

# Revenue & Capital Budgets

London Borough of Camden

2018/19

# Introduction

This document sets out London Borough of Camden's revenue and capital budgets for 2018/19 in a summarised format, together with other financial information.

It contains a summary of the budget to be presented to full council for agreement on 26<sup>th</sup> February 2018, and other information regarding the funding of the overall budget including the way in which the council tax is set. It also contains information on the capital programme which runs up until 2025, and information relating to the council's reserves and balances.

Finally, it details for each of the directorates the main components of their budgets, as well as narrative, which sets out the vision of the directorate and the services it provides.

The information contained within this document is to help assist the public, members, chief officers and their staff in understanding the current financial position and in preparing for future budgets.

*Jon Rowney, Executive Director – Corporate Services.*

# Financial Outlook

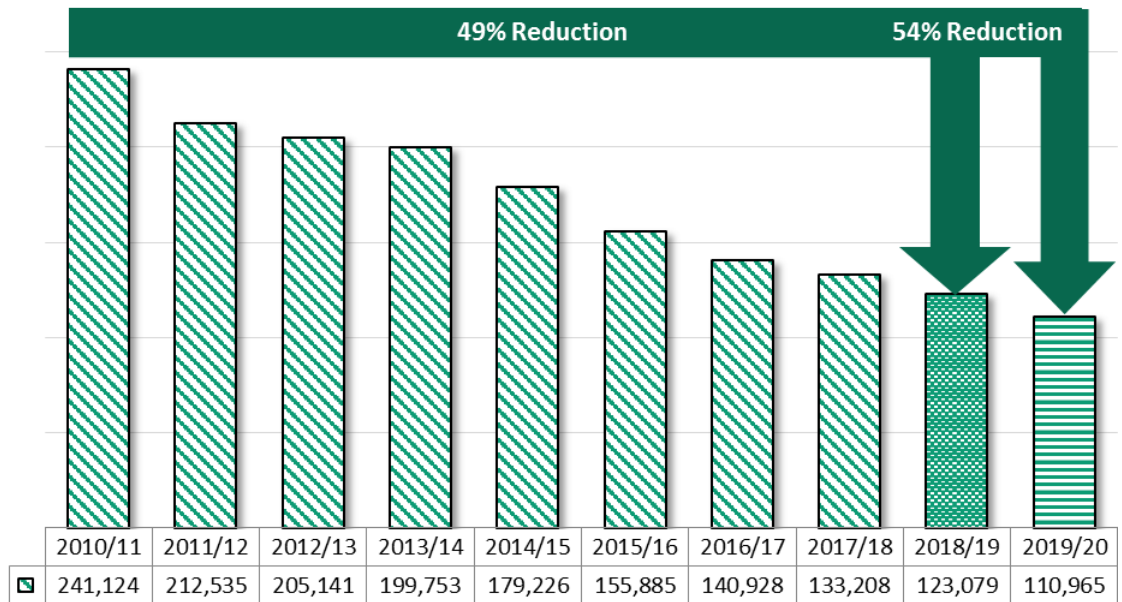
Once again, the council faces a tough financial challenge this year as budgets continue to be squeezed. The council is facing a substantial reduction in income, largely relating to expected cuts in government grant funding. The chart shows how central government funding has been reducing sharply since 2010/11. Like for like funding will be 49% lower than 2010/11 by 2018/19, and will reduce further - by 54% between 2010/11 and 2019/20.

At the same time, the council is facing pressures on its expenditure. This is a result of increasing population and changing demographics in the borough, inflationary pressures as well as legislative changes.

In 2014, the cabinet agreed a three year financial strategy to ensure the council can continue to deliver its priorities, in the environment of less funding and increasing costs. The continuing delivery of the financial strategy, which has been extended to cover 2018/19, combined with the income generated from the council tax increase, has meant that the council is able to present a balanced budget for 2018/19.

Between 2010/11 and 2019/20 Camden's grant funding from central government will have reduced by 54%, whilst overall costs such as those arising from supporting an ageing population have increased. This means that despite already saving over £93m in the four years to 2014/15, the council will have made further budget reductions of £76m in the period from 2015/16 to 2018/19.

Change in External Funding from 2010/11 (£000)



# Our Approach

The council's experience is that reducing budgets across the board is not an effective way to meet these unprecedented cuts. Therefore the council has taken the opportunity to take a planned, longer term approach, looking in detail at all of the council's spending to consider how to provide services for less whilst still maintaining quality.

With the required significant reduction in budget the council has had to think radically to ensure it can achieve its Camden Plan priorities, at the heart of which is tackling inequality. This has resulted in a three pronged approach based around the following three themes.

## Outcomes Based Budgeting (OBB)

- Aligning our limited resources towards the achievement of key organisational outcomes.

## Efficiencies

- Embedding cost consciousness and an 'every pound counts' mentality to everything the council spends time on and does.

## Right First Time (RFT)

- Using a systems-thinking approach to ensure services are customer focused and achieve on-going benefits by reducing waste and prioritising early intervention.

# Our Priorities

The size of the financial challenge means that tough choices are inevitable, but by getting better value for the money the council spends and with innovative new ways of providing services, the worst of the impacts on front line services can be reduced.

By focusing on outcomes, rather than introducing blanket budget reductions across the board, the council has been able to focus on what residents value the most and protect some of the things that have been found to make the biggest difference. The council has set out four investment tests which serve as a reference point for the council's budget decisions.

## Tackle inequality

How does investment reduce inequality amongst our residents?

## Focus on outcomes

Investment decisions will be made that will have the greatest impact on improving the lives of Camden people. How does investment meet these outcomes?

Invest in early intervention where possible and the capacity to act decisively where necessary

How does investment focus on prevention?

## Make every pound count

How effective is the investment?

# Camden 2018/19 Council Tax Requirement

To finalise its budget the council must set a council tax requirement – the amount of money to be raised from council tax. This is after funding all pressures and assessing the levels of income from government and elsewhere. Council tax is only 12% of the money the council receives.

## Council Tax Requirement

Council Tax at Band D	Budget 2018/19 £000
Expenditure charged to revenue account	912,382
Income credited to revenue account	(687,842)
<b>Sub Total</b>	<b>224,540</b>
Retained Business Rates	(130,043)
Revenue Support Grant	0
Collection Fund - Council Tax Deficit	1,800
Collection Fund - Business Rates Deficit	10,012
<b>Sub Total</b>	<b>106,309</b>
Council Tax Requirement	106,309
Garden Squares	(26)
Excluding Garden Squares	106,283
<b>Band D Council Tax (£s)</b>	<b>1,194.20</b>
<b>Percentage change over 2018/19</b>	<b>4.99%</b>

The table below shows the level of council tax for Camden's residents by property band. The band is based on the value of your property. If you live in a garden square, you will pay slightly more to maintain the square.

## Council Tax by Property Band

Band	Amount of Tax for Camden £	Greater London Authority Precept £	Total Council Tax £
A	796.13	196.15	992.29
B	928.82	228.85	1,157.67
C	1,061.51	261.54	1,323.05
D	1,194.20	294.23	1,488.43
E	1,459.58	359.61	1,819.19
F	1,724.96	425.00	2,149.95
G	1,990.33	490.38	2,480.72
H	2,388.40	588.46	2,976.86



# Revenue Budget

2018/19

# Using the Revenue section of the Budget Book

The information set out in this section is presented in two ways. The first is objectively which is based around department expenditure and then broken down into services and teams.

The second presentation of data is subjectively; where expenditure and income is presented by the type of expenditure or income. The categorisation of this expenditure is explained as follows:

Expenditure	
Employees	Pay related items, including salaries, training and recruitment Note: Full time equivalent (FTE) numbers are budgeted figures and are not representative of the actual number of employees
Premises	Items related to buildings including utility bills, repairs and maintenance and rents
Transport Related Expenditure	Cost of vehicles including maintenance, fuel bills and special educational needs transport
Supplies & Services	The cost of equipment, contracts etc.
Third Party Payments	Payments that the council makes to other companies/authorities for services carried out on our behalf
Transfer Payments	Payments we make on behalf others e.g. housing benefit
Support Services	Internal recharge where another department has carried out the work and needs reimbursement
Capital Financing Costs	Revenue expenditure that is to be spent/related to the capital programme
Income	
Government Grants	Grants that we receive from central government
Contributions	Income received from other authorities e.g. Primary Care Trusts (PCTs)
Fees & Charges	Income generated from providing services and regulation
Sales	Income mainly generated from the sale of maps/plans etc.
Rents	Rents received on council owned property
Support Services	Recharges
Interest	Interest received in respect of investments
Recharges to Other Services	Internal recharge where another department has carried out the work and needs reimbursement
Miscellaneous Income	Any other type of income

NOTE: All staffing figures (FTEs) are based on structures as at December 2017 and do not reflect the impact of any restructures scheduled for 2018/19.

NOTE: The 2018/19 budget to be set by Council on 26<sup>th</sup> February 2018 incorporates the savings for the year agreed by Cabinet in September and December 2014 and the additional ones agreed in December 2015 and December 2016. In some limited cases, the precise distribution of the savings across service cost centres has yet to be finalised as at February 2018 – for example, because they are subject to a staff consultation process that had yet to be completed by the time of budget setting. This means that in some places the savings target that will be distributed is currently held centrally as a credit (minus figure) on a 'holding code' prior to distribution during 2018/19.

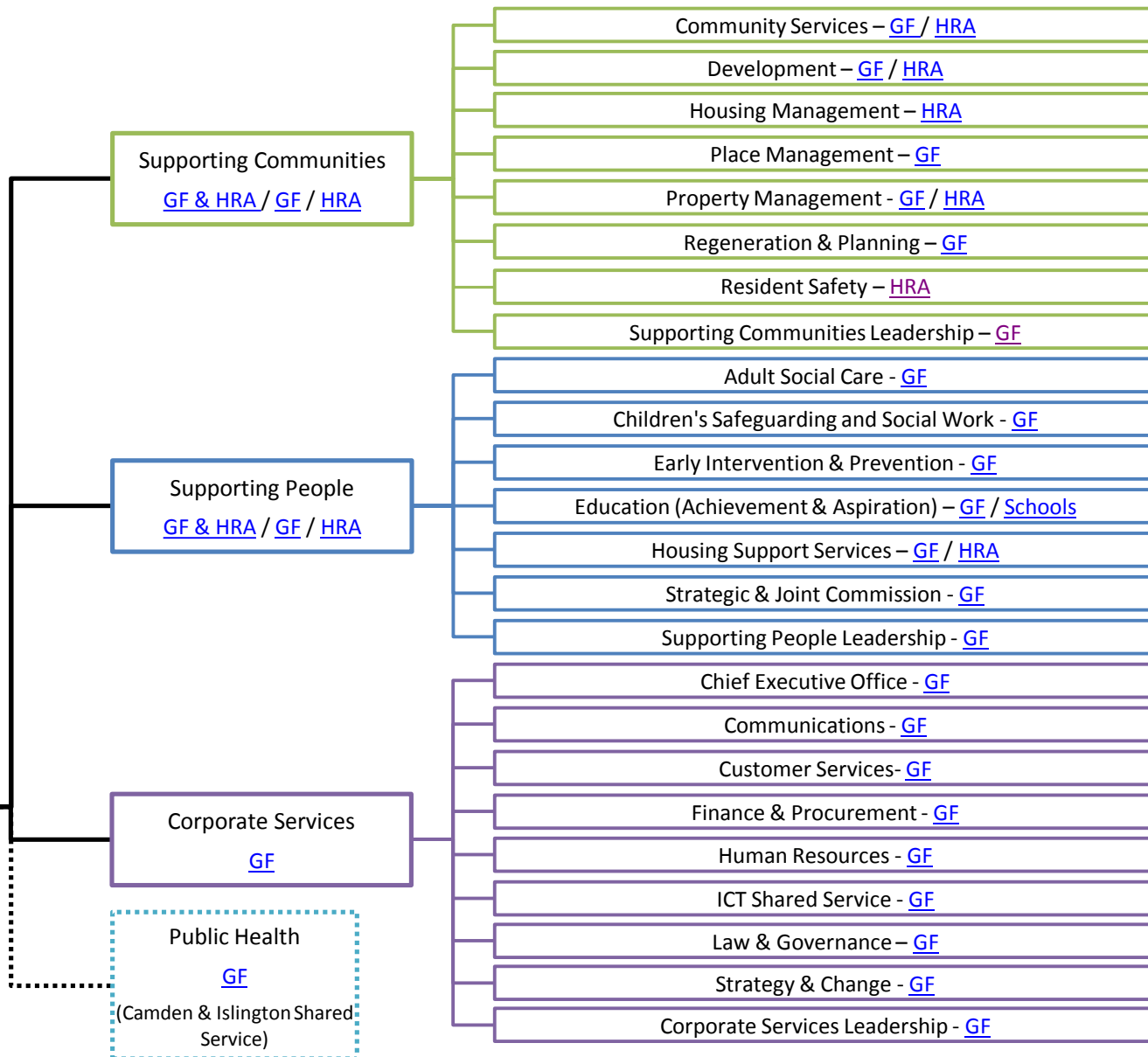
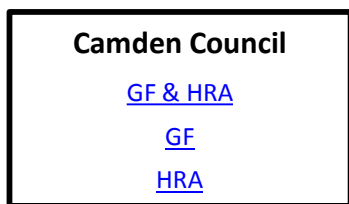


# Hierarchy – Revenue

This hierarchy illustrates the council's structure and which services sit within which directorate.

The links will guide you to the General Fund (GF), paid for by council tax and government grants, and Housing Revenue Account (HRA - the council's landlord function, funded primarily by tenants' rents) budgets for 2018/19 for each service within the budget book.

Please note that the HRA budget was agreed by Cabinet in January 2018.



# Council Wide – GF & HRA

Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Corporate Services	20,958	582	176	1,239	22,955	1,125
HRA Other Budgets*	76,375	177	(1,814)	1,668	76,406	0
General Fund Other Budgets*	(45,618)	0	0	(14,782)	(60,400)	0
Public Health**	22,411	448	0	0	22,859	30
Supporting Communities	(17,366)	2,740	(4,333)	2,140	(16,820)	1,431
Supporting People	164,781	3,764	(2,856)	13,851	179,540	4,439
<b>Total Budget</b>	<b>221,540</b>	<b>7,712</b>	<b>(8,827)</b>	<b>4,116</b>	<b>224,540</b>	<b>7,026</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>1,088,536</b>	<b>9,277</b>	<b>(6,833)</b>	<b>34,826</b>	<b>1,125,806</b>
A - Employees	341,894	2,753	(223)	2,277	346,700
C - Premises	102,022	1,514	(2,309)	(1,410)	99,817
E - Transport Related Expenditure	10,849	160	(30)	377	11,355
G - Supplies And Services	110,932	836	(909)	10,330	121,189
J - Third Party Payments	202,770	4,014	(2,611)	13,009	217,182
L - Transfer Payments	204,893	0	0	(212)	204,680
N - Support Services	16,738	0	0	(530)	16,208
P - Capital Financing Costs	98,438	0	(750)	10,985	108,673
<b>Total Income</b>	<b>(866,996)</b>	<b>(1,565)</b>	<b>(1,995)</b>	<b>(30,710)</b>	<b>(901,265)</b>
TA - Government Grants	(432,800)	0	0	(9,815)	(442,615)
TB - Reimbursements & Contributions	(51,439)	(215)	400	(21,139)	(72,394)
TC - Customer & Client Receipts	(127,483)	(883)	(1,237)	1,070	(128,533)
TD - Sales	(1,533)	(6)	0	(14)	(1,553)
TE - Rents	(155,743)	(137)	(724)	154	(156,449)
TF - Support Services	(16,336)	0	0	586	(15,749)
TG - Interest	(1,413)	0	(334)	(578)	(2,325)
TH - Recharges To Other Services	(66,607)	(323)	0	(700)	(67,630)
TZ - Miscellaneous Income	(13,643)	0	(100)	(274)	(14,016)
<b>Net Budget</b>	<b>221,540</b>	<b>7,712</b>	<b>(8,827)</b>	<b>4,116</b>	<b>224,540</b>

\* Other Budgets – see [page 56](#) for GF and [page 57](#) for HRA.

