



# **Corporate Budget Book**

**2015/16**

## **Corporate Budget Book 2015/16**

### **1. INTRODUCTION**

The corporate budget book outlines Lewisham Council's plan for revenue and capital expenditure on its services and infrastructure for 2015/16. The budget was developed in the context of a three to five year medium term financial strategy in accordance with the Council's priorities and will allow us to build on the achievements of previous years.

For 2015/16, the Council's net revenue general fund budget totals £246.2m. The budget has been developed within the context of a framework of financial controls

The Capital Programme totals £462.3m for 2015/16 to 2019/20 (General Fund £153.1m and HRA £309.2m) 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.

## Corporate Budget Book 2015/16

<b>Contents</b>		<b>Page</b>
<b>1.</b>	<b>Introduction</b>	1
<b>2.</b>	<b>Budget Build-up</b>	
2.1	General Fund Services	3
2.2	Paying for General Fund services	4
2.3	Breakdown of Income 2015/16	4
2.4	Reconciliation between 2014/15 and 2015/16 Budgets	5
<b>3.</b>	<b>Directorate Summaries</b>	
3.1	Overall Subjective Summary by Directorate	8
<b>4.</b>	<b>Directorate for Children &amp; Young People (CYP)</b>	
4.1	Service description	9
4.2	Overall Subjective Summary by Service Area	11
<b>5.</b>	<b>Directorate for Community Services (COM)</b>	
5.1	Service description	12
5.2	Overall Subjective Summary by Service Area	13
<b>6.</b>	<b>Directorate for Customer Services (CUS)</b>	
6.1	Service description	14
6.2	Overall Subjective Summary by Service Area	15
<b>7.</b>	<b>Directorate for Resources and Regeneration (R&amp;R)</b>	
7.1	Service description	16
7.2	Overall Subjective Summary by Service Area	18
<b>8.</b>	<b>Housing Revenue Account (HRA)</b>	
8.1	Service description	19
8.2	Tenants rent	19
8.3	HRA Budget Subjective Summary by Service Area	19
<b>9.</b>	<b>Capital programme</b>	
9.1	The Authority's Capital Programme	20

## 2. THE BUDGET BUILD UP

### 2.1. General Fund Services

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

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

Lewisham’s planned General Fund net expenditure for 2015/16 is £246.2m (2014/15 was £268.1m). This is referred to as the “Budget Requirement” and is funded from a combination of Council Tax, certain specific grants and any funding from reserves. Funding for schools is financed separately through the Dedicated Schools Grant. Table 1 shows how the Budget Requirement for 2015/16 is built up. Table 2 shows the net expenditure by Directorate.

**Table 1 – Budget Requirement 2015/16**

Detail	Income £m	% of Budget
<i>RSG for 2015/16</i>	73.7	30%
<i>Business rates baseline</i>	86.3	35%
Sub Total - SFA for 2015/16	160.0	65%
Council Tax 2015/16	80.1	33%
SFA: Adjustment 2015/16	1.3	0%
Surplus on Collection Fund	4.8	2%
<b>Assumed Budget Requirement</b>	<b>246.2</b>	

**Table 2 – Net Expenditure 2015/16**

Directorate	2015/16 £m	2014/15 £m <sup>1</sup>	Change £m	Change %
CYP	51.1	53.8	-2.7	-5%
COM	96.3	109.9	-13.6	-12%
CUS	43.6	41.4	2.2	5%
R&R	29.0	32.2	-3.2	-10%
Corporate	26.2	30.8	-4.6	-15%
<b>Budget</b>	<b>246.2</b>	<b>268.1</b>	<b>-21.9</b>	<b>-8%</b>

<sup>1</sup> Figures have been adjusted as non-controllable items (Capital Charges) have now been removed from the directorate budgets.

## 2.2. Paying for General Fund Services

For 2015/16, the Directorate gross revenue expenditure is £982.3m, correct as at the end of July 2015. This is reduced by income from fees & charges and specific grants of £736.1m. The amount allocated to each directorate is summarised in Table 3 and Section 3, and detailed in Sections 4 to 9. There has been a simplification of recharges within directorates which has led to a reduction in both the gross expenditure and gross income budgets compared to 2014/15. The net budgets for each directorate are not affected by the change.

