

Southwark Council

Housing and Modernisation

Budget Book 2020-21

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Overview

The department comprises a diverse range of services funded from both the general fund and the ring-fenced housing revenue account (HRA) for landlord services. In delivering the council's Fairer Future Promises, the department aims to maximise investment in its housing stock, build new council homes at council rents, deliver consistently high quality services and continue to support the most vulnerable residents, particularly those in need of temporary housing or who have no recourse to public funds.

Key priority areas

1. Deliver 11,000 new council homes by 2043 (of which 2,500 by March 2022)
2. Lead on the Repairs Improvement plan through extensive resident engagement and internal consultation
3. Prepare the council for the future building safety requirements falling out of the Dame Judith Hackitt review and the Grenfell inquiry recommendations
4. Support the Regeneration division in major estate renewal of Aylesbury, Ledbury and Tustin
5. Develop the district heating strategy
6. Deliver the Great Estates programme
7. Deliver the cross departmental homeowners improvement plan
8. Reduce homelessness and use of temporary accommodation
9. Deliver the resident participation framework to increase the number and diversity of people involved in shaping and scrutinising council housing services
10. Help to make our communities stronger and safer especially by prioritising and reducing domestic abuse and community harm and exploitation (CHE)
11. Implement the SMART working programme for our staff through the introduction of new spaces, technology and ways of working.

The department faces an unavoidable cost pressure of £901k in 2020-21. As a large proportion of the housing general fund budget is either demand driven or of a fixed contractual nature, this pressure could not be absorbed without having a detrimental impact on service delivery going forward and as a result has been met through corporate resources. However efficiencies and income generation measures will deliver £1.832m, whilst commitments total £1.549m.

Commitments	2020-21 £000
Modernise	1,500
Customer Experience	49
Total	1,549

Efficiencies and Income Measures	2020-21 £000
Resident Services	-35
Modernise	-1,005
Customer Experience	-792
Total	-1,832

General Fund Summary Budget Analysis

Divisional Analysis	2018-19 Outturn	2019-20 Budget	Budget Adjustments	Inflation	Commitments	Savings	2020-21 Budget
	£000	£000	£000	£000	£000	£000	£000
Asset Management	366	390	0	0	0	0	390
New Homes	59	58	0	0	0	0	58
Communities	9,551	9,674	124	0	0	0	9,798
Resident Services	820	682	0	0	0	-35	647
Modernise	29,091	29,722	105	401	1,500	-1,005	30,723
Customer Experience	25,787	25,116	0	0	49	-792	24,373
Central Services	3,052	3,305	-5	500	0	0	3,800
Net Budget	68,726	68,947	224	901	1,549	-1,832	69,789

Subjective analysis	2018-19 Outturn	2019-20 Budget	Budget Adjustments	Inflation	Commitments	Savings	2020-21 Budget
	£000	£000	£000	£000	£000	£000	£000
Employees	18,233	16,726	242	500	49	-200	17,317
Premises	12,135	12,665	-91	401	0	-90	12,885
Transport	215	208	10	0	0	0	218
Supplies and Services	15,229	12,706	-1,122	0	1,500	0	13,084
Third Party Payments	31,475	30,410	3,518	0	0	0	33,928
Transfer Payments	13,615	14,303	-360	0	0	-792	13,151
Support Services	10,811	10,929	-725	0	0	89	10,293
Capital Charges	7,502	7,502	0	0	0	0	7,502
Total Expenditure	109,215	105,449	1,472	901	1,549	-993	108,378
Government Grants	-10,583	-4,027	-4,674	0	0	0	-8,701
Other Grants	-1,826	-1,761	-88	0	0	0	-1,849
Fees and Charges	-19,157	-17,722	-1,595	0	0	-839	-20,156
Total Income	-31,566	-23,510	-6,357	0	0	-839	-30,706
Net Expenditure before Recharges	77,649	81,939	-4,885	901	1,549	-1,832	77,672
Recharges - HRA	-2,934	-2,969	0	0	0	0	-2,969
Recharges - Other	-5,989	-10,023	5,109	0	0	0	-4,914
Net Recharges	-8,923	-12,992	5,109	0	0	0	-7,883
Net Budget	68,726	68,947	224	901	1,549	-1,832	69,789

