



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

London Borough of Camden

# Introduction

This document sets out London Borough of Camden's Revenue and Capital budget for 2016/17 in a summarised format, together with other financial information.

It contains a summary of the budget to be presented to full council for agreement on 29<sup>th</sup> February 2016, and 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. In January 2016 the Cabinet agreed a new structure that will see the number of directorates decreased from six to three (plus Public Health) from April 2016. As the budget has been set under the existing six directorate structure, the budgets are presented in this way. However, a revised budget book incorporating the impacts of the structural changes will be published alongside the next medium-term financial strategy update in July 2016.

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  
Director of Finance

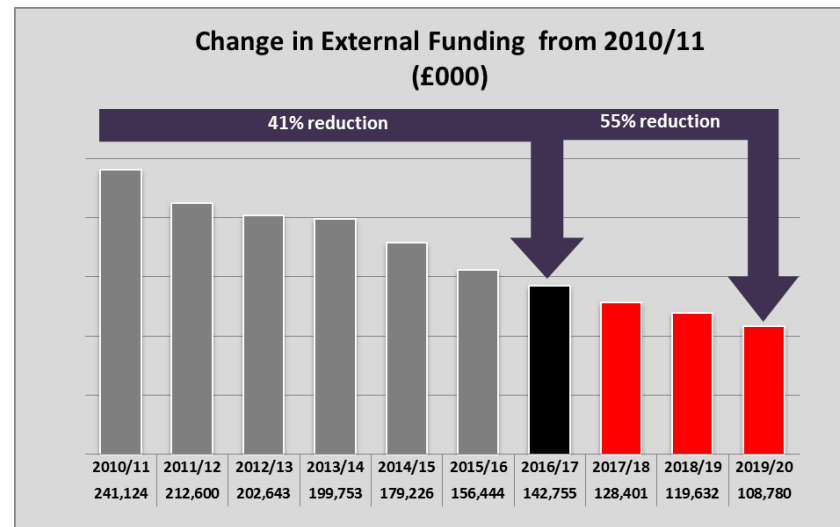
# Financial Outlook

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 41% lower than 2010/11 by 2016/17, and will reduce further - by 55% 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 55%, 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?

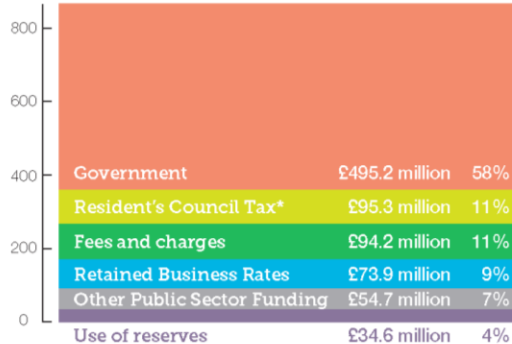
## Make Every Pound Count

How effective is the investment?

## Where Camden Council's money comes from

### Total income 2016/17

£847.8 Million

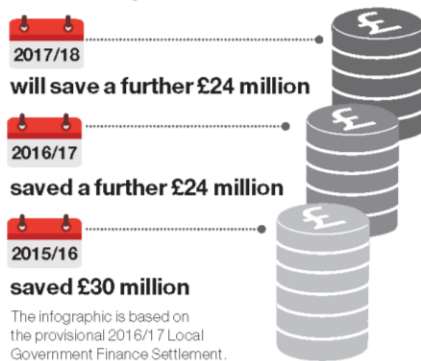


\*This includes £1.8 million raised from the social care precept, which will be spent directly on adult social care.

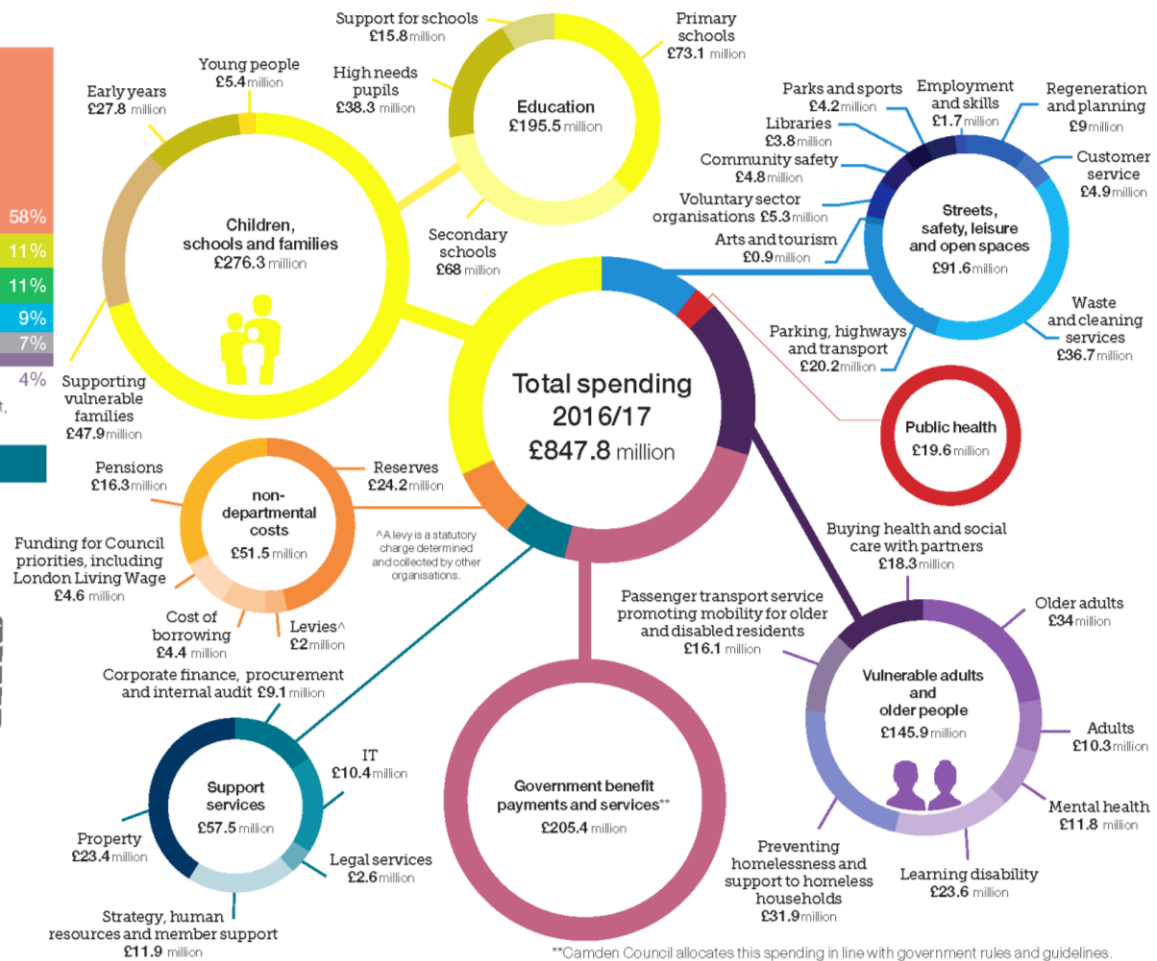
## Saving money

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 raised by 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	Current Draft 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 £
A	722.25	184.00	906.25
B	842.63	214.67	1,057.30
C	963.00	245.33	1,208.33
D	1,083.38	276.00	1,359.38
E	1,324.13	337.33	1,661.46
F	1,564.88	398.67	1,963.55
G	1,805.63	460.00	2,265.63
H	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

\*Accounting note (on following tables): Central service recharge budgets are allocated to services at year end, therefore the budget figures for 2015/16 and 2016/17 exclude these amounts. Actual expenditure for 2014/15 included in the tables below *does* include the effect of central recharges and therefore signifies the final year end position of respective service area.

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 to be set by Council on 29<sup>th</sup> February 2016 incorporates 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

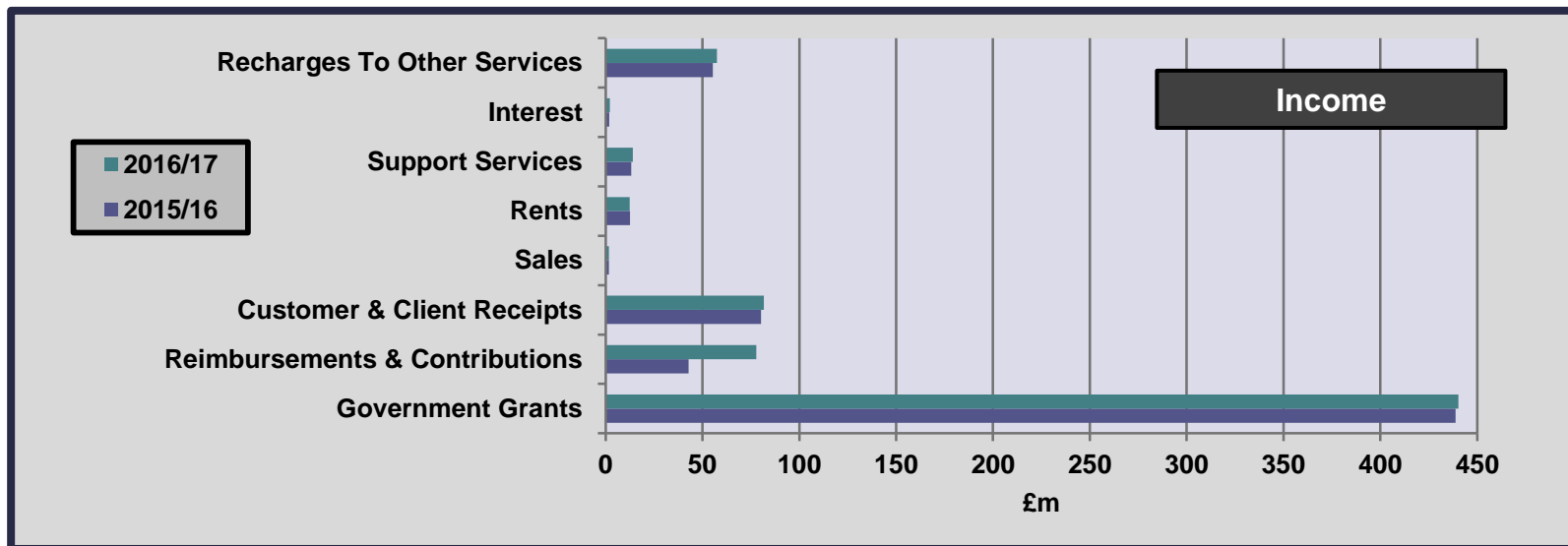
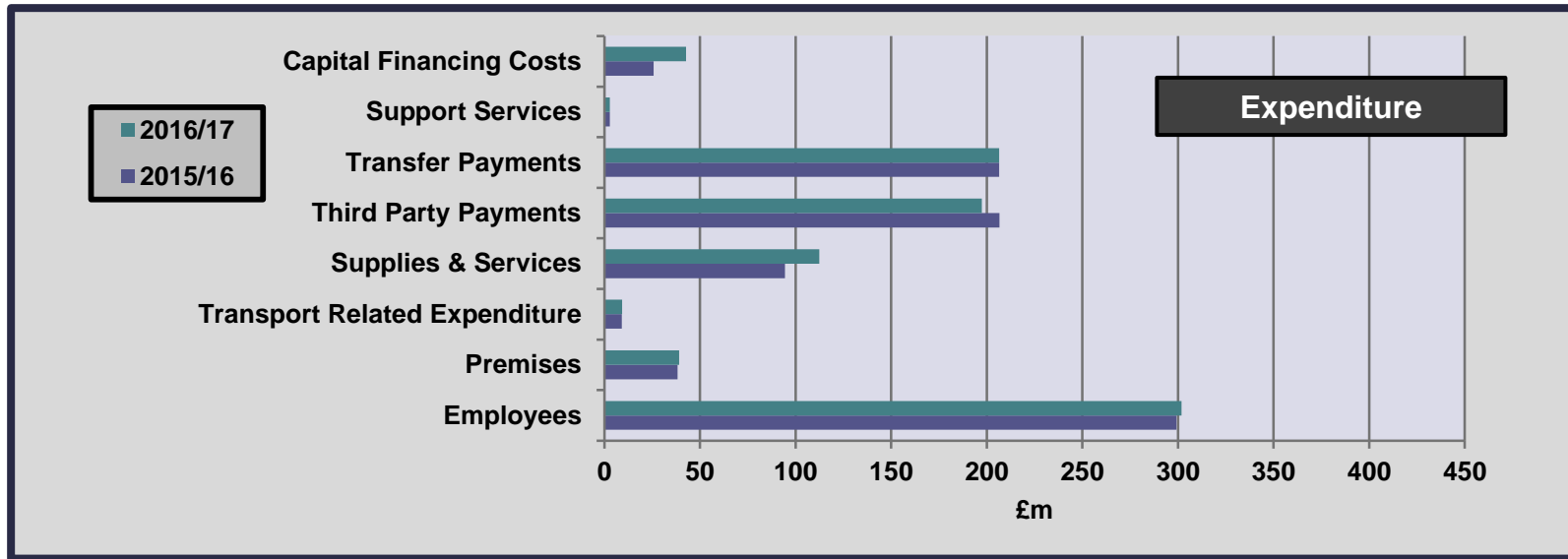
Directorate	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Children Schools & Families	83,446	61,703	452	(3,334)	5,191	64,012	3,818
Culture & Environment	58,546	26,843	470	(5,712)	1,131	22,732	886
Finance	9,112	44,218	203	(2,222)	780	42,979	650
HASC General Fund	126,449	101,170	723	(8,053)	3,200	97,040	663
Law & Governance	2,406	4,282	16	(53)	45	4,289	65
Public Health	25,356	26,456	0	(2,619)	(4,713)	19,124	20***
Strategy & Organisation Development	965	7,495	41	(813)	2,456	9,179	189
Other Budgets**	(46,236)	(36,356)	1,967	(1,734)	770	(35,352)	0
<b>Grand Total</b>	<b>260,044</b>	<b>235,812</b>	<b>3,872</b>	<b>(24,540)</b>	<b>8,861</b>	<b>224,004</b>	<b>6,291</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Total Expenditure</b>	<b>1,055,170</b>	<b>882,577</b>	<b>5,432</b>	<b>(23,009)</b>	<b>46,946</b>	<b>911,945</b>
A - Employees	316,047	299,171	1,147	(7,268)	8,816	301,866
C - Premises	40,086	38,256	341	(474)	935	39,058
E - Transport Related Expenditure	10,687	9,125	89	(264)	291	9,241
G - Supplies And Services	148,328	94,475	1,689	(3,724)	21,185	113,625
J - Third Party Payments	218,316	206,547	2,166	(10,584)	(2,030)	196,100
L - Transfer Payments	200,365	206,483	0	(113)	95	206,465
N - Support Services	68,053	2,812	0	(20)	99	2,892
P - Capital Financing Costs	53,288	25,706	0	(563)	17,555	42,698
<b>Total Income</b>	<b>(795,126)</b>	<b>(646,765)</b>	<b>(1,560)</b>	<b>(1,531)</b>	<b>(38,085)</b>	<b>(687,940)</b>
TA - Government Grants	(440,511)	(438,762)	0	108	(1,646)	(440,300)
TB - Reimbursements & Contributions	(84,037)	(42,787)	(386)	91	(34,721)	(77,802)
TC - Customer & Client Receipts	(84,519)	(80,228)	(678)	146	(927)	(81,686)
TD - Sales	(5,633)	(1,610)	(13)	0	(3)	(1,625)
TE - Rents	(14,103)	(12,557)	(190)	374	(109)	(12,481)
TF - Support Services	(82,053)	(13,295)	0	(324)	(362)	(13,981)
TG - Interest	(1,446)	(1,913)	0	(300)	0	(2,213)
TH - Recharges To Other Services	(74,144)	(55,280)	(293)	(1,628)	(317)	(57,517)
TZ - Miscellaneous Income	(8,681)	(335)	0	0	0	(335)
	<b>260,044</b>	<b>235,812</b>	<b>3,872</b>	<b>(24,540)</b>	<b>8,861</b>	<b>224,004</b>

