



Corporate Budget Book

2014/15

Corporate Budget Book 2014/15

1. INTRODUCTION

The corporate budget book outlines Lewisham Council's plan for revenue and capital expenditure on its services and infrastructure for 2014/15. The budget was developed in the context of a three to five year medium term financial strategy and will allow us to build on the achievements of previous years.

For 2014/15, the Council's net revenue general fund budget totals £268.1m. The budget has been developed within the context of a framework of financial controls.

The Capital Programme totals £385.9m for 2014/15 to 2017/18 (General Fund £137.9m and HRA £248.0m) and brings together all the capital projects across the Council.

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.

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2. THE BUDGET BUILD UP

2.1. General Fund Services

The General Fund includes services such as Children’s Services, Social Services, Leisure Services, Transport, 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:

- Nationally – Settlement Funding Assessment (SFA) which is made up of Revenue Support Grant (RSG) and Business Rates Baseline;
- Local taxpayers – through the Council Tax;
- Local service users – through fees and charges.

Lewisham’s planned General Fund net expenditure for 2014/15 is £268.1m (2013/14 was £284.6m). This is referred to as the “Budget Requirement” and is funded from a combination of Council Tax, certain specific grants and any funding from reserves. Funding for schools is financed separately through the Dedicated Schools Grant. Table 1 shows how the Budget Requirement for 2014/15 is built up. Table 2 shows the net expenditure by Directorate.

Table 1 – Budget Requirement 2014/15

Detail	Income £m	% of Budget
<i>RSG for 2014/15</i>	101.7	38%
<i>Business rates baseline</i>	84.8	32%
Sub Total - SFA for 2014/15	186.5	70%
Council Tax 2014/15	78.4	29%
SFA: Adjustment 2014/15	0.9	0%
Surplus on Collection Fund	2.3	1%
Assumed Budget Requirement	268.1	

Table 2 – Net Expenditure 2014/15

Directorate	2014/15 £m	2013/14 £m	Change £m	Change %
CYP	61.5	66.7	-5.3	-8%
COM	109.3	119.7	-10.4	-9%
CUS*	43.5	47.7	-4.2	-9%
R&R* & Corporate	53.8	50.5	3.3	7%
Budget	268.1	284.6	-16.6	-6%

* 13/14 restated for move of IMT service from R&R to CUS

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2.2. Paying for General Fund Services

For 2014/15, the Directorate gross revenue expenditure is £1,093.3m. This is reduced by income from fees & charges and specific grants of £825.2m. The amount allocated to each directorate is summarised in Table 3 and Section 3, and detailed in Sections 4 to 9.

Table 3 – Directorate Cash Limits Summary 2014/15

Directorate	Gross Exp. £m	Income £m	Net Exp. £m
CYP	482.1	-420.6	61.5
COM	176.7	-67.4	109.3
CUS	331.2	-287.7	43.5
R&R & Corporate	103.3	-49.5	53.8
Totals	1,093.3	-825.2	268.1

2.3. Breakdown of Income 2014/15

Description	£m
Govt Grant Income	
Dedicated Schools Grant (DSG)	248.6
Pupil Premium	17.3
Education Services Grant	4.8
Public Health Grant	20.1
Rent Allowances	182.3
Rent Rebates	54.2
Other Govt Grants	53.0
Fees and Charges	39.5
Interest and Investment	1.9
Rent	10.1
Recharges	167.8
Other Income	25.6
2014/15 Working Budget	825.2

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2.4. Reconciliation between the 2013/14 and 2014/15 Budgets.

Tables 4&5 below show the budget changes from the prior year to arrive at the 2014/15 budget:

- At the Council level, and
- By Directorate.

The key to both tables is provided after Table 4.