Employees	FTE
Asset Management	25
Communities	41
Resident Services	14
Modernise	187
Customer Experience	101
Central Services	0
Total	368

Asset Management

The division is primarily responsible for maintaining the council's housing stock, including voids, repairs and maintenance, electrical and mechanical engineering and major renewal and replacement works, which fall within the HRA. Services comprise aids and adaptations, handypersons and private sector housing renewal and empty homes. Savings have previously been achieved through the rationalisation of management across these functions without impacting on service delivery but there are no opportunities to deliver further savings at this juncture.

Activity Analysis	2018-19 Outturn £000	2019-20 Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	2020-21 Budget £000
Housing Renewal	296	315	0	0	0	0	315
Aids and Adaptations	70	75	0	0	0	0	75
Net Budget	366	390	0	0	0	0	390

Subjective analysis	2018-19 Outturn £000	2019-20 Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	2020-21 Budget £000
Employees	635	1,173	0	0	0	0	1,173
Premises	0	0	0	0	0	0	0
Transport	58	42	0	0	0	0	42
Supplies and Services	51	43	0	0	0	0	43
Support Services	1	0	0	0	0	0	0
Total Expenditure	745	1,258	0	0	0	0	1,258
Fees and Charges	-229	-226	0	0	0	0	-226
Total Income	-229	-226	0	0	0	0	-226
Net Expenditure before Recharges	516	1,032	0	0	0	0	1,032
Recharges -HRA	-150	-150	0	0	0	0	-150
Recharges - Other	0	-492	0	0	0	0	-492
Net Recharges	-150	-642	0	0	0	0	-642
Net Budget	366	390	0	0	0	0	390

New Homes

This division supports the strategy to design and deliver new homes, ensuring that residents are part of the discussion and process. The aim is to increase the supply of both council and other genuinely affordable homes that not only benefit individuals but the wider estate or area.

Activity analysis	2018-19 Outturn £000	2019-20 Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	2020-21 Budget £000
New Homes	59	58	0	0	0	0	58
Net Budget	59	58	0	0	0	0	58

Subjective analysis	2018-19 Outturn £000	2019-20 Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	2020-21 Budget £000
Employees	53	54	0	0	0	0	54
Supplies and Services	1	0	0	0	0	0	0
Support Services	5	4	0	0	0	0	4
Net Budget	59	58	0	0	0	0	58

Communities

The division is responsible for consultation and community engagement with council tenants, homeowners and residents, the civic office, community safety, Prevent and child sexual exploitation and No Recourse to Public Funds (NRPF).

The latter has been a persistent budgetary pressure over a number of years requiring growth in previous budget rounds. Whilst the position to date has stabilised with caseload and expenditure continuing on a gradual downward trajectory, risks remain around demand volatility, challenging housing supply and protracted case resolution by the Home Office, which cautions against premature reduction of the budget at this juncture.

By March 2020 the council will have exhausted the Local Justice Re-investment Pilot funding that was a reward for working with partners to reduce re-offending rates in the borough. The pilot ended in 2015 and the remaining funding (£121k for 2019-20) has been used to support offender management and youth violence work since then. Moving forward this work will form part of the multi-agency community harm and exploitation hub that the council is working with partners to establish following the recommendations of an external peer review into how the community safety partnership tackles violence, vulnerability, gangs, county lines etc., carried out by the Violence and Vulnerability Unit. The council is exploring what additional resources will be required to support the hub and what other sources of funding may be available to support this vital work.

Looking ahead to 2021-22, there is no guarantee that MOPAC/GLA funding through the London Crime Prevention Fund will continue beyond the coming year. The current allocation of £899k supports the bulk of the council's community safety work including work on youth violence, offender management and domestic abuse.

