



Mayor & Cabinet

Financial Results 2020/21

Date: 9 June 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 the financial results for 2020/21.

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

The Council-wide outturn for General Fund activities is an overspend of £0.2m. This consists of Covid related expenditure of some £40.8m which is met by Covid-19 government grant income. This means that the General Fund 'business as usual' expenditure has finished the year with an overspend of £0.2m.

The year-end position of Council Tax and Business Rates collection have income shortfalls due to lower income collection of £4.7m and £4.9m, respectively. It is important to note that this level of under-collection of income due presents further risks to the Council and will impact on the Collection Fund for 2021/22 budget assumptions. This is explained in more detail later in the report.

In total, some £56.6m of additional government grant income to support the local authority's response to the Covid-19 pandemic has been provided to Lewisham. A total of £40.8m has been applied to costs incurred to date, leaving a balance of £15.8m of once-off resources to be carried forward into 2021/22 to alleviate the ongoing costs of the coronavirus pandemic. Of this sum, a total of £7.7m is being carried forward for specific and targeted Covid-19 related activity, whilst the remaining balance of £8.1m is considered as section 31 resources and can be used for general Covid-19 related activity in the new financial year. This is set out in more detail in section 12 of this report. Second wave coronavirus costs are included where these are known and this continues to be a fluid situation. This will continue to be the case as we move into the 2021/22 financial year. The position does not include the full extent of pressures resulting from losses to sales, fees and charges.

Executive Directors have worked to contain non Covid-19 expenditure within budget and the additional expenditure controls have remained in place throughout the year from September. This additional scrutiny has helped to reduce non-essential expenditure and has had a positive impact in leading to a reduction in non-essential spend.

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Timeline of engagement and decision-making

26 February 2020 – Budget 2020/21 to Council

10 June 2020 – Council's response to Covid-19 – financial update report to M&C

9 July 2020 – First 2020/21 financial monitoring report to M&C

7 October 2020 – Financial stabilisation and medium term budget update report to M&C

11 November 2020 – Second 2020/21 financial monitoring report to M&C

3 March 2021 – Budget 2021/22 to Council, including third 2020/21 financial monitoring position for December 2020

9 June 2021 – 2020/21 Final Outturn to M&C

23 June 2021 – 2020/21 External Audit Plan to Audit Panel

7 July 2021 – 2020/21 Final Outturn to Public Accounts Select Committee

29 September 2021 – 2020/21 Statement of Accounts approved and endorsed by Full Council

1. Executive Summary

- 1.1. This report set out the financial results for 2020/21. The report provides a direct comparison to the position reported to the end of December 2020 which was the last publicly reported monitoring position. The key areas to note are as follows:
- 1.2. There is an overspend of £0.2m against the directorates' net general fund revenue budget, after the application of additional government income to support the local authority's response to the Covid-19 pandemic, and agreed carry forwards, but before including the full extent of forecast irrecoverable losses through sales, fees and charges and collection fund income for council tax and business rates, the on-going impact of which is expected to be felt well into the 2021/22 financial year. This compares to a forecast service directorate underspend figure of £0.4m reported to the end of December 2020.
- 1.3. The Dedicated Schools Grant (DSG) is expected to report a confirmed overspend of £3m to the end of the financial year. The overspend is mainly due to Special Educational Needs and Disability (SEND) costs. Members should note that work will continue with schools to understand the cost implications of the rising SEND pupil numbers. This is set out in more detail in section 13 of this report.
- 1.4. The Housing Revenue Account (HRA) is reporting a balanced budget position at the year-end. This is set out in more detail in section 14 of this report.
- 1.5. For Council Tax, some 93.36% (£138.8m) of *Council Tax* due by the year-end had been collected compared to 94.34% at this point of the previous year. This was £5m less than the amount needed to meet the collection target of 97% for Council Tax in line with the Budget. This is set out in more detail in section 15 of this report.
- 1.6. Business Rates collection as at 31 March 2021 is at 94.57%. This is a decrease of 5.13% compared to the same period last year, and 4.43% lower than the profiled collection rate if the overall target rate for the year of 99% is to be achieved.

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- 1.7. The Capital Programme final spend for 2020/21 is £120.1m, (70%) of the 2020/21 revised capital budget of £171.6m. The final outturn for 2019/20 was 72% (£121.2m) of the revised budget of £169.1m. Information on the major projects is set out in section 16 of this report and at appendices 3 to 5.

2. Purpose

- 2.1. The purpose of this report is to set out the financial results for 2020/21. This report provides a direct comparison to the position reported for Quarter 3 (to the end of December 2020) which was the last publicly reported financial monitoring position.

3. Policy Context

- 3.1. 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.

- 3.2. 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 new Corporate Strategy in 2019, with seven corporate priorities as stated below:

3.3. 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.

- 3.4. 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.

- 3.5. 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

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facing the Council and its partners, we continue to work alongside our communities to achieve more than we could by simply working alone.

- 3.6. 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.
- 3.7. Over the course of the year, 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.
- 3.8. 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.
- 3.9. 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.
- 3.10. As it can be seen in this report, the Council's finances have also been severely affected by the ongoing pandemic. Officers have taken management action to deliver in-year savings of £5.2m (Appendix 2) as well as introducing additional spending controls. During the latter half of the year we began the long, difficult process of identifying cuts of over £40m for the next three years (to April 2024) with £28m identified to be cut in 2021/22, which includes identified action to address the persistent overspending areas.

4. Structure of the Report

- 4.1. The report is structured as follows:
 1. Executive Summary
 2. Purpose
 3. Policy Context
 4. Structure of the Report
 5. Recommendations

Final Outturn

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6. Directorate Outturn Overview
7. Children & Young People Directorate
8. Community Services Directorate
9. Housing, Regeneration and Public Realm Directorate
10. Corporate Resources Directorate
11. Chief Executive's Directorate
12. Support from Central Government for Covid-19
13. Dedicated Schools' Grant
14. Housing Revenue Account
15. Collection Fund
16. Capital Expenditure

Summary and Implications

17. Financial Implications
18. Legal Implications
19. Crime and Disorder Implications
20. Equalities Implications
21. Background Papers
22. Glossary
23. Report Author and Contact

5. Recommendations

- 5.1. The Mayor & Cabinet is asked to:
 - 5.1.1. Note the financial results for the year ending 31 March 2021, and recognise that the situation is complex with particular regard to the various streams of Covid-19 government grant income to support the local authority's response to the coronavirus pandemic;
 - 5.1.2. Note the basis on which this report is prepared and in so doing recognise that the progress on closing the accounts for 2020/21 is continuing and will culminate in the draft statement of accounts being produced and made available for the start of the public inspection period from 1st July 2021.

6. Directorate Outturn

- 6.1. The Council is reporting a net overspend for general fund activities of £0.2m. This consists of Covid related spend of £40.8m which is met by Covid-19 government grant income and a general fund 'business as usual' overspend of £0.2m. For the 'business as usual' spend, this compares to an underspend of £0.4m reported to the end of December 2020 and includes specific provision for non Covid related service related costs. These costs were previously reported as contingent liabilities, but are now sufficiently certain to need to be funded or arise as one-off costs to deliver the outcomes of the Council's change agenda.
- 6.2. The outturn includes the outcome of delivered agreed savings for 2020/21, attached at Appendix 1 and the identified in-year cash reductions totalling £5.2m, which have been summarised at Appendix 2. The overall pressures are alleviated in part by additional government grant income which is being received to provide some financial support to councils to undertake additional activities in recognition of the unplanned costs which

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have been incurred in responding to Covid-19. The amount received by Lewisham in 2020/21 for such purposes, totals £56.6m. More detail on these grants have been set out in section 12 of this report. Of the £56.6m government grant income, some £40.8m has been applied to Covid-19 related spend during the year, thereby leaving £15.8m to be carried forward into 2021/22. It is important to note that the balances carried forward reflect that some grants have been received in advance and work continues so the full costs to match against them have not been incurred yet.

Table 1 – Overall Directorate Position for 2020/21

Direktorate	Net Revenue Budget 2020/21	Final Outturn for 2020/21	Overall Outturn Variance March 2021	Covid-19 Related Variance 2020/21	General Fund Services Variance 2020/21	Forecast Variance December 2020	Covid-19 Related Variance December 2020	General Fund Services Variance December 2020
	£m	£m	£m	£m	£m	£m	£m	£m
Children & Young People (1)	60.3	69.1	8.8	4.7	4.1	9.7	4.5	5.2
Community Services	89.2	98.3	9.1	17.3	(8.2)	12.3	17.6	(5.3)
Housing, Regeneration & Public Realm	23.2	30.7	7.5	9.7	(2.2)	10.0	10.6	(0.6)
Corporate Resources (2)	35.3	40.2	4.9	4.3	0.6	4.0	3.1	0.9
Chief Executive	12.2	11.6	(0.6)	1.0	(1.6)	(0.2)	0.4	(0.6)
Direktorate Totals	220.2	249.9	29.7	37.0	(7.3)	35.8	36.2	(0.4)
Covid Grant Income (3)	N/A	N/A	(40.8)	(40.8)	0.0	(40.3)	(40.3)	0.0
Corporate Items – incl. Contributions to Provisions and Reserves (4)	28.3	39.6	11.3	3.8	7.5	7.1	7.1	0.0
Net Revenue Budget	248.5	289.5	0.2	0.0	0.2	2.6	3.0	(0.4)

(1) – gross figures exclude £260m Dedicated Schools' Grant expenditure and matching grant income

(2) – gross figures exclude approximately £213m of matching income and expenditure for housing benefits

(3) – Covid-19 government grant income is net of sums carried forward into 2021/22. A summary of the grant allocations for targeted and general purposes is set out in Section 12 of this report.

(4) – £3.8m of Covid-19 related spend comprises, £1.3m for Covid winter grants, £1.9m for Schools Catering and £0.6m for Transport and Dedicated Schools' Grant Covid-19 costs

(4) – The £7.5m of General Fund related items includes general fund provisions for Adult Social Care Charging Policy of £1m; Term time only settlement of £1m for the general fund element; and Children Looked After Trust Fund interest settlement of £1.6m and some £3.9m of one off costs of change to deliver the agreed cuts.

7. Children and Young People directorate

- 7.1. The Children and Young People Directorate ended the year with a net overspend of £4.1m for general fund services. This is after application and achievement of once-off in year measures of £1.7m, and £4.7m of the grant income the Council received from central government to fully offset Covid-19 costs incurred by the directorate. The overall overspend before applying the Covid-19 income was therefore £8.5m. This compares to a reported overall overspend of £9.7m for the directorate, comprising a Covid-19 overspend of £4.5m and a non-Covid-19 overspend of £5.2m as at the end of December 2020, and a Covid-19 overspend of £10.1m and a non-Covid-19 overspend of £12.4m reported as at May 2020.

