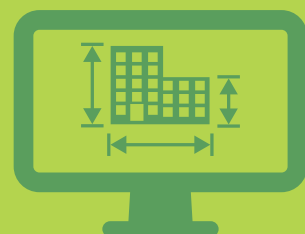




Corporate Budget Book 2020-21



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1. INTRODUCTION

Lewisham Council agreed its 2020/21 budget at the Council meeting held on the 26 February 2020. 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 2020/21. 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 2020/21, the Council's net revenue General Fund budget is £248.7m (£243.0m in 2019/20).

Please note that the budget book has been prepared in accordance with the current management structure of the Council. The Council is in the process of changing its management structure and the budget book will be amended later in the year to reflect structural changes between and within the directorates.

The Council's Capital Programme (Budget) is £559.6m for the three year period 2020/21 to 2022/23. This is financed through the General Fund (£94.3m) and Housing Revenue Account (£465.2m) and includes 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.

The book outlines a summary of the Housing Revenue Account (HRA) budget for 2020/21. 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, Public 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 2020/21 is £248.7m (2019/20 was £243.0m). 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.

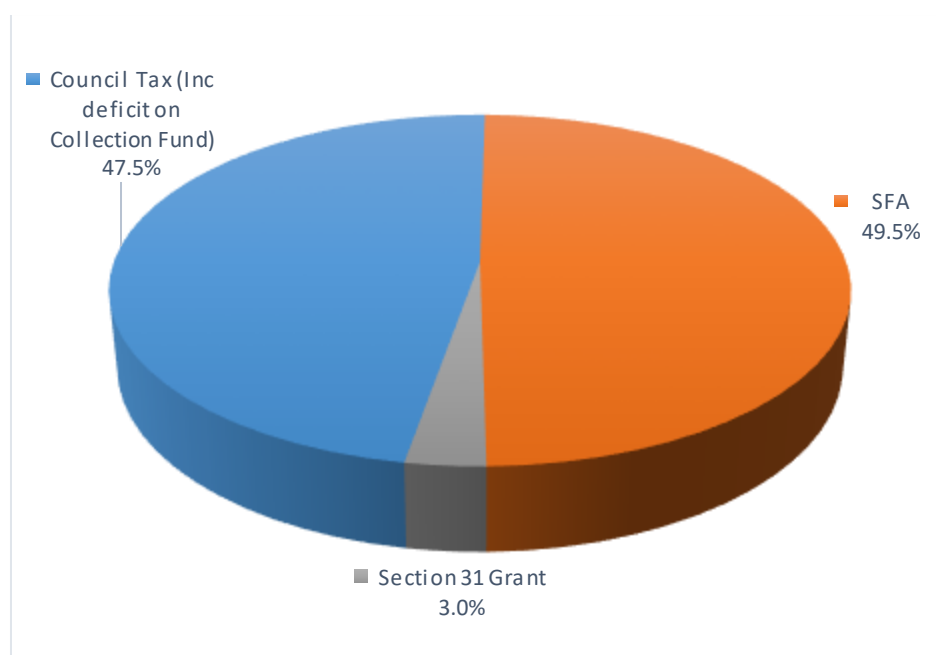
Table 1 shows the funding sources for 2020/21 which finance the general fund services.

Table 1: 2020/21 Funding Sources*

Detail	Income £m	% of Budget
<i>RSG for 2020/21</i>	28.0	11.3%
<i>BFL (Baseline Funding Level)</i>	95.2	38.3%
Total SFA for 2020/21	123.2	49.5%
Council Tax 2020/21	118.4	47.6%
Deficit on Collection Fund	-0.4	-0.1%
Section 31 – Grant & Business Rates Pool Growth	7.5	3.0%
2020/21 Funding	248.7	

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

Chart 1: 2020/21 Funding Sources



3. HOW THE COUNCIL SPENDS ITS MONEY

3.1. The Council's Structure

The Council operates under four Directorates:

- Children & Young People (CYP);
- Community Services (COM);
- Corporate Resources (including Corporate Provisions) (COR)
- Housing, Regeneration & Environment (HRE)

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.

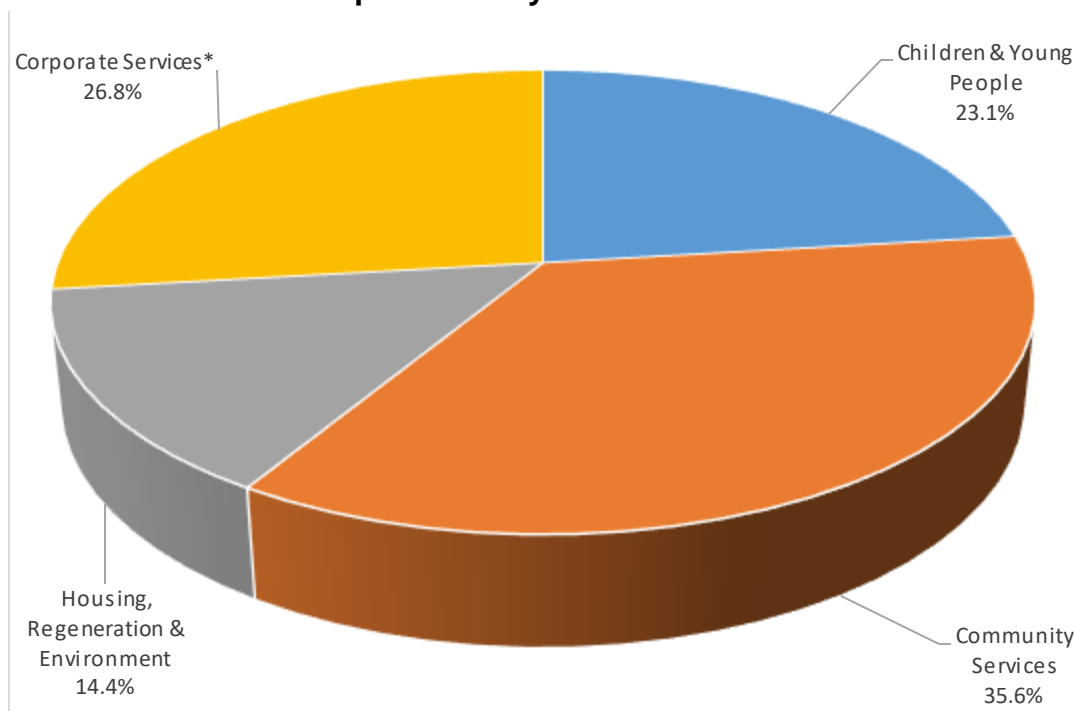
Table 2 shows the net expenditure budgets by Directorate, with a comparison to the prior year's final budget position.

Table 2: Net Expenditure Budget by Directorate

Directorate	2020/21 £m	2019/20 £m	Change £m	Change %
CYP	57.4	59.1	-1.7	-2.8%
COM	88.6	91.7	-3.1	-3.4%
COR*	66.8	57.7	9.1	15.8%
HRE	35.9	34.5	1.4	4.1%
Budget	248.7	243.0	5.7	2.3%

**Including Corporate Items*

Chart 2: 2020/21 Net Expenditure by Directorate



**including Corporate Items*

3.2. Paying for General Fund Services

The Council's 2020/21 gross revenue expenditure budget is £1,294.8m as at 1 April 2020.

