

# Revenue & Capital Budgets

London Borough of Camden

2020/21

# Introduction

This document sets out London Borough of Camden's revenue and capital budgets for 2020/21 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 2<sup>nd</sup> March 2020, and other information regarding the funding of the overall budget including the way in which the council tax is set. It also contains information on the capital programme which runs up until 2028, and information relating to the council's reserves and balances.

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

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

***Kathy Freeman – Director of Finance & Procurement***

# Investments 20/21

In setting a balanced budget for 2020/21 the Council has ensured the necessary spending plans are in place to deliver the ambitions of **our Camden Plan** and **Camden 2025**:

**Employment Support:** as part of its MTFs proposals the Council will be making an investment of **£1.5m** per annum from 2020/21 to design and develop an integrated employment support offer with our business and education partners.

**Safer Camden Network and increases in Youth Services:** the Council is investing **£270K** in a Safer Camden Network with the creation of a new team, seeking to address issues of violent crime, safety within our communities, and drug activity in the Borough. In addition, the Council is increasing its investment in Youth Services (**£309K**) with the recruitment of additional Youth Workers. This will provide additional support for young people aged between 18 and 24, and directly responds to the recommendations from the Youth Safety Taskforce.

**Climate Crisis:** Camden declared a climate emergency in April 2019 and held a Citizens' Assembly to define the Council's approach to the crisis in July 2019. The Assembly proposals were presented to Council in October and the Sustainability Team has been expanded to help deliver the Assembly recommendations.

**Homelessness and Street Activity:** Camden will continue to fund the Hotspots Team pilots approach to addressing homelessness and street activity, tackling the inequality and multiple disadvantages experienced by homeless individuals and by those sleeping rough. The Council will fund two teams of Community Presence Officers and Specialist Outreach Workers at an annual cost of **£570K**.

**Local Welfare Fund:** Camden will contribute **£240K** per annum to continue the provision of the Local Welfare Fund after Government transferred responsibility for the Social Fund to local authorities and then removed funding. The Fund provides grants to support vulnerable households, reducing the amount of time families spend in temporary accommodation.

**HS2:** We continue to support our residents and communities in responding to and mitigating the impacts of HS2 construction, following issues raised at Regent's Park ward community conversations in January and October 2019, a further **£243K** will be invested to plan for the future of the area to maximise potential for local improvements.

# Local Government Finance Settlement

Camden's SFA has been set at £114.2m, an increase of £1.83m or 1.63% (the rate of CPI inflation in September 2019) from 2019/20 levels. This was in line with our expectations following the announcements of the 2019 Spending Round. The Local Government Finance Settlement (LGFS) for 2020/21 also announced some one-off funding elements, including:

£5.6m of additional one-off funding added to the Social Care Support Grant, and continuation of the Improved Better Care Fund elements at 2019/20 levels.

New Homes Bonus (NHB) due to Camden of £5.8m. This is £660K higher than previously forecasted, due to prudent modelling in anticipation of potential changes to the calculation.

London-wide Business Rates Retention Pilot will not be continued into 2020/21. All London authorities will revert to the pre-pilot retention rate of 30%, with the GLA reverting to its 37% retention.

The core council tax requirement can be increased by up to 2% in 2020/21 without the need for a local referendum, a reduction from the 3% referendum trigger level in 2019/20.

Councils will be able to raise a precept for Social Care funding of a further 2% on council tax. This follows on from councils' ability to raise precepts for Adult Social Care of up to 6% over the previous 3 financial years. It is assumed in the CSP figures that councils will raise this precept.