Table 2 – Children & Young People Directorate

Service Area	Net budget 2020/21	Final Outturn 2020/21	Final Outturn Variance (Under) Spend 2020/21	Final Outturn Covid-19 related Variance 2020/21	Final Outturn Non Covid-19 related Variance 2020/21	Non Covid-19 Related Variance Dec 2020
	£m	£m	£m	£m	£m	£m
Children's Social Care	41.1	48.8	7.7	3.5	4.2	6.0
No Recourse to Public Funds	2.9	1.6	(1.3)	0.0	(1.3)	(0.5)
Education Services	10.7	14.0	3.3	0.9	2.4	1.9

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Joint Commissioning / Early Help	6.9	6.0	(0.9)	0.3	(1.2)	(0.5)
Schools	(1.3)	(1.3)	0.0	0.0	0.0	0.0
Total	60.3	69.1	8.8	4.7	4.1	6.9
Management Action						(1.7)
Revised Total	60.3	68.8	8.5	4.7	4.1	5.2

- 7.2. There is a significant overspend in the High Needs Block in the Dedicated Schools Grant (DSG) of circa £5m resulting from the cost of supporting the increased Special Educational Needs and Disability (SEND) pupils, after ensuring that the costs are accurately captured between the General Fund and the Dedicated Schools Grant.
- 7.3. The final outturn position shows a reduction in the overspend in the General Fund as education service activity is reduced and refocused on dealing with situations arising from Covid-19 and an understanding of the additional costs of placing Children Looked After.
- 7.4. Of the total overspend, some £4.7m relates specifically to Covid-19 budget pressures on the General Fund and includes non-delivery of revenue budget savings of £1.3m. In addition to this, £2.3m of Covid related expenditure has been identified in respect of services not funded by the General Fund, such as catering services (£1.9m) and services funded from the Dedicated Schools Grant (0.6m).
- 7.5. Members are asked to note that the service has progressed the following measures in achieving reduced costs. These are:
- Ensuring that partner contributions for such placements are obtained
 - The high cost placements review board chaired by the Executive Director to ensure that high cost placements are kept to a minimum
 - Reviewing and reducing the number of interim and agency staff employed within the directorate
 - Introducing directorate specific recruitment controls
 - Reviewing all external contracts for care, starting with those of the highest value

Cost of Covid-19

- 7.6. The total financial impact of Covid-19 pandemic on activity within the directorate is £7.2m and as summarised in the table below. This represents a net decrease of £0.7m from the position reported in December and comes as a result of detailed analysis.

Table 3 – Covid-19 Pressures for the CYP Directorate

Service	Area	Final Outturn 2020/21 £m	Total Cost December 2020 £m
Children's Social Care	Residential Placements/Care Leavers	1.6	1.5
	Other Children Social Care Support	0.6	1.0
	Unachieved savings	1.3	1.3
Education Services	SEND Salaries	0.2	0.5
	Home to School Transport	0.7	0.6
	Other – Non General Fund Costs*	2.5	2.9
Joint Commissioning/ Early Help	Salaries and other service related activity	0.3	0.1
Total		7.2	7.9

* Other - non-General Fund costs include Transport and Dedicated Schools Grant funded salaries of £0.6m and Catering of £1.9m. The total Covid-19 costs impacting on the General Fund is therefore £4.7m

Children Social Care

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- 7.7. The Children Social Care (CSC) division is reporting an overspend of £7.7m. This includes Covid-19 related costs of £3.5m. The general fund service related overspend of £4.2m is a reduction of £1.8m from the previously reported position of £6.0m. This movement is due to the management action that has taken place, including a reduction in placement costs and additional income received for unaccompanied asylum seeking children (UASC), together with further service costs now identified as Covid-19 related and as such being accounted for in that way.
- 7.8. The total spend on placements in 2020/21 was £36.3m against a budget of £28.0m. After adjusting for Covid-19 related costs of £2.8m and costs recharged to external bodies of £0.7m, the cost to the Council is reduced to £32.8m, an overspend of £4.8m. This represents a significant reduction from the £10m projection reported to Mayor and Cabinet in May 2020. The movement sees the fruition of the actions described above. Further details are set out in paragraphs below.
- 7.9. The CSC staffing budget for the new structure implemented at the beginning of the year at a cost of £18m, is underspent by £0.1m, as a result of the reduced reliance on agency staff.
- 7.10. In addition to the above, steps taken to reduce in legal and advocacy fees has resulted in an £0.5m underspend against the budget for legal fees.

Placements

- 7.11. The total number of Children Looked After (CLAs) at any one time has fallen slightly since 2017/18 and has not increased significantly since April 2019. However, the pattern of where CLAs are placed has altered with fewer in Lewisham in-house foster carers, more children being placed with extended family (kinship) and more in high cost residential units. More kinship placements represents a practice culture change to better support families to care for children who cannot remain with their parents and the increased use of residential placements represents the growing complexity of the children coming into care, who require specialist placements because of disabilities and/or challenging behaviours. The other significant change is the increased number of care leavers receiving a service and this includes housing support.
- 7.12. The total placement numbers have moved little since April 2020. Over the same period, the number of CLAs, i.e. those in residential, foster and semi-independent placements has dropped marginally from 464 to 455. Within this figure there has been significant movement in the numbers of children in residential placements. The numbers had risen significantly from 47 in April 2019 to 63 in April 2020. Regular review of high cost placement activity has resulted in the number of children in residential placements falling to 56 at the latest reported position. The impact of this significant fall in numbers, taken alongside the actions mentioned elsewhere, can be seen when comparing the current outturn of £4.8m to the projected £10m overspend in May 2020.
- 7.13. The number of young people placed by the leaving care 18+ service has increased on average from 46 to 64. Over the same period, Special Guardianship Orders have also increased during that period from 209 to 242.

No Recoupe to Public Funds

- 7.14. Some 54 new cases were accepted in 2020/21 and 88 closed, compared to last year's figures of 137 and 122 respectively. This has resulted in an underspend of £1.3m. The position is more favourable than previously reported, recognising the final accounts reconciliation which is part of the year-end accounts process.

Education Services

The *Education Services* division ended the year with a general fund overspend of £2.4m, principally relating to transport costs. There is currently a review of the transport service to

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consider options to reduce this overspend for 2021/22. A further £0.9m of costs were charge to the Covid-19 government grant income reflecting the Covid-19 related costs incurred by the service.

Joint Commissioning and Early Help

- 7.15. The *Joint Commissioning and Early Help Service* is reporting a general fund underspend of £1.2m plus Covid related costs of £0.3m. The underspend has increased by £0.7m since December 2020 as a result of a reduction in expected costs in the Youth Offending Service.
- 7.16. The general fund underspend takes into consideration the agreed carry forward of the Troubled Families Grant of £0.042m.
- 7.17. A new contract for youth services, approved by Mayor & Cabinet in December 2020, commenced on 1 April 2021. The cost of the new contract is within the current budget provision.
- 7.18. Management action, including the non filling of a vacant director's post and placing a hold on other core directorate spend, has resulted in an underspend of £0.3m.
- 7.19. An underspend of £0.7m is being reported in the Youth Offending Service. The secure remand placements budget is underspent by £0.5m due to a combination of better demand management, an increase in grant funding and a slowdown of the court process due to Covid-19.
- 7.20. In addition to this, there is a underspend on the staffing budget of £0.2m which is resulting from staff vacancies and the impact of spending restrictions on both recruitment and the retention of agency staff.

8. Community Services Directorate

- 8.1. The Community Services Directorate ended the year with a net underspend of £8.2m for general fund services. This is after application and achievement of once-off in year measures of £1.7m, and £17.3m of grant income the Council received from central government grant to fully offset Covid-19 costs incurred by the directorate. The overall overspend before applying the Covid-19 income was therefore £9.1m. The overall position compares to a previously reported overspend of £12.3m for the directorate, comprising a Covid-19 overspend of £17.6m and a non-Covid-19 underspend of £5.3m.
- 8.2. The overall Directorate position is shown in the table below and compares to the projected year-end position for non-Covid related activity as at the end of December 2020.

Table 4 – Community Services Directorate

Service Area	Net budget 2020/21	Final Outturn 2020/21	Final Outturn Variance (Under) Spend 2020/21	Final Outturn Covid-19 related Variance 2020/21	Final Outturn Non Covid-19 related Variance 2020/21	Non Covid-19 Related Variance Dec 2020
	£m	£m	£m	£m	£m	£m
Adults' Social Care	66.5	74.5	8.0	10.5	(2.5)	(1.1)
Integrated Commissioning	8.3	7.6	(0.6)	0.2	(0.8)	(0.7)
Public Health	(0.3)	(0.7)	(0.4)	0.3	(0.7)	(1.3)
Communities, Partnerships and Leisure	9.7	12.5	2.7	5.5	(2.8)	(0.7)
Culture, Learning and Libraries	4.0	3.3	(0.7)	0.6	(1.3)	(0.9)
Strategy	1.1	0.8	(0.3)	0.0	(0.3)	0
Reserves	(0.2)	0	0.2	0.0	0.2	(0.7)

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Service Area	Net budget 2020/21	Final Outturn 2020/21	Final Outturn Variance (Under) Spend 2020/21	Final Outturn Covid-19 related Variance 2020/21	Final Outturn Non Covid-19 related Variance 2020/21	Non Covid-19 Related Variance Dec 2020
Total	89.2	98.3	9.1	17.3	(8.2)	(5.3)

- 8.3. The following sections provide a summary of the cost of Covid-19 and the revenue forecast by division, along with a summary of directorate risks and pressures.

Cost of Covid-19

- 8.4. The overall financial impact of Covid-19 on base budgets for expenditure and income in Community Services is £17.3m. The Covid-19 pressures are summarised as follows:

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

Service	Area	Final Outturn 2020/21 £m	Total Cost December 2020 £m
Adults' Social Care	PPE and Infection Control	4.1	4.8
	Market Support	1.9	1.7
	Unachieved Savings	2.5	2.5
	Other	2.0	0.7
Integrated Commissioning	Prevention and Inclusion - contract stabilisation	0.2	0.2
Public Health	Test and Trace	0	2.2
	Volume pressure on contracts	0.0	0.3
	PPE and Infection Control	0.3	0
	Other	0.0	0.0
Communities, Partnerships & Leisure	Community Hub	0.2	0.2
	Leisure Management – contract and other additional costs	2.0	1.7
	Leisure Management – income	0.2	0.2
	Licensing – income	0.1	0.1
	Crime, Enforcement & Regulation – compliance & enforcement	0.2	0.2
	Green Scene – income & infection control	0.4	0.4
	Bereavement Services – infection control	0.4	0.4
	Bereavement Services – London Wide Mortality Management Scheme	0.8	1.3
	Bereavement-Coroners Court Consortium	0.0	0.1
	Community Centres – income & infection control	0.1	0.1
	CPL – Shielding Other	1.2	0.0
Culture, Learning & Libraries	Adult Learning Lewisham – income & infection control	0.3	0.3
	Libraries and Broadway Theatre – income	0.1	0.2
	CLL- Shielding other	0.2	0.0
Total		17.3	17.6

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Adults' Social Care Services

- 8.5. The *Adults Social Care Services* division ended the year with an underspend of £2.5m for general fund services. This compares to a £1.1m underspend in December 2020. There is an overall overspend of £8m, where £10.5m of these costs are attributable to Covid-19 activity. The general fund services underspend of £2.5m takes into account the successful delivery of in-year savings of £1.2m and Covid-19 related work being recognised as Covid-19 costs.
- 8.6. The Council is seeing increases in non-residential care users as they are being discharged from hospital. Furthermore, the number of placements in residential care has increased and this pattern is expected to continue into 2021/22. These costs were supported by the Covid-19 Grant as well as Health (CCG) for discharges.
- 8.7. Whilst pressures for 2020/21 were managed, there is a risk that the Council will face increased costs and demands in 2021/22 without the funding support it currently receives. Higher levels of care from discharged clients, increased use of 24 hour care at home, and increased use of double-handed care are just a few of the risks, which if they materialise are likely to have significant financial in the second half of the new year when certain funding streams cease.

