



# Corporate Budget Book

2023–24



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## 1. INTRODUCTION

Lewisham Council agreed its 2023/24 budget at the Council meeting held on the 1<sup>st</sup> March 2023. The full budget report along with the decisions made are available online on the [Council's website](#).

This corporate budget book outlines the Council's plan for revenue and capital expenditure on its services and infrastructure for 2023/24. This budget incorporates savings made by the Council and allows the Council to provide the best services it can in line with the Council's Corporate Strategy and empowers it to build on the achievements of previous years.

For 2023/24, the Council's net revenue General Fund budget is £263.7m (£248.6m in 2022/23).

The Council's Capital Programme (General Fund and Housing Revenue Account) budget for the three-year period 2023/24 to 2025/26 is £526.9m; split £144.3m for the General Fund and £382.6m for the Housing Revenue Account.

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

The budget book outlines a summary of the Housing Revenue Account (HRA) budget for 2023/24. HRA is a statutory account held separately from the General Fund.

## 2. SUMMARY OF FUNDING SOURCES

### 2.1. How are the General Fund Services Financed?

The General Fund includes services such as Children’s and Adult Services, Resident & Business Services, Transport, Environment Health & Trading Standards, and the corporate activities required to coordinate and manage the work of the Council.

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

- Government – Settlement Funding Assessment (SFA) which is made up of Revenue Support Grant (RSG) and Baseline Funding Level; and other non-ring-fenced grants.
- Local taxpayers – through the Council Tax;
- Local service users – through fees and charges;
- Specific Grants, such as, Public Health Grant (PHG), Social Care Grant (SCG) and Improved Better Care Fund (iBCF).

Lewisham’s planned General Fund net expenditure for 2023/24 is £263.7m (£248.6m in 2022/23). This is referred to as the “Budget Requirement” and is funded from a combination of the above sources. Funding for schools is financed separately through the Dedicated Schools Grant.

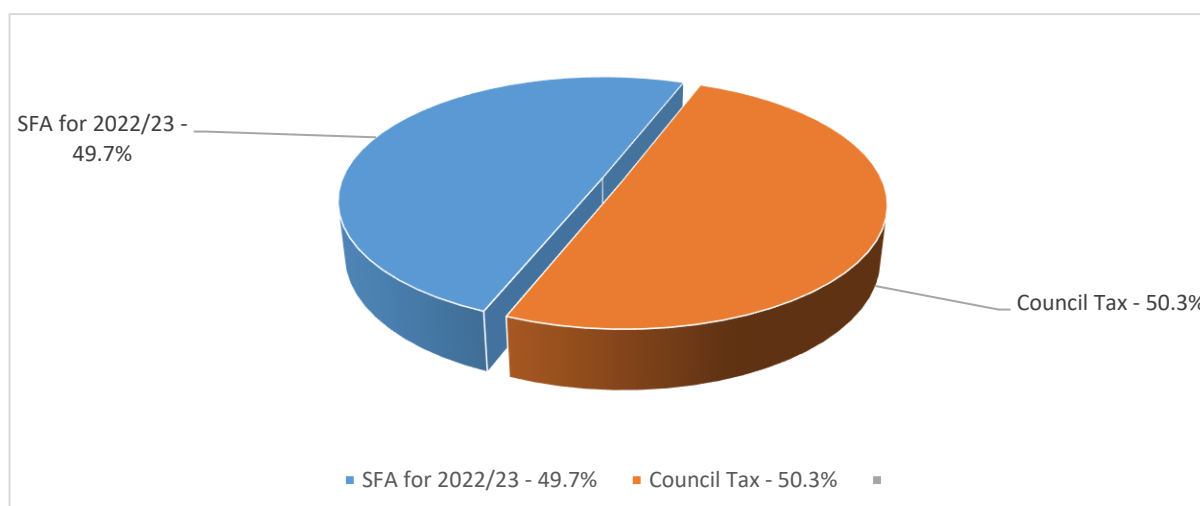
Table 1 shows the funding sources for 2023/24 which finance the general fund services.

**Table 1: 2023/24 Funding Sources\***

Detail	Income £m	% of Budget
Total SFA for 2023/24	131.1	49.7%
Council Tax 2023/24	132.6	50.3%
<b>2023/24 Funding</b>	<b>263.7</b>	

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

**Chart 1: 2023/24 Funding Sources**



### 3. HOW THE COUNCIL SPENDS ITS MONEY

#### 3.1. The Council's Structure

The Council operates under five Directorates:

- Chief Executive (CEX);
- Community Services (COM);
- Corporate Resources (including Corporate Provisions) (COR);
- Children & Young People (CYP); and
- Housing, Regeneration & Public Realm (HRPR).

Under each Directorate, there are Divisions which are headed by Directors. Each Division operates a number of services which are funded through the General Fund.

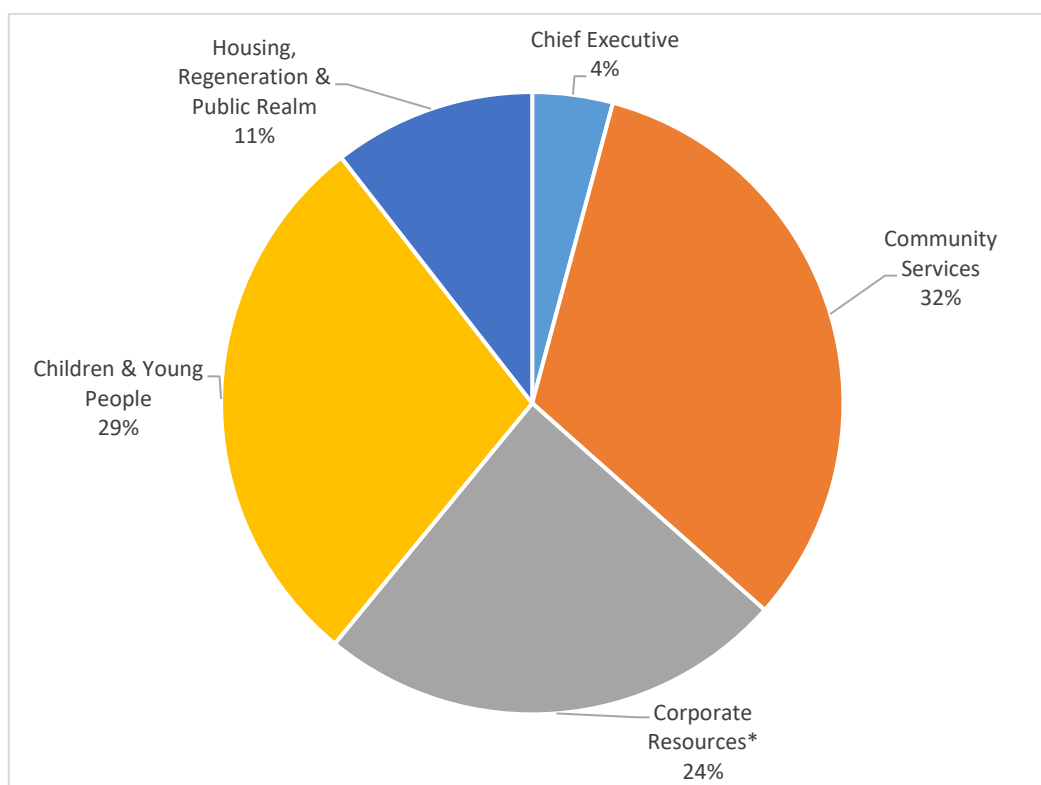
Table 2 shows the net expenditure budgets by Directorate, with a comparison to the prior year's final budget position.

**Table 2: Net Expenditure Budget by Directorate**

Directorate	2023/24	2022/23	Change	Change
	£m	£m	£m	%
CEX	11.0	10.5	0.6	5.3%
COM	85.4	82.3	3.1	3.7%
COR*	64.3	72.8	(8.5)	(11.7%)
CYP	75.2	61.3	14.0	22.8%
HRPR	27.7	21.7	6.0	27.6%
<b>2023/24 Budget</b>	<b>263.7</b>	<b>243.1</b>	<b>15.1</b>	<b>6.2%</b>

*\*Including Corporate Items*

**Chart 2: 2023/24 Net Expenditure by Directorate**



*\*including Corporate Items*

### 3.2. Paying for General Fund Services

The Council's 2023/24 gross revenue expenditure budget is £1,316.7m as of 1<sup>st</sup> April 2023.

The Council's gross income from fees & charges and other specific grants is £1,053.0m. These are netted off the gross revenue expenditure of £1,316.7m to arrive at the Council's 2023/24 Budget Requirement (which is funded as stated in Table 1).

Each Directorate's gross and net budget is summarised in Table 3 below and detailed in Section 4.

**Table 3: 2023/24 Directorate Budget Summary**

Directorate	Gross Expenditure	Gross Income	Net
	£m	£m	£m
CEX	11.7	(0.7)	11.0
COM	189.7	(104.3)	85.4
COR*	256.6	(192.3)	64.3
CYP	741.5	(666.2)	75.2
HRPR	117.2	(89.5)	27.7
<b>2023/24 Budget</b>	<b>1,316.7</b>	<b>(1,053.0)</b>	<b>263.7</b>

*\*Including Corporate Items*

### 3.3. Gross Income

Apart from the Settlement Funding Assessment outlined in Table 1, the Council also receives additional grants from Central Government which are mainly ring-fenced and must be used to provide specific services.

Income is also generated from services charged for, such as commercial waste, pest control, planning applications, parking, etc.