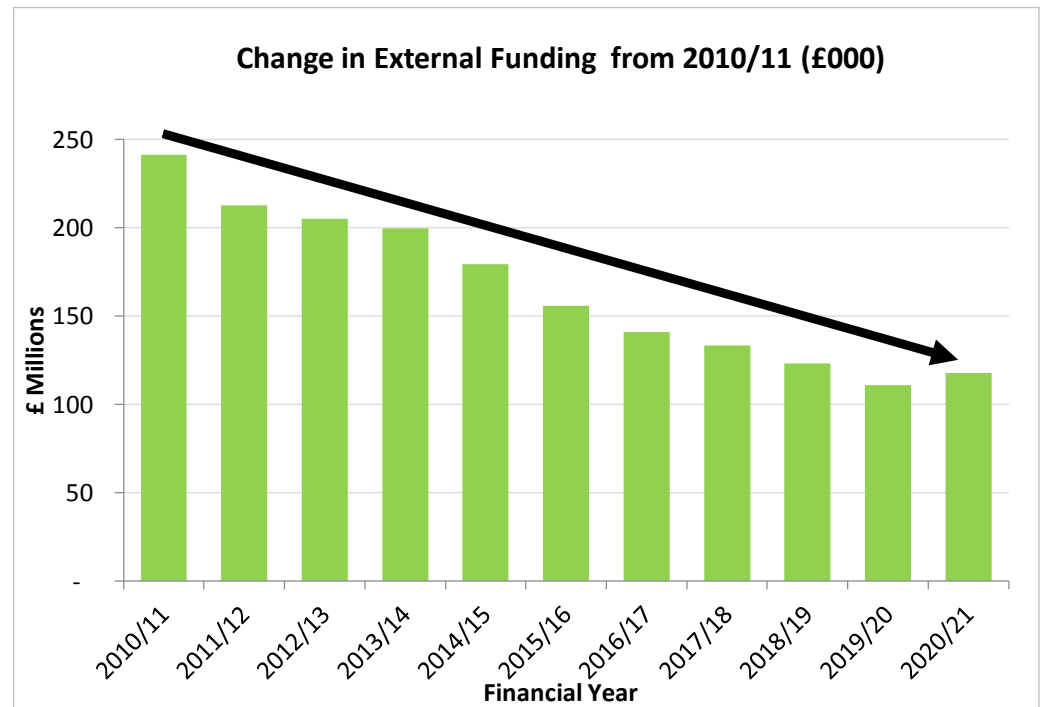
# Financial Outlook

The council continues to operate in a challenging financial environment as budgets continue to be squeezed. The council is in the second year of the current three year Medium Term Financial Strategy (MTFS) which sets out the financial framework to ensure the council operates within its means. Camden has had a substantial reduction in income, largely relating to cuts in government grant funding. The chart shows how central government funding has been reducing since 2010/11. Despite the increase in 2020/21, like-for-like funding remains less than half what it was in 2010/11.

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.

The Chancellor of the Exchequer is expected to deliver a budget in March and further details should emerge around the direction of travel on public finance spending and how external economic factors like Brexit would play its part. There should also be further announcements around the Fair Funding Review, Spending Review and Business Rates Retention changes.

Between 2010/11 and 2020/21 Camden's grant funding from central government will have reduced by 51%, whilst overall costs such as those arising from supporting an ageing population have increased. This means that despite already saving £169m in the eight years to 2018/19, the council needs to save a further £35-40m between 2019/20 and 2021/22.



# Our Approach

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

Having already made significant reductions to budget since 2010, the council has had to think ambitiously to ensure it can achieve its Our Camden Plan priorities. This has resulted in a developing proposals in line with a three pronged approach based around the following three themes.

## Outcomes

- Ensuring proposals achieve the outcomes we are seeking in Our Camden Plan, but consider whether any re-thinking or transformational approaches would result in a better way of achieving them at lower cost.

## Efficiencies

- Seeking out genuine efficiencies to protect front line services, following the principle that all organisations can become more efficient.

## Prevention and Early Intervention

- Making sure we continue to invest and deliver services that support people and communities earlier.

# Camden 2020/21 Council Tax Requirement

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

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

## Council Tax Requirement

Council Tax at Band D	Budget 2020/21 £000
Expenditure charged to revenue account	928,479
Income credited to revenue account	(678,855)
<b>Sub Total</b>	<b>249,624</b>
Retained Business Rates	(102,592)
Revenue Support Grant	(22,681)
Collection Fund - Council Tax Surplus	(2,992)
Collection Fund - Business Rates Deficit	(1,622)
<b>Sub Total</b>	<b>119,737</b>
Council Tax Requirement	119,737
Garden Squares	(26)
Excluding Garden Squares	119,711
Band D Council Tax (£s)	1,291.38
<b>Percentage change over 2019/20</b>	<b>3.99%</b>

## Council Tax by Property Band

Band	Amount of Tax for Camden £	Greater London Authority Precept £	Total Council Tax £
A	860.92	£221.38	1,082.30
B	1,004.41	258.28	1,262.69
C	1,147.89	295.17	1,443.06
D	1,291.38	332.07	1,623.45
E	1,578.35	405.86	1,984.21
F	1,865.33	479.66	2,344.99
G	2,152.30	553.45	2,705.75
H	2,582.76	664.14	3,246.90

