains Grave 0-17Yrs For 1 x Interment	D	Fully flexible	834.40	876.20	920.10	5.01%
ESL	Cemeteries - Resident Grave Purchase Fees	Resident Child & Parent Grave 2 Interments ONLY Same as Resident Simplicity	D	Fully flexible	3,773.00	3,961.70	4,159.80	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Solo Grave 25 Yr (6ft 6" X 24" Maximum Only)	D	Fully flexible	3,185.00	3,344.30	3,511.60	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Solo Grave 50 Yr (6ft 6" X 24" Maximum Only)	D	Fully flexible	4,012.00	4,212.60	4,423.30	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Solo Grave 75 Yr (6ft 6" X 24" Maximum Only)	D	Fully flexible	4,374.70	4,593.50	4,823.20	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Solo Grave 100Yr (6ft 6" X 24" Maximum Only)	D	Fully flexible	4,646.25	4,878.60	5,122.60	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Simplicity Lawn Grave 25 Year (6ft 6" X 24" Maximum Only)	D	Fully flexible	3,773.00	3,961.70	4,159.80	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Simplicity Lawn Grave 50 Year (6ft 6" X 24" Maximum Only)	D	Fully flexible	5,017.10	5,268.00	5,531.40	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Simplicity Lawn Grave 75 Year (6ft 6" X 24" Maximum Only)	D	Fully flexible	5,927.20	6,223.60	6,534.80	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Simplicity Lawn Grave 100 Year (6ft 6" X 24" Maximum Only)	D	Fully flexible	6,221.25	6,532.40	6,859.10	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Classic Lawn Grave 25 Year (Up to 6ft 8" X 28" Maximum Only)	D	Fully flexible	4,161.30	4,369.40	4,587.90	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Classic Lawn Grave 50 Year (Up to 6ft 8" X 28" Maximum Only)	D	Fully flexible	5,134.50	5,391.30	5,660.90	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Classic Lawn Grave 75 Year (Up to 6ft 8" X 28" Maximum Only)	D	Fully flexible	6,220.70	6,531.80	6,858.40	5.00%

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ESL	Cemeteries - Resident Grave Purchase Fees	Classic Lawn Grave 100 Year (Up to 6ft 8" X 28" Maximum Only)	D	Fully flexible	6,326.25	6,642.60	6,974.73	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Casket Supreme Grave 25 Year - Resident Only and Wooden Coffins/Caskets Only (Exceeding 6ft 8" X 28")	D	Fully flexible	4,913.60	5,159.30	5,417.30	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Casket Supreme Grave 50 Year - Resident Only and Wooden Coffins/Caskets Only (Exceeding 6ft 8" X 28")	D	Fully flexible	5,653.00	5,935.70	6,232.50	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Casket Supreme Grave 75 Year - Resident Only and Wooden Coffins/Caskets Only (Exceeding 6ft 8" X 26")	D	Fully flexible	6,546.10	6,873.50	7,217.20	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Casket Supreme Grave 100 Year - Resident Only and Wooden Coffins/Caskets Only (Exceeding 6ft 8" X 26")	D	Fully flexible	7,134.75	7,491.50	7,866.10	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Standard Lawn Single & Interment (Public)	D	Fully flexible	6,114.00	6,419.70	6,740.70	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Cremated Remains Plot (For 2) 75 YEARS New Resident Only includes first interment	D	Fully flexible	3,502.80	3,678.00	3,861.90	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Renewal or Extension of Exclusive Right of Burial per 10 years	D	Fully flexible	554.40	685.00	719.30	5.01%
ESL	Cemeteries - Resident Grave Purchase Fees	Renewal or Extension of Exclusive Right of Burial PER 25 YEARS Resident	D	Fully flexible		1,325.00	1,391.30	5.00%
ESL	Cemeteries - Resident Grave Purchase Fees	Interment Non Resident NVF (Private Not CFF) Includes Memorial Permit	D	Fully flexible	541.80	568.90	597.40	5.01%
ESL	Cemeteries Interment Fees Non-Resident	Interment Non Resident Stillborn	D	Fully flexible	594.30	624.10	655.40	5.02%

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ESL	Cemeteries Interment Fees Non-Resident	Interment Non Resident Child 0-5Yrs	D	Fully flexible	930.30	976.90	1,025.80	5.01%
ESL	Cemeteries Interment Fees Non-Resident	Interment Non Resident Child 5-17Yrs	D	Fully flexible	1,581.30	1,660.40	1,743.50	5.00%
ESL	Cemeteries Interment Fees Non-Resident	Interment Child Cremated Remains 0-17Yrs Non Resident	D	Fully flexible	709.80	745.30	782.60	5.00%
ESL	Cemeteries Interment Fees Non-Resident	18 Yrs Adult Solo/Simplicity Interment Fee 6ft 6" x 24" Maximum)	D	Fully flexible	4,836.30	5,078.20	5,332.20	5.00%
ESL	Cemeteries Interment Fees Non-Resident	18-yrs - Adult Classic Interment Lawn Grave (Up to 6ft8"x28" Maximum)	D	Fully flexible	5,235.30	5,497.10	5,772.00	5.00%
ESL	Cemeteries Interment Fees Non-Resident	18-yrs - Adult Classic Supreme Interment Lawn Grave (Exceeds 6ft8"x26)	D	Fully flexible	5,702.55	5,987.70	6,287.10	5.00%
ESL	Cemeteries Interment Fees Non-Resident	18-yrs - Adult Interment (Exceeding 6ft8"x26)	D	Fully flexible	5,702.55	5,987.70	6,287.10	5.00%
ESL	Cemeteries Interment Fees Non-Resident	Interment of cremated remains in a private grave	D	Fully flexible	725.60	761.90	800.00	5.00%
ESL	Cemeteries Interment Fees Non-Resident	Interment of Cremated Remains into a Grave at the Time of a Coffin/Casket Burial (per set of remains)	D	Fully flexible	95.30	100.10	105.20	5.09%
ESL	Cemeteries Interment Fees Non-Resident	Interment of a 2nd Coffin/Casket into a Grave at the Time of a Coffin/Casket Burial	D	Fully flexible	581.60	610.70	641.30	5.01%
ESL	Cemeteries Interment Fees Non-Resident	Scattering of Cremated Remains on a Grave When Cremation Did Not Take Place at Honor Oak Crematorium	D	Fully flexible	177.20	186.10	195.50	5.05%
ESL	Cemeteries Interment Fees Non-Resident	Scattering of Cremated Remains on a Grave Where Cremation Took Place at Honor Oak Crematorium	D	Fully flexible	122.80	129.00	135.50	5.04%

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ESL	Cemeteries Interment Fees Non-Resident	Saturday Interment Supplement No Chapel Service	D	Fully flexible	1,029.70	1,081.20	1,135.30	5.00%
ESL	Cemeteries Interment Fees Non-Resident	Saturday Interment Supplement - Burial After A Chapel Service	D	Fully flexible	1,127.90	1,184.30	1,243.60	5.01%
ESL	Cemeteries Interment Fees Non-Resident	Saturday Interment Supplement - Cremated Remains	D	Fully flexible	443.90	466.10	489.50	5.02%
ESL							-	
ESL	Cemeteries - Non Resident Grave Purchase Fees	Non Resident NVF Grave 25 Years (Private Not CFF)	D	Fully flexible	814.20	855.00	897.80	5.01%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Non Resident Stillborn Grave	D	Fully flexible	924.10	970.40	1,019.00	5.01%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Non Resident Child Grave 0-5Yrs	D	Fully flexible	1,494.90	1,569.70	1,648.20	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Non Resident Child Grave 5-17Yrs	D	Fully flexible	2,713.40	2,849.10	2,991.60	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Non Resident Child Cremated Remains Grave 0-17Yrs For 1 x Interment	D	Fully flexible	1,200.40	1,260.50	1,323.60	5.01%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Non Resident Child & Parent Grave 2 Interments ONLY Same as Non Resident Simplicity	D	Fully flexible	8,512.60	8,938.30	9,385.30	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Non Resident Child & Parent Cremated Remains Grave for 2 x Interments	D	Fully flexible	2,987.60	3,137.00	3,293.90	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Simplicity Lawn Grave 25 Year (6ft 6" X 264) Non Resident	D	Fully flexible	8,573.40	9,002.10	9,452.30	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Simplicity Lawn Grave 50 Year (6ft 6" X 24" Maximum Only) Non Resident	D	Fully flexible	9,955.20	10,453.00	10,975.70	5.00%

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ESL	Cemeteries - Non Resident Grave Purchase Fees	Simplicity Lawn Grave 75 Year (6ft 6" X 24" Maximum Only) Non Resident	D	Fully flexible	10,910.10	11,455.70	12,028.50	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Simplicity Lawn Grave 100 Year (6ft 6" X 24" Maximum Only) Non Resident	D	Fully flexible	10,946.25	11,493.60	12,068.30	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Classic Lawn Standard Grave 25 Year - Wooden Coffins/Caskets Only (6ft 8" X 26" Maximum) Non Resident	D	Fully flexible	8,813.50	9,254.20	9,717.00	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Classic Lawn Standard Grave 50 Year - Wooden Coffins/Caskets Only (6ft 8" X 26" Maximum) Non Resident	D	Fully flexible	10,024.50	10,525.80	11,052.10	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Classic Lawn Standard Grave 75 Year - Wooden Coffins/Caskets Only (6ft 8" X 26" Maximum) Non Resident	D	Fully flexible	11,123.50	11,679.70	12,263.70	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Classic Lawn Standard Grave 100 Year - Wooden Coffins/Caskets Only (6ft 8" X 26" Maximum) Non Resident	D	Fully flexible	11,385.00	11,954.30	12,552.10	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Casket Supreme Grave 50 Year - Wooden Coffins/Caskets Only (Exceeding 6ft 8" X 28") Non resident	D	Fully flexible	12,405.00	13,025.30	13,676.60	5.00%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Renewal or Extension of Exclusive Right of Burial PER 10YEARS Non Resident	D	Fully flexible	675.00	985.00	1,034.30	5.01%
ESL	Cemeteries - Non Resident Grave Purchase Fees	Renewal or Extension of Exclusive Right of Burial PER 25 YEARS Non Resident	D	Fully flexible		1,785.00	1,874.30	5.00%
ESL	Service Fees	Direct to Grave Service 20 Mins Inclusive (No Fee)	D	Fully flexible	Free	Free	Free	0.00%
ESL	Service Fees	Chapel Service 30mins + 20 Mins Graveside Service Inclusive	D	Fully flexible	166.20	174.60	183.40	5.04%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Service Fees	Double Chapel Service 60 Mins + 20 Mins Graveside Service Inclusive	D	Fully flexible	332.50	349.20	366.70	5.01%
ESL	Service Fees	Graveside Service 45 Mins	D	Fully flexible	78.70	82.70	86.90	5.08%
ESL	Service Fees	Graveside Service 45 Mins Inc PARTIAL Backfill to close the grave	D	Fully flexible	175.00	183.80	193.00	5.01%
ESL	Service Fees	Resource to rectify an unauthorised backfill	D	Fully flexible	350.00	367.50	385.90	5.01%
ESL	Service Fees	Single Chapel Service & Extended Grave Service (Includes Backfills 30 Mins + 1.5Hrs Grave Side	D	Fully flexible	237.40	249.30	261.80	5.01%
ESL	Service Fees	Double Chapel Service & Extended Grave Service (Includes Backfills 60 Mins + 1.5Hrs Grave Side	D	Fully flexible	408.20	428.70	450.20	5.02%
ESL	Service Fees	Extended Graveside Service (Includes Services Requiring Backfill Service) 2.5Hrs @ Graveside	D	Fully flexible	237.20	249.10	261.60	5.02%
ESL	Service Fees	Use of Chapel for Memorial Service 1hr - Monday - Friday) New	D	Fully flexible	307.90	323.30	339.50	5.01%
ESL	Service Fees	Use of Organ	D	Fully flexible	42.90	45.10	47.40	5.10%
ESL	Service Fees	Late to Burial Graveside/Chapel (Per 15 Minutes)	D	Fully flexible	79.90	83.90	88.10	5.01%
ESL	Service Fees	Penalty Charge for incorrect coffin/casket sizes which result in Excavation of a differing grave.	D	Fully flexible	1,000.00	1,050.00	1,102.50	5.00%
ESL								
ESL	Exhumation	Exhumation (Single Coffin)	D	Fully flexible	5,560.00	5,838.00	6,129.90	5.00%
ESL	Exhumation	Exhumation of any Subsequent Coffins on the Same Day	D	Fully flexible	910.00	955.50	1,003.30	5.00%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Exhumation	Exhumation of Cremated Remains (Single)	D	Fully flexible	547.00	574.40	603.20	5.01%
ESL	Exhumation	Exhumation of any Subsequent Coffins on the Same Day	D	Fully flexible	227.50	238.90	250.90	5.02%
ESL							-	0.00%
ESL	Deeds	Replacement Deed of Grant	D	Fully flexible	62.50	65.70	69.00	5.02%
ESL	Deeds	Transfer	D	Fully flexible	155.00	162.80	171.00	5.04%
ESL	Deeds	Transfer & Replacement of Deed Service	D	Fully flexible	155.00	162.80	171.00	5.04%
ESL							-	
ESL	Resident Memorial Permits	Simplicity Memorial Licence Fee Private Grave 25 years - Includes 5 Yearly Risk Assessments	D	Fully flexible	357.50	375.40	394.20	5.01%
ESL	Resident Memorial Permits	Classic/Supreme Memorial Licence Fee Private Grave 25 years - Includes 5 Yearly Risk Assessments	D	Fully flexible	373.50	392.20	411.90	5.02%
ESL	Resident Memorial Permits	Garden Area Memorial Permit 5 YEARS ONLY(Older Area Only)	D	Fully flexible	217.20	228.10	239.60	5.04%
ESL	Resident Memorial Permits	Fixed Shoe Memorial Permit Lodge & Area Z	D	Fully flexible	426.80	448.20	470.70	5.02%
ESL	Resident Memorial Permits	Traditional Memorial Permit Where Permitted	D	Fully flexible	469.00	492.50	517.20	5.02%
ESL	Resident Memorial Permits	Memorial Licence Fee - NVF Public Grave (15 years Only)	D	Fully flexible	140.90	148.00	155.40	5.00%
ESL	Resident Memorial Permits	Memorial Licence Fee - Stillborn Grave (25 years Only)	D	Fully flexible	225.50	236.80	248.70	5.03%
ESL	Resident Memorial Permits	Memorial Licence Fee - Children Grave 0-5 yrs (25 years Only)	D	Fully flexible	274.30	288.10	302.60	5.03%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Resident Memorial Permits	Added Inscription to Existing Memorial. Adding Photo Plaque to Existing Memorial	D	Fully flexible	140.90	148.00	155.40	5.00%
ESL	Resident Memorial Permits	Renovation/Cleaning of Memorial - Permit	D	Fully flexible	79.30	83.30	87.50	5.04%
ESL	Resident Memorial Permits	Refix with Added Inscription (Returned after Burial)	D	Fully flexible	197.40	207.30	217.70	5.02%
ESL	Resident Memorial Permits	Refix Memorial (Returned after Burial) Without Insc	D	Fully flexible	100.00	105.00	110.30	5.05%
ESL	Resident Memorial Permits	Refix Memorial after transfer or memorial safety inspection	D	Fully flexible	100.00	105.00	110.30	5.05%
ESL	Resident Memorial Permits	Memorial Permit Temporary Marker for 12 Months Only	D	Fully flexible	45.40	47.70	50.10	5.03%
ESL	Resident Memorial Permits	Cemetery Memorial Bench Permit 5 Years	D	Fully flexible	289.50	304.00	319.20	5.00%
ESL	Resident Memorial Permits	Rights to Add Vase/Tablet/Ledger (Where Permitted)	D	Fully flexible	176.90	185.80	195.10	5.01%
ESL	Resident Memorial Permits	Rights to Add Kerbs (Where Authorised - Older Areas)	D	Fully flexible	385.00	404.30	424.60	5.02%
ESL							-	
ESL	Non-Resident Memorial Permits	Simplicity Memorial Licence Fee Private Grave 25 years - Includes 5 Yearly Risk Assessments	D	Fully flexible	393.20	445.00	467.25	5.00%
ESL	Non-Resident Memorial Permits	Classic Memorial Licence Fee Private Grave 25 years - Includes 5 Yearly Risk Assessments	D	Fully flexible	410.80	465.00	488.30	5.01%
ESL	Non-Resident Memorial Permits	Garden Area Memorial Permit 5 YEARS ONLY(Where Permitted) Includes fitting	D	Fully flexible	453.50	513.50	539.20	5.00%
ESL	Non-Resident Memorial Permits	Fixed Shoe Memorial Permit Lodge & Area Z	D	Fully flexible	469.50	531.00	557.60	5.01%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Non-Resident Memorial Permits	Traditional Memorial Permit Where Permitted	D	Fully flexible	517.50	586.00	615.30	5.00%
ESL	Non-Resident Memorial Permits	Memorial Licence Fee - NVF Public Grave (15 years Only)	D	Fully flexible	154.80	162.60	170.80	5.04%
ESL	Non-Resident Memorial Permits	Memorial Licence Fee - Stillborn Grave (25 years Only)	D	Fully flexible	250.80	263.40	276.70	5.05%
ESL	Non-Resident Memorial Permits	Memorial Licence Fee - Children Grave 0-5 yrs (25 years Only)	D	Fully flexible	277.50	291.40	306.00	5.01%
ESL	Non-Resident Memorial Permits	Added Inscription to Existing Memorial. Adding Photo Plaque to Existing Memorial (On Site)	D	Fully flexible	154.80	176.00	184.80	5.00%
ESL	Non-Resident Memorial Permits	Renovation/Cleaning Memorial - Permit (On-Site)	D	Fully flexible	90.00	102.00	107.10	5.00%
ESL	Non-Resident Memorial Permits	Refix Memorial (Returned after Burial) Without Added Insc	D	Fully flexible	105.00	119.00	125.00	5.04%
ESL	Non-Resident Memorial Permits	Refix Memorial (Returned after Burial) With Added Insc	D	Fully flexible	170.00	193.00	202.70	5.03%
ESL	Non-Resident Memorial Permits	Refix Memorial after transfer or memorial safety inspection (Non-Discounted)	D	Fully flexible	105.00	110.30	115.90	5.08%
ESL	Non-Resident Memorial Permits	Refix Memorial after transfer or memorial safety inspection (Discounted)	D	Fully flexible	45.00	47.30	49.70	5.07%
ESL	Non-Resident Memorial Permits	Memorial Permit Temporary Marker for 12 Months Only	D	Fully flexible	48.10	50.60	53.20	5.14%
ESL	Non-Resident Memorial Permits	Cemetery Memorial Bench Permit 5 Years	D	Fully flexible	346.80	364.20	382.50	5.02%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Non-Resident Memorial Permits	Rights to Add Vase or Tablet (Where Permitted)	D	Fully flexible	176.10	185.00	194.30	5.03%
ESL	Non-Resident Memorial Permits	Rights to Add Kerbs (Where Authorised - Older Areas)	D	Fully flexible	453.50	476.20	500.10	5.02%
ESL							-	0.00%
ESL	Grave Preparation Ancillary Items	Removal of Memorial not Exceeding 7' X 3'	D	Fully flexible	360.70	378.80	397.80	5.02%
ESL	Grave Preparation Ancillary Items	Grave Depth Check (Where Possible)	D	Fully flexible	36.60	38.50	40.50	5.19%
ESL	Grave Preparation Ancillary Items	Ground works to Uncover Memorials or find Burial Location at Nunhead (Where Possible)	D	Fully flexible	215.60	226.40	237.80	5.04%
ESL	Grave Preparation Ancillary Items	Removal of Garden Area	D	Fully flexible	90.70	95.30	100.10	5.04%
ESL	Grave Preparation Ancillary Items	Removal of Items Including Bush/Plants for Burial Preparation	D	Fully flexible	90.70	95.30	100.10	5.04%
ESL	Grave Preparation Ancillary Items	Removal of Unauthorised Items (S)	D	Fully flexible	29.40	30.90	32.50	5.18%
ESL	Grave Preparation Ancillary Items	Removal of Unauthorised Items (M)	D	Fully flexible	70.50	74.10	77.90	5.13%
ESL	Grave Preparation Ancillary Items	Removal of Unauthorised Items (L)	D	Fully flexible	104.60	109.90	115.40	5.00%
ESL							-	0.00%
ESL	General Maintenance Fees	Grave Top Up (After 12 Months from Interment)	D	Fully flexible	69.40	72.90	76.60	5.08%
ESL	General Maintenance Fees	Grave Returf (After 12 Months from Interment)	D	Fully flexible	144.10	151.40	159.00	5.02%
ESL	General Maintenance Fees	Level & Turf (After 12 Months from Interment)	D	Fully flexible	154.80	162.60	170.80	5.04%
ESL							-	0.00%
ESL	Memorial Safety	Lift & Level Memorial	D	Fully flexible	285.50	299.80	314.80	5.00%

Appendix B - Final Fees and Charges 2026-27

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ESL	Memorial Safety	Memorial Safety Fees (Laying Flat)	D	Fully flexible	188.00	197.40	207.30	5.02%
ESL	Memorial Safety	Memorial Safety (Digging In -Mudstoning)	D	Fully flexible	199.70	209.70	220.20	5.01%
ESL	Memorial Safety	Memorial Safety Works Fee	D	Fully flexible	152.70	160.40	168.50	5.05%
ESL							-	0.00%
ESL	Genealogy & Searches	Marking / Identification of Grave Prior to Visit - Special Request (min 5 days notice)	D	Fully flexible	42.90	45.10	47.40	5.10%
ESL	Genealogy & Searches	Copy of Cemetery Grave Location Plan – Per Grave (Up to A3 Size) Postal Only	D	Fully flexible	3.80	4.00	4.20	5.00%
ESL	Genealogy & Searches	Genealogy Search Per Name	D	Fully flexible	31.70	33.30	35.00	5.11%
ESL							-	0.00%
ESL	Memorials	Temporary Grave Marker Wooden Cross/Plaque	D	Fully flexible	77.60	81.50	85.60	5.03%
ESL	Memorials	Temporary Grave Marker Other	D	Fully flexible	97.10	102.00	107.10	5.00%
ESL	Memorials	Temporary Grave Marker & Permit Bundle	D	Fully flexible	120.90	127.00	133.40	5.04%
ESL	Memorials	Low Level Memorial/Cremated Remains Grave Memorial Including Fitting	D	Fully flexible	912.30	958.00	1,005.90	5.00%
ESL	Memorials	Baby Memorial Including Fitting - NVF & Stillborn Graves	D	Fully flexible	528.20	554.70	582.50	5.01%
ESL	Memorials	Children 0-5 Year Grave Memorial Including Fitting	D	Fully flexible	987.00	1,036.40	1,088.30	5.01%
ESL	Memorials	Additional Per Letter	D	Fully flexible	3.90	4.10	4.30	4.88%
ESL	Memorials	Photo Plaque Supply	D	Fully flexible	121.70	225.00	236.30	5.02%
ESL	Memorials	Flower Vase	D	Fully flexible	22.20	28.00	29.40	5.00%
ESL	Memorials	Emblem/Motif/Drawing	D	Fully flexible	P.O.A	P.O.A	P.O.A	0.00%
ESL							-	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Admin Charges	Funeral cortèges arriving late for services will be surcharged per 15 minutes overdue or part thereof	D	Fully flexible	79.90	83.90	88.10	5.01%
ESL	Admin Charges	Services that over run will be surcharged per 15 minutes or part thereof	D	Fully flexible	79.90	83.90	88.10	5.01%
ESL	Admin Charges	Cancellation Fees (Notification Required 72hrs prior to Service)	D	Fully flexible	148.00	155.40	163.70	5.34%
ESL							-	0.00%
ESL	Digital Media Services	Basic Slide Show	D	Fully flexible	50.00	52.50	55.20	5.14%
ESL	Digital Media Services	Music Tribute Service Slide Show 25 Photos	D	Fully flexible	75.00	78.80	82.80	5.08%
ESL	Digital Media Services	Themed Tribute 25 Photos	D	Fully flexible	95.00	99.80	104.80	5.01%
ESL	Digital Media Services	Keepsake DVD, USB, Blu-Ray, Audio Recording	D	Fully flexible	55.00	57.80	60.70	5.02%
ESL	Digital Media Services	Keepsake Video Book	D	Fully flexible	100.00	105.00	110.30	5.05%
ESL	Digital Media Services	Extra Copy Keepsake Video Book	D	Fully flexible	50.00	52.50	55.20	5.14%
ESL	Digital Media Services	Keepsake Memory Box	D	Fully flexible	130.00	136.50	143.40	5.05%
ESL	Digital Media Services	Extra Copy Keepsake Memory Box	D	Fully flexible	70.00	73.50	77.20	5.03%
ESL	Digital Media Services	Live Stream on Demand	D		55.00	57.80	60.70	5.02%
ESL	Digital Media Services	Extra Copies of Keepsake DVD, USB, Blu-Ray, Audio Recording	D	Fully flexible	30.00	31.50	33.10	5.08%
ESL	Digital Media Services	Obitus Bundle Halo Photo, Music Slideshow, Webcast Live & On Demand x 1 Keepsake item choose from Usb/DVD	D	Fully flexible	155.00	162.80	171.00	5.04%
ESL	Digital Media Services	Extra Single Photo	D	Fully flexible	10.00	10.50	11.10	5.71%
ESL	Digital Media Services	Family Supplied Photo Tribute	D	Fully flexible	30.00	31.50	33.10	5.08%
ESL	Digital Media Services	Bespoke Tribute	D	Fully flexible	380.00	399.00	419.00	5.01%
ESL	Digital Media Services	Extra Work Charge	D	Fully flexible	20.00	21.00	22.10	5.24%
ESL	Digital Media Services	Extra Photo Charge (25 Photos)	D	Fully flexible	22.00	23.10	24.30	5.19%
ESL	Digital Media Services	Tribute Download Link	D	Fully flexible	10.00	10.50	11.10	5.71%
ESL							-	
ESL	Cremation Service Fees	Resident Stillborn Cremation - Recovery Charge Between 9am-10am	D	Fully flexible	75.30	79.10	83.10	5.06%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Cremation Service Fees	Resident Stillborn Cremation - Recovery Charge Between 10am-11am	D	Fully flexible	135.00	141.80	148.90	5.01%
ESL	Cremation Service Fees	Resident Stillborn Cremation - Recovery Charge Between 11am-4pm	D	Fully flexible	225.00	236.30	248.20	5.04%
ESL	Cremation Service Fees	Resident Child 0-5 Cremation - Recovery Charge 9am-10am	D	Fully flexible	142.00	149.10	156.60	5.03%
ESL	Cremation Service Fees	Resident Child 0-5 Cremation - Recovery Charge 10am-11am	D	Fully flexible	185.00	194.30	204.10	5.04%
ESL	Cremation Service Fees	Resident Child 0-5 Cremation - Recovery Charge 11am-4pm	D	Fully flexible	265.00	278.30	292.30	5.03%
ESL	Cremation Service Fees	Resident Child 5-17 - Recovery Charge 9am-10am	D	Fully flexible	263.60	276.80	290.70	5.02%
ESL	Cremation Service Fees	Resident Child 5-17 - Recovery Charge 10am-11am	D	Fully flexible	335.00	351.80	369.40	5.00%
ESL	Cremation Service Fees	Resident Child 5-17 - Recovery Charge 11am-4pm	D	Fully flexible	385.00	404.30	424.60	5.02%
ESL	Cremation Service Fees	Non Resident Stillborn Cremation - Recovery Charge 9am-10am	D	Fully flexible	108.90	114.40	120.20	5.07%
ESL	Cremation Service Fees	Non Resident Stillborn Cremation - Recovery Charge 10am-11am	D	Fully flexible	185.00	194.30	204.10	5.04%
ESL	Cremation Service Fees	Non Resident Stillborn Cremation - Recovery Charge 11am-4pm	D	Fully flexible	245.00	257.30	270.20	5.01%
ESL	Cremation Service Fees	Non Resident Child 0-5 Cremation - Recovery Charge 9am-10am	D	Fully flexible	160.60	168.70	177.20	5.04%
ESL	Cremation Service Fees	Non Resident Child 0-5 Cremation - Recovery Charge 10am-11am	D	Fully flexible	235.00	246.80	259.20	5.02%
ESL	Cremation Service Fees	Non Resident Child 0-5 Cremation - Recovery Charge 11am-4pm	D	Fully flexible	325.00	341.30	358.40	5.01%
ESL	Cremation Service Fees	Non Resident Child 5-17 - Recovery Charge 9am- 10am	D	Fully flexible	300.90	316.00	331.80	5.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Cremation Service Fees	Non Resident Child 5-17 - Recovery Charge 10am- 11am	D	Fully flexible	385.00	404.30	424.60	5.02%
ESL	Cremation Service Fees	Non Resident Child 5-17 - Recovery Charge 11am- 4pm	D	Fully flexible	435.00	456.80	479.70	5.01%
ESL	Cremation Service Fees	Adult Cremation 17yrs Plus 50 Mins (Classic)	D	Fully flexible	1,085.00	1,139.30	1,196.30	5.00%
ESL	Cremation Service Fees	Double Cremation Service 17yrs Plus 100 Mins	D	Fully flexible	1,510.00	1,585.50	1,664.80	5.00%
ESL	Cremation Service Fees	Witnessed Charge Adult Cremation 17yrs Plus 60 Mins	D	Fully flexible	1,125.00	1,181.30	1,240.40	5.00%
ESL	Cremation Service Fees	Witnessed Charge Adult Cremation 17yrs Plus Double Time 100 Mins	D	Fully flexible	1,550.00	1,627.50	1,708.90	5.00%
ESL	Cremation Service Fees	Late Afternoon Cremation Charge 60mins (4pm) (Spring/Summer)	D	Fully flexible	1,125.00	1,181.30	1,240.40	5.00%
ESL	Cremation Service Fees	Direct Cremation Service (9am, 9:15, 9:30 & 9:45am) No Mourners.	D	Fully flexible	456.70	479.60	503.60	5.00%
ESL	Cremation Service Fees	Body Part Fee (Form 2 Cremation) No Mourners (Direct Cremation)	D	Fully flexible	172.90	181.60	190.70	5.01%
ESL	Cremation Service Fees	Early Morning Service 10 & 10.45am Only (30 mins service) (Simplicity)	D	Fully flexible	816.30	857.20	900.10	5.00%
ESL	Cremation Service Fees	Saturday Cremation - (30 mins)	D	Fully flexible	1,566.40	1,644.80	1,727.10	5.00%
ESL	Cremation Service Fees	Saturday Cremation - (60 mins)	D	Fully flexible	2,022.30	2,123.50	2,229.70	5.00%
ESL	Cremation Service Fees	Sunday Cremation - (30 mins)	D	Fully flexible	2,042.30	2,144.50	2,251.80	5.00%
ESL	Cremation Service Fees	Sunday Cremation - (60 mins)	D	Fully flexible	2,239.70	2,351.70	2,469.30	5.00%
ESL	Cremation Service Fees	Use of Organ only, but supply own organist	D	Fully flexible	43.50	45.70	48.00	5.03%
ESL	Cremation Service Fees	Services that over run will be surcharged per 15 minutes or part thereof	D	Fully flexible	79.90	83.90	88.10	5.01%

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ESL	Cremation Service Fees	Funeral cortèges arriving late for services will be surcharged per 15 minutes overdue or part thereof	D	Fully flexible	79.90	83.90	88.10	5.01%
ESL	Cremation Service Fees	Memorial Service (Cremation Chapel) 60 Mins Hired by the Hour Now Rather per 15 Mins	D	Fully flexible	498.90	523.90	550.10	5.00%
ESL							-	
ESL	Admin Fees - Cremated Remains	Cremated Remains Returned within 48Hrs		Fully flexible	37.40	39.30	41.30	5.09%
ESL	Admin Fees - Cremated Remains	Overseas certificate	D	Fully flexible	37.40	39.30	41.30	5.09%
ESL	Admin Fees - Cremated Remains	Duplicate Certificate	D	Fully flexible	37.40	39.30	41.30	5.09%
ESL	Admin Fees - Cremated Remains	Transfer of Memorial Rights Cremation	D	Fully flexible	41.10	43.20	45.40	5.09%
ESL	Admin Fees - Cremated Remains	Remove Cremation Memorial for added inscription or prefacing	D	Fully flexible	48.10	50.60	53.20	5.14%
ESL	Admin Fees - Cremated Remains	Strewing of Cremated Remains from Another Crematorium	D	Fully flexible	92.90	97.60	102.50	5.02%
ESL	Admin Fees - Cremated Remains	Witnessed Strewing of Cremated Remains	D	Fully flexible	32.10	33.80	35.50	5.03%
ESL	Admin Fees - Cremated Remains	Interment/Enclosure of Cremated Remains Dedicated Niche (Additional)	D	Fully flexible	72.10	75.80	79.60	5.01%
ESL	Admin Fees - Cremated Remains	Cremated Remains Retained after 1 Month (Charged Quarterly)	D	Fully flexible	85.40	89.70	94.20	5.02%
ESL	Admin Fees - Cremated Remains	Saturday Supplement Cremated Remains	D	Fully flexible	93.90	98.60	103.60	5.07%
ESL							-	

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Living Memorials & Grounds Memorials	Standard Rose Bush Sponsorship 5 years, Inc. Maintenance, Plaque Inc. VAT	D	Fully flexible	421.50	442.60	464.73	5.00%
ESL	Living Memorials & Grounds Memorials	Standard Rose Bush Sponsorship 5 years Renewal	D	Fully flexible	375.00	393.80	413.50	5.00%
ESL	Living Memorials & Grounds Memorials	Standard Rose Bush Sponsorship 10 yrs, Inc. Maintenance, Plaque Inc. VAT	D	Fully flexible	653.10	685.80	720.10	5.00%
ESL	Living Memorials & Grounds Memorials	Standard Rose Bush Sponsorship 10 yrs, Renewal	D	Fully flexible	570.00	598.50	628.50	5.01%
ESL	Living Memorials & Grounds Memorials	Classic Rose Bush Sponsorship 5 years, Inc. Maintenance, Plaque & Motif Inc. VAT	D	Fully flexible	442.90	465.10	488.40	5.01%
ESL	Living Memorials & Grounds Memorials	Classic Rose Bush Sponsorship 5 years, Renewal	D	Fully flexible	380.00	399.00	419.00	5.01%
ESL	Living Memorials & Grounds Memorials	Classic Rose Bush Sponsorship 10 years, Inc. Maintenance, Plaque & Motif Inc. VAT	D	Fully flexible	674.40	708.20	743.61	5.00%
ESL	Living Memorials & Grounds Memorials	Premier Rose Bush Sponsorship 5 years, Inc. Maintenance, Photo Plaque Inc. VAT	D	Fully flexible	537.80	564.70	593.00	5.01%
ESL	Living Memorials & Grounds Memorials	Premier Rose Bush Sponsorship 5 years, Renewal	D	Fully flexible	490.00	514.50	540.30	5.01%
ESL	Living Memorials & Grounds Memorials	Premier Rose Bush Sponsorship 10 years, Inc. Maintenance, Photo Plaque Inc. VAT	D	Fully flexible	767.20	805.60	845.90	5.00%
ESL	Living Memorials & Grounds Memorials	Premier Rose Bush Sponsorship 10 years, Renewal	D	Fully flexible	680.00	714.00	749.70	5.00%
ESL	Living Memorials & Grounds Memorials	Replacement Rose/Tree Plaque	D	Fully flexible	103.30	108.50	114.00	5.07%
ESL	Living Memorials & Grounds Memorials	Replacement Rose/ Tree Plaque with Motif	D	Fully flexible	129.20	135.70	142.50	5.01%
ESL	Living Memorials & Grounds Memorials	Replacement Rose/Tree Plaque with Photo	D	Fully flexible	224.10	235.40	247.20	5.01%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Grounds Memorials	New Memorial Bench Independent 5 Years Includes Bench Purchase	D	Fully flexible	1,120.40	1,176.50	1,235.30	5.00%
ESL	Grounds Memorials	New Memorial Bench (5 Years Only) Plaque Only Shared Bench	D	Fully flexible	448.20	470.70	494.30	5.01%
ESL	Grounds Memorials	Scatter Lawn Simple Memorial 5 year Leaf	D	Fully flexible	373.50	392.20	411.90	5.02%
ESL	Grounds Memorials	Scatter Lawn 5 Year Memorial	D	Fully flexible	474.90	498.70	523.70	5.01%
ESL	Grounds Memorials	Scatter Lawn Replacement Tablet	D	Fully flexible	186.80	196.20	206.10	5.05%
ESL	Grounds Memorials	London Dedication New	D	Fully flexible	240.00	252.00	264.60	5.00%
ESL	Grounds Memorials	London Dedication Renewal	D	Fully flexible	200.00	210.00	220.50	5.00%
ESL	Grounds Memorials	Cremation Ledger Desktop Simplicity Inc 50 Letters	D	Fully flexible	485.00	509.30	534.80	5.01%
ESL	Grounds Memorials	Cremation Ledger Desktop Classic Inc 50 Letters	D	Fully flexible	525.00	551.30	578.90	5.01%
ESL	Grounds Memorials	Cremation Ledger Desktop Prestige Inc 50 Letters	D	Fully flexible	635.00	666.80	700.20	5.01%
ESL	Grounds Memorials	Cremation Granite Ledger & 50 Letters	D	Fully flexible	POA		-	0.00%
ESL	Grounds Memorials	Cremation Vase & Vase Holder	D	Fully flexible	75.00	78.80	82.80	5.08%
ESL							-	0.00%
ESL	Garden Room Memorials	Rights to a leather panel for 5 yrs. (including lettering)	D	Fully flexible	325.50	341.80	358.90	5.00%
ESL	Garden Room Memorials	Replacement leather panel.	D	Fully flexible	101.40	106.50	111.90	5.07%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Garden Room Memorials	Rights to interior niche 15 yrs. (including inscription)	D	Fully flexible	1,339.10	1,406.10	1,476.50	5.01%
ESL							-	
ESL	Remembrance Suite Memorials	Columbarium Niche (Double) 5 years	D	Fully flexible	941.10	988.20	1,037.70	5.01%
ESL	Remembrance Suite Memorials	Columbarium Niche (Double) 10 years	D	Fully flexible	1,769.10	1,857.60	1,950.50	5.00%
ESL	Remembrance Suite Memorials	New Leaf on Tree of Memory per year	D	Fully flexible	72.60	76.30	80.20	5.11%
ESL	Remembrance Suite Memorials	Renewal Leaf on Tree of Memory per year	D	Fully flexible	51.30	53.90	56.60	5.01%
ESL	Remembrance Suite Memorials	Books of Remembrance - 2 line entry (Inc. VAT)	D	Fully flexible	114.20	120.00	126.00	5.00%
ESL	Remembrance Suite Memorials	Books of Remembrance - 5 line entry (Inc. VAT)	D	Fully flexible	176.10	185.00	194.30	5.03%
ESL	Remembrance Suite Memorials	Books of Remembrance - 8 line entry (Inc. VAT)	D	Fully flexible	241.20	253.30	266.00	5.01%
ESL	Remembrance Suite Memorials	Miniature book or Card of remembrance (Inscription Additional By No of Lines)	D	Fully flexible	36.30	38.20	40.20	5.24%
ESL	Remembrance Suite Memorials	Emblem & badges & Coat of Arms (Start at £95.00)	D	Fully flexible	110.00	115.50	121.30	5.02%
ESL							-	
ESL	Heritage Memorials	Kubit Niche for 15 Years	D	Fully flexible	1,286.90	1,351.30	1,418.90	5.00%
ESL	Heritage Memorials	Kubis Niche Lease Renewal for 15 Years	D	Fully flexible	1,051.00	1,103.60	1,158.80	5.00%
ESL	Heritage Memorials	Rights Cloister Niche for 15 years. Exterior Niche (Family)	D	Fully flexible	2,246.10	2,358.50	2,476.50	5.00%
ESL	Heritage Memorials	Rights Cloister Niche for 15 years. Exterior Niche (Duet)	D	Fully flexible	1,685.90	1,770.20	1,858.80	5.01%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Heritage Memorials	Rights Cloister Niche for 15 years. Exterior Niche (Solo)	D	Fully flexible	1,347.70	1,415.10	1,485.90	5.00%
ESL	Heritage Memorials	Cloisters Wall Tablet Renewal	D	Fully flexible	850.00	892.50	937.20	5.01%
ESL	Heritage Memorials	Cloisters Wall Tablet (Single) Includes 50 Letters - 15 years	D	Fully flexible	1,284.70	1,349.00	1,416.50	5.00%
ESL	Heritage Memorials	Cloisters Wall Tablet (Double) Includes 50 Letters - 15 years	D	Fully flexible	1,605.90	1,686.20	1,770.60	5.01%
ESL	Heritage Memorials	Cloisters Wall Tablet (Triple) Includes 100 Letters - 15 years	D	Fully flexible	1,605.90	1,686.20	1,770.60	5.01%
ESL	Heritage Memorials	Cloisters Wall Tablet (Quadruple) Includes 100 - Letters - 15 years	D	Fully flexible	2,141.50	2,248.60	2,361.10	5.00%
ESL	Heritage Memorials	Tablet - Wall of Remembrance Rights for 10 years Includes Tablet & Lettering	D	Fully flexible	1,162.00	1,220.10	1,281.20	5.01%
ESL	Heritage Memorials	Tablet - Wall of Remembrance Rights for 10 years Renewal	D	Fully flexible	945.00	992.30	1,042.00	5.01%
ESL	Heritage Memorials	Niche - Wall of Remembrance Rights for 10 years Includes Tablet & Lettering	D	Fully flexible	1,285.80	1,350.10	1,417.70	5.01%
ESL	Heritage Memorials	Niche - Wall of Remembrance Rights for 10 years Renewal	D	Fully flexible	945.00	992.30	1,042.00	5.01%
ESL	Heritage Memorials	Sanctum 12 Niche 15 years (Including 80 Letters)	D	Fully flexible	1,677.40	1,761.30	1,849.30	5.00%
ESL	Heritage Memorials	Sanctum 12 Niche 15 years Lease RENEWAL ONLY	D	Fully flexible	1,051.00	1,103.60	1,158.80	5.00%
ESL	Heritage Memorials	Rights to Sanctum 2000 Niche 15 years (Including 80 Letters)	D	Fully flexible	1,677.40	1,761.30	1,849.30	5.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Heritage Memorials	Rights to Sanctum 2000 Niche15 years Lease RENEWAL ONLY	D	Fully flexible	1,051.00	1,103.60	1,158.80	5.00%
ESL	Heritage Memorials	Vase Block and Tablet - 10 years Includes Tablet & Lettering	D	Fully flexible	800.30	840.40	882.50	5.01%
ESL	Heritage Memorials	Vase Block Renewal	D	Fully flexible	630.00	661.50	694.60	5.00%
ESL	Heritage Memorials	Vase Block Replacement Granite Plaque	D	Fully flexible	208.10	218.60	229.60	5.03%
ESL	Heritage Memorials	Rights to Kerb Tablet 10 years- Includes Tablet & Lettering	D	Fully flexible	432.20	453.90	476.60	5.00%
ESL	Heritage Memorials	Kerb Tablet Renewal	D	Fully flexible	385.00	404.30	424.60	5.02%
ESL	Heritage Memorials	Replacement Kerb Tablet	D	Fully flexible	98.20	103.20	108.40	5.04%
ESL	Heritage Memorials	Rights to Planter Tablet 10 Years - Includes Tablet & Lettering	D	Fully flexible	700.00	735.00	771.80	5.01%
ESL	Heritage Memorials	Replacement Planter Tablet	D	Fully flexible	207.00	217.40	228.30	5.01%
ESL								
ESL	Little Haven Baby & Children Memorials	Little Haven Memorial Permit	D	Fully flexible	93.90	98.60	103.60	5.07%
ESL	Little Haven Baby & Children Memorials	Little Haven Enclosure Service	D	Fully flexible	72.10	75.80	79.60	5.01%
ESL	Little Haven Baby & Children Memorials	Little Have Scattering Service	D	Fully flexible	23.50	24.70	26.00	5.26%
ESL	Little Haven Baby & Children Memorials	Little Haven Yearly Niche Charge CFF	D	Fully flexible	53.40	56.10	59.00	5.17%
ESL	Little Haven Baby & Children Memorials	Little Haven Scattering Lawn Leaf Inscription & 1 Year Dedication	D	Fully flexible	75.30	79.10	83.10	5.06%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Little Haven Baby & Children Memorials	Little Haven Scattering Lawn Leaf Renewal Yearly Cost	D	Fully flexible	28.90	30.40	32.00	5.26%
ESL	Little Haven Baby & Children Memorials	Maple Leaf	D	Fully flexible	359.60	377.60	396.50	5.01%
ESL	Little Haven Baby & Children Memorials	Over the Rainbow	D	Fully flexible	437.50	459.40	482.40	5.01%
ESL	Little Haven Baby & Children Memorials	To the Moon & Back	D	Fully flexible	437.50	459.40	482.40	5.01%
ESL	Little Haven Baby & Children Memorials	Plain Plaque	D	Fully flexible	437.50	459.40	482.40	5.01%
ESL	Little Haven Baby & Children Memorials	Swallow Plaque	D	Fully flexible	326.60	343.00	360.20	5.01%
ESL	Little Haven Baby & Children Memorials	Above Ground Ashes Boulder	D	Fully flexible	658.40	691.40	726.00	5.00%
ESL	Little Haven Baby & Children Memorials	Treatment for Wasps/Ants	D	Fully flexible		68.00	71.40	5.00%
ESL	Little Haven Baby & Children Memorials	Grave Sleeve for Shallow Depth Interment	D	Fully flexible		878.00	921.90	5.00%
ESL	New Service Charges	No Charge for Scatterring Whereby a Memorial is Leased	D	Fully flexible		-	-	
ESL	New Service Charges	CFF Administration Fee	D	Fully flexible		28.00	29.40	5.00%
ESL	New Service Charges	Additional Cremated Remains Container	D	Fully flexible		20.00	21.00	5.00%
ESL	New Service Charges	Green Planting Memorial (s) 5 Years	D	Fully flexible		425.00	446.30	5.01%
ESL	New Service Charges	Green Planting Memorial (m) 5 Years	D	Fully flexible		505.00	530.30	5.01%
ESL	New Service Charges	Green Planting Memorial (l) 5 Years	D	Fully flexible		585.00	614.30	5.01%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	New Service Charges	Photo Proofs Per Copy	D	Fully flexible		10.00	10.50	5.00%
ESL	New Service Charges	Additional Memorial Proofs Per Copy	D	Fully flexible		6.00	6.30	5.00%
ESL	New Service Charges	Request to Use Chapel for Preperation Prior to Service	D	Fully flexible		38.00	39.90	5.00%
ESL	New Service Charges	Photo Request of Grave/Memorial	D	Fully flexible		25.00	26.30	5.20%
ESL	SOUTH DOCK MARINA							
ESL	Mooring Fees per meter (Figures Ex-VAT)							
ESL		Mooring - Annual per metre	D	Fully flexible	515.10	529.10	560.90	6.01%
ESL		Mooring - Six Monthly per metre	D	Fully flexible	270.40	277.80	294.50	6.01%
ESL		Mooring - Quarterly per metre	D	Fully flexible	141.70	145.60	154.40	6.04%
ESL		Mooring - Monthly per metre	D	Fully flexible	49.40	50.80	53.90	6.10%
ESL		Visitor day rate. Per metre per night Min 8m	D	Fully flexible	8.00	8.30	8.80	6.00%
ESL		Visitor day rate. Per metre pe night. 13 mtr <	D	Fully flexible	8.60	8.90	9.40	5.62%
ESL		Visitor Week rate. Per metre per week. Min 8m	D	Fully flexible	48.00	49.30	52.20	5.88%
ESL		Visitor Week rate. Per metre per week. 13 mtr <	D	Fully flexible	51.30	52.70	55.90	6.07%
ESL	Storage (Figures Ex-VAT)							0.00%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Storage - Trailers - Overnight	D	Fully flexible	39.50	41.50	44.00	6.02%
ESL		Storage fee - Container (monthly)	D	Fully flexible	207.90	218.30	231.40	6.00%
ESL		Storage fee - Container (monthly) Upper level	D	Fully flexible	207.90	218.30	231.40	6.00%
ESL		Storage unit in multi container - Monthly	D	Fully flexible	69.40	72.90	77.20	5.90%
ESL		Storage unit in multi container - Quarterly	D	Fully flexible	198.70	208.70	221.20	5.99%
ESL		Storage unit in multi container - 6 Monthly	D	Fully flexible	379.00	398.00	421.90	6.01%
ESL		Storage unit in multi container - Annually	D	Fully flexible	722.00	758.10	803.60	6.00%
ESL	Miscellaneous (Figures Ex-VAT)	Labour - Per Hour	D	Fully flexible	61.80	64.90	68.80	6.01%
ESL		Towage - Within the Marina	D	Fully flexible	71.60	75.20	79.70	5.98%
ESL		Contractors Daily Charge - Use of Facilities	D	Fully flexible	17.60	18.50	19.60	5.95%
ESL		Contractor annual charge	D	Fully flexible	915.80	961.60	1,019.30	6.00%
ESL		Pressure Washer - Hire for maximum 4 hours. Additional hours at 25% of rate.	D	Fully flexible	56.80	59.70	63.30	6.03%
ESL		Pressure Washer - Wash off underwater hull / metre LOA	D	Fully flexible	11.40	12.00	12.70	5.83%
ESL		Portable Pump Hire - Submersible - 4 hours. Additional hours at 25% of rate.	D	Fully flexible	61.80	64.90	68.80	6.01%
ESL		Holding Tank Pump-Out - Small Tank	D	Fully flexible	21.00	22.10	23.40	5.88%
ESL		Holding Tank Pump-Out - Large Tank	D	Fully flexible	34.60	36.40	38.60	6.04%

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ESL		Emergency Pump Out	D	Fully flexible	182.00	191.10	202.60	6.02%
ESL		Re-Chocking after lift out per chock move.	D	Fully flexible	12.90	13.60	14.40	5.88%
ESL		Crane - Lift Out or Launch / metre LOA. 8 m minimum.	D	Fully flexible	33.00	34.70	36.80	6.05%
ESL		Crane - Lift and Hold per metre LOA. 8m Minimum. Up to 2 hours.	D	Fully flexible	41.10	43.20	45.80	6.02%
ESL		Crane - Lift and Hold per additional hour.	D	Fully flexible	44.50	46.80	49.60	5.98%
ESL		Mast lift per hour - - Single Spreader Mast Lift	D	Fully flexible	128.40	134.90	143.00	6.00%
ESL		Crane Hire/telehandler per hour - Machine and 1Operator Only	D	Fully flexible	123.50	129.70	137.50	6.01%
ESL		Crane cancellation fee - Less than 24 hours notice	D	Fully flexible	87.70	92.10	97.60	5.97%
ESL		Boat Yard - 1-30 Days - Per metre per day	D	Fully flexible	1.60	1.70	1.80	6.00%
ESL		Boat Yard - 31-60 Days - Per metre per day	D	Fully flexible	2.00	2.10	2.20	4.76%
ESL		Boat Yard - 61-120 Days - Per metre per day	D	Fully flexible	2.30	2.50	2.70	8.00%
ESL		Boat Yard - 121 Days and over - Per metre per day	D	Fully flexible	2.90	3.10	3.30	6.45%
ESL		Re Choking per chock moved after lift out	D	Fully flexible	12.90	13.60	14.45	6.25%
ESL		Covered work bay	D	Fully flexible	60.00	63.00	66.80	6.03%
ESL		Laundry - Wash tokens	D	Fully flexible	5.60	5.90	6.30	6.78%
ESL		Laundry - Drying tokens	D	Fully flexible	1.20	1.30	1.40	7.69%

