



Corporate Budget Book 2021-22



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1. INTRODUCTION

Lewisham Council agreed its 2021/22 budget at the Council meeting held on the 3rd March 2021. 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 2021/22. 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 2021/22, the Council's net revenue General Fund budget is £243.1m (£248.7m in 2020/21).

The proposed Capital Programme (General Fund and Housing Revenue Account) budget for 2021/22 to 2023/24 is £517.5m. This is financed through the General Fund (£101.7m) and Housing Revenue Account (£415.8m) 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 2021/22. 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 2021/22 is £243.1m (2020/21 was £248.7m). 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.

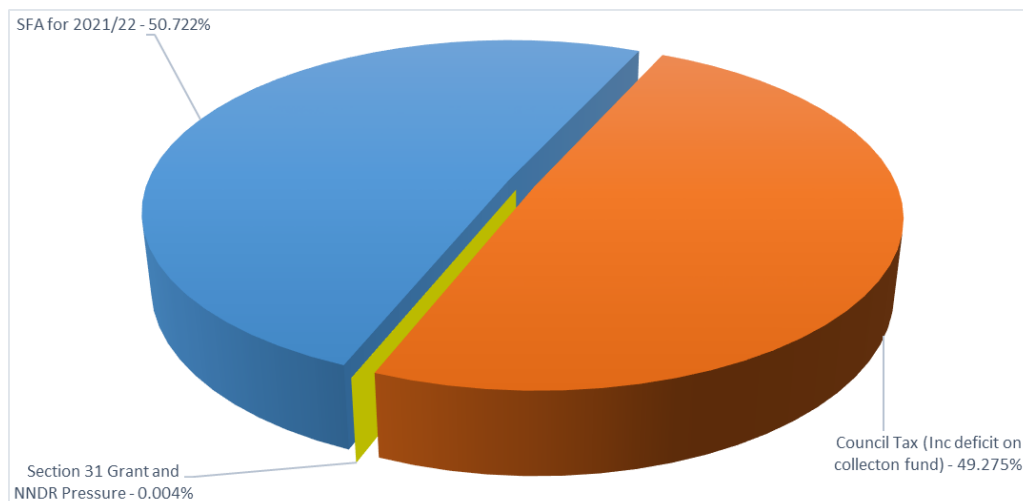
Table 1 shows the funding sources for 2021/22 which finance the general fund services.

Table 1: 2021/22 Funding Sources*

Detail	Income £m	% of Budget
<i>RSG for 2021/22</i>	28.0	11.5%
<i>BFL (Baseline Funding Level)</i>	95.3	39.2%
Total SFA for 2021/22	123.3	50.8%
Council Tax 2021/22	122.3	50.3%
Deficit on Collection Fund	(2.5)	-1.0%
NNDR Pressure	(1.0)	-0.4%
Section 31 – Business rates& Growth	1.1	0.4%
2021/22 Funding	243.1	

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

Chart 1: 2021/22 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.

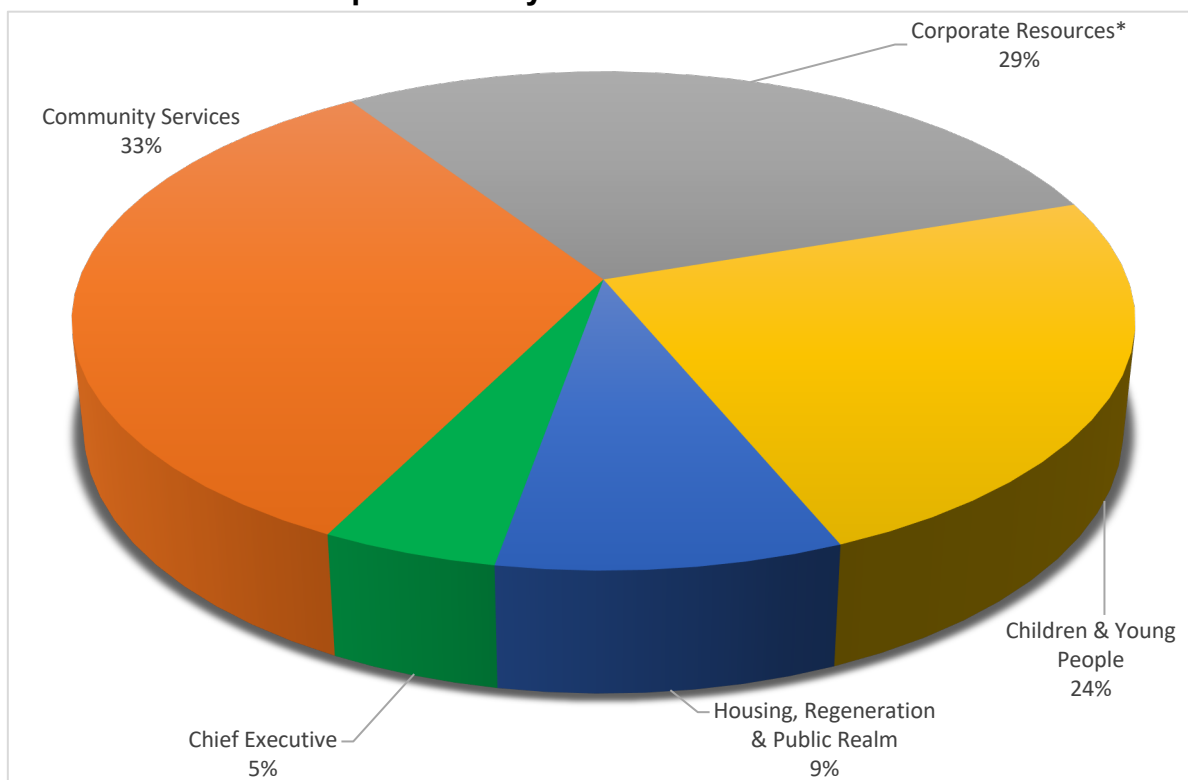
Table 2 shows the net expenditure budgets by Directorate, with a comparison to the prior year's final budget position.

Table 2: Net Expenditure Budget by Directorate

Directorate	2021/22 £m	2020/21 £m	Change £m	Change %
CEX	11.2	12.0	(0.8)	-6.8%
COM	81.1	89.2	(8.1)	-9.1%
COR*	70.4	63.7	6.7	10.5%
CYP	58.4	60.6	(2.2)	-3.7%
HRPR	21.9	23.1	(1.2)	-5.1%
Budget	243.1	248.7	(5.6)	-2.3%

*Including Corporate Items

Chart 2: 2021/22 Net Expenditure by Directorate



**including Corporate Items*

3.2. Paying for General Fund Services

The Council's 2021/22 gross revenue expenditure budget is £1,256.8m as at 1 April 2021.

