

**Southwark Council**

**Budget Book**

**Chief Executive's Dept**

**2021-22**

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## Introduction

This budget book presents key information in relation to the 2021-22 budget agreed by the council in February 2021. It provides information on the budgets and the services provided by the Chief Executive's Department. In 2021-22 the net income budget of the department is (£302k).

Details of the services, nature and type of expenditure for each of the services the department manages are provided under separate headings below.

If you require further information regarding the estimates contained in this budget book for the Chief Executive's Department, please contact Jay Nair, Departmental Finance Manager on 0207 525 0960 or email [jay.nair@southwark.gov.uk](mailto:jay.nair@southwark.gov.uk).

## Chief Executive's Department

The department consists of five divisions:

1. Chief Executive's Office
2. External Affairs Team
3. Planning Division
4. Regeneration Division
5. Human Resources Division

The department also brings together planners, regeneration and colleagues across the council dedicated to shaping place to improve economic prosperity.

The department leads on the council's delivery of regeneration and building strong local communities, bringing about thousands of new homes, jobs and opportunities across the borough and making our neighbourhoods places in which people are proud to live and work.

The department comprises over 200 planning, regeneration, architects, designers, community engagement professionals, scientists, research assistants, administrators, trainees and postgraduate students.

The department leads on the council's aim of 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.

The department leads on the council's delivery of regeneration, accelerate the council's work on social regeneration and building strong local communities, bringing about thousands of new homes, jobs and opportunities across the borough and making our neighbourhoods places in which people are proud to live and work.

We work with a diverse range of partners and promote opportunities for new partnerships between the council, developers and digital and technical companies. Together we will champion new ways of shaping place to address long-standing challenges in the borough.

## Summary of the Budget

Chief Executive Department Summary Budget table:

Services	2020-21 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2021-22 Total Budget £000
Regeneration	(4,694)	(1,436)			(1,460)		(7,590)
Planning and Transport	1,039	(350)		250	(510)		429
Human Resources	2,468						2,468
Chief Executive's Office	1,940	1,362			(111)		3,191
External Affairs	1,200						1,200
<b>Total Net Expenditure</b>	<b>1,953</b>	<b>(424)</b>	<b>0</b>	<b>250</b>	<b>(2,081)</b>	<b>0</b>	<b>(302)</b>

Subjective Analysis	2019-20 Outturn £000	2020-21 Total Budget £000	2021-22 Total Budget £000
Employees	15,121	13,673	13,676
Premises	2,144	1,185	1,185
Transport	99	44	44
Supplies and services	5,764	2,864	2,563
Third party payments	4,146	781	1,146
Transfer payments	0	0	0
Support services	3,830	1,389	1,072
Capital charges	372	908	324
<b>Total Expenditure</b>	<b>31,476</b>	<b>20,844</b>	<b>20,010</b>
Fees and charges	(18,551)	(14,960)	(16,247)
Government grants	(213)	0	0
Other grants	(5,558)	(641)	(775)
Miscellaneous income	(2)	0	0
<b>Total Income</b>	<b>(24,324)</b>	<b>(15,601)</b>	<b>(17,022)</b>
<b>Net Expenditure before recharges</b>	<b>7,152</b>	<b>5,243</b>	<b>2,988</b>
Recharges – Other	(4,569)	(3,290)	(3,290)
Recharges to the HRA	(325)	0	0
<b>Total Net Expenditure</b>	<b>2,258</b>	<b>1,953</b>	<b>(302)</b>

## Chief Executive's Office

### Description of division

The role of the Chief Executive's office is to directly support the Chief Executive and chief officer leadership team in translating political vision into projects and programmes across the council as well as supporting management of the opposition office. The division plays a central role in developing and supporting the delivery of the Council Plan and key council priorities on response and renewal. The division directly delivers projects that promote economic well-being in pursuit of the council's ambition to promote a green and inclusive local economy.

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.

The division is managed by the Director of Response and Renewal, who also has specific responsibility for external strategic partnerships and for ensuring coherence across internal departmental activity. The local economy team and emergency planning are managed by specific team heads respectively.

The Chief Executive's Office comprises 23.22 FTEs and a total divisional net budget of £3.2m.