\*\*Other budgets – see page 52 for further details

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

# Income & Expenditure by subjective type



# Culture & Environment (C&E)

**Director:** Rachel Stopard  
**Total Revenue Budget:** £22,732,000  
**Full Time Equivalents (FTE's):** 886

**Culture & Environment** comprises four divisions; Culture and Customers, Communities, Environment and Transport, and Regeneration and Planning. 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 & community sector, active health and consumer protection.

Culture and Environment Directorate encompasses:

**Culture and Customers:** The division covers arts and tourism, customer services, sports and physical activity, parks and open spaces, libraries, registrars and complaints. They provide cultural, active health services, and sports and leisure facilities and activities across the borough, making them accessible to all. The division also runs the Contact Camden customer service centre and ensures customers get the support they need. The division also provides the corporate lead for sustainability.

**Environment and Transport:** Environment and Transport covers a wide range of mostly universal services: environment services (responsible for waste collection, recycling and street cleaning), engineering, transport strategy and parking.

**Communities:** The division's core objective is to improve quality of life in Camden by sustaining strong, safe, resilient and economically healthy communities. It leads on promoting community cohesion, regulatory services, working with the voluntary and community sector, emergency management and volunteering. It has launched the Council's investment and support programme for Camden's voluntary and community sector. The division also has our community safety function, working closely with the police and other partners.

**Regeneration and Planning:** The placeshaping team is working to map out a clear, long term direction for the future development of key areas of the borough. Development management manages the planning process, while building control ensures that all applications received by the Council comply with building regulations and upheld the health and safety of people in and around buildings and promote energy conservation, ease of accessibility and efficient use of water within the buildings. The division also provides the economic development service, which works with a range of partners to deliver employment and enterprise outcomes for local people and businesses.

# Culture & Environment (C&E)

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Communities	16,975	12,283	50	(2,346)	105	10,092	116
Culture & Customer Service	20,238	10,110	30	(1,244)	489	9,385	385
Environment & Transport	14,145	3,863	406	(1,923)	157	2,503	237
Regeneration & Planning	5,388	150	(18)	(199)	473	406	148
Strategy & Directorate Support	1,800	437	2	0	(93)	347	1
<b>Total</b>	<b>58,545</b>	<b>26,843</b>	<b>470</b>	<b>(5,712)</b>	<b>1,131</b>	<b>22,732</b>	<b>886</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>138,422</b>	<b>102,797</b>	<b>1,083</b>	<b>(5,094)</b>	<b>1,777</b>	<b>100,563</b>
A - Employees	42,865	37,061	118	(2,344)	2,708	37,544
C - Premises	3,740	2,272	37	(263)	(54)	1,992
E - Transport Related Expenditure	398	493	5	0	(14)	484
G - Supplies And Services	18,351	12,280	71	(1,648)	(712)	9,992
J - Third Party Payments	44,507	45,941	853	(840)	(169)	45,785
L - Transfer Payments	0	50	0	0	0	50
N - Support Services	21,794	54	0	0	18	72
P - Capital Financing Costs	6,766	4,645	0	0	0	4,645
<b>Income</b>	<b>(79,877)</b>	<b>(75,954)</b>	<b>(613)</b>	<b>(617)</b>	<b>(646)</b>	<b>(77,831)</b>
TA - Government Grants	(1,828)	(1,064)	0	0	(282)	(1,347)
TB - Reimbursements & Contributions	(3,838)	(2,807)	(28)	(155)	119	(2,870)
TC - Customer & Client Receipts	(61,771)	(62,293)	(508)	(153)	54	(62,900)
TD - Sales	(577)	(242)	(5)	0	1	(247)
TE - Rents	(94)	(92)	(2)	0	5	(89)
TF - Support Services	(3,435)	(2,414)	0	0	(582)	(2,997)
TH - Recharges To Other Services	(8,326)	(7,041)	(70)	(309)	39	(7,381)
TZ - Miscellaneous Income	(8)	0	0	0	0	0
<b>Total</b>	<b>58,545</b>	<b>26,843</b>	<b>470</b>	<b>(5,712)</b>	<b>1,131</b>	<b>22,732</b>

# Communities

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Communities & Third Sector	8,026	6,047	3	(726)	14	5,338	15
Community Safety	5,789	4,763	41	(1,399)	35	3,440	49
Emergency Planning	338	268	1	0	19	289	5
Regulatory Services	2,765	1,067	4	(221)	36	886	45
Service Management	57	138	1	0	1	139	1
<b>Total</b>	<b>16,975</b>	<b>12,283</b>	<b>50</b>	<b>(2,346)</b>	<b>105</b>	<b>10,092</b>	<b>116</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>21,051</b>	<b>15,084</b>	<b>60</b>	<b>(2,224)</b>	<b>125</b>	<b>13,045</b>
A - Employees	6,697	5,653	19	(879)	1,004	5,797
C - Premises	125	102	1	0	(38)	65
E - Transport Related Expenditure	64	83	1	0	(14)	70
G - Supplies And Services	10,315	7,770	26	(1,152)	(669)	5,975
J - Third Party Payments	908	1,402	14	(193)	(158)	1,065
L - Transfer Payments	0	50	0	0	0	50
N - Support Services	2,909	1	0	0	0	1
P - Capital Financing Costs	34	23	0	0	0	23
<b>Income</b>	<b>(4,076)</b>	<b>(2,801)</b>	<b>(10)</b>	<b>(121)</b>	<b>(20)</b>	<b>(2,953)</b>
TA - Government Grants	(835)	(802)	0	0	0	(802)
TB - Reimbursements & Contributions	(833)	(874)	(9)	0	0	(883)
TC - Customer & Client Receipts	(1,850)	(1,015)	(1)	0	0	(1,015)
TF - Support Services	(110)	0	0	0	0	0
TH - Recharges To Other Services	(441)	(110)	(1)	(121)	(20)	(252)
TZ - Miscellaneous Income	(7)	0	0	0	0	0
<b>Total</b>	<b>16,975</b>	<b>12,283</b>	<b>50</b>	<b>(2,346)</b>	<b>105</b>	<b>10,092</b>

# Culture & Customers

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Arts & Tourism	304	(112)	(10)	(101)	6	(216)	8
Customer Service	8,234	4,405	1	(93)	381	4,695	192
Libraries	6,552	2,576	8	(490)	50	2,145	106
Parks	3,009	2,164	40	(317)	21	1,908	25
Service Management	86	145	1	0	1	146	1
Sports	528	175	(14)	(159)	19	20	39
Sustainability	1,525	756	3	(84)	12	687	14
<b>Total</b>	<b>20,238</b>	<b>10,110</b>	<b>30</b>	<b>(1,244)</b>	<b>489</b>	<b>9,385</b>	<b>385</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>31,898</b>	<b>18,980</b>	<b>121</b>	<b>(1,001)</b>	<b>591</b>	<b>18,691</b>
A - Employees	16,917	14,002	46	(342)	695	14,401
C - Premises	2,820	1,374	26	(20)	(20)	1,360
E - Transport Related Expenditure	56	110	1	0	(1)	111
G - Supplies And Services	2,964	1,911	19	(444)	(83)	1,403
J - Third Party Payments	1,201	1,507	30	(195)	1	1,342
L - Transfer Payments	0	0	0	0	0	0
N - Support Services	7,658	49	0	0	0	49
P - Capital Financing Costs	282	27	0	0	0	26
<b>Income</b>	<b>(11,661)</b>	<b>(8,870)</b>	<b>(92)</b>	<b>(243)</b>	<b>(102)</b>	<b>(9,306)</b>
TA - Government Grants	(95)	0	0	0	0	0
TB - Reimbursements & Contributions	(2,115)	(1,191)	(12)	(155)	41	(1,317)
TC - Customer & Client Receipts	(3,945)	(3,508)	(37)	(88)	(20)	(3,654)
TD - Sales	(198)	(78)	0	0	1	(78)
TE - Rents	(94)	(92)	(2)	0	5	(89)
TF - Support Services	(246)	(4)	0	0	3	(1)
TH - Recharges To Other Services	(4,968)	(3,997)	(40)	0	(131)	(4,168)
<b>Total</b>	<b>20,238</b>	<b>10,110</b>	<b>30</b>	<b>(1,244)</b>	<b>489</b>	<b>9,385</b>

# Environment & Transport

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Divisional	132	148	1	(2)	1	147	1
Engineering Services	8,470	4,965	40	(1,180)	76	3,900	53
Environment Services	28,733	24,991	636	(371)	12	25,268	57
Parking Management	(24,257)	(26,456)	(271)	(350)	41	(27,036)	73
Transport Strategy	1,065	216	1	(20)	27	223	54
<b>Total</b>	<b>14,145</b>	<b>3,863</b>	<b>406</b>	<b>(1,923)</b>	<b>157</b>	<b>2,503</b>	<b>237</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>69,739</b>	<b>60,306</b>	<b>866</b>	<b>(1,670)</b>	<b>1,048</b>	<b>60,549</b>
A - Employees	10,739	10,219	30	(963)	1,044	10,330
C - Premises	661	744	9	(235)	(45)	473
E - Transport Related Expenditure	267	296	3	0	0	299
G - Supplies And Services	2,431	1,453	15	(20)	43	1,491
J - Third Party Payments	42,179	42,998	809	(452)	(11)	43,344
N - Support Services	7,035	0	0	0	18	18
P - Capital Financing Costs	6,427	4,596	0	0	0	4,596
<b>Income</b>	<b>(55,594)</b>	<b>(56,443)</b>	<b>(460)</b>	<b>(253)</b>	<b>(891)</b>	<b>(58,047)</b>
TA - Government Grants	(484)	(262)	0	0	(228)	(490)
TB - Reimbursements & Contributions	(109)	(259)	(3)	0	(51)	(312)
TC - Customer & Client Receipts	(49,358)	(50,652)	(425)	(65)	24	(51,118)
TD - Sales	(361)	(164)	(5)	0	0	(169)
TF - Support Services	(2,531)	(2,411)	0	0	(585)	(2,996)
TH - Recharges To Other Services	(2,750)	(2,695)	(27)	(188)	(51)	(2,961)
<b>Total</b>	<b>14,145</b>	<b>3,863</b>	<b>406</b>	<b>(1,923)</b>	<b>157</b>	<b>2,503</b>