# Infographic 2020/21

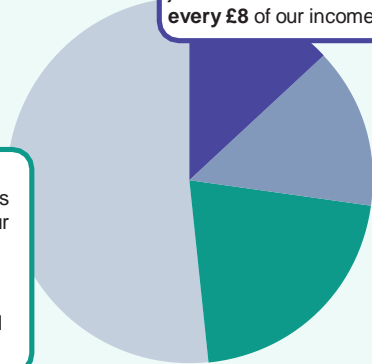
## Where Camden Council's money comes from

Total income 2020/21: £864.9 million

- Government funding £440.2m (51%)
- Residents' council tax £119.7m (14%)
- Retained business rates £118m (14%)
- Rents, fees and other income £187m (21%)

Government funding makes up 51% of our income. Much of this income is restricted and is being cut.

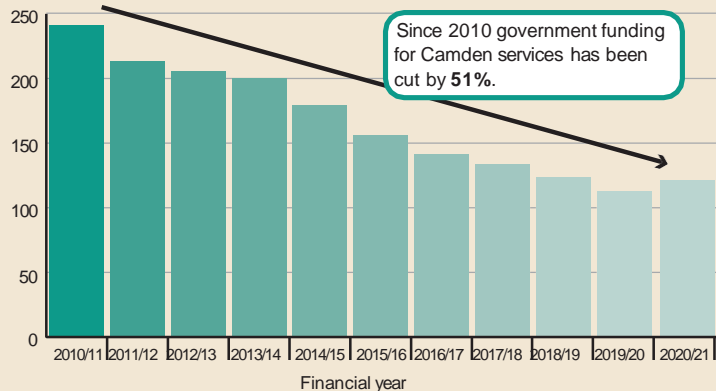
Council tax contributes just over **£1 out of every £8** of our income.



