



Corporate Budget Book

2022–23



Lewisham

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1. INTRODUCTION

Lewisham Council agreed its 2022/23 budget at the Council meeting held on the 2nd March 2022. The full budget report along with the decisions made are available online on the [Council's website](#).

This corporate budget book outlines the Council's plan for revenue and capital expenditure on its services and infrastructure for 2022/23. This budget incorporates the cuts made by the Council, allows the Council to provide the best services it can in line with the Council's Corporate Strategy, and empowers it to build on the achievements of previous years.

For 2022/23, the Council's net revenue General Fund budget is £248.6m (£243.1m in 2021/22).

The Council's Capital Programme (General Fund and Housing Revenue Account) budget for the three year period 2022/23 to 2024/25 is £600.4m; split £59.1m for the General Fund and £541.3m for the Housing Revenue Account.

Budget monitoring and control throughout the financial year will ensure that the Council maintains control over the delivery and expenditure of the services it provides for the people of Lewisham.

The budget book outlines a summary of the Housing Revenue Account (HRA) budget for 2022/23. HRA is a statutory account held separately from the General Fund.

2. SUMMARY OF FUNDING SOURCES

2.1. How are the General Fund Services Financed?

The General Fund includes services such as Children’s and Adult Services, Resident & Business Services, Transport, Environment & Regulatory Services, and the corporate activities required to coordinate and manage the work of the Council.

General Fund services (i.e. those other than associated with the provision of council housing and schools) are financed by:

- Government – Settlement Funding Assessment (SFA) which is made up of Revenue Support Grant (RSG) and Baseline Funding Level; and other non-ring-fenced grants.
- Local taxpayers – through the Council Tax;
- Local service users – through fees and charges;
- Specific Grants, such as, Public Health Grant (PHG), Social Care Grant (SCS) and Improved Better Care Fund (IBCF).

Lewisham’s planned General Fund net expenditure for 2022/23 is £248.6m (£243.1m in 2021/22). This is referred to as the “Budget Requirement” and is funded from a combination of the above sources. Funding for schools is financed separately through the Dedicated Schools Grant.

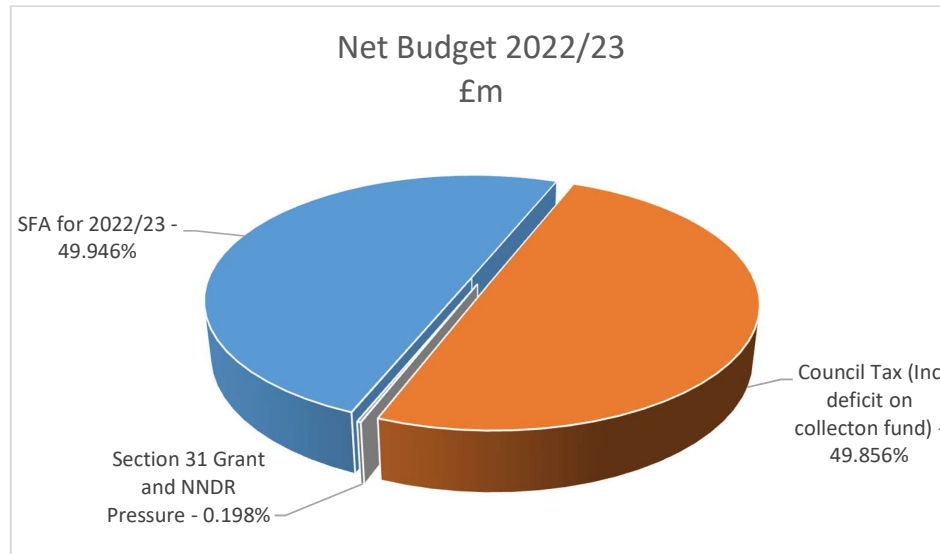
Table 1 shows the funding sources for 2022/23 which finance the general fund services.

Table 1: 2022/23 Funding Sources*

Detail	Income £m	% of Budget
Total SFA for 2022/23	124.2	49.9%
Council Tax 2022/23	126.4	50.8%
Deficit on Collection Fund	(2.4)	(1.0%)
NNDR Pressure	(7.7)	(3.1%)
Section 31 – Business Rates & Growth	8.2	3.3%
2022/23 Funding	248.6	

**The above table excludes fees, charges and specific grants as they are net nil budgets.*

Chart 1: 2022/23 Funding Sources



3. HOW THE COUNCIL SPENDS ITS MONEY

3.1. The Council's Structure

The Council operates under five Directorates:

- Chief Executive (CEX);
- Community Services (COM);
- Corporate Resources (including Corporate Provisions) (COR);
- Children & Young People (CYP); and
- Housing, Regeneration & Public Realm (HRPR).

Under each Directorate, there are a number of Divisions which are headed by Directors. Each Division operates a number of services which are funded through the General Fund.

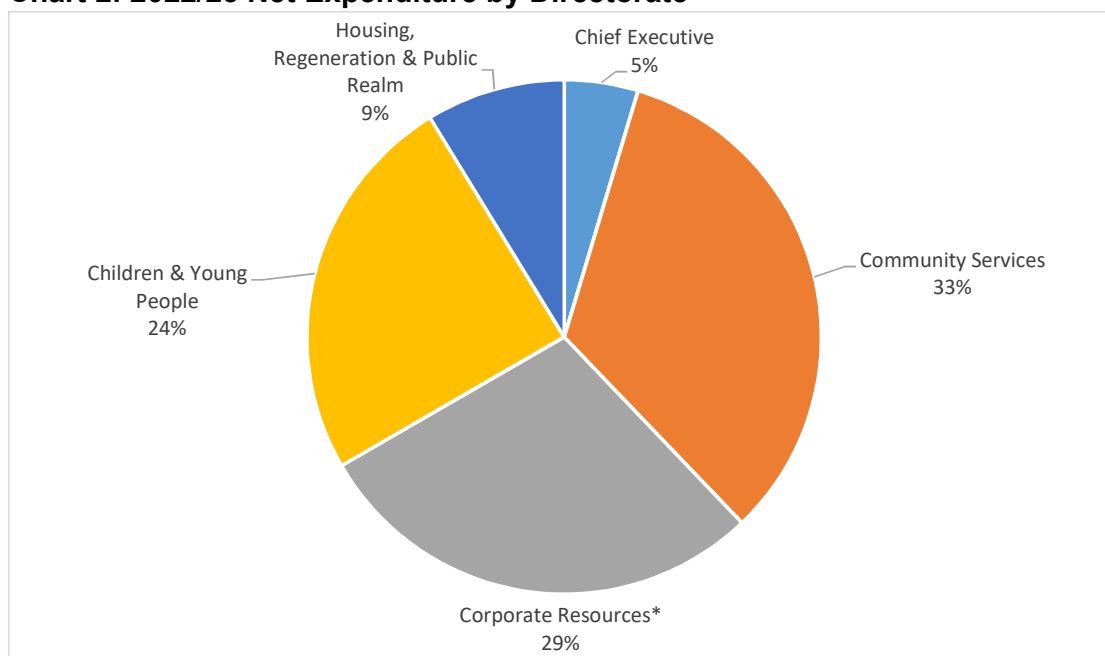
Table 2 shows the net expenditure budgets by Directorate, with a comparison to the prior year's final budget position.

Table 2: Net Expenditure Budget by Directorate

Directorate	2022/23 £m	2021/22 £m	Change £m	Change %
CEX	11.5	11.2	0.3	2.9%
COM	82.6	81.1	1.4	1.8%
COR*	71.6	70.4	1.2	1.7%
CYP	61.2	58.4	2.7	4.7%
HRPR	21.7	21.9	(0.2)	(0.9%)
Budget	248.6	243.1	5.5	2.3%

*Including Corporate Items

Chart 2: 2022/23 Net Expenditure by Directorate



**including Corporate Items*

3.2. Paying for General Fund Services

The Council's 2022/23 gross revenue expenditure budget is £1,279.4m as at 1 April 2022.

The Council's gross income from fees & charges and other specific grants is £1,030.8m. These are netted off the gross expenditure of £1,279.4m to arrive at the Council's 2022/23 Budget Requirement (which is funded as stated in Table 1).