The Council's gross income from fees & charges and other specific grants is £1,013.7m. These are netted off the gross expenditure of £1,256.8m to arrive at the Council's 2021/22 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: 2021/22 Directorate Budget Summary

Directorate	Gross Expenditure £m	Gross Income £m	Net £m
CEX	12.0	(0.8)	11.2
COM	174.9	(93.8)	81.1
COR*	250.9	(180.5)	70.4
CYP	730.8	(672.4)	58.4
HRPR	88.2	(66.3)	21.9
Budget	1,256.8	(1,013.7)	243.1

**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 2021/22 Gross Income

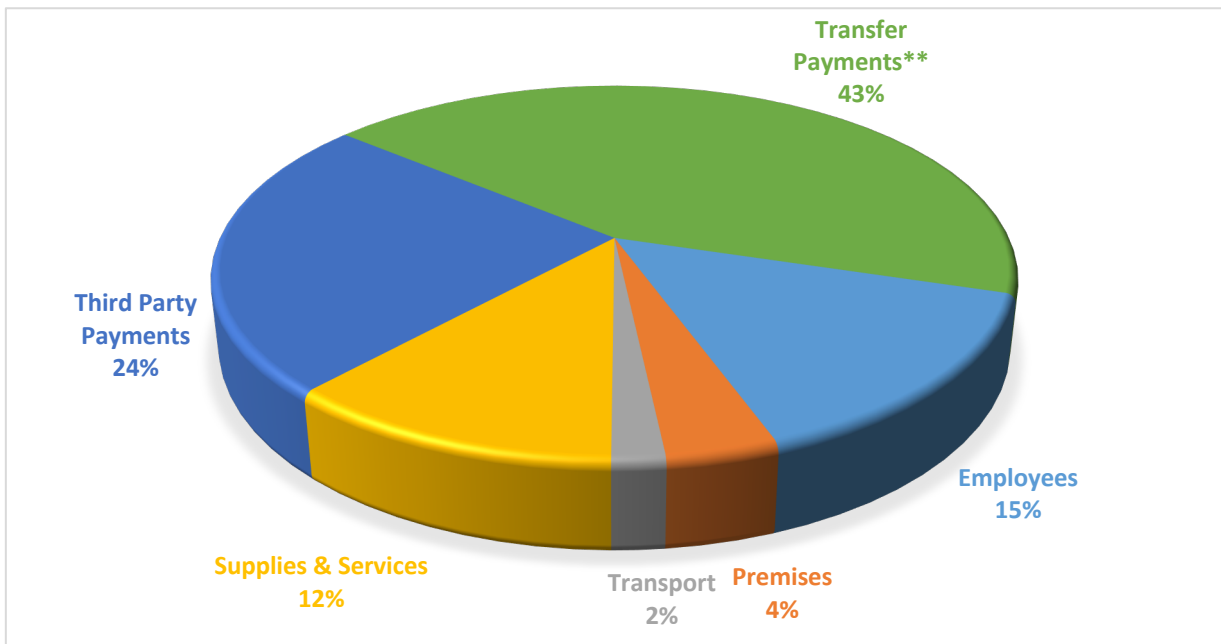
Description	£m
Dedicated Schools Grant (DSG)	313.0
Pupil Premium	11.9
Public Health Grant	25.2
Housing Benefits	151.0
Other Government Grants (incl. Social Care Grant & Improved Better Care Fund)	66.2
Government Grants Income	567.3
Fees and Charges	21.0
Better Care Fund (BCF)	9.0
Interest and Item 8 HRA	5.8
Rent	30.4
Internal Recharges	305.5
Other Income	74.7
Total Gross Income	1,013.7

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 CIPFA categories

Chart 3: Gross Directorate Expenditure by CIPFA categories*



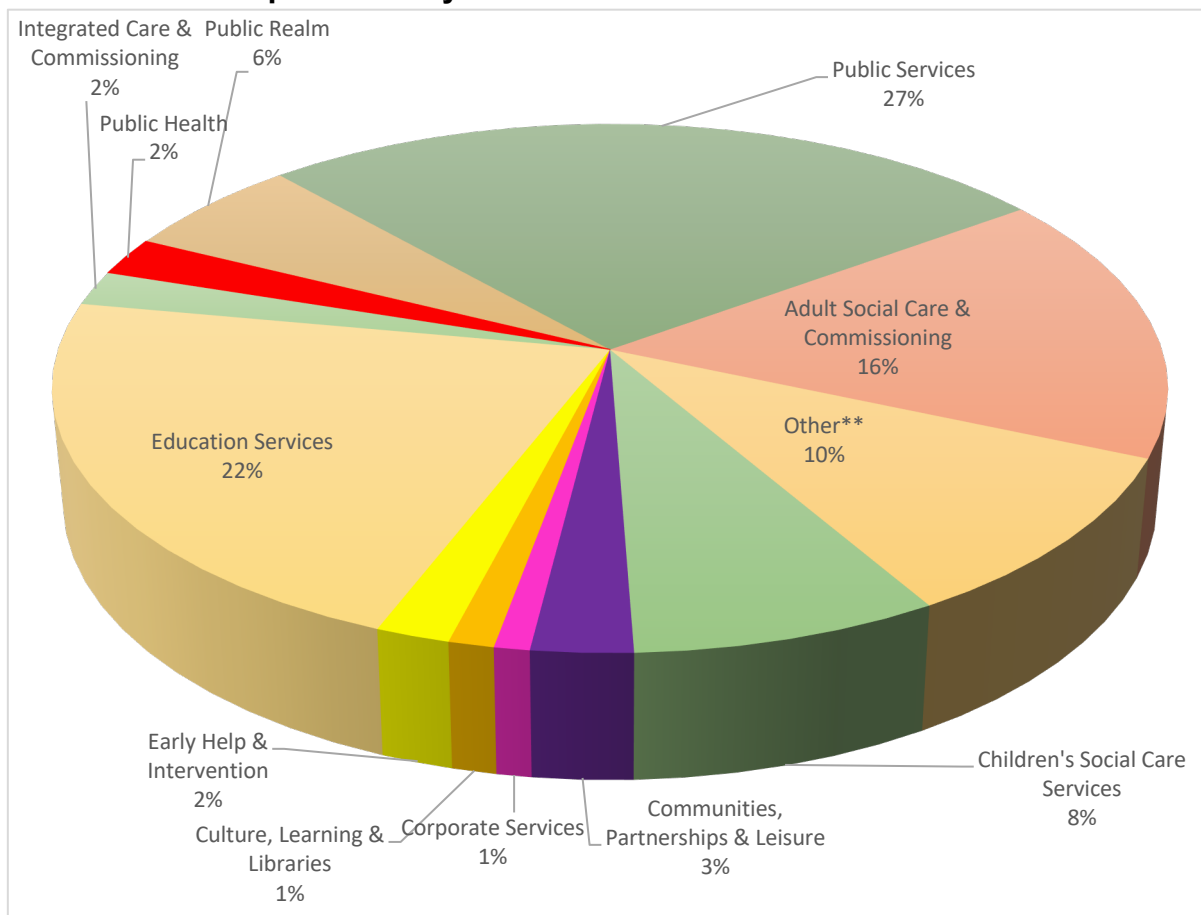
* Excluding corporate items

**83% of the transfer payments represent grants Housing benefits being transferred to claimants and DSG being transferred to schools.