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ESL		Transfer of Residents Licence. Current year's fee or 10% of selling price, whichever is higher.	D	Fully flexible	4,483.60	4,707.80	4,990.30	6.00%
ESL		Lock Keepers Cottage meeting room (per hour)	D	Fully flexible	10.00	10.50	11.15	6.19%
ESL	Supply of Electricity							
ESL	New fee	Boatyard electricity per unit.	D	Fully flexible	Varies	Varies	Varies	0.00%
ESL		Electricity - Metered supply - pontoons and boat yard - Unit charge + (VAT 5%)	D	Fully flexible	Varies	Varies	Varies	0.00%
ESL		Electricity - Metered supply - pontoons and boat yard - 16 amp Monthly Service Charge	D	Fully flexible	7.00	7.40	7.85	6.08%
ESL		Electricity - Metered supply - pontoons and boat yard - 32 amp Monthly Service Charge	D	Fully flexible	8.10	8.60	9.10	5.81%
ESL		Electricity - Metered supply - pontoons and boat yard - 63 amp Monthly Service Charge	D	Fully flexible			10.40	0.00%
ESL	LEISURE CENTRES							
ESL	Memberships							
ESL	All sites	Move All-Access Direct debit	D	Fully flexible	31.99	43.99	46.49	5.68%
ESL	All sites	Move All Access Adult Annual	D	Fully flexible	319.90	439.90	464.90	5.68%
ESL	All sites	Move Unlimited Adult Direct Debit	D	Fully flexible	41.99	57.99	61.49	6.04%
ESL	All sites	Move Unlimited Adult Annual	D	Fully flexible	419.90	579.90	614.90	6.04%
ESL	All sites	Move All Access Concession Direct Debit	D	Fully flexible	26.99	36.99	38.99	5.41%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	All sites	Move All Access Concession Annual	D	Fully flexible	269.90	369.90	389.90	5.41%
ESL	All sites	Move Unlimited Concession Direct Debit	D	Fully flexible	36.99	50.99	53.49	4.90%
ESL	All sites	Move Unlimited Concession Annual	D	Fully flexible	369.90	509.90	534.90	4.90%
ESL	Camberwell, Southwark Athletics Centre, Surrey Docks and Peckham Pulse LC	Move Essential Adult Direct debit	D	Fully flexible	26.99	36.99	39.49	6.76%
ESL	Camberwell, Southwark Athletics Centre, Surrey Docks and Peckham Pulse LC	Move Essential Adult Annual	D	Fully flexible	269.90	369.90	394.90	6.76%
ESL	Camberwell, Southwark Athletics Centre, Surrey Docks and Peckham Pulse LC	Move Essential Plus Adult Direct debit	D	Fully flexible	31.99	43.99	46.99	6.82%
ESL	Camberwell, Southwark Athletics Centre, Surrey Docks and Peckham Pulse LC	Move Essential Plus Adult Annual	D	Fully flexible	319.90	439.90	469.90	6.82%
ESL	Camberwell, Southwark Athletics Centre, Surrey Docks and Peckham Pulse LC	Move Essential Concession Direct debit	D	Fully flexible	21.99	30.49	31.99	4.92%
ESL	Camberwell, Southwark Athletics Centre, Surrey Docks and Peckham Pulse LC	Move Essential Concession Annual	D	Fully flexible	219.90	304.90	319.90	4.92%
ESL	Camberwell, Southwark Athletics Centre, Surrey Docks and Peckham Pulse LC	Move Essential Plus Concession Direct debit	D	Fully flexible	26.99	36.99	38.99	5.41%
ESL	Camberwell, Southwark Athletics Centre, Surrey Docks and Peckham Pulse LC	Move Essential Plus Concession Annual	D	Fully flexible	269.90	369.90	389.90	5.41%
ESL	All sites	First MOVES (16-18yrs)	D	Fully flexible	NEW	22.00	23.40	6.36%
ESL	All sites	3 months membership Make Moves Only	D	Fully flexible	NEW	137.57	145.82	6.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	All sites	6 months memberships Make Moves Only	D	Fully flexible	NEW	266.54	282.53	6.00%
ESL	All sites	MOVE Family Duo Membership - Direct debit	D	Fully flexible			160.00	
ESL	All sites	MOVE Family Solo Membership - Direct debit	D	Fully flexible			129.00	
ESL	All sites	Move All Access Adult Annual Bulk Membership (minimum 5+ membership)	D	Fully flexible			418.41	
ESL	All sites	Move Unlimited Adult Annual Bulk Membership (minimum 5+ membership)	D	Fully flexible			553.41	
ESL	All sites	Move All Access Adult Bulk Membership (minimum 15+ membership)	D	Fully flexible			395.17	
ESL	All sites	Move All Access Plus Bulk Membership (minimum 15+ membership)	D	Fully flexible			522.67	
ESL	All sites	Move All Access Adult Bulk Membership (minimum 25+ membership)	D	Fully flexible			371.92	
ESL	All sites	Move All Access Plus Bulk Membership (minimum 25+ membership)	D	Fully flexible			491.92	
ESL	All sites	Joining Admin Fee	D	Fully flexible	25.00	25.00	25.00	0.00%
ESL	All Sites	Replacement Card Fee	D	Fully flexible	3.50	3.70	3.90	5.41%
ESL	All sites	Freeze DD membership Fee	D	Fully flexible	7.50	7.50	7.50	0.00%
ESL	All sites	On Demand Fitness (online) Member	D	Fully flexible	5.00	5.30	5.60	5.66%
ESL	All sites	On Demand Fitness (online) Non-Member	D	Fully flexible	10.00	10.50	11.00	4.76%
ESL	Surrey Docks Fitness & Watersports Centre	Watersports (Family) Membership Annual	D	Fully flexible	393.00	413.00	434.00	5.08%
ESL	Surrey Docks Fitness & Watersports Centre	Watersports (Adult) Membership Annual	D	Fully flexible	190.00	200.00	210.00	5.00%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Surrey Docks Fitness & Watersports Centre	Watersports (Junior) Membership Annual	D	Fully flexible	86.00	91.00	96.00	5.49%
ESL	Surrey Docks Fitness & Watersports Centre	Watersports (Sibling) Membership Annual	D	Fully flexible	72.00	76.00	80.00	5.26%
ESL	Swim School							
ESL	All sites	Child - Direct Debit (Group Lessons)	D	Fully flexible	40.30	42.40	44.50	4.95%
ESL	All sites	Adult - Direct Debit (Group Lessons)	D	Fully flexible	40.30	42.40	44.50	4.95%
ESL	All sites	Southwark splash programme joining fee	D	Fully flexible	30.00	30.00	30.00	0.00%
ESL	All sites	Joining fee per additional member	D	Fully flexible	10.00	10.00	10.00	0.00%
ESL	Swimming Prices							
ESL	All Sites	Adult Swim Peak Non Member	D	Fully flexible	6.10	6.50	6.80	4.62%
ESL	All Sites	Adult Swim Peak FSG Member (Outside FSG hours)	D	Fully flexible	3.60	3.80	4.00	5.26%
ESL	All Sites	Adult Swim Off Peak Non Member	D	Fully flexible	5.70	6.00	6.30	5.00%
ESL	All Sites	Adult Swim Off Peak FSG Member (Outside FSG hours)	D	Fully flexible	3.00	3.20	3.40	6.25%
ESL	All Sites	Concession Non Member	D	Fully flexible	2.20	2.40	2.50	4.17%
ESL	All Sites	Concession FSG Member (Outside FSG hours)	D	Fully flexible	1.00	1.10	1.20	9.09%
ESL	All Sites	Under 3 years FSG member	D	Fully flexible	-			0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	All Sites	Shower	D	Fully flexible	1.40	1.50	1.60	6.67%
ESL	All Sites	Family Splash	D	Fully flexible	-		8.20	
ESL	All Sites	Stroke Swimming Clinic	D	Fully flexible			12.90	
ESL	Gym and Fitness Classes							
ESL	All Sites	Gym Non Member	D	Fully flexible	11.30	11.90	12.50	5.04%
ESL	All Sites	Gym FSG Member (Outside FSG hours)	D	Fully flexible	8.70	9.20	9.70	5.43%
ESL	All Sites	Gym Concession (Off Peak) Non Member	D	Fully flexible	8.70	9.20	9.70	5.43%
ESL	All Sites	Gym Concession (Off Peak) FSG Member (Outside FSG hours)	D	Fully flexible	3.80	4.00	4.20	5.00%
ESL	All Sites	Fitness Classes Non Member	D	Fully flexible	11.30	11.90	12.50	5.04%
ESL	All Sites	Fitness Classes FSG Member	D	Fully flexible	8.70	9.20	9.70	5.43%
ESL	All Sites	Fitness Classes Concession (Off Peak) Non Member	D	Fully flexible	8.70	9.20	9.70	5.43%
ESL	All Sites	Fitness Classes Concession (Off Peak) FSG Member	D	Fully flexible	3.80	4.00	4.20	5.00%
ESL	All Sites	Virtual Group exercise classes (FSG members)	D	Fully flexible			4.20	
ESL	All Sites	rtual Group exercise classes	D	Fully flexible			5.90	
ESL	All Sites	rtual Group exercise classes Concession	D	Fully flexible			3.90	
ESL	All Sites	Yoga 30 mins Concession (Peak)	D	Fully flexible			12.50	
ESL	All Sites	Yoga 30 mins Concession (Off - Peak)	D	Fully flexible			11.00	

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	All Sites	Yoga 90 min Non Member	D	Fully flexible	15.30	16.10	16.90	4.97%
ESL	All Sites	Yoga 90 min FSG Member	D	Fully flexible	11.30	11.90	12.50	5.04%
ESL	All Sites	Yoga 90 min concession (off peak) Non Member	D	Fully flexible	11.30	11.90	12.50	5.04%
ESL	All Sites	Yoga 90 min concession (off peak) FSG Member	D	Fully flexible	6.90	7.30	7.70	5.48%
ESL	All Sites	Pilates Non Member	D	Fully flexible	13.50	14.20	14.90	4.93%
ESL	All Sites	Pilates FSG Member	D	Fully flexible	11.30	11.90	12.50	5.04%
ESL	All Sites	Pilates concession (off peak) Non Member	D	Fully flexible	11.30	11.90	12.50	5.04%
ESL	All Sites	Pilates concession (off peak) FSG Member	D	Fully flexible	6.60	7.00	7.40	5.71%
ESL	All Sites	Gym Welcome - Non Member	D	Fully flexible	21.40	22.50	23.60	4.89%
ESL	All Sites	Junior Gym Session	D	Fully flexible	3.60	3.80	4.00	5.26%
ESL	All Sites	Junior Gym Welcome - Non Member	D	Fully flexible	4.30	4.60	4.80	4.35%
ESL	All Sites	No show and late cancellation charges	D	Fully flexible	4.00	4.00	4.00	0.00%
ESL	All Sites	School Gym floor Session	D	Fully flexible			89.10	
ESL	Personal Training Package							
ESL	All Sites	30min Group P T Session	D	Fully flexible	34.00	36.00	38.00	5.56%
ESL	All Sites	30min Group P T 3 Sessions	D	Fully flexible	96.00	101.00	106.00	4.95%
ESL	All Sites	30min Group P T 6 Sessions	D	Fully flexible	179.00	188.00	197.00	4.79%
ESL	All Sites	30min Group P T 10 Sessions	D	Fully flexible	275.00	289.00	303.00	4.84%
ESL	All Sites	30min P T Session	D	Fully flexible	27.00	29.00	30.00	3.45%
ESL	All Sites	30min P T 3 Sessions	D	Fully flexible	73.00	77.00	81.00	5.19%
ESL	All Sites	30min P T 6 Sessions	D	Fully flexible	135.00	142.00	149.00	4.93%

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	All Sites	30min P T 10 Sessions	D	Fully flexible	208.00	219.00	230.00	5.02%
ESL	All Sites	45min Group P T	D	Fully flexible	54.00	57.00	60.00	5.26%
ESL	All Sites	45min Group P T 3 Sessions	D	Fully flexible	155.00	163.00	171.00	4.91%
ESL	All Sites	45min Group P T 6 Sessions	D	Fully flexible	242.00	255.00	268.00	5.10%
ESL	All Sites	45min Group P T 10 Sessions	D	Fully flexible	397.00	417.00	438.00	5.04%
ESL	All Sites	45min P T Session	D	Fully flexible	36.00	38.00	40.00	5.26%
ESL	All Sites	45min P T 3 Sessions	D	Fully flexible	101.00	107.00	112.00	4.67%
ESL	All Sites	45min P T 6 Sessions	D	Fully flexible	194.00	204.00	214.00	4.90%
ESL	All Sites	45min P T 10 Sessions	D	Fully flexible	295.00	310.00	326.00	5.16%
ESL	All Sites	60min Group P T Session	D	Fully flexible	68.00	72.00	76.00	5.56%
ESL	All Sites	60min Group P T 3 Sessions	D	Fully flexible	193.00	203.00	213.00	4.93%
ESL	All Sites	60min Group P T 6 Sessions	D	Fully flexible	369.00	388.00	407.00	4.90%
ESL	All Sites	60min Group P T 10 Sessions	D	Fully flexible	562.00	591.00	621.00	5.08%
ESL	All Sites	60min P T	D	Fully flexible	45.00	48.00	50.00	4.17%
ESL	All Sites	60min P T 3 Sessions	D	Fully flexible	127.00	134.00	141.00	5.22%
ESL	All Sites	60min P T 6 Sessions	D	Fully flexible	242.00	255.00	268.00	5.10%
ESL	All Sites	60min P T 10 Sessions	D	Fully flexible	369.00	388.00	407.00	4.90%
ESL	All Sites	Small Group Training	D	Fully flexible			94.50	
ESL	Schools Swimming							
ESL	Camberwell Leisure Centre	Main Pool - 30 min	D	Fully flexible	69.80	73.30	77.00	5.05%
ESL	Dulwich Leisure Centre	Main Pool - 30 min	D	Fully flexible	69.80	73.30	77.00	5.05%
ESL	Peckham Pulse Leisure Centre	Main Pool - 30 min	D	Fully flexible	69.80	73.30	77.00	5.05%
ESL	Peckham Pulse Leisure Centre	Hydro Pool (with instructor) - 30 min	D	Fully flexible	69.80	73.30	77.00	5.05%
ESL	Peckham Pulse Leisure Centre	Hydro Pool (no instructor) - 30 min	D	Fully flexible	51.10	53.70	56.40	5.03%
ESL	The Castle Centre	Teaching Pool - 30 min	D	Fully flexible	69.80	73.30	77.00	5.05%
ESL	Canada Water	Main Pool - 30 min	D	Fully flexible			77.00	
ESL	Canada Water	Teaching Pool	D	Fully flexible			77.00	
ESL	All sites	Additional school swim instructor - 30 mins	D	Fully flexible	16.10	17.00	17.90	5.29%
ESL	Swimming Lessons							
ESL	All sites	1:1 Swimming lessons (30 mins)	D	Fully flexible	38.70	40.70	42.70	4.91%
ESL	All sites	2:1 Swimming lessons (30 mins)	D	Fully flexible	24.20	25.50	26.80	5.10%
ESL	All sites	3:1 Swimming lessons (30 mins)	D	Fully flexible			21.40	
ESL	All sites	30m 1-2-1 (Disability 1-2-1) (30 mins)	D	Fully flexible			11.00	

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ESL	All sites	National Pool Lifeguard Qualification	D	Fully flexible	320.10	336.20	300.00	-10.77%
ESL	Site Specific Pricing							
ESL	Camberwell Leisure Centre	Half - Main Pool Hire (Block booking)	D	Fully flexible	70.50	74.10	77.80	4.99%
ESL	Camberwell Leisure Centre	Half - Main Pool Hire (one off)	D	Fully flexible	72.30	76.00	79.80	5.00%
ESL	Camberwell Leisure Centre	Teaching Pool Hire (Block booking)	D	Fully flexible	70.50	74.10	77.80	4.99%
ESL	Camberwell Leisure Centre	Teaching Pool Hire (one off)	D	Fully flexible	72.30	76.00	79.80	5.00%
ESL	Camberwell Leisure Centre	Lane Hire (Block Booking)	D	Fully flexible	29.20	30.70	32.20	4.89%
ESL	Camberwell Leisure Centre	Lane Hire (one off)	D	Fully flexible	30.50	32.10	33.70	4.98%
ESL	Camberwell Leisure Centre	Meeting Room	D	Fully flexible	17.70	18.60	19.50	4.84%
ESL	Camberwell Leisure Centre	Warwick Hall	D	Fully flexible	25.20	26.50	27.80	4.91%
ESL	Camberwell Leisure Centre	Warwick Hire - Gold	D	Fully flexible			13.90	
ESL	Camberwell Leisure Centre	Warwick Hire - Silver	D	Fully flexible			20.85	
ESL	Camberwell Leisure Centre	Warwick Hire - Bronze	D	Fully flexible			25.02	
ESL	Dulwich Leisure Centre	Studio Hire	D	Fully flexible	25.20	26.50	27.80	4.91%
ESL	Dulwich Leisure Centre	Studio Hire - Gold	D	Fully flexible			13.90	
ESL	Dulwich Leisure Centre	Studio Hire - Silver	D	Fully flexible			20.85	
ESL	Dulwich Leisure Centre	Stuido Hire - Bronze	D	Fully flexible			25.02	
ESL	Dulwich Leisure Centre	Meeting Room	D	Fully flexible	17.70	18.60	19.50	4.84%
ESL	Dulwich Leisure Centre	Pool Hire	D	Fully flexible	96.10	101.00	106.10	5.05%
ESL	Dulwich Leisure Centre	Pool Hire (with teacher)	D	Fully flexible	139.20	146.20	153.50	4.99%
ESL	Dulwich Leisure Centre	Gravity studio courses 6 weeks	D	Fully flexible			176.40	
ESL	Dulwich Leisure Centre	Gravity studio courses 12 week	D	Fully flexible			342.80	
ESL	Geraldine Mary Harmsworth	ATP 5 a-side	D	Fully flexible	81.40	85.50	89.80	5.03%
ESL	Geraldine Mary Harmsworth	Netball	D	Fully flexible	46.80	49.20	51.70	5.08%
ESL	Geraldine Mary Harmsworth	16+ Drop In Football Session	D	Fully flexible	4.60	4.90	5.10	4.08%
ESL	Geraldine Mary Harmsworth	ATP 5 a-side (Peak) Community Groups/Preferred Partners/Juniors	D	Fully flexible	40.00	42.00	44.10	5.00%
ESL	Geraldine Mary Harmsworth	ATP 5 a-side (Off Peak) Local Schools and University	D	Fully flexible	14.70	15.50	16.30	5.16%
ESL	Geraldine Mary Harmsworth	ATP 5 a-side (Off Peak) Community Groups/Preferred Partners/Juniors	D	Fully flexible	24.00	25.20	26.50	5.16%

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ESL	Geraldine Mary Harmsworth	ATP 5 a-side (Peak) Local Schools and University	D	Fully flexible	22.70	23.90	25.10	5.02%
ESL	Geraldine Mary Harmsworth	Netball (Peak) Community Groups/Preferred Partners/Juniors	D	Fully flexible	24.00	25.20	26.50	5.16%
ESL	Geraldine Mary Harmsworth	Netball (Peak) Local Schools and University	D	Fully flexible	22.70	23.90	25.10	5.02%
ESL	Geraldine Mary Harmsworth	Netball (Off Peak) Community Groups/Preferred Partners/Juniors	D	Fully flexible	14.70	15.50	16.30	5.16%
ESL	Geraldine Mary Harmsworth	Netball (Off Peak) Local Schools and University	D	Fully flexible	22.70	23.90	25.10	5.02%
ESL	Geraldine Mary Harmsworth	Pickle Ball	D	Fully flexible			17.20	
ESL	Geraldine Mary Harmsworth	Padel per court	D	Fully flexible			42.00	
ESL	Peckham Pulse Leisure Centre	Children's Parties - Big Day Soft Play Parties	D	Fully flexible	150.00	157.50	165.40	5.02%
ESL	Peckham Pulse Leisure Centre	Soft Play per session	D	Fully flexible	3.20	3.40	3.60	5.88%
ESL	Peckham Pulse Leisure Centre	Creche 30 mins	D	Fully flexible	2.50	2.70	2.80	3.70%
ESL	Peckham Pulse Leisure Centre	Creche 60 mins	D	Fully flexible	4.60	4.90	5.10	4.08%
ESL	Peckham Pulse Leisure Centre	Creche 90 mins	D	Fully flexible	7.00	7.40	7.80	5.41%
ESL	Peckham Pulse Leisure Centre	Creche Hire per hour	D	Fully flexible	15.70	16.50	17.30	4.85%
ESL	Peckham Pulse Leisure Centre	Hydro Pool Hire per hour	D	Fully flexible	136.80	143.70	150.90	5.01%
ESL	Peckham Pulse Leisure Centre	Main Pool Hire per hour	D	Fully flexible	158.70	166.70	175.00	4.98%
ESL	Peckham Pulse Leisure Centre	Studio 1 Hire per hour	D	Fully flexible	45.60	47.90	50.30	5.01%
ESL	Peckham Pulse Leisure Centre	Studio 1 Hire - Gold	D	Fully flexible			25.15	
ESL	Peckham Pulse Leisure Centre	Studio 1 Hire - Silver	D	Fully flexible			37.73	
ESL	Peckham Pulse Leisure Centre	Studio 1 Hire - Bronze	D	Fully flexible			45.27	
ESL	Peckham Pulse Leisure Centre	Studio 2 Hire per hour	D	Fully flexible	27.40	28.80	30.20	4.86%
ESL	Peckham Pulse Leisure Centre	Studio 2 Hire - Gold	D	Fully flexible			15.10	
ESL	Peckham Pulse Leisure Centre	Studio 2 Hire - Silver	D	Fully flexible			22.65	
ESL	Peckham Pulse Leisure Centre	Studio 2 Hire - Bronze	D	Fully flexible			27.18	
ESL	Peckham Pulse Leisure Centre	Room 4 Hire per hour	D	Fully flexible	15.70	16.50	17.30	4.85%
ESL	Peckham Pulse Leisure Centre	Room 4 Hire - Gold	D	Fully flexible			8.65	
ESL	Peckham Pulse Leisure Centre	Room 4 Hire - Silver	D	Fully flexible			12.98	
ESL	Peckham Pulse Leisure Centre	Room 4 Hire - Bronze	D	Fully flexible			15.57	

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ESL	Peckham Pulse Leisure Centre	Consultation Room Hire (day rate)	D	Fully flexible	44.00	46.20	48.50	4.98%
ESL	Southwark Athletics Centre	Athletics track session Adult	D	Fully flexible	6.00	6.30	6.60	4.76%
ESL	Southwark Athletics Centre	Athletics track session Junior	D	Fully flexible	3.40	3.60	3.80	5.56%
ESL	Southwark Athletics Centre	Athletics track session FSG Adult	D	Fully flexible	3.40	3.60	3.80	5.56%
ESL	Southwark Athletics Centre	Athletics track session FSG Junior	D	Fully flexible	1.30	1.40	1.50	7.14%
ESL	Southwark Athletics Centre	Table Tennis	D	Fully flexible	8.70	9.20	9.70	5.43%
ESL	Southwark Athletics Centre	Track Hire/site Club Booking exclusive use (per hour)	D	Fully flexible	98.20	103.20	108.40	5.04%
ESL	Southwark Athletics Centre	Track Hire Meeting exclusive use (per hour)	D	Fully flexible	156.50	164.40	172.60	4.99%
ESL	Southwark Athletics Centre	Track Hire Southwark school / charity /club shared use (per hour)	D	Fully flexible	39.40	41.40	43.50	5.07%
ESL	Southwark Athletics Centre	Track Hire Southwark school / charity /club exclusive use (per hour)	D	Fully flexible	78.70	82.70	86.80	4.96%
ESL	Southwark Athletics Centre	Track Hire non-Southwark school shared use (per hour)	D	Fully flexible	48.90	51.40	54.00	5.06%
ESL	Southwark Athletics Centre	Track Hire non-Southwark school exclusive use (per hour)	D	Fully flexible	101.60	106.70	112.00	4.97%
ESL	Southwark Athletics Centre	Physio Room Hire	D	Fully flexible	16.10	17.00	17.90	5.29%
ESL	Southwark Athletics Centre	Exclusive Hire (Non Club or School)	D	Fully flexible	128.10	134.60	141.30	4.98%
ESL	Southwark Athletics Centre	Inner Field Per Pitch Clubs	D	Fully flexible	41.90	44.00	46.20	5.00%
ESL	Southwark Athletics Centre	Inner Field Charity	D	Fully flexible	33.50	35.20	37.00	5.11%
ESL	Southwark Athletics Centre	Track Only Standard	D	Fully flexible	57.80	60.70	63.70	4.94%
ESL	Surrey Docks Fitness & Watersports Centre	Recreation Watersports	D	Fully flexible	31.50	33.10	34.80	5.14%
ESL	Surrey Docks Fitness & Watersports Centre	RYA Junior Sailing L1&2	D	Fully flexible	252.60	265.30	278.60	5.01%
ESL	Surrey Docks Fitness & Watersports Centre	RYA Junior Sailing L3	D	Fully flexible	252.60	265.30	278.60	5.01%
ESL	Surrey Docks Fitness & Watersports Centre	RYA Junior Sailing L4	D	Fully flexible	252.60	265.30	278.60	5.01%
ESL	Surrey Docks Fitness & Watersports Centre	RYA Level 1	D	Fully flexible	234.80	246.60	258.90	4.99%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Surrey Docks Fitness & Watersports Centre	RYA Level 2	D	Fully flexible	260.00	273.00	286.70	5.02%
ESL	Surrey Docks Fitness & Watersports Centre	RYA Powerboat Level 2	D	Fully flexible	412.50	433.20	454.90	5.01%
ESL	Surrey Docks Fitness & Watersports Centre	External Hire	D	Fully flexible	586.90	616.30	647.10	5.00%
ESL	Surrey Docks Fitness & Watersports Centre	Single Dock Hire	D	Fully flexible	23.50	24.70	25.90	4.86%
ESL	Surrey Docks Fitness & Watersports Centre	School Dock Hire	D	Fully flexible			25.90	
ESL	Surrey Docks Fitness & Watersports Centre	Club Room Hire Member	D	Fully flexible	70.30	73.90	77.60	5.01%
ESL	Surrey Docks Fitness & Watersports Centre	Club room Hire - Gold	D	Fully flexible			38.80	
ESL	Surrey Docks Fitness & Watersports Centre	Club room Hire - Silver	D	Fully flexible			58.20	
ESL	Surrey Docks Fitness & Watersports Centre	Club room Hire - Bronze	D	Fully flexible			69.84	
ESL	Surrey Docks Fitness & Watersports Centre	Studio Hire	D	Fully flexible	50.80	53.40	56.10	5.06%
ESL	Surrey Docks Fitness & Watersports Centre	Studio Hire - Gold	D	Fully flexible			28.05	
ESL	Surrey Docks Fitness & Watersports Centre	Studio Hire - Silver	D	Fully flexible			42.08	
ESL	Surrey Docks Fitness & Watersports Centre	Studio Hire - Bronze	D	Fully flexible			50.49	
ESL	Surrey Docks Fitness & Watersports Centre	Greenland Dock half day hire	D	Fully flexible	1,198.00	1,258.00	1,320.90	5.00%
ESL	Surrey Docks Fitness & Watersports Centre	Greenland Dock full day hire	D	Fully flexible	2,284.00	2,399.00	2,519.00	5.00%
ESL	The Castle Centre	Silver Badminton session	D	Fully flexible			4.80	
ESL	The Castle Centre	Good Boost Session	D	Fully flexible			4.80	
ESL	The Castle Centre	Badminton / Table tennis (Peak)	D	Fully flexible	12.70	16.35	17.20	5.20%
ESL	The Castle Centre	Badminton / Table tennis (Off-Peak)	D	Fully flexible	7.50	9.70	10.50	8.25%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	The Castle Centre	Badminton / Table tennis (Peak) FSG member	D	Fully flexible	11.30	11.90	12.50	5.04%
ESL	The Castle Centre	Badminton / Table tennis (Off-Peak) FSG member	D	Fully flexible	6.10	6.50	7.30	12.31%
ESL	The Castle Centre	Basketball Full Court	D	Fully flexible	120.40	126.50	132.80	4.98%
ESL	The Castle Centre	Basketball Half Court	D	Fully flexible			66.40	
ESL	The Castle Centre	Sport hall Hire - Gold	D	Fully flexible			66.40	
ESL	The Castle Centre	Sport hall Hire - Silver	D	Fully flexible			99.60	
ESL	The Castle Centre	Sport hall Hire - Bronze	D	Fully flexible			119.52	
ESL	The Castle Centre	5-A-Side	D	Fully flexible	120.40	126.50	132.80	4.98%
ESL	The Castle Centre	Main Pool Hire - 60 min	D	Fully flexible	117.40	123.30	129.50	5.03%
ESL	The Castle Centre	Main Pool Lane - 60 min	D	Fully flexible	29.40	30.90	32.40	4.85%
ESL	The Castle Centre	Studio 1	D	Fully flexible	44.40	46.70	49.00	4.93%
ESL	The Castle Centre	Studio 1 - Gold	D	Fully flexible			24.50	
ESL	The Castle Centre	Studio 1 - Silver	D	Fully flexible			36.75	
ESL	The Castle Centre	Studio 1 - Bronze	D	Fully flexible			44.10	
ESL	The Castle Centre	Studio 3	D	Fully flexible	40.10	42.20	44.30	4.98%
ESL	The Castle Centre	Studio 3 - Gold	D	Fully flexible			22.15	
ESL	The Castle Centre	Studio 3 - Silver	D	Fully flexible			33.23	
ESL	The Castle Centre	Studio 3 - Bronze	D	Fully flexible			39.87	
ESL	The Castle Centre	Soft Play per session	D	Fully flexible			3.60	
ESL	The Castle Centre	PickleBall	D	Fully flexible			17.20	
ESL	Canada Water	Badminton / Table tennis / Pickleball	D	Fully flexible			17.20	
ESL	Canada Water	Basketball Half Court (Hire)	D	Fully flexible			66.40	
ESL	Canada Water	Basketball Full Court (Hire)	D	Fully flexible			132.80	
ESL	Canada Water	Sport Hall hire - Gold	D	Fully flexible			66.40	
ESL	Canada Water	Sport Hall hire - Silver	D	Fully flexible			99.60	
ESL	Canada Water	Sport Hall hire - Bronze	D	Fully flexible			119.52	
ESL	Canada Water	5-A-Side	D	Fully flexible			132.80	
ESL	Canada Water	Flow Studio	D	Fully flexible			49.00	
ESL	Canada Water	Flow Studio hire - Gold	D	Fully flexible			24.50	
ESL	Canada Water	Flow Studio hire - Silver	D	Fully flexible			36.75	
ESL	Canada Water	Flow Studio hire - Bronze	D	Fully flexible			44.10	

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Canada Water	Move Studio	D	Fully flexible			44.30	
ESL	Canada Water	Move Studio hire - Gold	D	Fully flexible			22.15	
ESL	Canada Water	Move Studio hire - Silver	D	Fully flexible			33.23	
ESL	Canada Water	Move Studio hire - Bronze	D	Fully flexible			39.87	
ESL	Canada Water	Children's Parties - Big Day Parties	D	Fully flexible			165.40	
ESL	CULTURE TEAM							
ESL	LIBRARY SERVICE							
ESL	Fees items (exempt - out of scope VAT)							
ESL		Adult Books (late returns) - per day (max £15)	D	Fully flexible	0.30	0.30	0.30	0.00%
ESL		Talking books (late returns) - per day (max £15)	D	Fully flexible	0.30	0.30	0.30	0.00%
ESL		Spoken word (late returns) - per day (max £15)	D	Fully flexible	0.30	0.30	0.30	0.00%
ESL		Language courses (late returns) - per day (max £15)	D	Fully flexible	0.30	0.30	0.30	0.00%
ESL		DVD's (late returns) - per day (max £15)	D	Fully flexible	1.40	1.45	1.45	0.00%
ESL		Late returns on books, talking books and spoken word for library users under 17 years of age, registered disabled and housebound	D	Fully flexible	Free	Free	Free	
ESL	Fees items for Libraries- Vatable							
ESL		Stock requests (stock items)	D	Fully flexible	0.65	0.70	0.70	0.00%
ESL		Stock requests (non-stock items)	D	Fully flexible	3.00	4.00	4.00	0.00%
		Stock request for registered disabled users	D	Fully flexible			Free	
ESL		Special stock requests (British Library, special/academic libraries, stock from abroad)	D	Fully flexible	17.30	18.20	19.00	4.40%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Music scores sets - interloans	D	Fully flexible	£26 (up to 40); £31 (over 40 parts)	£27 (up to 40) £32 (over 40 parts)	£28 (up to 40) £33 (over 40 parts)	3.70%
ESL		Language courses hire charges - (three weeks)	D	Fully flexible	1.45	1.50	1.50	0.00%
ESL		DVD/Blu Ray hire charges - (old DVDs/Blu Rays (6 months+) per week)	D	Fully flexible	1.80	1.90	1.90	0.00%
ESL		DVD/Blu Ray hire charges - (new DVDs/Blu Rays per week)	D	Fully flexible	3.30	3.45	3.45	0.00%
ESL		Photocopying: A4 (b&w) - per sheet	D	Fully flexible	0.20	0.20	0.20	0.00%
ESL		Photocopying: A3 (b&w) - per sheet	D	Fully flexible	0.35	0.35	0.35	0.00%
ESL		Photocopying: A4 (colour) - per sheet	D	Fully flexible	1.10	1.10	1.10	0.00%
ESL		Photocopying: A3 (colour) - per sheet	D	Fully flexible	2.20	2.30	2.30	0.00%
ESL		Printing from PC's: A4 (b&w) - per sheet	D	Fully flexible	0.20	0.20	0.20	0.00%
ESL		Printing from PC's: A4 (colour)	D	Fully flexible	1.10	1.10	1.10	0.00%
ESL		Printing from PC's: A3 (b&w) - per sheet	D	Fully flexible	0.35	0.35	0.35	0.00%
ESL		Printing from PC's: A3 (colour) per sheet	D	Fully flexible	2.20	2.30	2.30	0.00%
ESL		Library notice boards - three weeks	D	Fully flexible	5.10	5.35	5.50	2.80%
ESL		Replacement library card fee - (Adults)	D	Fully flexible	2.90	3.00	3.00	0.00%
ESL		Replacement library card fee - (Children)	D	Fully flexible	Free	Free	Free	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Library, Archives and heritage author events/talks/performance (where charged)	D	Fully flexible	4.80	5.00	5.00	0.00%
ESL		Library Archives and heritage author events/talks/performance (where charged): Southwark Presents card holders	D	Fully flexible	2.70	2.85	3.00	5.26%
ESL	Hall Hire- No comparator data for hall hires. VAT charged as appropriate for commercial hire							
ESL		Hall Hire Tier 1 Commercial rate per hour (Dulwich, Peckham pods, John Harvard, Camberwell room 3, Canada Water rooms 3 and 6 or combined rooms, Una Marson combined meeting rooms)	D	Fully flexible	64.10	67.40	70.00	3.86%
ESL		Hall Hire Tier 1 Community rate per hour (Dulwich, Peckham pods, John Harvard, Camberwell room 3, Canada Water rooms 3 and 6 combined rooms, Una Marson combined meeting rooms)	D	Fully flexible	32.10	33.80	35.00	3.55%
ESL		Hall Hire Tier 3 Commercial rate per hour (Camberwell Meeting rooms 1&2 and Faraday Room Walworth Library)	D	Fully flexible	32.10	33.80	35.00	3.55%
ESL		Hall Hire Tier 3 Community rate per hour (Camberwell Meeting rooms 1&2 and Faraday Room Walworth Library)	D	Fully flexible	15.50	16.30	17.00	4.29%
ESL		Hall Hire - per hour (Una Marson Community space)	D	Fully flexible	76.90	80.80	84.00	3.96%
ESL		Hall Hire - per day (Una Marson Community space)	D	Fully flexible	384.20	403.50	420.00	4.09%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Hall Hire Tier 2 Commercial rate per hour (Una Marson small meeting room, Grove Vale, Southwark Heritage Centre & Walworth Library activity room/meeting room, Canada Water rooms 1, 2, 4 and 5, peckham second floor meeting room)	D	Fully flexible	38.50	40.50	42.00	3.70%
ESL		Hall Hire Tier 2 Community rate per hour (Una Marson Small meeting room, Grove Vale, Southwark Heritage Centre & Walworth Library activity room/meeting room, Canada Water rooms 1, 2, 4 and 5, peckham second floor meeting room)	D	Fully flexible	19.20	20.20	21.00	3.96%
ESL		Out of hours hire of full library- half day	D	Fully flexible	320.10	336.20	350.00	4.10%
ESL		Out of hours hire of full library- full day	D	Fully flexible	512.20	537.90	560.00	4.11%
ESL		Hall hire out of hours security and staffing charge- per hour	D	Fully flexible	32.00	33.60	35.00	4.17%
ESL		Library Meeting pods Hire charges - 4 or more person pod commercial rate per hour	D	Fully flexible			14.00	
ESL		Library Meeting pods Hire charges - 4 or more person pod community rate per hour	D	Fully flexible			7.00	
ESL		Library Meeting pods Hire charges - 1 or 2 person pod commercial rate per hour	D	Fully flexible			10.00	
ESL		Library Meeting pods Hire charges - 1 or 2 person pod community rate per hour	D	Fully flexible			5.00	
ESL		Discounts for long term room bookings and hire	D	Fully flexible	40%	40%	40%	0.00%
ESL		Discounts for same day room bookings and hire	D	Fully flexible	50%	50%	50%	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	Fees items for Archive and Heritage - Vatable							
ESL								
ESL	POSTAGE							
ESL		Postal rates- small sized item (UK)	D	Fully flexible	cost recovery	cost recovery	cost recovery	
ESL		Postal rates- medium sized item (UK)	D	Fully flexible	cost recovery	cost recovery	cost recovery	
ESL		Postal rates- large sized item (UK)	D	Fully flexible	cost recovery	cost recovery	cost recovery	
ESL		Postal rates- international	D	Fully flexible	cost recovery	cost recovery	cost recovery	
ESL	REPRODUCTION							
ESL		Digital photographing of the collection (up to 5 images)	D	Fully flexible	2.50	2.60	2.60	0.00%
ESL		Digital photographing of the collection (per day)	D	Fully flexible	11.00	11.60	11.60	0.00%
ESL		JPEG images (mailed to requestors) - per image for those scanned for the first time	D	Fully flexible	23.00	24.20	24.20	0.00%
ESL		JPEG images- community organisations (mailed to requestors) - per image for those scanned for the first time	D	Fully flexible	10.70	11.30	11.30	0.00%
ESL		JPEG images (mailed to requestors) - per image for those already scanned	D	Fully flexible	11.80	12.40	12.40	0.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		JPEG images- community organisations (mailed to requestors) - per image for those already scanned	D	Fully flexible	5.35	5.60	5.60	0.00%
ESL		Digital scanning by off-site storage provider	D	Fully flexible	cost recovery	cost recovery	cost recovery	
ESL	PUBLICATION							
ESL		Stills, images & info provided for planning documentation, commercial reports & surveys, up to 10 print copies and online (per image; management discretion)	D	Fully flexible	33.10	34.80	36.00	3.45%
ESL		Stills, images & info provided for planning documentation, reports & surveys, non commercial purposes, up to 10 print copies and online (per image; management discretion)	D	Fully flexible	16.55	17.40	18.00	3.45%
ESL		Stills, images & info provided for books, journals & partworks (per image; management discretion) commercial rate	D	Fully flexible	90.70	95.30	100.00	4.93%
ESL		Stills, images & info provided for books, journals & partworks- community organisations (per image; management discretion)	D	Fully flexible	42.70	44.90	47.00	4.68%
ESL		Stills, images & info provided for book jackets & record sleeves. commercial rates	D	Fully flexible	160.10	168.20	176.00	4.64%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Stills, images & info provided for book jackets & record sleeves- community organisations (per image; management discretion)	D	Fully flexible	76.90	80.80	84.00	3.96%
ESL		Stills, images & info provided for other (post cards, greeting cards, giftware, posters, etc.) commercial	D	Fully flexible	126.00	132.30	138.00	4.31%
ESL		Stills, images & info provided for other, e.g. post cards, greeting cards, giftware, posters, newspapers, advertising, etc. - community organisations (per image; management discretion) community rates	D	Fully flexible	59.80	62.80	66.00	5.10%
ESL		Stills, images, and info provided for commercial website/online use, per image	D	Fully flexible	64.10	67.40	71.00	5.34%
ESL		Stills, images, and info provided for non-commercial website/online use, per image	D	Fully flexible	31.00	32.60	34.00	4.29%
ESL	AUDIO-VISUAL BROADCAST							
ESL		Audio-visual broadcasting usage per multiple of 30 seconds, commercial: UK rights - single transmission Fee doubled for worldwide broadcasting rights	D	Fully flexible	88.60	93.10	97.00	4.19%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Audio-visual broadcasting usage per multiple of 30 seconds, non-commercial: UK rights - single transmission Fee doubled for worldwide broadcasting rights	D	Fully flexible	40.60	42.70	45.00	5.39%
ESL		Audio-visual broadcasting usage per multiple of 30 seconds, commercial: UK rights - unlimited broadcasts, 5 year period Fee doubled for worldwide broadcasting rights	D	Fully flexible	114.20	120.00	126.00	5.00%
ESL		Audio-visual broadcasting usage per multiple of 30 seconds, non-commercial: UK rights - unlimited broadcasts, 5 year period Fee doubled for worldwide broadcasting rights	D	Fully flexible	56.10	59.00	62.00	5.08%
ESL		Audio-visual broadcasting usage per multiple of 30 seconds, commercial: UK rights - unlimited broadcasts, 10 year period Fee doubled for worldwide broadcasting rights	D	Fully flexible	346.80	364.20	382.00	4.89%
ESL		Audio-visual broadcasting usage per multiple of 30 seconds, non-commercial: UK rights - unlimited broadcasts, 10 year period Fee doubled for worldwide broadcasting rights	D	Fully flexible	170.80	179.40	188.00	4.79%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Audio-visual broadcasting usage per multiple of 30 seconds, commercial: UK rights - unlimited broadcasts, unlimited period Fee doubled for worldwide broadcasting rights	D	Fully flexible	650.90	683.50	717.00	4.90%
ESL		Audio-visual broadcasting usage per multiple of 30 seconds, non-commercial: UK rights - unlimited broadcasts, unlimited period Fee doubled for worldwide broadcasting rights	D	Fully flexible	320.10	336.20	353.00	5.00%
ESL		Audio-visual broadcasting usage per multiple of 30 seconds, commercial: online streaming/online rights	D	Fully flexible	108.90	114.40	120.00	4.90%
ESL		Audio-visual broadcasting usage per multiple of 30 seconds, non-commercial: online streaming/online rights	D	Fully flexible	53.40	56.10	59.00	5.17%
ESL	ROOM HIRE AND STAFF TIME							
ESL		Research charge (for officer time spent on researching in response to specific requests) - First 15min free of charge; then charged in half hour increments	D	Fully flexible	28.00	29.40	31.00	5.44%
ESL		Hire of archives searchroom out of hours, commercial group (per hour; minimum hire for 1 hour)	D	Fully flexible	87.50	91.90	96.00	4.46%
ESL		Hire of archives searchroom out of hours, non commercial group (per hour; minimum hire for 1 hour)	D	Fully flexible	43.80	46.00	48.00	4.35%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	YOUTH AND PLAY SERVICE							
ESL		Admission charges made to children and young people at youth centres and Adventure Playgrounds	D	Fully flexible	Zero	-	-	
ESL	Hire of Damilola Taylor Centre							
ESL	per hour	Outdoor football Pitch/hr- Standard rate Peak	D	Fully flexible	93.00	83.20	87.00	4.57%
ESL	per hour	Outdoor football Pitch/hr- Standard rate Off Peak	D	Fully flexible	93.00	47.90	50.00	4.38%
ESL	per hour	Outdoor football Pitch/hr- Community Rate Adults. Peak	D	Fully flexible	-	40.90	42.95	5.01%
ESL	per hour	Outdoor football Pitch/hr- Community Rate Adults Off-Peak	D	Fully flexible	-	24.60	25.80	4.88%
ESL	per hour	Outdoor Football pitch:Community Rate Youth Peak	D	Fully flexible	44.90	23.20	24.35	4.96%
ESL	per hour	Outdoor Football pitch:Community Rate Youth Off- Peak	D	Fully flexible	44.90	15.10	15.85	4.97%
ESL	per hour	Dance Studio/hr - Community Rate Youth	D	Fully flexible	23.50	24.70	25.90	4.86%
ESL	per hour	Dance Studio/hr- Standard rate	D	Fully flexible	65.00	68.30	53.40	-21.82%
ESL	per hour	Dance Studio/hr- Community Rate Adults.	D	Fully flexible	35.00	36.70	38.50	4.90%
ESL	per hour	Main Hall / hour- Standard rate	D	Fully flexible	65.00	75.00	78.75	5.00%
ESL	per hour	Main Hall / hr - Community Rate Youth	D	Fully flexible	35.00	36.70	38.50	4.90%
ESL	per hour	Main Hall / hr - Community Rate Adult	D	Fully flexible	-	46.00	48.00	4.35%
ESL	per hour	Gym - all hirers	D	Fully flexible	44.90	47.00	49.00	4.26%
ESL		Whole building hire- half day - Standard rate	D	Fully flexible	350.00	400.00	420.00	5.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Whole building hire - half day - Community Rate Adults	D	Fully flexible	350.00	368.00	386.00	4.89%
ESL		Whole buidling hire - half day - Community Rate Youth	D	Fully flexible		300.00	315.00	5.00%
ESL		Whole buidling hire - full day -Standard Rate	D	Fully flexible	600.00	700.00	735.00	5.00%
ESL		Whole buidling hire - full day - Community Rate Youth	D	Fully flexible		500.00	525.00	5.00%
ESL		Whole building hire- full day - Community Rate Adults	D	Fully flexible	600.00	630.00	660.00	4.76%
ESL		Small common room - all hirers	D	Fully flexible	13.90	14.60	15.00	2.74%
ESL	All other Youth Centres and Adventure Playgrounds							
ESL	(per hour rate)	Hall Hire (capacity 30+) Standard Rate Peak	D	Fully flexible	83.30	87.50	92.00	5.14%
ESL	(per hour rate)	Hall Hire (capacity 30+) Standard Rate Off - Peak	D	Fully flexible	44.90	47.10	49.50	5.10%
ESL	(per hour rate)	Hall Hire (capacity of 30+) Community Adults Peak	D	Fully flexible	64.10	67.30	70.65	4.98%
ESL	(per hour rate)	Hall Hire (capacity of 30+) Community Adults Off- Peak	D	Fully flexible	41.10	43.10	45.25	4.99%
ESL	(per hour rate)	Hall Hire (capacity of 30+) Community Rate Youth Peak	D	Fully flexible	30.60	32.20	33.80	4.97%
ESL	(per hour rate)	Hall Hire (capacity of 30+) Community Rate Youth Off- Peak	D	Fully flexible	16.60	17.40	18.20	4.60%
ESL	(per hour rate)	Room Hire (capacity less that 30) Standard Rate Peak	D	Fully flexible	51.30	60.00	63.00	5.00%
ESL	(per hour rate)	Room Hire (capacity less that 30) Standard Rate Off - Peak	D	Fully flexible	38.60	45.00	47.25	5.00%

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Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL	(per hour rate)	Room Hire (capacity less than 30) Community Rate Adults Peak	D	Fully flexible	44.90	47.00	49.35	5.00%
ESL	(per hour rate)	Room Hire (capacity less than 30) Community Rate Adults Off-Peak	D	Fully flexible	22.50	23.60	24.75	4.87%
ESL	(per hour rate)	Room Hire (capacity less than 30) Community Rate Youth Peak	D	Fully flexible	19.00	20.00	21.00	5.00%
ESL	(per hour rate)	Room Hire (capacity less than 30) Community Rate Youth Off-Peak	D	Fully flexible	14.20	14.90	15.65	5.03%
ESL		discount offered	D	Fully flexible	0.40	0.40	0.40	0.00%
ESL	Supervised sessions @ Adventure Playgrounds							
ESL	Supervised sessions @ Adventure Playgrounds	Groups of children and young people aged 8+ years - small group (under 10 people) per hour	D	Fully flexible	121.70	127.00	133.00	4.72%
ESL	Supervised sessions @ Mint Street Adventure Playground	Groups of children and young people aged 8+ years - large group (10-20 people) per hour	D	Fully flexible	153.70	161.00	169.00	4.97%
ESL	Supervised sessions @ Mint Street Adventure Playground	Indoor Climbing Session. Groups of children and young people aged 8+ years - small group (under 10 people) per hour	D	Fully flexible	121.70	127.00	133.00	4.72%
ESL	Supervised sessions @ Mint Street Adventure Playground	Indoor Climbing Session. Groups of children and young people aged 8+ years - large group (11-20 people) per hour	D	Fully flexible	153.70	161.00	169.00	4.97%
ESL	EVENT HIRES							
ESL		Commercial event admin fee - VAT standard Rate	D	Fully flexible	259.30	273.00	285.00	4.40%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Charity, Community and Non Profit event admin fee - VAT standard Rate	D	Fully flexible	90.70	96.00	100.00	4.17%
ESL		Small event Up to 499 capacity ; discounts available for Charity, Community & Non-Profit events in line with Events Discounts Table. Additional event days charged at 30% (rounded) of the 1st day hire fee (£678). Event rig and de-rig days charged at 1Inflation (rounded) of the 1st day hire fee (£339). Overstay days charged as rig / de-rig days (£339).	D	Fully flexible	2,048.70	2,152.00	2,260.00	5.02%
ESL		Medium event From 500 to 2000 capacity ; discounts available for Charity, Community & Non-Profit events in line with Events Discounts Table. Additional event days charged at 30% (rounded) of the 1st day hire fee (£2,550). Event rig and de-rig days charged at 1Inflation (rounded) of the 1st day hire fee (£1,275). Overstay days charged as rig / de-rig days (£1,275).	D	Fully flexible	7,707.00	8,095.00	8,500.00	5.00%
ESL		Large event (Category 1) From 2001 to 5000 capacity	D	Fully flexible	Price on application	Price on application	POA	n/a
ESL		Large event (Category 2) From 5001 to 7999 capacity	D	Fully flexible	Price on application	Price on application	POA	n/a