Each Directorate's gross and net budget is summarised in Table 3 below, and detailed in Section 4.

Table 3: 2022/23 Directorate Budget Summary

Directorate	Gross Expenditure £m	Gross Income £m	Net £m
CEX	12.1	(0.6)	11.5
COM	178.2	(95.6)	82.6
COR*	246.3	(174.7)	71.6
CYP	747.3	(686.2)	61.2
HRE	95.5	(73.7)	21.7
Budget	1,279.4	(1,030.8)	248.6

**Including Corporate Items*

3.3. Gross Income

Apart from the Settlement Funding Assessment outlined in Table 1, the Council also receives additional grants from Central Government which are mainly ring-fenced and must be used to provide specific services.

Income is also generated from services charged for, such as commercial waste, pest control, planning applications, parking, etc.

A summary of the Lewisham's gross income is provided below.

Table 4: Summary of 2022/23 Gross Income

Description	£m
Dedicated Schools Grant (DSG)	315.9
Pupil Premium	12.2
Public Health Grant	26.1
Rent Allowances	150.5
Other Government Grants (incl. SCG & IBCF)	79.0
Government Grants Income	583.5
Fees and Charges	19.3
Better Care Fund (BCF)	9.0
Interest and Item 8 HRA	5.9
Rent	34.8
Internal Recharges	308.5
Other Income	69.9
Total Gross Income	1,030.8

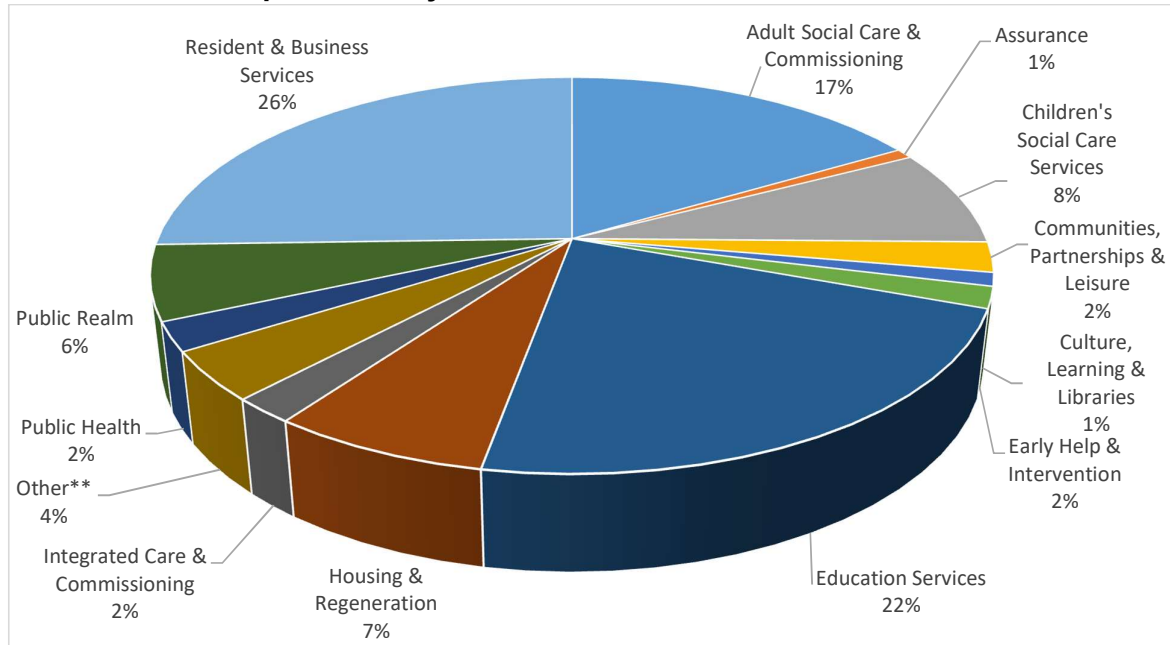
3.4. Gross and Net Expenditure Budgets

3.4.1. Gross Expenditure

The pie chart below shows the percentage split of the Council's gross expenditure by Division (excluding schools and corporate items).

Resident & Business Services is the largest gross expenditure area, due to the cost of housing benefits. This cost is covered by rent allowances and rent rebates income as shown in table 4.

Chart 3: Gross Expenditure by Division*



*Excluding Schools and Corporate Items

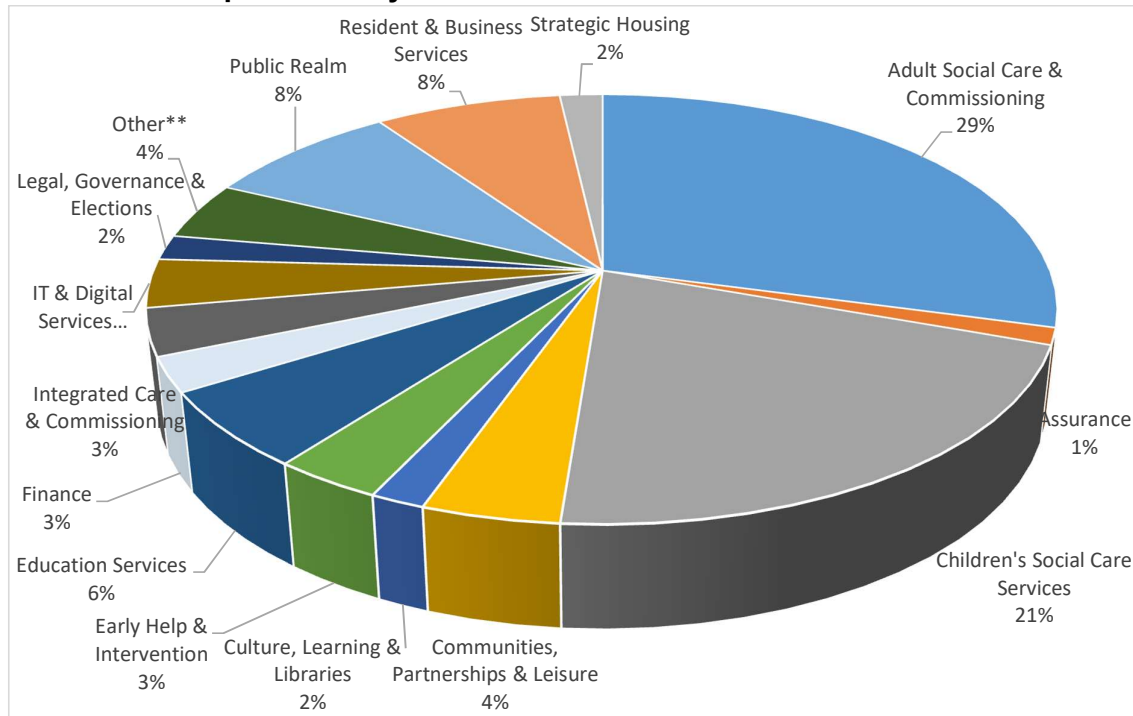
**Other include: Assistant Chief Executive, Finance, IT & Digital Services, Legal, Governance & Elections, and Strategy, Partnership & Improvement.

3.4.2. Net Expenditure

In contrast to the percentage split of gross expenditure, the highest expenditure area of net expenditure is Adult Services, which is responsible for 29% of the Council's net budget. This is followed by Children's Services responsible for 21% of the net budget.

The chart below shows the percentage split of the Council's 2022/23 Net Expenditure Budget by Division.

Chart 4: Net Expenditure by Division*



*Excluding Schools and Corporate Items

**Other include: Assistant Chief Executive, Inclusive Regeneration, Planning, Public Health, Resource Reserves and Strategic Partnership & Improvement.

3.5. Changes between the 2021/22 and 2022/23 budgets

Tables 5 and 6 below show the budget changes made to the 2021/22 budget in computing the 2022/23 budget:

- At the Council level; and
- By Directorate.