# Regeneration & Planning

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Building Control	332	(532)	3	0	419	(109)	17
Community Investment & Regen.	300	196	0	0	0	196	3
Development Management	1,607	(1,117)	(14)	(199)	52	(1,277)	72
Divisional Management	(836)	(547)	(11)	0	1	(556)	1
Economic Development	2,182	1,048	4	0	(25)	1,028	27
Placeshaping	1,804	1,101	(1)	0	25	1,125	28
<b>Total</b>	<b>5,389</b>	<b>150</b>	<b>(18)</b>	<b>(199)</b>	<b>473</b>	<b>406</b>	<b>148</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>13,385</b>	<b>7,990</b>	<b>34</b>	<b>(199)</b>	<b>106</b>	<b>7,931</b>
A - Employees	7,754	6,889	23	(160)	47	6,798
C - Premises	94	47	1	(8)	50	89
E - Transport Related Expenditure	11	4	0	0	0	4
G - Supplies And Services	2,608	1,011	10	(31)	9	1,000
J - Third Party Payments	219	34	0	0	0	34
N - Support Services	2,694	5	0	0	0	5
P - Capital Financing Costs	5	0	0	0	0	0
<b>Income</b>	<b>(7,995)</b>	<b>(7,841)</b>	<b>(52)</b>	<b>0</b>	<b>367</b>	<b>(7,525)</b>
TA - Government Grants	(357)	0	0	0	(54)	(54)
TB - Reimbursements & Contributions	(661)	(483)	(5)	0	129	(358)
TC - Customer & Client Receipts	(6,616)	(7,119)	(45)	0	51	(7,113)
TD - Sales	(17)	0	0	0	0	0
TF - Support Services	(178)	0	0	0	0	0
TH - Recharges To Other Services	(166)	(239)	(2)	0	242	0
TZ - Miscellaneous Income	(1)	0	0	0	0	0
<b>Total</b>	<b>5,389</b>	<b>150</b>	<b>(18)</b>	<b>(199)</b>	<b>473</b>	<b>406</b>

# Strategy & Directorate Support

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Business Administration	28	1	0	0	(1)	0	0
Corporate & Democratic Core	1,198	0	0	0	0	0	0
Corporate Recharges	45	74	0	0	0	74	0
Directorate	(157)	363	2	0	(92)	273	1
Strategy & Improvement	646	0	0	0	0	0	0
<b>Total</b>	<b>1,760</b>	<b>437</b>	<b>2</b>	<b>0</b>	<b>(93)</b>	<b>347</b>	<b>1</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>2,307</b>	<b>437</b>	<b>2</b>	<b>0</b>	<b>(93)</b>	<b>347</b>
A - Employees	751	298	1	0	(80)	218
C - Premises	25	5	0	0	0	5
G - Supplies And Services	34	134	1	0	(12)	123
N - Support Services	1,498	0	0	0	0	0
<b>Income</b>	<b>(547)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
TA - Government Grants	(58)	0	0	0	0	0
TB - Reimbursements & Contributions	(121)	0	0	0	0	0
TF - Support Services	(369)	0	0	0	0	0
<b>Total</b>	<b>1,760</b>	<b>437</b>	<b>2</b>	<b>0</b>	<b>(93)</b>	<b>347</b>

# Children, Schools & Families (CSF)

**Director:** Martin Pratt  
**Total Revenue Budget:** £64,012,000  
**Full Time Equivalents (FTE's):** 3,818

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

**Raising Achievement & Aspiration:** school improvement; early years; adult and community learning.

**Family Services and Social Work:** children in need; resources; quality assurance; looked-after children and community family services.

**Inclusion:** primary learning support; special educational needs & psychology; welfare in schools; youth; services for disabled children.

**Strategy and Resources:** strategic support to the directorate, school place planning/capital programme and children's community health services.

There was an internal restructure in CSF in 2015, however, this was being finalised at the point when the Council-wide restructure proposal was announced, therefore, this is not reflected in budget structure. The restructure included the following divisions:

- **Prevention & Resilience**
- **Achievement & Aspiration**
- **Family Services & Social Work**
- **Commissioning & Resources**

In addition, the directorate funds and supports 56 schools in Camden.

The directorate works with partner organisations - schools, health services, police and other agencies, including the voluntary and community sector – to agree priorities and these are set out in the Camden Children and Young People's Plan. The policies and services are driven by a vision that *'Camden wants every child and young person to have opportunities to fulfil their potential and make sure no child is left behind. The needs and views of children, young people and families should be at the centre of everything we do'*

Services to be provided by the directorate in 2016/17, including schools, are estimated to cost £291m to provide. Funding from the government will provide £198m (68%) towards that cost and £29m (10%) will come from other income sources. The remaining £64m forms the directorate budget requirement from the Council to be financed from council tax and general government grant.

# Children, Schools & Families (CSF)

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Raising Achievement & Aspiration	11,635	8,902	62	(848)	197	8,313	402
Family Service & Social Work	34,401	30,080	197	(1,030)	207	29,454	304
Inclusion	15,757	12,326	66	(901)	115	11,606	193
Schools	17,878	4,708	81	0	0	4,789	2,877
Strategy & Resources	3,773	5,687	46	(555)	4,673	9,850	42
<b>Total</b>	<b>83,446</b>	<b>61,703</b>	<b>452</b>	<b>(3,334)</b>	<b>5,191</b>	<b>64,012</b>	<b>3,818</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>326,678</b>	<b>289,717</b>	<b>624</b>	<b>(2,592)</b>	<b>3,254</b>	<b>291,003</b>
A - Employees	183,996	174,023	194	(774)	1,585	175,027
C - Premises	14,708	15,657	45	0	242	15,943
E - Transport Related Expenditure	3,730	3,047	29	0	(21)	3,055
G - Supplies And Services	55,496	58,807	142	(1,276)	(1,539)	56,133
J - Third Party Payments	43,589	22,225	214	(542)	2,867	24,764
L - Transfer Payments	4,365	9,926	0	0	(15)	9,911
N - Support Services	15,434	111	0	0	(4)	107
P - Capital Financing Costs	5,360	5,922	0	0	140	6,062
<b>Income</b>	<b>(243,232)</b>	<b>(228,014)</b>	<b>(171)</b>	<b>(742)</b>	<b>1,937</b>	<b>(226,990)</b>
TA - Government Grants	(200,008)	(198,135)	0	0	(30)	(198,165)
TB - Reimbursements & Contributions	(18,512)	(7,501)	(51)	(180)	522	(7,210)
TC - Customer & Client Receipts	(7,815)	(6,775)	(24)	0	1,097	(5,667)
TD - Sales	(4,876)	(1,197)	(5)	0	0	(1,202)
TE - Rents	0	(6)	0	0	0	(6)
TF - Support Services	(162)	(50)	0	(29)	0	(79)
TH - Recharges To Other Services	(11,854)	(14,334)	(91)	(533)	348	(14,645)
TZ - Miscellaneous Income	(5)	(16)	0	0	0	(16)
<b>Total</b>	<b>83,446</b>	<b>61,703</b>	<b>452</b>	<b>(3,334)</b>	<b>5,191</b>	<b>64,012</b>

# Raising Achievement & Aspiration

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
AD Achievement	165	159	1	0	(19)	141	1
Head Adult & Community Service	225	13	7	0	6	26	16
Integrated Early Years	8,616	6,924	56	(548)	162	6,594	350
SIS Primary	1,215	1,705	(2)	(300)	47	1,450	31
SIS Secondary	1,414	101	0	0	0	101	4
<b>Total</b>	<b>11,635</b>	<b>8,902</b>	<b>62</b>	<b>(848)</b>	<b>197</b>	<b>8,313</b>	<b>402</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>31,939</b>	<b>29,890</b>	<b>118</b>	<b>(789)</b>	<b>(624)</b>	<b>28,596</b>
A - Employees	16,392	15,413	39	(20)	387	15,818
C - Premises	920	1,002	14	0	21	1,037
E - Transport Related Expenditure	31	53	1	0	(21)	33
G - Supplies And Services	6,762	8,582	54	(499)	(644)	7,493
J - Third Party Payments	4,059	4,543	11	(270)	(353)	3,930
N - Support Services	3,666	42	0	0	(14)	28
P - Capital Financing Costs	109	256	0	0	0	256
<b>Income</b>	<b>(20,303)</b>	<b>(20,988)</b>	<b>(56)</b>	<b>(59)</b>	<b>820</b>	<b>(20,283)</b>
TA - Government Grants	(14,519)	(14,535)	0	0	167	(14,368)
TB - Reimbursements & Contributions	(1,365)	(1,550)	(16)	0	482	(1,083)
TC - Customer & Client Receipts	(2,258)	(2,472)	(20)	0	1,118	(1,374)
TD - Sales	(3)	(32)	(1)	0	0	(33)
TF - Support Services	(24)	(50)	0	(29)	0	(79)
TH - Recharges To Other Services	(2,133)	(2,349)	(20)	(30)	(948)	(3,346)
<b>Total</b>	<b>11,635</b>	<b>8,902</b>	<b>62</b>	<b>(848)</b>	<b>197</b>	<b>8,313</b>

# Family Services & Social Work

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Family Services & Social Work	34,401	30,080	197	(1,030)	207	29,454	304
<b>Total</b>	<b>34,401</b>	<b>30,080</b>	<b>197</b>	<b>(1,030)</b>	<b>207</b>	<b>29,454</b>	<b>304</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>37,510</b>	<b>32,592</b>	<b>215</b>	<b>(813)</b>	<b>801</b>	<b>32,795</b>
A - Employees	15,086	14,609	43	(391)	1,022	15,283
C - Premises	102	52	1	0	1	54
E - Transport Related Expenditure	136	80	1	0	2	83
G - Supplies And Services	1,435	1,790	18	(150)	(274)	1,385
J - Third Party Payments	15,952	15,257	153	(272)	53	15,191
L - Transfer Payments	634	580	0	0	(15)	565
N - Support Services	4,101	32	0	0	11	43
P - Capital Financing Costs	64	192	0	0	0	192
<b>Income</b>	<b>(3,109)</b>	<b>(2,512)</b>	<b>(19)</b>	<b>(217)</b>	<b>(594)</b>	<b>(3,341)</b>
TA - Government Grants	(1,316)	(785)	0	0	(15)	(800)
TB - Reimbursements & Contributions	(1,379)	(1,204)	(12)	0	(225)	(1,441)
TC - Customer & Client Receipts	(71)	(262)	(4)	0	(19)	(285)
TF - Support Services	(26)	0	0	0	0	0
TH - Recharges To Other Services	(312)	(261)	(3)	(217)	(335)	(816)
TZ - Miscellaneous Income	(5)	0	0	0	0	0
<b>Total</b>	<b>34,401</b>	<b>30,080</b>	<b>197</b>	<b>(1,030)</b>	<b>207</b>	<b>29,454</b>

# Inclusion

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
AD Access & Inclusion	141	64	0	0	64	128	1
Childrens Workforce Training Dev.	1,316	871	(1)	(75)	10	805	11
CSF Inclusion WISE	645	400	4	(30)	11	385	23
CSF Troubled Families	525	11	5	0	(16)	0	7
Human Resources	252	483	0	0	(53)	430	0
Integrated Youth Support	5,854	4,920	15	(770)	63	4,228	93
Mosaic	2,232	2,076	12	0	13	2,101	22
Special Education Needs (General Fund)	3,895	3,502	31	(26)	23	3,529	38
Special Education Needs (DSG)	896	0	0	0	0	0	0
<b>Total</b>	<b>15,757</b>	<b>12,326</b>	<b>66</b>	<b>(901)</b>	<b>115</b>	<b>11,606</b>	<b>193</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>53,854</b>	<b>50,026</b>	<b>87</b>	<b>(666)</b>	<b>605</b>	<b>50,052</b>
A - Employees	11,415	10,555	22	(294)	(38)	10,244
C - Premises	153	104	1	0	8	113
E - Transport Related Expenditure	2,720	2,646	26	0	(3)	2,670
G - Supplies And Services	7,728	9,144	17	(372)	(59)	8,730
J - Third Party Payments	25,946	26,182	21	0	698	26,901
L - Transfer Payments	1,160	1,393	0	0	0	1,393
N - Support Services	4,730	1	0	0	0	1
<b>Income</b>	<b>(38,097)</b>	<b>(37,699)</b>	<b>(21)</b>	<b>(235)</b>	<b>(490)</b>	<b>(38,446)</b>
TA - Government Grants	(32,654)	(33,033)	0	0	(396)	(33,429)
TB - Reimbursements & Contributions	(2,914)	(2,522)	(11)	(180)	154	(2,559)
TC - Customer & Client Receipts	(101)	(48)	(1)	0	(3)	(52)
TF - Support Services	(26)	0	0	0	0	0
TH - Recharges To Other Services	(2,401)	(2,095)	(10)	(55)	(246)	(2,406)
<b>Total</b>	<b>15,757</b>	<b>12,326</b>	<b>66</b>	<b>(901)</b>	<b>115</b>	<b>11,606</b>

# Strategy & Resources

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
CSF Directorate Division	497	197	1	0	1	199	1
Strategy & Resources	3,265	5,490	45	(555)	4,672	9,652	41
<b>Total</b>	<b>3,762</b>	<b>5,687</b>	<b>46</b>	<b>(555)</b>	<b>4,673</b>	<b>9,850</b>	<b>42</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>25,112</b>	<b>27,094</b>	<b>121</b>	<b>(324)</b>	<b>2,472</b>	<b>29,363</b>
A - Employees	3,509	2,315	9	(69)	214	2,468
C - Premises	3,787	3,818	29	0	212	4,058
E - Transport Related Expenditure	231	261	1	0	0	262
G - Supplies And Services	9,611	8,477	53	(255)	(563)	7,712
J - Third Party Payments	1,907	3,073	30	0	2,469	5,572
L - Transfer Payments	2,571	7,953	0	0	0	7,953
N - Support Services	2,898	1	0	0	0	1
P - Capital Financing Costs	600	1,196	0	0	140	1,337
<b>Income</b>	<b>(21,350)</b>	<b>(21,407)</b>	<b>(75)</b>	<b>(231)</b>	<b>2,201</b>	<b>(19,513)</b>
TA - Government Grants	(10,208)	(9,956)	0	0	213	(9,743)
TB - Reimbursements & Contributions	(1,251)	(1,297)	(13)	0	110	(1,199)
TC - Customer & Client Receipts	(7)	0	0	0	0	0
TD - Sales	(3,674)	(1,165)	(4)	0	0	(1,169)
TE - Rents	0	(6)	0	0	0	(6)
TF - Support Services	(85)	0	0	0	0	0
TH - Recharges To Other Services	(6,124)	(8,967)	(58)	(231)	1,877	(7,378)
TZ - Miscellaneous Income	0	(16)	0	0	0	(16)
<b>Total</b>	<b>3,762</b>	<b>5,687</b>	<b>46</b>	<b>(555)</b>	<b>4,673</b>	<b>9,850</b>



# Schools

Resources	2015/16 £000	2016/17 £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	4,708
Use of reserves	3,262	2,800
<b>Total estimated funding</b>	<b>190,701</b>	<b>196,808</b>
<b>Increase (£000)</b>		<b>6,107</b>
<b>% Increase</b>		<b>3.2%</b>

Distribution	2015/16 £000	2016/17 £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	4,208
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>196,808</b>

Note: the figure for the estimated 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 & Adult Social Care (HASC)

**Director:** Rosemary Westbrook  
**Total Revenue Budget:** £97,040,000  
**Full Time Equivalents (FTE's):** 663

The directorate comprises 4 service areas: housing repairs and improvements, housing management, housing needs and resources and adult social care. An assistant director leads each of these service areas. The majority of spending within the housing services relates to management of the council's housing stock (referred to as housing revenue account). Spending and income for this service is shown separately on pages 53-56.