Table 4 – Reconciliation at the Council level

Description	£m
2013/14 Total Budget (year end position)	284.6
Changes to arrive at the 2014/15 budget:	
• Savings agreed (1)	-24.5
• Inflation - increase in prices	4.3
• Pressures & other risks (2)	7.5
• Once-off use of reserves	-3.0
• Council Tax Freeze Grant 2014/15	-0.9
• Other technical adjustments (3)	0.1
• One off funding not carried forward (4)	0.0
2014/15 Working Budget	268.1

- (1) A breakdown of the savings agreed as part of the budget setting process for 2014/15 can be found in the Budget Report to Full Council on 26 February 2014 at Section 8 and Appendix Y1.
- (2) A full list of pressures and risks for 2014/15 are detailed in section 8.20-8.45 of the Budget Report 2014/15 to Full Council on 26 February 2014.
- (3) This includes a transfer of £8.3m to move the Information Management and Technology (IMT) service from Resources & Regeneration to Customer Services.
- (4) This is made up of once-off funding allocated to directorates during 2013/14 which is not carried forward and does not form part of the on-going budget in 2014/15.

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Table 5 – Reconciliation by Directorate

Description	CYP £m	COM £m	CUS £m	R&R £m	Corporate Items £m	Total £m
2013/14 Total Budget (year end position)	66.7	119.7	36.1	57.1	5.0	284.6
Changes to arrive at the 2014/15 budget:						
• Savings agreed (1)	-5.6	-9.8	-2.6	-4.0	-2.5	-24.5
• Inflation - increase in prices	0.1	0.4	0.1	0.1	3.6	4.3
• Pressures & other risks (2)	0.5		0.8	0.2	6.0	7.5
• Once-off use of reserves					-3.0	-3.0
• Council Tax Freeze Grant 2014/15					-0.9	-0.9
• Other technical adjustments (3)	-0.1	0.2	9.7	-8.3	-1.4	0.1
• One off funding not carried forward (4)	-0.1	-1.2	-0.6	-3.9	5.8	0.0
2014/15 Working Budget	61.5	109.3	43.5	41.2	12.6	268.1

3. DIRECTORATE SUMMARIES

This section outlines the gross expenditure and income of each of the General Fund Directorates (objectively) and the gross expenditure and income budgets broken down by the type of spend (subjectively).

The tables also provide a comparison to the prior year's end of year budget position.

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3.1. Overall Subjective Summary by Directorate

2014/15 Budget - £m	CYP	COM	CUS	R&R	Corporate Items	To/(from) Reserves	Total
Expenditure:							
Employee Costs	174.3	33.9	35.6	22.5			266.3
Running Costs	211.4	130.2	289.0	21.4	30.6	-3.0	682.6
Internal Recharges	85.6	11.2	0.2				97.0
Capital Charges	10.8	1.4	6.4	9.2	19.6		47.4
Total Expenditure:	482.1	176.7	331.2	53.1	50.2		1,093.3
Income							
External sources	-318.5	-54.7	-274.2	-7.4	-2.3		-657.1
Internal Recharges	-102.1	-12.7	-13.5	-4.5	-35.3		-168.1
Total Income	-420.6	-67.4	-287.7	-11.9	-37.6		-825.2
Net Budget 2014/15	61.5	109.3	43.5	41.2	12.6		268.1
Prior Year Comparison							
Net Budget 2013/14	66.7	119.7	36.1	57.1	5.0		284.6
Variance (£m)	-5.2	-10.4	7.4	-15.9	7.6		-16.5
Variance (%)	-8%	-9%	20%	-28%	152%		-6%

4. DIRECTORATE FOR CHILDREN & YOUNG PEOPLE

4.1. Service description

Schools

The Directorate is responsible for the services provided by:

- 2 Nursery Schools for 244 pupils,
- 1 Pupil Referral Unit (PRU) for 128 pupils,
- 64 Primary schools for 24,371 pupils,
- 5 Special Schools for 624 pupils,
- 9 Secondary Schools for 9,005 pupils, and
- 2 All through Schools for 1,270 pupils.