Table 5: 2022/23 Net Budget Changes at Council Level

Description	£m
2021/22 Budget	243.1
Changes made:	
Cuts	(11.8)
Pressures & other risks	6.5
Inflation management	2.7
Other Movements	8.1
2022/23 Budget	248.6

Table 6: 2022/23 Net Budget Changes at Directorate level as at the start of the financial year

Description	CEX £m	COM £m	COR* £m	CYP £m	HRPR £m	Total £m
2021/22 final budget position	11.0	81.2	70.5	58.4	21.9	243.1
Changes:						
Cuts	(0.2)	(2.8)	(4.0)	(1.1)	(3.7)	(11.8)
Pressures & other risks	0.5	0.5	3.4	(0.4)	2.6	6.5
Inflation management	0.0	0.5	1.5	0.5	0.3	2.7
Other Movements	0.3	3.2	0.3	3.7	0.7	8.1
2022/23 Budget	11.5	82.6	71.6	61.2	21.7	248.6

**Including Corporate items*

4. DIRECTORATE SUMMARIES

Table 7 below outlines the gross expenditure and income of each Directorate's General Fund budget.

Table 7: Overall 2022/23 Budget Summary by Directorate

2022/23 Budget	CEX £m	COM £m	COR £m	CYP £m	HRPR £m	Corporate Items £m	Total £m
Expenditure							
Employees	9.9	34.9	23.6	36.9	31.9	4.2	141.4
Premises	0.0	2.2	3.0	5.3	28.4	0.0	38.9
Transport & Vehicles	0.0	0.4	8.3	3.8	2.3	0.0	14.8
Supplies & Services	2.1	22.2	12.8	64.0	13.0	20.8	135.0
Third Party Payments	0.1	103.7	0.4	80.4	9.6	0.0	194.2
Transfer Payments	0.0	12.6	156.4	260.7	0.0	0.0	429.8
Internal Recharges	0.0	2.0	1.0	296.2	8.9	0.0	308.2
Capital Charges	0.0	0.0	0.0	0.0	0.1	0.0	0.1
Other Operating Expenditure	0.0	0.0	(0.7)	0.0	1.3	16.6	17.1
Total Expenditure	12.1	178.2	204.8	747.3	95.5	41.5	1,279.4
Income							
Recharge Income	(0.2)	(1.7)	(12.7)	(287.8)	(6.1)	0.0	(308.5)
Government Grants	0.0	(40.8)	(153.3)	(382.2)	(6.3)	(1.0)	(583.6)
Other Controllable Income	(0.4)	(53.1)	(6.7)	(16.1)	(61.4)	(1.0)	(138.7)
Corporate Funding	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Income	(0.6)	(95.6)	(172.7)	(686.2)	(73.7)	(2.0)	(1,030.8)
Net Budget 2022/23	11.5	82.6	32.1	61.2	21.7	39.5	248.6

4.1. DIRECTORATE FOR CHIEF EXECUTIVE (CEX)

Directorate Description

The Chief Executive's directorate works with the Mayor and all Members as well as across the organisation, providing essential enabling and support functions. The activities of the directorate include managing transformational projects and programmes, enabling evidence-based policy development and strategic decision-making, supporting the organisation to attract, retain and manage a highly-skilled workforce and ensuring staff and residents are informed, consulted and engaged. The directorate also supports the Council's decision-making functions and ensures that the democratic process in Lewisham is managed in accordance with the law. It is also responsible for ensuring elections are run fairly, openly and transparently, and supports the Chief Executive in their role as Returning Officer.

4.1.1. CEX Division Description

The Directorate operates across two Divisions. A summary description of each division is given below:

Assistant Chief Executive Division

The Assistant Chief Executive Division covers a range of support functions including Policy and Strategy, Organisational Development, Insight and Performance, Communications, Human Resources, Programme and Project Management as well as executive support to senior management. It also encompasses support to members through the Overview and Scrutiny team and Mayor's Office.

Law, Governance & Elections Division

The Law, Governance & Elections Division provides legal advice and support across all of the Council's services regarding regeneration, property, planning and contracts, any litigation, including education, safeguarding and employment.

The division also administers all of the Council's formal meetings and provides advice on decision making processes.

The management of elections, referenda and the electoral register is also the responsibility of the division.

The Director of Law, Governance & Elections is the Council's Monitoring Officer and has statutory responsibility for ensuring the Council acts lawfully, the determination of complaints into councillor conduct and maintaining the Council's Constitution.

4.1.2. CEX Overall Summary by Division

Table 8 provides an overall summary of the budget by Division, broken down in the different categories of income and expenditure.

Table 8: 2022/23 Budget Summary by Division - £'000

2022/23 Budget	Assistant Chief Executive	Legal, Governance & Elections	Total
Expenditure			
Employees	6,977	2,911	9,888
Premises	0	0	0
Transport & Vehicles	1	1	2
Supplies & Services	838	1,304	2,142
Third Party Payments	0	83	83
Transfer Payments	0	0	0
Internal Recharges	9	13	22
Capital Charges	0	0	0
Other Operating Expenditure	0	0	0
Total Expenditure	7,825	4,313	12,138
Income			
Recharge Income	(136)	(45)	(181)
Government Grants	0	0	0
Other Controllable Income	(146)	(275)	(421)
Corporate Funding	0	0	0
Total Income	(282)	(320)	(602)
Net Budget 2022/23	7,543	3,993	11,535

4.1.3. CEX Overall Summary by Service

Table 9 provides a further breakdown of the Divisions in the Chief Executive Directorate by Service Area.

Table 9: 2022/23 Budget Summary by Service Area - £'000

Division	Service	Employees	Transport & Vehicles	Supplies & Services	Third Party Payments	Internal Recharges	Recharge Income	Other Controllable Income	Total
Assistant Chief Executive	Assistant Chief Executive	208	0	0	0	0	0	0	208
	Chief Executive's Office	363	1	255	0	0	0	0	618
	Communications	778	0	154	0	0	0	(76)	856
	HR Operations	2,391	0	324	0	1	(136)	(70)	2,511
	Mayor's Office	457	0	9	0	5	0	0	472
	Overview & Scrutiny	275	0	26	0	2	0	0	302
	Policy, Strategy and Executive Support	871	0	60	0	1	0	0	932
	Programme Management Office	552	0	0	0	0	0	0	552
	Strategic Transformation, OD & Insight	1,083	0	9	0	0	0	0	1,092
	Division Total	6,977	1	838	0	9	(136)	(146)	7,543
Legal, Governance & Elections	Committee Business	226	0	1,077	0	2	0	0	1,305
	Director Of Law, Governance & HR	185	0	3	0	0	0	0	187
	Electoral Services	395	0	75	83	6	0	(8)	551
	Law	2,105	1	150	0	5	(45)	(267)	1,949
		Division Total	2,911	1	1,304	83	13	(45)	(275)
Total		9,888	2	2,142	83	22	(181)	(421)	11,535

4.2. DIRECTORATE FOR COMMUNITY SERVICES (COM)

Directorate Description

The Directorate works with a wide range of public, private and voluntary sector partners including the NHS, the Lewisham Clinical Commissioning Group, the Metropolitan Police, local voluntary and community organisations and local business.

Together with these partners, the Directorate is committed to the vision of 'Building Stronger Communities across Lewisham' by creating:

- Healthy and caring communities;
- Vibrant, active and inclusive communities; and
- Safer and secure communities.

To achieve this, the Directorate seeks to build independence and inter-dependence in local communities, strengthen the social fabric of the borough, promote the voice and role of the voluntary and community sector and secure improved services that support independence, health and wellbeing in Lewisham.

4.2.1. COM Division Description

The Directorate operates across six Divisions. A summary description of each division is given below:

Adult Social Care and Commissioning

The service offers a range of care and support services to help frail, disabled and other vulnerable adults to remain independent, active and safe. Support is provided in their own homes, in a community setting or in a care home. The Council's statutory functions are aimed at supporting people to live healthy, fulfilled, independent lives and ensure people feel socially and economically included in the community. The aim is also to support transformational change through commissioning high quality, cost effective and outcomes based social care services to ensure right level of support is provided at the right time, in the right place at the right cost.

Public Health

The service covers a range of areas to do with Public health including immunisation and screening programmes. Its overall goal lies in shaping local health Services and support for the health of the local population.

Strategy, Partnership and Improvement

This area covers the overall direction of the directorate and includes the Department Management Team (DMT).