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Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
ESL		Major event - 8,000 or more	D	Fully flexible	Price on application	Price on application	POA	n/a
ESL		Small funfairs & circuses up to 499 capacity. - VAT exempt. Additional event days charged at 30% of the 1st day hire fee. Event rig and de-rig days charged at 1Inflation of the 1st day hire fee. Overstay days charged as rig / de-rig days.	D	Fully flexible	2,711.30	POA	POA	n/a
ESL		Large funfairs & circuses up to 1000 capacity - VAT Exempt. Additional event days charged at 30% of the 1st day hire fee. Event rig and de-rig days charged at Inflation of the 1st day hire fee. Overstay days charged as rig / de-rig days.	D	Fully flexible	4,516.70	POA	POA	n/a
ESL		Major circus 1001+ seats - VAT Exempt	D	Fully flexible	Price on application	POA	POA	n/a
ESL		Private events with exclusive use of a space	D	Fully flexible	Price on application	POA	POA	n/a
ESL		Events Damage deposit VAT exempt	D	Fully flexible	645.60	£500 or 20% whichever is greater	£500 or 20% whichever is greater	n/a
ESL		Overstay fee VAT exempt	D	Fully flexible	Inflation of the first event hire fee per 24 hours	1Inflation of the first event hire fee per 24 hours	as per build or break day, per day	n/a

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Appendix B - Final Fees and Charges 2026-27

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ESL		Environmental impact fee VAT exempt	D	Fully flexible	The EIF is 10% of the site hire fee and is payable in addition to the site hire fee.	12.5% of site hire fee and payable in addition to site hire fee	12.5% of site hire fee and payable in addition to site hire fee	n/a
ESL	Events - Trade space							
ESL		Commercial market stall - VAT standard Rate	D	Fully flexible	115.30	121.00	127.10	5.04%
ESL		Commercial trade space (up to 3m) - VAT Exempt	D	Fully flexible	143.00	150.00	157.50	5.00%
ESL		Commercial trade space (3m - 6m) - VAT Exempt	D	Fully flexible	252.90	265.50	278.80	5.01%
ESL		Non profit market stall - VAT standard Rate	D	Fully flexible	39.50	41.50	43.60	5.06%
ESL		Non profit trade space (3m) - VAT Exempt	D	Fully flexible	52.30	55.00	57.80	5.09%
ESL		Non profit trade space (3m - 6m) - VAT Exempt	D	Fully flexible	90.70	95.30	100.00	4.93%
ESL		Supply of electricity - VAT standard Rate	D	Fully flexible	103.50	108.70	114.10	4.97%
ESL	Film Service (+VAT where applicable)							
ESL	Location Fee	Charity - Low budget	D	Fully flexible	POA	POA	POA	n/a
ESL		Small crew (fee per hour)	D	Fully flexible	215.00	225.00	230.00	2.20%
ESL		Small crew (fee per half day)	D	Fully flexible	535-1,000	560-1050	590-1,100	4.97%
ESL		Small crew (fee per full day)	D	Fully flexible	880-2,400	925-2500	970-2,625	4.73%
ESL		Medium crew (fee per half day)	D	Fully flexible	585-1,200	615-1250	645-1,310	4.60%

Appendix B - Final Fees and Charges 2026-27

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ESL		Medium crew (fee per full day)	D	Fully flexible	1,175-2,900	1230-3050	1,290-3200	4.69%
ESL		Large crew (fee per half day)	D	Fully flexible	1,175-2,900	1230-4260	1,290-4,470	4.69%
ESL		Large crew (fee per full day)	D	Fully flexible	2,935-9,000	3080-9450	3,230-9,920	4.71%
ESL		Very Large crew (fee per half day)	D	Fully flexible	2,500-12,000	2625-12,600	2,700-13,125	4.95%
ESL		Very large crew (fee per full day)	D	Fully flexible	4,110-20,000	4315-21,000	4,425-22,000+	4.99%
ESL	Stills photography	Small crew photography, up to 5 people (per hour)	D	Fully flexible	75-150	78-165	82-175	4.00%
ESL		Large crew photography (per hour)	D	Fully flexible	175-500	185-525	195-550	5.71%
ESL	Permission for Temporary Structure/s	Fee per half day	D	Fully flexible	400.00	420.00	435.00	5.00%
ESL		Fee per full day	D	Fully flexible	675.00	710.00	740.00	5.19%
ESL	Admin Fees (one off)	Charity / Student Crew	D	Fully flexible	40.00	40.00	40.00	no change
ESL		Small Crew	D	Fully flexible	95.00	100.00	100.00	no change
ESL		Medium Crew	D	Fully flexible	215.00	225.00	230.00	4.65%
ESL		Large Crew	D	Fully flexible	280.00	295.00	300.00	5.36%
ESL		Very Large Crew	D	Fully flexible	410.00	430.00	435.00	4.88%
ESL	Admin Fees (officer time, by hour)							
ESL	Fixed fees	Charity - low budget	D	Fully flexible	30.00	30.00	30.00	no change
ESL		Small Crew	D	Fully flexible	197.40	207.50	215.00	3.60%
ESL		Medium Crew	D	Fully flexible	197.40	207.50	215.00	3.60%
ESL		Large Crew	D	Fully flexible	256.10	270.00	280.00	3.70%
ESL		Very Large Crew	D	Fully flexible	362.80	380.00	400.00	5.26%
ESL		Late notice applications	D	Fully flexible	Double admin	Double admin	Double admin	n/a
ESL		Drones/UAS applications	D	Fully flexible	165-330	175-340	185-360	5.71%
ESL								
ESL								
ESL	Unit Base Fee - High Impact only							
ESL		Per Filming Day	D	Fully flexible	1760-4500	1845-4725	1950-4950	5.14%

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ESL								
ESL	Culture team (Fees shown below are exclusive of VAT. Appropriate VAT will be added at the time of							
ESL		Internal project management fees. Project under £20,000.	D	Fully flexible	Minimum 10% of overall project budget	10% of project budget	10% of project budget	n/a
ESL		External project management fees. Project under £20,000.	D	Fully flexible	Minimum 15% of overall project budget	15% of project budget	15% of project budget	n/a
ESL		Internal and external project management fees. Project over £20,000.	D	Fully flexible	By negotiation	By negotiation	By negotiation	n/a
HOUSING								
HOUSING	Handyperson Service	Assa keys	D	Fully Flexible	29.00	30.50	32.00	4.92%
HOUSING	Handyperson Service	Entry fobs	D	Fully Flexible	28.00	29.40	30.90	5.10%
HOUSING	Handyperson Service	Lock changes	D	Fully Flexible	Variable	Variable	Variable	N/A
HOUSING	Handyperson Service	General works – people on a means tested benefit (per hour)	D	Fully Flexible	23.50	24.70	26.00	5.26%
HOUSING	Handyperson Service	General works – not on a benefit (for first hour)	D	Fully Flexible	47.00	49.40	51.90	5.06%
HOUSING	Handyperson Service	General works – not on a benefit (for additional hours)	D	Fully Flexible	35.50	37.30	39.20	5.09%
HOUSING	Handyperson Service	Initial appointments to survey/check etc.	D	Fully Flexible	11.00	11.60	12.20	5.17%
HOUSING	Handyperson Service	Replacing light bulbs	D	Fully Flexible	12.00	12.60	13.30	5.56%

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HOUSING	Handyperson Service	Installation of key safes	D	Fully Flexible	47.00	49.40	51.90	5.06%
HOUSING	Handyperson Service	Installation of smoke alarms/change battery	D	Fully Flexible	16.00	16.80	17.70	5.36%
HOUSING	Handyperson Service	Plumbing in washer machine	D	Fully Flexible	47.00	49.40	51.90	5.06%
HOUSING	Handyperson Service	Galvanised rails (for first hour)	D	Fully Flexible	47.00	49.40	51.90	5.06%
HOUSING	Handyperson Service	Galvanised rails (for additional hours)	D	Fully Flexible	35.50	37.30	39.20	5.09%
HOUSING	Handyperson Service	Disconnect and plumb in washing machine at new property	D	Fully Flexible	64.00	67.20	70.60	5.06%
HOUSING	Handyperson Service	Carpentry work (hanging doors etc.) (Minimum charge or hourly rate will apply)	D	Fully Flexible	64.00	67.20	70.60	5.06%
HOUSING	Handyperson Service	Energy efficiency work – draught proofing/insulation etc. (per hour on means tested benefit)	D	Fully Flexible	23.50	24.70	26.00	5.26%
HOUSING	Handyperson Service	Energy efficiency work – draught proofing/insulation etc. (per hour - not on benefit)	D	Fully Flexible	47.00	49.40	51.90	5.06%
HOUSING	Handyperson Service	New homes development team (per hour)	D	Fully Flexible	53.50	56.20	59.00	4.98%
HOUSING	Handyperson Service	Mark up on materials purchased through the Handy Person service	D	Fully Flexible	20% on all materials	20% on all materials	20% on all materials	N/A
HOUSING	Handyperson Service	Painting/refreshing of one room (per day, materials excluded)	D	Fully Flexible	213.50	224.20	235.40	5.00%
HOUSING	Handyperson Service	Painting a door (minimum charge or hourly rate will apply)	D	Fully Flexible	64.00	67.20	70.60	5.06%
HOUSING	Estate Parking	Visitor parking permits – ten visits	D	Fully Flexible	19.00	20.00	21.00	5.00%

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HOUSING	Estate Parking	Visitor parking permits – sixty visits	D	Fully Flexible	92.00	96.60	101.50	5.07%
HOUSING	Estate Parking	Replacement of lost permit	D	Fully Flexible	11.00	11.60	12.20	5.17%
HOUSING	Estate Parking	Second bay parking	D	Fully Flexible	92.00	96.60	101.50	5.07%
HOUSING	Estate Parking	Area-wide permit (contractors and employees)	D	Fully Flexible	145.00	152.30	160.00	5.06%
HOUSING	Estate Parking	Southwark-wide permit (contractors and employees)	D	Fully Flexible	145.00	152.30	160.00	5.06%
HOUSING	Estate Parking	Business permits	D	Fully Flexible	145.00	152.30	160.00	5.06%
HOUSING	Estate Parking	Carers permits	D	Fully Flexible	40.00	42.00	44.00	4.76%
HOUSING	Estate Parking	Removal of illegally parked vehicle	M	Fixed	200.00	200.00	280.00	40.00%
HOUSING	Estate Parking	Daily storage charge – removed vehicle	M	Fixed	40.00	40.00	55.00	37.50%
HOUSING	Travellers	Travellers sites - single pitch	M	Capped	111.01	112.90	117.19	3.80%
HOUSING	Travellers	Travellers sites - double pitch	M	Capped	150.68	153.24	159.06	3.80%
HOUSING	Concierge charges	Didbin concierge charge	D	Fully Flexible	11.63	12.21	12.70	4.00%
HOUSING	Concierge charges	Churchyard Row concierge charge	D	Fully Flexible	7.95	8.35	8.70	4.22%
HOUSING	Concierge charges	Castlemead concierge charge	D	Fully Flexible	13.54	16.37	19.70	20.31%
HOUSING	Concierge charges	Bishopsmead concierge charge	D	Fully Flexible	4.37	8.89	13.80	55.26%

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HOUSING	Concierge charges	Churchmead concierge charge	D	Fully Flexible	4.40	8.95	13.90	55.31%
HOUSING	Concierge charges	Draper House concierge charge	D	Fully Flexible	13.99	15.36	17.10	11.35%
HOUSING	Concierge charges	Wollaston concierge charge	D	Fully Flexible	12.98	13.29	13.90	4.57%
HOUSING	Concierge charges	Sherstone concierge charge	D	Fully Flexible	12.60	12.60	13.10	3.97%
HOUSING	Hostels	Northcott House service charge	D	Fully Flexible	17.64	18.60	19.55	5.11%
HOUSING	Hostels	Hostel laundry charge	D	Fully Flexible	3.64	3.80	3.80	0.00%
HOUSING	Hostels	Hostels part-board charge	D	Fully Flexible	22.83	23.60	24.00	1.69%
HOUSING	Hostels	Supported hostels water charge	D	Fully Flexible	2.86	3.00	3.00	0.00%
HOUSING	Hostels	General needs hostels water charge	D	Fully Flexible	1.43	1.50	1.50	0.00%
HOUSING	Temporary Accommodation	Bed and Breakfast accommodation - Nightly	M	Fixed	27.20	27.20	27.20	0.00%
HOUSING	Temporary Accommodation	Bed and Breakfast accommodation - Weekly	M	Fixed	190.38	190.38	190.38	0.00%
HOUSING	Temporary Accommodation	Self Contained - One bedroom	M	Fixed	171.34	171.34	171.34	0.00%
HOUSING	Temporary Accommodation	Self Contained - Two bedroom	M	Fixed	228.47	228.47	228.47	0.00%
HOUSING	Temporary Accommodation	Self Contained - Three bedroom	M	Fixed	270.00	270.00	270.00	0.00%
HOUSING	Temporary Accommodation	Self Contained - Four bedroom	M	Fixed	373.84	373.84	373.84	0.00%
HOUSING	Temporary Accommodation	Self Contained - Five bedroom	M	Fixed	373.84	373.84	373.84	0.00%

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HOUSING	Service Charge Loans	Discretionary service charge loan application	D	Flexible	747.00	784.30	823.50	5.00%
HOUSING	Service Charge Loans	Mandatory service charge loan application	M	Fixed	100.00	130.00	130.00	0.00%
HOUSING	Service Charge Loans	Voluntary charge application fee	D	Fully Flexible	747.00	784.30	823.50	5.00%
HOUSING	Service Charge Loans	Additional discretionary loan application fee	D	Fully Flexible	507.50	600.00	720.00	20.00%
HOUSING	Service Charge Loans	Service charge loan arrears fee	D	Fully Flexible	61.50	64.60	68.00	5.26%
HOUSING	Right to Buy (RTB)	RTB natural redemption fee	D	Fully Flexible	136.50	143.30	150.50	5.02%
HOUSING	Right to Buy (RTB)	RTB premature; vol. SCL, discr. SCL	D	Fully Flexible	136.50	143.30	150.50	5.02%
HOUSING	Right to Buy (RTB)	Notices of assignment and notices of charge	D	Fully Flexible	10.00-30.00	10.00-30.00	10.00-30.00	0.00%
HOUSING	Right to Buy (RTB)	Pre-assignment pack	D	Fully Flexible	269.00	282.50	296.50	4.96%
HOUSING	Right to Buy (RTB)	Pre-assignment pack – expedited 48 hours	D	Fully Flexible	368.00	386.40	405.50	4.94%
HOUSING	Right to Buy (RTB)	Postponement of charge for home improvement	D	Fully Flexible	192.00	201.60	212.00	5.16%
HOUSING	Right to Buy (RTB)	Postponement of charge for all other reasons	D	Fully Flexible	269.00	282.50	297.00	5.13%
HOUSING	Right to Buy (RTB)	Remortgage	D	Fully Flexible	129.00	135.50	142.50	5.17%
HOUSING	Right to Buy (RTB)	Retrospective letter of postponement	D	Fully Flexible	393.00	413.00	434.00	5.08%
HOUSING	Right to Buy (RTB)	Expedition fee for remortgage	D	Fully Flexible	99.00	103.90	109.00	4.91%
HOUSING	Right to Buy (RTB)	Expedition fee for pre-assignment	D	Fully Flexible	99.00	103.90	109.00	4.91%

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HOUSING	Homeowners- Document Copies	Reproduction copy of specification	D	Fully Flexible	28.00	28.00	28.00	0.00%
HOUSING	Homeowners- Document Copies	Copies of any other relevant documentation	D	Fully Flexible	0.10	0.10	0.10	0.00%
HOUSING	Homeowners- Document Copies	Reproduction copy of lease/leasehold transfer	D	Fully Flexible	53.50	56.20	59.00	4.98%
HOUSING	Homeowners- Document Copies	Certified copy of lease/leasehold transfer	D	Fully Flexible	89.00	93.50	98.00	4.81%
HOUSING	Homeowners- Document Copies	Reproduction copy of section 125 notice	D	Fully Flexible	37.50	39.40	41.50	5.33%
HOUSING	Homeowners- Document Copies	Duplicate right-to-buy documentation	D	Fully Flexible	83.00	87.20	91.50	4.93%
HOUSING	Homeowners- Document Copies	Additional completion statement fee	D	Fully Flexible	101.00	106.00	112.00	5.66%
HOUSING	Homeowners- Other Administration	Section 146 notice fee	D	Fully Flexible	385.00	404.30	425.00	5.12%
HOUSING	Homeowners- Other Administration	Gas servicing administration fee	D	Fully Flexible	45.00	47.20	49.50	4.87%
HOUSING	Homeowners- Other Administration	EWS1 certificate fee	D	Fully Flexible	350.00	350.00	367.50	5.00%
HOUSING	Homeowners- Other Administration	Statement of Assurance fee	D	Fully Flexible	350.00	350.00	367.50	5.00%
HOUSING	Disposals	Ad-hoc or voluntary disposals of property or land	D	Fully Flexible	362.00	380.10	450.00	18.39%
HOUSING	Disposals	Purchase of properties freehold on short leases	D	Fully Flexible	362.00	380.10	399.00	4.97%
HOUSING	Disposals	Lease extensions	D	Fully Flexible	362.00	380.10	399.00	4.97%
HOUSING	Enfranchisement	Collective Enfranchisement – standard charge	D	Fully Flexible	362.00	380.10	399.00	4.97%
HOUSING	Enfranchisement	Lease-back of tenanted properties	D	Fully Flexible	843.00	885.20	929.50	5.00%

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HOUSING	Enfranchisement	Individual enfranchisement	D	Fully Flexible	362.00	380.10	399.00	4.97%
HOUSING	Enfranchisement	Sale of freehold reversionary interest	D	Fully Flexible	362.00	380.10	399.00	4.97%
HOUSING	Landlords Consent for Alterations Permissions	Like-for-like replacements of kitchens/bathrooms	D	Fully Flexible	55.00	57.80	61.00	5.54%
HOUSING	Landlords Consent for Alterations Permissions	Change of boilers/radiators	D	Fully Flexible	106.00	111.30	117.00	5.12%
HOUSING	Landlords Consent for Alterations Permissions	Minor structural alterations	D	Fully Flexible	134.00	140.70	148.00	5.19%
HOUSING	Landlords Consent for Alterations Permissions	Major structural alterations	D	Fully Flexible	362.00	380.10	399.00	4.97%
HOUSING	Landlords Consent for Alterations Permissions	Retrospective permission for any alteration type	D	Fully Flexible	542.00	569.10	598.00	5.08%
HOUSING	Legal Discharge of Charge	Right of first refusal – pre-emption requests	D	Fully Flexible	138.00	144.90	152.00	4.90%
HOUSING	Equity Share	Equity Share - Administration fee	D	Fully Flexible	138.00	144.90	152.00	4.90%
HOUSING	Equity Share	Equity Share - Valuation fee	D	Fully Flexible	218.00	228.90	240.50	5.07%
HOUSING	Equity Loan	Equity Loan - Administration fee	D	Fully Flexible	138.00	144.90	152.00	4.90%
HOUSING	Equity Loan	Equity Loan - Valuation fee	D	Fully Flexible	218.00	228.90	240.50	5.07%
HOUSING	Other Administration	Deed of covenant	D	Fully Flexible	206.00	216.30	270.00	24.83%
HOUSING	Other Administration	Rent references	D	Fully Flexible	63.00	66.20	69.50	4.98%
HOUSING	Barrow Stores - Annual Rents	Bournemouth Road	D	Fully Flexible	1,051.50	1,104.10	1,159.00	4.97%
HOUSING	Barrow Stores - Annual Rents	Southwark Park Road - small	D	Fully Flexible	418.00	438.90	461.00	5.04%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
HOUSING	Barrow Stores - Annual Rents	Southwark Park Road - large	D	Fully Flexible	1,051.50	1,104.10	1,159.00	4.97%
HOUSING	Barrow Stores - Annual Rents	Portland Street	D	Fully Flexible	1,676.00	1,759.80	1,848.00	5.01%
HOUSING	Barrow Stores - Annual Rents	Kingston Mews - small	D	Fully Flexible	837.50	879.40	923.00	4.96%
HOUSING	Barrow Stores - Annual Rents	Kingston Mews - large	D	Fully Flexible	1,676.00	1,759.80	1,848.00	5.01%
HOUSING	Barrow Stores - Annual Rents	Northchurch	D	Fully Flexible	1,512.50	1,588.10	1,667.50	5.00%
HOUSING	Garages and Non-Residential Weekly Charges	Concessionary (Blue badge mobility only)	D	Fully Flexible	19.70	21.00	22.30	6.19%
HOUSING	Garages and Non-Residential Weekly Charges	Standard	D	Fully Flexible	24.70	26.00	27.30	5.00%
HOUSING	Garages and Non-Residential Weekly Charges	Private	D	Fully Flexible	45.30	47.60	50.00	5.04%
HOUSING	Garages and Non-Residential Weekly Charges	Small sites rate	D	Fully Flexible	13.40	14.10	15.00	6.38%
HOUSING	Garages and Non-Residential Weekly Charges	Larger than average	D	Fully Flexible	6.20	6.50	7.00	7.69%
HOUSING	Garages and Non-Residential Weekly Charges	Additional parking	D	Fully Flexible	6.20	6.50	7.00	7.69%
HOUSING	Garages and Non-Residential Weekly Charges	Water	D	Fully Flexible	0.50	0.50	0.50	0.00%
HOUSING	Garages and Non-Residential Weekly Charges	Additional security	D	Fully Flexible	1.00	1.00	1.00	0.00%
HOUSING	Garages and Non-Residential Weekly Charges	Integral garage	D	Fully Flexible	12.15-24.32	12.80-25.50	13.50-27.00	5.39%
HOUSING	Garages and Non-Residential Weekly Charges	Parking site	D	Fully Flexible	1.57-2.38	1.70-2.50	1.80-2.60	4.94%
HOUSING	Garages and Non-Residential Weekly Charges	Pram Sheds	D	Fully Flexible	2.00	2.00	2.00	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
HOUSING	Private Sector Housing	DFG charges (owner / occupiers)	D	Fully Flexible	17.5% of cost of works	17.5% of cost of works	17.5% of cost of works	N/A
HOUSING	Private Sector Housing	DFG charges (housing associations)	D	Fully Flexible	20% of cost of works	20% of cost of works	20% of cost of works	N/A
HOUSING	Private Sector Housing	Repair Grants and Loans for home owners and private tenants	D	Fully Flexible	15% of cost of works	15% of cost of works	15% of cost of works	N/A
HOUSING	Private Sector Housing	Production of schedule	D	Fully Flexible	85.00	89.30	93.80	5.04%
HOUSING	Private Sector Housing	Administration fee – Landlord Grant	D	Fully Flexible	110.00	115.50	121.30	5.02%
HOUSING	Private Sector Housing	Administration fee – for private landlord energy saving grants	D	Fully Flexible	29.00	30.50	32.00	4.92%
HOUSING	Private Sector Housing	Administration fee – empty homes grant	D	Fully Flexible	110.00	115.50	121.30	5.02%
RESOURCES	PLANNING AND GROWTH DIRECTORATE							
RESOURCES	Building Control							
RESOURCES	Fees items (exempt or outside scope of VAT)							
RESOURCES		Special and temporary structures licence	D	Flexible	246.25	258.60	284.50	10.02%
RESOURCES		demolition notices	D	Flexible	562.50	590.70	649.80	10.01%
RESOURCES		Applications to regularise unauthorised building work	M*	capped	Varies*			
RESOURCES		Applications to revert an initial notice to the local authority	M*	capped	Varies*			
RESOURCES	Fees items - Vatable							
RESOURCES	(Note: All fees shown in the table below are Ex-VAT. Appropriate VAT will be added at the time of invoicing/charging.)							

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
RESOURCES		Extension less than 6sqm	M*	capped	812.50	853.20	938.50	10.00%
RESOURCES		Extension less than 40sqm	M*	capped	1,062.50	1,115.70	1,227.30	10.00%
RESOURCES		Extension between 40-60sqm	M*	capped	1,275.00	1,338.80	1,472.70	10.00%
RESOURCES		for each additional 20sqm	M*	capped	187.50	196.90	216.60	10.01%
RESOURCES		Basement as extension above plus	M*	capped	437.50	459.40	505.30	9.99%
RESOURCES		Attached garage	M*	capped	Varies*			
RESOURCES		Through lounge	M*	capped	337.50	354.40	389.80	9.99%
RESOURCES		Removal chimney Breast	M*	capped	Varies*			
RESOURCES		Installation of new Wc/Shower/Utility	M*	capped	337.50	354.40	389.80	9.99%
RESOURCES		Garage Conversion	M*	capped	687.50	721.90	794.10	10.00%
RESOURCES		Replacement windows up to 5 No Single dwelling	M*	capped	227.50	238.90	262.80	10.00%
RESOURCES		per extra window	M*	capped	11.60	12.20	13.40	9.84%
RESOURCES		re roofing	M*	capped	342.50	359.70	395.70	10.01%
RESOURCES		new electrical wiring non competent persons)	M*	capped	410.00	430.50	473.60	10.01%
RESOURCES		other work less than £5000	M*	capped	503.75	529.00	581.90	10.00%
RESOURCES		Other work value £5000-£10000	M*	capped	597.50	627.40	690.10	9.99%
RESOURCES		Other work value £10000-£20000	M*	capped	722.50	758.70	834.60	10.00%
RESOURCES		Other work value £20000-£30000	M*	capped	891.25	935.90	1,029.50	10.00%
RESOURCES		Other work value £30000-£40000	M*	capped	1,066.25	1,119.60	1,231.60	10.00%
RESOURCES		Other work value £ 40000-£50000	M*	capped	1,222.50	1,283.70	1,412.10	10.00%
RESOURCES		other work value £50000-£60000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		other work value £60000-£70000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		Other work value £70000-£80000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		Other work value £80000-£90000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		Other work value £90000-£100000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		Other work value £100 000-£120000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		Other work value £120000-£140000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		Other work value £140000-£160000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		Other work value £160000-£180000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		Other work value £180000-£200000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		Other work value Over £200000	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		1 New dwelling	M*	capped	1,171.25	1,229.90	1,352.90	10.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
RESOURCES		2 dwellings	M*	capped	1,555.00	1,632.80	1,796.10	10.00%
RESOURCES		3 dwellings	M*	capped	1,941.00	2,038.10	2,241.90	10.00%
RESOURCES		4 dwellings	M*	capped	2,121.00	2,227.10	2,449.80	10.00%
RESOURCES		5 dwellings	M*	capped	2,511.00	2,636.60	2,900.30	10.00%
RESOURCES		6 dwellings	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		7 dwellings	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		8 dwellings	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		9 dwellings	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		10 dwellings	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		more than 10 dwellings	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		flat conversion to form 2 flats	M*	capped	1,171.25	1,229.90	1,352.90	10.00%
RESOURCES		plus for additional flat	M*	capped	687.50	721.90	794.10	10.00%
RESOURCES		Supplementary Charges	M*	capped	Varies*	120.00	132.00	10.00%
RESOURCES		Building regulation chargeable advice	D	Flexible	Varies*	Varies*	Varies*	
RESOURCES		Individually determined building regulation charges	M*	capped	Varies*	Varies*	Varies*	
RESOURCES		request for basic conveyancing information with reference number provided	D	Flexible	12.50	13.20	14.50	9.85%
RESOURCES		request for basic conveyancing information with no reference number provided	D	Flexible	58.75	61.70	67.90	10.05%
RESOURCES		Request for research of information regarding a building regulation application	D	Flexible	58.75	61.70	67.90	10.05%
RESOURCES		Administration fee for withdrawing or refunding a building regulation submission	D	Flexible	58.75	61.70	67.90	10.05%
RESOURCES		Building regulation professional advice	D	Flexible	Officer's hourly rate including overheads	Officer's hourly rate including overheads	Officer's hourly rate including overheads	
RESOURCES		Special and temporary structures licence	D	capped	238.75	250.70	275.80	10.01%
RESOURCES		Demolition notices	D	capped	345.00	675.00	742.50	10.00%
RESOURCES	Planning Pre- Application Fees	Fees items - Vatable						
(Note: All fees shown in the table below are exclusive of VAT except where explicitly shown. Appropriate VAT will be added at the time of invoicing/charging.)								

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
RESOURCES	A1. Householder Enquiries	Householder development (i.e. affecting a single dwelling) <ul style="list-style-type: none"> • Advice on likelihood of getting planning permission. • Extensions or change of use involving less than 100sqm of floor space • Shop fronts, signs and adverts for a shop or attached to a business premises 	D	fully flexible	199.75	251.70	264.30	5.01%
RESOURCES	A2. Householder Listed Building repairs	Technical assistance with restoration / conservation works	D	fully flexible		Free		
RESOURCES	A2a - Relevant green energy and energy efficient projects	Householder and other small scale projects	D	fully flexible		Free		
RESOURCES		Confirmation email or letter providing technical advice	D	fully flexible	199.75	251.70	264.30	5.01%
RESOURCES	A3. Householder Listed Building Development	Development of a Listed Building Extensions or internal alterations	D	fully flexible	199.75	251.70	264.30	5.01%
RESOURCES	A4. Householder Enquiries	Site visit - 1 hour	D	fully flexible	199.75	251.70	264.30	5.01%
RESOURCES	Archive document request (within 10 working days)	per document (a set of plans counts as a single document)	D	fully flexible	55.00	69.30	72.80	5.05%
RESOURCES	Archive document request fast-track (within 24 hours)	A request for historic/archive documents (such as a decision notice, set of plans or TPO). £132 per document (a set of plans counts as a single document)	D	fully flexible	110.00	138.60	145.50	4.98%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
RESOURCES	Postal application charge	Required when submitting a postal application which require additional scanning and administration resources - this will be required for validation	D	fully flexible	83.33	105.00	110.30	5.05%
RESOURCES	Prior approval Householder application fast-track	A guaranteed decision within 5 working days of the conclusion of the 21 consultation period	D	fully flexible	68.75 per application	84.60 per application	88.8 per application	5.00%
RESOURCES	Householder application fast-track	A guaranteed decision within 5 working days of the conclusion of the 21 consultation period	D	fully flexible	137.50 per application	169 per application	177 per application	5.00%
RESOURCES	Small scale commercial alterations application fast-track	A guaranteed decision within 5 working days of the conclusion of the 21 consultation period	D	fully flexible	166.67 per application	205 per application	£215 per application	5.00%
RESOURCES	Lawful development certificate proposed fast-track	A guaranteed decision within 5 working days of the conclusion of the 21 consultation period	D	fully flexible	68.75 per application	84.60 per application	88.8 per application	5.00%
RESOURCES	Administration charge major applications	Applicable for invalid applications - this will be required for validation	D	fully flexible	166.67 per application	205 per application	177 per application	5.00%
RESOURCES	Administration charge non-major commercial/new residential unit applications	Applicable for invalid applications - this will be required for validation	D	fully flexible	100 per application	123 per application	£215 per application	5.00%
RESOURCES	Administration charge all other applications	Applicable for invalid applications - this will be required for validation	D	fully flexible	50 per application	61.50 per application	£64.6 per Application	5.00%
RESOURCES	B - Small proposals							

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
RESOURCES	<p>Proposals involving 1-6 new dwellings; New build or extensions of 100-499sqm (any use class) including change of use.</p> <ul style="list-style-type: none"> • Development of a listed building or affecting its setting • Telecoms Masts and Equipment • Advice on Conditions, Non-material amendments, Minor Material Amendments • Advertisement boards (not attached to a business premises) 	<p>For:</p> <ul style="list-style-type: none"> • each new dwelling • each 100sqm of commercial floor space • Each condition • Each amendment 	D	fully flexible	349.50	440.40	462.40	5.00%
RESOURCES	Follow-up meetings and letter	<p>for:</p> <ul style="list-style-type: none"> • each new dwelling • each 100sqm of commercial floor space • Each condition • Each amendment discussed at the meeting 	D	fully flexible	199.75	251.70	264.30	5.01%
RESOURCES	C - Medium sized proposals,							
RESOURCES	<p>Proposals involving creation of 7-19 dwellings; New build or extensions of 500-999sqm (any use class) including change of use</p> <ul style="list-style-type: none"> • Development of a listed building or affecting its setting • Advice on Conditions, Non-material amendments, Minor Material Amendments 	<p>(additional technical expertise including: viability, legal advice and S106 or sunlight/daylight will be charged separately)</p>	D	fully flexible	2,995.67	3,774.60	4,152.10	10.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
RESOURCES	Follow-up meetings and letter		D	fully flexible	1,997.08	2,516.40	2,768.00	10.00%
RESOURCES	D - Major Development Proposals,							
RESOURCES	Proposals involving 20-49 dwellings; New build or extensions of 1000-9,999sqm (any use class) including change of use • Advice on Conditions, Non-material amendments, Minor Material Amendments	(additional technical expertise including: viability, legal advice and S106 or sunlight/daylight will be charged separately)	D	fully flexible	6,989.75	8,807.10	9,687.80	10.00%
RESOURCES	Follow-up meetings and letter		D	fully flexible	2,995.67	3,774.60	4,152.10	10.00%
RESOURCES	Advice on EIA scoping/screening for Major Development Proposals		D	fully flexible	2,995.67	3,774.60	4,152.10	10.00%
RESOURCES	E - Large scale Major Development Proposals							
RESOURCES	• Proposals involving 50 or more dwellings; • New build or extensions above 10,000sqm (any use class) including change of use • Advice on Conditions, Non-material amendments, Minor Material Amendments	(additional technical expertise including: viability, legal advice and S106 or sunlight/daylight will be charged separately)	D	fully flexible	13,979.50	17,614.20	19,375.60	10.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
RESOURCES	Follow-up meetings and letter		D	fully flexible	5,000.00	6,300.00	7,500.00	19.05%
RESOURCES	F - Planning Performance Agreements							
RESOURCES	<ul style="list-style-type: none"> Appropriate for the largest or strategic development proposals in the borough, such as development relating to the delivery of Local Plan site allocations. 		D	fully flexible		To be Agreed and based on the council's current charging rates		N/A
RESOURCES	<ul style="list-style-type: none"> Specialists consultant fees will be chargeable in addition to the pre-application fee quoted 		D	fully flexible		To be Agreed and based on the council's current charging rates		N/A
RESOURCES	Advice on EIA scoping/screening for Large Scale Major Development Proposals		D	fully flexible	3,994.17	5,032.70	5,536.00	10.00%
RESOURCES	Discharge of conditions for Categories D and F.	Charge per condition	D	fully flexible	499.33	629.20	692.10	10.00%
RESOURCES	Discharge of S106 obligations for Categories D and F.	Charge per obligation	D	fully flexible	499.33	629.20	692.10	10.00%
RESOURCES	Numbering new units / flat / commercial units	Charge per new unit created	D	fully flexible	35.25	44.50	46.70	4.94%
RESOURCES	Naming of a building	Charge per building	D	fully flexible	320.17	403.50	423.70	5.01%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
RESOURCES	Naming of a new street	Charge per street	D	fully flexible	366.42	461.70	484.80	5.00%
RESOURCES	Local Land Charges Fees for Local Authority Searches							
RESOURCES	LLC1 Official (Fee non VATable)		D	fully flexible	13.20			
RESOURCES	CON29R (Fee non VATable)		D	fully flexible	199.00	209.00	219.50	5.02%
RESOURCES	CON29R (Fee VATable)		D	fully flexible	238.70	250.70	263.20	4.99%
RESOURCES	Search fee (LLC1 & CON29R)		D	fully flexible	251.90	264.50	277.70	4.99%
RESOURCES	Enquiry 22 (Fee VATable)		D	fully flexible	14.40	15.20	16.00	5.26%
RESOURCES	Enquiry by Solicitor (Fee VATable)		D	fully flexible	36.00	37.80	39.70	5.03%
RESOURCES	Search Fee - each Additional parcel of land (Fee VATable)		D	fully flexible	36.00	37.80	39.70	5.03%
RESOURCES	Copy documents				Free on-line via Planning Register	Free on-line via Planning Register		
RESOURCES	Property Services - Fees and Charges							
RESOURCES	Property Development & Disposals	Property Disposals	D	Capped	1.25% of Capital Value £0-£250k) minimum £790	1.25% of Capital Value £0-£250k) minimum £790	1.25% of Capital Value £0-£250k) minimum £790	0.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
RESOURCES	Property Development & Disposals	Property Disposals	D	Capped	0.75% of Capital Value (£250k-£1m)	0.75% of Capital Value (£250k-£1m)	0.75% of Capital Value (£250k-£1m)	0.00%
RESOURCES	Property Development & Disposals	Property Disposals	D	Capped	0.50% of Capital Value £1m+	0.50% of Capital Value £1m+	0.50% of Capital Value £1m+	0.00%
RESOURCES	Property Development & Disposals	Leasehold Enfranchisement - freehold sale	D	Capped	885.00	929.30	975.80	5.00%
RESOURCES	Property Development & Disposals	Leasehold Enfranchisement - lease extension	D	Capped	1,180.00	1,239.00	1,301.00	5.00%
RESOURCES	Portfolio Management	Assignments/ Subletting	D	Capped	885.00	929.30	975.80	5.00%
RESOURCES	Portfolio Management	Change of use	D	Capped	885.00	929.30	975.80	5.00%
RESOURCES	Portfolio Management	Alterations	D	Capped	885.00	929.30	975.80	5.00%
RESOURCES	Portfolio Management	New Lease / occupational Licences	D	Capped	885.00	929.30	975.80	5.00%
RESOURCES	Portfolio Management	Copy leases	D	Capped	61.90	65.00	68.30	5.08%
Governance and Assurance	Governance and Assurance Directorate							
Governance and Assurance	Legal Services	Property - Auction Sales	D	Fully Flexible	0.5% of the premium	0.5% of the premium	0.5% of the premium	n/a
Governance and Assurance	Legal Services	Property - Certificate of Compliance or Letter of Consent	D	Fixed	300.00	300.00	315.00	5.00%
Governance and Assurance	Legal Services	Property - Certifying documents	D	Fixed	100.00	100.00	105.00	5.00%
Governance and Assurance	Legal Services	Property - Deed of Rectification	D	Fixed	950.00	950.00	997.50	5.00%
Governance and Assurance	Legal Services	Property - Deed of Surrender	D	Fixed	950.00	950.00	997.50	5.00%
Governance and Assurance	Legal Services	Property - Deed of Variation	D	Fixed	950.00	950.00	997.50	5.00%
Governance and Assurance	Legal Services	Property - Easement/Wayleave	D	Fixed	1,700.00	1,700.00	1,785.00	5.00%
Governance and Assurance	Legal Services	Property - Lease Extension pursuant to the LRHUDA 1993	D	Fixed	1,600.00	1,600.00	1,680.00	5.00%
Governance and Assurance	Legal Services	Property - Lease (Commercial): grant	D	Fixed	1,800.00	1,800.00	1,890.00	5.00%
Governance and Assurance	Legal Services	Property - Lease: (Commercial Renewal) where the lease is outside of the LTA 1954	D	Fixed	1,000.00	1,000.00	1,050.00	5.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
Governance and Assurance	Legal Services	Property - Lease: (Residential - Non-RTB)	D	Fixed	1,500.00	1,500.00	1,575.00	5.00%
Governance and Assurance	Legal Services	Property - Legal Charge	D	Fixed	950.00	950.00	997.50	5.00%
Governance and Assurance	Legal Services	Property - Licence for Alterations	D	Fixed	1,500.00	1,500.00	1,575.00	5.00%
Governance and Assurance	Legal Services	Property - Licence to Assign (including Authorised Guarantee Agreement)	D	Fixed	1,500.00	1,500.00	1,575.00	5.00%
Governance and Assurance	Legal Services	Property - Licence to Occupy	D	Fixed	1,500.00	1,500.00	1,575.00	5.00%
Governance and Assurance	Legal Services	Property - Licence to Underlet	D	Fixed	1,500.00	1,500.00	1,575.00	5.00%
Governance and Assurance	Legal Services	Property - Postponement of Charge	D	Fixed	350.00	350.00	367.50	5.00%
Governance and Assurance	Legal Services	Property - Preparation/Service of Interim or Terminal Schedule of Dilapidations	D	Fixed	1,000.00	1,000.00	1,050.00	5.00%
Governance and Assurance	Legal Services	Property - Reasonable fee for notices of assignment, charge, subletting and transfer etc. (where it is not predetermined)	D	Fixed	100.00	100.00	105.00	5.00%
Governance and Assurance	Legal Services	Property - Rent Deposit Deed	D	Fixed	950.00	950.00	997.50	5.00%
Governance and Assurance	Legal Services	Property - Release of a Restriction	D	Fixed	350.00	350.00	367.50	5.00%
Governance and Assurance	Legal Services	Property - Sale of Basement, Garden Space, Loft Space by a Surrender and Re-grant, Lease by Reference or equivalent	D	Fixed	1,500.00	1,500.00	1,575.00	5.00%
Governance and Assurance	Legal Services	Property - Scaffolding Licence	D	Fixed	1,500.00	1,500.00	1,575.00	5.00%
Governance and Assurance	Legal Services	Property - Telecommunications Agreement	D	Fixed	1,700.00	1,700.00	1,785.00	5.00%
Governance and Assurance	Legal Services	Property - Tenancy at Will	D	Fixed	750.00	750.00	787.50	5.00%
Governance and Assurance	Legal Services	Property - Transfer of Part	D	Fixed	2,000.00	2,000.00	2,100.00	5.00%
Governance and Assurance	Legal Services	Property - Transfer of Whole	D	Fixed	1,500.00	1,500.00	1,575.00	5.00%

Appendix B - Final Fees and Charges 2026-27

Department	Fee / Charge Description	Fee/charge additional description	Income Type - Mandatory (M) or Discretionary (D)	Nature - Fixed, Capped or Fully flexible	2024-25 Fee £	2025-26 Fee £	2026-27 Fee £	Percentage increase in fees 2025-26 to 2026-27
Governance and Assurance	Legal Services	Property - Work on RTB discount repayment	D	Fixed	350.00	350.00	367.50	5.00%
Governance and Assurance	Legal Services	Planning - Section 106 Agreements	D	Fully Flexible	300/hr	300/hr	350/hr	16.67%
Governance and Assurance	Legal Services	Planning - Section 38 / 278 Agreements	D	Fully Flexible	250/hr	250/hr	260/hr	4.00%
Governance and Assurance	Legal Services	Planning - Unilateral Undertakings	D	Fixed	1,000.00	1,000.00	1,050.00	5.00%

1. Background: Southwark and the Climate Emergency

The climate emergency is the defining challenge of our time. Without bold and immediate action to reduce greenhouse gas emissions, the future of humanity and the ecosystems we depend on are at risk.

In 2019, Southwark Council declared a Climate Emergency and committed to do all we can to become a carbon neutral borough by 2030. This was followed by a Climate Change Strategy and Action Plan in 2021, a Climate Adaptation and Resilience Strategy in 2024, and then in autumn 2025, a Climate Change Strategy refresh to review progress and produce a combined climate strategy, and a streamlined, prioritised climate action plan.

Our work to date against these commitments includes:

- Reducing our own emissions by 15% between 2022 and 2024¹ building on earlier estimated reductions of over 30% since 2008; and planning for increased climate resilience, to ensure our services keep supporting resident events
- Making our streets cleaner, greener and safer through our Streets for People strategy,² and investments in walking, cycling and EV infrastructure, as well as our tree-planting projects and community gardening programme
- Improving the climate readiness of our council homes by securing funding for full retrofit pilots and developing a strategic approach to tackling overheating
- Enhancing planning policy to ensure developments consider climate change
- Working with schools to support them in delivering climate action plans
- Empowering local residents to deliver climate action while saving money. This includes giving dozens of grants through Southwark's Community Energy Fund and Biodiversity Fund; establishing three Libraries of Things; and launching Southwark Green Investment to allow local people to invest in local climate action
- Working with our local businesses, green skills providers, waste and refuse service, public health and community partners to build the green, circular economy and reduce waste
- Bringing together local stakeholders and championing climate leadership for the borough – including with our community stakeholder panel, delivery partners network and Southwark biodiversity partnership

¹ We report on our emissions annually, including borough-wide data and the council's Scope 1, 2, and 3 emissions using the latest available figures. Analysis for 2025 is in progress and will be published in Summer/Autumn 2026. Further information on both this reporting, and on the council's actions to reduce borough-wide emissions and adapt Southwark to a changing climate, can be found here:

[Strategic documents and annual reports | Southwark Council](#)

² [Streets for People | Southwark Council](#)

Together with action by other key players in Southwark, this has led to a reduction in borough-wide emissions of 23% since 2018. In 2025, independent campaign group Climate Emergency UK ranked us the third-best council in the country for climate action.

Yet we recognise that we still face a monumental task that demands the whole council – and many other players in the borough – to mobilise collectively to reduce emissions and create a clean, green and healthy Southwark. This climate budget is a crucial tool to support the council's role in this work.

2. Introducing Southwark's First Climate Budget

The cost of achieving a carbon neutral borough was estimated in 2021 to exceed £3.9 billion,³ and therefore far exceeds available council budgets. The council also only has influence or control over approximately one-third of emissions in Southwark.⁴

In this context, we have identified climate budgeting as a methodology that will help us prioritise our action effectively and grow the resources available by:

- setting out the council's current investments in decarbonisation and climate action, and showing the decarbonisation trajectory they are predicted to achieve⁵
- leveraging cost savings through low-cost green borrowing for existing projects
- identifying some key funding gaps, including investment-ready projects
- showing the relative impact and benefits of each unfunded project, as well as the revised decarbonisation pathway they could collectively achieve if funded
- helping us to prioritise our existing available climate funds across these potential projects, to maximise the impact with our limited current resources
- attracting external funding and finance to support more costly initiatives
- lobbying policymakers, national and regional government for the resources needed (including in collaboration with other London boroughs and organisations with climate budgets)

As a result, the latest update to our Climate Action Plan committed us to producing annual climate budgets,³ informed by a methodology developed and used by C40 Cities, the Greater London Authority (GLA), other London boroughs, and other cities globally including New York and Mumbai.³

In common with those other pioneers of climate budgeting, Southwark Council will roll out climate budgeting in stages:

1. **Stage 1:** This first 2026-27 budget focuses on the council's **operational emissions**, over which we have full visibility and the greatest level of control. This includes our operational buildings, lighting and fleet.
2. **Stage 2:** From 2027-28 onwards, we will gradually expand this scope to cover the **investment required by the council to decarbonise the borough** – such as our

³ Climate Change Strategy (2025): [Strategic documents and annual reports | Southwark Council](#)

⁴ [Committee on Climate Change](#), 2020 (p. 6).

⁵ Please note, as set out below, this stage 1 climate budget includes a subsection of the council's current investment in climate action, and this scope will expand through stages 2 and 3 until our climate budget reflects all our climate investment.

work with social housing residents, leaseholders, and schools, or our investment in transport infrastructure, community grants, policy and regulatory work.

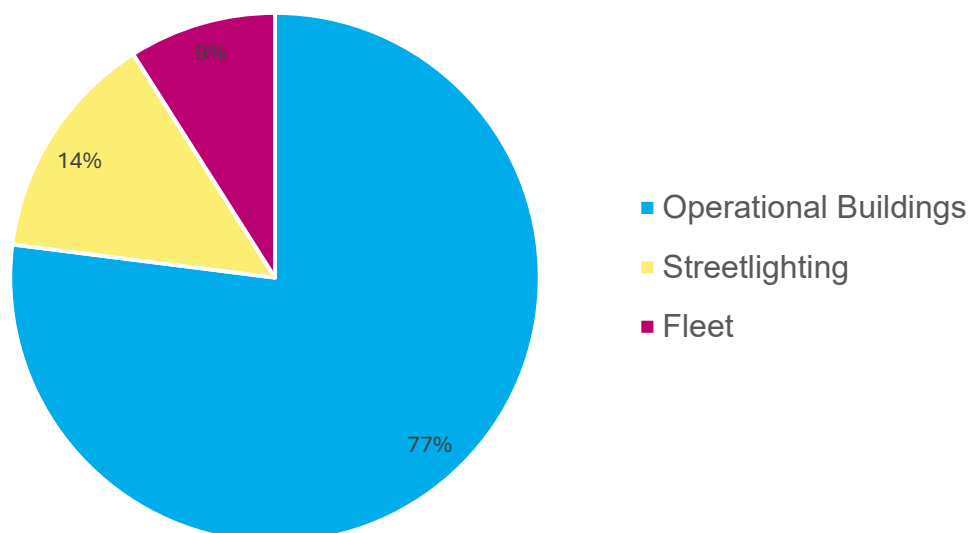
3. **Stage 3:** This will expand the climate budgeting approach to the more challenging to measure, but equally critical, questions of how we reduce the council's **scope 3 emissions**⁶ which cover everything we purchase and how we **adapt** the borough, including council services, to a rapidly changing climate.

This report builds on an initial climate budget statement included as an appendix to last year's council budget,¹ which introduced the concept of climate budgeting and gave some early snapshots of our investment to date in climate action and the scale of potential funding gaps. However, this year is Southwark's first full climate budget to include details of specific projects, estimates of associated carbon savings and forward emissions pathways. Through the process of introducing this new climate budgeting tool, we have benefitted from helpful engagement from our Community Stakeholder Panel.⁶ Further engagement will continue as we learn and progress through the stages listed above.

Our operational emissions, which are the focus of this first climate budget, are emitted by three areas: our operational buildings, lighting in highways and parks, and our operational fleet of vehicles. Figure 1 below shows the relative contribution of each of these areas.

We are currently working to an interim objective of reducing these operational emissions by 50% from 2021 levels, with a target date of 2026.

Figure 1. Key sources of Southwark Council's operational emissions (based on data from FY24/25)



Sections 3-5 below share more information on these areas, the carbon emissions related to their operation, and our work to date and current planned investment to decarbonise

⁶ [Community stakeholder panel | Southwark Council](#)

operations – as well as highlighting some identified funding gaps. All our future funded and unfunded projects are then broken down in more detailed tables, at the end of this document.

Section 6 of the report then analyses the implications of these budget tables, including how these projects would collectively deliver different decarbonisation pathways for the council under different investment scenarios:

- current pathway with existing funding
- potential pathway if we can secure more capital funding
- further improvements with more investment in early project development to bring forward identified pre-feasibility projects

Finally, section 7 summarises our financial strategy, and looks ahead to our climate budget next year including an expanded scope.

3. Operational Buildings

Our operational buildings – including our libraries, leisure centres, offices, depots, civic and community buildings – are key to delivering essential council services. They emitted over 4,800 tonnes of carbon in 2024/25, representing 77% of our operational emissions – of which, three quarters come from just ten of the largest buildings.

Already completed work to reduce these emissions has included:

- A major £1.5 million refurbishment at Peckham Library including new LED lighting, low-carbon heating and other energy-saving measures
- Solar panels at Nunhead, Dulwich and Brandon libraries, and a retrofit of John Harvard Library
- Retrofit and solar panels at Damilola Taylor Centre and Youth Justice Services
- New energy-saving pool covers and LED lighting across our leisure centres, and solar panels at Peckham Pulse and the Castle leisure centres
- Full building retrofits at several key offices and civic buildings (Queen’s Road, Bournemouth Road, Southwark Registry Office and Southwark Coroner’s Court)

In the coming two years, the following funded projects will cut emissions significantly:

- The decarbonisation of our head office at 160 Tooley Street with the introduction of a heat pump, solar PV and a new building energy management system
- A flagship programme to decarbonise and upgrade the heating systems at five of our leisure centres, supported with £9.5m of government funds
- Refurbishments and heating system upgrades at Dulwich, Canada Water and Brandon libraries, and a new heating system at our Copeland Road Depot

By the time these works are complete, 8 of 10 of our previously most emitting buildings (and 16 of our top 20) will be fully powered by heat pumps, with no gas boilers on site, and significant other energy efficiency measures in place.

