



# **Revenue & Capital Budget 2016/17**

London Borough of Camden

*Published in July 2016 to reflect organisational  
restructure and proposed capital budgets*

# Introduction

In January 2016 the Cabinet agreed a new structure that saw the number of directorates decreased from six to three (plus Public Health) from April 2016. The budget was set under the previous six directorate structure and was presented as such in the budget Book Produced in February 2016.

This updated document sets out the London Borough of Camden's budget for 2016/17 in the new structure format. The revenue budget is as agreed by Council in February, and the capital budget is that proposed for Cabinet approval in July.

In the new structure, Housing Revenue Account services are embedded with other General Fund Services so that both sides gain efficiencies from natural synergies between similar services. This document presents the budgets relating to either side separately for users to see the services funded from council tax, and those funded from tenant rents.

This document contains other information regarding the funding of the overall budget, including the way in which the Council Tax is set. It also contains the Capital Programme which runs up until 2025, and information relating to the Council's Reserves and Balances.

Finally, it details for each directorate the main components of the directorate budget, 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.

***Mike O'Donnell, Executive Director of Corporate Services.***

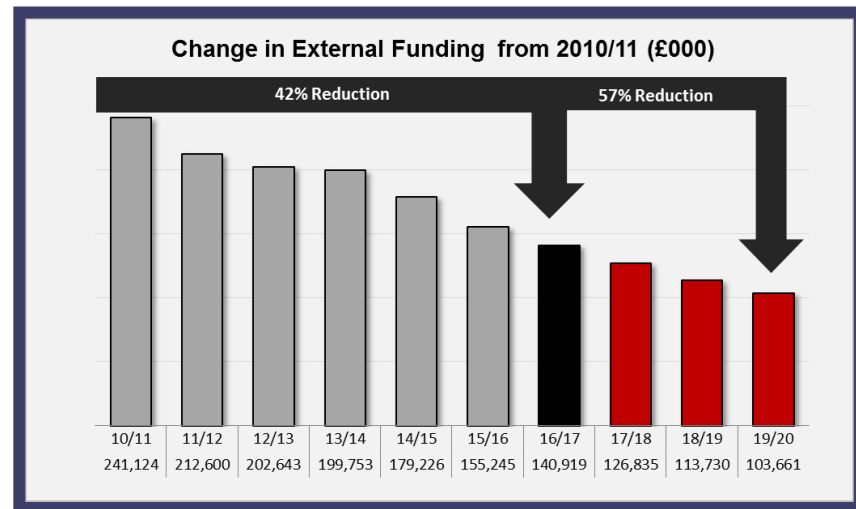
# Financial Outlook

Once again we face a tough financial challenge this year with our budget being continually 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 contracting sharply since 2010/11. Like for like funding will be 42% lower than 2010/11 by 2016/17, and will reduce further - by 57% 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 or reducing funding and increasing costs. The continuing delivery of the three year financial strategy combined with the income generated from the council tax increase, has meant that the council is able to present a balanced budget for 2016/17.

Between 2010/11 and 2019/20 Camden's grant funding from central government will have reduced by 57%, whilst overall costs such as those arising from supporting an aging population have increased. This means that despite already saving over £93m in the four years to 2014/15, the Council expects to make budget reductions of £78m in the period from 2015/16 to 2017/18.



# Our Approach

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 tenets.

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.

## 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 ensuring services are customer focussed 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 'salami slicing' 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 served 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 Possibly and in the Capacity to Act Decisively Where Necessary

How does investment focus on prevention?

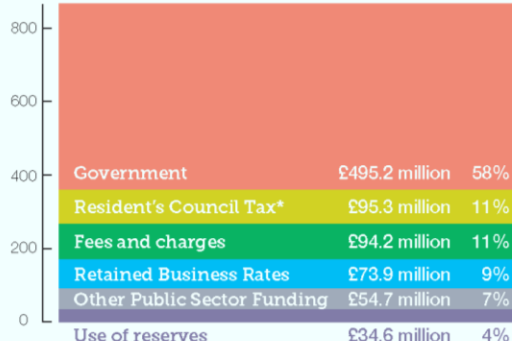
## Make Every Pound Count

How effective is the investment?

## Where Camden Council's money comes from

### Total income 2016/17

£847.8 Million

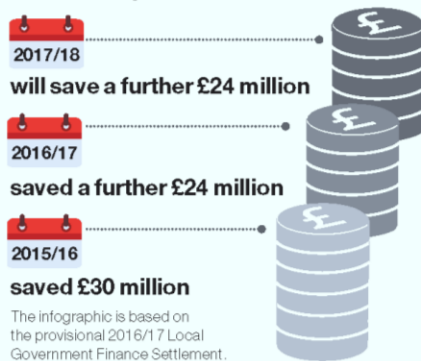


\*This includes £1.8 million raised from the social care precept, which will be spent directly on adult social care.

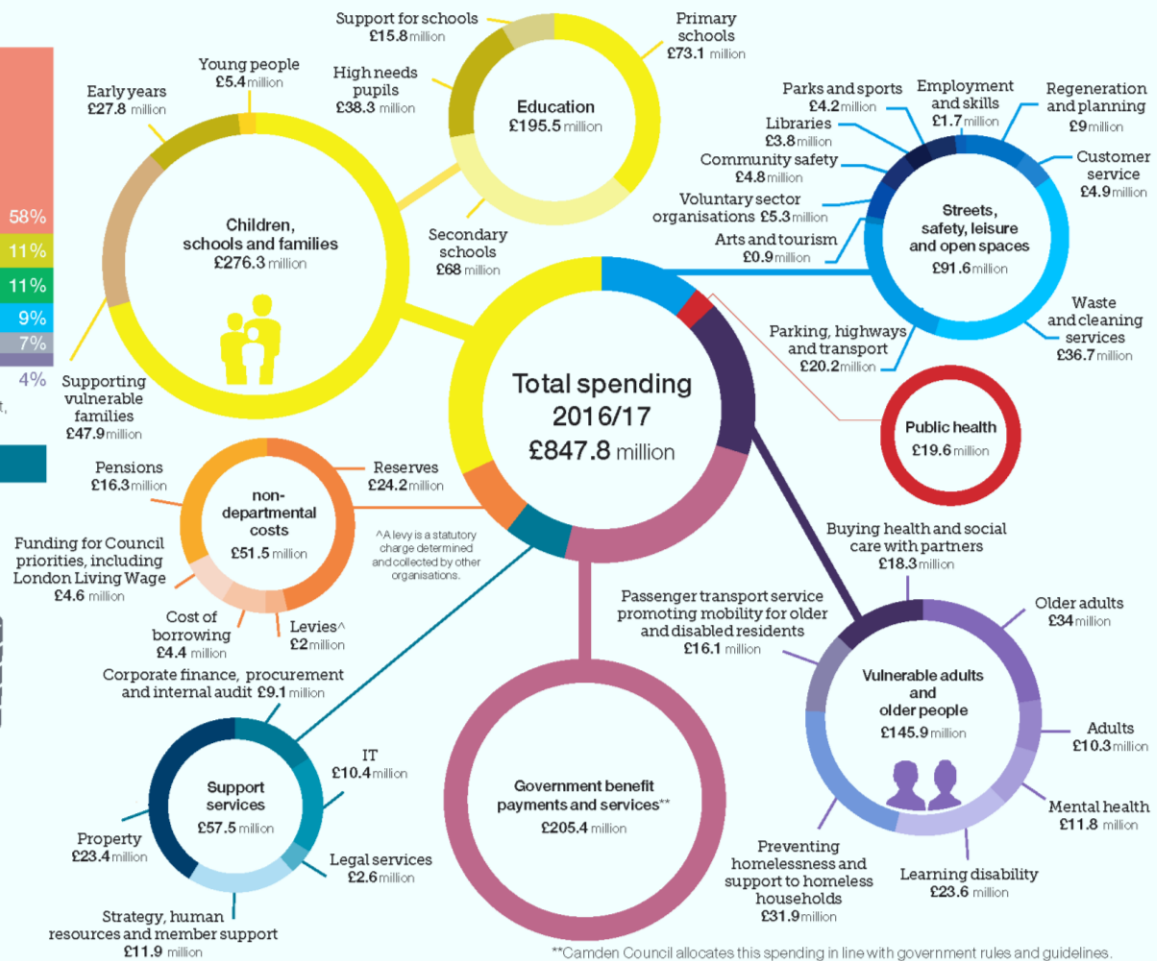
## Saving money

We have already reduced our budget by £93 million between 2011 and 2015.

We need to make additional savings of £78 million by 2017/18



## How Camden Council spends your money



Find out more at: [camden.gov.uk/budget](http://camden.gov.uk/budget)



# Camden 2016/17 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. The council tax is only 11% of the money the council receives.

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 Requirement

Council Tax at Band D	Budget 2016/17 £000
Expenditure charged to revenue account	911,963
Income credited to revenue account	(687,958)
<b>Sub Total</b>	<b>224,004</b>
Retained Business Rates	(87,929)
Revenue Support Grant	(54,814)
Collection Fund - Council Tax Deficit	96
Collection Fund - Business Rates Deficit	14,004
<b>Sub Total</b>	<b>95,362</b>
Council Tax Requirement	95,362
Garden Squares	(25)
<b>Excluding Garden Squares</b>	<b>95,337</b>
Band D Council Tax (£s)	1,083.66
<b>Percentage change over 2015/16</b>	<b>3.99%</b>

## Council Tax by Property Band

Band	Amount of Tax for Camden £	Greater London Authority Precept £	Total Council Tax £
<b>A</b>	722.25	184.00	906.25
<b>B</b>	842.63	214.67	1,057.30
<b>C</b>	963.00	245.33	1,208.33
<b>D</b>	1,083.38	276.00	1,359.38
<b>E</b>	1,324.13	337.33	1,661.46
<b>F</b>	1,564.88	398.67	1,963.55
<b>G</b>	1,805.63	460.00	2,265.63
<b>H</b>	2,166.76	552.00	2,718.76

# Revenue Budget 2016/17



# 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: 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 SEN 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 Benefits
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. PCT's
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 31<sup>st</sup> March 2016 and do not reflect the impact of any restructures scheduled for 2016/17.

NOTE: The 2016/17 budget set by Council on 29<sup>th</sup> February 2016 incorporated the savings for the year agreed by Cabinet in September and December 2014, and the additional ones agreed in December 2015. In some limited cases the precise distribution of the savings across service cost centres has yet to be finalised as at February 2016 – for example, because they are subject 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 2016/17.

# Council Wide – General Fund & HRA

Directorate	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Supporting Communities	(16,534)	1,965	(8,600)	4,086	(19,083)	1,453
Supporting People	168,346	1,254	(11,378)	7,632	165,855	4,582
Corporate Services	17,173	(114)	(2,947)	3,611	17,724	1,143
Public Health	26,456	0	(2,619)	(4,713)	19,124	20**
HRA Other Budgets*	76,726	53	(1,189)	146	75,736	0
General Fund Other Budgets*	(36,356)	1,967	(1,734)	770	(35,352)	0
	<b>235,812</b>	<b>5,125</b>	<b>(28,466)</b>	<b>11,533</b>	<b>224,004</b>	<b>7,198</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>1,096,865</b>	<b>6,747</b>	<b>(26,119)</b>	<b>48,449</b>	<b>1,125,941</b>
A - Employees	337,595	1,634	(7,383)	10,240	342,086
C - Premises	100,989	968	(1,792)	1,197	101,362
E - Transport Related Expenditure	10,777	106	(264)	254	10,872
G - Supplies And Services	106,676	1,825	(4,469)	21,099	125,132
J - Third Party Payments	211,277	2,214	(10,584)	(2,518)	200,389
L - Transfer Payments	217,241	0	(113)	45	217,173
N - Support Services	18,925	0	(1,015)	577	18,487
P - Capital Financing Costs	93,386	0	(501)	17,555	110,439
<b>Total Income</b>	<b>(861,053)</b>	<b>(1,622)</b>	<b>(2,346)</b>	<b>(36,916)</b>	<b>(901,937)</b>
TA - Government Grants	(445,586)	0	108	(1,646)	(447,124)
TB - Reimbursements & Contributions	(44,355)	(392)	91	(34,500)	(79,156)
TC - Customer & Client Receipts	(123,277)	(679)	303	(927)	(124,580)
TD - Sales	(1,614)	(13)	0	(3)	(1,629)
TE - Rents	(157,492)	(190)	(598)	1,936	(156,343)
TF - Support Services	(13,341)	0	(324)	(362)	(14,027)
TG - Interest	(2,229)	0	(300)	0	(2,529)
TH - Recharges To Other Services	(60,898)	(349)	(1,628)	(914)	(63,788)
TZ - Miscellaneous Income	(12,262)	0	0	(499)	(12,761)
	<b>235,812</b>	<b>5,125</b>	<b>(28,466)</b>	<b>11,533</b>	<b>224,004</b>

\* Other Budgets – see page 53 for GF and page 54 for HRA.