Integrated Commissioning

- 8.8. The *Integrated Commissioning* division ended the year with a net underspent by £0.8m for general fund services. There is an overall underspend of £0.6m, where £0.2m of costs relate to Covid-19 activity.
- 8.9. Within the overall position, the prevention and inclusion budget underspent by £0.3m. There was a Covid-19 related variance of £0.1m due to temporary contract stabilisation payments made to Supporting People and Substance Misuse providers. This overspend was offset by savings across the rest of the service.
- 8.10. The Joint Commissioning budget underspent by £0.4m mainly due to reductions in projected spend on 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.

Public Health

- 8.11. The *Public Health* division underspent by £0.7m for general fund services. There is an overall of £0.4m, where £0.3m of costs relate to Covid-19 activity. Within the overall position there was an underspend of £0.4m on sexual health services. This reflected reduced activity and lower payments to out-of-borough clinics. The Public Health Grant released by this underspend will be carried forward into 2021/22 to manage the increase in demand for services as lockdown eases.

Communities, Leisure and Partnerships

- 8.12. The *Communities, Leisure and Partnerships* service underspend by £2.8m for general fund services. There is an overall overspend of £2.7m, where £5.5m of these costs relate to Covid-19 activity.
- 8.13. The leisure management budget was overspent by £1.9m which was all treated as a Covid-19 related and therefore covered by government grant income. The pandemic led to the forced termination of the previous leisure contract and creation of a new contractual arrangement. This contract change resulted in direct overall additional costs of £1.2m for 2020/21 under the new contract arrangements. The Council also incurred significant costs on the infrastructure at the leisure centres to ensure that they were ready for operation under the new contract when the centres were in the position to reopen.

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- 8.14. The community sector grants programme and the community centres and green scene showed no material variance.
- 8.15. The community safety budget underspent by £0.3m. There was a Covid-19 related staffing pressure of £0.2m resulting from enforcement and compliance activity undertaken by the service crime, enforcement and regulation service budget. These costs was set against the government grant income. In addition, there was an income shortfall of £0.1m on licensing income as a result of the impact of Covid-19. These Covid-19 related variances were offset by an overall underspend of £0.4m on staffing budgets across the service.
- 8.16. There was an overall overspend of £0.7m on Bereavement Services. The majority of this budget pressure of some £1.1m, was Covid-19 related, offset by government grant income and a general fund services underspend of £0.4m. The largest part of the Covid-19 related pressure relates to Lewisham's agreed contribution of £1.3m to the London borough-wide mortality management scheme. There were further Covid-19 related costs totalling £0.35m which include additional mortuary costs, additional security at the cemeteries and crematorium, the cost of PPE, additional cleaning costs and agency workers recruited to cover staff unable to work due to shielding from Covid-19. In addition, there was additional cost of £0.1m on the Coroners' Court Consortium contribution in 2020/21 which is a result of additional costs resulting from Covid-19 activity.

Culture, Learning and Libraries

- 8.17. The *Culture, Learning and Libraries* division underspent by £0.7m. There was Covid-19 related pressures of £0.6m which was the primarily the result of the reduction in Adult Learning student fee income of £0.3m and a reduction in income generated by the Libraries and the Broadway Theatre which total a further £0.2m. These pressures were offset by other underspends across the division of £0.9m to give net underspend of £0.7m.
- 8.18. The Libraries service underspent by £0.7m. There was projected staffing underspends of £0.4m resulting from the high number of posts held vacant during the closure of the libraries due to Covid-19 activity. In addition, there were overall savings of £0.1m on operational budgets including security costs at both Lewisham and Downham Libraries, the books and resources fund and on the budget had also been set aside for the relocation of the local history archive.
- 8.19. Services for the Broadway Theatre and the Adult Learning service ended the year with no significant variance, after the application of Covid-19 government grant income.

Strategy and Performance

- 8.20. The Strategy, Partnership and Improvement division (including Reserves) is reporting a balanced position.

9. Housing, Regeneration and Public Realm

- 9.1. The Housing, Regeneration and Public Realm Directorate ended the year with a net underspend of £2.2m. This is after application and achievement of once-off in year measures of £0.9m, and £9.7m of government grant income the Council received to offset the Covid-19 incurred by the directorate. The overall overspend before applying the Covid-19 income was £7.4m for 2020/21. This position also takes into account the non-achievement of revenue budget savings of £1.5m, and service requests to carry forward £0.3m relating mainly to ringfenced grants and prepaid income. Overall, this compares to a previously reported overspend of £9.9m for the directorate, comprising a Covid-19 overspend of £11.1m and a non-Covid-19 underspend of £1.2m.
- 9.2. The overall Directorate position is shown in the table below.

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

Service Area	Net budget 2020/21	Final Outturn 2020/21	Final Outturn Variance (Under) Spend 2020/21	Final Outturn Covid-19 related Variance 2020/21	Final Outturn Non Covid-19 related Variance 2020/21	Non Covid-19 Related Variance Dec 2020
	£m	£m	£m	£m	£m	£m
Strategic Housing	4.6	7.0	2.4	2.6	(0.2)	(0.1)
Public Realm	17.0	21.4	4.4	5.0	(0.6)	0.2
Regeneration	0.9	1.9	1.0	1.2	(0.2)	(0.2)
Planning	0.7	1.3	0.6	0.9	(0.3)	(0.2)
Reserves and Provisions	0.0	0.0	0.0	0.0	0.0	0.0
Management Action	0.0	(0.9)	(0.9)	0.0	(0.9)	(0.9)
Total	23.2	30.7	7.5	9.7	(2.2)	(1.2)

- 9.3. The following sections provide a summary of the cost of Covid-19 and the revenue forecast by division, along with a summary of directorate risks and pressures.

Cost of Covid-19

- 9.4. The estimated financial impact of Covid-19 on base budgets for expenditure and income in Housing, Regeneration and Public Realm is £9.7m. The Covid pressures are summarised as follows:

Table 7 – Covid-19 Pressures for the HRPR Directorate

Service	Area	Final Outturn 2020/21 £m	Total Cost December 2020 £m
Strategic Housing	Housing Needs	2.6	2.6
Public Realm	Parking	2.4	2.5
	Highways and Transport	0.3	0.6
	Refuse Collection	1.0	1.3
	Strategic Waste	0.3	0.5
	Street Management	0.1	0.2
	Street Markets	0.4	0.5
	Environmental Health	0.1	0.1
	Bad Debt Provision	0.3	0.3
	PPE and other costs	0.1	0.1
Regeneration	Capital Programme Delivery	0.4	0.6
	Economy & Partnerships	0.4	0.4
	Property Strategy	0.1	0.1
	Bad Debt Provision (Commercial Rents)	0.3	0.3
Planning	Planning	0.9	1.0
Total		9.7	11.1

Strategic Housing

- 9.5. The *Strategic Housing* division is ended the year with a net underspend £0.4m (£0.1m in December). There is an overspend of £2.2m, with £2.6m costs being attributable to Covid-19 activity. The underspend takes into account the successful delivery of in-year savings of £0.2m and Covid-19 related work being recognised as Covid-19 costs.

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- 9.6. The grant award for homelessness activity for 2021/22 is £4.834m, and therefore slightly more than the sum awarded in 2020/21 and is expected to relieve some of the budget pressures moving forward into 2021/22.

Public Realm Division

- 9.7. The *Public Realm* division ended the year with a net underspend of £1.1m after achieving £0.5m of in year savings and applying £5m of grant to cover the covid related costs (there is an overspend of £3.9m with £5m of costs being attributable to Covid-19). The December forecast was a £5.6m overspend, with some £5.9m costs attributable to Covid-19, resulting in a forecast £0.3m underspend. The main areas of overspend are summarised in the following paragraphs.
- 9.8. *Parking Services* is reporting a balanced budget, and this compares to £0.5m overspend in December 2020. There is a £2.4m overspend attributable to Covid-19 and covered by the Covid-19 grant, and this was due to the loss of income from penalty charge notices and permits, and also Covid-19 related staff costs. The service is also reporting £2.2m net income from moving traffic contraventions.
- 9.9. *Highways & Transport Services* is ending the year with a net underspend of £0.1m, and in-year savings of £0.25m have been achieved. There is an overspend of £0.2m (£0.5m in December), with £0.3m costs relating to covid-19. One main reason for the Covid-19 overspend is the underachievement of capital fees income primarily due to reduced TfL LIP funding for 2020/21.
- 9.10. *Refuse Collection Service* is ending the year with a net overspend of £0.5m. There is a gross overspend of £1.5m, with £1m costs being attributable to covid. This was £2m in December, with some £1.3m being Covid-19 related. This is after achieving an in-year saving of £32k. Most of the Covid-19 related overspend is due to the loss of income from commercial waste (£0.65m) and the delay in the full delivery of the new refuse vehicles (£0.1m).
- 9.11. *Strategic Waste Management Service* is reporting a net overspend of £0.8m. There is a £1.2m gross overspend, with some £0.4m costs being attributable to Covid-19. The December position was reported as a £1.3m overspend, £0.5m being attributable to covid. The non Covid-19 related overspend is mainly due to the increase in contract prices which has been addressed in the 2021/22 budget. The Covid-19 related costs are mainly due to the increase in waste tonnage.

Regeneration Division

- 9.12. The *Regeneration Division* ended the year with a net underspend position of £0.3m after the deduction of agreed carry forwards. There is an overspend of £0.6m where some £1.2m relates to Covid-19 (£1.2m in December, with £1.1m relating to Covid-19). There is a non Covid-19 underspend of £0.6m, where some £0.3m of which will be carried forward in 2021/22. This position is after applying once-off in year savings of £64k.

Planning Division

- 9.13. The *Planning Service* ended the year with a net underspend of £0.4m in 2020/21. There is a covid related overspend of £0.9m due to loss of income and salaries of staff working on covid-19 related projects. In December the service was forecasting a net £0.2m underspend (£0.9m overspend with £1.1m relating to covid). The service introduced £84k measures to reduce spend in 2020/21.