The Council's gross income from fees & charges and other specific grants is £1,046.1m. These are netted off the gross expenditure of £1,294.8m to arrive at the Council's 2020/21 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: 2020/21 Directorate Budget Summary

Directorate	Gross Expenditure £m	Gross Income £m	Net £m
CYP	671.5	-614.1	57.4
COM	179.1	-90.5	88.6
COR*	318.1	-251.3	66.8
HRE	126.2	-90.3	35.9
Budget	1,294.8	-1,046.1	248.7

**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, Burials, Planning Applications, Parking, etc.

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

Table 4: Summary of 2020/21 Gross Income

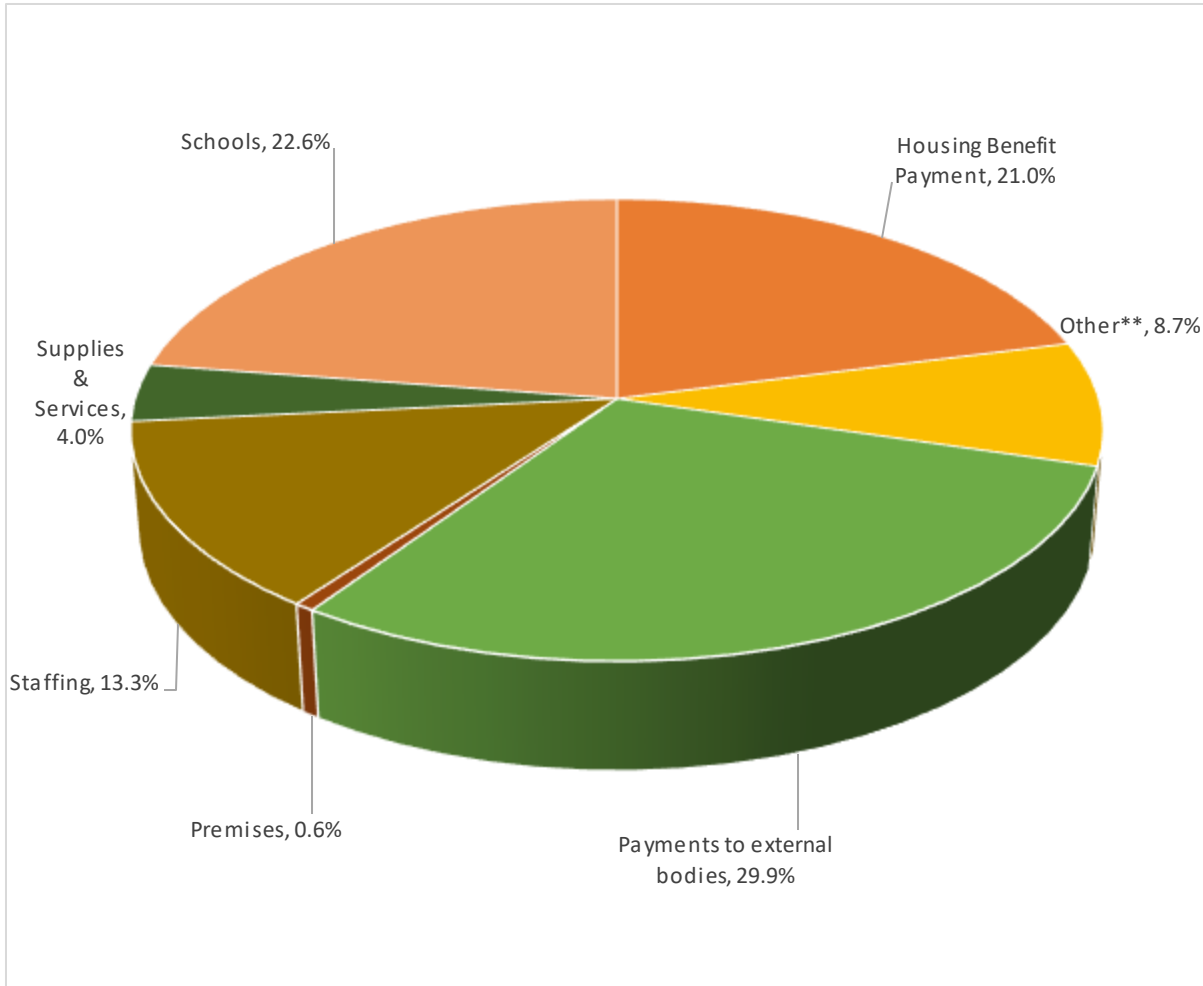
Description	£m
Dedicated Schools Grant (DSG)	297.4
Pupil Premium	12.9
Public Health Grant	24.8
Rent Allowances	157.7
Rent Rebates	48.9
Other Government Grants (incl. SCG & IBCF)	82.7
Government Grants Income	624.4
Fees and Charges	35.7
Better Care Fund (BCF)	9.0
Interest and Item 8 HRA	5.9
Rent	28.8
Internal Recharges	282.0
Other Income	60.4
Total Gross Income	1,046.1

3.4. Gross and Net Expenditure Budgets

3.4.1. Gross Expenditure

The graph below shows the Council's gross expenditure in percentage terms split by Type of spend across the four Directorates.

Chart 3: Gross Directorate Expenditure by Type*



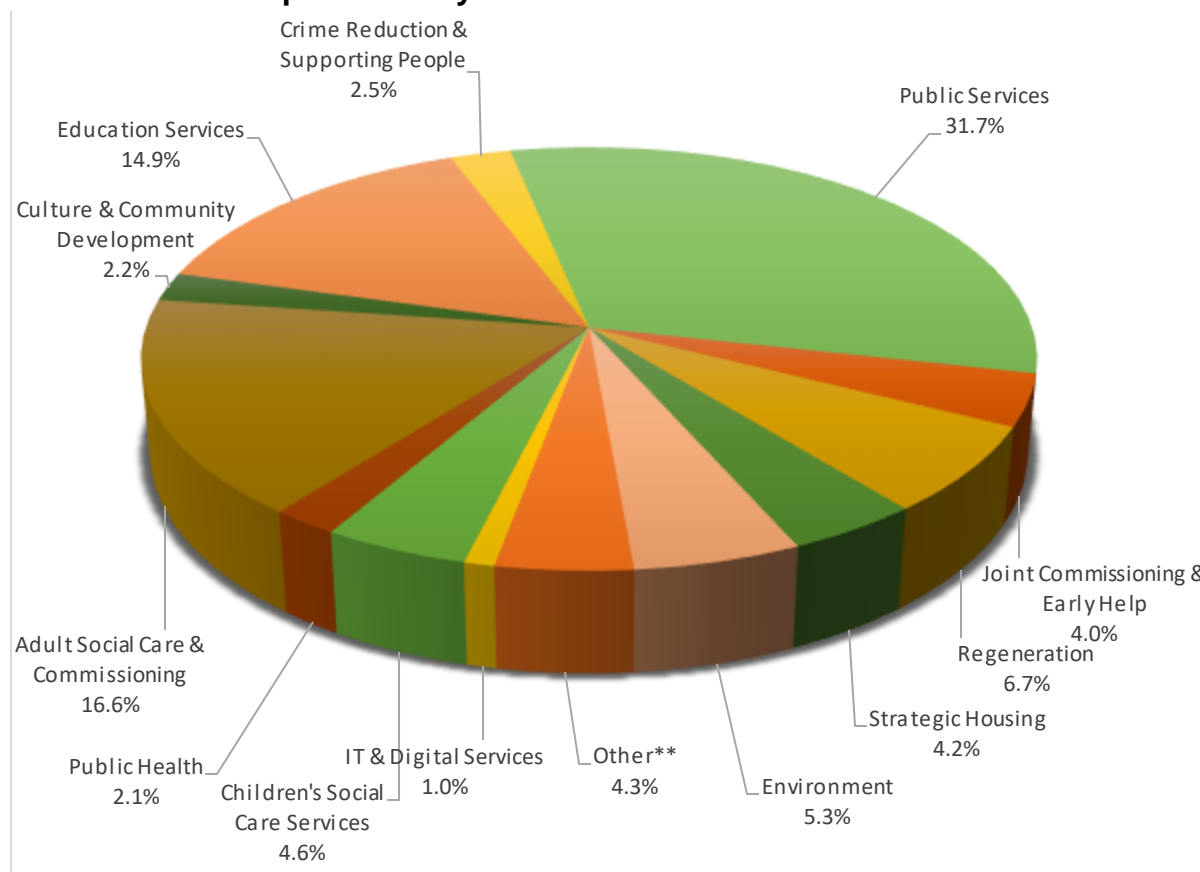
* Excluding corporate items

**Other include Payment for professional services, Rents, Insurance premiums, Business rates payable, Fees, Members allowances, etc.