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

# Council Wide – General Fund (GF)

Directorate	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Supporting Communities	66,762	847	(6,084)	1,678	63,203	676
Supporting People	161,776	1,173	(11,156)	7,514	159,306	4,453
Corporate Services	17,173	(114)	(2,947)	3,611	17,724	1,143
Public Health	26,456	0	(2,619)	(4,713)	19,124	20**
General Fund Other Budgets*	(36,356)	1,967	(1,734)	770	(35,352)	0
	<b>235,812</b>	<b>3,872</b>	<b>(24,540)</b>	<b>8,861</b>	<b>224,004</b>	<b>6,292</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>882,577</b>	<b>5,432</b>	<b>(23,009)</b>	<b>46,946</b>	<b>911,945</b>
A - Employees	299,171	1,147	(7,268)	8,816	301,866
C - Premises	38,256	341	(474)	935	39,058
E - Transport Related Expenditure	9,125	89	(264)	291	9,241
G - Supplies And Services	94,475	1,689	(3,724)	21,185	113,625
J - Third Party Payments	206,547	2,166	(10,584)	(2,030)	196,100
L - Transfer Payments	206,483	0	(113)	95	206,465
N - Support Services	2,812	0	(20)	99	2,892
P - Capital Financing Costs	25,706	0	(563)	17,555	42,698
<b>Total Income</b>	<b>(646,765)</b>	<b>(1,560)</b>	<b>(1,531)</b>	<b>(38,085)</b>	<b>(687,940)</b>
TA - Government Grants	(438,762)	0	108	(1,646)	(440,300)
TB - Reimbursements & Contributions	(43,332)	(392)	91	(34,819)	(78,450)
TC - Customer & Client Receipts	(80,262)	(679)	146	(927)	(81,722)
TD - Sales	(1,610)	(13)	0	(3)	(1,625)
TE - Rents	(12,557)	(190)	374	(109)	(12,481)
TF - Support Services	(13,295)	0	(324)	(362)	(13,981)
TG - Interest	(1,913)	0	(300)	0	(2,213)
TH - Recharges To Other Services	(54,700)	(287)	(1,628)	(219)	(56,833)
TZ - Miscellaneous Income	(335)	0	0	0	(335)
	<b>235,812</b>	<b>3,872</b>	<b>(24,540)</b>	<b>8,861</b>	<b>224,004</b>

\* General Fund Other Budgets – see page 53

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

# Council Wide – Housing Revenue Account (HRA)

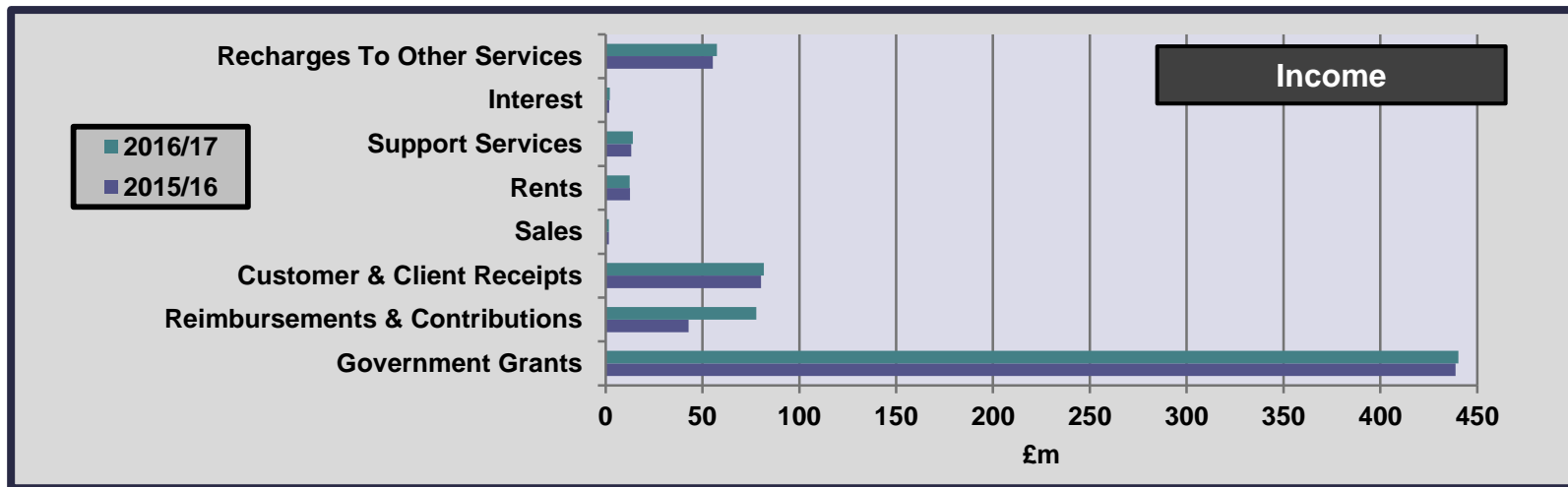
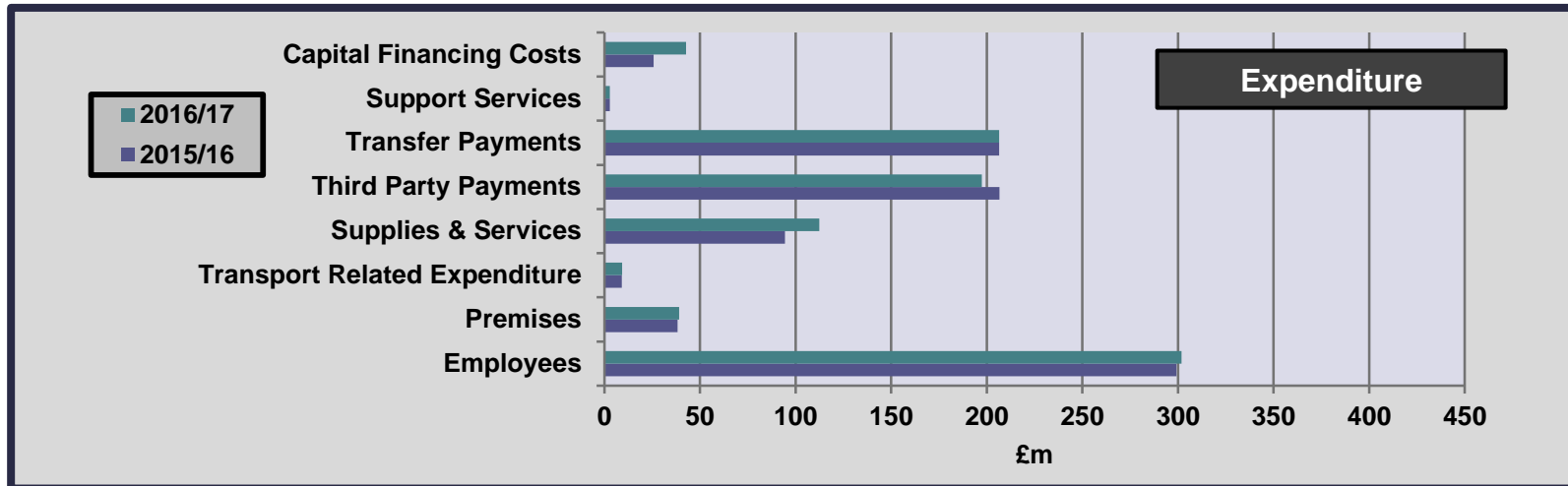
Directorate	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Supporting Communities	(83,296)	1,118	(2,515)	2,407	(82,286)	777
Supporting People	6,571	82	(221)	119	6,550	128
HRA Other Budgets*	76,726	53	(1,189)	146	75,736	0
	<b>0</b>	<b>1,253</b>	<b>(3,925)</b>	<b>2,672</b>	<b>0</b>	<b>905</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>214,289</b>	<b>1,315</b>	<b>(3,110)</b>	<b>1,503</b>	<b>213,996</b>
A - Employees	38,423	488	(115)	1,423	40,220
C - Premises	62,732	627	(1,318)	263	62,304
E - Transport Related Expenditure	1,651	17	0	(37)	1,631
G - Supplies And Services	12,201	136	(745)	(85)	11,507
J - Third Party Payments	4,730	47	0	(488)	4,289
L - Transfer Payments	10,758	0	0	(50)	10,708
N - Support Services	16,113	0	(995)	477	15,596
P - Capital Financing Costs	67,679	0	62	0	67,741
<b>Total Income</b>	<b>(214,289)</b>	<b>(62)</b>	<b>(815)</b>	<b>1,169</b>	<b>(213,996)</b>
TA - Government Grants	(6,824)	0	0	0	(6,824)
TB - Reimbursements & Contributions	(1,024)	0	0	318	(705)
TC - Customer & Client Receipts	(43,015)	0	157	0	(42,858)
TD - Sales	(4)	0	0	0	(4)
TE - Rents	(144,935)	0	(972)	2,045	(143,862)
TF - Support Services	(46)	0	0	0	(46)
TG - Interest	(316)	0	0	0	(316)
TH - Recharges To Other Services	(6,198)	(62)	0	(695)	(6,955)
TZ - Miscellaneous Income	(11,927)	0	0	(499)	(12,426)
	<b>0</b>	<b>1,253</b>	<b>(3,925)</b>	<b>2,672</b>	<b>0</b>

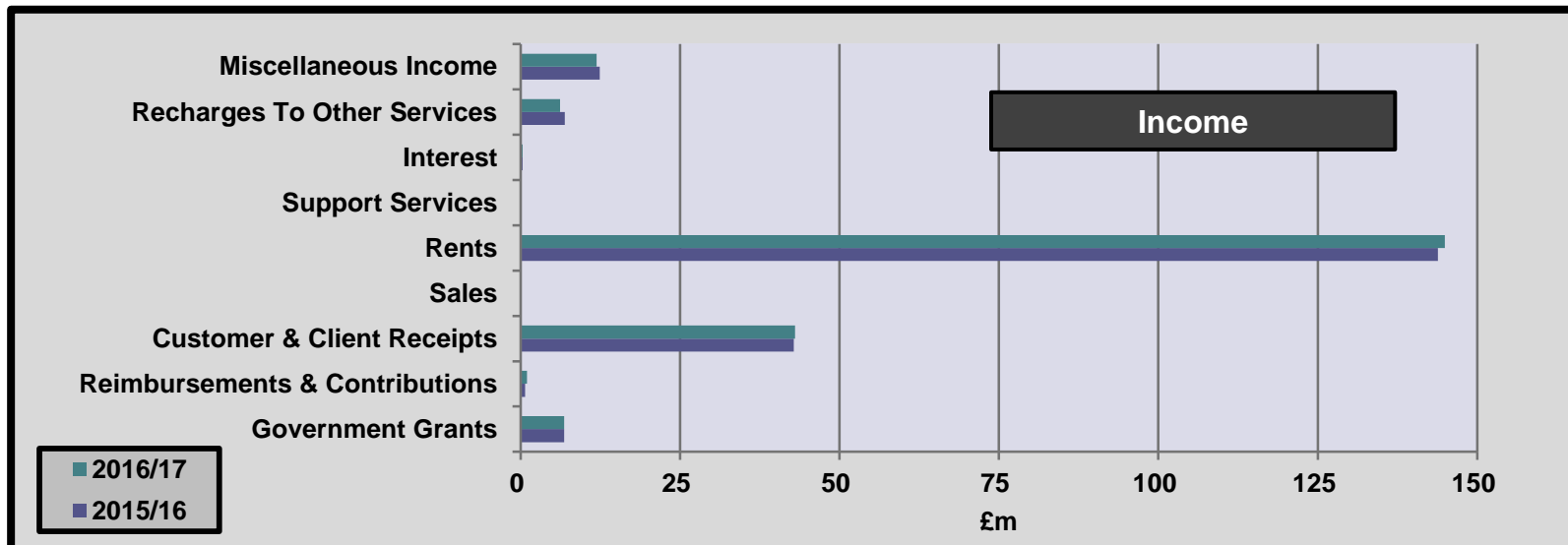
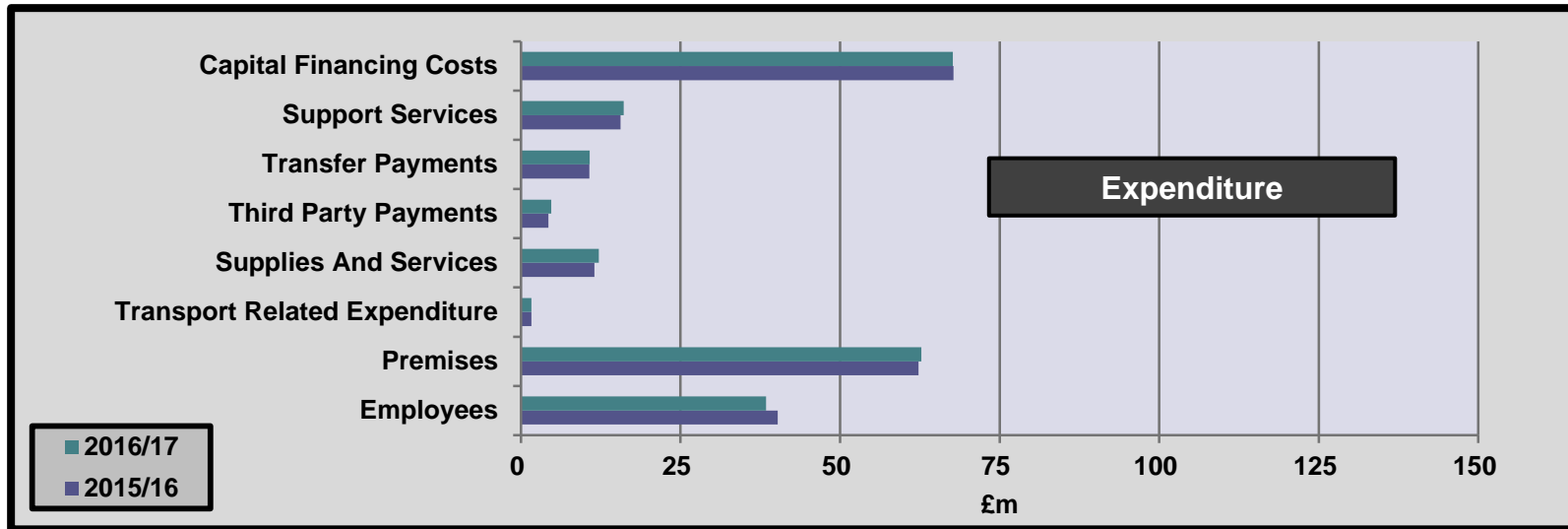
\* HRA Other Budgets – see page 54.