Communities, Partnerships and Leisure

The Communities, Partnerships and Leisure Division was created during a restructure in 2020/21.

The Division brought together a range of services from both Community Services and Housing, Regeneration and Environment.

These services are, Green Scene – including Parks and Open Spaces, Trees, Pest Control and Clinical Waste, Sports and Leisure, Community Development – including main grants and Assemblies, Bereavements, Crime, Enforcement and Regulation – including Licensing, Trading Standards, Anti-Social Behaviour and Noise Nuisance and a range of crime reduction services.

Integrated Care & Commissioning

The Integrated Commissioning Division includes Prevention, Inclusion and Public Health, Community Support and Care, Joint Commissioning for Complex Care and Learning Disability, Adult Mental Health and Autism Commissioning Teams and functions. The responsibilities include commissioning high quality statutory and non-statutory services that meet the needs of the population, deliver planned outcomes and reduce inequalities whilst delivering value, and supporting delivery of the Council's wider priorities. Quality assuring a range of service provision (commissioned and non-commissioned) in the borough across Health and Social care, a statutory function under the Care Act (2014).

Culture, Learning and Libraries

These services, open to all, offer a very wide range of community based creative, learning and for pleasure opportunities to help people realise their own aspirations & build a more informed, inclusive, resilient community.

4.2.2. COM Overall Summary by Division

Table 10 provides an overall summary of the budget by division, broken down into the different categories of income and expenditure.

Table 10: 2022/23 Budget Summary by Division – £'000

2022/23 Budget	Adult Social Care & Commissioning	Public Health	Strategy, Partnership & Improvement	Communities, Partnerships & Leisure	Integrated Care & Commissioning	Culture, Learning & Libraries	Total
Expenditure							
Employees	19,861	1,026	661	5,788	1,353	6,253	34,943
Premises	273	2	1	1,442	110	398	2,225
Transport & Vehicles	412	5	0	4	6	4	431
Supplies & Services	4,194	313	252	6,647	9,875	931	22,212
Third Party Payments	81,054	15,628	67	3,695	2,967	315	103,725
Transfer Payments	12,634	0	0	0	0	0	12,634
Internal Recharges	1,017	0	93	242	634	47	2,033
Capital Charges	0	0	0	0	0	0	0
Other Operating Expenditure	0	0	0	0	0	0	0
Total Expenditure	119,444	16,974	1,074	17,818	14,943	7,949	178,203
Income							
Recharge Income	(556)	0	(33)	(564)	(454)	(106)	(1,714)
Government Grants	(15,667)	(17,779)	0	(2,158)	(5,209)	(3)	(40,816)
Other Controllable Income	(40,834)	0	(16)	(6,223)	(1,736)	(4,303)	(53,112)
Corporate Funding	0	0	0	0	0	0	0
Total Income	(57,057)	(17,779)	(49)	(8,945)	(7,400)	(4,412)	(95,642)
Net Budget 2022/23	62,387	(805)	1,025	8,874	7,543	3,537	82,561

4.2.3. COM Overall Summary by Service

Table 11 provides a further breakdown of the Divisions in Community Services by Service Area.

Table 11: 2022/23 Budget Summary by Service Area - £'000

Division	Service	Employees	Premises	Transport & Vehicles	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Recharge Income	Government Grants	Other Controllable Income	Total
Adult Social Care & Commissioning	Adult Social Care Modernisation and Transformation	282	0	0	1,740	21	0	0	0	(15,234)	(2,844)	(16,035)
	Adult Social Care Resources	0	0	0	92	0	0	0	0	0	(60)	32
	AWLD & Transitions	1,059	0	4	0	0	0	0	0	0	0	1,063
	Community Mental Health	2,484	0	16	63	6,021	0	0	0	0	(2,043)	6,542
	Early Help & Safeguarding	2,175	0	0	284	0	0	184	0	(73)	(544)	2,027
	Integrated Neighbourhoods	4,382	0	0	0	0	0	0	(524)	0	(2,753)	1,105
	Internal Provider Services	4,504	10	9	298	118	0	139	(32)	0	(3,452)	1,593
	Joint Health & Social Care Services Manager Therapies	344	0	0	0	50	0	0	0	0	0	394
	Joint Health & Strategic Flow	1,578	0	0	0	50	0	0	0	0	(1,388)	240
	Packages, Placements and Carers	0	263	264	1,591	74,794	12,634	694	0	(350)	(27,296)	62,593
	Principal Social Work & Advance Practitioners	362	0	0	0	0	0	0	0	0	0	362
	Safe Guarding Quality Assurance	250	0	0	10	0	0	0	0	(10)	0	251
	Safeguarding	168	0	0	39	0	0	0	0	0	(97)	110
	Service Development and Improvement Unit	2,272	0	119	77	0	0	0	0	0	(357)	2,111
	Division Total		19,861	273	412	4,194	81,054	12,634	1,017	(556)	(15,667)	(40,834)
Public Health	Health Protection	0	0	0	0	47	0	0	0	0	0	47

	National Child Measurement Programme	0	0	0	0	7,299	0	0	0	0	0	7,299
	NHS Health Check Programme	0	0	0	63	288	0	0	0	0	0	352
	Obesity	4	0	0	227	267	0	0	0	(203)	0	296
	Other Public Health Services	0	2	5	4	96	0	0	0	0	0	107
	Public Health Staffing Team	1,022	0	0	0	712	0	0	0	(17,167)	0	(15,432)
	Sexual Health	0	0	0	18	6,193	0	0	0	(409)	0	5,802
	Smoking and Tobacco	0	0	0	0	375	0	0	0	0	0	375
	Young Persons Health and Wellbeing Services	0	0	0	0	349	0	0	0	0	0	349
	Division Total	1,026	2	5	313	15,628	0	0	0	(17,779)	0	(805)
Strategy, Partnership & Improvement	Strategy & Resources	661	1	0	252	67	0	93	(33)	0	(16)	1,025
	Division Total	661	1	0	252	67	0	93	(33)	0	(16)	1,025
Communities, Partnerships & Leisure	Community Safety	2,325	28	3	1,075	46	0	37	(275)	(635)	(788)	1,817
	Green Scene	1,343	699	0	75	2,541	0	92	(289)	0	(1,138)	3,323
	Bereavement Services	1,242	8	0	209	670	0	35	0	0	(2,518)	(356)
	Leisure	277	539	1	2,704	210	0	0	0	(1,524)	(796)	1,411
	Voluntary and Community Sector Grants & Assemblies	603	167	1	2,584	228	0	79	0	0	(983)	2,678
	Division Total	5,788	1,442	4	6,647	3,695	0	242	(564)	(2,158)	(6,223)	8,874
Integrated Care & Commissioning	Drug Action Team	0	0	0	3,323	0	0	200	0	(3,412)	(353)	(242)
	Joint Commissioning	552	108	5	383	2,915	0	434	0	(750)	(720)	2,926
	Prevention and Inclusion	801	1	1	32	0	0	0	0	(454)	0	381
	Supporting People	0	0	0	6,137	52	0	0	(454)	(593)	(664)	4,478
	Division Total	1,353	110	6	9,875	2,967	0	634	(454)	(5,209)	(1,736)	7,543
Culture, Learning & Libraries	Adult Learning Lewisham (ALL)	3,726	41	2	393	35	0	31	(101)	(3)	(4,010)	114
	Arts Service Group	0	0	0	35	0	0	0	0	0	(35)	0

Broadway Theatre Group	157	5	0	13	0	0	0	(5)	0	(38)	132
Cultural and Community Development	248	0	0	8	0	0	0	0	0	0	256
Deptford Lounge	0	248	0	0	273	0	2	0	0	(144)	379
Events	0	0	0	0	7	0	0	0	0	0	7
Library & Information Service	2,123	104	2	482	0	0	15	0	0	(76)	2,649
Division Total	6,253	398	4	931	315	0	47	(106)	(3)	(4,303)	3,537
Total	34,943	2,225	431	22,212	103,725	12,634	2,033	(1,714)	(40,816)	(53,112)	82,561

4.3. DIRECTORATE FOR CORPORATE RESOURCES (COR)

Directorate description

Corporate Resources is one of the key enabling functions in the Council, working in partnership with every service across the Council, ensuring that resources are aligned to deliver improved outcomes for the residents and communities of the Borough.