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

**Table 4: Summary of 2023/24 Gross Income**

Description	£m
Dedicated Schools Grant (DSG)	289,778
Pupil Premium	12,003
Public Health Grant	26,914
Rent Allowances	154,819
Other Government Grants (incl. SCG & iBCF)	103,920
<b>Government Grants Income</b>	<b>587,434</b>
Fees and Charges	35,024
Better Care Fund (BCF)	10,727
Interest and Item 8 HRA	7,852
Rent	41,978
Internal Recharges	316,032
Other Income	53,976
<b>Total Gross Income</b>	<b>1,053,023</b>

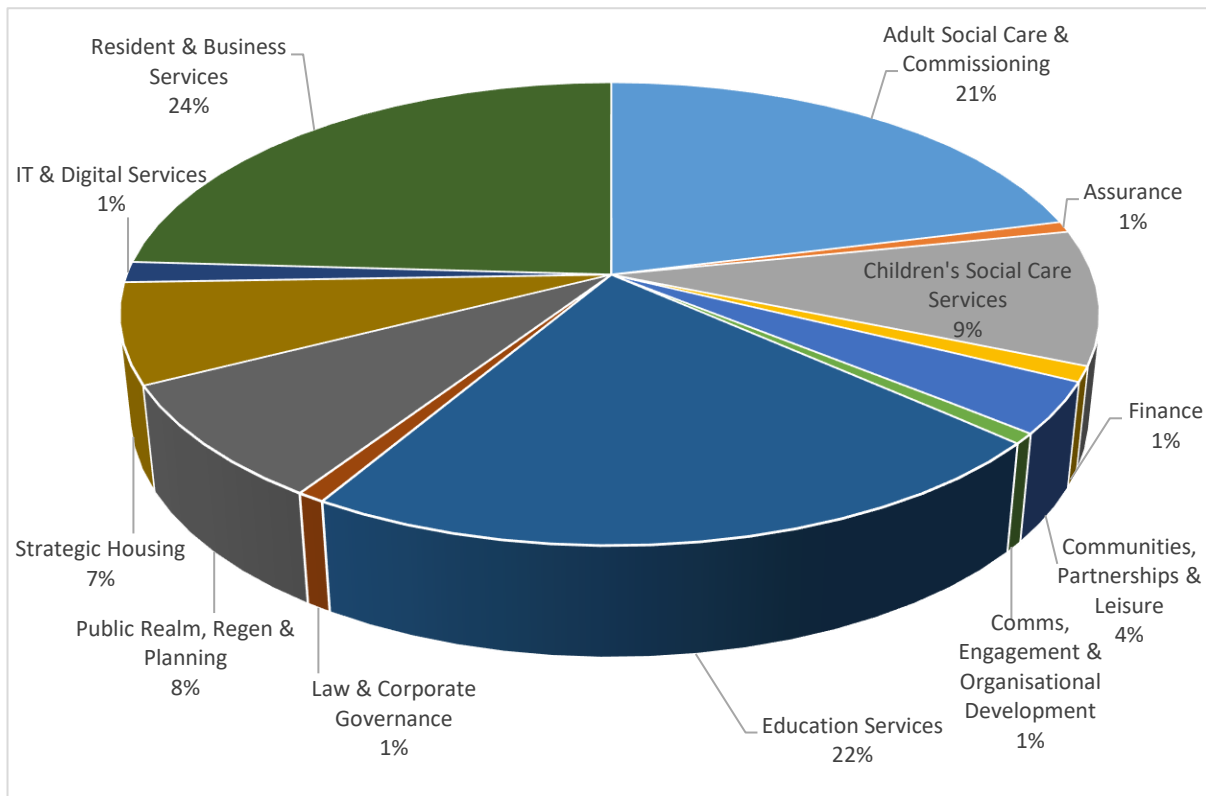
### 3.4. Gross and Net Expenditure Budgets

#### 3.4.1. Gross Expenditure

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

Resident & Business Services is the largest gross expenditure area, due to the cost of housing benefits. This cost is covered by rent allowances and rent rebates income as shown in table 4.

**Chart 3: Gross Expenditure by Division\***



*\*Excluding Schools and Corporate Items*

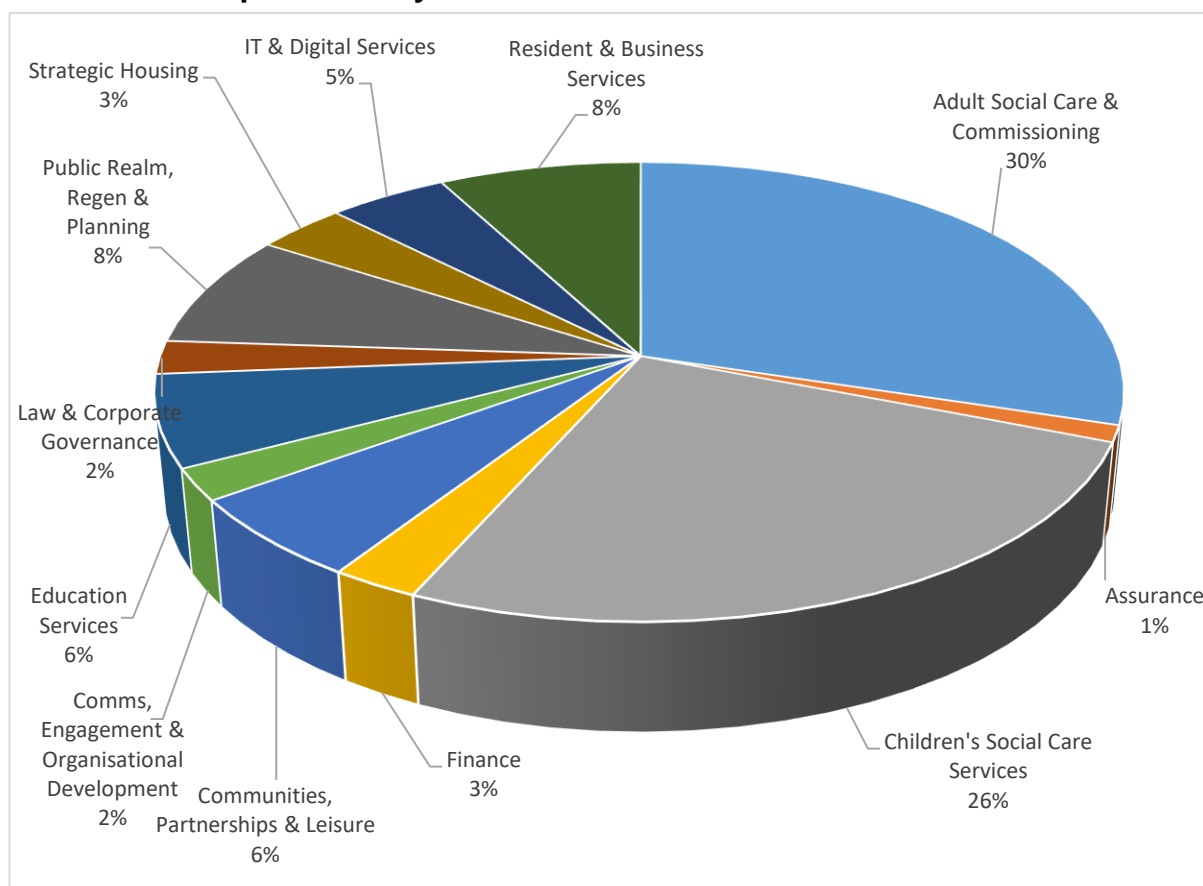
#### 3.4.2. Net Expenditure

In contrast to the percentage split of gross expenditure, the highest expenditure area of net expenditure is Adult Services, which is responsible for 30% of the Council's net budget. This is followed by Children's Services responsible for 26% of the net budget.

The chart below shows the percentage split of the Council's 2023/24 Net Expenditure Budget by Division.



**Chart 4: Net Expenditure by Division\***



\*Excluding Schools and Corporate Items

### 3.5. Changes between the 2022/23 and 2023/24 budgets

Tables 5 and 6 below show the budget changes made to the 2022/23 budget in computing the 2023/24 budget:

- At the Council level; and
- By Directorate.

**Table 5: 2023/24 Net Budget Changes at Council Level**

Description	£m
2022/23 Budget	248.6
Changes made:	
Savings	(12.6)
Pressures & Other Risks	23.8
Inflation Management	16.2
Other Movements**	(12.4)
<b>2023/24 Budget</b>	<b>263.7</b>

\*\*other movements includes increase in ringfenced grants

**Table 6: 2023/24 Net Budget Changes at Directorate level as at the start of the financial year**

Description	CEX £m	COM £m	COR* £m	CYP £m	HRPR £m	Total £m
2022/23 final budget position	10.5	82.3	72.8	61.3	21.7	<b>248.6</b>
<b>Changes:</b>						
Savings	(0.4)	(3.4)	(4.2)	(1.2)	(3.3)	<b>(12.6)</b>
Pressures & other risks	0.4	4.2	11.8	1.5	5.9	<b>23.8</b>
Inflation management	0.5	4.7	4.7	2.9	3.4	<b>16.2</b>
Other Movements**	0.1	(2.5)	(20.8)	10.8	0.0	<b>(12.4)</b>
<b>2023/24 Budget</b>	<b>11.0</b>	<b>85.4</b>	<b>64.3</b>	<b>75.2</b>	<b>27.7</b>	<b>263.7</b>

*\*Including Corporate items*

*\*\*other movements includes increase in ringfenced grants*

#### 4. DIRECTORATE SUMMARIES

Table 7 below outlines the gross expenditure and income of each Directorate's General Fund budget.