Directorate Management Action

- 9.14. Some £0.9m of specific and targeted management action has been applied across the directorate and is inclusive of the overall £2.2m underspend. The divisions against which

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management action is applied is as follows: Strategic Housing of £0.2m; Public Realm of £0.5m; Regeneration of £0.1m and Planning of £0.1m.

Directorate risks and ongoing pressures

- 9.15. Commercial waste – In 2020/21, the overall underachievement of income was £1.2m, over half of which was due to the impact of Covid-19 on businesses. There is a risk that service user numbers will not recover post Covid-19, as the number of businesses closing increases nationally. This will impact on income in the next financial year. The service is currently working on how to attract new service users to take up the service.
- 9.16. Commercial rents – For 2020/21, the £0.5m additional saving will continue to be a pressure on the service in 2021/22. This is as a result in the change of plan regarding Copperas Street. As a consequence of lockdown, the service is also anticipating that tenants will ask for rent free periods at the start of the financial year.
- 9.17. Highways - There is a risk that Highways will not receive LIP funding from TfL to the expected level in 2021/22. This could affect the level of fees chargeable for works.
- 9.18. Planning – The government is consulting on a raft of planning changes linked to the Planning White Paper. There are now government consultations on measures that would add complexity and costs to application processes, reduce fee income and increase the costs of proactive work such as design codes, and if introduced as drafted would add pressure to the existing budget. There is also a risk that legal costs linked to planning appeals and judicial reviews could exceed the budget, given the number and issues involved. The service is mitigating legal risks, but cannot eradicate them.

10. Corporate Resources Directorate

- 10.1. The Corporate Resources Directorate ended the year with a net overspend of £0.6m for general fund services. This is after the application and achievement of once-off in year measures of £0.2m, and £4.3m of the grant income the Council received from central government to fully offset Covid-19 costs incurred by the directorate during the year. The overall overspend before applying the Covid-19 income was therefore £4.9m. This compares to a previously reported overall overspend of £4m for the directorate, comprising a Covid-19 overspend of £3.1m and a non-Covid-19 overspend of £0.9m.

Table 8 – Corporate Services Directorate

Service Area	Net budget 2020/21	Final Outturn Forecast 2020/21	Final Outturn Variance Over/(Under) Spend 2020/21	Final Outturn Covid-19 Related Variance 2020/21	Final Outturn Non Covid-19 Related Variance 2020/21	Non Covid-19 Related Variance Dec 2020
	£m	£m	£m	£m	£m	£m
Corporate Services	3.2	3.1	(0.1)	0.1	(0.2)	(0.1)
Financial Services *	4.1	4.4	0.3	0.0	0.3	0.6
Executive Office	0.2	0.1	(0.1)	0.0	(0.1)	(0.1)
Public Services	21.2	25.3	4.1	3.8	0.3	0.1
IT & Digital Services	7.3	8.0	0.7	0.4	0.3	0.4
Reserves	(0.7)	(0.7)	0.0	0.0	0.0	0.0
Total	35.3	40.2	4.9	4.3	0.6	0.9

* The variance for Financial Services includes an overspend £0.3m which relates entirely to the delay in implementing Human Capital Management (HCM), including Payroll Services as part of the Council-wide Oracle Cloud Programme.

- 10.2. The overall financial impact of Covid-19 on base budgets for expenditure and income in Corporate Resources is £4.3m. These Covid-19 related pressures are summarised in the

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following paragraphs.

Cost of Covid-19

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

Service	Area	Final Outturn 31 March 2021 £m	Total Forecast December 2020 £m
IT and Digital Services	Emergency rollout of IT hardware, licences for software, 'Buy Your Own' IT scheme etc.,	0.4	0.4
Public Services	Sundry Debt – Delay in 'Invest to Save' to improve debt collection	0.5	0.5
	Revenues Services – Loss of income collected through enforcement and court fees, and self isolation payments	2.3	1.6
	Supported Accommodation	0.2	0.0
	Registrars – Loss of fee income	0.2	0.2
	Building cleaning, staffing etc.,	0.6	0.4
Corporate Services	Anti Fraud and Corruption Team (A-FACT) salaries costs for Covid-19 related activity	0.1	0.0
Total		4.3	3.1

Financial Services Division

- 10.3. The *Financial Services* division ended the year with a net overspend of £0.3m for general fund services. This is due to residual once off costs of the wider corporate Oracle Cloud programme. These costs were due to delays experienced in the implementation of the Human Capital Management (HCM) and Payroll elements of the Oracle Programme.

IT & Digital Service Division

- 10.4. The *IT & Digital Services* division ended the year with an overspend of £0.3m for general fund services. There is an overall overspend of £0.7m, where £0.4m is Covid-19 related and largely due to the emergency rollout of IT equipment to staff to facilitate home working during the pandemic. These costs have been met by the Covid-19 government grant income. Therefore, the remaining £0.3m general fund budget pressure mainly related to Oracle Cloud support costs.

Public Services Division

- 10.5. The *Public Services* division ended the year with an overspend of £0.3m for general fund services. There is an overall overspend of £4.1m of which £3.8m is related to Covid-19 activity. These Covid-19 related pressures comprise: loss of income in the revenues service, including self isolation payments of £2.3m, an unachieved sundry debt saving of £0.5m; loss of income in registrars and ServicePoint of £0.2m; additional building cleaning, security and miscellaneous costs of £0.6m; and increased costs on supported accommodation of £0.2m. The remaining general fund overspend of £0.3m principally relates to staffing pressures in the service.

Corporate Services Division

- 10.6. The *Corporate Services* division ended the year with an underspend of £0.2m. The division had a Covid-19 related budget pressure of £0.1m which related to activity undertaken by the Anti Fraud and Corruption Team (A-FACT). This has been offset by the Covid-19 government grant income.

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11. Chief Executive Directorate

- 11.1. The Chief Executive's Directorate ended the year with a net underspend of £1.6m. This is after the application and achievement of once-off in year measures of £0.2m, and £1m of the grant income the Council received from central government to fully offset Covid-19 costs incurred by the directorate during the year. For the service specific general fund directorate variances, this represents an increase of £1m from the £0.6m underspend which had been projected at the end of December 2020.

Table 10 – Chief Executive's Directorate

Service Area	Net budget 2020/21	Final Outturn Forecast 2020/21	Final Outturn Variance Over/ (Under) Spend 2020/21	Final Outturn Covid-19 Related Variance 2020/21	Final Outturn Non Covid-19 Related Variance 2020/21	Non Covid-19 Related Variance Dec 2020
	£m	£m	£m	£m	£m	£m
Assistant Chief Executive	5.0	4.3	(0.7)	0.6	(1.3)	(0.5)
Law, Governance & HR	7.0	7.1	0.1	0.4	(0.3)	(0.1)
Total	12.0	11.4	(0.6)	1.0	(1.6)	(0.6)

Cost of Covid-19

- 11.2. The overall financial impact of Covid-19 on base budgets for expenditure and income in the Chief Executive Directorate is £1m. These Covid-19 related pressures are summarised in the following paragraphs.

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

Service	Area	Final Outturn 2020/21 £m	Total Cost December 2020 £m
Communications	Increases in communications capacity to support response to the coronavirus pandemic.	0.3	0.1
Performance & Policy and Executive Support	Performance & Policy staffing £176k, Executive Support staffing £77k	0.3	0.0
Human Resources	Increases in HR capacity to support response to the coronavirus pandemic with regards to emergency recruitment and HR advice	0.1	0.1
Legal Services	Loss of income due to Covid-19 related reduction some external legal payments.	0.2	0.2
Elections	Staffing costs	0.1	0.0
Total		1.0	0.4

Assistant Chief Executive's Division

- 11.3. The Assistant Chief Executive division ended the year with a net underspend of £1.3m for general fund services. This is after the application and achievement of once-off in year measures of £0.2m, and government grant income of £0.6m to alleviate Covid-19 costs incurred by the directorate. The underspends are in part driven by pausing production of the Lewisham Life magazine offset by vacancies at various points within the division over the year.

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Law, Governance and Human Resources Division

- 11.4. The *Law, Governance & Human Resources* division ended the year with a net underspend of £0.3m for general fund services, and after agreed carry forwards of £0.1m. This division had a net Covid-19 pressure of £0.4m arising from £0.2m in Legal Services in relation to staffing, income and non-recoverable shortfalls for right-to-buys, court costs, lease extensions and name changes; and a pressure of £0.1m for Human Resources mainly due to additional staff costs and Electoral Services of £0.1m also in relation to staff costs. In addition there is a miscellaneous £0.3m non Covid-19 underspend elsewhere within the division.

12. Support received from central government

- 12.1. The Council has taken measures to support both businesses and residents who are facing financial hardship as a result of the Coronavirus (Covid-19) 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 the 2020/21.

Table 12– Government Funding for Covid-19

Funding Description	Lewisham's Allocation £m	Spend Against Allocation £m
Unringfenced Funding		
S31 Covid-19 Local Authority Support Grant (Tranches 1 to 4)	29.395	17.181
Sales, Fees and Charges Income – (Tranches 1 to 3)	6.111	10.245
Grand Total	35.506	27.426
Amount to be Carried Forward		8.080
Ringfenced Funding		
Section 31 – Test, Trace and Contain Grant (3 amounts)	2.995	0.354
Section 31 – Welfare Support Grant	0.401	0.216
LA Compliance & Enforcement grant	0.198	0.198
Clinically Extremely Vulnerable Support Grant	0.143	0.628
ASC Workforce Capacity Fund (Tranches 1 and 2)	0.889	0.889
Community Asymptomatic Testing	0.548	0.285
Lateral Flow Testing	0.393	0.169
Community Champions Fund	0.276	0.0
Re-opening High Streets Safely	0.272	0.0
New Burdens Funding	0.170	0.170
Sport England Leisure Relief Funding	0.682	0.514
Contain Outbreak Management Fund	7.384	5.319
Next Steps Accommodation Programme *	0.479	0.0
Cold Weather Payments *	0.090	0.0
Rough Sleeping Fund *	0.012	0.0
Substance Misuse Fund	0.450	0.0
Business Grants New Burden Funding	0.412	0.0
Total	15.794	8.742
Amount to be Carried Forward		7.052
Sub Total – Services Funding – attributable to BAU	51.300	36.749

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Funding Description	Lewisham's Allocation £m	Spend Against Allocation £m
Ringfenced Funding Outside Of Service Expenditure e.g. DSG or Transfer Payment		
Section 31 – Infection Control Grants (Tranches 1 and 2)	4.256	3.368
Covid Winter Grant	1.083	1.310
Total	5.339	4.678
Amount to be Carried Forward		0.661
Grand Total	56.639	40.846
Overall Sum to be Carried Forward into 2021/22		15.793

* The grant for the 'new steps accommodation programme' of £479k is held in the Strategic Housing Division. Grants for 'cold weather payments' and the 'rough sleeping fund' of £90k and £12k respectively, are housing related and are held in corporate provisions.