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

Public 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 4: Gross Expenditure by Division*



*Excluding schools and Corporate Items

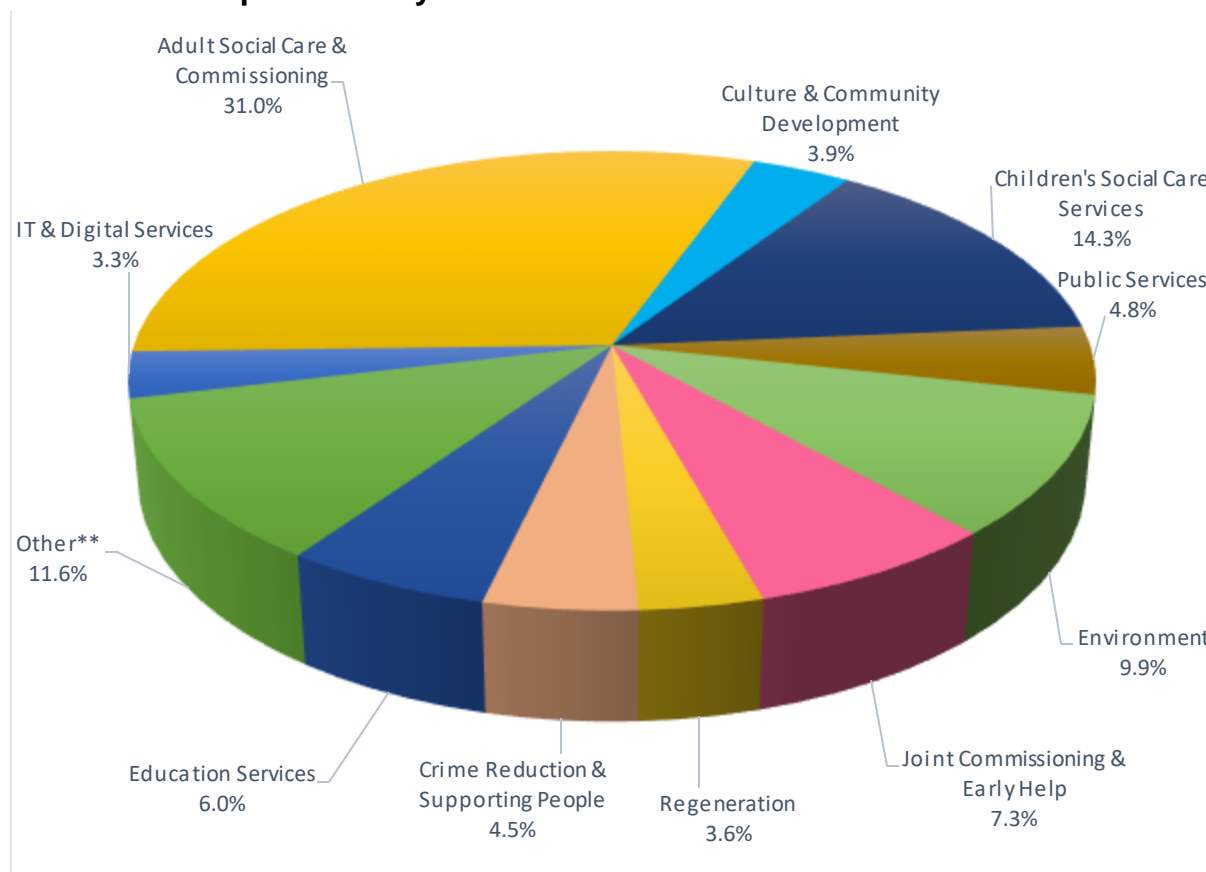
**Other include:- Finance, Legal Services, Organisation Development & Human Resources, Planning, Strategy Partnership & Improvement, Strategy & Communications, Executive Office, Corporate Policy & Governance, Corporate Resources and Reserves.

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 31% of the Council's net budget. This is followed by Children's Services responsible for 14% of the net budget.

The chart below shows the percentage split of the Councils 2020/21 Net Expenditure Budget by Division.

Chart 5: Net Expenditure by Division*



*Excluding schools and Corporate Items

**Other include:- Strategic Housing, Strategy Partnership & Improvement,, Public Health, Corporate Resources, Strategy & Communications, Corporate Policy & Governance, Finance, Legal Services, Organisation Development & Human Resources, Planning, Executive Office and Reserves.

3.5. Changes between the 2019/20 and 2020/21 Budgets

Tables 5 and 6 below show the budget changes made to the 2019/20 budget in computing the 2020/21 budget:

- At the Council level; and
- By Directorate.

Table 5: 2020/21 Net Budget Changes at Council Level

Description	£m
2019/20 Budget	243.0
Changes made:	
Cuts	-16.6
Pressures & other risks	7.5
Inflation management	2.5
Salary Inflation	2.6
Other Movements	9.7
2020/21 Budget	248.7

Table 6: 2020/21 Net Budget Changes at Directorate level as at the start of the financial year

Description	CYP £m	COM £m	COR* £m	HRE £m	Total £m
2019/20 final budget position	59.1	91.7	57.4	34.8	243.0
Changes:					
Cuts	-2.4	-6.3	-5.0	-2.9	-16.9
Pressures & other risks	0.0	0.2	4.8	2.6	7.5
Inflation management	0.0	0.0	2.5**	0.0	2.5
Salary Inflation	0.7	0.7	0.6	0.6	2.6
Other Movements	0.0	2.3	6.5	0.9	9.7
2020/21 Budget	57.4	88.6	66.8	35.9	248.7

**Including Corporate items*

***This is savings held corporately against contracted services inflation and efficiencies associated with improved ICT provision.*

4. DIRECTORATE SUMMARIES

This section outlines the gross expenditure and income of each Directorate's General Fund budget. It provides a budget summary by division as well as by service area.

Table 7: Overall 2020/21 Budget Summary by Directorate

2020/21 Budget	CYP £m	COM £m	COR £m	Corporate Items £m	HRE £m	Total £m
Expenditure						
Staffing Costs	212.4	35.7	32.3	0.0	33.4	313.8
Internal Recharges*	270.5	2.3	0.1	0.0	7.3	280.3
Running Costs	188.6	141.0	244.2	40.8	85.4	700.1
Capital Charges	0.0	0.0	0.0	0.6	0.0	0.6
Total Expenditure	671.5	179.1	276.7	41.4	126.2	1,294.8
Income						
External sources	-343.7	-90.1	-238.0	-8.6	-80.3	-760.6
Internal Recharges*	-270.4	-0.4	-1.3	0.0	-9.9	-282.0
Capital / Investment Income/ Reserve	0.0	0.0	0.0	-3.4	0.0	-3.4
Total Income	-614.1	-90.5	-239.3	-12.0	-90.3	-1,046.1
Net Budget 2020/21	57.4	88.6	37.3	29.4	35.9	248.7

* This is offset by a net £1.9m contribution from the HRA.

4.1. DIRECTORATE FOR CHILDREN & YOUNG PEOPLE (CYP)

Directorate Description

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

- Children's Social Care;
- Education Services;
- Schools; and
- Strategy and Joint Commissioning.

4.1.1. CYP Division Description

The Directorate operates across four 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 finds permanent homes for children through adoption and connected carers. 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.

Joint Commission & Early Help

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. This service also commissions placements for looked after children and children with disabilities, ensuring good quality and value for money.

Schools

- The Directorate is responsible for the services provided by:
- 2 Nursery Schools for 232 pupils,
- 1 Pupil Referral Unit (PRU) for 111 pupils,
- 58 Primary schools for 22,392 pupils,

- 5 Special Schools for 663 pupils,
- 8 Secondary Schools for 7,532 pupils, and
- 3 All through Schools for 2,935 pupils.

Table 8 provides an overall summary of the types of income and expenditure by Division within the Children & Young People Directorate.

