



Corporate Budget Book

2013/14

Introduction

The corporate budget book outlines Lewisham Council's plan for revenue and capital expenditure on its services and infrastructure for 2013/14. The budget was developed in the context of a three to five year medium term financial strategy and will allow us to build on the achievements made in 2012/13.

For 2013/14, the Council's net revenue general fund budget totals £284.632m. The budget has been developed within the context of tight financial controls which will ensure on-going funding of key council services. Changes in the structure of local government finance mean that the budget requirement figure is not directly comparable from one year to the next. In 2013/14, the effect of moving ring-fenced grants into the main formula allocation means that the assumed budget requirement for 2013/14 is higher than in 2012/13.

The Capital Programme totals £336m for 2013/14 to 2016/17 (General Fund £129m and Lewisham Homes £207m) and bring together all the capital project across the Council.

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

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1. The Budget Build Up

1.1 General Fund Services

The General Fund includes services such as Children’s Services, Social Services, Leisure Services, Transport and Regulatory Services.

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

- Nationally – start-up funding representing funding received at the start of the new business rates retention system (April 2013). This is in the form of revenue support grant (RSG), special and specific grants and locally retained business rates;
- Local taxpayers – through the Council Tax;
- Local service users – through fees and charges.

Lewisham’s planned General Fund net expenditure for 2013/14 is £284.632m (2012/13 was £268.510m). 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 – Net Expenditure 2013/14

| Directorate | 2012/13 £m | 2013/14 £m |
|---------------------------|----------------|----------------|
| Children and Young People | 62.442 | 74.681 |
| Community Services | 127.208 | 129.169 |
| Customer Services | 43.034 | 44.403 |
| Resources & Regeneration | 35.826 | 36.379 |
| Budget Requirement | 268.510 | 284.632 |

1.2 Paying for General Fund Services

For 2013/14, the General Fund gross expenditure is £1,073m. This is reduced by income from fees & charges and specific grants of £788m. The amount allocated to each directorate is summarised in Table 2 and Section 2, and detailed in Sections 3 to 8

Table 2 – Directorate Cash Limits Summary 2013/14

| Directorate | Gross Exp £m | Income £m | Net Exp £m |
|---------------------------|------------------|-----------------|----------------|
| Children and Young People | 395.735 | -321.054 | 74.681 |
| Community Services | 205.741 | -76.572 | 129.169 |
| Customer Services | 331.337 | -286.934 | 44.403 |
| Resources & Regeneration | 140.480 | -104.101 | 36.379 |
| Totals | 1,073.293 | -788.661 | 284.632 |

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1.3 Reconciliation between the 2012/13 and 2013/14 Budgets.

Tables below show the budget changes in arriving at the 2013/14 budget:

- At the Council level;
- By directorate;
- By directorate services.

Table 3 – Reconciliation at the Council level

| Description | Total £000s |
|---|----------------|
| 2012/13 Total Budget (end of year position) | 268,510 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -20,933 |
| Inflation - increase in prices | 4,618 |
| Pressures & other risks - additional funding required | 7,500 |
| Other technical adjustments | 24,938 |
| One-off funding taken back | -1 |
| 2013/14 Working Budget | 284,632 |

Table 4 – Reconciliation by Directorate

| Description | Children & Young People £000s | Community Services £000s | Customer Services £000s | Resources & Regeneration £000s | Financing Items £000s | Total £000s |
|---|---|--------------------------------|-------------------------------|--------------------------------------|-----------------------------|----------------|
| 2012/13 Total Budget (end of year position) | 81,191 | 126,481 | 46,299 | 28,734 | -14,195 | 268,510 |
| Changes to arrive at the 2013/14 budget | | | | | | |
| Savings agreed | -6,469 | -6,930 | -2,452 | -5,082 | 0 | -20,933 |
| Inflation - increase in prices | 683 | 1,828 | 313 | 428 | 1,366 | 4,618 |
| Pressures & other risks - additional funding required | 320 | 0 | 50 | 600 | 6,530 | 7,500 |
| Other technical adjustments | -786 | 7,807 | 261 | -174 | 17,830 | 24,938 |
| One-off funding taken back | -258 | -17 | -68 | -13 | 355 | -1 |
| 2013/14 Working Budget | 74,681 | 129,169 | 44,403 | 24,493 | 11,886 | 284,632 |

Table 5 – Reconciliation by Directorate Services

Directorate for Children & Young People

| Description | Budget £000s |
|-------------|-----------------|
|-------------|-----------------|

Service : Schools (1XSA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | -1,324 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | 0 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| Other technical adjustments - DSG funding reforms | 245 |
| One-off budget taken back | -247 |
| 2013/14 Total Budget (starting position) | -1,326 |

Service : Access & Support Services for Children (1XPA)

| | |
|--|----------|
| 2012/13 Total Budget (end of year position) | 0 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | 0 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| Other technical adjustments - DSG funding reforms | 0 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | 0 |

Service : Resources & Performance (1XRA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | 15,676 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -1,600 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| Other technical adjustments - DSG funding reforms | -4,238 |
| One-off budget taken back | -11 |
| 2013/14 Total Budget (starting position) | 9,827 |

| Description | Budget £000s |
|-------------|-----------------|
|-------------|-----------------|

Service : Standards & Achievement (1XEA)

| | |
|--|--------------|
| 2012/13 Total Budget (end of year position) | 2,691 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -717 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | -550 |
| Other technical adjustments - DSG funding reforms | 6,323 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | 7,747 |

Service : Education Infrastructure (1XFA)

| | |
|--|--------------|
| 2012/13 Total Budget (end of year position) | 3,352 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -531 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| Other technical adjustments - DSG funding reforms | -641 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | 2,180 |

Service : Partnership and Targeted Services for Children & Young People (1XMA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | 15,402 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -1,503 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| Other technical adjustments - DSG funding reforms | 0 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | 13,899 |

Service : Children's Social Care (1XCA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | 45,394 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -2,118 |
| Inflation - increases in prices | 683 |
| Pressures & Other Risks - additional funding required by Service | 320 |
| Other technical adjustments - | -236 |
| Other technical adjustments - DSG funding reforms | -1,689 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | 42,354 |

| Description | Budget £000s |
|-------------|-----------------|
|-------------|-----------------|

Directorate for Community Services

Service : Adult Services (2XDA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | 86,421 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -4,029 |
| Inflation - increases in prices | 1,147 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - Learning and Disability Reform Grant rolled into formula grant | 8,044 |
| Other technical adjustments - Door to Door Service adjustment for the removal of Corporate Overheads from the annual recharge rate | -233 |
| One-off budget taken back | -6 |
| 2013/14 Total Budget (starting position) | 91,346 |

Service : Crime Reduction & Supporting People (2XNA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | 20,892 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -1,727 |
| Inflation - increases in prices | 261 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| Other technical adjustments - | 0 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | 19,426 |

Service : Culture and Community Development (2XBA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | 21,668 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -915 |
| Inflation - increases in prices | 403 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| Other technical adjustments - | 0 |
| One-off budget taken back | -11 |
| 2013/14 Total Budget (starting position) | 21,143 |

| Description | Budget £000s |
|-------------|-----------------|
|-------------|-----------------|

Service : Strategy and Performance (2XSA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | -2,499 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -259 |
| Inflation - increases in prices | 17 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| Other technical adjustments - Door to Door Service adjustment for the removal of Corporate Overheads from the annual recharge rate | -4 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | -2,746 |

Directorate for Customer Services

Service : Strategic Housing & Business Regulatory Services (3XQA)

| | |
|--|--------------|
| 2012/13 Total Budget (end of year position) | 9,421 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -899 |
| Inflation - increases in prices | |
| Pressures & Other Risks - additional funding required by Service | |
| Other technical adjustments - | |
| Other technical adjustments - | |
| One-off budget taken back | |
| 2013/14 Total Budget (starting position) | 8,522 |