Government grant for Council Services

- 12.2. The Council has received a number of general and targeted specific Covid-19 grants. This included funding for 'infection control', 'test, track and contain' and 'contain outbreak management'. Overall the total amount of funding that can be attributed to council services comes to £56.6m to date, as set out in Table 12 above. For the purpose of this report, the gross costs of the coronavirus response has been set out in each directorate section, expressing the financial position in gross terms and before the application of some £40.8m of the emergency government funding. It is important to note that the balances of £15.8m being carried forward into 2021/22 reflect that some grants have been received in advance and work continues so the full costs to match against them have not been incurred yet.

Council Tax Payers and Businesses

- 12.3. The Council has also administered the payment of a number of grants to the borough's residents and business ratepayers. Lewisham received £3.2m of hardship funding and has made these funds available to individual tax payers through two routes
- Grants aligned to the Council Tax Reduction Scheme
 - Emergency support for residents.
- 12.4. Central government has turned to local authorities to deliver a number of new schemes aimed at supporting local businesses who have been impacted by Covid-19.
- 12.5. For businesses, support measures included extended business rates relief for 2020/21, grants to small businesses and those in the retail, hospitality, and leisure sectors, and a grant to support Small and Medium Enterprises (SMEs) – those with less than 50 employees – not covered by the initial grant arrangements
- 12.6. The Council has received a cash advance of £47m to distribute in grants of £10k or £25k to small business within certain rateable values and/or in the retail, hospitality, and leisure sectors. Overall, there have been a number of other government backed financial packages provided to support local businesses during the course of the second and third national lockdown periods, with circa 20 different schemes being in operation at one time or another during the course of the pandemic.

13. Dedicated Schools' Grant

- 13.1. The Dedicated Schools Grant (DSG) is reporting a provisional year-end overspend of £3m which is subject to finalisation of the Early Years Block.

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Table 13 – DSG allocation and projection 2020/21

	Schools Block £m	Central Services Support Block £m	High Needs Block £m	Early Years £m	Total DSG £m
Lewisham's Allocation	176.39	4.64	54.98	23.91	259.92
Final Outturn	175.99	4.64	60.00	22.28	262.91
Variance	(0.40)	0.0	(5.02)	1.63	(2.99)

13.2. Members are asked to note the following:

- 13.2.1. With regards Early Years, the position shows a provisional £1.6m underspend. At the time of writing, the Department for Education (DfE) has yet to confirm the final 2020/21 position. This is pending the finalisation of data relating to the January 2021 census, taking into consideration any Covid-19 adjustments. There are potential payments to be made to providers to support Covid-19 pressure for the autumn term.
- 13.2.2. For the High Needs Block, the final outturn position shows an overspend of £5m. Officers have previously raised concerns with regards the High Needs Block ability to contain the demand.
- 13.3. Table below shows the increased demand in Education Health and Care Plan (EHCP) support since 2017/18. It should be noted, that overall there is an increase of 827 EHCP relative to 2017/18, of which approximately half are related to under 5s and post-secondary.

Table 14 – Education Health and Care Plan (EHCP)

Phase - EHCPs	Under 5s	Primary	Secondary	Post-secondary	Grand Total	Annual Increase
FY17/18 Used As Base Line	42	831	769	537	2,179	
FY18/19	24	889	821	626	2,360	181
FY19/20	37	929	887	774	2,627	267
FY20/21 current	74	1,027	974	931	3,006	379
Increase on Baseline Nos	32	196	205	394	827	
Increase on Baseline %	76.2%	23.6%	26.7%	73.4%	38.0%	

- 13.4. 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 number of placements that are 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 15 – In Borough and Out Borough EHCPs

Borough EHCPs	Lewisham In Borough	Out of Borough	Total
FY 17/18 Used as Base Line	1,559	620	2,179
FY 18/19	1,653	707	2,360
FY 19/20	1,789	838	2,627
FY 20/21	2,004	1,002	3,006
Increase on Baseline Numbers	445	382	827

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Increase on Baseline %	28.5%	61.6%	38.0%
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- 13.5. 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.
- 13.6. Lewisham has historically been one of very few local authorities which has underspent on the DSG – High Needs. Most local authorities are overspending as a consequence. The DfE has attempted to address the pressure with additional funding allocations in 2019/20 and 2020/21. 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.

Schools

- 13.7. Overall there is an increase in the overall surplus position for schools balances of £4.9m (net). This is some 13% of the value of the schools block, but it should be noted that within, there are £1.6m of loans supporting deficits. An increase of £0.2m from the position reported for December 2020. There are 15 schools which are within the correct tolerance of 8% surplus. All other schools are in surplus positions, many with significant levels relative to their budget position. Some 28 schools have balances in excess of 20% of their annual schools budget.

14. Housing Revenue Account

- 14.1. The table below sets out the current budget for the Housing Revenue Account (HRA) in 2020/21. The position remains unchanged from the position reported to the end of December 2020. The balanced HRA budget seen in the table includes a budgeted contribution from reserves of £47.9m, 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. The current HRA provisional outturn position is a balanced account, before taking account of the capital programme and capital write-off to revenue. This includes the re-profiling of major works income into 2021/22.
- 14.2. The Repairs & Maintenance (R&M) outturn shows an overspend of £0.9m, which is a movement of £1.9m from the last report (£1.0m underspend). Further detailed analysis of year-end activity is being carried out by Lewisham Homes and an update will be provided for the final outturn report.
- 14.3. The current 30 year HRA financial model has been refreshed, with the final outturn for 2019/20 as well as the latest updates for the general capital programme, revised stock numbers and reserves allocations incorporated into the plans. Budgets have been updated in July 2020 to reflect starting stock numbers from 1 April 2020, as well as incorporating a May/June 2020 consolidation update for the new supply programme to reflect the latest position. The revisions to the budgets have been agreed with Lewisham Homes and has pushed some of the planned capital and new supply expenditure into 2021/22 due to a re-programming of works and programme delays due to the Covid-19 pandemic.
- 14.4. The outturn has been updated with costs related to Covid-19. Those costs which have currently been identified include, void losses on units unable to be let in the early period of the lockdown and there is a guarantee to Lewisham Homes that the local authority will cover up to £1.2m of operative workforce related pressures due to the slowdown of repairs works undertaken which will represent lost income to their trading account.

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Lewisham Homes have reported that the final costs was £178k due to a quicker return to normal working patterns than originally expected. These are all currently contained within current outturn position and the use of reserves.

- 14.5. Additional income is included from tenants rents and service charges due to lower than budgeted void rates. There is also additional income related to Leasehold service charges following completion of the leasehold service charge audit. In addition, the final bad debt impairments charge to the HRA is similar to the actual for 2019/20 and has resulted in an underspend of £2.4m against allocated budgets. Initially this underspend is being used to compensate for the unexpected movement in R&M costs. The outturn includes a surplus of garage rents for garages remaining in the HRA and subject to development proposals. These garages will continue to provide income until such time as they are decanted for the development to proceed. Energy costs are underspent against current budget allocations.
- 14.6. There is a significant major works income budget of £6.1m, which is based on the General Capital programme allocation of £47m. However, raising of bills is dependent on the Lewisham Homes Capital Programme undertaking works which can/are recharged to Leaseholders. As at 31 March 2021, a total of £415k has been charged to leaseholders. Further discussions with Lewisham homes indicate that the majority of these bills are likely to be raised in the early part of financial year 2021/22.
- 14.7. This is being off-set by the additional rental and service charge income, as well as underspends in bad debt and other running costs.
- 14.8. Lewisham Homes were until recently reporting a full forecast spend of £38m against the general capital allocations budget of £47m. The final position on the general capital programme was £38.1m. The unspent resources will be carried into 2021/22. The development team reported an underspend against the 2020/21 Building for Lewisham (BfL) programme allocation. The outturn shows that approximately £23.6m of the total allocation will be spent in 2020/21 due to slippage. The unspent resources will be carried into 2021/22. As a result of the reduced expenditure, current budgets for the write-off of ineligible capital expenditure are £2.7m lower than budgeted. Whilst this will contribute to a surplus in the HRA for this area in 2020/21, the allocations will be ring-fenced and carried-forward to 2021/22.
- 14.9. As a result of the lower than budgeted expenditure within the capital programmes, there will be a reduction in the requirement for the drawdown of reserves, currently budget at £47.9m and contributions to Capital from the HRA account. The final drawdown is £9.5m.
- 14.10. The forecast does not yet include any additional interest cost arising from the return of RTB 1-4-1-receipts to MHCLG. This information will not be known until the final return is completed in the coming weeks and is dependent on the actual expenditure incurred on the qualifying costs. Updates will be provided as soon as they are available.

Table 16 – Housing Revenue Account

Service Area	Expenditure Budget 2020/21	Income Budget 2020/21	Net Budget 2020/21	Final Outturn Variance for 2020/21
	£m	£m	£m	£m
Housing, Regeneration and Environment – Housing	19.2	(3.6)	15.6	(2.79)
Lewisham Homes & Repairs & Maintenance	38.4	0	38.4	1.04
Resources	1.6	0	1.6	0.13
Centrally Managed Budgets	90.3	(145.9)	(55.6)	1.62
Total	149.5	(149.5)	0	0

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15. Collection Fund

Council Tax

- 15.1. As at 31 March 2021, some £138.8m of Council Tax has been collected. This represents 93.36% of the total amount due for the year. This is below target for the year of 96%. Last year's collection rate was 94.34%.

Table 17 - Council Tax Collection Fund

	Cash Collected (cumulative)	Cash needed to meet 96% Profile	difference between collected and 96% profile	Current Year Collection Rate%	Previous Year Collection Rate (2019-2020)	difference	Required Collection Rate to reach 96%	difference
Apr-20	15,330,187.88	16,338,487.54	-1,008,299.66	10.05%	10.94%	-0.88%	10.99%	-0.94%
May-20	26,845,756.34	28,767,147.23	-1,921,390.89	17.60%	19.15%	-1.55%	19.35%	-1.75%
Jun-20	38,727,703.82	40,588,460.95	-1,860,757.13	25.75%	26.91%	-1.16%	27.30%	-1.55%
Jul-20	51,306,433.07	53,073,514.03	-1,767,080.96	34.18%	35.15%	-0.97%	35.70%	-1.51%
Aug-20	62,614,535.41	64,877,235.76	-2,262,700.35	41.79%	42.89%	-1.10%	43.64%	-1.85%
Sep-20	74,938,605.45	76,740,371.14	-1,801,765.69	49.96%	50.72%	-0.77%	51.62%	-1.66%
Oct-20	87,396,806.93	89,176,423.62	-1,779,616.69	58.40%	58.83%	-0.43%	59.98%	-1.58%
Nov-20	99,190,083.28	101,080,563.63	-1,890,480.35	66.39%	66.59%	-0.20%	67.99%	-1.60%
Dec-20	110,510,835.62	113,066,116.64	-2,555,281.02	74.05%	74.66%	-0.61%	76.05%	-1.99%
Jan-21	122,584,279.94	125,201,554.93	-2,617,274.99	82.28%	82.74%	-0.46%	84.21%	-1.93%
Feb-21	131,566,158.64	134,560,085.87	-2,993,927.23	88.37%	88.59%	-0.22%	90.50%	-2.13%
Mar-21	138,810,729.75	142,734,352.78	-3,923,623.03	93.36%	94.34%	-0.98%	96.00%	-2.64%

Business Rates

- 15.2. Business Rates collection as at 31 March 2021 is at 94.57% This is a decrease of 5.13% compared to the same period last year, and 4.43% lower than the profiled collection rate if the overall target rate for the year of 99% is to be achieved.
- 15.3. Business rates collectible amount for the year has been reduced by over £30m due to Covid-19 related additional reliefs for businesses. The 5% shortfall is therefore more significant as just under half of the business rates due were collected in full as paid for by government through Covid-19 relief funding.
- 15.4. Business Rates are part of the collection fund and under the government budget proposals in respect of Covid-19 the Council will be compensated for 75% of the irrecoverable income. The major uncertainty for the collection fund (Council Tax and Business Rates) is how the recovery Covid impacts the tax base for the Council – e.g. numbers eligible for council tax reduction due to unemployment and business not returning and/or rents reducing.