### Chief Executive's Office summary budget tables

Services	2020-21 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2021-22 Total Budget £000
Chief Executive Resilience and Emergency Planning	1,727	1,358			(111)		2,974
	213	4					217
<b>Total Net Expenditure</b>	<b>1,940</b>	<b>1,362</b>			<b>(111)</b>		<b>3,191</b>

Subjective Analysis	2019-20 Outturn £000	2020-21 Total Budget £000	2021-22 Total Budget £000
Employees	1,261	1,089	1,089
Premises	179	2	2
Transport	16	9	9
Supplies and services	439	59	59
Third party payments	1,928	619	984
Transfer payments	0	0	0
Support services	139	194	1,080
Capital charges	0	0	0
<b>Total Expenditure</b>	<b>3,962</b>	<b>1,972</b>	<b>3,223</b>
Fees and charges	(124)	0	0
Government grants	(100)	0	0
Other grants	(1,189)	(32)	(32)
Miscellaneous income	(1)	0	0
<b>Total Income</b>	<b>(1,414)</b>	<b>(32)</b>	<b>(32)</b>
<b>Net Expenditure before recharges</b>	<b>2,548</b>	<b>1,940</b>	<b>3,191</b>
Recharges – Other	(629)	0	0
Recharges to the HRA	0	0	0
<b>Total Net Expenditure</b>	<b>1,919</b>	<b>1,940</b>	<b>3,190</b>

**Savings**

Savings of £111k are included in the budget for the division. It includes £64k for reorganisation of employment support commissioning funding through drawing on S106 funds and £47k for reorganisation of youth employment funding through drawing on S106 funds.

## External Affairs Team

**Commented [MJ1]:** Louise is happy with the existing text and does not want to make any changes.

### Description of division

The External Affairs 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 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 External Affairs division comprises 23.10 FTEs and a total divisional net budget of £1,200m.

Services	2020-21 Total Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	Growth £000	2021- 22 Total Budget £000
External Affairs	1,200						1,200
	<b>1,200</b>		<b>0</b>		<b>0</b>		<b>1,200</b>

Subjective Analysis	2019-20 Outturn £000	2020-21 Total Budget £000	2021-22 Total Budget £000
Employees	1,045	1,024	1,024
Premises	0	1	1
Transport	1	1	1
Supplies and services	199	172	172
Third party payments	0	0	0
Transfer payments	0	0	0
Support services	17	2	2
Capital charges	0	0	0
<b>Total Expenditure</b>	<b>1,262</b>	<b>1,200</b>	<b>1,200</b>
Fees and charges	0	0	0
Government grants	0	0	0
Other grants	0	0	0
Miscellaneous income	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure before recharges</b>	<b>1,262</b>	<b>1,200</b>	<b>1,200</b>
Recharges – Other	(33)	0	0
Recharges to the HRA	0	0	0
<b>Total Net Expenditure</b>	<b>1,229</b>	<b>1,200</b>	<b>1,200</b>

## **Planning Division**

### **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, provides support and services relating to Local Land Charges 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. The division comprises 97.40 FTEs and the total divisional net budget is £429k.

### **Validation and Fast Track Team/Major Applications and New Homes Team/Strategic Applications Team**

These units exercise 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.

### **Design and Conservation Team**

This has responsibility to protect the borough's built and natural heritage and archaeology.

### **Planning Enforcement Team**

This team deals with breaches in planning control that are harmful to sustainable development and the lives of people in the borough. It also collects CIL and S106 contributions and manages the spend of S106.

### **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. It also deals 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 Implementation 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.

### **Commitments**

The commitment of £250k is for incurred costs of shortfall on Land Charges Income.

## Planning summary budget tables

DIVISIONS	2020-21	Budget	Inflation	Commitments	Savings	2021-22
	Total Budget	Adjustments				Total Budget
	£000	£000	£000	£000	£000	£000
HEAD OF PLANNING AND TRANSPORT DEVELOPMENT MANAGEMENT	(238)	199	-	-	-	(39)
BUILDING CONTROL	(254)	(549)	-	250	(435)	(988)
PLANNING POLICY	264	-	-	-	-	264
TRANSPORT POLICY	542	-	-	-	-	542
PLANNING PROJECTS	489	-	-	-	-	489
	236	-	-	-	(75)	161
<b>TOTAL NET EXPENDITURE</b>	<b>1,039</b>	<b>(350)</b>	<b>-</b>	<b>250</b>	<b>(510)</b>	<b>429</b>

	2019-20	2020-21	2021-22
	Outturn	Total Budget	Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	5,228	5,037	5,297
Premises	6	-	-
Transport	36	2	2
Supplies and services	2,051	770	568
Third party payments	2,125	100	100
Support services	1,373	452	452
<b>Total expenditure</b>	<b>10,819</b>	<b>6,361</b>	<b>6,419</b>
Fees and charges	(4,702)	(4,517)	(5,051)
Government Grant	(104)		
Other grants	(3,526)	(609)	(743)
Miscellaneous income	-	-	-
<b>Total income</b>	<b>(8,332)</b>	<b>(5,125)</b>	<b>(5,794)</b>
Net expenditure before recharges	2,487	1,235	625
Recharges to the general fund	(396)	(196)	(196)
<b>Total net expenditure</b>	<b>2,091</b>	<b>1,039</b>	<b>429</b>



## Regeneration Division

### 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 81.50 FTEs. There are five operational business units being:

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

**Regeneration South – Projects include Aylesbury, 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.

**Old Kent Road Team** – Delivery of the council's most ambitious regeneration program to date to include 20,000 new homes, 10,000 additional jobs an extension to the Bakerloo Line new school, health centre and parks.

