

Overview and Scrutiny



Public Accounts Select Committee Agenda

7.00 pm, Wednesday, 1 December 2021

Civic Suite, Lewisham Town Hall, London SE6 4RU

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Part 1

Item	Pages
1. Minutes of the meeting held on 23 September 2021	3 – 6
2. Declarations of interest	7 - 10
3. Responses from Mayor and Cabinet	11 – 17
4. Financial monitoring	19 – 55
5. Capital programme review	57 – 71
6. Select Committee work programme	73 - 99

Public Accounts Select Committee

Members

Members of the committee, listed below, are summoned to attend the meeting to be held on Wednesday, 1 December 2021.

Kim Wright, Chief Executive
Tuesday, 23 November 2021

Councillor Mark Ingleby (Chair)	
Councillor Alan Hall (Vice-Chair)	
Councillor Jim Mallory	
Councillor Joan Millbank	
Councillor Joani Reid	
Councillor James Royston	
Councillor Paul Maslin (ex-Officio)	
Councillor Octavia Holland (ex-Officio)	

Agenda Item 1

Minutes of the Public Accounts Select Committee

Thursday, 23 September 2021 at 7.00 pm

Present: Councillors Mark Ingleby (Chair), Alan Hall (Vice-Chair), Jim Mallory, Joan Millbank and James Royston

Also present: Councillor Paul Maslin (Chair of Overview and Scrutiny), Councillor James Rathbone, Councillor Chris Barnham (Cabinet Member for Children's Services and School Performance), Councillor Chris Best (Cabinet Member for Health and Adult Social Care), Timothy Andrew (Scrutiny Manager), David Austin (Director of Corporate Services), Tom Brown (Executive Director for Community Services), Kathy Freeman (Executive Director for Corporate Resources), Pinaki Ghoshal (Executive Director for Children & Young People) and Katharine Nidd (Strategic Procurement and Commercial Services Manager)

1. Confirmation of the Chair

- 1.1 **Resolved:** That Councillor Mark Ingleby will be Chair of the select committee.

2. Minutes of the meeting held on 7 July 2021

- 2.1 **Resolved:** That the minutes of the meeting held on 7 July be agreed as an accurate record.

3. Declarations of interest

- 3.1 There were none.

4. Responses from Mayor and Cabinet

- 4.1 There were none.

5. Children's social care

This was the first substantive item on the agenda.

- 5.1 Pinaki Ghoshal introduced the report – outlining areas of progress and highlighting the recent positive feedback from Ofsted.

- 5.2 Pinaki Ghoshal responded to questions from the Committee – the following key points were noted:

- Previous areas of overspending in children's social care were reducing. It had previously been estimated that the annual overspend would be £4m – but work was taking place to reduce this.
- The numbers of children in care in Lewisham was higher than the London average. Work was taking place to provide more early help and support to families to avoid children being placed in social care. This was a long term programme and it would take time to see improvements.
- Measures were in place to support care leavers and further work was being done to improve the leaving care service.
- Lots of work had taken place to improve placement sufficiency and costs.
- The most expensive placements were residential placements. The costs for these placements had been reduced by reducing numbers as well as

challenging providers and ensuring fair contributions from partner organisations.

- There had not been a significant improvement in the numbers of in-house foster carers. The Council was overly dependent on fostering agencies. The average cost of in-house foster care was £400 per child – as opposed to £1000 for agencies placements. More work was required to encourage foster carers to foster through the Council. Work was taking place to improve the experience for prospective carers.
- Most independent foster care agencies were private organisations – and looked to make profits from being in business.
- There were pressures on the numbers of foster carers available. Lewisham was below the London average for foster carers from within the borough.
- One of the issues highlighted by previous Ofsted inspections was the sustainability and usability of IT systems for frontline staff and lots of work had taken place to overhaul and improve systems.
- Work was taking place to increase the numbers of social workers employed by the Council (rather than through agencies) with a target of 90% of social workers to be permanent employees¹.
- There had been a recent increase in the numbers of children referred to social care – which caused additional pressure on social work caseloads.
- Responding to a question about the Council's management of a complaint (and referral to the ombudsman) Pinaki confirmed that action had been taken to review processes and procedures. There was more work to be done.

5.3 Councillor Chris Barnham (Cabinet Member for Children's Services and School Performance) was invited to address the Committee – the following key points were noted:

- The improvement programme for children's services was a long term initiative.
- The work taking place was improving the quality of services and stabilising the budget.
- The recent Ofsted inspection confirmed that the areas identified by the Council for improvement were the right areas on which to focus.
- More work was required to improve the cost and sufficiency of social care placements.
- Officers should be commended for their hard work – particularly in recruiting and retaining newly qualified social workers.

5.4 **Resolved:** That the Committee notes and commends the progress made by the Children and Young People's directorate on the children's social care improvement programme and on improvements to placement sufficiency for children in care and care leavers.

6. Adult social care review

6.1 Tom Brown introduced the report – welcoming the Committee's recommendation that the Council carry out the review and emphasising the importance of adult social care in providing services to the most vulnerable. He also outlined the initial findings from the review – and the implications for Council budgets and future sustainability of services.

¹ Note following meeting - the previous percentage of permanent social workers was outlined in paragraph 1.2 of the report – the number had increased from 64% in 2018 to 80% in June this year.

- 6.2 Kathy Freeman provided a presentation with benchmarking information and analysis – highlighting key findings from the review and initial opportunities that had been identified for improvement.
- 6.2 Tom Brown and Kathy Freeman responded to questions from the Committee - the following key points were noted:
- Newton based their analysis on reviews of cases with frontline staff – and they built on their experience with other local authorities to support their findings.
 - Officers had met with colleagues at Greenwich Council (which had also commissioned Newton to review its social care services) and were confident that the approach being taken in Lewisham would be as effective.
 - The contract also committed Newton to finding the savings outlined – or carrying out additional work/analysis at their cost to make up any shortfall.
 - The programme was ambitious. It was based on making sure people had access to services when they needed them – whilst also enabling people to be more independent.
 - The improvement programme was important for services across the Council. Adult social care should make good use of the universal services provided by the Council – and those services (and employment opportunities) should be available to everyone.
 - Additional officers and resources were being provided to strengthen the Council's insight and organisational development functions.
- 6.3 Councillor Chris Best (Cabinet Member for Health Wellbeing and Older People) was invited to address the Committee. She noted the importance of making services and employment opportunities available to all residents. She highlighted the ongoing pressures on the budget and emphasised the importance of care work.
- 6.3 In the discussion the following key point was also noted:
- Members believed that the Government would need to carry out a major overhaul of social care.
- 6.4 **Resolved:** That the Committee notes the report on the adult social care review and welcomes the approach being taken – as well as the effort involved in bringing forward the proposals.

7. Financial forecasts

- 7.1 Kathy Freeman introduced the report – noting the overspend (including the costs associated with responding to the pandemic) and the challenges of collecting Council tax and business rates as well as some of the measures being taken to control costs.
- 7.2 Kathy Freeman responded to questions from the Committee – the following key points were noted:
- Consideration would need to be given in the near future to the budget setting process for 2022/23.
 - In terms of COVID related costs – the council had funding set aside to deal with budget pressures (including some funds carried over from the previous financial year).
 - There had been some support from the Government for losses in Council tax and business rates – but more was needed due to the level of risk the shortfall represented.

- There was some delay in the information provided in reports to the Committee – but officers received regular information updates.
- Lewisham previously had one of the lowest collection rates in London for Council tax – but one of the highest for business rates.
- Work was taking place to build increased cost for leisure services into the medium term financial plans.

7.3 **Resolved:** That the Committee notes the financial monitoring report and emphasises the need for action on developing and bringing forward cuts proposals.

8. Treasury management mid-year review

- 8.1 The Chair noted that earlier in the week there had been an informal briefing session on the mid-year review which was well received by members and officers present.
- 8.2 Katherine Nidd introduced the report – noting the key issues set out in the report. She highlighted the Council's commitment to delivering the agreed strategy throughout the pandemic – and noted the challenging financial situation nationally and globally. She also outlined the difficult situation for investment performance.
- 8.3 Katherine Nidd and David Austin responded to questions from the Committee – the following key points were noted:
 - A number of capital plans had been put on hold during the pandemic as officers responded to the crisis. During the pause in the capital programme there was an opportunity to rethink and reprioritise spending.
 - There would be opportunities for scrutiny of the capital programme in future.
 - The Council received regular updates and risk information about its investments.
 - The Council had looked to buy out its LOBO (lender option, borrower option) loans – but it was not considered to be cost effective.
 - Most of the Council's LOBO loans were not extreme or risky (And did not include interest rate swaps).
- 8.4 **Resolved:** That the Committee notes the report – and that members welcome the clarity of the report as well as the recent training offered.

9. Select Committee work programme

- 9.1 Members considered items for the upcoming meeting.
- 9.2 **Resolved:** That – with the addition of the treasury management strategy 2022-23 for the December meeting – the work programme be agreed.

The meeting ended at 21:20

Chair:

Date:



Public Accounts Select Committee

Declarations of Interest

Date: 2021-22

Key decision: No

Class: Part 1

Ward(s) affected: All

Contributors: Chief Executive (Director of Law and Governance)

Outline and recommendations

Members are asked to declare any personal interest they have in any item on the agenda.

1. Summary

- 1.1. Members must declare any personal interest they have in any item on the agenda. There are three types of personal interest referred to in the Council's Member Code of Conduct:
 - (1) Disclosable pecuniary interests
 - (2) Other registerable interests
 - (3) Non-registerable interests.
- 1.2. Further information on these is provided in the body of this report.

2. Recommendation

- 2.1. Members are asked to declare any personal interest they have in any item on the agenda.

3. Disclosable pecuniary interests

3.1 These are defined by regulation as:

- (a) Employment, trade, profession or vocation of a relevant person* for profit or gain
- (b) Sponsorship –payment or provision of any other financial benefit (other than by the Council) within the 12 months prior to giving notice for inclusion in the register in respect of expenses incurred by you in carrying out duties as a member or towards your election expenses (including payment or financial benefit from a Trade Union).
- (c) Undischarged contracts between a relevant person* (or a firm in which they are a partner or a body corporate in which they are a director, or in the securities of which they have a beneficial interest) and the Council for goods, services or works.
- (d) Beneficial interests in land in the borough.
- (e) Licence to occupy land in the borough for one month or more.
- (f) Corporate tenancies – any tenancy, where to the member's knowledge, the Council is landlord and the tenant is a firm in which the relevant person* is a partner, a body corporate in which they are a director, or in the securities of which they have a beneficial interest.
- (g) Beneficial interest in securities of a body where:
 - (a) that body to the member's knowledge has a place of business or land in the borough; and
 - (b) either:
 - (i) the total nominal value of the securities exceeds £25,000 or 1/100 of the total issued share capital of that body; or
 - (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person* has a beneficial interest exceeds 1/100 of the total issued share capital of that class.

*A relevant person is the member, their spouse or civil partner, or a person with whom they live as spouse or civil partner.

4. Other registerable interests

4.1 The Lewisham Member Code of Conduct requires members also to register the following interests:

- (a) Membership or position of control or management in a body to which you were appointed or nominated by the Council
- (b) Any body exercising functions of a public nature or directed to charitable purposes, or whose principal purposes include the influence of public opinion or policy, including any political party
- (c) Any person from whom you have received a gift or hospitality with an estimated value of at least £25.

5. Non registerable interests

- 5.1. Occasions may arise when a matter under consideration would or would be likely to affect the wellbeing of a member, their family, friend or close associate more than it would affect the wellbeing of those in the local area generally, but which is not required to be registered in the Register of Members' Interests (for example a matter concerning the closure of a school at which a Member's child attends).

6. Declaration and impact of interest on members' participation

- 6.1. Where a member has any registerable interest in a matter and they are present at a meeting at which that matter is to be discussed, they must declare the nature of the interest at the earliest opportunity and in any event before the matter is considered. The declaration will be recorded in the minutes of the meeting. If the matter is a disclosable pecuniary interest the member must take not part in consideration of the matter and withdraw from the room before it is considered. They must not seek improperly to influence the decision in any way. **Failure to declare such an interest which has not already been entered in the Register of Members' Interests, or participation where such an interest exists, is liable to prosecution and on conviction carries a fine of up to £5000**
- 6.2. Where a member has a registerable interest which falls short of a disclosable pecuniary interest they must still declare the nature of the interest to the meeting at the earliest opportunity and in any event before the matter is considered, but they may stay in the room, participate in consideration of the matter and vote on it unless paragraph 6.3 below applies.
- 6.3. Where a member has a registerable interest which falls short of a disclosable pecuniary interest, the member must consider whether a reasonable member of the public in possession of the facts would think that their interest is so significant that it would be likely to impair the member's judgement of the public interest. If so, the member must withdraw and take no part in consideration of the matter nor seek to influence the outcome improperly.
- 6.4. If a non-registerable interest arises which affects the wellbeing of a member, their, family, friend or close associate more than it would affect those in the local area generally, then the provisions relating to the declarations of interest and withdrawal apply as if it were a registerable interest.
- 6.5. Decisions relating to declarations of interests are for the member's personal judgement, though in cases of doubt they may wish to seek the advice of the Monitoring Officer.

7. Sensitive information

- 7.1. There are special provisions relating to sensitive interests. These are interests the disclosure of which would be likely to expose the member to risk of violence or intimidation where the Monitoring Officer has agreed that such interest need not be registered. Members with such an interest are referred to the Code and advised to seek advice from the Monitoring Officer in advance.

8. Exempt categories

- 8.1. There are exemptions to these provisions allowing members to participate in decisions notwithstanding interests that would otherwise prevent them doing so. These include:-
 - (a) Housing – holding a tenancy or lease with the Council unless the matter relates to your particular tenancy or lease; (subject to arrears exception)
 - (b) School meals, school transport and travelling expenses; if you are a parent or

guardian of a child in full time education, or a school governor unless the matter relates particularly to the school your child attends or of which you are a governor

- (c) Statutory sick pay; if you are in receipt
- (d) Allowances, payment or indemnity for members
- (e) Ceremonial honours for members
- (f) Setting Council Tax or precept (subject to arrears exception).

9. Report author and contact

- 9.1. Stephen Gerrard, Director of Law and Governance, stephen.gerrard@lewisham.gov.uk, 020 83147648



Mayor and Cabinet

Public Accounts Select Committee: Commercialisation and culture change review - response

Date: 14 September 2021

Key decision: No

Class: Part 1

Wards affected: All

Contributor: Executive Director for Corporate Resources

Outline and recommendations

The final report and recommendations from the Public Accounts Select Committee's (PASC) in-depth review into commercialisation and culture change was presented to PASC on 24 September 2020 and to Mayor & Cabinet on 7 October 2020. The recommendations are attached as appendix A.

This paper sets out the Executive Director for Corporate Resources response to the recommendations.

1 Summary

- 1.1. This report responds to the five recommendations made in the in-depth review into "[Commercialisation and Culture Change](#)" ("Review") made by PASC and presented to PASC on 24 September 2020 and to Mayor & Cabinet on 7 October 2020.

2. Recommendation

- 2.1. Mayor and Cabinet are recommended to agree the responses to the five recommendations made by PASC review as set out in section 5 of this report.

3. Policy Context

- 3.1. The Council's [Corporate Strategy for 2018-2022](#) is:

[Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.

[Tackling the housing crisis](#) - Everyone has a decent home that is secure and affordable.

[Giving children and young people the best start in life](#) - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.

[Building an inclusive local economy](#) - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.

[Delivering and defending: health, social care and support](#) - Ensuring everyone receives the health, mental health, social care and support services they need.

[Making Lewisham greener](#) - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.

[Building safer communities](#) - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

- 3.2. The Corporate Strategy aligns with the [Councils Core Values](#), namely

- We put service to the public first
- We respect all people and all communities
- We invest in employees
- We are open, honest and fair in all we do.

- 3.3. As the Council seeks to support the borough and its businesses and residents through the pandemic and beyond, this recovery is based on the four key themes of [Future Lewisham](#), these are:

- A greener Lewisham
- A healthy and well future
- An economically sound future
- A future we have all part in

- 3.4. The in depth review undertaken by PASC on Commercialisation and Culture change supports all seven of the corporate strategies by seeking to make the Council more financially stable and robust. An increased commercial culture within the Council aligns to our core values and further supports the Future Lewisham themes, particularly that of an economically sound future.

4. Background

- 4.1. Local government has endured more than a decade of unrelenting financial austerity. Cuts to council services across the country brought about by the Government's reduction in councils' core funding have been unprecedented. The pandemic has further strained the Council's financial position and introduced uncertainty as to how much funding Local Government will receive in future years as Government seeks to fund the cost of the pandemic which is £400bn to date.
- 4.2. Discretionary and traded services offer opportunities for unlocking further value, as well as the wider, but potentially riskier area, of new forms and models for commercial income generation. The Public Accounts Select Committee (PASC), therefore, continue to have a keen and focused interest in this area and have published their recommendations following a review of "Commercialisation and culture Change".
- 4.3. The committee note that 'Thinking commercially' is a mindset that prioritises the best use of resources – whether financial or otherwise. In an organisation such as the Council, a general mindset becomes an important part of its culture. The recommendations therefore build on this to seek to further embed and instil a more commercial culture.

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- 5. Response of officers to the five recommendations made by PASC in the in-depth “Review of Commercialisation and Culture Change”**
- 5.1. *Recommendation 1: The Council’s senior leadership should champion a commercial approach to managing contracts, developing new ideas and building on areas of success.*
 - 5.2. *Response:* The Procurement and Commercial Services team have been developing a single framework for contract management that will be administered (on a tiered basis to be proportionate to the contract complexity and scale) and supported by the service. This Framework has been built into the procurement lifecycle and is a natural evolutionary step for the Procurement service and Council staff to focus upon. This work began in the summer of 2020 and an overview of the Contract Management Framework was presented to PASC on 7 July 2021 (see link in section 10 – Background Papers). The report addressed the training and support which will be delivered, the culture change that may be required and the expected benefits. This framework has now been rolled out across the Council and is being adopted by all services, with the intention that the contract management dashboard reporting is available later this year.
 - 5.3. The OD strategy, being led and owned collectively by the Council’s Executive Management Team, has two core areas that will support leadership to champion a commercial approach: Leadership, which will ensure our leadership is value-driven and committed to helping staff & resident succeed; and Systems & Processes, which will ensure our internal systems are easy, accessible and fit for purpose and our processes are effective and add-value.
 - 5.4. *Recommendation 2: Despite the delays and difficulties posed by the pandemic – the Committee believes that commercialisation and culture change training should be carried out for Council managers. Now more than ever, it is vital that leaders across the organisation have sound knowledge of the costs of their services – as well as the ability to identify opportunities to improve the cost base, increase income and better manage risk. The Committee would welcome a summary of feedback from any commercial awareness training sessions being held for staff members - as part of regular updates on progress.*
 - 5.5. *Response:* A pilot one day training course co-designed with CIPFA was delivered on 4 March 2020 and introduced by the Chief Executive. The training was one strand of a wider and ambitious work programme to improve value-for-money, create a commercial culture and identify new opportunities for generating income within the Council. Targeted at service managers and finance business partners, the objective of the pilot programme was to: encourage collaboration between finance and services; clearly set out the parameters for fees and charges and expectations for how these will be set; and spark commercial thinking, create awareness of what good looks like and challenge services to seek new forms of income generation and more efficient service delivery. Roll-out of the programme was paused because of the pandemic and we will launch a follow-up event before the end of the current financial year.
 - 5.6. The Council recognises the value of data to deliver more efficient outcomes. A new team has been established under the Assistant Chief Executive to unlock value through improved insight. To provide momentum to this initiative, the Income Generation team organised two workshops on “Data, insight and analytics to improve efficiency, effectiveness and fairness” on 9 and 12 April 2021. The content covered case studies and consideration of the “art-of-the-possible” alongside a focus on GDPR compliant use of personal data. Attendees included interested Executive Directors, Service and Finance managers and data specialists. The learning is being taken forward, initially, through the work being done with the Revenues Service as part of the delivery of agreed cuts for 2021/22 to improve our collection of debt, including Council

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Tax and sundry debt. It is anticipated that the learning from this and that the use of data and insight will pass across to the data and insight team under the Assistant Chief Executive.