**Adult Social Care:** Adult Social Care in Camden supports around 4,500 people with critical and substantial needs as a result of physical or learning disability, mental health need or substance misuse problem. Over 3,500 of the people supported are in their own home. Service users and their carers are at the centre of how care is delivered and nearly 75% currently have a personal budget for their care, many of these through a Direct Payment, to be able to make a real choice about the care they receive. We have undertaken a significant programme of development in the "Homes for Older People" project, engaging service users to develop new models of care for the provision of residential care and Extra Care Sheltered Accommodation. A second residential care home opened in 2015/16.

Supporting people at risk of abuse is led at a strategic level through the Safeguarding Adults Partnership Board which has representation from the NHS, local police, the London Fire Brigade

and the voluntary and community sector. The Board has successfully raised the profile of safeguarding adults in the borough resulting in an increase in referrals.

Joint commissioning arrangements are in place with the local NHS for people with long term conditions to provide services around the customer, and prevent unnecessary admissions to hospital or long term care. The Council is working closely with local GPs and providers and Camden Clinical Commissioning Group to improve the health and wellbeing of Camden residents. The long standing relationships developed with our health partners has supported the agreement of the Better Care Fund which became operational from April 2015. This is a pooled fund which includes £18.7m of jointly agreed revenue projects and £1.1m of capital projects. We are building on the success of this pooled fund and will be further developing our integration plans during 2016/17.

A further significant change for Adult Social Care has been the introduction of the Care Act from April 2015 and we are continuing to develop our services to meet our new duties.

**General Fund Housing:** The costs of housing services are divided between the costs of delivering the strategic housing function for the borough and dealing with homelessness which are accounted for in the general fund and the cost associated with being a landlord which are accounted for in the Housing Revenue Account.

Against a context of rising demand for temporary accommodation in London, the council operates an effective homelessness prevention service that has reduced the number of families housed in temporary accommodation by the council by 10% over the last year. The continued success of this prevention focus will be required to reduce the costs associated with homelessness in line with the Medium Term Financial Strategy.

# Housing & Adult Social Care (HASC)

**Council Housing - investing in Camden Homes:** 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. Maintaining this asset base requires a long-term investment strategy, and the end of the Government controlled subsidy system and move to 'self-financing' for council housing allows the council to achieve this.

Running alongside the more traditional housing investment programmes such as Better Homes, the Council has an estate regeneration programme focussed on sites with high investment needs and / or development potential. This work forms part of the wider Community Investment Programme which aims to make best use of Council assets and amenities.

The Council has developed a sustainable asset management strategy, with the option to utilise additional income raised from rent increases to provide a comprehensive programme of planned maintenance for all Council homes.

The majority of spending within the housing services relates to management of the council's housing stock (referred to as housing revenue account). Spending and income for this service is shown separately on pages 53-56.

# Housing & Adult Social Care (HASC)

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Adult Social Care Division	86,186	67,113	503	(6,046)	2,549	64,119	379
General Fund Housing	21,660	18,507	101	(1,641)	102	17,068	170
Transport	17,486	15,550	119	(366)	41	15,345	105
High Speed 2 Project	1,116	0	0	0	508	508	9
<b>Total</b>	<b>126,449</b>	<b>101,170</b>	<b>723</b>	<b>(8,053)</b>	<b>3,200</b>	<b>97,040</b>	<b>663</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>182,855</b>	<b>158,294</b>	<b>1,288</b>	<b>(9,346)</b>	<b>6,417</b>	<b>156,652</b>
A - Employees	38,100	28,472	76	(2,335)	1,222	27,434
C - Premises	5,143	3,571	36	0	771	4,378
E - Transport Related Expenditure	6,350	5,461	55	(263)	373	5,625
G - Supplies And Services	6,179	2,585	26	(9)	4,211	6,812
J - Third Party Payments	103,710	109,569	1,096	(6,583)	(353)	103,729
L - Transfer Payments	6,055	5,337	0	(113)	109	5,334
N - Support Services	16,293	2,626	0	(20)	85	2,691
P - Capital Financing Costs	1,026	673	0	(24)	0	649
<b>Income</b>	<b>(56,406)</b>	<b>(57,124)</b>	<b>(564)</b>	<b>1,293</b>	<b>(3,216)</b>	<b>(59,612)</b>
TA - Government Grants	(6,854)	(5,112)	0	108	(106)	(5,109)
TB - Reimbursements & Contributions	(18,421)	(26,363)	(264)	626	(558)	(26,558)
TC - Customer & Client Receipts	(10,879)	(8,659)	(130)	299	(2,032)	(10,521)
TD - Sales	(104)	(66)	(2)	0	(4)	(72)
TE - Rents	(7,155)	(6,138)	(61)	374	(113)	(5,939)
TF - Support Services	(140)	0	0	0	0	0
TG - Interest	(13)	0	0	0	0	0
TH - Recharges To Other Services	(12,808)	(10,755)	(108)	(115)	(403)	(11,381)
TZ - Miscellaneous Income	(32)	(30)	0	0	0	(30)
<b>Total</b>	<b>126,449</b>	<b>101,170</b>	<b>723</b>	<b>(8,053)</b>	<b>3,200</b>	<b>97,040</b>

# Adult Social Care (ASC)

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Adult Services	35,328	29,824	211	(4,213)	1,683	27,504	167
Disabilities	19,451	17,214	152	(1,196)	1,317	17,488	71
In-House Residential Homes	5,633	753	(3)	0	(750)	0	0
Mental Health Services	12,204	10,480	88	(547)	421	10,443	47
Promoting Independence	3,937	922	(4)	0	114	1,032	43
Resources and Central Budgets	996	1,961	12	(40)	(706)	1,227	5
Strat Planning & Commissioning	8,607	5,958	47	(50)	471	6,425	46
<b>Total</b>	<b>86,156</b>	<b>67,113</b>	<b>503</b>	<b>(6,046)</b>	<b>2,549</b>	<b>64,119</b>	<b>379</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>116,478</b>	<b>100,582</b>	<b>878</b>	<b>(6,648)</b>	<b>5,345</b>	<b>100,157</b>
A - Employees	25,063	17,285	46	(1,578)	484	16,237
C - Premises	1,107	27	0	0	492	519
E - Transport Related Expenditure	673	237	2	0	409	648
G - Supplies And Services	3,161	1,023	10	0	4,097	5,130
J - Third Party Payments	75,544	81,902	819	(5,070)	(238)	77,413
L - Transfer Payments	37	37	0	0	0	37
N - Support Services	10,840	5	0	0	101	106
P - Capital Financing Costs	53	66	0	0	0	66
<b>Income</b>	<b>(30,323)</b>	<b>(33,469)</b>	<b>(375)</b>	<b>602</b>	<b>(2,796)</b>	<b>(36,039)</b>
TA - Government Grants	(963)	0	0	0	0	0
TB - Reimbursements & Contributions	(14,688)	(22,912)	(229)	0	(941)	(24,082)
TC - Customer & Client Receipts	(10,070)	(7,853)	(118)	342	(1,448)	(9,077)
TD - Sales	(105)	(66)	(2)	0	(4)	(72)
TF - Support Services	(53)	0	0	0	0	0
TH - Recharges To Other Services	(4,444)	(2,638)	(26)	260	(403)	(2,807)
<b>Total</b>	<b>86,156</b>	<b>67,113</b>	<b>503</b>	<b>(6,046)</b>	<b>2,549</b>	<b>64,119</b>

# ASC – Adult Services

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Adult Services	35,328	29,824	211	(4,213)	1,683	27,504	167
<b>Total</b>	<b>35,328</b>	<b>29,824</b>	<b>211</b>	<b>(4,213)</b>	<b>1,683</b>	<b>27,504</b>	<b>167</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>46,804</b>	<b>40,668</b>	<b>347</b>	<b>(4,550)</b>	<b>4,005</b>	<b>40,470</b>
A - Employees	8,411	7,874	20	(862)	(9)	7,022
C - Premises	517	2	0	0	499	502
E - Transport Related Expenditure	192	24	0	0	150	174
G - Supplies And Services	667	136	1	0	193	330
J - Third Party Payments	32,908	32,595	326	(3,688)	3,173	32,406
L - Transfer Payments	37	37	0	0	0	37
N - Support Services	4,071	0	0	0	0	0
<b>Income</b>	<b>(11,476)</b>	<b>(10,844)</b>	<b>(137)</b>	<b>337</b>	<b>(2,322)</b>	<b>(12,966)</b>
TB - Reimbursements & Contributions	(4,318)	(5,197)	(52)	0	(350)	(5,599)
TC - Customer & Client Receipts	(7,129)	(5,647)	(85)	337	(1,972)	(7,367)
TF - Support Services	(28)	0	0	0	0	0
<b>Total</b>	<b>35,328</b>	<b>29,824</b>	<b>211</b>	<b>(4,213)</b>	<b>1,683</b>	<b>27,504</b>

# ASC – Disabilities

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Disabilities	19,451	17,214	152	(1,196)	1,317	17,488	71
<b>Total</b>	<b>19,451</b>	<b>17,214</b>	<b>152</b>	<b>(1,196)</b>	<b>1,317</b>	<b>17,488</b>	<b>71</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>25,563</b>	<b>23,151</b>	<b>216</b>	<b>(1,196)</b>	<b>1,440</b>	<b>23,610</b>
A - Employees	2,997	2,363	8	(416)	469	2,425
C - Premises	93	4	0	0	0	4
E - Transport Related Expenditure	410	172	2	0	260	433
G - Supplies And Services	270	58	1	0	0	58
J - Third Party Payments	19,350	20,553	206	(780)	711	20,689
N - Support Services	2,443	0	0	0	0	0
<b>Income</b>	<b>(6,112)</b>	<b>(5,937)</b>	<b>(63)</b>	<b>0</b>	<b>(122)</b>	<b>(6,122)</b>
TA - Government Grants	(226)	0	0	0	0	0
TB - Reimbursements & Contributions	(5,280)	(5,136)	(51)	0	(269)	(5,456)
TC - Customer & Client Receipts	(592)	(801)	(12)	0	147	(666)
TD - Sales	(2)	0	0	0	0	0
TH - Recharges To Other Services	(11)	0	0	0	0	0
<b>Total</b>	<b>19,451</b>	<b>17,214</b>	<b>152</b>	<b>(1,196)</b>	<b>1,317</b>	<b>17,488</b>

# ASC – In-House Residential Homes

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
In-House Residential Homes	5,633	753	(3)	0	(750)	0	0
<b>Total</b>	<b>5,633</b>	<b>753</b>	<b>(3)</b>	<b>0</b>	<b>(750)</b>	<b>0</b>	<b>0</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>6,650</b>	<b>1,024</b>	<b>1</b>	<b>0</b>	<b>(1,025)</b>	<b>0</b>
A - Employees	4,853	935	0	0	(935)	0
C - Premises	35	7	0	0	(7)	0
E - Transport Related Expenditure	13	1	0	0	(1)	0
G - Supplies And Services	309	82	1	0	(83)	0
J - Third Party Payments	38	0	0	0	0	0
N - Support Services	1,402	0	0	0	0	0
<b>Income</b>	<b>(1,017)</b>	<b>(271)</b>	<b>(4)</b>	<b>0</b>	<b>275</b>	<b>0</b>
TC - Customer & Client Receipts	(1,017)	(271)	(4)	0	275	0
<b>Total</b>	<b>5,633</b>	<b>753</b>	<b>(3)</b>	<b>0</b>	<b>(750)</b>	<b>0</b>



# ASC – Mental Health Services

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Mental Health Services	12,204	10,480	88	(547)	421	10,443	47
<b>Total</b>	<b>12,204</b>	<b>10,480</b>	<b>88</b>	<b>(547)</b>	<b>421</b>	<b>10,443</b>	<b>47</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>17,130</b>	<b>14,018</b>	<b>128</b>	<b>(812)</b>	<b>617</b>	<b>13,951</b>
A - Employees	2,823	2,066	9	(260)	316	2,131
C - Premises	13	0	0	0	0	0
E - Transport Related Expenditure	12	1	0	0	0	1
G - Supplies And Services	36	105	1	0	(81)	25
J - Third Party Payments	13,546	11,827	118	(552)	386	11,779
N - Support Services	699	4	0	0	(4)	0
P - Capital Financing Costs	0	15	0	0	0	15
<b>Income</b>	<b>(4,927)</b>	<b>(3,537)</b>	<b>(40)</b>	<b>265</b>	<b>(196)</b>	<b>(3,508)</b>
TB - Reimbursements & Contributions	(907)	(542)	(5)	0	11	(536)
TC - Customer & Client Receipts	(891)	(933)	(14)	5	103	(840)
TD - Sales	(39)	4	0	0	(4)	0
TH - Recharges To Other Services	(3,089)	(2,066)	(21)	260	(306)	(2,132)
<b>Total</b>	<b>12,204</b>	<b>10,480</b>	<b>88</b>	<b>(547)</b>	<b>421</b>	<b>10,443</b>