4.3.1. COR Division Description

The Directorate operates across four Divisions. A summary description of each division and the services within is given below.

Assurance

Corporate Health & Safety

Corporate Health and Safety manages and maintains the Council's H&S governance arrangements, policies and risk control procedures, monitors compliance with the current framework, monitors consultation and communications on H&S matters between staff and unions, manages and monitors incident recording / systems / investigations, monitors H&S training and also provides assurance on the framework by way of audits. Also delivers professional guidance and support as required.

Internal Audit

Internal audit aims to enhance and protect organisational value by providing risk-based and objective assurance, advice, and insight. This is a statutory service under the Accounts & Audit Regulations 2015, which includes specific requirement to provide an annual assurance opinion on the Council's risk management, control and governance.

Insurance & Risk

The Insurance & Risk Management Service is responsible for arranging and administering all of the Council's insurance and managing all claims made by or against the Council under the insurance arrangements. The service is also responsible for leading and co-ordinating the Council's risk management processes.

Anti-Fraud & Corruption

The Anti-Fraud & Corruption Team (AFACT) leads on prevention, detection and investigation of fraud & corruption within and against the London Borough of Lewisham. AFACT also leads on prevention, detection and investigation of social housing fraud on behalf of Lewisham Homes and a number of local RSLs. AFACT also provide pre-employment vetting for potential employees of Lewisham Council & Lewisham Homes and monitoring of Declarations of Interest for Lewisham Council employees.

Finance

Service Finance

The service area provides financial guidance, advice and support for managers to ensure sound financial management in all areas of business activity including budget setting and forecasting.

Core Accounting

Provides core financial functions including payments, banking and management of control accounts. Also responsible for capital accounting, compiling final accounts and overseeing the accounting audit.

Pensions & Payroll

The pensions and payroll team ensure the monthly payment of salaries to employees and pension payments to former employees. The team are also responsible for liaising with HMRC and manage the administration of the Councils pension fund in terms of member contributions and payments.

Financial Strategy, Planning and Commercial

The core team manage the overall financial strategy for the Council including budget setting and management of the Councils treasury team and pension fund accounting.

The procurement and commercial services team is responsible for the oversight and co-ordination of all of the Council's procurement activity, assisting commissioners and officers in the buying of goods, works and services, and the resultant management of these contracts through a single contract management framework. The service ensures that our procurement activity is not only compliant with the Council's contract procedure rules and current legislation, but also ensures the achievement of value for money and the effective and efficient use of Council's resources.

IT & Digital Services

The service area co-ordinates and manages the provision and maintenance of digital tools; identifying, supporting and leading transformation and continuous improvement that can be enabled or assisted by digital technologies. The Council operates a shared ICT service with London Borough of Brent and London Borough of Southwark.

Resident & Business Services

The service area provides the 'front door' to a wide range of services across the Council. This area includes Customer Contact Centre, Registrars, Revenues, Benefits, Emergency Planning, Facilities Management and Passenger Transport Services.

Benefits

The Benefits Service administers Housing Benefit to claimants across the borough and manages the delivery of concessionary services, including Freedom Passes and Blue Badges.

Customer Contact Centre

Deals with customer enquiries, takes payments and makes requests for services. This service operates the Council's walk-in facilities and call centre.

Emergency Planning

The Emergency Planning Team is responsible for ensuring continuity of service delivery in an emergency.

Passenger Transport Services

The Passenger Transport Service provides transportation for adults and children in accordance with the requirements of Schools, Children & Young People Directorate and Community Services Directorate.

Registrars

The Registrars Service manages the registration of births, deaths, marriages and civil partnerships in the borough.

Revenues

The Revenues Service collects revenue on behalf of services across the Council. Council Tax is collected from households and Business Rates is collected from businesses.

Facilities Management

The Facilities Management service manage a range of services including building security, cleaning and planned and preventative maintenance.

Corporate Items

The corporate items are budgets held centrally for items of income and expenditure that span across the whole Council. Examples of these items include capital charges and interest on revenue balances. These have been shown in table 7 but have not been included in the table below.

4.3.2. COR Overall Summary By Division

Table 12 provides an overall summary of the budget by division, broken down into the different categories of income and expenditure.

Table 12: 2022/23 Budget Summary by Division - £'000 (excluding corporate items)

2022/23 Budget	Resident & Business Services	IT & Digital Services	Assurance	Finance	Total
Expenditure					
Employees	13,703	2,040	1,310	6,503	23,557
Premises	2,918	0	100	0	3,018
Transport & Vehicles	8,327	0	5	3	8,335
Supplies & Services	1,351	5,930	4,363	1,158	12,801
Third Party Payments	364	0	51	0	416
Transfer Payments	156,415	0	0	0	156,415
Internal Recharges	922	0	3	36	961
Capital Charges	0	0	0	0	0
Other Operating Expenditure	0	0	(725)	0	(725)
Total Expenditure	184,001	7,970	5,107	7,699	204,778
Income					0
Recharge Income	(9,514)	(150)	(1,841)	(1,206)	(12,712)
Government Grants	(153,313)	0	0	0	(153,313)
Other Controllable Income	(4,391)	0	(1,312)	(951)	(6,654)
Corporate Funding	0	0	0	0	0
Total Income	(167,218)	(150)	(3,153)	(2,157)	(172,678)
Net Budget 2022/23	16,783	7,820	1,954	5,542	32,100

4.3.3. COR Overall Summary By Service

Table 13 provides a further breakdown of the Divisions in Corporate Services

Table 13: 2022/23 Budget Summary by Service Area - £'000 (excluding corporate items)

Division	Service	Employees	Premises	Transport & Vehicles	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
Resident & Business Services	Director of Resident & Business Services	144	0	0	(940)	0	0	0	0	0	0	0	(796)
	Emergency Planning & Admin	548	0	1	222	0	0	5	0	(34)	0	(25)	717
	Facilities Management & Civic Events	1,134	2,680	0	6	302	0	99	0	0	0	(134)	4,087
	Housing Benefits	2,416	0	8,315	794	60	156,411	146	0	(4,959)	(153,001)	(1,380)	8,803
	Passenger Services	3,370	0	10	24	2	0	640	0	(4,101)	0	(1)	(55)
	Revenues Services	3,788	0	1	539	0	4	30	0	0	(312)	(2,171)	1,880
	Service Point	2,304	238	0	705	0	0	2	0	(420)	0	(681)	2,148
	Division Total	13,703	2,918	8,327	1,351	364	156,415	922	0	(9,514)	(153,313)	(4,391)	16,783
IT & Digital Services	IMT (SA Level)	2,040	0	0	5,930	0	0	0	0	(150)	0	0	7,820
	Division Total	2,040	0	0	5,930	0	0	0	0	(150)	0	0	7,820
Assurance	Audit	766	0	2	20	51	0	0	0	0	0	(154)	686
	Health and Safety	328	100	2	65	0	0	0	0	0	0	0	495
	Insurance & Risk Group MGR	217	0	0	4,278	0	0	3	(725)	(1,841)	0	(1,158)	774
	Division Total	1,310	100	5	4,363	51	0	3	(725)	(1,841)	0	(1,312)	1,954
Finance	Director of Finance	160	0	0	0	0	0	0	0	0	0	0	160

	Executive Office	435	0	0	155	0	0	0	0	0	0	0	589
	Heads of Finance	5,908	0	3	1,003	0	0	36	0	(1,206)	0	(951)	4,793
	Division Total	6,503	0	3	1,158	0	0	36	0	(1,206)	0	(951)	5,542
Total		23,557	3,018	8,335	12,801	416	156,415	961	(725)	(12,712)	(153,313)	(6,654)	32,100

4.4. DIRECTORATE FOR CHILDREN AND YOUNG PEOPLE (CYP)

Directorate Description

The Directorate provides services for children, young people and their families, which safeguard life and welfare and promote life-chances and wellbeing, including:

- Children's Social Care;
- Education Services (including support to Schools); and
- Families, Quality & Commissioning.

4.4.1. CYP Division Description

The Directorate operates across three Divisions. A summary description of each division is given below.