# Income & Expenditure by subjective type - GF

General Fund (Excluding cross cutting budgets)



# Income & Expenditure by subjective type - HRA



# Supporting Communities Directorate

**Director:** Rachel Stoppard (Interim)

**Total Revenue Budget:** £(19,427,000)

- GF Revenue Budget: £62,856,000

- HRA Revenue Budget: £(82,283,000)

**Full Time Equivalents (FTE's):** 1,451

Supporting Communities consists of six divisions: Place Management, Regeneration & Planning, Property Management, CIP & Major Projects, Community Services and Housing Management. We are responsible for a wide range of universal services – such as waste collection, libraries and planning – alongside much more targeted services – support for the voluntary and community sector, active health and consumer protection. We are also responsible for managing the council's housing portfolio, comprising 33,000 properties. Alongside this, we have an estate regeneration programme. We also manage the rest of the council's property portfolio to ensure that it is managed in the most effective way.

**Place Management:** This division is responsible for the effective management of the public realm. It covers waste, recycling and 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 to flats developed by the GLC through to the modern estates of the 1970's and 80's. Many estates are supported by complex mechanical and electrical infrastructure and the Council has significant obligations to make sure services are provided safely. There is a long term strategy to manage the asset base and investment plans. The division manages the repairs service.

**CIP & Major Projects:** 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 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 9500 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.

# Supporting Communities (GF & HRA)

Division	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
CIP and Major Projects	5,196	67	(247)	202	5,217	60
Community Services	18,438	90	(3,285)	194	15,436	249
Place Management	30,639	684	(1,774)	543	30,092	173
Property Management	57,547	665	(2,163)	531	56,580	399
Regeneration and Planning	701	(20)	(219)	81	542	181
High Speed 2	0	0	0	508	508	0
Housing Management	(129,496)	477	(906)	2,121	(127,804)	388
	<b>(16,975)</b>	<b>1,963</b>	<b>(8,594)</b>	<b>4,180</b>	<b>(19,427)</b>	<b>1,451</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>244,501</b>	<b>2,396</b>	<b>(6,931)</b>	<b>3,997</b>	<b>243,963</b>
A - Employees	60,435	488	(2,323)	4,610	63,210
C - Premises	81,650	899	(1,782)	178	80,945
E - Transport Related Expenditure	2,237	21	(0)	(67)	2,191
G - Supplies And Services	24,289	159	(1,472)	(455)	22,521
J - Third Party Payments	43,671	830	(840)	(728)	42,932
L - Transfer Payments	8,153	0	0	(50)	8,103
N - Support Services	11,579	0	(514)	370	11,435
P - Capital Financing Costs	12,485	0	0	140	12,626
<b>Total Income</b>	<b>(261,476)</b>	<b>(433)</b>	<b>(1,663)</b>	<b>183</b>	<b>(263,390)</b>
TA - Government Grants	(10,603)	0	0	(282)	(10,886)
TB - Reimbursements & Contributions	(3,347)	(30)	(155)	152	(3,381)
TC - Customer & Client Receipts	(65,656)	(148)	4	33	(65,767)
TD - Sales	(1,410)	(10)	0	0	(1,420)
TE - Rents	(150,197)	(128)	(972)	2,038	(149,259)
TF - Support Services	(3,379)	0	0	(585)	(3,964)
TG - Interest	(50)	0	0	0	(50)
TH - Recharges To Other Services	(14,879)	(117)	(540)	(674)	(16,210)
TZ - Miscellaneous Income	(11,954)	0	0	(499)	(12,453)
	<b>(16,975)</b>	<b>1,963</b>	<b>(8,594)</b>	<b>4,180</b>	<b>(19,427)</b>



# Supporting Communities (GF)

Division	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
CIP and Major Projects	3,417	51	(199)	15	3,284	15
Community Services	17,277	78	(3,276)	191	14,270	243
Place Management	30,639	684	(1,774)	543	30,092	173
Property Management	14,248	51	(616)	433	14,116	62
Regeneration and Planning	701	(20)	(219)	81	542	181
High Speed 2	0	0	0	508	508	0
Housing Management	43	0	0	0	43	0
	<b>66,325</b>	<b>845</b>	<b>(6,084)</b>	<b>1,771</b>	<b>62,856</b>	<b>675</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>126,122</b>	<b>1,242</b>	<b>(5,236)</b>	<b>2,304</b>	<b>124,432</b>
A - Employees	30,276	99	(2,285)	2,866	30,956
C - Premises	20,133	284	(464)	(74)	19,880
E - Transport Related Expenditure	601	4	(0)	(33)	572
G - Supplies And Services	15,642	73	(1,647)	(374)	13,693
J - Third Party Payments	38,941	782	(840)	(240)	38,643
L - Transfer Payments	8,003	0	0	0	8,003
N - Support Services	41	0	0	18	59
P - Capital Financing Costs	12,485	0	0	140	12,626
<b>Total Income</b>	<b>(59,797)</b>	<b>(397)</b>	<b>(848)</b>	<b>(533)</b>	<b>(61,576)</b>
TA - Government Grants	(10,603)	0	0	(282)	(10,886)
TB - Reimbursements & Contributions	(3,031)	(30)	(155)	144	(3,071)
TC - Customer & Client Receipts	(23,694)	(148)	(153)	33	(23,962)
TD - Sales	(1,406)	(10)	0	0	(1,416)
TF - Support Services	(6,418)	(128)	0	5	(6,542)
TG - Interest	(3,333)	0	0	(585)	(3,918)
TH - Recharges To Other Services	(11,285)	(81)	(540)	153	(11,754)
TZ - Miscellaneous Income	(26)	0	0	0	(26)
	<b>66,325</b>	<b>845</b>	<b>(6,084)</b>	<b>1,771</b>	<b>62,856</b>

# Supporting Communities (HRA)

Division	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
CIP and Major Projects	1,779	16	(48)	187	1,934	45
Community Services	1,161	12	(10)	2	1,166	6
Property Management	43,299	613	(1,546)	98	42,464	337
Housing Management	(129,538)	477	(906)	2,121	(127,847)	388
	<b>(83,300)</b>	<b>1,118</b>	<b>(2,510)</b>	<b>2,408</b>	<b>(82,283)</b>	<b>776</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>118,379</b>	<b>1,154</b>	<b>(1,695)</b>	<b>1,693</b>	<b>119,531</b>
A - Employees	30,160	389	(38)	1,744	32,254
C - Premises	61,516	615	(1,318)	252	61,066
E - Transport Related Expenditure	1,637	16	0	(34)	1,619
G - Supplies And Services	8,648	86	175	(82)	8,828
J - Third Party Payments	4,730	47	0	(488)	4,289
L - Transfer Payments	150	0	0	(50)	100
N - Support Services	11,538	0	(514)	351	11,376
<b>Total Income</b>	<b>(201,678)</b>	<b>(36)</b>	<b>(815)</b>	<b>715</b>	<b>(201,814)</b>
TB - Reimbursements & Contributions	(317)	0	0	8	(309)
TC - Customer & Client Receipts	(41,962)	0	157	0	(41,805)
TD - Sales	(4)	0	0	0	(4)
TE - Rents	(143,778)	0	(972)	2,033	(142,717)
TF - Support Services	(46)	0	0	0	(46)
TG - Interest	(50)	0	0	0	(50)
TH - Recharges To Other Services	(3,594)	(36)	0	(826)	(4,456)
TZ - Miscellaneous Income	(11,927)	0	0	(499)	(12,426)
	<b>(83,300)</b>	<b>1,118</b>	<b>(2,510)</b>	<b>2,408</b>	<b>(82,283)</b>

# CIP and Major Projects (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Asset Strategy and Valuation	389	4	2	8	402	7
Community Investment and regeneration	196	0	0	0	196	3
Corporate Accommodation	2,781	47	(201)	9	2,636	5
Regeneration and Development	52	1	0	(2)	50	0
	<b>3,417</b>	<b>51</b>	<b>(199)</b>	<b>15</b>	<b>3,284</b>	<b>15</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>3,744</b>	<b>54</b>	<b>(199)</b>	<b>15</b>	<b>3,613</b>
A - Employees	725	4	2	34	764
C - Premises	2,470	45	(201)	0	2,314
G - Supplies And Services	547	5	0	(19)	534
J - Third Party Payments	1	0	0	0	1
<b>Total Income</b>	<b>(327)</b>	<b>(3)</b>	<b>0</b>	<b>0</b>	<b>(330)</b>
TE - Rents	(151)	(3)	0	0	(154)
TF - Support Services	(167)	0	0	0	(167)
TH - Recharges To Other Services	(8)	0	0	0	(8)
	<b>3,417</b>	<b>51</b>	<b>(199)</b>	<b>15</b>	<b>3,284</b>

# CIP and Major Projects (HRA)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Regeneration and Development	1,779	16	(48)	187	1,934	45
	<b>1,779</b>	<b>16</b>	<b>(48)</b>	<b>187</b>	<b>1,934</b>	<b>45</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>2,276</b>	<b>21</b>	<b>(48)</b>	<b>816</b>	<b>3,064</b>
A - Employees	1,781	21	0	816	2,618
G - Supplies And Services	4	0	0	0	4
N - Support Services	491	0	(48)	0	443
<b>Total Income</b>	<b>(497)</b>	<b>(5)</b>	<b>0</b>	<b>(629)</b>	<b>(1,131)</b>
TH - Recharges To Other Services	(497)	(5)	0	(629)	(1,131)
	<b>1,779</b>	<b>16</b>	<b>(48)</b>	<b>187</b>	<b>1,934</b>

# Community Services (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Communities and Third Sector	6,047	3	(726)	14	5,338	15
Community Safety and Emergency Management	5,038	41	(1,399)	48	3,729	54
Community Services	283	1	0	2	286	2
Libraries Arts and Tourism	2,813	4	(591)	77	2,302	95
Sports and Physical Activity	177	(14)	(159)	17	20	38
Sustainability and Green Space	2,920	43	(401)	33	2,596	39
	<b>17,277</b>	<b>78</b>	<b>(3,276)</b>	<b>191</b>	<b>14,270</b>	<b>243</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>23,458</b>	<b>139</b>	<b>(2,911)</b>	<b>92</b>	<b>20,778</b>
A - Employees	10,338	34	(907)	935	10,400
C - Premises	1,410	26	(20)	(58)	1,358
E - Transport Related Expenditure	117	1	0	(14)	105
G - Supplies And Services	8,565	34	(1,596)	(612)	6,390
J - Third Party Payments	2,909	44	(388)	(158)	2,407
L - Transfer Payments	50	0	0	0	50
N - Support Services	36	0	0	0	36
P - Capital Financing Costs	33	0	0	0	32
<b>Total Income</b>	<b>(6,182)</b>	<b>(61)</b>	<b>(364)</b>	<b>99</b>	<b>(6,508)</b>
TA - Government Grants	(802)	0	0	0	(802)
TB - Reimbursements & Contributions	(1,240)	(12)	(155)	41	(1,367)
TC - Customer & Client Receipts	(2,072)	(27)	(88)	(20)	(2,207)
TD - Sales	(78)	(0)	0	0	(78)
TE - Rents	(92)	(2)	0	5	(89)
TF - Support Services	(1)	0	0	0	(1)
TH - Recharges To Other Services	(1,898)	(19)	(121)	73	(1,965)
	<b>17,277</b>	<b>78</b>	<b>(3,276)</b>	<b>191</b>	<b>14,270</b>