- 5.7. As our ability to derive and gather meaningful insight matures, combining this with Service Design capabilities also part of this new team will support services to best understand and design delivery models which are based on evidence and data. This in turn will unlock the possibilities of a more commercial approach for service delivery based on resident's needs.
- 5.8. The Council provides both statutory and discretionary services. For discretionary services, the legislation allows for full cost recovery. However, there are circumstances, where there is a charge to manage demand or incentivise behaviours e.g. recycling where the Council may choose not to fully recover costs. The Council has an agreed Charging Policy that provides guidance for budget holders in how to set fees. The Income Generation team have supported services (e.g. Bereavement, Pest Control) to model costs and revenues, benchmark Fees & Charges across other London Councils and understand issues and challenges. The Fees & Charges report for 2021/22 was presented to PASC alongside the Budget on 2 February 2021 and incorporates learning from these two services. The Income Generation team will replicate this approach across other services in 2021/22 and 2022/23 supplemented with training discussed in paragraph 5.4 above.
- 5.9. *Recommendation 3: The Committee believes that there should be a full and open discussion about risk tolerance. It recommends that a workshop for all Councillors be held – at which the issues of commercialisation, governance and risk are discussed.*
- 5.10. *Response:* Officers welcome the opportunity to meet with Councillors and discuss risk. Risk is best considered within the context and framework of agreeing and setting the annual budget. This allows Councillors to weigh the risks and benefits of changes or cuts to services as part of the allocation of financial resources to achieve the Council's strategic objectives. It is therefore proposed that once the detailed timetable for setting the 2022/23 budget is known in early Autumn, that as part of the scrutiny of any proposed cuts/changes that a workshop be held with Councillors which brings these together.
- 5.11. *Recommendation 4: The Committee recognises that the Council's officers are its greatest resource of ideas and creativity. The Council should develop an easily accessible process for continually encouraging and gathering new ideas for service improvements and commercial projects from Council employees.*
- 5.12. *Response:* Since joining Lewisham the Chief Executive has been invested in staff engagement, and following a Listen to Learn consultation exercise with all staff established a staff-led improvement programme, Together Lewisham, which is driven by the organisation's Change Network, an open forum for all staff interested in and committed to change and improvement within Lewisham. The Change Network, and all staff, have regular opportunities to feed into the way the council works and have been keen to have more of a role in the cuts process where they identified an opportunity for greater outcomes to be achieved through collaboration with staff at all levels within services. As a result, the Director of Finance and the Head of Strategic Finance, Planning and Commercial led a session of the Network on how we set our budget and our cuts, as part of a staff proposed project to take on the budget challenge with ideas submitted by staff, supported to develop them, with viable ones co-produced between idea proposers and the relevant services. This will include ideas for cuts and income generation, as a project on the Together Lewisham programme, due to be up and running in the second half of this financial year. The findings from this project will report as part of the Together Lewisham programme into the Strategic Change Board at EMT.
- 5.13. *Recommendation 5: Further work should be carried out to determine where there are*

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opportunities to generate commercial income. Recognising one of our key findings from London Borough of Waltham Forest, this should build on those areas in which the Council has acknowledged capability. The restraint on Council finances should not mean that this work is limited by lack of resources.

- 5.14. Response: [An update of progress on Income Generation and associated work programme was presented at the 18 March 2020 PASC](#). The work plan had three strands complementing organisational priorities- efficiency, new income generation and alternate models and developing commercial capability, The three work strands are not mutually exclusive, and in fact are complementary and designed to collectively amplify the impact of each as a stand-alone. “Efficiency” develops the financial rigour of baselining cost, providing evidence and ensuring transparency for critical challenge, while “Developing commercial capability” creates the behaviours, knowledge and skills to drive a more ambitious “Income generation” strategy. It provides staff with the tools and techniques and confidence to support the Council to be ambitious and bring forward new ideas. This is consistent with the organic, and reasonably low-risk commercial journey followed by Councils such as Waltham Forest.
- 5.15. The work was paused because of the pandemic as staff were re-deployed. The Income Generation team will pick up unfinished elements of this work to deliver in 2021-22, although it is expected that the continuation of the Commercialisation training, the work on annually setting fees and charges, and the outcomes from the Together Lewisham work will assist in the identification of areas within the Council with acknowledged capability which can be leveraged to increase our commercial offering.

6. Financial implications

- 6.1. There are no direct financial implications arising from the implementation of the responses to the five PASC recommendations in this report. Where any financial implications arise from the detailed work to action all elements of the response then these will need to be raised with the relevant budget holder and decision maker when known.

7. Legal implications

- 7.1. There are no direct legal implications arising from this report. Where any legal implications arise from the detailed work to action all elements of the response then these will be considered in accordance with the Council's powers and duties, and in accordance with the Constitution.

8. Equalities implications

- 8.1. The Equality Act 2010 brought together all previous equality legislation in England, Scotland and Wales. The Act included a new public sector equality duty, replacing the separate duties relating to race, disability and gender equality. The duty came into force on 6 April 2011. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 8.2. The Council must, in the exercise of its functions, have due regard to the need to:
- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act
 - advance equality of opportunity between people who share a protected characteristic and those who do not.

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- foster good relations between people who share a protected characteristic and those who do not.
- 8.3. It is not an absolute requirement to eliminate unlawful discrimination, harassment, victimisation or other prohibited conduct, or to promote equality of opportunity or foster good relations between persons who share a protected characteristic and those who do not. It is a duty to have due regard to the need to achieve the goals listed above. The weight to be attached to the duty will be dependent on the nature of the decision and the circumstances in which it is made. This is a matter for Mayor and Cabinet, bearing in mind the issues of relevance and proportionality. Mayor and Cabinet must understand the impact or likely impact of the decision on those with protected characteristics who are potentially affected by the decision. The extent of the duty will necessarily vary from case to case and due regard is such regard as is appropriate in all the circumstances.
- 8.4. The Equality and Human Rights Commission (EHRC) has issued Technical Guidance on the Public Sector Equality Duty and statutory guidance. The Council must have regard to the statutory code in so far as it relates to the duty. The Technical Guidance also covers what public authorities should do to meet the duty. This includes steps that are legally required, as well as recommended actions. The guidance does not have statutory force but nonetheless regard should be had to it, as failure to do so without compelling reason would be of evidential value. The statutory code and the technical guidance can be found on the EHRC website.
- 8.5. The EHRC has issued five guides for public authorities in England giving advice on the equality duty. The 'Essential' guide provides an overview of the equality duty requirements including the general equality duty, the specific duties and who they apply to. It covers what public authorities should do to meet the duty including steps that are legally required, as well as recommended actions. The other four documents provide more detailed guidance on key areas and advice on good practice.
- 8.6. There are no equalities implications directly arising from this report.

9. Further implications

- 9.1. There are no direct climate change, environmental, crime and disorder or health and wellbeing implications arising from the implementation of the implementation of the responses to the five PASC recommendations in this report. Where any implications arise from the detailed work to action all elements of the response then these will need to be raised with the relevant budget holder and decision maker when known.

10. Background papers

- 10.1. [Agenda, reports and decisions of Public Accounts Select Committee 24 September 2020](#)
- 10.2. [Overview of Draft Contract Management Framework presented to PASC on 7 July 2021](#)
- 10.3. [Agenda, reports and decisions of Mayor & Cabinet 7 October 2020](#)
- 10.4. A full list of background documents and sources is included in the Committee's report.

11. Report author and contact

- 11.1. Katharine Nidd, Head of Financial Strategy, Planning and Commercial
- 11.2. Comments for and on behalf of the Executive Director for Corporate Resources, Peter

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Allery, Group Finance Manager peter.allery@lewisham.gov.uk.

- 11.3. Comments for and on behalf of the Director of Law, Governance and HR: Stephanie Fleck, Principal Lawyer stephanie.fleck@lewisham.gov.uk 0208 314 9968

ANNEX A: Recommendations

Successful culture change requires leadership

- 1.1. The Committee welcomes the proposal to review commercial issues, income, trading and contracts as part of the Council's budgetary response to the impact of Covid-19. The Council's senior leadership should champion a commercial approach to managing contracts, developing new ideas and building on areas of success.
- 1.2. Despite the delays and difficulties posed by the pandemic – the Committee believes that commercialisation and culture change training should be carried out for Council managers. Now more than ever, it is vital that leaders across the organisation have sound knowledge of the costs of their services – as well as the ability to identify opportunities to improve the cost base, increase income and better manage risk. The Committee would welcome a summary of feedback from any commercial awareness training sessions being held for staff members - as part of regular updates on progress.
- 1.3. The Committee believes that there should be a full and open discussion about risk tolerance. It recommends that a workshop for all Councillors be held – at which the issues of commercialisation, governance and risk are discussed.

Successful commercialisation is about building on strengths

- 1.4. The Committee recognises that the Council's officers are its greatest resource of ideas and creativity. The Council should develop an easily accessible process for continually encouraging and gathering new ideas for service improvements and commercial projects from Council employees.
- 1.5. Further work should be carried out to determine where there are opportunities to generate commercial income. Recognising one of our key findings from London Borough of Waltham Forest, this should build on those areas in which the Council has acknowledged capability. The restraint on Council finances should not mean that this work is limited by lack of resources.

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Public Accounts Select Committee

Financial Monitoring 2021/22

Date: Wednesday 1 December 2021

Key decision: No

Class: Part 1

Ward(s) affected: None specific

Contributors: Executive Director for Corporate Resources

Outline and recommendations

This report presents the financial monitoring position for the 2021/22 financial year. It sets out the position as at 30 September 2021, noting any exceptional items to the end of October 2021.

The report covers the position on the Council's General Fund, Dedicated Schools Grant, Housing Revenue Account, Collection Fund and Capital Programme. It continues to provide an update on the work done to assess and monitor the financial implications of the Covid-19 response.

The Council-wide financial forecast for General Fund activities is an overspend of £33.5m. The overall position consists of Covid-19 related expenditure of some £25.0m which is met entirely by currently held Covid-19 government grant income. This means that the General Fund 'business as usual' expenditure is currently forecast to overspend by £8.5m.

Financial monitoring will continue throughout the year, and Executive Directors will continue to manage down budget pressures within their directorates in a drive to bring spend back into line with cash-limited budgets.

Mayor and Cabinet are asked to note the monitoring position and forecasts for the financial year 2021/22.

Timeline of engagement and decision-making

10 November 2021 – Period 6 (September) Financial Monitoring 2021/22 to Executive Management Team

1 December 2021 – Period 6 (September) Financial Monitoring 2021/22 to Public Account Select Committee

8 December 2021 – Period 6 (September) Financial Monitoring 2021/22 to Mayor & Cabinet

1. Executive Summary

- 1.1. This report sets out the financial forecasts for 2021/22 as at 30 September 2021, noting any exceptional items to the end of October 2021. The key areas to note are as follows:
- i. There is a forecast overspend of £8.5m against the directorates' net general fund revenue budget, after the application of additional government funding to support the local authority's response to the Covid-19 pandemic. This is a reduction of £0.8m from the £9.3m projected overspend reported at the end of July. The £0.8m improvement is broke down as: £0.3m in Housing, Regeneration and Public Realm, £0.4m in Corporate Resources and £0.1m in Chief Executive's Directorate. This is set out in more detail in sections 8 to 10 of this report.
 - ii. To date, £19.1m (68.4%), of the 2021/22 savings or demand reduction have either been achieved, are on track to be achieved or are to be delivered in an alternative way. Where savings have not been achieved to date, services are working to find alternative savings or cost reductions to enable the overall savings target to be achieved. When alternative savings have been found to help manage the in year financial position, services have been asked to ensure that action is taken to ensure the sustainability of these savings in future financial years. The forecast outturn position takes into account the expected levels of savings that have been achieved, as well as, the savings that are expected to be identified and implemented in the remainder of this financial year.
 - iii. The Dedicated Schools Grant (DSG) is currently forecasted to overspend by a cumulative £8m at the end of the financial year (£3m in 2021/22 with £5m brought forward). There are 12 schools with deficits. This is set out in more detail in section 13 of this report.
 - iv. The Housing Revenue Account (HRA) is currently projecting a balanced budget position. This is set out in more detail in section 14 of this report.
 - v. As at 30 September 2021, some 49.64% of council tax due and 50.07% of business rates due had been collected. This is set out in more detail in section 15 of this report.
 - vi. The Capital Programme spend as at 30 September is £46.5m, which is 19% of the revised capital budget of £246.1m. This has been set out in more detail in section 16 of this report and the appendices 3 to 5.

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2. Recommendations

- 2.0 Members of the Public Accounts Select Committee are asked to:
- 2.1 Note the current financial forecasts for the year ending 31 March 2022 and that Executive Directors will continue to work in bringing forward action plans to manage down budget pressures within their directorates.

3. Policy Context

- 3.0 This financial position demonstrates the impact of the very severe financial constraints which have been imposed on Council services with the cuts made year on year, despite the increasing demand to deliver services to the borough's residents.
- 3.1 The Council's strategy and priorities drive the Budget with changes in resource allocation determined in accordance with policies and strategy. The Council launched its current Corporate Strategy in 2019, with seven corporate priorities as stated below:
 - 3.2 Corporate Priorities
 - **Open Lewisham** - Lewisham will be a place where diversity and cultural heritage is recognised as a strength and is celebrated.
 - **Tackling the housing crisis** - Everyone has a decent home that is secure and affordable.
 - **Giving children and young people the best start in life** - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
 - **Building and inclusive local economy** - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
 - **Delivering and defending health, social care and support** - Ensuring everyone receives the health, mental health, social care and support services they need.
 - **Making Lewisham greener** - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
 - **Building safer communities** - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.
 - 3.3 Values are critical to the Council's role as an employer, regulator, and securer of services and steward of public funds. The Council's values shape interactions and behaviours across the organisational hierarchy, between officers, and members, between the council and partners and between the council and citizens. In delivering our duties, we are guided by the Council's four core values:
 - We put service to the public first
 - We respect all people and all communities
 - We invest in employees
 - We are open, honest, and fair in all we do.
 - 3.4 The Council's strong and resilient framework for prioritising action has served the organisation well in the face of austerity and on-going cuts to local government spending. This continues to mean, that even in the face of the most daunting financial challenges facing the Council and its partners, we continue to work alongside our

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communities to achieve more than we could by simply working alone.

- 3.5 This joint endeavour helps work through complex challenges, such as the pressures faced by health and social care services, and to secure investment in the borough, for new homes, school improvements, regenerating town centres, renewed leisure opportunities and improvement in the wider environment. This work has and continues to contribute much to improve life chances and life opportunities across the borough through improved education opportunities, skills development and employment. There is still much more that can be done to realise our ambitions for the future of the borough; ranging from our work to support housing supply and business growth, through to our programmes of care and support to some of our most vulnerable and troubled families.
- 3.6 Over the course of the last 18 months, the Council's business, and the day to day lives of Lewisham's residents, has been turned on its head. In March 2020, Council activity simultaneously ground to a halt and ramped up in equal measure. With 'non-critical' services wound down almost overnight and a new, urgent focus on 'critical services', the Council's leadership team, members and vast range of services faced new demands, challenges, pressures and opportunities.
- 3.7 The pace, scope and scale of change has been immense: the pandemic has demanded agility, creativity, pace, leadership, organisational and personal resilience, strong communications and an unerring focus on the right priorities. Within the Council, the impact of the Covid-19 pandemic is felt acutely across all of our service areas and throughout the year we have been grappling with real challenges in how we keep services running for our residents and how we protect the most vulnerable. Across the borough, residents are looking afresh at our borough, their neighbourhoods, and seeing where they live through new eyes.
- 3.8 While we do not yet fully understand what all of the long-term implications of Covid-19 will mean for the borough, there have been many clear and visible impacts of the pandemic on our residents, Lewisham the place and also the Council. We know that coronavirus has disproportionately affected certain population groups in Lewisham, matching patterns that have been identified nationally and internationally: older residents, residents born in the Americas & the Caribbean, Africa or the Middle East & Asia, and residents in the most deprived areas of the borough have considerably higher death rates. We know that more Lewisham residents are claiming unemployment benefits compared to the beginning of this year and that food insecurity has increased in the borough.

4. Directorate Forecast Outturn

- 4.0 The Council is reporting a net overspend for general fund activities of £33.5m. This consists of Covid related spend of £25.0m which is met by Covid-19 government grant income and a general fund 'business as usual' overspend of £8.5m. This is reduction of £0.8m from the position reported at the end of July.
- 4.1 The overall pressures are alleviated in part by additional government grant income which provides financial support to councils undertaking additional activities or experiencing increasing demand due to COVID-19, which has led to unplanned costs. The amount received by Lewisham and available for use in 2021/22 for such purposes, totals £29.75m, of this £25.0m is currently being applied to the related costs identified in 2021/22 to date. Further ringfenced grants become available each month and work is ongoing to look to utilise the newly received grants. More detail on these grants have been set out in section 10 of this report.
- 4.2 The forecast outturn position assumes the delivery of £5.06m of cost reduction measures for 2021/22 as well as £1.335m of savings relating to 2020/21 and £14.08m 2021/22 savings. These are detailed further in section 11.

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Table 1 – Overall Directorate Position for 2021/22

General Fund	Net budget 2021/22	Forecast Outturn 2021/22	Forecast Variance 2021/22	Forecast Outturn Covid-19 related Variance 2021/22	Forecast Outturn Non Covid-19 related Variance September 2021/22	Forecast Outturn Non Covid-19 related Variance July 2021/22
	£m	£m	£m	£m	£m	£m
Children & Young People	58.4	65.9	7.5	4.4	3.1	3.1
Community Services	81.1	99.4	18.3	12.7	5.6	5.6
Housing, Regeneration and Public Realm	21.9	26.4	4.5	4.8	-0.3	0
Corporate Resources	32.5	35.5	3	2.9	0.1	0.5
Chief Executives	11.2	11.4	0.2	0.2	0	0.1
Directorate Totals	205.1	238.6	33.5	25	8.5	9.3
Covid-19 Government Grant Income - Applied	N/A	-25	-25	-25	0	0
Corporate Items	38.1	38.1	0	0	0	0
Net Revenue Budget	243.2	251.7	8.5	0	8.5	9.3

5. Children and Young People directorate

- 5.0 The Children and Young People Directorate is continuing to forecast an overspend of £3.1m for general fund services at Period 6, which is in line with the July 2021 forecast position. This includes the application and achievement of one-off in year measures of £4.3m, and £4.4m of grant income the Council received from central government to fully offset Covid-19 costs incurred by the directorate.
- 5.1 Appendices 1 and 2 highlight a number of risks to the achievement of the savings and cost reduction measures assumed within the forecast position. There are further risks which could adversely impact the forecast position including; changes in demand due to Covid, demographic growth, changes to the funding of asylum seekers, increased inflation levels, driver shortages and increased costs of energy. Work continues to manage these risks and find alternative ways of funding any pressures arising from them. The forecast includes a projected underspend of £0.6m in the No Recourse to Public Funds budget, however this could face pressure over the next few months depending on the placing of any refugees in Lewisham.
- 5.2 The overall Directorate position is shown in the table below.

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Table 2 – Children & Young People Directorate

Children and Young People Directorate	Net budget 2021/22	Forecast Outturn 2021/22	Forecast Variance 2021/22	Forecast Outturn Covid-19 related Variance 2021/22	Forecast Outturn Non Covid-19 related Variance September 2021/22	Forecast Outturn Non Covid-19 related Variance July 2021/22
	£m	£m	£m	£m	£m	£m
Children's Social Care	40.8	47.4	6.6	2.9	3.7	3.1
No Recourse to Public Funds	2.6	2	-0.6	0	-0.6	0
Education Services	11	12.5	1.5	1.5	0	0
Joint Commissioning / Early Help	6.5	6.5	0	0	0	0
Schools	-2.5	-2.5	0	0	0	0
Total	58.4	65.9	7.5	4.4	3.1	3.1

- 5.3 As part of the MTFS, the service was tasked with finding a combination of savings and demand reductions to the total of circa £6.94m, which is 97% of the directorate's overall target.
- 5.4 The following sections provide a summary of the cost of Covid-19 and the revenue forecast by division, including a summary of directorate risks and pressures and any actions being taken by way of mitigation.

Cost of Covid-19

The overall forecasted impact of Covid-19 on base budgets for expenditure and income in Children and Young People is £4.4m. The Covid-19 pressures are summarised as follows:

Table 3 – Covid-19 Pressures for the CYP Directorate

Children and Young People Covid-19 Pressures (General Fund only)	Total forecasted for year
	£m
Workforce pressures	0
Residential care	2.8
Care Leavers	0
Other	0.1
Children's Social Care - Sub Total	2.9
Home to school transport	0.9
Loss of Income	0.2
Salaries	0.4
Education Services - Sub Total	1.5
Forecast Outturn Covid-19 related Variance 2021/22	4.4

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Children Social Care

- 5.5 The Children Social Care (CSC) division is forecasting an overall net overspend of £6.6m, which includes Covid-19 related costs of £2.9m leaving a remaining general fund overspend of £3.7m. The forecast position assumes the delivery of £0.7m of savings and £2.9m of cost reductions as a part of the CYP recovery plan, any underachievement will adversely impact the reported position. The £3.7m overspend is broken down as £3.1m cost pressure against the placements budget and a £1.0m pressure on staffing budgets which is partially negated by £0.4m underspend across other service budgets.
- 5.6 The Placements budget is projecting an overspend of £5.9m, including £2.8m of Covid-19 related costs. The net cost to the General Fund is £3.1m. This position will be monitored closely throughout the year with a view to bringing expenditure more in line with budget.
- 5.7 The £3.1m overspend on placements is based on spend to date, current placement numbers with an assumption made regarding demand over the remainder of the financial year. The total number of Children Looked After (CLAs), i.e. those in residential, foster and semi-independent placements at the end of September 2021 is 443. Recently a fall in the fostering numbers both in-house and IFA has been offset by a small increase in the number of residential placements.
- 5.8 The number of care leavers over the age of 18 in Staying Put accommodation is currently 66. This represents a reduction of 5 since July but an increase of 7 since the beginning of the financial year.
- 5.9 The salaries projection for Children's Social Care projects an additional £1.4m of expenditure to support an ongoing increase in demand and caseloads arising from the Covid-19 pandemic, of which the service has been able to mitigate £0.4m of this within their overall staffing budget as a result of staff turnover and reducing the use of agency staff. The additional staff have been required to manage an increase caseload, pre Covid-19 caseloads were an average of 606 per month with an average in 2021/22 of 720 per month.