Activity Analysis	2018-19 Outturn	2019-20 Budget	Budget Adjustments	Inflation	Commitments	Savings	2020-21 Budget
	£000	£000	£000	£000	£000	£000	£000
Head of Community Engagement	144	110	0	0	0	0	110
Community Councils	995	1,007	0	0	0	0	1,007
Community Support - Commissioning	92	78	0	0	0	0	78
Mayoral Support	88	112	0	0	0	0	112
Community Engagement	58	73	0	0	0	0	73
No Recourse to Public Funds	6,917	7,017	0	0	0	0	7,017
Community Support - Safeguarding	69	64	0	0	0	0	64
Community Safety	1,188	1,213	124	0	0	0	1,337
Net Budget	9,551	9,674	124	0	0	0	9,798

Subjective analysis	2018-19 Outturn	2019-20 Budget	Budget Adjustments	Inflation	Commitments	Savings	2020-21 Budget
	£000	£000	£000	£000	£000	£000	£000
Employees	1,987	1,799	127	0	0	0	1,927
Premises	122	130	-6	0	0	0	124
Transport	50	74	20	0	0	0	94
Supplies and Services	1,874	1,010	50	0	0	0	1,060
Third Party Payments	6,481	6,296	489	0	0	0	6,786
Transfer Payments	987	1,200	-360	0	0	0	841
Support Services	4,417	4,948	-734	0	0	0	4,214
Total Expenditure	15,918	15,457	-414	0	0	0	15,043
Government Grants	-5,432	0	-4,674	0	0	0	-4,674
Other Grants	-910	-571	0	0	0	0	-571
Total Income	-6,342	-571	-4,674	0	0	0	-5,245
Net Expenditure before Recharges	9,576	14,886	-5,088	0	0	0	9,798
Recharges - Other	-25	-5,212	5,212	0	0	0	0
Net Recharges	-25	-5,212	5,212	0	0	0	0
Net Budget	9,551	9,674	124	0	0	0	9,798

Resident Services

The division is responsible for a range of services across both the HRA and general fund, some of which have shared funding arrangements. Services comprise travellers' sites and supported housing management, which has shared funding arrangements with the HRA. Significant reconfiguration and improvement works to address health and safety and fire protection issues at sites has been undertaken with some further works planned for 2020-21. The council has been successful in securing grant funding of £1.738m from the Greater London Authority (GLA) towards these works and is in preliminary discussions around a further grant bid towards a hostels improvement programme. Residual savings arising from the closure of the temporary site at Devonshire Grove means a saving of £35k can be achieved without any detrimental service impact.

Activity analysis	2018-19 Outturn	2019-20 Budget	Budget Adjustments	Inflation	Commitments	Savings	2020-21 Budget
	£000	£000	£000	£000	£000	£000	£000
Supported Housing Services	169	174	0	0	0	0	174
Housing Strategy and Partnerships	231	258	0	0	0	0	258
Travellers Sites	420	250	0	0	0	-35	215
Net Budget	820	682	0	0	0	-35	647

Subjective analysis	2018-19 Outturn	2019-20 Budget	Budget Adjustments	Inflation	Commitments	Savings	2020-21 Budget
	£000	£000	£000	£000	£000	£000	£000
Employees	727	722	0	0	0	0	722
Premises	239	207	0	0	0	-35	172
Transport	12	1	0	0	0	0	1
Supplies and Services	142	26	0	0	0	0	26
Third Party Payments	7	0	0	0	0	0	0
Support Services	188	191	0	0	0	0	191
Capital Charges	109	109	0	0	0	0	109
Total Expenditure	1,424	1,256	0	0	0	-35	1,221
Fees and Charges	-167	-117	0	0	0	0	-117
Total Income	-167	-117	0	0	0	0	-117
Net Expenditure before Recharges	1,257	1,139	0	0	0	-35	1,104
Recharges - Other	-437	-457	0	0	0	0	-457
Net Recharges	-437	-457	0	0	0	0	-457
Net Budget	820	682	0	0	0	-35	647

Modernise

The modernise division incorporates information technology and digital services (ITDS), human resources (HR), facilities management (FM) and organisation transformation (OT). These services are of a corporate nature and underpin the council's modernising agenda.