Service : Environment (3XFA)

| | |
|---|---------------|
| 2012/13 Total Budget (end of year position) | 29,250 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -1,197 |
| Inflation - increases in prices | 200 |
| Pressures & Other Risks - additional funding required by Service | |
| Other technical adjustments - Tfr of Lea Valley Park Levy to Corp | -264 |
| Other technical adjustments - Reversal of funding for Olympic costs | -40 |
| Other technical adjustments - Adjustment of corp recharges re: D2D | 473 |
| One-off budget taken back | -67 |
| 2013/14 Total Budget (starting position) | 28,355 |

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| Description | Budget £000s |
|-------------|-----------------|
|-------------|-----------------|

Service : Public Services (3XPA)

| | |
|---|--------------|
| 2012/13 Total Budget (end of year position) | 7,525 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -331 |
| Inflation - increases in prices | |
| Pressures & Other Risks - additional funding required by Service | 50 |
| Other technical adjustments - Tfr of Disability Learning grant funding | 52 |
| Other technical adjustments - Reversal of Carp Park contract/review funding | -24 |
| One-off budget taken back | -1 |
| 2013/14 Total Budget (starting position) | 7,271 |

Service : Strategy and Performance (3XRA)

| | |
|--|------------|
| 2012/13 Total Budget (end of year position) | 20 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -25 |
| Inflation - increases in prices | |
| Pressures & Other Risks - additional funding required by Service | |
| Other technical adjustments - | |
| Other technical adjustments - | |
| One-off budget taken back | |
| 2013/14 Total Budget (starting position) | -5 |

Service : Reserves (3XRX)

| | |
|---|------------|
| 2012/13 Total Budget (end of year position) | 83 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | |
| Inflation - increases in prices | 113 |
| Pressures & Other Risks - additional funding required by Service | |
| Other technical adjustments - Rev of Olympic funding (Env) | 40 |
| Other technical adjustments - Rev of Car Park Contract funding (PS) | 24 |
| One-off budget taken back | |
| 2013/14 Total Budget (starting position) | 260 |

| Description | Budget £000s |
|-------------|-----------------|
|-------------|-----------------|

Directorate for Resources & Regeneration

Service : Planning Division (4XPA)

| | |
|--|--------------|
| 2012/13 Total Budget (end of year position) | 2,861 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -25 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| One-off budget taken back | -305 |
| 2013/14 Total Budget (starting position) | 2,531 |

Service : Regeneration & Asset Management (4XBA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | 12,271 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -1,613 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 300 |
| Other technical adjustments - | -174 |
| One-off budget taken back | -998 |
| 2013/14 Total Budget (starting position) | 9,785 |

Service : Information Management & Technology (5XTA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | 1,518 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -1,140 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 300 |
| Other technical adjustments - | 395 |
| One-off budget taken back | -391 |
| 2013/14 Total Budget (starting position) | 683 |

Service : Executive Office (5XEA)

| | |
|--|--------------|
| 2012/13 Total Budget (end of year position) | 1,268 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | 0 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | -123 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | 1,145 |

| Description | Budget £000s |
|-------------|-----------------|
|-------------|-----------------|

Service : Personnel & Development (5XHA)

| | |
|--|-------------|
| 2012/13 Total Budget (end of year position) | -492 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -475 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 29 |
| One-off budget taken back | -28 |
| 2013/14 Total Budget (starting position) | -966 |

Service : Law Division (5XLA)

| | |
|--|-------------|
| 2012/13 Total Budget (end of year position) | 463 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -239 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | 224 |

Service : Audit & Risk (5XMA)

| | |
|--|-------------|
| 2012/13 Total Budget (end of year position) | -74 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -187 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | -261 |

Service : Finance (5XWA)

| | |
|--|--------------|
| 2012/13 Total Budget (end of year position) | 7,546 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -683 |
| Inflation - increases in prices | 428 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | -56 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | 7,235 |

| Description | Budget £000s |
|-------------|-----------------|
|-------------|-----------------|

Service : Policy & Governance (5XCP)

| | |
|--|--------------|
| 2012/13 Total Budget (end of year position) | 5,256 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -179 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | -163 |
| One-off budget taken back | 0 |
| 2013/14 Total Budget (starting position) | 4,914 |

Service : Strategy – Chief Executive’s (5XCC)

| | |
|--|-------------|
| 2012/13 Total Budget (end of year position) | 115 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -241 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | 0 |
| One-off budget taken back | -371 |
| 2013/14 Total Budget (starting position) | -497 |

Resources Reserves (5XZA)

| | |
|--|---------------|
| 2012/13 Total Budget (end of year position) | -1,995 |
| Changes to arrive at the 2013/14 budget | |
| Savings agreed | -300 |
| Inflation - increases in prices | 0 |
| Pressures & Other Risks - additional funding required by Service | 0 |
| Other technical adjustments - | -87 |
| One-off budget taken back | 2,082 |
| 2013/14 Total Budget (starting position) | -300 |

1.4 Council Tax

The Council Tax is a property tax levied on domestic properties in the borough based on the valuation band of the property, which is determined by values specified by the Government. Council Tax is one element that funds Lewisham's budget requirement of £284.632m for 2013/14.

1.5 Impact on Council Tax Payers

Tables below show Council Tax calculations and comparison:

- The Council Tax calculation;
- The Band D calculation;
- Council Tax Band D year on year comparison

| Table 6a – Council Tax Calculation | |
|--|-----------|
| | £m |
| 2013/14 Budget Requirement | 284.632 |
| Less: Revenue Support Grant | -124.948 |
| Less: National Non Domestic Rates (NNDR) | -83.124 |
| Less: Surplus on Collection Fund | -0.004 |
| General fund services to be met from Council Tax | 76.556 |

| | |
|--------------------------------------|--------|
| Divide by: Council Tax Base (Band D) | 72,198 |
|--------------------------------------|--------|

| Table 6b – Band D calculation | |
|--|-----------|
| | £ |
| Council Tax for Lewisham services (Band D) for 2013/14 | £1,060.35 |
| Add: Precept demand from GLA | £303.00 |
| Total Council Tax (Band D) | £1,363.35 |

| Table 6c – Council Tax Band D year on year comparison | | | | |
|--|----------------|----------------|-----------------|-----------------|
| | 2012/13 | 2013/14 | Increase | Increase |
| | £ | £ | £ | % |
| Lewisham | 1042.11 | 1060.35 | 18.24 | 1.75% |
| GLA | 306.72 | 303.00 | -3.72 | -1.21% |
| Total | 1,348.83 | 1,363.35 | 14.52 | 1.08% |

1.6 Surplus in the Collection Fund

Collection Fund surpluses or deficits reflect whether the Council over or under achieves its Council Tax collection targets. For the years 1993/94 to 2012/13, the surplus was £0.004m.

1.7 Levies and Precepts

Levies

There are three regulatory bodies which make a levy on the London Boroughs to fund their costs. These are the London Pensions Fund Authority (LPFA), the Environment Agency and the Lee Valley Regional Park.

All the levies are met from within the budget requirement and the Council has no discretion in the amount to be levied. Table 7 outlines the levies in 2013/14 and comparative figures for 2012/13.

| Authority | 2012/13 £m | 2013/14 £m |
|--------------------------|-----------------------|-----------------------|
| L P F A | 1.292 | 1.245 |
| Environment Agency | 0.174 | 0.170 |
| Lee Valley Regional Park | 0.256 | 0.237 |
| Total | 1.722 | 1.652 |

Precepts

The Council Tax has to be set at a level that will not only cover the cost of services provided by the Council, but also the precept issued by the Greater London Authority (GLA). The GLA issues an overall precept that includes core services such as the Metropolitan Police Authority (MPA), the London Fire and Emergency Planning Authority (LFEPA), Transport for London (TfL), and the newly created Olympic Park Legacy Company (OPLC).