Our climate budget also identifies opportunities to build on these existing plans if further funding can be targeted or secured, including:

- Complementary energy efficiency measures and solar panels at our leisure centres, to be delivered alongside heating upgrades planned for 2026/27
- Installation of solar panels at Copeland Road Depot (pending the outcomes of technical feasibility underway)
- Accelerating the decarbonisation of our crematorium, through replacing our gas cremators with alternatives such as electric cremators⁷

As well as cutting carbon emissions, these projects deliver a range of wider benefits:

- Cash savings, particularly where solar and energy efficiency measures are delivered alongside heating system upgrades and electrification
- Local air quality improvements from the reduction of on-site gas boilers
- Improved user comfort, reduced maintenance requirements and climate adaptation benefits (for example, increased resilience to heavy rainfall and/or better thermal performance and cooling capacity in heatwaves)
- Contributions to building a local green economy and supply chain for the green transition, including green jobs and skills for local people
- A reduced reliance on gas and greater local energy generation capacity, which improves our energy security and protects us against both price shocks and gaps in supply (for example, from extreme weather events or conflicts)

Finally, transitioning most of our buildings from gas to electrical heating, while still leaving significant residual emissions at present, gives us much greater ability to reduce this further by continuing to green our electricity contracts. Once electric heating systems are in place, we can slash our carbon footprint further solely through purchasing decisions to source renewable electricity. The potential purchase of a 'Green Basket' or a corporate Power Purchase Agreement (PPA), currently under careful consideration, is included as a pre-feasibility measure in our potential future decarbonisation pathways.

4. Streetlighting

Streetlighting in our highways and parks contributed over 800 tonnes of carbon emissions in 2024/25 (around 14% of our operational emissions). This figure is significantly lower than in 2021/22 and will continue to decline as a result of work completed in 2025/26, when we:

- Finished the transition of all 17,000 of our streetlights to LEDs
- Completed the roll-out of LEDs across lighting in our parks
- Implemented a central management system (CMS) for parks lighting

⁷ Technology for decarbonising crematoriums has been slower to emerge than for the other types of building in our portfolio, but successful examples are starting to come through in other local authorities around the country. We have based our projections of possible carbon savings, and our cost estimates, at the conservative end of ranges available on these comparator projects elsewhere. See for example the [North East Surrey Crematorium Heat Decarbonisation Plan](#) (November, 2025) and the [Greater South East Net Zero Hub Crematoria Decarbonisation Toolkit](#) (August, 2025).

- Began a three-year funded programme to introduce a central management system (CMS) across all our streetlighting. Table A includes more details on this ongoing investment, and a conservative estimate of its projected carbon savings.

These measures have significant carbon and wider benefits, including:

- Slashing energy use by up to 75%, cutting not only carbon emissions but also bills.
- LED lights last up to 50,000 hours longer than traditional lights – helping the council reduce maintenance burdens, cut waste and save money.
- Through our LED rollout, we have paid attention to potential impacts on wildlife, ensuring ecological valuable areas are lit with warmer lighting, and surveys are conducted to inform new lighting locations. CMS can also have biodiversity benefits by allowing us to manage and mitigate light disturbance to local wildlife in key areas.

Given this significant progress, once our current funded CMS rollout is complete, our journey to reduce emissions from the lighting in our streets and parks will be largely complete, and so this climate budget does not identify any further forward investment needs for this area.

5. Fleet

The council operates a fleet of over 300 vehicles, from cars and vans to specialist vehicles. The fleet produces over 500 tonnes of carbon emissions annually, approximately 9% of our operational emissions.

Decarbonising the council fleet is challenging. Services must continue uninterrupted; electric equivalents often cost more upfront and do not exist for all specialist vehicles; and charging infrastructure is still developing with limited depot space available.

However, progress has already been made to enable a faster transition, including:

- Installing EV charge points at several council depots.
- Moving more vehicles from short-term 'spot hires' to longer-term hire agreements, giving us greater control over vehicle types and more flexibility to switch to electric vehicles efficiently when this is feasible.
- Comprehensive fleet reviews across all services, identifying opportunities to reduce vehicle numbers and switch to cleaner vehicles where possible.

Building on this, funded measures now underway to decarbonise the fleet include:

- Electrification and downsizing of the Pest Control fleet, saving around 33 tonnes of carbon annually and creating the council's first all-electric service fleet.
- Increasing EVs in Asset Management Services and Building Services fleets with at least 15 small and medium vans being replaced with electric vehicles.
- Developing a Fleet Back Office Modernisation programme to optimise vehicle usage and staff access to EV charging on council premises, as well as our wider Electric Vehicle Plan to increase provision throughout the borough.

These initiatives are included in our table of funded projects⁸, with estimates of the carbon savings and wider benefits they are expected to deliver.

In 2024, we undertook a commercial analysis to scope and cost full electrification of the fleet as vehicles come up for renewal. This estimates the additional capital costs of replacing vehicles with electric alternatives rather than like-for-like petrol or diesel replacements (costs sometimes referred to as the 'green premium') at a minimum of £8million, excluding enabling infrastructure upgrades. As a result of this significant cost, as well as other technical and operational challenges, full fleet electrification has been included in this budget only as a 'pre-feasibility' measure as these issues require more work to overcome. Nevertheless, work continues to overcome these challenges and transition our fleet to cleaner vehicles – to realise both carbon savings, and wider benefits including improved air quality, reduced noise pollution, and safer, more pleasant streets.

⁸ Our climate budget focuses on capturing the extra cost required to decarbonise the fleet and therefore reflects the additional cost of transitioning to electric vehicles only. Costs for routine like-for-like fleet renewals are excluded as these would occur anyway.

6. Our Pathways to Reducing our Operational Emissions

All the confirmed (funded) and potential (unfunded or pre-feasibility) emissions reduction projects mentioned above are detailed in the budget tables at the end of this report. Figure 2 below shows the aggregated impact they could have under different investment pathways:

- **Funded pathway (dark green)** – The decarbonisation pathway we are currently on, based on current levels of confirmed investment (the projects in our funded 'Table A') as well as other known changes to our estate.
- **Unfunded pathway (purple)** – The pathway that we could move onto if we not only delivered the funded projects in Table A, but also secured additional capital investment for the projects detailed in Table B.
- **Pre-feasibility pathway (light green)** - This is pathway that we could move onto if we progressed the identified, but early-stage projects identified in Table C. This would require not only more significant capital investment in the long term but, in the short term, dedication of development funding to progress feasibility analysis and designs, to make these schemes investment ready.

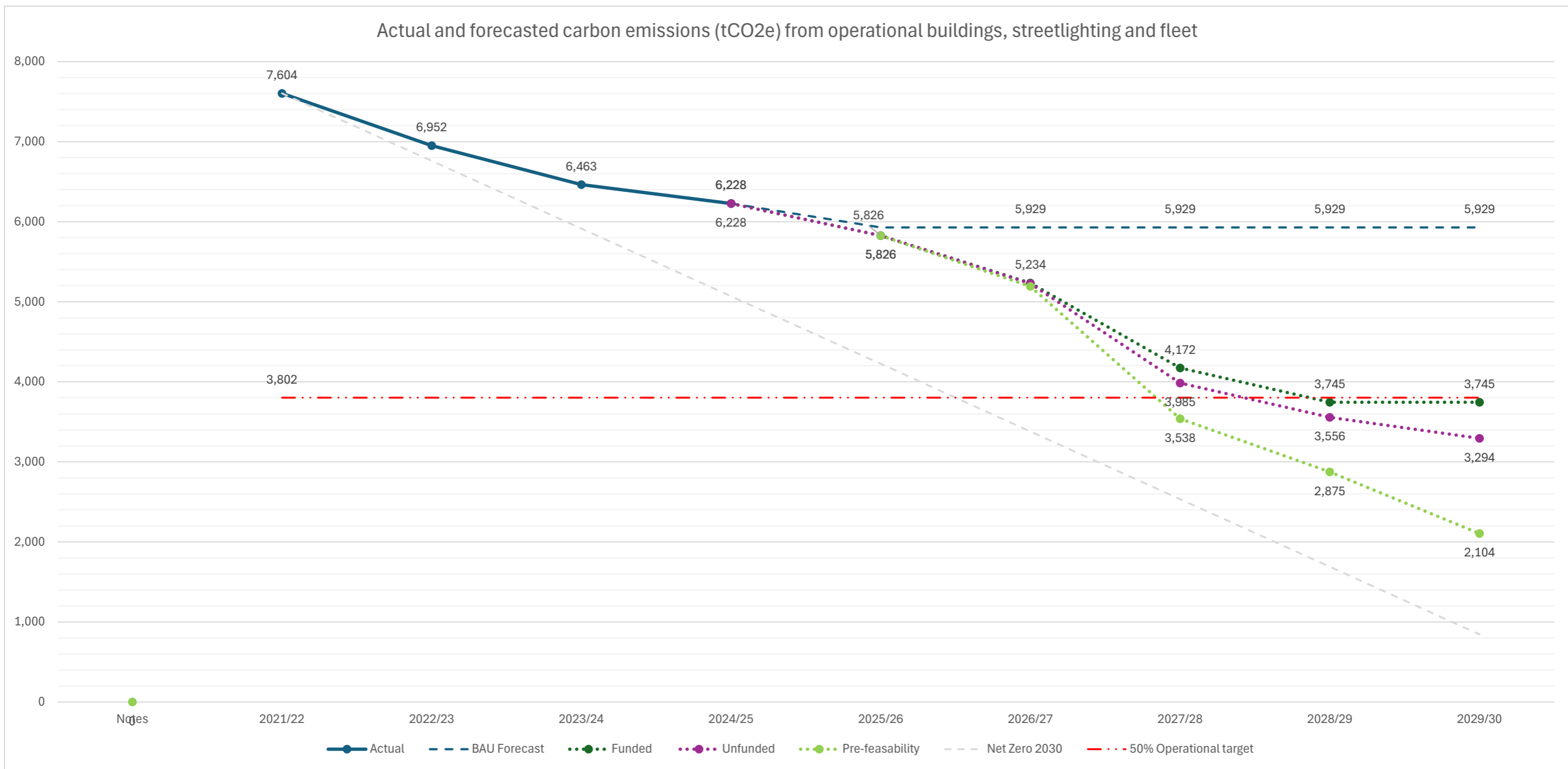
For comparison purposes, a grey line is included showing a perfect net zero scenario, and a red line shows our 50% operational emissions reduction target, which our Council Delivery Plan sets a goal to achieve by 2026.

Some notes on methodology:

- To present as realistic a projection as possible, our pathways include not only the impact of completed, confirmed and potential decarbonisation projects, but also other known changes to our operations and estate since the last year of recorded carbon emissions (financial year 2024/25). In this budget, key examples of this are the opening, expansion or reopening of council buildings and services, and the rationalisation of council offices to make efficiencies. Wherever such changes are known, their projected impact on our carbon emissions – whether positive or negative – has been included to present the most accurate possible picture of our overall predicted pathway.
- We have used the latest available Department for Energy Security and Net Zero (DESNZ) carbon factors⁹ to calculate both last year's emissions, and our future emissions pathways. Future projections do not include any further benefits from reduced grid carbon intensity (i.e. an increase in the proportion of overall energy in the national grid that comes from green sources) as this is not within our control and there is a risk that any projections prove over-optimistic. It is therefore hoped that as the national grid greens, this could support a further acceleration of these pathways.

⁹ 'Carbon factors' are the multipliers used to convert our local gas and electricity use (taken from our energy billing and metering data) into the greenhouse gases that have been emitted to supply that energy. DESNZ carbon factors are updated annually and are recommended for use nationally to report on greenhouse gas emissions. Our projected emissions for 2025/26 onwards use the latest carbon factors published in June 2025.

Figure 2. Southwark Council's Operational Emissions Decarbonisation Pathways under different investment scenarios



Pathway analysis

Our carbon forecasts predict that under current, funded investment scenarios, we can expect our operational emissions to continue on the downward trajectory of recent years, with a particularly large fall in emissions between 2026/27 and 2027/28 as we complete full heating system upgrades and other energy efficiency measures, including the removal of all gas boilers, at six of our top ten most emitting buildings (five leisure centres and our head office at 160 Tooley Street).

Directing more capital funding into the investment-ready unfunded measures listed in Table B (particularly complementary fabric, energy efficiency and building improvement measures at our leisure centres) will make a tangible difference to this pathway while also delivering significantly larger cost savings and increased benefits for users of the centres.

Looking further ahead, the key initiatives that will accelerate our emissions reduction pathway are our pre-feasibility measures, in particular:

- continuing to green our electricity supply (an initiative which is responsible for the bulk of further emissions reductions in our pre-feasibility pathway)
- decarbonising Honor Oak crematorium, specifically the two gas cremators
- completing the last outstanding major emissions reduction measures across our leisure services

If all of these actions are progressed on the ambitious but realistic timescales set out in Table C, we can reasonably expect to complete work to hit our 50% reduction target in 2027/28, and to put ourselves on a pathway much closer to a net zero scenario. A key priority in the coming year must therefore be working on these initiatives and ensuring they have first the development funding and efforts to develop feasibility, and then capital funding (likely to require external support, given the scale of funding required and forthcoming resource constraints).

Ultimately, even after this work, we still have progress to make to achieve carbon neutrality on our operational emissions. To reach this goal, additional actions will be required, notably:

- sourcing all our electricity from renewables
- completing the electrification of our fleet, which will take at least six years
- removing any remaining gas in our operational buildings, including a focus on smaller buildings once our largest buildings have made the switch

As we continue this climate budgeting process moving forward, we will continue to develop plans for these residual emissions, further adding to our pipeline of projects to drive our own direct emissions down towards net zero.

Estimated cash savings and financial commentary

As well as showing projected carbon savings and pathways, Tables A-C include provisional estimates of the potential revenue cash savings that could result from different energy efficiency and decarbonisation measures. Our estimated cash savings are a result of projected reductions in bills; potential savings that may come from reduced maintenance costs have not been factored in for this budget; they will apply in many cases to upgraded / more efficient systems, and they have been noted as a wider benefit, but they are difficult to financially quantify in advance so figures have not been assigned.

There are a number of complicating factors affecting energy bills (including price fluctuations, operational changes such as the introduction or repair of equipment, the design of individual buildings, site management and weather patterns), as well as the impact of energy efficiency and climate projects. As a result, our modelled energy bill savings are not guaranteed, but are averages based on sector benchmarks and expert advice we have received. We have included these in order to support comparison between different investment options and the matching of the right finance or funding to the right measure.

Some key findings and implications include:

- Some projects deliver a negligible cash saving, but deliver very significant carbon savings. Where this is the case, these projects are best suited for funding sources that are dedicated to achieving carbon savings – such as our Green Buildings (carbon offset) Fund or grant funds dedicated to supporting decarbonisation. A key example is the decarbonisation of heating systems at five of our leisure centres, which is being grant-funded through the Public Sector Decarbonisation Scheme and otherwise supported through climate-specific funds. There may also be wider benefits to consider such as addressing dilapidation, rather than purely financial savings.
- By comparison, some other projects deliver significant cash savings and may have very short payback periods – for example, the retrofit of our head office at Tooley Street may pay for itself in reduced energy bills within five years, and adding solar panels and energy efficiency upgrades may pay for itself within just three years. While these estimates are not guaranteed given the points above, our recent experience at Peckham Pulse Leisure Centre – where new solar panels saved us £47,000 on energy bills within the first four months – provides some validation of the potential for significant savings. For projects with strong payback mechanisms, other funding sources may be appropriate to reserve carbon offsets for the measures that would otherwise be less financially viable.
- Finally, our climate budget tables demonstrate the importance of taking holistic approaches to our buildings in particular, to ensure we capture potential savings. Delivering only the grant-funded measures of heating system upgrades at the five leisure centres currently being retrofitted is not expected to deliver significant cash savings (which is one reason why we sought external decarbonisation grants to deliver these, rather than funding primarily through core budgets). However, adding a further investment from the council to fund some additional fabric measures will increase the potential for cash savings at these sites, as Table B shows.

7. Conclusion & Next Steps

Financing climate action

To support and enable these next phases of work, we will continue to evolve and develop our financial strategy to delivering climate action:

- **Maximising the impact of internal resources**

We have committed £25m of our own resources in a Climate Capital Fund, of which £9,530,306 is fully spent and a further £6,591,099 committed to specific projects in progress. Remaining funds have been provisionally designated for particular work areas, but with room to consider the implications of this climate budget for confirming final allocations.

In addition, we have allocated funds from the core capital programme to a range of climate-aligned initiatives, particularly when these also deliver on multiple Southwark 2030 objectives and /or are expected to deliver cost savings and efficiencies – such as the council's lifecycle investment programme for operational buildings, the Streets for People programme, tree-planting commitments or flood alleviation.

This climate budget will support further improvements to how we allocate and prioritise these internal resources. The Climate Change Team, budget holders and decision-makers within the council will use the climate budget to prioritise projects for funding based on the largest carbon savings for available climate investments, as well as cost-saving projects that could be suitable for lifecycle investment programmes.

- **Prioritising carbon-saving measures for our carbon offset funds**

Through our Green Buildings Fund (Section 106 carbon offset fund), we have collected £11,340,623, of which £1,330,330 is spent and a further £6,245,341 committed to specific projects in progress. As for our Climate Capital Fund, remaining funds have been provisionally designated for key themes and priorities, but with room to consider the implications of this climate budget for confirming final allocations.

As for our internal climate funds, this climate budget gives an opportunity to prioritise between potential areas to invest the remaining funds, and future receipts through this mechanism, to unlock the greatest carbon savings overall.

- **Delivering cost-savings through low-cost green borrowing**

In recent years, Climate Change, Treasury and other council teams have worked together to explore and diversify the council's green borrowing options – such as Southwark Green Investment – to deliver cost savings on existing green projects.

The climate budget will allow us to identify more of these projects across the council and look at additional options. In future years, as the climate budget scales up and gradually identifies all green initiatives across the council's varied teams and budgets, this will help us to scale up these sources of low-cost borrowing to maximise savings.

- **Securing external resources**

In the past two years, we have secured over £21 million in grants from external funders, national and regional government towards our decarbonisation goals – including the Better Bus Partnership, Public Sector Decarbonisation Scheme, Warm Homes Funding, GLA Greener Schools fund, and Sport England’s swimming pool support fund to name just some examples. We have also been exploring and leveraging blended finance, including through our partnership with Veolia to extend our heat network, our work with community energy companies on future finance models for their work, and other emerging areas of innovation.

The climate budget will be an important tool in growing both grant funding and blended financing for our next phase of climate action. We will use this year’s climate budget, and future climate budgeting processes, to prioritise a coordinated pipeline of climate grant bids across the council – identifying which projects require additional capital, revenue or development funding; what wider benefits they will deliver; and which funding opportunities may therefore be a fit for each project. We will also use it as a growing data and evidence base for exploring blended finance propositions where appropriate.

- **Making the case for more national and regional investment**

We have also used our voice to highlight key funding challenges to investors and policymakers – with work ranging from our campaign on the Future of Council Housing and the need for investment in Green and Decent Homes, to our submissions of data on Southwark’s green investment needs to the London Net Zero Pipeline, Opportunity London, GB Energy and the GLA to inform investment strategies.

With the climate budget as an additional tool, we will be better placed to demonstrate the scale of funding gaps and our readiness to move onto more accelerated decarbonisation pathways with the right funding and support.

Looking to next year’s climate budget

As outlined in section 2, the scope of this year’s climate budget focuses on our operational emissions. This is the first step on our journey to develop a climate budget covering all key areas of our work to reduce our own emissions, use the levers available to influence others’ emissions in the borough, and adapt the borough to effects of climate change.

Our second climate budget for 2027-28, due to be published in February 2027, will build on this year’s work by:

- Updating our budget on our core operational emissions – with an aim to gradually move projects through from Table C (prefeasibility) to Table B (investment-ready, seeking capital funding) and Table A (funded and confirmed to progress), as well as identifying further rounds of new projects
- Bringing our council housing, including estate lighting, communal areas and socially tenanted properties, into scope. This will build on current pilots to deliver retrofit and

unlock new funding sources, as well as incorporating the outcomes of our forthcoming Better Homes Asset Management Strategy and stock condition survey. Given the size of the council's housing stock, the limited scale of current retrofit and lack of available funding through the Housing Revenue Account, this will likely highlight significant challenges. Nevertheless, expanding scope to housing will be an important step at quantifying these financial challenges and effectively targeting future funding bids.

- Incorporating schools decarbonisation, building on learning to date from specific projects and our ongoing work to help schools develop climate action plans
- Starting to incorporate the investment and actions the council is driving forwards to influence borough-wide emissions, such as our Streets for People and other transport infrastructure programmes or our community grant programmes. This will also draw on our forthcoming South East London Energy Plan, a collaborative piece of work with neighbouring boroughs to identify the action and investment required to decarbonise buildings and transport, and increase local renewable energy and networks.

As a result, the next budget will start to give a stronger sense of the scale of overall funding need required to unlock the council's potential role in decarbonising the borough. As well as helping us continue to prioritise our existing limited resources effectively, this will highlight areas that need more support from national and regional government, funders and investors to continue to accelerate action. Improving our understanding of the financial implications of pathways to carbon neutrality will also support us in setting future targets based on data and evidence whilst still being ambitious.

8. Tables

Table A: Funded Projects

Project information					Financial information						Estimated benefits						
Asset & ward	Project name and description	Project Stage	Project start date	Projected Date in Service	Total project cost	Capital / Revenue / Mixed	Funding source	Total expenditure (£)			Cash savings (£)			Carbon savings (tCo2) ¹⁰			Wider benefits*
								2025-26	2026-27	2027-28	2026-27	2027-28	2028-29	2026-27	2027-28	2028-29	
Leisure																	
Peckham Pulse Leisure Centre (SE15 5QN) Peckham Rye Ward	Leisure centre decarbonisation programme Heating system retrofit & upgrade, internal insulation upgrades & air handling units	Development	Aug-26	Jul-27	£3,289,512	Capital	PSDS, Climate Capital Fund	£215,991	£2,053,847	£219,674	-	£5,665	£8,475	7	200	294	A, C, D, E, F, G
The Castle Leisure Centre (SE1 6FG) St Georges Ward	Leisure centre decarbonisation programme Heating system retrofit & upgrade & air handling units	Development	Aug-26	Jul-27	£3,830,495	Capital	PSDS, Climate Capital Fund	£215,991	£2,727,141	£447,363	-	£1,118	£1,673	9	207	303	A, D, E, F, G
Surrey Docks Fitness and Water Sports Centre (SE16 7SX) Surrey Docks Ward	Leisure centre decarbonisation programme Heating system retrofit & upgrade, solar PV, insulation upgrades	Development	May-26	Mar-27	£1,108,260	Capital	PSDS, Climate Capital Fund	£215,991	£892,269	-	-	£26,761	£26,761	4	66	66	A, C, D, E, F, G
Camberwell Leisure Centre (SE5 8TS) St Giles Ward	Leisure centre decarbonisation programme Heating system retrofit & upgrade, draughtproofing & air handling units	Development	Aug-26	Jul-27	£2,619,105	Capital	PSDS, Climate Capital Fund	£215,991	£1,830,762	£172,352.43	-	£641	£959	6	132	194	A, C, D, E, F, G

¹⁰ Estimated carbon savings include the impact of applying the latest available carbon factors (2025) to forecasted energy consumption in financial year 2025/26, the carbon factor then remains constant through to 2027/28.

* **Key to wider benefits: A – air quality improvements; B – biodiversity benefits; C – improved user comfort/public service; D – reduced maintenance requirements; E – contribution to energy security; F – reduced bills; G – green jobs and skills; H – adaptation to climate change**

Dulwich Leisure Centre (SE22 9HB) Goose Green Ward	Leisure centre decarbonisation programme Heating system retrofit & upgrade, draughtproofing & air handling units	Development	Aug-26	Jul-27	£3,268,435	Capital	PSDS, Climate Capital Fund	£215,991	£2,349,460	£302,984.43	-	£614	£918	5	133	194	A, C, D, E, F, G
Dulwich Leisure Centre (SE22 9HB) Goose Green Ward	Dulwich Leisure Centre Solar PV Installation of rooftop solar	Ready for implementation	Mar-26	May-26	£242,281	Capital	Climate Capital Fund, Sport England	£70,000	£172,281	-	£64,857	£77,615	£77,615	56	67	67	E, F, G
Libraries																	
Canada Water Library (SE16 7AR) Rotherhithe	Canada Water Library Refurbishment & Repairs Roof replacement/repair, insulation, heat pump & rooftop solar PV	Development	Jan-27	Mar-28	£5,000,000	Capital	Core capital programme (inc. CFM lifecycle programme)	-	£750,000	£4,250,000	-	£2226	£46,807	-	5	64	A, C, D, E, F, G, H
Dulwich Library (SE22 8NB) Dulwich Village	Dulwich Library Refurbishment Building refurbishment including upgrade of heating system, new heat pump & windows	In delivery	Dec-25	Jun-26	£1,690,000	Capital	Core capital programme (CFM lifecycle programme)	£253,500	£1,436,500	-	£517	£686	£686	8	11	11	A, C, D, E, F, G
Brandon Library and Youth Centre (SE17 3NH) Newington	Brandon Library & Youth Centre Refurbishment Building refurbishment including BMS optimisation, heating system upgrade, LEDs, heat pump and solar PV	In delivery	Nov-25	Apr-26	£2,085,000	Capital	Core capital programme (CFM lifecycle programme)	£208,500	£1,876,500	-	£707	£768	£768	1	1	1	A, C, D, E, F, G, H

* Key to wider benefits: A – air quality improvements; B – biodiversity benefits; C – improved user comfort/public service; D – reduced maintenance requirements; E – contribution to energy security; F – reduced bills; G – green jobs and skills; H – adaptation to climate change

Corporate buildings

160 Tooley St (SE1 2QH) London Bridge	Southwark Council Head Office Retrofit Heat pump, roof solar and BMS Optimisation	In delivery	Nov-25	Jun-26	£1,791,000	Capital	Climate Capital Fund	£26,000	£1,765,000	-	£254,380	£337,632	£337,632	268	356	356	A, C, D, E, F, G, H
72 Copeland Road (SE15 3SN) Rye Lane	Copeland Road Depot Retrofit Heating system upgrade / heat pump	Development	Jul-26	Oct-26	£600,000	Capital	Core capital programme (CFM lifecycle programme)	-	£120,000	£480,000	£13	£32	£32	2	4	4	A, D, E, G

Streetlighting

Highways Lighting Multiple wards	Highways CMS Installation of central management system across highways lighting	In delivery	Apr-24	Dec-27	£1,592,109	Capital	ESL core capital programme	£350,000	£1,050,000	£192,109	£13,270	£53,082	£106,164	9	37	74	B, F
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Fleet

Pest Control Fleet Multiple wards	Electric vehicles for Pest Control fleet 20x new small and medium electric vans, 3 vehicles off-hired. This will result in the pest control fleet being fully electrified.	In delivery	Oct-25	Mar-30	£66,754	Mixed	Internal: Traded service revenue	£11,126	£11,126	£11,126	£0	£0	£0	33	33	33	A, E
Asset Management Fleet Multiple wards	Electric vehicles for Asset Management fleet 9x new electric vans for Asset Management fleet, all small and	In delivery	Oct-25	Mar-30	£46,139	Mixed	Internal: Traded service revenue	£7,690	£7,690	£7,690	£0	£0	£0	20	20	20	A, E

* Key to wider benefits: A – air quality improvements; B – biodiversity benefits; C – improved user comfort/public service; D – reduced maintenance requirements; E – contribution to energy security; F – reduced bills; G – green jobs and skills; H – adaptation to climate change

	medium vans replaced with EV equivalents and 4 vehicles off-hired																
Building Services Fleet	Electric Vehicles for Building Services fleet	Ready for implementation	Oct-25	Mar-30	£15,783	Mixed	Internal: Traded service revenue	£2,631	£2,631	£2,631	£0	£0	£0	7	7	7	A, E
Multiple wards	6x new electric small and medium vans as replacements, up from existing 2 EVs																
Cleaning Services Fleet	Renewal of fleet vehicles	Ready for implementation	Oct-25	Mar-30	TBC	Mixed	Internal: Traded service revenue	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	A, E
Multiple wards	Modernisation of fleet vehicles with some reduction in number of vehicles																

* Key to wider benefits: A – air quality improvements; B – biodiversity benefits; C – improved user comfort/public service; D – reduced maintenance requirements; E – contribution to energy security; F – reduced bills; G – green jobs and skills; H – adaptation to climate change

Table B: Unfunded projects

Project information					Financial information						Estimated benefits						
Asset & ward	Project name and description	Project Stage	Project start date	Projected Date in Service	Total project cost	Capital / Revenue / Mixed	Target/ potential funding source	Total expenditure (£)			Cash savings (£)			Carbon savings (tCo2)			Wider benefits*
								2025-26	2026-27	2027-28	2026-27	2027-28	2028-29	2026-27	2027-28	2028-29	
Leisure																	
Peckham Pulse Leisure Centre (SE15 5QN) Peckham Rye Ward	Additional energy efficiency measures to complement heating system decarbonisation Wall insulation, heat zoning and other internal energy efficiency measures	Development	Aug-26	Jul-27	£354,200	Capital	Internal capital funds, S106 (Green Buildings Fund)	-	£177,100	£177,100	-	£13,626	£20,382	-	37	56	C, D, E, F, G
Camberwell Leisure Centre (SE5 8TS) St Giles Ward	Solar & additional energy efficiency & adaptation measures to complement heating system decarbonisation Pool windows, roof insulation, solar PV, planting & green roof	Development	Aug-26	Jul-27	£247,500	Capital	Internal capital funds, GB Energy, S106 (Green Buildings Fund)	-	£123,750	£123,750	-	£63,732	£95,337	-	77	116	A, B, C, D, E, F, G, H
Dulwich Leisure Centre (SE22 9HB) Goose Green Ward	Additional energy efficiency measures to complement heating system decarbonisation Windows upgrades	Development	Aug-26	Jul-27	£127,600	Capital	Internal capital funds, S106 (Green Buildings Fund)	-	£63,800	£63,800	-	£2,749	£4,112	-	8	13	C, D, E, F, G
Surrey Docks Fitness and Water Sports Centre (SE16 7SX) Surrey Docks Ward	Door replacement Replace entrance doors with new, energy efficient doors	Concept/ pre-development	May-26	Mar-27	£50,000	Capital	Internal capital / maintenance funds	-	£50,000	-	-	£1,913	£1,913	-	5	5	C, F

* Key to wider benefits: A – air quality improvements; B – biodiversity benefits; C – improved user comfort/public service; D – reduced maintenance requirements; E – contribution to energy security; F – reduced bills; G – green jobs and skills; H – adaptation to climate change

Table C: Pre-feasibility projects

Project information					Financial information			Estimated benefits		
Asset & ward	Project name and description	Project Stage	Project start date	Projected Date in Service	Estimated project cost if known	Capital / Revenue / Mixed	Target/potential funding source	Cash savings (£) per annum	Carbon savings (tCo2) per annum	Wider benefits
Leisure										
The Castle Leisure Centre (SE1 6FG) St Georges Ward	BMS & LED upgrades Upgrade to existing BMS system & improvements to LED lighting & lighting control	Concept/pre-development	Jun-26	Mar-27	-	Capital	Internal capital / maintenance funds, Climate funds, S106 (Green Buildings Fund)	£90,331	134	C, D, F, H
Southwark Park Sports and Athletics Centre (SE16 2PE) Rotherhithe Ward	Rooftop Solar PV Rooftop Solar PV	Concept/pre-development		Mar-27	-	Capital	Internal capital / maintenance funds, Climate funds, S106 (Green Buildings Fund)	£13,550	7	E, F, G
Geraldine Mary Harmsworth Sports Facility (SE1 6HU) St Georges Ward	Heating upgrade and Solar PV Heating system retrofit, rooftop solar PV	Concept/pre-development		Sep-28	-	Capital	Internal capital / maintenance funds, Climate funds, S106 (Green Buildings Fund)	£19,881	7	C, D, E, F, G
Libraries										
Camberwell Library (SE5 7AL) Camberwell Green	Camberwell Library Refurbishment Heating system upgrade, solar PV	Concept/pre-development	Dec-26	Jun-27	-	Capital	Internal capital / maintenance funds	£8,563	12	A, D, E, F, G

* Key to wider benefits: A – air quality improvements; B – biodiversity benefits; C – improved user comfort/public service; D – reduced maintenance requirements; E – contribution to energy security; F – reduced bills; G – green jobs and skills; H – adaptation to climate change

Corporate Buildings										
72 Copeland Road (SE15 3SN) Rye Lane	Copeland Road Depot Solar PV Rooftop Solar PV	Development	Jul-26	Oct-26	-	Capital	GB Energy, Internal lifecycle and/or climate funds, S106 (Green Buildings Fund)	£2,662	5	E, F, G
Honor Oak Crematorium (SE23 3RD) Peckham Rye	Crematorium Decarbonisation Replacing gas cremators with lower carbon alternative, likely electric cremators, subject to feasibility assessments.	Concept/pre-development	Dec-27	Aug-28	£3-4m	Capital	S106 (Green Buildings Fund), internal climate funds, grant funds to be sought	tbc	133	A, E, G
Fleet										
Commercial Fleet Multiple wards	Electrification of the council commercial fleet Switch to EVs for all council commercial vehicles. This will include replacing currently spot hired vehicles with contracted EV equivalents where required.	Project identification	Apr-26	Apr-30	£8-12m ¹¹	Mixed	S106 (Green Buildings Fund), internal climate funds, grant funds to be sought	tbc	530	A, E
Multi asset										
Renewable Electricity Procurement Multiple wards	Procurement of renewable electricity Procurement of renewable electricity with full traceability and/or additionality through Green Basket or a corporate PPA	Concept/pre-development	Apr-27	Mar-29	tbc	Revenue	Revenue energy billing budgets	n/a	230 - 665 ¹²	E

¹¹ Pre-feasibility costs for transitioning to a fully electric council fleet are calculated as the additional cost of replacing existing vehicles with electric alternatives only, excluding costs related to infrastructure upgrades and any additional logistical requirements for operating a fully electric fleet.

¹² For our pre-feasibility pathway, we have calculated carbon savings from renewable energy procurement by assuming the adoption of Green Basket for Apr 2027 through Apr 2029, followed by a corporate Power Purchase Agreement from Apr 2029. Here, 230t refers to the potential carbon savings from Green Basket and 665t refers to the potential carbon savings from a corporate Power Purchase Agreement. Progression of this project is subject to a formal decision being taken through the council's constitutional process.

* Key to wider benefits: A – air quality improvements; B – biodiversity benefits; C – improved user comfort/public service; D – reduced maintenance requirements; E – contribution to energy security; F – reduced bills; G – green jobs and skills; H – adaptation to climate change

* Key to wider benefits: A – air quality improvements; B – biodiversity benefits; C – improved user comfort/public service; D – reduced maintenance requirements; E – contribution to energy security; F – reduced bills; G – green jobs and skills; H – adaptation to climate change

APPENDIX D

Budget Equality Analysis Report

2026/2027

Contents

- 1. Purpose of document and Budget Equality Analysis Process 2026-2027**
- 2. Background and Context**
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- 5. Table: Summary of Fees and Charges EINAs**
- 6. Key Findings from Equality Analysis undertaken**
- 7. Budget proposal process and EINAs**

1. Purpose of document and the Budget Equality Analysis Process 2026-2027

- 1.1 The report sets out a cross-council overview of the equality analysis of the 2026-2027 fees and charges.
- 1.2 The Council set a three-year budget in 2024-2025 and departmental teams undertook Equality Impact Needs Analysis (EINA) of all areas identified as of medium or high relevance to equality. The aim was for equality analysis undertaken of the developing budget proposals to inform the budget process at all stages of the budget challenge and decision-making stages.
- 1.3 For the 2026-2027 budget challenge, only proposals that were new or had changed and Fees and Charges required an EINA, therefore there were fewer EINAs available to review.
- 1.4 Equality Impact and Needs Analysis (EINA) is an on-going process and will be further built upon as proposals are further developed, consulted upon and implemented. EINAs are service improvement tools, which help us to promote equality, equal opportunity and good community relations, provide appropriate services, as well as helping to ensure we do not unlawfully discriminate or further disadvantage vulnerable groups.
- 1.5 The Council is fully committed to and required to comply with its duties under the Equality Act 2010 to deliver the Public Sector Equality Duty (PSED). We are also fully committed to implementing the Socio-Economic Duty. The PSED requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty set out below in paragraph 2.1.
- 1.6 The Public Sector Equality Duty (PSED) does not prevent the Council from making difficult decisions such as reorganisations and relocations, redundancies, and service reductions, nor does it stop the Council from making decisions which may affect one group more than another group.
- 1.7 The equality duty enables the Council to demonstrate that we are making financial decisions in a fair, transparent and accountable way, considering the needs and the rights of different members of local communities. This is achieved through assessing the impact that our policies, procedures and practices could have on the needs of people with different protected characteristics, as understood in relation to the three parts of the duty (see background and context below).
- 1.8 EINAs enable us to ensure we make decisions based on robust evidence and to consider what mitigating actions we could put in place to prevent further disadvantage to vulnerable groups in the budget decision making process. EINAs must also be made publicly available in line with PSED commitments to publish information; transparency and accountability.
- 1.9 This budget equality analysis report has been subject to review and revision with written input from the independent Equality and Human Rights Panel (EHRP) who provide critical friend scrutiny on equality issues and reviewed the Fees and Charges EINAs.

2. Background and Context

- 2.1 The PSED (the Equality Duty) requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:
1. Eliminating discrimination, harassment and victimisation
 2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of underrepresented groups; ensuring that people with disabilities are not disadvantaged in comparison to people without disabilities.
 3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.
- 2.2 The PSED and the council's vision of creating a more equal Southwark is now reinforced in the two additional council values: that we will:
- Always work to make Southwark more equal and just
 - Stand against all forms of discrimination and racism.
- 2.3 Although not currently covered in law, the Council has also committed to consider socio-economic disadvantage and related inequalities, alongside needs of different protected characteristics, as part of the commitment to implement the Socio-Economic Duty. The most deprived areas of the borough, for example, have the highest percentages of residents from Black, Asian and Multi-Ethnic backgrounds.
- 2.4 The PSED requires public bodies to consider the potential consequences of decisions for meeting the needs of people who share protected characteristics and to take these into account before a decision is finalised. The report also recognises that the duty is a proactive, on-going and positive one that requires us to advance equality of opportunity and foster good relations between people in all that we do.
- 2.5 **The protected characteristics covered by the Public Sector Equality Duty are:**
- Age
 - Disability
 - Gender Re-assignment
 - Marriage and Civil Partnership (but only in respect of eliminating unlawful discrimination)
 - Pregnancy and Maternity
 - Race - this includes ethnic or national origins, colour or nationality
 - Religion or Belief
 - Sex
 - Sexual Orientation
- 2.6 The PSED requires equalities considerations to be factored into policy-making and key decisions about budgets, functions and services, as an integral part of business planning and management rather than an add-on or silo activity.

3. Budget Equality Analysis Process and decision making

- 3.1 The PSED requires public bodies to ensure that the process they follow to assess the impact on equality of budget proposals is robust, and the impact that budget proposals could have on people with protected characteristics is thoroughly considered **before** any decisions are arrived at.
- 3.2 Budget proposals which are relevant to equality, such as those likely to impact on equality in the workforce and/or for local communities, should always be subject to a thorough assessment. This includes proposals to outsource or procure any of the functions of the Council. The assessment should form part of the proposal, and it should be considered carefully **before** making the decision.
- 3.3 An adequate and full equality analysis will enable a decision maker to consider fully the proposed proposal and its likely impact on equality for local communities and staff.
- 3.4 It is also important to remember that the potential impact is not just about numbers. Evidence of a serious impact on a small number of individuals is just as important as something that will impact on many people.
- 3.5 The assessment of impact on equality should be informed by up-to-date and reliable information about the different protected groups that the proposal is likely to have an impact on. A lack of information is not a sufficient reason to conclude that there is no impact. Engagement is also crucial to assessing the impact on equality.
- 3.6 **Cumulative equality analysis** can be undertaken periodically over for example a 1-3- or 3-5-year time period to analyse impacts over a period of time for protected characteristics. It can also be undertaken in any one given year where budget proposals presented demonstrate cumulative disproportionate or negative impacts for any protected characteristic. It is also undertaken to ensure that the cumulative impact of separate decisions does not disproportionately impact or disadvantage any protected characteristic.
- 3.7 **Budget proposal decision making stages:**
- Initial consideration of proposal area by departments: summer-autumn period; drafting of proposals and options
 - Information, data and consultation/engagement data, crucial from early stages to undertake an equality analysis as part of the drafting of proposals
 - An equality analysis can be further built upon throughout the budget proposal process
 - Budget challenge process: September-December
 - Full equality analysis to be undertaken for all areas assessed and agreed with EDI team as medium or high relevance to equality: September-December
 - EDI team to provide critical friend scrutiny and support to departments: September-December
 - Cabinet Leads and Cabinet: Confirm the savings put forward for 2026-27 - September-December; December-January/February - further decision-making stages
 - Overview and Scrutiny Committee: January: scrutiny role in the budget decision making process

- Equality and Human Rights Panel (EHRP): January: external critical friend scrutiny role in the council's EINA process for key areas such as budget proposals.

3.8 The EDI team has supported the budget equality analysis and worked with departments to produce the budget EINAs. The EHRP has submitted detailed and helpful feedback on each of the EINAs developed this year, which has informed the final content of those EINAs as well as the overall approach to this report.

4. On-going monitoring for equality impact and implementation of budget proposal decisions

4.1 An EINA is an active document, and expectation is that it is also further built upon as part of business planning and review, especially when further information, feedback or complaints for example are received. This is particularly important in cases when due to factors such as gaps in information, lack of adequate information or consultation data EINAs have been produced.

4.2 The EDI team has undertaken on-going monitoring for equality impact of the budget proposal decisions implemented in 2024-25, please see appendices 1 and 2.

4.3 As part of the ongoing monitoring, the following EINAs have been built upon and shared with the Equality & Human Rights Panel (EHRP) for review:

- Saving ref no 132 Customer Contact (ref. 132)
- Controlled Parking Zone (ref. 208)
- Children's Community Public Health contract (ref.116)
- Sexual and Reproductive Health Outreach Service in Southwark (ref.114)
- Noise Nuisance (ref 302)

The EHRP commented on the improved quality of many of the EINAs and acknowledged our approach to embedding EINAs and equalities considerations into the budget setting process. The EHRP acknowledged the quality of the EINAs produced by the Leisure directorate and suggested they be shared with other directorates as examples of good practice. They have also provided feedback on the consistency of approach amongst different departments, and on various other issues where they feel further progress is required. There is ongoing discussion on these issues, and they welcome the constructive engagement with the EDI team.

4.4 The EHRP are also able to ask to see any EINA drafted/produced as part of their external critical friend scrutiny role of the Council's implementation of the PSED and EDI work.

5. Summary of Fees and Charges EINAs

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments
Environment Sustainability & Leisure	213 & Leisure Centres	Additional Income from Increased Fees and Charges in Leisure Services.	Negative	Negative impact identified those experiencing socio-economic disadvantage.

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments
		Fees and charges for Parks and Natural Environment division and Culture division have been set at 5% (aside from South Dock Marina mooring fees which is set at CPI+1%)		<p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p> <p>Support towards funeral payments is available for those who need this support</p> <p>Concessions are available for the services and additional support is offered by the Council.</p>
Housing	Housing Fees and Charges	<p>Increased costs for:</p> <ul style="list-style-type: none"> • Handyperson Service • Estate Parking (removal and storage) • Concierge • Hostels • Temporary Accommodation • Travellers • Private Sector Housing <ul style="list-style-type: none"> ○ Disabled facilities grant ○ Landlord grants and loans 	Negative	<p>The increases may have a negative impact on Age, Disability, Race and Socioeconomics</p> <p>Residents on low income and in receipt of housing benefit and/or Universal Credit can include the charge in their claim.</p>
Resources	Homeownership Services Fees and Charges	<ul style="list-style-type: none"> • Sales and Acquisitions 	Negative	Potential negative impacts have been identified which could

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments
		<ul style="list-style-type: none"> • Conveyancing and legal documentation • Business Systems • Loans and Mortgages, • Pre-assignments, re-mortgages, postponements, • Gas servicing • Operations - Garage and barrow store rents, s146 notices 		<p>disproportionately impact Age, Disability, Race and those experiencing socio-economic disadvantage.</p> <p>There is mitigation for Blue Badge holders who will be able to apply for the concessionary rent (this is means tested).</p>
Resources	Registrars & Citizenship	<p>Increased costs for:</p> <ul style="list-style-type: none"> • Marriages and Civil Partnership ceremonies • Private citizenship ceremonies 	Negative	<p>Negative impact identified for those experiencing socio-economic disadvantage.</p> <p>In mitigation, statutory marriage and civil partnership ceremonies are available at a statutory fee. Also group citizenship ceremonies are available at no extra charge to the customer.</p>
Resources	Planning & Growth	<p>Increased costs for:</p> <ul style="list-style-type: none"> • Building Control • Planning pre-application fees • Local Land Charge fees • Property Services 	Negative	<p>Negative impact identified for those experiencing socio-economic disadvantage.</p> <p>There are no available concessions to mitigate the potential negative impact identified</p>

6. Key findings from equality analysis undertaken

- 6.1 We now have a three-year budget cycle, and no new proposals were put forward for 2026-27, therefore the focus was on assessing Departmental Fees and Charges for equality impact.
- 6.2 Most fees and charges have been set at 5%. The exception to this includes Building Control, Planning pre-application, additional discretionary service charge loan application fee, Estate Parking removal and storage and Concierge charges. From the equality analysis of the proposed fees and charges increase, it is evident there may be negative impact for the protected characteristics of age, disability, race, and socioeconomics.
- 6.3 Where potential negative impact has been identified; mitigation actions have been considered and identified in the summary table presented in 5 above.
- 6.4 Although most of the fees have had a modest increase and have been benchmarked with other local authorities, they may adversely affect residents on lower incomes. The equality analysis has identified a relationship of socio-economic disadvantage with the protected characteristics of age, disability and race. With further data insight it will also be important to note the relationship with the other protected characteristic.

7. Budget proposal process and EINAs

- 7.1 To inform the budget proposal decision making stages through to Cabinet in February, all Cabinet leads will have been briefed and given feedback on proposed increases to fees and charges and the relevant equality impact and needs analysis (EINAs).
- 7.2 Full EINAs will be produced as part of outlined future re-design of service areas and will be monitored for on-going equality impact.
- 7.3 Full EINAs will also be undertaken as part of the implementation of those budget proposals with mainly staffing implications and will be made available subject to data protection considerations (for example, where numbers are small and staff could be identified, these will not be made publicly available but will be part of wider workforce monitoring reports produced by Human Resources).
- ### **7.4 Addressing gaps in information; and wider Council wide data insight work**
- 7.4.1 Data and information, including quantitative and qualitative information, including research both local and national, lived experiences and insight are crucial for an adequate and robust EINA process. Work has begun at a Council wide level to address gaps and build our data insight work. This will further help improve the EINA process and equality action planning work. Currently as well, there is much data insight work being progressed at Ward and Neighbourhoods level, which will be crucial to council wide EDI work.
- ### **7.5 Further work with departments as part of the implementation of the Southwark Equality Framework**

- 7.5.1 As part of work to implement the Southwark Equality Framework, further work will be action planned to improve the EINA process as a whole, including further detailed guidance for departments and training workshops.

APPENDIX D (1)

Budget Equality Analysis Monitoring update of budget proposals implemented in 2024-25

1. Introduction

- 1.1 The report sets out details of a review undertaken of on-going monitoring for equality impact of the budget proposal decisions implemented in 2024-25.
- 1.2 The report provides an update on the progress made in embedding and strengthening the Budget Equality Impact and Needs Analysis (EINA) process across all departments for budget proposals implemented in 2024–25.
- 1.3 Additionally the report notes that improved monitoring systems have been established, it is too early to draw firm conclusions regarding the actual equality impacts of budget proposals implemented in 2024-25.

BACKGROUND INFORMATION

- 2.1 The Council's three-year financial programme (2024–27) is underpinned by a commitment to fairness, equality, and inclusivity. The Budget Equality Impact and Needs Analysis (EINA) process ensures that decisions taken as part of the MTFS are informed by a clear understanding of their potential impacts on residents, particularly on the protected characteristics and the impact on socio-economic disadvantage.
- 2.2 Each service area undertook EINAs for proposals assessed as having a medium or high relevance to equality.
- 2.3 This report provides an update on the progress of equality monitoring, process improvements, and early findings.

KEY ISSUES FOR CONSIDERATION

- 1 The Council continues to make steady progress in embedding equality considerations across all stages of budget development and service delivery. Departments have taken proactive steps to ensure that equality analysis is not a standalone exercise but an integral part of service design, consultation, and implementation.
- 2 As part of the Medium-Term Financial Strategy (MTFS), the council committed to monitoring the equality impact of budget proposals implemented from 2024-27. This report focuses on a review of 21 EINAs of budget proposals or fees and charges implemented in 2024-25 that were assessed as possibly having a negative impact on some of the Protected Characteristics and Socioeconomics. Appendix 1 provides a detailed update of the Budget EINAs.
- 3 An update from departments for saving proposals implemented during 2024–25, highlights that improved monitoring is being undertaken and service reviews are still underway to transform service delivery. Some budget

proposals agreed in 2024-25 require further development before implementation and therefore EINAs have not been further developed.

4 The following EINAs have been built upon and shared with the Equality & Human Rights Panel (EHRP) for review:

- Customer Contact (ref. 132)
- Controlled Parking Zone (ref.208)
- Children's Community Public Health contract (ref.116)
- Sexual and Reproductive Health Outreach Service in Southwark (ref.114)
- Noise Nuisance (ref.302)

The EHRP commented on the improved quality of the EINAs and acknowledged our approach to embedding EINAs and equalities considerations into the budget setting process.

The EHRP has been consulted on the EINAs that have been developed for savings proposals implemented in 2024-25. The EHRP has noted the improvement in the budget EINA process and the quality of those produced.

Emerging themes

5 From the detailed update outlined in appendix 1 there is no clear evidence of emerging themes regarding the impact of the savings proposals. However, it is evident that:

- Some proposals are subject to **service review and rationalisation** for improved efficiency at less cost. Proposed **service review and transformation** will also allow both the council and partners to reduce the duplication of core support arrangements.
- There is a focus on **improving understanding and analysis of demographic data** and insight to develop a stronger evidence base - e.g.an extensive review of the equalities data relevant to sexual and reproductive health has informed understanding of both resident needs and service provision as part of the Lambeth, Southwark, Lewisham, Bexley and Bromley sexual and reproductive health Strategy and action plan development.
- A more coordinated approach to **outreach and health promotion** is being undertaken.
- We are investing in preventable services that will contribute to reduced service costs.