Tooley Street currently hosts 107 employees of the Clinical Commissioning Group (CCG) and from 2020 this is planned to increase by a further hundred or so. This remains subject to final negotiations and contract and will generate an additional £750k in rental income per annum.

Facilities management are responsible for ensuring the council's operational estate is both compliant with health and safety regulations and fit for purpose for staff and service users. Whilst commitments approved in previous rounds have addressed inherent budget pressures/anomalies and stabilised the position, there remains very limited budget flexibility, other than an estimated half-year saving of £55k in 2020-21 through the change to LED lighting in Tooley Street. This is an 'invest to save' initiative and contributes to the council's carbon reduction commitment, with an equivalent budget saving anticipated in year two (2021-22).

Looking forward, the council's two existing external FM service contracts will terminate during 2020-21 and a procurement strategy is currently being developed to secure consolidated contracts, with some limited expansion of the 'in-house' provision. This is a complex procurement and given external market conditions affecting FM providers, it is anticipated there will be an upward cost pressure from 2021-22, which is likely to supersede any previously anticipated employee savings proposed for 2022-23, following full implementation of the new FM contract.

The council is currently engaged on a major IT improvement programme involving the migration of its data centre and computing environment to the cloud and implementing a revised operating model in the shared service. This is necessary to ensure the council's IT infrastructure and systems are modern, stable, resilient and above all secure. Alongside this sits the SMART working programme which is the catalyst for transforming the way the council works. Notwithstanding the previous budget commitments made, this will require further revenue investment, currently estimated at £1.5m in 2020-21, which should provide a stable resource baseline going forward.

Reorganisation and rationalisation of the HR and OT services have already delivered significant savings in the current year with no undue impact on service delivery. The use of agency staff to cover vacancies and address capacity shortfalls is necessary and varies with changing circumstances. However, the service continues to implement measures to reduce usage across the council through greater workforce planning and recruitment and anticipates being able to deliver net savings of £200k per annum in 2020-21 and 2021-22.

Activity Analysis	2018-19 Outturn £000	2019-20 Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	2020-21 Budget £000
Information Technology and Digital Services (ITDS)	14,483	14,219	0	170	1,500	0	15,889
Corporate Facilities Management (CFM)	13,069	13,339	0	231	0	-805	12,765
Human Resources (HR)	78	909	100	0	0	-200	809
Organisation Transformation (OT)	1,461	1,255	5	0	0	0	1,260
Net Budget	29,091	29,722	105	401	1,500	-1,005	30,723

Subjective analysis	2018-19 Outturn	2019-20 Budget	Budget Adjustments	Inflation	Commitments	Savings	2020-21 Budget
	£000	£000	£000	£000	£000	£000	£000
Employees	8,021	7,429	72	0	0	-200	7,301
Premises	11,003	11,760	-84	401	0	-55	12,022
Transport	51	68	-8	0	0	0	60
Supplies and Services	9,996	8,925	179	0	1,500	0	10,605
Third Party Payments	121	29	0	0	0	0	29
Support Services	187	0	0	0	0	89	89
Capital Charges	7,355	7,355	0	0	0	0	7,355
Total Expenditure	36,735	35,566	160	401	1,500	-166	37,461
Fees and Charges	-1,191	-908	0	0	0	-839	-1,747
Total Income	-1,191	-908	0	0	0	-839	-1,747
Net Expenditure before Recharges	35,544	34,658	160	401	1,500	-1,005	35,714
Recharges - HRA	-2,106	-2,125	0	0	0	0	-2,125
Recharges - Other	-4,346	-2,811	-55	0	0	0	-2,866
Net Recharges	-6,452	-4,936	-55	0	0	0	-4,991
Net Budget	29,091	29,722	105	401	1,500	-1,005	30,723

Customer Experience

The division is responsible for a diverse range of functions including the customer service centre (CSC), customer resolution, concessionary travel, registrars and citizenship, coroners and mortuary services and housing solutions/temporary accommodation.