**Table 7: Overall 2023/24 Budget Summary by Directorate**

2023/24 Budget	CEX £m	COM £m	COR £m	CYP £m	HRPR £m	Corporate Items £m	Total £m
<b>Expenditure</b>							
Employees	9.1	36.3	27.3	41.0	36.8	12.5	<b>162.9</b>
Premises	0.0	2.5	2.5	2.1	36.9	3.7	<b>47.6</b>
Transport & Vehicles	0.0	0.4	8.3	4.7	2.2	0.0	<b>15.7</b>
Supplies & Services	2.6	24.9	14.9	56.9	14.7	10.3	<b>124.2</b>
Third Party Payments	0.0	110.9	0.1	43.2	12.3	3.0	<b>169.5</b>
Transfer Payments	0.0	12.5	156.4	276.0	0.0	0.0	<b>444.9</b>
Internal Recharges	0.1	2.2	1.0	317.6	12.9	0.0	<b>333.7</b>
Capital Charges	0.0	0.0	0.0	0.0	0.1	0.0	<b>0.1</b>
Other Operating Expenditure	0.0	0.0	(0.7)	0.0	1.3	17.5	<b>18.1</b>
<b>Total Expenditure</b>	<b>11.7</b>	<b>189.7</b>	<b>209.7</b>	<b>741.5</b>	<b>117.2</b>	<b>46.9</b>	<b>1,316.7</b>
<b>Income</b>							
Recharge Income	(0.3)	(1.8)	(12.2)	(302.1)	(5.1)	0.0	<b>(321.5)</b>
Government Grants	0.0	(47.3)	(152.9)	(355.8)	(10.8)	(20.6)	<b>(587.4)</b>
Other Controllable Income	(0.3)	(55.2)	(6.6)	(8.3)	(73.6)	0.0	<b>(144.1)</b>
Corporate Funding	0.0	0.0	0.0	0.0	0.0	0.0	<b>0.0</b>
<b>Total Income</b>	<b>(0.7)</b>	<b>(104.3)</b>	<b>(171.7)</b>	<b>(666.2)</b>	<b>(89.5)</b>	<b>(20.6)</b>	<b>(1,053.0)</b>
<b>Net Budget 2023/24</b>	<b>11.0</b>	<b>85.4</b>	<b>38.00</b>	<b>75.2</b>	<b>27.7</b>	<b>26.3</b>	<b>263.7</b>

## **4.1. Directorate for Chief Executive (CEX)**

### **Directorate Description**

The Chief Executive's directorate works with the Mayor and all Members as well as across the organisation, providing essential enabling and support functions. The activities of the directorate include enabling evidence-based policy development and strategic decision-making, supporting the organisation to attract, retain and manage a highly skilled workforce and ensuring staff and residents are informed, consulted, and engaged. The directorate also supports the Council's decision-making functions and ensures that the democratic process in Lewisham is managed in accordance with the law. It is also responsible for ensuring elections are run fairly, openly, and transparently, and supports the Chief Executive in their role as Returning Officer.

### **4.1.1. CEX Division Description**

The Directorate operates across three divisions. A summary description of each division is given below:

#### **Communications and Engagement**

The Communications and Engagement Division covers communications, including internal communications; media and campaigns; digital communications including website content and design and branding services.

It is responsible for equalities; civic events, including the Speakers' office; the Change Network programme and management of the Local Strategic Partnership.

It also includes executive support to senior management, including the Chief Executive's office.

#### **Law & Corporate Governance**

The Law & Corporate Governance Division encompasses a range of services. It provides legal advice and support across all the Council's services including regeneration, property, planning and contracts, education, safeguarding and employment.

The policy team cover the delivery of council policy and strategies.

All the Council's formal meetings are administered by the division, and it provides advice on decision making processes. It also provides support to members through the overview and scrutiny team and Mayor's office.

The management of elections, referenda and the electoral register is also the responsibility of the division.

The information governance team support and manage the Council's responses to freedom of information requests.

The Director of Law & Corporate Governance is the Council's Monitoring Officer and has statutory responsibility for ensuring the Council acts lawfully, the determination of complaints into councillor conduct and maintaining the Council's Constitution.

#### **People & Organisational Development**

The People & Organisational Development Division covers a range of Human Resource functions; including organisation development; organisation learning; HR policy; relationship management. Its primary objective is to ensure effective people management tools, structures and strategies are in place to support the delivery of the Council's corporate strategy through our most important asset, our people.

#### 4.1.2. CEX Overall Summary by Division

Table 8 provides an overall summary of the budget by Division, broken down in the different categories of income and expenditure.

**Table 8: 2023/24 Budget Summary by Division**

2023/24 Budget	Communications & Engagement	Law & Corporate Governance	People & Organisational Development	Total
<b>Expenditure</b>				
Employees	2,186	4,268	2,599	<b>9,053</b>
Premises	0	0	0	<b>0</b>
Transport & Vehicles	1	3	0	<b>3</b>
Supplies & Services	481	1,771	324	<b>2,576</b>
Third Party Payments	0	0	0	<b>0</b>
Transfer Payments	0	0	0	<b>0</b>
Internal Recharges	0	60	1	<b>62</b>
Capital Charges	0	0	0	<b>0</b>
Other Operating Expenditure	0	0	0	<b>0</b>
<b>Total Expenditure</b>	<b>2,668</b>	<b>6,101</b>	<b>2,925</b>	<b>11,694</b>
<b>Income</b>				
Recharge Income	0	(195)	(136)	<b>(331)</b>
Government Grants	0	0	0	<b>0</b>
Other Controllable Income	0	(271)	(70)	<b>(341)</b>
Corporate Funding	0	0	0	<b>0</b>
<b>Total Income</b>	<b>0</b>	<b>(466)</b>	<b>(206)</b>	<b>(672)</b>
<b>Net Budget 2023/24</b>	<b>2,668</b>	<b>5,635</b>	<b>2,719</b>	<b>11,022</b>

#### 4.1.3. CEX Overall Summary by Service

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

**Table 9: 2023/24 Budget Summary by Service Area - £000**

Division	Service	Employees	Transport & Vehicles	Supplies & Services	Internal Recharges	Recharge Income	Other Controllable Income	Total
<b>Communications &amp; Engagement</b>	Assistant Chief Executive	20	0	0	0	0	0	<b>20</b>
	Chief Executive's Office	1,111	1	327	0	0	0	<b>1,438</b>
	Communications	1,056	0	154	0	0	0	<b>1,209</b>
<b>Division Total</b>		<b>2,186</b>	<b>1</b>	<b>481</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,668</b>
<b>Law &amp; Corporate Governance</b>	Committee Business	239	0	1,174	3	0	0	<b>1,416</b>
	Electoral Services	300	0	182	40	0	(5)	<b>518</b>
	Law	1,973	1	215	5	(45)	(267)	<b>1,883</b>
	Law & Corporate	818	1	132	5	(150)	0	<b>806</b>
	Mayor's Office	424	0	9	5	0	0	<b>439</b>
	Overview & Scrutiny	513	0	59	2	0	0	<b>574</b>
	Policy	0	0	0	0	0	0	<b>0</b>
<b>Division Total</b>		<b>4,268</b>	<b>2</b>	<b>1,771</b>	<b>60</b>	<b>(195)</b>	<b>(271)</b>	<b>5,635</b>
<b>People &amp; Organisational Development</b>	People And Organisational Development	2,599	0	324	1	(136)	(70)	<b>2,719</b>
	<b>Division Total</b>	<b>2,599</b>	<b>0</b>	<b>324</b>	<b>1</b>	<b>(136)</b>	<b>(70)</b>	<b>2,719</b>
<b>Directorate Total</b>		<b>9,053</b>	<b>3</b>	<b>2,576</b>	<b>62</b>	<b>(331)</b>	<b>(341)</b>	<b>11,022</b>

## **4.2. Directorate for Community Services (COM)**

### **Directorate Description**

The Directorate works with a wide range of public, private and voluntary sector partners including the: NHS Southeast London – Lewisham Integrated Care Board, the Metropolitan Police, local voluntary and community organisations and local business.

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

### **4.2.1. COM Division Description**

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

#### **Adult Social Care and Commissioning**

The service offers a range of care and support services to help frail, disabled and other vulnerable adults to remain independent, active, and safe. Support is provided in their own homes, in a community setting or in a care home. The Council's statutory functions are aimed at supporting people to live healthy, fulfilled, independent lives and ensure people feel socially and economically included in the community. The aim is also to support transformational change through commissioning high quality, cost effective and outcomes based social care services to ensure right level of support is provided at the right time, in the right place at the right cost.

#### **Public Health**

The service covers a range of areas to do with Public Health including immunisation and screening programmes. Its overall goal lies in shaping local health Services and support for the health of the local population.

#### **Strategy, Partnership, and Improvement**

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

#### **Communities, Partnerships and Leisure**

The Communities, Partnerships and Leisure Division brings together a wide range of services covering community development, regeneration, and the environment related services.

These services include:

Parks & Leisure – including parks and open spaces, arboriculture, pest control and clinical waste, nature conservation and leisure management & sports development.

Community Development – including the main grants programme, support for the local assemblies and the community led NCIL Programme.

Bereavement Services – including the crematorium and cemeteries and the mortuary & coroners services.

Safer Communities – including enforcement and regulation, licensing, trading standards, anti-social behaviour and noise nuisance, the CCTV service, and a range of other crime reduction services.

### **Integrated Care & Commissioning**

The Integrated Commissioning Division includes prevention, inclusion and public health, community support and care, joint commissioning for complex care and learning disability, adult mental health and autism commissioning teams and functions. The responsibilities include commissioning high quality statutory and non-statutory services that meet the needs of the population, deliver planned outcomes, and reduce inequalities whilst delivering value, and supporting delivery of the Council's wider priorities. Quality assuring a range of service provision (commissioned and non-commissioned) in the borough across health and social care, a statutory function under the Care Act (2014).

### **Culture, Learning and Libraries**

These, open to all, services offer a wide range of community based creative, learning and for pleasure opportunities to help people realise their own aspirations & help build a more informed, inclusive, resilient community. These services include Adult Learning Lewisham (ALL), the library service, the Broadway theatre and other arts development and cultural events.



#### 4.2.2. COM Overall Summary by Division

Table 10 provides an overall summary of the budget by division, broken down into the different categories of income and expenditure.