# ASC – Promoting Independence

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Promoting Independence	3,937	922	(4)	0	114	1,032	43
<b>Total</b>	<b>3,937</b>	<b>922</b>	<b>(4)</b>	<b>0</b>	<b>114</b>	<b>1,032</b>	<b>43</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>4,896</b>	<b>2,362</b>	<b>12</b>	<b>0</b>	<b>102</b>	<b>2,477</b>
A - Employees	3,307	1,582	5	0	103	1,689
C - Premises	393	13	0	0	0	14
E - Transport Related Expenditure	36	26	0	0	0	26
G - Supplies And Services	389	670	7	0	(1)	676
J - Third Party Payments	70	71	1	0	0	71
N - Support Services	701	1	0	0	0	1
<b>Income</b>	<b>(960)</b>	<b>(1,440)</b>	<b>(16)</b>	<b>0</b>	<b>11</b>	<b>(1,445)</b>
TB - Reimbursements & Contributions	(420)	(1,142)	(11)	0	11	(1,142)
TC - Customer & Client Receipts	(418)	(201)	(3)	0	0	(204)
TD - Sales	(63)	(70)	(2)	0	0	(72)
TH - Recharges To Other Services	(58)	(27)	0	0	0	(27)
<b>Total</b>	<b>3,937</b>	<b>922</b>	<b>(4)</b>	<b>0</b>	<b>114</b>	<b>1,032</b>

# ASC – Resources & Central Budgets

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Resources & Central Budgets	996	1,961	12	(40)	(706)	1,227	5
<b>Total</b>	<b>996</b>	<b>1,961</b>	<b>12</b>	<b>(40)</b>	<b>(706)</b>	<b>1,227</b>	<b>5</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>3,100</b>	<b>2,059</b>	<b>13</b>	<b>(40)</b>	<b>(707)</b>	<b>1,325</b>
A - Employees	919	749	1	(40)	2	712
C - Premises	11	0	0	0	0	0
G - Supplies And Services	956	(4,566)	(46)	0	4,994	383
J - Third Party Payments	707	5,824	58	0	(5,808)	74
N - Support Services	453	0	0	0	105	105
P - Capital Financing Costs	53	52	0	0	0	52
<b>Income</b>	<b>(2,104)</b>	<b>(99)</b>	<b>(1)</b>	<b>0</b>	<b>1</b>	<b>(99)</b>
TA - Government Grants	(722)	0	0	0	0	0
TB - Reimbursements & Contributions	(1,218)	(99)	(1)	0	1	(99)
TH - Recharges To Other Services	(165)	0	0	0	0	0
<b>Total</b>	<b>996</b>	<b>1,961</b>	<b>12</b>	<b>(40)</b>	<b>(706)</b>	<b>1,227</b>

# ASC – Strategic Planning & Commissioning

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Strategic Planning & Commissioning	8,607	5,958	47	(50)	471	6,425	46
<b>Total</b>	<b>8,607</b>	<b>5,958</b>	<b>47</b>	<b>(50)</b>	<b>471</b>	<b>6,425</b>	<b>46</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>12,335</b>	<b>17,300</b>	<b>160</b>	<b>(50)</b>	<b>914</b>	<b>18,324</b>
A - Employees	1,752	1,716	4	0	538	2,258
C - Premises	44	0	0	0	0	0
E - Transport Related Expenditure	11	14	0	0	0	14
G - Supplies And Services	532	4,538	45	0	(925)	3,658
J - Third Party Payments	8,927	11,032	110	(50)	1,301	12,394
N - Support Services	1,069	0	0	0	0	0
<b>Income</b>	<b>(3,728)</b>	<b>(11,342)</b>	<b>(113)</b>	<b>0</b>	<b>(443)</b>	<b>(11,898)</b>
TA - Government Grants	(202)	0	0	0	0	0
TB - Reimbursements & Contributions	(3,204)	(10,797)	(108)	0	(346)	(11,250)
TC - Customer & Client Receipts	(24)	0	0	0	0	0
TF - Support Services	(24)	0	0	0	0	0
TH - Recharges To Other Services	(274)	(545)	(5)	0	(98)	(648)
<b>Total</b>	<b>8,607</b>	<b>5,958</b>	<b>47</b>	<b>(50)</b>	<b>471</b>	<b>6,425</b>

# General Fund Housing

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Contributions to HRA	480	245	0	0	0	245	1
Homelessness	6,897	5,074	(5)	(397)	308	4,980	92
Housing Welfare	10,469	10,548	104	(1,000)	(260)	9,392	2
Strategy Advice & Social Landlords	3,814	2,640	2	(245)	54	2,451	75
<b>Total</b>	<b>21,660</b>	<b>18,507</b>	<b>101</b>	<b>(1,641)</b>	<b>102</b>	<b>17,068</b>	<b>170</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>39,928</b>	<b>34,752</b>	<b>214</b>	<b>(2,081)</b>	<b>522</b>	<b>33,407</b>
A - Employees	7,978	7,465	20	(436)	268	7,318
C - Premises	3,940	3,523	35	0	278	3,837
E - Transport Related Expenditure	6	9	0	0	0	9
G - Supplies And Services	2,507	1,349	13	0	(2)	1,361
J - Third Party Payments	15,090	14,466	145	(1,513)	(115)	12,982
L - Transfer Payments	6,018	5,300	0	(113)	109	5,297
N - Support Services	4,328	2,615	0	(20)	(16)	2,579
P - Capital Financing Costs	61	25	0	0	0	25
<b>Income</b>	<b>(18,268)</b>	<b>(16,245)</b>	<b>(113)</b>	<b>440</b>	<b>(421)</b>	<b>(16,339)</b>
TA - Government Grants	(5,891)	(5,112)	0	108	(106)	(5,109)
TB - Reimbursements & Contributions	(3,517)	(3,266)	(33)	626	383	(2,289)
TC - Customer & Client Receipts	(418)	(309)	(5)	(42)	(584)	(940)
TE - Rents	(7,155)	(6,138)	(61)	374	(113)	(5,939)
TF - Support Services	(5)	0	0	0	0	0
TG - Interest	(13)	0	0	0	0	0
TH - Recharges To Other Services	(1,269)	(1,421)	(14)	(626)	0	(2,061)
<b>Total</b>	<b>21,660</b>	<b>18,507</b>	<b>101</b>	<b>(1,641)</b>	<b>102</b>	<b>17,068</b>

# GF Housing – Homelessness

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Homelessness	6,897	5,074	(5)	(397)	308	4,980	92
<b>Total</b>	<b>6,897</b>	<b>5,074</b>	<b>(5)</b>	<b>(397)</b>	<b>308</b>	<b>4,980</b>	<b>92</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>23,845</b>	<b>20,515</b>	<b>99</b>	<b>(837)</b>	<b>95</b>	<b>19,873</b>
A - Employees	4,540	4,452	10	(191)	(401)	3,870
C - Premises	3,933	3,519	35	0	278	3,833
E - Transport Related Expenditure	2	6	0	0	0	6
G - Supplies And Services	1,490	1,239	12	0	(2)	1,250
J - Third Party Payments	4,827	4,088	41	(513)	127	3,743
L - Transfer Payments	6,018	5,300	0	(113)	109	5,297
N - Support Services	2,975	1,886	0	(20)	(16)	1,850
P - Capital Financing Costs	61	25	0	0	0	25
<b>Income</b>	<b>(16,948)</b>	<b>(15,442)</b>	<b>(104)</b>	<b>440</b>	<b>213</b>	<b>(14,893)</b>
TA - Government Grants	(5,865)	(5,112)	0	108	(106)	(5,109)
TB - Reimbursements & Contributions	(3,005)	(3,170)	(32)	626	434	(2,141)
TC - Customer & Client Receipts	(189)	(159)	(2)	(42)	(1)	(205)
TE - Rents	(7,155)	(6,138)	(61)	374	(113)	(5,939)
TH - Recharges To Other Services	(735)	(863)	(9)	(626)	0	(1,498)
<b>Total</b>	<b>6,897</b>	<b>5,074</b>	<b>(5)</b>	<b>(397)</b>	<b>308</b>	<b>4,980</b>

# GF Housing – Housing Welfare

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Housing Welfare	10,469	10,548	104	(1,000)	(260)	9,392	2
<b>Total</b>	<b>10,469</b>	<b>10,548</b>	<b>104</b>	<b>(1,000)</b>	<b>(260)</b>	<b>9,392</b>	<b>2</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>10,503</b>	<b>10,548</b>	<b>104</b>	<b>(1,000)</b>	<b>(260)</b>	<b>9,392</b>
A - Employees	186	186	1	0	(18)	169
C - Premises	0	1	0	0	0	1
E - Transport Related Expenditure	1	0	0	0	0	0
G - Supplies And Services	30	22	0	0	0	23
J - Third Party Payments	10,224	10,339	103	(1,000)	(242)	9,200
N - Support Services	62	0	0	0	0	0
<b>Income</b>	<b>(35)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
TB - Reimbursements & Contributions	(35)	0	0	0	0	0
<b>Total</b>	<b>10,469</b>	<b>10,548</b>	<b>104</b>	<b>(1,000)</b>	<b>(260)</b>	<b>9,392</b>

# GF Housing – Strategy Advice & Social Landlords

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Strategy Advice & Social Landlords	3,814	2,640	2	(245)	54	2,451	75
<b>Total</b>	<b>3,814</b>	<b>2,640</b>	<b>2</b>	<b>(245)</b>	<b>54</b>	<b>2,451</b>	<b>75</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>5,087</b>	<b>3,444</b>	<b>11</b>	<b>(245)</b>	<b>687</b>	<b>3,897</b>
A - Employees	3,180	2,827	10	(245)	687	3,279
C - Premises	7	2	0	0	0	2
E - Transport Related Expenditure	4	4	0	0	0	4
G - Supplies And Services	942	73	1	0	0	74
J - Third Party Payments	36	39	0	0	0	40
N - Support Services	918	499	0	0	0	499
<b>Income</b>	<b>(1,272)</b>	<b>(804)</b>	<b>(9)</b>	<b>0</b>	<b>(634)</b>	<b>(1,446)</b>
TA - Government Grants	(26)	0	0	0	0	0
TB - Reimbursements & Contributions	(478)	(96)	(1)	0	(51)	(148)
TC - Customer & Client Receipts	(230)	(150)	(2)	0	(582)	(735)
TF - Support Services	(5)	0	0	0	0	0
TH - Recharges To Other Services	(534)	(557)	(6)	0	0	(563)
<b>Total</b>	<b>3,814</b>	<b>2,640</b>	<b>2</b>	<b>(245)</b>	<b>54</b>	<b>2,451</b>



# Transport

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Accessible Transport	16,158	15,868	152	(366)	9	15,663	20
Camden Transport Service	1,328	(317)	(33)	0	33	(318)	85
<b>Total</b>	<b>17,486</b>	<b>15,550</b>	<b>119</b>	<b>(366)</b>	<b>41</b>	<b>15,345</b>	<b>105</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>25,076</b>	<b>22,959</b>	<b>196</b>	<b>(617)</b>	<b>41</b>	<b>22,579</b>
A - Employees	4,032	3,721	9	(321)	77	3,486
C - Premises	93	22	0	0	0	22
E - Transport Related Expenditure	5,670	5,215	52	(263)	(36)	4,968
G - Supplies And Services	268	213	2	(9)	0	206
J - Third Party Payments	13,075	13,201	132	0	0	13,333
N - Support Services	1,027	6	0	0	0	6
P - Capital Financing Costs	911	582	0	(24)	0	558
<b>Income</b>	<b>(7,590)</b>	<b>(7,409)</b>	<b>(76)</b>	<b>251</b>	<b>0</b>	<b>(7,234)</b>
TB - Reimbursements & Contributions	(176)	(185)	(2)	0	0	(187)
TC - Customer & Client Receipts	(288)	(497)	(7)	0	0	(505)
TH - Recharges To Other Services	(7,094)	(6,696)	(67)	251	0	(6,512)
TZ - Miscellaneous Income	(32)	(30)	0	0	0	(30)
<b>Total</b>	<b>17,486</b>	<b>15,550</b>	<b>119</b>	<b>(366)</b>	<b>41</b>	<b>15,345</b>

# Transport – Accessible Transport

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Accessible Transport	16,158	15,868	152	(366)	9	15,663	20
<b>Total</b>	<b>16,158</b>	<b>15,868</b>	<b>152</b>	<b>(366)</b>	<b>9</b>	<b>15,663</b>	<b>20</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>16,339</b>	<b>16,053</b>	<b>154</b>	<b>(366)</b>	<b>9</b>	<b>15,850</b>
A - Employees	942	821	2	(115)	45	753
C - Premises	40	11	0	0	0	11
E - Transport Related Expenditure	2,017	1,942	19	(251)	(36)	1,674
G - Supplies And Services	82	65	1	0	0	66
J - Third Party Payments	13,041	13,201	132	0	0	13,333
N - Support Services	218	0	0	0	0	0
P - Capital Financing Costs	0	13	0	0	0	13
<b>Income</b>	<b>(181)</b>	<b>(185)</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>(187)</b>
TB - Reimbursements & Contributions	(182)	(185)	(2)	0	0	(187)
TD - Sales	1	0	0	0	0	0
TH - Recharges To Other Services	0	0	0	0	0	0
<b>Total</b>	<b>16,158</b>	<b>15,868</b>	<b>152</b>	<b>(366)</b>	<b>9</b>	<b>15,663</b>