No Recourse to Public Funds

- 5.10 Since the month of July, 11 new cases were accepted for support and 15 cases resettled or closed. Based on the current data, as at the end of September, there is a £0.6m underspend projected by the end of the financial year. This is a demand-led budget, therefore, any increase or decrease could impact on the final outturn position.

Education Services

- 5.11 Education Services is forecast to end the year with a balanced budget, after taking into account £1.7m of grant funding to cover Covid-19 related costs and cost reduction measures to the value of £0.3m. The position assumes that savings to the value of £1.3m are achieved.
- 5.12 SEN Transport, based on spend to date, is currently forecast to be on budget. It should also be noted that the forecast is based on expenditure for the summer term projected out for the remainder of the financial year. Savings of approximately £0.07m have been achieved for the summer term, based on independent travel programme with the potential for further savings across the autumn and spring terms.
- 5.13 Whilst currently projected to manage within budget, the increase in demand for Educational Health Care Plan (EHCP) still presents a risk. In addition to this, new risks are materialising including the rise in fuel costs and a shortage of drivers (particularly with regards to taxi provision). These will continue to be looked into and any impact on the outturn position reported over the coming months.

Family, Quality and Commissioning (previously known as Joint Commissioning and Early Help)

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- 5.14 The Family, Quality and Commissioning service budget is forecasted to end the year with a balanced budget. This assumes the full delivery of savings to the value of £0.3m and cost reduction measures as a part of the CYP recovery plan of £1.1m.

6. Community Services Directorate

- 6.0 The Community Services Directorate is forecasting a year-end net overspend of £5.6m for general fund services as at the end of September 2021. This is after the application of £12.7m of government grant income to offset Covid-19 costs incurred by the Directorate. The forecast position for general fund services has not changed since July. The overall Directorate position is shown in the table below.

Table 4 – Community Services Directorate

Community Services	Net budget 2021/22	Forecast Outturn 2021/22	Forecast Variance 2021/22	Forecast Outturn Covid-19 related Variance 2021/22	Forecast Outturn Non Covid-19 related Variance September 2021/22	Forecast Outturn Non Covid-19 related Variance July 2021/22
	£m	£m	£m	£m	£m	£m
Adults' Social Care	60.8	73.9	13.1	7.2	5.9	5.9
Integrated Commissioning	7.7	7.7	0	0	0	0
Public Health	-0.8	2	2.8	3.1	-0.3	-0.3
Communities, Partnerships and Leisure	10.2	12.3	2.1	2.1	0	0
Culture, Learning and Libraries	3.5	3.8	0.3	0.3	0	0
Reserves	-0.3	-0.3	0	0	0	0
Total	81.1	99.4	18.3	12.7	5.6	5.6

- 6.1 The following sections provide a summary of the cost of Covid-19 and the revenue forecast by division, including a summary of directorate risks and pressures and any actions being taken by way of mitigation.

Cost of Covid-19

- 6.2 The overall forecasted impact of Covid-19 on base budgets for expenditure and income in Community Services is £12.7m. The Covid-19 pressures are summarised as follows:

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Table 5 – Covid-19 Pressures for the Community Services Directorate

Community Services Covid-19 Pressures	Total forecasted for year
	£m
ASC - workforce pressure	0.1
Infection Control	1.4
Lateral Flow Testing	1.1
Market Support	0.2
Loss of client contributions	1.2
Unachieved Savings	3.2
Adult Social Care - Sub Total	7.2
Test and Trace	2.2
PPE and Infection Control	0.9
Public Health - Sub Total	3.1
Community Centres income and Parks Event income	0.2
Community Centres & Bereavement Services Infection Control	0.1
Community Hub and Transport Related costs	0.1
Leisure Management-GLL contract costs	1.2
The Bridge Leisure Centre - security and site clearance costs	0.1
Bereavement Services-London Wide Mortality Management Scheme	0.4
Communities, Partnerships & Leisure - Sub Total	2.1
Adult Learning – Student Fee Income and Infection Control	0.2
Libraries Income and Infection Control	0.1
Culture, Learning and Libraries - Sub Total	0.3
Forecast Outturn Covid-19 related Variance 2021/22	12.7

Adults' Social Care Services

- 6.3 Adult Social Care Services is forecasting an overspend of £5.9m, unchanged from the position reported in July. The unachieved savings gap as per appendix 1 is £7.5m, however this is being mitigated by £1.9m one-off Direct Payment refunds, partially negated by £0.3m of other pressures across the rest of the service.
- 6.4 There is an overall overspend of £13.1m, however £7.2m of these costs are attributable to Covid-19 activity and is covered by the government grant income. The general fund services overspend assumes non delivery of £7.5m of savings, work continues to deliver these in 2021/22 and into 2022/23. 1,296 service users have been identified for package reviews during November 2021 to March 2022, if the anticipated package reductions due to service overprovision materialise then the current reported overspend will reduce by £0.9m, with a full year impact of £3.5m in 2022/23.
- 6.5 The Council is seeing an increase in demand for community based services as service users are being discharged from hospital earlier and with increasingly complex care needs, which is a trend across London and nationally. This manifest itself in higher levels

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of care, increased use of 24-hour care at home and increased use of double-handed care. The number of placements in residential care has also increased and this pattern is expected to continue into 2022/23. The current forecast overspend for Residential care is £2.5m of which £0.9m is being funded by NHSE&I discharge funding. Discharge funding from NHSE&I as well as Covid support is expected to cease at the end of 2021/22, with costs expected to still be in the system in 2022/23. .

Integrated Commissioning

- 6.6 The Integrated Commissioning division is currently forecasting a balanced budget position for 21-22. There is currently a small reported Covid-19 pressure of £0.03m relating to Rough Sleepers costs under Supporting People which is fully funded by grant income.
- 6.7 The Prevention and Inclusion element of Joint Commissioning service covering Drug & Alcohol Services and Supporting People budgets was underspent by £0.4m in 2020/21, as a result of variations on activity-based contracts. Savings of £0.3m have been taken in the 2021/22 financial year and these are expected to be fully achieved with no variance for the current financial year. There are some potential contract efficiencies arising from the current review of block contract arrangements which may deliver cost reductions later in the financial year.
- 6.8 In 2020/21, the Adults Joint Commissioning budget underspent by £0.3m mainly as a result of a reduction in projected spend on a combination of section 75 payments made to the CCG and on block/spot purchase contractual arrangements with the voluntary sector. A number of these contracts are currently under review in 2021/22 and may deliver in year savings later in the financial year

Public Health

- 6.9 The Public Health division is forecasting an underspend of £0.3m for general fund services. There is an overall forecast overspend of £2.8m, of which £3.1m of these costs relate to Covid-19 activity. Within the overall position, the forecasted underspend of £0.3m is for sexual health services. This reflects reduced activity and lower payments to out-of-borough clinics. As lockdown eases, it is expected that activity levels will increase at which point the forecast will be reviewed.

Communities, Leisure and Partnerships

- 6.10 The Communities, Leisure and Partnerships service is forecasting a balanced budget position by the year-end for business as usual activity. The projected Covid-19 related costs of £2.1m are expected to be fully covered by the related government grant income.
- 6.11 The Leisure Management budget was overspent by £1.9m last financial year due to the impact of Covid-19 and covered by government grant income. The pandemic led to the forced termination of the previous leisure management contract with Fusion Lifestyles and a new contractual arrangement with Greenwich Leisure Ltd (GLL) was put in place commencing in October 20. The new contract is an open book arrangement with GLL taking a percentage of income to cover management and overhead costs and the net cost of the service being funded by the Council. The cost of the contract funded by the Council is being treated as a Covid-19 related cost pressure for 2021/22 and will be offset against a combination of Covid-19 government grant funding and the remaining £0.2m of the Leisure Relief grant funding received from the Sports Council. The profit & loss account has now been agreed for the first two quarters (April-Sept 21) and a payment of £0.57m has been made to GLL. It is anticipated that that the quarterly contract payments will reduce over the remainder of 2021/22 as leisure centre usage increases and income from fitness and wet courses improves. Based on current income projections the £1.2m currently forecast as a Covid-19 cost will be sufficient to cover this year's contract costs, but the contract will continue to be closely monitored.

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- 6.12 There is an additional Covid-19 related Leisure Management overspend of £0.1m in relation to legal, cleaning and security costs being incurred at The Bridge Leisure Centre site in 21-22. The centre was not initially included in the new contractual arrangement with GLL due to the extensive investment required at the site. The site has therefore been closed pending a feasibility study into its future potential use, a report has recently been submitted to agree spend of up to £300k for a feasibility study to look at the future of The Bridge and the local area. This will be funded from Provisions and Reserves.
- 6.13 The current financial year has seen mortality rates reduce as the impact of the pandemic has eased and income has fallen back in line with pre Covid-19 levels. A net overspend of £0.1m is currently projected across the Crematorium and Cemeteries budgets due to an income shortfall against the revised income target. In addition there is a further pressure of £0.1m projected on the contribution to London Borough of Southwark under the Coroners' Court Consortium. Overall this gives a £0.2m non covid pressure across the service.
- 6.14 There is currently a Covid-19 related pressure of £0.4m in relation to the contribution made to the London Wide Mortality Management Scheme-Wave 2 which is being coordinated by the London Borough of Camden. The contributions from the London Boroughs in the scheme are being held in a sinking fund by the London Borough of Camden. The overall spend against the sinking fund remains relatively low, so there is potential for a reimbursement of part of the contribution in the later part of 2021/22. This would potentially reduce our COVID-19 related spend for 21-22.
- 6.15 There are also ongoing Covid-19 related pressures in relation to Parks Events income and Community Centre hire income of £0.2m. This is due to the cancellation of the annual On Blackheath Summer Event and the slow recovery of hire income in Community Centres which remains below pre Covid-19 levels. There is a further Covid-19 related pressure of £0.1m in relation to ongoing infection control costs at the Crematorium and in the Community Centres in terms of additional cleaning etc.
- 6.16 The overall cost pressures across the Division are being offset by two areas of additional income and underspend. Additional income of £0.1m is being generated by Green scene at Beckenham Place Park (BPP) from a combination of car parking pay and display charges at BPP mansion and Events income generated at BPP in the later part of the summer. In addition, there is a projected £0.1m underspend on staffing and operational budgets in the Community Safety Service due to staffing vacancies held pending the implementation of a service restructure in January 2022.

Culture, Learning and Libraries

- 6.17 The Culture, Learning and Libraries division is forecasting an overspend of £0.2m by the year-end which is all Covid-19 related. The projected costs of £0.2m is resulting from a combination of lost income and infection control works in relation to the Adult Learning and Libraries Services and will be funded from Covid-19 grant funding.
- 6.18 The Borough of Culture Programme is currently projected to cost £3.1m which will be met from a combination of external grant, sponsorship and LBL match funding from the councils General Fund budget. The Council has secured main grant funding of £1.35m from the Greater London Authority (GLA), £0.25m from the Paul Hamlyn Foundation, £0.25m from the National Heritage Lottery Fund and £0.1m from Housing Association contributions giving a total for external funding secured of £1.95m. In addition there is London Borough of Lewisham match funding identified of £0.7m which is a combination of £0.5m from reserves and £0.2m of existing revenue funding being redirected at the programme. The total agreed funding is £2.65m against the overall projected programme costs of £3.1m giving a current funding gap of £0.45m, imminent confirmation is anticipated of a funding bid submitted to The Arts Council of £0.15m which will further narrow the funding gap. There are a number of funding applications being progressed and the council will also generate earned income from ticket and other sales which will

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contribute to the funding of the programme as well as seeking funding from Sponsors. The programme will be delivered across both 2021/22 and 2022/23 financial years with the full programme delivery commencing in January 2022. Despite the positive outlook with regard to funding secured until all the funding has been fully confirmed and the cost of programme delivery agreed there remains a potential financial pressure/risk for the council.

- 6.19 The Libraries Service had a staffing savings of over £0.3m for 2021/22 and a full reorganisation is currently being undertaken with a mid-year implementation date. Despite a delayed implementation, it is expected that the staffing saving will be fully achieved in 2021/22 due to the high level of vacancies currently being held within the service. Any potential redundancy costs arising from the restructure are expected to be covered within the service budgets. During the Library closures a significant number of Library have been involved in Track and Trace activity for which we have received Covid grant.

7. Housing, Regeneration and Public Realm

- 7.0 The Housing, Regeneration and Public Realm Directorate is forecasting a year-end underspend of £0.3m for general fund services as at the end of September 2021. This is after the application of £4.8m of government grant income to fully offset Covid-19 costs incurred by the directorate. At the end of July, the directorate was forecasting a balanced budget. The overall Directorate position is shown in the table below.

Table 6 – Housing, Regeneration and Public Realm (HRPR) Directorate

Housing, Regeneration and Public Realm	Net budget 2021/22	Forecast Outturn 2021/22	Forecast Variance 2021/22	Forecast Outturn Covid-19 related Variance 2021/22	Forecast Outturn Non Covid-19 related Variance September 2021/22	Forecast Outturn Non Covid-19 related Variance July 2021/22
	£m	£m	£m	£m	£m	£m
Strategic Housing	3.5	5.4	1.9	1.9	0	0
Public Realm	17.7	19.7	2	2.6	-0.6	-0.4
Regeneration	0	0.6	0.6	0.2	0.4	0.4
Planning	0.7	0.7	0	0.1	-0.1	0
Reserves and Provisions	0	0	0	0	0	0
Total	21.9	26.4	4.5	4.8	-0.3	0

- 7.1 The following sections provide a summary of the cost of Covid-19 and the revenue forecast by division, including a summary of directorate risks and pressures and any actions being taken by way of mitigation.

Cost of Covid-19

- 7.2 The overall forecasted impact of Covid-19 on base budgets for expenditure and income in Housing, Regeneration and Public Realm is £4.8m (no change from last period). The Covid-19 pressures are summarised as follows:

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Table 7 – Covid-19 Pressures for the HRPR Directorate

Housing, Regeneration and Public Realm Covid-19 Pressures	Total forecasted for year
	£m
Housing Needs	1.9
Strategic Housing - Sub Total	1.9
Parking	1.9
Refuse Collection	0.3
Street Management	0.1
Street Markets	0.3
Public Realm - Sub Total	2.6
Building Control	0.1
Economy & Partnerships	0.1
Regeneration - Sub Total	0.2
Planning	0.1
Planning - Sub Total	0.1
Forecast Outturn Covid-19 related Variance 2021/22	4.8

Strategic Housing

- 7.3 The Strategic Housing division is forecasted to end the year with a balanced budget after applying government funding to cover the forecast overspend of £1.9m, entirely due to Covid-19. There is an increase in the number of people in nightly paid accommodation, 817 at the end of September compared to 745 at the start of April. This increase in numbers has put additional pressure on the service in terms of landlord payments and recharges for Housing Benefit payments which have exceeded the caps and limits (HB limitation recharges) and therefore not payable through the DWP Housing Benefit claim. These are currently forecast to be £0.6m above 2020/21 levels. Numbers in Privately Managed Accommodation (leased accommodation) units at the end of September were 562 with 354 accommodated in PSL units.
- 7.5 The HB limitation recharge is set against the housing division where benefits paid to a recipient is in excess of the HB caps and limits. For the last few years, this recharge has been in the region of £4.5m to £5.0m or approximately 35% of HB paid. The Council covers some of this cost through the use of grants. It should be noted that the current limitation recharge forecast for 2021/22 is in the region of £7.3m, which is some £1.8m above the 2020/21 recharge levels. The majority of this increase was expected due to increased rental charges for Private Sector Leasing/Privately Managed Accommodation (leased accommodation) units, but is fluctuating due to the higher average numbers accommodated in nightly paid units.
- 7.6 Pressures are continuing to be monitored within the service regarding incentive payments to landlords of circa £1.5m for which there is no budget, as well as bad debt for nightly paid accommodation. The number of units acquired for Privately Managed Accommodation (PMA) was 553 units as at 1st April 2021 and temporary accommodation remains a pressure.

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7.7 The service is still accommodating clients where the authority has no liability to house them, move-on was limited by the eviction ban, which has now been lifted. However, whilst the service is instigating evictions, it is creating additional pressure through challenges and judicial reviews, as well as an increase in clients re-presenting. This in turn is likely to increase the need for incentive payments to keep clients in the Private Rented Sector (PRS).

Public Realm

7.8 The Public Realm division is forecasted to end the year with a net underspend of £0.6m, after applying Covid-19 government grant funding to cover the forecast overspend of £2.6m, entirely due to Covid-19.

7.9 The Highways & Transport Service is forecasting a balanced budget position for the year. There is, however, a risk that the service will not achieve the full income target associated with TfL LIP funding due to the continued short-term funding agreements between the Government and TfL and how this funding is then distributed to boroughs. There is currently no TfL LIP funding available beyond 11 December 2021, the continued short-term funding agreements make longer term resource, project and financial planning extremely challenging.

7.10 The Refuse Collection Service is forecasting an overspend of £0.05m which is due to an increase in hazardous waste costs entirely as a result of Covid-19. This will be covered by Covid-19 government grant funding.

7.11 The Street Management Service is currently reporting a balanced budget position after applying Covid-19 government grant funding to cover an overspend of £0.1m relating to staff costs.

7.12 The Strategic Waste Management and Environmental Health services are currently forecasting balanced budgets.

7.13 The Parking Service is forecasting a £1m end of year net overspend. There is a forecast £1.9m shortfall on the income budget, entirely attributable to Covid-19, which will be covered by the Covid-19 government grant funding. The service is expecting to generate £0.9m net income surplus from moving traffic contraventions during the year.

7.14 The Street Markets Service is currently reporting a loss of income of £0.3m entirely attributable to Covid-19 due to the reduction in service as a result of the social distancing measures still in place as well a reduction in the number of stall holders returning.

7.15 *Refuse Collection Income* is forecasting an overspend of £0.3m after applying £0.3m of Covid-19 government grant to cover the loss of Commercial Waste income, as some businesses are yet to resume trading. The £0.3m remaining overspend is due to ongoing under achieved income targets in commercial waste. The service is developing an action plan to increase the take up of the service by local businesses, and as a result, has reduced the forecast underachievement by 50% compared to the outturn 2020/21 position. The effect of the action plan will be closely monitored through the year.

7.16 The Enforcement team within the Street Management service is projected to overspend by £0.06m, which is due to Covid-19 and relates to the loss of income from Forecourt licences and staff costs.

Regeneration

7.17 The Regeneration Division is forecasted to end of the year with a net overspend of £0.4m. This is after applying £0.2m of Covid-19 government grant funding to cover costs attributable to Covid-19.

7.18 The Building Control Service is forecasting a loss of income of £0.1m entirely attributable to Covid-19 through reduced demand.

7.19 The Economy and Partnerships Service is reporting a balanced budget position after

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applying £0.1m of Covid-19 government grant to cover the costs of staff working on Covid-19 related projects.

- 7.20 The Capital Programme Delivery Service is forecasting a £0.4m overspend this year. This pressure comes as a result of a change in the Strategic direction on the Copperas Street project.

Planning Division

- 7.21 The Planning Service is currently forecast to end the year with an underspend of £0.1m due to staffing costs relating to work on Covid-19 projects being covered by Covid-19 government grant funding.
- 7.22 The service had seen an improvement in income generation compared to last year but recently income levels have started to decline again. The service is currently still projecting to end the year overachieving its income target resulting in a net underspend. This is being closely monitored and changes will be detailed in subsequent reports.
- 7.23 The government introduced changes to the planning system which requires the Council to undertake more up front work to prepare design codes. This additional work is likely to have resourcing and cost implications for the service over the coming months and into the next financial year.

8. Corporate Resources Directorate

- 8.0 The Corporate Resources Directorate is forecasting a year-end overspend of £0.1m as at the end of September 2021. This is after the application of £2.9m of Covid-19 government grant funding to offset Covid-19 costs incurred by the directorate.

Table 8 – Corporate Services Directorate

Corporate Resources	Net budget 2021/22	Forecast Outturn 2021/22	Forecast Variance 2021/22	Forecast Outturn Covid-19 related Variance 2021/22	Forecast Outturn Non Covid-19 related Variance September 2021/22	Forecast Outturn Non Covid-19 related Variance July 2021/22
	£m	£m	£m	£m	£m	£m
Assurance	2.7	2.6	-0.1	0	-0.1	-0.1
Financial Services	5.2	5.1	-0.1	0	-0.1	-0.1
Resident & Business Services	17.7	20.7	3	2.8	0.2	0.7
IT & Digital Services	7.6	7.8	0.2	0.1	0.1	0.1
Reserves	-0.7	-0.7	0	0	0	0
Total	32.5	35.5	3	2.9	0.1	0.6

- 8.1 The following sections provide a summary of the cost of Covid-19 and the revenue forecast by division, including a summary of directorate risks and pressures and any actions being taken by way of mitigation.

Cost of Covid-19

- 8.2 The overall forecasted financial impact of Covid-19 on base budgets for income and expenditure in Corporate Resources is £2.9m. These Covid-19 related pressures are summarised in the following table.