4.1.2. CYP 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: 2020/21 Budget Summary by Division

2020/21 Budget	Children's Social Care Services £m	Education Services £m	Joint Commissioning & Early Help £m	Schools £m	Total £m
Expenditure					
Staffing Costs	13.7	12.4	2.2	184.1	212.4
Internal Recharges	0.1	4.4	0.2	265.9	270.5
Running Costs	33.2	102.8	6.6	46.0	188.6
Total Expenditure	47.0	119.5	9.0	496.0	671.5
Income					
External sources	-2.7	-21.8	-3.8	-315.3	-343.7
Internal Recharges	-0.4	-87.8	-0.3	-181.9	-270.4
Total Income	-3.1	-109.6	-4.2	-497.2	-614.1
Net Budget 2020/21	43.9	9.9	4.8	-1.2	57.4

* Schools Column shows the indicative gross funding level for DSG and pupil premium. Majority of the DSG funding is allocated to schools as part of their funding formula budget share. The governing body for each school has responsibility for determining the local management of this funding. The spend profile shown is purely for illustration based on reasonable understanding of spend profiles. The table shows 80% of spend on Salaries, and 20% on other – this is an average position and not reflective of all schools.

4.1.3. CYP Overall Summary by Service

Table 9 provides a further breakdown of the Divisions in Children & Young People Directorate by Service Area.

Table 9: 2020/21 Budget Summary by Service Area

Division	Service	Staffing Costs £m	Internal Recharge (Exp) £m	Running Costs £m	External Source £m	Internal Recharge (Inc) £m	Total £m
Children's Social Care Services	Children's Management & Other	-0.7	0.0	0.9	0.0	0.0	0.3
	Family Social Work Service	2.7	0.0	2.3	0.0	0.0	4.9
	Looked After Children	4.2	0.0	8.3	-2.5	0.0	10.0
	Placements & Procurement	2.0	0.0	17.9	0.0	0.0	19.9
	Quality & Assurance	1.6	0.1	0.2	-0.2	0.0	1.6
	Referral & Assessment	3.9	0.0	3.6	0.0	-0.4	7.1
Division Total		13.7	0.1	33.2	-2.7	-0.4	43.9
Education Services	Admissions & Pupils Out of School	1.0	0.6	0.6	-0.0	-2.1	0.0
	Children with Complex Needs	4.3	2.3	50.7	-0.1	-49.4	7.9
	Early Years Quality & Sufficiency	0.4	0.0	24.5	-0.1	-24.9	0.0
	Education Business Partnership	1.2	0.0	0.2	0.0	-1.2	0.1
	Education Psychology & Sensory Support	1.8	0.0	0.1	0.0	-0.8	1.1
	Lewisham Learning Needs	0.0	0.0	0.5	0.0	-0.3	0.2
	Policy Partnership	0.2	0.0	0.0	0.0	-0.2	0.0
	Governors Support	0.4	0.0	0.1	0.0	-0.3	0.1
	School Improvement	0.4	0.0	0.4	0.0	-0.2	0.5
	School Place Planning	0.7	0.5	8.4	-8.6	-0.9	0.0
	School's HR Business	0.7	1.0	0.6	0.0	-2.4	-0.1

Division	Service	Staffing Costs £m	Internal Recharge (Exp) £m	Running Costs £m	External Source £m	Internal Recharge (Inc) £m	Total £m
Division Total	Working With Vulnerable Children	1.3 12.4	0.0 4.4	16.7 102.8	-12.9 -21.8	-5.2 -87.8	0.0 9.9
Joint Commissioning & Early Help	Commissioning	1.4	0.0	2.6	-2.3	0.0	1.6
	Joint Commissioning	0.1	0.0	0.9	-0.4	-0.1	0.5
	Partnership	0.2	0.0	0.9	-1.1	0.0	0.0
	Strategy & Performance Review	0.5	0.2	0.3	0.0	-0.2	0.7
	Youth Service	0.0	0.0	1.9	0.0	0.0	1.9
Division Total		2.2	0.2	6.6	-3.8	-0.3	4.8
Schools	DSG - Schools	26.7	265.9	6.7	-297.4	-1.8	0.0
	Education Catering	0.0	0.0	0.0	0.0	0.0	0.0
	Individual Schools' Budget (ISB)	157.4	0.0	39.4	-17.9	-178.9	0.0
	SSR : Schools Indirect	0.0	0.0	0.0	0.0	-1.2	-1.2
Division Total		184.1	265.9	46.0	-315.3	-181.9	-1.2
Total		212.4	270.5	188.6	-343.7	-270.4	57.4

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 five Divisions. A summary description of each division is given below.

Adult Social Care & 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.

Crime Reduction & Supporting People

The service covers Crime reduction, safer neighbourhood initiatives and CCTV. Supporting children and young people who are involved in or are the victims of crime.

Enforcement and Regulation activities including Trading Standards, Environmental Health and licensing activities.

Culture & Community Development

The service covers libraries, arts and entertainment, adult education, community/neighbourhood development and leisure, sports and recreation activities.

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 & Improvement

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

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: 2020/21 Budget Summary by Division

2020/21 Budget	Adult Social Care & Commissioning	Crime Reduction & Supporting People	Culture & Community Development	Public Health	Strategy Partnership & Improvement	Total
	£m	£m	£m	£m	£m	£m
Expenditure						
Staffing Costs	20.5	6.2	7.3	0.8	0.9	35.7
Internal Recharges	1.9	0.2	0.1	0.0	0.1	2.3
Running Costs	103.7	12.8	9.1	15.2	0.3	141.0
Total Expenditure	126.0	19.2	16.5	16.0	1.3	179.1
Income						
External sources	-56.5	-9.1	-7.9	-16.3	-0.2	-90.1
Internal Recharges	-0.3	-0.1	0.0	0.0	0.0	-0.4
Total Income	-56.8	-9.2	-7.9	-16.3	-0.2	-90.5
Net Budget 2020/21	69.2	10.0	8.6	-0.3	1.1	88.6

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: 2020/21 Budget Summary by Service Area

Division	Service	Staffing Costs £m	Internal Recharge (Exp) £m	Running Costs £m	External Source £m	Internal Recharge (Inc) £m	Total £m	
Adult Social Care & Commissioning	Adult Social Care Modernisation & Transformation	0.9	0.0	1.7	-16.6	0.0	-14.0	
	Adults Social Care Resources	0.0	0.0	0.1	-0.1	0.0	0.0	
	AWLD & Transitions	0.4	0.0	0.0	0.0	0.0	0.4	
	Community Mental Health	2.6	0.0	6.5	-2.1	0.0	7.0	
	Early Help & Safeguarding	1.8	0.0	0.0	-0.6	0.0	1.2	
	Integrated Neighbourhoods	4.1	0.0	0.0	-3.1	-0.3	0.7	
	Internal Provider Services	4.5	0.2	0.4	-3.7	0.0	1.5	
	Joint Commissioning	0.2	0.6	3.5	-1.5	0.0	2.9	
	Joint Health & Social Care Services Manager Therapies	0.2	0.0	0.0	0.0	0.0	0.2	
	Joint Health & Strategic Flow	1.4	0.0	0.0	0.0	0.0	1.4	
	Joint Health & Social Care	0.0	0.0	0.2	-1.4	0.0	-1.1	
	Packages, Placements & Carers	0.0	1.0	90.6	-27.4	0.0	64.2	
	Principal Social Work & Advance Practitioners	0.2	0.0	0.0	0.0	0.0	0.2	
	Safe Guarding Quality Assurance	1.5	0.0	0.3	0.0	0.0	1.8	
	Safeguarding	0.2	0.0	0.0	-0.1	0.0	0.1	
	Service Development & Improvement Unit	2.4	0.0	0.2	0.0	0.0	2.6	
	Division Total		20.5	1.9	103.7	-56.5	-0.3	69.2