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*

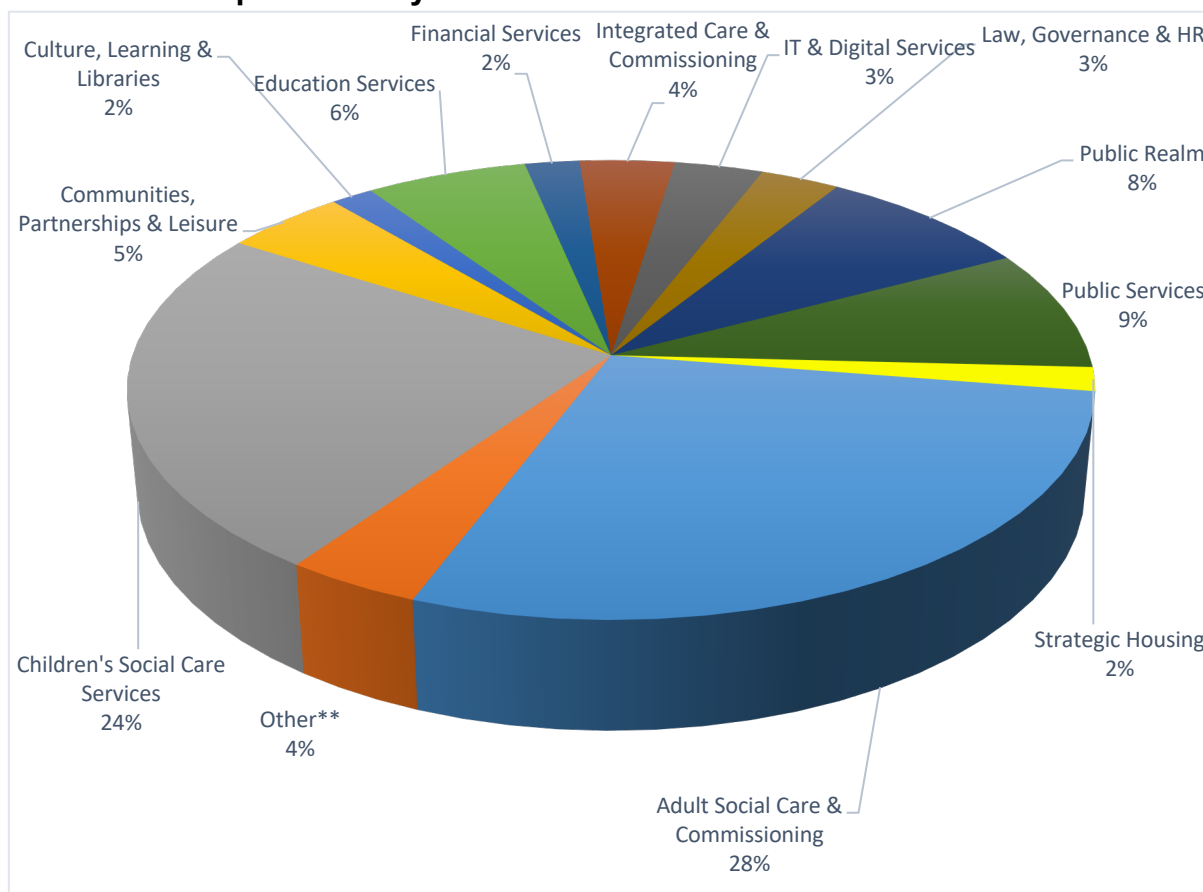
***Other include:- Financial Services, Law, governance & HR, Strategic Partnership & Improvement, Strategic Housing, Planning, , Inclusive Regeneration, Corporate Policy & Governance, Corporate Services, Executive office, Chief executive and Reserves.*

3.4.2. Net Expenditure

In contrast to the percentage spilt of gross expenditure, the highest expenditure area of net expenditure is Adult Services, excluding corporate overheads, which is responsible for 28% of the Council’s net budget. This is followed by Children’s Services responsible for 24% of the net budget.

The chart below shows the percentage split of the Councils 2021/22 Net Expenditure Budget by Division.

Chart 5: Net Expenditure by Division*



*Excluding schools and Corporate Items

**Other include:- Strategic Partnership & Improvement , Planning, Public Health, Inclusive Regeneration, Corporate Policy & Governance, Corporate Services, Executive office, Chief executive and Reserves.

3.5. Changes between the 2020/21 and 2021/22 budgets

Tables 5 and 6 below show the budget changes made to the 2020/21 budget in computing the 2021/22 budget:

- At the Council level; and
- By Directorate.

Table 5: 2021/22 Net Budget Changes at Council Level

Description	£m
2020/21 Budget	248.7
Changes made:	
Cuts	(22.6)
Pressures & other risks	8.0
Inflation management	1.3
Other Movements	7.7
2021/22 Budget	243.1

Table 6: 2021/22 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
2020/21 final budget position	12.0	89.2	63.7	60.6	23.1	248.7
Changes:						
Cuts	(0.8)	(12.3)	(3.7)	(2.6)	(3.1)	(22.6)
Pressures & other risks	0.0	0.7	5.3	0.4	1.7	8.0
Inflation management	0.0	0.0	1.0	0.0	0.3	1.3
Other Movements	0.0	3.5	4.2	0.0	0.0	7.7
2021/22 Budget	11.2	81.1	70.4	58.4	21.9	243.1

**Including Corporate items*

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 2021/22 Budget Summary by Directorate

2021/22 Budget	CEX £m	COM £m	COR £m	CYP £m	HRPR £m	Corporate Items £m	Total £m
Expenditure							
Employees	9.6	33.9	23.7	36.5	30.2	0.0	133.9
Premises	0.0	2.6	3.1	2.1	27.3	0.0	35.1
Transport	0.0	0.5	9.8	3.1	3.3	0.0	16.7
Supplies & Services	2.3	23.2	12.1	60.7	8.4	19.5	126.1
Third Party Payments	0.1	100.8	0.9	105.7	13.2	0.0	220.7
Transfer Payments	0.0	12.0	156.4	229.2	0.0	0.0	397.7
Internal Recharges	0.0	2.1	1.0	293.5	5.8	0.0	302.3
Other Operating Expenditure	0.0	0.0	(0.7)	0.0	0.0	25.1	24.4
Total Expenditure	12.0	174.9	206.3	730.8	88.2	44.6	1,256.8
Income							
Recharge Income	(0.2)	(1.5)	(12.4)	(285.0)	(6.5)	0.0	(305.5)
Government Grants	0.0	(40.0)	(155.5)	(367.3)	(4.8)	0.0	(567.5)
Other Controllable Income	(0.6)	(52.4)	(6.0)	(8.7)	(55.1)	(6.6)	(129.3)
Corporate Funding	0.0	0.0	0.0	(11.4)	0.0	0.0	(11.4)
Total Income	(0.8)	(93.8)	(173.9)	(672.4)	(66.3)	(6.6)	(1,013.7)
Net Budget 2021/22	11.2	81.1	32.4	58.4	21.9	38.0	243.1

4.1. DIRECTORATE FOR CHIEF EXECUTIVE (CEX)

Directorate Description

The Chief Executive's directorate works with the Mayor and Cabinet to ensure the Council's strategic objectives (as set out in the Corporate Strategy) are achieved. The activities of the directorate span the whole organisation and 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.