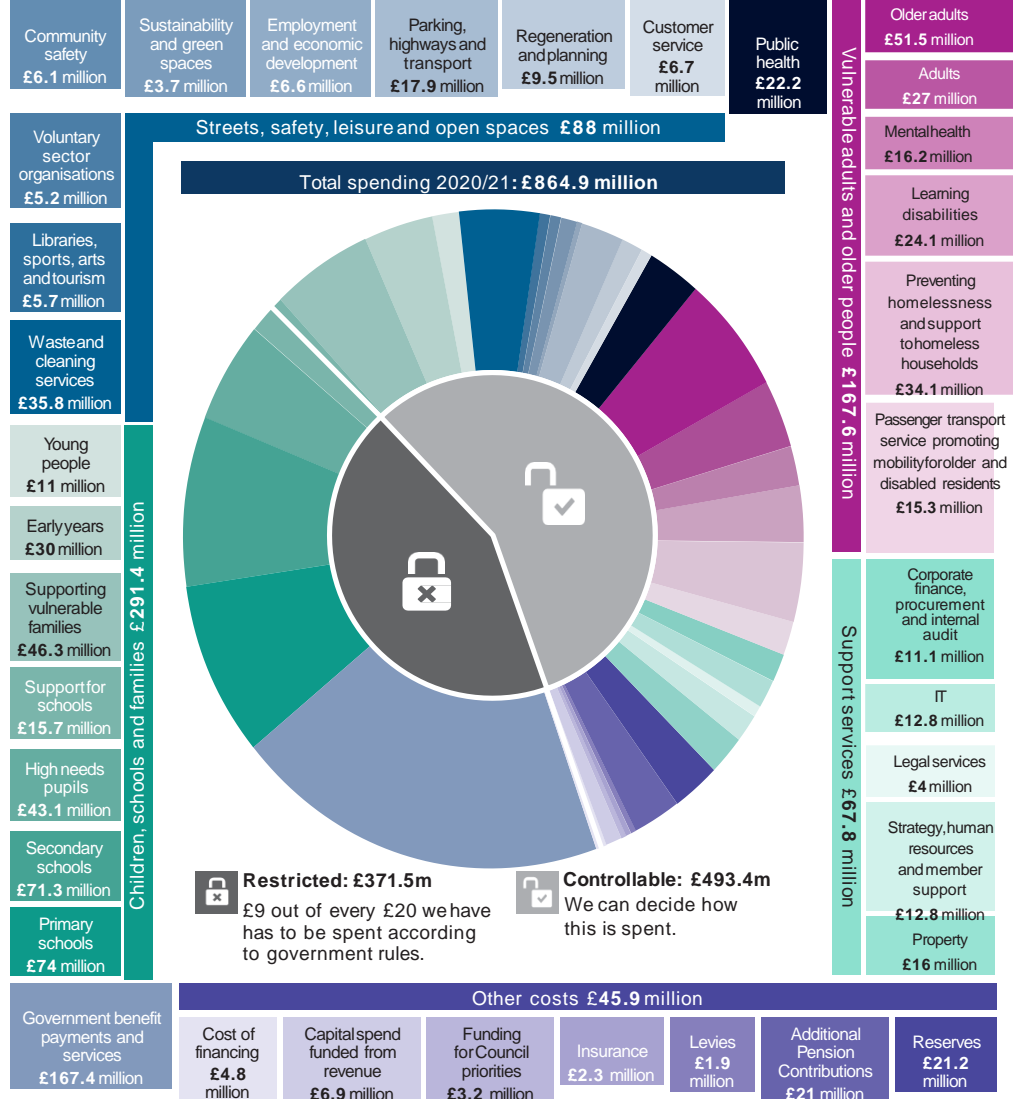
## Central government cuts

Due to funding cuts from central government, increasing demand and rising costs:

- since 2010 we have had to reduce our budget by **£169 million**
- to be followed by a further estimated **£35-40 million** from our annual budget by 2022.



## How Camden Council spends its budget



This infographic is based on the 2020/21 Local Government Finance Settlement

For more detail visit [camden.gov.uk/counciltax](https://camden.gov.uk/counciltax)

[camden.gov.uk/financial-strategy](https://camden.gov.uk/financial-strategy)

\*\*Service Expenditure shown does not include additional investment of £192m per year on social housing services that are funded directly from rents and service charges.





# Revenue Budget

2020/21

# 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		
Direct	Employee Expenses	Pay related items, including salaries, training and recruitment
	Premises Related Expenditure	Items related to buildings including utility bills, repairs and maintenance and rents
	Transport Related Expenditure	Cost of vehicles including maintenance, fuel bills and special educational needs transport
	Supplies & Services	The cost of equipment, contracts etc.
	Third Party Payments	Payments that the council makes to other companies/authorities for services carried out on our behalf
	Transfer Payments	Payments we make on behalf others e.g. housing benefit
Notional	Depreciation and Impairment Losses	Revenue expenditure that is to be spent/related to the capital programme
	Support Services	Internal recharge where another department has carried out the work and needs reimbursement
	Below Cost of Services on CIES Expenditure	This is other operating costs and includes items like specific levies and external interest payable.

Income		
Direct	Government Grants	Grants that we receive from central government
	Other Grants Reimbursements and Contributions	Income received from other authorities e.g. Clinical Commissioning Groups (CCG)
	Customer and Client Receipts	Income generated from providing services and regulation including income generated from the sale of maps/plans etc. as well as income received through the rent of council owned property.
	Income	Any other type of income
Notional	Support Services	Internal recharges where department has carried out work and needs reimbursement
	Below Cost of Services on CIES Income	This is other operating income and includes items like interest receivable and non specific grant income