# Transport – Camden Transport Service

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Camden Transport Service	1,328	(317)	(33)	0	33	(318)	85
<b>Total</b>	<b>1,328</b>	<b>(317)</b>	<b>(33)</b>	<b>0</b>	<b>33</b>	<b>(318)</b>	<b>85</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>8,737</b>	<b>6,906</b>	<b>42</b>	<b>(251)</b>	<b>33</b>	<b>6,729</b>
A - Employees	3,090	2,899	7	(206)	33	2,733
C - Premises	53	11	0	0	0	11
E - Transport Related Expenditure	3,654	3,273	33	(12)	0	3,293
G - Supplies And Services	186	148	1	(9)	0	140
J - Third Party Payments	34	0	0	0	0	0
N - Support Services	809	6	0	0	0	6
P - Capital Financing Costs	911	569	0	(24)	0	545
<b>Income</b>	<b>(7,409)</b>	<b>(7,223)</b>	<b>(74)</b>	<b>251</b>	<b>0</b>	<b>(7,047)</b>
TB - Reimbursements & Contributions	5	0	0	0	0	0
TC - Customer & Client Receipts	(288)	(497)	(7)	0	0	(505)
TH - Recharges To Other Services	(7,095)	(6,696)	(67)	251	0	(6,512)
TZ - Miscellaneous Income	(32)	(30)	0	0	0	(30)
<b>Total</b>	<b>1,328</b>	<b>(317)</b>	<b>(33)</b>	<b>0</b>	<b>33</b>	<b>(318)</b>

# Public Health (PH)

<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)

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
Children 5-19 Public Health Programme	1,819	3,426	0	0	(2,117)	1,310
Health Protection	0	10	0	0	(10)	0
NHS Health Checker Programmes	869	817	0	75	(487)	405
Obesity & Physical Activity	1,246	1,624	0	(506)	84	1,201
Other Public Health Services	1,045	1,313	0	(55)	(895)	363
Public Health Leadership	3,612	2,033	0	(75)	(410)	1,549
Sexual Health	7,038	7,600	0	(1,630)	(129)	5,841
Smoking & Tobacco	683	1,034	0	0	(250)	784
Substance Misuse	9,044	8,598	0	(428)	(498)	7,671
<b>Total</b>	<b>25,356</b>	<b>26,456</b>	<b>0</b>	<b>(2,619)</b>	<b>(4,713)</b>	<b>19,124</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>25,729</b>	<b>26,762</b>	<b>0</b>	<b>(2,619)</b>	<b>(4,542)</b>	<b>19,601</b>
A - Employees	13	0	0	0	0	0
C - Premises	4	0	0	0	0	0
G - Supplies And Services	539	186	0	0	(39)	148
J - Third Party Payments	24,403	26,575	0	(2,619)	(4,503)	19,453
N - Support Services	771	0	0	0	0	0
<b>Income</b>	<b>(372)</b>	<b>(306)</b>	<b>0</b>	<b>0</b>	<b>(171)</b>	<b>(477)</b>
TA - Government Grants	(306)	(306)	0	0	0	(306)
TB - Reimbursements & Contributions	0	0	0	0	(157)	(157)
TH - Recharges To Other Services	(67)	0	0	0	(14)	(14)
<b>Total</b>	<b>25,356</b>	<b>26,456</b>	<b>0</b>	<b>(2,619)</b>	<b>(4,713)</b>	<b>19,124</b>

# Law & Governance (L&G)

**Director:** Andrew Maughan  
**Total Revenue Budget:** £4,289,000  
**Full Time Equivalents (FTE's):** 65

Law and Governance department is made up of two services, Legal Services and Democratic Services.

## Legal Services

Legal Services provides advice and support to the Council on the full range of its legal functions. Legal Services also continues to support the Standards Committee as part of taking forward the corporate governance and ethical standards issues for the Council. The service is made up of 3 legal teams specialising in different areas of law. These include:

- Children and adult care
- Litigation – 5 sub teams: information access; criminal and anti-social behaviour; housing; civil litigation; and employment.
- Planning, licensing, conveyancing and contracts – 3 sub teams: conveyancing; contracts; licensing and planning

## Democratic Services

Democratic Service comprises of three sections:

**1. Committee Services:** ensures the effective operation of the Council's governance arrangements. The service supports the committees and decision-making structures of the Council, maintaining the Council's constitution.

**2. Electoral Services:** is responsible for the running of elections and electoral registration. The service works hard to increase voter registration and voter turnout and is in regular contact with all Borough residents to ensure they are registered to vote. It also supports other election such as Business Improvement District ballots and the UK Youth MP election and some community elections.

**3. The Mayor's Office:** provides specialist administrative and project and event management support and advice to the Mayor and Deputy Mayor. The team also co-ordinates annual corporate events on behalf of the Council.

# Law & Governance (L&G)

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Democratic Services	91	2,207	13	0	0	2,220	21
Legal Services	2,315	2,074	3	(53)	45	2,069	45
<b>Total</b>	<b>2,406</b>	<b>4,282</b>	<b>16</b>	<b>(53)</b>	<b>45</b>	<b>4,289</b>	<b>65</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>8,668</b>	<b>5,158</b>	<b>22</b>	<b>(53)</b>	<b>45</b>	<b>5,171</b>
A - Employees	4,554	3,962	10	(53)	55	3,973
C - Premises	13	7	0	0	0	7
E - Transport Related Expenditure	19	5	0	0	0	5
G - Supplies And Services	1,229	1,169	12	0	(10)	1,171
J - Third Party Payments	(2)	3	0	0	0	3
N - Support Services	2,855	12	0	0	0	12
<b>Income</b>	<b>(6,262)</b>	<b>(876)</b>	<b>(6)</b>	<b>0</b>	<b>0</b>	<b>(882)</b>
TB - Reimbursements & Contributions	(178)	(88)	(1)	0	0	(89)
TC - Customer & Client Receipts	(1,624)	(326)	(3)	0	0	(329)
TD - Sales	(7)	(6)	0	0	0	(6)
TF - Support Services	(4,137)	0	0	0	0	0
TH - Recharges To Other Services	(30)	(186)	(2)	0	0	(188)
TZ - Miscellaneous Income	(285)	(271)	0	0	0	(271)
<b>Total</b>	<b>2,406</b>	<b>4,282</b>	<b>16</b>	<b>(53)</b>	<b>45</b>	<b>4,289</b>

# Strategy & Organisation Development (S&OD)

**Director:** Rachel Stopard  
**Total Revenue Budget:** £9,179,000  
**Full Time Equivalents (FTE's):** 189

The budget currently includes the **Corporate Strategy Function**, which provides support to the Council's strategic leadership. This service underwent a major review in 2015/16, along with all strategy support services across the Council as one of the Medium Term Financial Strategy proposals.

The Strategy and Organisation Development department was formed in January 2012 and brings together the strategy, communications, Programme Management Office and HR services teams.

The department is currently made up of five teams:

**The Chief Executive's Office:** providing the Council's leadership.  
Deputy Chief Executive and Director of Transformation: oversees the transformation of Camden for the achievement of the Camden Plan.

**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 Team (including Creative Services):** provides communications support and advice to the Council.

**Programme Management Office:** provides support for effective management and delivery of Camden's critical projects and programmes.



# Strategy & Organisation Development (S&OD)

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	Sum of FTE
Organisation Development	597	3,733	15	(25)	211	3,933	73
Strategy, Communications & Improvement	367	3,762	26	(788)	2,246	5,246	116
<b>Total</b>	<b>965</b>	<b>7,495</b>	<b>41</b>	<b>(813)</b>	<b>2,456</b>	<b>9,179</b>	<b>189</b>

	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>12,772</b>	<b>10,012</b>	<b>52</b>	<b>(813)</b>	<b>2,240</b>	<b>11,490</b>
A - Employees	8,719	8,047	33	(545)	2,174	9,708
C - Premises	126	79	1	(10)	6	76
E - Transport Related Expenditure	10	6	0	0	0	6
G - Supplies And Services	2,347	1,775	18	(258)	40	1,575
J - Third Party Payments	102	50	1	0	0	51
N - Support Services	1,143	0	0	0	0	0
P - Capital Financing Costs	325	54	0	0	20	73
<b>Income</b>	<b>(11,808)</b>	<b>(2,516)</b>	<b>(11)</b>	<b>0</b>	<b>217</b>	<b>(2,311)</b>
TB - Reimbursements & Contributions	(235)	(233)	(2)	0	(3)	(239)
TC - Customer & Client Receipts	(64)	(24)	0	0	0	(24)
TD - Sales	(68)	(98)	0	0	0	(98)
TF - Support Services	(11,050)	(1,328)	0	0	220	(1,108)
TH - Recharges To Other Services	(390)	(833)	(8)	0	0	(841)
<b>Total</b>	<b>965</b>	<b>7,495</b>	<b>41</b>	<b>(813)</b>	<b>2,456</b>	<b>9,179</b>

# Finance

**Director:** Mike O'Donnell  
**Total Revenue Budget:** £42,979,000  
**Full Time Equivalents (FTE's):** 650

The Directorate is responsible for core finance, audit, procurement, property, revenue services and ICT functions within the Council. The main functions of each of its six Divisions are described below.

**Corporate Finance** provides the strategic and operational finance function across the authority. From 2015/16, the service has included the following services:

- A Financial Strategy service responsible for ensuring an integrated approach to strategic financial planning across General Fund, Housing Revenue Account and schools revenue and capital budgets which supports delivery of Camden Plan outcomes within the context of financial austerity;
- A Financial Management and Accountancy service responsible for ensuring robust financial management and accounting arrangements within the authority and effective support and advice to managers to help them manage their own finances and deliver the council's Financial Strategy;
- A Treasury and Transactions service responsible for development and delivery of strategy in relation to Pension Fund investments and treasury functions, management of the Council's insurance arrangements and delivery of the Council's payments function.
- Specialist Financial Advice – responsible for strategic and specialist support to areas of the Council undergoing significant

structural change. The focus of the team is currently public health together with the integration of health and social care.

**Internal Audit, Anti-Fraud & Investigation and Risk Management** has a key role in ensuring assurance within the authority. It covers the following services:

- Internal Audit - provides independent and objective assurances on the corporate governance and risk management arrangements. There is a shared service for Internal Audit with Islington Council. This has delivered savings for both authorities on contractor rates, management costs and on operational efficiencies.
- Anti-Fraud and Investigations - promotes fraud awareness and investigates/reports on potential fraud and irregularity.
- The corporate risk management service - supports the implementation of the Council's strategic approach to risk management.

**Procurement** develops the Council wide procurement strategy and supports the procurement of third-party goods and services. It aims to ensure value for money is achieved and that the Council is open, fair and transparent in its contracting. The service also ensures that the Council uses its buying power to help achieve our strategic ambitions, such as social value.

There are three hubs which provide procurement services across the council on a category management basis:

- Environment and Corporate Services
- Capital and Facilities Management
- People Services

There is also a small strategic procurement team which has responsibility for procurement strategy, and policy and performance.

# Finance

**Revenue Services** consists of five services:

- The Benefits Service administers Housing Benefit and the Council Tax Reduction (CTR) scheme.
- Council Tax and Business Rates collects amounts due from residents and local businesses.
- The Income Management Team looks after the Council's Income Management system which processes all payments received by the Council.
- The Business Support Service which supports the needs of the Council in all aspects of business administration including records management.
- Member Support Services supports all aspect of Member requirements, including the Cabinet Office.

**Property Services** provides a range of valuation, development, management and property related services. In addition to the provision of strategic property advice, the division is divided into five main groups:

- Corporate and Commercial Management.
- Valuation and Disposals.
- The Accommodation Strategy.
- Facility Management.
- Special Projects including the Communities Investment Programme

**ICT Services** provides support and development for all Council systems. It:

- Enables technology programmes for customer access, agile working business intelligence and multi-agency working.
- Delivers service improvement and support services for Camden's applications including finance, HR, revenues, housing, social care and environment.
- Provides shared infrastructure services including provision of cloud services, digital communications, workplace technologies and information security.
- Carries out innovation and research functions to ensure IT provision offers value for money, is aligned with council priorities and is based on industry best practices.
- Supplies ICT services to Camden's primary, secondary and special schools, and to the Citizens' Advice Bureau (CAB).