4.1.1. Assistant Chief Executive Division

The Assistant Chief Executive Division covers a range of support functions including Policy and Performance, Organisation Development, Communications, 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.

4.1.2. Law, Governance & Human Resources Division

The Law Governance & HR Division includes legal advice and support to the Council in respect of contracts, planning, education, children and employment. It also includes Governance and Human Resources support to the Council. The Human Resources service area covers all areas involving employees such as recruitment, employee contracts, training and occupational health.

4.1.3. 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: 2021/22 Budget Summary by Division - £'000

2021/22 Budget	Assistant Chief Executive	Law, Governance & HR	Total
Expenditure			
Employees	4,206	5,397	9,603
Premises	0	11	11
Transport	2	4	5
Supplies & Services	597	1,655	2,251
Third Party Payments	0	83	83
Transfer Payments	0	0	0
Internal Recharges	13	15	28
Other Operating Expenditure	0	0	0
Total Expenditure	4,817	7,164	11,981
Income			
Recharge Income	0	(181)	(181)
Government Grants	0	0	0
Other Controllable Income	(76)	(517)	(593)
Total Income	(76)	(699)	(775)
Net Budget 2021/22	4,741	6,466	11,207

4.1.4. CEX Overall Summary by Service

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

Table 9: 2021 Budget Summary by Service Area - £'000

Division	Service	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable	Total
Assistant Chief Executive	Assistant Chief Executive	180	0	0	0	0	0	0	0	0	0	0	180
	Communications	717	0	0	238	0	0	1	0	0	0	(76)	880
	Executive Support	1,042	0	1	280	0	0	1	0	0	0	0	1,324
	Mayor's Office	454	0	0	5	0	0	9	0	0	0	0	468
	Organisational Development	195	0	0	0	0	0	0	0	0	0	0	195
	Overview & Scrutiny	264	0	0	26	0	0	2	0	0	0	0	291
	Performance & Policy	1,256	0	1	48	0	0	0	0	0	0	0	1,305
	Programme Management Office	97	0	0	0	0	0	0	0	0	0	0	97
Division Total		4,206	0	2	597	0	0	13	0	0	0	(76)	4,741
Law, Governance & HR	Committee Business	225	0	0	1,070	0	0	2	0	0	0	0	1,296
	Director Of Law, Governance & HR	180	0	0	0	0	0	0	0	0	0	0	180
	Electoral Services	392	0	0	75	83	0	6	0	0	0	(8)	549
	HR Operations	2,461	0	0	345	0	0	2	0	(136)	0	(72)	2,600
	Law	2,139	11	4	165	0	0	5	0	(45)	0	(438)	1,841
Division Total		5,397	11	4	1,655	83	0	15	0	(181)	0	(517)	6,466
Total		9,603	11	5	2,251	83	0	28	0	(181)	0	(593)	11,207

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.

Culture, Learning and Libraries

The Culture, Libraries and Learning directorate comprises of:

- Culture: The Broadway Theatre, a range of cultural and community development activity, Borough of Culture 2022
- Libraries
- Adult Learning Lewisham (ALL)

The Division has a strong focus on unlocking the potential of individuals and communities through learning, engagement and cultural development.

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).

Communities Partnerships and Leisure

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

The Division brings 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

In November 2020 the Green Scene and Sports and Leisure elements were merged to create a new Parks, Sports and Leisure Service.

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: 2021/22 Budget Summary by Division – £'000

2020/21 Budget	Adult Social Care & Commissioning	Communities, Partnerships & Leisure	Culture, Learning & Libraries	Integrated Care & Commissioning	Public Health	Strategy Partnership & Improvement	Total
Expenditure							
Employees	19,585	5,368	6,087	1,306	860	664	33,869
Premises	273	1,742	424	110	2	1	2,551
Transport	454	6	5	6	5	0	476
Supplies & Services	4,194	7,325	1,238	9,986	166	254	23,162
Third Party Payments	78,760	3,441	345	2,935	15,269	67	100,818
Transfer Payments	11,996	0	0	0	0	0	11,996
Internal Recharges	1,019	264	51	634	0	93	2,061
Other Operating Expenditure	0	0	0	0	0	0	0
Total Expenditure	116,281	18,146	8,149	14,976	16,302	1,078	174,932
Income							
Recharge Income	(556)	(454)	(116)	(304)	0	(33)	(1,463)
Government Grants	(15,667)	(2,030)	(23)	(5,152)	(17,107)	0	(39,979)
Other Controllable Income	(40,311)	(5,715)	(4,552)	(1,776)	0	(16)	(52,371)
Total Income	(56,534)	(8,199)	(4,692)	(7,231)	(17,107)	(49)	(93,812)
Net Budget 2021/22	59,747	9,947	3,457	7,745	(805)	1,029	81,120

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: 2021/22 Budget Summary by Service Area - £'000

Division	Service	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
Adult Social Care & Commissioning	Adult Social Care Modernisation & Transformation	284	0	0	1,740	21	0	0	0	0	(15,234)	(2,207)	(15,396)
	Adults Social Care Resources	0	0	0	92	0	0	0	0	0	0	(60)	32
	AWLD & Transitions	1,063	0	4	0	0	0	0	0	0	0	0	1,068
	Community Mental Health	2,494	0	18	63	6,279	0	0	0	0	0	(2,067)	6,788
	Early Help & Safeguarding	2,151	0	0	284	0	0	184	0	0	(73)	(544)	2,003
	Integrated Neighbourhoods	4,281	0	0	0	0	0	0	0	(524)	0	(2,753)	1,004
	Internal Provider Services	4,454	10	10	298	102	0	141	0	(32)	0	(3,452)	1,531
	Joint Health & Social Care Services Manager Therapies	345	0	0	0	50	0	0	0	0	0	0	395
	Joint Health & Strategic Flow	1,535	0	0	0	50	0	0	0	0	0	(1,388)	197
	Joint Health And Social Care	0	0	0	0	0	0	0	0	0	0	0	0
	Packages, Placements And Carers	0	263	291	1,591	72,257	11,996	694	0	0	(350)	(27,385)	59,356
	Principal Social Work & Advance Practitioners	242	0	0	0	0	0	0	0	0	0	0	242
	Safe Guarding Quality Assurance	251	0	0	10	0	0	0	0	0	(10)	0	252
	Safeguarding	168	0	0	39	0	0	0	0	0	0	(97)	110
	Service Development And Improvement Unit	2,315	0	131	77	0	0	0	0	0	0	(357)	2,166