**Table 10: 2023/24 Budget Summary by Division – £'000**

2023/24 Budget	Adult Social Care & Commissioning	Public Health	Strategy Partnership & Improvement	Communities, Partnerships & Leisure	Integrated Care & Commissioning	Culture, Learning & Libraries	Total
<b>Expenditure</b>							
Employees	20,614	1,026	558	6,200	1,414	6,483	<b>36,295</b>
Premises	279	2	1	1,453	110	693	<b>2,537</b>
Transport & Vehicles	419	5	0	3	5	2	<b>433</b>
Supplies & Services	5,255	225	210	6,980	11,055	1,165	<b>24,890</b>
Third Party Payments	84,967	16,194	2,094	4,004	3,315	308	<b>110,882</b>
Transfer Payments	12,480	0	0	0	0	0	<b>12,480</b>
Internal Recharges	1,499	0	52	274	334	68	<b>2,227</b>
Capital Charges	0	0	0	0	0	0	<b>0</b>
Other Operating Expenditure	0	0	0	0	0	0	<b>0</b>
<b>Total Expenditure</b>	<b>125,513</b>	<b>17,452</b>	<b>2,915</b>	<b>18,914</b>	<b>16,232</b>	<b>8,719</b>	<b>189,745</b>
<b>Income</b>							
Recharge Income	(556)	0	0	(599)	(516)	(106)	<b>(1,777)</b>
Government Grants	(19,309)	(17,452)	(2,094)	(2,171)	(6,300)	0	<b>(47,326)</b>
Other Controllable Income	(42,726)	0	(16)	(6,319)	(1,736)	(4,444)	<b>(55,241)</b>
Corporate Funding	0	0	0	0	0	0	
<b>Total Income</b>	<b>(62,591)</b>	<b>(17,452)</b>	<b>(2,110)</b>	<b>(9,089)</b>	<b>(8,552)</b>	<b>(4,550)</b>	<b>(104,344)</b>
<b>Net Budget 2023/24</b>	<b>62,921</b>	<b>0</b>	<b>805</b>	<b>9,825</b>	<b>7,680</b>	<b>4,169</b>	<b>85,401</b>

#### 4.2.3. COM Overall Summary by Service

Table 11 provides a further breakdown of the Divisions in Community Services by Service Area.

**Table 11: 2023/24 Budget Summary by Service Area - £'000**

Division	Service	Employees	Premises	Transport & Vehicles	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Recharge Income	Government Grants	Other Controllable Income	Total
<b>Adult Social Care &amp; Commissioning</b>	Adult Social Care Modernisation and Transformation	295	0	0	2,143	0	0	0	0	(18,877)	(3,943)	<b>(20,381)</b>
	AWLD & Transitions	1,000	0	4	0	0	0	0	0	0	0	<b>1,004</b>
	Community Mental Health	2,541	0	17	64	6,280	0	0	0	0	(2,198)	<b>6,704</b>
	Early Help & Safeguarding	2,535	0	0	291	0	0	189	0	(73)	(544)	<b>2,398</b>
	Integrated Neighbourhoods	4,581	0	0	0	0	0	0	(524)	0	(2,753)	<b>1,304</b>
	Internal Provider Services	4,708	10	9	305	147	0	374	(32)	0	(3,452)	<b>2,068</b>
	Joint Health & Social Care Services Manager Therapies	359	0	0	0	51	0	0	0	0	0	<b>410</b>
	Joint Health & Strategic Flow	1,649	0	0	0	51	0	0	0	0	(1,388)	<b>312</b>
	Joint Health and Social Care	0	0	0	0	0	0	0	0	0	0	<b>0</b>
	Packages, Placements and Carers	0	269	269	2,324	78,438	12,480	937	0	(350)	(27,973)	<b>66,392</b>
	Principal Social Work & Advance Practitioners	395	0	0	0	0	0	0	0	0	(20)	<b>375</b>
	Safeguarding Quality Assurance	0	0	0	10	0	0	0	0	(10)	0	<b>0</b>
	Safeguarding	176	0	0	39	0	0	0	0	0	(97)	<b>118</b>
	Service Development and Improvement Unit	2,375	0	120	79	0	0	0	0	0	(357)	<b>2,216</b>
	<b>Division Total</b>		<b>20,614</b>	<b>279</b>	<b>419</b>	<b>5,255</b>	<b>84,967</b>	<b>12,480</b>	<b>1,499</b>	<b>(556)</b>	<b>(19,309)</b>	<b>(42,726)</b>

<b>Public Health</b>	Health Protection	0	0	0	0	47	0	0	0	0	0	47
	National Child Measurement Programme	0	0	0	0	7,299	0	0	0	0	0	7,299
	NHS Health Check Programme	0	0	0	53	273	0	0	0	0	0	327
	Obesity	4	0	0	151	254	0	0	0	(125)	0	285
	Other Public Health Services	0	2	5	2	96	0	0	0	0	0	105
	Physical Activity	0	0	0	0	0	0	0	0	0	0	0
	Public Health Staffing Team	1,022	0	0	0	1,412	0	0	0	(16,918)	0	(14,484)
	Sexual Health	0	0	0	18	5,877	0	0	0	(409)	0	5,486
	Smoking And Tobacco	0	0	0	0	585	0	0	0	0	0	585
	Young Persons Health and Wellbeing Services	0	0	0	0	349	0	0	0	0	0	349
<b>Division Total</b>		<b>1,026</b>	<b>2</b>	<b>5</b>	<b>225</b>	<b>16,194</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(17,452)</b>	<b>0</b>	<b>(0)</b>
<b>Strategy Partnership &amp; Improvement</b>	Community Services Covid-19	0	0	0	0	2,094	0	0	0	(2,094)	0	0
	Strategy & Resources	558	1	0	210	0	0	52	0	0	(16)	805
<b>Division Total</b>		<b>558</b>	<b>1</b>	<b>0</b>	<b>210</b>	<b>2,094</b>	<b>0</b>	<b>52</b>	<b>0</b>	<b>(2,094)</b>	<b>(16)</b>	<b>805</b>
<b>Reserves</b>	COM Reserves	0	0	0	0	0	0	0	0	0	0	0
<b>Division Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Communities, Partnerships &amp; Leisure</b>	Green Scene	1,405	707	0	75	2,740	0	91	(324)	0	(1,135)	3,558
	Head Of Bereavement Services	1,328	26	0	300	680	0	37	0	0	(2,660)	(289)
	Leisure	289	446	0	78	310	0	35	0	0	(305)	854
	Leisure PFI	0	78	0	2,888	0	0	0	0	(1,574)	(491)	902
	Safer Communities	2,476	28	3	1,000	46	0	32	(275)	(597)	(803)	1,910
	Voluntary And Community Sector Grants & Assemblies	702	167	0	2,639	228	0	79	0	0	(925)	2,890
<b>Division Total</b>		<b>6,200</b>	<b>1,453</b>	<b>3</b>	<b>6,980</b>	<b>4,004</b>	<b>0</b>	<b>274</b>	<b>(599)</b>	<b>(2,171)</b>	<b>(6,319)</b>	<b>9,825</b>
<b>Integrated Care &amp; Commissioning</b>	Drug Action Team	0	0	0	4,306	283	0	334	0	(4,570)	(353)	0
	Joint Commissioning	577	108	4	383	2,998	0	0	0	(750)	(720)	2,601

	Prevention And Inclusion	837	1	0	32	0	0	0	0	(454)	0	417
	Supporting People	0	0	0	6,334	34	0	0	(516)	(525)	(664)	4,663
<b>Division Total</b>		<b>1,414</b>	<b>110</b>	<b>5</b>	<b>11,055</b>	<b>3,315</b>	<b>0</b>	<b>334</b>	<b>(516)</b>	<b>(6,300)</b>	<b>(1,736)</b>	<b>7,680</b>
<b>Culture, Learning &amp; Libraries</b>	Adult Learning Lewisham (ALL)	3,914	29	1	393	35	0	14	(101)	0	(4,013)	272
	Arts Service Group	0	0	0	0	0	0	0	0	0	0	0
	Broadway Theatre Group	232	8	0	159	0	0	0	(5)	0	(214)	180
	Cultural And Community Development	206	0	0	20	0	0	0	0	0	(40)	186
	Deptford Lounge	0	248	0	0	273	0	2	0	0	(144)	379
	Events	0	0	0	0	0	0	0	0	0	0	0
	Library & Information Service	2,131	408	1	594	0	0	52	0	0	(32)	3,153
<b>Division Total</b>		<b>6,483</b>	<b>693</b>	<b>2</b>	<b>1,165</b>	<b>308</b>	<b>0</b>	<b>68</b>	<b>(106)</b>	<b>0</b>	<b>(4,444)</b>	<b>4,169</b>
<b>Directorate Total</b>		<b>36,295</b>	<b>2,537</b>	<b>433</b>	<b>24,890</b>	<b>110,882</b>	<b>12,480</b>	<b>2,227</b>	<b>(1,777)</b>	<b>(47,326)</b>	<b>(55,241)</b>	<b>85,401</b>

### 4.3. Directorate for Corporate Resources (COR)

#### Directorate description

Corporate Resources is one of the key enabling functions in the Council, working in partnership with every service across the Council, ensuring that resources are aligned to deliver improved outcomes for the residents and communities of the Borough.

#### 4.3.1. COR Division Description

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

##### Assurance

##### ***Corporate Health & Safety***

Corporate Health and Safety manages and maintains the Council's H&S governance arrangements, policies and risk control procedures, monitors compliance with the current framework, monitors consultation and communications on H&S matters between staff and unions, manages and monitors incident recording / systems / investigations, monitors H&S training and provides assurance on the framework by way of audits. Also delivers professional guidance and support as required.

##### ***Internal Audit***

Internal audit aims to enhance and protect organisational value by providing risk-based and objective assurance, advice, and insight. This is a statutory service under the Accounts & Audit Regulations 2015, which includes specific requirement to provide an annual assurance opinion on the Council's risk management, control, and governance.

##### ***Insurance & Risk***

The Insurance & Risk Management Service is responsible for arranging and administering the Council's insurance and managing all claims made by or against the Council under the insurance arrangements. The service is also responsible for leading and co-ordinating the Council's risk management processes.