Division	Service	Staffing Costs £m	Internal Recharge (Exp) £m	Running Costs £m	External Source £m	Internal Recharge (Inc) £m	Total £m
Crime Reduction & Supporting People	CCTV Service	0.1	0.0	0.4	-0.1	0.0	0.3
	Crime, Enforcement & Regulation	2.3	0.0	0.4	-1.0	-0.1	1.6
	Drug Action Team	0.0	0.2	3.6	-3.8	0.0	0.0
	Environmental Health	0.9	0.0	0.6	-0.8	0.0	0.7
	Prevention & Inclusion	0.8	0.0	0.0	-0.5	0.0	0.3
	Supporting People	0.1	0.0	6.8	-1.9	0.0	4.9
	Youth Offending Team	2.1	0.0	1.0	-1.0	0.0	2.1
Division Total		6.2	0.2	12.8	-9.1	-0.1	10.0
Culture & Community Development	Adult Learning Lewisham	3.6	0.0	0.4	-4.0	0.0	0.1
	Arts Service Group	0.1	0.0	0.0	0.0	0.0	0.1
	Broadway Theatre Group	0.2	0.0	0.3	-0.3	0.0	0.1
	Community Centres	0.1	0.0	0.2	-0.2	0.0	0.1
	Community Sector Grants	0.0	0.0	3.2	-0.3	0.0	2.9
	Cultural & Community Development	0.8	0.0	0.0	-0.1	0.0	0.7
	Deptford Lounge	0.0	0.0	0.5	-0.2	0.0	0.4
	Events	0.0	0.0	0.2	-0.1	0.0	0.1
	Library & Information Service	2.4	0.0	0.7	-0.1	0.0	3.0
	Neighbourhood Development: Local Assemblies	0.0	0.0	0.3	-0.2	0.0	0.2
	Sports Development & Leisure Centres	0.1	0.0	3.3	-2.4	0.0	1.0
	Division Total		7.3	0.1	9.1	-7.9	0.0

Division	Service	Staffing Costs £m	Internal Recharge (Exp) £m	Running Costs £m	External Source £m	Internal Recharge (Inc) £m	Total £m
Public Health	National Child Measurement Programme	0.0	0.0	6.9	0.0	0.0	6.9
	NHS Health Check Programme	0.0	0.0	0.4	0.0	0.0	0.4
	Obesity	0.0	0.0	0.4	-0.1	0.0	0.3
	Other Public Health Services	0.0	0.0	0.1	0.0	0.0	0.1
	Public Health Staffing Team	0.8	0.0	1.1	-16.3	0.0	-14.4
	Sexual Health	0.0	0.0	5.4	0.0	0.0	5.4
	Smoking & Tobacco	0.0	0.0	0.6	0.0	0.0	0.6
	Young Persons Health & Wellbeing Services	0.0	0.0	0.4	0.0	0.0	0.4
Division Total		0.8	0.0	15.2	-16.3	0.0	-0.3
Strategy Partnership & Improvement	Strategy & Resources	0.9	0.1	0.3	-0.0	0.0	1.3
	Reserves	0.0	0.0	0.0	-0.2	0.0	-0.2
Division Total		0.9	0.1	0.3	-0.2	0.0	1.1
Total		35.7	2.3	141.0	-90.1	-0.4	88.6

4.3. DIRECTORATE FOR CORPORATE SERVICES (COR)

Directorate 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.

4.3.1. COR Division Description

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

Corporate Policy & Governance

The service area oversees generic policy development, performance management and service redesign. Undertakes research and evaluates emerging themes and issues of strategic importance. Ensures that intelligence is effectively co-ordinated and utilised. Provides 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. Provides business and secretariat support to the Chief Executive and Executive Directors.

Corporate Resources

Internal Audit

Internal audit is a statutory function that provides senior management, officers, and members, with independent assurance on the effectiveness of controls that management have in place. Where necessary recommendations are made to help management improve these controls.

Corporate Health & Safety

Corporate Health and Safety manages and maintains the Councils 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.

Insurance & Risk

Insurance & Risk provide appropriate levels of insurance and risk management advice which ensure financial protection of property, assets, staff and members of the public.

Procurement & Commercial Services

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. 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.

Furthermore the team is also responsible for the development and implementation of a Council wide contract management framework to ensure the continued achievement of best value throughout the procurement lifecycle.

The service has implemented an income generation strategy for the Council with new governance arrangements and the introduction of an annual fees and charges report. This will be supported by the transition to a more commercial mind set through the development of training and toolkits for staff.

Financial Services

The service area provides financial guidance, advice and support for managers to ensure sound financial management in all areas of business activity; provides administrative support for back office business processes; administers the pension fund, provides a payroll service whilst ensuring compliance and probity throughout.

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.

Legal Services

Legal Services

The service area is responsible for ensuring legal compliance, facilitating the fulfilment of Council objectives in a way that is resistant to legal challenge, and ensuring that decision making processes are robust.

Electoral Services

Electoral Services maintain the electoral register, administer elections, and promote maximum participation in the democratic process.

Organisation Development & Human Resources

The service area is responsible for enabling and supporting the organisation to attract, recruit, retain and develop a skilled and high performing workforce committed to helping the Council achieve its outcomes.

Public 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 and Parking Management.

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.

Parking Management

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

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.

Strategy & Communications

The service area provides corporate leadership, bringing the organisation and partners together to deliver the authority's Corporate Strategy priorities; 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.

It encompasses the Economy & Partnerships team providing apprenticeship, local employment and business support. Working in partnership within the borough and with neighbouring authorities to build an inclusive and thriving local economy.

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: 2020/21 Budget Summary by Division *(excluding corporate items)*

2020/21 Budget	Corp Policy & Governance £m	Corporate Resources £m	Financial Services £m	IT & Digital Services £m	Law £m	Organisational Development & Human Resources £m	Public Services £m	Strategy & Communications £m	Total £m
Expenditure									
Staffing Costs	3.3	1.6	4.5	1.4	3.1	2.9	12.5	2.9	32.3
Internal Recharges	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.1
Running Costs	1.4	4.4	1.0	5.8	0.3	0.4	228.5	2.4	244.2
Total Expenditure	4.8	6.0	5.6	7.3	3.4	3.3	241.0	5.4	276.7
Income									
External sources	0.0	-2.4	-1.6	0.0	-0.5	-0.3	-230.3	-2.8	-238.0
Internal Recharges	0.0	-0.7	-0.6	0.0	0.0	0.0	0.0	0.0	-1.3
Total Income	0.0	-3.2	-2.2	0.0	-0.5	-0.3	-230.3	-2.8	-239.3
Net Budget 2020/21	4.8	2.8	3.3	7.3	2.9	2.9	10.7	2.6	37.3

4.3.3. COR Overall Summary By Service

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

Table 13: 2020/21 Budget Summary by Service Area - (excluding corporate items)

Division	Service	Staffing Costs	Internal Recharge (Exp)	Running Costs	External Source	Internal Recharge (Inc)	Total
		£m	£m	£m	£m	£m	£m
Corporate Policy & Governance	Corporate Policy & Governance	3.1	0.0	1.4	0.0	0.0	4.5
	Executive Office	0.2	0.0	0.0	0.0	0.0	0.2
	Division Total	3.3	0.0	1.4	0.0	0.0	4.8
Corporate Resources	Audit & Assurance	0.8	0.0	0.1	-0.2	0.0	0.7
	Corporate Resources	0.1	0.0	0.0	0.0	0.0	0.1
	Procurement & Commercial Services	0.4	0.0	0.0	0.0	0.0	0.4
	Health & Safety	0.1	0.0	0.0	0.0	0.0	0.1
	Insurance & Risk Group	0.2	0.0	4.2	-2.3	-0.7	1.5
	Division Total	1.6	0.0	4.4	-2.4	-0.7	2.8
Financial Services	Business Support	4.5	0.0	1.0	-0.9	-0.6	4.1
	Resources Reserves	0.0	0.0	0.0	-0.7	0.0	-0.7
	Division Total	4.5	0.0	1.0	-1.6	-0.6	3.3
IT & Digital Services	IMT(SA Level)	1.4	0.0	5.8	0.0	0.0	7.3
Division Total		1.4	0.0	5.8	0.0	0.0	7.3
Legal Services	Electoral Services	0.5	0.0	0.2	0.0	0.0	0.6
	Legal Services	2.6	0.0	0.2	-0.5	0.0	2.3
	Division Total	3.1	0.0	0.3	-0.5	0.0	2.9