Children's Social Care

The service covers all Children's Social Care functions, employing social workers and other specialist staff who support children and their families. The service works with children in need of protection and support, children who require child protection plans and those who are looked after by the Council as well as care leavers up to the age of 25. The service recruits and supports foster carers and is responsible for the placement of children and young people in our care. At any time, the service has over 2,300 open cases.

Education Services

This service supports schools and the pupils in those schools. The functions include school admissions, school attendance, inclusion and support for governance, Human Resources and ensuring there are enough school places for all children in the borough. This service leads on improving standards in schools, working in partnership with schools across the borough. Accessing services for children with special educational needs and disabilities (SEND), including education psychology, also sit in this area.

Families, Quality & Commissioning

This service works closely with local health partners to commission services for children - mental health, health visiting, maternity services as well as children and family centres, the youth service and family support. The service is also responsible for leading our early help and prevention services, the youth offending service, safeguarding and quality assurance across the directorate and leading on policy, strategy and governance for the directorate.

4.4.2. CYP Overall Summary by Division

Table 14 provides an overall summary of the budget by division, broken down into the different categories of income and expenditure.

Table 14: 2022/23 Budget Summary by Division - £'000

2022/23 Budget	Children's Social Care Services	Education Services	Schools	Families, Quality & Commissioning	Total
Expenditure					
Employees	19,395	14,368	0	3,180	36,944
Premises	1,723	119	3,282	141	5,265
Transport & Vehicles	380	3,352	0	20	3,752
Supplies & Services	4,012	41,178	17,631	1,184	64,005
Third Party Payments	23,859	7,648	41,147	7,735	80,389
Transfer Payments	5,237	78,993	176,510	0	260,740
Internal Recharges	54	14,960	281,220	0	296,234
Capital Charges	0	0	0	0	0
Other Operating Expenditure	0	0	0	0	0
Total Expenditure	54,660	160,618	519,791	12,260	747,329
Income				0	
Recharge Income	(254)	(103,875)	(183,539)	(117)	(287,785)
Government Grants	(3,036)	(37,991)	(336,898)	(4,317)	(382,242)
Other Controllable Income	(7,032)	(6,508)	(1,833)	(774)	(16,147)
Corporate Funding	0	0	0	0	0
Total Income	(10,323)	(148,375)	(522,270)	(5,207)	(686,174)
Net Budget 2022/23	44,337	12,243	(2,479)	7,054	61,155

4.4.3. CYP Overall Summary by Service

Table 15 provides a further breakdown of the Divisions in Children and Young People

Table 15: 2022/23 Budget summary by Service Area- £'000

Division	Service	Employees	Premises	Transport & Vehicles	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Recharge Income	Government Grants	Other Controllable Income	Total
Children's Social Care Services	Corporate Parenting	5,416	0	184	271	22,805	4,780	0	0	(2,965)	(6,581)	23,910
	CSC Senior Management Team	1,111	17	67	872	0	300	2	0	0	0	2,368
	Family Social Work Service	3,415	120	37	1,430	691	153	0	0	(71)	0	5,774
	PSW, Workforce Development & Business Support	2,442	0	2	56	0	0	0	0	0	0	2,500
	Quality & Improvement	1,419	0	12	92	0	0	52	(30)	0	(202)	1,343
	Referral and Assessment, Mash, Safe Space & EDT	5,593	1,586	79	1,293	363	5	0	(224)	0	(250)	8,443
	Division Total	19,395	1,723	380	4,012	23,859	5,237	54	(254)	(3,036)	(7,032)	44,337
Education Services	Access, Inclusion And Participation	2,258	6	38	247	15	524	599	(3,257)	0	(91)	339
	Central Education Services	91	0	4	518	0	0	65	(303)	(204)	179	350
	Children with Complex Needs	4,245	0	3,301	1,509	3,187	58,623	2,543	(61,854)	0	(1,857)	9,697
	Early Years Quality & Sufficiency	958	0	1	4,446	3,153	15,831	15	(24,327)	0	(77)	0
	Education Catering	0	0	0	8,641	62	0	0	(5,671)	0	(3,032)	0
	Education Psychology & Sensory Support	1,709	0	4	47	0	0	0	(826)	0	0	933
	Head of Virtual School	930	0	0	8	752	0	11,403	(892)	(12,202)	0	0
	Lewisham Learning Needs	0	0	0	50	450	0	100	(150)	0	(450)	0
	Scheff: Governors Support	372	2	1	54	0	0	0	(370)	0	(16)	45

	School Place Planning	708	0	0	6	0	50	0	(150)	0	0	614
	Schools HR Business	1,903	0	0	0	0	0	0	(822)	0	(1,128)	(47)
	SGM Estate Compliance	571	111	1	25,651	30	0	234	(663)	(25,585)	(38)	311
	Working with Vulnerable Children P2	623	0	2	0	0	3,966	0	(4,591)	0	0	0
	Division Total	14,368	119	3,352	41,178	7,648	78,993	14,960	(103,875)	(37,991)	(6,508)	12,243
Schools	DSG - Schools	0	0	0	1,833	41,147	0	558	(558)	(316,490)	(1,833)	(275,342)
	Individual Schools' Budget (ISB)	0	3,282	0	15,798	0	176,510	5,320	(180,502)	(20,408)	0	0
	SSR : Schools Indirect	0	0	0	0	0	0	275,342	(2,479)	0	0	272,863
	Division Total	0	3,282	0	17,631	41,147	176,510	281,220	(183,539)	(336,898)	(1,833)	(2,479)
Families, Quality & Commissioning	CYP Joint Commissioning	1,036	139	0	348	6,677	0	0	(100)	(2,757)	(48)	5,296
	Troubled Families	400	0	0	742	0	0	0	0	(1,142)	0	0
	Youth Offending Service	1,744	2	20	94	1,058	0	0	(17)	(418)	(726)	1,757
	Division Total	3,180	141	20	1,184	7,735	0	0	(117)	(4,317)	(774)	7,054
Total		36,944	5,265	3,752	64,005	80,389	260,740	296,234	(287,785)	(382,242)	(16,147)	61,155

4.5. DIRECTORATE FOR HOUSING, REGENERATION AND PUBLIC REALM (HRPR)

The Housing, Regeneration and Public Realm directorate is focused on strategic place-making, with responsibility for coordinating development and growth in order to create thriving neighbourhoods, maximise housing supply and promote economic opportunities for residents and businesses. The directorate also plays a key role in delivering a safer, cleaner and greener Lewisham.

4.5.1 Directorate Description

The Directorate operates across four Divisions. A summary description of each division is given below.

Public Realm

The Public Realm division provides a safe, attractive, healthy and sustainable environment for the benefit of local people and drives user involvement to deliver customer focused services. The division includes the following services: Waste, Cleansing, Fleet Services, Animal Welfare, Parking Services, Environmental Crime, Highways, Strategic Transport, Environmental Health and Markets.

Waste

The Waste service manages the disposal and recycling of both domestic and commercial waste. It includes the disposal of fly tipping refuse, and the civic amenities service (otherwise known as the recycling centre).

Cleansing

The Cleansing service provides street cleansing, including the removal of graffiti, flyposting removal, lumber collection (bulky waste items) and seasonal leafing.

Fleet Services

Management and maintenance of all Council vehicles.

Animal Welfare

This team manages animal wellbeing, stray animals and pet neutering services in the borough.

Parking Services

The Parking service is responsible for managing and monitoring the Council's parking contract.

Environmental Crime

This team enforces environmental crimes such as littering and fly tipping, as well as working with residents and businesses to raise awareness of enviro-crime and improve the cleanliness of the borough.

Highways

This team covers the engineering, inspection and maintenance of highways and structures, as well as managing street works and permitting, and the Lighting PFI. Additionally the service provides road gritting during the winter months.

Strategic Transport

The Strategic Transport Team cover traffic and transport policy and strategy, capital programmes, development management, parking design, road safety, cycling, walking and school travel plans.