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Table 9 – Covid-19 Pressures for the Corporate Services Directorate

Corporate Resources Covid-19 Pressures	Total forecasted for year
	£m
Sundry Debt – Delay in ‘Invest to Save’ to improve debt collection	0.5
Revenues Services – Loss of income collected through enforcement and court fees	1.5
Cleaning	0.2
Test and Trace Admin	0.2
Additional expenditure on accommodating rough sleepers due to covid	0.4
Residents and Business Services - Sub Total	2.8
IT Spend	0.1
IT and Digital Services - Sub Total	0.1
Forecast Outturn Covid-19 related Variance 2021/22	2.9

Financial Services Division

- 8.3 The Financial Services division is forecasting a net underspend of £0.1m. This includes underspends forecast on Pensions & Payroll supplies & services budgets as well as additional income. In addition, the Finance Team is undergoing a major restructuring and the recruitment to a number of vacant posts is underway.

IT & Digital Service Division

- 8.4 The IT & Digital Services division is forecasting an overspend of £0.2m on miscellaneous software and licencing costs of which £0.1m are covid related.

Resident and Business Services Division

- 8.5 The *Resident and Business Services* division is forecasting a net overspend of £3m. Of this sum £2.8m relates to pressures arising from the closure of courts resulting in loss of income from court fees, enforcement action, and debt collection. These are funded by Covid-19 government grant funding. There is also a non Covid-19 forecast pressure of £0.2m which partly relates to Housing Benefit overpayments where claimants have not promptly notified the Council of a change in circumstances, exempt supported accommodation, and pressures arising from work undertaken into the feasibility of process automation that has indicated that savings may not be achievable.

Assurance Division

- 8.6 The Assurance division is forecasting a net underspend of £0.1m mainly due to salary underspends arising from a vacancy. The forecast currently assumes a balanced budget position on Insurance although premium renewal terms are due to be received from insurers that could result in a budget pressure.

9. Chief Executive Directorate

- 9.0 The Chief Executive’s Directorate is forecasting a nil variance by the year-end as at the end of September 2021. This is after the application of £0.2m of government grant income to fully offset Covid-19 costs incurred by the directorate.

Table 10 – Chief Executive’s Directorate

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Chief Executive's	Net budget 2021/22	Forecast Outturn 2021/22	Forecast Variance 2021/22	Forecast Outturn Covid-19 related Variance 2021/22	Forecast Outturn Non Covid-19 related Variance September 2021/22	Forecast Outturn Non Covid-19 related Variance July 2021/22
	£m	£m	£m	£m	£m	£m
Assistant Chief Executive	7.3	7.3	0	0.1	-0.1	0
Law, Governance & Elections	3.9	4.1	0.2	0.1	0.1	0.1
Total	11.2	11.4	0.2	0.2	0	0.1

Cost of Covid-19

- 9.1 The overall forecasted financial impact of Covid-19 on base budgets for income and expenditure in the Chief Executive Directorate is £0.2m. These Covid-19 related pressures are summarised in the following table.

Table 11 – Covid-19 Pressures for the Chief Executive's Directorate

Chief Executives Covid-19 Pressures	Total forecasted for year
	£m
Legal Services - Loss of Income	0.1
Communications support	0.1
Forecast Outturn Covid-19 related Variance 2021/22	0.2

Assistant Chief Executive's Division

- 9.2 The Assistant Chief Executive's division is forecasting a net nil variance of which there is Covid-19 losses of £0.1m in relation to communications support offset by an underspend of £0.1m for non covid expenditure in relation to the recent restructuring exercise.

Law, Governance and Elections Division

- 9.3 The Law, Governance & Elections division is forecasting a net overspend of £0.2m of which £0.1m is Covid-19 related and is due to loss of income and webcasting during the pandemic. There is a £0.1m variance reported for non Covid-19 expenditure due to additional staffing costs and shortfalls in income.

10. Covid-19 and Support received from central government

- 10.0 The Council has been allocated £29.75m of Covid-19 grant funding (either received in 2020/21 and unused/carried forward or received in 2021/22) which can be utilised against General Fund expenditure or income foregone in 2021/22. Of this funding £17.86m is unringfenced Section 31 Covid-19 Local Authority Support Grant which can

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be used to fund any expenditure the council has incurred directly as a result of Covid-19 and £1.16m Sales, Fees and Charges income which is specifically to be used to compensate the Council for lost income as a result of Covid-19. The council has also received £10.73m of ringfenced specific Covid-19 Grant Funding which is to be utilised against the relevant expenditure, such as £2.26m Test and Trace Grant and £4.59 Contain Outbreak Management Funding. If costs have not been incurred against the ringfenced grants then they will need to be returned to government. The list of grants received is shown in the table below:

Table 12 – Government Funding for Covid-19 (General Fund)

Funding Description	2020/21 Remaining Allocation	2021/22 Allocation
Unringfenced Funding	£m	£m
S31 Covid-19 Local Authority Support Grant (Tranches 1 to 5)	7.84	10.02
Sales, Fees and Charges Income – (Tranche 4)	0	1.16
Sub Total Per Annum	7.84	11.18
Total Across Both Financial Years		19.02
Ringfenced Funding	£m	£m
Section 31 – Test, Trace and Contain Grant (3 amounts)	2.26	0.00
Section 31 – Welfare Support Grant *	0.19	0.00
Community Champions Fund	0.28	0.28
Community Testing	0.00	0.11
Re-opening High Streets Safely	0.27	0.00
New Burdens Funding	0.00	0.29
Sport England Leisure Relief Funding	0.17	0.05
Contain Outbreak Management Fund	2.00	2.59
Clinically Extremely Vulnerable	0.00	0.79
Workforce Capacity Grant	0.00	0.93
Practical Support for those Self Isolating	0.00	0.44
Local Elections Funding	0.00	0.11
Sub Total Per Annum	5.16	5.57
Total Across Both Financial Years		10.73
Amount available for use in 2021/22		29.75

- 10.1 The Council has also received specific funding to support both businesses and residents who are facing financial hardship as a result of the Pandemic. The table below provides an overall summary of the additional resources which have been received by the Council to date to help with this support in 2021/22, as well as any unspent grant from 2020/21 which was able to be rolled forward for use in 2021/22 or to be returned to government in this year.

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Table 13 – Government Funding for Covid-19 (Ring-fenced Funding Outside of Service Expenditure)

Funding Description	2020/21 Balance	2021/22 Allocation
Ringfenced Funding Outside Of Service Expenditure e.g. DSG or Transfer Payment	£m	£m
Covid Winter Grant	0.15	1.02
Test and Trace Support Grants ¹	0.74	0.16
Rapid Test Fund *	0.22	0.00
Infection Control Fund	0.00	1.02
Sub Total Per Annum - available against specific expenditure	1.11	2.20
Total – for use in 2021/22		3.31

11. Revenue Budget Savings for 2021/22

- 11.0 The budget for 2021/22 assumed the delivery of savings not achieved in 2020/21 and new savings for 2021/22. The total savings for 2020/21 which were undelivered last year and carried forward for delivery in 2021/22 was £8.2m. There were further savings for 2021/22 of £22.6m as well as cost reductions measures of £5.4m. Appendices 1 provides a progress update against the 2021/22 agreed savings of £22.6m and appendices 2 provides an update against the agreed overspend reduction measures for 2021/22 of £5.4m.
- 11.1 £1.34m of the £8.2m undelivered savings for 2020/21 are being delivered during 2021/22 with the remaining £6.78m delayed due to the impact of Covid-19 and funded by some of the unringfenced Covid-19 grant funding above. The non delivery is accounted for within the monitoring position.
- 11.2 The tables below shows a summary by Directorate of the 2021/22 savings and cost reductions measures, the gap is accounted for within the monitoring position.

Table 14 – 2021/22 Savings Delivery by Directorate

2021/22 Savings	2021/22 Agreed Savings	2021/22 Achieved	2021/22 Gap
	£m	£m	£m
CHIEF EXECUTIVE DIRECTORATE	0.83	0.56	0.27
CHILDREN & YOUNG PEOPLE DIRECTORATE	2.64	2.54	0.10
COMMUNITY SERVICES DIRECTORATE	12.27	4.81	7.46
CORPORATE RESOURCES DIRECTORATE	2.21	1.53	0.68
HOUSING, REGENERATION & PUBLIC REALM DIRECTORATE	3.11	3.11	0.00
Cross-Cutting	1.53	1.53	0.00
Total	22.586	14.076	8.510

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Table 15 – 2021/22 Cost Reduction by Directorate

2021/22 Savings	2021/22 Agreed Reduction	2021/22 Achieved	2021/22 Gap
	£m	£m	£m
CHIEF EXECUTIVE DIRECTORATE			
CHILDREN & YOUNG PEOPLE DIRECTORATE	4.30	4.18	0.13
COMMUNITY SERVICES DIRECTORATE	0.61	0.48	0.13
CORPORATE RESOURCES DIRECTORATE	0.22	0.12	0.10
HOUSING, REGENERATION & PUBLIC REALM DIRECTORATE	0.30	0.30	0.00
Cross-Cutting			
Total	5.420	5.065	0.355

- 11.3 The shortfalls identified are contained within the overall forecast outturn that is being reported for each division and for the Directorate overall. Work is ongoing to identify additional measures or achieve existing savings within the Directorate to mitigate shortfalls identified above and to bring down the general fund reported overspend of £8.5m.

12. Dedicated Schools' Grant

- 12.0 The Dedicated Schools Grant (DSG) is currently forecasting an in year overspend of £3m. After taking into account the £5m overspend brought forward from the previous financial year, the cumulative projection is £8m.

Table 16 – DSG allocation and projection 2021/22

Dedicated schools grant (DSG): 2021 to 2022 allocations	2021 to 2022 DSG allocations, after deductions for academies recoupment and direct funding of high needs places by ESFA				
	Schools block (£m)	Central school services block allocation (£m)	High needs block allocation (£m)	Early years block (£m)	Total DSG allocation (£m)
Lewisham – Cash Position	-183.55	-4.26	-61.78	-24.17	-273.76
Projected Spend	182.5	4.3	71.24	24.2	282.24
Forecast Overspend (Cumulative)	-1.05	0.04	9.46	0.03	8.48

- 12.1 At the time of writing, the Early Years Block is provisional, but the Schools Block and Early Years Block are expected to operate within budget. Delays have occurred due to further

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analysis requests from DfE on Early Years data relating to the possible impact of Covid on January Data.

- 12.2 It should be noted that the Central Services Block (CSSB) faced a reduction of circa £0.6m for 2021/22, which supports statutory functions provided by the Local Authority. As a consequence of effective resource management, approximately £0.3m has been carried forward from 2020/21, and will largely support pressures from the service. Initial work is being undertaken by officers, which will be carried out with greater details as the requirements of the Covid-19 response reduce.
- 12.3 The key area of risk remains the High Needs Block. The Local Authority, in partnership with the Schools Forum High Needs Working Group, will continue to consider options to deliver our statutory requirements within this funding envelop level as best possible.
- 12.4 There has been an increase in funding in the High Needs Block of £6.8m, plus £1.07m from Schools block. Based on the current data, and allowing for an increase of approximately 200 additional EHCP for the remainder of the financial year (at £15k a place), it is anticipated that the overspend will be £3m for 2021/22.
- 12.5 In addition to this there remains a £5m overspend brought forward from 2020/21, providing a revised cumulative overspend position of £8m. Firmer information on EHCP numbers will be available shortly following secondary transfer and Further Education applications. The table notes an increase of 110 EHCP since 1st April 2021.

Table 17 – Education Health and Care Plan (EHCP)

Phase - EHCPs	Under 5s	Primary	Secondary	Post-secondary	Grand Total
FY17/18 Used As Base Line	42	831	769	537	2,179
FY18/19	24	889	821	626	2,360
FY19/20	37	929	887	774	2,627
FY20/21	74	1,027	974	931	3,006
FY 21/22	84	942	1,046	1,062	3,134
Increase on Baseline Numbers	42	111	277	525	955
Increase on Baseline %	76.20%	23.60%	26.70%	73.40%	38.00%

In addition to the overall increase and the clear pressure arising from 0-5 and post 16 phase, a further pressure is linked to the increase in the number of Children placed out of borough. The following table shows the split between ‘in-borough and ‘out of borough’ placements. There is clear shift in the proportion of placements being made out of borough which is a key element of pressure on the High Needs Block.

Table 18 – In Borough and Out Borough EHCPs

Borough - EHCPs	LBL	OOB	Grand Total
FY17/18 Used As Base Line	1559	620	2,179
FY18/19	1,653	707	2,360
FY19/20	1,789	838	2,627
FY20/21	1,953	1,053	3,006
FY21/22	1,974	**1,160	3,134
Increase on Baseline Numbers	415	540	955

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Increase on Baseline %	25.30%	69.80%	38.00%
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**Includes 144 EHCPs not yet with confirmed placing

- 12.6 To support the pressure on High Needs, the SEN Service has been working closely with Schools and Schools' Forum. A mitigation plan has been developed which is progressing, but will take time to embed and for the benefits to be seen in full. Furthermore, service demands, in terms of increasing numbers of children with some complex needs and higher placement costs, continue to rise. Therefore, the current mitigation plan may reduce the pressure, but not eliminate it fully.
- 12.7 Lewisham has historically been one of very few local authorities which has underspent on the DSG – High Needs. With most local authorities overspending, the DfE has attempted to address the pressure with additional funding allocations in 2019/20, 2020/21 and 2021/22. However, it seems that demand is outstripping the cash available. It does however remain important that Lewisham continues to consider alternative ways of providing support to our most vulnerable children within the resources available.
- 12.8 Partial funding announcement has been made for 2022/23. This confirms a reduction of £500k in the CSSB. Alongside the partial settlement, the DfE has published a Consultation document on the National Funding Formula. The document considers the next steps towards a “hard formula” and the role of Local Authorities alongside the DfE’s preference of Schools moving to Academy Status. Further detailed work is progressing on this. However it is important to note that the funding currently received within the CSSB is at significant risk from 2023/24.

Schools

- 12.9 Of the 76 schools within Lewisham, 73 have submitted their budget plans for July. The finance team will be reviewing and discussing the outcome of the Budget Plan reviews with the schools during the autumn term, overall the position appears more positive than last year. 24 schools are now able to demonstrate that they are able to set a three year balanced position, this is an increase of 12. This is positive as it shows that schools are actively showing strong financial management and leadership and are taking a more long term view of their financial position.
- 12.10 Lewisham has also been working effectively with the DfE (SRMA). The SRMA is undertaking support work for the two Nursery Schools. Feedback from Chelwood Nursery School has been very positive. It is anticipated that Chelwood will be able to undertake appropriate actions to develop a sustainable budget position.
- 12.11 In November 2020 there were 12 green rated schools, 23 amber rated schools and 41 red rated schools, this has improved to 24 green rated schools, 21 amber rated schools and 31 red rated schools by June 2021.
- 12.12 Schools Forum at their meeting on 21st October 2021 agreed to fund the continuation of finance support to schools for an additional two years. This will enable the progression of the current partnership work to support schools towards longer term sustainable budget position.
- 12.13 There are some significant risks affecting schools funding, including the impact of inflation, potential pay awards, falling numbers in some schools, impact of energy price rises. The provisional settlement for schools for 2022/23 (the final year of a 3-year funding settlement) suggests an increase in per-pupil funding of 1.5%.
- 12.14 It should also be noted that for 2021/22, schools will be supporting the cost of Term Time Only claims. Negotiations are still being finalised with Trade Unions. Mayor and Cabinet has agreed to support 50% of the liability, with further funding support of £1m from schools forum from 2021/22. In 2020/21, there was an underspend of £0.4m which, as

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agreed with schools forum, is intended to provide targeted support to the most vulnerable schools. A further report will be presented to schools forum later in the year to agree the principles for allocation.

13. Housing Revenue Account

- 13.0 The table below sets out the current budget for the Housing Revenue Account (HRA) in 2021/22. At this mid stage of the financial year, the current forecast is for a small surplus of £0.7m. There is a potential deficit of £5.98m against allocated budgets (mainly relating to the underachievement of Major Work's income as noted below), however this is currently being mitigated by an underspend on allocated capital resources and is not being included in the forecast. The current position seen in the table includes a budgeted contribution from HRA reserves of £46.4m, which is to be used to fund the HRA major works and new supply programme and is included as a part of the 30 year HRA business plan.
- 13.1 Repairs & Maintenance (R&M) is currently forecast to budget, however, Lewisham Homes are continuing to report increasing pressures which may result in a small variance to the current allocated budgets. There was an overspend of £0.9m in this area for 2020/21. Lewisham Homes will provide regular updates for 2021/22 to ensure that pressures are identified with the aim of managing these within the overall budget.
- 13.2 The current 30 year HRA financial model has been refreshed, with the final outturn for 2020/21 as well as the latest updates for the capital programme, revised stock numbers and reserves allocations incorporated into the plans. Budgets were updated in September 2021 to reflect starting stock numbers from 1 April 2021, as well as incorporating the latest consolidation update for the new supply programme to reflect the latest position. The revisions to the budgets have been agreed and processed and may push some of the planned capital and new supply expenditure into 2022/23 due to a re-programming of works and programme delays due to the Covid-19 pandemic.
- 13.3 Additional income is being forecast from tenant's rents and service charges due to lower than budgeted void rates. In addition, bad debt impairment charges to the HRA are likely to be lower than budgeted, and are currently showing a similar pattern to 2020/21 values. It is too early in the financial year to establish if this will continue for a full year, so will be monitored and updated over the coming months. Any additional income or underspends in these areas will be used to compensate for the unexpected movement in other areas such as the Major Works shortfall or Repairs and Maintenance costs if necessary.
- 13.4 There is a significant major works income budget of £11.4m, which is based on the General Capital programme allocation of £78.8m. However, raising of bills is dependent on the Lewisham Homes Capital Programme undertaking works which can/are recharged to Leaseholders. As at the end of September 2021, a total of £0.39m has been charged to leaseholders. Further discussions with Lewisham homes indicate that the likely Major Works income for 2021/22 may be limited to £4.15m. The majority of this income relates to prior year works, further income for prior year works is expected but is likely to be raised in financial year 2022/23, depending on the progress of the final accounts agreements with the major works contractors.
- 13.5 Lewisham Homes are currently reporting a forecast spend of £71.5m against the general capital allocations budget of £78.8m. This is a forecast underspend of £7.3m against the programme which may result in a lower than forecast revenue contribution to capital. This is not yet included in the current forecasts and could be utilised to mitigate the potential deficit in the major works income as stated above. The forecast expenditure is 90.7% of the overall programme allocation. The final position on the capital programme in 2020/21 was an underspend of £9.8m, with the unspent resources carried into 2021/22 and added to the £69m allocation. The development team are currently reporting a forecast spend of £61.7m for the total development programme which is an underspend of £3.7m against

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the total Building for Lewisham allocations of £65.4m. The forecast expenditure is 94.3% of the overall programme allocation, with expenditure to the end of September 2021 of £20.3m.

Table 19 – Housing Revenue Account

Housing Revenue Account	Expenditure Budget	Income Budget	Net Budget	Projected Outturn
	£m	£m	£m	£m
Housing, Regeneration and Public Realm – Housing	18.9	-3.7	15.2	-0.13
Lewisham Homes & Repairs & Maintenance	38.3	0	38.3	0
Resources	1.8	0	1.8	0
Centrally Managed Budgets	96.2	-151.5	-55.3	-0.57
Total	155.2	-155.2	0	-0.7

14. Collection Fund

Council Tax

- 14.0 As at 30 September 2021, some £80.60m of Council Tax has been collected representing 49.64% of the total amount due for the year. This is £2.30m below the 51.06% target required in order to reach 95% for the year. At this point last year 49.39% (£74.09m) of the total amount due had been collected.

Table 20 - Council Tax Collection Fund

Collection Fund	Cash Collected (cumulative)	Cash needed to meet 95% Profile	Difference between collected and 95% profile	Current Year Collection Rate%	Required Collection Rate to reach 95%	Difference	Previous Year Collection Rate
Apr-21	17,119,083	17,558,893	-439,810	10.59%	10.87%	-0.28%	9.98%
May-21	29,752,772	30,943,951	-1,191,179	18.41%	19.15%	-0.74%	17.49%
Jun-21	42,605,074	43,754,273	-1,149,199	26.31%	27.02%	-0.71%	25.46%
Jul-21	55,350,944	57,265,698	-1,914,754	34.14%	35.32%	-1.18%	33.83%
Aug-21	68,165,836	70,047,797	-1,881,961	42.01%	43.17%	-1.16%	41.32%
Sep-21	80,600,744	82,901,808	-2,301,064	49.64%	51.06%	-1.42%	49.39%

Business Rates

- 14.1 As at 30 September 2021, some £28.15m of Business Rates has been collected representing 50.07% of the total amount due for the year. This is £8.21m below the 64.66% target in order to reach 99% for the year. At this point last year 58.07% (£21.57m) of the total amount due had been collected.

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Table 21 – Business Rate Collection

Business Rates	Cash Collected (cumulative)	Cash needed to meet 99% Profile	Difference between collected and 99% profile	Current Year Collection Rate%	Required Collection Rate to reach 99%	Difference	Previous Year Collection Rate
Apr-21	2,038,133	8,601,507	-6,563,374	2.81%	11.87%	-9.06%	20.40%
May-21	8,715,032	19,020,075	-10,305,043	12.04%	26.28%	-14.24%	33.44%
Jun-21	13,112,362	20,807,044	-7,694,682	23.03%	36.54%	-13.51%	37.56%
Jul-21	18,177,438	25,862,807	-7,685,369	32.06%	45.61%	-13.55%	46.35%
Aug-21	22,890,863	30,315,382	-7,424,519	40.75%	53.97%	-13.22%	51.03%
Sep-21	28,154,526	36,361,080	-8,206,554	50.07%	64.66%	-14.59%	58.07%

15. Capital Expenditure

- 15.0 The following table sets out the position on the Capital Programme as at the end of September 2021. It indicates an overall spend of £46.5m, which is 19% of the revised 2021/22 budget of £246.1m.
- 15.1 Mayor and Cabinet should note that a review of the Council's Capital Strategy will be presented in January 2022. A summary of the major projects to 2023/24 is attached at Appendix 3. The Capital Programme budget reconciliation is attached at Appendix 4.