# Community Services (HRA)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Community Safety and Emergency Management	1,161	12	(10)	2	1,166	6
	<b>1,161</b>	<b>12</b>	<b>(10)</b>	<b>2</b>	<b>1,166</b>	<b>6</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>1,174</b>	<b>12</b>	<b>(10)</b>	<b>2</b>	<b>1,179</b>
A - Employees	306	4	0	2	312
G - Supplies And Services	761	8	0	0	769
J - Third Party Payments	8	0	0	0	8
N - Support Services	99	0	(10)	0	89
<b>Total Income</b>	<b>(13)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(13)</b>
TF - Support Services	(13)	0	0	0	(13)
	<b>1,161</b>	<b>12</b>	<b>(10)</b>	<b>2</b>	<b>1,166</b>

# Place Management (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Building Control	(532)	3	0	419	(109)	17
Divisional Management	148	1	(2)	1	147	1
Engineering	4,965	40	(1,180)	76	3,900	53
Environment Services	24,991	636	(371)	12	25,268	57
Regulatory Services	1,067	4	(221)	36	886	45
	<b>30,639</b>	<b>684</b>	<b>(1,774)</b>	<b>543</b>	<b>30,092</b>	<b>173</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>50,783</b>	<b>783</b>	<b>(1,521)</b>	<b>(24)</b>	<b>50,020</b>
A - Employees	8,508	26	(834)	(10)	7,690
C - Premises	502	6	(235)	(5)	268
E - Transport Related Expenditure	276	3	0	(0)	278
G - Supplies And Services	1,501	15	0	52	1,568
J - Third Party Payments	35,394	733	(452)	(79)	35,597
N - Support Services	0	0	0	18	18
P - Capital Financing Costs	4,601	0	0	0	4,601
<b>Total Income</b>	<b>(20,143)</b>	<b>(99)</b>	<b>(253)</b>	<b>567</b>	<b>(19,928)</b>
TB - Reimbursements & Contributions	(965)	(10)	0	0	(975)
TC - Customer & Client Receipts	(15,002)	(60)	(65)	549	(14,579)
TD - Sales	(164)	(5)	0	0	(169)
TF - Support Services	(1,625)	0	0	19	(1,606)
TH - Recharges To Other Services	(2,387)	(24)	(188)	0	(2,599)
	<b>30,639</b>	<b>684</b>	<b>(1,774)</b>	<b>543</b>	<b>30,092</b>

# Property Management (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
CSF Property and Contracts (transitional)	1,003	2	(231)	371	1,145	29
Property Services	13,245	50	(385)	62	12,971	33
	<b>14,248</b>	<b>51</b>	<b>(616)</b>	<b>433</b>	<b>14,116</b>	<b>62</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>39,083</b>	<b>223</b>	<b>(385)</b>	<b>519</b>	<b>39,439</b>
A - Employees	3,393	9	(385)	378	3,395
C - Premises	15,654	205	0	(60)	15,800
E - Transport Related Expenditure	206	0	0	(19)	188
G - Supplies And Services	3,855	7	0	80	3,941
J - Third Party Payments	181	1	0	0	182
L - Transfer Payments	7,953	0	0	0	7,953
P - Capital Financing Costs	7,840	0	0	140	7,981
<b>Total Income</b>	<b>(24,834)</b>	<b>(172)</b>	<b>(231)</b>	<b>(86)</b>	<b>(25,323)</b>
TA - Government Grants	(9,539)	0	0	0	(9,539)
TB - Reimbursements & Contributions	(224)	(2)	0	25	(201)
TC - Customer & Client Receipts	(756)	(11)	0	0	(767)
TD - Sales	(1,165)	(4)	0	0	(1,169)
TE - Rents	(6,175)	(124)	0	0	(6,299)
TF - Support Services	(754)	0	0	0	(754)
TH - Recharges To Other Services	(6,195)	(30)	(231)	(111)	(6,568)
TZ - Miscellaneous Income	(26)	0	0	0	(26)
	<b>14,248</b>	<b>51</b>	<b>(616)</b>	<b>433</b>	<b>14,116</b>



# Property Management (HRA)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Better Homes	750	9	(25)	(50)	684	25
Property Management	1,018	11	(86)	86	1,029	6
Property Services	(2,062)	42	(660)	127	(2,553)	55
Repairs	43,592	552	(774)	(65)	43,305	251
	<b>43,299</b>	<b>613</b>	<b>(1,546)</b>	<b>98</b>	<b>42,464</b>	<b>337</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>65,068</b>	<b>628</b>	<b>(674)</b>	<b>837</b>	<b>65,859</b>
A - Employees	13,808	177	0	799	14,785
C - Premises	37,666	377	(391)	258	37,910
E - Transport Related Expenditure	1,407	14	0	(34)	1,388
G - Supplies And Services	4,682	47	(239)	41	4,530
J - Third Party Payments	1,364	14	0	(533)	844
N - Support Services	6,140	0	(44)	306	6,402
<b>Total Income</b>	<b>(21,769)</b>	<b>(15)</b>	<b>(872)</b>	<b>(739)</b>	<b>(23,395)</b>
TB - Reimbursements & Contributions	(317)	0	0	8	(309)
TC - Customer & Client Receipts	(34)	0	0	0	(34)
TE - Rents	(8,001)	0	(872)	0	(8,873)
TH - Recharges To Other Services	(1,490)	(15)	0	(247)	(1,752)
TZ - Miscellaneous Income	(11,927)	0	0	(499)	(12,426)
	<b>43,299</b>	<b>613</b>	<b>(1,546)</b>	<b>98</b>	<b>42,464</b>

# Regeneration & Planning (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Development Management	(1,117)	(14)	(199)	52	(1,277)	72
Divisional Management	(547)	(11)	0	1	(556)	1
Placeshaping and Economic Development	2,149	3	0	0	2,153	55
Transport Planning and Parking Strategy	216	1	(20)	27	223	54
	<b>701</b>	<b>(20)</b>	<b>(219)</b>	<b>81</b>	<b>542</b>	<b>181</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>9,012</b>	<b>43</b>	<b>(219)</b>	<b>1,193</b>	<b>10,029</b>
A - Employees	7,312	26	(160)	1,137	8,314
C - Premises	96	2	(8)	50	140
E - Transport Related Expenditure	1	0	0	0	1
G - Supplies And Services	1,170	12	(51)	10	1,141
J - Third Party Payments	416	4	0	(4)	417
N - Support Services	5	0	0	0	5
P - Capital Financing Costs	12	0	0	0	12
<b>Total Income</b>	<b>(8,311)</b>	<b>(63)</b>	<b>0</b>	<b>(1,113)</b>	<b>(9,487)</b>
TA - Government Grants	(262)	0	0	(282)	(545)
TB - Reimbursements & Contributions	(601)	(6)	0	78	(529)
TC - Customer & Client Receipts	(5,865)	(49)	0	(496)	(6,410)
TF - Support Services	(786)	0	0	(604)	(1,390)
TH - Recharges To Other Services	(797)	(8)	0	191	(614)
	<b>701</b>	<b>(20)</b>	<b>(219)</b>	<b>81</b>	<b>542</b>

# Housing Management (HRA)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Estate Services	14,430	145	(69)	122	14,628	218
Housing Management	170	1	(5)	(7)	159	2
Leaseholder Services	(152,467)	249	(553)	2,047	(150,726)	73
Sheltered Services	2,230	24	(32)	43	2,265	38
Tenancy Services	4,226	40	(192)	(81)	3,993	51
Tenant and Leaseholder Engagement	1,872	19	(54)	(2)	1,834	6
	<b>(129,538)</b>	<b>477</b>	<b>(906)</b>	<b>2,121</b>	<b>(127,847)</b>	<b>388</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>49,861</b>	<b>493</b>	<b>(963)</b>	<b>38</b>	<b>49,429</b>
A - Employees	14,264	187	(38)	126	14,539
C - Premises	23,850	238	(927)	(6)	23,155
E - Transport Related Expenditure	229	2	0	(0)	231
G - Supplies And Services	3,201	32	414	(122)	3,525
J - Third Party Payments	3,358	34	0	45	3,437
L - Transfer Payments	150	0	0	(50)	100
N - Support Services	4,809	0	(412)	45	4,442
<b>Total Income</b>	<b>(179,399)</b>	<b>(16)</b>	<b>57</b>	<b>2,083</b>	<b>(177,275)</b>
TC - Customer & Client Receipts	(41,928)	0	157	0	(41,771)
TD - Sales	(4)	0	0	0	(4)
TE - Rents	(135,777)	0	(100)	2,033	(133,844)
TF - Support Services	(33)	0	0	0	(33)
TG - Interest	(50)	0	0	0	(50)
TH - Recharges To Other Services	(1,607)	(16)	0	50	(1,573)
	<b>(129,538)</b>	<b>477</b>	<b>(906)</b>	<b>2,121</b>	<b>(127,847)</b>

# Supporting People Directorate

<b>Director:</b>	<b>Martin Pratt</b>
<b>Total Revenue Budget:</b>	<b>£165,313,000</b>
- GF Revenue Budget:	£158,763,000
- HRA Revenue Budget:	£6,550,000
<b>Full Time Equivalents (FTE's):</b>	<b>4,570 (Including Schools)</b>

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; 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.
- **Strategic and Joint 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.

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.

# Supporting People (GF & HRA)

Directorate	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Adult Social Care	49,792	367	(5,449)	2,579	47,289	300
Childrens Safeguarding and Social Work	30,759	205	(813)	199	30,351	284
Early Intervention and Prevention	17,275	114	(1,591)	323	16,122	558
Education (Achievement and Aspiration)*	7,982	86	(375)	(4)	7,690	2,944
Housing Support Services	38,912	287	(2,123)	263	37,338	382
Strategic and Joint Commissioning	21,592	178	(921)	4,179	25,029	87
Housing Management	1,555	15	(105)	31	1,496	25
	<b>167,867</b>	<b>1,253</b>	<b>(11,378)</b>	<b>7,570</b>	<b>165,313</b>	<b>4,580</b>

Directorate	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>441,043</b>	<b>1,975</b>	<b>(12,160)</b>	<b>8,287</b>	<b>439,145</b>
A - Employees	206,620	335	(3,185)	1,756	205,526
C - Premises	16,632	64	0	1,018	17,715
E - Transport Related Expenditure	8,330	83	(263)	349	8,499
G - Supplies And Services	59,795	183	(1,285)	2,350	61,043
J - Third Party Payments	131,573	1,309	(7,125)	2,513	128,270
L - Transfer Payments	7,310	0	(113)	95	7,292
N - Support Services	5,384	0	(165)	207	5,426
P - Capital Financing Costs	5,399	0	(24)	0	5,375
<b>Total Income</b>	<b>(273,176)</b>	<b>(722)</b>	<b>782</b>	<b>(717)</b>	<b>(273,833)</b>
TA - Government Grants	(193,708)	0	108	(136)	(193,735)
TB - Reimbursements & Contributions	(35,116)	(320)	446	177	(34,812)
TC - Customer & Client Receipts	(16,487)	(154)	299	(935)	(17,277)
TD - Sales	(98)	(3)	0	(4)	(105)
TE - Rents	(7,295)	(61)	374	(102)	(7,084)
TF - Support Services	(50)	0	(29)	0	(79)
TH - Recharges To Other Services	(20,393)	(183)	(417)	283	(20,710)
TZ - Miscellaneous Income	(30)	0	0	0	(30)
	<b>167,867</b>	<b>1,253</b>	<b>(11,378)</b>	<b>7,570</b>	<b>165,313</b>

\* Includes Schools

# Supporting People (General Fund)

Directorate	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Adult Social Care	49,792	367	(5,449)	2,579	47,289	300
Childrens Safeguarding and Social Work	30,759	205	(813)	199	30,351	284
Early Intervention and Prevention	17,275	114	(1,591)	323	16,122	558
Education (Achievement and Aspiration)*	7,982	86	(375)	(4)	7,690	2,944
Housing Support Services	33,896	220	(2,007)	175	32,284	278
Strategic and Joint Commissioning	21,592	178	(921)	4,179	25,029	87
	<b>161,297</b>	<b>1,171</b>	<b>(11,156)</b>	<b>7,452</b>	<b>158,763</b>	<b>4,451</b>