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

### Budget Adjustments

The budget adjustments are for in-year realignment of service budgets.

### Savings

Savings of £1,460k are included in the budget for the division. £1,006k arises from increase in professional fees charged to Developers for post-planning application approval services including the discharging of planning conditions, capitalisation of staffing costs, increase in project management fees to be charged on construction sum of approved capital scheme and increase in commercial rent income in line with rental agreements with current and new tenants and for the additional Old Kent Road property. The remaining £454k savings are from reduction of the professional fees budget for Regeneration North due to the progression of Heygate and Canada Water and from reduction in staff costs in the Regeneration North and Property Services teams.

**Commented [MJ2]:** Despite a few reminders, I have not received any response back from Steve, I am assuming that he is happy with the existing text.

## Regeneration and Property Services summary budget tables

DIVISIONS	2020-21	Budget	Inflation	Commitments	Savings	2021-22
	Total Budget £000	Adjustments £000	£000	£000	£000	Total Budget £000
DIVISIONAL OVERHEADS	146	(1,203)	-	-	-	(1,057)
PROPERTY SERVICES	(7,346)	(583)	-	-	(998)	(8,927)
REGENERATION NORTH	933	(100)	-	-	(183)	650
OLD KENT ROAD	366	450	-	-	(82)	734
REGENERATION SOUTH	460	-	-	-	(42)	418
CAPITAL PROJECTS	747	-	-	-	(155)	592
<b>TOTAL NET EXPENDITURE</b>	<b>(4,694)</b>	<b>(1,436)</b>	<b>0</b>	<b>0</b>	<b>(1,460)</b>	<b>(7,590)</b>

	2019-20	2020-21	2021-22
	Outturn	Total Budget	Total Budget
	£000	£000	£000
<b>Subjective analysis</b>			
Employees	4,710	4,192	3,935
Premises	1,959	1,182	1,182
Transport	44	31	31
Supplies and services	2,610	1,550	1,451
Third party payments	93	61	61
Support services	2,274	741	(462)
Capital charges	372	908	324
<b>Total expenditure</b>	<b>12,062</b>	<b>8,665</b>	<b>6,522</b>
Fees and charges	(13,725)	(10,387)	(11,140)
Government Grant	(9)		
Other grants	(843)	-	-
Miscellaneous income	(1)	-	-
<b>Total income</b>	<b>(14,578)</b>	<b>(10,387)</b>	<b>(11,140)</b>
Net expenditure before recharges	(2,516)	(1,722)	(4,618)
Recharges to the general fund	(2,455)	(2,972)	(2,972)
Recharges to the housing revenue account	(325)	-	-
<b>Total net expenditure</b>	<b>(5,296)</b>	<b>(4,694)</b>	<b>(7,590)</b>

## Human Resources

### Description of the division

Human Resources is responsible for providing high level strategic support to the council in relation to people management. The key focus is to ensure that leaders and managers make sound decisions to ensure services create a healthy culture where employees can flourish in the work environment.

The Human Resources service continues to implement measures to reduce usage of agency workers across the council through greater workforce planning and recruitment. It also focuses on ensuring that steps are taken to consolidate the workforce by progressing recruitment activity in a timely manner to make sure vacancy levels are kept to a minimum through the adoption of good recruitment practice methods.

The Organisational Transformation department (which was previously located in the Housing and Modernisation department) is due to transfer to the Chief Executive's Department on 1 April 2021 and will join the Human Resources service. This will form a newly combined service which will focus on HR activity and organisational development so that people management related issues are delivered from one streamlined service.

The Human Resources division comprises 39 FTEs and a total divisional net budget of £2,468k.

Human Resources summary budget tables shown below:

Activity Analysis	2019-20 Outturn £000	2020-21 Budget £000	Budget Adjustments £000	Inflation £000	Commitments £000	Savings £000	2021-22 Budget £000
Human Resources	2,077	2,246					2,246
Toftuds	237	222					222
<b>Total Net Expenditure</b>	<b>2,314</b>	<b>2,468</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,468</b>

Subjective analysis	2019-20 Outturn £000	2020-21 Budget £000	2021-22 Budget £000
Employees	2,877	2,331	2,331
Premises			
Transport	2	1	1
Supplies and Services	465	313	313
Third Party Payments		1	1
Support Services	27		
Capital Charges			
<b>Total Expenditure</b>	<b>3,371</b>	<b>2,646</b>	<b>2,646</b>
Fees and Charges		(56)	(56)
Miscellaneous Income			
Total Income		(56)	(56)
Net Expenditure before Recharges	3,371	2,590	2,590
Recharges – Other	(1,056)	(122)	(122)
Recharges	(1,056)	(122)	(122)
Net Recharges	(1,056)	(122)	(122)
<b>Total Net Expenditure</b>	<b>2,315</b>	<b>2,468</b>	<b>2,468</b>