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Table 22 – Capital Programme 2020/21 (Major Projects)

2021/22 Capital Programme	Revised Budget (agreed at M&C Feb 21)	Revised Budget 30th September	Spend to 30th September	Spent to Date (Revised Budget)
	£m	£m	£m	%
GENERAL FUND				
Schools - School Places Programme	10.4	9.2	3	33%
Schools – Other (Inc. Minor) Capital Works	1.7	9.5	1	11%
Highways & Bridges – LBL	2.5	2.6	0	0%
Highways & Bridges – TfL and Others	0.8	2.4	0.2	8%
Catford Town Centre	0.3	1.3	0.2	15%
Asset Management Programme	2.8	3.9	0.1	3%
Other AMP Schemes	0.9	3.1	0.4	13%
Broadway Theatre	4.8	5.3	0.3	6%
CCTV Modernisation	0.5	1.1	0.5	45%
Beckenham Place Park (Inc. Eastern Part)	1.7	1.9	0.1	5%
Catford Phase 1 – Thomas Lane Yard/ CCC	0.6	0.5	0.3	60%
Catford Station Improvements	0.3	0.4	0	0%
Lewisham Gateway (Phase 2)	3.5	3.5	0.6	17%
Disabled Facilities Grant	2.1	1.3	0.6	46%
Private Sector/Discretionary Grants and Loans	2.1	0.6	0.2	33%
Lewisham Homes – Property Acquisition	3	3	0	0%
Achilles St Development	1	1	0	0%
Edward St. Development	8.4	12	3.4	28%
Place Ladywell	2.7	1.3	0	0%
Deptford Southern Sites Regeneration	0.3	0.3	0	0%
Temporary Accommodation - Mayow Rd	6.6	7	1.7	24%
Temporary Accommodation - Canonbie Rd	1.4	1.8	0.5	28%
Temporary Accommodation - Sydney Arms	3.8	1	0	0%
Temporary Accommodation - Morton House	0.1	1.5	0	0%
Temporary Accommodation-Manor Avenue	0	1.2	0	0%
Fleet Replacement Programme	0.8	0	0	0%
Travellers Site Relocation	3.6	3.8	0	0%
Other Schemes	3.6	7.1	0.3	4%
TOTAL GENERAL FUND	70.3	87.6	13.4	15%

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2021/22 Capital Programme	Revised Budget (agreed at M&C Feb 21)	Revised Budget 30th September	Spend to 30th September	Spent to Date (Revised Budget)
HOUSING REVENUE ACCOUNT	£m	£m	£m	%
Building for Lewisham Programme	48.3	41.4	11.3	27%
Creekside Acquisition	13.9	11.4	3.1	27%
HRA Capital Programme (Decent works)	31.6	78.8	17.8	23%
Place Ladywell	15.4	1.5	0.2	13%
Achilles St. Development	0.4	2.8	0.2	7%
Mayow Rd Development	0.8	0	0	0%
Other HRA Schemes	3.6	22.7	0.6	3%
TOTAL HOUSING REVENUE ACCOUNT	114	158.6	33.2	21%
TOTAL CAPITAL PROGRAMME	184.3	246.2	46.6	19%

16. Financial Implications

16.0 This report concerns the projected financial outturn for 2021/22. Therefore, any financial implications are contained within the body of the report.

17. Legal Implications

17.0 The Council is under a duty to balance its budget and cannot knowingly budget for a deficit. It is imperative that there is diligent monitoring of the Council's spend and steps taken to bring it into balance.

18. Crime and Disorder, Climate and Environment Implications

18.0 There are no specific crime and disorder act or climate and environment implications directly arising from this report.

19. Equalities Implications

19.0 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

19.1 There are no equalities implications directly arising from this report.

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20. Background Papers

Short Title of Report	Date	Location	Contact
Budget Report 2021/22	3 rd March 2021 (Council)	1 st Floor Laurence House	David Austin

21. Report Author and Contact

David Austin, Director of Finance at david.austin@lewisham.gov.uk; or

Nick Penny, Head of Service Finance nick.penny@lewisham.gov.uk

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APPENDIX 1 – Summary of agreed revenue budget savings for 2021/22

Ref	Proposal	2021/22 Agreed Savings £'000	2021/22 Achieved £'000	2021/22 Gap £'000	Status	Further Comment
	CHIEF EXECUTIVE DIRECTORATE					
A-01	Staff productivity - arising from new ways of working better collaboration and a return on IT investment (£3m split council wide)	243	243	0	Green	Achieved or on track to be achieved
A-03	Corporate Transport arrangements (£100k split Council Wide) more use of electric bikes and less spend on public transport and cars	3	3	0	Green	Achieved or on track to be achieved
A-10	Election services	55	55	0	Green	Achieved or on track to be achieved
A-09	Support Leadership	105	105	0	Green	Achieved or on track to be achieved
A-11	Legal, governance service and elections review.	340	73	267	Red	Only £73k is expected to be achieved in 21/22
A-01a Round 2	Staff productivity - arising from new ways of working, better collaboration and a return on IT investment (£1m split Council Wide)	81	81	0	Green	Achieved or on track to be achieved
Total for Chief Executive Directorate		827	560	267		
	CHILDREN & YOUNG PEOPLE DIRECTORATE					
E-05	Traded services with schools	50	50	0	Green	Alternative savings found
F-12	Housing - No Recourse to Public Funds	300	900	-600	Green	Achieved – further potential to overachieve
A-12	Rationalising Central Education Services functions	150	160	-10	Green	Overachieved – vacancies held and additional income from Lewisham learning for Media cost
A-13	Children with complex needs (CWCN Revision)	195	133	62	Yellow	Partially achieved by holding vacancies for head of SEND and SEN advisor
A-14	Replace Educational Psychologist locums through expanding the generic EP Team	200	214	-14	Green	Specific saving partially met, however, one-off work undertaken resulting in the overachievement in the current financial year
A-16	Reduction of workforce development budget	50	50	0	Green	Achieved or on track to be achieved
B-13	Early Years Funding Block	54	54	0	Green	Achieved or on track to be achieved

C-09	Youth Offending Service (YOS) redesign	152	152	0		Achieved or on track to be achieved
C-30	Rationalisation of Business support across Education services	70	70	0		Achieved or on track to be achieved
D-09	Educational Assets	300	300	0		Achieved or on track to be achieved
A-01 and A-01a	Staff productivity - arising from new ways of working (including learning from the Covid 19 pandemic), better collaboration and a return on IT investment	1053	390	663		In progress – subject to some aspect of restructure –balance offset by underspends in NRTPF
A-03	Corporate Transport arrangements	56	56	0		Achieved or on track to be achieved
E-03	Review discretionary sales, fees and charges and increase to the point of full cost recovery.	10	10	0		Achieved or on track to be achieved
Total for Children & Young People Directorate		2,640	2,539	101		
COMMUNITY SERVICES DIRECTORATE		£'000	£'000	£'000		
B-04	Smoking cessation service	221	221	0		Achieved or on track to be achieved
B-05	Recharge OT and housing officer costs to the Disabled Facilities Grant	250	250	0		Achieved or on track to be achieved
B-07	Review of Council run events	42	42	0		Achieved or on track to be achieved
B-10	Reduction in local assemblies service	45	45	0		Achieved or on track to be achieved
C-02	Adult Learning and Day Opportunities	50	50	0		Achieved or on track to be achieved
E-04	Introduce charging for certain elements of self-funded care packages	82	0	82		Work is required to deliver
F-01	Adult Social Care Demand management	3,000	1,000	2,000		Work is in progress however at Period 7 only £1m has been delivered this year.
F-06	Adults with learning difficulties and 14 - 25yrs transitions costs	760	0	760		Work is on going on this saving however as yet none of the saving has been delivered
F-09	In house services reductions - adults passenger transport	600	0	600		At risk due to the overall position in relation to the funding of Passenger Services costs across the Council
A-18	Library and Information Service	300	300	0		Achieved or on track to be achieved
B-11	Improved usage of BCF Funding across partners	1,000	1,000	0		Achieved or on track to be achieved

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B-12	Adult Learning Lewisham - back office efficiencies	96	96	0		On track but with some potential redundancy costs of up to £27k
C-12	Weight management services	25	25	0		Achieved or on track to be achieved
C-13	Sexual and Reproductive Health Services in Primary Care	100	100	0		Achieved or on track to be achieved
C-14	Substance Misuse Cuts (Public Health Budget)	150	150	0		Partly achieved with an issue in relation to Prescribing costs-CCG
C-15	Integrated Sexual and Reproductive Health Services	150	150	0		Achieved or on track to be achieved
C-16	Reduction of Management overheads for the Social Inclusion and Recovery Services (Slam Lewisham Community Services)	50	50	0		Achieved or on track to be achieved
C-17	Re-configuration of MH Supported Housing pay - social interest group	100	0	100		Work is on going to deliver this
C-24	Culture Team Salaries & Borough of Culture	60	60	0		Achieved or on track to be achieved
C-28	Supported Housing Services	169	169	0		Achieved or on track to be achieved
C-29	Crime, Enforcement & Regulation service restructure	50	50	0		Achieved or on track to be achieved
F-24	Adult Social Care cost reduction and service improvement programme	3,849	0	3,849		The work with Newton has gone live however slippage is expected to slip into future years
A-01 and A-01a	Staff productivity - arising from new ways of working (including learning from the Covid 19 pandemic), better collaboration and a return on IT investment	1,027	1,027	0		Achieved or on track to be achieved
A-03	Corporate Transport arrangements	23	23	0		Achieved or on track to be achieved
E-03	Review discretionary sales, fees and charges and increase to the point of full cost recovery.	72	0	72		This is dependent on a review of the charging policy which has not commenced yet.
Total for Community Services Directorate		12,271	4,808	7,463		
CORPORATE RESOURCES DIRECTORATE		£'000	£'000	£'000		
A-04	Process automation in Revs and Bens	60	40	20		Partly Achieved

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A-05	Revs and Bens - additional process automation	400	0	400		In Progress, mitigation in place through use of one-off grant funding
B-08	Review the Power of Attorney service	160	160	0		Achieved or on track to be achieved
B-09	Reduction in the discretionary award of concessionary fares	300	300	0		Achieved or on track to be achieved
D-03	Facilities management general cost reduction	50	50	0		Achieved or on track to be achieved
D-04	Operational estate - security	100	100	0		Achieved or on track to be achieved
D-06	Catford Campus - Estate Consolidation	438	179	259		Partly Achieved, delivery of savings dependent on closure of Holbeach
A-01 Round 1	Staff productivity - arising from new ways of working, better collaboration and a return on IT investment (£3m split council wide)	522	522	0		Achieved or on track to be achieved
A-03 and E-03 Round 1	Corporate Transport arrangements AND Review discretionary sales, fees and charges and increase to the point of full cost recovery (£250k split Council Wide)	7	7	0		Achieved or on track to be achieved
A-01a	Staff productivity - arising from new ways of working, better collaboration and a return on IT investment (£1m split Council Wide)	174	174	0		Achieved or on track to be achieved
Total Corporate Resources Directorate		2,211	1,532	679		
HOUSING, REGENERATION & PUBLIC REALM DIRECTORATE		£'000	£'000	£'000		
A-07	Housing - Productivity gains	202	202	0		Achieved or on track to be achieved
B-05	Recharge OT and housing officer costs to the Disabled Facilities Grant	175	175	0		Achieved or on track to be achieved
C-05	Housing needs and procurement service review	50	50	0		Achieved or on track to be achieved
C-06	Housing needs and procurement service review	77	77	0		Achieved or on track to be achieved
D-02	Business Rates Revaluation for the estate	40	40	0		In progress – Valuation Office still has a backlog but if not achieved this will be covered by other funds in the service.
D-06	Catford Campus - Estate Consolidation	236	236	0		Achieved or on track to be achieved



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D-07	Meanwhile use - Temporary Accommodation	25	25	0		In progress - Accommodation provided to be refurbished to suit TA needs. None are yet in use by Housing but savings may still be made if in use by August 2021 or covered by other funds
E-02	Income from building control	15	15	0		Achieved or on track to be achieved
E-07	Housing – Increased rent for Private Sector Lease (PSL) and Private Managed Accommodation (PMA)	300	300	0		Achieved or on track to be achieved
C-10	Housing Services Review	300	300	0		In progress - The reorganisation consultation has been completed & interviews have taken place. The reorganisation will identify the full two years savings requirement, but is not likely to be implemented until the end of the 3 rd Qtr of 2021/22. Any shortfall may be covered by use of additional grant
E-11	Environmental Enforcement – Use of Civic Enforcement Officers	100	100	0		In progress - The start of this saving has been delayed so a full year effect is unlikely, however any shortfall should be covered by income from Moving Traffic Contraventions
F-17	Road safety enforcement	250	250	0		Achieved or on track to be achieved
F-20	Emission based charging for Short Stay parking	120	120	0		Achieved or on track to be achieved
F-21	Road Safety Enforcement	250	250	0		Achieved or on track to be achieved
A-01 & A-01a	Productivity (Additional)	969	969	0		Achieved or on track to be achieved
Total for Housing, Regeneration & Public Realm Directorate		3,109	3,109	0		
Cross-Cutting		£'000	£'000	£'000		
B-07	Review of Council run events	28	28	0		Achieved or on track to be achieved
E-01 / E-01a	Improved Debt collection	750	750	0		Achieved or on track to be achieved
E-08 / E-08a	Contract Efficiencies – inflation management	750	750	0		Achieved or on track to be achieved
Total for Cross-Cutting		1,528	1,528	0		
GRAND TOTAL		22,586	14,076	8,510		

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APPENDIX 2 – Summary of agreed overspend reduction measures for 2021/22

Ref	Proposal	2021/22 Agreed Reductio n	2021/22 Achieved	2021/22 Gap	Status	Comment:
	CHILDREN & YOUNG PEOPLE DIRECTORATE	£'000	£'000	£'000		
B-02	Strategic recharging	600	340	260	Yellow	In progress - possible risk of achieving full saving in 2021/22
C-01	Redesign of the CYP Joint Commissioning service.	140	140	0	Green	Achieved or on track to be achieved
C-03	Reduction in the use of agency social workers.	215	307	-92	Green	Overachieved
C-07	Review Short breaks provision.	65	50	15	Yellow	Expected to partially achieve in 2021/22, however potential future risk from contract awards
E-06	Reduce care leaver costs	200	587	-387	Green	Overachieved
F-02	Children Social Care Demand management	500	770	-270	Green	Overachieved
F-04	Special Guardianship Order payments	60	60	0	Green	Achieved or on track to be achieved
F-05	VfM commissioning and contract management - CSC	250	0	250	Red	Offset by savings elsewhere
F-10	In house Early Help service	200	200	0	Green	Achieved or on track to be achieved
F-11	Front door arrangements in CYP	50	0	50	Red	Offset by savings elsewhere
A-17	Care leaver accommodation/housing costs	500	398	102	Yellow	In progress
C-21	Early Help and Prevention Recommissioning	170	170	0	Green	Achieved or on track to be achieved
C-22	Reduction in LBL contribution to CAMHS service	250	250	0	Green	Contract delays –however balance found from holding vacancies
C-23	Reduction in the Health Visiting contract	350	350	0	Green	Achieved or on track to be achieved
F-19	Reduction in specialist legal advocacy and assessments for CYP proceedings	500	485	15	Yellow	In progress- under review as demand led
F-23	Home to school transport	250	68	182	Red	Summer term savings achieved from independent travel training –wider review undergoing as part of transport board
Total for Children & Young People Directorate		4,300	4,175	125		

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COMMUNITY SERVICES DIRECTORATE		£'000	£'000	£'000		
Achievement	Description	Target	Actual	Variance	Performance	Notes
E-10	Increase funeral charges	250	120	130	Yellow	In progress - Achievement is partly dependent on death rate in 21-22 and the impact on income levels. Will be reviewed during the financial year.
C-26	Reducing leisure spend – temporary closure of the Bridge	355	355	0	Green	Achieved - The Bridge LC currently closed with no plan to reopen in 21-22.
Total for Community Services Directorate		605	475	130		
CORPORATE RESOURCES DIRECTORATE		£'000	£'000	£'000		
A-08	Reduction in paper usage	35	35	0	Green	Achieved or on track to be achieved
C-08	IT - mobile telephony review	80	80	0	Green	Achieved or on track to be achieved
E-09	Realising further benefits from the Oracle Cloud Solution and exploiting its functionality as a fully integrated enterprise resource planning solution.	100	0	100	Red	Not Achieved – currently under review, and potential risk to delivery
Total Corporate Resources Directorate		215	115	100		
HOUSING, REGENERATION & PUBLIC REALM DIRECTORATE		£'000	£'000	£'000		
C-11	Reduced dependency on agency staff within Highways and Transportation Services	300	300	0	Green	Achieved or on track to be achieved
Total for Housing, Regeneration & Public Realm Directorate		300	300	0		
GRAND TOTAL		5,420	5,065	355		

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APPENDIX 3 – Capital Programme Major Projects 2021 / 2024

Major Projects over £1m	2021/22	2022/23	2023/24	Total
	£m	£m	£m	£m
GENERAL FUND				
Schools - School Places Programme	9.2	4.0	0.9	14.1
Schools – Other (Inc. Minor) Capital Works	9.5	0.2		9.7
Highways & Bridges – LBL	2.6	2.5		5.1
Highways & Bridges – TfL and Others	2.4	0.1		2.5
Catford Town Centre	1.3	0.3	3.4	5.0
Asset Management Programme	3.9	0.8		4.7
Other AMP Schemes	3.1	1.8		4.9
Broadway Theatre	5.3	1.7		7.0
CCTV Modernisation	1.1			1.1
Beckenham Place Park (Inc. Eastern Part)	1.9			1.9
Catford Phase 1 – Thomas Lane Yard/ CCC	0.5	2.6		3.1
Catford Station Improvements	0.4	1	0.1	1.5
Lewisham Gateway (Phase 2)	3.5		4.8	8.3
Disabled Facilities Grant	1.3			1.3
Private Sector Grants and Loans	0.6	0.6	0.6	1.8
Lewisham Homes – Property Acquisition	3.0			3.0
Achilles St Development	1.0		3.6	4.6
Edward St. Development	12.0			12.0
Place Ladywell	1.3			1.3
Deptford Southern Sites Regeneration	0.3		2.1	2.4
Temporary Accommodation - Mayow Rd	7.0	1.1	0.1	8.2
Temporary Accommodation - Canonbie Rd	1.8	0.3		2.1
Temporary Accommodation - Sydney Arms	1.0			1.0
Temporary Accommodation - Morton House	1.5	0.1		1.6
Temporary Accommodation-Manor Avenue	1.2			1.2
Fleet Replacement Programme	0.0	0	0	0.0
Travellers Site Relocation	3.8			3.8
Other Schemes	7.1	1.3		8.4
TOTAL GENERAL FUND	87.5	18.4	15.6	121.5
HOUSING REVENUE ACCOUNT				
Building for Lewisham Programme	41.4	56.4	57.2	155.0
Creekside Acquisition	11.4	2.0		13.4
HRA Capital Programme (Decent works)	78.8	42.7	41.8	163.3
Place Ladywell Development	1.5	43.4	27.7	72.6
Achilles St. Development	2.8	1.0	21.6	25.4
Mayow Rd Development	0.0			0.0
Other HRA Schemes	22.7	4.0	4.0	30.7
	158.6	149.5	152.3	460.4
TOTAL PROGRAMME	246.1	167.9	167.9	581.9

APPENDIX 4 – Capital Programme Revised 2021/22 budget

The following table sets out the changes to the current year capital programme budget since it was approved by M&C in February 2021.

<u>APPROVED CAPITAL PROGRAMME BUDGET- 21/22</u>	<u>£`m</u>
M&C – February, 2021 as per Budget Report	184.3
Underspends carried-forward from 20/21	6.1
	<u>190.4</u>
New Schemes Post Budget Report	
Schools Minor Works Programme 2021	4.2
TfL Programme 21-22	0.4
Riverside Youth Club Development Project	1.3
Temporary Accommodation- Manor Conversion	1.2
Asset Review - development and site appraisals	0.1
Asset Review - miscellaneous assets	0.1
CYP - CSC Young Supported Housing	0.9
Leisure strategy and associated sites - The Bridge Leisure Centre / Bellingham Leisure centre	0.6
Commercial Estate Investment	0.1
	<u>8.9</u>
Increase in HRA- Schemes Post Budget Report	
General Capital & Decent Homes Programme	38.8
Reprofiled Schemes	
Reprofiled HRA Schemes	9.60
Holbeach Road Improvement Works	-0.30
Achilles Street - Development (Design Work)	2.40
Aids & Adaptations	-0.10
Old Town Hall - Repairs & Refurb.	0.80
Edward Street Development (PLACE / Deptford)	0.30
Catford Town Centre - Phase 1	0.90
Laurence House Customer Service Centre and Library Refurbishment	0.50
Broadway Theatre - Works	0.20
2016 & 2017 PPP Ashmead School	-0.28
2016 Programme Costs	-0.11
Watergate School	-1.77
Private Sector Grants - Discretionary Grants	-1.33
MOVE - PLACE/Ladywell (1000 Homes Programme)	-1.36
Old Town Hall - Repairs & Refurb.	0.19
Excalibur Phases 3	0.40
Greenvale school	-0.45
Fleet Vehicle Replacement 2019/20 & Future Programme	-1.58
	<u>8.00</u>
Revised September Capital Programme Budget 21/22	<u>246.1</u>

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Public Accounts Select Committee

Capital Programme Review

Date: 1 December 2021

Key decision: No

Class: Part 1

Ward(s) affected: None Specific

Contributors: Executive Director for Corporate Resources

Outline and recommendations

This report sets out details of the Council's current capital programme.