For 2020-21 there is a windfall saving of £792k arising on the Concessionary Travel Scheme as the council's contribution to Transport for London (TFL) will be lower reflecting current/anticipated usage following changes in the age eligibility threshold from 60 to 65 years old. This is partly offset by an additional commitment of £49k arising from the change in eligibility for Blue Badges that commenced in August 2019.

Southwark is recognised nationally as a leading authority on homeless prevention but the cost of temporary accommodation (TA) remains one of the council's most intractable budget pressures. This adverse budgetary situation is driven by the growing national homelessness crisis. More people are approaching the council at risk of homelessness, rents for the private sector accommodation that is available to the council to use as TA have been rising rapidly (with a national absence of any reasonable rent controls) and the government has reduced and then frozen the Local Housing Allowance (meaning benefits no longer cover the cost of the rent for many people in TA). These factors combined with the council's statutory and policy obligations have driven up the cost of TA to the council.

For 2019-20, a net budget commitment of £3.2m was approved for TA, including an ambitious savings target of £2m, one million of which was predicated on early changes to local discharge policy being approved. However, implementation was delayed and along with other negative factors means the target will not be met. Furthermore, the position going forward remains uncertain as without government action the national housing crisis looks set to worsen. In addition, the budget is heavily reliant on the use of estate voids, particularly Aylesbury, which are projected to decline at a faster rate than previously estimated, with a consequent cost impact to the general fund. By way of mitigation, strenuous action continues to bear down on the cost of private sector leased accommodation through the renegotiation of existing provision and realisation of better value from the procurement of new properties. The position will be kept under close review, but at this juncture there remains a material risk that the cost pressure will continue to exceed the resources available in 2020-21.

Activity Analysis	2018-19 Outturn	2019-20 Budget	Budget Adjustments	Inflation	Commitments	Savings	2020-21 Budget
	£000	£000	£000	£000	£000	£000	£000
Customer Services	2,103	2,054	0	0	0	0	2,054
Customer Resolution	12,910	13,296	0	0	49	-792	12,553
Registrars and Citizenship	-28	50	0	0	0	0	50
Coroners and Mortuary	374	317	0	0	0	0	317
Temporary Accommodation	6,656	5,673	1,182	0	0	0	6,855
Housing Solutions	3,772	3,726	-1,182	0	0	0	2,544
Net Budget	25,787	25,116	0	0	49	-792	24,373

Subjective analysis	2018-19 Outturn £000	2019-20 Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	2020-21 Budget £000
Employees	6,810	5,474	43	0	49	0	5,566
Premises	628	314	-1	0	0	0	313
Transport	44	23	-2	0	0	0	21
Supplies and Services	3,163	2,589	-1,347	0	0	0	1,242
Third Party Payments	24,866	24,085	3,029	0	0	0	27,114
Transfer Payments	12,628	13,103	0	0	0	-792	12,311
Support Services	2,530	2,303	9	0	0	0	2,312
Capital Charges	38	38	0	0	0	0	38
Total Expenditure	50,707	47,929	1,731	0	49	-792	48,917
Government Grants	-5,151	-4,027	0	0	0	0	-4,027
Other Grants	-916	-1,190	-88	0	0	0	-1,278
Fees and Charges	-17,571	-16,471	-1,595	0	0	0	-18,066
Total Income	-23,638	-21,688	-1,683	0	0	0	-23,371
Net Expenditure before Recharges	27,069	26,241	48	0	49	-792	25,546
Recharges - HRA	-101	-74	0	0	0	0	-74
Recharges - Income	-1,181	-1,051	-48	0	0	0	-1,099
Net Recharges	-1,282	-1,125	-48	0	0	0	-1,173
Net Budget	25,787	25,116	0	0	49	-792	24,373

Central Services

There are a number of budgets within H&M of a financing/overhead nature that underpin the provision of services without being directly attributable to a particular service area. These are predominantly corporate support costs recharged to departments that are not controllable at a local level. Additionally this year, the estimated departmental inflation for employee costs has been retained centrally until the pay award negotiations are concluded.