Table 18 – Business Rate Collection

	Previous year (%)	Current year (%)	Difference from previous year (%)
	Excluding Credits	Excluding Credits	Excluding Credits
April	22.35	20.40	-1.95
June	31.00	33.44	2.44
July	37.82	37.56	-0.25

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July	45.55	46.35	0.80
August	53.97	51.03	-2.94
September	61.93	58.07	-3.86
October	68.66	60.92	-7.74
November	75.83	65.81	-10.02
December	83.87	69.85	-14.02
January	88.93	84.27	-4.66
February	93.78	87.91	-5.88
March	96.75	91.62	-5.13

16. Capital Expenditure

- 16.1. The following table sets out the position on the Capital Programme as at the end of March 2021. It indicates an overall spend of £120.1m, which is 70% of the revised 2020/21 budget of £171.6m.
- 16.2. Members should note that in most cases the unspent budgets for ongoing capital projects and programmes will be rolled forward to the following year, 2021/22. A summary of the major projects to 2022/23 is attached at Appendices 3 and 4. The Capital Programme budget reconciliation is attached at Appendix 5

Table 19 – Capital Programme 2020/21 (Major Projects)

2020/21 Capital Programme	Revised Budget (M&C 11/11/20)	Revised Budget Proposed 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%

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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%

17. Financial Implications

- 17.1. This report concerns the financial results for the 2020/21 financial year. However, there are no direct financial implications in noting these.

18. Legal Implications

- 18.1. 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.

19. Crime and Disorder, Climate and Environment Implications

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

20. Equalities Implications

- 20.1. 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.
- 20.2. There are no equalities implications directly arising from this report.

21. Background Papers

Short Title of Report	Date	Location	Contact
Council's Response to Covid-19 Financial Update	10 th June 2020 (M&C)	1 st Floor Laurence House	David Austin
Financial Forecasts for 2020/21 (June 2020)	9 th July 2020 (M&C)	1 st Floor Laurence House	Selwyn Thompson
Financial Forecasts for 2020/21 (August 2020)	11 th November 2020 (M&C)	1 st Floor Laurence House	Selwyn Thompson
Budget Report 2021/22	3 rd March 2021 (Council)	1 st Floor Laurence House	David Austin

22. Glossary

Term	Definition
Clinical Commissioning	Clinical Commissioning Groups (CCGs) were created following the Health and Social Care Act in 2012, and replaced Primary Care Trusts on

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Term	Definition
Group (CCG)	1 April 2013. They are clinically-led statutory NHS bodies responsible for the planning and commissioning of health care services for their local area.
Collection fund	A statutory account maintained by the Council recording the amounts collected from Council Tax and Business Rates and from which it pays the precept to the Greater London Authority.
Collection Fund surplus (or deficit)	If the Council collects more or less than it expected at the start of the financial year, the surplus or deficit is shared with the major precepting authority, in Lewisham's case this is the GLA, in proportion to the respective Council Taxes. These surpluses or deficits have to be returned to the Council taxpayer in the following year through lower or higher Council taxes. If, for example, the number of properties or the allowance for discounts, exemptions or appeals vary from those used in the Council Tax base, a surplus or deficit will arise. The Council generally
Contingency	This is money set-aside centrally in the Council's base budget to meet the cost of unforeseen items of expenditure, such as higher than expected inflation or new responsibilities.
Council Tax Base	The Council Tax base for a Council is used in the calculation of Council Tax and is equal to the number of Band D equivalent properties. To work this out, the Council counts the number of properties in each band and works out an equivalent number of Band D equivalent properties. The band proportions are expressed in ninths and are specified in the Local Government Finance Act 1992. They are: A 6/9, B 7/9, C 8/9, D 9/9, E 11/9, F 13/9, G 15/9 and H 18/9, so that Band A is six ninths of the 'standard' Band D, and so on.
Dedicated schools grant (DSG)	This is the ring-fenced specific grant that provides most of the government's funding for schools. This is distributed to schools by the Council using a formula agreed by the schools forum.
General Fund	This is the main revenue fund of the local authority, day-to-day spending on services is met from the fund. Spending on the provision of housing however, must be charged to the separate Housing Revenue Account (HRA).
Gross Expenditure	The total cost of providing the Council's services, before deducting income from government grants, or fees and charges for services.
Housing Revenue Account (HRA)	A separate account of expenditure and income on housing that Lewisham must keep. The account is kept ring-fenced from other Council activities. The government introduced a new funding regime for social housing within the HRA from April 2012.
Net Expenditure	This is gross expenditure less services income, but before deduction of government grant.
Revenue Expenditure	The day-to-day running expenses on services provided by Council.

23. Report Author and Contact

Selwyn Thompson, Director of Financial Services on 020 8314 6932,
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24. APPENDIX 1 – Summary of agreed revenue budget savings for 2020/21

Ref	Proposal	2020/21 Agreed Savings £'000	2020/21 Achieved £'000	2020/21 Gap £'000	Comment:
	CHIEF EXECUTIVE DIRECTORATE				
RES02	Legal fees increase	32	32	0	Achieved
RES04	Policy, service design and intelligence - reduction on staffing	155	50	105	£50k Achieved (n.b. saving reduced to £50k) as assessed full sum would not be achievable.
RES10	Cease graduate programme	78	78	0	Achieved
	Total for Chief Executive Directorate	265	160	105	
	CHILDREN & YOUNG PEOPLE DIRECTORATE				
CYP01	More efficient use of residential placements	300	0	300	Not achieved – Included in Covid pressures
CYP03	More systematic and proactive management of the market	600	0	600	Not achieved – Included in Covid pressures
CYP04	Commission semi-independent accommodation for care leavers	250	0	250	Not achieved – Included in Covid pressures
CYP05	Residential framework for young people. Joint SE London Commissioning Programme	200	0	200	Not achieved – Included in Covid pressures
CYP06	Cease funding for former CYP funded post in Voluntary Action Lewisham	25	25	0	Achieved
CUS15	No Recourse to Public Funds	1,000	1,000	0	Achieved
	Total for Children & Young People Directorate	2,375	1,025	1,350	
	COMMUNITY SERVICES DIRECTORATE				
COM02	Ensuring support plans optimise value for money	250	250	0	Achieved
COM04	Reduce costs for Learning Disability and Transitions	1,000	200	800	Partial Achievement of £200k – The greater remaining sum of £800k is included in Covid pressures
COM05	Increased focus of personalisation	482	350	132	Partial Achievement of £350k – The lesser remaining sum of £132k is included in Covid pressures
COM06	Reduction in Mental Health Residential care costs	200	200	0	Achieved
COM07	Reduction in Adult Social Care contribution to Mental Health Integrated Community Services (Sirs)	50	50	0	Achieved
COM08	Change in the public engagement responsibilities for air quality and dedicated funding	60	60	0	Achieved
COM10	Crime, Enforcement & Regulation reorganisation	161	161	0	Achieved

Ref	Proposal	2020/21 Agreed Savings £'000	2020/21 Achieved £'000	2020/21 Gap £'000	Comment:
COM15	Extended Use of Broadway Theatre	50	50	0	Achieved
COM16	Cultural & Community Development Service Staffing	75	75	0	Achieved
COM18	Funding inflationary increase from within the ASC Grant	2,000	2,000	0	Achieved
COM1A	Managing demand at the point of access to adult social care services	1,000	100	900	Partial Achievement of £100k – The greater remaining sum is included in Covid pressures
COM2A	Ensuring support plans optimise value for money	500	0	500	Not Achieved – Included in Covid pressures
COM3A	Increase revenue from charging Adult Social Care clients	500	0	500	Not Achieved – Included on Covid pressures
CUS06	Bereavement Services increase income targets	67	0	67	Not Achieved – Included in Covid pressure
RES17	Beckenham Place Park - income generation	105	0	105	Not Achieved – Included in Covid pressure
Total for Community Services Directorate		6,500	3,496	3,004	
CORPORATE RESOURCES DIRECTORATE					
CUS10	Invest to save - create revenues protection team	394	394	0	Achieved
CUS11	Process automation in Revenues and Benefits	250	250	0	Achieved
CUS13	Invest to save - improve sundry debt collection	480	0	480	Delayed due to Covid-19 related reduction in collection activity
RES01	Benefits realisation of Oracle cloud	350	0	350	To be formally reversed
RES03	Executive Office - Administrative Support Staff Reduction	104	104	0	Achieved
RES14	Corporate Estate Facilities Management Contract Insourcing	100	0	100	At Risk – The saving relates to a proposal to 'in source' building planned maintenance which is yet to happen.
RES21	Reduced allocation of inflation to contract cost	1,000	1,000	0	Achieved
RES22	Reduced allocation of inflation as dividend for improved ICT Provision	1,500	1,500	0	Achieved
Total Corporate Resources Directorate		4,178	3,248	930	