Children's Social Care

Covers all Children's Social Care functions, and all functions related to individual children with complex and/or special educational needs. The service works with children who need to be looked after and safeguarded from harm. The service provides support to families to promote children's upbringing in their own families, provided that this is consistent with the child's welfare.

Partnerships and Targeted Services for Children and Young People

The service provides all early intervention services, including the Children's Centres, Targeted Family Support (including Troubled Families coordination), support for Teams Around the Child and Teams Around the Family across the partnership; the Attendance and Welfare service; the Youth Service and Not in Education or employment Training (NEET) reduction delivery function; support for schools re crime and liaison with the Youth Offending Service (YOS); securing integrated workforce strategy and practice across the partnership. The Service also includes health commissioning for children and young people on behalf of the Clinical Commissioning Group (CCG), integrated commissioning; all partnership functions including the Children and Young People's Strategic Partnership Board and associated groups; liaison with the Voluntary and Community Sector (VCS); and Inspections.

Standards and Achievement

The Service includes all functions related to raising standards of achievement in schools; governors; elective home education; the Educational Psychology service, improving schools' and settings' capacity to meet the needs and raise standards for all children; and the music service. The Service also includes Looked After Children education; universal early years education and care, including responsibilities for Private, Voluntary and Independent providers and childminders; the PRUs; education for school

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phobics and others with a medical need.

Resources and Performance

The Service provides support functions for the Directorate, Schools Forum and schools including arrangements for the financial management of the free entitlement offer for two, three and four year olds. It provides a traded HR service for schools, provides a strategic estates management function for Local Authority (LA) maintained schools and a traded service for statutory maintenance responsibilities, a client monitoring function for the school meals contract covering 64 schools. The service also provides free school meals eligibility checks for parents. The service provides all the Directorate's performance functions and includes business support for the Executive Director's office, including equalities, corporate liaison work, service planning, and business continuity support to schools.

Education Infrastructure

Service portfolio covers all places planning and delivery of those places across early years, mainstream school places and Special Education Needs (SEN) places; capital clienting for schools, including Information and Communication Technology (ICT).

4.2. Overall subjective summary by Service Area for CYP

2014/15 Budget - £m	Schools	Children Social Care	Partnerships & Targeted Services	Standards & Achievement	Resources & Performance	Education Infrastructure	Total
Expenditure:							
Employee Costs	144.0	14.1	5.5	5.3	4.7	0.7	174.3
Running Costs	71.2	65.8	8.1	23.4	41.2	1.7	211.4
Internal Recharges	1.3	1.5	0.1	0.3	82.4		85.6
Capital Charges	7.2		0.2	0.1	3.3		10.8
Total Expenditure:	223.7	81.4	13.9	29.1	131.6	2.4	482.1
Income							
External sources	-218.9	-44.6	-1.7	-24.6	-28.7		-318.5
Internal Recharges	-1.3	-0.9	-1.3	-1.4	-96.6	-0.6	-102.1
Total Income	-220.2	-45.5	-3.0	-26.0	-125.3	-0.6	-420.6
Net Budget 2014/15	3.5	35.9	10.9	3.1	6.3	1.8	61.5
Prior Year Comparison							
Net Budget 2013/14	6.5	34.3	12.6	6.1	5.2	2.0	66.7
Variance (£m)	-3.0	1.6	-1.7	-3.0	1.1	-0.2	-5.2
Variance (%)	-46%	5%	-13%	-49%	21%	-10%	-8%

5. DIRECTORATE FOR COMMUNITY SERVICES

5.1. Service description

The Directorate works with a wide range of public, private and voluntary partners including the Primary Care Trust, 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 well being in Lewisham.

The Directorate encompasses a number of key service areas:

- Adult Social Care,
- Crime Reduction and Supporting People,
- Culture and Community Development,
- Public Health
- Strategy & Performance

Within these service areas, the Directorate provides support for libraries, arts and entertainment, adult education, community development, crime reduction and safer neighbourhoods, and sports and recreation.