# Finance

Division	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Corporate Finance	183	3,251	11	(205)	516	3,573	68
Finance Directorate & NLWA	1,539	659	1	0	126	787	29
ICT	(232)	10,855	47	(802)	183	10,283	167
Internal Audit	34	945	4	(58)	(126)	764	9
Procurement	97	1,656	7	0	(111)	1,553	31
Property	3,087	16,414	100	(585)	79	16,009	45
Revenues	2,128	10,438	32	(572)	114	10,012	300
Redundant Elements	2,277	0	0	0	0	0	0
<b>Total</b>	<b>9,112</b>	<b>44,218</b>	<b>203</b>	<b>(2,222)</b>	<b>780</b>	<b>42,979</b>	<b>650</b>

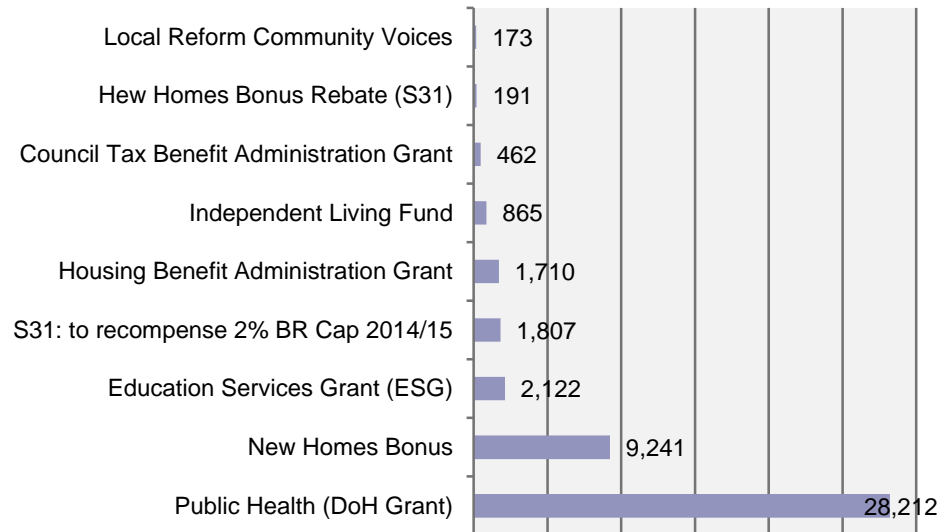
	2014/15 Actuals* £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>281,550</b>	<b>251,337</b>	<b>396</b>	<b>(1,952)</b>	<b>1,295</b>	<b>251,076</b>
A - Employees	37,768	28,851	92	(1,217)	1,073	28,799
C - Premises	16,353	14,392	222	(201)	(29)	14,384
E - Transport Related Expenditure	180	112	1	(1)	(47)	66
G - Supplies And Services	17,717	7,912	79	(533)	95	7,553
J - Third Party Payments	125	251	3	0	202	456
L - Transfer Payments	189,945	191,171	0	0	0	191,171
N - Support Services	9,773	10	0	0	0	10
P - Capital Financing Costs	9,689	8,638	0	0	0	8,638
<b>Income</b>	<b>(272,438)</b>	<b>(207,119)</b>	<b>(193)</b>	<b>(270)</b>	<b>(515)</b>	<b>(208,097)</b>
TA - Government Grants	(188,899)	(190,665)	0	0	58	(190,607)
TB - Reimbursements & Contributions	(7,116)	(5,664)	(40)	(200)	(206)	(6,110)
TC - Customer & Client Receipts	(2,446)	(2,186)	(13)	0	(46)	(2,245)
TE - Rents	(6,855)	(6,320)	(126)	0	0	(6,446)
TF - Support Services	(63,128)	(922)	0	0	0	(922)
TG - Interest	(75)	0	0	0	0	0
TH - Recharges To Other Services	(3,267)	(1,345)	(13)	(70)	(321)	(1,750)
TZ - Miscellaneous Income	(652)	(17)	0	0	0	(17)
<b>Total</b>	<b>9,112</b>	<b>44,218</b>	<b>203</b>	<b>(2,222)</b>	<b>780</b>	<b>42,979</b>

# Other Budgets

## 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>



# Housing Revenue Account (HRA) 2016/17

# Housing Revenue Account (HRA)

**Director:** Rosemary Westbrook  
**Total Revenue Budget:** £213,996,000  
**Full Time Equivalent (FTE's):** 905

## Investing in Camden's homes

The Council manages a large housing portfolio comprising 33,000 (23,000 tenanted, 10,000 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. Maintaining this asset base requires a long-term investment strategy, and the end of the Government controlled subsidy system and move to 'self-financing' for council housing allows the council to achieve this.

In the last decade the council has invested in major programmes centred on improving the quality of the housing stock. The Decent Homes programme which was replaced by Better Homes programme in September 2010. have provided much needed investment in many homes.

Running alongside the more traditional housing investment programmes such as Better Homes, the Council has an estate regeneration programme focussed on sites with high investment needs and / or development potential. This work forms part of the

wider Community Investment Programme which aims to make best use of Council assets and amenities.

The Council has approved a five year programme of major works together with a policy of moving towards a cyclical maintenance approach for the housing stock. This policy aims to improve the overall quality of tenants homes and reduce the amount spent on reactive repairs in the future. Over the next 4 years, the council has already committed to spend a further £220m on major works on the existing stock. Future spending on major works will continue to be funded by a mix of receipts from estate regeneration and contributions from the housing revenue account .

Government mandated rent reductions mean that social housing rents will reduce by 1% each year for each of the next four years. The rent reductions along with inflation and service pressures means that the HRA is facing a budget gap of £18million over the next four years. Efficiencies have been agreed for 2016/17 to balance the budget. A further savings programme for 2017/18 – 2019/20 is being established to ensure that the Council still has sufficient resources to meet all of its key social housing objectives.

# Housing Revenue Account (HRA)

Directorate	2014/15 Actuals £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000	FTE
Capital Financing Costs	61,499	63,944	(3)	0	6,536	70,478	0
Charges for Services	(36,120)	(42,853)	0	157	0	(42,696)	0
Commercial Properties	1,789	1,593	8	(1)	0	1,600	0
Concierge Services	793	957	10	(3)	1	964	1
Contingency Provision	0	1,500	15	(920)	0	595	0
Corporate & Democratic Core	1,984	3,720	25	(329)	0	3,415	0
Dwelling Rents	(130,010)	(134,461)	0	0	2,045	(132,416)	0
Estate Management	13,237	12,953	131	(17)	126	13,193	207
HM Other	1,449	3,370	36	(57)	74	3,424	58
Housing Management Strategy	542	875	2	(35)	(8)	834	3
Housing Needs	1,508	1,152	6	0	(4)	1,154	8
Housing Support Group	4,987	5,546	55	(202)	68	5,466	67
Interest on Balances	(248)	(266)	0	0	0	(266)	0
Other Rents	(10,510)	(10,418)	0	(972)	0	(11,390)	0
Power	11,045	12,856	127	(512)	0	12,471	0
Provision for Bad Debts	(1,054)	1,212	12	0	0	1,224	0
RCCO	5,346	14,043	0	62	(6,533)	7,572	0
Redundant Cost Centres	(4)	0	0	0	0	0	0
Rent and Rates	5,063	5,853	59	0	0	5,912	0
Repairs Allocation	40,645	36,966	493	(684)	(49)	36,726	183
Repairs Management	14,490	14,705	128	(38)	334	15,130	199
Reserves Carried Forward	0	(1,427)	0	0	143	(1,284)	0
Subsidy	(6,824)	(6,824)	0	0	0	(6,824)	0
Supporting People Services	53	106	1	0	0	107	0
Temporary Accommodation	2,326	2,301	22	(67)	45	2,301	56
Tenancy Services & DMCs	4,144	4,343	42	(177)	(81)	4,127	51
Tenant Lease hold Services	6,536	6,912	70	(129)	(20)	6,833	71
Tenant Mgmt Organisations	1,283	1,345	13	(4)	(4)	1,350	1
<b>Total</b>	<b>(6,051)</b>	<b>0</b>	<b>1,253</b>	<b>(3,925)</b>	<b>2,672</b>	<b>0</b>	<b>905</b>



# Housing Revenue Account (HRA)

Directorate	2014/15 Actuals £000	2015/16 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2016/17 Budget £000
<b>Expenditure</b>	<b>197,610</b>	<b>214,289</b>	<b>1,315</b>	<b>(3,110)</b>	<b>1,503</b>	<b>213,996</b>
A - Employees	35,374	38,423	488	(115)	1,423	40,220
C - Premises	62,819	62,732	627	(1,318)	263	62,304
E - Transport Related Expenditure	1,308	1,651	17	0	(37)	1,631
G - Supplies And Services	9,481	12,201	136	(745)	(85)	11,507
J - Third Party Payments	4,333	4,730	47	0	(488)	4,289
L - Transfer Payments	2,412	10,758	0	0	(50)	10,708
N - Support Services	16,081	16,113	0	(995)	477	15,596
P - Capital Financing Costs	65,802	67,679	0	62	0	67,741
<b>Income</b>	<b>(203,661)</b>	<b>(214,289)</b>	<b>(62)</b>	<b>(815)</b>	<b>1,169</b>	<b>(213,996)</b>
TA - Government Grants	(6,824)	(6,824)	0	0	0	(6,824)
TB - Reimbursements & Contributions	(1,074)	(1,024)	0	0	318	(705)
TC - Customer & Client Receipts	(36,486)	(43,015)	0	157	0	(42,858)
TD - Sales	(1)	(4)	0	0	0	(4)
TE - Rents	(140,616)	(144,935)	0	(972)	2,045	(143,862)
TF - Support Services	(242)	(46)	0	0	0	(46)
TG - Interest	(244)	(316)	0	0	0	(316)
TH - Recharges To Other Services	(5,872)	(6,198)	(62)	0	(695)	(6,955)
TZ - Miscellaneous Income	(12,302)	(11,927)	0	0	(499)	(12,426)
<b>Grand Total</b>	<b>(6,051)</b>	<b>0</b>	<b>1,253</b>	<b>(3,925)</b>	<b>2,672</b>	<b>0</b>

# Capital Programme 2016 to 2020

# 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	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024+ £000	Total £000
ICT	5,736	5,875	2,295	1,800	1,800	0	0	0	0	0	17,506
Property Services	14,085	20,467	21,360	15,065	12,850	7,450	0	0	0	0	91,276
Culture & Environment	23,295	27,188	19,820	17,533	8,505	528	0	0	0	0	96,869
Children, Schools & Families	29,855	67,121	45,653	10,673	6,800	0	0	0	0	0	160,102
Housing & Adult Social Care	136,734	178,494	157,552	145,882	150,908	119,824	93,605	69,673	82,202	72,433	1,207,307
<b>Total Capital Expenditure</b>	<b>209,705</b>	<b>299,145</b>	<b>246,680</b>	<b>190,953</b>	<b>180,863</b>	<b>127,802</b>	<b>93,605</b>	<b>69,673</b>	<b>82,202</b>	<b>72,433</b>	<b>1,573,060</b>

Source of Capital Funding	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024+ £000	Total £000
<b>Government grants:</b>											
- Department for Education grants	8,364	5,385	2,180	2,000	2,000	0	0	0	0	0	19,929
- National Health Service grants	1,155	0	0	0	0	0	0	0	0	0	1,155
- Other Government grants	2,983	1,260	957	266	266	0	0	0	0	0	5,732
Public Health	582	77	0	0	0	0	0	0	0	0	659
GLA - Housing grants	28,973	1,665	2,232	537	0	0	0	0	0	0	33,407
GLA - Transport for London grants	6,338	3,664	0	0	0	0	0	0	0	0	10,002
Lottery grants	1,722	431	75	0	0	0	0	0	0	0	2,228
Other Grants	2	0	0	0	0	0	0	0	0	0	2
Section 106 contributions	9,861	14,288	11,135	6,000	0	0	0	0	0	0	41,284
Community Infrastructure Levy	1,000	3,000	7,555	6,000	6,000	0	0	0	0	0	23,555
Schools contributions	713	0	237	0	0	0	0	0	0	0	950
Other contributions	134	0	0	0	0	0	0	0	0	0	134
<b>HRA:</b>											
- Major Repairs Reserve	35,299	39,721	43,173	39,500	38,000	38,000	38,000	38,000	38,000	38,000	385,693
- Leaseholders' capital contributions	6,322	5,340	5,000	6,010	3,990	0	0	0	0	0	26,662
- Revenue contribution (HRA)	8,539	0	0	0	0	0	0	0	0	0	8,539
<b>Corporate Resources:</b>											
Revenue Contributions - General Fund	17,719	15,605	10,022	10,864	9,667	528	0	0	0	0	64,405
Prudential Borrowing - HRA	12,932	5,158	10,224	14,035	32,992	11,209	7,343	15,920	3,895	0	113,708
Prudential Borrowing - GF	2,851	317	0	0	0	0	0	0	0	0	3,168
HRA Capital Receipts	37,827	107,946	86,134	82,212	72,736	70,615	48,262	15,753	40,307	34,433	596,225
1-4-1 RTB Retained Receipts	3,000	2,000	1,000	1,000	500	0	0	0	0	0	7,500
GF Capital Receipts	23,390	93,288	66,756	22,529	14,712	7,450	0	0	0	0	228,124
<b>Total Resources</b>	<b>209,705</b>	<b>299,145</b>	<b>246,680</b>	<b>190,953</b>	<b>180,863</b>	<b>127,802</b>	<b>93,605</b>	<b>69,673</b>	<b>82,202</b>	<b>72,433</b>	<b>1,573,060</b>

# Capital Programme – Culture & Environment

Expenditure	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Planned Improvements - Highways	7,777	6,921	7,088	7,359	7,488	0	0	0	0	0	36,633
Cemeteries	0	1,000	1,000	1,000	0	0	0	0	0	0	3,000
Libraries and Arts	0	30	0	0	0	0	0	0	0	0	30
Green Spaces	2,054	1,137	630	663	506	0	0	0	0	0	4,990
Corridors & Neighbourhoods	3,147	0	0	0	0	0	0	0	0	0	3,147
Controlled Parking	802	4,770	0	0	0	0	0	0	0	0	5,572
Major Projects	2,497	5,550	6,000	8,000	0	0	0	0	0	0	22,047
Parking Schemes	1,486	0	0	0	0	0	0	0	0	0	1,486
Principal Road Renewal	498	0	0	0	0	0	0	0	0	0	498
Sustainability	2,537	7,547	5,102	511	511	528	0	0	0	0	16,736
Other Schemes	(25)	0	0	0	0	0	0	0	0	0	(25)
Schemes funded by Developers' Contributions	2,522	233	0	0	0	0	0	0	0	0	2,755
<b>Total</b>	<b>23,295</b>	<b>27,188</b>	<b>19,820</b>	<b>17,533</b>	<b>8,505</b>	<b>528</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>96,869</b>