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Ref	Proposal	2020/21 Agreed Savings £'000	2020/21 Achieved £'000	2020/21 Gap £'000	Comment:
HOUSING, REGENERATION & PUBLIC REALM DIRECTORATE					
CUS02	Income generation - increase of garden waste subscription	485	435	50	Partial Achievement of £435k – The lesser remaining sum of £50k is included in the Covid pressures.
CUS04	Income generation - increase in commercial waste charges	300	0	300	Not Achieved – Included in Covid pressures.
CUS09	Cost reductions in homelessness provision - income generation and net budget reductions	696	696	0	In 2020/21 this saving will not be achieved, but will be covered by once off funds.
CUS14 A	Parking service budget review	500	0	500	Not Achieved – Included Covid pressures.
CUS16	Operational savings in the private sector housing agency through service improvements	175	175	0	Achieved
RES06	Increase income supporting the Funding Officer post and review the Economy and Partnerships Function	80	80	0	Achieved
RES07	Reduce corporate apprenticeships salaries budget	55	55	0	Achieved
RES11	Increase in pre-application fees	100	0	100	Not Achieved – Included in Covid pressures.
RES12	Catford complex office rationalisation	250	150	100	Partial Achievement of £150k – Full achievement delayed due to pause in work related to Covid-19 activity.
RES13	Reduction in business rates for the corporate estate	100	100	0	This saving was covered by once off funds as the valuations office stopped visits due to covid. This will be achieved in 21/22
RES15	Commercial estate growth	500	100	400	Partial Achievement of £100k. Remaining sum of £300k is being covered this year by once off income received during the year.
RES18	Electric vehicle charging points	50	0	50	Not Achieved – Included in Covid pressures.
Total for Housing, Regeneration & Public Realm Directorate		3,291	1,791	1,500	
GRAND TOTAL		16,609	9,720	6,889	

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25. APPENDIX 2 – Summary of agreed ‘in year’ cash reductions for 2020/21 – Year End Position for 2020/21

Children’s and Young People Directorate

Ref	Proposal	Division	£m	Achieved £m	Gap £m	Comment
CYP	Review of Contracts and Processes	JCEH	0.070	0.070	0	Achieved
CYP	Income from third party to support CLS placements	CSC	0.250	0.250	0	Achieved
CYP	Working with housing to improve pathways for young people	CSC	0.070	0.070	0	Achieved
CYP	Review of Care leavers accommodation with regards housing benefit income	CSC	0.150	0.150	0	Achieved
CYP	Reduction in Legal and Advocacy Fees	CSC	0.150	0.150	0	Achieved
CYP	Increase in UASC income	CSC	0.100	0.100	0	Achieved
CYP	Maximisation of DSG –Early Years Funding to support central strategic costs		0.050	0.050	0	Achieved
CYP	Vacancy Factor and Recruitment Freeze		0.570	0.570	0	Achieved
CYP	Reduction in Directorate Core Budget spend areas		0.250	0.250	0	Achieved
Total for Children & Young People Directorate			1.660	1.660	0	

Community Services Directorate

Ref	Proposal	Division	£m	Achieved £m	Gap £m	Comment
COM	Managing Care Demand linked to Direct Payments Support	ASC	0.800	0.400	0.400	Partially Achieved. Compensating savings from review of packages that are feeding into reported underspend
COM	6 Week Government funding	ASC	0.300	0.300	0	Achieved
COM	Review of staffing levels	ASC	0.200	0.200	0	Achieved
COM	Review of Placements and 1:1 costs	ASC	0.300	0.300	0	Achieved
COM	integrated sexual health tariff payments for 20/21 - reduced activity in year	PH	0.300	0.300	0	Achieved
COM	Assemblies and Neighbourhood Development savings	CP&L	0.060	0.060	0	Achieved
COM	Crime Reduction £60k in year underspends	CP&L	0.060	0.060	0	Achieved

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Ref	Proposal	Division	£m	Achieved £m	Gap £m	Comment
COM	Sports Development £9k not doing London Youth Games & mini marathon.	CP&L	0.009	0.009	0	Achieved
COM	Sports Development £10k - no talent bursaries (small awards to talented young sports Individuals)	CP&L	0.010	0.010	0	Achieved
COM	Lewisham People's Day/Civic Events	CL&L	0.014	0.014	0	Achieved
COM	In year Libraries Saving	CL&L	0.150	0.150	0	Achieved
COM	Not hold Blackheath Fireworks	CL&L	0.036	0.036	0	Achieved
COM	Increase Bereavement Income	CP&L	0.040	0.040	0	Achieved
Total for Community Services			2.279	1.879	0.400	

Housing, Regeneration and Public Realm Directorate

Ref	Proposal	Division	£m	Achieved	Gap	Comment
HRPR	PSHA Licensing and Housing Enforcement Service Manager – Vacant post (8 months savings)	Strategic Housing	0.052	0.052	0	Achieved
HRPR	Housing Needs Customer Access Officer vacant post	Strategic Housing	0.039	0.039	0	Achieved
HRPR	NRPF Caseworker vacant post	Strategic Housing	0.051	0.051	0	Achieved
HRPR	PSHA Licensing Enforcement and Grants Coordinator (x2) (6 months savings) vacant posts	Strategic Housing	0.039	0.039	0	Achieved
HRPR	PSHA Empty Homes Officer salary underspend	Strategic Housing	0.018	0.018	0	Achieved
HRPR	PSHA Head of PSHA salary underspend	Strategic Housing	0.032	0.032	0	Achieved
HRPR	Cleansing: Reduce Agency Staff Costs	Public Realm	0.077	0.077	0	Achieved
HRPR	Cleansing: Stop overtime to sweep secondary shopping areas on Saturdays from 1 st September 2020	Public Realm	0.048	0.048	0	Achieved
HRPR	Recycling - Contaminations crew	Public Realm	0.032	0.032	0	Achieved
HRPR	Cleansing: Service Change	Public Realm	0.080	0.080	0	Achieved
HRPR	Reduction in highway maintenance expenditure (footways)	Public Realm	0.250	0.250	0	Achieved
HRPR	Cleansing: Stop Overtime on bank holidays – Starting 31/8/20	Public Realm	0.010	0.010	0	Achieved
HRPR	Not filling vacancies for the rest of the year	Planning	0.084	0.084	0	Achieved

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HRPR	Strategic Development Team (SDT) Salaries	Regen'	0.064	0.064	0	Achieved
Total for Housing, Regeneration and Public Realm			0.876	0.876	0	

Corporate Resources Directorate

Ref	Proposal	Division	£m	Achieved	Gap	Comment
CORP	Holding budget underspends in corporate H&S team	Corp Services	0.020	0.020	0	Achieved
CORP	Holding vacancies for the Corporate H&S officer post	Corp Services	0.030	0.030	0	Achieved
CORP	Holding vacancies in Strategic Finance for 6 months (NB salary is in the financial services budget)	Corp Services	0.000	0.000	0	Achieved
CORP	Reduce frequency of risk assessments	Public Services	0.005	0.005	0	Achieved
CORP	Mobile Phone/SIM Card Reduction	IT & Digital	0.050	0.050	0	Achieved
CORP	Printing Reduction	IT & Digital	0.030	0.030	0	Achieved
CORP	Facilities Management - Delay in in-sourcing cleaning contract	Public Services	0.100	0.100	0	Achieved
CORP	Climate Resilience- Meter operator savings	Public Services	0.006	0.006	0	Achieved
Total for Corporate Services Directorate			0.241	0.241	0	

Chief Executive's Directorate

Ref	Proposal	Division	£m	Achieved	Gap	Comment
CE	In year savings from previous restructure	ACE / LG&HR	0.130	0.130	0	Achieved
CE	Vacant post held for Service Development and Integration Manager	ACE	0.050	0.050	0	Achieved
Total for Chief Executive's Directorate			0.180	0.180	0	

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26. APPENDIX 3 – Update on Capital Projects and Programmes

Schools

Schools – School Places Programme

26.1. Primary place demand has levelled off recently across London and the priority for school place delivery has shifted mainly to Special Educational Need and Disability provision. Four schemes are currently in development and delivery, to conclude in 2024. They include:

- Works to Ashmead Primary in Brockley to expand from one to two forms of entry. Works commenced in April 2019 and were substantially completed in March 2021, with the handover of the new building. The project delivered a new standalone block adjacent to Lewisham Way, improved landscaping within the site and a new entrance and enhanced public realm area to the South of the site. Final refurbishment and remodelling works within the existing school building are due to be completed over the summer holidays this year.
- Greenvale School, in Whitefoot ward, is Lewisham's community special school for children and young people between the ages of 11 and 19 years who have significant learning difficulties. A new satellite facility to accommodate an additional 93 students will be constructed on the site of the former Brent Knoll building in Perry Vale. Construction works began earlier this year, and are due to be completed in February 2022.
- New Woodlands, in Downham Ward, is a special school which supports children from 5 to 16 who have Social, Emotional and Mental Health (SEMH) special educational needs. The school recently began admitting Key Stage 4 students, and works to expand the facility took place over the summer holidays 2019, ensuring that the school could provide a full curriculum. The works included minor remodelling and refurbishment of the existing building, provision of a new food technology practical room, and improvements to existing landscaping and external play areas. The final works including boundary treatment were completed in October 2020, and the final account has recently been agreed.
- Watergate is Lewisham's primary special school for children between the ages of three and eleven years who have severe learning difficulties, located in Bellingham Ward. Approval has been granted to expand the school through the construction of a new teaching block on the existing site, and a new set of feasibility studies are due to be commissioned this year.

Schools – Minor Works Capital Programme

26.2. The School Minor Works Programme (SMWP) is an ongoing programme of minor capital works to existing community school buildings, primarily relating to mechanical/electrical infrastructure and building fabric needs. The programme is grant funded by central government and has been consistently delivered on budget.

26.3. Highways & Bridges

26.4. The Council continues to invest resources in maintaining its 397km of highway borough roads, most notably through its annual programme of carriageway and footway resurfacing works. The budget for highways has allowed 70 roads (or part of a road) to be resurfaced each year. Until 2017, the majority of these roads were those in the worst condition and categorised as “Red” – lengths of road in poor overall condition and in need of immediate further engineering assessment with a planned maintenance soon.

26.5. In 2020/21, the carriageway programme resurfaced 32 roads (or part of road) funded

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- from the Council's Capital programme. The carriageway resurfacing programme was fully completed on time and within budget.
- 26.6. The Council also carries out ongoing responsive carriageway maintenance works that remedies localised hazards and defects caused through accidents and deterioration of the asset from wear, age, excavations and failures.
 - 26.7. The footway programme resurfaced 17 roads where the Condition Index classifies as "Red" and thus was subjected to improvement works. The 2020/21 footway resurfacing programme has been completed on time and within budget.
 - 26.8. The replacement of the span for the Sydenham Park footbridge is in its planning and design development stage, with active discussions about the footbridge's span structural design, access arrangements, method of construction, risk management and approvals with key stakeholders, such as Network Rail, underway. The Council in its client capacity, is working closely with its principal consultant to secure a delivery plan agreement with Network Rail. Subject to a Network Rail track possession agreement, the earliest that the replacement span could be delivered is September 2022.