The Directorate also provides social care services to vulnerable adults helping them to maintain their independence and where possible to remain living in their own homes. In addition, it supports children and young people who are involved in, or who are the victims of, crime.

5.2. Overall subjective summary by Service Area for Community Services

2014/15 Budget - £m	Adult Social Care	Crime Reduction & Supporting People	Culture and Community Development	Public Health	Strategy & Performance	Total
Expenditure:						
Employee Costs	18.7	4.1	8.0	1.5	1.6	33.9
Running Costs	86.7	15.5	14.0	13.0	1.0	130.2
Internal Recharges	7.5	1.1	2.6			11.2
Capital Charges	0.3		1.1			1.4
Total Expenditure:	113.2	20.7	25.7	14.5	2.6	176.7
Income						
External sources	-25.8	-7.2	-7.0	-14.5	-0.2	-54.7
Internal Recharges	-7.0	-1.0	-2.7		-2.0	-12.7
Total Income	-32.8	-8.2	-9.7	-14.5	-2.2	-67.4
Net Budget 2014/15	80.4	12.5	16.0	0.0	0.4	109.3
Prior Year Comparison						
Net Budget 2013/14	82.8	18.4	18.4	0.0	0.1	119.7
Variance (£m)	-2.4	-5.9	-2.4	0.0	0.3	-10.4
Variance (%)	-3%	-32%	-13%	0%	300%	-9%

6. DIRECTORATE FOR CUSTOMER SERVICES

6.1. Service Description

The Directorate's strategic aims are:

- Working collaboratively, drive forward the vision for excellent customer services across the borough.
- Work together across service boundaries to provide excellent support to the organisation through a range of specialist services.
- Develop, value and motivate staff, equipping them to deliver excellent services.
- Creating a safe, attractive, healthy and sustainable environment for the benefit of local people.

Environment Division:

The division includes the following service areas - Waste Management (refuse & recycling); Cleansing; Green Scene (parks and open spaces); Trading Standards and street markets; Environmental Health and Enforcement; Fleet and Bereavement Services.

Public Services Division:

The division provides the 'front door' to a wide range of services across the Council. This division includes

ServicePoint (AccessPoint, CallPoint and Registration); Benefits; Revenues; Emergency Planning; and Parking Management.

Strategic Housing and Regulatory Services

Division:

This division includes the following service areas - Housing strategy and programmes; Housing Needs (including Housing Options and Homesearch); and Private Sector Housing.

Service Design and Innovation Division:

This division is responsible for leading the Council's work on customer service transformation and supports services across the Council in delivering better, more customer focused services. It also provides strategic and practical support to service areas within the Directorate and the Customer Services Management team.

Information Management and Technology

This division co-ordinates and manages the provision and maintenance of ICT tools; identifying, supporting and leading transformation/continuous improvement that can be enabled or assisted by ICT.

6.2. Overall Subjective Summary by Service Area for Customer Services

2014/15 Budget - £m	Environment	Public Services	Strategic Housing & Business Regulatory Services	Service Design & Innovation	IMT	Total
Expenditure:						
Employee Costs	20.3	8.2	4.4	1.3	1.4	35.6
Running Costs	19.8	253.7	8.7	0.1	6.7	289.0
Internal Recharges				0.2		0.2
Capital Charges	1.5	0.2	3.3		1.4	6.4
Total Expenditure:	41.6	262.1	16.4	1.6	9.5	331.2
Income						
External sources	-7.3	-255.8	-10.2	-0.1	-0.8	-274.2
Internal Recharges	-12.0	-0.9		-0.2	-0.4	-13.5
Total Income	-19.3	-256.7	-10.2	-0.3	-1.2	-287.7
Net Budget 2014/15	22.3	5.4	6.2	1.3	8.3	43.5
Prior Year Comparison						
Net Budget 2013/14	22.3	5.1	6.9	1.8	11.6 ¹	47.7
Variance (£m)	0.0	0.3	-0.7	-0.5	-3.3	-4.2
Variance (%)	0%	6%	-10%	-28%	-28%	-9%

¹ This figure and other comparator figures for IMT are included in the directorate total for 2013/14 although they were part of Resources and Regeneration directorate.