Environmental Health

This service consists of the Environmental Protection Team and the Food and Safety Team which both deliver statutory Environmental Health functions. The service also performs health and safety inspections identified in the list of activities/sectors for proactive inspection by Local Authorities. In partnership with the South London Health Protection Team at Public Health England, the service undertakes investigations around Infectious Diseases, undertakes inspection and complaint work relating to certain licensed functions and delivers food hygiene training for food handlers working in the borough.

Markets

The Council manages street markets in Lewisham, Catford, Sydenham and Deptford.

Planning

The service area is responsible for ensuring that the development and use of land in the long term public interest are achieved through a positive and proactive approach to shaping, considering, determining and delivering development proposals.

Inclusive Regeneration

Economy, Jobs and Partnerships

The Economy, Jobs and Partnerships service is focused on creating a thriving and inclusive local economy. This involves working closely with local businesses, providing support to enable them to sustain and grow, as well as attracting new employers to the borough. The service is also responsible for work in town centres, building partnerships with local businesses and helping ensure the long-term vitality of our high streets. The service also leads on local employment and training activities, providing services to support unemployed residents in to work and encouraging local employers to provide apprenticeship opportunities.

Capital Programme Delivery

The service leads on the approach and delivery of capital projects for the division as a whole and, as appropriate, for other areas within the authority. Along with the Commercial team, the service is responsible for the establishment of reporting procedures, measures and indicators to ensure the regular, diligent and transparent reporting of projects and programmes for the division.

Property Strategy

The service leads on the Council's asset strategy / planning, liaison across the authority to drive value from assets and acts as the technical authority /expert for the division.

Strategic Development

The overarching objective of the Strategic Development Team is to tackle the housing crisis and ensure Lewisham residents have a decent home that is secure and affordable. The team will ensure that there is more social and genuinely affordable housing in Lewisham for our residents The

Strategic Development Team is responsible for delivering and enabling the delivery of new social homes to meet the needs of Lewisham residents. These homes are to be delivered through the Council's direct delivery partner, Lewisham Homes and also in partnership with Registered Providers and Developers. The service also includes the Climate Resilience team who looks after Sustainability Energy Projects.

Strategic Housing

The Division works to support people who are in housing need, gives advice to customers on their housing options, works to raise standards in the private rented sector and to enable residents to live independently in their homes through the provision of grants for home adaptations. The Division works very closely with Lewisham Homes and RB3 who manage the Council's housing stock as well as with other registered providers, and partner organisations across the private, voluntary and community sectors to deliver its functions.

The Division operates with three core service group areas focussing on:-

Housing needs and refugee services:

- delivering our statutory homelessness services through front-line homelessness prevention and relief services;
- procuring temporary homes for a range of customers across the Council who are in housing need;
- supporting our customers who are living in temporary accommodation in and out of the borough and working to help them settle into the private rented sector
- working with customers who have no recourse to public funds;
- delivering the award winning refugee resettlement programme
- jointly working with children's social care on s17 (Children's Act 1989) homeless households
- Working in partnership with RPs on the allocations and lettings of social homes
- Undertaking statutory reviews of decisions and coordinating the management of complaints across the Division

Private sector housing agency:

- works to manage and improve the private rented sector in Lewisham through licensing and enforcement interventions;
- supporting tenants in the private rented sector who are being harassed by rogue landlords;
- supporting home owners to adapt homes for vulnerable people's changing needs through the distribution of loans and facilitating the construction/building works
- distributing loans to owners of empty homes to bring them back into occupation

Housing Partnerships and Service Improvement:

- sets the framework for the way Lewisham delivers its housing services, through strategy, policy and data analysis work
- holds oversight and leads on the clienting of our housing management partnerships including Lewisham Homes (our ALMO) and RB3 (Housing PFI),
- facilitates meetings of the Lewisham Registered Partner network
- works closely with the Governance Team to produce reports and presentations for the Housing Select Committee

4.5.2 HRPR Overall Summary by Division

Table 16 provides an overall summary of the budget by division, broken down into the different categories of income and expenditure.

Table 16: 2022/23 Budget Summary by Division - £'000

2022/23 Budget	Public Realm	Planning	Strategic Housing	Inclusive Regeneration	Housing, Regeneration & Public Realm Reserves & Provisions	Total
Expenditure						
Employees	17,943	3,551	5,263	4,897	219	31,873
Premises	1,055	0	24,580	2,783	0	28,418
Transport & Vehicles	2,240	5	11	10	0	2,266
Supplies & Services	10,943	369	1,412	307	9	13,041
Third Party Payments	9,130	0	322	139	0	9,591
Transfer Payments	0	0	0	0	0	0
Internal Recharges	2,814	5	6,098	2	0	8,919
Capital Charges	0	0	80	0	0	80
Other Operating Expenditure	0	0	1,140	0	126	1,266
Total Expenditure	44,125	3,930	38,906	8,140	354	95,455
Income						
Recharge Income	(5,465)	0	0	(240)	(356)	(6,061)
Government Grants	(264)	0	(5,890)	(100)	0	(6,254)
Other Controllable Income	(20,797)	(3,218)	(29,165)	(8,225)	0	(61,404)
Corporate Funding	0	0	0	0	0	0
Total Income	(26,525)	(3,218)	(35,055)	(8,565)	(356)	(73,719)
Net Budget 2022/23	17,599	712	3,851	(425)	(2)	21,736

4.5.3 HRPR Overall Summary by Service

Table 17 provides a further breakdown of the Divisions in Housing, Regeneration & Public Realm by Service Area.

Table 17: 2022/23 Budget summary by Service Area - £'000

Division	Service	Employees	Premises	Transport & Vehicles	Supplies & Services	Third Party Payments	Internal Recharges	Capital Charges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
Public Realm	Director of Environment	449	0	0	0	0	0	0	0	0	0	0	449
	Environment Admin. Support	551	0	0	93	8	2	0	0	0	0	0	654
	Environmental Health & Trading Standards	1,073	1	0	64	0	5	0	0	(1)	(264)	(49)	829
	Fleet Services	796	3	2,226	185	20	8	0	0	(2,800)	0	(406)	33
	Highways and Streetscene	1,565	646	12	3,272	459	17	0	0	(1,149)	0	(1,265)	3,557
	Parking Services	547	368	0	899	4,900	307	0	0	(380)	0	(15,299)	(8,659)
	Refuse Collection Service	5,782	0	0	684	483	1,552	0	0	(710)	0	(2,871)	4,921
	Strategic Waste Management	362	3	0	5,612	3,161	30	0	0	0	0	0	9,168
	Street Management	6,440	0	1	82	35	442	0	0	(340)	0	(302)	6,358
	Street Markets	378	34	1	52	64	451	0	0	(85)	0	(605)	290
	Division Total	17,943	1,055	2,240	10,943	9,130	2,814	0	0	(5,465)	(264)	(20,797)	17,599
Planning	Planning	3,551	0	5	369	0	5	0	0	0	0	(3,218)	712
	Division Total	3,551	0	5	369	0	5	0	0	0	0	(3,218)	712
Strategic Housing	Director of Housing	139	0	0	0	0	0	0	0	0	0	0	139
	Housing Needs	2,582	10,200	2	602	122	3,547	0	0	0	(2,327)	(10,608)	4,120
	Housing Partnership & Development	188	199	1	21	37	1	80	1,140	0	(78)	(2,703)	(1,114)

	No Recourse to Public Funds Team	312	0	0	0	0	0	0	0	0	0	0	312
	Private Sector Housing	2,042	14,181	8	789	163	2,550	0	0	0	(3,485)	(15,854)	394
	Division Total	5,263	24,580	11	1,412	322	6,098	80	1,140	0	(5,890)	(29,165)	3,851
Inclusive Regeneration	Building Inclusive Growth & Area Regeneration	1,456	0	0	84	0	0	0	0	0	(100)	(420)	1,020
	Director of Regeneration	227	0	0	0	0	0	0	0	0	0	0	227
	SGM Capital Programme	2,394	2,783	9	168	61	2	0	0	0	0	(7,304)	(1,888)
	Strategic Development	820	0	2	55	78	1	0	0	(240)	0	(500)	216
	Division Total	4,897	2,783	10	307	139	2	0	0	(240)	(100)	(8,225)	(425)
Housing, Regeneration & Public Realm Reserves	Housing, Regeneration & Public Realm Management	219	0	0	9	0	0	0	0	(356)	0	0	(127)
	Reserves	0	0	0	0	0	0	0	126	0	0	0	126
	Division Total	219	0	0	0	0	0	0	126	(356)	0	0	(2)
Total		31,873	28,418	2,266	13,041	9,591	8,919	80	1,266	(6,061)	(6,254)	(61,404)	21,736