1.8 Council Tax bands

The Council Tax bill is calculated based on the equivalent number of Band D properties in the Borough, which is the Approved Tax Base. The Tax is then split between each of the valuation bands in the proportions laid down by the Government. This is shown in Table 8.

| Table 8 – Council Tax Bands | | | | | |
|------------------------------------|---|-----------------|---------------------------------|--------------------|------------------------------|
| Band | Property Values 1 April 1991 | Fraction | Lewisham Council Tax | GLA Precept | Total Council Tax |
| | £000s | | £ | £ | £ |
| A | Up to 40 | 6/9 | 706.90 | 202.00 | 908.90 |
| B | 40 -52 | 7/9 | 824.72 | 235.67 | 1,060.39 |
| C | 52 - 68 | 8/9 | 942.53 | 269.33 | 1,211.86 |
| D | 68 - 88 | 9/9 | 1,060.35 | 303.00 | 1,363.35 |
| E | 88 - 120 | 11/9 | 1,295.98 | 370.33 | 1,666.31 |
| F | 120 - 160 | 13/9 | 1,531.62 | 437.67 | 1,969.29 |
| G | 160 - 320 | 15/9 | 1,767.25 | 505.00 | 2,272.25 |
| H | Over 320 | 18/9 | 2,120.70 | 606.00 | 2,726.70 |

2. 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 analysis of the previous year's Revised Budget for comparison purposes.

2. Directorate Summaries

2.1 Overall Objective Summary by Directorate

| | 2012/13 Budget £000s | 2013/14 Gross Expenditure Budget £000s | 2013/14 Income Budget £000s | 2013/14 Net Budget £000s |
|--------------------------------------|----------------------------|--|--------------------------------------|-----------------------------------|
| Children & Young People | 81,191 | 395,735 | -321,054 | 74,681 |
| Community Services | 127,815 | 205,741 | -76,572 | 129,169 |
| Customer Services | 46,216 | 331,078 | -286,935 | 44,143 |
| Resources & Regeneration | 30,733 | 72,713 | -47,920 | 24,793 |
| Total Directorate Expenditure | 285,955 | 1,005,267 | -732,481 | 272,786 |
| Financing Items | -14,200 | 67,767 | -55,881 | 11,886 |
| Transfer (to)/from Reserves | -3,245 | 260 | -300 | -40 |
| Transfer (to)/from School Balances | 0 | 0 | 0 | 0 |
| Total Expenditure | 268,510 | 1,073,294 | -788,662 | 284,632 |

2.2 Overall Subjective Summary

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 168,195 | 178,828 |
| Officers, Manual & Other | 160,963 | 131,004 |
| Total Employee Costs | 329,158 | 309,832 |
| Premises | 59,998 | 60,099 |
| Transport | 24,091 | 23,427 |
| Supplies & Services | 332,809 | 168,640 |
| Third-Party Payments | 158,784 | 171,556 |
| Transfer Payments | 254,122 | 224,562 |
| Support Services | 66,846 | 66,846 |
| Other Expenditure | 1,500 | 3,180 |
| Total Running Costs | 898,150 | 718,310 |
| Capital Charges & Capital Financing Costs | 44,892 | 44,892 |
| Gross Directorate Expenditure | 1,272,200 | 1,073,034 |
| | | |
| INCOME | | |
| Government Grants | -551,133 | -565,090 |
| Other Grants | -24,338 | -22,348 |
| Sales | -4,670 | -4,671 |
| Fees & Charges | -37,140 | -37,175 |
| Rents | -7,364 | -7,412 |
| Interest | -2,275 | -2,275 |
| Internal Recharges | -355,334 | -149,391 |
| Capital Financing | 0 | 0 |
| Other Income | -18,191 | 0 |
| Total Directorate Income | -1,000,445 | -788,362 |
| Net Directorate Expenditure | 271,755 | 284,672 |
| Transfer (to)/from Reserves | -3,245 | -40 |
| Transfer (to)/from School Balances | 0 | 0 |
| Total Net Expenditure | 268,510 | 284,632 |

3. Directorate for Children & Young People

Some of the services provided by the directorate are as follows:-

- 2 Nursery schools and 3 Early Years/Children's Centres providing places for children aged up to 4;
- 66 Primary schools for 22,589 children aged 4-11;
- 10 Secondary schools for 8,660 children aged 11-19;
- 5 Special schools catering for 600 children and one Pupil Referral Unity for 206 children aged 11-19.

Children's Social Care

Covers all Children's Social Care functions, and all functions related to individual children with complex and/or special educational needs. The service works with children who need to be looked after and safeguarded from harm. The service provides supports 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

Service provides all early intervention services, including the Children's Centres, Targeted Family Support (including Troubled Families coordination), support for Teams Around the Child and Teams Around the Family across the partnership; the Attendance and Welfare service; the Youth Service and NEET reduction delivery function; support for schools re crime and liaison with the YOS; securing integrated workforce strategy and practice across the partnership. The Service also includes health commissioning for children and young people on behalf of the CCG, integrated commissioning; all partnership functions including the Children and Young People's Strategic Partnership Board and associated groups; liaison with the VCS; Inspections

Standards and Achievement

The Service also includes all functions related to raising standards of achievement in schools; governors; elective home education; 14-19 education commissioning and NEET prevention; the Educational Psychology service, improving schools' and settings' capacity to meet the needs and raise standards for all children; music service. The Service also includes Looked After Children education; universal early years education and care, including responsibilities for PVI providers and childminders; the PRUs; education for school phobics and others with a medical need.

Resources and Performance

The Service provides support functions for the Directorate, Schools Forum and schools including arrangements for the financial management of the free entitlement offer for 2, 3 and four year olds. Provides a traded HR service for schools, provides a strategic estates management function for LA maintained schools and a traded service for statutory maintenance responsibilities, a client monitoring function for the school meals contract covering 64 schools. The service also provides free school meals eligibility checks for parents. The service provides all the Directorate's performance functions and includes business support for the Executive Director's office including equalities, corporate liaison work and service planning plus business continuity support to schools. The service is currently supporting the processes to create two social enterprise solutions for the running of the three Early Years Centres.

Education Infrastructure

Service portfolio covers all places planning and delivery of those places across early years, mainstream school places and SEN places; capital clienting for schools, including ICT; fulfilling statutory responsibilities, planning and delivery re NEET reduction 16-25.

3. Directorate for Children and Young People

3.1 Directorate Budget - Objective Summary by Service

| CHILDREN & YOUNG PEOPLE DIRECTORATE | 2012/13 Budget £000s | 2013/14 Gross Expenditure Budget £000s | 2013/14 Income Budget £000s | 2013/14 Net Budget £000s |
|---|-------------------------------------|---|--|---|
| SCHOOLS (1XSA) | -1,324 | 237,884 | -239,210 | -1,326 |
| ACCESS & SUPPORT SERVICES for CHILDREN (1XPA) | 0 | 0 | 0 | 0 |
| RESOURCES AND PERFORMANCE (1XRA) | 15,676 | 52,370 | -42,543 | 9,827 |
| STANDARDS & ACHIEVEMENT (1XEA) | 2,691 | 22,780 | -15,033 | 7,747 |
| EDUCATION INFRASTRUCTURE (1XFA) | 3,352 | 2,668 | -488 | 2,180 |
| PARTNERSHIPS AND TARGETED SERVICES FOR CHILDREN AND YOUNG PEOPLE (1XMA) | 15,402 | 16,595 | -2,696 | 13,899 |
| CHILDREN'S SOCIAL CARE (1XCA) | 45,394 | 63,438 | -21,084 | 42,354 |
| Total Service Expenditure | 81,191 | 395,735 | -321,054 | 74,681 |
| Transfers (to)/from School Balances (1XBL) | 0 | 0 | 0 | 0 |
| Total Children & Young People Directorate | 81,191 | 395,735 | -321,054 | 74,681 |