6

Policy framework implications

1. The EINA process is integral to the wider Council wide EDI work, including implementation of the Public Sector Equality Duty (PSED) and Council commitments to improve services to understand and meet diverse needs of local communities, advance equality of opportunity, and promote equality and good community relations.

2. Work continues to strengthen the EINA process and will be a key part of the revised Southwark Equality Framework and EDI Action Plan. This will also include clear links to Southwark 2030, Council Delivery Plan and Transformation work, where an EINA process will be built into key Council wide areas and service areas from the start and built upon.

7

Community, equalities (including socio-economic) and health impacts Community impact statement

1. Undertaking Equality Analysis of budget saving proposals is a key part of the Council's commitment to working towards a Southwark that is tolerant, diverse, and fair for all. Equality analysis of savings proposals also generates insight into understanding the effects of decisions on different groups.

8

Equalities (including socio-economic) impact statement.

1. The PSED as a positive duty to promote equality forms a core element of the Council's Framework for Equality together with the Socio-Economic Duty, which asks us to address socio-economic disadvantage together with disadvantages and barriers experienced arising from different backgrounds and protected characteristics in all key strategic assessments and documents produced.
2. Both are key in enabling the Council to promote equality, address inequalities and address multiple disadvantages and barriers experienced by vulnerable people in the borough plan. The socio-economic duty complements the PSED; it is about communities of interest (those who share one or more of the protected characteristics under the Equality Act 2010) as well as communities of place and experiences and impacts of multiple disadvantages.
3. Equality monitoring the impact of our budget setting decisions demonstrates our commitment to actively assess the impact of savings proposals on our residents.

9

Health impact statement

1. Equality analysis of the savings proposals includes commitments to transform service delivery models to deliver more efficient and targeted services to promote health prevention and improved health outcomes for our residents.

APPENDICES

Table of summary of Equality Analysis of budget proposal implemented in 2024-25.

Appendix D (2): Table of summary of Equality Analysis of budget proposal implemented in 2024-25*¹

Department	Ref	Proposal	Impact	Mitigation measures/comments	Update
Resources	132	Review of corporate contact centre/Exchequer customer services to promote digital first, align performance standards/look at generating economies and consistent approaches to performance management.	Negative	<p>Potential negative impact for Age, Race, and Disability – some residents may be unable to complete online forms and will be signposted to available support.</p> <p>This full EINA will be further built upon to incorporate findings from the consultation and development of the Digital strategy.</p> <p>Council Action Plan (LGA Peer Review) also highlights: “The digital strategy development will be completed by the end of the spring, and will include expert consultation support to ensure consultation is inclusive and includes people with all needs.”</p>	EINA produced and shared with the Equality & Human Rights Panel.
Environment, Neighbourhoods and Growth	302	Review of Noise Nuisance service: implementation postponed until 2025/2026.	Negative	<p>Potential negative impact for Age and for those experiencing socio-economic disadvantage - residents may not have access to SMART devices and internet. Mitigation is to continue with receiving calls/telephone service.</p>	<p>EINA for the Noise Nuisance Service.</p> <p>While the redesign has yet to be implemented, we are actively working on improvements.</p>

¹ * The review of 2024-25 budget EINAs is focused on budget proposals assessed as possibly having negative impact and fees and charges

Department	Ref	Proposal	Impact	Mitigation measures/comments	Update
				<p>Future review will introduce measures to improve access and work with communities to raise awareness.</p> <p>Further data insight by post code and protected characteristics will also be examined.</p> <p>As part of the redesign of the service a full Equality Impact Needs Analysis (EINA) will be carried out.</p>	
<p>Environment, Neighbourhoods and Growth</p>	<p>316</p>	<p>Remodelling of library service - including introduction of additional services/uses. Will include a reduction in opening hours, informed by usage/demand and may include some self-service and some community management</p>	<p>Negative</p>	<p>Potential negative impact identified for Age, Disability, Race, Pregnancy & Maternity and for those experiencing socio-economic disadvantage.</p> <p>Mitigation put in place includes ensuring that all areas are covered by at least one library that has staffed hours throughout the week to minimise any negative impacts identified.</p> <p>Also ensuring that any sessions for people with disabilities, parents/guardians, toddlers and babies, young or older people, are retained within the new opening times so that there is no loss of provision of activities of this nature.</p>	<p>This is now being proposed for the next Mid Term Financial Strategy (MTFS) – i.e. 2027+, not 2026 – if it is agreed by cabinet.</p> <p>Initial ENIA is being worked on, but this won't be needed to be shared with members etc until the 2027 decision making process commences.</p>

Department	Ref	Proposal	Impact	Mitigation measures/comments	Update
Environment, Neighbourhoods and Growth	208	Savings from Active Travel (combined savings from implementation of CPZs across the borough and review of Parking Charging Policy)	Possible negative Impact identified after an initial assessment.	EINA to be further built upon as part of the development and implementation of CPZs and review of Parking Charging Policy. On-going monitoring for equality impact.	We have an ENIA for every Controlled Parking Zone (CPZ) we consult and implement. We are embedding use of EINA's and monitoring impact.
Environment, Neighbourhoods and Growth	210	Review of PCN charges set by London Councils (Southwark currently issues approx. 190,000).	EINA to be undertaken on completion of the review	This is a London Councils led proposal, the detail of which has yet to be determined. As such, assessment is not possible due to insufficient information being available at this time. Following the receipt of the specific detail of the proposal an appropriate assessment of impact will be undertaken.	We have not developed an EINA in relation to Penalty Charge Notice (PCN) charge increase and do not intend doing so as we had no choice to implement as this was a decision made by London Councils.

Department	Ref	Proposal	Impact	Mitigation measures/comments	Update
Environment, Neighbourhoods and Growth	216	Review of targeted leisure centre programmes, supported by Public Health		A full EINA will be undertaken as part of service review. There will be no immediate impact in 2024/25.	ENIA not required in respect to planned changes to the Free Gym Swim scheme, the scheme remains unchanged and will remain so until 2026 or beyond.
Environment, Neighbourhoods and Growth	303	Re-organise the Cleaning Service to provide a more efficient management and operational structure, making better use of technology, and enhancing flexible working arrangements for staff.	EINA to be undertaken on completion of the review	A full EINA will be undertaken as part of service re-design.	Previous Director of Environment took the decision to defer the full cleaning service review until, at least, after the May 2026 local government elections. However, they did agree to a small-scale, limited review of the 'back office' services within Waste and Cleaning to take place ahead of the 2026 elections. Work on review has started and will conclude by March 2026, including associated EINA of any proposed organisational changes
Environment, Neighbourhoods and Growth	213 & 214	Additional or uplifted charges in parks & leisure centre car parks, and across some other discretionary services – including tennis court hire and	Negative	Negative impact identified for Age, Religion and those experiencing socio-economic disadvantage. Mitigation includes: access to free tennis sessions, free junior membership for under 18s for Outdoor activity & Leisure, free pitch space to partner clubs at	Car park fees, not planned to be introduced at Leisure Centre at the current time. No EINA required. Previous EINA on fees and charges attached.

Department	Ref	Proposal	Impact	Mitigation measures/comments	Update
		<p>youth & adventure play, informed by benchmarking undertaken</p> <p>Additional Income from Increased Fees and Charges in Leisure Services.</p>		<p>specific times (after school / school holiday) at Burgess Park Sports Centre to allow free or low cost activity to be run for local children.</p> <p>Funerals & Bereavement a sliding scale of charges that provides a value for money range of affordable services is in place.</p>	

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments	Update
Children and Adult's Services	114	Efficiencies in delivery of sexual health service provision.	Positive	<p>The current community contraceptive offer will be reviewed to identify ways to optimise and inform re-commissioning of community contraceptive services to better meet population needs.</p> <p>No negative impact has been identified, however, there is commitment to ensuring regular monitoring of equalities data relevant to services, to deliver equitable access to appropriate services.</p>	<p>Monitoring equalities data relevant to sexual health services is an integral part of routine contract performance monitoring which is done between Southwark Public Health Commissioning Team and Lambeth Commissioning (who lead on most of sexual and reproductive health commissioning).</p> <p>In addition, since Feb 2024, there has been an extensive review of the equalities data relevant to sexual and reproductive health to understand both resident needs and service provision as part of the Lambeth, Southwark, Lewisham, Bexley and Bromley sexual and reproductive health Strategy and action plan development.</p>
Children and Adult's Services	116	A review of various children and young people Public Health outreach contracts (including 0-19 health visitor and school nursing, weight management, sexual health and substance misuse services) has identified efficiencies arising from	Positive	<p>Although there is no negative impact, a review of how disabled residents access these programmes, through consultations with relevant stakeholders will be undertaken.</p>	<p>Since Jan 2024, a number of EINAs relevant to some of the named outreach services have been completed.</p> <p>1) Mar 2024: Completed EINA on Sexual and reproductive health Outreach Service</p> <p>2) June 2024: EINA on 0-19 (health visitor and school nursing) -Service was updated</p> <p>A specific review of how disabled residents access sexual and reproductive health and 0-19 services has not been completed yet</p>

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments	Update
		backroom functions, contracting arrangements and slow referrals			but we would be keen to contribute to a wider Public Health multi-service review or needs assessment focusing on disabled residents in the coming 12 months.
Children and Adult's Services	115	Efficiencies in delivery of Healthy Adults health promotion and outreach services.	Positive	<p>Current health promotion and outreach offers will be reviewed to identify a more co-ordinated approach to health promotion and outreach across public health to support vulnerable groups.</p> <p>No negative impact - no mitigation required</p>	We have integrated three strands of community outreach into our Health of the High Programme. This brings together our mobile outreach, hubs for health, and digital health kiosks. The programme is targeted in our most disadvantaged neighbourhoods and towards population groups experiencing greatest health inequalities, such as residents from an ethnic minority background and the LGBTQIA+ community. We are working in close partnership with the NHS to improve the connection between residents engaging with our programme and support services.
Children and Adult's Services	123	Integration of Early Years support into Family Hubs neighbourhood delivery models.	Positive	<p>Positive impact for families by improving access to support, information and advice in Family Hubs.</p> <p>Full EINA to be produced as part of the development of the service.</p>	<p>The offer of integrated early years support through Best Start Family Hubs continues to expand, with additional investment in this area provided through the Southwark 2030 programme.</p> <p>The council programme has expanded to include a test and learn approach to offering Housing support and additional Special Educational Needs support into</p>

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments	Update
					Hubs. This is increasing the Early Years support offer across the borough and is expected to have a significantly positive impact on families, through better integrated support in Hubs.
Children and Adult's Services	201	Telecare - Income Generation from Health related services and digital health provision	Full EINA will be undertaken as part of the development of this service.	Health is developing a Virtual Wards model of supporting people to be monitored and treated outside of hospital. This offers an opportunity for Telecare services in Southwark to link with Health in the development of virtual wards and healthcare delivery to residents.	EINA produced and will be shared with the Equality & Human Rights Panel.
Children and Adult's Services	108	Reformed service delivery and development of an enhanced pathway to independence for Care Leavers. Reforming practice for older children in care and care leavers to promote the ability to achieve and safely sustain independent living earlier, including	EINA to be undertaken on completion of the review	Full EINA to be undertaken as part of the review and development of the service. On-going monitoring for equality impact required.	This proposal will have a positive impact on care leavers by increasing access to affordable and local supported accommodation. Increasing the proportion of care leavers supported to live locally, maintain access to support networks and local services, and reduce the numbers of young people placed in higher cost spot purchased accommodation, which is often outside of the home area, and further away from support services. In addition, this proposal relates to the development of an enhanced joint working protocol and pathway to independent

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments	Update
		increasing the capacity within our contracted support provision.			accommodation, developed jointly between housing and care services to ensure that when young people are ready and able to safely transition to independent living arrangements they are supported and able to do so more promptly.
Children and Adult's Services	109	<p>Continued reduction of numbers of children in care, and in high cost placements, through ongoing investment in effective services to support children and families.</p> <p>Investment in multiple work streams, strengthening practice and development of effective services, to ensure children in care numbers continue to reduce children, and children in high cost lower quality</p>	EINA to be undertaken on completion of the review	Full EINA to be undertaken as part of development of service and on-going monitoring for equality impact.	<p>Over the last 9 years (2016-2025) Southwark has successfully reduced the number of children in care from approximately 500 to 373. The average weekly cost of a child in our care is approximately £874, or £45,448 annually. These costs vary significantly from roughly £400 per week to £13,000 per week. At current costs the successful decrease in care numbers would be equivalent to approximate savings of £5.77m.</p> <p>However, the rate of children in care in Southwark remains higher than comparable Boroughs. The proposal is to invest further in preventative services and wraparound and therapeutic support for children in care and their carers, to continue the success in reducing the incidence of children entering care and for those that do enter care safely deescalating the level of their care needs. For example, increasing the availability of high quality and highly skilled local foster carers, to reduce the need for children to be</p>

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments	Update
		<p>provision, can be cared for are cared for in less costly better quality provision.</p>			<p>accommodated in high-cost residential provision at long distances from Southwark.</p> <p>This proposal includes the development of two new Children's Homes within Southwark which will be run by the Local Authority and again reduce the need for our children to be placed in higher cost privately run residential homes.</p> <p>These proposals include no negative change or reduction in existing service provision to children in care, or children engaged with statutory support services that are at risk of entering care.</p>
<p>Children and Adult's Services</p>	<p>110</p>	<p>Transformation of Children and Family Centres into Family Hubs, making most efficient and effective use of partnership early help resources and capacity to reduce higher end late intervention for supporting families. This efficiency also takes into account a 21% reduction in the</p>	<p>EINA to be undertaken on completion of the review</p>	<p>Full EINA to be undertaken as part of the review and development of the service. On-going monitoring required.</p>	<p>Southwark has a young and diverse population, however, there has been a fall in birth rate over the last ten years. The population of children aged 0-5 years (the target group for Children & Family Centres) in Southwark has decreased by 17% while the population of children and young people aged 5-19 years has increased by 18%.</p> <p>Alongside local demographic changes, the national policy landscape has also shifted, with a greater focus on a whole family approach, from 0-19 years. Our vision is to develop an integrated offer to develop the current provision including Children and</p>

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments	Update
		<p>number of 0-4 year olds in recent years.</p> <p>Reviewing Children and Family Centres to reconceived Family Hubs that will involve rationalising the current provision to be more efficient and effective at less cost.</p> <p>Additionally developing the partnership professional system to identify and intervene earlier to prevent high cost demand and maximise opportunities to create efficiencies through integration of services.</p>			<p>Family Centres into a whole family 0-19 offer.</p> <p>Our Family Hubs transformation programme is seeking to develop single accessible places in key geographic locations that are accessible to all residents where families can come to get all the help and support, they need to thrive.</p> <p>By co-locating and/or concentrating the delivery of professionals from across the Council, partners like health and schools, the community and voluntary sectors we can enhance the offer of support to our children and families and make the delivery and timeliness of that support more efficient overall.</p> <p>Additionally, the work to better co-locate and rationalise the number of delivery sites will allow both the council and partners to reduce the duplication of core support arrangements such as reception, data and administration, as well as reducing facilities operating costs.</p>

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments	Update
Children and Adult's Services	301	Undertake review of the Southwark Information and Advice Service (SIAS) team.	Full EINA to be undertaken as part of review of the service	Full EINA to be undertaken as part of the review and development of the service. On-going monitoring required.	Review of service provision is ongoing. Demand for SEND services continues to increase locally and nationally. Services are reviewing the deliverability of this budget proposal and developing alternative plans to deliver the budget requirement if this area is not deliverable. Full EINA will be developed if these proposals are progressed.
Children and Adult's Services	120	Consolidation of council work relating to information advice and guidance, work placements and post-16 provision.	Full EINA to be undertaken as part of review of the service	Full EINA to be undertaken as part of the review and development of the service. On-going monitoring required.	This proposal relates to the consolidation of information, advice and guidance support to reduce duplication and ensure that families do not need to engage with multiple IAG functions when seeking to address overlapping and complex issues. Consolidated function will ensure families only tell their story once. Proposals remain in development, and an EINA will be conducted as necessary should changes be proposed
Children and Adult's Services	122	Prioritise delivery of Education Psychology Team to delivery of statutory duties and support to the most in need pupils	Negative	Potential negative impact identified for Age, Disability and Race. Investment in mainstream school capacity to support children reducing the need for an EHCP.	The Education Psychology team delivers part of our statutory duty to assess children referred for an Education, Health and Care Needs Assessment. The council is investing £700k in our Special Education Needs and Disabilities (SEND) service and support system to promote inclusivity for children with additional needs, increase the skills and

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments	Update
				<p>Initially re-focusing capacity onto core statutory duties to support reductions in demand over time, supported by the Safety Valve Transformation Programme, and reintroduce wider preventative and non-statutory support offer in future.</p> <p>The equalities risks level assigned to these proposals will have mitigating actions, which will see these proposals terminated and replaced with alternative proposals if we are unable to reduce overall demand for the service successfully through the wider transformation programme.</p>	<p>knowledge of our education providers and support to families, as well as investing in early intervention for children with communication and language development issues aged 0-5. In totality the preventative and inclusion approach can evidentially reduce the need for some children to be formally assessed for an EHCP when a more appropriate and timelier package of support can be agreed on a case-by-case basis.</p> <p>These proposals are predicated on evidence-based activity to reduce the need for EHCNAs and the consequent reduction in demand for Education Psychologist capacity.</p> <p>It is recognised that these proposals are predicated on linked successes and could be impacted by demographic change in the borough. The continued system demand is robustly monitored, and no change will be enacted that will impact on the ability of the authority to meet its statutory duty. In addition, these proposals do not relate to any change in the threshold or criteria for recommending an EHCP for children.</p>

Dept./Division	Ref	Proposal	Impact	Mitigation measures/comments	Update
<p align="center">Children and Adult's Services</p>	<p align="center">Fees & Charges</p>	<p>Adult Community Learning Charges</p>	<p>Negative</p>	<p>Potential negative impact identified for some groups: Race/Ethnicity; Disability; socio-economic disadvantage.</p> <p>The cost increases are minimal but we recognise this is still within the context of significant difficulties for our communities in relation to the cost of living. Existing mitigation for those experiencing financial hardship is in place with the means tested concessionary fee remaining significantly below the standard fee, continued access to a number of free courses available universally, and retained discretionary application of fees within the service.</p>	<p>Potential negative impact identified for some groups: Race/Ethnicity; Disability; socio-economic disadvantage.</p> <p>The cost increases are minimal, but we recognise this is still within the context of significant difficulties for our communities in relation to the cost of living. Existing mitigation for those experiencing financial hardship is in place with the means tested concessionary fee remaining significantly below the standard fee, continued access to several free courses available universally, and retained discretionary application of fees within the service.</p>



Equality Impact and Needs Analysis Guidance and Template

Budget Equality Analysis – Parks and Natural Environment Division and Culture Division (Leisure Directorate) – fees & charges, 2026-27

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme. All Cabinet reports will also publish related

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering Socio-Economic implications, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce socio-economic inequalities and this is reflected in its values and aims. For this reason, the council recommends considering socio-economic impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan area to which this equality analysis relates		Leisure Directorate Fees and Charges 2026/27			
Equality analysis author	Leisure Directorate Heads of Service				
Strategic Director:	Aled Richards				
Department	Environment, Sustainability & Leisure	Division	N/A		
<p>Period analysis undertaken Please note that the equality analysis informs all stages of the budget setting process up to final decision making. It can be built upon at all stages.</p> <p>It can be further built upon and reviewed at implementation stage.</p>	<p>Please Indicate which stage of the Budget Proposal decision making process this equality analysis is informing:</p> <ul style="list-style-type: none"> • Budget Challenge • October Equality Analysis 				
Indicative date of implementation of budget proposal if known	2026/27				
Sign-off		Position		Date	

Section 2: Description of budget proposal

Please provide full details of the budget proposal and the predicted saving

This EINA reviews the fees and charges proposals for 2026/27 across the Leisure Directorate, for Parks and Natural Environment Division and Culture Division.

Services which fall within this area that have associated fees and charges are;

Outdoor sport – sports pitches, tennis courts, BMX track, fitness licences

South Dock Marina – Boatyard and 200 berth marina

Bereavement Services – 3 Cemeteries and a crematorium

Libraries – 12 libraries, heritage centre, home library service, local archives service

Youth and play service – 3 youth centres and 3 outdoor adventure play staffed sites

Events – All outdoor events across council owned land in the borough

Film location service – permits to film in council owned land

Parks – 105 open spaces with car parking and fishing lakes (not including Housing Estates' green spaces)

Leisure centres fees and charges are subject to a separate EINA given the volume and range of fees and charges.

Residents and customers currently pay specific fees and charges for a wide range of activities and services such as building control services, planning application, land charges fees, leisure activities, care related charges etc. Some of these fees and charges are set nationally and the council is legally required to adopt these levels, whilst other fees and charges are set at levels using the council's discretion. With the cost of providing charged-for goods and services going up due to inflation and other factors, the Council need to increase its charges by an equivalent amount to ensure that it continues to recover its costs.

The council's annual fees and charges for non-statutory services are set annually in line with the council's medium term resources strategy. For the period 2026/27, fees and charges for Parks and Natural Environment division and Culture division have been set at 5% (aside from South Dock Marina mooring fees which is set at CPI+1%). On several of the fee proposals the percentage increase is slightly higher, where the fee has been rounded up to the nearest ten pence or pound.

Where new prices have been introduced, they have been benchmarked against similar services being provided by neighbouring boroughs or the nearest comparison.

Potential impacts and possible mitigations of these proposals are explored in detail in the sections below.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	<p>Outdoor sport – sports clubs</p> <p>South Dock Marina – Berth holders, Thames based marina businesses, some other small businesses</p> <p>Bereavement Services – Bereaved families, Funeral Directors</p> <p>Libraries – All library members, community groups, researchers, students,</p> <p>Youth and play service – young residents, sports clubs, community clubs</p> <p>Events – All residents, event companies, community groups, cultural groups</p> <p>Parks – All residents, sports clubs, community groups, Friends of Groups, volunteers, conservation groups</p>
Key stakeholders were/are involved in this policy/decision/business plan	<p>To date:</p> <ul style="list-style-type: none"> • Director of Leisure • Head of Culture, Head of Parks & Natural Environment • Cabinet member

Section 4: Pre-implementation equality impact and needs analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

Socio-economic disadvantage may arise from a range of factors, including:

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

The public sector equality duty (PSED) requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of under represented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p><u>Culture division</u> Increases have been applied at 5% (rounded) which is the council standard increase for 2026/27, to account for inflation (CPI). The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p><u>Parks & Natural Environment</u> All fees and charges in parks and natural environment division have been increased by 5% (inflation), which is the Council's standard increase for 2026-27, except for fees in relation to South Dock Marina, which has been set at CPI+1 (i.e. 6%) : the change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p>	<p>Analysis shows that over the ten-year period since the 2011 Census, the most significant changes in the age structure in our borough have been in adults aged between 55 and 70, and children aged under 5. The largest increase in population has been among those aged 55 to 59, with an increase of 59% over the period, or 6,500 people. In comparison, the largest decline in population has been seen among those aged 0 to 4, with a decrease of 21%, or 4,400 people. The decrease in this age group in Southwark is larger than across London as a whole (-11%), and England (-7%). However, all have seen a drop, reflecting the decline in birth rates.</p> <p><u>Culture division fees</u> no fees are proposed to be above 5% (except for roundings). it is not envisaged that any would be a disproportionate negative effect upon customers based on their age.</p> <p><u>Park & Natural Environment</u> Proposed charges impact all but do not disproportionately affect people based on their age alone. Age is not a factor in setting charges.</p>
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census data	Census 2021 deep dive: Older people and deprivation in London Trust for London
Mitigating and/or improvement actions to be taken	
<p><u>Culture division fees</u> It appears that there is no significant disproportionate impact on groups or individuals that share one or more protected characteristic.</p> <p><u>Parks & Natural Environment</u> It appears that there is no significant disproportionate impact on groups or individuals that share one or more protected characteristic. The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p>	<p>A large majority of services within culture and parks division are free of charge (e.g. libraries, community events, parks)</p> <p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p> <p>Funeral Planning is generally a higher priority for those in higher age brackets and support towards funeral payments can be accessed.</p>

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
<p>Over 42,000 residents in Southwark (14%) had a disability at the time of the 2021 Census. Of those, 8.2% of Southwark residents were identified as being disabled <u>and</u> limited a lot. This figure decreased from 11.1% in 2011. Over 33,000 households had a least one person with a disability, equivalent to 25% of households in the borough.</p> <p><u>Culture Division:</u> Increases have been applied at 5% (rounded) which is the council standard increase for 2026/27, to account for inflation (CPI). The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p><u>Parks & Natural Environment</u> All fees and charges in parks and natural environment division have been increased by 5% (inflation), which is the Council's standard increase for 2026-27, except for fees in relation to South Dock Marina, which has been set at CPI+1 (i.e. 6%) : the change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident and therefore deemed low impact.</p>	<p>Research shows that in London overall, families that include a disabled person are more likely to be in poverty than families without a disabled person. The research shows that there is a clear trend between the level of deprivation in a neighbourhood and the proportion of the population that is Disabled.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>
<p>Census data</p>	<p>Census 2021 deep dive: disability and deprivation in London Trust for London</p>
<p>Mitigating and/or improvement actions to be taken</p>	
<p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p>	<p>A large majority of services within culture and parks division are free of charge (e.g. libraries, community events, parks)</p>

	<p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p> <p>The Council, in addition, continues to provide a wide range of support schemes.</p>
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<p>Gender reassignment: - The process of transitioning from one gender to another.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p>	<p>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p><u>Culture division</u> Increases have been applied at 5% (rounded) which is the council standard increase for 2026/27, to account for inflation (CPI). The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p><u>Parks & Natural Environment</u> All fees and charges in parks and natural environment division have been increased by 5% (inflation), which is the Council's standard increase for 2026-27, except for fees in relation to South Dock Marina, which has been set at CPI+1 (i.e. 6%) : the change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>However, these services are open to all residents and the fee increases are not considered to have a bearing on participation levels by gender identify</p>	<p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage different genders within the protected characteristics. Gender is not a factor in setting charges.</p>
<p>Equality information on which above analysis is based.</p>	<p>Socio-economic data on which above analysis is based</p>
<p>Census data</p>	<p>Gender reassignment Census data - 2021: Main Title Supporting title line</p>
<p>Mitigating and/or improvement actions to be taken</p>	
<p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p> <p>The Council, in addition, continues to provide a wide range of support schemes</p>	<p>A large majority of services within culture and parks division are free of charge (e.g. libraries, community events, parks)</p> <p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall</p>

	within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.
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<p>Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>	<p>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p><u>Culture division</u> Increases have been applied at 5% (rounded) which is the council standard increase for 2026/27, to account for inflation (CPI). The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p><u>Parks & Natural Environment</u> All fees and charges in parks and natural environment division have been increased by 5% (inflation), which is the Council's standard increase for 2026-27, except for fees in relation to South Dock Marina, which has been set at CPI+1 (i.e. 6%) : the change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage differing status of relationships as recognised in this category.</p>	<p>None of the charges proposed will disproportionately affect anyone based on their marital status</p> <p>The fee increase is consistent and therefore there is no additional impact considered for this protected characteristic. Marital status is not a factor in setting charges.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>
<p>Census data</p>	<p>The 2021 Census was the first to collect data on same-sex marriage and mixed-sex civil partnership:</p> <ul style="list-style-type: none"> - the largest partnership category among Southwark residents was never married nor civil partnered: 60% of adults aged over 16, this is well above London and England and had risen one fifth (19%) since 2011 - in Southwark and London, rates of mixed-sex marriage and civil partnership were two fifths lower than in England (26%, 26% and 44%, respectively) - around 2,600 Southwark adults (aged over 16) were in same-sex marriages or

	civil partnerships, representing 1% of the population, higher than London and England levels (0.6% and 0.4%, respectively)
Mitigating or improvement actions to be taken	
<p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p> <p>However the change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p>	<p>A large majority of services within culture and parks division are free of charge (e.g. libraries, community events, parks)</p> <p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p>

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Changes in fees may impact on residents that are pregnant or on maternity if they are not working. However, additional benefits are provided for residents in this situation and therefore the proposed changes are expected to have minimal impact.	<p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage pregnant and mothers in the maternity category.</p> <p>Pregnancy and Maternity is not a factor in setting charges.</p>
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census data	Pregnancy and maternity Southwark Council
Mitigating and/or improvement actions to be taken	
Each of the service areas (aside from the Marina) has a series of concessionary pricing structures aimed at any residents with low or no income This is to ensure the services are accessible for all. These concessionary charges are listed within the fees and charges proposal	<p>A large majority of services within culture and parks division are free of charge (e.g. libraries, community events, parks)</p> <p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage</p>

	<p>pregnant and mothers in the maternity category.</p> <p>Pregnancy and Maternity is not a factor in setting charges.</p>
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<p>Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p>	<p>Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p><u>Culture division</u> Increases have been applied at 5% (rounded) which is the council standard increase for 2026/27, to account for inflation (CPI). The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p><u>Parks & Natural Environment</u> All fees and charges in parks and natural environment division have been increased by 5% (inflation), which is the Council's standard increase for 2026-27, except for fees in relation to South Dock Marina, which has been set at CPI+1 (i.e. 6%) : the change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage differing status of relationships as recognised in this category.</p>	<p>While the changes in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident, JSNA census data analysis shows that areas with the highest deprivation in the borough have the highest percentages of people from Black, Asian and Multi-Ethnic backgrounds so there is a risk that the increases might impact this group more negatively.</p> <p>A large majority of services within culture and parks division are free of charge (e.g. libraries, community events, parks)</p> <p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed inflationary increases, to help mitigate impact.</p>
<p>Equality information on which above analysis is based</p>	<p>Socio-economic data on which above analysis is based</p>
<p>Census data</p>	<p>According to Southwark 2021 census data analysis, the largest broad ethnic group other than White was 'Black, Black British, Caribbean or African', with one-quarter (25%) of Southwark residents reporting this as their ethnicity. Almost one fifth (16%) reported 'African' ethnicity and 6% reported a 'Caribbean' ethnicity. A tenth (10%) of Southwark residents reported their ethnic group to be 'Asian', with the majority of these residents (8,400) identifying with a Chinese ethnic background. 22,000 (7%) of Southwark residents reported their ethnic group to be 'Mixed or multiple ethnicities'. The most common reported non-UK identity</p>

	<p>of Southwark residents was Spanish (including Canary Islander). This has changed since 2011 when the most common non-UK identity was Nigerian. Spanish is the most common main language other than English, spoken by 13,000 Southwark residents and increasing in number since 2011. 'All other Chinese' is the most common Asian language, while Somali is the most spoken African language of Southwark residents. Of the 53,700 Southwark residents whose main language is not English, 10,200 (19%) cannot speak English well or have no English proficiency.</p>
<p>Mitigating and/or improvement actions to be taken</p>	
<p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p>	<p>A large majority of services within culture and parks division are free of charge (e.g. libraries, community events, parks)</p> <p>The Council has in place various schemes to support residents who experience financial difficulty, some of whom will fall within the protected characteristic groups and may be affected by the proposed increases, to help mitigate impact.</p>

<p>Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.</p>	
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.</p>	<p>Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)</p>
<p><u>Culture Division:</u> In the main increases have been applied at 5% which is the council standard increase for 2026/27. The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p><u>Park & Natural Environment</u> Fees in relation to South Dock Marina: the change in fees (5%+1%) is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>All other increases have been applied at 5% (rounded) which is the council standard increase for 2026/27.</p> <p>None of the charges proposed will disproportionately affect anyone based on their religion or belief.</p>	<p>A large majority of services within culture and parks division are free of charge (e.g. libraries, community events, parks) .</p> <p>None of the charges proposed will disproportionately affect anyone based on their religion or belief.</p> <p>Religion is not a factor in setting charges.</p>

Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census data	Religion and belief Southwark Council
Mitigating and/or improvement actions to be taken	
N/A	N/A

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p><u>Culture Division:</u> In the main increases have been applied at 5% which is the council standard increase for 2026/27. The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p><u>Park & Natural Environment</u> Fees in relation to South Dock Marina: the change in fees (5%+1%) is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>All other increases have been applied at 5% (rounded) which is the council standard increase for 2026/27.</p> <p>The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident.</p>	N/A
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census data	Age and sex Southwark Council
Mitigating and/or improvement actions to be taken	
N/A	N/A

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Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p><u>Culture Division:</u> In the main increases have been applied at 5% which is the council standard increase for 2026/27. The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p><u>Park & Natural Environment</u> Fees in relation to South Dock Marina: the change in fees (5%+1%) is unlikely to have any impact on this protected characteristic group that is greater than any other resident.</p> <p>All other increases have been applied at 5% (rounded) which is the council standard increase for 2026/27.</p> <p>None of the proposed changes are anticipated to impact this protected characteristic group more than other residents.</p>	<p>None of the charges proposed will disproportionately affect anyone based on their sexual orientation.</p> <p>Sexual Orientation is not a factor in setting charges.</p>
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census data	Sexual orientation Southwark Council
Mitigating and/or improvement actions to be taken	
N/A	

<p>Human Rights</p> <p>There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol</p>
<p>Potential impacts (positive and negative) of proposed policy/decision/business plan</p>
<p>None of the changes proposed will deprive residents of their human rights. The analysis undertaken in this document and proposed mitigation will ensure that there is no discrimination.</p> <p>The provision of existing services and introduction of new services are offered with equality and remain a choice for residents supports Article 9: Freedom of thought, conscience and religion. Human Rights Act (1998)</p>
<p>Information on which above analysis is based</p>
<p>Census data</p>
<p>Mitigating and/or improvement actions to be taken</p>
<p>N/A</p>

Conclusions

Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:

Have any potential significant concerns amongst service users or the wider community been identified? No

Have any potential negative, disproportionate or adverse impacts on particular protected characteristics been identified? No

Have you identified any negative or positive impacts re: the promotion of good community relations? No

Are there any specific implications for groups experiencing socio-economic disadvantage?
 Yes – there may be negative impact for socio-economics for the protected characteristics of Age, Disability and Race

Are there any specific implications for groups experiencing socio-economic disadvantage and protected characteristics? No

Are there any specific implications for Borough Plan priorities or commitments? No

Section 5: Further equality actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1			
2			
3			
4			
5			
6			
7			

5. Equality and socio-economic objectives (for business plans)				
Based on the initial analysis above, please detail any of the equality objectives outlined above that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2

6. Review of implementation of the equality objectives and actions

**Implementation Equality Impact and Needs Analysis of budget proposal:
proposed date if known**



Equality Impact and Needs Analysis

Budget Equality Analysis Full Template:

Resources– Registrars Fees & Charges, 2026-27

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme. All Cabinet reports will also publish related

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering Socio-Economic implications, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce socio-economic inequalities and this is reflected in its values and aims. For this reason, the council recommends considering socio-economic impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan area to which this equality analysis relates		Registrars and Citizenship Fees and Charges			
Equality analysis author		Paul Dumke			
Strategic Director:		Clive Palfreyman			
Department		Resources	Division	Customer and Exchequer	
<p>Period analysis undertaken Please note that the equality analysis informs all stages of the budget setting process up to final decision making. It can be built upon at all stages.</p> <p>It can be further built upon and reviewed at implementation stage.</p>		<p>Please Indicate which stage of the Budget Proposal decision making process this equality analysis is informing:</p> <ul style="list-style-type: none"> • Budget Challenge and date • December Equality Analysis 			
Indicative date of implementation of budget proposal if known		2026/27			
Sign-off		Position		Date	

Section 2: Description of budget proposal

Please provide full details of the budget proposal

This ENIA reviews the fees and charges proposals for 2026/27 registrars and citizenship in Customer and Exchequer.

Services which fall within this area that have associated fees and charges are;

Marriages and Civil Partnership ceremonies
Private citizenship ceremonies

Most fees charged by the registration service are statutory however a small number of discretionary fees can be charged for marriage and civil partnership ceremonies taking place in the register office decommissioned room or approved venue and for private citizenship ceremonies. Statutory weddings and civil partnerships are available at a statutory fee and weekly group citizenship ceremonies are available at no extra charge to the customer.

The council's annual fees and charges for non-statutory services are set annually in line with the council's medium term resources strategy. For the period 2026/27, fees and charges for registrars and citizenship ceremonies have generally been increased by 5%. On several of the fee proposals the percentage increase is slightly higher or lower, where the fee has been rounded up to the nearest fifty pence.

Potential impacts and possible mitigations of these proposals are explored in detail in the sections below.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	<p>Couples wishing to get married or enter into a civil partnership in the register office decommissioned room have a range of packages to select from.</p> <p>Couples wishing to get married or enter into a civil partnership at one of about 30 approved venues in Southwark require the attendance of a deputy superintendent registrar to conduct the ceremony and a registrar to register the event. These venues include The Shard, Shakespeare's Globe, Dulwich College and Caroline Gardens.</p> <p>Customers who do not wish to attend a weekly group citizenship ceremony can pay an additional fee to attend a private citizenship ceremony either individually or as a family.</p>
Key stakeholders involved in this decision	<p>To date:</p> <ul style="list-style-type: none"> • Director of Customer and Exchequer • Specialist Services Manager • -Head of Specialist Services

Section 4: Pre-implementation equality impact and needs analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

Socio-economic disadvantage may arise from a range of factors, including:

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

The public sector equality duty (PSED) requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of under represented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident	Proposed charges impact all but do not disproportionately affect people based on their age alone. Age is not a factor in setting charges. Those on lower incomes may be adversely affected.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census data	N/A
Mitigating and/or improvement actions to be taken	
Statutory marriage and civil partnership ceremonies as well as group citizenship ceremonies are available	N/A

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
The proposed change is likely to have no impact on disabled residents.	Disability is not a factor in setting charges. Those on lower incomes may be adversely affected.

Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census	N/A
Mitigating and/or improvement actions to be taken	
Statutory marriage and civil partnership ceremonies as well as group citizenship ceremonies are available	N/A

Gender reassignment: - The process of transitioning from one gender to another.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.	The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage different genders within the protected characteristics. Gender identity is not a factor in setting charges.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census	N/A
Mitigating and/or improvement actions to be taken	
None	None

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favorably than married couples and must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage differing status of relationships as recognised in this category.	Marital status is not a consideration when setting these fees and charges.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census	N/A

Mitigating and/or improvement actions to be taken	
None	None
Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavorably because she is breastfeeding.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage this protected characteristic.	The proposed fees and charges will not specifically have an impact which will benefit or disadvantage pregnant and mothers in the maternity category. Pregnancy and Maternity is not a factor in setting charges.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census	N/A
Mitigating and/or improvement actions to be taken	
None	None

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups, and their needs should be considered alongside all others	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident.	None of the charges proposed will disproportionately affect anyone based on their race. Race is not a factor in setting charges. Those on lower incomes may be adversely affected.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census	N/A

Mitigating and/or improvement actions to be taken	
None	None

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident.	None of the charges proposed will disproportionately affect anyone based on their religion or belief. Religion is not a factor in setting charges.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census	N/A
Mitigating and/or improvement actions to be taken	
None	None

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)
The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident.	None of the charges proposed will disproportionately affect anyone based on their sex. Sex is not a factor in setting charges.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census	N/A
Mitigating and/or improvement actions to be taken	
None	None
Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/needs/issues arising from socio-economic disadvantage (positive and negative)

None of the proposed changes are anticipated to impact this protected characteristic group more than other residents.	None of the charges proposed will disproportionately affect anyone based on their sexual orientation. Sexual Orientation is not a factor in setting charges.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census	N/A
Mitigating and/or improvement actions to be taken	
None	

Human Rights There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol
Potential impacts (positive and negative) of proposed policy/decision/business plan
None of the changes proposed will deprive residents of their human rights. The analysis undertaken in this document and proposed mitigation will ensure that there is no discrimination. The provision of existing services and introduction of new services are offered with equality and remain a choice for residents supports Article 9: Freedom of thought, conscience and religion. Human Rights Act (1998)
Information on which above analysis is based
Census data.
Mitigating and/or improvement actions to be taken
As above

Conclusions

Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:

-
- Have any potential significant concerns amongst service users or the wider community been identified? Amendments to the garage concessionary charge rate were included in the consultation on the HRA rent setting report, and no concerns were raised.
 - Have any potential negative, disproportionate or adverse impacts on particular protected characteristics been identified? No
 - Have you identified any negative or positive impacts re: the promotion of good community relations? No
 - Are there any specific implications for groups experiencing socio-economic disadvantage? Yes – Age, Disability and Race
 - Are there any specific implications for Borough Plan priorities or commitments? None identified.
-

Section 5: Further equality actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Age – Negative socio-economic	Statutory marriage and civil partnership ceremonies as well as group citizenship ceremonies are available	N/A
2	Disability – Negative socio-economic	Statutory marriage and civil partnership ceremonies as well as group citizenship ceremonies are available	N/A
3	Religion and Belief: Neutral	NONE	N/A
4	Race: Negative socio-economic	Statutory marriage and civil partnership ceremonies as well as group citizenship ceremonies are available	N/A
5	Gender Reassignment/Identity: Neutral	NONE	N/A
6	Marriage and Civil Partnership: Neutral	NONE	N/A
7	Pregnancy and Maternity: Neutral	NONE	N/A
8	Sexual Orientation: Neutral	NONE	N/A
9	Sex: Neutral	NONE	N/A

5. Equality and socio-economic objectives (for business plans)				
Based on the initial analysis above, please detail any of the equality objectives outlined above that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
Continue to monitor and fees and benchmark				

6. Review of implementation of the equality objectives and actions				

**Implementation Equality Impact and Needs Analysis of budget proposal:
proposed date if known**



Equality Impact and Needs Analysis

Housing Directorate – Fees & Charges 2026-27

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).

- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme. All Cabinet reports will also publish related

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not, then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering Socio-Economic implications, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce socio-economic inequalities, and this is reflected in its values and aims. For this reason, the council recommends considering socio-economic impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan area to which this equality analysis relates		Housing Directorate Fees and Charges 2026/27			
Equality analysis author		Richard Lakey			
Strategic Director:		Hakeem Osinaike			
Department		Housing	Division	Strategy and Business Support	
<p>Period analysis undertaken Please note that the equality analysis informs all stages of the budget setting process up to final decision making. It can be built upon at all stages.</p> <p>It can be further built upon and reviewed at implementation stage.</p>		<p>Please Indicate which stage of the Budget Proposal decision making process this equality analysis is informing</p> <ul style="list-style-type: none"> • January Cabinet Equality Analysis • January Overview and Scrutiny Committee 			
Indicative date of implementation of budget proposal if known		6 April 2026			
Sign-off		Position		Date	

Section 2: Description of budget proposal

Please provide full details of the budget proposal and the predicted saving

This EINA reviews proposed fees and charges across the Housing Directorate for 2026/27. Most fees rise by approximately 5% to maintain cost recovery in the face of inflation and service pressures. A small number of fees change by more than 5% based on statutory settings or service re-basing (e.g., estate parking removals/storage; concierge rebalancing).

Potential equality impacts are assessed across all protected characteristics. The analysis identifies low-level adverse impacts that may be more relevant for Age, Disability and Race, due to tenure patterns and income distribution. These are mitigated through a combination of national and local measures, including increases to incomes from April 2026 (state pension, Universal Credit, National/London Living Wage) and the availability of Housing Benefit/Universal Credit to cover eligible service charges. The Council will continue to offer targeted cost-of-living support and proactive signposting.

On balance, the proposals support service sustainability without creating significant disproportionate impacts. Ongoing monitoring, engagement, and benchmarking are built into the implementation plan.

Fees and charges are set annually within the Medium-Term Resources Strategy, aiming for cost recovery, benchmarking with comparable authorities, and consistency with statutory frameworks.

In 2026/27, Housing Services generally apply an approximate 5% uplift to non-statutory fees. Rounding may slightly vary by the percentage on specific items. Key areas within scope include Handyperson Service; Estate Parking; Travellers; Concierge; Hostels; Temporary Accommodation; Private Sector Housing; Disabled Facilities Grants; and Landlord grants/loans.

Administration fees associated with grants increase by 5%, while fees that are calculated as a percentage of capital works (e.g., Disabled Facilities Grants) remain unchanged in proportion. Estate Parking removal/storage fees reflect London Councils settings (increases of around 40% and 37.5% respectively). Concierge charges are rebalanced to create a self-funding model over three years, resulting in higher uplifts on a small number of estates.

Summary of Notable Fee Changes and Rationale

Service Area	Change (2026/27)	% / Amount	Primary Rationale	Key Mitigations
General Housing fees	Standard uplift	Approx. +5%	Maintain cost recovery; inflation; rounding	Housing Benefit / Universal Credit where eligible; signposting to support
Disabled Facilities Grants (DFG)	Proportion of works	n/a (proportion) / +5%	Keep proportional	Grant assessment includes fees;

	unchanged; admin fees +5%		charging; minor admin uplift	affordability checks
Estate Parking – illegal removal	Increase	+40%	London Councils settings approved by Mayor / Secretary of State	Deterrence; consistent application
Estate Parking – daily storage	Increase	+37.5%	London Councils settings approved by Mayor / Secretary of State	As above
Service Charge Loans	Increase	+20%	Align to loan application fee; cost parity	Clear communications; affordability assessment
Ad-hoc disposals / Deed of Covenant	Increase	+18% / +25%	Benchmarking shows undercharging; workload recovery	Transparency; staged payment where applicable
Concierge – Draper House	Increase	£15.36 → £17.10 (+11%)	Rebalance to self-funding; equalised charging	Housing Benefit / Universal Credit coverage for eligible charges
Concierge – Castlemead	Increase	£16.37 → £19.70 (+20%)	As above	Housing Benefit / Universal Credit coverage
Concierge – Bishopsmead	Increase	£8.89 → £13.80 (+55%)	As above	Housing Benefit / Universal Credit coverage; targeted comms and support
Concierge – Churchmead	Increase	£8.95 → £13.90 (+55%)	As above	Housing Benefit / Universal Credit coverage; targeted comms and support
Carers parking permit	Increase	£42 → £44 (+5%)	Standard uplift	Blue Badge concession arrangements; signposting
Travellers – pitch rent	Increase	+3.8%	Aligned to CPI (Sept 2025)	Engagement with residents; affordability support

From April 2026, several income measures increase nationally, which helps offset fee and charge uplifts. Southwark residents in scope may benefit from: (a) the new State Pension rising by approximately 4.8%; (b) Universal Credit standard allowance uplifts around 6.2% for single 25+; (c) National Living Wage (21+) rising around 4.1%; (d) London Living Wage increasing by c. 8.4% (estimate); and (e) National Minimum Wage (18–20) increasing by c. 8.5% (estimate).

Within the HRA, average rents rise in line with national rent policy (CPI +1%), and tenant service charges are adjusted for cost recovery. Where residents receive Housing Benefit or Universal

Credit, eligible service charge elements can be included within claims. The Council continues to provide targeted cost-of-living support (e.g., Household Support Fund, warm spaces, emergency grants) and will communicate pathways clearly.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	<ul style="list-style-type: none"> • Council tenants • Homeowners/leaseholders • Housing association tenants • Private landlords
Key stakeholders were/are involved in this policy/decision/business plan	<ul style="list-style-type: none"> • Director of Housing • Housing Department Senior Management Team • Finance • Cabinet members

Section 4: Pre-implementation equality impact and needs analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

Socio-economic disadvantage may arise from a range of factors, including:

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

The public sector equality duty (PSED) requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of under represented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32-year-olds) or range of ages (e.g. 18 – 30 year olds).

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)																								
<ul style="list-style-type: none"> • Approximate 5% increases broadly affect all users: no direct differential charging by age. • Handyperson Service (60+ or any age with disability) fee increase supports continued delivery amid rising costs. • Carers parking permit increase is modest (£42 to £44); low impact expected. • Fees and charges for disabled facilities grant will continue to be calculated in the same way as in 2025/26, as a proportion of the overall cost of the works. <p>The following 2021 census table gives an indication of how many households have a household reference person who is aged 65 or older by tenure.</p> <table border="1" data-bbox="220 925 1038 1261"> <thead> <tr> <th>Tenure of household</th> <th>Total</th> <th>Aged 16 to 64 years</th> <th>Aged 65 years and over</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>130,819</td> <td>112,409</td> <td>18,392</td> </tr> <tr> <td>Owned: Owns outright</td> <td>13,879</td> <td>8,431</td> <td>5,446</td> </tr> <tr> <td>Owned: Owns with a mortgage or loan or shared ownership</td> <td>27,052</td> <td>26,057</td> <td>995</td> </tr> <tr> <td>Rented: Social rented</td> <td>51,990</td> <td>41,109</td> <td>10,872</td> </tr> <tr> <td>Rented: Private rented or lives rent free</td> <td>37,898</td> <td>36,812</td> <td>1,079</td> </tr> </tbody> </table>	Tenure of household	Total	Aged 16 to 64 years	Aged 65 years and over	Total	130,819	112,409	18,392	Owned: Owns outright	13,879	8,431	5,446	Owned: Owns with a mortgage or loan or shared ownership	27,052	26,057	995	Rented: Social rented	51,990	41,109	10,872	Rented: Private rented or lives rent free	37,898	36,812	1,079	<p>Some older residents may have lower incomes and experience economic disadvantage. However, the proposed charges impact all and do not disproportionately affect people based on their age alone.</p>
Tenure of household	Total	Aged 16 to 64 years	Aged 65 years and over																						
Total	130,819	112,409	18,392																						
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Equality information on which above analysis is based	Socio-Economic data on which above analysis is based																								
Census 2021 data Table RM201 - Tenure by age - Household Reference Persons	N/A																								
Mitigating and/or improvement actions to be taken																									
<ul style="list-style-type: none"> • Housing Benefit / Universal Credit coverage for concierge charges; proactive signposting and support. • Income uplifts from April 2026 (state pension; London Living Wage; Universal Credit) help offset increases. • Clear communications and targeted engagement where concierge uplifts are higher. 	No further actions																								

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in

particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> No differential charging by disability; Handyperson Service supports disabled residents; DFG fees remain proportional to works. Modest carers permit increase (£42 to 44) – low impact. 	Disabled households have higher likelihood of poverty and higher energy / essential costs; affordability risks if not mitigated.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
In 2021, 8.2% of Southwark residents were identified as being disabled - How life has changed in Southwark: Census 2021(ons.gov.uk)	Census 2021 deep dive: disability and deprivation in London Trust for London
Mitigating and/or improvement actions to be taken	
<ul style="list-style-type: none"> Targeted signposting to energy-saving and cost-of-living support. Grant assessments include fees as allowable costs; Housing Benefit / Universal Credit coverage of eligible service charges e.g. concierge services. Income uplifts (Universal Credit; wages) provide partial offset; casework support available. 	No further actions

Gender reassignment: - The process of transitioning from one gender to another.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> No specific impacts identified; charges not set by gender identity. 	Socio-economic impacts are not expected to differ solely by gender identity in this context.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census Data	N/A
Mitigating and/or improvement actions to be taken	
<ul style="list-style-type: none"> Maintain inclusive communications and access to support. 	N/A

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)
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Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> No differential impacts identified; marital status not a factor in charging. 	No specific socio-economic implications identified in this proposal.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census Data	N/A
Mitigating or improvement actions to be taken	
<ul style="list-style-type: none"> No specific actions beyond general mitigations. 	N/A

<p>Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> No specific impacts identified; charging structures are not based on pregnancy/maternity. 	Potential short-term income constraints may occur for some households.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census Data	N/A
Mitigating and/or improvement actions to be taken	
<ul style="list-style-type: none"> Signposting to support; Housing Benefit / Universal Credit eligibility where applicable. 	N/A

<p>Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups, and their needs should be considered alongside all others</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage

								(positive and negative)
<ul style="list-style-type: none"> Standard approximate 5% increases apply across users; however, deprivation patterns indicate some ethnic groups are over-represented in social or private rented sectors and could experience relatively greater affordability pressure. Traveller pitch rent aligned to CPI (+3.8%); low impact anticipated with engagement. 								Borough-level data shows higher deprivation in areas with higher proportions of Black, Asian and Multi-ethnic residents; income sensitivity may be greater.
Ethnic group	Total	Owned	Owned: Owns outright	Owned: Owns with a mortgage or loan or shared ownership	Rented	Rented: Social rented	Rented: Private rented or lives rent free	
Total	100%	100%	100%	100%	100%	100%	100%	
Asian, Asian British or Asian Welsh	9%	10%	10%	10%	9%	6%	12%	
Black, Black British, Black Welsh, Caribbean or African	23%	10%	9%	10%	30%	45%	8%	
Mixed or Multiple ethnic groups	5%	4%	3%	4%	5%	5%	6%	
White	57%	74%	75%	73%	50%	38%	66%	
White: English, Welsh, Scottish, Northern Irish or British	40%	56%	60%	54%	32%	30%	36%	
White: Irish	3%	3%	3%	3%	2%	3%	2%	
White: Gypsy or Irish Traveller, Roma or Other White	15%	15%	12%	16%	15%	6%	28%	
Other ethnic group	5%	3%	3%	3%	7%	6%	7%	
Equality information on which above analysis is based								Socio-economic data on which above analysis is based
Census 2021 RM134 - Tenure by ethnic group - Household Reference Persons								N/A
Mitigating and/or improvement actions to be taken								
<ul style="list-style-type: none"> Housing Benefit / Universal Credit coverage of eligible charges e.g. concierge services; targeted engagement and signposting to support. Income uplifts from April 2026 provide partial offset; continued monitoring by tenure and locality. 								N/A

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> No differential impacts identified; religion/belief not a factor in charging. 	No specific socio-economic implications identified beyond general patterns.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census Data	N/A
Mitigating and/or improvement actions to be taken	
<ul style="list-style-type: none"> Inclusive communications; general mitigations apply. 	N/A

Sex - A man or a woman.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> No differential impacts identified; sex not a factor in charging. 	Socio-economic impacts may vary by household composition but are not driven by fee design.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census Data	N/A
Mitigating and/or improvement actions to be taken	
<ul style="list-style-type: none"> General mitigations apply. 	N/A

Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<ul style="list-style-type: none"> No differential impacts identified; orientation not a factor in charging. 	No specific socio-economic implications identified for this proposal.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census Data	N/A
Mitigating and/or improvement actions to be taken	
<ul style="list-style-type: none"> General mitigations apply. 	

Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

Potential impacts (positive and negative) of proposed policy/decision/business plan
<ul style="list-style-type: none"> • No deprivation of rights identified. Proposals maintain service choice and equitable access. • None specific beyond affordability considerations noted above.
Information on which above analysis is based
Census 2021
Mitigating and/or improvement actions to be taken
<ul style="list-style-type: none"> • Housing Benefit / Universal Credit coverage of eligible charges, targeted communications to affected estates, and the broader affordability context of rising pensions, Universal Credit and wages from April 2026. • Equality analysis integrated into decision-making; complaints and redress routes remain available.

Conclusions

Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:

- **Have any potential significant concerns amongst service users or the wider community been identified?** No.
- **Have any potential negative, disproportionate or adverse impacts on particular protected characteristics been identified?** Yes. The analysis identifies low-level adverse impacts concentrated in Age, Disability, and Race due to underlying income and tenure patterns, rather than differential charging. Mitigations include Housing Benefit / Universal Credit coverage of eligible charges, targeted communications to affected estates, and the broader affordability context of rising pensions, Universal Credit and wages from April 2026. Subject to ongoing monitoring and engagement, the proposals do not present significant disproportionate impacts and are consistent with duties under the Equality Act 2010.
- **Have you identified any negative or positive impacts re: the promotion of good community relations?** No
- **Are there any specific implications for groups experiencing socio-economic disadvantage?** No
- **Are there any specific implications for groups experiencing socio-economic disadvantage and protected characteristics?** No
- **Are there any specific implications for Borough Plan priorities or commitments?** No

Section 5: Further equality actions and objectives

5. Further actions

Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Age – affordability risk.	Targeted comms; Housing Benefit / Universal Credit signposting; casework for vulnerable residents. Lead: Housing – Strategy & Business Support.	Q4 2025 - Q2 2026
2	Disability – affordability risk	Ensure grant assessments include fees; signpost to energy and support schemes. Lead: Private Sector Housing / Grants Team	Q4 2025 - Q2 2026
3	Race – deprivation-linked sensitivity	Monitor by locality/tenure; engage community partners; signposting. Lead: Housing / Community Engagement	Q1-Q4 2026
4	Religion and Belief: Neutral	NONE	N/A
5	Gender Reassignment/Identity: Neutral	NONE	N/A
6	Marriage and Civil Partnership: Neutral	NONE	N/A
7	Pregnancy and Maternity: Neutral	NONE	N/A
8	Sexual Orientation: Neutral	NONE	N/A
9	Sex: Neutral	NONE	N/A
10	Socio-economic disadvantage	Maintain concessions; benchmark fees; monitor arrears and hardship. Lead: Finance/Services	Q1-Q4 2026

5. Equality and socio-economic objectives (for business plans)

Based on the initial analysis above, please detail any of the equality objectives outlined above that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
Continue to monitor and fees and benchmark				

6. Review of implementation of the equality objectives and actions				

**Implementation Equality Impact and Needs Analysis of budget proposal:
proposed date if known**

Equality Impact and Needs Analysis

Budget Equality Analysis Full Template:

Resources– Homeownership Services Fees & Charges, 2026-27

Guidance notes

Things to remember:

Under the Public Sector Equality Duty (PSED) public authorities are required to have due regard to the aims of the general equality duty when making decisions and when setting policies. Understanding the affect of the council's policies and practices on people with different protected characteristics is an important part of complying with the general equality duty. Under the PSED the council must ensure that:

- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme. All Cabinet reports will also publish related

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering Socio-Economic implications, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce socio-economic inequalities and this is reflected in its values and aims. For this reason, the council recommends considering socio-economic impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan area to which this equality analysis relates		Homeownership Services Fees and Charges			
Equality analysis author		Louise Turff			
Strategic Director:		Clive Palfreyman			
Department		Resources	Division	Customer and Exchequer	
<p>Period analysis undertaken Please note that the equality analysis informs all stages of the budget setting process up to final decision making. It can be built upon at all stages.</p> <p>It can be further built upon and reviewed at implementation stage.</p>		<p>Please Indicate which stage of the Budget Proposal decision making process this equality analysis is informing:</p> <ul style="list-style-type: none"> • Budget Challenge and date • `December Equality Analysis 			
Indicative date of implementation of budget proposal if known		2026-27			
Sign-off		Position		Date	

Section 2: Description of budget proposal

Please provide full details of the budget proposal

This ENIA reviews the fees and charges proposals for 2026-27 Homeownership Services in Customer and Exchequer.

Services which fall within this area that have associated fees and charges are;

Sales and Acquisitions – Conveyancing and legal documentation

Business Systems – Loans and Mortgages, Pre-assignments, re-mortgages, postponements, gas servicing

Operations – Garage and barrow store rents, s146 notices

Residents and customers currently pay specific fees and charges for a wide range of activities and services such as enfranchisement and sale of freehold reversionary interest, permissions to alter, copies of legal documents, pre-assignment and re-mortgage packs, mortgage and loan applications and redemptions, s146 notices, and garage and barrow store rents. Some of these fees and charges are mandated by statute or contract and the council is legally required to adopt these levels, whilst other fees and charges are set at levels using the council's discretion. With the cost of providing charged-for goods and services going up due to inflation and other factors, the Council need to increase its charges by an equivalent amount to ensure that it continues to recover its costs.

The council's annual fees and charges for non-statutory services are set annually in line with the council's medium term resources strategy. For the period 2026-27, fees and charges in Homeownership Services have generally been increased by 5%. On several of the fee proposals the percentage increase is slightly higher or lower, where the fee has been rounded up to the nearest ten pence or pound.

Two fees have been increased by a higher percentage:

1. Additional discretionary service charge loan application fee – an increase of 20% to gradually align the charge to the discretionary service charge loan application fee.
2. Concessionary garage rent for council housing resident blue badge holders – an increase of 6.19% reflecting the fact that the concession is a £5 reduction from the standard garage rent.

Potential impacts and possible mitigations of these proposals are explored in detail in the sections below.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	<p>Leaseholders and freeholders who have purchased directly from the Council via the Right to Buy or another sales scheme, and those who have purchased ex-council properties on the open market.</p> <p>Secure tenants of the council applying to buy their property or access other sales schemes.</p> <p>Council housing residents who rent garages or barrow stores.</p> <p>General public who rent garages or barrow stores.</p>
Key stakeholders involved in this decision	<p>To date:</p> <ul style="list-style-type: none"> • Strategic Directors of Resources and Housing • Director of Customer and Exchequer • Head of Homeownership Services • Cabinet members

Section 4: Pre-implementation equality impact and needs analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

Socio-economic disadvantage may arise from a range of factors, including:

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

The public sector equality duty (PSED) requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of under represented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
In the main increases in fees have been applied at the rate of 5%. The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident The fees in relation to the garage concessionary rate will affect older residents more. However, the impact is considered to be low as garage rental is a non-essential provision from the Council, and the alternative garage sites are available to rent within the private sector on a range of weekly charges.	Proposed charges impact all but do not disproportionately affect people based on their age alone. Age is not a factor in setting charges
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Equality data is not held on homeowners so there is no conclusive evidence on which to evaluate the impact of fee increases relating to property ownership.	N/A
Mitigating and/or improvement actions to be taken	
Older residents who hold a blue badge will still be able to apply for the full concessionary rate. A concessionary rate of a £5 reduction in rent is still available to blue badge holders who are also tenants or resident homeowners of the council	

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
	Research shows that in London overall, families that include a disabled person are more likely to be in poverty than

The proposed change may have a low impact on disabled residents. Disabled residents with a blue badge will still be able to apply for a concessionary rate Disability is not a factor in setting charges.	families without a disabled person. The research shows that there is a clear trend between the level of deprivation in a neighbourhood and the proportion of the population that is Disabled.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
In 2021, 8.2% of Southwark residents were identified as being disabled - How life has changed in Southwark: Census 2021(ons.gov.uk) Equality data is not held on homeowners so there is no conclusive evidence on which to evaluate the impact of fee increases relating to property ownership. Equality data is not held on garage licensees, other than a record of those receiving the concessionary rent by virtue of holding a blue badge.	Census 2021 deep dive: disability and deprivation in London Trust for London
Mitigating and/or improvement actions to be taken	
Blue badge holders will still be able to apply for the concessionary rent, but this will be means tested from 1 st April 2025.	No further actions

Gender reassignment: - The process of transitioning from one gender to another.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
The change in fees is unlikely to have any impact on this protected characteristic group that is greater than any other resident. The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage different genders within the protected characteristics. Gender is not a factor in setting charges.	.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
N/A	N/A
Mitigating and/or improvement actions to be taken	
N/A	N/A

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and

must be treated the same as married couples on a wide range of legal matters. (Only to be considered in respect to the need to eliminate discrimination.)	
Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage differing status of relationships as recognised in this category..</p> <p>None of the charges proposed for Homeownership Services will disproportionately affect anyone based on their marital status</p>	.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
N/A	N/A
Mitigating and/or improvement actions to be taken	
None	None
<p>Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.</p>	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p>The proposed fees and charges or changes to services will not specifically have an impact which will benefit or disadvantage this protected characteristic.</p> <p>The proposed fees and charges will not specifically have an impact which will benefit or disadvantage pregnant and mothers in the maternity category.</p> <p>Pregnancy and Maternity is not a factor in setting charges.</p>	
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
N/A	N/A
Mitigating and/or improvement actions to be taken	
None	None

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p>The change in fees may have low impact on Race. Census data analysis shows that areas with the highest deprivation in the borough have the highest percentages of people from Black, Asian and Multi-Ethnic backgrounds so there is a risk that the increases might impact this group more negatively.</p> <p>None of the charges proposed will disproportionately affect anyone based on their race.</p>	<p>JSNA and census data analysis shows that areas with the highest deprivation in the borough have the highest percentages of people from Black, Asian and Multi-Ethnic backgrounds so there is a risk that the increases might impact this group more negatively.</p>
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Equality data is not held on homeowners so there is no conclusive evidence on which to evaluate the impact of fee increases relating to property ownership.	N/A
Mitigating and/or improvement actions to be taken	
N/A	N/A

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
<p>The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident.</p> <p>None of the charges proposed will disproportionately affect anyone based on their religion or belief.</p> <p>Religion is not a factor in setting charges.</p>	
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
N/A	N/A
Mitigating and/or improvement actions to be taken	
N/A.	No further actions

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
The change in fees is unlikely to have any impact on this protected characteristic group that is significantly greater than any other resident. None of the charges proposed will disproportionately affect anyone based on their sex. Sex is not a factor in setting charges.	
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
N/A	N/A
Mitigating and/or improvement actions to be taken	
N/A	
Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
None of the proposed changes are anticipated to impact this protected characteristic group more than other residents. None of the charges proposed will disproportionately affect anyone based on their sexual orientation. Sexual Orientation is not a factor in setting charges.	
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
N/A	N/A
Mitigating and/or improvement actions to be taken	
None	

Human Rights

There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour, Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol

Potential impacts (positive and negative) of proposed policy/decision/business plan

None of the changes proposed will deprive residents of their human rights. The analysis undertaken in this document and proposed mitigation will ensure that there is no discrimination.

The provision of existing services and introduction of new services are offered with equality and remain a choice for residents supports Article 9: Freedom of thought, conscience and religion. Human Rights Act (1998)

Information on which above analysis is based
Census and JSNA data
Mitigating and/or improvement actions to be taken
There may be negative impact for Age, Disability, Race and Socio-economics – mitigation is in place to provide means tested concessions for blue badge owners.

Conclusions

Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:

- **Have any potential significant concerns amongst service users or the wider community been identified?** Amendments to the garage concessionary charge rate were included in the consultation on the HRA rent setting report, and no concerns were raised.
- **Have any potential negative, disproportionate or adverse impacts on particular protected characteristics been identified?** Yes – potentially low impact for Age, Disability, Race and Socio Economics. Equalities data is not held on homeowners or garage licensees so there is no conclusive evidence on which to evaluate the impact of fee increases relating to property ownership or garage rental.
- **Have you identified any negative or positive impacts re: the promotion of good community relations?** No
- **Are there any specific implications for groups experiencing socio-economic disadvantage?** Those on low incomes may be disproportionately affected by increased fees and charges.
- **Are there any specific implications for Borough Plan priorities or commitments?** None identified.

Section 5: Further equality actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1	Age - Low level negative impacts as result of changes to the garage concessionary charge.	Blue badge holders will still be able to apply for the concessionary rent, but this will be means tested from 1st April 2025	Completed
2	Disability - Low level negative impacts as result of changes to the garage concessionary charge	Blue badge holders will still be able to apply for the concessionary rent, but this will be means tested from 1st April 2025	N/A Completed

3	Religion and Belief: Neutral	NONE	N/A
4	Race: Negative impacts as result of changes to the garage concessionary charge	NONE	N/A
5			
6			
7			
8			
9			
10	Negative impact for Socio Economics as residents on low incomes maybe disproportionately affected by the fees and charges increase.	The council has a statutory duty to protect those on low or, or no income, and supports with claims for Council Tax support, Housing Benefit, universal Credit. All Homeownership fees are for discretionary services.	Continue to monitor and benchmark fees.

5. Equality and socio-economic objectives (for business plans)

Based on the initial analysis above, please detail any of the equality objectives outlined above that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.

Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
Continue to monitor and fees and benchmark				

6. Review of implementation of the equality objectives and actions

**Implementation Equality Impact and Needs Analysis of budget proposal:
proposed date if known**



Equality Impact and Needs Analysis

Budget Equality Analysis Full Template:

Resources– Planning & Growth Fees & Charges, 2026-27

Guidance notes

Things to remember:

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- Decision-makers are aware of the general equality duty's requirements.
- The general equality duty is complied with before and at the time a particular policy is under consideration and when a decision is taken.
- They consciously consider the need to do the things set out in the aims of the general equality duty as an integral part of the decision-making process.
- They have sufficient information to understand the effects of the policy, or the way a function is carried out, on the aims set out in the general equality duty.
- They review policies or decisions, for example, if the make-up of service users changes, as the general equality duty is a continuing duty.
- They take responsibility for complying with the general equality duty in relation to all their relevant functions. Responsibility cannot be delegated to external organisations that are carrying out public functions on their behalf.
- They consciously consider the need to do the things set out in the aims of the general equality duty not only when a policy is developed and decided upon, but when it is being implemented.

Best practice guidance from the Equality and Human Rights Commission recommends that public bodies:

- Consider all the [protected characteristics](#) and all aims of the general equality duty (apart from in relation to marriage and civil partnership, where only the discrimination aim applies).
- Use equality analysis to inform policy as it develops to avoid unnecessary additional activity.
- Focus on the understanding the effects of a policy on equality and any actions needed as a result, not the production of a document.
- Consider how the time and effort involved should relate to the importance of the policy to equality.
- Think about steps to advance equality and good relations as well as eliminate discrimination.
- Use good evidence. Where it isn't available, take steps to gather it (where practical and proportionate).
- Use insights from engagement with employees, service users and others can help provide evidence for equality analysis.

Equality analysis should be referenced in community impact statements in Council reports. Community impact statements are a corporate requirement in all reports to the following meetings: the cabinet, individual decision makers, scrutiny, regulatory committees and community councils. Community impact statements enable decision makers to identify more easily how a decision might affect different communities in Southwark and to consider any implications for equality and diversity.

The public will be able to view and scrutinise any equality analysis undertaken. Equality analysis should therefore be written in a clear and transparent way using plain English. Equality analysis may be published under the council's publishing of equality information, or be present with divisional/departmental/service business plans. These will be placed on the website for public view under the council's Publications Scheme. All Cabinet reports will also publish related

Equality analysis should be reviewed after a sensible period of time to see if business needs have changed and/or if the effects that were expected have occurred. If not then you will need to consider amending your policy accordingly. This does not mean repeating the equality analysis, but using the experience gained through implementation to check the findings and to make any necessary adjustments.

Engagement with the community is recommended as part of the development of equality analysis. The council's Community Engagement Division and critical friend, the Forum for Equality and Human Rights in Southwark can assist with this (see section below on community engagement and www.southwarkadvice.org.uk).

Whilst the equality analysis is being considered, Southwark Council recommends considering Socio-Economic implications, as socio-economic inequalities have a strong influence on the environment we live and work in. As a major provider of services to Southwark residents, the council has a legal duty to reduce socio-economic inequalities and this is reflected in its values and aims. For this reason, the council recommends considering socio-economic impacts in all equality analyses, not forgetting to include identified potential mitigating actions.

Section 1: Equality impact and needs analysis details

Proposed policy/decision/business plan area to which this equality analysis relates		Resources Fees and Charges / Savings			
Equality analysis author		Ashleigh Jones			
Strategic Director:		Clive Palfreyman			
Department		Resources	Division	Planning and Growth	
Period analysis undertaken Please note that the equality analysis informs all stages of the budget setting process up to final decision making. It can be built upon at all stages. It can be further built upon and reviewed at implementation stage.		Please Indicate which stage of the Budget Proposal decision making process this equality analysis is informing: <ul style="list-style-type: none"> • Fees and Charges • Savings Proposals 			
Indicative date of implementation of budget proposal if known		26/27			
Sign-off	Stephen Platts	Position	Director of Planning and Growth	Date	10/12/2025

Section 2: Description of budget proposal

Please provide full details of the budget proposal

This ENIA reviews the fees and charges proposals for 2026/27 Fees and Charges and Savings in the Planning and Growth division in Resources

Services which fall within this area that have associated fees and charges are;

Building Control – average of 10% increase on fees and charges

Planning pre-application fees – split 5% increase and 10% increase

Local Land Charge fees – average of 5% increase

Property Services – average 5% increase

Planning and Growth have benchmarked all fees against other boroughs, our fee increases are in line with similar councils, based on the professional use of the fee and charge in Planning and Growth, there is no negative impact on any specific cohort of individuals.

Potential impacts and possible mitigations of these proposals are explored in detail in the sections below.

Section 3: Overview of service users and key stakeholders consulted

2. Service users and stakeholders	
Key users of the department or service	General public, council tenants,
Key stakeholders involved in this decision	To date: <ul style="list-style-type: none">• Strategic Directors of Resources• Director of Planning and Growth• Cabinet members

Section 4: Pre-implementation equality impact and needs analysis

This section considers the potential impacts (positive and negative) on groups with 'protected characteristics', the equality information on which this analysis is based and any mitigating actions to be taken, including improvement actions to promote equality and tackle inequalities. An equality analysis also presents as an opportunity to improve services to meet diverse needs, promote equality, tackle inequalities and promote good community relations. It is not just about addressing negative impacts.

The columns include societal issues (discrimination, exclusion, needs etc.) and socio-economic issues (levels of poverty, employment, income). As the two aspects are heavily interrelated it may not be practical to fill out both columns on all protected characteristics. The aim is, however, to ensure that socio-economic issues are given special consideration, as it is the council's intention to reduce socio-economic inequalities in the borough. Key is also the link between protected characteristics and socio-economic disadvantage, including experiences of multiple disadvantage.

Socio-economic disadvantage may arise from a range of factors, including:

- poverty
- health
- education
- limited social mobility
- housing
- a lack of expectations
- discrimination
- multiple disadvantage

The public sector equality duty (PSED) requires us to find out about and give due consideration to the needs of different protected characteristics in relation to the three parts of the duty:

1. Eliminating discrimination, harassment and victimisation
2. Advancing equality of opportunity, including finding out about and meeting diverse needs of our local communities, addressing disadvantage and barriers to equal access; enabling all voices to be heard in our engagement and consultation undertaken; increasing the participation of under represented groups
3. Fostering good community relations; promoting good relations; to be a borough where all feel welcome, included, valued, safe and respected.

The PSED is now also further reinforced in the two additional Fairer Future For All values: that we will

- Always work to make Southwark more equal and just
- Stand against all forms of discrimination and racism

Age - Where this is referred to, it refers to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential Socio-Economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Application and building control fees and charges have the same impact across all categories. They do not specifically impact Age negatively. All increases to fees and charges have been in line with benchmarked averages.	Older residents on lower incomes may be negatively affected by increased charges.
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census data	N/A
Mitigating and/or improvement actions to be taken	
N/A	N/A

Disability - A person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Please note that under the PSED due regard includes:

Giving due consideration in all relevant areas to "the steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities." This also includes the need to understand and focus on different needs/impacts arising from different disabilities.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Application and building control fees and charges have the same impact across all categories. They do not specifically impact Disability negatively. All increases to fees and charges have been in line with benchmarked averages.	Disabled households on lower incomes may be negatively affected by increased charges
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census data	N/A
Mitigating and/or improvement actions to be taken	
This cannot be mitigated.	N/A

Gender reassignment:

- The process of transitioning from one gender to another.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Application and building control fees and charges have the same impact across all categories. They do not specifically impact Gender Reassignment negatively. All increases to fees and charges have been in line with benchmarked averages.	N/A
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
N/A	N/A
Mitigating and/or improvement actions to be taken	
N/A	N/A

Marriage and civil partnership – In England and Wales marriage is no longer restricted to a union between a man and a woman but now includes a marriage between a same-sex couples. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples and must be treated the same as married couples on a wide range of legal matters. **(Only to be considered in respect to the need to eliminate discrimination.)**

Potential impacts (positive and negative) of proposed policy/decision/business plan	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Application and building control fees and charges have the same impact across all categories. They do not specifically impact Marriage and civil partnership negatively. All increases to fees and charges have been in line with benchmarked averages.	N/A
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census data	N/A
Mitigating and/or improvement actions to be taken	
N/A	N/A

Pregnancy and maternity - Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Application and building control fees and charges have the same impact across all categories. They do not specifically impact Pregnancy and Maternity negatively. All increases to fees and charges have been in line with benchmarked averages.	N/A

Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census data	N/A
Mitigating and/or improvement actions to be taken	
N/A	N/A

Race - Refers to the protected characteristic of Race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. N.B. Gypsy, Roma and Traveller are recognised racial groups and their needs should be considered alongside all others	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Application and building control fees and charges have the same impact across all categories. They do not specifically impact Race negatively. All increases to fees and charges have been in line with benchmarked averages.	JSNA and census data analysis shows that areas with the highest deprivation in the borough have the highest percentages of people from Black, Asian and Multi-Ethnic backgrounds so there is a risk that the increases might impact this group more negatively.
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census data	N/A
Mitigating and/or improvement actions to be taken	
This cannot be mitigated.	N/A

Religion and belief - Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Application and building control fees and charges have the same impact across all categories. They do not impact Religion and Belief negatively. All increases to fees and charges have been in line with benchmarked averages.	N/A
Equality information on which above analysis is based	Socio-economic data on which above analysis is based
Census data	N/A
Mitigating and/or improvement actions to be taken	
N/A	N/A

Sex - A man or a woman.	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Application and building control fees and charges have the same impact across all categories. They do not impact Sex negatively. All increases to fees and charges have been in line with benchmarked averages.	N/A
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census data	N/A
Mitigating and/or improvement actions to be taken	
N/A	N/A
Sexual orientation - Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes	
Potential impacts (positive and negative) of proposed policy/decision/business plan; this also includes needs in relation to each part of the duty.	Potential socio-economic impacts/ needs/issues arising from socio-economic disadvantage (positive and negative)
Application and building control fees and charges have the same impact across all categories. They do not impact Sexual orientation negatively. All increases to fees and charges have been in line with benchmarked averages.	N/A
Equality information on which above analysis is based.	Socio-economic data on which above analysis is based
Census data	N/A
Mitigating and/or improvement actions to be taken	
N/A	

Human Rights There are 16 rights in the Human Rights Act. Each one is called an Article. They are all taken from the European Convention on Human Rights. The Articles are The right to life, Freedom from torture, inhuman and degrading treatment, Freedom from forced labour , Right to Liberty, Fair trial, Retrospective penalties, Privacy, Freedom of conscience, Freedom of expression, Freedom of assembly, Marriage and family, Freedom from discrimination and the First Protocol
Potential impacts (positive and negative) of proposed policy/decision/business plan
None of the changes proposed will deprive residents of their human rights. The analysis undertaken in this document and proposed mitigation will ensure that there is no discrimination. The provision of existing services and introduction of new services are offered with equality and remain a choice for residents supports Article 9: Freedom of thought, conscience and religion. Human Rights Act (1998)
Information on which above analysis is based
Census data
Mitigating and/or improvement actions to be taken
There may be negative impact for socio-economics, as it may have more negative impact for lower income individuals, this cannot be mitigated.

Conclusions

Summarise main findings and conclusions of the overall equality impact and needs analysis for this area:

Section 5: Further equality actions and objectives

5. Further actions			
Based on the initial analysis above, please detail the key mitigating and/or improvement actions to promote equality and tackle inequalities; and any areas identified as requiring more detailed analysis.			
Number	Description of issue	Action	Timeframe
1.	Negative impact for Socio Economics as residents on low incomes maybe disproportionately affected by the fees and charges increase	This cannot be mitigated	1 year

5. Equality and socio-economic objectives (for business plans)				
Based on the initial analysis above, please detail any of the equality objectives outlined above that you will set for your division/department/service. Under the objective and measure column please state whether this objective is an existing objective or a suggested addition to the Council Plan.				
Objective and measure	Lead officer	Current performance (baseline)	Targets	
			Year 1	Year 2
Continue to monitor and fees and benchmark				

6. Review of implementation of the equality objectives and actions				

**Implementation Equality Impact and Needs Analysis of budget proposal:
proposed date if known**

OVERVIEW AND SCRUTINY COMMITTEE (OSC) – 20 JANUARY 2026

RECOMMENDATIONS TO CABINET ON POLICY AND RESOURCES STRATEGY

OSC recommendations	Officer response
<p align="center">Transformation and Efficiency Savings</p>	<p align="center">ACE – Strategy and Communities</p>
<p>OSC recommends that the Cabinet:</p> <ul style="list-style-type: none"> • Prioritise cross-Council transformation projects (e.g., procurement of digital services/platforms, revision of Council property use) to: <ul style="list-style-type: none"> ○ Improve resident experience and interaction with the Council. ○ Make it easier for Council employees to do their jobs well. ○ Achieve efficiency and financial savings for the Council. ○ Enable better collaboration between departments. ○ Ensure decisions are based on both qualitative and quantitative data and evidence, including customer experience and feedback. ○ Address ‘technical debt’, obsolete systems, and inefficient manual processes. • Ensure transformation projects are based on robust business cases that follow Council governance processes. • Keep abreast of technological developments, including AI, when procuring and deploying new digital platforms and services. • Monitor and report on transformation savings by providing detailed updates on profiling and delivery, including revised timelines and assurance that savings targets will be met within the MTFS. 	<p>The Council agrees with this recommendation.</p> <p>Cross-Council transformation remains a core priority within the MTFS, with a focus on modernising services, improving resident experience and enabling staff to work more efficiently.</p> <p>All transformation programmes are required to follow robust business case processes supported by high quality evidence and data.</p> <p>We will continue to invest in digital skills, keep pace with technological developments including AI, and maintain strong cyber-security arrangements, and ensure that these improvements are feedback to staff and residents.</p> <p>Progress on delivery, savings profiling, and risks—including for digital procurement—will be reported regularly to OSC through the established oversight mechanisms.</p> <p>The £10m savings that are to be delivered by March 2027 have been incorporated into the council budget. The 2026-27 budget</p>

<ul style="list-style-type: none"> • Monitor and report risk related to procurement of digital platforms and services by providing regular reports to Overview and Scrutiny Committee (OSC). • Ensure the Council’s investment in cybersecurity infrastructure and skills remains up to date to address developing threats. • Continue investing in digital skills for staff and residents. • Explicitly monitor the increased use of AI across Council departments, reporting efficiency and service improvements, and seek feedback from staff and residents. <p><i>*Technical debt* is a technical term for what we have with our SAP service - it describes an elderly unsupported platform that is past its use-by date, and which may rely on code or standards that are no longer widely used.</i></p> <p><i>(Recommendation 1)</i></p>	<p>monitoring reports and outturn reports for 2025-26 and 2026-27 will report the progress of the savings targets to cabinet.</p>
<p style="text-align: center;">Voluntary and Community Sector (VCS) Support</p>	<p style="text-align: center;">ACE – Strategy and Communities</p>
<p>OSC recommends that the Cabinet reviews support and funding for the VCS, recognising their value in delivering enhanced services and mitigating demand on statutory services. Consolidate VCS support and funding streams to realise improved outcomes for target groups.</p> <p><i>(Recommendation 2)</i></p>	<p>The Council accepts this recommendation.</p> <p>A cross-council VCS working group has recently been established to strengthen coordination and joint working across the Council.</p> <p>The group’s initial priorities are to develop a forward plan, timetable and prospectus for grants and commissioning, aligning these wherever possible; ensure consistency in outcomes and output measures and reporting; introduce a relationship-manager approach for organisations receiving funding from multiple council teams or departments; and improve the timeliness of intelligence and information-sharing about the sector.</p>

	The contribution of the VCS in mitigating demand on statutory services is well recognised, and proposals to further strengthen coordination and impact measurement will be brought forward in 2026.
Inclusion of Housing Costs in Deprivation Calculations	
OSC recommends that the Cabinet continues lobbying for the inclusion of housing costs in the deprivation metrics for fairer funding allocations, as this was previously successful and remains a priority. <i>(Recommendation 3)</i>	This is a matter for elected member to take up with Ministers
Three-Year Budget Planning	Strategic Director of Resources
OSC recommends that the Cabinet maintains or expands multi-year budgeting for better predictability and strategic planning, while retaining annual flexibility to adjust for changing circumstances. <i>(Recommendation 4)</i>	Agreed. The cabinet report will present a balanced annual budget for 2026-27 and also draft budgets for 2027-28 to 2029-30, which will be updated to adjust for changing demand and government funding.
Educational Psychology Team Savings Delay	Strategic Director of Children’s and Adults’ Services
OSC recommends that the Cabinet updates the committee on the revised timeline and mitigation plan for the delayed savings in the Educational Psychology Team, including how the team will manage increased demand due to children returning in-borough.	The Council accepts this recommendation. A revised timeline, delivery plan and mitigation strategy is being prepared and will be shared with OSC.

<i>(Recommendation 5)</i>	
Equality Impact Assessments	ACE, Governance and Assurance
<p>OSC recommends that the Cabinet conducts equality impact assessments (ENAs) early in the process for all major changes, including technical system upgrades like SAP, to ensure potential negative impacts are identified and mitigated.</p> <p><i>(Recommendation 6)</i></p>	<p>The EDI team will assess the potential impact of all major changes like the upgrade to the SAP.</p> <p>The EDI team will assess the potential impact of all major organisational changes, including digital and technical upgrades such as the SAP replacement. Departments leading these programmes will work with EDI colleagues to ensure early identification and mitigation of any equalities impacts.</p>
Ongoing Monitoring of Equality Impact	ACE, Governance and Assurance
<p>OSC recommends that the Cabinet monitors and reports on the ongoing equality impacts of budget decisions, using improved data and insight, and shares findings with the committee as they become available.</p> <p><i>(Recommendation 7)</i></p>	<p>The council will continue to strengthen its equalities insight and will report on the ongoing impacts of budget and transformation decisions.</p>
Collaboration and Partnership Working	Strategic Director of Children’s and Adults’ Services ACE – Strategy and Communities
<p>OSC recommends that the Cabinet increases collaboration with other local authorities, the NHS, and the voluntary sector to drive efficiencies, share best practices, and improve outcomes, especially in social care and transformation projects.</p>	<p>The Council supports this recommendation. We continue to work closely with neighbouring boroughs, the NHS, and the voluntary sector to share best practice, pursue joint efficiencies and deliver better outcomes—particularly across social care, public health and transformation. Opportunities for deeper collaboration will be</p>

<i>(Recommendation 8)</i>	brought forward where they support improved value for money and service quality.
Risk related to Cyber Security and Procurement Monitoring	Strategic Director of Resources ACE – Strategy and Communities
<p>OSC recommends that the Cabinet monitors and reports on risks related to procurement of digital platforms and services, including cyber security, and provides regular updates to OSC.</p> <p><i>(Recommendation 9)</i></p>	<p>As noted in the response to Recommendation 1, the Council will continue to monitor cyber-security risks and risks associated with procurement of digital systems, and will provide updates to OSC through established reporting arrangements.</p>
Ongoing Monitoring and Flexibility	Strategic Director of Resources
<p>OSC recommends that the Cabinet maintains processes for regular review and adjustment of budgets and transformation plans to respond to changing demand, funding, and external pressures.</p> <p><i>(Recommendation 10)</i></p>	<p>Agreed.</p> <p>The council will continue to maintain strong financial and performance monitoring arrangements, allowing regular review of budgets, transformation delivery and service pressures.</p> <p>This enables early intervention and provides the flexibility needed to respond to emerging risks and external changes.</p>

Meeting Name:	Council Assembly
Date:	25 February 2026
Report title:	Setting the Council Tax 2026-27
From:	Cabinet
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable

RECOMMENDATIONS

1. That Council Assembly:
 - a) Approves the 2026-27 Southwark element of the council tax for band D properties in Southwark, including an increase of 2.99% for the council and 2.00% for the adult social care (ASC) precept, be set at **£1,456.75** (Appendix B).
 - b) Approves the existing local war disability and widow/widowers' schemes for housing benefit (paragraphs 16 to 18).
 - c) Approve that no discount be applied to properties in the former parish of St Mary Newington for 2026-27.
 - d) Establishes a Council Tax Setting committee to set the Council Tax for the year 2026-27 and agrees the role and functions, matters reserved and political composition (Appendix D)
 - e) Appoints councillors to serve on the council tax setting committee.
 - f) Appoints a chair and vice chair of the Council Tax Setting committee.

2. That Council Assembly notes
 - a) the Greater London Authority (GLA) proposal to set a precept of £510.51 for band D, which will be considered on Thursday 26 February 2026 (Paragraph 4 and Appendix C). [The Greater London Authority \(Consolidated Council Tax Requirement Procedure\) Regulations 2025](#).

- b) the formal resolution for Southwark council taxes in 2026-27 (Appendix A) which will be approved by the Council Tax Setting committee on 27 February 2026.
- c) that the special Council Tax Setting committee will meet on Friday 27 February 2026. This will allow council tax notices to be issued in line with the normal statutory timetable.

BACKGROUND INFORMATION

3. Under the Local Government Finance Act 1992, the council is required to determine the level of council taxes in the borough for 2026-27. This must be completed before 11 March 2026.
4. The 2011 Localism Act requires a “council tax requirement” to be reported.
5. The GLA is due to formally approve its precept based on the GLA budget proposals on 26 February 2026, (after Council Assembly). The expected band D precept for council taxpayers in the 32 London boroughs is £510.51, a £20.13 or 4.10% increase compared to 2025-26.
6. This report reflects the budget recommendations of the Policy and Resources Strategy 2026-27 revenue budget which is being considered at agenda item 2.1. The Southwark element of council tax has been increased by 4.99% (2.00% adult social care precept plus 2.99% local increase) for 2026-27, being the maximum local council tax increase permitted without breaching the government referendum cap of 5.00%.
7. A 2.00% increase for the adult social care precept was allowed for in the Local Government Finance Settlement 2026-27 and will be directed to finance adult social care services. This equates an increase of £27.75 for band D for 2026-27.

The council has maximised its usage of the adult social care precept with a cumulative 22% increase from 2016-17 to 2026-27 totalling £245.00 as detailed in the table below.

Year	Adult social care precept	Band D £
2026-27	2%	27.75
2025-26	2%	26.43
2024-25	2%	25.17
2023-24	2%	23.98
2022-23	1%	11.64
2021-22	3%	33.26
2020-21	2%	21.32
2019-20	0%	0
2018-19	3%	29.30

2017-18	3%	27.91
2016-17	2%	18.24
Total	22%	245.00

8. In the Council Tax Base report at Cabinet on 6 January 2026¹ (agenda item 11) the Cabinet approved a Council Tax Base of £111,464.6 taking account of a collection rate of 96.5%. Cabinet also confirmed the following :
- a) **Premium** - The council will continue to charge the 100% premium on second homes introduced from 1 April 2025, in line with the Levelling Up and Regeneration Act 2023. For 2026-27, this will remain alongside the existing premiums for dwellings empty for one year but less than five years (100%), dwellings empty for at least five years but less than 10 years (200%), and dwellings empty for at least 10 years (maximum 300%).
 - b) **Council Tax Reduction Scheme (CTRS)** - There are no changes to the Council Tax Reduction Scheme (CTRS) for 2026-27 and therefore the 2025-26 scheme will continue.

KEY ISSUES FOR CONSIDERATION

Council tax for the London Borough of Southwark

9. The proposed net revenue budget for Southwark council is £420,386,806 and the council tax requirement is £162,376,056 as calculated in the table below.

	2026-27 £	2025-26 £
Net budget	420,386,806	356,430,734
Less business rates	(114,197,063)	(93,696,341)
Less business rates top-up (rolled into RSG)		(34,766,244)
Less Revenue Support Grant (RSG)	(151,294,501)	(45,827,033)
Less estimated business retained above baseline (rolled into RSG)		(33,256,024)
Less estimated council tax collection fund deficit	7,480,814	7,012,492
Council tax requirement	162,376,056	155,897,584

10. The council tax requirement of **£162,376,056** when divided by the 2026-27 council tax base for Southwark of **111,464.6** for 2026-27 gives a band D council tax requirement for Southwark council of **£1,456.75** which is a

¹ [council tax base report 2026-27](#)

£69.23 or 4.99% increase compared with 2025-26 as per the table in paragraph 11 below.

11. The council tax for a band D property is shown in the following table. Full details of council tax levels for all property bands are shown in Appendices B and C.

	Band D			
	2026-27 £	2025-26 £	Change	Increase £
Southwark council tax*	1,456.75	1,387.52	4.99%	69.23
Draft GLA precept	510.51	490.38	4.10%	20.13
Total band D council tax	1,967.26	1,877.90	4.76%	89.36
*council tax including:				
Adult social care precept	245.00	217.25	2.00%	
Southwark local element	1,211.75	1,170.27	2.99%	
Total	1,456.75	1,387.52	4.99%	69.23

Greater London Authority (GLA) precept

12. The total council tax must include the amount required by the GLA as a preceptor, with Southwark council having no control over the level of the GLA precept.
13. The GLA intends to confirm its precept on 26 February 2026. The draft GLA budget proposes an increase of **£20.13** to give a demand on the band D council tax of **£510.51** for 2026-27, being a **4.10%** increase on the 2025-26 GLA precept. Should any amendments be made by the GLA to its proposed Band D, the report and appendices will be updated accordingly ahead of the Council Tax Setting Committee.

Differential council taxes

14. Under the council tax legislation, surpluses on special funds can be used to reduce the level of council taxes. There is one special fund in the borough, the former parish of St. Mary Newington - Walworth Common Estate. An assessment of the trust fund's position is reviewed at least annually and for 2026-27 there is no reduction in the level of council tax for this ward.

Housing benefit - local scheme

15. For the purpose of calculating housing benefits, local authorities are allowed discretion in disregarding war disability pension and war widow/widowers' pensions above the fixed disregard required by law, currently £10.00.
16. The council's local schemes currently disregard the whole of these pensions for the calculation of benefits. Benefit expenditure under the

local schemes does not qualify for subsidy. There are currently 4 people receiving the disregard in 2025-26 (three in 2024-25). Benefit expenditure under the local scheme for 2026-27 attracts subsidy at 75% capped at 0.2% of the total benefit cost to the authority.

17. It is considered that the withdrawal of the local scheme focused on this small number of people would cause undue hardship. It is however for Council Assembly to decide the level of pension that should be disregarded. This could range from the statutory relief of £10.00 to the total amount of a pension.
18. Each year the council has to decide formally whether to continue with the existing scheme or to make changes to it. It is recommended that Council Assembly agree the continuation of the local scheme. The full disregard has been included in the budget proposals.

Community impact statement

19. The community impact implications of both the budget requirement and the increase in council tax levels are addressed in the Policy and Resources Strategy 2026-27 revenue budget report which is being considered at agenda item 2.1.

SUPPLEMENTARY ADVICE

Assistant Chief Executive (Governance and Assurance) (NBC 20260205)

20. Council Assembly is being asked to agree the formal resolution setting the Southwark element of the council tax for 2026-27 and to approve the local war disability and war widow/widowers' schemes for housing benefit in 2026-27.
21. The council tax requirement (required by sections 31A, 31B and 34 to 36 of the 1992 Act) must be agreed by Council Assembly under regulation 4 of the Local Authority (Functions and Responsibilities (England) Regulations 2000.
22. Section 30 of the Local Government Finance Act 1992 ("the 1992 Act") requires that Council Assembly sets an amount of council tax for each financial year and for each category of dwellings in its area. Any amount must be set before 11 March in the financial year preceding that for which it is set.
23. The amount is calculated by taking the aggregate of the calculations made by the authority under sections 31A, 31B and 34 to 36 of the 1992 Act together with the precept issued to the authority by the GLA. Preceptors must issue their precepts before 1 March preceding the financial year to which they relate.

24. Given that the GLA precept will be set after the Council Assembly meeting, a Council Tax Setting committee is being established to make the final decision under section 30 of the 1992 Act (in accordance with section 67(3) of the 1992 Act).
25. Once the authority has set the amount of council tax relating to the different geographical areas of the borough (under Section 30 of the 1992 Act), the amounts for each valuation band are then calculated according to the ratios set out in section 5 of the 1992 Act.
26. Section 25 of the Local Government Act 2003 requires the chief finance officer (Strategic Director of Resources) to report to the authority when it is making the calculations required by sections 31A, 31B and 34 to 36 of the Local Government Finance Act 1992 on
 - (a) the robustness of the estimates made for the purposes of the calculations, and
 - (b) the adequacy of the proposed financial reserves.

That information is set out in the Policy and Resources Strategy 2026-27. The authority is required to have regard to the chief financial officer's report when making decisions about the calculations.

27. Council Assembly should take account of the public sector equality duty in section 149 Equality Act 2010 which requires it to have due regard to the need to eliminate discrimination, advance equality of opportunity, and to foster good relations between people with protected characteristics and others when exercising its functions.

Adult social care precept

28. The increase in adult social care precept is 2.00% for 2026-27 as permitted in the Local Government Finance Settlement 2026-27. Paragraph 7 shows the historical adult social care precept total, which is in the council tax base band D equivalent for 2026-27.

Restrictions on Voting Under Section 106 of the Local Government Finance Act 1992

29. Section 106 of the 1992 Act applies at any time to a member of an authority, if at that time the member is due to pay council tax payments which have remained unpaid for at least two months.
30. The payments to which the section applies are any type of either sole or joint and several liability for council tax, and any failure to pay any agreed sum of council tax. Therefore, members are advised that this section is likely to apply to them if they are currently two months in arrears of any amounts of council tax, even if they have made any special contractual arrangement with the council to pay off the arrears.

31. If this section applies to any member present at a relevant meeting, they must as soon as practicable after its commencement disclose the fact that the section applies and not vote on any question with respect to this matter.
32. The relevant meetings are those at which any of the following are the subject of consideration, namely:
- (a) Any calculation required by chapter III, IV, IVZA or IVA of Part 1 of the 1992 Act. The relevant calculations in this context are those under chapter III of part 1 of the 1992 Act, (chapter IV relates to precepting, IVZA to referendums and chapter IVA to limitations on council tax (i.e. capping). The chapter III calculations include the calculation of the council tax requirement, the additional requirements because of the two special trust funds, the calculation of the tax for the different valuation bands and the basic amount of council tax to be set under Section 31B.
 - (b) Any recommendation, resolution or other decision which might affect the making of any such calculation.
This is an extremely wide wording and would extend well beyond merely setting the budget. It applies to virtually any matter where the financial implications directly or indirectly might affect the calculations concerning the council tax. It would therefore apply to decisions concerning the level or extent of services as well as the expenditure, receipt or forgoing of any money.
 - (c) The exercise of any function under Schedules 2-4 of the Local Government Finance Act 1988 ("the 1988 Act") and 1992 Act.

The functions under either the 1988 or 1992 Acts concern the administration and the enforcement of the community charge and council tax respectively.
33. Section 106 of the 1992 Act makes it a criminal offence for a member to vote when prohibited from doing so or to fail to make the necessary disclosure. There is a statutory defence, with the onus of proof on the member, to prove that he/she did not know that the section applied to him or her at the time of the meeting or that the matter in question was the subject of consideration at the meeting. Prosecutions shall not be instituted except by or on behalf of the Director of Public Prosecutions.

Housing Benefits - Local Schemes

34. Council Assembly is also being asked to agree the continuation of the disregard of war disablement pensions and war widow/widowers' pensions for benefit purposes. Historically, the council is required to make this decision annually.

REASONS FOR URGENCY

35. The council is required to set a lawful budget by 11 March 2026.

REASONS FOR LATENESS

36. None.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Council Tax Base for 2026-27 Cabinet 6 January 2026	160 Tooley Street London SE1 2QH	Matthew Davies, Divisional Accountant (Corporate Finance)
https://moderngov.southwark.gov.uk/documents/s130576/Report%20Council%20Tax%20Base%202026-27.pdf		
Policy and Resources Strategy 2026-27 Cabinet 2 February 2026	160 Tooley Street London SE1 2QH	Tim Jones, Director of Corporate Finance
Agenda for Cabinet on Monday 2 February 2026, 3.00 pm - Southwark Council		
The Mayor's draft budget for 2026-27	Greater London Authority City Hall London E16	Enquiries 020 7983 4100
Agenda for London Assembly (Plenary) on Thursday 29 January 2026, 10.00 am London City Hall		

APPENDICES

No.	Title
Appendix A	2026-27 formal resolution for Southwark council tax
Appendix B	2026-27 council tax changes (Southwark council excluding preceptors)
Appendix C	2026-27 council tax changes (Southwark council including preceptors)
Appendix D	Terms of Reference for the Council Tax Setting Committee

Lead Officer	Clive Palfreyman, Strategic Director of Resources	
Report Author	Hasina Shah, Interim Chief Accountant, Corporate Finance	
Version	Final	
Dated	06 February 2026	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer / member title	Comments sought	Comments included
Assistant Chief Executive Governance and Assurance	Yes	Yes
Strategic Director of Resources	Yes	Yes
Cabinet Member for Equalities, Communities and Finance	Yes	Yes
Date final report sent to Constitutional Team		12 February 2026

APPENDIX A

2026-27 FORMAL RESOLUTION

1 That it be noted that at its meeting on 6 January 2026 Cabinet calculated the following amounts for the year 2026-27 in accordance with regulations made under Section 31B of the Local Government Finance Act 1992.

(a) **111,464.6** being the amount calculated by the Council in accordance with regulation 3 of the Local Authorities (Calculation of the Council Tax Base) Regulations 2012, as its Council Tax Base for the year.

(b) Part of the Council's Area

Former parish of St. Mary Newington **14,087.2**
(special expense area)

Being the amounts calculated by the council, in accordance with Regulation 6 of the Regulations, as the amount of its council tax base for the year for dwellings in that parts of the area to which one or more special items relate.

2 To calculate that the council tax requirement for the council's own purposes for 2026-27 is:

£162,376,056

3 That, the following amounts now be calculated by the council for the year 2026-27 in accordance with Sections 3 to 36 of the Local Government Finance Act 1992.

(a) **£1,307,162,409**
being the aggregate of the amounts which the council estimates for the items set out in Section 31A(3) (a) to (f) of the Act;

(b) **-£1,144,786,353**
being the aggregate of the amounts, which the council estimates for the items set out in Section 31A(3) (a) to (d) of the Act;

(c) **£162,376,056**
being the amount by which the aggregate of 3(a) above exceeds the aggregate at 3(b) above, calculated by the council in accordance with Section 31A(4) of the Act, as its council tax requirement for the year;

(d) **£0** credit - parish of St Mary Newington
being the amount of net income which the council estimates for these special expense areas (item (g) below).