Sources of Capital Funding	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other Government grants	10	0	0	0	0	0	0	0	0	0	10
Public Health	418	77	0	0	0	0	0	0	0	0	495
GLA - Transport for London grants	6,338	3,664	0	0	0	0	0	0	0	0	10,002
Section 106 contributions	6,047	5,475	4,689	6,000	0	0	0	0	0	0	22,211
Other contributions	79	0	0	0	0	0	0	0	0	0	79
Community Infrastructure Levy	1,000	3,000	4,000	4,000	4,000	0	0	0	0	0	16,000
Revenue Contributions - General Fund	6,571	6,677	6,315	5,702	4,505	528	0	0	0	0	30,298
GF Capital Receipts	2,832	8,295	4,816	1,831	0	0	0	0	0	0	17,774
<b>Total</b>	<b>23,295</b>	<b>27,188</b>	<b>19,820</b>	<b>17,533</b>	<b>8,505</b>	<b>528</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>96,869</b>

# Capital Programme – Children, Schools & Families

Expenditure	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024+ £000	Total £000
Pre Primary Education	582	3,350	1,502	0	0	0	0	0	0	0	5,434
Primary / Junior Education	570	492	500	0	0	0	0	0	0	0	1,562
Secondary Education	0	250	0	0	0	0	0	0	0	0	250
Planned Improvements - Buildings	235	7,185	8,650	6,400	6,400	0	0	0	0	0	28,870
Special Education	4,083	2,130	2,900	300	0	0	0	0	0	0	9,413
Other	3,028	6,395	0	0	0	0	0	0	0	0	9,423
Community Investment Programme	16,573	44,437	32,101	3,973	400	0	0	0	0	0	97,484
Kings Cross Redevelopment	4,059	1,799	0	0	0	0	0	0	0	0	5,858
Reactive Capital Repairs	725	1,083	0	0	0	0	0	0	0	0	1,808
<b>Total</b>	<b>29,855</b>	<b>67,121</b>	<b>45,653</b>	<b>10,673</b>	<b>6,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>160,102</b>

Sources of Capital Funding	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024+ £000	Total £000
Department for Education grants	8,364	5,385	2,180	2,000	2,000	0	0	0	0	0	19,929
National Health Service grants	1,155	0	0	0	0	0	0	0	0	0	1,155
Other Government grants	900	0	0	0	0	0	0	0	0	0	900
Section 106 contributions	2,256	1,917	500	0	0	0	0	0	0	0	4,673
Community Infrastructure Levy	0	0	3,555	2,000	2,000	0	0	0	0	0	7,555
Schools contributions	713	0	237	0	0	0	0	0	0	0	950
Revenue Contributions - General Fund	4,867	2,694	725	725	725	0	0	0	0	0	9,736
GF Capital Receipts	11,600	57,125	38,456	5,948	2,075	0	0	0	0	0	115,204
<b>Total</b>	<b>29,855</b>	<b>67,121</b>	<b>45,653</b>	<b>10,673</b>	<b>6,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>160,102</b>

# Capital Programme – Housing & Adult Social Care

Expenditure	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Housing Buy Backs	2,616	240	240	202	0	0	0	0	0	0	3,298
Community Care	845	750	535	500	230	0	0	0	0	0	2,860
Commercial Properties	50	300	300	375	0	0	0	0	0	0	1,025
Community Safety	120	240	120	120	299	0	0	0	0	0	899
Energy Efficiency	925	4,077	2,201	600	0	0	0	0	0	0	7,803
Estate Regeneration	64,115	81,143	75,567	73,333	72,151	69,488	43,560	19,628	32,157	22,388	553,530
HRA Hostels	5,186	15,091	12,000	6,771	0	0	0	0	0	0	39,048
Other HRA Schemes	5,739	2,055	1,500	1,500	20,633	0	0	0	0	0	31,427
Decent Homes	27,594	35,023	38,206	39,500	38,000	50,044	50,045	50,045	50,045	50,045	428,547
Mechanical & Electrical	22,750	24,690	15,914	16,202	12,284	292	0	0	0	0	92,132
Partnering Contract	2,710	3,469	3,135	3,135	4,459	0	0	0	0	0	16,908
Raising The Standard	0	0	0	392	0	0	0	0	0	0	392
Temporary Housing Group	622	613	425	664	162	0	0	0	0	0	2,486
Other General Fund Schemes	1,782	1,605	2,591	1,900	2,690	0	0	0	0	0	10,568
Mental Health	200	289	0	0	0	0	0	0	0	0	489
Elderly	1,480	8,909	4,818	688	0	0	0	0	0	0	15,895
<b>Total</b>	<b>136,734</b>	<b>178,494</b>	<b>157,552</b>	<b>145,882</b>	<b>150,908</b>	<b>119,824</b>	<b>93,605</b>	<b>69,673</b>	<b>82,202</b>	<b>72,433</b>	<b>1,207,307</b>

Sources of Capital Funding	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other Government grants	2,073	1,260	957	266	266	0	0	0	0	0	4,822
GLA - Housing grants	28,973	1,665	2,232	537	0	0	0	0	0	0	33,407
Lottery grants	1,116	0	0	0	0	0	0	0	0	0	1,116
Other Grants	2	0	0	0	0	0	0	0	0	0	2
Section 106 contributions	1,558	6,896	3,546	0	0	0	0	0	0	0	12,000
Other contributions	55	0	0	0	0	0	0	0	0	0	55
Major Repairs Reserve	35,299	39,721	43,173	39,500	38,000	38,000	38,000	38,000	38,000	38,000	385,693
Leaseholders' capital contributions	6,322	5,340	5,000	6,010	3,990	0	0	0	0	0	26,662
Revenue Contributions - HRA	8,539	0	0	0	0	0	0	0	0	0	8,539
Revenue Contributions - General Fund	449	321	687	637	637	0	0	0	0	0	2,731
Prudential Borrowing - HRA	10,659	4,839	10,224	14,035	32,992	11,209	7,343	15,920	3,895	0	111,116
HRA Capital Receipts	37,767	107,230	84,968	82,212	72,736	70,615	48,262	15,753	40,307	34,433	594,283
1-4-1 RTB Retained Receipts	3,000	2,000	1,000	1,000	500	0	0	0	0	0	7,500
GF Capital Receipts	922	9,222	5,765	1,685	1,787	0	0	0	0	0	19,381
<b>Total</b>	<b>136,734</b>	<b>178,494</b>	<b>157,552</b>	<b>145,882</b>	<b>150,908</b>	<b>119,824</b>	<b>93,605</b>	<b>69,673</b>	<b>82,202</b>	<b>72,433</b>	<b>1,207,307</b>



# Capital Programme – Finance – Property Services

Expenditure	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Depots	96	0	0	0	0	0	0	0	0	0	96
Planned Improvements - Buildings	1,150	3,298	4,248	5,750	5,500	0	0	0	0	0	19,946
Central Administrative Buildings	254	183	400	0	0	0	0	0	0	0	837
Cemeteries	581	490	0	0	0	0	0	0	0	0	1,071
Community Facilities	35	0	0	0	0	0	0	0	0	0	35
Sports Centres	110	1,500	500	100	0	0	0	0	0	0	2,210
Community Investment Programme	9,707	9,600	12,641	9,215	7,350	7,450	0	0	0	0	55,963
Commercial Properties	979	786	75	0	0	0	0	0	0	0	1,840
B3 (new council building on the KCCLP site)	1,009	4,610	3,496	0	0	0	0	0	0	0	9,114
Public Health	164	0	0	0	0	0	0	0	0	0	164
<b>Total</b>	<b>14,085</b>	<b>20,467</b>	<b>21,360</b>	<b>15,065</b>	<b>12,850</b>	<b>7,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,276</b>

Source of Capital Funding	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Public Health	164	0	0	0	0	0	0	0	0	0	164
Lottery grants	606	431	75	0	0	0	0	0	0	0	1,112
S106 contributions	0	0	2,400	0	0	0	0	0	0	0	2,400
Revenue Contributions - General Fund	200	38	0	2,000	2,000	0	0	0	0	0	4,238
Prudential Borrowing - HRA	2,273	319	0	0	0	0	0	0	0	0	2,592
Prudential Borrowing - GF	2,851	317	0	0	0	0	0	0	0	0	3,168
HRA Capital Receipts	60	716	1,166	0	0	0	0	0	0	0	1,942
GF Capital Receipts	7,932	18,646	17,719	13,065	10,850	7,450	0	0	0	0	75,661
<b>Total</b>	<b>14,085</b>	<b>20,467</b>	<b>21,360</b>	<b>15,065</b>	<b>12,850</b>	<b>7,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91,276</b>

# Capital Programme – Finance – ICT

Expenditure	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024+ £000	Total £000
Core Investment Portfolio	1,618	1,800	1,800	1,800	1,800	0	0	0	0	0	<b>8,818</b>
ICT Support Customer Services	122	0	0	0	0	0	0	0	0	0	<b>122</b>
Transformation Investment Portfolio	3,368	4,075	495	0	0	0	0	0	0	0	<b>7,938</b>
Unavoidable Pressures Investment Portfolio	628	0	0	0	0	0	0	0	0	0	<b>628</b>
<b>Total</b>	<b>5,736</b>	<b>5,875</b>	<b>2,295</b>	<b>1,800</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,506</b>

Sources of Capital Funding	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024+ £000	Total £000
Revenue Contributions - General Fund	5,632	5,875	2,295	1,800	1,800	0	0	0	0	0	<b>17,402</b>
GF Capital Receipts	104	0	0	0	0	0	0	0	0	0	<b>104</b>
<b>Total</b>	<b>5,736</b>	<b>5,875</b>	<b>2,295</b>	<b>1,800</b>	<b>1,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,506</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 below, 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 £76.679m by the 31<sup>st</sup> March 2016 as net decrease of £33.981m.

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 31/03/15	Forecast Out of Reserves	Forecast Into Reserves	Forecast Reserves 31/03/16	2015/16 Net Movement
	£000	£000	£000	£000	£000
To Support Key Revenue Outcomes	34,355	(10,548)	1,068	24,875	(9,480)
To Support Council's Remodelling Programmes	21,131	(9,135)	288	12,284	(8,847)
On-going Capital Activity and asset Management	29,333	(20,973)	10,839	19,199	(10,134)
Mitigation of Future Corporate Risk	25,809	(10,108)	4,588	20,289	(5,520)
Charitable Activity	32	0	0	32	0
<b>Total Earmarked Reserves</b>	<b>110,660</b>	<b>(50,764)</b>	<b>16,783</b>	<b>76,679</b>	<b>(33,981)</b>

# Reserves

Earmarked Reserves	Actual Reserves 31/03/2015 £000	Forecast Reserves 31/03/2016 £000	Forecast Reserves 31/03/2017 £000	Forecast Reserves 31/03/2018 £000	Forecast Reserves 31/03/2019 £000
<b>Reserves to support key revenue budget outcomes</b>					
Dedicated Schools Grant	11,275	9,203	6,437	3,546	1,380
Support for Schools in Difficulty	442	392	292	192	92
Homes for Older People	4,286	2,006	1,756	1,506	0
Multi Year Budget Reserve	10,895	6,767	4,378	2,864	2,002
Education Commission	1,181	781	295	0	0
HASC Specific Grants	6,276	5,726	4,476	2,444	1,194
<b>Sub Total</b>	<b>34,355</b>	<b>24,875</b>	<b>17,634</b>	<b>10,552</b>	<b>4,668</b>
<b>Reserves to support the councils service remodelling programme</b>					
Workforce Remodelling / Cost of Change	18,340	10,281	6,339	1,351	351
Camden Plan	2,791	2,003	1,003	3	0
<b>Sub Total</b>	<b>21,131</b>	<b>12,284</b>	<b>7,342</b>	<b>1,354</b>	<b>351</b>
<b>Reserves to support on-going capital activity and asset management</b>					
Future Capital Schemes	21,418	12,721	10,126	13,697	17,264
Commercial and other property	776	776	776	776	776
Haverstock PFI Funding Reserve	2,019	1,889	1,759	1,629	1,499
Schools PFI Equalisation Reserve	501	668	835	1,002	1,169
Building Schools for the Future	488	488	338	188	188
Accommodation Strategy	4,131	2,657	1,985	1,985	1,985
<b>Sub Total</b>	<b>29,333</b>	<b>19,199</b>	<b>15,819</b>	<b>19,277</b>	<b>22,881</b>
<b>Reserves to mitigate future corporate risk</b>					
Self-Insurance Reserve	7,600	7,112	6,612	6,112	5,612
Contingency Reserve	1,512	1,512	1,512	1,512	1,512
Business Rates Safety Net	16,697	11,665	6,280	6,280	6,280
<b>Sub Total</b>	<b>25,809</b>	<b>20,289</b>	<b>14,404</b>	<b>13,904</b>	<b>13,404</b>
<b>Reserves to support the Mayors charity</b>					
Mayor's Charity Reserve	32	32	32	32	32
<b>Total Earmarked Reserves</b>	<b>110,660</b>	<b>76,679</b>	<b>55,231</b>	<b>45,119</b>	<b>41,336</b>
General Balances	13,624	13,624	13,624	13,624	13,624
Housing Revenue Account	40,966	39,503	39,503	39,503	39,503
Schools Balances	16,600	16,600	14,600	11,600	7,600
<b>Total Reserves</b>	<b>181,850</b>	<b>146,406</b>	<b>122,958</b>	<b>109,846</b>	<b>102,064</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.