Members are asked to note the current programme projects, budgets and financing.

Timeline of engagement and decision-making

November 2021 – Capital Programme Review to Executive Management Team
December 2021 – Capital Programme Review to PASC

1. Executive Summary

- 1.1 This report sets out details of the Council's current capital programme.
- 1.2 The capital programme is a three year rolling programme and this report provides a summary and supporting detail for the programmes and projects to which capital resources have been committed and shows the budget for each and how they are financed.
- 1.3 The report includes an analysis showing the breakdown of the three year budget across Council wards.
- 1.4 In addition the report sets out the prior year outturn and also the current year spend and budget for the programmes and projects. A reconciliation showing in year changes to the programme for the current financial year is also provided.

2. Policy Context

- 2.1 The Council's strategy and priorities drive the Budget with changes in resource allocation determined in accordance with policies and strategy. The Council launched its current Corporate Strategy in 2019, with seven corporate priorities as stated below:
- 2.2 Corporate Priorities
 - **Open Lewisham** - Lewisham will be a place where diversity and cultural heritage is recognised as a strength and is celebrated.
 - **Tackling the housing crisis** - Everyone has a decent home that is secure and affordable.
 - **Giving children and young people the best start in life** - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
 - **Building an inclusive local economy** - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
 - **Delivering and defending health, social care and support** - Ensuring everyone receives the health, mental health, social care and support services they need.
 - **Making Lewisham greener** - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
 - **Building safer communities** - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.
- 2.3 Values are critical to the Council's role as an employer, regulator, and securer of services and steward of public funds. The Council's values shape interactions and behaviours across the organisational hierarchy, between officers, and members, between the council and partners and between the council and citizens. In delivering our duties, we are guided by the Council's four core values:
 - We put service to the public first
 - We respect all people and all communities
 - We invest in employees
 - We are open, honest, and fair in all we do.

3. Recommendations

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- 3.1 Members are asked to note the contents of this report and that this report will form the basis of further capital budget reporting to Public Accounts Committee and Mayor & Cabinet as part of the budget setting process in early 2022.

4. Background

- 4.1 Capital expenditure is distinct from revenue expenditure in that it covers expenditure on items such as land and buildings that results in a tangible asset that can be classified as such on the Council's balance sheet.
- 4.2 The capital programme therefore reflects budgets and expenditure on the Council's many physical assets such as housing, schools, roads, major infrastructure projects as well as cultural buildings such as the Broadway Theatre, libraries and leisure centres.
- 4.3 The Council sets its Capital Programme over a three year period. This is because the nature of the projects and programmes mean that the associated expenditure is incurred over a number of years rather than a single financial year. The capital programme for 2021/22 was included as part of the overall Budget Report to Mayor & Cabinet and Council earlier this year and this report updates on changes since then and sets the scene for further updates to Public Accounts Committee and Mayor & Cabinet in early 2022.
- 4.4 Financial monitoring of the programme is carried out in a similar way to the revenue budget monitoring and reported to Mayor & Cabinet as part of the periodic Financial Forecasts Report and at year end through the Outturn Report. Financial monitoring together with programme/project delivery is managed through a number of boards as set out in paragraph 8.

5. Capital Programme 2021/22, 2022/23, 2023/24

- 5.1 The following table sets out a summarised version of the current three year programme. A more detailed breakdown of projects and programmes is included as Appendix 1.

Programme Area	Budget			
	2021/22	2022/23	2023/24	Total
	£'000s	£'000s	£'000s	
Leisure, CCTV & Other Community Misc	1,914.1	48.0	0.0	1,962.1
Corporate - ICT	570.7	500.0	0.0	1,070.7
Schools & Other CYP	11,513.1	11,423.6	972.6	23,909.3
Asset Management & Major Schemes	16,576.2	16,536.0	13,124.1	46,236.3
Housing - Land Assembly & Temporary Accommodation (General Fund)	32,741.0	3,540.6	9,201.1	45,482.8
Housing Grants - Disabled & Other Grants (General Fund)	2,248.0	600.0	600.0	3,448.0
Sub Total General Fund	65,563.1	32,648.2	23,897.8	122,109.2
HRA - Building For Lewisham & Other HRA Schemes	79,696.8	103,780.8	106,462.4	289,939.9
HRA - Lewisham Homes	78,813.0	45,674.8	45,800.0	170,287.7
Sub Total HRA	158,509.7	149,455.6	152,262.4	460,227.7
Total	224,072.9	182,103.8	176,160.2	582,336.9

- 5.2 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

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of schedule.

- 5.3 An exercise to review the budget profile for a number of general fund projects has just been completed and this has led to a number of changes on the budget split over the three year programme period. A detailed list of the changes made is shown in Appendix 3. For the HRA this exercise is still in progress and any changes arising will be reflected in further capital budget updates in early 2022.
- 5.4 It is clear from the above review of the current three year programme, that reprofiling will need to be dynamic in order to more effectively respond to the scale and complexity of the programme and to deal with current and ongoing challenges it faces. A key challenge has been delays to projects caused by the Covid-19 pandemic, which in some cases has led to increased cost placing significant pressure on already limited resources, which in turn is causing the need to continually re-appraise the allocation of limited capital resources to meet corporate priorities.
- 5.5 The three year capital programme reflects projects and programmes across the borough. An analysis of the programme by ward has been carried out and is shown in the following table. Some budgets cannot readily be identified against a single ward as they may be being held at a high programme level and not yet specifically allocated to a particular project. For example amounts have been set aside for HRA condition works but not allocated to specific sites.

LBL 3-Year Capital Programme 2021-2024 By Ward

	HRA	GF	Schools	Total
	£m	£m	£m	
Bellingham	-	4.4	3.8	8.2
Blackheath	-	0.3	0.1	0.4
Brockley	-	1.2	2.3	3.5
Catford South	-	0.8	0.7	1.4
Crofton Park	-	0.7	0.2	0.9
Downham	-	1.9	0.4	2.3
Evelyn	-	12.8	1.4	14.2
Forest Hill	-	2.7	0.3	3.0
Grove Park	-	-	0.2	0.2
Ladywell	-	-	-	-
Lee Green	-	-	0.0	0.0
Lewisham Central	72.6	13.7	0.5	86.8
New Cross	38.8	7.1	-	45.9
Perry Vale	-	8.2	9.4	17.6
Rushey Green	-	19.5	0.5	20.0
Sydenham	-	0.1	0.0	0.1
Telegraph Hill	-	-	0.4	0.4
Whitefoot	-	1.1	0.3	1.4
<i>Borough wide</i>	<i>349</i>	<i>23.6</i>	<i>3.5</i>	<i>376.1</i>
Total	460.4	97.9	24.0	582.3

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6. Financing The Capital Programme 2021/22, 2022/23, 2023/24

- 6.1 The following table sets out a summarised version of how each of the key programme areas is financed. A more detailed breakdown is contained in Appendix 2.

Programme Area	Financing							FUNDING TOTAL
	HRA Revenue	Right To Buy Capital Receipts	Capital Receipts, capital reserves, Corporate Provisions & Reserves	Grants / Contributions	S106 Funding	Prudential Borrowing		
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Community - Leisure & CCTV & Other Misc	0.0	0.0	33.6	1,249.1	379.4	300.0		1,962.1
Corporate - ICT	0.0	0.0	1,070.7	0.0	0.0	0.0		1,070.7
Schools & Other CYP	0.0	0.0	2,133.0	19,909.4	966.9	900.0		23,909.3
Asset Management & Major Schemes	0.0	69.0	24,955.3	4,706.6	12,866.3	3,639.2		46,236.3
Housing - Land Assembly & Temporary Accommodation (General Fund)	0.0	6,214.7	4,198.5	643.3	2,455.4	31,970.9		45,482.8
Housing Grants - Disabled & Other Grants (General Fund)	0.0	0.0	2,013.0	1,435.0	0.0	0.0		3,448.0
HRA - Building For Lewisham & HRA Schemes **	289,747.7	192.2	0.0	0.0	0.0	0.0		289,939.9
HRA - Lewisham Homes **	170,287.7	0.0	0.0	0.0	0.0	0.0		170,287.7
Total	460,035.4	6,475.9	34,404.2	27,943.3	16,668.0	36,810.1		582,336.9

** Note – these programmes will include significant elements of grant and borrowing for which amounts are yet to be determined but are currently estimated to be in the region of £90m grant and £300m borrowing.

- 6.2 As can be seen from the table above the Capital Programme is financed through the following funding sources.

- HRA Revenue
- Right to buy capital receipts
- Capital receipts, capital reserves and funding from corporate provisions and reserves
- Specific Grants
- S106/CIL
- Prudential Borrowing

- 6.3 HRA Revenue is funding from the HRA revenue account. Currently the vast majority of the funding for the HRA programme is sitting under this heading pending reprofiling of the HRA budgets and associated financing. These figures will be updated to show the correct split over the funding sources and will be included in further capital budget updates in early 2022.

- 6.4 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

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government. An element of the receipts are 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%.

- 6.5 Capital receipts and capital reserves can be used to fund general fund projects and are distinct from HRA ringfenced 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 almost fully allocated to the programme with only a small balance remaining, as set out in the following table.

	£m
Funds Available	34.6
Funds Allocated	34.4
Balance	0.2

- 6.6 Specific grants e.g. Department of Education schools condition funding and funding from the Greater London Authority.
- 6.7 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 £16.7m of the total S106 funding received has been allocated to capital projects.
- 6.8 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.

7. Current and Prior Year Capital Programme Budget And Spend

- 7.1 Progress in delivering the Capital Programme is regularly reported to Mayor & Cabinet and the Public Accounts Select Committee throughout the financial year.

Financial Year 2020/21

- 7.2 For financial year 2020/21 there was overall expenditure of £120.1m representing 70% of the revised budget of £171.6m. These amounts can be split between general fund and HRA. For general fund there was expenditure of £58m representing 82% of the revised budget of £70.4m. For the HRA there was £62.1m expenditure representing 61% of the revised budget of £101.2m. These amounts are shown in the following table and a more detailed breakdown of the spend across the programme is detailed in Appendix 5.

2020/21 Capital Programme	Revised Budget (M&C Feb 20)	Revised Budget Mar 2021	Spend to 31 Mar 2021	% Spent to Date (Revised Budget)
General Fund	63.2	70.4	58.0	82%
Housing Revenue Account	100.4	101.2	62.1	61%
Total Capital Programme	163.6	171.6	120.1	70%

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Financial Year 2021/22

- 7.3 For the current financial year 2021/22 as at the end of October 2021 there had been overall expenditure of £57.7m representing 26% of the revised budget of £224m. These amounts can be split between general fund and HRA. For general fund there was expenditure of £18.6m representing 28% of the revised budget of £65.4m. For HRA there was £39.1m expenditure representing 25% of the current revised budget of £158.6m. These amounts are shown in the following table and a more detailed breakdown of the spend across the programme is detailed in Appendix 4.

2021/22 Capital Programme	Revised Budget (M&C Feb 21)	Revised Budget Proposed Oct 2021	Spend to P7 31 Oct' 2021	Spent to Date (Revised Budget)
General Fund	70.3	65.4	18.6	28%
Housing Revenue Account	114.0	158.6	39.1	25%
Total Capital Programme	184.3	224.0	57.7	26%

- 7.4 As stated earlier in this report, unspent budgets for ongoing capital programmes and projects are rolled forward at year end and a reprofiling exercise has been undertaken to provide budgets that will more accurately reflect expenditure for the three year period. A number of general fund budgets have been reprofiled as a result of this work but the exercise is not yet completed for the HRA. Once completed this is likely to result in some budgets being reprofiled from 2021/22 to 2022/23 and this will in turn provide a more accurate percentage of spend to date.
- 7.5 The most significant impact on spend that impacted on the amount carried forward for 2020/21 together with the need to reprofile budgets for 2021/22 has been in relation to the Covid-19 pandemic which has in turn compounded the impacts of Brexit. Construction works were paused at stages through the lockdowns of 2020 and 2021. Construction activity re-started but at a reduced capacity due to social distancing requirements. There have also been widespread labour and material shortages which have continued to impact on the pace of delivery and driven up costs.
- 7.6 The capital programme will be rolled forward to future years to recover the delivery ambition and has been re-profiled to account for the challenges over the last 18 months as well as considering the current market challenges in relation to labour and materials. The Build Cost Information Service reported that materials prices rose 2.7% in the first quarter of 2021 and by 5 to 6% on an annual basis, which is reflected in the cost modelling for many of our capital programmes.
- 7.7 Importantly substantial external funding has been secured to support the delivery of the Council's Capital Programme including Brownfield Land Release Fund, GLA (various funding streams) and NHS contributions.

8. Capital Programme Delivery

- 8.1 The Capital Programme is managed through a number of boards as follows
- The Regeneration Board has overall oversight of the Capital Programme strategy
 - The Regeneration & Capital Programme Delivery Board (RCPDB) reviews and agrees project initiation documents (PIDs) and delivery of existing projects picking up on any project/programme slippage. This board primarily focusses on general fund projects

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- which includes those housing schemes within the general fund such as those relating to temporary accommodation and land assembly.
- The Officer New Homes Programme Board (ONHPB) focuses on housing projects and has overall oversight of the Building for Lewisham programme.
 - The Childrens and Young People Capital Strategy Board has oversight of schools and other CYP programmes and projects together with their related funding.
- 8.2 Programmes and projects follow a number of standard processes and documentation.
- 8.3 For General Fund projects a Project Initiation Document (PID) must be completed that sets out the details of the project and this needs to be approved at the RCPDB before a budget or expenditure code is allocated.
- 8.4 Where necessary a report must be prepared for M&C to agree the project, the budgets and financing.
- 8.5 ONHPB provide oversight for housing projects that are delivered by Lewisham Homes as the Council's delivery agent. Where necessary reports are prepared for M&C to agree projects, budgets and financing.
- 8.6 Once the project is agreed a regular highlight report is required to update the RCPDB or ONHPB on progress. At the completion of a project a closure report is completed for consideration by RCPDB or ONHPB.
- 8.7 A review of the governance structure is currently underway with a view to strengthening the links between the boards so that the Regeneration Capital Board has a clearer oversight of the other boards feeding into it. Revisions to the governance structure will further ensure:
- Comprehensive oversight over the capital programme
 - Alignment of capital resources with corporate priorities
 - A robust approach to programme management
 - Formal oversight of regular reprofiling change requests.

9. Financial Implications

- 9.1 This report concerns the Council's three year capital programme for 21/22, 22/23 and 23/24 financial years. Therefore, any financial implications are contained within the body of the report.

10. Legal Implications

- 10.1 The Council is under a duty to balance its budget and cannot knowingly budget for a deficit. It is imperative that there is diligent monitoring of the Council's spend and steps taken to bring it into balance.

11. Crime and Disorder, Climate and Environment Implications

- 11.1 There are no specific crime and disorder act or climate and environment implications directly arising from this report.

12. Equalities Implications

- 12.1 The Equality Act 2010 (the Act) introduced a public sector equality duty (the equality duty or the duty). It covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

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12.2 There are no equalities implications directly arising from this report.

13. Background Papers

Short Title of Report	Date	Location	Contact
None			

14. Report Author and Contact

Kplom Lotsu, Head Of Capital Programmes, kplom.lotsu@lewisham.gov.uk; or
Peter Allery, Strategic Finance Business Partner at peter.allery@lewisham.gov.uk

APPENDIX 1 – Capital Programme Major Projects Budgets 2021 To 2024

Major Projects over £1m	2021/22	2022/23	2023/24	Total
	£m	£m	£m	£m
GENERAL FUND				

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Schools - School Places Programme	7.2	6.0	0.9	14.1
Schools – Other (Inc. Minor) Capital Works	4.3	4.0		8.3
Schools-CERA	0.0	1.4		1.4
Highways & Bridges – LBL	2.6	2.5		5.1
Highways & Bridges – TfL and Others	2.4	0.1		2.5
Catford Town Centre	0.5	1.0	3.4	4.9
Asset Management Programme	1.3	1.7	2.0	5.0
Unallocated AMP	0.0	0.8	0.6	1.4
Other AMP Schemes	1.7	1.3		3.0
Broadway Theatre	2.0	4.8	0.2	7.0
CCTV Modernisation	1.1			1.1
Beckenham Place Park (Inc. Eastern Part)	0.4	0.9	0.6	1.9
Catford Phase 1 – Thomas Lane Yard/ CCC	0.6	1.3	1.3	3.2
Catford Station Improvements	0.1	0.5	0.9	1.5
Lewisham Gateway (Phase 2)	3.5		4.8	8.3
Disabled Facilities Grant	1.3			1.3
Private Sector Grants and Loans	0.6	0.6	0.6	1.8
Lewisham Homes – Property Acquisition	3.0			3.0
Achilles St Development	1.0		3.6	4.6
Edward St. Development	12.0			12.0
Place Ladywell	1.3	0.3		1.6
Deptford Southern Sites Regeneration	0.3	0	2.1	2.4
Temporary Accommodation - Mayow Rd	7.0	1.1	0.1	8.2
Temporary Accommodation - Canonbie Rd	1.8	0.3		2.1
Temporary Accommodation - Sydney Arms	1.0			1.0
Temporary Accommodation - Morton House	0.6	1.0		1.6
Temporary Accommodation - Manor Avenue	1.2			1.2
Travellers Site Relocation	0.1	1.0	2.7	3.8
Other Schemes	6.7	2.0		8.7
TOTAL GENERAL FUND	65.4	32.6	23.9	121.9
HOUSING REVENUE ACCOUNT				
Building for Lewisham Programme	43.2	56.4	57.2	155.0
Creekside Acquisition	11.4	2.0		13.4
HRA Capital Programme (Decent works)	78.8	42.7	41.8	163.3
Place Ladywell Development	1.5	43.4	27.7	72.6
Achilles St. Development	2.8	1.0	21.6	25.4
Mayow Rd Development	0.0			0.0
Other HRA Schemes	20.9	4.0	4.0	30.7
	158.6	149.5	152.3	460.4
TOTAL PROGRAMME	224.0	182.1	176.2	582.3

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APPENDIX 2 – Capital Programme Major Projects Financing 2021 To 2024

Major Projects over £1m	HRA	RTB Receipts	Capital Receipts Corporate Reserves	Grants & Contributions	S106	Pru Borrowing	Budget 2021/22 to 2023/4 Totals
	£m	£m	£m	£m	£m	£m	£m
GENERAL FUND							
Schools - School Places Programme	-	-	-	13.4	0.7	-	14.1
Schools – Other (Inc. Minor) Capital Works	-	-	0.8	6.3	0.2	0.9	8.3
Schools-CERA	-	-	1.4	-	-	-	1.4
Highways & Bridges – LBL	-	-	5.1	0.0	-	-	5.1
Highways & Bridges – TfL and Others	-	0.1	1.2	0.5	0.7	0.1	2.5
Catford Town Centre	-	-	0.5	-	-	4.4	4.9
Asset Management Programme	-	-	4.5	-	-	0.5	5.0
Unallocated AMP	-	-	1.4	-	-	0.0	1.4
Other AMP Schemes	-	-	1.9	0.2	-	0.8	3.0
Broadway Theatre	-	-	6.7	-	-	0.3	7.0
CCTV Modernisation	-	-	1.1	-	-	-	1.1
Beckenham Place Park (Inc. Eastern Part)	-	-	1.9	-	-	-	1.9
Catford Phase 1 – Thomas Lane Yard/ CCC	-	-	1.6	1.6	-	-	3.2
Catford Station Improvements	-	-	-	-	1.5	-	1.5
Lewisham Gateway (Phase 2)	-	-	-	0.6	7.7	-	8.3
Disabled Facilities Grant	-	-	-	1.3	-	-	1.3
Private Sector Grants and Loans	-	-	1.7	0.1	-	-	1.8
Lewisham Homes – Property Acquisition	-	-	-	-	-	3.0	3.0
Achilles St Development	-	-	0.5	-	0.9	3.2	4.6
Edward St. Development	-	-	0.6	-	-	11.4	12.0
Place Ladywell	-	-	-	-	-	1.6	1.6
Deptford Southern Sites Regeneration	-	2.4	-	-	-	-	2.4
Temporary Accommodation - Mayow Rd	-	1.5	-	0.6	0.5	5.6	8.2
Temporary Accommodation - Canonbie Rd	-	-	0.8	-	-	1.2	2.1
Temporary Accommodation - Sydney Arms	-	-	-	-	-	1.0	1.0
Temporary Accommodation - Morton House	-	1.6	-	-	-	-	1.6
Temporary Accommodation-Manor Avenue	-	0.5	-	-	-	0.7	1.2
Travellers Site Relocation	-	-	0.7	0.4	2.7	-	3.8
Other Schemes	-	0.2	1.9	2.9	1.9	1.8	8.6
TOTAL GENERAL FUND	0.0	6.3	34.4	27.9	16.7	36.6	121.9
HOUSING REVENUE ACCOUNT							
Building for Lewisham Programme	155.0	-	-	-	-	-	155.0
Creekside Acquisition	13.4	-	-	-	-	-	13.4
HRA Capital Programme (Decent works)	163.3	-	-	-	-	-	163.3
Place Ladywell Development	72.6	-	-	-	-	-	72.6
Achilles St. Development	25.4	-	-	-	-	-	25.4
Mayow Rd Development	-	-	-	-	-	-	0.0
Other HRA Schemes	30.5	0.2	-	-	-	-	30.7
TOTAL HRA	460.2	0.2	0.0	0.0	0.0	0.0	460.4
TOTAL PROGRAMME	460.2	6.5	34.4	27.9	16.7	36.6	582.3