5 CAPITAL PROGRAMME

5.1 The Authority's Capital Programme

Table 18 shows the Council's proposed Capital Programme for 2022/23 to 2024/25

Table 18: 2022/23 to 2024/25 Capital programme

2022/23 TO 2024/25 CAPITAL PROGRAMME - MAJOR PROGRAMMES & PROJECTS

Major Programmes & Projects	2021/22	2022/23	2023/24	2024/25	Total
	£m	£m	£m	£m	£m
GENERAL FUND					
CCTV Modernisation	1.1	0.0	0.0	0.0	0.0
Leisure Schemes	3.6	0.2	0.0	0.0	0.2
Schools – School Places Programme	7.2	6.0	0.9	0.0	6.9
Schools – Other (inc. minor) Capital Works	4.6	4.0	0.0	0.0	4.0
Schools – Unallocated	0.0	1.5	0.0	0.0	1.5
Highways & Bridges – TfL	1.5	0.0	0.0	0.0	0.0
Highways & Bridges – LBL	4.1	3.1	0.0	0.0	3.1
Asset Management Programme	1.3	1.7	2.0	0.0	3.7
Other AMP Schemes	1.7	1.4	0.0	0.0	1.4
Unallocated AMP	0.0	0.8	0.6	0.0	1.4
Broadway Theatre	2.0	4.8	0.2	0.0	5.0
Catford Phase 1 – Thomas Lane Yard/CCC	0.6	1.3	1.3	0.0	2.6
Catford Station Improvements	0.1	0.5	0.9	0.0	1.4
Travellers Site Relocation	0.1	1.0	2.7	0.0	3.7
Lewisham Gateway (Phase 2)	3.5	0.0	4.8	0.0	4.8
Beckenham Place Park (inc. eastern part)	0.4	0.9	0.6	0.0	1.5
Catford Town Centre	0.2	0.8	0.0	0.0	0.8
Milford Towers Decant	0.3	0.3	3.4	0.0	3.7
Deptford Southern Sites Regeneration	0.3	0.0	2.2	0.0	2.2

Edward St. Development	12.0	0.0	0.0	0.0	0.0
Lewisham Homes – Property Acquisition	3.0	0.0	0.0	0.0	0.0
Achilles St. Development	1.0	0.0	3.6	0.0	3.6
Place Ladywell	0.8	0.8	0.0	0.0	0.8
Temporary Accommodation – Mayow Road	7.0	1.1	0.1	0.0	1.2
Temporary Accommodation – Canonbie Road	1.8	0.3	0.0	0.0	0.3
Temporary Accommodation – Sydney Arms	1.0	0.0	0.0	0.0	0.0
Temporary Accommodation – Morton House	0.6	1.0	0.0	0.0	1.0
Temporary Accommodation – Manor Avenue	0.3	0.9	0.0	0.0	0.9
Disabled Facilities Grant	1.3	0.0	0.0	0.0	0.0
Private Sector Grants and Loans	0.6	0.6	0.6	0.0	1.2
Other General Fund Housing Schemes	1.5	1.0	0.0	0.0	1.0
Other Miscellaneous Schemes	2.9	1.2	0.0	0.0	1.2
Total General Fund	66.4	35.2	23.9	0.0	59.1
HOUSING REVENUE ACCOUNT					
Building for Lewisham Programme (BfL)	50.2	121.2	129.3	67.5	318.0
Decent Homes Programme	57.8	83.4	62.9	64.1	210.4
Housing Management System	1.3	1.2	0.0	0.0	1.2
Other Schemes	6.5	3.8	3.9	4.0	11.7
Total HRA Programme	115.8	209.6	196.1	135.6	541.3
TOTAL PROGRAMME	182.2	244.8	220.0	135.6	600.4

5.2 Further description about the capital programme:

The capital programme is periodically updated throughout the year for changes to the budget and these are split over the three year period. These changes can include the addition of prior year underspends arising during the closing of accounts process, new projects being added to the programme, and the removal of residual redundant budgets on completed projects. In addition, project slippage and the receipt of updated information feeding into the budget forecast may mean that budgets are slipped from the current year to a future year or in some cases brought forward where a project is ahead of schedule.

With the growth in scale and complexity of the programme since 2019, principally through the HRA to reflect the extended stock condition and safety works and new housing supply in Building for Lewisham, it is clear from the recent review that more regular and dynamic re-profiling will need to be undertaken. This is to ensure effective delivery and financial monitoring to respond to the scale and complexity of the programme and deal with current and ongoing challenges it faces. A key challenge behind delays in 2020 and 2021 to projects has been the Covid-19 pandemic, which in some cases has led to increased costs placing significant pressure on already constrained resources. This is causing the need to continually re-appraise the allocation of limited capital resources to meet corporate priorities.

The Capital Programme is financed through the following funding sources:

- HRA Reserves
- Right to buy capital receipts
- Capital receipts, capital reserves and funding from corporate provisions and reserves
- Specific Grants
- Section 106 / Community Infrastructure Levy (CIL)
- Prudential Borrowing

HRA Reserves are the balances ring fenced to the HRA generated from it is operations since inception. They are held to fund:

- 1) Existing stock maintenance and improvement works; and
- 2) Redevelopment and investment in new homes.

Right to buy capital receipts are received from the sale of council housing. The calculation and application of the receipts are subject to relatively complex rules set by government. An element of the receipts are held unconditionally and can be used to fund HRA and general fund capital expenditure, an element of the receipt is paid to government and an element of the receipt can be held by the Council to replace housing stock on a one for one basis – these are known as “one for one receipts”. One for one receipts must be spent within five years and can only fund 40% of the cost of a new home. These rules have only recently changed and previously the percentage was 30%.

Capital receipts and capital reserves can be used to fund general fund projects and are distinct from HRA ring-fenced receipts and reserves. Such receipts come from

the disposal of general fund assets. In addition there is funding from corporate provisions and reserves where corporate funding has been specifically earmarked for certain projects such as highways and footways. The allocation of corporate funds to capital from revenue reduces the available annual revenue budget for services. The larger the capital programme, the more savings needed and the smaller service budgets will be. Currently the total available from existing reserves, earmarked funding, and known future disposals is fully allocated to the programme.

Specific grants e.g. Department of Education schools condition funding and funding from the Greater London Authority.

S106 funding refers to funding received from developers towards the costs of providing community and social infrastructure and which makes the planning application acceptable. Currently £16.7m of the total S106 funding received has been allocated to capital projects.

Some projects and programmes require funding from prudential borrowing. Such projects are usually required to demonstrate a positive payback of the required borrowing and interest costs over a certain period. In the case of housing schemes this is usually from rents over a 40 year period.

6 HOUSING REVENUE ACCOUNT

The HRA is a separate statutory account, which shows the expenditure and income on the provision of the Council's housing stock of approximately 14,023 dwellings.

The average rent for a Council dwelling in 2022/23 is £103.26 per week. This is an average increase of £4.07 from the 2021/22 revised average, an increase of 4.10%.

The Local Government and Housing Act 1989 prescribes that the HRA must not operate at a net cost to the General Fund. The cost of providing and maintaining the Council's Housing stock must be met primarily from rents and charges to tenants.

Table 19: The HRA is funded from the following sources:

Revenue Services	%
Tenants Rents	83%
Fees and charges	7%
Government Grant	10%
Internal Sources	0%

Table 20 provides an overall summary of the budget, broken down by the categories of income and expenditure.

Table 20: HRA Budget Summary

2022/23 Budget	Total
Expenditure	£m
Staffing Costs	1.2
Running Costs (includes transfer to reserves)	69.2
Internal Recharges	2.4
Capital Charges	32.4
Total Expenditure:	105.2
Income	
External sources	(105.0)
Reserve drawdown	(0.2)
Total Income	(105.2)
Net Budget 2022/23	0.0