**Table 3 – Directorate Cash Limits Summary 2015/16**

Directorate	Gross Exp. £m	Income £m	Net Exp. £m
CYP	370.1	-319.0	51.1
COM	170.6	-74.3	96.3
CUS	331.8	-288.2	43.6
R&R	42.1	-13.1	29.0
Corporate <sup>2</sup>	67.7	-41.5	26.2
<b>Totals</b>	<b>982.3</b>	<b>-736.1</b>	<b>246.2</b>

<sup>2</sup> This includes directorate capital items which have a zero net effect.

## 2.3. Breakdown of Income 2015/16

Description	£m
<i>Dedicated Schools Grant (DSG)</i>	248.2
<i>Pupil Premium</i>	18.2
<i>Education Services Grant</i>	3.9
<i>Public Health Grant</i>	23.9
<i>Rent Allowances</i>	180.0
<i>Rent Rebates</i>	58.7
<i>Other Govt Grants</i>	58.7
Government Grant Income	591.6
Fees and Charges	40.3
Interest and Investment	5.3
Rent	11.5
Recharges	35.1
Other Income	25.1
Capital Financing Budgets	27.2
<b>2015/16 Working Budget</b>	<b>736.1</b>

**2.4. Reconciliation between the 2014/15 and 2015/16 Budgets.**

Tables 4 & 5 below show the budget changes from the prior year to arrive at the 2015/16 budget:

- At the Council level, and
- By Directorate.

The key to both tables is provided after Table 4.

**Table 4 – Reconciliation at the Council level**

Description	£m
2014/15 Total Budget (year end position)	268.1
Changes to arrive at the 2014/15 budget:	
• Savings agreed (1)	-28.2
• Inflation - increase in prices	4.9
• Pressures & other risks (2)	7.5
• Once-off use of reserves	-10.0
• Other technical adjustments	3.9
• One off funding not carried forward (3)	0.0
<b>2015/16 Working Budget</b>	<b>246.2</b>

- (1) A breakdown of the savings agreed as part of the budget setting process for 2015/16 can be found in the Budget Report to Full Council on 11 February 2015 at Section 8.12-8.18, in appendix Y1 which details the previously agreed savings (£1.5m) and in appendix Y2 which details the additional savings (£26.7m).
- (2) A full list of pressures and risks for 2015/16 are detailed in section 8.35-8.68 of the Budget Report 2015/16 to Full Council on 11 February 2015.
- (3) This is made up of once-off funding allocated to directorates during 2014/15 which is not carried forward and does not form part of the on-going budget in 2015/16.

## Corporate Budget Book 2015/16

**Table 5 – Reconciliation by Directorate**

Description	CYP £m	COM £m	CUS £m	R&R £m	Corporate Items £m	Total £m
2014/15 Total Budget (year end position)	53.8	109.9	41.4*	32.2	30.8*	268.1
Changes to arrive at the 2014/15 budget:						
• Savings agreed (1)	-6.8	-14.7	-3.2	-3.5	-3.2	
• Expenditure offset against Savings agreed (1)	3.2					-28.2
• Inflation - increase in prices	0.8	1.2	0.8	0.7	1.4	4.9
• Pressures & other risks (2)	2.9	2.2	1.7	0.0	0.7	7.5
• Once-off use of reserves					-9.9	-9.0
• Other technical adjustments	-2.8	-1.8	3.8	0.8	3.9	3.9
• One off funding not carried forward (3)	0.0	-0.4	-0.9	-1.2	2.5	0.0
<b>2015/16 Working Budget</b>	<b>51.1</b>	<b>96.3</b>	<b>43.6</b>	<b>29.0</b>	<b>26.2</b>	<b>246.2</b>

\*Concessionary Fares top-up transferred from Corporate to Customer Services £0.4m in 15/16 (£3.8 m in 14/15).

**3. DIRECTORATE SUMMARIES**

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

The tables also provide a comparison to the prior year's end of year budget position. During 2014/15 there were some changes in the cost centre hierarchy to better reflect the division the expenditure and income should come under. These changes have been noted in this document when they occur.