\*\* All staff employed by Islington within Shared Service – Camden Share stated.

# Council Wide – GF

Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Corporate Services	20,958	582	176	1,239	22,955	1,125
General Fund Other Budgets*	(45,618)	0	0	(14,782)	(60,400)	0
Public Health**	22,411	448	0	0	22,859	30
Supporting Communities	62,631	1,155	(676)	168	63,277	621
Supporting People	161,159	3,695	(2,856)	13,851	175,849	4,354
<b>Total Budget</b>	<b>221,540</b>	<b>5,881</b>	<b>(3,356)</b>	<b>476</b>	<b>224,540</b>	<b>6,130</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>875,477</b>	<b>7,382</b>	<b>(3,018)</b>	<b>32,541</b>	<b>912,382</b>
A - Employees	301,191	2,088	(223)	1,488	304,543
C - Premises	41,095	600	0	(1,277)	40,418
E - Transport Related Expenditure	9,019	132	(30)	391	9,512
G - Supplies And Services	98,010	641	(153)	8,570	107,069
J - Third Party Payments	198,114	3,921	(2,611)	13,009	212,432
L - Transfer Payments	194,285	0	0	(212)	194,072
N - Support Services	2,814	0	0	(412)	2,402
P - Capital Financing Costs	30,948	0	0	10,985	41,933
<b>Total Income</b>	<b>(653,937)</b>	<b>(1,501)</b>	<b>(339)</b>	<b>(32,065)</b>	<b>(687,842)</b>
TA - Government Grants	(425,976)	0	0	(9,815)	(435,791)
TB - Reimbursements & Contributions	(50,663)	(207)	400	(21,139)	(71,610)
TC - Customer & Client Receipts	(84,534)	(883)	(639)	582	(85,474)
TD - Sales	(1,529)	(6)	0	(14)	(1,549)
TE - Rents	(12,119)	(137)	0	(1,081)	(13,336)
TF - Support Services	(16,323)	0	0	586	(15,737)
TG - Interest	(1,097)	0	0	(578)	(1,675)
TH - Recharges To Other Services	(61,017)	(267)	0	(606)	(61,890)
TZ - Miscellaneous Income	(680)	0	(100)	0	(780)
<b>Net Budget</b>	<b>221,540</b>	<b>5,881</b>	<b>(3,356)</b>	<b>476</b>	<b>224,540</b>

\* General Fund Other Budgets – see [page 56](#)

\*\* All staff employed by Islington within Shared Service – Camden Share stated.

# Council Wide – HRA

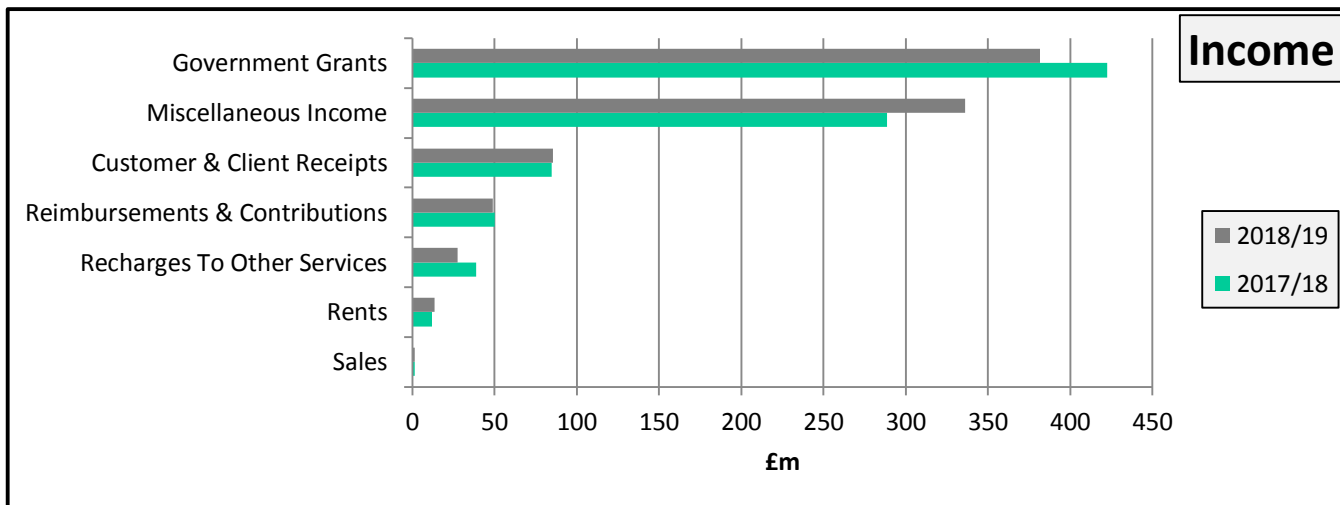
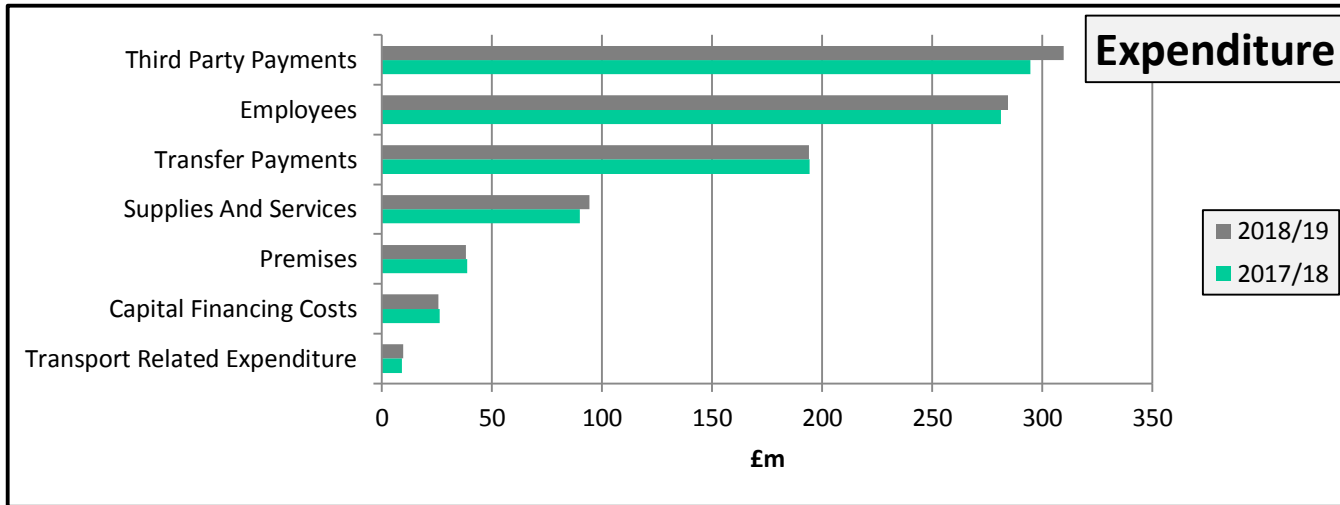
Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
HRA Other Budgets*	76,375	177	(1,814)	1,668	76,406	0
Supporting Communities	(79,997)	1,586	(3,657)	1,971	(80,097)	810
Supporting People	3,622	69	0	0	3,691	85
<b>Total Budget</b>	<b>0</b>	<b>1,831</b>	<b>(5,471)</b>	<b>3,640</b>	<b>0</b>	<b>895</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>213,059</b>	<b>1,895</b>	<b>(3,815)</b>	<b>2,284</b>	<b>213,423</b>
A - Employees	40,702	666	0	789	42,157
C - Premises	60,927	914	(2,309)	(133)	59,399
E - Transport Related Expenditure	1,829	27	0	(14)	1,843
G - Supplies And Services	12,922	195	(756)	1,760	14,121
J - Third Party Payments	4,657	93	0	0	4,749
L - Transfer Payments	10,608	0	0	0	10,608
N - Support Services	13,924	0	0	(117)	13,806
P - Capital Financing Costs	67,490	0	(750)	0	66,740
<b>Total Income</b>	<b>(213,059)</b>	<b>(64)</b>	<b>(1,656)</b>	<b>1,355</b>	<b>(213,423)</b>
TA - Government Grants	(6,824)	0	0	0	(6,824)
TB - Reimbursements & Contributions	(776)	(8)	0	0	(784)
TC - Customer & Client Receipts	(42,949)	0	(598)	488	(43,059)
TD - Sales	(4)	0	0	0	(4)
TE - Rents	(143,624)	0	(724)	1,235	(143,113)
TF - Support Services	(13)	0	0	0	(13)
TG - Interest	(316)	0	(334)	0	(650)
TH - Recharges To Other Services	(5,591)	(56)	0	(94)	(5,741)
TZ - Miscellaneous Income	(12,963)	0	0	(274)	(13,236)
<b>Net Budget</b>	<b>0</b>	<b>1,831</b>	<b>(5,471)</b>	<b>3,640</b>	<b>0</b>

\* HRA Other Budgets – see [page 57](#)

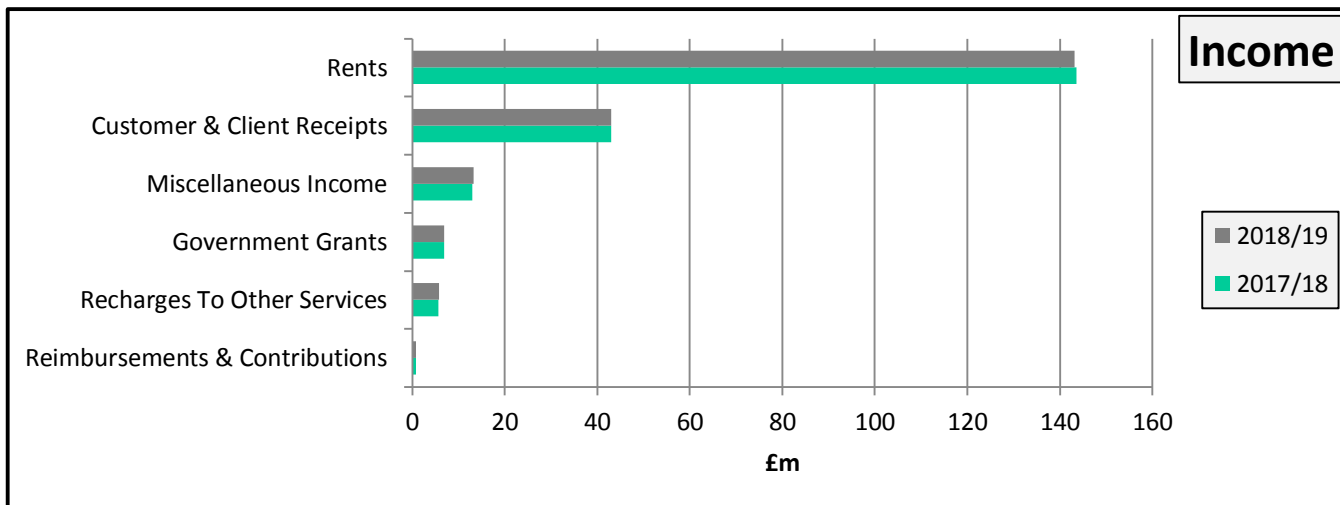
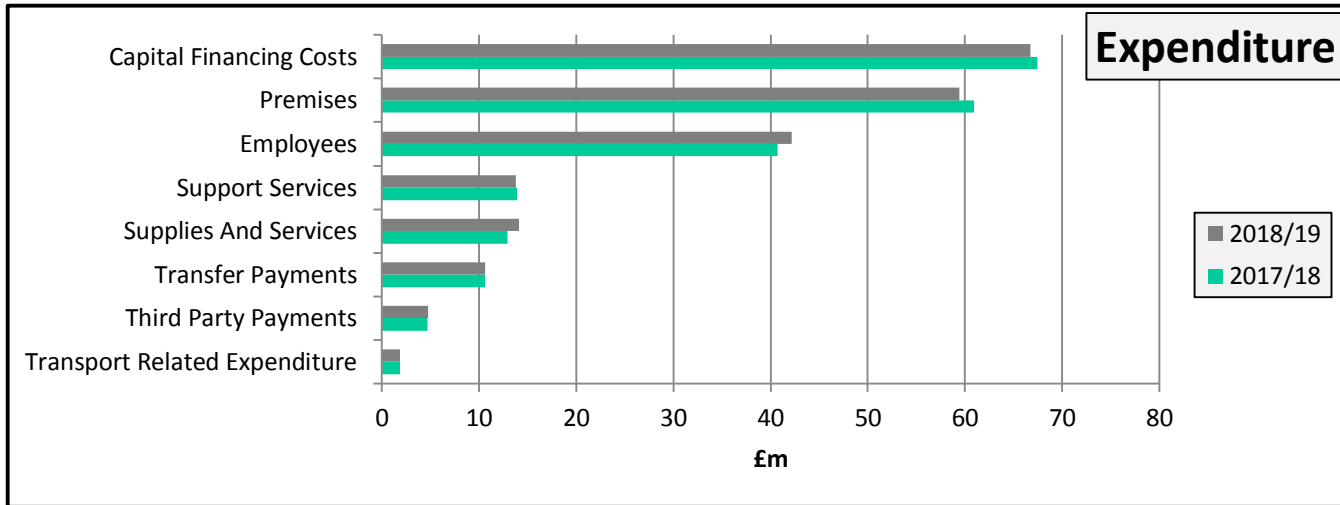
# Income and Expenditure by Subjective Type - GF

*Excluding other budgets*



# Income and Expenditure by Subjective Type - HRA

*Excluding other budgets*



# Supporting Communities Directorate

**Executive Director:** Jenny Rowlands

**Total Revenue Budget:**

- GF Revenue Budget: £63.277m

- HRA Revenue Budget: £(80.097)m

**Full Time Equivalents (FTE's):** 1,431

Supporting Communities consists of seven divisions – Place Management, Regeneration & Planning, Property Management, Development (including Community Investment Programme (CIP) & major projects), Community Services, Housing Management and Resident Safety. The directorate is responsible for a wide range of universal services including housing, waste collection, libraries and planning. Our most significant physical presence in the Borough is through our housing and commercial property portfolio which we are responsible for maintaining to ensure the safety of our tenants and leaseholders. We are also responsible for building new, affordable and private homes through the CIP – some of which are sold while other are available at social rents or intermediate rent levels – and coordinating the Council's response to HS2 and the redevelopment of Euston. The aim of the Directorate is to shape the environment of Camden to support people to live safe, healthy and fulfilling lives.