##### ***Anti-Fraud & Corruption***

The Anti-Fraud & Corruption Team (AFACT) leads on prevention, detection, and investigation of fraud & corruption within and against the London Borough of Lewisham. AFACT also leads on prevention, detection, and investigation of social housing fraud on behalf of Lewisham Homes and a number of local RSLs. AFACT also provide pre-employment vetting for potential employees of Lewisham Council & Lewisham Homes and monitoring of Declarations of Interest for Lewisham Council employees.

##### Finance

Reporting to the s151 officer, finance is responsible for establishing the necessary control frameworks, system, and associated regulations, reporting and guidance (compliant with legislation and the Council's constitution) to ensure public money is applied to deliver value for money.

### ***Service Finance***

The Service Finance team provides financial reporting, guidance, and support to ensure sound financial management in all areas of business activity, including budget setting and forecasting.

### ***Core Accounting***

Provides core financial functions, including managing the ledger, to maintain financial control, process income and payments, banking, and management of control accounts. Also responsible for capital accounting, compiling the Council's financial statements and overseeing the external audit.

### ***Pensions & Payroll***

The pensions and payroll team ensure the monthly payment of salaries to employees and pension payments to former employees. The team are also responsible for liaising with HMRC and manage the administration of the Councils pension fund in terms of member contributions and payments.

### ***Financial Strategy, Planning and Commercial***

The team is responsible for managing the overall financial strategy for the Council including budget setting, management of the Councils treasury (investment and borrowing) functions and pension fund investment, accounting, and reporting obligations.

Also, the procurement and commercial services team is responsible for maintaining the regulations and guidance (working closely with colleagues in legal services) and overseeing the co-ordination of the Council's procurement and commissioning activity and subsequent contract management.

### **IT & Digital Services**

The service area co-ordinates and manages the provision and maintenance of digital tools; identifying, supporting, and leading transformation and continuous improvement that can be enabled or assisted by digital technologies. The Council operates a shared ICT service with London Borough of Brent and London Borough of Southwark.

### **Resident & Business Services**

The service area provides the 'front door' to a wide range of services across the Council. This area includes Customer Contact Centre, Registrars, Revenues, Benefits, Emergency Planning, Facilities Management and Passenger Transport Services.

### ***Revenues & Benefits***

The Benefits Service administers Housing Benefit to claimants across the borough and manages the delivery of concessionary services, including Freedom Passes and Blue Badges. The Revenues Service collects revenue on behalf of services across the Council. Council Tax is collected from households and Business Rates is collected from businesses.

### ***Corporate Customer Relations***

Manages the Council's Switchboard, Corporate Call Centre, Lewisham Register Office (Registration of Births and Deaths, Attestation of Notices to Marry/ Form Civil Partnerships, Wedding and Civil Partnership Ceremonies and Citizenship), Corporate Complaints & Casework and Support & Development Teams.

***Passenger Transport Services***

The Passenger Transport Service provides transportation for adults and children in accordance with the requirements of Schools, Children & Young People Directorate and Community Services Directorate.

***Facilities Management***

The Facilities Management service manage a range of services including building security, cleaning and planned and preventative maintenance.

**Corporate Items**

The corporate items are budgets held centrally for items of income and expenditure that span across the whole Council. Examples of these items include capital charges and interest on revenue balances. These have been shown in table 7 but have not been included in the table below.

#### 4.3.2. COR Overall Summary by Division

Table 12 provides an overall summary of the budget by division, broken down into the different categories of income and expenditure.

**Table 12: 2023/24 Budget Summary by Division - £'000 (excluding corporate items)**

2023/24 Budget	Resident & Business Services	IT & Digital Services	Assurance	Finance	Resource Reserves	Total
<b>Expenditure</b>						
Employees	14,880	4,205	1,400	6,792	0	<b>27,277</b>
Premises	2,462	0	1	0	0	<b>2,463</b>
Transport & Vehicles	8,333	0	1	3	0	<b>8,337</b>
Supplies & Services	2,201	6,896	4,434	1,336	0	<b>14,868</b>
Third Party Payments	62	0	20	0	0	<b>82</b>
Transfer Payments	156,416	0	0	0	0	<b>156,416</b>
Internal Recharges	915	0	0	36	0	<b>951</b>
Capital Charges	0	0	0	0	0	<b>0</b>
Other Operating Expenditure	0	0	0	0	(725)	<b>(725)</b>
<b>Total Expenditure</b>	<b>185,270</b>	<b>11,102</b>	<b>5,856</b>	<b>8,166</b>	<b>(725)</b>	<b>209,669</b>
<b>Income</b>						<b>0</b>
Recharge Income	(9,195)	0	(1,841)	(1,116)	0	<b>(12,151)</b>
Government Grants	(152,882)	0	0	0	0	<b>(152,882)</b>
Other Controllable Income	(4,442)	0	(1,239)	(951)	0	<b>(6,631)</b>
Corporate Funding	0	0	0	0	0	<b>0</b>
<b>Total Income</b>	<b>(166,518)</b>	<b>0</b>	<b>(3,080)</b>	<b>(2,066)</b>	<b>0</b>	<b>(171,664)</b>
<b>Net Budget 2023/24</b>	<b>18,752</b>	<b>11,102</b>	<b>2,775</b>	<b>6,100</b>	<b>(725)</b>	<b>38,004</b>



#### 4.3.3. COR Overall Summary by Service

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

**Table 13: 2023/24 Budget Summary by Service Area - £'000 (excluding corporate items)**

Division	Service	Employees	Premises	Transport & Vehicles	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
<b>Resident &amp; Business Services</b>	Corporate Customer Relations	2,405	296	0	127	0	0	0	0	(40)	0	(750)	<b>2,038</b>
	Director Of Resident & Business Services	162	0	0	299	0	0	0	0	0	0	(25)	<b>435</b>
	Facilities Management & Civic Events	2,790	2,166	0	184	0	0	99	0	(95)	0	(135)	<b>5,008</b>
	Passenger Services	3,510	0	10	24	2	0	640	0	(4,101)	0	(1)	<b>85</b>
	Revenues And Benefits	6,013	0	8,323	1,568	60	156,416	176	0	(4,959)	(152,882)	(3,531)	<b>11,185</b>
<b>Division Total</b>		<b>14,880</b>	<b>2,462</b>	<b>8,333</b>	<b>2,201</b>	<b>62</b>	<b>156,416</b>	<b>915</b>	<b>0</b>	<b>(9,195)</b>	<b>(152,882)</b>	<b>(4,442)</b>	<b>18,752</b>
<b>IT &amp; Digital Services</b>	IT & Digital Services	4,205	0	0	6,896	0	0	0	0	0	0	0	<b>11,102</b>
<b>Division Total</b>		<b>4,205</b>	<b>0</b>	<b>0</b>	<b>6,896</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,102</b>
<b>Assurance</b>	Audit	791	0	0	34	20	0	0	0	0	0	(81)	<b>765</b>
	Health And Safety	310	1	1	133	0	0	0	0	0	0	0	<b>444</b>
	Insurance & Risk Group Mgr.	298	0	0	4,267	0	0	0	0	(1,841)	0	(1,158)	<b>1,566</b>
<b>Division Total</b>		<b>1,400</b>	<b>1</b>	<b>1</b>	<b>4,434</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,841)</b>	<b>0</b>	<b>(1,239)</b>	<b>2,775</b>
<b>Finance</b>	Director Of Finance	461	0	0	0	0	0	0	0	0	0	0	<b>461</b>
	Executive Office	439	0	0	224	0	0	0	0	0	0	0	<b>663</b>
	Heads Of Finance	5,892	0	3	1,112	0	0	36	0	(1,116)	0	(951)	<b>4,976</b>

<b>Division Total</b>		<b>6,792</b>	<b>0</b>	<b>3</b>	<b>1,336</b>	<b>0</b>	<b>0</b>	<b>36</b>	<b>0</b>	<b>(1,116)</b>	<b>0</b>	<b>(951)</b>	<b>6,100</b>
<b>Resources Reserves</b>	Resources Reserves	0	0	0	0	0	0	0	(725)	0	0	0	(725)
<b>Division Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(725)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(725)</b>
<b>Directorate Total</b>		<b>27,277</b>	<b>2,463</b>	<b>8,337</b>	<b>14,868</b>	<b>82</b>	<b>156,416</b>	<b>951</b>	<b>(725)</b>	<b>(12,151)</b>	<b>(152,882)</b>	<b>(6,631)</b>	<b>38,004</b>

#### **4.4. Directorate for Children & Young People (CYP)**

##### **Directorate Description**

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

- Children's Social Care;
- Education Services (including support to Schools); and
- Families, Quality & Commissioning.

##### **4.4.1. CYP Division Description**

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

##### **Children's Social Care**

The service covers all Children's Social Care functions, employing social workers and other specialist staff who support children and their families. The service works with children in need of protection and support, children who require child protection plans and those who are looked after by the Council as well as care leavers up to the age of 25. The service recruits and supports foster carers and is responsible for the placement of children and young people in our care. At any time, the service has over 2,300 open cases.

##### **Education Services (including Schools)**

This service supports schools and the pupils in those schools. The functions include school admissions, school attendance, inclusion and support for governance, Human Resources and ensuring there are enough school places for all children in the borough. This service leads on improving standards in schools, working in partnership with schools across the borough. Accessing services for children with special educational needs and disabilities (SEND), including education psychology, also sit in this area.

##### **Families, Quality & Commissioning**

This service works closely with local health partners to commission services for children - mental health, health visiting, maternity services as well as children and family centres, the youth service and family support. The service is also responsible for leading our early help and prevention services, the youth offending service, safeguarding and quality assurance across the directorate and leading on policy, strategy, and governance for the directorate.

#### 4.4.2. CYP Overall Summary by Division

Table 14 provides an overall summary of the budget by division, broken down into the different categories of income and expenditure.