7. DIRECTORATE FOR RESOURCES & REGENERATION

7.1. Service description

The Directorate has a key enabling role for the Authority, facilitating service delivery through a structured framework of support, advice and guidance. It is committed to regenerating the borough, working in partnership to create sustainable communities.

Planning and Economic Development

Provide employment and business support for the local economy; maintenance of the local economic assessment; strategic leadership on business employment and the European Union (EU). 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.

Regeneration and Asset Management

Work to renew the physical fabric of the borough, sustainably and enhance the overall economic well being of Lewisham through programme management capital delivery, building schools for the future, town centre regeneration; asset strategy, facilities management and maintenance of the corporate estate;

and Transport (including highways improvement and lighting).

Corporate Support Services

Personnel and Development

Facilitate the development of a flexible and responsive workforce to ensure modern, high quality services; and support delivery of the Council's people management strategy objectives.

Legal and Electoral Services

Ensure legal compliance, facilitate the fulfilment of Council objectives in a way that is resistant to legal challenge, and ensure robust decision making processes. Electoral Services facilitate maximum participation in electoral registration and the democratic electoral process.

Corporate Resources

Facilitate the Council's Strategic Finance activities (setting the budget, providing corporate finance and procurement advice, and performing treasury management functions and managing the Pension Fund) to support delivery of Council objectives.

Oversee processes for managing and mitigating risks; coordinate and provide assurance on the framework of

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internal control; and deliver professional guidance and support for investigations, insurance provision and health & safety.

Finance

Provide overall planning and direction for the medium term (revenue and capital) financial strategy; manage the treasury and pension funds; provide financial support for managers and administrative support for back office business processes; administer the pension fund, provide a payroll service; maintain a strategic overview of corporate procurement activity, ensuring compliance and probity.

Policy and Governance

Oversees generic policy development, evaluating emerging themes and issues of strategic importance. Support for elected Members in fulfilment of their duties as ward representatives, decision makers and scrutiny councillors, helping them achieve greater democracy and public engagement in the local decision making process.

Strategy

Provide corporate leadership, bringing local public agencies together to deliver the Sustainable Community Strategy priorities; leads on the Council's

community governance agenda; supports the work of Mayor and Cabinet in their leadership roles; promotes the reputation of the Council, working to enhance service delivery through information campaigns, building sustainable relationships and dialogue with residents and other stakeholders.

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7.2. Overall Subjective Summary by Service Area for Resources & Regeneration

2014/15 Budget - £m	Planning	Regen. & Asset Mgt	Exec Office	HR	Law	Corporate Finance	Finance	Policy & Gov'n.	Strategy	Total
Expenditure:										
Employee Costs	2.8	5.0	0.2	2.6	2.4	1.0	4.7	1.9	1.9	22.5
Running Costs	0.6	12.5		0.4	0.3	4.3	1.1	1.5	0.7	21.4
Internal Recharges										
Capital Charges		3.0					6.2			9.2
Total Expenditure:	3.4	20.5	0.2	3.0	2.7	5.3	12.0	3.4	2.6	53.1
Income										
External sources	-1.6	-3.4		-0.1	-0.2	-1.3	-0.4		-0.4	-7.4
Internal Recharges		-2.0		-0.2	-0.2	-1.0	-1.1			-4.5
Total Income	-1.6	-5.4		-0.3	-0.4	-2.3	-1.5	0.0	-0.4	-11.9
Net Budget 2014/15	1.8	15.1	0.2	2.7	2.3	3.0	10.5	3.4	2.2	41.2
Prior Year Comparison										
Net Budget 2013/14	2.2	17.6	0.2	3.1	2.3	3.1	10.9	3.5	2.4	45.3
Variance (£m)	-0.4	-2.5	0.0	-0.4	0.0	-0.1	-0.4	-0.1	-0.2	-4.1
Variance (%)	-18%	-14%	0%	-13%	0%	-3%	-4%	-3%	-8%	-9%

8. 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 15,050 dwellings.