- **Place Management:** This division is responsible for the effective management of the public realm, covering waste, recycling, street cleaning and the council's engineering functions. Building control ensures that all planning applications comply with regulations and uphold the health and safety of people in and around buildings. Finally, it also provides regulatory services, such as trading standards, noise and environmental health.
- **Regeneration & Planning:** The place shaping team works to map out a clear, long term direction for the future development of the borough. Development Management manages the planning process. The Economic Development service works with a range of partners to deliver employment and enterprise outcomes for local people and businesses. Finally, Transport & Parking Strategy provides strategic direction for all aspects of transport and encouraging people to use more sustainable modes.

- **Property Management:** The Council manages a large housing portfolio comprising 33,000 (24,000 tenanted, 9,000 leasehold) homes of various types, ranging from street properties in conservation areas, flats developed by the GLC, through to the modern estates of the 1970's and 80's. The division manages the repairs service which includes complex mechanical and electrical infrastructure and significant refurbishment programmes as part of Better Homes, to make sure that homes are safe, warm and functional. There is a long term strategy to manage the asset base and investment plans.
- **Development:** The CIP programme aims to make the best use of Council assets through investing in existing buildings and building new schools, community facilities and homes. Part of the programme is an estate-led regeneration programme focused on sites with high needs or development potential. The Accommodation Strategy supports the best use of council properties, allowing staff to work in more agile ways, and the Asset Strategy team manages our portfolio of commercial properties.
- **Community Services:** The division covers arts and tourism, libraries, sports and physical activity, community safety, emergency management, the voluntary and community sector and sustainability and green spaces (for which it is the corporate lead). It works to sustain strong, safe, resilient and economically healthy communities and to promote community cohesion.
- **Housing Management:** The division manages a wide range of services to support tenants living in tenanted and leasehold homes. Leasehold Services bill and collect service charges for 9,500 leaseholders, Tenancy Services provide the landlord function for our 33,000 council homes, while the Tenant Participation team engages with our tenants to help improve services. Estate Services manages caretakers and waste and recycling on estates. The division also leads on sheltered accommodation.
- **Resident Safety:** This new division is focusing on working with the property management service to ensure that we are meeting and exceeding our statutory duties in relation to safety. This includes oversight and scrutiny of our operational delivery of repairs, refurbishment and assessment and inspection functions, with the Resident Safety division providing quality assurance to elected members, residents and the council.

# Supporting Communities – GF & HRA

Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Community Services	14,320	250	0	535	15,105	223
Housing Management	(122,346)	707	(1,148)	1,421	(121,365)	433
Place Management	27,571	485	(176)	242	28,122	138
Programme Director HS2	0	3	0	205	208	6
Property Management	58,558	1,163	(2,509)	(2,339)	54,873	378
Regeneration and Planning	144	67	(500)	200	(89)	177
Resident Safety	0	0	0	350	350	0
Supporting Communities Leadership	(90)	(1)	0	5	(86)	1
Development	4,477	65	0	1,520	6,063	75
<b>Total Budget</b>	<b>(17,366)</b>	<b>2,740</b>	<b>(4,333)</b>	<b>2,140</b>	<b>(16,820)</b>	<b>1,431</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>244,211</b>	<b>3,346</b>	<b>(2,335)</b>	<b>974</b>	<b>246,196</b>
A - Employees	62,524	889	0	2,062	65,474
C - Premises	81,663	1,381	(2,309)	(1,204)	79,530
E - Transport Related Expenditure	2,317	32	0	(45)	2,304
G - Supplies And Services	25,231	331	(26)	20	25,556
J - Third Party Payments	35,770	714	0	988	37,472
L - Transfer Payments	7,985	0	0	(5)	7,980
N - Support Services	11,259	0	0	(420)	10,839
P - Capital Financing Costs	17,462	0	0	(421)	17,041
<b>Total Income</b>	<b>(261,578)</b>	<b>(606)</b>	<b>(1,998)</b>	<b>1,166</b>	<b>(263,016)</b>
TA - Government Grants	(9,709)	0	0	(28)	(9,737)
TB - Reimbursements & Contributions	(4,622)	(45)	0	438	(4,228)
TC - Customer & Client Receipts	(66,421)	(317)	(1,274)	528	(67,484)
TD - Sales	(1,355)	(4)	0	1	(1,358)
TE - Rents	(149,062)	(137)	(724)	697	(149,226)
TF - Support Services	(3,759)	0	0	191	(3,568)
TG - Interest	(50)	0	0	0	(50)
TH - Recharges To Other Services	(13,513)	(104)	0	(389)	(14,006)
TZ - Miscellaneous Income	(13,086)	0	0	(274)	(13,360)
<b>Net Budget</b>	<b>(17,366)</b>	<b>2,740</b>	<b>(4,333)</b>	<b>2,140</b>	<b>(16,820)</b>



# Supporting Communities – GF

Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Community Services	14,004	246	0	535	14,786	218
Place Management	27,571	485	(176)	242	28,122	138
HS2	0	3	0	205	208	6
Property Management	18,801	315	0	(2,339)	16,777	55
Regeneration and Planning	144	67	(500)	200	(89)	177
Supporting Communities Leadership	(90)	(1)	0	5	(86)	1
Development	2,201	38	0	1,320	3,559	26
<b>Total Budget</b>	<b>62,631</b>	<b>1,155</b>	<b>(676)</b>	<b>168</b>	<b>63,277</b>	<b>621</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>123,664</b>	<b>1,723</b>	<b>0</b>	<b>358</b>	<b>125,745</b>
A - Employees	28,622	426	0	1,520	30,568
C - Premises	21,578	479	0	(1,072)	20,986
E - Transport Related Expenditure	499	5	0	(31)	473
G - Supplies And Services	15,950	192	0	(211)	15,930
J - Third Party Payments	31,114	621	0	988	32,723
L - Transfer Payments	7,985	0	0	(5)	7,980
N - Support Services	455	0	0	(410)	45
P - Capital Financing Costs	17,462	0	0	(421)	17,041
<b>Total Income</b>	<b>(61,034)</b>	<b>(568)</b>	<b>(676)</b>	<b>(190)</b>	<b>(62,468)</b>
TA - Government Grants	(9,709)	0	0	(28)	(9,737)
TB - Reimbursements & Contributions	(4,312)	(42)	0	438	(3,916)
TC - Customer & Client Receipts	(24,901)	(317)	(676)	41	(25,853)
TD - Sales	(1,351)	(4)	0	1	(1,354)
TE - Rents	(6,838)	(137)	0	(538)	(7,513)
TF - Support Services	(3,746)	0	0	191	(3,555)
TH - Recharges To Other Services	(10,053)	(69)	0	(295)	(10,417)
TZ - Miscellaneous Income	(123)	0	0	0	(123)
<b>Net Budget</b>	<b>62,631</b>	<b>1,155</b>	<b>(676)</b>	<b>168</b>	<b>63,277</b>

# Supporting Communities – HRA

Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Community Services	316	3	0	0	319	5
Housing Management	(122,346)	707	(1,148)	1,421	(121,365)	433
Property Management	39,757	848	(2,509)	0	38,095	324
Resident Safety	0	0	0	350	350	0
Development	2,276	27	0	200	2,504	49
<b>Total Budget</b>	<b>(79,997)</b>	<b>1,586</b>	<b>(3,657)</b>	<b>1,971</b>	<b>(80,097)</b>	<b>810</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>120,547</b>	<b>1,623</b>	<b>(2,335)</b>	<b>616</b>	<b>120,451</b>
A - Employees	33,901	462	0	542	34,906
C - Premises	60,085	901	(2,309)	(133)	58,544
E - Transport Related Expenditure	1,818	27	0	(14)	1,832
G - Supplies And Services	9,281	139	(26)	231	9,626
J - Third Party Payments	4,657	93	0	0	4,749
N - Support Services	10,805	0	0	(10)	10,795
<b>Total Income</b>	<b>(200,544)</b>	<b>(38)</b>	<b>(1,322)</b>	<b>1,355</b>	<b>(200,548)</b>
TB - Reimbursements & Contributions	(309)	(3)	0	0	(312)
TC - Customer & Client Receipts	(41,521)	0	(598)	488	(41,631)
TD - Sales	(4)	0	0	0	(4)
TE - Rents	(142,224)	0	(724)	1,235	(141,713)
TF - Support Services	(13)	0	0	0	(13)
TG - Interest	(50)	0	0	0	(50)
TH - Recharges To Other Services	(3,460)	(35)	0	(94)	(3,589)
TZ - Miscellaneous Income	(12,963)	0	0	(274)	(13,236)
<b>Net Budget</b>	<b>(79,997)</b>	<b>1,586</b>	<b>(3,657)</b>	<b>1,971</b>	<b>(80,097)</b>

# Development – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Asset Strategy and Valuation	688	10	0	32	730	9
Community Investment and Regeneration	314	5	0	0	318	10
Corporate Accommodation	1,199	23	0	1,288	2,510	7
<b>Total Budget</b>	<b>2,201</b>	<b>38</b>	<b>0</b>	<b>1,320</b>	<b>3,559</b>	<b>26</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>2,415</b>	<b>40</b>	<b>0</b>	<b>1,356</b>	<b>3,811</b>
A - Employees	408	10	0	910	1,328
G - Supplies And Services	2,007	30	0	446	2,483
<b>Total Income</b>	<b>(214)</b>		<b>0</b>	<b>(35)</b>	<b>(252)</b>
TH - Recharges To Other Services	(214)	(2)	0	(35)	(252)
<b>Net Budget</b>	<b>2,201</b>	<b>38</b>	<b>0</b>	<b>1,320</b>	<b>3,559</b>

# Development – HRA

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Regeneration and Development	2,276	27	0	200	2,504	49
<b>Total Budget</b>	<b>2,276</b>	<b>27</b>	<b>0</b>	<b>200</b>	<b>2,504</b>	<b>49</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>3,496</b>	<b>39</b>	<b>0</b>	<b>289</b>	<b>3,825</b>
A - Employees	3,068	39	0	53	3,159
C - Premises	26	0	0	(23)	4
G - Supplies And Services	26	0	0	259	286
N - Support Services	376	0	0	0	376
<b>Total Income</b>	<b>(1,220)</b>	<b>(12)</b>	<b>0</b>	<b>(89)</b>	<b>(1,322)</b>
TH - Recharges To Other Services	(1,220)	(12)	0	(89)	(1,322)
<b>Net Budget</b>	<b>2,276</b>	<b>27</b>	<b>0</b>	<b>200</b>	<b>2,504</b>

# Community Services – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Community Safety and Emergency	3,891	65	0	15	3,971	48
Community Services	139	2	0	3	144	1
Libraries Arts and Tourism	1,802	29	0	421	2,252	82
Sports and Physical Activity	13	15	0	150	178	40
Sustainability and Green Space	2,835	56	0	35	2,926	37
Community Partnership Unit	5,325	79	0	(89)	5,315	11
<b>Total Budget</b>	<b>14,004</b>	<b>246</b>	<b>0</b>	<b>535</b>	<b>14,786</b>	<b>218</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>21,011</b>	<b>323</b>	<b>0</b>	<b>(555)</b>	<b>20,780</b>
A - Employees	9,380	142	0	(163)	9,359
C - Premises	1,403	22	0	6	1,430
E - Transport Related Expenditure	126	2	0	0	127
G - Supplies And Services	7,193	108	0	(396)	6,905
J - Third Party Payments	2,484	50	0	4	2,538
L - Transfer Payments	20	0	0	(5)	15
N - Support Services	53	0	0	0	53
P - Capital Financing Costs	353	0	0	0	353
<b>Total Income</b>	<b>(7,007)</b>	<b>(77)</b>	<b>0</b>	<b>1,090</b>	<b>(5,994)</b>
TA - Government Grants	(185)	0	0	(52)	(237)
TB - Reimbursements & Contributions	(2,205)	(21)	0	498	(1,727)
TC - Customer & Client Receipts	(2,405)	(34)	0	606	(1,832)
TD - Sales	(78)	0	0	1	(77)
TE - Rents	(153)	(3)	0	0	(156)
TF - Support Services	(1)	0	0	1	0
TH - Recharges To Other Services	(1,980)	(20)	0	36	(1,964)
<b>Net Budget</b>	<b>14,004</b>	<b>246</b>	<b>0</b>	<b>535</b>	<b>14,786</b>

# Community Services – HRA

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Community Safety and Emergency	316	3	0	0	319	5
<b>Total Budget</b>	<b>316</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>319</b>	<b>5</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>316</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>319</b>
A - Employees	268	3	0	0	271
N - Support Services	48	0	0	0	48
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Budget</b>	<b>316</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>319</b>

# Place Management – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Building Control	(95)	(2)	0	0	(97)	16
Engineering	6,192	41	0	(188)	6,045	44
Environment Services	20,399	414	0	430	21,243	36
Place Management	132	2	0	0	134	1
Regulatory Services	943	31	(176)	0	797	42
<b>Total Budget</b>	<b>27,571</b>	<b>485</b>	<b>(176)</b>	<b>242</b>	<b>28,122</b>	<b>138</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>45,878</b>	<b>704</b>	<b>0</b>	<b>604</b>	<b>47,186</b>
A - Employees	7,133	103	0	149	7,386
C - Premises	779	14	0	29	822
E - Transport Related Expenditure	185	3	0	(31)	157
G - Supplies And Services	1,481	22	0	(550)	954
J - Third Party Payments	28,093	562	0	1,005	29,661
P - Capital Financing Costs	8,207	0	0	0	8,207
<b>Total Income</b>	<b>(18,307)</b>	<b>(219)</b>	<b>(176)</b>	<b>(362)</b>	<b>(19,064)</b>
TB - Reimbursements & Contributions	(984)	(10)	0	(4)	(998)
TC - Customer & Client Receipts	(15,031)	(200)	(176)	(83)	(15,489)
TD - Sales	(106)	(2)	0	0	(107)
TF - Support Services	(1,406)	0	0	(197)	(1,603)
TH - Recharges To Other Services	(780)	(8)	0	(78)	(866)
<b>Net Budget</b>	<b>27,571</b>	<b>485</b>	<b>(176)</b>	<b>242</b>	<b>28,122</b>

