

**Southwark Council**

**Budget Book**

**Chief Executive's Dept**

**2017-18**

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## Chief Executive's Department

The Chief Executive's department comprises the Regeneration and Planning divisions along with the Chief Executive's Office and External Affairs Team.

The department specifically leads on the council's planning (including regulatory functions) and delivery of regeneration and building a strong local economy which is bringing about thousands of new homes, jobs and opportunities across the borough, making our neighbourhoods places in which people are proud to live and work and helping to achieve regeneration that works for all. The department also has lead functions for managing and enhancing the standing of the council through the development of external and internal communications, public affairs, policy projects and initiatives.

### Chief Executive's department summary budget tables

Services	2016-17 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2017-18 Total Budget £000
Chief Executive's Office	1712	271	12	0	0	0	1,996
External Affairs Team and TOFTUDS	1,748	(56)	15	0	(382)	0	1,325
Regeneration	3,046	(187)	45	0	(251)	0	2,652
Planning	1,851	24	50	0	(425)	0	1,501
	<b>8,357</b>	<b>52</b>	<b>122</b>	<b>0</b>	<b>(1,058)</b>	<b>0</b>	<b>7,474</b>

Subjective Analysis	2015-16 Outturn £000	2016-17 Total Budget £000	2017-18 Total Budget £000
Employees	11,608	12,433	11,831
Premises	1,625	1,279	1,272
Transport	85	47	53
Supplies and services	5,018	3,062	3,397
Third party payments	332	201	169
Transfer payments	0	0	0
Support services	2,478	1,112	998
Capital charges	1,118	1,118	1,118
<b>Total Expenditure</b>	<b>22,264</b>	<b>19,252</b>	<b>18,838</b>
Fees and charges	(7,371)	(6,485)	(6,827)
Government grants	(55)	0	0
Other grants	(1,477)	(484)	(559)
Miscellaneous income	(24)	(50)	(0)
<b>Total Income</b>	<b>(8,927)</b>	<b>(7,019)</b>	<b>(7,387)</b>
<b>Net Expenditure before recharges</b>	<b>13,337</b>	<b>12,233</b>	<b>11,451</b>
Recharges to the General Fund	(3,456)	(3,575)	(3,676)
Recharges to the HRA	(687)	(301)	(302)
<b>Total Net Expenditure</b>	<b>9,194</b>	<b>8,357</b>	<b>7,473</b>

## **Explanation of movements**

### **Budget Adjustments**

Budget adjustments of £52k have been applied to the budgets across the department. Further details are set out on the pages relating to the individual services.

### **Inflation**

Inflation has been applied to salary budgets in line with corporate guidelines.

### **Savings**

Savings of £1,058k have been agreed as part of the council's annual budget setting process and applied to the budgets. Further details are set out on the pages relating to the individual services.

# Chief Executive's Office

## Description of division

The role of the Chief Executive's (CE) office is to directly support the Chief Executive and chief officer leadership in translating political vision into projects and programmes across the council as well supporting effective scrutiny function and management of the opposition office. The division plays a central role in developing and supporting the delivery of the Council Plan and the council's overall performance challenge arrangements. The division directly delivers projects that promote economic well-being in pursuit of the council's wider growth ambition. These functions were consolidated into the CE office from the now deleted Corporate Strategy division following the council wide senior management restructure in 2015 with savings of £120k achieved in 2016-17 alone, and an overall reduction in corporate and economic functions of some £2m since 2010.

The division also includes the emergency planning and resilience team, therefore creating a direct line between the Chief Executive as the council's most senior responsible officer and the team. This ensures alignment between the council's strategic planning, partnerships and business continuity arrangements.

Chief Executive's Office comprises 26 FTEs and a budget of £1.996m as at 1 April 2017

## Chief Executive's Office summary budget tables

Services	2016-17 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2017-18 Total Budget £000
Chief Executive	1712	271	12	0	0	0	1,996

Subjective Analysis	2015-16 Outturn £000	2016-17 Total Budget £000	2017-18 Total Budget £000
Employees	1,943	1,462	1,216
Premises	15	9	7
Transport	7	4	11
Supplies and services	1,759	417	755
Third party payments	101	40	7
Transfer payments	0	0	0
Support services	(212)	(195)	0
Capital charges	0	0	0
<b>Total Expenditure</b>	<b>3,613</b>	<b>1,737</b>	<b>1,996</b>
Fees and charges	0	0	0
Government grants	0	0	0
Other grants	(791)	(25)	0
Miscellaneous income	(3)	0	0
<b>Total Income</b>	<b>(794)</b>	<b>(25)</b>	<b>0</b>
<b>Net Expenditure before recharges</b>	<b>2,819</b>	<b>1,712</b>	<b>1,996</b>
Recharges to the General Fund	0	0	0
Recharges to the HRA	0	0	0
<b>Total Net Expenditure</b>	<b>2,819</b>	<b>1,712</b>	<b>1,996</b>

## Budget Adjustments

Budget of the division was increased by £272k due to transfer of budgets from Environment & Social Regeneration department to Chief Executive Office for Resilience and Emergency Planning team. Some of the 2016-17 savings were also allocated to External Affairs division.