Division	Service	Staffing Costs £m	Internal Recharge (Exp) £m	Running Costs £m	External Source £m	Internal Recharge (Inc) £m	Total £m
Organisational Development & Human Resources	Organisational Development & Human Resources	2.9	0.0	0.4	-0.3	0.0	2.9
Division Total		2.9	0.0	0.4	-0.3	0.0	2.9
Public Services	Public Services	0.1	0.0	-0.5	0.0	0.0	-0.3
	Emergency Planning & Admin	0.7	0.0	0.2	-0.1	0.0	0.9
	Housing Benefits	4.7	0.0	224.5	-217.4	0.0	11.8
	Parking Services	0.2	0.0	2.8	-9.3	0.0	-6.3
	Revenues Services	4.4	0.0	0.5	-2.5	0.0	2.4
	Service Point	2.4	0.0	0.9	-1.1	0.0	2.2
Division Total		12.5	0.1	228.5	-230.3	0.0	10.7
Strategy & Communications	Corporate Communications	0.9	0.0	0.2	-0.1	0.0	1.0
	Strategy & Communications	0.1	0.0	0.0	0.0	0.0	0.1
	Mayor & Cabinet Office	0.6	0.0	0.1	0.0	0.0	0.7
	Inclusive Growth	1.4	0.0	2.1	-2.7	0.0	0.7
Division Total		2.9	0.0	2.4	-2.8	0.0	2.6
Total		32.3	0.1	244.2	-238.0	-1.3	37.3

4.4. DIRECTORATE FOR HOUSING, RESOURCES & ENVIRONMENT (HRE)

Directorate 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.

4.4.1. HRE Division Description

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

Environment

The Environment service area 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 service areas - Waste Management (refuse & recycling), Street Management (cleansing), Green Scene (parks and open spaces), Fleet and Passenger Services, Bereavement Services and Markets.

Bereavement Services

Management of the borough's cemeteries and crematoria and provision of burial and cremation services. Externally provided coroners service and mortuary service are managed through this service area.

Green Scene

Responsible for the upkeep of the borough's parks and open spaces, including ecological regeneration through nature conservation services, Pest control services are provided within the Green Scene service area, along with the management of allotments.

Fleet and Passenger Services

Management and maintenance of all Council vehicles and provision of transport services on behalf of Children and Young People's Services and Community Services

Markets

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

Street Management

The Street Management service provides street cleansing services, including the removal of graffiti, lumber collection (bulky waste items), environmental enforcement services and public conveniences.

Waste Management

The Waste Management Service manages the disposal and recycling of refuse, including disposal of fly tipping refuse, and the civic amenities service. In addition, animal welfare services are provided within this service area.

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.

Regeneration

Capital Programme Delivery

We are leading on the approach and delivery of capital projects for the division as a whole and, as appropriate, for other areas within the authority.

We are working in tandem with colleagues in Customer and Community Services to assist with the bringing together of a corporate approach to establishing and delivering projects in pursuit of corporate priorities.

We are establishing, monitoring and delivering all stages of the project lifecycle in tandem with colleagues elsewhere in the division and with consultants / delivery partners.

Working with colleagues in the Commercial team, we are 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.

Commercial & Investment Delivery

We are leading on managing and monitoring the budgets and systems within Regeneration and Place, along with providing support to all of the service areas.

We

- Monitor the service area budgets, highlighting areas of concern and budget discrepancies.

- Manage and Administer the Street Naming and Numbering Service (SNN)
- Co-ordinate FOI / EIR requests, Members enquiries, Councillor Enquiries and General complaints for the division
- Provide the Council with professional and technical advice on Corporate strategies and policies for the built environment.
- Monitor the Performance of the Division in relation to Key Performance Indicators
- Provide maps and plans of Council Assets to assist in key projects and schemes

Estates Compliance and Contracts

We are responsible for Contract Management within the Corporate Estate including FM and PFI Schools Contracts.

We take primary responsibility for the planned and reactive maintenance of our property along with Statutory Maintenance and ensure that the day to day statutory obligations are met across all asset classes.

We provide Contract Management in the following areas:

- School PFI contracts
- Corporate FM contracts

Ad-hoc commissioning of repairs and maintenance contracts (E.G Laurence House Roof Repairs) via the Asset Management Plan

Highways and Transport

Highways and Transport a high performing service that is at the forefront of policy change. We attract investment, drive strategic change, and have a strong track record of delivering projects and programmes. The highways and transport network is the Council's most valuable asset, and its successful operation affects hundreds of thousands of residents and visitors on a daily basis. The successful development of the network is one of the most high-profile and practical ways in which the Council can make Lewisham a better place to live, work and learn.

The service covers a wide variety of strategic, statutory, technical and delivery functions, and is set up in two teams: the Highways Team covers the engineering, inspections and maintenance of highways and structures, as well as managing street works and permitting; the Transport Team covers Policy and Strategy, Capital Programmes, Development Management, Parking Policy and Design, Road Safety (inc. School Crossing Patrol), Public Transport, Cycling, Walking and School Travel Planning.

Property Strategy

We are leading on Asset strategy / planning, liaison across the authority to drive value from asset and acting as the technical authority / the technical expert for the division.

We are;

- Monitoring the external and internal influences on the management and use of our assets and property portfolio.
- Monitoring opportunities to fund and, in conjunction with colleagues in the Capital Delivery Team, deliver capital and investment projects.
- Ensuring at all times that the use of Council Commercial Property Assets are optimized across the authority from a strategic perspective
- Providing the Council with professional and technical advice on Corporate strategies and policies for the built environment.
- Ensuring that national and corporate sustainability objectives and targets are embedded within the thinking and actions of the division.
- Providing the Council's Building Control Service.
- Providing the Council's Energy and Sustainability Service

Strategic Housing

The service area includes the following three teams - Housing Needs and Refugees Services (including homelessness and Home Search and No Recourse to Public Funds; Private Sector Housing Agency (including environmental health residential/licensing and enforcement; Grants; Temporary accommodation procurement; Housing Policy & Partnerships (including Strategy development, clienting and partnerships and Data collection and analytics)

The service works collaboratively and with partners in and outside of the Council to:

- Help residents at time of severe and urgent housing need;
- Ensure safe and quality housing for local people;
- Develop housing approaches to meet the needs of vulnerable residents;
- Widen housing choice and manage demand to ensure a range of housing types and tenures are available to local people;
- Develop the private rented sector by working closely with landlords, and housing providers and provide greater security and quality for private renters;
- Increase housing supply by providing local people with access to housing across the borough.

4.4.2. HRE 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: 2020/21 Budget Summary by Division

2020/21 Budget	HRE Reserves & Provisions £m	Environment £m	Planning £m	Regeneration £m	Strategic Housing £m	Total £m
Expenditure						
Staffing Costs	0.2	20.1	2.4	5.4	5.3	33.4
Internal Recharges	0.0	3.4	0.0	0.4	3.6	7.3
Running Costs	0.1	16.7	0.4	45.2	23.1	85.4
Total Expenditure	0.3	40.2	2.7	50.9	32.0	126.2
Income						
External sources	0.0	-10.2	-2.1	-41.1	-26.9	-80.3
Internal Recharges	-0.4	-7.8	0.0	-1.8	0.0	-9.9
Total Income	-0.4	-18.0	-2.1	-42.9	-26.9	-90.3
Net Budget 2020/21	0.0	22.2	0.7	8.0	5.0	35.9

4.4.3. HRE Overall Summary by Service

Table 15 provides a further breakdown of the Divisions in Housing, Regeneration & Environment by Service Area.