## Corporate Budget Book 2015/16

### 3.1. Overall Subjective Summary by Directorate

2015/16 Budget - £m	CYP	COM	CUS	R&R	Corporate Items	Directorate Capital Items	Total
<b>Expenditure:</b>							
Employee Costs	170.6	32.2	37.1	22.9	5.3		268.1
Running Costs	199.5	138.2	294.7	19.1	18.2		669.7
Internal Recharges		0.2		0.1			0.3
Capital Charges					19.5	24.7	44.2
<b>Total Expenditure:</b>	<b>370.1</b>	<b>170.6</b>	<b>331.8</b>	<b>42.1</b>	<b>43.0</b>	<b>24.7</b>	<b>982.3</b>
<b>Income</b>							
External sources	-316.1	-72.9	-274.3	-8.9	-8.9		-681.1
Internal Recharges <sup>3</sup>	-2.9	-1.4	-13.9	-4.2			-22.4
Capital / Investment Income					-7.9	-24.7	-32.6
<b>Total Income</b>	<b>-319.0</b>	<b>-74.3</b>	<b>-288.2</b>	<b>-13.1</b>	<b>-16.8</b>	<b>-24.7</b>	<b>-736.1</b>
<b>Net Budget 2015/16</b>	<b>51.1</b>	<b>96.3</b>	<b>43.6</b>	<b>29.0</b>	<b>26.2</b>	<b>0.0</b>	<b>246.2</b>
Prior Year Comparison							
Net Budget 2014/15	53.8	109.9	41.4	32.2	30.8		268.1
Variance (£m)	-2.7	-13.6	2.2	-3.2	-4.6		-21.9
Variance (%)	-5%	-12%	5%	-10%	-15%		-8%

<sup>3</sup> Internal recharge income is made up of children and young people services, day care centres, youth targeting, transport services, capital and insurance premiums.

#### 4. DIRECTORATE FOR CHILDREN & YOUNG PEOPLE

##### 4.1. Service description

###### Schools

The Directorate is responsible for the services provided by::

- 2 Nursery Schools for 244 pupils,
- 1 Pupil Referral Unit (PRU) for 134 pupils,
- 64 Primary schools for 24,750 pupils,
- 5 Special Schools for 534 pupils,
- 8 Secondary Schools for 8,204 pupils, and
- 3 All through Schools for 2,306 pupils.

###### Children's Social Care

The service covers all Children's Social Care functions including early intervention services such as Children's Centres and Targeted Family Support. The service works with children who need to be looked after and safeguarded from harm. The service provides support to families to promote children's upbringing in their own families, provided that this is consistent with the child's welfare.

###### Partnerships and Targeted Services for Children and Young People

The service provides all the functions related to individual children with complex and/or special educational needs; the Educational Psychology service; the Attendance and Welfare service; the Youth Service; support for schools re crime and liaison with the Youth Offending Service (YOS); securing integrated workforce strategy and practice across the partnership. The Service also has responsibility for health commissioning for children and young people on behalf of the Clinical Commissioning Group (CCG), integrated commissioning; all partnership functions including the Children and Young People's Strategic Partnership Board and associated groups; liaison with the Voluntary and Community Sector (VCS); and Inspections.

###### Standards and Achievement

The Service includes all functions related to raising standards of achievement in schools; governors; elective home education; improving schools' and settings' capacity to meet the needs and raise standards for all children; and the music service. The Service also includes Looked After Children education and Not in Education or Employment Training (NEET) reduction.

###### Resources and Performance

The Service provides support functions for schools, Schools Forum and the Directorate including arrangements for the

## **Corporate Budget Book 2015/16**

financial management of the free entitlement offer for two, three and four year olds. It provides a traded HR service for schools, provides a strategic estates management function for Local Authority (LA) maintained schools and a traded service for statutory maintenance responsibilities, and a client monitoring function for the school meals contract.