Activity Analysis	2018-19 Outturn £000	2019-20 Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	2020-21 Budget £000
Strategic Services	3,052	3,305	-5	500	0	0	3,800
Net Budget	3,052	3,305	-5	500	0	0	3,800

Subjective analysis	2018-19 Outturn £000	2019-20 Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	2020-21 Budget £000
Employees	0	75	0	500	0	0	575
Premises	143	254	0	0	0	0	254
Supplies and Services	2	113	-5	0	0	0	108
Third Party Payments	0	0	0	0	0	0	0
Support Services	3,483	3,483	0	0	0	0	3,483
Total Expenditure	3,628	3,925	-5	500	0	0	4,420
Fees and Charges	1	0	0	0	0	0	0
Total Income	1	0	0	0	0	0	0
Net Expenditure before Recharges	3,629	3,925	-5	500	0	0	4,420
Recharges- HRA	-577	-620	0	0	0	0	-620
Net Recharges	-577	-620	0	0	0	0	-620
Net Budget	3,052	3,305	-5	500	0	0	3,800

Housing Revenue Account (HRA)

The HRA reflects the statutory requirement under Section 74 of the Local Government and Housing Act 1989 to account separately for local authority housing provision. It is a ring-fenced account, containing solely the costs arising from the provision and management of the council's housing stock, offset by tenant rents and service charges, homeowner service charges and other income. The council is obliged by statute to set a balanced budget.

Whilst the funding regimes for the HRA and general fund are different, the budget principles and requirement for continuous improvement and delivery of savings hold true for both. Savings are focused on back-office and overhead functions and rationalising/modernising the way the council works to drive out greater efficiencies. Budget re-profiling and re-direction provide flexibility to target resources to areas of highest priority, particularly support for investment in the housing stock. In 2020-21 dwelling rents will rise for the first time in five years, following the implementation of rent reductions under the Welfare Reform and Work Act 2016. Notwithstanding this, inflation and service-driven volume/activity demands give rise to a budget gap of £12.2m, which has been met through efficiency and other savings of £4.9m and £7.3m of additional income from said dwelling rents, as well as commercial and garage rents, tenant and homeowner service charges and other fees and charges.

The over-arching principle underlying the introduction of self-financing in 2012 was the generation of revenue resources sufficient to meet the investment needs of the housing stock and repay debt over a thirty year planning horizon, without further government support. However, the one-off debt settlement did not adequately reflect the financial reality of the council's position at that time and subsequent changes in government policy have served to undermine the financial sustainability of the HRA business plan and fundamentally shift the parameters for long-term investment planning. Notwithstanding, the council has successfully managed to maintain and improve the quality of housing services to residents, repaid debt, made unprecedented levels of investment in the housing stock through the WDS, QHIP and fire safety programmes and delivered approaching 600 new homes as part of the council's ambitious target of 11,000.

Whilst the removal of the HRA borrowing cap alleviates to some extent the financial constraints that previously existed, the scale and complexity of delivering new homes is challenging given the density of the borough, the council's own land capacity and the availability and cost of land on the open market. As part of the necessary internal capacity building required, a New Homes directorate was created in 2019-20 to manage the near-term delivery programme (2,500 by 2022) and develop the strategic plan and fulfil the longer-term commitment. This is entirely an HRA funded activity.

As noted above, the provisions of the Welfare Reform and Work Act 2016 served to exacerbate the position through the introduction of social rent control by compelling authorities to reduce rents by a minimum of 1% each year between 2016-17 and 2019-20, resulting in significant erosion in the rental base (compared to the business plan assumptions) which can never be recouped. The Ministry for Housing, Communities and Local Government (MHCLG) confirmed that dwelling rent increases revert to CPI+1% from 2020-21 for a period of five years (to 2025-26). Other legislative proposals impacting directly on the financing of social housing contained within the Housing and Planning Act 2016 are either in abeyance or have been formally abandoned by the government.