3.2 Directorate Budget - Subjective Summary

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|--|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 166,979 | 177,610 |
| Officers, Manual & Other | 35,839 | 32,379 |
| Total Employee Costs | 202,818 | 209,989 |
| Premises | 42,723 | 44,480 |
| Transport | 4,543 | 4,253 |
| Supplies & Services | 54,949 | 77,185 |
| Third-Party Payments | 42,576 | 40,099 |
| Transfer Payments | 1,042 | 619 |
| Support Services | 8,390 | 8,390 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 154,223 | 175,026 |
| Capital Charges & Capital Financing Costs | 10,720 | 10,720 |
| TOTAL GROSS EXPENDITURE | 367,761 | 395,735 |
| | | |
| INCOME | 0 | 0 |
| Government Grants | -263,755 | -294,659 |
| Other Grants | 0 | 0 |
| Sales | -1,918 | -2,102 |
| Fees & Charges | -35 | -56 |
| Rents | -4,025 | -4,025 |
| Interest | 0 | 0 |
| Internal Recharges | -16,837 | -20,212 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -286,570 | -321,054 |
| NET SERVICE EXPENDITURE | 81,191 | 74,681 |

3.3 Directorate Budget - Subjective Summary by Service

SCHOOLS (1XSA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|--|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 162,891 | 173,721 |
| Officers, Manual & Other | 0 | 0 |
| Total Employee Costs | 162,891 | 173,721 |
| Premises | 41,579 | 43,430 |
| Transport | 0 | 0 |
| Supplies & Services | 4,022 | 13,467 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 62 | 62 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 45,663 | 56,959 |
| Capital Charges & Capital Financing Costs | 7,204 | 7,204 |
| TOTAL GROSS EXPENDITURE | 215,758 | 237,884 |
| INCOME | | |
| Government Grants | -217,082 | -236,987 |
| Other Grants | 0 | 0 |
| Sales | 0 | 0 |
| Fees & Charges | 0 | 0 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | 0 | -2,223 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -217,082 | -239,210 |
| NET SERVICE EXPENDITURE | -1,324 | -1,326 |

2012/13 Government grants revised to reflect 2013/14 Dedicated schools grant funding reforms

Corporate Revenue and Capital Budget Book 2013/14



ACCESS & SUPPORT SERVICES for CHILDREN (1XPA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|--|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 0 | 0 |
| Total Employee Costs | 0 | 0 |
| Premises | 0 | 0 |
| Transport | 0 | 0 |
| Supplies & Services | 0 | 0 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 0 | 0 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 0 | 0 |
| Capital Charges & Capital Financing Costs | 0 | 0 |
| TOTAL GROSS EXPENDITURE | 0 | 0 |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | 0 | 0 |
| Sales | 0 | 0 |
| Fees & Charges | 0 | 0 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | 0 | 0 |
| NET SERVICE EXPENDITURE | 0 | 0 |

2012/13 Government grants revised to reflect 2013/14 Dedicated schools grant funding reforms

Corporate Revenue and Capital Budget Book 2013/14



RESOURCES & PERFORMANCE (1XRA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|--|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 6,088 | 5,256 |
| Total Employee Costs | 6,088 | 5,256 |
| Premises | 321 | 321 |
| Transport | 164 | 164 |
| Supplies & Services | 33,575 | 41,670 |
| Third-Party Payments | 27 | 27 |
| Transfer Payments | 44 | 44 |
| Support Services | 1,577 | 1,577 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 35,708 | 43,803 |
| Capital Charges & Capital Financing Costs | 3,311 | 3,311 |
| TOTAL GROSS EXPENDITURE | 45,107 | 52,370 |
| | | |
| INCOME | | |
| Government Grants | -14,667 | -24,334 |
| Other Grants | 0 | 0 |
| Sales | -9 | -1,388 |
| Fees & Charges | 0 | 0 |
| Rents | -3,586 | -3,586 |
| Interest | 0 | 0 |
| Internal Recharges | -11,169 | -13,235 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -29,431 | -42,543 |
| NET SERVICE EXPENDITURE | 15,676 | 9,827 |

2012/13 Government grants revised to reflect 2013/14 Dedicated schools grant funding reforms

Corporate Revenue and Capital Budget Book 2013/14



STANDARDS & ACHIEVEMENT (1XEA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|--|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 3,546 | 3,438 |
| Officers, Manual & Other | 6,505 | 5,715 |
| Total Employee Costs | 10,051 | 9,153 |
| Premises | 330 | 236 |
| Transport | 71 | 24 |
| Supplies & Services | 7,061 | 12,214 |
| Third-Party Payments | 338 | 338 |
| Transfer Payments | 24 | 0 |
| Support Services | 762 | 762 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 8,586 | 13,574 |
| Capital Charges & Capital Financing Costs | 53 | 53 |
| TOTAL GROSS EXPENDITURE | 18,690 | 22,780 |
| INCOME | | |
| Government Grants | -12,896 | -12,821 |
| Other Grants | 0 | 0 |
| Sales | -96 | -41 |
| Fees & Charges | -35 | -55 |
| Rents | -391 | -391 |
| Interest | 0 | 0 |
| Internal Recharges | -2,581 | -1,725 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -15,999 | -15,033 |
| NET SERVICE EXPENDITURE | 2,691 | 7,747 |

2012/13 Government grants revised to reflect 2013/14 Dedicated schools grant funding reforms

Corporate Revenue and Capital Budget Book 2013/14



EDUCATION INFRASTRUCTURE (1XFA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|--|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 745 | 655 |
| Total Employee Costs | 745 | 655 |
| Premises | 0 | 0 |
| Transport | 0 | 0 |
| Supplies & Services | 2,468 | 1,717 |
| Third-Party Payments | 477 | 146 |
| Transfer Payments | 0 | 0 |
| Support Services | 150 | 150 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 3,095 | 2,013 |
| Capital Charges & Capital Financing Costs | 0 | 0 |
| TOTAL GROSS EXPENDITURE | 3,840 | 2,668 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | 0 | 0 |
| Sales | 0 | 0 |
| Fees & Charges | 0 | 0 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -488 | -488 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -488 | -488 |
| NET SERVICE EXPENDITURE | 3,352 | 2,180 |

2012/13 Government grants revised to reflect change in accounting treatment

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PARTNERSHIPS AND TARGETED SERVICES FOR CHILDREN AND YOUNG PEOPLE (1XMA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|--|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 7,771 | 6,891 |
| Total Employee Costs | 7,771 | 6,891 |
| Premises | 444 | 444 |
| Transport | 120 | 60 |
| Supplies & Services | 3,891 | 2,617 |
| Third-Party Payments | 5,380 | 5,174 |
| Transfer Payments | 53 | 53 |
| Support Services | 1,232 | 1,232 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 11,120 | 9,580 |
| Capital Charges & Capital Financing Costs | 124 | 124 |
| TOTAL GROSS EXPENDITURE | 19,015 | 16,595 |
| | | |
| INCOME | | |
| Government Grants | -979 | -69 |
| Other Grants | 0 | 0 |
| Sales | -390 | -440 |
| Fees & Charges | 0 | 0 |
| Rents | -16 | -16 |
| Interest | 0 | 0 |
| Internal Recharges | -2,228 | -2,171 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -3,613 | -2,696 |
| NET SERVICE EXPENDITURE | 15,402 | 13,899 |

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CHILDREN'S SOCIAL CARE (1XCA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|--|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 541 | 450 |
| Officers, Manual & Other | 14,729 | 13,862 |
| Total Employee Costs | 15,270 | 14,312 |
| Premises | 48 | 48 |
| Transport | 4,188 | 4,006 |
| Supplies & Services | 3,934 | 5,498 |
| Third-Party Payments | 36,354 | 34,415 |
| Transfer Payments | 921 | 522 |
| Support Services | 4,609 | 4,609 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 50,054 | 49,098 |
| Capital Charges & Capital Financing Costs | 28 | 28 |
| TOTAL GROSS EXPENDITURE | 65,352 | 63,438 |
| | | |
| INCOME | | |
| Government Grants | -18,131 | -20,448 |
| Other Grants | 0 | 0 |
| Sales | -1,424 | -235 |
| Fees & Charges | 0 | 0 |
| Rents | -32 | -32 |
| Interest | 0 | 0 |
| Internal Recharges | -371 | -369 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -19,958 | -21,084 |
| NET SERVICE EXPENDITURE | 45,394 | 42,354 |

2012/13 Government grants revised to reflect 2013/14 Dedicated schools grant funding reforms

4. Directorate for Community Services

The Directorate works with a wide range of public, private and voluntary partners including the Primary Care Trust, the Metropolitan Police, local voluntary and community organisations and local business. From April 2013 the Directorate's budget also includes Public Health Service following the transfer of responsibilities from Health & Local Authorities.