Table 15: 2020/21 Budget summary by Service Area

Division	Service	Staffing Costs	Internal Recharge (Exp)	Running Costs	External Source	Internal Recharge (Inc)	Total
		£m	£m	£m	£m	£m	£m
HRE Reserves & Provisions	HRE Reserves	0.2	0.0	0.1	0.0	-0.4	-0.1
Division Total		0.2	0.0	0.1	0.0	-0.4	-0.1
Environment	Environment & Admin Support	0.5	0.0	0.1	0.0	0.0	0.6
	Fleet Services	0.9	0.0	3.5	-0.9	-3.6	0.0
	Green Scene	1.1	0.6	2.7	-1.2	-0.1	3.2
	Bereavement Services	1.1	0.0	0.8	-2.4	0.0	-0.4
	Passenger Services	3.4	0.6	0.0	0.0	-4.1	0.0
	Refuse Collection Service	5.8	1.6	0.9	-4.1	0.0	4.1
	Strategic Waste Management	0.3	0.0	7.9	-0.1	0.0	8.2
	Street Management	6.5	0.4	0.1	-0.6	0.0	6.4
	Street Markets	0.4	0.0	0.6	-1.0	0.0	0.0
Division Total		20.1	3.4	16.7	-10.2	-7.8	22.2
Planning	Planning	2.4	0.0	0.4	-2.1	0.0	0.7
Division Total		2.4	0.0	0.4	-2.1	0.0	0.7
Regeneration	Regeneration	0.1	0.0	0.0	0.0	0.0	0.1
	Capital Programme Delivery	0.6	0.0	0.3	-0.4	0.0	0.5
	Commercial & Investment	0.1	0.0	0.3	0.0	0.0	0.4
	Estate Compliance	1.2	0.3	36.1	-36.1	-1.8	4.2
	Highways & Transport	1.6	0.0	4.4	-2.7	0.0	3.4
	Property Strategy	1.7	0.0	4.1	-6.4	0.0	-0.6

Division	Service	Staffing Costs £m	Internal Recharge (Exp) £m	Running Costs £m	External Source £m	Internal Recharge (Inc) £m	Total £m
Division Total		5.4	0.4	45.2	-41.1	-1.8	8.0
Strategic Housing	Housing	0.1	0.0	0.0	0.0	0.0	0.1
	Housing Needs	2.2	2.6	10.9	-12.0	0.0	3.7
	Housing Partnership & Development	0.6	0.0	0.0	-1.4	0.0	-0.7
	No Recourse To Public Funds Team	0.4	0.0	0.0	0.0	0.0	0.4
	Private Sector Housing	1.9	1.0	12.1	-13.6	0.0	1.5
Division Total		5.3	3.6	23.1	-26.9	0.0	5.0
Total		33.4	7.3	85.4	-80.3	-9.9	35.9

5. CAPITAL PROGRAMME

5.1. The Authority's Capital Programme

Table 17 shows the Council's proposed Capital Programme for 2020/21 to 2022/23

Table 17: 2020/21 to 2022/23 Capital programme

Major Projects over £2m	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
GENERAL FUND				
Schools - School Places Programme	10.5	4.1	1.5	16.1
Schools – Minor Works Capital Programme	0.1			0.1
Highways & Bridges - LBL	2.5	2.5	2.5	7.5
Highways – Others	0.8			0.8
Catford town centre	3.7	1.1		4.8
Asset Management Programme	1.7	2	2.5	6.2
Broadway Theatre – Repairs & Refurbishment	1.8	1.9		3.7
Lewisham Library – Repairs & Refurbishment	1.0	2.0	0.5	3.5
Old Town Hall – Repairs & Refurbishment	3.0	0.9		3.9
Lewisham Homes – Property Acquisition	3.0			3.0
Disabled Facilities Grant	1.6			1.6
Private Sector Grants & Loans	1.7	0.6		2.3
Fleet Replacement Programme	8.1	0.8	0.8	9.7
Beckenham Place Park	0.6			0.6
Edward St. Development	9.0	8.4		17.4
Ladywell Leisure Centre Development Site	1.1	0.7	0.1	1.9
Traveller's Site Relocation	2.1	1.7		3.8
Other Schemes	5.8	0.9	0.7	7.4
	58.1	27.6	8.6	94.3
HOUSING REVENUE ACCOUNT				
Building for Lewisham Programme	97.5	164.6	89.6	351.7
HRA Capital Programme	37.2	30.6	42.2	110.0
Other Schemes	1.6	0.9	1.0	3.5
	136.3	196.1	132.8	465.2
TOTAL PROGRAMME	194.4	223.7	141.4	559.5

5.2. Further description about major capital programmes

Further description about the Council's major capital programmes are provided below.

Schools – School Places Programme

Primary place demand has levelled off recently across London and the priority for school place delivery has shifted mainly to Special Educational Need and Disability provision. Four schemes are currently in development or delivery, and due for completion over the next 3 years to 2022. They include:

- Works to Ashmead Primary in Brockley to expand from one to two forms of entry. Works commenced in April last year and are due to be completed by summer this year. The project will deliver a new standalone block adjacent to Lewisham Way, improved landscaping within the site and a new entrance and enhanced public realm area to the South of the site.
- Greenvale School, in Whitefoot ward, is Lewisham's community special school for children and young people between the ages of 11 and 19 years who have significant learning difficulties. A new satellite facility to accommodate an additional 93 students will be constructed on the site of the former Brent Knoll building in Perry Vale. The design stage is currently underway, and works are expected to commence onsite later this year.
- New Woodlands, in Downham Ward, is a special school which supports children from 5 to 16 who have Social, Emotional and Mental Health (SEMH) special educational needs. The school recently began admitting Key Stage 4 students, and works to expand the facility were substantially completed over the summer holidays last year, ensuring that the school can provide a full curriculum. The works included minor remodelling and refurbishment of the existing building, provision of a new food technology practical room, and improvements to existing landscaping and external play areas. The final works to the boundary treatment will be carried out later this year.
- Watergate is Lewisham's primary special school for children between the ages of three and eleven years who have severe learning difficulties, located in Bellingham Ward. Approval has been granted to expand the school by 59 places through the construction of a new teaching block on the existing site. A feasibility has been conducted and is currently being reviewed with a view to commencing design work this year.

Highways & Bridges

The Council continues to invest resources in maintaining its 397km of highway borough roads, most notably through its annual programme of carriageway and footway resurfacing works. The budget for carriageways has allowed 70 roads (or part of a road) to be resurfaced each year. Until 2017, the majority of these roads were those in the worst condition and categorised as "Red" – lengths of road in poor overall condition and in need of immediate further engineering assessment and planned maintenance. In 2019/20 resurfacing to 72 roads (or part of road) to around 22km of roads funded from the Council's Capital programme and other external sources was carried out. As a result of this carriageway resurfacing programme, the

focus has moved to works to roads classified with the Condition Index of “Amber” – lengths of road which, without a planned early intervention could result in further severe defects and move the Condition Index to “Red”. From a visual inspection survey in April 2019 there are around 54km of roads where the condition of part of these roads are either classified as “Red” or “Amber” and therefore will require resurfacing works. There is an ongoing resurfacing maintenance commitment because the condition of the carriageways deteriorate through wear, age, excavations and failures.

The proposal is that in 2020/21 approximately 38 roads (18 categorised as “Red”) will be resurfaced. The balance of focus is to move towards footways works where there are approximately 70 roads where major sections of the footways are categorised as “Red” and a further 220 roads classified as “Amber”. The proposal is to carry out essential footway replacement works in 2020/21 in approximately 26 roads which are predominantly classified as in “Red” or “Amber” condition.

The Council’s long-term investment strategy is taking effect, as since 2013 the number of annual insurance claims against the Council for carriageway defects has reduced by approximately 50%.

Catford Town Centre

Architects Studio Egret West are working with officers to develop a master plan to guide the regeneration of the Town Centre. The plan will be completed by Autumn 2020 and will form the basis of any future plan for the Town Centre along with input from Viability Assessors, Construction Programme Advisors and an independent Planning Consultant. The Masterplan will be used as an evidence base for the emerging Local Plan.