### **Education Infrastructure**

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

4.2. Overall subjective summary by Service Area for CYP

2015/16 Budget - £m	Dedicated Schools Grant <sup>4</sup>	Children Social Care	Partnerships & Targeted Services	Standards & Achievement	Resources & Performance	Education Infrastructure	Total
<b>Expenditure:</b>							
Employee Costs	148.8	10.1	6.4	2.6	2.6	0.1	170.6
Running Costs	152.5	33.4	8.6	0.2	4.8	0.0	199.5
Internal Recharges							
Capital Charges							
<b>Total Expenditure:</b>	<b>301.3</b>	<b>43.5</b>	<b>15.0</b>	<b>2.8</b>	<b>7.4</b>	<b>0.1</b>	<b>370.1</b>
<b>Income</b>							
External sources	-302.6	-0.8	-2.3	-1.3	-9.1	0.0	-316.1
Internal Recharges		-0.3	-0.8	-0.6	-1.2		-2.9
<b>Total Income</b>	<b>-302.6</b>	<b>-1.1</b>	<b>-3.1</b>	<b>-1.9</b>	<b>-10.3</b>	<b>0.0</b>	<b>-319.0</b>
<b>Net Budget 2015/16</b>	<b>-1.3</b>	<b>42.4</b>	<b>11.9</b>	<b>0.9</b>	<b>-2.9</b>	<b>0.1</b>	<b>51.1</b>
Prior Year Comparison							
Net Budget 2014/15	-1.3	44.1 <sup>5</sup>	9.9	1.8	-2.0	1.3	53.8
Variance (£m)	0.0	-1.7	2.0	-0.9	-0.9	-1.2	-2.7
Variance (%)	0%	-4%	20%	-50%	-45%	-92%	-5%

<sup>4</sup> Includes the Pupil Premium (£18m), Post 16 funding (£7m), Universal Free School meals Grant (£2m) and academy recoupment (£27m) and DSG (£248.6). A grant for two years is excluded pending its announcement

<sup>5</sup> Children Social Care and Partnership & Targeted Services have been realigned. Figures for last year have been updated to show this.

**5. DIRECTORATE FOR COMMUNITY SERVICES**

**5.1. Service 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 well being in Lewisham.

The Directorate operates across five main Divisional areas:

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

A range of services are provided across these main Divisional areas including:

Social Care service, which 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, 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.

Libraries, arts and entertainment, adult education, community/neighbourhood development and leisure, sports and recreation activities.

Shaping local health services and support for the health of the local population.

Strategic Management and performance management support.

5.2. Overall subjective summary by Service Area for Community Services

2015/16 Budget - £m	Adult Services Division	Crime Reduction & Supporting People	Culture and Community Development	Public Health	Strategy & Performance	Total
<b>Expenditure:</b>						
Employee Costs	17.1	4.9	7.6	1.2	1.4	32.2
Running Costs	99.3	14.8	12.4	11.2	0.5	138.2
Internal Recharges	0.2					0.2
Capital Charges						
<b>Total Expenditure:</b>	<b>116.6</b>	<b>19.7</b>	<b>20.0</b>	<b>12.4</b>	<b>1.9</b>	<b>170.6</b>
<b>Income</b>						
External sources	-42.5	-8.4	-7.0	-15.0		-72.9
Internal Recharges	-0.9	-0.3	-0.1		-0.1	-1.4
<b>Total Income</b>	<b>-43.4</b>	<b>-8.7</b>	<b>-7.1</b>	<b>-15.0</b>	<b>-0.1</b>	<b>-74.3</b>
<b>Net Budget 2015/16</b>	<b>73.2</b>	<b>11.0</b>	<b>12.9</b>	<b>-2.6<sup>6</sup></b>	<b>1.8</b>	<b>96.3</b>
Prior Year Comparison						
Net Budget 2014/15	78.9	13.8	15.2	0.0	2.0	109.9
Variance (£m)	-5.7	-2.8	-2.3	-2.6	-0.2	-13.6
Variance (%)	-7%	-20%	-15%		-10%	-12%

<sup>6</sup> As part of the 2015/16 budget process savings totalling £2.6m were agreed against the budgets held by the Director of Public Health and funded by Public Health Grant. Other eligible Public Health related spend has been identified across the council in order that the grant funding can be retained. However the budget has not yet been moved to reflect the funding changes and the Public Health Division is therefore showing a net credit budget of £2.6m.

## 6. DIRECTORATE FOR CUSTOMER SERVICES

### 6.1. Service Description

The Directorate's strategic aims are:

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

#### **Environment Division:**

The division includes the following service areas - Waste Management (refuse & recycling); Cleansing; Green Scene (parks and open spaces); Fleet and Passenger Services; Bereavement Services and Markets.