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
- safer and secure communities.

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

The Directorate encompasses a number of key service areas:

- Crime Reduction and Supporting People,
- Adult Social Care,
- Culture and Community Development,
- Joint Commissioning.

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

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

4. Directorate for Community Services

4.1 Directorate Budget - Objective Summary by Service

| COMMUNITY SERVICES DIRECTORATE | 2012/13 Budget £000s | 2013/14 Gross Expenditure Budget £000s | 2013/14 Income Budget £000s | 2013/14 Net Budget £000s |
|---|-------------------------------------|---|--|---|
| Adult Services (2XDA) | 86,421 | 129,164 | -37,820 | 91,344 |
| Crime Reduction & Supporting People (2XNA) | 21,248 | 26,888 | -7,463 | 19,425 |
| Culture and Community Development (2XBA) | 22,645 | 30,296 | -9,151 | 21,145 |
| Public Health (2XKA) | 0 | 15,148 | -15,148 | 0 |
| Strategy & Performance (2XSA) | -2,499 | 4,245 | -6,990 | -2,745 |
| Total Service Expenditure | 127,815 | 205,741 | -76,572 | 129,169 |
| Transfers to/(from) Reserves (2XTA) | -1,334 | 0 | 0 | 0 |
| Total Community Services Directorate | 126,481 | 205,741 | -76,572 | 129,169 |

4.2 Directorate Budget - Subjective Summary

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 1,216 | 1,218 |
| Officers, Manual & Other | 33,047 | 31,298 |
| Total Employee Costs | 34,263 | 32,516 |
| Premises | 1,490 | 1,206 |
| Transport | 3,414 | 3,236 |
| Supplies & Services | 25,503 | 23,327 |
| Third-Party Payments | 98,972 | 113,795 |
| Transfer Payments | 575 | 472 |
| Support Services | 29,765 | 29,765 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 159,719 | 171,801 |
| Capital Charges & Capital Financing Costs | 1,424 | 1,424 |
| TOTAL GROSS EXPENDITURE | 195,406 | 205,741 |
| | | |
| INCOME | | |
| Government Grants | -13,644 | -25,053 |
| Other Grants | -16,691 | -14,677 |
| Sales | -171 | -125 |
| Fees & Charges | -11,917 | -11,868 |
| Rents | -180 | -190 |
| Interest | 0 | 0 |
| Internal Recharges | -24,988 | -24,659 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -67,591 | -76,572 |
| NET SERVICE EXPENDITURE | 127,815 | 129,169 |

4.3 Directorate Budget - Subjective Summary by Service

ADULT SERVICES (2XDA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 19,280 | 17,334 |
| Total Employee Costs | 19,280 | 17,334 |
| Premises | 304 | 306 |
| Transport | 3,199 | 3,056 |
| Supplies & Services | 4,965 | 4,795 |
| Third-Party Payments | 82,025 | 83,800 |
| Transfer Payments | 575 | 472 |
| Support Services | 19,109 | 19,109 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 110,177 | 111,538 |
| Capital Charges & Capital Financing Costs | 292 | 292 |
| TOTAL GROSS EXPENDITURE | 129,749 | 129,164 |
| | | |
| INCOME | | |
| Government Grants | -7,691 | 0 |
| Other Grants | -10,468 | -12,729 |
| Sales | -42 | -43 |
| Fees & Charges | -10,550 | -10,642 |
| Rents | -109 | -112 |
| Interest | 0 | 0 |
| Internal Recharges | -14,468 | -14,294 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -43,328 | -37,820 |
| NET SERVICE EXPENDITURE | 86,421 | 91,344 |

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CRIME REDUCTION & SUPPORTING PEOPLE (2XNA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 4,562 | 3,826 |
| Total Employee Costs | 4,562 | 3,826 |
| Premises | 199 | 200 |
| Transport | 56 | 57 |
| Supplies & Services | 5,623 | 4,873 |
| Third-Party Payments | 16,247 | 15,581 |
| Transfer Payments | 0 | 0 |
| Support Services | 2,330 | 2,330 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 24,455 | 23,041 |
| Capital Charges & Capital Financing Costs | 21 | 21 |
| TOTAL GROSS EXPENDITURE | 29,038 | 26,888 |
| | | |
| INCOME | | |
| Government Grants | -1,067 | -4,796 |
| Other Grants | -5,494 | -1,438 |
| Sales | 0 | 0 |
| Fees & Charges | 0 | 0 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -1,229 | -1,229 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -7,790 | -7,463 |
| NET SERVICE EXPENDITURE | 21,249 | 19,425 |

Corporate Revenue and Capital Budget Book 2013/14



CULTURE and COMMUNITY DEVELOPMENT (2XBA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 1,216 | 1,218 |
| Officers, Manual & Other | 7,539 | 7,133 |
| Total Employee Costs | 8,755 | 8,351 |
| Premises | 985 | 697 |
| Transport | 99 | 66 |
| Supplies & Services | 14,594 | 13,241 |
| Third-Party Payments | 492 | 499 |
| Transfer Payments | 0 | 0 |
| Support Services | 6,331 | 6,331 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 22,501 | 20,834 |
| Capital Charges & Capital Financing Costs | 1,111 | 1,111 |
| TOTAL GROSS EXPENDITURE | 32,367 | 30,296 |
| | | |
| INCOME | | |
| Government Grants | -4,830 | -4,814 |
| Other Grants | -703 | -484 |
| Sales | -129 | -82 |
| Fees & Charges | -1,367 | -1,227 |
| Rents | -71 | -78 |
| Interest | 0 | 0 |
| Internal Recharges | -2,622 | -2,466 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -9,722 | -9,151 |
| NET SERVICE EXPENDITURE | 22,645 | 21,145 |

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PUBLIC HEALTH (2XKA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0.0 | 0 |
| Officers, Manual & Other | 0.0 | 1,443 |
| Total Employee Costs | 0.0 | 1,443 |
| Premises | 0.0 | 0 |
| Transport | 0.0 | 0 |
| Supplies & Services | 0.0 | 0 |
| Third-Party Payments | 0.0 | 13,705 |
| Transfer Payments | 0.0 | 0 |
| Support Services | 0.0 | 0 |
| Other Expenditure | 0.0 | 0 |
| TOTAL RUNNING COSTS | 0.0 | 13,705 |
| Capital Charges & Capital Financing Costs | 0.0 | 0 |
| TOTAL GROSS EXPENDITURE | 0.0 | 15,148 |
| | | |
| INCOME | | |
| Government Grants | 0.0 | -15,148 |
| Other Grants | 0.0 | 0 |
| Sales | 0.0 | 0 |
| Fees & Charges | 0.0 | 0 |
| Rents | 0.0 | 0 |
| Interest | 0.0 | 0 |
| Internal Recharges | 0.0 | 0 |
| Capital Financing | 0.0 | 0 |
| Other Income | 0.0 | 0 |
| TOTAL INCOME | 0.0 | -15,148 |
| NET SERVICE EXPENDITURE | 0 | 0 |

Note:

The total Public Health Grant for 2013/14 is £19.541m. The balance of £4.393m is included in the Crime Reduction & Supporting People Division analysis on page 25