Directorate	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>429,521</b>	<b>1,873</b>	<b>(11,938)</b>	<b>8,620</b>	<b>428,075</b>
A - Employees	201,058	264	(3,109)	2,075	200,288
C - Premises	15,416	52	0	1,008	16,476
E - Transport Related Expenditure	8,321	83	(263)	351	8,492
G - Supplies And Services	57,937	165	(1,285)	2,497	59,313
J - Third Party Payments	131,573	1,309	(7,125)	2,513	128,270
L - Transfer Payments	7,310	0	(113)	95	7,292
N - Support Services	2,507	0	(20)	81	2,568
P - Capital Financing Costs	5,399	0	(24)	0	5,375
<b>Total Income</b>	<b>(268,224)</b>	<b>(701)</b>	<b>782</b>	<b>(1,168)</b>	<b>(269,312)</b>
TA - Government Grants	(193,708)	0	108	(136)	(193,735)
TB - Reimbursements & Contributions	(34,409)	(320)	446	(134)	(34,416)
TC - Customer & Client Receipts	(15,434)	(154)	299	(935)	(16,225)
TD - Sales	(98)	(3)	0	(4)	(105)
TE - Rents	(6,138)	(61)	374	(113)	(5,939)
TF - Support Services	(50)	0	(29)	0	(79)
TH - Recharges To Other Services	(18,357)	(162)	(417)	154	(18,783)
TZ - Miscellaneous Income	(30)	0	0	0	(30)
	<b>161,297</b>	<b>1,171</b>	<b>(11,156)</b>	<b>7,452</b>	<b>158,763</b>

\* Includes Schools

# Supporting People (HRA)

Directorate	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Housing Support Services	5,016	67	(116)	87	5,054	104
Housing Management	1,555	15	(105)	31	1,496	25
	<b>6,571</b>	<b>82</b>	<b>(221)</b>	<b>119</b>	<b>6,550</b>	<b>128</b>

Directorate	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>11,522</b>	<b>102</b>	<b>(221)</b>	<b>(332)</b>	<b>11,071</b>
A - Employees	5,561	71	(76)	(319)	5,237
C - Premises	1,216	12	0	11	1,239
E - Transport Related Expenditure	10	0	0	(3)	7
G - Supplies And Services	1,858	19	0	(147)	1,730
N - Support Services	2,877	0	(145)	126	2,858
<b>Total Income</b>	<b>(4,951)</b>	<b>(20)</b>	<b>0</b>	<b>451</b>	<b>(4,521)</b>
TB - Reimbursements & Contributions	(707)	0	0	311	(396)
TC - Customer & Client Receipts	(1,053)	0	0	0	(1,053)
TE - Rents	(1,156)	0	0	12	(1,145)
TH - Recharges To Other Services	(2,036)	(20)	0	128	(1,927)
	<b>6,571</b>	<b>82</b>	<b>(221)</b>	<b>119</b>	<b>6,550</b>

# Adult Social Care (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Adult Social Care	144	(0)	0	(1)	142	2
Integrated LD & PD Service	20,550	191	(1,584)	(514)	18,644	24
Professional Training and Development Service	636	(0)	(40)	3	599	5
Safeguarding & CM	24,862	168	(3,776)	2,968	24,222	156
Service Development	279	(4)	0	356	631	26
Service Provision	3,322	12	(50)	(233)	3,050	85
	<b>49,792</b>	<b>367</b>	<b>(5,449)</b>	<b>2,579</b>	<b>47,289</b>	<b>300</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>69,311</b>	<b>597</b>	<b>(5,786)</b>	<b>4,999</b>	<b>69,121</b>
A - Employees	12,892	34	(1,318)	841	12,448
C - Premises	20	0	0	499	519
E - Transport Related Expenditure	222	2	0	410	633
G - Supplies And Services	2,366	24	0	(304)	2,085
J - Third Party Payments	53,723	537	(4,468)	3,448	53,240
L - Transfer Payments	37	0	0	0	37
N - Support Services	1	0	0	105	106
P - Capital Financing Costs	52	0	0	0	52
<b>Total Income</b>	<b>(19,519)</b>	<b>(230)</b>	<b>337</b>	<b>(2,420)</b>	<b>(21,832)</b>
TB - Reimbursements & Contributions	(12,773)	(128)	0	(594)	(13,495)
TC - Customer & Client Receipts	(6,649)	(100)	337	(1,826)	(8,237)
TD - Sales	(70)	(2)	0	0	(72)
TH - Recharges To Other Services	(27)	0	0	0	(27)
	<b>49,792</b>	<b>367</b>	<b>(5,449)</b>	<b>2,579</b>	<b>47,289</b>



# Childrens Safeguarding & Social Work (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Children In Need	5,980	21	(258)	282	6,024	110
Children's Care Provision	18,978	163	(272)	(48)	18,821	82
Childrens Quality Assurance	1,667	4	(100)	17	1,589	22
Childrens safeguarding and social work	406	3	(150)	1	260	1
Great Ormond Street	(4)	(5)	0	10	0	16
Looked After Children	1,656	7	(33)	(75)	1,556	31
MOSAIC	2,076	12	0	13	2,101	22
	<b>30,759</b>	<b>205</b>	<b>(813)</b>	<b>199</b>	<b>30,351</b>	<b>284</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>33,371</b>	<b>225</b>	<b>(813)</b>	<b>635</b>	<b>33,417</b>
A - Employees	14,177	41	(391)	759	14,586
C - Premises	28	0	0	1	29
E - Transport Related Expenditure	83	1	0	2	86
G - Supplies And Services	1,778	18	(150)	(287)	1,359
J - Third Party Payments	16,497	165	(272)	164	16,553
L - Transfer Payments	584	0	0	(15)	569
N - Support Services	32	0	0	11	43
P - Capital Financing Costs	192	0	0	0	192
<b>Total Income</b>	<b>(2,611)</b>	<b>(20)</b>	<b>0</b>	<b>(436)</b>	<b>(3,066)</b>
TA - Government Grants	(785)	0	0	(15)	(800)
TB - Reimbursements & Contributions	(1,389)	(14)	0	(232)	(1,635)
TC - Customer & Client Receipts	(262)	(4)	0	(19)	(285)
TH - Recharges To Other Services	(175)	(2)	0	(170)	(347)
	<b>30,759</b>	<b>205</b>	<b>(813)</b>	<b>199</b>	<b>30,351</b>

# Early Intervention & Prevention (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Admissions Service	19	1	0	5	25	7
Early Intervention & Prevention	64	0	0	64	128	1
Early Intervention and Prevention	53	0	0	0	53	0
Early Years	6,929	56	(548)	157	6,594	350
Education Attendance Advisory Service	272	1	(30)	(1)	242	9
Family Support and Complex Families	1,405	9	(217)	0	1,197	40
Integrated Youth Service	4,923	14	(770)	68	4,235	101
School Inclusion	109	2	0	7	118	7
SEN and Ed Psych	3,502	31	(26)	23	3,529	38
	<b>17,275</b>	<b>114</b>	<b>(1,591)</b>	<b>323</b>	<b>16,122</b>	<b>552</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>70,914</b>	<b>147</b>	<b>(1,194)</b>	<b>562</b>	<b>70,430</b>
A - Employees	22,215	55	(294)	328	22,303
C - Premises	1,034	14	0	8	1,056
E - Transport Related Expenditure	2,658	27	0	(3)	2,681
G - Supplies And Services	14,136	35	(630)	(245)	13,296
J - Third Party Payments	29,205	17	(270)	480	29,432
L - Transfer Payments	1,389	0	0	0	1,389
N - Support Services	22	0	0	(5)	17
P - Capital Financing Costs	256	0	0	0	256
<b>Total Income</b>	<b>(53,639)</b>	<b>(33)</b>	<b>(397)</b>	<b>(239)</b>	<b>(54,308)</b>
TA - Government Grants	(46,378)	0	0	(228)	(46,606)
TB - Reimbursements & Contributions	(2,545)	(11)	(180)	262	(2,474)
TC - Customer & Client Receipts	(1,340)	(3)	0	824	(519)
TH - Recharges To Other Services	(3,377)	(19)	(217)	(1,097)	(4,709)
	<b>17,275</b>	<b>114</b>	<b>(1,591)</b>	<b>323</b>	<b>16,122</b>

# Education (Achievement & Aspiration) (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Education (Achievement and Aspiration)	589	1	0	(72)	518	1
Learning School Improvement & Partnership	1,806	(2)	(300)	48	1,551	35
Professional Training & Development Srvc	871	(1)	(75)	10	805	11
Adult Community Learning	4	9	0	9	23	4
Schools	4,708	80	0	0	4,788	2,887
Other Budgets	4	0	0	1	5	0
	<b>7,982</b>	<b>86</b>	<b>(375)</b>	<b>(4)</b>	<b>7,690</b>	<b>2,938</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>158,339</b>	<b>130</b>	<b>(261)</b>	<b>(415)</b>	<b>157,793</b>
A - Employees	135,316	90	(20)	284	135,669
C - Premises	10,778	1	0	21	10,800
E - Transport Related Expenditure	46	0	0	(20)	26
G - Supplies And Services	34,416	36	(241)	(445)	33,766
J - Third Party Payments	(26,550)	3	0	(246)	(26,793)
N - Support Services	56	0	0	(9)	46
P - Capital Financing Costs	4,278	0	0	0	4,278
<b>Total Income</b>	<b>(150,356)</b>	<b>(44)</b>	<b>(114)</b>	<b>411</b>	<b>(150,103)</b>
TA - Government Grants	(141,016)	0	0	0	(141,016)
TB - Reimbursements & Contributions	(2,270)	(13)	0	381	(1,902)
TC - Customer & Client Receipts	(5,173)	(18)	0	291	(4,899)
TD - Sales	(32)	(1)	0	0	(33)
TF - Support Services	(50)	0	(29)	0	(79)
TH - Recharges To Other Services	(1,815)	(12)	(85)	(262)	(2,174)
	<b>7,982</b>	<b>86</b>	<b>(375)</b>	<b>(4)</b>	<b>7,690</b>

# Schools

Resources	2015/16	2016/17
	£000	£000
Dedicated schools grant	159,057	166,000
Pupil premium grant	11,408	11,100
6th form grant	12,266	12,200
Council contribution	4,708	4,788
Use of reserves	3,262	2,800
<b>Total estimated funding</b>	<b>190,701</b>	<b>196,888</b>
<b>Increase (£000)</b>		<b>6,187</b>
<b>% Increase</b>		<b>3.2%</b>

Distribution	2015/16	2016/17
	£000	£000
Primary and nursery schools	76,965	76,552
Children centres and external nursery	12,291	12,291
Secondary schools	68,932	68,425
Special and hospital schools	12,749	12,749
Academies	0	7,027
<b>Total to schools</b>	<b>170,937</b>	<b>177,044</b>
Capital financing costs	4,208	4,288
Centrally provided services	3,781	3,781
High needs excluding schools	11,775	11,775
<b>Total net expenditure</b>	<b>190,701</b>	<b>196,888</b>

Note: the figure for the 2015/16 dedicated schools grant (DSG) received from the government excluded £5.3m in relation to Academies and Free schools in the borough. From 2016/17, funding for Academies and free schools is included in Camden's DSG at national level, however, the government pays this direct to those schools and hence will not be incorporated within Camden's accounts. The same amount has been included in the table showing the distribution of resources. The amount for 2016/17 is £7.0m.