# External Affairs Team

## Description of division

External Affairs was established at the end of 2016-17 following the senior management restructure and the deletion of the Corporate Strategy division. The division brought together the functions previously delivered by the Cabinet Office and Communications.

The division is responsible for managing and enhancing the standing of the council through the development of external and internal communications, public affairs, policy projects and initiatives. The division is responsible for ensuring that the borough's residents, councillors, partners and staff are able to understand and engage with the council's agenda. The division also provides effective business support services for the Leader and Cabinet to assist them to undertake their responsibilities in the corporate political leadership of the council.

The new division comprises of four units: policy and public affairs; media; marketing; and cabinet support. As well as this, it manages internal communications for the council and the administration's political assistant.

The head count has been reduced from 34FTE to 23 FTE. The new budget from 1 April 2017 is £1.1m.

The division has a budget of £1.3m as at 1 April 2017. In the table below the External Affairs and Time Off for Trade Union Duties (TOFTUDS) units are shown together but TOFTUDS budgets will move to Housing and Modernisation department in 2017-18.

## External Affairs Team and TOFTUDS summary budget tables

Services	2016-17 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2017-18 Total Budget £000
External Affairs	1,537	(57)	13	0	(382)	0	1,110
TOFTUDS	211	1	2	0	0	0	215
	<b>1,748</b>	<b>(56)</b>	<b>15</b>	<b>0</b>	<b>(382)</b>	<b>0</b>	<b>1,325</b>

<b>Subjective Analysis</b>	<b>2015-16 Outturn £000</b>	<b>2016-17 Total Budget £000</b>	<b>2017-18 Total Budget £000</b>
Employees	748	1,541	1,118
Premises	(0)	1	1
Transport	4	2	2
Supplies and services	167	202	202
Third party payments	74	0	0
Transfer payments	0	0	0
Support services	2	2	2
Capital charges	0	0	1,325
<b>Total Expenditure</b>	<b>994</b>	<b>1,748</b>	<b>1,325</b>
Fees and charges	0	0	0
Government grants	0	0	0
Other grants	0	0	0
Miscellaneous income	(4)	0	0
<b>Total Income</b>	<b>(4)</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure before recharges</b>	<b>990</b>	<b>1,748</b>	<b>1,325</b>
Recharges to the General Fund	0	0	0
Recharges to the HRA	0	0	0
<b>Total Net Expenditure</b>	<b>990</b>	<b>1,748</b>	<b>1,325</b>

#### Savings

The reorganisation into this new division has delivered a saving of £382k in 2017-18 as a result of a review of the function and activity of the staffing structure and other services.

# Regeneration and Property

## Description of the division

A fairer future for Southwark is built on having strong and successful communities. Our plans for regeneration need to work for local people and businesses, and be sustained in the longer term by local people. The Regeneration division leads on the council's major regeneration schemes, ensuring that they deliver benefits and opportunities for all Southwark's communities. The division is working to deliver a number of Council Plan promises including the delivery of the council's vision on the Aylesbury Estate, Peckham, Elephant and Castle and Canada Water. The division is also developing long-term improvement plans for Camberwell, Old Kent Road and Peckham and working on a number of smaller regeneration schemes that will make the borough a better place to live, work and visit. The division is made up of a number of discrete regeneration and property teams in total comprising 70 FTEs and an overall divisional budget of £2.65m. There are four operational business units plus a further business unit for divisional overheads. The operational business units are:

**Regeneration North** – Projects include Elephant and Castle, Canada Water, Bermondsey Spa, London Bridge and Blackfriars Road.

**Regeneration South** – Projects include Aylesbury, Old Kent Road, Camberwell and Peckham Town Centre.

**Capital Projects** – Projects include Southwark Schools for the Future, Primary School Expansion Programme, Elephant and Castle Leisure Centre, Camberwell Library, Cator Street Extra Care and Peckham Rye Park Improvements as well as supporting the delivery of 11,000 new council homes through Southwark Regeneration in Partnership.

**Property** – Services include Disposal and Acquisition of Property, Management of the Commercial Property Portfolio, Preparation of Asset Management Plans and Valuation services.

## Regeneration and Property Services summary budget tables

Services	2016-17 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2017-18 Total Budget £000
Divisional Overheads	1,416	(309)	0	0	0	0	1,107
Property Services	(446)	11	23	0	(213)	0	(624)
Regeneration North	936	3	6	0	(36)	0	909
Regeneration South	482	3	4	0	(1)	0	488
Capital Projects	658	105	11	0	(1)	0	773
	<b>3,046</b>	<b>(186)</b>	<b>44</b>	<b>0</b>	<b>(251)</b>	<b>0</b>	<b>2,653</b>