Division	Service	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
Division Total		19,585	273	454	4,194	78,760	11,996	1,019	0	(556)	(15,667)	(40,311)	59,747
Communities, Partnerships & Leisure	Community Safety	2,276	28	5	1,145	46	0	41	0	(275)	(669)	(756)	1,841
	Green Scene	1,115	791	0	145	2,501	0	101	0	(179)	0	(1,138)	3,335
	Head Of Bereavement Services	1,110	15	0	202	666	0	38	0	0	0	(2,381)	(350)
	Leisure	202	657	1	208	0	0	0	0	0	0	(296)	772
	Leisure PFI	0	72	0	2,469	0	0	0	0	0	(1,361)	(491)	690
	Voluntary And Community Sector Grants & Assemblies	664	179	1	3,157	228	0	84	0	0	0	(654)	3,659
Division Total		5,368	1,742	6	7,325	3,441	0	264	0	(454)	(2,030)	(5,715)	9,947
Culture, Learning & Libraries	Adult Learning Lewisham (All)	3,612	41	2	357	35	0	31	0	(101)	(23)	(3,953)	0
	Arts Service Group	0	0	0	35	0	0	0	0	0	0	(35)	0
	Broadway Theatre Group	212	9	0	247	0	0	3	0	(15)	0	(323)	132
	Cultural And Community Development	242	0	0	3	0	0	0	0	0	0	0	245
	Culture & Events	0	0	0	5	0	0	0	0	0	0	0	5
	Deptford Lounge	0	270	0	0	273	0	2	0	0	0	(165)	379
	Events	0	0	0	0	37	0	0	0	0	0	0	37
	Library & Information Service	2,021	104	2	592	0	0	16	0	0	0	(76)	2,659
Division Total		6,087	424	5	1,238	345	0	51	0	(116)	(23)	(4,552)	3,457

Division	Service	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
Integrated Care & Commissioning	Drug Action Team	0	0	0	3,415	0	0	200	0	0	(3,412)	(353)	(150)
	Joint Commissioning	554	108	5	383	2,915	0	434	0	0	(750)	(720)	2,929
	Prevention And Inclusion	752	1	1	32	0	0	0	0	0	(454)	0	332
	Supporting People	0	0	0	6,156	20	0	0	0	(304)	(536)	(703)	4,633
Division Total		1,306	110	6	9,986	2,935	0	634	0	(304)	(5,152)	(1,776)	7,745
Public Health	Health Protection	0	0	0	0	47	0	0	0	0	0	0	47
	National Child Measurement Programme	0	0	0	0	7,299	0	0	0	0	0	0	7,299
	NHS Health Check Programme	0	0	0	63	288	0	0	0	0	0	0	352
	Obesity	4	0	0	81	267	0	0	0	0	(56)	0	296
	Other Public Health Services	0	2	5	2	96	0	0	0	0	0	0	105
	Physical Activity	0	0	0	2	0	0	0	0	0	0	0	2
	Public Health Staffing Team	856	0	0	0	576	0	0	0	0	(16,864)	0	(15,432)
	Sexual Health	0	0	0	18	5,971	0	0	0	0	(187)	0	5,802
	Smoking And Tobacco	0	0	0	0	375	0	0	0	0	0	0	375
	Young Persons Health & Wellbeing Services	0	0	0	0	349	0	0	0	0	0	0	349
Division Total		860	2	5	166	15,269	0	0	0	0	(17,107)	0	(805)
Strategy Partnership & Improvement	Strategy & Resources	664	1	0	254	67	0	93	0	(33)	0	(16)	1,029

Division	Service	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
Division Total		664	1	0	254	67	0	93	0	(33)	0	(16)	1,029
Total		33,869	2,551	476	23,162	100,818	11,996	2,061	0	(1,463)	(39,979)	(52,371)	81,120

4.3. DIRECTORATE FOR CORPORATE SERVICES (COR)

Directorate description

The Corporate Resources directorate acts as the guardian of the Council's finances, providing financial management, advice and support as well as delivering resident-focused finance services and driving efficiencies across the organisation. The directorate is also responsible for the provision of high-quality digital, information and communication technologies which enable the Council to deliver services more effectively.

4.3.1. COR Division Description

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

Corporate Services

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 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.

Insurance & Risk

Insurance & Risk provide appropriate levels of insurance and risk management advice which ensure financial protection of the Council's 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.

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, 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

This service provides transportation for clients in Adult Social Care, Children with special needs and schools.

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 team manage a range of services such as responsive repairs, cleaning, security and utility contracts.

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: 2021/22 Budget Summary by Division - £'000 (excluding corporate items)

2021/22 Budget	Public Services	Corporate Services	IT & Digital Services	Financial Services	Executive Office	Reserves	Total
Expenditure							
Employees	15,353	1,812	1,375	4,933	213	0	23,686
Premises	3,002	100	0	0	0	0	3,102
Transport	9,829	7	0	3	0	0	9,839
Supplies & Services	1,350	4,386	5,379	992	24	0	12,131
Third Party Payments	364	51	492	0	0	0	907
Transfer Payments	156,415	0	0	0	0	0	156,415
Internal Recharges	922	3	0	36	0	0	961
Other Operating Expenditure	0	0	0	0	0	(725)	(725)
Total Expenditure	187,236	6,359	7,245	5,964	236	(725)	206,316
Income							
Recharge Income	(9,514)	(1,841)	0	(1,064)	0	0	(12,419)
Government Grants	(155,509)	0	0	0	0	0	(155,509)
Other Controllable Income	(4,231)	(1,312)	0	(433)	0	0	(5,976)
Total Income	(169,255)	(3,153)	0	(1,497)	0	0	(173,904)
Net Budget 2021/22	17,982	3,206	7,245	4,467	236	(725)	32,412

Division	Service	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
Financial Services	Head of Business Support	4,933	0	3	992	0	0	36	0	(1,064)	0	(433)	4,467
Division Total		4,933	0	3	992	0	0	36	0	(1,064)	0	(433)	4,467
Executive Office	Executive Office	213	0	0	24	0	0	0	0	0	0	0	236
Division Total		213	0	0	24	0	0	0	0	0	0	0	236
Resources Reserves	Resources Reserves	0	0	0	0	0	0	0	(725)	0	0	0	(725)
Division Total		0	0	0	0	0	0	0	(725)	0	0	0	(725)
Total		23,686	3,102	9,839	12,131	907	156,415	961	(725)	(12,419)	(155,509)	(5,976)	32,412

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.

Table 14 provides an overall summary of the types of income and expenditure by Division within the Children & Young People 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: 2021/22 Budget Summary by Division - £'000

2021/22 Budget	Children's Social Care Services	Education Services	Family Quality & Commissioning	Total
Expenditure				
Employees	18,023	14,321	4,194	36,538
Premises	1,723	252	152	2,126
Transport	380	2,672	20	3,072
Supplies & Services	4,014	55,464	1,194	60,672
Third Party Payments	25,759	72,173	7,735	105,667
Transfer Payments	5,237	224,011	0	229,248
Internal Recharges	54	293,411	0	293,465
Other Operating Expenditure	0	0	0	0
Total Expenditure	55,189	662,303	13,295	730,788
Income				
Recharge Income	(254)	(284,615)	(117)	(284,986)
Government Grants	(3,036)	(359,927)	(4,317)	(367,280)
Other Controllable Income	(543)	(7,045)	(1,090)	(8,678)
Corporate Funding	(7,889)	(2,440)	(1,100)	(11,429)
Total Income	(11,723)	(654,027)	(6,623)	(672,373)
Net Budget 2021/22	43,467	8,276	6,672	58,415