Whilst there is no statutory requirement to consult, the council is committed to engaging with stakeholders, particularly under the terms of the Tenancy Agreement. This process commences with an indicative report to cabinet in early December setting out the proposed budget and changes to rents and charges. This is followed by stakeholder consultation and then final approval by cabinet in late January, which enables statutory notification of rent variations to take place before the new rent year commences in April. The principal budget movements are outlined below:

Housing Revenue Account Summary Budget Analysis

Divisional analysis	Outturn 2018-19	Base 2019-20	Inflation & Adjustments	Pressures & Commitments	Savings & Income	Base 2020-21
	£'000	£'000	£'000	£'000	£'000	£'000
Asset Management	59,880	48,368	1,147	12,150	-9,000	52,665
New Homes	643	468	115	0	0	583
Communities	8,741	8,991	154	0	0	9,145
Resident Services	39,676	38,140	840	1,170	-265	39,885
Customer Experience	9,150	8,933	641	0	-83	9,491
Central Services	124,204	136,119	-545	925	-1,249	135,250
Exchequer Services	-16,646	-17,505	216	350	-1,170	-18,109
HRA Rent Income	-225,648	-223,514	0	-5,172	-224	-228,910
Total	0	0	2,568	9,423	-11,991	0

Employees	FTE
Asset Management	235
New Homes	37
Communities	23
Resident Services	211
Customer Experience	248
Central Services	8
Exchequer Services	148
Total	910

Subjective Analysis	Outturn 2018-19	Base 2019-20	Inflation & Adjustments	Pressures & Commitments	Savings & Income	Base 2020-21
	£'000	£'000	£'000	£'000	£'000	£'000
Employees	40,624	36,582	1,831	338	-135	38,616
Running Costs	43,732	33,402	359	1,484	-287	34,958
Grounds Maint./Estate Cleaning	16,790	16,598	581	0	0	17,179
Repairs and Maintenance	54,527	43,771	-280	11,898	-9,076	46,313
Contribution to HIP	594	26,145	0	925	0	27,070
Corporate Support Costs/SLAs	9,900	11,110	0	0	0	11,110
Depreciation	50,752	53,000	0	0	0	53,000
Financing Costs	45,398	33,555	0	0	0	33,555
Tenant Management Orgs.	8,319	6,833	122	0	0	6,955
Total Expenditure	270,636	260,996	2,613	14,645	-9,498	268,756
Rents – Dw ellings	-195,035	-188,111	-1	-4,857	-400	-193,369
Rents – Non-Dw ellings	-5,685	-5,625	0	2	-170	-5,793
Heating/Hot Water Charges	-8,869	-8,838	0	0	0	-8,838
Tenant Service Charges	-14,643	-14,899	0	-317	-54	-15,270
Homeow ners Major Works	-8,951	-10,000	0	0	-1,000	-11,000
Homeow ners Service Charges	-19,719	-19,835	0	0	0	-19,835
Grants	-10	0	0	0	0	0
Interest on Balances	-826	-551	0	0	-149	-700
Commercial Property Rents	-8,190	-7,575	0	0	-700	-8,275
Fees and Charges	-4,917	-2,362	4	0	-20	-2,378
Capitalisation	-1,066	0	0	0	0	0
Recharges	-2,725	-3,200	-48	-50	0	-3,298
Total Income	-270,636	-260,996	-45	-5,222	-2,493	-268,756
Net Budget	0	0	2,568	9,423	-11,991	0

Divisional Budget Analysis

Asset Management	Outturn 2018-19	Base 2019-20	Inflation & Adjustments	Pressures & Commitments	Savings & Income	Base 2020-21
	£'000	£'000	£'000	£'000	£'000	£'000
Investment/Asset Management	975	1,005	29	0	0	1,034
Engineering Services	24,852	20,688	156	8,156	-7,000	22,000
Reactive/Planned Maintenance	34,053	26,675	962	3,994	-2,000	29,631
Net Budget	59,880	48,368	1,147	12,150	-9,000	52,665