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STRATEGY & PERFORMANCE (2XSA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 1,666 | 1,562 |
| Total Employee Costs | 1,666 | 1,562 |
| Premises | 3 | 3 |
| Transport | 60 | 57 |
| Supplies & Services | 321 | 418 |
| Third-Party Payments | 207 | 210 |
| Transfer Payments | 0 | 0 |
| Support Services | 1,995 | 1,995 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 2,586 | 2,683 |
| Capital Charges & Capital Financing Costs | 0 | 0 |
| TOTAL GROSS EXPENDITURE | 4,252 | 4,245 |
| | | |
| INCOME | | |
| Government Grants | -56 | -295 |
| Other Grants | -26 | -26 |
| Sales | 0 | 0 |
| Fees & Charges | 0 | 0 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -6,669 | -6,669 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -6,751 | -6,990 |
| NET SERVICE EXPENDITURE | -2,499 | -2,745 |

5. Directorate for Customer Services

The Directorate's strategic aims are:-

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

Environment Division:

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

Public Services Division:

The division provides the 'front door' to a wide range of services across the Council. This division includes ServicePoint (AccessPoint, CallPoint and Registration); Benefits; Revenues and the Emergency Planning team.

Strategic Housing and Regulatory Services Division:

This division includes the following service areas - Housing strategy and development; Housing Needs (including Housing Options and Homesearch) and Private Sector Housing, Building Control and Licensing.

Strategy and Performance Division:

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

5. Directorate for Customer Services

5.1 Directorate Budget - Objective Summary by Service

| CUSTOMER SERVICES DIRECTORATE | 2012/13 Budget £000s | 2013/14 Gross Expenditure Budget £000s | 2013/14 Income Budget £000s | 2013/14 Net Budget £000s |
|--|-------------------------------------|---|--|---|
| Public Services (3XPA) | 7,525 | 255,330 | -248,059 | 7,271 |
| Environmental Division (3XFA) | 29,250 | 54,485 | -26,130 | 28,355 |
| Strategic Housing & Business Regulatory Services (3XQA) | 9,421 | 18,254 | -9,732 | 8,522 |
| Strategy & Performance (3XRA) | 20 | 3,009 | -3,014 | -5 |
| Total Service Expenditure | 46,216 | 331,078 | -286,935 | 44,143 |
| Transfers to/(from) Reserves (3RX) | 83 | 260 | 0 | 260 |
| Total Community Services Directorate | 46,299 | 331,338 | -286,935 | 44,403 |

5.2 Directorate Budget - Objective Summary

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 40,129 | 38,637 |
| Total Employee Costs | 40,129 | 38,637 |
| Premises | 6,973 | 6,418 |
| Transport | 15,990 | 15,826 |
| Supplies & Services | 6,132 | 6,008 |
| Third-Party Payments | 12,272 | 12,020 |
| Transfer Payments | 252,468 | 223,447 |
| Support Services | 23,644 | 23,644 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 317,479 | 287,363 |
| Capital Charges & Capital Financing Costs | 5,078 | 5,078 |
| TOTAL GROSS EXPENDITURE | 362,686 | 331,078 |
| | | |
| INCOME | | |
| Government Grants | -254,650 | -225,673 |
| Other Grants | -4,219 | -4,211 |
| Sales | -1,286 | -1,286 |
| Fees & Charges | -18,300 | -18,363 |
| Rents | -6,626 | -6,665 |
| Interest | -17 | -17 |
| Internal Recharges | -31,372 | -30,720 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -316,470 | -286,935 |
| NET SERVICE EXPENDITURE | 46,216 | 44,143 |

5.3 Directorate Budget - Subjective Summary by Service

PUBLIC SERVICES (3XPA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 10,990 | 10,555 |
| Total Employee Costs | 10,990 | 10,555 |
| Premises | 235 | 235 |
| Transport | 7,759 | 7,809 |
| Supplies & Services | 4,177 | 4,100 |
| Third-Party Payments | 1,486 | 1,476 |
| Transfer Payments | 252,469 | 223,447 |
| Support Services | 7,488 | 7,488 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 273,614 | 244,555 |
| Capital Charges & Capital Financing Costs | 220 | 220 |
| TOTAL GROSS EXPENDITURE | 284,824 | 255,330 |
| | | |
| INCOME | | |
| Government Grants | -254,650 | -225,673 |
| Other Grants | -4,127 | -4,071 |
| Sales | -41 | -41 |
| Fees & Charges | -10,461 | -10,301 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -8,020 | -7,973 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -277,299 | -248,059 |
| NET SERVICE EXPENDITURE | 7,525 | 7,271 |

ENVIRONMENTAL DIVISION (3XFA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|-------------------------------------|-------------------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 21,419 | 20,810 |
| Total Employee Costs | 21,419 | 20,810 |
| Premises | 667 | 545 |
| Transport | 8,178 | 7,964 |
| Supplies & Services | 1,243 | 1,194 |
| Third-Party Payments | 10,785 | 10,544 |
| Transfer Payments | 0 | 0 |
| Support Services | 11,924 | 11,924 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 32,797 | 32,171 |
| Capital Charges & Capital Financing Costs | 1,504 | 1,504 |
| TOTAL GROSS EXPENDITURE | 55,720 | 54,485 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | -40 | -40 |
| Sales | -1,245 | -1,245 |
| Fees & Charges | -6,696 | -6,961 |
| Rents | -107 | -107 |
| Interest | 0 | 0 |
| Internal Recharges | -18,382 | -17,777 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -26,470 | -26,130 |
| NET SERVICE EXPENDITURE | 29,250 | 28,355 |

STRATEGIC HOUSING & BUSINESS REGULATORY SERVICES (3XQA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 5,988 | 5,565 |
| Total Employee Costs | 5,988 | 5,565 |
| Premises | 6,071 | 5,638 |
| Transport | 54 | 53 |
| Supplies & Services | 672 | 674 |
| Third-Party Payments | 1 | 1 |
| Transfer Payments | 0 | 0 |
| Support Services | 2,976 | 2,976 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 9,774 | 9,342 |
| Capital Charges & Capital Financing Costs | 3,347 | 3,347 |
| TOTAL GROSS EXPENDITURE | 19,109 | 18,254 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | -52 | -100 |
| Sales | 0 | 0 |
| Fees & Charges | -1,118 | -1,075 |
| Rents | -6,519 | -6,558 |
| Interest | -17 | -17 |
| Internal Recharges | -1,982 | -1,982 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -9,688 | -9,732 |
| NET SERVICE EXPENDITURE | 9,421 | 8,522 |

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STRATEGY & PERFORMANCE (3XRA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 1,732 | 1,707 |
| Total Employee Costs | 1,732 | 1,707 |
| Premises | 0 | 0 |
| Transport | 0 | 0 |
| Supplies & Services | 40 | 39 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 1,256 | 1,256 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 1,296 | 1,295 |
| Capital Charges & Capital Financing Costs | 7 | 7 |
| TOTAL GROSS EXPENDITURE | 3,035 | 3,009 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | 0 | 0 |
| Sales | 0 | 0 |
| Fees & Charges | -25 | -25 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -2,989 | -2,989 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -3,014 | -3,014 |
| NET SERVICE EXPENDITURE | 21 | -5 |

6. Directorate for Resources & Regeneration

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 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 for the corporate estate; and Transport (including highways improvement and lighting).

Corporate Support Services

Information Management and Technology - co-ordinate and manage the provision and maintenance of ICT tools; identify, support and lead transformation/continuous improvement that can be enabled or assisted by ICT.

Personnel and Development - facilitate the development of a flexible and responsive workforce to ensure modern, high quality services; 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.

Audit and Risk - oversee processes for managing and mitigating risks; coordinate and provide assurance on the framework of internal control; and deliver professional guidance and support for investigations, insurance provision and health & safety.

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

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

Chief Executive's Division - 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.