# Housing Support Services (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Camden Accessible Travel Solutions	15,550	119	(366)	41	15,345	105
Housing Needs	3,134	10	(436)	2	2,711	67
Housing Supply Initiatives and Partnerships	11,813	104	(1,000)	(180)	10,737	40
Regeneration and Development	668	6	(38)	0	635	0
Temporary Accommodation	2,730	(20)	(167)	312	2,856	67
	<b>33,896</b>	<b>220</b>	<b>(2,007)</b>	<b>175</b>	<b>32,284</b>	<b>278</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>57,550</b>	<b>409</b>	<b>(2,698)</b>	<b>596</b>	<b>55,856</b>
A - Employees	11,361	30	(757)	376	11,010
C - Premises	3,545	36	0	278	3,859
E - Transport Related Expenditure	5,224	52	(263)	(36)	4,977
G - Supplies And Services	1,495	15	(9)	0	1,501
J - Third Party Payments	27,628	276	(1,513)	(115)	26,276
L - Transfer Payments	5,300	0	(113)	109	5,297
N - Support Services	2,391	0	(20)	(16)	2,355
P - Capital Financing Costs	607	0	(24)	0	583
<b>Total Income</b>	<b>(23,654)</b>	<b>(189)</b>	<b>691</b>	<b>(421)</b>	<b>(23,573)</b>
TA - Government Grants	(5,112)	0	108	(106)	(5,109)
TB - Reimbursements & Contributions	(3,451)	(35)	626	383	(2,476)
TC - Customer & Client Receipts	(806)	(12)	(42)	(584)	(1,444)
TD - Sales	0	0	0	0	0
TE - Rents	(6,138)	(61)	374	(113)	(5,939)
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	(8,117)	(81)	(375)	0	(8,574)
TZ - Miscellaneous Income	(30)	0	0	0	(30)
	<b>33,896</b>	<b>220</b>	<b>(2,007)</b>	<b>175</b>	<b>32,284</b>

# Housing Support Services (HRA)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Housing Needs	1,152	6	0	(4)	1,154	8
Housing Supply Initiatives and Partnerships	8	1	(3)	0	6	1
Housing Support Group (transitional)	2,351	24	(33)	1	2,343	26
Temporary Accommodation	1,505	35	(80)	90	1,550	68
	<b>5,016</b>	<b>67</b>	<b>(116)</b>	<b>87</b>	<b>5,054</b>	<b>104</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>9,967</b>	<b>87</b>	<b>(116)</b>	<b>(363)</b>	<b>9,575</b>
A - Employees	4,518	58	0	(358)	4,218
C - Premises	1,216	12	0	11	1,239
E - Transport Related Expenditure	10	0	0	(3)	7
G - Supplies And Services	1,729	17	0	(140)	1,606
N - Support Services	2,495	0	(116)	126	2,505
<b>Total Income</b>	<b>(4,951)</b>	<b>(20)</b>	<b>0</b>	<b>451</b>	<b>(4,521)</b>
TB - Reimbursements & Contributions	(707)	0	0	311	(396)
TC - Customer & Client Receipts	(1,053)	0	0	0	(1,053)
TE - Rents	(1,156)	0	0	12	(1,145)
TH - Recharges To Other Services	(2,036)	(20)	0	128	(1,927)
	<b>5,016</b>	<b>67</b>	<b>(116)</b>	<b>87</b>	<b>5,054</b>

# Strategic & Joint Commissioning (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Children and Families Commissioning	4,193	41	(350)	4,271	8,155	11
Integrated Commissioning Adults	16,389	138	(597)	691	16,621	75
Strategic and Joint Commissioning	256	2	26	(32)	253	1
Other Budgets	754	(3)	0	(751)	0	0
	<b>21,592</b>	<b>178</b>	<b>(921)</b>	<b>4,179</b>	<b>25,029</b>	<b>87</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>40,036</b>	<b>364</b>	<b>(1,186)</b>	<b>2,243</b>	<b>41,458</b>
A - Employees	5,098	15	(329)	(513)	4,271
C - Premises	13	0	0	200	213
E - Transport Related Expenditure	89	1	0	(1)	89
G - Supplies And Services	3,746	37	(255)	3,778	7,306
J - Third Party Payments	31,071	311	(602)	(1,218)	29,562
N - Support Services	5	0	0	(4)	1
P - Capital Financing Costs	15	0	0	0	15
<b>Total Income</b>	<b>(18,444)</b>	<b>(186)</b>	<b>265</b>	<b>1,936</b>	<b>(16,429)</b>
TA - Government Grants	(417)	0	0	213	(204)
TB - Reimbursements & Contributions	(11,980)	(120)	0	(334)	(12,434)
TC - Customer & Client Receipts	(1,204)	(18)	5	378	(840)
TD - Sales	4	0	0	(4)	0
TH - Recharges To Other Services	(4,846)	(48)	260	1,683	(2,951)
	<b>21,592</b>	<b>178</b>	<b>(921)</b>	<b>4,179</b>	<b>25,029</b>

# Housing Management (HRA)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Estate Services	1,555	15	(105)	31	1,496	25
	<b>1,555</b>	<b>15</b>	<b>(105)</b>	<b>31</b>	<b>1,496</b>	<b>25</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>1,555</b>	<b>15</b>	<b>(105)</b>	<b>31</b>	<b>1,496</b>
A - Employees	1,043	14	(76)	38	1,019
G - Supplies And Services	129	1	0	(7)	123
N - Support Services	382	0	(29)	0	353
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>1,555</b>	<b>15</b>	<b>(105)</b>	<b>31</b>	<b>1,496</b>



# Corporate Services Directorate

**Director:** Mike O'Donnell  
**Total Revenue Budget (GF):** £17,724,000  
**Full Time Equivalents (FTE's):** 1,143

The directorate is responsible for co-ordinating 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 Strategy and Change, Law and Governance, HR, Finance and Procurement and ICT. It also hosts Customer Services, a new division that will refresh the strategic direction and move further towards digital based services.

The directorate has six 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 and develops the digital and data capabilities of the organisation.
- **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 advice and benefits. The service is also responsible for council tax and business rates.

# Corporate Services Directorate (General Fund)

Division	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Chief Executive Office	226	1	0	2	229	1
Communications	1,284	17	(395)	391	1,297	36
Corporate Services	659	1	0	126	787	29
Customer Services	(21,307)	(283)	(477)	480	(21,586)	386
Finance and Procurement	5,851	22	(263)	279	5,889	108
Human Resources (HR)	3,733	15	(25)	211	3,933	73
ICT Shared Service	10,855	47	(802)	183	10,283	167
Law and Governance	13,620	57	(592)	87	13,172	264
Strategy and Change	2,252	8	(393)	1,853	3,720	79
	<b>17,173</b>	<b>(114)</b>	<b>(2,947)</b>	<b>3,611</b>	<b>17,724</b>	<b>1,143</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>260,755</b>	<b>346</b>	<b>(2,677)</b>	<b>4,134</b>	<b>262,559</b>
A - Employees	48,584	157	(1,874)	3,955	50,822
C - Premises	422	5	(10)	1	418
E - Transport Related Expenditure	202	2	(1)	(28)	175
G - Supplies And Services	10,769	108	(792)	(87)	9,997
J - Third Party Payments	7,525	75	0	273	7,873
L - Transfer Payments	191,171	0	0	0	191,171
N - Support Services	34	0	0	0	34
P - Capital Financing Costs	2,048	0	0	20	2,068
<b>Total Income</b>	<b>(243,582)</b>	<b>(461)</b>	<b>(270)</b>	<b>(523)</b>	<b>(244,835)</b>
TA - Government Grants	(190,665)	0	0	58	(190,607)
TB - Reimbursements & Contributions	(5,761)	(41)	(200)	(234)	(6,237)
TC - Customer & Client Receipts	(41,134)	(376)	0	(25)	(41,535)
TD - Sales	(105)	(0)	0	1	(104)
TF - Support Services	(1,331)	0	0	223	(1,108)
TH - Recharges To Other Services	(4,307)	(43)	(70)	(546)	(4,965)
TZ - Miscellaneous Income	(278)	0	0	0	(278)
	<b>17,173</b>	<b>(114)</b>	<b>(2,947)</b>	<b>3,611</b>	<b>17,724</b>

# Communications (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Communications	1,753	10	(395)	166	1,534	29
Creative Services	(254)	5	0	2	(246)	5
Reprographics	(214)	2	0	222	9	3
	<b>1,284</b>	<b>17</b>	<b>(395)</b>	<b>391</b>	<b>1,297</b>	<b>36</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>2,716</b>	<b>17</b>	<b>(395)</b>	<b>171</b>	<b>2,509</b>
A - Employees	1,569	6	(225)	182	1,532
G - Supplies And Services	1,043	10	(170)	(11)	873
J - Third Party Payments	50	1	0	0	51
P - Capital Financing Costs	54	0	0	0	54
<b>Total Income</b>	<b>(1,432)</b>	<b>0</b>	<b>0</b>	<b>220</b>	<b>(1,212)</b>
TC - Customer & Client Receipts	(5)	0	0	0	(6)
TD - Sales	(98)	0	0	0	(98)
TF - Support Services Recharge	(1,328)	0	0	220	(1,108)
	<b>1,284</b>	<b>17</b>	<b>(395)</b>	<b>391</b>	<b>1,297</b>

# Corporate Services Division (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Corporate Services	659	1	0	126	787	29
	<b>659</b>	<b>1</b>	<b>0</b>	<b>126</b>	<b>787</b>	<b>29</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>2,362</b>	<b>2</b>	<b>0</b>	<b>150</b>	<b>2,514</b>
A - Employees	2,331	2	0	(2)	2,331
C - Premises	0	0	0	21	21
E - Transport Related Expenditure	11	0	0	(2)	10
G - Supplies And Services	18	0	0	132	151
N - Support Services	1	0	0	0	1
<b>Total Income</b>	<b>(1,703)</b>	<b>(1)</b>	<b>0</b>	<b>(24)</b>	<b>(1,727)</b>
TB - Reimbursements & Contributions	(1,703)	(1)	0	(24)	(1,727)
	<b>659</b>	<b>1</b>	<b>0</b>	<b>126</b>	<b>787</b>

# Customer Services Division (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Credit Control	801	4	88	12	904	17
Benefits	1,060	(24)	(25)	42	1,053	55
Council Tax and Business Rates	(451)	11	(96)	26	(511)	35
Registrar Service	(356)	(4)	0	(14)	(374)	20
Contact Camden	4,096	1	(93)	373	4,377	186
Parking Operations	(26,456)	(271)	(350)	41	(27,036)	73
	<b>(21,307)</b>	<b>(283)</b>	<b>(477)</b>	<b>480</b>	<b>(21,586)</b>	<b>386</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>215,389</b>	<b>143</b>	<b>(477)</b>	<b>705</b>	<b>215,760</b>
A - Employees	14,436	45	(476)	929	14,935
C - Premises	258	3	0	(40)	221
E - Transport Related Expenditure	110	1	0	0	111
G - Supplies And Services	2,177	22	0	(255)	1,943
J - Third Party Payments	7,221	72	0	71	7,364
L - Transfer Payments	191,171	0	0	0	191,171
N - Support Services	15	0	0	0	15
<b>Total Income</b>	<b>(236,695)</b>	<b>(426)</b>	<b>0</b>	<b>(225)</b>	<b>(237,347)</b>
TA - Government Grants	(190,506)	0	0	0	(190,506)
TB - Reimbursements & Contributions	(3,538)	(35)	0	0	(3,573)
TC - Customer & Client Receipts	(40,660)	(371)	0	0	(41,031)
TH - Recharges To Other Services	(1,991)	(20)	0	(225)	(2,236)
	<b>(21,307)</b>	<b>(283)</b>	<b>(477)</b>	<b>480</b>	<b>(21,586)</b>

# Finance & Procurement Division (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Procurement	1,656	7	0	(111)	1,553	31
Treasury and Financial Transactions	1,104	3	(200)	(8)	899	28
Financial Management and Accountancy	1,463	5	(5)	298	1,761	26
Strategic Finance	526	3	0	223	752	11
Specialist Finance	158	1	0	2	161	4
Internal Audit and Risk	945	4	(58)	(126)	764	9
	<b>5,851</b>	<b>22</b>	<b>(263)</b>	<b>279</b>	<b>5,889</b>	<b>108</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>6,333</b>	<b>25</b>	<b>(63)</b>	<b>678</b>	<b>6,974</b>
A - Employees	5,468	17	(63)	455	5,877
C - Premises	4	0	0	(0)	4
E - Transport Related Expenditure	0	0	0	1	1
G - Supplies And Services	645	6	0	20	672
J - Third Party Payments	210	2	0	202	414
N - Support Services	7	0	0	0	7
<b>Total Income</b>	<b>(482)</b>	<b>(3)</b>	<b>(200)</b>	<b>(399)</b>	<b>(1,084)</b>
TA - Government Grants	(159)	0	0	58	(101)
TB - Reimbursements & Contributions	(199)	(2)	(200)	(207)	(608)
TC - Customer & Client Receipts	23	0	0	(24)	(1)
TH - Recharges To Other Services	(147)	(1)	0	(226)	(374)
	<b>5,851</b>	<b>22</b>	<b>(263)</b>	<b>279</b>	<b>5,889</b>

# Human Resources (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Organisational Development & Learning & Development	511	3	(25)	(19)	470	3
Human Resources	633	3	0	(138)	497	5
HR Team	774	1	0	110	884	32
Health and Safety	329	1	0	155	486	5
Senior HR Advisers	1,486	7	0	103	1,596	28
	<b>3,733</b>	<b>15</b>	<b>(25)</b>	<b>211</b>	<b>3,933</b>	<b>73</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>4,220</b>	<b>20</b>	<b>(25)</b>	<b>214</b>	<b>4,429</b>
A - Employees	3,547	13	(15)	196	3,741
C - Premises	73	1	(10)	0	64
E - Transport Related Expenditure	5	0	0	0	5
G - Supplies And Services	594	6	0	18	618
<b>Total Income</b>	<b>(487)</b>	<b>(5)</b>	<b>0</b>	<b>(3)</b>	<b>(496)</b>
TB - Reimbursements & Contributions	(216)	(2)	0	(3)	(222)
TC - Customer & Client Receipts	(18)	0	0	0	(18)
TH - Recharges To Other Services	(253)	(3)	0	0	(256)
	<b>3,733</b>	<b>15</b>	<b>(25)</b>	<b>211</b>	<b>3,933</b>