**Table 14: 2023/24 Budget Summary by Division - £'000**

2023/24 Budget	Children's Social Care Services	Education Services	Schools	Families, Quality and Commissioning	Executive Director, Provisions & Reserves	Total
<b>Expenditure</b>						
Employees	19,541	15,184	0	6,017	220	<b>40,962</b>
Premises	1,723	119	0	219	0	<b>2,061</b>
Transport & Vehicles	368	4,320	0	32	0	<b>4,720</b>
Supplies & Services	3,571	36,194	15,822	1,069	242	<b>56,897</b>
Third Party Payments	26,836	8,427	476	7,465	0	<b>43,204</b>
Transfer Payments	5,182	88,386	182,472	0	0	<b>276,040</b>
Internal Recharges	2	15,736	301,717	131	0	<b>317,586</b>
Capital Charges	0	0	0	0	0	<b>0</b>
Other Operating Expenditure	0	0	0	0	0	<b>0</b>
<b>Total Expenditure</b>	<b>57,222</b>	<b>168,367</b>	<b>500,488</b>	<b>14,933</b>	<b>462</b>	<b>741,471</b>
<b>Income</b>						
Recharge Income	(224)	(110,381)	(191,241)	(303)	0	<b>(302,150)</b>
Government Grants	(3,036)	(37,747)	(309,863)	(5,134)	0	<b>(355,781)</b>
Other Controllable Income	(342)	(4,739)	(1,862)	(1,356)	0	<b>(8,299)</b>
Corporate Funding	0	0	0	0	0	<b>0</b>
<b>Total Income</b>	<b>(3,602)</b>	<b>(152,868)</b>	<b>(502,967)</b>	<b>(6,793)</b>	<b>0</b>	<b>(666,230)</b>
<b>Net Budget 2023/24</b>	<b>53,619</b>	<b>15,499</b>	<b>(2,479)</b>	<b>8,140</b>	<b>462</b>	<b>75,241</b>

#### 4.4.3. CYP Overall Summary by Service

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

**Table 15: 2023/24 Budget summary by Service Area- £'000**

Division	Service	Employees	Premises	Transport & Vehicles	Supplies & Services	Third Party Payments	Transfer Payments	Internal Recharges	Recharge Income	Government Grants	Other Controllable Income	Corporate Funding	Total
<b>Children's Social Care Services</b>	Corporate Parenting	5,416	0	184	271	25,305	4,780	0	0	(2,965)	(92)	0	<b>32,899</b>
	CSC Senior Management Team	1,820	17	67	872	927	300	2	0	0	0	0	<b>4,004</b>
	Early Intervention Service	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
	Family Social Work Service	4,269	120	37	1,080	241	98	0	0	(71)	0	0	<b>5,774</b>
	PSW, Workforce Development & Business Support	2,442	0	2	56	0	0	0	0	0	0	0	<b>2,500</b>
	Referral And Assessment, MASH, Safe Space & EDT	5,593	1,586	79	1,293	363	5	0	(224)	0	(250)	0	<b>8,443</b>
<b>Division Total</b>		<b>19,541</b>	<b>1,723</b>	<b>368</b>	<b>3,571</b>	<b>26,836</b>	<b>5,182</b>	<b>2</b>	<b>(224)</b>	<b>(3,036)</b>	<b>(342)</b>	<b>0</b>	<b>53,619</b>
<b>Education Services</b>	Access, Inclusion and Participation	2,314	6	38	247	15	524	849	(3,563)	0	(91)	0	<b>339</b>
	Central Education Services	934	0	4	554	0	0	(3)	(323)	(12)	(184)	0	<b>970</b>
	Children With Complex Needs	4,729	0	4,269	4,418	2,990	64,659	3,575	(71,464)	0	(327)	0	<b>12,849</b>
	Early Years Quality & Sufficiency	773	0	1	2,611	4,052	18,908	15	(26,283)	0	(77)	0	<b>0</b>
	Education Catering	0	0	0	2,336	65	0	0	0	0	(2,400)	0	<b>0</b>
	Education Psychology & Sensory Support	1,722	0	4	47	0	0	0	(833)	0	0	0	<b>940</b>
	Head Of Virtual School	1,058	0	0	8	827	0	11,177	(920)	(12,150)	0	0	<b>0</b>
	Lewisham Learning Needs	0	0	0	50	450	0	100	(150)	0	(450)	0	<b>0</b>
	Scheff: Governors Support	372	2	1	54	0	0	0	(370)	0	(16)	0	<b>45</b>
School Place Planning	191	0	0	0	0	0	300	(400)	0	0	0	<b>91</b>	

	Schools HR Business	1,932	0	0	0	0	0	0	(822)	0	(1,157)	0	(47)
	SGM Estate Compliance	518	111	1	25,869	30	0	22	(616)	(25,585)	(38)	0	311
	Working With Vulnerable Children P2	642	0	2	0	0	3,995	0	(4,639)	0	0	0	0
<b>Division Total</b>		<b>15,184</b>	<b>119</b>	<b>4,320</b>	<b>36,194</b>	<b>8,427</b>	<b>88,386</b>	<b>15,736</b>	<b>(110,381)</b>	<b>(37,747)</b>	<b>(4,739)</b>	<b>0</b>	<b>15,499</b>
<b>Executive Director, Provisions and Reserves</b>	Technical Finance Items	220	0	0	242	0	0	0	0	0	0	0	462
<b>Division Total</b>		<b>220</b>	<b>0</b>	<b>0</b>	<b>242</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>462</b>
<b>Schools</b>	DSG - Schools	0	0	0	1,862	476	0	1,022	(522)	(290,254)	(1,862)	(500)	(289,778)
	Individual Schools' Budget (ISB)	0	0	0	13,960	0	182,472	7,111	(187,740)	(19,609)	0	0	(3,807)
	School Reserves	0	0	0	0	0	0	0	0	0	0	0	0
	SSR: Schools Indirect	0	0	0	0	0	0	293,585	(2,479)	0	0	0	291,106
<b>Division Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>15,822</b>	<b>476</b>	<b>182,472</b>	<b>301,717</b>	<b>(190,741)</b>	<b>(309,863)</b>	<b>(1,862)</b>	<b>(500)</b>	<b>(2,479)</b>
<b>Families, Quality and Commissioning</b>	Head Of Service for Joint Commissioning	1,498	0	0	53	1,713	0	0	(100)	(1,161)	(364)	0	1,639
	Head Of Service for Prevention & Early Help	195	217	0	98	4,695	0	0	0	(2,413)	(20)	0	2,772
	Head Of Service for Safeguarding & Quality Assurance	1,597	0	12	75	0	0	131	(186)	0	(146)	0	1,483
	Head Of Service for Strategy & Improvement	906	0	0	748	0	0	0	0	(1,142)	0	0	512
	Youth Offending Service	1,821	2	20	94	1,058	0	0	(17)	(418)	(826)	0	1,734
<b>Division Total</b>		<b>6,017</b>	<b>219</b>	<b>32</b>	<b>1,069</b>	<b>7,465</b>	<b>0</b>	<b>131</b>	<b>(303)</b>	<b>(5,134)</b>	<b>(1,356)</b>	<b>0</b>	<b>8,140</b>
<b>Directorate Total</b>		<b>40,962</b>	<b>2,061</b>	<b>4,720</b>	<b>56,897</b>	<b>43,204</b>	<b>276,040</b>	<b>317,586</b>	<b>(301,650)</b>	<b>(355,781)</b>	<b>(8,299)</b>	<b>(500)</b>	<b>75,241</b>

#### **4.5. Directorate for Housing, Regeneration & Public Realm (HRPR)**

The Housing, Regeneration and Public Realm directorate is focused on strategic place-making, with responsibility for coordinating development and growth to create thriving neighbourhoods, maximise housing supply and promote economic opportunities for residents and businesses. The directorate also plays a key role in delivering a safer, cleaner, and greener Lewisham.

##### **4.5.1 Directorate Description**

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

##### **Public Realm**

The Public Realm division provides a safe, attractive, healthy, and sustainable environment for the benefit of local people and drives user involvement to deliver customer focused outcomes. The division includes the following services: Waste & Recycling, Cleansing, Animal Welfare, Parking Services, Environmental Crime, Highways, Strategic Transport, Environmental Health, and Markets.

##### ***Waste & Recycling***

The Waste & Recycling service manages the disposal and recycling of both domestic and commercial waste. It includes the disposal of fly tipping refuse, and the civic amenities service (otherwise known as the recycling centre) and fleet maintenance.

##### ***Cleansing***

The Cleansing service provides street cleansing, including the removal of graffiti, flyposting removal, lumber collection (bulky waste items) and seasonal leafing.

##### ***Animal Welfare***

This team manages animal wellbeing, stray animals, and pet neutering services in the borough.

##### ***Parking Services***

The Parking service is responsible for management of parking and moving traffic enforcement and car park operations.

##### ***Environmental Crime***

This team enforces environmental crimes such as littering and fly tipping, as well as working with residents and businesses to raise awareness of enviro-crime and improve the cleanliness of the borough.

##### ***Highways***

This team covers the engineering, inspection and maintenance of highways and structures, as well as managing street works and permitting, and the Street Lighting PFI. Additionally, the service provides road gritting during the winter months.

##### ***Strategic Transport***

The Strategic Transport team cover traffic and transport policy and strategy, capital programmes, development management, parking design, road safety, cycling, walking and school streets.

### ***Environmental Health***

This service consists of the Environmental Protection Team and the Food and Safety Team which both deliver statutory Environmental Health functions. The service also performs health and safety inspections identified in the list of activities/sectors for proactive inspection by Local Authorities. In partnership with the South London Health Protection Team at Public Health England, the service undertakes investigations around Infectious Diseases, undertakes inspection and complaint work relating to certain licensed functions and delivers food hygiene training for food handlers working in the borough.

### ***Markets***

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

### **Planning**

The service area is responsible for ensuring that the development and use of land in the long-term public interest are achieved through a positive and proactive approach to shaping, considering, determining, and delivering development proposals.