(e) **£162,376,056**
being the amount by which the budget requirement at 3(c) above is now replaced (after adding the items 3(d) above);

- (f) **£1,456.75**
being the amount at 3(e) divided by the amount at 1(a) above calculated by the council, in accordance with Section 31B of the Act as the basic amount of its council tax for the year;
- (g) **£0**
being the aggregate amount of all special items referred to in Section 34(1) of the Act;
- (h) **£1,456.75**
being the amount at 3(f) above less the result given by dividing the amount at 3(g) above by the amount at 1(a) above, calculated in accordance with Section 34(2) of the Act, as the basic amount of its council tax for the year for the dwellings in those parts of its area to which no special item relates;

(i) Part of the council's area

St. Mary Newington (Special Expense Area) **£1,456.75**
being the amounts given by adding to the amount at 3(h) above the amounts of the special items or items relating to dwellings in those parts of the council's area mentioned above divided by the amounts at 1(b) above, calculated by the council in accordance with section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items relate;

(j) Parts of the council's area

Council Tax band	Parish of St. Mary Newington	All other parts of the council's area
	£	£
A	971.17	971.17
B	1,133.03	1,133.03
C	1,294.89	1,294.89
D	1,456.75	1,456.75
E	1,780.47	1,780.47
F	2,104.19	2,104.19
G	2,427.92	2,427.92
H	2,913.50	2,913.50

being the amounts given by multiplying the amounts at 3(h) and 3(i) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation B and D, calculated by the council in accordance with section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

- 4 That it be noted for the year 2026-27 the Greater London Authority stated the following amounts of precepts issued to the council, in accordance with section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

Council Tax band	GLA £
A	340.34
B	397.06
C	453.79
D	510.51
E	623.96
F	737.40
G	850.85
H	1,021.02

- 5 That having calculated the aggregate in each case of the amounts at 3(j) and 4 above, the council, in accordance with section 30(2) of the Local Government Finance Act 1992, hereby sets the following as the amounts of council tax for the year 2026-27 for each of the categories of dwellings shown below:

Council Tax Band	Parish of St. Mary Newington	All other parts of the council's area
	£	£
A	1,311.51	1,311.51
B	1,530.09	1,530.09
C	1,748.68	1,748.68
D	1,967.26	1,967.26
E	2,404.43	2,404.43
F	2,841.59	2,841.59
G	3,278.77	3,278.77
H	3,934.52	3,934.52

2026-27 COUNCIL TAX

SOUTHWARK COUNCIL ONLY (EXCLUDING PRECEPTORS)

BAND	VALUATION £	NUMBER OF BAND D EQUIVALENT PROPERTIES	DWELLINGS BAND %	2025-26 CONSTITUENT ELEMENTS OF SOUTHWARK COUNCIL TAX			2026-27 CONSTITUENT ELEMENTS OF SOUTHWARK COUNCIL TAX			CHANGE	
				ADULT SOCIAL CARE 2025-26 £	SOUTHWARK (excluding ASC) 2025-26 £	TOTAL SOUTHWARK 2025-26 £	ADULT SOCIAL CARE 2026-27 £	SOUTHWARK (excluding ASC) 2026-27 £	TOTAL SOUTHWARK 2026-27 £	CHANGE £	CHANGE %
A-	Under 40,000	1.4	0.0	120.69	650.15	770.84	136.12	673.19	809.31	38.47	4.99%
A	Under 40,000	4,787.7	4.3	144.82	780.19	925.01	163.33	807.84	971.17	46.16	4.99%
B	40,001 to 52,000	19,779.9	17.7	168.97	910.21	1,079.18	190.56	942.47	1,133.03	53.85	4.99%
C	52,001 to 68,000	24,216.9	21.7	193.09	1,040.26	1,233.35	217.76	1,077.13	1,294.89	61.54	4.99%
D	68,001 to 88,000	22,753.4	20.4	217.25	1,170.27	1,387.52	245.00	1,211.75	1,456.75	69.23	4.99%
E	88,001 to 120,000	21,583.1	19.4	265.53	1,430.33	1,695.86	299.44	1,481.03	1,780.47	84.61	4.99%
F	120,001 to 160,000	9,762.6	8.8	313.81	1,690.39	2,004.20	353.88	1,750.31	2,104.19	99.99	4.99%
G	160,001 to 320,000	7,027.3	6.3	362.07	1,950.46	2,312.53	408.33	2,019.59	2,427.92	115.39	4.99%
H	Over 320,000	1,552.3	1.4	434.50	2,340.54	2,775.04	490.00	2,423.50	2,913.50	138.46	4.99%
TOTAL		111,464.6	100								

2026-27 COUNCIL TAX

SOUTHWARK COUNCIL (INCLUDING PRECEPTORS)

BAND	VALUATION £	NUMBER OF BAND D EQUIVALENT PROPERTIES	DWELLINGS IN BAND %	2025-26 CONSTITUENT ELEMENTS OF TOTAL COUNCIL TAX			2026-27 CONSTITUENT ELEMENTS OF TOTAL COUNCIL TAX			CHANGE	
				SOUTHWARK (including ASC) 2025-26 £	GLA PRECEPT 2025-26 £	TOTAL SOUTHWARK 2025-26 £	SOUTHWARK (including ASC) 2026-27 £	GLA PRECEPT 2026-27 £	TOTAL SOUTHWARK 2026-27 £	CHANGE £	CHANGE %
				A-	Under 40,000	1.4	0.0	770.84	272.43	1,043.27	809.31
A	Under 40,000	4,787.7	4.3	925.01	326.92	1,251.93	971.17	340.34	1,311.51	59.58	4.76%
B	40,001 to 52,000	19,779.9	17.7	1,079.18	381.41	1,460.59	1,133.03	397.06	1,530.09	69.50	4.76%
C	52,001 to 68,000	24,216.9	21.7	1,233.35	435.89	1,669.24	1,294.89	453.79	1,748.68	79.44	4.76%
D	68,001 to 88,000	22,753.4	20.4	1,387.52	490.38	1,877.90	1,456.75	510.51	1,967.26	89.36	4.76%
E	88,001 to 120,000	21,583.1	19.4	1,695.86	599.35	2,295.21	1,780.47	623.96	2,404.43	109.22	4.76%
F	120,001 to 160,000	9,762.6	8.8	2,004.20	708.33	2,712.53	2,104.19	737.40	2,841.59	129.06	4.76%
G	160,001 to 320,000	7,027.3	6.3	2,312.53	817.30	3,129.83	2,427.92	850.85	3,278.77	148.94	4.76%
H	Over 320,000	1,552.3	1.4	2,775.04	980.76	3,755.80	2,913.50	1,021.02	3,934.52	178.72	4.76%
TOTAL		111,464.6	100								

APPENDIX D

COUNCIL TAX SETTING COMMITTEE

Role and functions

This committee is established under section 67 of the Local Government Finance Act 1992 with the following role and functions:

1. To approve the formal resolution for Southwark council tax in 2026-27.
2. To note the Greater London Authority precept level for 2026-27.
3. As a consequence, to set an amount of council tax for the financial year 2026-27.

Matters reserved for decision

The matters reserved for decision to this committee are as set out in the roles and functions.

Notes:

1. The term of office for the committee shall be fixed at no later than 11 March 2026.
2. This committee is proposed to be established by Council Assembly on 25 February 2026 with a membership of seven councillors. The political composition of the committee is:
 - Labour 4 places;
 - Liberal Democrats 2 places
 - Green 1 place

Each political group is entitled to nominate a number of reserve/substitute members in accordance with Council Assembly procedure rule 4.5(1)¹

¹ In establishing this committee, Council Assembly on 25 February 2026 is invited to agree the membership of the committee to enable the committee to meet in accordance with the proposed timetable. Otherwise wherever an appointment of a member of a committee falls to be made in accordance with the wishes of a political group to whom the seat has been allocated, Council Assembly procedure rule 4.6(2) states that all appointments to the membership of committees must be submitted in writing to the monitoring officer. A minimum of five clear working days notice normally must elapse from the date of receipt of such notices before any appointments become effective.

Meeting Name:	Council Assembly
Date:	25 February 2026
Report title:	Treasury Management Strategy and Capital Strategy 2026-27
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not applicable
From:	Strategic Director of Resources

RECOMMENDATIONS

1. That council assembly approves the Treasury Management Strategy and Capital Strategy for 2026-27, and its appendices:
 - Appendix A – Treasury Management Strategy 2026-27
 - Appendix B - Interest Rate forecasts
 - Appendix C - Prudential Indicators
 - Appendix D - Annual Investment Management Strategy (AIS)
 - Appendix E - Capital Strategy
 - Appendix F- Annual Minimum Revenue Provision
 - Appendix G - Glossary Statement

BACKGROUND INFORMATION

2. Each year, council assembly agrees an annual treasury management strategy that details the management of council debt and borrowing strategy, capital plans, and investments. The Treasury Management Strategy Statement (TMSS) is agreed following consultation with the Audit, Governance, and Standards committee.
3. The council's Capital Strategy report can be found at Appendix E. The Capital Strategy provides a high-level overview of how capital expenditure, capital financing, and treasury management activities support the delivery of local public services. It also outlines how associated risks are managed and the implications for long-term financial sustainability.
4. The UK economy is projected to experience modest growth in 2026/27, marked by a transition from inflationary pressure to a more stable environment. Global economic volatility and potential changes in monetary policy will require ongoing monitoring and flexibility in managing borrowing and investment

decisions.

KEY ISSUES FOR CONSIDERATION

Economic Update

5. The UK economy is navigating a period of slow adjustment, marked by lingering inflationary pressures, high borrowing costs, and uncertainty in global trade. These dynamics will continue to shape fiscal conditions for local authorities, creating a challenging backdrop for the council's Treasury Management Strategy and the medium-term outlook.
6. Economic growth is expected to remain modest, with UK GDP forecast to increase by 1.1% in 2026 and 1.3% in 2027, reflecting global instability and domestic fiscal constraints.
7. Inflation is projected to decline gradually, moving from around 4% in early 2026 toward the Bank of England's 2% target by late 2026, assuming monetary policy remains tight.
8. The Bank of England cut the base rate to 3.75% in December 2025, signalling the start of a gradual easing cycle. Rates are expected to fall to around 3.25% in April 2026 and 3.00% by October 2026, with further small reductions into early 2027.
9. Public finances remain under pressure, with councils facing rising demand for services while operating within strict funding limits and constrained revenue streams.
10. Detailed projections for interest rates, inflation, and Public Works Loan Board (PWLB) borrowing costs are included in Appendix B.

Treasury Management Strategy Statement (TMSS) 2026-27

11. Treasury management, as defined by the Chartered Institute of Public Finance and Accountancy (CIPFA), is *"the management of the Council's borrowing, investments and cash flows, its banking, money market and capital market transactions, the control of associated risks, and the pursuit of optimum performance consistent with those risks."*
12. Treasury risk management is carried out within the framework of CIPFA's Prudential Code (CIPFA Code) and the Treasury Management Code of Practice 2021, alongside the Ministry of Housing Communities and Local Government (MHCLG) Investment Guidance. The Council has formally adopted and complies with these Codes. In accordance with the CIPFA Code, the Council must approve a Treasury Management Strategy before the start of each financial year.
13. This report fulfils the Council's statutory duty under the Local Government Act 2003 to have regard to the CIPFA Code and confirms compliance with all

current legislation and regulatory guidance.

14. Under financial delegation, the Strategic Director of Resources is responsible for all executive and operational decisions relating to treasury management. This Treasury Management Strategy, together with its supporting appendices, including the Capital Strategy, provides the framework necessary to discharge these responsibilities effectively.

Treasury Management Portfolio Summary

15. Table 1 below provides details of the Council's debt and investment portfolios with forecasts for the current and next three years.

Table 1: Treasury Management Portfolio as at 31/12/2025

Treasury Management Portfolio Summary	Balance at 31 March 2025	Balance at 31 December 2025	Forecast 31 March 2026	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
	£m	£m	£m	£m	£m	£m
Existing Long-term borrowing						
- Public Work Loan Board (PWLB)	1,152	1,187	1,187	1,382	1,526	1,603
- Mayor of London's Energy Efficiency Fund (MEEF)	5	5	5	5	5	5
- Abundance	2	3	3	3	3	3
Short Term Borrowing		10				
New expected Borrowing*			195	144	77	116
TOTAL Borrowing	1,159	1,205	1,390	1,534	1,611	1,727
Short Term Investments	(53)	(97)	(30)	(30)	(30)	(30)
TOTAL Investments	(53)	(97)	(30)	(30)	(30)	(30)
NET BORROWING	1,106	1,108	1,360	1,504	1,581	1,697
* New expected borrowing figures are based on the Period 6 capital forecast.						

16. PWLB (a UK government lending facility providing loans to local authorities for capital projects), MEEF (the Mayor of London's £500m fund supporting low-carbon and energy-efficiency projects), and Abundance (a UK-based investment platform that enables individuals to invest in green and socially beneficial projects, with further information provided in paragraph 27).
17. Table 2 below provides details of the Council's Balance Sheet Summary for the General Fund (GF) and Housing Revenue Account (HRA) as at 31 December 2025 and forecasts the current and next three years' positions. The top half of the table shows the composition of the changes in net indebtedness, based on period 6 monitoring and the capital forecast and the bottom half shows how that is projected to be reflected in the respective treasury portfolios.
18. The Capital financing requirement (CFR) is the underlying need to borrow for capital purposes, measured by adding items on the balance sheet that relate to

capital expenditure. The figure are estimate from the period 6 capital monitoring

Table 2 Balance Sheet Summary and Forecast

Balance Sheet Summary and Forecast						
Actual 2024/25	TMSS Estimate 2025/26	Forecast 2025/26 Outturn at 31/12/2025	Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29
£m	£m	£m		£m	£m	£m
1,851	2,246	2,025	Capital Finance Requirement	2,148	2,200	2,291
(745)	(805)	(722)	Other Balance Sheet Items	(634)	(609)	(584)
1,106	1,441	1,303	NET Loans Requirement	1,514	1,591	1,707
			Reflected by			
1,159	1,274	1,205	Borrowing	1,400	1,544	1,621
(53)	(20)	(97)	External Investments	(30)	(30)	(30)
0	187	195	New Borrowing	144	77	116
1,106	1,441	1,303	NET Treasury Position	1,514	1,591	1,707

Prudential Indicators and the Liability Benchmark

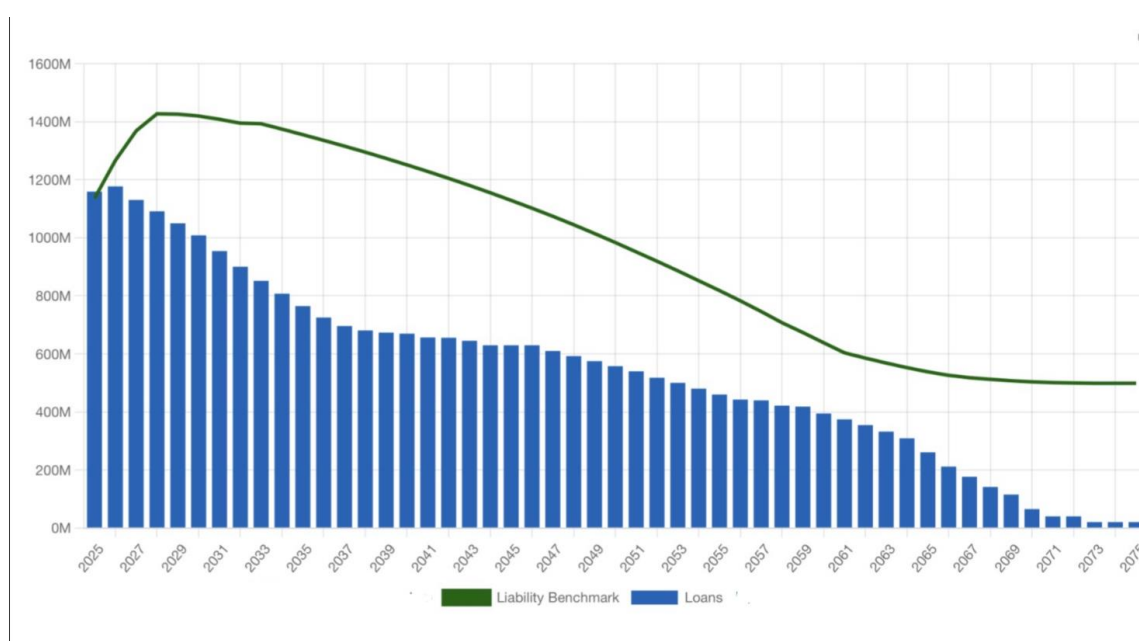
19. The CIPFA Code prescribes the production of Prudential Indicators. They provide transparency and assurance to elected members and the public, help demonstrate compliance with statutory requirements for borrowing and investment and support informed decision-making on capital projects and treasury management. These can be found at Appendix C.
20. In the 2021 revision of the Prudential and Treasury Management Codes, CIPFA introduced the liability benchmark. The liability benchmark is effectively the net borrowing requirement of a local authority plus a liquidity allowance. In its simplest form, it is calculated by deducting the amount of investable resources available on the balance sheet (reserves, cash flow balances) from the amount of outstanding external debt and then adding the minimum level of investments required to manage day-to-day cash flow.
21. CIPFA recommend that the optimum position for external borrowing should be at the level of the liability benchmark (i.e., all balance sheet resources should be used to minimise external borrowing). Table 3 below provides estimates of the liability benchmark presented visually in Graph 1.

Table 3 Liability Benchmark

Prudential Indicator: Liability Benchmark						
Actual 2024/25	TMSS Estimate 2025/26	Forecast Outturn at 31/12/2025	Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29*
£m	£m	£m		£m	£m	£m

1,851	2,246	2,025	CFR	2,148	2,200	2,291
(745)	(805)	(722)	Less: Other Balance Sheet Items	(634)	(609)	(584)
1,106	1,441	1,303	Net Loans Requirement	1,514	1,591	1,707
53	20	30	Plus Liquidity Allowance	30	30	30
1,159	1,461	1,333	Liability Benchmark	1,544	1,621	1,737
1,159	1,274	1,205	Current Loan Commitments	1,205	1,205	1,205
0	(187)	(128)	(Under)/Over benchmark: Borrowing Requirement	(339)	(416)	(532)

Graph 1 Prudential Indicator Liability Benchmark – Combined



Borrowing Strategy

22. The council's borrowing strategy is designed to support the capital programme delivering much-needed new housing and the Soutwark 2030 Strategy. The council is a net borrower; it maintains low investment balances and utilises all available resources to minimise the need to take external debt. Details of the council's borrowing strategy can be found in Appendix A. The PWLB is the principal source of the council's borrowing.
23. The economic environment and debt costs have changed significantly since the inception of the capital programme. Forecasts indicate that borrowing costs will remain elevated during 2026-27 and over the medium term. The increase has been driven by inflationary pressures and economic volatility affecting the Gilt market, which underpins the PWLB rates.
24. The council's Housing Investment Programme reflects its commitment to expanding its housing stock. For 2026-27 the forecasted borrowing requirement

is currently estimated at £144 million.

25. External borrowing has a direct impact on revenue budgets. These costs are accounted for annually in the council's budget-setting process, covering both the Housing Revenue Account and the General Fund. Elevated borrowing rates put pressure on these budgets as less resources are available to take additional borrowing and this challenges the affordability of the capital programme.
26. In line with its climate action commitments, Council Assembly approved the use of Community Municipal Investments (CMIs) in November 2023 as a borrowing option to support projects within the council's climate action plan. A CMI is a simple, low cost and proven way for the council to raise funding from residents for projects that contribute to achieving its net-zero carbon target by 2030. Through partnership with Abundance Investment, a crowdfunding web platform is established that allows investment in a safe and secure manner. CMI's therefore create engagement opportunities for councils with their local communities, while diversifying funding sources.
27. To date £2.5m (as at December 2025) has been raised via this route. Plans for 2026-27 are under review, pending assessment of the previous schemes.
28. The type, period, rate and timing of new borrowing will be determined by the Strategic Director of Resources under delegated powers.

Policy on Borrowing in Advance of Need

29. The CIPFA Code requires the council to report upon its policy regarding borrowing in advance of need. The council will not borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within the forward approved CFR estimates and will be considered carefully to ensure that value for money can be demonstrated and that the council can ensure the security of such funds.

Annual Investment Strategy

30. MHCLG investment guidance requires the council to produce an Annual Investment Strategy (AIS). This can be found at Appendix D. The council treasury investment objectives are to preserve principal, provide liquidity and secure a reasonable return in that order. Alongside this, and in line with the recommendations of the CIPFA Code of Practice on Treasury Management, the council operates an ethical screening process for investments on Environmental, Social and Governance (ESG) factors
31. The process is guided by frameworks such as the UN Convention on the Prevention and Punishment of the Crime of Genocide and CIPFA's policy on ESG and ethical investment. The screening covers:
 - a. Involvement in or links to conflict, genocide, or military occupation
 - b. Compliance with international human rights standards

- c. Alignment with ethical investment principles and broader ESG concerns

Capital Strategy

- 32. The Southwark Capital Strategy is a high-level summary of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services in the borough. It is also an overview of how risk is managed via a governance framework to provide value for money and sustainable investment for the borough's residents, and the implications for future financial sustainability.
- 33. The capital strategy aligns with the priorities set out in the Council Delivery Plan and other key council strategies and asset management plans listed in this document. It is integrated with the medium-term financial strategy (MTFS) and treasury management strategy (TMS). All new capital bids will be considered by the Corporate Management Team (CMT) ahead of Cabinet approval to ensure affordability, and by priority with reference to statutory requirements, the council's development plan and its long-term ambitions. The capital strategy for 2026-27 can be found at Appendix E.

Minimum Revenue Provision Policy (MRP)

- 34. Each year, the General Fund sets aside a Minimum Revenue Provision (MRP) to reduce borrowing liabilities, with the Housing Revenue Account (HRA) applying similar provisions where appropriate. The Council's MRP policy, set out in Appendix F, complies with statutory guidance issued by MHCLG in 2024.
- 35. MRP represents a prudent charge to revenue budgets to reduce debt and long-term liabilities arising from capital expenditure. While the total liability cannot be reduced, timing of payments may be adjusted to improve affordability.

Non-Treasury investments

- 36. The CIPFA Code requires that the council reports upon non treasury investments. Details of non-treasury investments are contained within Appendix A.

Community, Equalities (including socio-economic) and Health Impacts

- 37. This report monitors the council's compliance with the treasury management strategy and Council's prudential indicators as agreed in February 2023. This report has been judged to have no direct impact on local people and communities who are protected under the Equality Act.

Climate change implications

- 38. This report directly addresses funding of schemes that contribute towards emissions reduction and a borough that is resilient to the future changes in climate. The council can raise capital via the issuance of Green Bonds or other

similar peer-to-peer (P2P) loan agreements, known as Community Municipal Investments (CMI) through its partnership with Abundance. The Green bonds issuance is a new scheme which gives residents the opportunity to invest in sustainable projects and green initiatives within the local community to support the council's target of becoming a net zero Council by 2030.

Resource implications

39. Resource will be required from the Finance and Climate Change teams within the council, to lead on the development of the CMI model, promotion of the investment opportunity and delivery of funded projects. This work will be undertaken by existing resource within the council.

Consultation

40. There has been no consultation on this report.

SUPPLEMENTAL ADVICE FROM OTHER OFFICERS

Assistant Chief Executive (Governance and Assurance) (NBC/20260209)

41. The council's constitution (Part 3A) determines that agreeing the treasury management strategy is a function of the council assembly and that the review and scrutiny of strategies and policies is the responsibility of the audit governance and standards committee. The constitution also requires council assembly to approve the capital strategy and programme at least once every four years. The draft treasury management strategy and capital strategy attached will proceed to council assembly for agreement.
42. Financial standing orders require the Strategic Director of Resources to set out the treasury management strategy for consideration and decision by council assembly, and report on activity on a regular basis to cabinet and at mid and year-end to council assembly. Furthermore, all executive and operational decisions are delegated to the Strategic Director of Resources.
43. The Local Government Act 2003 (the 2003 Act) and supporting regulations require local authorities to determine annual borrowing limits and have regard to the Prudential Code for Capital Finance, and the Treasury Management in the Public Services Code of Practice and Guidance, published by the Chartered Institute of Public Finance and Accountancy, when considering borrowing and investment strategies, determining, or changing borrowing limits or Prudential Indicators.
44. Section 15(1) of the 2003 Act requires a local authority to have regard to:
 - a) to such guidance as the Secretary of State may issue.
 - b) to such other guidance as the Secretary of State may by regulations specify for the purposes of this provision.
45. This guidance includes the MHCLG Guidance on Local Authority Investments updated February 2018 and on the flexible use of capital receipts which was

updated in August 2022. Section 21(1A) of the 2003 Act also requires the local authority to have regard to any guidance issued under these provisions which includes the statutory guidance on the Minimum Revenue Provision (MRP).

46. Council assembly must have due regard to the need to eliminate discrimination, advance equality of opportunity, and to foster good relations between people with protected characteristics and others in accordance with section 149 Equality Act 2010 when carrying out its functions.

BACKGROUND DOCUMENTS

Background Papers	Held at	Contact
None		

APPENDICES

No.	Title
Appendix A	Treasury Management Strategy Statement
Appendix B	Interest Rate, Inflation and PWLB Forecasts
Appendix C	Prudential Indicators
Appendix D	Annual Investment Management Strategy
Appendix E	Capital Strategy
Appendix F	Minimum Revenue Provision Policy Statement
Appendix G	Glossary

AUDIT TRAIL

Lead Officer	Clive Palfreyman - Strategic Director of Resources	
Report Author	Caroline Watson – Chief Investment Officer	
Version	Final	
Version Date	10 February 2026	
Key Decision	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive – Governance & Assurance	N/A	N/A
Strategic Director of Resources	N/A	N/A
Cabinet Member	No	
Date report sent to constitutional team	11 February 2026	

Treasury Management Strategy Statement 2026-27

1. Treasury management is defined by the Chartered Institute of Public Finance and Accountancy (CIPFA) as “the management of the Council’s borrowing, investments and cash flows, its banking, money market and capital market transactions, the control of associated risks, and the pursuit of optimum performance consistent with those risks”.
2. Treasury risk management is conducted within the framework of CIPFA’s Prudential Code and the Treasury Management Code of Practice 2021 (together referred to as the Codes) and the Ministry of Housing Communities and Local Government (MHCLG) Investment Guidance. The Council has adopted and complies with both Codes. The Codes requires the council to approve a Treasury Management Strategy (the strategy) before the start of each financial year.
3. This report satisfies the council’s legal duty under the Local Government Act 2003 to have regard to the Codes and confirms compliance with all current legislation and regulatory guidance.
4. In line with financial delegation, the Strategic Director of Resources holds responsibility for all executive and operational decisions related to treasury management. This strategy and its appendices provide the framework necessary to effectively fulfil those responsibilities.
5. As of 31 December 2025, the council held £1,205 million in external borrowings, and investment balances stood at £97 million, resulting in a net position of £1,108 million. This represents an increase of £2 million compared to the net figure of £1,106 million reported on 31 March 2025.

Treasury Management Portfolio Summary

6. Table 1 below provides details of the Council’s debt and investment portfolios along with forecasts for the current and next three years.

Table 1 Treasury Management Portfolio as at 31/12/2025

Treasury Management Portfolio Summary	Balance at 31 March 2025	Balance at 31 December 2025	Forecast 31 March 2026	2026/27 Forecast	2027/28 Forecast	2028/29 Forecast
	£m	£m	£m	£m	£m	£m
Existing Long-term borrowing						
- Public Work Loan Board (PWLB)	1,152	1,187	1,187	1,382	1,526	1,603
- Mayor of London's Energy Efficiency Fund (MEEF)	5	5	5	5	5	5
- Abundance	2	3	3	3	3	3
Short Term Borrowing		10				
New expected Borrowing*			195	144	77	116
TOTAL Borrowing	1,159	1,205	1,390	1,534	1,611	1,727
Short Term Investments	(53)	(97)	(30)	(30)	(30)	(30)
TOTAL Investments	(53)	(97)	(30)	(30)	(30)	(30)
NET BORROWING	1,106	1,108	1,360	1,504	1,581	1,697
* New expected borrowing figures are based on the Period 6 capital forecast.						

Balance Sheet Summary and Forecast

6. Table 2 below provides details of the council's Balance Sheet Summary for the General Fund (GF) and Housing Revenue Account (HRA) as at 31 December 2025 and forecasts the current and next three years positions. The top half of the table shows the composition of the changes in net debt, and the bottom half shows how that is projected to be reflected in the respective treasury portfolios.

Table 2 Balance Sheet Summary and Forecast

Balance Sheet Summary and Forecast						
Actual 2024/25	TMSS Estimate 2025/26	Forecast 2025/26 Outturn at 31/12/2025	Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29
£m	£m	£m		£m	£m	£m
1,851	2,246	2,025	Capital Finance Requirement	2,148	2,200	2,291
(745)	(805)	(722)	Other Balance Sheet Items	(634)	(609)	(584)
1,106	1,441	1,303	NET Loans Requirement	1,514	1,591	1,707
			Reflected by			
1,159	1,274	1,205	Borrowing	1,400	1,544	1,621
(53)	(20)	(97)	External Investments	(30)	(30)	(30)
0	187	195	New Borrowing	144	77	116
1,106	1,441	1,303	NET Treasury Position	1,514	1,591	1,707

Borrowing Strategy

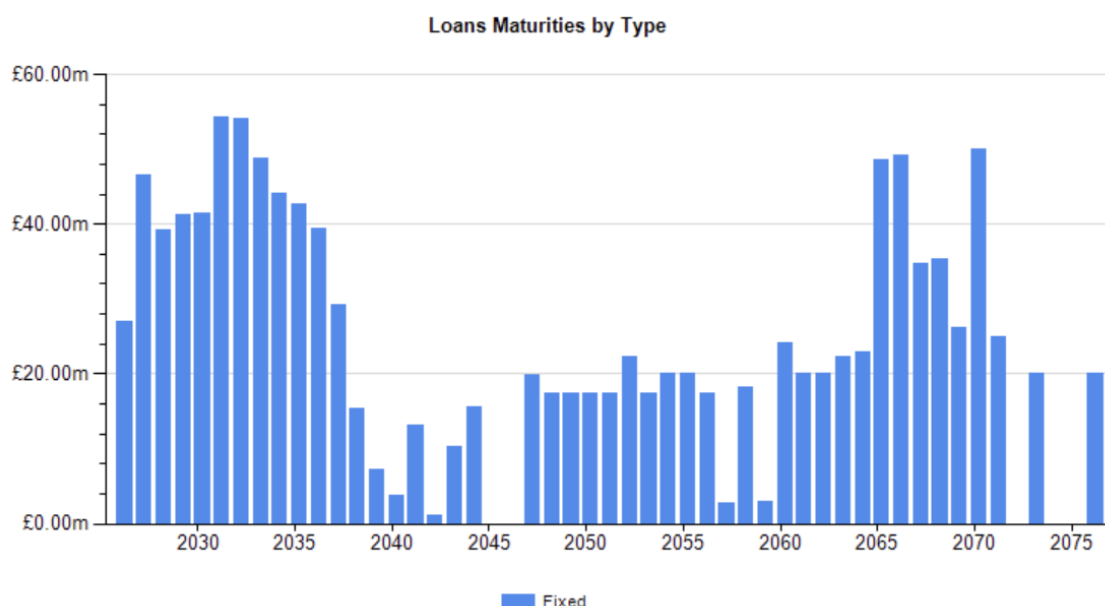
7. The council is a net borrower, maintains low investment balances and utilises all available resources to minimise the need to take external debt. The Public Works Loan Board (PWLB) is the principal source of the council's borrowing.
8. External borrowing will be necessary to ensure the delivery of the capital programme. The economic environment and debt costs have changed significantly since the inception of the capital programme. Forecasts indicate that borrowing costs will remain elevated during 2026-27 and over the medium term. The increase reflects the impact of inflationary pressures affecting the Gilt market, which underpins the PWLB rates.
9. For 2026-27 the forecasted borrowing requirement is currently estimated to be £144m.
10. External borrowing has a direct impact on revenue budgets. These costs are accounted for annually in the council's budget-setting process, covering both the Housing Revenue Account and the General Fund. Elevated borrowing rates put pressure on these budgets as less resources are available to take additional borrowing and this challenges the affordability of the capital programme.
11. In line with its climate action commitments, Council Assembly approved the use of Community Municipal Investments (CMIs) in November 2023 as a borrowing option to support projects within the council's climate action plan. A CMI is a simple, low cost and proven way for the council to raise funding from residents for projects that contribute to achieving its net-zero carbon target by 2030. Through partnership with Abundance Investment, a crowdfunding web platform is established that allows investment in a safe and secure manner. CMI's therefore create engagement opportunities for councils with their local communities, while diversifying funding sources.
12. To date £2.5m (as at 31 December 2025) has been raised via this route. Plans for 2026-27 are under review pending assessment of the previous schemes.
13. The type, period, rate and timing of new borrowing will be determined by the Strategic Director of Resources under delegated powers, considering the following factors:
 - Expected movements in interest rates as outlined above and in Appendix B

- Maturity profile of the debt portfolio shows new borrowing will be required to replace maturing long-term debt over the medium term – see graph 1 below
- The impact on the medium-term financial strategy (MTFS)
- Proposed Prudential Indicators and limits are set out in Appendix C
- Potential borrowing sources are set out in table 3 below:

Table 3 Approved Sources/Types of Borrowing

Approved sources/types of borrowing	Fixed	Variable
PWLB	✓	✓
Municipal Bond Agency	✓	✓
Local Authorities	✓	✓
Banks	✓	✓
Pension Funds	✓	✓
Insurance Companies	✓	✓
Mayor of London Energy Efficiency Fund (MEEF)	✓	✓
Mayor of London Green Finance Fund (GFF)	✓	✓
Market (long term)	✓	✓
Market (short term)	✓	✓
Overdraft	✓	✓
Community Municipal Investment	✓	✓
Finance Leases	✓	✓

14. Long-term fixed-rate borrowing from the PWLB is taken in preference to variable rate loans due to the certainty they provide. This helps to manage interest rate and refinancing risk.

Graph 1 Current PWLB Loan Maturity Profile (at 31/12/25)**Policy on Borrowing in Advance of Need**

15. The Code requires the council to report upon its policy regarding borrowing in advance of need. The council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within the forward approved Capital Financing Requirement (CFR) estimates and will be considered carefully to ensure that value for money can be demonstrated and that the council can ensure the security of such funds.

16. Risks associated with any advance borrowing activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

Rescheduling

17. Rescheduling of current borrowing in the debt portfolio is unlikely to occur as there is still a large difference between premature redemption rates and new borrowing rates.

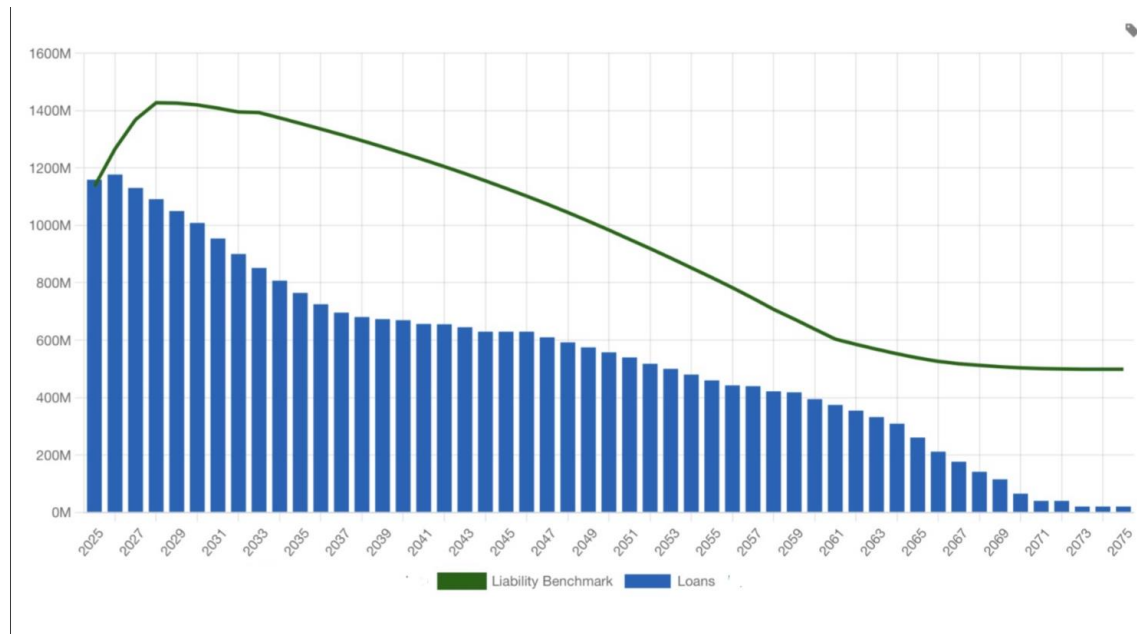
Capital Financing Requirement and the Liability Benchmark

18. The underlying need to borrow for capital purposes is measured by adding items on the balance sheet that relate to capital expenditure and is called the Capital Financing Requirement (CFR).

19. In the 2021 revision of the Codes, CIPFA introduced the liability benchmark. The liability benchmark is effectively the net borrowing requirement of a local authority plus a liquidity allowance. In its simplest form, it is calculated by deducting the amount of investable resources available on the balance sheet (reserves, cash flow balances) from the amount of outstanding external debt and then adding the minimum level of investments required to manage day-to-day cash flow.
20. CIPFA recommends that the optimum position for external borrowing should be at the level of the liability benchmark (i.e. all balance sheet resources should be used to maximise internal borrowing). If the outputs show future periods where external loans are less than the liability benchmark, this indicates a borrowing requirement thus identifying where the authority is exposed to interest rate, liquidity, and refinancing risks. Conversely, where external loans exceed the liability benchmark, this will highlight an over-borrowed position which will result in excess cash in the organisation requiring investment, thus exposing the authority to credit and reinvestment risks.
21. The liability benchmark is presented in table 4 and graph 2 below and shows estimates of the council's underlying need to borrow over the medium term.

Table 4 Liability Benchmark

Prudential Indicator: Liability Benchmark						
Actual 2024/25	TMSS Estimate 2025/26	Forecast Outurn at 31/12/2025	Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29*
£m	£m	£m		£m	£m	£m
1,851	2,246	2,025	CFR	2,148	2,200	2,291
(745)	(805)	(722)	Less: Other Balance Sheet Items	(634)	(609)	(584)
1,106	1,441	1,303	Net Loans Requirement	1,514	1,591	1,707
53	20	30	Plus Liquidity Allowance	30	30	30
1,159	1,461	1,333	Liability Benchmark	1,544	1,621	1,737
1,159	1,274	1,205	Current Loan Commitments	1,205	1,205	1,205
0	(187)	(128)	(Under)/Over benchmark: Borrowing Requirement	(339)	(416)	(532)

Graph 2: Prudential Indicator Liability Benchmark

Capital Strategy

22. The draft capital strategy for 2026-27 can be found at Appendix E.

Minimum Revenue Provision Policy (MRP)

23. Each year, the General Fund sets aside sums known as the minimum revenue provision (MRP) to reduce its borrowing liabilities. The HRA may also set aside sums to reduce its own borrowing liabilities. The policy for MRP is set out in Appendix F and complies with the guidance issued by the MHCLG in 2024.

Investment Strategy

24. The 2021 Code revision categorised three types of local authority investments:

- treasury management investments being surplus cash from its day-to-day activities, for example when income is received in advance of expenditure
- service investments to support local public services by lending to or buying shares in other organisations, (non-treasury investments below) and
- Commercial investments where the earning of investment income is the main purpose. These investments are managed and monitored by the property team.

25. The TMS focuses upon the first and second categories. Council resources that are not immediately required for current expenditure are invested in money market instruments in accordance with the MHCLG Guidance on Local Authority Investments guidance and the council's approved investment strategy (Appendix D). The guidance gives priority to security and liquidity, and the aim is to achieve a yield commensurate with these principles.
26. Alongside this, and in line with the recommendations of the CIPFA Code of Practice on Treasury Management, the council operates an ethical screening process for investments on Environmental, Social and Governance (ESG) factors.
27. The process is guided by frameworks such as the UN Convention on the Prevention and Punishment of the Crime of Genocide and CIPFA's policy on ESG and ethical investment. The screening covers:
- a. Involvement in or links to conflict, genocide, or military occupation
 - b. Compliance with international human rights standards
 - c. Alignment with ethical investment principles and broader ESG concerns
28. The investment balance as of 31 December 2025 was £97m. This balance was held in AAA rated Money Market Funds (MMFs) £72m and £25m in a short-term fixed deposit with other local authorities within strict investment criteria.
29. To assess the performance of its treasury management portfolio, the council measures investment returns against the Sterling Overnight Indexed Average (SONIA), a widely used benchmark for short-term interest rates.
30. The weighted average return was 4.18%, slightly above the peer average of 4.12%. This marginal outperformance reflects effective cashflow management and timely investment decisions that allowed us to secure higher rates during favourable market conditions.
31. The rate of return generated by the council's treasury management portfolio reflects its prudent, low-risk investment approach. This aligns with the statutory guidance for local government treasury investments issued by the MHCLG.

Non-Treasury investments

32. The council has made loans to three local organisations (see Table 5 below). These loans are managed by a board that includes representatives from the council's treasury team and planning and growth department.

Table 5 Overview of current Non-Treasury Investment

Entity	Loan Amount	Interest Rate	Start Date	Available commitment to drawn down at 30/09/2025	Balance outstanding at 30/09/2025	Repayment Terms
	£000	%		£000	£000	
Mountview Academy of Theatre Arts	25,000	4.50	09/03/2018		23,399	Flexible repayments to 2058
The Old Vic	3,750		27/01/2020	2,000	1,750	Flexible repayments - 10 year duration
Central School of Ballet	3,000	4.50	01/04/2018		3,000	Flexible repayments - 10 year duration
TOTAL	31,750			2,000	28,149	

Environmental, Social and Governance (ESG) & United Nations (UN) Genocide Convention considerations

33. An investment screening procedure has been implemented to support the above and will continue to retain security, liquidity and yield as primary constraints. The treasury team will continue to monitor and enhance social and environmental considerations in counterparty selection in line with the requirements of the Code.

34. The treasury team will regularly review investment managers to ensure sound ESG practices are in place. This includes assessing ESG disclosures, participation in recognised ESG initiatives and standards, external assurance of ESG reporting, and evidence of active development in responsible investment practices.

35. Council Assembly approved changes to the investment strategy on 12 November 2025 to facilitate investments that would not be linked to conflict or military occupation and to incorporate consideration of UN Genocide Convention factors.

Treasury Management Policy Statement

36. Treasury management within the council is conducted in accordance with the CIPFA Treasury Management Code of Practice (TM Code).

37. The council complies fully with the requirements of the TM Code and has formally adopted its key recommendations, as outlined in Section 4 of the Code.

38. In line with the TM Code, the council defines treasury management activities as: *“The management of the council’s cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*
39. The council considers the successful identification, monitoring, and control of risk to be the primary measure of effective treasury management. Accordingly, the analysis and reporting of treasury activities will focus on their risk implications and any financial instruments used to manage those risks. Effective treasury management supports the achievement of the council’s business and service objectives. The council is committed to the principles of best value and will employ appropriate performance measurement techniques within the context of sound risk management.
40. To ensure effective treasury management, the council will maintain:
- A Treasury Policy Statement (above)
 - Treasury Management Practices (TMPs) and
 - Investment Management Practices (IMPs)
 - Prudential Indicators in accordance with the CIPFA Prudential Code (Appendix C).
41. These detail how the council will achieve its objectives and manage associated risks, copies of the first three documents listed above are available for members to inspect, prudential indicators are monitored within the Treasury Live system in real time and are available upon request.
42. The content of the policy statement and TMPs will follow the recommendations in Section 7 of the TM Code, with amendments only where necessary to reflect the council’s specific circumstances. Such amendments will not materially deviate from the Code’s key principles.
43. The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.
- An annual strategy and plan before the start of the financial year.
 - An annual report after the year-end.
 - An interim review report during the year.

44. The Audit Governance and Standards Committee is responsible for ensuring effective scrutiny of the council's treasury management strategy and policies. The execution and administration of treasury decisions is delegated to the Strategic Director of Resources, who will act in accordance with the council's policy and the TM Code.
45. The council will not use Derivative instruments.

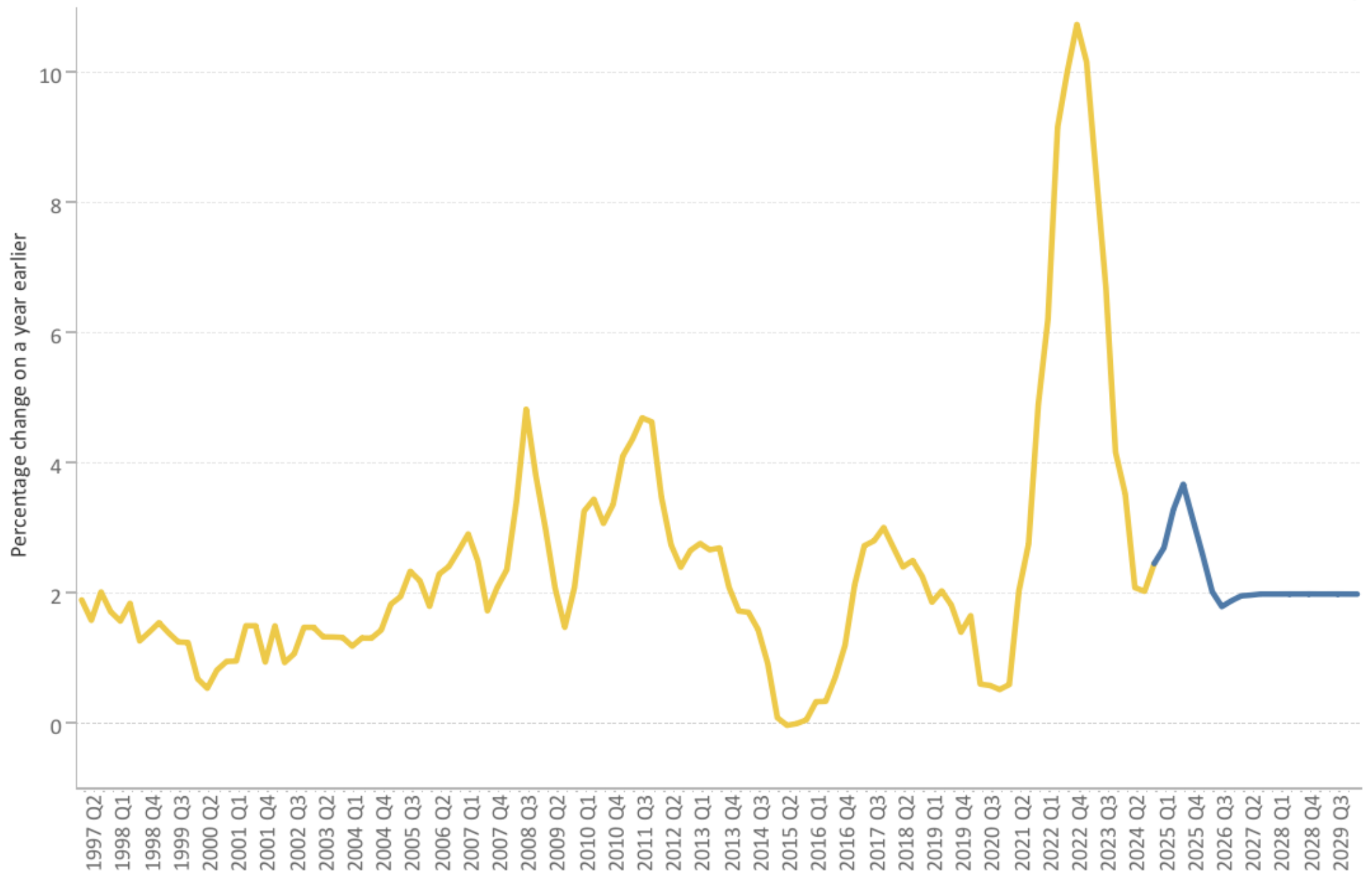
Interest Rate/CPI Forecasts & PWLB Interest rate Changes 26/01/25-26/01/26

		2026-01-26	Mar 26	Jun 26	Sep 26	Dec 26	Mar 27	Jun 27	Sep 27	Dec 27	Mar 28	Jun 28	Sep 28	Dec 28	Mar 29	Jun 29	Sep 29	Dec 29	Mar 30	Jun 30	Sep 30	Dec 30	
Base Rate	Upper		4.00%	4.00%	4.00%	4.00%	4.25%	4.50%	4.50%	4.75%	4.75%	4.75%	5.00%	5.00%	5.25%	5.25%	5.25%	5.50%	5.50%	5.50%	5.75%	5.75%	
	Expected	3.75%	3.50%	3.50%	3.25%	3.50%	3.50%	3.50%	3.50%	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.25%
	Lower		3.25%	3.00%	2.75%	2.75%	2.75%	2.75%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
SONIA	Upper		3.93%	3.92%	3.97%	4.10%	4.24%	4.39%	4.52%	4.65%	4.76%	4.87%	4.97%	5.07%	5.16%	5.25%	5.34%	5.42%	5.51%	5.59%	5.67%	5.76%	
	Expected	3.73%	3.62%	3.44%	3.36%	3.39%	3.45%	3.51%	3.57%	3.63%	3.68%	3.73%	3.77%	3.81%	3.85%	3.89%	3.93%	3.97%	4.01%	4.05%	4.09%	4.13%	
	Lower		3.32%	2.96%	2.76%	2.68%	2.65%	2.64%	2.62%	2.61%	2.60%	2.58%	2.57%	2.56%	2.55%	2.53%	2.52%	2.51%	2.51%	2.50%	2.50%	2.50%	2.50%
1y PWLB	Upper		4.70%	4.85%	5.03%	5.22%	5.37%	5.50%	5.62%	5.74%	5.86%	5.98%	6.11%	6.24%	6.35%	6.44%	6.55%	6.65%	6.85%	7.10%	7.32%	7.54%	
	Expected	4.41%	4.40%	4.39%	4.45%	4.55%	4.61%	4.66%	4.72%	4.77%	4.82%	4.89%	4.96%	5.05%	5.10%	5.15%	5.20%	5.26%	5.42%	5.63%	5.81%	5.98%	
	Lower		4.11%	3.94%	3.88%	3.87%	3.85%	3.83%	3.81%	3.80%	3.79%	3.80%	3.82%	3.85%	3.86%	3.86%	3.86%	3.86%	3.88%	3.99%	4.16%	4.30%	4.43%
2y PWLB	Upper		4.82%	5.02%	5.20%	5.38%	5.53%	5.67%	5.81%	5.95%	6.07%	6.19%	6.32%	6.44%	6.60%	6.78%	6.95%	7.11%	7.26%	7.41%	7.55%	7.69%	
	Expected	4.49%	4.50%	4.53%	4.58%	4.65%	4.71%	4.77%	4.84%	4.90%	4.96%	5.02%	5.08%	5.15%	5.26%	5.38%	5.50%	5.61%	5.72%	5.82%	5.92%	6.02%	
	Lower		4.19%	4.03%	3.96%	3.93%	3.90%	3.87%	3.86%	3.85%	3.85%	3.84%	3.85%	3.86%	3.91%	3.99%	4.05%	4.12%	4.18%	4.24%	4.29%	4.34%	
5y PWLB	Upper		5.22%	5.49%	5.72%	5.93%	6.11%	6.28%	6.44%	6.60%	6.74%	6.87%	7.01%	7.14%	7.26%	7.37%	7.48%	7.59%	7.68%	7.78%	7.88%	7.97%	
	Expected	4.80%	4.85%	4.92%	5.00%	5.09%	5.17%	5.24%	5.31%	5.39%	5.45%	5.52%	5.58%	5.65%	5.71%	5.76%	5.81%	5.86%	5.91%	5.95%	5.99%	6.04%	
	Lower		4.49%	4.35%	4.29%	4.25%	4.22%	4.20%	4.19%	4.18%	4.17%	4.16%	4.16%	4.16%	4.15%	4.15%	4.14%	4.14%	4.13%	4.12%	4.11%	4.11%	
10y PWLB	Upper		5.75%	6.01%	6.22%	6.41%	6.57%	6.72%	6.86%	7.00%	7.13%	7.25%	7.37%	7.49%	7.60%	7.71%	7.81%	7.91%	8.01%	8.11%	8.20%	8.29%	
	Expected	5.35%	5.39%	5.44%	5.50%	5.57%	5.62%	5.68%	5.73%	5.79%	5.84%	5.89%	5.95%	6.00%	6.05%	6.09%	6.14%	6.19%	6.23%	6.27%	6.31%	6.36%	
	Lower		5.02%	4.87%	4.78%	4.73%	4.68%	4.64%	4.61%	4.58%	4.56%	4.54%	4.52%	4.51%	4.49%	4.48%	4.47%	4.46%	4.45%	4.44%	4.43%	4.42%	
20y PWLB	Upper		6.27%	6.49%	6.67%	6.83%	6.96%	7.09%	7.21%	7.32%	7.43%	7.53%	7.62%	7.72%	7.81%	7.89%	7.98%	8.06%	8.13%	8.21%	8.28%	8.36%	
	Expected	5.89%	5.91%	5.94%	5.98%	6.02%	6.05%	6.09%	6.12%	6.15%	6.19%	6.22%	6.25%	6.28%	6.31%	6.34%	6.36%	6.39%	6.42%	6.44%	6.47%	6.49%	
	Lower		5.56%	5.40%	5.29%	5.21%	5.14%	5.08%	5.03%	4.99%	4.95%	4.91%	4.87%	4.84%	4.81%	4.78%	4.75%	4.72%	4.70%	4.67%	4.65%	4.62%	
30y PWLB	Upper		6.35%	6.57%	6.74%	6.88%	7.01%	7.12%	7.23%	7.34%	7.43%	7.52%	7.61%	7.69%	7.77%	7.85%	7.92%	7.99%	8.06%	8.12%	8.19%	8.25%	
	Expected	5.98%	6.00%	6.02%	6.04%	6.07%	6.09%	6.12%	6.14%	6.16%	6.18%	6.20%	6.22%	6.25%	6.26%	6.28%	6.30%	6.31%	6.33%	6.35%	6.36%	6.37%	
	Lower		5.64%	5.47%	5.35%	5.26%	5.18%	5.11%	5.04%	4.99%	4.94%	4.89%	4.84%	4.80%	4.76%	4.72%	4.68%	4.64%	4.60%	4.57%	4.53%	4.50%	
40y PWLB	Upper		6.28%	6.50%	6.66%	6.80%	6.92%	7.03%	7.14%	7.23%	7.32%	7.41%	7.49%	7.57%	7.64%	7.71%	7.77%	7.84%	7.90%	7.96%	8.02%	8.07%	
	Expected	5.91%	5.92%	5.94%	5.96%	5.98%	5.99%	6.01%	6.03%	6.04%	6.06%	6.07%	6.08%	6.10%	6.11%	6.12%	6.13%	6.14%	6.15%	6.15%	6.16%	6.17%	
	Lower		5.56%	5.38%	5.25%	5.15%	5.06%	4.99%	4.91%	4.85%	4.79%	4.73%	4.68%	4.63%	4.58%	4.53%	4.48%	4.44%	4.39%	4.35%	4.31%	4.26%	
50y PWLB	Upper		6.12%	6.34%	6.50%	6.65%	6.77%	6.88%	6.98%	7.08%	7.16%	7.25%	7.33%	7.41%	7.48%	7.55%	7.61%	7.68%	7.74%	7.80%	7.85%	7.91%	
	Expected	5.74%	5.75%	5.76%	5.78%	5.80%	5.81%	5.83%	5.84%	5.85%	5.87%	5.88%	5.89%	5.90%	5.91%	5.92%	5.93%	5.93%	5.94%	5.95%	5.95%	5.96%	
	Lower		5.38%	5.19%	5.06%	4.95%	4.86%	4.78%	4.70%	4.63%	4.57%	4.51%	4.45%	4.40%	4.34%	4.29%	4.24%	4.19%	4.14%	4.10%	4.05%	4.00%	

Method of Projection

The projections are derived from **market-implied forward rates** for each tenor. To reflect uncertainty, the model applies confidence bands using historic monthly volatility of the relevant rates. The upper bound represents the level below which rates are expected to remain with **95% confidence**, while the lower bound represents the level above which rates are expected to remain with **95% confidence**. Together, these provide a range around the forward curve that reflects the uncertainty implied by past market movements.