6. Directorate for Resources & Regeneration

6.1 Directorate Budget - Objective Summary by Service

| RESOURCES & REGENERATION DIRECTORATE | 2012/13 Budget £000s | 2013/14 Gross Expenditure Budget £000s | 2013/14 Income Budget £000s | 2013/14 Net Budget £000s |
|---|-------------------------------------|---|--|---|
| Planning Division (4XPA) | 2,861 | 4,058 | -1,527 | 2,531 |
| Regeneration & Asset Management (4XBA) | 12,271 | 24,206 | -14,420 | 9,786 |
| Information Management & Technology (5XTA) | 1,518 | 10,286 | -9,604 | 682 |
| Resources: Executive Office (5XEA) | 1,269 | 1,551 | -406 | 1,145 |
| Personnel & Development (5XHA) | -492 | 3,363 | -4,329 | -966 |
| Law Division (5XLA) | 463 | 2,711 | -2,487 | 224 |
| Audit & Risk (5XMA) | -74 | 5,343 | -5,604 | -261 |
| Resources: Finance (5XWA) | 7,546 | 13,496 | -6,261 | 7,235 |
| Policy & Governance (5XCP) | 5,256 | 5,052 | -138 | 4,914 |
| Strategy - Chief Executives (5XCC) | 115 | 2,647 | -3,144 | -497 |
| Total Service Expenditure | 30,733 | 72,713 | -47,920 | 24,793 |
| Transfers to/(from) Directorate Reserves (5XZA) | -1,995 | 0 | -300 | -300 |
| Total Expenditure | 28,738 | 72,713 | -48,220 | 24,493 |

6.2 Directorate Budget - Subjective Summary

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 28,963 | 25,332 |
| Total Employee Costs | 28,963 | 25,332 |
| Premises | 8,804 | 7,996 |
| Transport | 144 | 113 |
| Supplies & Services | 20,295 | 19,364 |
| Third-Party Payments | 2,920 | 2,515 |
| Transfer Payments | 0 | 0 |
| Support Services | 5,048 | 5,048 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 37,211 | 35,036 |
| Capital Charges & Capital Financing Costs | 12,345 | 12,345 |
| TOTAL GROSS EXPENDITURE | 78,519 | 72,713 |
| | | |
| INCOME | | |
| Government Grants | -245 | -245 |
| Other Grants | -1,511 | -1,359 |
| Sales | -3,179 | -3,202 |
| Fees & Charges | -2,899 | -2,918 |
| Rents | -558 | -558 |
| Interest | -8 | -8 |
| Internal Recharges | -39,386 | -39,630 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -47,786 | -47,920 |
| NET SERVICE EXPENDITURE | 30,733 | 24,793 |

6.3 Directorate Budget - Subjective Summary by Service

PLANNING DIVISION (4XPA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 2,933 | 2,900 |
| Total Employee Costs | 2,933 | 2,900 |
| Premises | 4 | 0 |
| Transport | 7 | 7 |
| Supplies & Services | 940 | 472 |
| Third-Party Payments | 89 | 119 |
| Transfer Payments | 0 | 0 |
| Support Services | 550 | 550 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 1,590 | 1,148 |
| Capital Charges & Capital Financing Costs | 10 | 10 |
| TOTAL GROSS EXPENDITURE | 4,533 | 4,058 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | -330 | -185 |
| Sales | -3 | -3 |
| Fees & Charges | -1,339 | -1,339 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | 0 | 0 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -1,672 | -1,527 |
| NET SERVICE EXPENDITURE | 2,861 | 2,531 |

REGENERATION & ASSET MANAGEMENT (4XBA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 6,231 | 5,331 |
| Total Employee Costs | 6,231 | 5,331 |
| Premises | 8,743 | 7,941 |
| Transport | 62 | 58 |
| Supplies & Services | 3,139 | 2,999 |
| Third-Party Payments | 2,831 | 2,396 |
| Transfer Payments | 0 | 0 |
| Support Services | 744 | 744 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 15,519 | 14,138 |
| Capital Charges & Capital Financing Costs | 4,737 | 4,737 |
| TOTAL GROSS EXPENDITURE | 26,487 | 24,206 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | -776 | -782 |
| Sales | -579 | -604 |
| Fees & Charges | -1,326 | -1,341 |
| Rents | -558 | -558 |
| Interest | 0 | 0 |
| Internal Recharges | -10,977 | -11,135 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -14,216 | -14,420 |
| NET SERVICE EXPENDITURE | 12,271 | 9,786 |

INFORMATION MANAGEMENT & TECHNOLOGY (5XTA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 2,525 | 1,875 |
| Total Employee Costs | 2,525 | 1,875 |
| Premises | 1 | 1 |
| Transport | 5 | 5 |
| Supplies & Services | 7,207 | 7,021 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 0 | 0 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 7,213 | 7,027 |
| Capital Charges & Capital Financing Costs | 1,384 | 1,384 |
| TOTAL GROSS EXPENDITURE | 11,122 | 10,286 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | 0 | 0 |
| Sales | -863 | -863 |
| Fees & Charges | -50 | -50 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -8,691 | -8,691 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -9,604 | -9,604 |
| NET SERVICE EXPENDITURE | 1,518 | 682 |

EXECUTIVE OFFICE (5XEA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 317 | 193 |
| Total Employee Costs | 317 | 193 |
| Premises | 0 | 0 |
| Transport | 0 | 0 |
| Supplies & Services | 28 | 28 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 1,330 | 1,330 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 1,358 | 1,358 |
| Capital Charges & Capital Financing Costs | 0 | 0 |
| TOTAL GROSS EXPENDITURE | 1,675 | 1,551 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | 0 | 0 |
| Sales | 0 | 0 |
| Fees & Charges | 0 | 0 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -406 | -406 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -406 | -406 |
| NET SERVICE EXPENDITURE | 1,269 | 1,145 |

PERSONNEL & DEVELOPMENT (5XHA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 3,326 | 2,863 |
| Total Employee Costs | 3,326 | 2,863 |
| Premises | 10 | 10 |
| Transport | 0 | 0 |
| Supplies & Services | 506 | 480 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 0 | 0 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 516 | 490 |
| Capital Charges & Capital Financing Costs | 10 | 10 |
| TOTAL GROSS EXPENDITURE | 3,852 | 3,363 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | -63 | -48 |
| Sales | -84 | -84 |
| Fees & Charges | 0 | 0 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -4,197 | -4,197 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -4,344 | -4,329 |
| NET SERVICE EXPENDITURE | -492 | -966 |

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LAW DIVISION (5XLA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 2,602 | 2,343 |
| Total Employee Costs | 2,602 | 2,343 |
| Premises | 34 | 34 |
| Transport | 1 | 4 |
| Supplies & Services | 303 | 330 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 0 | 0 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 338 | 368 |
| Capital Charges & Capital Financing Costs | 0 | 0 |
| TOTAL GROSS EXPENDITURE | 2,940 | 2,711 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | -146 | -146 |
| Sales | -18 | -18 |
| Fees & Charges | -40 | -40 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -2,273 | -2,283 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -2,477 | -2,487 |
| NET SERVICE EXPENDITURE | 463 | 224 |

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AUDIT & RISK (5XMA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 1,169 | 1,012 |
| Total Employee Costs | 1,169 | 1,012 |
| Premises | 0 | 0 |
| Transport | 9 | 9 |
| Supplies & Services | 4,352 | 4,322 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 0 | 0 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 4,361 | 4,331 |
| Capital Charges & Capital Financing Costs | 0 | 0 |
| TOTAL GROSS EXPENDITURE | 5,530 | 5,343 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | -44 | -44 |
| Sales | -1,325 | -1,325 |
| Fees & Charges | 0 | 0 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -4,235 | -4,235 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -5,604 | -5,604 |
| NET SERVICE EXPENDITURE | -74 | -261 |