# ICT Shared Service (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Cross Cutting Transformation	2,339	9	1	79	2,428	46
Shared Improvement & Support	3,960	28	(370)	30	3,648	34
Strategy, Innovation & Support	539	2	(60)	12	493	14
Shared Modern Infrastructure Services	2,728	9	(325)	41	2,453	26
Other ICT Budgets	982	(5)	(45)	22	954	48
Pooled ICT Budgets	307	3	(3)	0	307	0
	<b>10,855</b>	<b>47</b>	<b>(802)</b>	<b>183</b>	<b>10,283</b>	<b>167</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>12,160</b>	<b>61</b>	<b>(802)</b>	<b>278</b>	<b>11,697</b>
A - Employees	6,947	29	(493)	226	6,709
E - Transport Related Expenditure	20	0	(1)	0	20
G - Supplies And Services	3,199	32	(309)	52	2,974
P - Capital Financing Costs	1,994	0	0	0	1,994
<b>Total Income</b>	<b>(1,305)</b>	<b>(14)</b>	<b>0</b>	<b>(95)</b>	<b>(1,414)</b>
TC - Customer & Client Receipts	(149)	(2)	0	0	(151)
TH - Recharges To Other Services	(1,149)	(11)	0	(95)	(1,255)
TZ - Miscellaneous Income	(7)	0	0	0	(7)
	<b>10,855</b>	<b>47</b>	<b>(802)</b>	<b>183</b>	<b>10,283</b>



# Law & Governance (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Business Support	7,908	34	(389)	34	7,587	181
Legal Services	2,065	3	(53)	45	2,060	45
Member Support	1,785	9	0	16	1,810	18
Elections	509	4	0	11	524	7
Democratic & Committee Services	470	1	0	(22)	449	10
Income Management	883	6	(150)	4	742	4
	<b>13,620</b>	<b>57</b>	<b>(592)</b>	<b>87</b>	<b>13,172</b>	<b>264</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>14,500</b>	<b>63</b>	<b>(522)</b>	<b>83</b>	<b>14,125</b>
A - Employees	11,354	32	(297)	172	11,262
C - Premises	81	1	0	15	97
E - Transport Related Expenditure	54	1	0	(27)	27
G - Supplies And Services	2,955	30	(225)	(77)	2,683
J - Third Party Payments	44	0	0	0	44
N - Support Services	12	0	0	0	12
<b>Total Income</b>	<b>(881)</b>	<b>(6)</b>	<b>(70)</b>	<b>4</b>	<b>(953)</b>
TB - Reimbursements & Contributions	(88)	(1)	0	0	(89)
TC - Customer & Client Receipts	(326)	(3)	0	0	(329)
TD - Sales	(7)	(0)	0	1	(6)
TF - Support Services	(3)	0	0	3	0
TH - Recharges To Other Services	(186)	(2)	(70)	0	(258)
TZ - Miscellaneous Income	(271)	0	0	0	(271)
	<b>13,620</b>	<b>57</b>	<b>(592)</b>	<b>87</b>	<b>13,172</b>

# Strategy & Change (GF)

Service	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Strategic Lead	1,909	6	(141)	56	1,830	46
Strategic Lead Transformation & Programme Management	95	1	(252)	1,796	1,640	32
Strategy and Change	248	1	0	1	250	1
	<b>2,252</b>	<b>8</b>	<b>(393)</b>	<b>1,853</b>	<b>3,720</b>	<b>79</b>

	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>2,832</b>	<b>14</b>	<b>(393)</b>	<b>1,853</b>	<b>4,306</b>
A - Employees	2,709	13	(305)	1,789	4,205
C - Premises	5	0	0	6	11
G - Supplies And Services	118	1	(88)	38	69
P - Capital Financing Costs	0	0	0	20	20
<b>Total Income</b>	<b>(580)</b>	<b>(6)</b>	<b>0</b>	<b>0</b>	<b>(586)</b>
TH - Recharges To Other Services	(580)	(6)	0	0	(586)
	<b>2,252</b>	<b>8</b>	<b>(393)</b>	<b>1,853</b>	<b>3,720</b>

# Public Health (PH) – General Fund

<b>Director:</b>	Julie Billett
<b>Total Revenue Budget:</b>	£19,124,000
<b>Full Time Equivalents (FTE's):</b>	20*

(\*All staff employed by LB Islington within Shared Service – 40 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 Council also delivers £9.1m of public health services through other directorates, the most significant element being the £4.2m Health Visiting programme for children managed through children schools and families

# Public Health (PH) – General fund

Division	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
Children 5-19 Public Health Programme	3,426	0	0	(2,117)	1,310
Health Protection	10	0	0	(10)	0
NHS Health Checker Programmes	817	0	75	(487)	405
Obesity & Physical Activity	1,624	0	(506)	84	1,201
Other Public Health Services	1,313	0	(55)	(895)	363
Public Health Leadership	2,033	0	(75)	(410)	1,549
Sexual Health	7,600	0	(1,630)	(129)	5,841
Smoking & Tobacco	1,034	0	0	(250)	784
Substance Misuse	8,598	0	(428)	(498)	7,671
<b>Total</b>	<b>26,456</b>	<b>0</b>	<b>(2,619)</b>	<b>(4,713)</b>	<b>19,124</b>

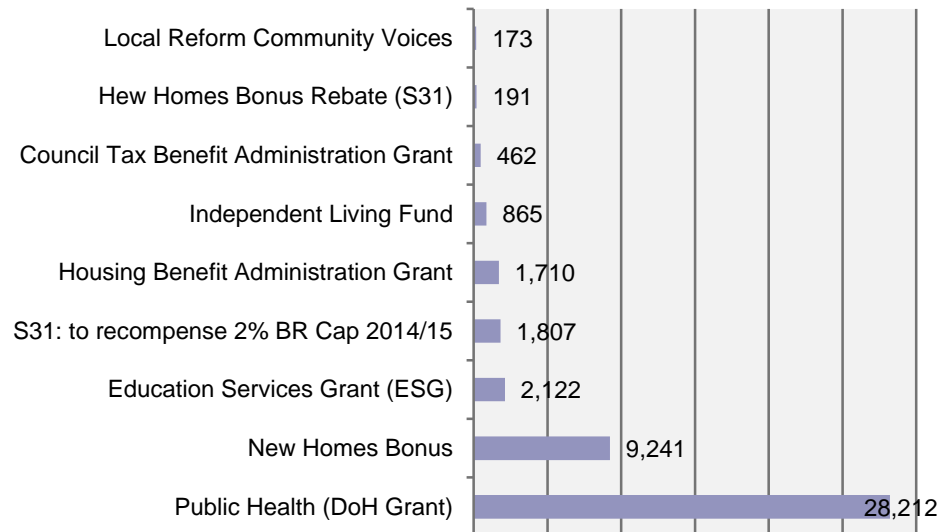
	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>26,762</b>	<b>0</b>	<b>(2,619)</b>	<b>(4,542)</b>	<b>19,601</b>
A - Employees	0	0	0	0	0
C - Premises	0	0	0	0	0
G - Supplies And Services	186	0	0	(39)	148
J - Third Party Payments	26,575	0	(2,619)	(4,503)	19,453
N - Support Services	0	0	0	0	0
<b>Income</b>	<b>(306)</b>	<b>0</b>	<b>0</b>	<b>(171)</b>	<b>(477)</b>
TA - Government Grants	(306)	0	0	0	(306)
TB - Reimbursements & Contributions	0	0	0	(157)	(157)
TH - Recharges To Other Services	0	0	0	(14)	(14)
<b>Total</b>	<b>26,456</b>	<b>0</b>	<b>(2,619)</b>	<b>(4,713)</b>	<b>19,124</b>

# Other Budgets – General Fund

## 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.

Other Budgets	2016/17 Budget £000
Reserve Movements	(8,901)
Interest	(246)
Pensions	16,329
Levies	1,859
Capital Financing	2,197
Specific Grants (see table)	(44,766)
Other	(1,824)
<b>TOTAL</b>	<b>(35,352)</b>



# Other Budgets - HRA

Division	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
Back Funding Pension Fund	2,500	25	0	0	2,525
Bad Debt Provision	1,212	12	0	0	1,224
Contingency Provision	1,500	15	(920)	0	595
Debt Management Fees - Capital	150	0	0	0	150
Deferred Charges	0	(3)	0	3	0
Depreciation	25,527	0	0	11,356	36,883
Depreciation - Other Land	5,318	0	0	(4,209)	1,109
Direct Revenue Financing	14,043	0	62	(6,533)	7,572
Discounts	(49)	0	0	0	(49)
Housing CDC	245	0	0	0	245
PFI Grant	(6,824)	0	0	0	(6,824)
Insurance - Other	384	4	0	0	388
Insurance - Premium Tax	4	0	0	0	4
Insurance - Sundry Covers	11	0	0	0	11
Interest	21,776	0	0	0	21,776
Interest - On Balances HRA / GF	(266)	0	0	0	(266)
Other Housing Recharges	415	0	0	0	415
PFI Unitary Payments	10,608	0	0	0	10,608
Provisions	(1,427)	0	0	143	(1,284)
Recharge Housing Strategy HRA	645	0	0	0	645
Recharge From Central Support Services	339	0	(330)	0	9
Transfer from MRA	614	0	0	(614)	0
	<b>76,726</b>	<b>53</b>	<b>(1,189)</b>	<b>146</b>	<b>75,736</b>

# Capital Programme 2016 – 2021+

# 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 proceeds 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

A new building comprising a leisure centre and swimming pool complex, a public library, multi-purpose customer centre and council offices was built in the Kings Cross redevelopment area and opened in August 2014. Several former council offices have been disposed of since with more scheduled over the coming years.



# Capital Programme

## Backlog Maintenance (Baselines)

To ensure a consistent investment approach across the authority, the Council has developed an 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 are being recommended to the 25 February 2015 Cabinet and will be included in the Capital programme once 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+ £000	Total £000
<b>Public Health</b>	-	-	-	-	-	-	-
<b>Corporate Services - ICT</b>	<b>4,988</b>	<b>4,285</b>	<b>803</b>	<b>1,063</b>	-	-	<b>11,139</b>
<i>Property Management</i>	73,817	99,403	100,341	89,106	56,040	208,784	627,491
<b>Supporting Communities</b>	<b>6,984</b>	<b>8,053</b>	<b>3,272</b>	<b>1,692</b>	<b>858</b>	<b>2,032</b>	<b>22,891</b>
<i>CIP and Major Projects</i>	108,377	143,804	136,224	101,743	75,750	136,104	702,002
<i>Regeneration and Planning</i>	18,987	11,651	15,859	11,026	-	-	57,523
<b>Supporting Communities</b>	<b>208,165</b>	<b>262,911</b>	<b>255,696</b>	<b>203,567</b>	<b>132,648</b>	<b>346,920</b>	<b>1,409,907</b>
<b>Total Capital Expenditure</b>	<b>213,153</b>	<b>267,196</b>	<b>256,499</b>	<b>204,630</b>	<b>132,648</b>	<b>346,920</b>	<b>1,421,046</b>

Funding	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021+ £000	Total £000
<b>Government grants:</b>							
- Department for Education grants	6,066	2,374	2,000	2,000	-	-	<b>12,440</b>
- National Health Service grants	1,604	1,246	266	266	-	-	<b>3,382</b>
- Other Government grants	60	-	-	-	-	-	<b>60</b>
Public Health	77	-	-	-	-	-	<b>77</b>
GLA - Housing grants	1,665	2,232	537	-	-	-	<b>4,434</b>
GLA - TfL grants	5,473	-	-	-	-	-	<b>5,473</b>
Lottery grants	1,123	154	-	-	-	-	<b>1,277</b>
Other grants	-	-	-	-	-	-	-
Section 106 contributions	11,474	14,592	4,703	6,000	-	-	<b>36,769</b>
Community Infrastructure Levy	2,993	7,555	6,000	6,000	-	-	<b>22,548</b>
Schools contributions	83	237	-	-	-	-	<b>320</b>
Other contributions	-	-	-	-	-	-	-
<b>HRA:</b>							
- Major Repairs Reserve	39,721	43,173	39,500	38,000	38,000	152,000	<b>350,394</b>
- Leaseholders' Capital contributions	5,340	5,000	6,010	3,990	4,000	8,000	<b>32,340</b>
- Revenue contribution (HRA)	1,000	-	-	-	-	-	<b>1,000</b>
<b>Corporate Resources:</b>							
Revenue Contributions - General Fund	13,164	13,408	9,521	5,043	858	1,403	<b>43,397</b>
Prudential Borrowing - HRA	16,158	6,971	3,035	36,245	11,209	27,158	<b>100,776</b>
Prudential Borrowing - GF	1,630	3,915	9,500	4,781	-	-	<b>19,826</b>
HRA Capital Receipts	62,110	97,546	107,698	60,737	61,082	152,910	<b>542,083</b>
1-4-1 RTB Retained Receipts	7,691	7,851	9,095	9,349	-	-	<b>33,986</b>
GF Capital Receipts	35,721	60,942	58,634	32,219	17,499	5,449	<b>210,464</b>
<b>Total Resources</b>	<b>213,153</b>	<b>267,196</b>	<b>256,499</b>	<b>204,630</b>	<b>132,648</b>	<b>346,920</b>	<b>1,421,046</b>