# Property Management – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Childrens & Schools Contracts	1,746	8	0	(421)	1,333	23
Property Services	17,055	308	0	(1,918)	15,445	32
<b>Total Budget</b>	<b>18,801</b>	<b>315</b>	<b>0</b>	<b>(2,339)</b>	<b>16,777</b>	<b>55</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>44,105</b>	<b>498</b>	<b>0</b>	<b>(1,778)</b>	<b>42,825</b>
A - Employees	2,999	42	0	31	3,072
C - Premises	19,232	438	0	(1,099)	18,571
E - Transport Related Expenditure	188	0	0	0	188
G - Supplies And Services	4,279	17	0	121	4,417
J - Third Party Payments	154	1	0	0	156
L - Transfer Payments	7,965	0	0	0	7,965
N - Support Services	396	0	0	(410)	(14)
P - Capital Financing Costs	8,891	0	0	(421)	8,470
<b>Total Income</b>	<b>(25,304)</b>	<b>(183)</b>	<b>0</b>	<b>(561)</b>	<b>(26,048)</b>
TA - Government Grants	(9,164)	0	0	0	(9,164)
TB - Reimbursements & Contributions	(201)	(2)	0	26	(177)
TC - Customer & Client Receipts	(785)	(12)	0	(42)	(839)
TD - Sales	(1,168)	(2)	0	0	(1,170)
TE - Rents	(6,685)	(134)	0	(538)	(7,357)
TF - Support Services	(754)	0	0	0	(754)
TH - Recharges To Other Services	(6,424)	(33)	0	(7)	(6,464)
TZ - Miscellaneous Income	(123)	0	0	0	(123)
<b>Net Budget</b>	<b>18,801</b>	<b>315</b>	<b>0</b>	<b>(2,339)</b>	<b>16,777</b>



# Property Management – HRA

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Better Homes Delivery	39,322	554	(1,917)	232	38,191	59
Property Management	798	12	0	0	810	3
Property Services	(2,308)	87	(592)	(7)	(2,820)	53
Repairs	1,945	195	0	(225)	1,915	208
<b>Total Budget</b>	<b>39,757</b>	<b>848</b>	<b>(2,509)</b>	<b>0</b>	<b>38,095</b>	<b>324</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>59,093</b>	<b>866</b>	<b>(2,315)</b>	<b>280</b>	<b>57,924</b>
A - Employees	14,697	196	0	68	14,962
C - Premises	37,104	557	(2,309)	231	35,582
E - Transport Related Expenditure	1,589	24	0	(14)	1,599
G - Supplies And Services	4,850	73	(6)	(5)	4,912
J - Third Party Payments	853	17	0	0	870
<b>Total Income</b>	<b>(24,476)</b>	<b>(19)</b>	<b>(194)</b>	<b>(278)</b>	<b>(24,967)</b>
TB - Reimbursements & Contributions	(158)	(2)	0	0	(159)
TC - Customer & Client Receipts	(34)	0	0	0	(34)
TE - Rents	(9,603)	0	(194)	0	(9,797)
TH - Recharges To Other Services	(1,719)	(17)	0	(4)	(1,740)
TZ - Miscellaneous Income	(12,963)	0	0	(274)	(13,236)
<b>Net Budget</b>	<b>39,757</b>	<b>848</b>	<b>(2,509)</b>	<b>0</b>	<b>38,095</b>

# Regeneration & Planning – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Development Management	(1,218)	9	0	0	(1,209)	68
Placeshaping and Economic Development	2,126	37	0	(275)	1,889	65
Regeneration and Planning	(555)	(8)	0	275	(288)	1
Transport Planning and Parking	(209)	29	(500)	200	(480)	44
<b>Total Budget</b>	<b>144</b>	<b>67</b>	<b>(500)</b>	<b>200</b>	<b>(89)</b>	<b>177</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>10,210</b>	<b>154</b>	<b>0</b>	<b>521</b>	<b>10,885</b>
A - Employees	8,420	122	0	388	8,930
C - Premises	160	5	0	(8)	157
E - Transport Related Expenditure	1	0	0	0	1
G - Supplies And Services	1,232	18	0	163	1,413
J - Third Party Payments	382	8	0	(21)	369
N - Support Services	5	0	0	0	5
P - Capital Financing Costs	11	0	0	0	11
<b>Total Income</b>	<b>(10,067)</b>	<b>(86)</b>	<b>(500)</b>	<b>(321)</b>	<b>(10,974)</b>
TA - Government Grants	(360)	0	0	25	(335)
TB - Reimbursements & Contributions	(922)	(9)	0	(82)	(1,013)
TC - Customer & Client Receipts	(6,680)	(72)	(500)	(441)	(7,693)
TF - Support Services	(1,586)	0	0	388	(1,198)
TH - Recharges To Other Services	(520)	(5)	0	(210)	(735)
<b>Net Budget</b>	<b>144</b>	<b>67</b>	<b>(500)</b>	<b>200</b>	<b>(89)</b>

# Housing Management – HRA

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Estate Services	14,998	208	0	0	15,206	219
Housing Management	159	2	0	0	160	1
Leaseholder Services	(150,552)	326	(1,148)	1,143	(150,230)	77
Sheltered Services	3,429	44	0	0	3,473	40
Tenancy Services	7,279	88	0	267	7,633	90
Tenant and Leaseholder Engagement	2,342	40	0	11	2,394	6
<b>Total Budget</b>	<b>(122,346)</b>	<b>707</b>	<b>(1,148)</b>	<b>1,421</b>	<b>(121,365)</b>	<b>433</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>52,502</b>	<b>714</b>	<b>(20)</b>	<b>(301)</b>	<b>52,895</b>
A - Employees	15,869	224	0	421	16,514
C - Premises	22,955	344	0	(691)	22,608
E - Transport Related Expenditure	229	3	0	0	232
G - Supplies And Services	4,405	66	(20)	(23)	4,428
J - Third Party Payments	3,804	76	0	0	3,879
N - Support Services	5,240	0	0	(8)	5,232
<b>Total Income</b>	<b>(174,847)</b>	<b>(7)</b>	<b>(1,128)</b>	<b>1,723</b>	<b>(174,259)</b>
TB - Reimbursements & Contributions	(152)	(2)	0	0	(153)
TC - Customer & Client Receipts	(41,486)	0	(598)	488	(41,597)
TD - Sales	(4)	0	0	0	(4)
TE - Rents	(132,621)	0	(530)	1,235	(131,916)
TF - Support Services	(13)	0	0	0	(13)
TG - Interest	(50)	0	0	0	(50)
TH - Recharges To Other Services	(521)	(5)	0	0	(527)
<b>Net Budget</b>	<b>(122,346)</b>	<b>707</b>	<b>(1,148)</b>	<b>1,421</b>	<b>(121,365)</b>

# Supporting Communities Leadership – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Supporting Communities Leadership	(90)	(1)	0	5	(86)	1
<b>Total Budget</b>	<b>(90)</b>	<b>(1)</b>	<b>0</b>	<b>5</b>	<b>(86)</b>	<b>1</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>45</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>50</b>
A - Employees	282	4	0	0	286
C - Premises	5	0	0	0	5
G - Supplies And Services	(243)	(4)	0	5	(241)
<b>Total Income</b>	<b>(135)</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>(136)</b>
TH - Recharges To Other Services	(135)	(1)	0	0	(136)
<b>Net Budget</b>	<b>(90)</b>	<b>(1)</b>	<b>0</b>	<b>5</b>	<b>(86)</b>

# Resident Safety – HRA

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Resident Safety	0	0	0	350	350	0
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>	<b>350</b>	<b>0</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>	<b>350</b>
C - Premises	0	0	0	350	350
<b>Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>	<b>350</b>

# Supporting People Directorate

**Executive Director:** Martin Pratt

**Total Revenue Budget:**

- *GF Revenue Budget:* £175.849m

- *HRA Revenue Budget:* £3.691m

**Full Time Equivalents (FTE's):** 4,439 (including schools FTE)

The directorate was newly formed in 2016 and brings together a range of council services. The directorate has responsibility for the outcomes and support for children, young people, adults and families who are in need; this includes ensuring that children and vulnerable adults are kept safe. It has a strong focus on intervening early to prevent problems escalating as well as having a significant contribution to 'prevention'; it helps to ensure individuals and families are supported to overcome disadvantages, are resilient and living healthily and independently wherever possible. Giving children and young people the best possible start in life is a major component of this.

This directorate brings together children's services with adult services; it also includes those housing services that are most closely aligned to supporting people such as when they are homeless, helping people get access to decent housing and helping them to sustain tenancies.

The directorate works closely with partner organisations - schools, health services, police and other agencies, including the voluntary and community sector – to deliver the vision set out in the Camden Plan.

The work of the directorate is led by the Directorate Management Team comprising the executive director and six directors. Services are grouped into six divisions:

- **Early Intervention and Prevention:** early years; integrated youth services; family support; special educational needs and psychology; welfare in schools.
- **Raising Achievement & Aspiration:** school improvement; school place planning; schools traded services partnership (Camden Learning); professional training and development; adult and community learning.
- **Children's Safeguarding and Social Work:** children in need; quality assurance; looked-after children; children's care provision; services for disabled children.
- **Housing Support Services:** housing need; temporary accommodation; housing support services; housing supply, initiatives and partnerships; accessible transport.
- **Adult Social Care:** adult safeguarding and care management; integrated learning disability and physical disability service; service provision and development.
- **Integrated Commissioning:** across Children's and Adult Social Care including aspects of integrated commissioning with health partners: covering children's health; mental health and substance misuse; disabilities and older people.

# Supporting People – GF & HRA

Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Adult Social Care	53,794	1,233	(2,050)	11,834	64,810	285
Childrens Safeguarding and Social Work	30,290	535	0	(34)	30,791	285
Early Intervention and Prevention	15,326	446	(166)	2,364	17,971	457
Education (Achievement & Aspiration)*	7,705	69	0	(342)	7,431	2,953
Housing Support Services	36,719	782	(30)	(3)	37,468	373
Strategic and Joint Commission	20,739	699	(610)	28	20,856	85
Supporting People Leadership	208	1	0	4	212	1
<b>Total Budget</b>	<b>164,781</b>	<b>3,764</b>	<b>(2,856)</b>	<b>13,851</b>	<b>179,540</b>	<b>4,439</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>444,521</b>	<b>4,248</b>	<b>(2,905)</b>	<b>15,274</b>	<b>461,137</b>
A - Employees	204,949	993	(223)	(1,159)	204,559
C - Premises	17,687	127	0	(189)	17,625
E - Transport Related Expenditure	8,392	126	(30)	433	8,921
G - Supplies And Services	60,750	293	(40)	5,483	66,486
J - Third Party Payments	135,545	2,709	(2,611)	11,204	146,846
L - Transfer Payments	6,668	0	0	(225)	6,443
N - Support Services	4,652	0	0	(110)	4,542
P - Capital Financing Costs	5,879	0	0	(163)	5,716
<b>Total Income</b>	<b>(279,740)</b>	<b>(483)</b>	<b>49</b>	<b>(1,423)</b>	<b>(281,598)</b>
TA - Government Grants	(194,404)	0	0	(1,713)	(196,117)
TB - Reimbursements & Contributions	(38,480)	(112)	0	860	(37,733)
TC - Customer & Client Receipts	(19,387)	(201)	49	433	(19,106)
TD - Sales	(79)	(1)	0	(15)	(95)
TE - Rents	(6,681)	0	0	(543)	(7,224)
TF - Support Services	(279)	0	0	279	0
TH - Recharges To Other Services	(20,400)	(169)	0	(724)	(21,293)
TZ - Miscellaneous Income	(30)	0	0	0	(30)
<b>Net Budget</b>	<b>164,781</b>	<b>3,764</b>	<b>(2,856)</b>	<b>13,851</b>	<b>179,540</b>

\* Includes Schools

# Supporting People – GF

Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Adult Social Care	53,794	1,233	(2,050)	11,834	64,810	285
Childrens Safeguarding and Social Work	30,290	535	0	(34)	30,791	285
Early Intervention and Prevention	15,326	446	(166)	2,364	17,971	457
Education (Achievement & Aspiration)*	7,705	69	0	(342)	7,431	2,953
Housing Support Services	33,097	713	(30)	(3)	33,777	288
Strategic and Joint Commission	20,739	699	(610)	28	20,856	85
Supporting People Leadership	208	1	0	4	212	1
<b>Total Budget</b>	<b>161,159</b>	<b>3,695</b>	<b>(2,856)</b>	<b>13,851</b>	<b>175,849</b>	<b>4,354</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>435,474</b>	<b>4,153</b>	<b>(2,905)</b>	<b>15,274</b>	<b>451,996</b>
A - Employees	201,009	939	(223)	(1,206)	200,519
C - Premises	16,844	115	0	(189)	16,770
E - Transport Related Expenditure	8,381	126	(30)	433	8,910
G - Supplies And Services	58,821	264	(40)	5,423	64,468
J - Third Party Payments	135,545	2,709	(2,611)	11,204	146,846
L - Transfer Payments	6,668	0	0	(225)	6,443
N - Support Services	2,326	0	0	(2)	2,323
P - Capital Financing Costs	5,879	0	0	(163)	5,716
<b>Total Income</b>	<b>(274,315)</b>	<b>(457)</b>	<b>49</b>	<b>(1,423)</b>	<b>(276,147)</b>
TA - Government Grants	(194,404)	0	0	(1,713)	(196,117)
TB - Reimbursements & Contributions	(38,014)	(108)	0	860	(37,262)
TC - Customer & Client Receipts	(17,959)	(201)	49	433	(17,678)
TD - Sales	(79)	(1)	0	(15)	(95)
TE - Rents	(5,281)	0	0	(543)	(5,824)
TF - Support Services	(279)	0	0	279	0
TH - Recharges To Other Services	(18,270)	(148)	0	(724)	(19,142)
TZ - Miscellaneous Income	(30)	0	0	0	(30)
<b>Net Budget</b>	<b>161,159</b>	<b>3,695</b>	<b>(2,856)</b>	<b>13,851</b>	<b>175,849</b>

\* Includes Schools



# Supporting People – HRA

Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Housing Support Services	3,622	69	0	0	3,691	85
<b>Total Budget</b>	<b>3,622</b>	<b>69</b>	<b>0</b>	<b>0</b>	<b>3,691</b>	<b>85</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>9,047</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>9,142</b>
A - Employees	3,940	53	0	47	4,040
C - Premises	842	13	0	0	855
E - Transport Related Expenditure	11	0	0	0	11
G - Supplies And Services	1,928	29	0	60	2,017
N - Support Services	2,326	0	0	(107)	2,219
<b>Total Income</b>	<b>(5,425)</b>	<b>(26)</b>	<b>0</b>	<b>0</b>	<b>(5,451)</b>
TB - Reimbursements & Contributions	(467)	(5)	0	0	(471)
TC - Customer & Client Receipts	(1,428)	0	0	0	(1,428)
TE - Rents	(1,400)	0	0	0	(1,400)
TH - Recharges To Other Services	(2,130)	(21)	0	0	(2,152)
<b>Net Budget</b>	<b>3,622</b>	<b>69</b>	<b>0</b>	<b>0</b>	<b>3,691</b>