Catford Town Centre

- 26.9. Architect's Studio Egret West have now completed work with officers to develop a framework plan to help guide the regeneration of the Town Centre. The framework aims to form the basis of any future developments for the Town Centre and involved input from Viability Assessors, Construction Programme Advisors and an independent Planning Consultant. The Masterplan will be used as an evidence base for the emerging Local Plan.
- 26.10. Work is also continuing, with TfL on the proposal to realign the South Circular A205 through the Town Centre. GLA Housing Infrastructure Funding (HIF) in the sum of £10m has been secured on condition that the road is delivered by TfL with officers currently seeking an extension due to the impact of Covid19 upon the programme resulting from the furlough of staff in 2020. Subject to an approved design, early work is expected to start in the first quarter of 2023/24. Meanwhile, the engagement activity of Team Catford has continued to build on the programme of social engagement started in 2016. The Team is expected to continue to support projects currently being delivered in Catford and beyond.
- 26.11. The draft Framework plan was presented to Mayor & Cabinet in September 2021. Approval was obtained to enter into a process of non-statutory public consultation that took place between November 2020 and February 2021. Officers plan to take a refined version of the Framework to Mayor & Cabinet in July 2021 Asset Management Programme.
- 26.12. Funding from the Asset Management Programme (AMP) has continued to support reactive and much needed capital works across the operational corporate estate. This has included fabric works such as roof replacement and mechanical works including boiler replacements and lift repairs across the estate of approximately 90 buildings and sites. More recently, the programme has funded some works to the Civic Suite, Registry Office and some essential works as part of the main Laurence House refurbishment programme. A full condition survey of the corporate estate has recently been completed. A programme of work has now been compiled to help address the investment needs of the estate.

Asset Management Programme

- 26.13. Funding from the Asset Management Programme (AMP) has continued to support reactive and much needed capital works across the operational corporate estate. This has included fabric works such as roof replacement and mechanical works; including, boiler replacements and lift repairs across the estate of approximately 90 buildings

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

Broadway Theatre

- 26.14. Investment in the Broadway Theatre in Catford will address the urgent health and safety, mechanical and electrical, DDA and compliance requirements within the building, along with the overdue upgrade/refurbishment of identified areas throughout the building. The works will ensure the building is fit for purpose, meets current regulations and is compliant to function as a public venue. Improvements will also enable the Theatre to attract wider audiences and hirers and expand its delivery of events and shows.
- 26.15. The theatre plays an important part in the Catford Town Centre Masterplan which seeks to regenerate the town centre including providing housing, retail, open space and a civic heart for the town centre, with the theatre, a crucial part of that. Investment in the theatre takes forward the commitments given in the Capital Programme to invest in key parts of the Council estate in Catford as an early and certain commitment to the emerging Catford Masterplan.
- 26.16. The project is in design stage with works due to start in late 2021, with a view to completing in late 2022 and re-opening for a grand finale for the Borough of Culture year.

Lewisham Gateway

- 26.17. Lewisham Gateway Phase 2 is a major £252m regeneration project, located between Lewisham Town Centre and the DLR, rail station and bus interchange. It has been designed as a high-density mixed use development representing contemporary sustainable urban living.
- 26.18. This project is the second phase of the development with Phase 1 already having delivered 362 new homes, alongside new shops and restaurants, a public park with children's play space and access to the rivers, plus major infrastructure improvements which include the removal of the Lewisham northern roundabout and the implementation of a new highways system.
- 26.19. Phase 2 has secured £13.5m in GLA Housing Infrastructure Funding and a further £9,558m in S.106 contributions to secure 106 affordable homes. Overall the scheme will provide 530 PRS units, 119 co-living units, a cinema, gym, retail and coworking space.

Achilles Street

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

Edward Street

- 26.21. Edward St will provide 34 new high-quality temporary accommodation homes for local families in housing need. The tender and contractor appointment has been completed following Mayor and Cabinet approval. The manufacturing of the homes is ongoing in the factory.

Deptford Southern Sites

- 26.22. The three Deptford Southern Sites – Frankham Phases 1 and 2, Frankham Phase 3

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and Amersham Vale form an estate regeneration scheme being delivered in partnership with Peabody. Good progress is being made.

- 26.23. Frankham Phase 1 and 2 is under construction and will deliver 79 social homes. Frankham Phase 3 which is due to start construction in 2023 will deliver 38 social rent homes. Residents from Phase 3 are able to move into the Phase 1 and 2 homes where they wish to. Amersham Vale is also under construction and will deliver 24 social homes. The homes at Amersham Vale are due to be completed this year.

Residential Portfolio Acquisition – Hyde Housing Association

- 26.24. The acquisition of a portfolio currently comprising 120 residential properties from Hyde Housing Association, as per a report to Mayor & Cabinet on 13 March 2019. The Council completed on the acquisition of a portfolio of homes from Hyde Housing Association earlier this financial year. Hyde Housing Association have offered the option of further acquisitions. The Council are currently considering this option and carrying out due diligence in relation to this.

Fleet vehicle replacement

- 26.25. This budget was to finance the replacement of 75 vehicles in the Council's fleet in order to meet the approaching Low Emissions Zone (LEZ) changes in October 2020. The total number of vehicles currently on order is 65 (the buses were reduced by 10).
- 26.26. As of mid-November we have had delivered, 40 Buses and 18 refuse vehicles at a total cost of £5.9m. This order should be complete by mid-December. There are a further six refuse trucks and one tipper to come, costing £1.1m and that will complete the order for this year.

Temporary Accommodation Conversions – Morton House

- 26.27. Morton House was, until recently, let to the Salvation Army. The property became surplus to requirements and was offered to the Council to purchase, as it was considered highly suitable to meet the Council's temporary housing accommodation need. The site was acquired by the Council in July 2020 for circa £3.5m
- 26.28. Refurbishment works to the building are expected to cost around £1.2m in total. The project is due to be tendered in June this year, with works commencing in August and completing by the end of March 2022

Other - Beckenham Place Park

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

Lewisham Homes – Property Acquisition

- 26.34. This funding supports the delivery of the Lewisham Homes acquisitions programme that secures properties for temporary accommodation for homeless households,

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making a saving on the Council's spend on bed & breakfast accommodation.

Building for Lewisham Programme

- 26.35. The Building for Lewisham (BfL) supersedes the Housing Matters Programme. In January 2020, the Mayor and Cabinet approved recommendations to advance and expand the Council's housebuilding programme to meet the corporate objectives set for the period between 2018 and 2022.
- 26.36. This Programme will deliver a significant proportion of new council housing for the borough. Funding has currently been agreed for the continuation of the former New Homes Better Places programme and for a series of additional infill sites. In addition, funding for feasibility and preparation of planning and tender information for major strategic projects at Lady well, Achilles Street Estate and Catford has been allocated as well as funding for design and planning stage work for sites across the borough.
- 26.37. The Council, via its development agent, Lewisham Homes, is also investigating acquisition opportunities on land and sites from the market. These schemes may offer an opportunity to deliver more homes on an expedited timescale.
- 26.38. The current consolidation of the BfL programme notes funding for over 1,500 new homes across a mix of tenures. This has been modelled over a 40 year period and has been inflation-adjusted accordingly. However, the assumptions used represent an over-programming of developments and not all developments modelled will necessarily come forward. Therefore, this represents the most budget-intensive scenario. The financial and programme risk associated with the BfL programme will be monitored closely and mitigations implemented accordingly. However, should any significant changes to this budget be required, approval via Mayor and Cabinet will be duly sought.
- 26.39. The programme is supported by grant funding from the GLA via the Building Council Homes for London Programme. This provides £37.7m at a rate of around £100k per social unit. In addition to this the Council have secured funding from the GLA through their Small Sites Small Builders Fund, Housing Capacity Fund and Accelerated Construction Fund. The NHS have also provide grant support for Supported Housing. In addition to this, the Council will continue to subsidise the programme with the use of Right to Buy 1-4-1 receipts. The Council have also bid for further grant funding from the GLA and are waiting for the outcome of the negotiated bidding round at present.
- 26.40. The majority of spend for 20/21 relates to feasibility and planning application preparation for the new homes programme and delivery of a number of schemes by Lewisham Homes on site.

HRA Capital Programme

- 26.41. Lewisham Homes are responsible for ensuring council owned stock under their management is brought up to and maintained to a decent homes level, covering both internal and external enveloping works. Lewisham Homes are leading on the delivery of the decent homes programme (under delegated powers) in consultation / agreement with the Council.

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27. APPENDIX 4 – Capital Programme Major Projects 2020 / 2023

Major Projects over £2m	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m
GENERAL FUND				
Schools - School Places Programme	3.4	10.4	2.4	16.2
Schools – Minor Works Capital Programme	3.9	0.1		4.0
Schools - Other Capital Works	1.7	1.6		3.3
Highways & Bridges – LBL	3.0	2.5	2.5	8.0
Highways & Bridges – TfL and Others	4.3	0.8	0.1	5.2
Catford town centre	1.0	0.3	0.3	1.6
Asset Management Programme	1.5	2.8	2.5	6.8
Other AMP Schemes	1.1	5.7	1.7	8.5
Beckenham Place Park (Inc. Eastern Part)	0.7	1.7		2.4
Catford Phase 1 – Thomas Lane Yard/ CCC	0.1	0.6	2.6	3.3
Catford Station Improvements	0.1	0.3	1.0	1.4
Lewisham Gateway (Phase 2)	14.8	3.5		18.3
Lewisham Homes – Property Acquisition	0.0	3.0		3.0
Residential Portfolio Acquisition – Hyde Housing Ass.	2.9			2.9
Disabled Facilities Grant	0.4	2.1		2.5
Private Sector Grants and Loans	0.2	2.1		2.3
Edward St. Development	9.0	8.4		17.4
Achilles St Development	0.8	1.0		1.8
Mayow Rd Development	0.6	6.6	1.1	8.3
Canonbie Rd Development	0.8	1.4	0.3	2.5
Fleet Replacement Programme	7.0	0.8	0.8	8.6
Ladywell Leisure Centre Development Site	0.1	2.7		2.8
Acquisition of Sydney Arms		3.8		3.8
Travellers Site Relocation	0.2	3.6		3.8
Temporary Accommodation Conversions-Morton House	5.2	0.1		5.3
Other Schemes	5.0	4.1	1.3	10.4
	70.4	70.3	16.6	157.3
HOUSING REVENUE ACCOUNT				
Building for Lewisham Programme	37.3	48.3	56.4	142.0
Creekside Acquisition	5.7	13.9	2.0	21.6
HRA Capital Programme (Decent works)	47.7	31.6	42.7	122.0
Ladywell Leisure Centre Development	4.5	15.4	43.4	63.3
Achilles St. Development	4.3	0.4	1.0	5.7
Mayow Rd Development	1.1	0.8		1.9
Other HRA Schemes	0.6	3.6	4.0	8.2
	101.2	114.0	149.5	364.7
TOTAL PROGRAMME	171.6	184.3	166.1	522

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28. APPENDIX 5 – Capital Programme Revised 2020/21 budget – reconciliation from budget in Finance Forecasts report to Mayor & Cabinet on 9 July 2020

	Total £'000	Total £'000
APPROVED CAPITAL PROGRAMME BUDGET		
M&C – February, 2021		164,087
New Schemes Post Budget Report		
TFL 2020/21 Programme	1,556	
Temporary Accommodation Conversions-Morton House	<u>5,206</u>	
		6,762
		170,849
Increase in HRA	<u>777</u>	
		<u>777</u>
Latest Capital Programme Budget 2020/21		171,626

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