# Capital Programme – Corporate Services - ICT

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021+	Total
	£000	£000	£000	£000	£000	£000	£000
Core Investment	1,525	1,253	803	1,063	-	-	4,644
Transformation Investment	3,263	2,832	-	-	-	-	6,095
Unavoidable Pressures Investment	200	200	-	-	-	-	400
<b>Total</b>	<b>4,988</b>	<b>4,285</b>	<b>803</b>	<b>1,063</b>	<b>-</b>	<b>-</b>	<b>11,139</b>

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000	£000
Revenue Contributions - General Fund	4,988	4,181	803	1,063	-	-	11,035
GF Capital Receipts	-	104	-	-	-	-	104
<b>Total</b>	<b>4,988</b>	<b>4,285</b>	<b>803</b>	<b>1,063</b>	<b>-</b>	<b>-</b>	<b>11,139</b>

# Capital Programme – Property Management

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021+	Total
	£000	£000	£000	£000	£000	£000	£000
Better Homes	58,128	74,692	73,418	68,188	45,731	205,784	<b>525,941</b>
Planned Improvements - Non-Housing	9,380	10,397	10,250	7,690	5,807	-	<b>43,524</b>
Homes for Older People	124	8,556	4,985	712	-	-	<b>14,377</b>
Community Investment Programme	4,012	3,948	9,321	9,000	4,082	3,000	<b>33,363</b>
Other Schemes	2,173	1,810	2,367	3,516	420	-	<b>10,286</b>
<b>Total</b>	<b>73,817</b>	<b>99,403</b>	<b>100,341</b>	<b>89,106</b>	<b>56,040</b>	<b>208,784</b>	<b>627,491</b>

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000	£000
Department for Education grants	6,066	2,374	2,000	2,000	-	-	<b>12,440</b>
National Health Service grants	1,604	1,246	266	266	-	-	<b>3,382</b>
Other Government grants	60	-	-	-	-	-	<b>60</b>
GLA - Housing grants	575	-	-	-	-	-	<b>575</b>
Lottery Grants	802	154	-	-	-	-	<b>956</b>
Community Infrastructure Levy	-	2,000	2,000	2,000	-	-	<b>6,000</b>
Section 106 contributions	3,092	515	-	-	-	-	<b>3,607</b>
Schools contributions	83	-	-	-	-	-	<b>83</b>
HRA - Major Repairs Reserve	-	-	-	7,551	-	66,498	<b>74,049</b>
Revenue Contributions - General Fund	321	687	637	637	-	-	<b>2,282</b>
HRA Capital Receipts	58,004	75,182	73,418	60,637	45,731	139,286	<b>452,258</b>
GF Capital Receipts	3,210	17,245	22,020	16,015	10,309	3,000	<b>71,799</b>
<b>Total</b>	<b>73,817</b>	<b>99,403</b>	<b>100,341</b>	<b>89,106</b>	<b>56,040</b>	<b>208,784</b>	<b>627,491</b>

# Capital Programme – Community Services

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021+	Total
	£000	£000	£000	£000	£000	£000	£000
Cemeteries	956	1,000	1,000	-	-	-	2,956
Green Spaces	1,700	1,864	707	527	-	184	4,982
Sports Centres	156	1,500	500	100	-	-	2,256
Depots	1,538	2,136	574	574	330	1,848	7,000
Euston Road CHP	1,296	316	-	-	-	-	1,612
Sustainability	1,188	1,167	491	491	528	-	3,865
Other Schemes	150	70	-	-	-	-	220
<b>Total</b>	<b>6,984</b>	<b>8,053</b>	<b>3,272</b>	<b>1,692</b>	<b>858</b>	<b>2,032</b>	<b>22,891</b>

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000	£000
Public Health	77	-	-	-	-	-	77
Section 106 contributions	1,395	633	14	-	-	-	2,042
Revenue Contributions - General Fund	3,874	3,784	2,184	1,018	528	184	11,572
GF Capital Receipts	1,638	3,636	1,074	674	330	1,848	9,200
<b>Total</b>	<b>6,984</b>	<b>8,053</b>	<b>3,272</b>	<b>1,692</b>	<b>858</b>	<b>2,032</b>	<b>22,891</b>

# Capital Programme – CIP & Major Projects

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021+	Total
	£000	£000	£000	£000	£000	£000	£000
Community Investment Programme	19,656	47,463	45,035	23,148	7,610	1,820	144,732
Estate Regeneration	87,206	91,678	87,693	78,595	68,140	134,284	547,596
HRA Hostels	731	86	-	-	-	-	817
Accommodation Strategy	784	4,577	3,496	-	-	-	8,857
<b>Total</b>	<b>108,377</b>	<b>143,804</b>	<b>136,224</b>	<b>101,743</b>	<b>75,750</b>	<b>136,104</b>	<b>702,002</b>

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000	£000
GLA - Housing grants	1,090	2,232	537	-	-	-	3,859
Lottery grants	321	-	-	-	-	-	321
Community Infrastructure Levy	-	1,555	-	-	-	-	1,555
Section 106 contributions	3,868	9,136	-	-	-	-	13,004
Schools contributions	-	237	-	-	-	-	237
Major Repairs Reserves - HRA	39,721	43,173	39,500	30,449	38,000	85,502	276,345
Leaseholders' Capital contributions - HRA	5,340	5,000	6,010	3,990	4,000	8,000	32,340
Revenue contribution - HRA	1,000	-	-	-	-	-	1,000
Revenue Contributions - General Fund	1,434	4,225	3,225	1,399	330	1,219	11,832
Prudential Borrowing - HRA	16,158	6,971	3,035	36,245	11,209	27,158	100,776
Prudential Borrowing - GF	1,630	3,915	9,500	4,781	-	-	19,826
HRA Capital Receipts	4,106	22,364	34,280	100	15,351	13,624	89,825
1-4-1 RTB Retained Receipts	7,691	7,851	9,095	9,349	-	-	33,986
GF Capital Receipts	26,018	37,145	31,042	15,430	6,860	601	117,096
<b>Total</b>	<b>108,377</b>	<b>143,804</b>	<b>136,224</b>	<b>101,743</b>	<b>75,750</b>	<b>136,104</b>	<b>702,002</b>

# Capital Programme – Regeneration & Planning

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021+	Total
	£000	£000	£000	£000	£000	£000	£000
Planned Highways Maintenance	7,593	7,088	7,359	7,488	-	-	29,528
West End Project	3,224	4,500	8,500	3,538	-	-	19,762
TfL funded schemes	6,450	-	-	-	-	-	6,450
Parking Schemes	565	-	-	-	-	-	565
Developer Cont. funded & Other schemes	1,155	63	-	-	-	-	1,218
<b>Total</b>	<b>18,987</b>	<b>11,651</b>	<b>15,859</b>	<b>11,026</b>	-	-	<b>57,523</b>

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
	£000	£000	£000	£000	£000	£000	£000
GLA - TfL grants	5,473	-	-	-	-	-	5,473
Community Infrastructure Levy	2,993	4,000	4,000	4,000	-	-	14,993
Section 106 contributions	3,119	4,308	4,689	6,000	-	-	18,116
Revenue Contributions - General Fund	2,547	531	2,672	926	-	-	6,676
GF Capital Receipts	4,855	2,812	4,498	100	-	-	12,265
<b>Total</b>	<b>18,987</b>	<b>11,651</b>	<b>15,859</b>	<b>11,026</b>	-	-	<b>57,523</b>

# Reserves & Balances



# Reserves & Balances

The Council currently has around 18 separate earmarked reserves. These amounts have been set aside for several reasons as set out in the table, 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 £69.659m by the 31<sup>st</sup> March 2017 as net decrease of £26.445m.

The Council also has general balances. These amounts are set to cover any risks that the Council might face in the forthcoming year and allocations would be made by the Director of Finance. 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 shall not exceed 3% of, and 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, the Revenue Support Grant, Council Tax, and the Dedicated Schools Grant in 2016/17. 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.

Earmarked Reserves	Actual Reserves 31/03/16	Forecast Out of Reserves	Forecast Into Reserves	Forecast Reserves 31/03/17	2016/17 Net Movement
	£000	£000	£000	£000	£000
To Support Key Revenue Outcomes	32,065	(12,705)	0	<b>19,360</b>	(12,705)
To Support Council's Remodelling Programmes	13,586	(9,170)	2,010	<b>6,426</b>	(7,160)
On-going Capital Activity and asset Management	28,528	(17,477)	16,782	<b>27,833</b>	(695)
Mitigation of Future Corporate Risk	21,891	(12,165)	6,280	<b>16,006</b>	(5,885)
Charitable Activity	34	0	0	<b>34</b>	0
<b>Total Earmarked Reserves</b>	<b>96,104</b>	<b>(51,517)</b>	<b>25,072</b>	<b>69,659</b>	<b>(26,445)</b>

# Reserves

Earmarked Reserves	Actual Reserves 31/03/2016 £m	Forecast Reserves 31/03/2017 £m	Forecast Reserves 31/03/2018 £m	Forecast Reserves 31/03/2019 £m	Forecast Reserves 31/03/2020 £m
<b>Reserves to support key revenue budget outcomes</b>					
Dedicated Schools Grant	9.780	7.014	4.848	2.682	0.516
Support for Schools in Difficulty	0.434	0.334	0.234	0.134	0.034
Homes for Older People	1.240	0.990	0.740	-	-
Multi Year Budget Reserve	12.864	5.011	3.150	2.532	2.315
Education Commission	1.181	0.695	0.400	0.400	0.400
Supporting People Specific Reserves	6.566	5.316	3.284	2.034	1.040
<b>Sub Total</b>	<b>32.065</b>	<b>19.360</b>	<b>12.656</b>	<b>7.782</b>	<b>4.305</b>
<b>Reserves to support the councils service remodelling programme</b>					
Workforce Remodelling/Cost of Change	11.199	5.039	-	-	-
Camden Plan	2.387	1.387	-	-	-
<b>Sub Total</b>	<b>13.586</b>	<b>6.426</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Reserves to support on-going capital activity and asset management</b>					
Future Capital Schemes	20.602	21.769	23.037	24.213	26.672
Commercial and other property	0.776	0.776	0.776	0.776	-
Haverstock PFI Funding Reserve	1.889	1.759	1.629	1.499	1.369
Schools PFI Equalisation Reserve	1.063	1.281	1.499	1.717	1.935
Building Schools for the Future	0.488	0.338	0.188	0.188	0.188
Accommodation Strategy	3.710	1.910	-	-	-
<b>Sub Total</b>	<b>28.528</b>	<b>27.833</b>	<b>27.129</b>	<b>28.393</b>	<b>30.164</b>
<b>Reserves to mitigate future corporate risk</b>					
Self-Insurance Reserve	6.977	6.477	5.977	5.477	4.977
Contingency Reserve	1.512	1.512	1.512	1.512	1.512
Business Rates Safety Net	13.402	8.017	6.517	6.017	6.017
<b>Sub Total</b>	<b>21.891</b>	<b>16.006</b>	<b>14.006</b>	<b>13.006</b>	<b>12.506</b>
<b>Reserves to support the Mayors charity</b>					
Mayor's Charity Reserve	0.034	0.034	0.034	0.034	0.034
<b>Total Earmarked Reserves</b>	<b>96.104</b>	<b>69.659</b>	<b>53.825</b>	<b>49.215</b>	<b>47.009</b>
General Balances	13.624	13.624	13.624	13.624	13.624
Housing Revenue Account	39.166	37.666	36.166	34.666	33.166
Schools Balances	16.370	14.370	11.370	7.370	2.370
<b>Total Reserves</b>	<b>165.264</b>	<b>135.319</b>	<b>114.985</b>	<b>104.875</b>	<b>96.169</b>

# Purpose of Reserves

Reserve	Purpose of Reserve
<b>Dedicated Schools Grant</b>	Unspent Dedicated Schools Grant
<b>Support for Schools in Difficulty</b>	To provide funding to schools should they find themselves in financial difficulties
<b>Homes for Older People</b>	To fund preparatory work on the Homes for Older People programme
<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 to guide education in the borough
<b>HASC Specific Grants</b>	Hold various unspent grant monies that do not have conditions on its 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 councils costs associated with various capital schemes.
<b>Commercial and other property</b>	To provide funding to meet the cost 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 the preparatory work on the Building Schools for the Future Programme
<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, this keeps insurance costs to a minimum.
<b>Business Rates Safety Net</b>	To provide funding to cover reduction in retained business rates.
<b>Contingency Reserve</b>	This is to cover in year overspends that can't be managed within cash limits.
<b>Mayor's Charity Reserve</b>	To hold donations from businesses to be allocated to charity.