# Adult Social Care – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Adult Social Care	1,393	20	(562)	13,291	14,141	4
Integrated Learning Disability & Physical Disability Service	15,929	409	(245)	893	16,985	20
Professional Training & Development	301	4	0	(305)	0	0
Safeguarding & Care Management	30,224	694	(1,032)	235	30,121	157
Service Development	3,733	60	0	(2,078)	1,715	28
Service Provision	2,215	46	(211)	(202)	1,848	77
<b>Total Budget</b>	<b>53,794</b>	<b>1,233</b>	<b>(2,050)</b>	<b>11,834</b>	<b>64,810</b>	<b>285</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>76,069</b>	<b>1,408</b>	<b>(2,099)</b>	<b>12,101</b>	<b>87,480</b>
A - Employees	13,847	192	(223)	(42)	13,773
C - Premises	520	8	0	(8)	520
E - Transport Related Expenditure	491	7	0	12	510
G - Supplies And Services	2,283	34	154	4,900	7,371
J - Third Party Payments	58,329	1,167	(2,029)	7,265	64,731
L - Transfer Payments	26	0	0	(25)	1
N - Support Services	71	0	0	0	71
P - Capital Financing Costs	502	0	0	0	502
<b>Total Income</b>	<b>(22,275)</b>	<b>(175)</b>	<b>49</b>	<b>(268)</b>	<b>(22,670)</b>
TA - Government Grants	12	0	0	(12)	0
TB - Reimbursements & Contributions	(12,207)	(24)	0	(497)	(12,728)
TC - Customer & Client Receipts	(10,023)	(150)	49	256	(9,868)
TD - Sales	(45)	(1)	0	(15)	(61)
TH - Recharges To Other Services	(13)	0	0	0	(13)
<b>Net Budget</b>	<b>53,794</b>	<b>1,233</b>	<b>(2,050)</b>	<b>11,834</b>	<b>64,810</b>

# Children's Safeguarding & Social Work – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Children In Need	6,014	82	0	0	6,097	106
Children's Care Provision	19,986	374	0	0	20,360	105
Childrens Quality Assurance	1,429	21	0	(34)	1,416	20
Childrens Safeguarding and Social Work	269	4	0	10	283	1
Great Ormond Street	14	4	0	(10)	9	14
Looked After Children	337	9	0	0	346	10
Children and Young People Disability Service	2,240	40	0	0	2,280	28
<b>Total Budget</b>	<b>30,290</b>	<b>535</b>	<b>0</b>	<b>(34)</b>	<b>30,791</b>	<b>285</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>33,579</b>	<b>561</b>	<b>0</b>	<b>924</b>	<b>35,064</b>
A - Employees	14,871	208	0	340	15,419
C - Premises	30	0	0	1	32
E - Transport Related Expenditure	105	2	0	37	143
G - Supplies And Services	1,439	22	0	100	1,560
J - Third Party Payments	16,508	330	0	435	17,273
L - Transfer Payments	621	0	0	12	633
N - Support Services	4	0	0	(1)	4
<b>Total Income</b>	<b>(3,289)</b>	<b>(26)</b>	<b>0</b>	<b>(958)</b>	<b>(4,273)</b>
TA - Government Grants	(750)	0	0	(616)	(1,366)
TB - Reimbursements & Contributions	(2,002)	(20)	0	(94)	(2,115)
TC - Customer & Client Receipts	(280)	(4)	0	4	(280)
TH - Recharges To Other Services	(257)	(3)	0	(252)	(512)
<b>Net Budget</b>	<b>30,290</b>	<b>535</b>	<b>0</b>	<b>(34)</b>	<b>30,791</b>

# Early Intervention & Prevention – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Early Intervention and Prevention	(118)	3	0	(45)	(161)	2
Early Years	5,873	268	0	2,700	8,841	286
Education Attendance Advisory	241	4	0	0	246	8
Family Support and Complex Families	1,385	41	0	0	1,426	46
Integrated Youth Service	4,323	70	(166)	(291)	3,937	88
Special Educational Needs & Educational Psychology	3,622	60	0	0	3,682	28
<b>Total Budget</b>	<b>15,326</b>	<b>446</b>	<b>(166)</b>	<b>2,364</b>	<b>17,971</b>	<b>457</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>69,281</b>	<b>468</b>	<b>(166)</b>	<b>4,283</b>	<b>73,866</b>
A - Employees	20,413	272	0	(200)	20,484
C - Premises	1,055	30	0	(103)	981
E - Transport Related Expenditure	2,691	40	0	2	2,733
G - Supplies And Services	12,184	35	(166)	657	12,709
J - Third Party Payments	31,463	91	0	3,929	35,483
L - Transfer Payments	1,364	0	0	0	1,364
N - Support Services	1	0	0	(1)	0
P - Capital Financing Costs	111	0	0	0	111
<b>Total Income</b>	<b>(53,954)</b>	<b>(22)</b>	<b>0</b>	<b>(1,919)</b>	<b>(55,895)</b>
TA - Government Grants	(47,510)	0	0	(1,157)	(48,667)
TB - Reimbursements & Contributions	(2,467)	(6)	0	(153)	(2,625)
TC - Customer & Client Receipts	(519)	(2)	0	(298)	(820)
TH - Recharges To Other Services	(3,459)	(14)	0	(311)	(3,783)
<b>Net Budget</b>	<b>15,326</b>	<b>446</b>	<b>(166)</b>	<b>2,364</b>	<b>17,971</b>

# Education (Achievement & Aspiration) – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Adult Community Learning	45	17	0	0	62	16
Education (Achievement and Aspiration)	588	5	0	(41)	553	1
Professional Training & Development	299	3	0	(302)	0	1
Schools Improvement & Partnership	1,640	35	0	(73)	1,602	10
Schools Inclusion	130	11	0	0	140	7
Schools	5,040	0	0	0	5,040	2,887
Schools Admissions	33	1	0	0	35	6
Camden Learning Company	(69)	(5)	0	74	0	25
<b>Total Budget</b>	<b>7,705</b>	<b>69</b>	<b>0</b>	<b>(342)</b>	<b>7,431</b>	<b>2,953</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>159,408</b>	<b>106</b>	<b>0</b>	<b>(2,671)</b>	<b>156,844</b>
A - Employees	135,725	43	0	(2,329)	133,440
C - Premises	10,758	1	0	(27)	10,732
E - Transport Related Expenditure	38	0	0	(6)	32
G - Supplies And Services	33,711	36	0	(995)	32,751
J - Third Party Payments	(25,495)	26	0	688	(24,781)
L - Transfer Payments	25	0	0	0	25
N - Support Services	36	0	0	(1)	35
P - Capital Financing Costs	4,610	0	0	0	4,610
<b>Total Income</b>	<b>(151,704)</b>	<b>(37)</b>	<b>0</b>	<b>2,329</b>	<b>(149,412)</b>
TA - Government Grants	(141,355)	0	0	(194)	(141,549)
TB - Reimbursements & Contributions	(2,831)	(18)	0	1,316	(1,533)
TC - Customer & Client Receipts	(4,882)	(10)	0	401	(4,490)
TD - Sales	(34)	(1)	0	0	(34)
TF - Support Services	(279)	0	0	279	0
TH - Recharges To Other Services	(2,323)	(9)	0	527	(1,806)
<b>Net Budget</b>	<b>7,705</b>	<b>69</b>	<b>0</b>	<b>(342)</b>	<b>7,431</b>

# Schools – GF & Grants

Resources	2017/18 £000	2018/19 £000
Dedicated schools grant	158,615	164,388
Academies	8,625	8,892
<b>Total dedicated schools grant</b>	<b>167,240</b>	<b>173,280</b>
Pupil premium grant	11,000	10,206
6th form grant	12,500	10,971
Council contribution	4,788	4,838
Use of reserves	2,160	470
<b>Total estimated funding</b>	<b>197,688</b>	<b>199,765</b>
Increase (£000)	800	2,077
% Increase	0.41%	1.05%

Distribution	2017/18 £000	2018/19 £000
Primary and nursery schools	76,292	77,325
Children centres and external nurseries	11,905	13,755
Secondary schools	69,052	71,402
Special and hospital schools	13,336	9,719
Academies	8,625	8,892
<b>Total to schools</b>	<b>179,210</b>	<b>181,092</b>
Capital financing costs	4,288	4,288
Centrally provided services	2,792	1,427
High needs excluding schools	11,407	12,959
<b>Total net expenditure</b>	<b>197,688</b>	<b>199,765</b>

It is important to note that while schools budgets are within the General Fund, the majority of their funding comes from specific government grants, which are passed on to schools and other delivery bodies according to a formula for them to spend. These government grants for schools include such payments as the Dedicated Schools Grant (DSG), Pupil Premium and 6<sup>th</sup> form grants.

Please note that £32m of high needs and £18m of early years expenditure relating to the DSG grant is contained outside of Education (Achievement & Aspiration) and instead contained within Early Intervention & Prevention. Therefore, the expenditure within Education (Achievement & Aspiration) does not reflect the full grant funding.

# Housing Support Services – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Camden Accessible Travel Solution	15,236	314	(30)	(377)	15,144	100
Housing Needs	3,039	53	0	603	3,695	77
Housing Supply Initiatives	10,477	197	0	(45)	10,629	39
Temporary Accommodation	4,345	149	0	(184)	4,310	71
<b>Total Budget</b>	<b>33,097</b>	<b>713</b>	<b>(30)</b>	<b>(3)</b>	<b>33,777</b>	<b>288</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>55,419</b>	<b>844</b>	<b>(30)</b>	<b>687</b>	<b>56,919</b>
A - Employees	11,377	156	0	786	12,319
C - Premises	4,014	68	0	0	4,082
E - Transport Related Expenditure	4,958	74	(30)	391	5,393
G - Supplies And Services	1,782	27	0	(91)	1,718
J - Third Party Payments	25,925	519	0	(23)	26,420
L - Transfer Payments	4,632	0	0	(213)	4,419
N - Support Services	2,074	0	0	0	2,074
P - Capital Financing Costs	656	0	0	(163)	493
<b>Total Income</b>	<b>(22,321)</b>	<b>(131)</b>	<b>0</b>	<b>(690)</b>	<b>(23,142)</b>
TA - Government Grants	(4,597)	0	0	310	(4,288)
TB - Reimbursements & Contributions	(2,598)	(26)	0	(52)	(2,676)
TC - Customer & Client Receipts	(1,361)	(20)	0	69	(1,312)
TD - Sales	0	0	0	0	0
TE - Rents	(5,281)	0	0	(543)	(5,824)
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	(8,454)	(85)	0	(474)	(9,013)
TZ - Miscellaneous Income	(30)	0	0	0	(30)
<b>Net Budget</b>	<b>33,097</b>	<b>713</b>	<b>(30)</b>	<b>(3)</b>	<b>33,777</b>

# Housing Support Services – HRA

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Housing Management	12	1	0	0	13	1
Housing Needs	1,254	8	0	0	1,262	0
Housing Supply Initiatives	20	1	0	0	21	1
Temporary Accommodation	2,335	59	0	0	2,395	83
<b>Total Budget</b>	<b>3,622</b>	<b>69</b>	<b>0</b>	<b>0</b>	<b>3,691</b>	<b>85</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>9,047</b>	<b>95</b>	<b>0</b>	<b>0</b>	<b>9,142</b>
A - Employees	3,940	53	0	47	4,040
C - Premises	842	13	0	0	855
E - Transport Related Expenditure	11	0	0	0	11
G - Supplies And Services	1,928	29	0	60	2,017
N - Support Services	2,326	0	0	(107)	2,219
<b>Total Income</b>	<b>(5,425)</b>	<b>(26)</b>	<b>0</b>	<b>0</b>	<b>(5,451)</b>
TB - Reimbursements & Contributions	(467)	(5)	0	0	(471)
TC - Customer & Client Receipts	(1,428)	0	0	0	(1,428)
TE - Rents	(1,400)	0	0	0	(1,400)
TH - Recharges To Other Services	(2,130)	(21)	0	0	(2,152)
<b>Net Budget</b>	<b>3,622</b>	<b>69</b>	<b>0</b>	<b>0</b>	<b>3,691</b>



# Strategic & Joint Commissioning – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Children and Families Commissioning	3,782	87	0	346	4,215	10
Integrated Commissioning (Adults)	16,659	606	(610)	(400)	16,255	73
Strategic and Joint Commission	298	5	0	82	386	1
<b>Total Budget</b>	<b>20,739</b>	<b>699</b>	<b>(610)</b>	<b>28</b>	<b>20,856</b>	<b>85</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>41,510</b>	<b>765</b>	<b>(610)</b>	<b>(55)</b>	<b>41,610</b>
A - Employees	4,565	66	0	232	4,863
C - Premises	466	8	0	(51)	423
E - Transport Related Expenditure	97	1	0	0	98
G - Supplies And Services	7,566	113	(28)	852	8,504
J - Third Party Payments	28,814	576	(582)	(1,089)	27,720
N - Support Services	1	0	0	0	1
<b>Total Income</b>	<b>(20,771)</b>	<b>(66)</b>	<b>0</b>	<b>83</b>	<b>(20,754)</b>
TA - Government Grants	(204)	0	0	(43)	(247)
TB - Reimbursements & Contributions	(15,909)	(15)	0	339	(15,584)
TC - Customer & Client Receipts	(894)	(13)	0	0	(908)
TH - Recharges To Other Services	(3,764)	(38)	0	(213)	(4,015)
<b>Net Budget</b>	<b>20,739</b>	<b>699</b>	<b>(610)</b>	<b>28</b>	<b>20,856</b>

# Supporting People Leadership – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Supporting People Leadership	208	1	0	4	212	1
<b>Total Budget</b>	<b>208</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>212</b>	<b>1</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>208</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>212</b>
A - Employees	210	3	0	6	220
C - Premises	1	0	0	(1)	0
E - Transport Related Expenditure	2	0	0	(2)	0
G - Supplies And Services	(144)	(2)	0	0	(146)
N - Support Services	139	0	0	0	139
<b>Net Budget</b>	<b>208</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>212</b>

# Corporate Services Directorate

**Executive Director:** Jon Rowney  
**Total Revenue Budget (GF):** £22.955m  
**Full Time Equivalents (FTE's):** 1,125\*

(\*Figure includes Shared Digital staff employed by LB Camden only, prior to transfer of Islington and Haringey staff, and creation of combined Shared Digital establishment.)

The directorate is responsible for coordinating the council's overall strategic direction and overseeing use of resources, developing the council's digital and data capabilities and providing essential support services. A core purpose is to help the council adapt and change, remain innovative and ensure we are focused on the future.

This directorate therefore brings together Finance and Procurement, Strategy and Change, ICT, Law and Governance, HR and Communications. It also hosts Customer Services, a new division that will refresh the strategic direction and move further towards digital based services.

The directorate has seven main functional areas:

- **Finance and procurement:** responsible for core finance, audit, procurement and revenue services.
- **Strategy and Change:** provides support to the council's strategic leadership and coordinates strategy and change support for service directorates and the organisation as a whole.

- **ICT:** supports the ICT infrastructure of the council, manages its software and develops the digital and data capabilities of the organisation. We are now working with other north London councils Haringey and Islington through Shared Digital, our shared ICT and Digital service, which has created an integrated service across the three organisations.
- **Law and Governance:** provides advice and support to the council on the full range of its legal functions in addition to democratic services including committee services and electoral services.
- **Human Resources:** ensures that the council has the people and organisational capacity required to deliver its aims and priorities and delivering HR support services that contribute to keeping the council running smoothly.
- **Communications:** provides communications support and advice to the council.
- **Customer Services:** operational delivery of customer services (contact centre and registrars), parking services, and benefits and related advice. The service is also responsible for council tax and business rates.