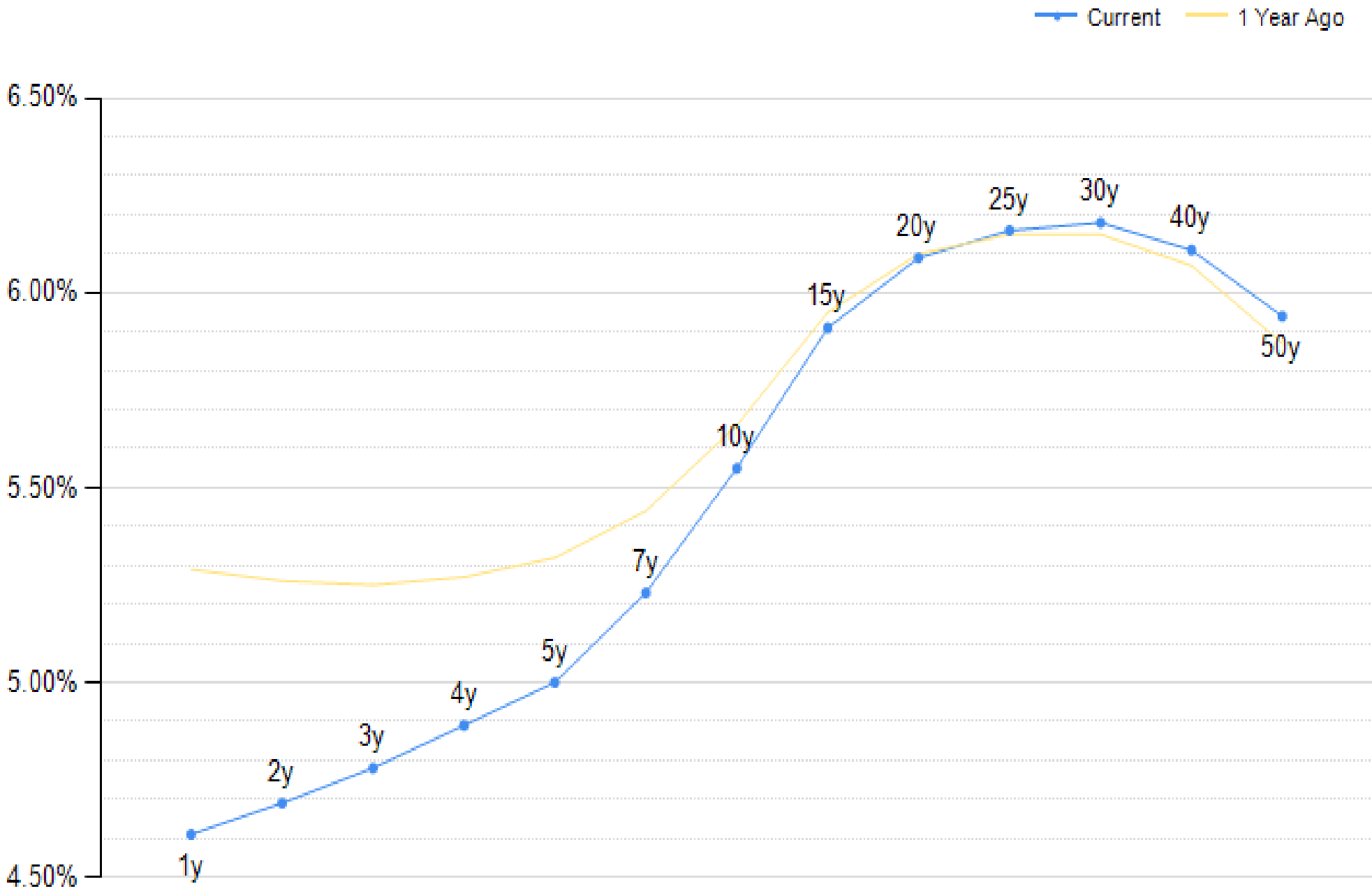
CPI inflation



Source: ONS, OBR

PWLB Interest Rate Changes 26 January 2025 – 26 January 2026 (1year)

PWLB Rates at 26/01/2026



Prudential Indicators TMSS 2025-26 and estimated at 31 December 2025

Capital Expenditure

- Table 1 below summarises the capital expenditure plans. Any shortfall in resources results in a borrowing need.

Table 1 Capital Expenditure – Current Approved Programme

Actual 2024/25	Estimate of Capital Expenditure		Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29
	TMSS Estimate 2025/26	Estimate at 31/12/25				
£m	£m	£m		£m	£m	£m
303	226	399	Capital Expenditure	300	176	183
52	5	36	Capital Receipts	16	0	0
42	19	72	Grants	32	25	9
92	60	72	Revenue & Reserves	89	62	48
12	12	24	External Contributions	19	12	10
105	130	195	Funded by Borrowing	144	77	116
303	226	399		300	176	183

- The underlying need to borrow for capital purposes is measured by adding items on the balance sheet that relate to capital expenditure and is called the Capital Financing Requirement (CFR). The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual charge which broadly reduces the indebtedness in line with each asset life. The CFR includes any other long-term liabilities, e.g. PFI schemes, finance leases. Whilst these increase the CFR and therefore the council's borrowing requirement, these types of schemes include a borrowing facility by the provider and so the council is not required to separately borrow for these schemes.

Table 2 Capital Financing Requirement – Approved Capital Programme

Capital Financing Requirement						
Actual 2024/25	TMSS Estimate 2025/26	Forecast Outturn at 31/12/2025	Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29
£m	£m	£m		£m	£m	£m
1,743	1,947	1,851	Opening Capital Finance Requirement	2,025	2,148	2,200
108	138	195	Prudential Borrowing	144	77	116
40	171	23	Other Long-Term Liabilities	26	25	26
(40)	(20)	(44)	MRP	(47)	(50)	(51)
	10		Capital Receipts Applied			
1,851	2,246	2,025	Closing CFR	2,148	2,200	2,291

Debt

3. Table 3 below provides details for the Council's Balance Sheet Summary for the General Fund and HRA as at 31 December 2025. The top half of the table shows the composition of the changes in net indebtedness, and bottom half shows how that is projected to be reflected in the respective treasury portfolios.

Table 3 Borrowing Projections

Balance Sheet Summary and Forecast						
Actual 2024/25	TMSS Estimate 2025/26	Forecast 2025/26 Outturn at 31/12/2025	Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29
£m	£m	£m		£m	£m	£m
1,851	2,246	2,025	Capital Finance Requirement	2,148	2,200	2,291
(745)	(805)	(722)	Other Balance Sheet Items	(634)	(609)	(584)
1,106	1,441	1,303	NET Loans Requirement	1,514	1,591	1,707
			Reflected by			
1,159	1,274	1,205	Borrowing	1,400	1,544	1,621
(53)	(20)	(97)	External Investments	(30)	(30)	(30)
0	187	195	New Borrowing	144	77	116
1,106	1,441	1,303	NET Treasury Position	1,514	1,591	1,707

Operational Boundary

4. The operational boundary is based on the council's estimate of the most likely (i.e. significantly prudent but not worst case) scenario for external debt. It links directly to the council's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance leases, Private

Finance Initiative and other liabilities that are not borrowing, but form part of the council's debt.

Table 4 Operational Boundary

Operational Boundary						
Actual 2024/25	TMSS Estimate 2025/26	Forecast Outturn at 31/12/2025	Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29
£m	£m	£m		£m	£m	£m
1,159	1,684	1,546	Borrowing	1,867	2,021	2,176
89	171	23	Other Long-Term Liabilities	26	25	26
1,248	1,855	1,569	TOTAL Debt	1,893	2,046	2,202

Authorised Limit for External Debt:

- The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003 / Local Government Finance Act. It is the maximum amount of debt that the council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Table 5 Authorised Limit for External Debt

Authorised Limit						
Actual 2024/25	TMSS Estimate 2025/26	Forecast Outturn 31/12/2025	Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29
£m	£m	£m		£m	£m	£m
1,159	1,780	1,612	Borrowing	1,967	2,121	2,276
89	171	23	Other Long Term Liabilities	26	25	26
1,248	1,951	1,635	TOTAL Debt	1,993	2,146	2,302

Affordability

- Other balance sheet resources are the underlying sums available for investment, such as reserves and working capital. CIPFA's Prudential Code for Capital Finance in Local Councils recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 6 below shows that the Council expects to comply with this recommendation.

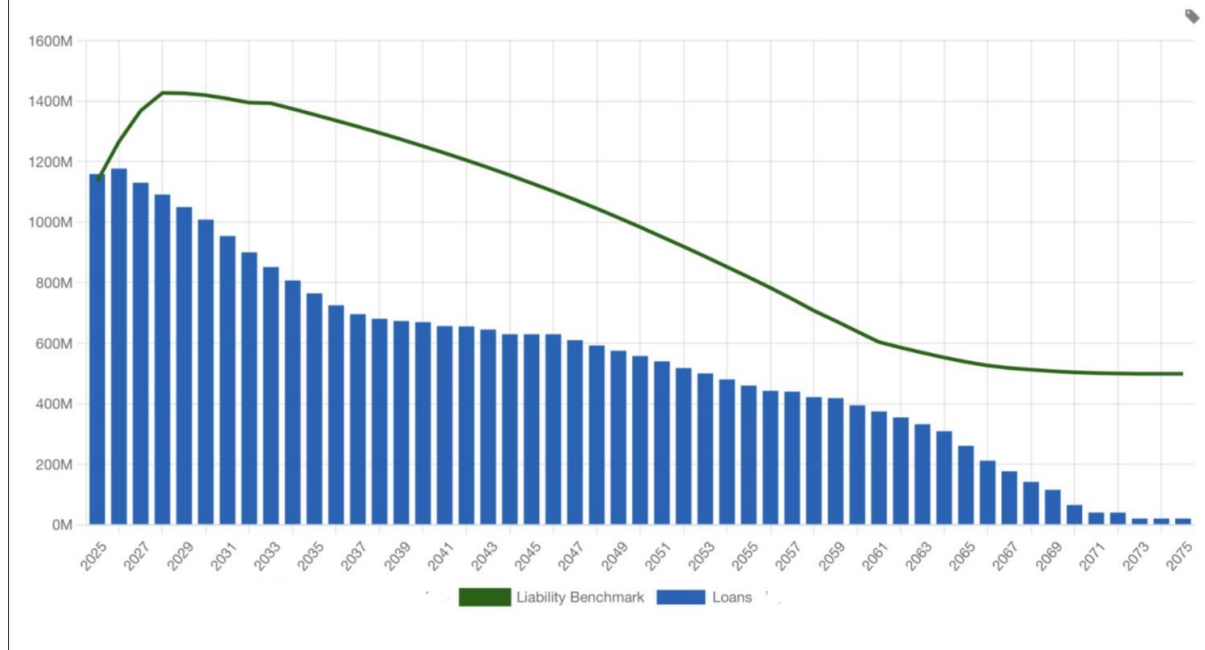
Table 6 Liability Benchmark

Prudential Indicator: Liability Benchmark						
Actual 2024/25	TMSS Estimate 2025/26	Forecast Outurn at 31/12/2025	Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29*
£m	£m	£m		£m	£m	£m
1,851	2,246	2,025	CFR	2,148	2,200	2,291
(745)	(805)	(722)	Less: Other Balance Sheet Items	(634)	(609)	(584)
1,106	1,441	1,303	Net Loans Requirement	1,514	1,591	1,707
53	20	30	Plus Liquidity Allowance	30	30	30
1,159	1,461	1,333	Liability Benchmark	1,544	1,621	1,737
1,159	1,274	1,205	Current Loan Commitments	1,205	1,205	1,205
0	(187)	(128)	(Under)/Over benchmark: Borrowing Requirement	(339)	(416)	(532)

7. CIPFA's revised 2021 Codes of Practice introduced the concept of the Liability Benchmark and requires calculation of such as a Prudential Indicator. As the Council operates a two-pool approach to debt management between the HRA and General Fund, two liability benchmarks have been calculated showing the benchmark level of borrowing for each account. This assumes the same forecasts as Table 6 above, such that cash and investment balances are kept to a minimum level of £30m at each year-end to maintain sufficient liquidity and minimise credit risk.
8. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future and so shape its strategic focus and decision making. The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.
9. CIPFA recommends that the optimum position for external borrowing should be at the level of the Liability Benchmark (i.e., all balance sheet resources should be used to maximise internal borrowing). If the outputs show future periods where external loans are less than the Liability Benchmark, then this indicates a borrowing requirement thus identifying where the Council is exposed to interest rate, liquidity and refinancing risks. Conversely where external loans exceed the Liability Benchmark then this will highlight an overborrowed position which will result in excess cash in the Council requiring

investment thus exposing the authority to credit and reinvestment risks and a potential cost of carry.

Graph 1: Prudential Indicator: Liability Benchmark – Combined



Ratio of Financing Costs to Net Revenue Stream

10. This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Table 7 Ratio of Financing Costs to Net Revenue Stream

Ratio of Financing Costs to Net Revenue Stream						
Actual 2024/25	TMSS Estimate 2025/26	Forecast Outturn 31/12/2025	Description	TMSS Estimate 2026/27	TMSS Estimate 2027/28	TMSS Estimate 2028/29
%	%	%		%	%	%
18	8	13	General Fund	14	14	14
31	15	31	HRA	32	32	33

Table 8 Maturity Structure of Borrowing

Debt Maturity Profile Limits										
Actual 2024/25	TMSS Limit 2025/26		Actual at 31/12/2025	Description	2026/27 TMSS		2027/28 TMSS		2028/29 TMSS	
	Lower Limit	Upper Limit			Lower Limit	Upper Limit	Lower Limit	Upper Limit	Lower Limit	Upper Limit
%	%	%	%		%	%	%	%	%	%
4	0	35	5	Under 12 months	0	35	0	35	0	35
4	0	35	4	12 months and within 24 months	0	35	0	35	0	35
10	0	50	10	24 months and within 5 years	0	50	0	50	0	50
21	0	75	21	5 years and within 10 years	0	75	0	75	0	75
			8	10 years and within 20 years	25	100	25	100	25	100
61	25	100	15	20 years and within 30 years	25	100	25	100	25	100
			19	30 years and within 40 years	25	100	25	100	25	100
			18	40 years and within 50 years	25	100	25	100	25	100

Table 9 Maximum Principal Sum Invested >365 days

Limits on Investments Greater than One Year						
Actual 2024/25	TMSS Limit 2025/26	Actual 31/12/2025	Description	TMSS 2026/27	TMSS 2027/28	TMSS 2028/29
£m	£m	£m		£m	£m	£m
0	65	0	%	65	65	65
0	2.5	0	Years	2.5	2.5	2.5

ANNUAL INVESTMENT MANAGEMENT STRATEGY 2026-27**Background**

1. The guidance on local government investments produced by the Ministry of Housing, Communities and Local Government (MHCLG) as updated in February 2018, requires that local authorities produce an annual investment strategy. The guidance promotes prudent management of investments with prioritising security, liquidity, and yield in that order.
2. Investments held as part of the council's pension fund are managed under a separate regulatory framework and are outside the scope of this strategy.
3. Investments held for service purposes or for commercial profit are considered within the capital strategy.
4. There is one change to this strategy from the one agreed by the Audit and Governance Committee in November 2025, increasing the sector limit for UK local authorities from £50 to £100m. This will allow greater flexibility in the management of counterparty risk.
5. This strategy shall become active following approval by assembly.

Investment Objectives

6. The council's treasury investment objectives are to preserve principal, provide liquidity and secure a reasonable return in that order. Alongside this, and in line with the recommendations of the CIPFA Code of Practice on Treasury Management, the council operates an ethical screening process for investments on Environmental, Social and Governance (ESG) factors.
7. The process is guided by frameworks such as the UN Convention on the Prevention and Punishment of the Crime of Genocide and CIPFA's policy on ESG and ethical investment. The screening covers:
 - a. Involvement in or links to conflict, genocide, or military occupation
 - b. Compliance with international human rights standards
 - c. Alignment with ethical investment principles and broader ESG concerns
8. The council holds cash in the normal course of its business and any cash not immediately required for settling council liabilities is invested until needed. Investments are managed prudently and fall within two categories: specified investments and non-specified investments, as set out in the MHCLG guidance. Specified investments are investments up to one year, with high liquidity and credit quality as detailed below in paragraph 10. Non-specified investments, as

set out in paragraph 11 below. These investments exceed one year and require a full business case to be approved by the Strategic Director of Resources.

9. All investments will be denominated in GBP sterling, comply with credit standards and investment limits. Exposure to share capital that is treated as capital expenditure is outside the scope of this strategy.
10. The Strategic Director of Resources is responsible for this strategy and its management. Fund managers may be appointed to assist in advising or executing elements of the strategy.

Specified Investments

11. Specified Investments are low- risk investments that: are repayable on demand or mature within 12 months, are not defined as capital expenditure under accounting rules, and are made with high- quality counterparties, such that the risk of loss is minimal. Actual exposure shall be subject to investment limits, be managed prudently and have regard to prevailing credit and market conditions.

Specified investments - in sterling, meeting credit standards and with remaining life not longer than 1 year	
A	Term deposits, notice accounts, certificates of deposits, commercial paper, Notes, collateral backed lending, bills, bonds (including covered bonds) issued or guaranteed by the UK government, supranational banks, foreign governments, quasi-sovereigns, UK local authorities, banks or UK building societies.
B	Money Market Funds and short duration low volatility enhanced cash funds rated AAA/Aaa/AAA (Fitch/Moody's/S&P) with stable or variable net asset values

Non- Specified Investments

12. Non-Specified Investments are defined as those longer than 12 months, property or pooled funds, shares or equities, loans to subsidiaries that are: long- term for policy or regeneration purposes or commercial investments primarily for yield.

Non-specified Investments - in sterling, meeting credit standards and with remaining life longer than 1 year	
A	Term deposits, notice accounts, certificates of deposits, commercial paper, notes, collateral backed lending, bills, bonds (including covered bonds) issued or guaranteed by the UK government, supranational banks, foreign governments, quasi-sovereigns, UK local authorities, banks or UK building societies, pooled multi-asset income funds.

Investment Limits

13. Investment exposure shall be subject to the following limits.

Investment limits, subject to overall constraints and minimum ratings				
	Counterparty	Time Limit	Counterparty Limit (£)	Sector Limit (£)
A	UK Government	50 years	Unlimited	Unlimited
B	UK Local Authorities	5 years	£10m	£100m
C	Foreign sovereigns, supranational banks and quasi-sovereigns, minimum rating AAA/Aaa/AAA	5 years	£20m	Unlimited
D	Foreign sovereigns, supranational banks and quasi-sovereigns, minimum rating AA-/Aa3/AA-	5 years	£10m	Unlimited
E	Foreign sovereigns, supranational banks and quasi-sovereigns, minimum rating A1-/A3/A-	5 years	£5m	Unlimited
F	Banks and building societies minimum rating AAA/Aaa/AAA	5 years	£20m	£30m
G	Banks and building societies minimum rating AA-/Aa3/AA-	3 years	£15m	£30m
H	Banks and building societies minimum rating A-/A3/A-	1 year	£10m	£30m
I	Top 20 Building Societies by asset size	6 months	£3m	£30m
J	Other Corporate Entities long term rating AA-/Aa3/AA-	3 years	£15m	£30m
K	Other Corporate Entities long term rating A-/A3/A-	1 year	£10m	£30m
L	Money Market Funds above £bn holdings	N/A	£30m	Unlimited
M	Short Duration low volatility enhanced cash funds	N/A	£10m	Unlimited
N	Sterling Government Money Market Funds above £200m in holdings	N/A	£5m	Unlimited
O	VNAV AAA rated Money Market Funds	N/A	£10m	Unlimited
P	Multi asset income pooled fund	N/A	£5m	£10m
Q	NatWest	3 months	£75m	£75m
Overall portfolio:				

Maximum 1 year maturity 65%

Maximum weighted average maturity 2.5years

(The maturity of floating rate instruments is treated as the next interest re-set date)

RATING DEFINITIONS

14. Ratings are research-based opinions of rating companies (Fitch Ratings, Moody's and Standard & Poor's) on the ability of an entity or security to meet financial commitments such as interest, preferred dividends and repayment of principal in accordance with their terms. Ratings do not constitute recommendations to buy, sell or hold any security, nor do they comment on the adequacy of market price, or the suitability of any security for a particular investor.

15. Fitch Long Term Ratings are shown below:

AAA	Highest credit quality. AAA ratings denote the lowest expectation of default risk. They are assigned only in cases of exceptionally strong capacity for payment of financial commitments. This capacity is highly unlikely to be adversely affected by foreseeable events
AA	Very high credit quality. AA ratings denote expectations of very low default risk. They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.
A	High credit quality. A ratings denote expectations of low default risk. The capacity for payment of financial commitments is considered strong. This capacity may, nevertheless, be more vulnerable to adverse business or economic conditions than is the case for higher ratings.

16. The modifiers "+" or "-" may be appended to a rating to denote relative status within major rating categories.

17. The Fitch Short Term Ratings are shown below

F1	Highest short-term credit quality. Indicates the strongest intrinsic capacity for timely payment of financial commitments; may have an added "+" to denote any exceptionally strong credit feature.
F2	Good short-term credit quality. Good intrinsic capacity for timely payment of financial commitments
F3	Fair short-term credit quality.

18. Moody's Long-Term Ratings are shown below:

Aaa	Obligations rated Aaa are judged to be of the highest quality, with minimal credit risk.
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Aa	Obligations rated Aa are judged to be of high quality and are subject to very low credit risk.
A	Obligations rated A are considered upper-medium grade and are subject to low credit risk.

19. Moody's appends numerical modifiers 1, 2, and 3 to each generic rating classification from Aa through Caa.
20. Moody's short-term ratings are opinions of the ability of issuers to honour short-term financial obligations and are shown below.

P-1	Issuers (or supporting institutions) rated Prime-1 have a superior ability to repay short-term debt obligations.
P-2	Issuers (or supporting institutions) rated Prime-2 have a strong ability to repay short-term debt obligations.

21. Standard and Poor's (S&P) Long Term Rating

AAA	An obligation rated AAA has the highest rating assigned by S&P. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.
AA	An obligation rated AA differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.
A	An obligation rated A is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.

22. The ratings from AA to CCC may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories.
23. Standard and Poor's (S&P) Short Term Ratings are shown below:

A-1	A short-term obligation rated A-1 is rated in the highest category by S&P. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.
A-2	A short-term obligation rated A-2 is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rating categories. However, the obligor's capacity to meet its financial commitment on the obligation is satisfactory.

CAPITAL STRATEGY 2026-27 TO 2036-37

Introduction and Background

1. The Southwark Capital Strategy ('Capital Strategy') is a high-level summary of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services in the borough. It is also an overview of how risk is managed via a governance framework to provide value for money and sustainable investment for the borough's residents, and the implications for future financial sustainability.
2. The Capital Strategy aligns with the priorities set out in the Council Delivery Plan and other key council strategies and asset management plans listed in this document. It is integrated with the medium-term financial strategy (MTFS) and treasury management strategy (TMS). All new capital bids will be considered by the Corporate Management Team (CMT) ahead of Cabinet approval to ensure affordability, and by priority with reference to statutory requirements, the council's development plan and its long-term ambitions. A key consideration of the Capital Strategy is how assets will be managed in the future, and to decide on a long-term plan of the borrowing required to deliver Southwark's capital programme.

Core Principles that underpin the Capital Programme

3. The key principles for the capital programme are summarised below:
 - Capital investment decisions reflect the aspirations and priorities included within the Council Delivery Plan and supporting strategies; Schemes to be added to the capital programme will require a capital business case to be signed off by the lead cabinet member and will be subject to a gateway process, prioritised according to availability of resources and scheme specific funding, council priorities and commitments and factors such as legal obligations, health and safety considerations and the longer term impact on the council's financial position. The cost of financing capital schemes, net of revenue benefits, are profiled over the lifetime of each scheme and incorporated into the annual policy and resources strategy and budget; Commissioning and procuring for capital schemes will comply with the requirements set out in the council's constitution, financial regulations and contract standing orders.

4. Risk review is an important aspect of the consideration of any proposed capital or investment proposal. The risks will be considered in line with the council's risk management strategy and commensurate with the council's low risk appetite. Subject to careful due diligence, the council may consider a moderately higher level of risk for strategic initiatives, where there is a direct gain to the council's revenues or the ability to deliver its statutory duties more effectively and efficiently.

Governance Framework

5. The council's constitution requires council assembly to agree the capital strategy and programme at least once every four years (the last update was in February 2024) and in the event of a significant change in circumstances. The reports from the Chief Finance Officer will consider the compliance of proposed schemes in the programme with the medium-term financial strategy, the capital resources available to the council, the revenue implications of the proposed capital expenditure, and any other relevant information.
6. Democratic decision-making and scrutiny processes provide overall political direction and ensure accountability for investment in the capital programme. These processes include:
 - Council assembly approves the Council Delivery Plan which sets out the strategic priorities for the council; Council assembly is ultimately responsible for approving the capital strategy, treasury management strategy and capital programme; Cabinet receives regular capital monitoring reports, approves variations to the programme and considers new bids for inclusion in the capital programme;
 - Portfolio holders are assigned projects in line with their responsibilities; Scrutiny committees can call in cabinet reports, receive and scrutinise reports; All projects progressing to the capital programme follow the constitution, and financial regulations; The capital programme and capital expenditure is subject to internal and external audit.
7. Cabinet agreed back in October 2023 to develop a refreshed set of governance proposals to ensure that all future capital bids remain affordable and in alignment with key council objectives.

8. The approach taken each year will be to assess the overall funding envelope, the affordability criteria, which will be determined by the estimated capital funding available and within a predetermined and prudent limit on borrowing.
9. New capital bids from council departments will require a business case with 'sign off' from the respective member of the Corporate Management Team (CMT). A newly established capital board will prioritise the bids and ensure that they can be funded within the pre-defined funding envelope. It is expected that the panel will meet at least twice a year.
10. The final list of bids will be considered by the Corporate Management Team (CMT) ahead of cabinet approval.
11. Approval to spend on individual capital schemes will only be given once procedural guidelines have been complied with and assessed to the satisfaction of the Strategic Director of Resources.
12. Senior officer teams exist within directorates to monitor the delivery of the directorate capital programme. Directorate management teams must consider and recommend all additions, variations to their directorate capital programme before being agreed by the Strategic Director of Resources and then by cabinet.

Capital Investment Priorities and Plans

13. The Council bases its capital investment priorities and plans around several key strategic documents. In July 2024, Cabinet approved the five-year Southwark 2030 Delivery Plan. Southwark 2030 sets out the borough's vision to build a fair, green, and safe Southwark where everyone can live a good life as part of a strong community.
14. Southwark 2030 is centred on seven key goals, spanning all directorates across the whole of the General Fund and Housing Revenue Account:
 - decent homes for all,
 - a good start in life,
 - a safer Southwark,
 - a strong and fair economy, staying well, a healthy environment, a well-run Council.
15. As the largest council landlord in London (and fourth largest in the UK), Southwark's housing investment is a critical component of the capital strategy. The Good Landlord Strategy, approved by Cabinet in July 2025, is investing

over £250m to improve its homes, estates, faster repairs and customer service, and improve resident participation in future regeneration schemes.

16. The Southwark Local Plan 2022-2036 sets out the vision, strategic objectives and planning policies for future regeneration, development and growth in the borough. It follows the principles of the Mayor's 2021 London Plan, a spatial development strategy framework spanning 25 years. Southwark has seen huge transformation in its built environment over the years, delivering new leisure centres, parks, and cultural venues. The future capital strategy is delivering some huge infrastructure projects for southeast London, including the Bakerloo Line Extension, the regeneration of the Old Kent Road area, and the Canada Water regeneration programme. These are transformative schemes for the borough which aim to improve the lives of residents and provide much easier transport around London.
17. The application and planning for capital expenditure obligations and objectives should be considered over short, medium and long-term time horizons. Long term forecasts are not easily predicted, and the accuracy of all financial estimates will be limited. However, long term forecasting is critical to informing strategic plans taking account of the sustainability and affordability of existing and planned investment, which will need to be repaid over future periods.
18. For all projects and investments, the funding and financial implications need to be planned well in advance. The council maintains an approved capital programme that covers a ten-year period. Prudential Indicators for capital expenditure and financing are set out in Appendix C.

Treasury Management

19. Treasury Management is concerned with keeping sufficient but not excessive cash available to meet the council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of resources will be met by prudential borrowing. The council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

20. Each year the council assembly agrees an annual treasury management strategy covering the management of council's debt and cash investments (Appendix A).
21. The Corporate Asset Management Plan (CAMP) is an overarching framework guiding how the council manages its diverse property and infrastructure. The focus is on delivering value for money and quality services, alignment with the strategic goals of Southwark 2030, and balancing financial prudence with community needs.
22. Under the Corporate Asset Management Plan framework sits several more detailed AMPs. For example, the Asset Management Framework (AMF) and Highway Infrastructure Asset Management Plan (HIAMP) defines how Southwark will manage its highway assets efficiently and thereby improve their performance. This is done via lifecycle planning, whole life costing and risk management. The Housing Asset Management Plan is being refreshed following the publication of the Good Landlord strategy and should be available from spring 2026.
23. The council's future asset management decision-making will follow a clear and robust process, ensuring that plans are affordable and decisions are aligned to corporate ambitions and are in the best interests of the Borough as a whole.

Commercial Activity and Investment Property

24. Returns from property ownership can both be income driven (through the receipt of rent) and by way of appreciation of the underlying asset value (capital growth). The combination of these is considered in assessing the attractiveness of a property for acquisition. However, yield is rarely the sole or primary objective of property acquisitions.
25. Historically, property has provided strong investment returns in terms of capital growth and generation of stable income. However, property investment is not without risk as property values can fall as well as rise and changing economic conditions could cause tenants to leave with properties remaining vacant. The investment appraisal, external professional advice, local strategic knowledge (ensuring all investments are in Southwark) and risk assessment ensure that commercial investments remain proportionate to the size of the council and that the revenue impact can be managed, should expected yields not arise.

26. The strategy makes it clear that the council will continue to invest prudently to take advantage of opportunities as they present themselves, supported by our robust governance process.
27. The council is mindful that Public Works Loan Board (PWLB) loans are not available to local authorities planning to buy investment assets primarily for yield.

Loans and Liabilities

28. The council has discretion to make loans for a number of reasons, primarily for economic development. These loans are treated as capital expenditure.
29. By advancing loans to other bodies, the council is exposing itself to the risk that the borrower defaults on repayments. The council must therefore ensure that these loans are prudent and that the risk implications have been fully considered, and that the cumulative exposure of the council is proportionate and prudent.
30. The council will ensure that a full due diligence exercise is undertaken and adequate security is in place. The business case will balance the benefits and risks. All loans are agreed by cabinet and will be subject to close, regular monitoring.
31. In addition to debt liabilities set out in the treasury management strategy, the council is committed to making future payments to cover any pension deficit. The pension fund is subject to a triennial valuation, and the revenue implications are built into the MTFS

Revenue Budget Implications

32. Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and the Minimum Revenue Provision (MRP) or voluntary debt repayment in Housing Revenue Account (HRA) are charged to revenue as financing costs. This is then compared to the net revenue stream (Appendix F).

33. Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend up to 50 years into the future. Capital investment decision-making is not only about ensuring that the initial allocation of capital funds meets corporate and service priorities but also ensuring that the asset is fully utilised, sustainable and affordable throughout its whole life.
34. This overarching commitment to long- term affordability is a key principle in any capital investment-appraisal decision. In approving the inclusion of schemes and projects within the capital programme, the Strategic Director of Resources must be satisfied that the proposed capital programme is prudent, affordable, and sustainable.

Knowledge and Skills

35. The council has professionally qualified staff across a range of disciplines including finance, legal and property that follow continuous professional development (CPD) and attend courses on an ongoing basis to keep abreast of new developments and skills.
36. The council establishes project teams from all the professional disciplines across the council as and when required. External professional advice is taken where required and will always be sought in consideration of any major commercial property investment decision.
37. Internal and external training is provided for members to ensure they have the necessary knowledge and expertise to understand and challenge capital and treasury decisions taken by the Strategic Director of Resources.

ANNUAL MINIMUM REVENUE PROVISION STATEMENT 2026-27

Background

1. Minimum Revenue Provision (MRP) is a statutory requirement to make a charge to the council's General Fund to meet the cost of capital expenditure that has not been financed by available resources.
2. The Local Government Act 2003 requires local authorities to have regard to the Ministry of Housing, Communities & Local Government (MHCLG) Guidance on Minimum Revenue Provision.
3. The broad aim of the guidance is to ensure that capital expenditure is financed over a period that is reasonably commensurate with that over which the capital expenditure provides benefits.
4. The guidance requires the council to approve an Annual MRP Policy Statement each year. This statement forms a part of the treasury management strategy considered by council assembly annually. The guidance outlines four options for calculating a prudent amount of MRP. These are listed below in Table 1:

Table 1: Options for Calculating a Prudent Minimum Revenue Provision (MRP)

Option	Calculation method	Applies to
1: Regulatory method	Formulae set out in 2003 Regulations (later revoked)	Expenditure incurred before 1 April 2008
2: CFR method	4% of Capital Financing Requirement	Expenditure incurred before 1 April 2008
3: Asset life method	Amortises MRP over the expected life of the asset	Expenditure incurred after 1 April 2008
4: Depreciation method	Charge MRP on the same basis as depreciation	Expenditure incurred after 1 April 2008

Council Policy

5. The Council is recommended to approve the following MRP Statement:
6. For capital expenditure incurred before 1 April 2008, MRP will be calculated using Option 3 (asset life method) on an annuity basis over the 40 years remaining as at 31 March 2018 and at a discount rate of 6%.
7. For all capital expenditure incurred after 1 April 2008 financed wholly or partly by borrowing, MRP will also be based upon the asset life method under Option 3. The discount rate in use will be the average new loan annuity PWLB rate for the previous year.

8. In using an annuity approach, estimated useful lives will align to the life assigned to the asset for depreciation purposes which is determined by a RICS-registered valuer as part of the valuation of fixed assets. When borrowing to construct an asset, the asset life will be treated as commencing in the year after the asset first becomes operational. If no useful life can reasonably be attributed to an asset, the estimated useful life will be taken to be a maximum of 50 years.
9. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be commensurate with that over which the capital expenditure provides benefits.
10. Asset lives will only exceed the maximum useful life of 50 years as stated under the regulations in two scenarios:
 - a. Where the Council has an opinion from an appropriately qualified professional advisor that an asset will deliver service for more than 50 years; and
 - b. For a lease or PFI asset, where the length of the lease or PFI contract exceeds 50 years. In this case the length of the contract will be used.
11. The MRP on non-commercial loans is calculated based on asset life method under Option 3.
12. Where capital expenditure involves a variety of different types of works and assets, the period over which the overall expenditure is judged to have benefit over shall be considered as the life for MRP purposes. Expenditure arising from or related or incidental to major elements of a capital project may be treated as having the same asset life for MRP purposes as the major element itself. An estimate of the life of capital expenditure may also be made by reference to a collection or grouping of expenditure type or types.

GLOSSARY

CFR: capital financing requirement - the council's annual underlying borrowing need to finance capital expenditure and a measure of the council's total outstanding indebtedness.

CIPFA: Chartered Institute of Public Finance and Accountancy – the professional accounting body that oversees and sets standards in local authority finance and treasury management.

CNAV (MMF): a type of money market fund that aims to maintain a stable price per share.

CPI: consumer price index –the official measure of inflation adopted as a common standard by countries in the EU. It is a measure that examines the weighted average of prices of a basket of consumer goods and services, such as transportation, food and medical care. It is calculated by taking price changes for each item in the predetermined basket of goods and averaging them.

ESG: is short for Environmental, Social and Governance – is a set of standards measuring a business's impact on society, the environment, and how transparent and accountable it is.

Gilts: gilts are bonds issued by the UK Government to borrow money on the financial markets. Interest paid by the Government on gilts is called a coupon and is at a rate that is fixed for the duration until maturity of the gilt, (unless a gilt is index linked to inflation); while the coupon rate is fixed, the yields will change inversely to the price of gilts i.e. a rise in the price of a gilt will mean that its yield will fall.

HRA: housing revenue account.

LVNAV (MMF): are short-term low volatility MMFs. Funds are primarily invested in money market instruments, deposits and other short-term assets.

MHCLG: the Ministry of Housing, Communities and Local Government -the Government department that directs local authorities in England.

MMF: a mutual fund investing in high quality short-term money market instruments and cash.

MPC: the Monetary Policy Committee is a committee of the Bank of England, which meets for one and a half days, eight times a year, to determine monetary policy by

setting the official interest rate in the United Kingdom, (the Bank of England Base Rate, commonly called Bank Rate), and by making decisions on quantitative easing.

MRP: minimum revenue provision - a statutory annual minimum revenue charge to reduce the total outstanding CFR, (the total indebtedness of a local authority).

NAV: net asset value.

PFI: Private Finance Initiative –capital expenditure financed by the private sector i.e. not by direct borrowing by a local authority.

PWLB: Public Works Loan Board –this is the part of HM Treasury which provides loans to local authorities to finance capital expenditure.

SONIA: the Sterling Overnight Index Average. Generally, a replacement set of indices (for LIBID) for those benchmarking their investments. The benchmarking options include using a forward-looking (term) set of reference rates and/or a backward-looking set of reference rates that reflect the investment yield curve at the time an investment decision was taken.

TMSS: the annual treasury management strategy statement reports that all local authorities are required to submit for approval by the full council before the start of each financial year.

TMP's: Treasury Management Practices that set out the manner in which the organisation will seek to achieve its treasury policies and objectives and prescribing how it will manage and control those activities

VNAV (MMF): Variable Net Asset Value, refers to funds which use mark-to-market accounting to value some of their assets The NAV of these funds will vary.

Meeting Name:	Council Assembly
Date:	25 February 2026
Report title:	Proportionality and Allocation of Seats on Committees
Ward(s) or groups affected:	All
Classification:	Open
Reason for lateness (if applicable):	Not Applicable
From:	Constitutional Steering Panel

RECOMMENDATIONS

1. To note the political balance of the council as follows:

Group	Members	%
Labour	46	73.02
Liberal Democrat	11	17.46
Green	3	4.76
Independent members (not a group)	3	4.76
Total	63	100.00

2. To note that for the purpose of calculating the allocation of seats on committees, only political groups with greater than one member are considered.
3. To note changes to proportionality and agree the change to the allocation of seats on committees from that agreed by council assembly on 12 November 2025. The new allocation is set out at paragraphs 9, 10, and 11, in Tables 2, 3 and 4.

BACKGROUND INFORMATION

4. The rules for the allocation of seats are set out in Sections 15 and 16 of the Local Government and Housing Act 1989 Local Government Committee and Political Group Regulations 1990. The political balance rules require that the political groups represented on council have proportionate representation on council committees. A political group must comprise at least two members. Councils can allocate seats on committees to members not aligned to a group but are under no statutory obligation to do so. If a political group wishes to allow an independent member to continue to sit on a committee, this is permitted and is a matter for their discretion i.e. the political group allows the member to occupy one of their allocated seats, as an independent member.
5. If a group represents 40% of the council and a committee has 10 seats, they would be entitled to 4 seats on that committee (40% of 10). This often involves rounding up or down fractional entitlements to arrive at whole numbers of

seats. The overall allocation should aim to reflect the political balance of the council as a whole.

6. The regulatory and other committees are the “ordinary committees” of the council are:
- Appointments committee
 - Planning Committee (Major Applications) A
 - Planning Committee (Major Applications) B
 - Planning Committee (Smaller Applications)
 - Audit, governance and standards committee
 - Corporate parenting committee
7. Since the council assembly meeting on 12 November 2025, two members have moved from Labour Group and one independent member has moved to become Green party members. The Green party now have three members and are therefore allocated seats by the proportionality set out in this report.

Table 2: Ordinary Committees - Total number of seats 42

8. Labour with 46 members will have 32.20/42 seats, Liberal Democrat with 11 members will have 7.70/42 seats, Greens with 3 members will have 2.10/42 seats, and independent members 0/42 seats.
9. The below tables are based on the committees as agreed by council assembly (and the council as licensing authority, for the licensing committee) on 12 November 2025. The allocations as of 12 November 2025 are shown in brackets. Constitutional steering panel considered and agreed to recommend the seats to alter, as listed in the table below.

Committee	Total	Lab	Lib Dem	Green	Ind.
Committee 1 Appointments Committee	7	5	2	0	0
Committee 2 Planning Committee (Major Applications) A	7	6	1	0	0
Committee 3 Planning Committee (Major Applications) B	7	6	1	0	0
Planning Committee (Smaller Applications)	7	4 (5)	2	1 (0)	0
Committee 4 Audit, Governance and Standards Committee	7	6	1	0	0
Committee 5 Corporate Parenting Committee	7	5 (6)	1	1 (0)	0
Total	42	32	8	2	0

Table 3: Other committees - Total number of seats 26

10. Labour Group with 46 members will have 18.98/26 seats, Liberal Democrat with 11 members will have 4.54/26 seats, Greens with 2 members will have 1.24/26, and independent members 0/26 seats. The allocations as of 12 November 2025 are shown in brackets.

Committee	Total	Lab	Lib Dem	Green	Ind.
Overview and Scrutiny Committee	11	8 (9)	2	1 (0)	0
Licensing Committee	15	11 (12)	3	1 (0)	0
Total	26	19	5	2	0

Sub-committees and overview and scrutiny commissions

11. Labour Group with 46 members will have 25.56/35 seats, Liberal Democrat with 11 members will have 6.11/35 seats, Greens with 3 members will have 1.67/35, and independent members 0/35 seats. The allocations as of 12 November 2025 are shown in brackets. The Liberal Democrats have previously had seats above their allocated proportionality numbers.

Scrutiny Commissions	Total	Lab	Lib Dem	Green	Ind.
Scrutiny Commission 1 (Education and Local Economy Scrutiny Commission)	7	5	2		0
Scrutiny Commission 2 (Housing Scrutiny Commission)	7	5	1 (2)	1	0
Scrutiny Commission 3 (Environment, Community Safety and Engagement Scrutiny Commission)	7	5	1 (2)	1	0
Scrutiny Commission 4 (Health and Social Care Scrutiny Commission)	7	5	2	0	0
Total	28	20	6	2 (0)	0

Audit, governance and standards sub-committees	Total	Lab	Lib Dem	Green	Ind.
Audit, governance and standards (civic awards) sub-committee	4	3	1	0	0
Audit, governance and standards (standards) sub-committee	3	2	1	0	0
Total	7	5	2	0	0

GRAND TOTAL	35	25	8	2 (0)	0
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KEY ISSUES FOR CONSIDERATION

Proportionality – the legal position

12. The size and composition of the council's regulatory and other committees are established in accordance with the number of seats each political group has on the council as a whole – this is known as “proportionality”.
13. The Local Government and Housing Act 1989 covers the allocation of seats to political groups. It makes no provision for single independent councillors, so they do not form part of the proportionality considerations. The political balance rules require the council to ensure that the political groups represented on council have proportionate representation on the committees of the council. Political groups have to constitute two or more members and be actively constituted as a group in accordance with the above regulations.
14. Seats on committees and sub-committees must be allocated in accordance with the four principles of proportionality contained in sections 15, 16 and 17 of the Local Government and Housing Act 1989. There is a duty to give effect to the following principles, as far as is reasonably practicable:

- (i) That not all the seats on a committee or sub-committee are allocated to the same political group
- (ii) That the majority group must have the majority of seats on each committee or sub-committee

Note: As the Labour Group has an overall majority on the council, this principle has been applied.

- (iii) Subject to (i) and (ii) above, it must be ensured that the proportion of each political group's seats of the total number of seats on “ordinary committees” reflects, as closely as possible, their proportion of seats on full council.

Notes:

1. The ordinary committees are appointments; planning; audit, governance and standards; corporate parenting (see also paragraphs 19 to 22).
 2. The licensing committee is appointed under the Licensing Act 2003, the overview and scrutiny committee is appointed under section 9F of the Local Government Act 2000 and the health and wellbeing board is appointed under the Health and Social Care Act 2012 and is to be treated as if appointed under section 102 of the Local Government Act 1972 (subject to modifications of the effect of section 102 made by the Secretary of State). None of the committees is treated as an ordinary committee.
- (iv) Subject to (i) to (iii) above, the proportion of each political group's seats on each committee and sub-committee/commission reflects as closely as possible their proportion of seats on full council.

Note: This rule applies to all committees, sub-committees/commissions and joint committees, except for the licensing committee.

15. Council assembly can agree an allocation that is disproportionate, provided no member votes against this.

Appointments to seats

16. Section 16(1) of the Local Government and Housing Act 1989 provides that it is the duty of an authority or committee to exercise its power to make appointments in such a way as to give effect “to such wishes about who is to be appointed to the seats on that body which are allocated to a particular political group as are expressed by that group”.

Policy framework implications

17. This report is not considered to have direct policy implications.

Community, equalities (including socio-economic) and health impacts

18. This report is not considered to have direct community, equalities (including socio-economic) and health impacts.

Climate change implications

19. There are no direct climate change implications arising from this report.

Legal implications

20. This is covered in the report.

Financial implications

21. There are no direct resource implications in the context of this report. The member expenditure budget makes provision for the special responsibility allowances for members. There are no additional costs arising from this report.

Consultation

22. There are no specific consultation requirements arising from this report.

BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
None		

APPENDICES

Appendix	Title
None	

AUDIT TRAIL

Lead Officer	Chidilim Agada, Head of Constitutional Services	
Report Author	Virginia Wynn-Jones, Principal Constitutional Officer; Chidilim Agada, Head of Constitutional Services	
Version	Final	
Dated	20 January 2026	
Key Decision?	No	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments Included
Assistant Chief Executive, Governance and Assurance	Yes	Yes (included in body of report)
Strategic Director, Resources	No	No
Cabinet Member	No	No
Date final report sent to Constitutional Team		20 January 2026

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MUNICIPAL YEAR 2025/26**

NOTE: Original held by Constitutional Team; all amendments/queries to
Virginia Wynn-Jones Tel: 020 7525 7055

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