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APPENDIX 3 – Capital Programme Revised 2021/22 Budget

Adjustments Made To The 2021/22 Capital Budget Since Budget Report to M&C In Feb 21

APPROVED CAPITAL PROGRAMME BUDGET- 21/22	£`m
M&C – February, 2021 as per Budget Report	184.3
Underspends carried-forward from 20/21	6.1
	<u>190.4</u>
New Schemes Post Budget Report	
Schools Minor Works Programme 2021	4.2
TfL Programme 21-22	0.4
Riverside Youth Club Development Project	1.3
Temporary Accomodation- Manor Conversion	1.2
Asset Review - development and site appraisals	0.1
Asset Review - miscellaneous assets	0.1
Amersham and Northover Residential Conversion	0.9
Leisure strategy- TheWavelengths & Bellingham Leisure centres	0.6
Commercial Estate Investment	0.1
120 Rushey Green- Meliot Centre Relocation	0.1
Wavelengths Leisure Pool	0.8
Evelyn Green MUGA and Park Improvements	0.4
Folkestone Gardens Play Improvements	0.2
	<u>10.4</u>
Increase in HRA- Schemes Post Budget Report	
General Capital & Decent Homes Programme	38.8
Reprofiled Schemes	
Reprofiled HRA Schemes	9.60
Holbeach Road Improvement Works	-0.60
Achilles Street - Development (Design Work)	2.40
Aids & Adaptations	-0.10
Old Town Hall - Repairs & Refurb.	0.83
Edward Street Development (PLACE / Deptford)	0.30
Catford Town Centre - Phase 1	0.90
Laurence House Customer Service Centre and Library Refurbishment	0.50
Broadway Theatre - Works	0.20
2016 & 2017 PPP Ashmead School	-0.28
2016 Programme Costs	-0.11
Watergate School	-1.77
Private Sector Grants - Discretionary Grants	-1.33
MOVE - PLACE/Ladywell (1000 Homes Programme)	-1.34
Excalibur Phases 3	0.40
Greenvale school	-2.45
Fleet Vehicle Replacement 2019/20 & Future Programme	-1.58
Glass Mill Soft Play	-0.27
Riverside Youth Club Development Project	-1.20
Brockley Rise Adult Learning Centre frontage works	-0.11
Wearside Depot - Changing facility	-0.10

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Civic Suite - Refurbishment and Improvement Project	-0.60
Lewisham Library - Repairs & Refurb.	-0.54
Refurbishment of 43-45 Bromley Road	-0.03
Amersham and Northover Residential Conversion	-0.85
Developing 2 Year Old Childcare Provision	-0.17
Education Catering Investment (UFSM)	-0.02
CYP - Schools CERA	-1.87
2021 Schools Minor Works	-0.69
2020 Schools Minor Works	-0.31
2018 Schools Minor Works	-0.18
Asset Management Programme	-2.63
Leisure strategy- TheWavelengths & Bellingham Leisure centres	-0.60
Catford Town Centre	-0.77
Improvements to Calabash Centre	-0.05
Asset Review - development and site appraisals	-0.05
Asset Review - miscellaneous assets	-0.10
Commercial Estate Investment	-0.15
Travellers Site Relocation	-3.70
Beckenham Place Park - Eastern Part	-1.50
Cash Incentive Scheme	-0.11
Broadway Theatre - Works	-3.30
Thomas Lane Yard and the Catford Constitution Club'(CCC)	0.02
Temporary Accommodation Conversions-Morton House	-0.90
Catford Station Improvement	-0.32
	<hr/>
	-15.5
Revised October Capital Programme Budget 21/22	<u>224.0</u>

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APPENDIX 4 – Capital Programme Spend 2021/22 As At October 2021

2021/22 Capital Programme	Revised Budget (M&C Feb 21)	Revised Budget Proposed Oct 2021	Spend to 31 Oct' 2021	Spent to Date (Revised Budget)
	£`m	£`m	£`m	%
GENERAL FUND				
Schools - School Places Programme	10.4	7.2	3.8	52%
Schools – Other (Inc. Minor) Capital Works	1.7	4.3	1.0	25%
Highways & Bridges – LBL	2.5	2.6	0.0	0%
Highways & Bridges – TfL and Others	0.8	2.4	0.3	12%
Catford Town Centre	0.3	0.5	0.4	88%
Asset Management Programme	2.8	1.3	0.2	14%
Other AMP Schemes	0.9	1.7	0.5	26%
Broadway Theatre	4.8	2.0	0.4	18%
CCTV Modernisation	0.5	1.1	0.5	42%
Beckenham Place Park (Inc. Eastern Part)	1.7	0.4	0.1	31%
Catford Phase 1 – Thomas Lane Yard/ CCC	0.6	0.6	0.3	47%
Catford Station Improvements	0.3	0.1	0.0	47%
Lewisham Gateway (Phase 2)	3.5	3.5	0.6	17%
Disabled Facilities Grant	2.1	1.3	0.7	51%
Private Sector/Discretionary Grants and Loans	2.1	0.6	0.3	44%
Lewisham Homes – Property Acquisition	3.0	3.0	3.0	100%
Achilles St Development	1.0	1.0	0.0	0%
Edward St. Development	8.4	12.0	3.6	30%
Place Ladywell	2.7	1.3	0.0	0%
Deptford Southern Sites Regeneration	0.3	0.3	0.0	0%
Temporary Accomodation - Mayow Rd	6.6	7.0	1.9	27%
Temporary Accomodation - Canonbie Rd	1.4	1.8	0.6	33%
Temporary Accommodation - Sydney Arms	3.8	1.0	0.0	0%
Temporary Accommodation - Morton House	0.1	0.6	0.0	1%
Temporary Accomodation-Manor Avenue		1.2	0.0	0%
Fleet Replacement Programme	0.8	0.0	0.0	0%
Travellers Site Relocation	3.6	0.1	0.0	8%
Other Schemes	3.6	6.7	0.5	7%
TOTAL GENERAL FUND	70.3	65.4	18.6	28%
HOUSING REVENUE ACCOUNT				
Building for Lewisham Programme	48.3	43.2	12.9	30%
Creekside Acquisition	13.9	11.4	4.0	35%
HRA Capital Programme (Decent works)	31.6	78.8	21.1	27%
Place Ladywell	15.4	1.5	0.3	19%
Achilles St. Development	0.4	2.8	0.2	7%
Mayow Rd Development	0.8	0.0	0	0%
Other HRA Schemes	3.6	20.9	0.7	3%
TOTAL HOUSING REVENUE ACCOUNT	114	158.6	39.1	25%
TOTAL CAPITAL PROGRAMME	184.3	224.0	57.7	26%

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APPENDIX 5 – Prior Year Capital Programme Outturn 2020/21

2020/21 Capital Programme	Revised Budget (M&C 11/11/20)	Revised Budget Jan' 2021	Spend to 31 Mar' 2021	Spent to Date (Revised Budget)
			£m	%
GENERAL FUND				
Schools - School Places Programme	4.7	3.4	1.9	56%
Schools - Other (Inc. Minor) Capital Works	5.7	5.7	4.2	74%
Highways & Bridges - LBL	3.0	3.0	2.8	93%
Highways & Bridges – TfL	1.2	2.8	2.7	96%
Highways & Bridges - Others	1.5	1.5	0.3	20%
Catford town centre	1.0	1.0	0.9	90%
Asset Management Programme	1.3	1.5	0.9	60%
Other AMP Schemes	0.7	1.1	0.3	27%
Broadway Theatre – Works	0.4	0.4	0.2	50%
Lewisham Gateway (Phase 2)	14.8	14.8	14.8	100%
Private Sector Grants and Loans (Inc. DFG)	0.6	0.6	1.5	100%
Achilles St. Development	0.8	0.8	0.8	100%
Edward St. Development	9.0	9.0	5.7	63%
Deptford Southern Sites Regeneration	0.4	2.6	2.6	100%
Residential Portfolio Acquisition – Hyde Housing Association	2.9	2.9	2.1	72%
Fleet Replacement Programme	7.8	7.0	6.3	90%
Temporary Accommodation Conversions-Morton House	0.0	5.2	4.2	81%
Other General Fund schemes	7.4	7.1	5.8	82%
TOTAL GENERAL FUND	63.2	70.4	58.0	82%
HOUSING REVENUE ACCOUNT				
Building for Lewisham Programme	36.5	37.3	15.8	42%
HRA Capital Programme (Decent Works)	47.7	47.7	38.1	80%
Creekside Acquisition	5.7	5.7	6.7	100%
Ladywell Leisure Centre Development Site	4.5	4.5	0.8	18%
Achilles St. Development	4.3	4.3	0.3	7%
Mayow Rd Development	1.1	1.1	0.0	0%
Other HRA schemes	0.6	0.6	0.3	50%
TOTAL HOUSING REVENUE ACCOUNT	100.4	101.2	62.1	61%
TOTAL CAPITAL PROGRAMME	163.6	171.6	120.1	70%

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Public Accounts Select Committee

Select Committee Work Programme Report

Date: 01 December 2021

Key decision: No.

Class: Part 1

Ward(s) affected: Not applicable

Contributors: Assistant Chief Executive (Scrutiny Manager)

Outline and recommendations

This report gives Committee members an opportunity to review the Committee's work programme and make any changes required.

The Committee is asked to:

- To review the work programme attached at **appendix B**.
- Note the four strategic themes of the borough's recovery plan: 'Future Lewisham'
- To consider the items for the next meeting and specify the information required.
- Note the minutes of the recent joint meeting with the Audit Panel at **appendix E**
- To review the forward plan of key decisions at **appendix F** to consider whether there are any items for further scrutiny.

Timeline of decision-making

Work Programme 2021-22 – draft agreed on 7 July 2021

Work Programme 2021-22 – agreed by Business Panel 20 July 2021

1. Summary

- 1.1. The Committee proposed a draft work programme at the beginning of the municipal year. This was considered alongside the draft work programmes of the other select committees and agreed by Business Panel on 20 July 2021.
- 1.2. The work programme should be reviewed at each meeting to take account of changing priorities.

2. Recommendations

2.1. The Committee is asked to:

- To review the work programme attached at **appendix B**.
- Note the four strategic themes of the borough's recovery plan: 'Future Lewisham'
- Consider the items for the next meeting and specify what evidence is required, including being clear about the information the committee wishes to be included in officer reports.
- Note the minutes of the recent joint meeting with the Audit Panel at **appendix E**
- To review the forward plan of key decisions at **appendix F** to consider whether there are any items for further scrutiny.

3. Work programming

3.1. When reviewing the work programme the Committee should consider the following:

3.2. The Committee's terms of reference (Appendix A).

3.3. Whether any urgent issues have arisen that require scrutiny. If so, consider to the prioritisation process (Appendix C) and the Effective Scrutiny Guidelines (Appendix D)

3.4. Whether a committee meeting is the most effective forum for scrutinising the issue. For example, would a briefing be more appropriate?

3.5. Whether there is time to consider the item - could any work programme items be removed or rescheduled?

3.6. Whether the item links to the priorities set out in the [Corporate Strategy for 2018-2022](#):

- [Open Lewisham](#) - Lewisham is a welcoming place of safety for all, where we celebrate the diversity that strengthens us.
- [Tackling the housing crisis](#) - Everyone has a decent home that is secure and affordable.
- [Giving children and young people the best start in life](#) - Every child has access to an outstanding and inspiring education, and is given the support they need to keep them safe, well and able to achieve their full potential.
- [Building an inclusive local economy](#) - Everyone can access high-quality job opportunities, with decent pay and security in our thriving and inclusive local economy.
- [Delivering and defending: health, social care and support](#) - Ensuring everyone receives the health, mental health, social care and support services they need.
- [Making Lewisham greener](#) - Everyone enjoys our green spaces, and benefits from a healthy environment as we work to protect and improve our local environment.
- [Building safer communities](#) - Every resident feels safe and secure living here as we work together towards a borough free from the fear of crime.

3.7. The Committee should also note and take into account the four strategic themes of the borough's Covid-19 recovery plan, 'Future Lewisham', which support what we want for every single resident and that we know are what we need to focus on locally:

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3.8. An economically sound future

We are working to get the borough back in business, with a future where everyone has the jobs and skills they need to get the best that London has to offer.

We are a borough with businesses that are adaptable and prepared for change, a thriving local economy that sees 'local' as the first and best choice, with digital inclusion at the heart of our plans. We do all we can to support residents into jobs that pay fairly and provide families with the opportunities and security they deserve.

3.9. A healthy and well future

Good health and wellbeing should be something we can all depend on, something that is equally accessible to everyone.

We know this is much wider than 'medicine' and the NHS. Our health and well-being is also dependent on our housing, the air we breathe, our support networks and more. We will make sure to pay as much attention and invest as much effort into improving these wider factors and taking action on inequality at every turn. Rectifying health inequalities and developing good mental health & wellbeing for everyone drives what we do.

3.10. A greener future

Our next steps will be our greenest yet, continuing our efforts to preserve our climate for future generations and ensuring everyone can enjoy the place we call home.

We will capture and build on the best of what we saw from the increase in walking and cycling locally, and all the other ways our environment benefitted from behaviour changes over the last year. We will nurture and protect the place we call home so that we can continue to appreciate its benefits for generations to come.

3.11. A future we all have a part in

We work together as one borough, within our communities and identities, to harness the power of volunteering and community spirit that has helped get us through the last year.

We will work alongside our strongest asset – our community – to strengthen and enhance our borough for everyone. We achieve more together and being connected and taking an active role in our borough benefits us all. Our year as Borough of Culture 2022 will be Lewisham's best year yet, celebrating our fantastic part of London and providing opportunities for everyone to connect and get involved in our local community.

- 3.12. The Committee is recommended to schedule **two substantive items per meeting**, leaving space available for Mayor and Cabinet responses and other urgent business as the need arises throughout the year.
- 3.13. Provision is made for meetings to last for up to 2.5 hours, but the committee should aim to **manage its business within 2 hours**. In exceptional cases the committee may decide to suspend standing orders and extend the meeting for a further 30 minutes to conclude any urgent business.

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4. The next meeting

- 4.1. The following items are scheduled for the next meeting. The Committee should clearly define the information and analysis it wishes to see in the officer reports.

Agenda Item	Review type
Budget cuts	Standard item
Council budget 2022-23	Standard item
Treasury Management Strategy 2022-23	Standard item

5. Financial implications

- 5.1. There are no direct financial implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme will have financial implications and these will need to be considered as part of the reports on those items.

6. Legal implications

- 6.1. In accordance with the Council's Constitution, all scrutiny select committees must devise and submit a work programme to the Business Panel at the start of each municipal year.

7. Equalities implications

- 7.1. The [Equality Act 2010](#) (The Act) legally protects people from discrimination in the workplace and in wider society. It replaced the previous anti-discrimination laws with a single act, making the law easier to understand and strengthen protection in certain situations. It covers the following nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.2. The Act also imposes a public sector equality duty. This means that in public bodies, of which this Council is designated, they must consider all individuals in carrying out their day-to-day work when shaping policy, in delivering services and in relation to their own employees. It also requires public bodies to:
- Have due regard to the need to eliminate discrimination
 - Advance equality of opportunity
 - Foster good relations between different people when carrying out their activities
- 7.3. The Council recognises diversity is one of its strengths and is committed to creating a more inclusive community. Therefore, having due regard to the Act, is confirmation of the Council's commitment to eliminating all forms of discrimination against any group within the community and to actively promote an equality of opportunity and positive community partnership.
- 7.4. The delivery of the Council's equalities objectives is to be achieved through the

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delivery of all of the Council's strategies, plans and procedures. As such, all select committees and other scrutiny bodies, when planning their work and scrutinising items, bear in mind the delivery of the Council's equality objectives.

- 7.5. Scrutiny tries to make sure that its work reflects the diversity of Lewisham's communities and that the views of residents are fairly represented in scrutiny processes. Any recommendations arising from scrutiny work support the Council's corporate strategy and reflect the needs of local residents

8. Climate change and environmental implications

- 8.1. There are no direct climate change or environmental implications arising from the implementation of the recommendation in this report. However, in February 2019 Lewisham Council declared a Climate Emergency and proposed a target to make the borough carbon neutral by 2030. Items on the work programme may have climate change and environmental implications and reports considered by the Committee should acknowledge this.

9. Crime and disorder implications

- 9.1. There are no direct crime and disorder implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have crime and disorder implications and these will need to be considered as part of the reports on those items.

10. Health and wellbeing implications

- 10.1. There are no direct health and wellbeing implications arising from the implementation of the recommendations in this report. Items on the Committee's work programme may have health and wellbeing implications and these will need to be considered as part of the reports on those items.

11. Report author and contact

If you have any questions about this report please contact Timothy Andrew (Scrutiny Manager) timothy.andrew@lewisham.gov.uk

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12. Appendix A - Select Committee Terms of Reference

The following roles are common to all select committees:

(a) General functions

- To review and scrutinise decisions made and actions taken in relation to executive and non-executive functions
- To make reports and recommendations to the Council or the executive, arising out of such review and scrutiny in relation to any executive or non-executive function
- To make reports or recommendations to the Council and/or Executive in relation to matters affecting the area or its residents
- The right to require the attendance of members and officers to answer questions includes a right to require a member to attend to answer questions on up and coming decisions

(b) Policy development

- To assist the executive in matters of policy development by in depth analysis of strategic policy issues facing the Council for report and/or recommendation to the Executive or Council or committee as appropriate
- To conduct research, community and/or other consultation in the analysis of policy options available to the Council
- To liaise with other public organisations operating in the borough – both national, regional and local, to ensure that the interests of local people are enhanced by collaborative working in policy development wherever possible

(c) Scrutiny

- To scrutinise the decisions made by and the performance of the Executive and other committees and Council officers both in relation to individual decisions made and over time
- To scrutinise previous performance of the Council in relation to its policy objectives/performance targets and/or particular service areas
- To question members of the Executive or appropriate committees and executive directors personally about decisions
- To question members of the Executive or appropriate committees and executive directors in relation to previous performance whether generally in comparison with service plans and targets over time or in relation to particular initiatives which have been implemented
- To scrutinise the performance of other public bodies in the borough and to invite them to make reports to and/or address the select committee/Business Panel and local people about their activities and performance
- To question and gather evidence from any person outside the Council (with their consent)
- To make recommendations to the Executive or appropriate committee and/or Council arising from the outcome of the scrutiny process

(d) Community representation

- To promote and put into effect closer links between overview and scrutiny members and the local community
- To encourage and stimulate an enhanced community representative role for overview and scrutiny members including enhanced methods of consultation with local people
- To liaise with the Council's ward assemblies so that the local community might participate in the democratic process and where it considers it appropriate to seek the views of the ward assemblies on matters that affect or are likely to affect the local areas, including accepting items for the agenda of the appropriate select committee from ward assemblies.
- To keep the Council's local ward assemblies under review and to make recommendations

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to the Executive and/or Council as to how participation in the democratic process by local people can be enhanced

- To receive petitions, deputations and representations from local people and other stakeholders about areas of concern within their overview and scrutiny remit, to refer them to the Executive, appropriate committee or officer for action, with a recommendation or report if the committee considers that necessary
- To consider any referral within their remit referred to it by a member under the Councillor Call for Action, and if they consider it appropriate to scrutinise decisions and/or actions taken in relation to that matter, and/or make recommendations/report to the Executive (for executive matters) or the Council (non-executive matters).

(e) Finance

- To exercise overall responsibility for finances made available to it for use in the performance of its overview and scrutiny function.

(f) Work programme

- As far as possible to draw up a draft annual work programme in each municipal year for consideration by the overview and scrutiny Business Panel. Once approved by the Business Panel, the relevant select committee will implement the programme during that municipal year. Nothing in this arrangement inhibits the right of every member of a select committee (or the Business Panel) to place an item on the agenda of that select committee (or Business Panel respectively) for discussion.
- The Council and the Executive will also be able to request that the overview and scrutiny select committee research and/or report on matters of concern and the select committee will consider whether the work can be carried out as requested. If it can be accommodated, the select committee will perform it. If the committee has reservations about performing the requested work, it will refer the matter to the Business Panel for decision.