# Corporate Services Directorate – GF

Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Chief Executive Office	234	11	0	(8)	237	1
Communications	1,257	35	0	0	1,292	28
Customer Services	(19,343)	(20)	(204)	18	(19,549)	351
Corporate Services Leadership	381	7	0	0	388	1
Finance and Procurement	4,807	75	400	12	5,294	100
HR	4,838	72	0	791	5,701	95
ICT Shared Service	12,284	168	0	12	12,464	194
Law and Governance	13,861	198	(20)	(87)	13,953	315
Strategy and Change	2,638	38	0	500	3,175	40
<b>Total Budget</b>	<b>20,958</b>	<b>582</b>	<b>176</b>	<b>1,239</b>	<b>22,955</b>	<b>1,125</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>253,901</b>	<b>1,057</b>	<b>(113)</b>	<b>882</b>	<b>255,727</b>
A - Employees	51,572	722	0	924	53,217
C - Premises	394	6	0	(17)	383
E - Transport Related Expenditure	139	2	0	(12)	130
G - Supplies And Services	11,481	172	(113)	11	11,551
J - Third Party Payments	7,742	155	0	(39)	7,858
L - Transfer Payments	179,631	0	0	18	179,649
N - Support Services	34	0	0	(3)	31
P - Capital Financing Costs	2,908	0	0	0	2,908
<b>Total Income</b>	<b>(232,943)</b>	<b>(474)</b>	<b>289</b>	<b>357</b>	<b>(232,772)</b>
TA - Government Grants	(177,184)	0	0	0	(177,184)
TB - Reimbursements & Contributions	(7,407)	(57)	400	141	(6,923)
TC - Customer & Client Receipts	(41,675)	(366)	(11)	108	(41,943)
TD - Sales	(98)	(1)	0	0	(100)
TF - Support Services	(1,357)	0	0	117	(1,241)
TH - Recharges To Other Services	(4,995)	(50)	0	(9)	(5,054)
TZ - Miscellaneous Income	(227)	0	(100)	0	(327)
<b>Net Budget</b>	<b>20,958</b>	<b>582</b>	<b>176</b>	<b>1,239</b>	<b>22,955</b>

# Chief Executive Office – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Chief Executive Office	234	11	0	(8)	237	1
<b>Total Budget</b>	<b>234</b>	<b>11</b>	<b>0</b>	<b>(8)</b>	<b>237</b>	<b>1</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>252</b>	<b>11</b>	<b>0</b>	<b>(8)</b>	<b>255</b>
A - Employees	236	11	0	5	252
C - Premises	1	0	0	(1)	0
E - Transport Related Expenditure	1	0	0	1	1
G - Supplies And Services	14	0	0	(12)	2
<b>Total Income</b>	<b>(18)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(18)</b>
TB - Reimbursements & Contributions	(18)	0	0	0	(18)
<b>Net Budget</b>	<b>234</b>	<b>11</b>	<b>0</b>	<b>(8)</b>	<b>237</b>

# Corporate Services Leadership – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Corporate Services Leadership	381	7	0	0	388	1
<b>Total Budget</b>	<b>381</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>388</b>	<b>1</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>434</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>442</b>
A - Employees	351	6	0	0	358
G - Supplies And Services	83	1	0	0	84
<b>Total Income</b>	<b>(53)</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>(54)</b>
TB - Reimbursements & Contributions	(53)	(1)	0	0	(54)
<b>Net Budget</b>	<b>381</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>388</b>

# Communications – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Communications	1,257	35	0	0	1,292	28
<b>Total Budget</b>	<b>1,257</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>1,292</b>	<b>28</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>2,468</b>	<b>37</b>	<b>0</b>	<b>(100)</b>	<b>2,405</b>
A - Employees	1,518	23	0	0	1,541
G - Supplies And Services	851	13	0	(100)	764
J - Third Party Payments	45	1	0	0	46
P - Capital Financing Costs	54	0	0	0	54
<b>Total Income</b>	<b>(1,211)</b>	<b>(2)</b>	<b>0</b>	<b>100</b>	<b>(1,112)</b>
TC - Customer & Client Receipts	(15)	0	0	0	(15)
TD - Sales	(92)	(1)	0	0	(94)
TF - Support Services	(1,103)	0	0	100	(1,003)
<b>Net Budget</b>	<b>1,257</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>1,292</b>

# Customer Services – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Benefits	662	(6)	0	0	655	45
Contact Camden	5,688	82	(11)	0	5,759	157
Council Tax and Business Rates	817	31	(6)	18	860	38
Credit Control	1,012	14	0	0	1,026	19
Director of Customer Services	129	1	(187)	0	(57)	1
Parking Operations	(27,223)	(155)	0	0	(27,378)	72
Registrar Service	(428)	13	0	0	(415)	21
<b>Total Budget</b>	<b>(19,343)</b>	<b>(20)</b>	<b>(204)</b>	<b>18</b>	<b>(19,549)</b>	<b>351</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>203,923</b>	<b>391</b>	<b>(193)</b>	<b>(81)</b>	<b>204,039</b>
A - Employees	14,557	207	0	(119)	14,645
C - Premises	198	3	0	0	201
E - Transport Related Expenditure	64	1	0	(12)	53
G - Supplies And Services	2,054	31	(193)	84	1,976
J - Third Party Payments	7,404	148	0	(49)	7,503
L - Transfer Payments	179,631	0	0	18	179,649
N - Support Services	15	0	0	(3)	12
<b>Total Income</b>	<b>(223,265)</b>	<b>(411)</b>	<b>(11)</b>	<b>99</b>	<b>(223,588)</b>
TA - Government Grants	(177,120)	0	0	0	(177,120)
TB - Reimbursements & Contributions	(4,496)	(45)	0	0	(4,541)
TC - Customer & Client Receipts	(41,409)	(364)	(11)	99	(41,685)
TH - Recharges To Other Services	(240)	(2)	0	0	(243)
<b>Net Budget</b>	<b>(19,343)</b>	<b>(20)</b>	<b>(204)</b>	<b>18</b>	<b>(19,549)</b>



# Finance & Procurement – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Director of Finance	(442)	(7)	0	8	(441)	1
Financial Management & Accountancy	1,706	25	0	0	1,731	25
Internal Audit & Risk	695	11	0	0	706	9
Procurement	1,181	19	0	0	1,200	20
Specialist Financial Advice	308	4	0	0	313	5
Strategic Finance	627	9	0	0	637	11
Treasury & Financial Transactions	731	13	400	4	1,148	29
<b>Total Budget</b>	<b>4,807</b>	<b>75</b>	<b>400</b>	<b>12</b>	<b>5,294</b>	<b>100</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>5,887</b>	<b>85</b>	<b>0</b>	<b>6</b>	<b>5,977</b>
A - Employees	5,743	81	0	42	5,867
C - Premises	4	0	0	(4)	0
E - Transport Related Expenditure	1	0	0	(1)	0
G - Supplies And Services	(113)	(2)	0	(42)	(156)
J - Third Party Payments	245	5	0	10	260
N - Support Services	7	0	0	0	7
<b>Total Income</b>	<b>(1,080)</b>	<b>(10)</b>	<b>400</b>	<b>6</b>	<b>(684)</b>
TA - Government Grants	(64)	0	0	0	(64)
TB - Reimbursements & Contributions	(806)	(8)	400	(20)	(434)
TC - Customer & Client Receipts	(1)	0	0	0	(1)
TH - Recharges To Other Services	(209)	(2)	0	26	(185)
<b>Net Budget</b>	<b>4,807</b>	<b>75</b>	<b>400</b>	<b>12</b>	<b>5,294</b>

# Human Resources – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Health and Safety	492	7	0	(198)	302	5
Human Resources (HR)	648	10	0	228	885	11
HR Team	994	16	0	(4)	1,006	31
Organisational Development and Strategy	1,400	20	0	564	1,983	25
Senior HR Advisers	1,304	19	0	202	1,525	23
<b>Total Budget</b>	<b>4,838</b>	<b>72</b>	<b>0</b>	<b>791</b>	<b>5,701</b>	<b>95</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>5,424</b>	<b>78</b>	<b>0</b>	<b>779</b>	<b>6,280</b>
A - Employees	4,786	68	0	791	5,645
C - Premises	65	1	0	(13)	53
E - Transport Related Expenditure	5	0	0	(3)	2
G - Supplies And Services	568	9	0	4	581
<b>Total Income</b>	<b>(585,964)</b>	<b>(5,954)</b>	<b>0</b>	<b>12,804</b>	<b>(579,114)</b>
TB - Reimbursements & Contributions	(196,326)	(1,964)	0	10,674	(187,616)
TC - Customer & Client Receipts	(18,671)	(280)	0	2,130	(16,821)
TH - Recharges To Other Services	(370,967)	(3,710)	0	0	(374,677)
<b>Net Budget</b>	<b>4,838</b>	<b>72</b>	<b>0</b>	<b>791</b>	<b>5,701</b>

# ICT Shared Service – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Director of ICT	(43)	(1)	0	0	(44)	0
Modern Infrastructure	4,075	42	0	(16)	4,101	37
Rechargeable / Funded	(21)	17	0	3	0	56
Service Support & Improvement	5,222	74	0	0	5,296	43
Strategy & Change	3,051	34	0	24	3,110	58
<b>Total Budget</b>	<b>12,284</b>	<b>168</b>	<b>0</b>	<b>12</b>	<b>12,464</b>	<b>194</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>16,573</b>	<b>208</b>	<b>0</b>	<b>4</b>	<b>16,785</b>
A - Employees	9,134	130	0	(76)	9,188
E - Transport Related Expenditure	20	0	0	3	23
G - Supplies And Services	5,184	78	0	77	5,339
P - Capital Financing Costs	2,235	0	0	0	2,235
<b>Total Income</b>	<b>(4,289)</b>	<b>(41)</b>	<b>0</b>	<b>8</b>	<b>(4,322)</b>
TC - Customer & Client Receipts	(78)	(1)	0	26	(53)
TF - Support Services	(254)	0	0	17	(237)
TH - Recharges To Other Services	(3,949)	(39)	0	(35)	(4,024)
TZ - Miscellaneous Income	(7)	0	0	0	(7)
<b>Net Budget</b>	<b>12,284</b>	<b>168</b>	<b>0</b>	<b>12</b>	<b>12,464</b>

# Law & Governance – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Borough Solicitor	175	2	0	0	177	1
Business Support	8,198	117	80	0	8,395	171
Democratic & Committee Services	678	10	0	0	688	12
Elections	526	8	0	150	684	7
Legal Services	2,557	37	(100)	9	2,504	58
Member Support	1,727	24	0	(246)	1,505	66
<b>Total Budget</b>	<b>13,861</b>	<b>198</b>	<b>(20)</b>	<b>(87)</b>	<b>13,953</b>	<b>315</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>14,555</b>	<b>202</b>	<b>80</b>	<b>(218)</b>	<b>14,619</b>
A - Employees	11,574	157	0	(219)	11,512
C - Premises	100	1	0	1	102
E - Transport Related Expenditure	39	1	0	0	39
G - Supplies And Services	2,782	42	80	0	2,904
J - Third Party Payments	49	1	0	0	50
N - Support Services	12	0	0	0	12
<b>Total Income</b>	<b>(694)</b>	<b>(4)</b>	<b>(100)</b>	<b>131</b>	<b>(666)</b>
TB - Reimbursements & Contributions	(90)	(1)	0	150	59
TC - Customer & Client Receipts	(153)	0	0	(19)	(172)
TD - Sales	(6)	0	0	0	(6)
TH - Recharges To Other Services	(225)	(2)	0	0	(228)
TZ - Miscellaneous Income	(219)	0	(100)	0	(319)
<b>Net Budget</b>	<b>13,861</b>	<b>198</b>	<b>(20)</b>	<b>(87)</b>	<b>13,953</b>

# Strategy & Change – GF

Service	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000	FTE
Strategy	2,518	36	0	500	3,054	39
Director of Strategy & Change	119	2	0	0	121	1
<b>Total Budget</b>	<b>2,638</b>	<b>38</b>	<b>0</b>	<b>500</b>	<b>3,175</b>	<b>40</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>2,711</b>	<b>38</b>	<b>0</b>	<b>500</b>	<b>3,250</b>
A - Employees	2,043	38	0	500	2,581
C - Premises	5	0	0	0	5
E - Transport Related Expenditure	1	0	0	0	1
G - Supplies And Services	43	1	0	0	44
P - Capital Financing Costs	619	0	0	0	619
<b>Total Income</b>	<b>(74)</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>(75)</b>
TB - Reimbursements & Contributions	(74)	(1)	0	0	(75)
<b>Net Budget</b>	<b>2,638</b>	<b>38</b>	<b>0</b>	<b>500</b>	<b>3,175</b>

# Public Health Directorate

**Executive Director:** Julie Billett

**Total Revenue Budget:** £22.859m

**Full Time Equivalents (FTE's):** 30\*

(\*All staff employed by LB Islington within Shared Service – 46 in total)

The purpose of the Public Health function is to protect and improve the health and wellbeing of Camden residents. Public health interventions and activities aim to improve quality of life, to prevent health problems occurring or worsening, and to overcome health inequalities.

As part of the health arrangements, Public Health works closely with other key stakeholders across the public health delivery system, including providing a 'core offer' of intelligence, public health advice and support to Camden Clinical Commissioning Group to support needs-led, evidence-based commissioning of health services for the local population.

The council's public health function is delivered through a shared service with the London Borough of Islington, in order to benefit from a shared approach to mutual issues, shared learning and expertise, and increased efficiencies through joint commissioning and collaboration.

The three key elements of public health are:

- **Health improvement:** This includes contributing to increased life expectancy and healthier lifestyles as well as reducing inequalities in health and addressing the wider social determinants of health. This may be through specific intervention programmes, influencing and informing wider health commissioning and embedding a health perspective in all council services. Some examples of public health interventions and programmes include tobacco control and smoking cessation support, sexual health services, and a range of programmes and services to help people be more active and maintain a healthy weight.
- **Health protection:** This includes protecting the population from infectious diseases, environmental hazards, and other risks to health, and assuring the local system's emergency planning and preparedness arrangements. Surveillance, monitoring & analysis of the population's health & wellbeing are also key to improving health and tackling inequalities.
- **Public health advice and support:** This includes assisting those who commission health and wellbeing services to understand the health profile and health needs of the local population, and plan services to meet those needs, and improve health and wellbeing outcomes, as well as evaluating how successful services are in meeting needs.

The funding received by Camden for public health services is £26.792m. £22,859m of this budget is allocated within this directorate's budgets, however the council also delivers £3.9m of public health services through other directorates.