New Homes	Outturn 2018-19	Base 2019-20	Inflation & Adjustments	Pressures & Commitments	Savings & Income	Base 2020-21
	£'000	£'000	£'000	£'000	£'000	£'000
New Build Programme	643	468	115	0	0	583
Net Budget	643	468	115	0	0	583

Communities	Outturn 2018-19	Base 2019-20	Inflation & Adjustments	Pressures & Commitments	Savings & Income	Base 2020-21
	£'000	£'000	£'000	£'000	£'000	£'000
Tenant Management Orgs.	6,957	7,391	-52	0	0	7,339
Residents Involvement	1,784	1,600	206	0	0	1,806
Net Budget	8,741	8,991	154	0	0	9,145

Resident Services	Outturn 2018-19	Base 2019-20	Inflation & Adjustments	Pressures & Commitments	Savings & Income	Base 2020-21
	£'000	£'000	£'000	£'000	£'000	£'000
Supported and Sheltered Housing	5,686	4,209	383	0	-225	4,367
Environmental Services	19,200	19,329	574	0	0	19,903
Tenancy Management	7,443	7,379	-173	120	-20	7,306
Investigations/Support Services	5,853	5,728	13	995	-20	6,716
Strategy and Performance	1,494	1,495	43	55	0	1,593
Net Budget	39,676	38,140	840	1,170	-265	39,885

Customer Experience	Outturn 2018-19	Base 2019-20	Inflation & Adjustments	Pressures & Commitments	Savings & Income	Base 2020-21
	£'000	£'000	£'000	£'000	£'000	£'000
My Southwark Homeowners	1,286	1,678	42	0	-83	1,637
My Southwark Service Points	1,433	875	42	0	0	917
Housing Solutions/Temp. Accom.	1,962	2,087	132	0	0	2,219
Customer Services	2,795	2,492	236	0	0	2,728
Customer Resolution	1,674	1,801	189	0	0	1,990
Net Budget	9,150	8,933	641	0	-83	9,491

Central Services	Outturn 2018-19	Base 2019-20	Inflation & Adjustments	Pressures & Commitments	Savings & Income	Base 2020-21
	£'000	£'000	£'000	£'000	£'000	£'000
Commercial Properties	-7,515	-6,944	0	0	-700	-7,644
Project Costs	7,248	7,400	0	0	0	7,400
General Holding Account	15,074	11,725	134	0	0	11,859
Financing	73,429	86,254	0	0	-149	86,105
Reserves and Provisions	2,532	7,325	-679	0	-400	6,246
Contribution to HIP	22,019	18,745	0	925	0	19,670
Corporate Support Costs/SLAs	11,417	11,614	0	0	0	11,614
Net Budget	124,204	136,119	-545	925	-1,249	135,250

Exchequer Services	Outturn 2018-19	Base 2019-20	Inflation & Adjustments	Pressures & Commitments	Savings & Income	Base 2020-21
	£'000	£'000	£'000	£'000	£'000	£'000
Exchequer Support Services	2,886	4,012	83	0	-150	3,945
Home Ownership Unit	-21,335	-23,218	193	350	-1,020	-23,695
Barrow Road Stores	-67	-56	0	0	0	-56
Garages	1,870	1,757	-60	0	0	1,697
Net Budget	-16,646	-17,505	216	350	-1,170	-18,109

HRA Rent Income	Outturn 2018-19	Base 2019-20	Inflation & Adjustments	Pressures & Commitments	Savings & Income	Base 2020-21
	£'000	£'000	£'000	£'000	£'000	£'000
Garage Rent Income	-5,347	-5,625	0	0	-170	-5,795
Residential Rent Income	-185,870	-182,941	0	-4,563	-25	-187,529
Sheltered Housing Rent Income	-18,043	-18,845	0	-404	-29	-19,278
TMO Rent Income	-16,388	-16,103	0	-205	0	-16,308
Net Budget	-225,648	-223,514	0	-5,172	-224	-228,910