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FINANCE (5XWA)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 5,357 | 5,071 |
| Total Employee Costs | 5,357 | 5,071 |
| Premises | 4 | 4 |
| Transport | 40 | 10 |
| Supplies & Services | 1,334 | 1,404 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 803 | 803 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 2,181 | 2,221 |
| Capital Charges & Capital Financing Costs | 6,204 | 6,204 |
| TOTAL GROSS EXPENDITURE | 13,742 | 13,496 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | 0 | 0 |
| Sales | -263 | -263 |
| Fees & Charges | -114 | -105 |
| Rents | 0 | 0 |
| Interest | -8 | -8 |
| Internal Recharges | -5,811 | -5,885 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -6,196 | -6,261 |
| NET SERVICE EXPENDITURE | 7,546 | 7,235 |

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POLICY & GOVERNANCE (5XCP)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 2,173 | 1,878 |
| Total Employee Costs | 2,173 | 1,878 |
| Premises | 0 | 0 |
| Transport | 7 | 7 |
| Supplies & Services | 1,592 | 1,546 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 1,621 | 1,621 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 3,220 | 3,174 |
| Capital Charges & Capital Financing Costs | 0 | 0 |
| TOTAL GROSS EXPENDITURE | 5,393 | 5,052 |
| | | |
| INCOME | | |
| Government Grants | 0 | 0 |
| Other Grants | -57 | -57 |
| Sales | -20 | -20 |
| Fees & Charges | 0 | 0 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -61 | -61 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -138 | -138 |
| NET SERVICE EXPENDITURE | 5,255 | 4,914 |

STRATEGY - CHIEF EXECUTIVE'S (5XCC)

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 2,330 | 1,866 |
| Total Employee Costs | 2,330 | 1,866 |
| Premises | 7 | 7 |
| Transport | 13 | 13 |
| Supplies & Services | 894 | 761 |
| Third-Party Payments | 0 | 0 |
| Transfer Payments | 0 | 0 |
| Support Services | 0 | 0 |
| Other Expenditure | 0 | 0 |
| TOTAL RUNNING COSTS | 914 | 781 |
| Capital Charges & Capital Financing Costs | 0 | 0 |
| TOTAL GROSS EXPENDITURE | 3,244 | 2,647 |
| | | |
| INCOME | | |
| Government Grants | -245 | -245 |
| Other Grants | -95 | -95 |
| Sales | -24 | -24 |
| Fees & Charges | -30 | -45 |
| Rents | 0 | 0 |
| Interest | 0 | 0 |
| Internal Recharges | -2,735 | -2,735 |
| Capital Financing | 0 | 0 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -3,129 | -3,144 |
| NET SERVICE EXPENDITURE | 115 | -497 |

7. Housing Revenue Account

The HRA is a separate statutory account which shows the expenditure and income on the provision of the Council's housing stock of approximately 15,150 dwellings.

7.1 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:

| | % |
|---------------------------------------|----|
| Tenants Rents | 66 |
| Government Grant (PFI & Decent Homes) | 28 |
| Fees and charges | 6 |

7.2 Tenants' Rents

The average rent for a Council dwelling in 2013/14 is £91.03 per week. This is an average increase of £3.54 from the 2012/13 average.

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7.3 HRA Budget Objective Summary by Service.

| | 2012/13 Budget £000s | 2013/14 Gross Expenditure Budget £000s | 2013/14 Income Budget £000s | 2013/14 Net Budget £000s |
|--|----------------------------|--|--------------------------------------|-----------------------------------|
| Housing Client Services (H-3XMO) | 17,454 | 19,988 | -63 | 19,925 |
| Housing Management (H-3XMM) | 29,434 | 30,001 | 0 | 30,001 |
| Strategic Housing (H-3XQA) | 564 | 2,658 | -2,621 | 37 |
| Environment Division (H-3XFA) | 876 | 895 | 0 | 895 |
| Housing Central (H-3XMC+) | -78,709 | 37,133 | -120,409 | -83,276 |
| Total Service Expenditure (HRA) | -30,381 | 90,675 | -123,093 | -32,418 |
| Contribution to/(from) HRA Balances (H-VHRE+) | -2,628 | 138 | 0 | 138 |
| Other 'Below-the-Line' Items (HRA) (H-VHCR+) | 33,009 | 32,280 | 0 | 32,280 |
| Total Housing Revenue Account | 0 | 123,093 | -123,093 | 0 |

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7.4 HRA Budget by Subjective Summary.

| | 2012/13 Budget £000s | 2013/14 Budget £000s |
|---|----------------------------|----------------------------|
| EXPENDITURE | | |
| Teaching Staff | 0 | 0 |
| Officers, Manual & Other | 2,217 | 2,180 |
| Total Employee Costs | 2,217 | 2,180 |
| Premises | 22,022 | 24,761 |
| Transport | 14 | 14 |
| Supplies & Services | 2,784 | 3,804 |
| Third-Party Payments | 33,453 | 33,775 |
| Transfer Payments | 105 | 46 |
| Support Services | 2,551 | 2,719 |
| Other Expenditure | 135 | 138 |
| TOTAL RUNNING COSTS | 61,064 | 65,257 |
| Capital Charges & Capital Financing Costs | 56,187 | 55,656 |
| TOTAL GROSS EXPENDITURE | 119,468 | 123,093 |
| INCOME | | |
| Government Grants | -30,853 | -34,353 |
| Other Grants | 0 | 0 |
| Sales | 0 | 0 |
| Fees & Charges | -6,801 | -6,952 |
| Rents | -78,558 | -81,405 |
| Interest | 0 | 0 |
| Internal Recharges | -3,256 | -383 |
| Other Income | 0 | 0 |
| TOTAL INCOME | -119,468 | -123,093 |
| NET EXPENDITURE | 0 | 0 |

8. Capital Programme

8.1 The Authority's Capital Programme

The Capital Programme for 2013/14 to 2016/17 is as illustrated in the table below.

| | 2013/14 | 2014/15 | 2015/16 | 2016/17 | Total |
|--|---------|---------|---------|---------|-------|
| | £m | £m | £m | £m | £m |

| Major Projects over £3m | | | | | |
|---|--------------|-------------|-------------|-------------|--------------|
| BSF - Prendergast Hilly Fields (D&B) | 4.4 | 0 | 0 | 0 | 4.4 |
| BSF - Sydenham (D&B) | 21.0 | 4.9 | 0 | 0 | 25.9 |
| BSF - Brent Knoll (D&B) | 7.5 | 0 | 0 | 0 | 7.5 |
| BSF - Other | 3.0 | 0 | 0 | 0 | 3.0 |
| BSF - ICT in Schools | 0.9 | 0.5 | 0.5 | 0.8 | 2.7 |
| Schools - Primary Places Programme | 25.8 | 4.5 | 0 | 0 | 30.3 |
| Schools - Other Capital works | 7.7 | 1.2 | 1.2 | 1.2 | 11.3 |
| Catford Town Centre Regeneration | 5.8 | 0.7 | 0 | 3.6 | 10.1 |
| Deptford Town Centre & High St Imps | 1.3 | 0.1 | 0 | 0 | 1.4 |
| Asset Management Programme - Non Schools | 2.2 | 2.5 | 2.5 | 2.5 | 9.7 |
| ICT Schemes and Oracle Upgrade | 0.9 | 0.5 | 0.5 | 0.5 | 2.4 |
| Housing Regeneration Schemes | 3.3 | 1.2 | 0 | 1.5 | 6.0 |
| Disabled Facilities and Private Sector Grants | 1.5 | 1.5 | 1.5 | 0.7 | 5.2 |
| TOTAL - MAJOR PROJECTS | 85.3 | 17.6 | 6.2 | 10.8 | 119.9 |
| Other Projects | 6.1 | 1.0 | 1.1 | 0.6 | 8.8 |
| Lewisham Homes | 60.0 | 48.2 | 49.1 | 50.2 | 207.5 |
| TOTAL PROGRAMME | 151.4 | 66.8 | 56.4 | 61.6 | 336.2 |