### **Inclusive Regeneration**

#### ***Economy, Jobs, and Partnerships***

The Economy, Jobs and Partnerships service is focused on creating a thriving and inclusive local economy. This involves working closely with local businesses, providing support to enable them to sustain and grow, as well as attracting new employers to the borough. The service is also responsible for work in town centres, building partnerships with local businesses and helping ensure the long-term vitality of our high streets including the Levelling Up Fund programme in Lewisham town centre. The service also leads on local employment and training activities, providing services like Lewisham Works to support unemployed residents in to work and encouraging local employers to provide apprenticeship opportunities.

#### ***Climate Resilience***

The team leads and coordinates work across the borough to achieve our ambition to reach Net Zero by 2030. This includes overseeing delivery of our Climate Action Plan and ensuring our regeneration programmes contribute to our Net Zero ambition.

#### ***Capital Programme Delivery***

The service leads on the approach and delivery of capital projects for the division as a whole and, as appropriate, for other areas within the authority. Along with the Commercial team, the service is responsible for the establishment of reporting procedures, measures, and indicators to ensure the regular, diligent, and transparent reporting of projects and programmes for the division.

#### ***Property Strategy***

The service leads on the Council's asset strategy / planning, liaison across the authority to drive value from assets and acts as the technical authority /expert for the division.



## ***Strategic Housing and Growth***

The overarching objective of the Strategic Development Team is to tackle the housing crisis and ensure Lewisham residents have a decent home that is secure and affordable. The team ensures there is more social and genuinely affordable housing in Lewisham for our residents.

## ***Strategic Regeneration***

The team leads and coordinates regeneration activities across the council, especially those programmes being directly delivered by the council. Currently much of the team's work is focussed on delivering the Catford Town Centre Framework and the initial projects in Catford town centre such as Thomas Lane Yards and the Catford Constitutional Club.

## **Strategic Housing**

The Division works to support people who are in housing need, gives advice to customers on their housing options, works to raise standards in the private rented sector and to enable residents to live independently in their homes through the provision of grants for home adaptations. The Division works very closely with Lewisham Homes and RB3 who manage the Council's housing stock as well as with other registered providers, and partner organisations across the private, voluntary and community sectors to deliver its functions.

The Division operates with three core service group areas focussing on:

### **Housing needs and refugee services:**

- Delivering our statutory homelessness services through front-line homelessness prevention and relief services;
- Procuring temporary homes for a range of clients across the Council who are in housing need;
- Supporting our clients who are living in temporary accommodation in and out of the borough and working to help them settle into the private rented sector;
- Working with clients who have no recourse to public funds;
- Delivering the award-winning refugee resettlement programme;
- Delivering the Homes for Ukraine programme;
- Jointly working with children's social care on s17 (Children's Act 1989) homeless households and households found to be Intentionally Homeless;
- Signposting our clients to employment support services so that they can maximise their income and avoid the benefit cap;
- Administers rent and incentive payments to landlords and managing agents for the leasing and renting of homes for temporary accommodation
- Collecting rent income from TA clients
- Working in partnership with RPs on the allocations and lettings of social homes;
- Undertaking statutory reviews of decisions and coordinating the management of Casework, Complaints, FOIs, SARs, and Disclosure requests across the Division.

### **Private sector housing agency:**

- Works to manage and improve the private rented sector in Lewisham through licensing and enforcement interventions;
- Supporting tenants in the private rented sector who are being harassed by rogue landlords;

- Supporting homeowners to adapt their homes to meet their changing needs through the distribution of loans and facilitating the construction/building works to enable them to continue to live independently;
- Distributing loans to owners of empty homes to bring them back into occupation.

**Housing Partnerships and Service Improvement:**

- Sets the framework for the way Lewisham delivers its housing services, through strategy, policy and analysis work;
- Responds to statutory data requests and leads on the coordination of data submission to various funding bodies and Gov departments;
- Produce regular data reports to enable HLT and senior officers in the two operational services to track performance against the Division's key performance indicators;
- Holds oversight and leads on the clienting of our housing management partnerships including Lewisham Homes (ALMO), RB3 (Housing PFI), Ewart Road and Five Ways (Tenant Management Organisations);
- Facilitates meetings of the Lewisham Registered Partner network;
- Works closely with the Governance Team to produce reports and presentations for the Housing Select Committee, Mayor and Cabinet as well as other internal decision-making groups and forums;
- Leading the Housing Futures workstreams on TMO, TA and Housing and coordinating with other Divisions across the Council to ensure Lewisham Homes is in-sourced by 1st October.

#### 4.5.2 HRPR Overall Summary by Division

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

**Table 16: 2023/24 Budget Summary by Division - £'000**

2023/24 Budget	Public Realm	Planning	Strategic Housing	Inclusive Regeneration	Housing, Regeneration & Public Realm Reserves & Provisions	Total
<b>Expenditure</b>						
Employees	18,650	3,939	8,589	5,432	219	<b>36,830</b>
Premises	1,715	1	31,711	3,454	0	<b>36,881</b>
Transport & Vehicles	2,237	2	7	4	0	<b>2,250</b>
Supplies & Services	12,284	359	1,392	413	239	<b>14,687</b>
Third Party Payments	11,070	0	1,039	189	0	<b>12,298</b>
Transfer Payments	0	0	0	0	0	<b>0</b>
Internal Recharges	3,062	17	9,832	7	0	<b>12,918</b>
Capital Charges	0	0	80	0	0	<b>80</b>
Other Operating Expenditure	0	0	1,140	0	126	<b>1,266</b>
<b>Total Expenditure</b>	<b>49,016</b>	<b>4,319</b>	<b>53,790</b>	<b>9,500</b>	<b>584</b>	<b>117,210</b>
<b>Income</b>						
Recharge Income	(4,496)	0	0	(230)	(356)	<b>(5,082)</b>
Government Grants	(2,964)	0	(7,348)	(489)	0	<b>(10,801)</b>
Other Controllable Income	(23,056)	(3,218)	(38,059)	(9,254)	0	<b>(73,587)</b>
Corporate Funding	0	0	0	0	0	<b>0</b>
<b>Total Income</b>	<b>(30,516)</b>	<b>(3,218)</b>	<b>(45,407)</b>	<b>(9,973)</b>	<b>(356)</b>	<b>(89,469)</b>
<b>Net Budget 2023/24</b>	<b>18,500</b>	<b>1,101</b>	<b>8,383</b>	<b>(473)</b>	<b>228</b>	<b>27,740</b>

#### 4.5.3 HRPR Overall Summary by Service

Table 17 provides a further breakdown of the Divisions in Housing, Regeneration & Public Realm by Service Area.

**Table 17: 2023/24 Budget summary by Service Area - £'000**

Division	Service	Employees	Premises	Transport & Vehicles	Supplies & Services	Third Party Payments	Internal Recharges	Capital Charges	Other Operating Expenditure	Recharge Income	Government Grants	Other Controllable Income	Total
<b>Public Realm</b>	Commercial Operations Service	630	0	0	36	20	32	0	0	(360)	0	(2,857)	<b>(2,500)</b>
	Director Of Public Realm	360	650	0	20	1,800	200	0	0	0	(2,700)	0	<b>330</b>
	Environmental Health & Trading Standards	1,125	1	0	63	0	5	0	0	(1)	(264)	(49)	<b>880</b>
	Fleet Services	836	3	2,226	185	20	8	0	0	(2,800)	0	(406)	<b>72</b>
	Highways And Streetscene	1,473	656	8	3,694	429	14	0	0	(180)	0	(2,234)	<b>3,861</b>
	Parking Services	577	368	0	899	5,020	307	0	0	(380)	0	(16,417)	<b>(9,626)</b>
	Refuse Collection Service	6,047	0	0	684	483	1,552	0	0	(350)	0	(230)	<b>8,187</b>
	Strategic Waste Management	616	3	0	6,549	3,069	32	0	0	0	0	(20)	<b>10,249</b>
	Street Management	6,587	0	1	102	165	461	0	0	(340)	0	(239)	<b>6,738</b>
	Street Markets	398	34	1	52	64	451	0	0	(85)	0	(605)	<b>309</b>
<b>Division Total</b>		<b>18,650</b>	<b>1,715</b>	<b>2,237</b>	<b>12,284</b>	<b>11,070</b>	<b>3,062</b>	<b>0</b>	<b>0</b>	<b>(4,496)</b>	<b>(2,964)</b>	<b>(23,056)</b>	<b>18,500</b>
<b>Strategic Housing</b>	Director Of Housing	155	0	0	0	0	0	0	0	0	0	0	<b>155</b>
	Housing Needs	4,377	15,548	1	570	252	6,334	0	0	0	(2,959)	(16,090)	<b>8,033</b>
	Housing Partnership & Development	714	199	1	21	37	1	80	1,140	0	(178)	(2,703)	<b>(689)</b>
	No Recourse to Public Funds Team	331	0	0	0	0	0	0	0	0	0	0	<b>331</b>