Work is also continuing with TfL on the agreed proposal to realign the South Circular A205 through the Town Centre. Greater London Authority (GLA) Housing Infrastructure Funding (HIF) of £10m has been secured on condition that the road is delivered by TfL. Subject to an approved design, construction work is expected to start in 2023.

Meanwhile, the engagement activity of Team Catford has continued to build on the programme of social engagement started in 2016. The Team’s work is expected to continue through the development of the master plan and beyond. It is expected that the draft Masterplan will be presented to M & C in summer. Subject to this being endorsed the next step would involve public consultation with a return to M & C thereafter to seek approval to endorse the final version in the autumn.

Asset Management Programme

Funding from the Asset Management Programme (AMP) has continued to support reactive and much needed capital works across the operational corporate estate. This has included fabric works such as roof replacement and mechanical works; including, boiler replacements and lift repairs across the estate of approximately 90 buildings and sites. More recently, the programme has funded works to the Civic Suite, Registry Office and some essential works as part of the main Laurence House refurbishment programme. A full condition survey of the corporate estate has

recently been completed. The results will help define the future investment need of the estate and underpin the use of the AMP capital programme funding for future years.

Broadway Theatre

A recent condition survey of the Broadway Theatre building showed that the building is currently not fully compliant in a number of areas. Urgent work is required to address key risk areas of building failure. Permanent closure of the theatre is a significant risk if these urgent works are not carried out.

Mayor & Cabinet agreed in March 2020 to procure a Principle Contractor to undertake these works which include a full rewire, new emergency lighting and a new fire alarm system. In addition further works will be undertaken to enhance the accessibility of the theatre, including reconfiguring WCs and a new fire evacuation lift. Whilst the theatre is closed further decoration, external works, mechanical improvements, technical equipment upgrades and improving the 'get in' for the theatre will be undertaken.

The works will likely commence in late 2020 and will take around a year to complete. The theatre will be closed for the duration of the works.

Lewisham Library

The roof of the library is in urgent need of repair. This was identified as part of recent condition survey of the building which also highlighted a number of key areas of failing across the building structure and M&E services. The roof's condition puts the entire building fabric and services at risk.

The report also found the mechanical and public health services (MEPH) within the building are generally at or past their life expectancy. The general condition of all elements is poor with some obvious signs of deterioration and failures including hot water plant and ventilation systems. In addition, the two lifts serving the building requires major overhaul.

Mayor and Cabinet agreed that officers look at options that will sustain the library service provision into the future. A number of options are currently being explored which includes the nearby Library Resource Centre site in Hither Green. A key option is the redevelopment of both sites to provide a new purpose built library with some housing. A number of very high level scenarios are being developed but there is estimated investment required of £3.5m for the most viable option.

Old Town Hall

Officers are developing a programme of investment works for the Old Town Hall. The investment will address immediate health and safety as well as compliance requirements of the building. It will secure the continued use of the building by Lewisham Homes and other tenants for the medium term while plans for future office accommodation continue to be developed and delivered as part of the Catford Town Centre Masterplan.

The investment will address works in the following areas: roof; windows; welfare (toilet refurbishment); fire doors; heating and ventilation; drainage and soil stack; lighting improvements; flooring; general repairs and some internal and external improvements. Lewisham Homes, who currently occupy over 60% of the building have also expressed a desire to capitalise on the proposed works to improve the general office environment for their staff. The proposed works will be carried out in the 2020/21 financial year.

Lewisham Homes – Property Acquisition

This funding supports the delivery of the Lewisham Homes acquisitions programme that secures properties for temporary accommodation for homeless households, making a saving on the Council's spend on bed & breakfast accommodation. In addition these acquisitions are building the supply of social rent and shared ownership homes for Lewisham residents.

Fleet vehicle replacement

This budget will finance the replacement of 75 vehicles in the Council's fleet in order to meet the approaching Low Emissions Zone (LEZ) changes in October 2020.

Edward Street

Edward St will provide 34 new high-quality temporary accommodation homes for local families in housing need. Start on site planned in 2020 following tender and contractor appointment.

Ladywell Leisure Centre Development site

The redevelopment of the former Ladywell Leisure Centre Site continues to progress with a planning application due to be submitted later in 2020. This mixed-use development will see over 200 new homes come forward and will be the largest residential development that the Council has directly delivered. In 2019, a budget of £2.55m was approved by Mayor and Cabinet to take the scheme forward to planning and to fund the feasibility of the relocation of PLACE/Ladywell.

Traveller's site relocation

The latest site search for a Gypsy and Traveller site has identified a site at Pool Court as the most appropriate location to develop a new Gypsy and Traveller site for the borough. The construction cost of the 6-pitch site is estimated at £1.8m including design fees and other costs.

A section of the identified site is owned by Network Rail and the rest by the Council. The acquisition cost of the Network Rail section of the site is estimated at up to £2m. The Capital programme already has an allocation of circa £1.1m, including historic GLA grant, to support the scheme. The total cost for the development of the Pool Court site to provide 6 pitches to meet the Gypsy and Traveller Housing need is approximately £3.8m, with additional budget of £2.7m now allocated in the plan.

Building for Lewisham Programme update

The Building for Lewisham (BfL) programme supersedes the Housing Matters Programme. In January 2020, the Mayor and Cabinet approved recommendations to advance and expand the Council's housebuilding programme to meet the corporate objectives set for the period between 2018 and 2022. The M&C paper sets out the context for the capital programme budget identified in this report.

The BfL programme will deliver a significant proportion of new council housing for the borough. Funding has currently been agreed for the continuation of the former New Homes Better Places programme and for a series of additional infill sites. In addition, funding for feasibility and preparation of planning and tender information for major strategic projects at Ladywell and Achilles Street Estate has been allocated; as well as funding for wider feasibility studies for sites across the borough.

Whilst the majority of this programme will be funded from the Housing Revenue Account, a number of sites currently sit within the General Fund. These are detailed elsewhere in this report.

The Council, via its development agent, Lewisham Homes, will also be investigating acquisition opportunities on land and sites from the market. These schemes offer an opportunity to deliver more homes on an expedited timescale and potentially can provide cross-subsidy for the directly delivered sites within the BfL programme.

The current consolidation of the BfL programme notes funding for 1,422 new homes across a mix of tenures. This has been modelled over a 40 year period and has been inflation-adjusted accordingly. However, the assumptions used in this report represent an over-programming of developments and not all developments modelled will necessarily come forward. Therefore, this represents the most budget-intensive scenario. The financial and programme risk associated with the BfL programme will be monitored closely and mitigations implemented accordingly. Should any material changes to this budget be required, approval from Members will be sought.

The programme is supported by grant funding from the GLA via the Building Council Homes for London Programme. Plans model this as providing £37.7m at a rate of around £100,000 per social unit. In addition to this, the Council will continue to subsidise the programme with the use of Right to Buy 1-4-1 receipts.

The majority of spend for the remainder of 2019/20 relates to feasibility and planning application preparation for the new homes programme and delivery of a number of schemes by Lewisham Homes on site. Around 340 new social homes are forecast to achieve planning permission or start on site in 2020.

HRA Capital Programme

Lewisham Homes are responsible for ensuring council owned stock under their management is brought up to and maintained to a decent homes level, covering both internal and external works. Lewisham Homes are leading on the delivery of the programme (under delegated powers) in consultation and agreement with the Council. A full stock condition survey is currently underway. This will be used to identify and prioritise the capital works required.

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 14,177 dwellings.

The average rent for a Council dwelling in 2020/21 is £97.54 per week. This is an average increase of £2.56 from the 2019/20 revised average, an increase of 2.7%.

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	57%
Fees and charges	5%
Government Grant	7%
Internal Sources	31%

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

Table 16: HRA Budget Summary

2020/21 Budget	Total
Expenditure	£m
Staffing Costs	1.1
Running Costs (includes transfer to reserves)	69.7
Internal Recharges	1.9
Capital Charges	69.6
Total Expenditure:	142.4
Income	
External sources	-98.9
Reserve drawdown	-43.5
Total Income	-142.4
Net Budget 2020/21	0.0