<b>Subjective Analysis</b>	<b>2015-16 Outturn £000</b>	<b>2016-17 Total Budget £000</b>	<b>2017-18 Total Budget £000</b>
Employees	4,229	4,429	4,497
Premises	1,591	1,269	1,264
Transport	36	41	40
Supplies and services	2,193	1,889	1,887
Third party payments	61	61	62
Transfer payments	0	0	0
Support services	1,814	1,306	996
Capital charges	1,118	1,118	1,118
<b>Total Expenditure</b>	<b>11,042</b>	<b>10,113</b>	<b>9,864</b>
Fees and charges	(4,062)	(3,321)	(3,465)
Government grants	0	0	0
Other grants	(309)	0	0
Miscellaneous income	(5)	0	0
<b>Total Income</b>	<b>(4,376)</b>	<b>(3,321)</b>	<b>(3,465)</b>
<b>Net Expenditure before recharges</b>	<b>6,666</b>	<b>6,792</b>	<b>6,399</b>
Recharges to the General Fund	(3,215)	(3,445)	(3,445)
Recharges to the HRA	(686)	(301)	(301)
<b>Total Net Expenditure</b>	<b>2,765</b>	<b>3,046</b>	<b>2,653</b>

#### Budget Adjustments

The budget of the division was reduced by £186k mainly due to reduction in the divisional SLA budgets and adjustment in the staffing budgets.

#### Savings

The savings figure of £251k agreed as part of the council's annual budget process includes increased income due to rent reviews and lease renewals in the Property Services unit, charging for services provided through partnerships and a review of the staffing structure.

# Planning

## Description of division

The Planning division is responsible for developing policies to guide land use and long-term physical development in Southwark. The division also decides planning applications, manages the council's involvement in major transport projects and contains the council's building control service. The overall objective of the division is to provide the best advice possible to influence the physical development of Southwark, to improve quality of life using expert knowledge, reliable information and sensitivity to the many and varied needs of the borough's residents and businesses.

## Development management

This unit exercises the council's powers as local planning authority to bring the full benefits and opportunities of regeneration to all Southwark's residents and raise the quality of the environment, the supply and quality of new homes and promote sustainable development. It has responsibility to protect the borough's built and natural heritage and archaeology, and to deal with breaches in planning control that are harmful to sustainable development and the lives of people in the borough.

## Building control

This unit works in competition with private sector organisations to provide a high-standard professional service to builders and developers to promote quality in construction and adherence to the Building Regulations. They also deal with dangerous structures.

## Planning policy

This unit sets the direction for new development and regeneration in Southwark by developing the council's planning policies in the Local Development Framework together with local people, developers, land owners and other partners. It also supports local people in the preparation of neighbourhood plans under the Localism Act 2011.

## Transport policy

This unit works with Transport for London (TfL) to guide and influence investment in the transport system serving the borough. It manages the annual programme of improvements funded by TfL through the Local Improvement Plan and works with transport providers such as the tube and bus operators, Network Rail, the cycle hire system and others to ensure that Southwark's best interests in transport matters are protected.

## Planning projects

This unit works on small and medium scale area based projects that are coordinated with the large scale and strategic investment programmes to improve areas, open space, public realm etc. using section 106 funds raised from development and other sources. It also monitors section 106 collections and spend and manages the collection of the Community Infrastructure Levy (CIL).

The total number of FTEs for the division is 101 and the total divisional net budget is £1.5m.

## Savings

Savings of £425k are included in the budget as part of the council's annual budget setting process and include savings arising from rationalisation of the management structure and projected increases in levels of income.

## Planning summary budget tables

Services	2016-17 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2017-18 Total Budget £000
Head of Planning and Transport	(38)	51	3	0	(175)	0	(158)
Development Management	739	(38)	26	0	(250)	0	478
Building Control	15	4	8	0	0	0	25
Planning Policy	509	3	5	0	0	0	516
Transport Policy	453	3	5	0	0	0	462
Planning Projects	174	1	3	0	0	0	178
	<b>1,852</b>	<b>24</b>	<b>50</b>	<b>0</b>	<b>(425)</b>	<b>0</b>	<b>1,501</b>

Subjective Analysis	2015-16 Outturn £000	2016-17 Total Budget £000	2017-18 Total Budget £000
Employees	4,688	5,001	5,000
Premises	16	0	0
Transport	38	0	0
Supplies and services	899	554	554
Third party payments	97	100	100
Transfer payments	0	0	0
Support services	874	0	0
Capital charges	0	0	0
<b>Total Expenditure</b>	<b>6,612</b>	<b>5,655</b>	<b>5,654</b>
Fees and charges	(3,309)	(3,163)	(3,363)
Government grants	(55)	0	0
Other grants	(377)	(460)	(559)
Miscellaneous income	(12)	(50)	0
<b>Total Income</b>	<b>(3,753)</b>	<b>(3,673)</b>	<b>(3,922)</b>
<b>Net Expenditure before recharges</b>	<b>2,859</b>	<b>1,982</b>	<b>1,732</b>
Recharges to the General Fund	(242)	(130)	(231)
Recharges to the HRA	0	0	0
<b>Total Net Expenditure</b>	<b>2,617</b>	<b>1,852</b>	<b>1,501</b>