	Private Sector Housing	3,013	15,964	5	801	750	3,497	0	0	0	(4,211)	(19,266)	554
<b>Division Total</b>		<b>8,589</b>	<b>31,711</b>	<b>7</b>	<b>1,392</b>	<b>1,039</b>	<b>9,832</b>	<b>80</b>	<b>1,140</b>	<b>0</b>	<b>(7,348)</b>	<b>(38,059)</b>	<b>8,383</b>
<b>Housing, Regeneration &amp; Public Realm Reserves &amp; Provisions</b>	Housing, Regeneration & Public Realm Management	219	0	0	239	0	0	0	0	(356)	0	0	103
	HRPR Reserves	0	0	0	0	0	0	0	126	0	0	0	126
<b>Division Total</b>		<b>219</b>	<b>0</b>	<b>0</b>	<b>239</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>126</b>	<b>(356)</b>	<b>0</b>	<b>0</b>	<b>228</b>
<b>Inclusive Regeneration</b>	Building Inclusive Growth & Area Regeneration	1,844	0	0	165	0	5	0	0	0	(489)	(593)	933
	Climate Resilience Team	291	0	0	39	78	1	0	0	0	0	0	409
	Director Of Regeneration	228	0	0	0	0	0	0	0	0	0	0	228
	SGM Capital Programme	2,608	3,454	3	159	111	2	0	0	0	0	(8,161)	(1,824)
	SGM Commercial and Investment	0	0	0	0	0	0	0	0	0	0	0	0
	Strategic Development	461	0	1	49	0	0	0	0	(230)	0	(500)	(220)
<b>Division Total</b>		<b>5,432</b>	<b>3,454</b>	<b>4</b>	<b>413</b>	<b>189</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>(230)</b>	<b>(489)</b>	<b>(9,254)</b>	<b>(473)</b>
<b>Planning</b>	Planning	3,939	1	2	359	0	17	0	0	0	0	(3,218)	1,101
<b>Division Total</b>		<b>3,939</b>	<b>1</b>	<b>2</b>	<b>359</b>	<b>0</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,218)</b>	<b>1,101</b>
<b>Directorate Total</b>		<b>36,830</b>	<b>36,881</b>	<b>2,250</b>	<b>14,687</b>	<b>12,298</b>	<b>12,918</b>	<b>80</b>	<b>1,266</b>	<b>(5,082)</b>	<b>(10,801)</b>	<b>(73,587)</b>	<b>27,740</b>

## 5 CAPITAL PROGRAMME

### 5.1 The Authority's Capital Programme

Table 18 shows the Council's proposed Capital Programme for 2023/24 to 2025/26

**Table 18: 2023/24 to 2025/26 Capital Programme**

#### 2023/24 TO 2025/26 CAPITAL PROGRAMME - MAJOR PROGRAMMES & PROJECTS

Major Programmes & Projects	2022/23	2023/24	2024/25	2025/26	Total
	£m	£m	£m	£m	£m
<b>GENERAL FUND</b>					
CCTV Modernisation	0.5	0.0	0.0	0.0	0.0
ICT - Tech Refresh	0.6	0.5	0.0	0.0	0.5
Schools - School Places Programme	0.7	0.7	0.3	0.0	1.0
Watergate School	0.2	3.5	5.1	0.0	8.6
Greenvale School	2.1	0.4	0.0	0.0	0.4
Riverside Youth Club	0.1	1.2	0.0	0.0	1.2
Schools – Minor Works	3.8	1.7	0.0	0.0	1.7
Schools – Other	0.2	2.5	0.0	0.0	2.5
Highways & Bridges – TfL	1.2	0.0	0.0	0.0	0.0
Highways & Bridges – LBL	4.7	0.0	0.0	0.0	0.0
Asset Management Programme	0.8	0.5	0.3	0.0	0.8
Corporate Estate Maintenance	1.7	3.0	0.0	0.0	3.0
Other AMP Schemes	1.0	1.0	0.0	0.0	1.0
Broadway Theatre	6.2	0.4	0.0	0.0	0.4
Catford Phase 1 – Thomas Lane Yard/ CCC	0.3	2.4	0.3	0.0	2.7
Catford Station Improvements	0.1	1.0	0.3	0.0	1.3
Travellers Site Relocation	0.0	1.0	2.7	0.0	3.7
Lewisham Gateway (Phase 2)	2.9	4.8	0.0	0.0	4.8
Beckenham Place Park (Inc. Eastern Part)	0.7	1.2	0.0	0.0	1.2

Catford Library (Winslade Way)	0.4	0.0	0.0	0.0	0.0
Catford Town Centre	0.3	0.0	0.0	0.0	0.0
Public Sector Decarbonisation	1.9	0.0	0.0	0.0	0.0
A205 Road Realignment	1.8	2.2	12.1	44.4	58.7
Other Miscellaneous Schemes	1.6	0.7	0.0	0.0	0.7
Other General Fund Housing Schemes	2.6	2.9	2.3	6.1	11.3
Deptford Southern Sites Regeneration	1.0	0.0	0.0	0.0	0.0
Milford Towers Decant	0.3	0.3	0.3	2.9	3.4
Edward St. Development	1.3	13.7	0.7	0.0	14.5
Achilles St Development	0.8	3.4	3.4	7.8	14.6
Place Ladywell	1.0	0.0	0.0	0.0	0.0
Temporary Accommodation - Mayow Rd	5.9	0.3	0.0	0.0	0.3
Temporary Accommodation - Canonbie Rd	0.6	0.0	0.0	0.0	0.0
Temporary Accommodation - Morton House	0.1	1.5	0.0	0.0	1.5
Temporary Accommodation - Manor Avenue	0.2	1.1	0.0	0.0	1.1
Private Sector Grants and Loans	0.6	0.7	0.8	1.9	3.4
<b>Total General Fund</b>	<b>47.7</b>	<b>52.5</b>	<b>28.6</b>	<b>63.1</b>	<b>144.3</b>
<b>HOUSING REVENUE ACCOUNT</b>					
Building for Lewisham Programme (BFL)	72.7	73.0	78.8	23.9	175.7
Decent Homes Programme	72.7	2.0	0.0	0.0	2.0
Unallocated Decent Homes Programme	0.0	62.9	64.1	65.4	192.4
Housing Management System	2.2	0.0	0.0	0.0	0.0
Other HRA Schemes	0.9	0.9	0.9	0.0	1.8
HRA Unallocated	4.2	2.1	2.2	6.4	10.6
<b>Total HRA Programme</b>	<b>152.7</b>	<b>140.9</b>	<b>146.1</b>	<b>95.7</b>	<b>382.6</b>
<b>TOTAL PROGRAMME</b>	<b>200.4</b>	<b>193.4</b>	<b>174.7</b>	<b>158.7</b>	<b>526.9</b>

## **5.2 Further description about the capital programme:**

The capital programme is periodically updated throughout the year for changes to the budget and these are split over the three-year period. These changes can include the addition of prior year underspends arising during the closing of accounts process, new projects being added to the programme, and the removal of residual redundant budgets on completed projects. In addition, project slippage and the receipt of updated information feeding into the budget forecast may mean that budgets are slipped from the current year to a future year or in some cases brought forward where a project is ahead of schedule.

With the growth in scale and complexity of the programme since 2019, principally through the HRA to reflect the extended stock condition and safety works and new housing supply in Building for Lewisham, it is clear from the recent review that more regular and dynamic re-profiling will need to be undertaken. This is to ensure effective delivery and financial monitoring to respond to the scale and complexity of the programme and deal with current and ongoing challenges it faces. A key challenge behind delays to projects has been the Covid-19 pandemic, which in some cases has led to supply chain disruption and increased costs. Costs have also increased due to rising inflation rates placing significant pressure on already constrained resources. This is causing the need to continually re-appraise the allocation of limited capital resources to meet corporate priorities.

The Capital Programme is financed through the following funding sources:

- HRA Reserves
- Right to buy capital receipts
- Capital receipts, capital reserves and funding from corporate provisions and reserves
- Specific Grants
- Section 106 / Community Infrastructure Levy (CIL)
- Prudential Borrowing

HRA Reserves are the balances ring fenced to the HRA generated from its operations since inception. They are held to fund:

- 1) Existing stock maintenance and improvement works; and
- 2) Redevelopment and investment in new homes.

Right to buy capital receipts are received from the sale of council housing. The calculation and application of the receipts are subject to relatively complex rules set by government. An element of the receipts is held unconditionally and can be used to fund HRA and general fund capital expenditure, an element of the receipt is paid to government and an element of the receipt can be held by the Council to replace housing stock on a one for one basis – these are known as “one for one receipts”. One for one receipts must be spent within five years and can only fund 40% of the cost of a new home. These rules have only recently changed and previously the percentage was 30%.



Capital receipts and capital reserves can be used to fund general fund projects and are distinct from HRA ring-fenced receipts and reserves. Such receipts come from the disposal of general fund assets. In addition, there is funding from corporate provisions and reserves where corporate funding has been specifically earmarked for certain projects such as highways and footways. The allocation of corporate funds to capital from revenue reduces the available annual revenue budget for services. The larger the capital programme, the more savings needed, and the smaller service budgets will be. Currently the total available from existing reserves, earmarked funding, and known future disposals is fully allocated to the programme.

Specific grants e.g., Department of Education schools condition funding and funding from the Greater London Authority.

S106 funding refers to funding received from developers towards the costs of providing community and social infrastructure and which makes the planning application acceptable. Currently £11.4m of the total S106 funding received has been allocated to capital projects.

Some projects and programmes require funding from prudential borrowing. Such projects are usually required to demonstrate a positive payback of the required borrowing and interest costs over a certain period. In the case of housing schemes this is usually from rents over a 40-year period.

## 6 HOUSING REVENUE ACCOUNT

The HRA is a separate statutory account, which shows the expenditure and income on the provision of the Council's housing stock of approximately 14,153 dwellings.

The average rent for a Council dwelling in 2023/24 is £110.47 per week. This is an average increase of £7.18 from the 2022/23 revised average, an increase of 7.0%.

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.

**Table 19: The HRA is funded from the following sources:**

Revenue Services	%
Tenants Rents	84%
Fees and charges	7%
Government Grant	9%
Internal Sources	0%

Table 20 provides an overall summary of the budget, broken down by the categories of income and expenditure.

**Table 20: HRA Budget Summary**

2023/24 Budget	Total
<b>Expenditure</b>	<b>£m</b>
Staffing Costs	1.6
Running Costs (includes transfer to reserves)	75.4
Internal Recharges	1.8
Capital Charges	32.4
<b>Total Expenditure:</b>	<b>111.2</b>
<b>Income</b>	
External sources	(111.2)
Reserve drawdown	(0)
<b>Total Income</b>	<b>(111.2)</b>
<b>Net Budget 2023/24</b>	<b>0.0</b>