8.1. Service description

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.

The HRA is funded from the following sources:

Revenue Services	%
Tenants Rents	61
Government Grant (PFI & Decent Homes)	33
Fees and charges	6

8.2. Tenants' Rents

The average rent for a Council dwelling in 2014/15 is £95.97 per week. This is an average increase of £4.61 from the 2013/14 average, a rise of 5%.

8.3. HRA Budget Subjective Summary by Service

2014/15 Budget - £m	Public Services	Environment	Strategic Housing & Business Regulatory Services	IMT	Strategy & Performance	Total
Expenditure:						
Employee Costs			1.4	0.1	0.4	1.9
Running Costs	17.1	81.8	1.1	0.8	5.6	106.4
Internal Recharges		19.7			19.4	39.1
Capital Charges		-5.8			27.8	22
Total Expenditure:	17.1	95.7	2.5	0.9	53.2	169.4
Income						
External sources	-0.1		-2.3		-137.2	-139.6
Internal Recharges		-16.9	-2.3		-10.6	-29.8
Total Income	-0.1	-16.9	-4.6		-147.8	-169.4
Net Budget 2014/15	17	78.8	-2.1	0.9	-94.6	0.0
Prior Year Comparison						
Net Budget 2013/14	17.2	85.7	-2.3	0.9	-101.6	0.0
Variance (£m)	-0.2	-6.9	-0.2	0.0	-7.0	0.0
Variance (%)	-1%	-8%	-9%	0%	-7%	0%

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9. Capital Programme

9.1 The Authority's Capital Programme

The Capital Programme for 2014/15 to 2017/18 is as illustrated in the table below.

Major Projects over £2m	2014/15	2015/16	2016/17	2017/18	Total
	£m	£m	£m	£m	£m
GENERAL FUND					
BSF - Sydenham (D&B)	9.9	4.7	1.2		15.8
BSF - Brent Knoll (D&B)	5.6				5.6
BSF - Hatchem Temple Grove	0.9				0.9
BSF - ICT in Schools	0.5	0.5	0.4	0.4	1.8
Schools - Primary Places Programme	25.1	8.9	9.4		43.4
Schools - Other Capital Works	7.7	1.2	1.2	1.2	11.3
Highways & Bridges - LBL	3.5	3.5	3.5	3.5	14.0
Catford TC (inc Broadway & Milford Towers) Regeneration	2.8	2.0	3.6		8.4
Deptford Town Cen & High St Imps	0.1				0.1
Asset Management Programme - Non Schools	2.5	2.5	2.5	2.5	10.0
ICT - Tech Refresh	0.5	0.5	0.5	0.5	2.0
Kender and Excalibur Regeneration	1.9	0.8	0.6	1.1	4.4
Heathside & Lethbridge Regeneration	2.8	3.7	1.5	1.6	9.6
Property Acquisition – Hamilton Lodge/Canonbie Rd					
Disabled Facilities Grant	1.0	0.7	0.7	0.7	3.1
Private Sector Grants and Loans	0.8	0.6	0.6	0.6	2.6
Aids, Adaptations, Disabilities	0.4	0.4	0.4	0.5	1.7
Other Schemes	2.1	1.1	0.0	0.0	3.2
	68.1	31.1	26.1	12.6	137.9
HOUSING REVENUE ACCOUNT					
Customer Services	0.8	0.7	0.7	0.7	2.9
Lewisham Homes	57.5	48.7	57.4	81.5	245.1
	58.3	49.4	58.1	82.2	248.0
TOTAL PROGRAMME	126.4	80.5	84.2	94.8	385.9