Public Accounts has specific responsibilities for the following:

- (a) To exercise all the functions and roles of the overview and scrutiny committee in relation to the following matters:

- To make reports and recommendations to the Council or the Executive which promote the better custodianship of the Council's finances and to make recommendations for best financial practice across the authority.
- To investigate the possibilities for improving the Council's financial management practice and to make reports and recommendations to Executive or Council as appropriate.
- To encourage the highest standards of financial custodianship where necessary overseeing training activity for all members in this area.
- To consult on and to comment on and make recommendations to the Executive in respect of the actual and proposed contents of the Council's budget and without limiting the general remit of the committee, to hold the Executive to account for its performance in respect of all budgetary matters.
- To receive reports as appropriate from the Audit Panel in respect of their overview of contract procedure rules and financial regulations.
- To make recommendations and reports for consideration by the Executive or Council to improve procurement practice.
- To scrutinise the effectiveness of the Audit Panel.

Is this report easy to understand?

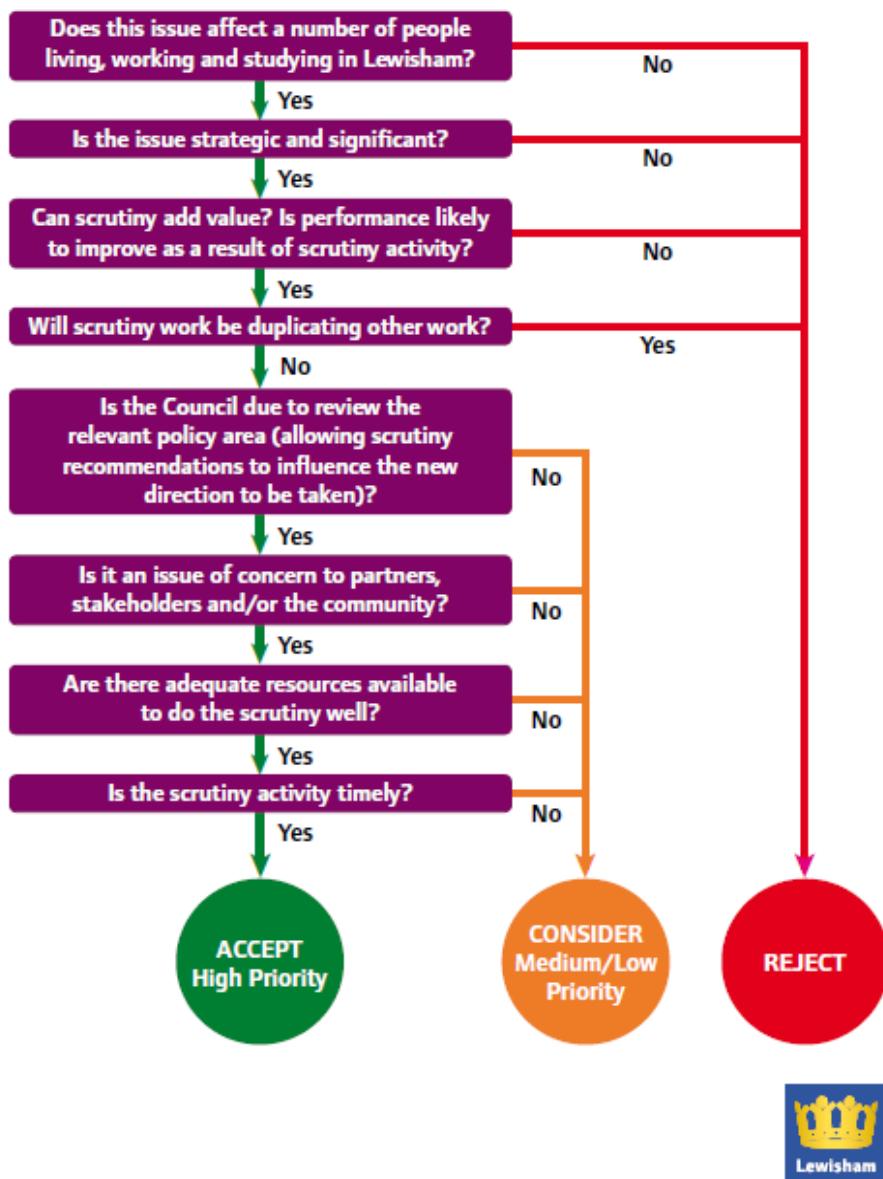
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Appendix C

The flowchart below is designed to help Members decide which items should be added to the work programme. It is important to focus on areas where the Committee will influence decision-making.

Scrutiny work programme – prioritisation process



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Appendix D

Effective Scrutiny Guidelines

At Lewisham we:

1. Prioritise

It is more effective to look at a small number of key issues in an in-depth way, than skim the surface of everything falling within scrutiny's remit. We try to focus on issues of concern to the community and/or matters that are linked to our corporate priorities. We only add items to the work programme if we are certain our consideration of the matter will make a real and tangible difference.

2. Are independent

Scrutiny is led by Scrutiny Members. Scrutiny Members are in charge of the work programme and, for every item, we specify what evidence we require and what information we would like to see in any officer reports that are prepared. We are not whipped by our political party or unduly influenced by the Cabinet or senior officers.

3. Work collectively

If we collectively agree in advance what we want to achieve in relation to each item under consideration, including what the key lines of enquiry should be, we can work as a team to question witnesses and ensure that all the required evidence is gathered. Scrutiny is impartial and the scrutiny process should be free from political point scoring and not used to further party political objectives.

4. Engage

Involving residents helps scrutiny access a wider range of ideas and knowledge, listen to a broader range of voices and better understand the opinions of residents and service users. Engagement helps ensure that recommendations result in residents' wants and needs being more effectively met.

5. Make SMART evidence-based recommendations

We make recommendations that are based on solid, triangulated evidence – where a variety of sources of evidence point to a change in practice that will positively alter outcomes. We recognise that recommendations are more powerful if they are:

- Specific (simple, sensible, significant).
- Measurable (meaningful, motivating).
- Achievable (agreed, attainable).
- Relevant (reasonable, realistic and resourced, results-based).
- Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

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Appendix E

Notes of the joint Public Accounts Committee and Audit Panel discussion

19:30-20:30, Wednesday 20 October 2021 MTeams

Attendees

Councillors

James Rathbone (Chair), Alan Hall, Mark Ingleby, Jim Mallory, Joan Millbank, James Royston and Chris Best (Cabinet Member for Health and Social Care)

Independent members of the Audit Panel

Carole Murray, Ian Pleace, Stephen Warren

Officers

Timothy Andrew (Scrutiny Manager), Sarah Assibey (Committee Support Officer), Tom Brown (Executive Director for Community Services), Dee Carlin (Head of Joint Commissioning), Kathy Freeman (Executive Director for Corporate Resources), Joan Hutton (Director of Adult Social Care) Abdul Kayoum (Strategic Business Partner - Communities, Group Finance), Angela Scattergood (Director of Education Services), Ann Wallace (Education Advisor) Christine Webster (Interim Head of Internal Audit)

Apologies

Councillors Leo Gibbons, Susan Wise and Amanda de Ryk (Cabinet Member for Finance and Resources)

1. Overview

- 1.1. Chairs of the Public Accounts Select Committee and Audit Panel agreed to hold a discussion following concerns raised by members of the Audit Panel during their consideration of a recent internal audit report.
- 1.2. Key questions posed by the Chair:
 - How and why the failures identified (in the internal audit report) happened and what was supposed to have happened.
 - What the extent of the financial losses was and whether the Council had been able to recover the lost funds.
 - Assurance that the problems identified had been satisfactorily resolved - and that measures had been put in place to prevent future failures.

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2. Key points raised in the meeting

- 2.1. Kathy Freeman addressed the meeting – the following key points were noted:
 - The opportunity to address members was welcome. It was important that the issues had been identified through internal audit so they could be considered in full and resolved.
 - The domiciliary care audit resulted from concerns raised by Tom Brown relating to duplicate payments.
 - An internal investigation found no fraudulent irregularities. This led to an audit of controls, practices and payments.
 - The findings of the audit report highlighted weaknesses in internal controls as well as failures of basic processes in several departments across the Council.
 - Monthly reconciliation (of invoices with services delivered) required collaboration between service departments and finance teams. In an organisation where the processes were robust issues would be identified – however – in large organisations it was difficult to reconcile every single payment.
 - The Council had faced year on year cuts over an extended period – which resulted in a finance team that was 30 percent smaller than previously and this had weakened financial processes and controls.
- 2.2. Tom Brown addressed the meeting – the following key points were noted:
 - The Council had a responsibility to spend public money properly.
 - Changes in personnel over the years meant that it was difficult to determine exactly what had happened.
 - The full implementation (this year) of the ContrOCC system meant that tracking payments was easier and more robust.
 - The issues identified in the report did not contribute towards the overspend in adult social care services.
 - Work had started to recover money from organisations that had been over paid. Payment plans had been agreed with some providers.
- 2.3. Kathy Freeman, Tom Brown and Abdul Kayoum responded to questions from members of the two committees – the following key points were noted:
 - Since the implementation of the Care Act (2014) there had been a responsibility on all local authorities to ensure the sufficiency of the local care market. This may have resulted in a decision (in 2015) to approve upfront payments to care providers. However, it was not clear why this continued to happen routinely.
 - The homecare workforce was underpaid and undervalued. Lewisham paid the London Living Wage to providers but the profits of care companies were marginal and some struggled to survive.
 - It was not unusual for councils to provide upfront payments to care providers because of the vital nature of the services they provided to vulnerable residents.
 - Some of the payments related to a period in which the Council was changing its financial systems and some advanced payments were likely made to ensure the sufficiency of providers.

- Officers would consider the Council's financial regulations – and confirm that advanced payments were against the rules. Where advanced payments were made in future – this would be on an exceptions basis and would be clearly documented.
- Some of the financial processes that the Council had were previously based on spreadsheets, which were owned, updated and understood by a limited number of people. The implementation of the ContrOCC system provided up to date and more easily accessible information.
- Consideration was being given to improving the culture of the Council's finance teams – and their relationship with service managers.
- Work was still taking place to determine the extent of potential financial losses since 2016. An exact figure could not be currently be provided (although it was believed that this was not 'as material' as had been reported in the internal audit report).
- The process of reconciling payments with old invoices was made more difficult by the change of Council systems in 2018 – and a fire at one of the Council's archiving facilities. Consideration was being given to contacting suppliers to provide historic invoices.
- This process was further complicated by: the requirement for physical access to some documents; the change to remote working; changes in personnel; other factors beyond officers' control.
- Regular meetings took place between officers and the Cabinet Member for Finance and Resources.
- It was acknowledged that lack of capacity had been a longstanding issue in Lewisham's finance teams. Work was taking place to improve the Council's finance functions – but this was taking place in the context of a further requirement for cuts.

2.4. Angela Scattergood addressed the meeting – the following key points were noted:

- The internal audit report was welcome.
- Systems were in place to manage payments for transport services. Full reconciliation had taken place with payments, invoices and credit notes for over payments. There was no financial loss from the service.
- Following the audit report systems had been formalised and strengthened and each and every invoice was being matched with expenditure.
- All actions in the audit action plan had been followed through and were either complete or due for completion.
- It was felt that some of the issues raised in the internal audit report were misleading – and stemmed from a lack of understanding of the services being provided.
- Directorate officers would welcome additional oversight of internal audit reports in future – in order to provide clarifications and resolve misunderstandings.

2.5. In the committees' discussion the following key points were noted:

- Members welcomed the progress that had been made in relation to passenger transport and the effectiveness of the internal audit process in identifying and resolving potential issues.
- There was a need for culture change (and an increase in capacity) in the Council's finance functions.

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3. Recommendation

- 3.1. The Chairs of the two committees agreed to receive a further update from officers by 19 November and, based on the progress made, agree whether or not additional scrutiny is necessary at the formal meetings of Public Accounts Select Committee (1 December) or Audit Panel (7 December).

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Public Accounts Select Committee Work Programme 2021-22

Item	Type of item	Priority	07-Jul-21	23-Sep-21	01-Dec-21	27-Jan-22	17-Mar-22
Draft contract management framework	Policy development	All					
Medium term financial strategy	Standard item	All					
Financial results 2020-21	Performance monitoring	All					
Children's social care	Performance monitoring	All, CP3					
Adult social care review	Performance monitoring	All, CP5					
Treasury management	Performance monitoring	All		Mid-year review		Draft 22-23 strategy	
Budget cuts	Performance monitoring	All					
Capital programme review	Performance monitoring	All					
Council budget 2022-23	Policy development	All					
Audit Panel update	Performance monitoring	All					

Information items

Annual complaints report	Information	All					
Financial forecasts 2021-22	Information	All					
Reserves update	Information	All					
Asset strategy update	Information	All					
Income generation and commercialisation update	Information	All			Review response		

Corporate Priorities	
Priority	
1	Open Lewisham
2	Tackling the Housing Crisis
3	Giving Children and young people the best start in life.
4	Building an inclusive local economy
5	Delivering and defending: health, social care and support
6	Making Lewisham greener
7	Building Safer Communities
	CP 1
	CP 2
	CP 3
	CP 4
	CP 5
	CP 6
	CP 7

FORWARD PLAN OF KEY DECISIONS

Forward Plan November 2021 - February 2022

This Forward Plan sets out the key decisions the Council expects to take during the next four months.

Anyone wishing to make representations on a decision should submit them in writing as soon as possible to the relevant contact officer (shown as number (7) in the key overleaf). Any representations made less than 3 days before the meeting should be sent to Kevin Flaherty 0208 3149327, the Local Democracy Officer, at the Council Offices or kevin.flaherty@lewisham.gov.uk. However the deadline will be 4pm on the working day prior to the meeting.

A “key decision”* means an executive decision which is likely to:

- (a) result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates;
- (b) be significant in terms of its effects on communities living or working in an area comprising two or more wards.

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
August 2021	Extention of New Hope Mental Health Supported Housing Project	16/11/21 Executive Director for Community Services	Polly Pascoe, Integrated Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
October 2021	Instrument of Government Sydenham School	16/11/21 Executive Director for Children and Young People	Suhaib Saeed, Strategic Lead Governors' Services and School Leadership and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
October 2021	Contract award report for Services to support the Whole Systems Approach to Obesity in Lewisham	16/11/21 Executive Director for Community Services	Laura Harper, Public Health Commissioning Manager and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
October 2021	Refurbishment works at Lewisham Library	16/11/21 Executive Director for Community Services	Adam Platts, Project Manager and Councillor Andre Bourne, Cabinet member for Culture		
September 2021	Statement of Council Accounts 2020-21	24/11/21 Council	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
September 2021	Scheme of Polling Stations for 2022 Elections	24/11/21 Council	Jamie Baker, Electoral Services Manager and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		
October 2021	CRPL - Appointment of Directors	24/11/21 Council	Kplom Lotsu, SGM Capital Programmes and Councillor Paul Bell, Cabinet Member for Housing & Planning		
September 2021	Compulsory Purchase Order application for 2 - 30A Reginald Road	08/12/21 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
September 2021	Lewisham and Lee Green Low Traffic Neighbourhood: Consultation report and next steps	08/12/21 Mayor and Cabinet	Louise McBride, Head of Highways & Transport and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
September 2021	Textiles contract award	08/12/21 Mayor and Cabinet	Luke Ellis, Support and Engagement Officer Strategic Waste and Environment and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
August 2021	Financial Monitoring 2021-22	08/12/21	Selwyn Thompson,		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
		Mayor and Cabinet	Director of Financial Services and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
September 2021	Award of Contract for Day Services for Older Adults	08/12/21 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
October 2021	London Borough of Lewisham Waste Strategy	08/12/21 Mayor and Cabinet	Wendy Nicholas, Strategic Waste and Environment Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
October 2021	Award of the School Minor Works Programme Consultant Contract	08/12/21 Mayor and Cabinet	Lemuel Dickie-Johnson, Project Manager Capital Delivery Programme and Councillor Chris Barnham, Cabinet Member for Children's Services and School Performance		
October 2021	Annual Complaints Reports	08/12/21 Mayor and Cabinet	Mick Lear, Service Manager, Benefits and Councillor Kevin Bonavia, Cabinet Member for Democracy, Refugees & Accountability		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
November 2021	Proposal for a Co-productive Approach to Modernisation of Adult Learning Disability Day Opportunities	08/12/21 Mayor and Cabinet	Andrea Benson and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
November 2021	A205 Realignment	08/12/21 Mayor and Cabinet	Patrick Dubeck, Director of Inclusive Regeneration and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
November 2021	Approval to procure Corporate Estate Maintenance Programme: Phases 1 & 2	08/12/21 Mayor and Cabinet	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2021	Laurence House 1st - 4th floor works for 'Future Working' contract award	14/12/21 Executive Director for Housing, Regeneration & Environment	Petra Marshall, Community Resources Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2021	Broadway Theatre Principle Contractor award contract	14/12/21 Executive Director for Community Services	Petra Marshall, Community Resources Manager and Councillor Andre Bourne, Cabinet member for Culture		
August 2021	Ladywell S105 Consultation and budget approval	12/01/22 Mayor and Cabinet	Angela Bryan, Strategic Development Officer and Councillor Paul Bell, Cabinet Member for		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Housing & Planning		
October 2019	Mayow Road Supported Living Service Parts 1 & 2	12/01/22 Mayor and Cabinet	Heather Hughes, Joint Commissioner, Learning Disabilities and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
August 2021	Mountsfield Park Café (design, build and operate) award for a new café at Mountsfield Park.	12/01/22 Mayor and Cabinet	Vince Buchanan, Green Spaces Contracts Manager and Councillor Sophie McGeevor, Cabinet Member for Environment and Transport (on parental leave)		
August 2021	Council Tax Base	12/01/22 Mayor and Cabinet	Katharine Nidd, Strategic Procurement and Commercial Services Manager and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2021	Endorsement of the A21 Framework	12/01/22 Mayor and Cabinet	Monique Wallace, Planning Manager, Strategic Housing and Councillor Paul Bell, Cabinet Member for Housing & Planning		
September 2021	Libraries Consortium Courier Service Framework Agreement Contract Award	12/01/22 Mayor and Cabinet	Veronica Hyatt, Service Development Manager and Councillor Andre		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Bourne, Cabinet member for Culture		
September 2021	Learning Disabilities Framework - Award of Contracts & related contract extensions) for LDF2	12/01/22 Mayor and Cabinet	Joanne Lee, Contracts Monitoring Officer and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
October 2021	Lewisham Air Quality Action Plan 2022-2027	12/01/22 Mayor and Cabinet	Eliane Foteu, Environmental Protection Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
November 2021	New Cross Road Acquisition	12/01/22 Mayor and Cabinet	James Ringwood, Housing Delivery Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
November 2021	Capital Strategy 2022/23	12/01/22 Mayor and Cabinet	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
November 2021	HRA Budget 2022/23	12/01/22 Mayor and Cabinet	Kathy Freeman, Executive Director for Corporate Resources and Councillor Paul Bell, Cabinet Member for		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Housing & Planning		
August 2021	Main Grants Programme 2022-25 recommendations for funding	02/02/22 Mayor and Cabinet	James Lee, Director of Communities, Partnerships and Leisure and Councillor Kim Powell, Cabinet member for Business and Community Wealth Building		
November 2021	Housing Revenue Account Business Plan	02/02/22 Mayor and Cabinet	Dawn Eckersley, Head of Housing Partnerships and Service Improvement and Councillor Paul Bell, Cabinet Member for Housing & Planning		
November 2021	Treasury Management Strategy	02/02/22 Mayor and Cabinet	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
November 2021	Budget Cuts Report	02/02/22 Mayor and Cabinet	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
November 2021	Council Budget 2022-23	09/02/22 Mayor and Cabinet	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
			Ryk, Cabinet Member for Finance and Resources		
November 2021	Award of Corporate Estate Maintenance Programme Phases 1 & 2 works contract	09/02/22 Mayor and Cabinet	Akweley Badger, Project Support Officer and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
August 2021	Council Budget 2022-23	02/03/22 Council	Kathy Freeman, Executive Director for Corporate Resources and Councillor Amanda De Ryk, Cabinet Member for Finance and Resources		
October 2021	Location Priority Policy & Procurement Strategy	09/03/22 Mayor and Cabinet	Michael Moncrieff, Housing Policy & Partnerships Manager and Councillor Paul Bell, Cabinet Member for Housing & Planning		
October 2021	Climate Emergency Action Plan update	09/03/22 Mayor and Cabinet	Martin O'Brien, Climate Resilience Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
October 2021	Approval of Flood Risk Management Strategy 2022-27	09/03/22 Mayor and Cabinet	Martin O'Brien, Climate Resilience Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		
October 2021	Future Homecare	09/03/22	Corinne Moocarme, Joint		

FORWARD PLAN – KEY DECISIONS					
Date included in forward plan	Description of matter under consideration	Date of Decision Decision maker	Responsible Officers / Portfolios	Consultation Details	Background papers / materials
	Arrangements (New Model and Procurement Process)	Mayor and Cabinet	Commissioning Lead, Community Support and Care, Community Services, LBL and Councillor Chris Best, Cabinet Member for Health and Adult Social Care		
November 2021	Blackheath Joint Events Policy 2022-2027	09/03/22 Mayor and Cabinet	Nick Pond, Parks and Open Space Contracts and Service Development Manager and Councillor Patrick Codd, Cabinet Member for Environment & Transport		

FORWARD PLAN – KEY DECISIONS					
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