#### **Public Services Division:**

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

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

#### **Strategic Housing and Regulatory Services Division:**

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

#### **Information Technology and Service Management**

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

6.2. Overall Subjective Summary by Service Area for Customer Services

2015/16 Budget - £m	Environment	Public Services	Strategic Housing	Strategy and IMT	Total
<b>Expenditure:</b>					
Employee Costs	18.6	13.6	3.8	1.1	37.1
Running Costs	19.4	257.9	10.0	7.4	294.7
Internal Recharges					
Capital Charges					
<b>Total Expenditure:</b>	<b>38.0</b>	<b>271.5</b>	<b>13.8</b>	<b>8.5</b>	<b>331.8</b>
<b>Income</b>					
External sources	-7.2	-256.3	-10.0	-0.8	-274.3
Internal Recharges	-12.0	-1.3		-0.6	-13.9
<b>Total Income</b>	<b>-19.2</b>	<b>-257.6</b>	<b>-10.0</b>	<b>-1.4</b>	<b>-288.2</b>
<b>Net Budget 2015/16</b>	<b>18.8</b>	<b>13.9</b>	<b>3.8</b>	<b>7.1</b>	<b>43.6</b>
Prior Year Comparison					
Net Budget 2014/15	19.1	9.8	3.0	9.5 <sup>7</sup>	41.4
Variance (£m)	-0.3	4.1 <sup>8</sup>	0.8	-2.4	2.2
Variance (%)	-2%	42%	27%	-25%	5%

<sup>7</sup> Service Design & Innovation and IMT have now been combined. This has been reflected in the figures.

<sup>8</sup> There has been a creation of a Corporate Business Support Division, the budget of which has been drawn from all directorates



**7. DIRECTORATE FOR RESOURCES & REGENERATION**

**7.1. Service description**

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

**Planning and Economic Development**

Provide employment and business support for the local economy; maintenance of the local economic assessment; strategic leadership on business employment and the European Union (EU). Development and use of land in the long term public interest are achieved through a positive and proactive approach to shaping, considering, determining and delivering development proposals.

**Regeneration and Asset Management**

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

and Transport (including highways improvement and lighting).

**Corporate Support Services**

**Human Resources**

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

**Legal and Electoral Services**

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

**Corporate Resources**

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

## **Corporate Budget Book 2015/16**

Oversee the Council's governance, risk and controls processes; coordinate and provide assurance on the framework of internal control, undertake investigations, and deliver professional guidance and support in respect of insurances and health & safety.

### **Finance**

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

### **Policy and Governance**

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.

### **Strategy**

Provide corporate leadership, bringing local public agencies together to deliver the Sustainable Community Strategy priorities; leads on the Council's community governance agenda; supports the work of Mayor and Cabinet in their leadership roles; promotes the reputation of the Council, working to enhance service delivery through information campaigns, building sustainable relationships and dialogue with residents and other stakeholders.

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

2015/16 Budget - £m	Planning	Regen. & Asset Mgt	Exec Office	HR	Law	Corporate Resources	Finance	Policy & Governance	Strategy	Total
<b>Expenditure:</b>										
Employee Costs	2.6	4.4	0.2	2.6	2.4	1.0	4.2	2.4	2.0	22.9
Running Costs	0.6	11.5		0.4	0.3	4.3	1.2	1.4	0.5	19.1
Internal Recharges		0.1								0.1
Capital Charges										
<b>Total Expenditure:</b>	<b>3.2</b>	<b>16.0</b>	<b>0.2</b>	<b>3.0</b>	<b>2.7</b>	<b>5.3</b>	<b>5.4</b>	<b>3.8</b>	<b>2.5</b>	<b>42.1</b>
<b>Income</b>										
External sources	-1.6	-4.9		-0.2	-0.2	-1.3	-0.3		-0.4	-8.9
Internal Recharges		-1.6		-0.1	-0.2	-1.0	-1.3			-4.2
<b>Total Income</b>	<b>-1.6</b>	<b>-6.5</b>	<b>0.0</b>	<b>-0.3</b>	<b>-0.4</b>	<b>-2.3</b>	<b>-1.6</b>	<b>0</b>	<b>-0.4</b>	<b>-13.1</b>
<b>Net Budget 2015/16</b>	<b>1.6</b>	<b>9.5</b>	<b>0.2</b>	<b>2.7</b>	<b>2.3</b>	<b>3.0</b>	<b>3.8</b>	<b>3.8</b>	<b>2.1</b>	<b>29.0</b>
Prior Year Comparison										
Net Budget 2014/15	2.0	12.3	0.2	2.8	2.4	3.2	3.9	3.3	2.1	32.2
Variance (£m)	-0.4	-2.8	0.0	-0.1	-0.1	-0.2	-0.1	0.5 <sup>9</sup>	0.0	-3.2
Variance (%)	-20%	-23%	0%	-4%	-4%	-6%	-3%	15%	0%	-10%