4.4.3. CYP Overall Summary by Service

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

Table 15: 2021/22 Budget summary by Service Area- £'000

Division	Service	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Corporate Funding	Total
Children's Social Care Services	Corporate Parenting	4,891	0	184	271	24,705	4,780	0	0	0	(2,965)	(92)	(4,974)	26,799
	Children Social Care Senior Management Team	654	17	67	874	0	300	2	0	0	0	0	(145)	1,768
	Early Intervention Service	0	0	0	0	0	0	0	0	0	0	0	0	0
	Family Social Work Service	3,314	120	37	1,430	691	153	0	0	0	(71)	0	(736)	4,938
	Principal Social Worker , Workforce Development & Business Support	2,357	0	2	56	0	0	0	0	0	0	0	(523)	1,892
	Quality & Improvement Referral And Assessment,	1,378	0	12	92	0	0	52	0	(30)	0	(202)	(306)	996
	Mash, Safe Space & Emergency Duty Team	5,428	1,586	79	1,293	363	5	0	0	(224)	0	(250)	(1,205)	7,074
Division Total		18,023	1,723	380	4,014	25,759	5,237	54	0	(254)	(3,036)	(543)	(7,889)	43,467
Education Services	Access, Inclusion & Participation	2,271	6	38	247	15	524	599	0	(3,290)	0	(92)	0	318
	Central Education Services	211	0	4	442	0	0	64	0	(302)	(12)	(173)	0	234
	Children With Complex Needs	4,286	0	2,621	815	27,467	30,149	2,309	0	(56,810)	0	(109)	(1,750)	8,980

Division	Service	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Corporate Funding	Total
	Early Years Quality & Sufficiency	969	0	1	3,883	3,632	15,951	69	0	(24,410)	0	(131)	0	(36)
	Education Catering	0	0	0	8,641	60	0	0	0	(5,671)	0	(3,030)	(690)	(690)
	Education Psychology & Sensory Support	1,657	0	4	47	0	0	0	0	(846)	0	0	0	861
	Head of Virtual School	866	0	0	8	797	0	11,108	0	(877)	(11,904)	0	0	(1)
	Lewisham Learning Needs	0	0	0	200	300	0	100	0	(100)	0	(300)	0	199
	Scheff: Governors Support	362	2	1	54	0	0	0	0	(279)	0	(16)	0	125
	School Place Planning	614	0	0	7	0	720	0	0	(721)	0	0	0	620
	Schools Human Resources Business	1,863	0	0	0	0	0	0	0	(830)	0	(1,124)	0	(90)
	SGM Estate Compliance	550	91	1	25,651	11	0	22	0	(460)	(25,623)	(0)	0	243
	Working With Vulnerable Children	623	0	2	0	0	3,966	0	0	(4,598)	0	0	0	(7)
	Schools	0	0	0	15,468	39,793	172,701	279,139	0	(185,309)	(322,427)	(1,846)	0	(2,479)
Division Total		14,271	99	2,672	55,464	72,076	224,011	293,411	0	(284,501)	(359,965)	(6,821)	(2,440)	8,276
Family Quality & Commissioning														
	CYP Joint Commissioning	1,890	150	0	358	6,677	0	0	0	(100)	(2,757)	(364)	(1,100)	4,754
	Troubled Families	400	0	0	742	0	0	0	0	0	(1,142)	0	0	0
	Youth Offending Service	1,904	2	20	94	1,058	0	0	0	(17)	(418)	(726)	0	1,918
Division Total		4,194	152	20	1,194	7,735	0	0	0	(117)	(4,317)	(1,090)	(1,100)	6,672
Total		36,488	1,974	3,072	60,672	105,570	229,248	293,465	0	(284,872)	(367,318)	(8,454)	(11,429)	58,415

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 service areas - Waste Management (refuse & recycling), Street Management (cleansing), Fleet, Parking, Highways and Transport, Environmental Health, and Markets.

Fleet 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 both domestic and commercial waste. It includes the disposal of fly tipping refuse, and the civic amenities service (otherwise known as 'the Dump'). In addition, animal welfare services are provided within this service area.

Highways and Transport

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.

Parking

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

Environmental Health

This service manages both the Environmental Protection Team and The Food and Safety Team which both deliver statutory functions across a wide range of legislation. 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 (foodborne and others), undertakes inspection and complaint work relating to certain licensed functions and also delivers low cost, accredited food hygiene training for food handlers working in London Borough of Lewisham.

Planning Division

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 Division

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.

Commercial & Investment Delivery

The service provides support to all of the service areas in the inclusive Regeneration Division. The service

- Manages and Administers the Street Naming and Numbering Service (SNN)
- Co-ordinates FOI / EIR requests, Members enquiries, Councillor Enquiries and General complaints for the division

Strategic Housing Division

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.
- Providing the Councils Energy and Sustainability Service

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: 2021/22 Budget Summary by Division - £'000

2021/22 Budget	Public Realm	Planning	Strategic Housing	Inclusive Regeneration	Customer Services Reserves & Provisions	Total
Expenditure						
Employees	17,564	3,560	4,178	4,689	213	30,205
Premises	958	0	23,666	2,693	0	27,317
Transport	3,232	5	11	16	0	3,263
Supplies & Services	6,216	369	1,074	703	0	8,362
Third Party Payments	12,854	0	291	94	0	13,239
Transfer Payments	0	0	0	0	0	0
Internal Recharges	2,139	5	3,556	9	126	5,835
Capital Charges	0	0	0	0	0	0
Other Operating Expenditure	0	0	0	0	9	9
Total Expenditure	42,963	3,939	32,776	8,204	348	88,230
Income	0	0	0	0	0	0
Recharge Income	(5,977)	0	0	(140)	(356)	(6,473)
Government Grants	(682)	0	(3,772)	(300)	0	(4,754)
Other Controllable Income	(18,629)	(3,218)	(25,480)	(7,749)	0	(55,075)
Total Income	(25,288)	(3,218)	(29,252)	(8,189)	(356)	(66,302)
Net Budget 2021/22	17,675	722	3,524	15	(8)	21,928

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: 2021/22 Budget summary by Service Area - £'000

Division	Service	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
Public Realm	Director Of Environment	169	0	0	0	0	0	0	0	0	0	0	169
	Environment Admin. Support	477	0	0	63	58	0	2	0	0	0	0	600
	Environmental Health & Trading Standards	1,044	1	0	483	0	0	5	0	(1)	(682)	(49)	801
	Fleet Services	892	3	3,218	315	2	0	18	0	(3,597)	0	(845)	6
	Highways & Street scene	1,711	646	11	2,967	769	0	16	0	(1,149)	0	(1,651)	3,320
	Parking Services	235	271	0	948	2,562	0	28	0	(25)	0	(11,407)	(7,388)
	Refuse Collection Service	5,798	0	0	684	483	0	1,552	0	(710)	0	(3,471)	4,337
	Strategic Waste Management	352	3	0	622	8,471	0	30	0	(70)	0	0	9,407
	Street Management	6,494	0	1	82	35	0	447	0	(340)	0	(302)	6,418
	Street Markets	394	34	1	52	474	0	41	0	(85)	0	(905)	5
Division Total		17,564	958	3,232	6,216	12,854	0	2,139	0	(5,977)	(682)	(18,629)	17,675
Planning	Planning	3,560	0	5	369	0	0	5	0	0	0	(3,218)	722
Division Total		3,560	0	5	369	0	0	5	0	0	0	(3,218)	722
Strategic Housing	Director Of Housing	138	0	0	0	0	0	0	0	0	0	0	138
	Housing Needs	1,911	10,200	2	602	122	0	2,572	0	0	(1,445)	(10,540)	3,424