# Public Health – GF

Directorate	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
Children 5-19 Public Health Programme	5,605	112	0	(189)	5,528
NHS Health Checker Programmes	383	8	0	(3)	388
Obesity & Physical Activity	957	19	0	(76)	899
Other Public Health Services	368	8	0	172	548
Public Health Leadership	2,179	41	0	436	2,656
Sexual Health	5,236	105	0	(90)	5,250
Smoking & Tobacco	773	15	0	10	798
Substance Misuse	6,911	142	0	(260)	6,793
<b>Total Budget</b>	<b>22,411</b>	<b>448</b>	<b>0</b>	<b>0</b>	<b>22,859</b>

Income/Expenditure Type	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
<b>Total Expenditure</b>	<b>22,692</b>	<b>449</b>	<b>0</b>	<b>602</b>	<b>23,744</b>
C - Premises	2	0	0	0	2
G - Supplies And Services	872	13	0	(269)	616
J - Third Party Payments	21,819	436	0	868	23,123
N - Support Services	0	0	0	3	3
<b>Total Income</b>	<b>(281)</b>	<b>(1)</b>	<b>0</b>	<b>(602)</b>	<b>(884)</b>
TA - Government Grants	0	0	0	(58)	(58)
TB - Reimbursements & Contributions	(255)	(1)	0	(571)	(827)
TH - Recharges To Other Services	(26)	0	0	27	0
<b>Net Budget</b>	<b>22,411</b>	<b>448</b>	<b>0</b>	<b>0</b>	<b>22,859</b>

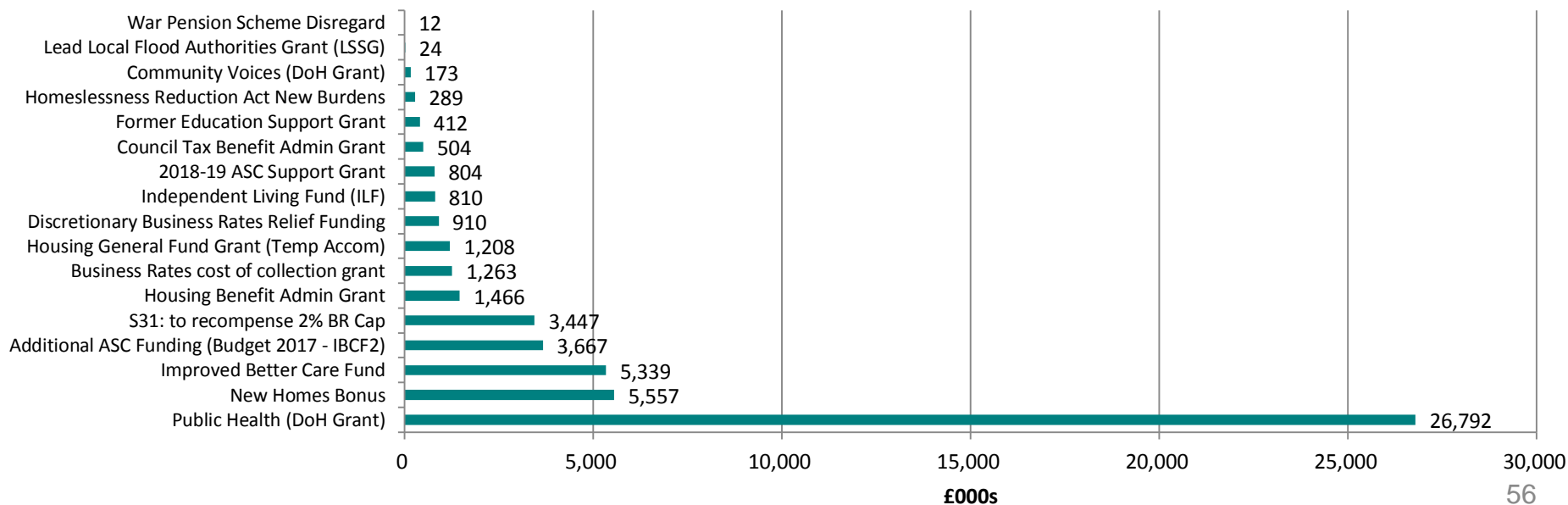
# Other Budgets – GF

Other Budgets	2018/19 Budget £000
Reserve Movements	(10,380)
Interest	(361)
Pensions	15,975
Levies	1,883
Capital Financing	11,690
Specific Grants (see chart below)	(52,696)
Other	(26,511)
	<b>(60,400)</b>

## Specific Grants from Central Government

The Public Health grant is ring fenced. This means that it has conditions attached to it with regards to how it is spent. All the remaining grants are non-ring fenced which means they can be spent on general expenditure, though some are provided in respect of services the council must deliver by statute.

### Central Government Grants





# Other Budgets – HRA

Division	2017/18 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2018/19 Budget £000
Hostels Bad Debt Provision	152	0	0	0	152
Bad Debt Provision	1,085	0	0	0	1,085
Capital Financing	48,750	0	0	0	48,750
Contingency	1,377	21	(730)	172	839
Housing Subsidy	(6,824)	0	0	0	(6,824)
Interest	(266)	0	(334)	0	(600)
Movement in Reserves Statement	21,776	0	0	0	21,776
Revenue Contribution to Capital Outlay (RCCO)	2,572	0	(750)	0	1,822
Reserve Carried Forward	(1,297)	0	0	1,297	0
HRA Corporate Democratic Core Contribution	3,580	150	0	200	3,930
HRA Management	470	6	0	0	476
RCCO Leasehold Cap Contribution	5,000	0	0	0	5,000
	<b>76,375</b>	<b>177</b>	<b>(1,814)</b>	<b>1,668</b>	<b>76,406</b>



# Capital Programme

2016 – 2025+

# Capital Programme

The council has a substantial capital programme spanning many years. This consists of a number of high profile self-financing projects and a large backlog maintenance programme.

## Main Programme Areas:

### Community Investment Programme (CIP)

The Community Investment Programme (CIP) is a long-term programme bringing together a range of works focussed on ensuring best use of the council's assets to improve, shape and transform key places and services within Camden, whilst simultaneously addressing a critical capital funding gap. The programme is making and will continue to make an important contribution to the delivery of objectives within the Camden Plan, particularly harnessing the benefits of economic growth, tackling inequality, investing in our communities to ensure sustainable neighbourhoods and delivering value for money. The key objectives are:

- To work with local people to identify ways to unlock the value of some of the borough's assets (non-residential buildings and land).
- To help bring our schools up to modern standards.
- To provide new school places to meet the growing demographic demands.
- To provide opportunities for housing/provide new housing.
- To regenerate housing estates.
- To improve the environment and places in which the council's assets are located.
- To improve community services.
- To sell or redevelop properties that are out of date, expensive to maintain, or underused and difficult to access to generate funds to reinvest in the council's capital programme.
- To significantly reduce on-going maintenance costs for both the council and third sector/partner organisations to help deliver more sustainable services.
- To modernise the property portfolio.
- To make better use of the property portfolio.
- To stimulate the local economy through private sector partnerships or straight disposal for development to enhance the building fabric across the borough.

### Better Homes

Improvements to council housing are an important part of the Community Investment Programme, with the objective of funding the council's housing investment strategy. The Better Homes strategy includes the achievement of the Decent Homes standard for Camden's 24,000 HRA dwellings. Another element is a programme of housing regeneration in certain estates. The CIP target is to build 3,050 new homes by 2023/24 including 1,400 affordable homes. Cabinet approval to 75% of these homes has been agreed.

### Homes for Older People

This project includes building two new care homes at Maitland Park and Wellesley Road, with extra care sheltered housing also located at Maitland Park, and building a new Charlie Ratchford Resource centre with extra care sheltered housing above. This work will be funded by the proceed from the disposals of Ingestre Road, Branch Hill and St. Margarets elderly person's homes and the existing Charlie Ratchford site at Belmont Street.

### Accommodation Strategy

As part of our accommodation strategy, 5 Pancras Square, a new building comprising a leisure centre and swimming pool complex, a public library, multi-purpose customer centre and council offices, was opened in King's Cross in August 2014. Several former council offices have been disposed of since with more scheduled over the coming years.

The latest part of the council's accommodation strategy is the regeneration of the Town Hall. The project will renew the historic civic and democratic core, provide high quality commercial office space on the 2nd and 3rd floors and an incubator space for small and medium enterprises in the basement. In addition, the Camden Centre space will be let on a long-term basis to a commercial operator.

# Capital Programme

## Backlog Maintenance (Baselines)

To ensure a consistent investment approach across the authority, the council has developed a framework to allocating capital resources on an outcomes basis to complement the strategy implemented in the allocation of revenue resources. Proposals were split into 'baselines' - defined as the amount required to maintain assets in a steady state (i.e. with no worsening in the level of backlog maintenance), and 'baseline plus' - where the expenditure will provide new services or enhancements to existing service levels.

In September 2014, cabinet approved baselines of £88m over the period up to 2019/20. This included £31m and £29m for backlog maintenance on schools and infrastructure respectively. The projects categorised as baseline plus have been recommended to the 25 February 2015 cabinet and are now included in the capital programme since being approved. They have been judged as meeting 3 criteria:

- Meets Camden Plan objectives.
- Generates revenue savings.
- Meets statutory/legal requirements

## Funding the Capital Programme

The largest single element of funding is capital receipts. The council has set targets for capital receipts arising from the disposal of surplus assets, complementary development sites and from the sale of new private housing from a number of redevelopment sites. Other sources of funding are prudential borrowing, Council's revenue reserves, S106 contributions and Community Investment Levy from various developments and a small number of government grants.

The principles used in developing the capital strategy are:

- Clear links between resource allocation and priorities as expressed in the Camden Plan.
- The cost of maintaining and developing the council's infrastructure is fully recognised within the strategy.
- Baseline backlog maintenance must be funded over the life of the strategy.
- Revenue impacts and costs to capital schemes are fully recognised in the revenue budgets.
- Where available government grants and other contributions in respect of housing and education are to be used for the benefit of those services.
- Revenue returns from capital 'invest to save' projects are allocated corporately.

# Capital Programme – Summary

Expenditure	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
ICT	3,045	5,000	1,630	1,100	0	0	0	0	0	0	10,775
Community Services	1,887	3,613	5,701	2,607	1,777	506	264	264	265	414	17,298
Regeneration and Planning	6,119	8,344	9,447	10,800	6,000	1,703	0	0	0	0	42,413
Development (CIP and Major Projects)	84,986	107,383	141,182	117,896	94,194	59,967	32,736	19,157	35,187	40,911	733,599
Property Management	60,120	68,872	83,843	96,802	86,699	74,442	37,462	36,996	36,996	48,911	631,143
Place Management	19,971	10,004	8,352	7,942	255	301	1,200	2,500	2,500	403	53,428
<b>Total Capital Expenditure</b>	<b>176,128</b>	<b>203,216</b>	<b>250,155</b>	<b>237,147</b>	<b>188,925</b>	<b>136,919</b>	<b>71,662</b>	<b>58,917</b>	<b>74,948</b>	<b>90,639</b>	<b>1,488,656</b>

Funding	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
<b>Government grants:</b>											
Dept. for Education grants	6,066	2,347	2,000	2,950	950	0	0	0	0	0	14,313
National Health Service grants & Public Health	588	2,180	621	957	0	0	0	0	0	0	4,346
Other government grants	60	1,051	0	0	0	0	0	0	0	0	1,111
GLA -Transport for London grants	5,886	6,984	5,715	0	0	0	0	0	0	0	18,585
Lottery grants	565	391	0	0	0	0	0	0	0	0	956
Other Grants	64	1,287	590	200	0	0	0	0	0	0	2,141
Community Infrastructure Levy	3,268	5,725	6,000	6,000	1,555	0	0	0	0	0	22,548
Section 106 contributions	6,929	8,709	5,726	9,905	5,000	505	0	0	0	0	36,774
Schools contributions	83	237	0	0	0	0	0	0	0	0	320
Other contributions	25	162	1,020	800	0	0	0	0	0	0	2,007
<b>HRA:</b>											
Major Repairs Reserve	46,060	42,724	35,657	33,081	38,545	48,942	22,085	24,397	35,187	30,055	356,733
Leaseholders' capital contributions	12,340	0	6,010	3,990	4,000	4,000	4,000	0	0	5,000	39,340
Revenue contribution (HRA)	13,517	0	0	0	0	0	0	0	0	0	13,517
<b>Corporate Resources:</b>											
Public Health Reserve	77	0	0	0	0	0	0	0	0	0	77
Revenue Contributions - General Fund	11,782	13,003	11,690	5,298	1,894	657	264	264	264	416	45,532
Prudential Borrowing - HRA	7,274	13,454	25,296	16,385	11,209	7,343	15,920	3,895	0	0	100,776
Prudential Borrowing - GF	12,079	1,243	8,595	22,448	13,600	5,633	0	0	0	0	63,598
HRA Capital Receipts	26,103	61,201	68,986	83,066	78,953	54,098	23,800	26,996	36,997	54,765	514,965
1-4-1 RTB Retained Receipts	2,677	7,170	9,732	7,513	7,625	0	0	0	0	0	34,717
GF Capital Receipts	20,213	35,062	62,517	44,554	25,594	15,741	5,593	3,365	2,500	403	215,542
<b>Total Resources</b>	<b>176,128</b>	<b>203,216</b>	<b>250,155</b>	<b>237,147</b>	<b>188,925</b>	<b>136,919</b>	<b>71,662</b>	<b>58,917</b>	<b>74,948</b>	<b>90,639</b>	<b>1,488,656</b>

# Capital Programme – Corporate Services (ICT)

Expenditure	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
Core Investment Portfolio	1,690	2,018	530	0	0	0	0	0	0	0	4,238
Transformation Investment Portfolio	1,274	2,853	1,000	1,000	0	0	0	0	0	0	6,127
Unavoidable Pressures Investment Portfolio	81	129	100	100	0	0	0	0	0	0	410
<b>Total</b>	<b>3,045</b>	<b>5,000</b>	<b>1,630</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,775</b>

Funding	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
Corporate GF RCCO	2,541	4,896	1,630	1,100	0	0	0	0	0	0	10,167
Prudential Borrowing - GF	504	0	0	0	0	0	0	0	0	0	504
GF Capital Receipts	0	104	0	0	0	0	0	0	0	0	104
<b>Total</b>	<b>3,045</b>	<b>5,000</b>	<b>1,630</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,775</b>

# Capital Programme – Community Services

Expenditure	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
Cemeteries	31	50	875	1,000	1,000	0	0	0	0	0	2,956
Libraries and Arts	123	86	0	0	0	0	0	0	0	0	209
Green Spaces	1,077	1,777	1,511	518	372	242	0	0	0	0	5,497
Sports Centres	544	527	1,667	800	0	0	0	0	0	0	3,538
Sustainability	112	1,173	1,648	289	405	264	264	264	264	414	5,097
<b>Total</b>	<b>1,887</b>	<b>3,613</b>	<b>5,701</b>	<b>2,607</b>	<b>1,777</b>	<b>506</b>	<b>264</b>	<b>264</b>	<b>264</b>	<b>414</b>	<b>17,297</b>

Funding	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
Dep.of Energy (Heat Network grant)	0	1,051	0	0	0	0	0	0	0	0	1,051
Other grants	0	287	323	200	0	0	0	0	0	0	810
s106 Contributions	790	1,878	473	0	0	0	0	0	0	0	3,141
Other contributions	25	0	20	0	0	0	0	0	0	0	45
Public Health Grant - sports park & outdoor gym	77	0	0	0	0	0	0	0	0	0	77
Corporate GF RCCO	995	397	2,487	1,644	264	264	264	264	264	414	7,257
GF Capital Receipts	0	0	2,398	763	1,513	242	0	0	0	0	4,916
<b>Total</b>	<b>1,887</b>	<b>3,613</b>	<b>5,701</b>	<b>2,607</b>	<b>1,777</b>	<b>506</b>	<b>264</b>	<b>264</b>	<b>264</b>	<b>414</b>	<b>17,297</b>