<sup>9</sup> There has been a creation of a Corporate Policy and Performance Hub, the budget of which has been drawn from all directorates.

## 8. HOUSING REVENUE ACCOUNT

The HRA is a separate statutory account which shows the expenditure and income on the provision of the Council's housing stock of approximately 14,925 dwellings.

### 8.1. Service description

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

The HRA is funded from the following sources:

Revenue Services	%
Tenants Rents	78
Fees and charges	12
Government Grant	10

### 8.2. Tenants' Rents

The average rent for a Council dwelling in 2015/16 is £98.42 per week. This is an average increase of £2.51 from the 14/15 average, a rise of 2.6%.

### 8.3 HRA Budget Subjective Summary

2015/16 Budget - £m	Total
<b>Expenditure:</b>	
Employee Costs	1.9
Running Costs	60.0
Internal Recharges	15.1
Capital Charges	30.9
<b>Total Expenditure:</b>	<b>107.9</b>
<b>Income</b>	
External sources	-107.5
Internal Recharges	-0.4
<b>Total Income</b>	<b>-107.9</b>
<b>Net Budget 2015/16</b>	<b>0.0</b>
Prior Year Comparison	
Net Budget 2014/15	0
Variance (£m)	0
Variance (%)	0%

## Corporate Budget Book 2015/16

### 9. Capital Programme

#### 9.1 The Authority's Capital Programme

The Capital Programme for 2015/16 to 2019/20 (as at July 2015) is shown in the table below:

Major Projects over £2m	2015/16	2016/17	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m	£m	£m
<b>GENERAL FUND</b>						
BSF - Sydenham (D&B)	6.6	1.2				7.8
Schools - Primary Places Programme	17.0	11.2				28.2
Schools - Other Capital Works	8.7	1.2	1.2	1.2	1.2	13.5
Highways & Bridges - LBL	3.5	3.5	3.5	3.5	3.5	17.5
Highways and Bridges - TFL	3.3	2.0				5.3
Catford TC (inc Broadway & Milford Towers) Regeneration	0.3	8.5				8.8
Asset Management Programme - Non Schools	2.7	2.5	2.5	2.5	2.5	12.7
ICT - Tech Refresh	0.4	0.5	0.5	0.5	0.5	2.4
Kender and Excalibur Regeneration	2.6	0.6	1.1		1.5	5.8
Heathside & Lethbridge Regeneration	3.4	1.5	1.6			6.5
Property Acquisition – Hamilton Acquisition Hostels Programmes	6.0				0.8	6.8
Lewisham Homes – Property Acquisition	20.0					20.0
Disabled Facilities Grant	0.7	0.7	0.7	0.7		2.8
Private Sector Grants and Loans	0.6	0.6	0.6	0.6		2.4
Aids, Adaptations, Disabilities	0.4	0.4	0.4	0.4	0.4	2.0
Other Schemes	8.2	2.0	0.2	0.2		10.6
	<b>84.4</b>	<b>36.4</b>	<b>12.3</b>	<b>9.6</b>	<b>10.4</b>	<b>153.1</b>
<b>HOUSING REVENUE ACCOUNT</b>						
Customer Services	33.5	44.3	17.8	28.8	0.5	124.9
Lewisham Homes	32.2	36.3	59.9	27.6	28.3	184.3
	<b>65.7</b>	<b>80.6</b>	<b>77.7</b>	<b>56.4</b>	<b>28.8</b>	<b>309.2</b>
<b>TOTAL PROGRAMME</b>	<b>150.1</b>	<b>117.0</b>	<b>90.0</b>	<b>66.0</b>	<b>39.2</b>	<b>462.3</b>