Division	Service	Employees	Premises	Transport	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
	Housing Partnership & Development	109	0	1	11	0	0	1	0	0	0	(1,237)	(1,115)
	No Recourse To Public Funds Team	309	0	0	0	0	0	0	0	0	0	0	309
	Private Sector Housing	1,710	13,466	8	461	169	0	983	0	0	(2,327)	(13,703)	767
Division Total		4,178	23,666	11	1,074	291	0	3,556	0	0	(3,772)	(25,480)	3,524
Inclusive Regeneration	Building Inclusive Growth & Area Regeneration	1,251	0	0	316	0	0	5	0	0	(300)	(507)	765
	Director Of Regeneration	98	0	0	0	0	0	0	0	0	0	0	98
	Director Of Regeneration	224	0	0	0	0	0	0	0	0	0	0	224
	Sgm Capital Programme	2,198	2,693	13	169	16	0	1	0	0	0	(6,732)	(1,642)
	Sgm Commercial And Investment	143	0	2	172	0	0	2	0	0	0	(10)	308
	Strategic Development	776	0	1	47	78	0	1	0	(140)	0	(500)	263
Division Total		4,689	2,693	16	703	94	0	9	0	(140)	(300)	(7,749)	15
Customer Services Reserves & Provisions	Customer Services Management	213	0	0	9	0	0	0	0	(356)	0	0	(134)
	Reserves	0	0	0	0	0	0	0	126	0	0	0	126
Division Total		213	0	0	9	0	0	0	126	(356)	0	0	(8)
Total		30,205	27,317	3,263	8,371	13,239	0	5,709	126	(6,473)	(4,754)	(55,076)	21,928

5. CAPITAL PROGRAMME

5.1. The Authority's Capital Programme

The Council's proposed Capital Programme for 2021/22 to 2023/24 is currently £517.5m, as set out in Table 18:

Table 18: 2020/21 to 2023/24 Capital programme

Major Projects over £1m	2020/21	2021/22	2022/23	2023/24	3 year Total
	£m	£m	£m	£m	£m
GENERAL FUND					
Schools - School Places Programme	3.4	10.4	2.4	0.0	12.8
Schools – Minor Works Capital Programme	3.9	0.1	0.0	0.0	0.1
Schools - Other Capital Works	1.7	1.6	0.0	0.0	1.6
Highways & Bridges - TfL	1.3	0.0	0.0	0.0	0.0
Highways & Bridges - LBL	3.0	2.5	2.5	0.0	5.0
Highways - Others	1.5	0.8	0.1	0.0	0.9
Catford town centre	1.0	0.3	0.3	3.4	4.0
Asset Management Programme	1.5	2.8	2.5	0.0	5.3
Other AMP Schemes	0.7	0.9	0.0	0.0	0.9
Broadway Theatre - Works	0.4	4.8	1.7	0.0	6.5
Catford Phase 1 – Thomas Lane Yard / Catford Constitution Club'	0.1	0.6	2.6	0.0	3.2
Catford Station Improvements	0.1	0.3	1.0	0.1	1.4
Lewisham Gateway (Phase 2)	14.8	3.5	0.0	4.8	8.3
Beckenham Place Park	0.5	0.0	0.0	0.0	0.0
Beckenham Place Park (Eastern Part)	0.2	1.7	0.0	0.0	1.7
Lewisham Homes – Property Acquisition	0.0	3.0	0.0	0.0	3.0
Residential Portfolio Acquisition – Hyde Housing Ass.	2.9	0.0	0.0	0.0	0.0
Disabled Facilities Grant	0.4	2.1	0.0	0.0	2.1
Private Sector Grants and Loans	0.2	2.1	0.0	0.0	2.1
Edward St. Development	9.0	8.4	0.0	0.0	8.4
Achilles St. Development	0.8	1.0	0.0	3.6	4.6

Major Projects over £1m	2020/21	2021/22	2022/23	2023/24	3 year Total
	£m	£m	£m	£m	£m
Mayow Rd Development	0.6	6.6	1.1	0.1	7.8
Canonbie Rd Development	0.8	1.4	0.3	0.0	1.7
Ladywell Leisure Centre Development site (1,000 Homes Prog.)	0.1	2.7	0.0	0.0	2.7
Deptford Southern Sites Regeneration	2.6	0.3	0.0	2.1	2.4
Acquisition of Sydney Arms	0.0	3.8	0.0	0.0	3.8
Fleet Replacement Programme	7.0	0.8	0.8	0.8	2.4
Travellers Site Relocation	0.2	3.6	0.0	0.0	3.6
Other Schemes	4.9	4.1	1.3	0.0	5.4
TOTAL GENERAL FUND	63.6	70.2	16.6	14.9	101.7

HOUSING REVENUE ACCOUNT					
Building For Lewisham Programme	33.5	48.3	56.4	57.2	161.9
Creekside Acquisition	5.7	13.9	2.0	0.0	15.9
Ladywell Leisure Centre Development	4.5	15.4	43.4	27.7	86.5
Achilles St. Development	4.3	0.4	1.0	21.6	23.0
Mayow Rd Development	1.1	0.8	0.0	0.0	0.8
Decent Homes Programme	47.7	31.6	42.7	41.8	116.1
Other Schemes	3.5	3.6	4.0	4.0	11.6
	100.4	114.0	149.5	152.3	415.8
TOTAL PROGRAMME	164.0	184.2	166.1	167.2	517.5

5.2. Further description about major capital programmes

Schools

Places programme currently has four schemes, three for schools catering for children with special needs, currently in development and delivery over the next three years. They are:

- Expanding Ashmead Primary to two forms of entry
- New satellite facility at the former Brent Knoll site for 93 students of Greenvale school, Lewisham's community special school
- Remodelling and refurbishment of the New Woodlands school, a special school
- Review of plans for new teaching block at Watergate, Lewisham's primary special school, to accommodate 59 places.

Minor works programme is an ongoing programme of minor capital works to existing community school buildings, primarily relating to mechanical and electrical infrastructure and building fabric needs. The programme is grant funded by central government.

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 footway resurfacing programme aims to bring improvements to 17 roads where the Condition Index classifies as "Red" and thus in need of future works. Footways if the focus now the priority highway works have been completed.

For both highways and footways, once the red works are completed work will focus on the 'Amber' index alongside delivery of responsive repairs.

The replacement of the span for the Sydenham Park footbridge is in planning and the Council is working to secure a delivery plan agreement with Network Rail.

Regeneration and Place making

Catford Town Centre

The non-statutory public consultation process on the town centre framework commenced in November 2020. The Catford Town Centre Framework document will then be used as an evidence base for the emerging Local Plan.

Work with TfL has recommenced on the proposal to realign the South Circular A205. The Greater London Authority (GLA) Housing Infrastructure Funding (HIF) of £10m has been secured on condition that the road is delivered by TfL.