# Capital Programme – Property Management

Expenditure	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
Better Homes	45,338	58,395	71,022	80,203	73,304	64,586	37,062	36,996	36,996	48,911	<b>552,813</b>
Planned Improvements - Non-Housing	8,563	5,750	3,540	6,978	7,632	7,511	400	0	0	0	<b>40,374</b>
Homes for Older People	170	3	0	0	0	0	0	0	0	0	<b>173</b>
CIP	4,113	2,851	8,072	6,816	3,227	2,000	0	0	0	0	<b>27,079</b>
Other Schemes	1,936	1,873	1,209	2,805	2,536	345	0	0	0	0	<b>10,704</b>
<b>Total</b>	<b>60,120</b>	<b>68,872</b>	<b>83,843</b>	<b>96,802</b>	<b>86,699</b>	<b>74,442</b>	<b>37,462</b>	<b>36,996</b>	<b>36,996</b>	<b>48,911</b>	<b>631,143</b>

Funding	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
<b>Government grants:</b>											
Department for Education grants	6,066	2,347	2,000	2,950	950	0	0	0	0	0	<b>14,313</b>
National Health Service grants & Public Health	588	2,180	621	957	0	0	0	0	0	0	<b>4,346</b>
Other Government grants	60	0	0	0	0	0	0	0	0	0	<b>60</b>
GLA - Housing grants	472	0	0	0	0	0	0	0	0	0	<b>472</b>
Lottery grants	565	391	0	0	0	0	0	0	0	0	<b>956</b>
Section 106 contributions	2,179	2,293	0	0	0	0	0	0	0	0	<b>4,472</b>
Community Infrastructure Levy	0	2,000	2,000	2,000	0	0	0	0	0	0	<b>6,000</b>
Schools contributions	83	0	0	0	0	0	0	0	0	0	<b>83</b>
Other grants	64	0	0	0	0	0	0	0	0	0	<b>64</b>
<b>HRA:</b>											
Major Repairs Reserve	6,340	7,551	15,000	2,632	10,545	13,574	14,747	10,000	0	0	<b>80,389</b>
Leaseholders' capital contributions	7,000	0	0	0	0	0	0	0	0	0	<b>7,000</b>
Revenue contribution (HRA)	12,517	0	0	0	0	0	0	0	0	0	<b>12,517</b>
<b>Corporate Resources:</b>											
Revenue Contributions - General Fund	1,967	858	0	0	0	0	0	0	0	0	<b>2,825</b>
HRA Capital Receipts	20,271	49,776	55,457	77,571	62,759	51,012	22,315	26,996	36,996	48,911	<b>452,064</b>
1-4-1 RTB Cap Receipts	195	0	0	0	0	0	0	0	0	0	<b>195</b>
GF Capital Receipts	1,753	1,476	8,765	10,692	12,445	9,856	400	0	0	0	<b>45,387</b>
<b>Total Resources</b>	<b>60,120</b>	<b>68,872</b>	<b>83,843</b>	<b>96,802</b>	<b>86,699</b>	<b>74,442</b>	<b>37,462</b>	<b>36,996</b>	<b>36,996</b>	<b>48,911</b>	<b>631,143</b>



# Capital Programme – CIP & Major Projects

Expenditure	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
Community Investment Programme	19,662	35,706	59,263	40,326	8,446	4,537	3,993	865	0	0	172,798
Accommodation Strategy	63,346	67,600	76,065	63,784	67,028	49,797	28,743	18,292	35,187	40,911	510,753
Estate Regeneration	853	465	99	0	0	0	0	0	0	0	1,417
HRA Hostels	1,125	3,612	5,755	13,786	18,720	5,633	0	0	0	0	48,631
<b>Total</b>	<b>84,986</b>	<b>107,383</b>	<b>141,182</b>	<b>117,896</b>	<b>94,194</b>	<b>59,967</b>	<b>32,736</b>	<b>19,157</b>	<b>35,187</b>	<b>40,911</b>	<b>733,599</b>

Funding	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
GLA - Housing grants	0	286	0	0	0	0	0	0	0	0	286
Other grants/contributions	0	0	117	0	0	0	0	0	0	0	117
Section 106 contributions	2,853	3,112	2,035	800	0	0	0	0	0	0	8,800
Community Infrastructure Levy	0	0	0	0	1,555	0	0	0	0	0	1,555
Schools contributions	0	237	0	0	0	0	0	0	0	0	237
<b>HRA:</b>											
Major Repairs Reserve	39,721	35,173	20,657	30,449	28,000	35,368	7,338	14,397	35,187	30,055	276,345
Leaseholders' capital contributions	5,340	0	6,010	3,990	4,000	4,000	4,000	0	0	5,000	32,340
Revenue contribution (HRA)	1,000	0	0	0	0	0	0	0	0	0	1,000
<b>Corporate Resources:</b>											
Revenue Contributions - General Fund	1,270	4,606	6,437	1,461	630	0	0	0	0	0	14,404
Prudential Borrowing - HRA	7,274	13,454	25,296	16,385	11,209	7,343	15,920	3,895	0	0	100,776
Prudential Borrowing - GF	755	1,243	8,595	22,448	13,600	5,633	0	0	0	0	52,274
HRA Capital Receipts	5,831	11,425	13,529	5,495	16,194	3,086	1,485	0	0	5,856	62,901
1-4-1 RTB Retained Receipts	2,482	7,170	9,732	7,513	7,625	0	0	0	0	0	34,522
GF Capital Receipts	18,460	30,677	48,774	29,355	11,381	4,537	3,993	865	0	0	148,042
<b>Total Resources</b>	<b>84,986</b>	<b>107,383</b>	<b>141,182</b>	<b>117,896</b>	<b>94,194</b>	<b>59,967</b>	<b>32,736</b>	<b>19,157</b>	<b>35,187</b>	<b>40,911</b>	<b>733,599</b>

# Capital Programme – Regeneration & Planning

Expenditure	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
West End Project	2,085	4,000	8,900	10,800	6,000	1,703	0	0	0	0	33,488
TfL funded schemes	3,745	4,018	547	0	0	0	0	0	0	0	8,310
Parking Schemes	289	326	0	0	0	0	0	0	0	0	615
<b>Total</b>	<b>6,119</b>	<b>8,344</b>	<b>9,447</b>	<b>10,800</b>	<b>6,000</b>	<b>1,703</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,413</b>

Funding	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
GLA -Transport for London grants	5,336	6,546	5,715	0	0	0	0	0	0	0	17,597
Other grants (LUL St. Gilles)	0	1,000	150	0	0	0	0	0	0	0	1,150
s106 Contributions	8	0	2,035	9,000	5,000	505	0	0	0	0	16,548
Other Contributions	0	0	1,000	800	0	0	0	0	0	0	1,800
Corporate GF RCCO	775	798	547	1,000	1,000	393	0	0	0	0	4,513
GF Capital Receipts	0	0	0	0	0	805	0	0	0	0	805
<b>Total</b>	<b>6,119</b>	<b>8,344</b>	<b>9,447</b>	<b>10,800</b>	<b>6,000</b>	<b>1,703</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,413</b>

# Capital Programme – Place Management

Expenditure	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
Planned Improvements - Highways	7,687	7,978	7,322	7,460	0	0	0	0	0	0	30,447
Environmental Services	10,953	311	367	377	255	301	1,200	2,500	2,500	403	19,167
Schemes funded by Developers' Contributions	1,331	1,715	663	105	0	0	0	0	0	0	3,814
<b>Total</b>	<b>19,971</b>	<b>10,004</b>	<b>8,352</b>	<b>7,942</b>	<b>255</b>	<b>301</b>	<b>1,200</b>	<b>2,500</b>	<b>2,500</b>	<b>403</b>	<b>53,428</b>

Funding	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
GLA -Transport for London grants	550	438	0	0	0	0	0	0	0	0	988
s106 Contributions	1,099	1,426	1,183	105	0	0	0	0	0	0	3,813
Other contributions	0	162	0	0	0	0	0	0	0	0	162
Community Infrastructure Levy	3,268	3,725	4,000	4,000	0	0	0	0	0	0	14,993
Corporate GF RCCO	4,234	1,448	589	93	0	0	0	0	0	0	6,364
Prudential Borrowing - GF	10,820	0	0	0	0	0	0	0	0	0	10,820
GF Capital Receipts	0	2,805	2,580	3,744	255	301	1,200	2,500	2,500	403	16,288
<b>Total</b>	<b>19,971</b>	<b>10,004</b>	<b>8,352</b>	<b>7,942</b>	<b>255</b>	<b>301</b>	<b>1,200</b>	<b>2,500</b>	<b>2,500</b>	<b>403</b>	<b>53,428</b>



# Reserves & Balances

# Reserves & Balances

The council currently has around 15 separate earmarked reserves. These amounts have been set aside for several reasons which are set out in the table on page 70, however, they mainly relate to on-going projects, known future liabilities or to mitigate against future corporate risk. It is anticipated that the levels of earmarked reserves will decrease to £51.678m by 31<sup>st</sup> March 2019, a net decrease of £19.3m.

The council also has general balances, the amounts of which are set to cover any risks that the council might face in the forthcoming year and allocations would be made by the executive director for corporate services. The level of general balances is set every year according to the council's policy.

In reviewing the level of general balances, consideration has been given to the council's policy on reserves and balances, which states that the level of general balances should be more than 3% of, but not more than 10% of, total budgeted net expenditure and dedicated schools grant. The council is anticipating the amount of budgeted net expenditure dropping over the next few years. Therefore, taking a medium term view on the appropriate level of balances the council continue to set general balances as £13.624m which is 3% of the anticipated expenditure financed by business rates, council tax and the dedicated schools grant in 2018/19. This is in line with the director's policy of keeping general balances at the low end of council policy. The director of finance further states that no major allocations of general balances should be considered at this stage.

<b>Earmarked Reserves</b>	<b>Forecast Reserves 31/03/18 £000</b>	<b>Forecast Out of Reserves £000</b>	<b>Forecast Into Reserves £000</b>	<b>Forecast Reserves 31/03/19 £000</b>	<b>2018/19 Net Movement £000</b>
To Support Key Revenue Outcomes	16,477	(5,196)	5,754	<b>17,035</b>	558
To Support Council's Remodelling Programmes	8,825	(3,524)	0	<b>5,301</b>	(3,524)
On-going Capital Activity and asset Management	29,319	(12,927)	6,605	<b>22,997</b>	(6,322)
Mitigation of Future Corporate Risk	16,357	0	(10,012)	<b>6,345</b>	(10,012)
<b>Total Earmarked Reserves</b>	<b>70,978</b>	<b>(21,647)</b>	<b>2,347</b>	<b>51,678</b>	<b>(19,300)</b>

# Reserves

Earmarked Reserves	Actual Reserves	Forecast Reserves	Forecast Reserves	Forecast Reserves	Forecast Reserves
	31/03/2017	31/03/2018	31/03/2019	31/03/20120	31/03/2021
	£000	£000	£000	£000	£000
<b>Reserves to support key revenue budget outcomes</b>					
Dedicated Schools Grant	7,339	4,948	2,782	2,782	2,782
Multi Year Budget Reserve	8,760	9,098	13,014	13,847	14,897
Education Commission	948	653	253	253	253
Supporting People Specific Reserves	2,570	1,778	986	394	394
<b>Sub Total</b>	<b>19,617</b>	<b>16,477</b>	<b>17,035</b>	<b>17,276</b>	<b>18,326</b>
<b>Reserves to support the councils service remodelling programme</b>					
Workforce Remodelling/Cost of Change	5,729	5,801	5,301	0	0
Camden Plan	2,006	3,024	0	0	0
<b>Sub Total</b>	<b>7,735</b>	<b>8,825</b>	<b>5,301</b>	<b>0</b>	<b>0</b>
<b>Reserves to support on-going capital activity and asset management</b>					
Future Capital Schemes	24,499	22,341	17,038	18,064	22,494
Commercial and other property	776	776	776	0	0
Haverstock PFI Funding Reserve	1,759	1,629	1,499	1,369	1,239
Schools PFI Equalisation Reserve	1,500	1,718	1,936	2,154	2,321
Building Schools for the Future	464	270	70	70	70
Accommodation Strategy	3,550	2,585	1,678	1,772	1,918
<b>Sub Total</b>	<b>32,548</b>	<b>29,319</b>	<b>22,997</b>	<b>23,429</b>	<b>28,042</b>
<b>Reserves to mitigate future corporate risk</b>					
Self-Insurance Reserve	5,477	5,477	5,477	5,477	5,477
Contingency Reserve	1,512	0	0	0	0
Business Rates Safety Net	8,880	10,880	868	4,191	7,514
<b>Sub Total</b>	<b>15,869</b>	<b>16,357</b>	<b>6,345</b>	<b>9,668</b>	<b>12,991</b>
<b>Total Earmarked Reserves</b>	<b>75,769</b>	<b>70,978</b>	<b>51,678</b>	<b>50,373</b>	<b>59,359</b>
General Balances	13,624	13,624	13,624	13,624	13,624
Housing Revenue Account	38,387	24,387	22,887	21,387	21,387
Schools Balances	16,054	13,054	9,054	4,054	4,054
<b>Total Reserves</b>	<b>143,834</b>	<b>122,043</b>	<b>97,243</b>	<b>89,438</b>	<b>98,424</b>

# Purpose of Reserves

Reserve	Purpose of Reserve
<b>Dedicatd Schools Grant</b>	Unspent Dedicated Schools Grant.
<b>Multi Year Budget Reserve</b>	To fund allocations in future years as part of multi year budgeting.
<b>Education Commission</b>	To provide funding to help implement proposals that guide education in the borough.
<b>People Specific Grants</b>	To hold various unspent grant monies that do not have conditions on their use.
<b>Workforce Remodelling/Cost of Change</b>	To fund costs that may arise from workforce remodelling and efficiency projects from the Savings Programme and initiatives in future years.
<b>Camden Plan</b>	To provide funding to implement projects that supports the plan's key priorities.
<b>Future Capital Schemes</b>	To provide funding to support the council's costs associated with various capital schemes.
<b>Commercial and other property</b>	To provide funding to meet the costs associated with dilapidations and other payments in respect of commercial and other property.
<b>Haverstock PFI Funding Reserve - amortise initial payment to Kajima</b>	To hold the balance of funding in respect of the Haverstock School PFI project.
<b>Building Schools for the Future</b>	To provide funding for any defects in schools funded through Better Schools for the Future
<b>Schools PFI Equalisation Reserve</b>	To provide funding to offset future contractor inflationary pressures.
<b>Accommodation Strategy</b>	To provide funding to facilitate the office accommodation strategy.
<b>Self-Insurance Reserve</b>	To provide funding to cover insurance risks, which keeps insurance costs to a minimum.
<b>Business Rates Safety Net</b>	To provide funding to cover any reduction in retained business rates.
<b>Contingency Reserve</b>	This is to cover in year overspends that can't be managed within cash limits.

# Version History

Version	Upload Date	Amendments
1.01	12/02/2018	N/A