A series of public realm improvements to the areas around Catford stations aims to provide a better environment for movement around the stations in preparation for the recovery from the pandemic. Also with funding from the GLA in the form of the Good Growth Grant the refurbishment of the Catford Constitution Club (CCC) and the

development of a mixed-use scheme up to Planning stage on the T/Lane car park site to provide a mix of business units and up to 100 homes that would realise multiple regeneration benefits including: jobs retention, business creation and potential early housing delivery and can also support the Post-Covid19 recovery plan.

Officers are in further negotiations with the GLA on additional funding following a successful bid to the GLA for Get Building Funding of just under £1m to secure additional town centre improvement schemes including public realm improvements to the pedestrian area on Holbeach Road and a partnership project to provide a public sector hub in the Old Town Hall.

Old Town Hall

Officers are developing a programme of investment works for the Old Town Hall. This is part of proposals to convert the Old Town Hall into a public sector hub for a number of public sector partners. There is currently no allocation in the capital programme to support this project so this is part of the ongoing re-prioritisation of the programme.

Broadway Theatre

Urgent work is required to address key risk areas and the proposed works include a rewire of the theatre, replacement fire detection equipment, new emergency lighting, new central heating and domestic water system, damp proofing and decorations, improvements to support disabled access, toilet expansion and external improvements. The theatre will be closed to enable the work to be carried out effectively and efficiently. The works are proposed to complete late 2022

Lewisham Gateway Development

The Council is supporting the delivery of Phase 2 of the Lewisham Gateway development by the provision of:

- £9,558,850 of grant from its own resources being a commuted sum earmarked for affordable housing under a section 106 agreement relating to the Loampit Vale development.
- £13,500,000 of housing infrastructure fund (HIF) grant that comes from government via government's delivery partner, The Greater London Authority (GLA).

Phase 1 was completed in 2019 providing construction of the new highway layout and pedestrian crossings (including re-location of River Ravensbourne and Quaggy), 362 residential units, commercial café and retail space, Confluence Place Park: a public space connecting the river, station and public realm as well as a number of commercial food and beverage units

Phase 2 of the project will deliver four buildings to provide 530 residential apartments, 119 co-living units, retail units, a gym space and a cinema together with associated public realm (including hard and soft landscaping). A basement energy centre will also be provided in the building known as building block E.

Beckenham Place Park

The restoration of Beckenham Place Park (to the western side of the railway) has been completed. The listed stable block is now home to the new park café and environmental education centre, and the long anticipated restored landscape, with its reinstated lake, is being enjoyed by thousands of local people. The stable yard itself will become an arrival and visitor's hub, as new tenants take up occupation of the cottages over the next year. The new play facilities are much loved, as part of the restored pleasure grounds, and the previously derelict Gardener's cottage is now fully restored and re-purposed as a hub for volunteer activity in the park, in the midst of the new community garden. Open water swimming now takes place on the lake, and visitors will be encouraged to explore the breadth and nature of Lewisham's largest park on new paths and trails.

Work is now underway to develop the scope of works to the eastern side of the park and it is hoped that this allocation could be used to lever in further support from the GLA and GLA and the Environment Agency.

Corporate and Service delivery priorities

Asset Management Programme

A full condition survey of the corporate estate was completed in 2020 and is helping define the future investment need of the estate, the Asset Review, and underpin the use of the AMP capital programme funding for future years. A comprehensive Corporate Estate Maintenance Programme is being developed to start in 2021/22 (with some urgent health and safety works already underway).

Lewisham Library

There is currently no allocation in the capital programme to support this project. 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

Fleet vehicle replacement

As agreed in the 2020/21 budget a sinking fund to procure future fleet as capital will be built at 800k per annum.

Smart Working Programme

The Smarter Working programme seeks to consolidate offices and release sites for future redevelopment in Catford town centre, as well as the refurbishment of the council's main office site, Laurence House, to ensure it is fit for purpose until new council offices can be built. Options are being considered to deliver improvements to the ground floor and the civic suite.

Housing

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.

Edward Street

Edward St will provide 34 new high-quality temporary accommodation homes for local families in housing need. The tender and contract award has been completed.

Residential Portfolio Acquisition – Hyde Housing Association

The Council completed on the acquisition of a portfolio of 120 homes from Hyde Housing Association. Hyde Housing Association have offered the option of further acquisitions. The Council are currently considering this option and carrying out due diligence in relation to this.

Achilles Street

Residents on the Achilles Street Estate have voted for the redevelopment of the estate to go ahead. Work is underway to carry out due diligence and the procurement of the design team has commenced with estate residents. The scheme will deliver new homes for all existing residents as well as a significant number of new council owned homes for social rent.

Acquisition of Sydney Arms

In response to COVID-19 local authorities were instructed by the government to bring 'Everyone In' the acquisition and refurbishment of the Sydney Arms will allow up to 16 rough sleepers, or other households, to be accommodated in affordable accommodation with support available to meet their needs.

Ladywell Leisure Centre Development site

This mixed-use development will see approximately 69 new homes come forward in addition to retaining the 24 homes that are in the PLACE building. The Council, through Lewisham Homes, will directly deliver these new homes.

Mayow Road Development Site

The Mayow Road site we will deliver 26 family-sized homes for homeless families. These will consist of self-contained flats with two and three bedrooms, all with their own private amenity space. The homes will provide much-needed temporary accommodation, supporting residents to remain in their local community. We will also deliver six supported living homes for residents with learning disabilities or autism, helping them to remain in borough and live more independent lives.

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. The acquisition cost of the Network Rail section of the site is estimated at up to £2m.

Building for Lewisham Programme update

The Building for Lewisham (BfL) 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 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, Achilles Street Estate and Catford has been allocated; as well as funding for wider feasibility studies for sites across the borough.

The Council, via its development agent, Lewisham Homes, is also investigating acquisition opportunities on land and sites from the market. These schemes may offer an opportunity to deliver more homes on an expedited timescale.

The current consolidation of the BfL programme notes funding for 1,686 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.

Around 458 new social homes are forecast to achieve planning permission or start on site in 2021.

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 decent programme (under delegated powers) in consultation and agreement with the Council. This needs to incorporate fire safety works and the priorities on stock condition identified in 2020/21. These will be significant investments and will compete for the available capital resources in the programme. These considerations will be part of the ongoing review of projects and scope of works to ensure value for money is delivered and priority outcomes achieved. This work is ongoing and will be reported to Members for decision as the detail becomes known and recommendations can be made with regard to the Council's statutory obligations and corporate strategy priorities.

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 14,083 dwellings.

The average rent for a Council dwelling in 2021/22 is £97.18 per week. This is an average increase of £1.46 from the 2020/21 revised average, an increase of 1.5%.

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	66%
Fees and charges	9%
Government Grant	8%
Internal Sources	17%

Table 19 provides an overall summary of the budget, broken down by the categories of income and expenditure.

Table 19: HRA Budget Summary

2021/22 Budget	Total
Expenditure	£m
Staffing Costs	1.1
Running Costs (includes transfer to reserves)	67.0
Internal Recharges	2.1
Capital Charges	57.0
Total Expenditure:	127.2
Income	
External sources	-105.7
Reserve drawdown	-21.5
Total Income	-127.2
Net Budget 2021/22	0.0