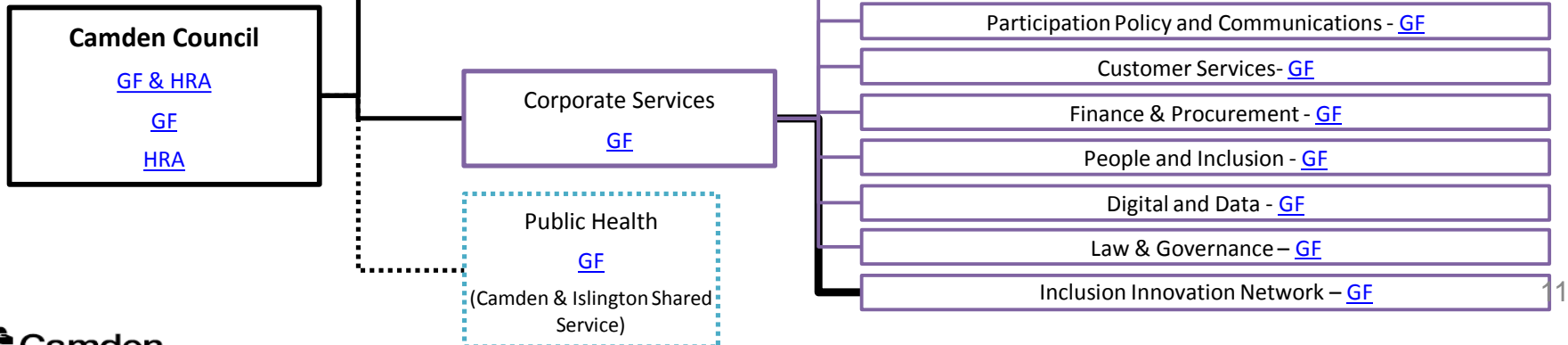
NOTE: The 2020/21 budget to be set by Council on 2<sup>nd</sup> March 2020 incorporates the savings for the year agreed by Cabinet in December 2019. In some limited cases, the precise distribution of the savings across service cost centres has yet to be finalised as at February 2020 – for example, because they are subject to a staff consultation process that had yet to be completed by the time of budget setting. This means that in some places the savings target that will be distributed is currently held centrally as a credit (minus figure) on a 'holding code' prior to distribution during 2020/21. It should also be noted that Divisional structures are correct as at Friday 14<sup>th</sup> February 2020.

# Hierarchy – Revenue

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

The links will guide you to the General Fund (GF), paid for by council tax and government grants, and Housing Revenue Account (HRA - the council's landlord function, funded primarily by tenants' rents) budgets for 2020/21 for each service within the budget book.

Please note that the HRA budget was agreed by Cabinet in January 2020.



# Council Wide – GF & HRA

Directorate	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Corporate Services	24,061	549	(1,708)	597	23,500
HRA Other Budgets*	72,893	(0)	0	(3,706)	69,188
General Fund Other Budgets*	(46,609)	0	(1,773)	(1,809)	(50,192)
Public Health**	21,647	0	(171)	425	21,901
Supporting Communities	(9,835)	3,374	(3,191)	5,436	(4,216)
Supporting People	177,858	3,956	(3,362)	10,990	189,442
<b>Total Budget</b>	<b>240,016</b>	<b>7,879</b>	<b>(10,204)</b>	<b>11,933</b>	<b>249,624</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>1,105,953</b>	<b>11,164</b>	<b>(8,755)</b>	<b>37,645</b>	<b>1,146,007</b>
Employee Expenses	355,307	3,954	(3,561)	13,407	369,106
Premises Related Expenditure	114,970	2,175	(648)	13,322	129,819
Transport Related Expenditure	6,551	131	(104)	172	6,749
Supplies and Services	106,005	1,346	(1,553)	8,708	114,506
Transfer Payments	196,653	0	0	(4,860)	191,793
Third Party Payments	194,587	3,559	(2,792)	2,191	197,545
Depreciation and Impairment Losses	62,639	0	0	(2,239)	60,401
Support Services	27,432	0	(97)	829	28,163
Below Cost of Services on CIES Expenditure	41,809	0	0	6,115	47,924
<b>Total Income</b>	<b>(865,937)</b>	<b>(3,285)</b>	<b>(1,449)</b>	<b>(25,712)</b>	<b>(896,383)</b>
Government Grants	(426,362)	0	0	(4,928)	(431,290)
Other Grants Reimbursements and Contributions	(51,543)	(497)	(1,030)	1,990	(51,080)
Customer and Client Receipts	(299,156)	(2,756)	81	(12,739)	(314,569)
Income	0	0	(503)	0	(503)
Support Services Income Total	(63,098)	(32)	3	(1,097)	(64,225)
Below Cost of Services on CIES Income	(25,777)	0	0	(8,939)	(34,716)
<b>Net Budget</b>	<b>240,016</b>	<b>7,879</b>	<b>(10,204)</b>	<b>11,933</b>	<b>249,624</b>

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

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

# Council Wide – GF

Directorate	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Corporate Services	24,061	549	(1,708)	597	23,500
General Fund Other Budgets*	(46,609)	0	(1,773)	(1,809)	(50,192)
Public Health**	21,647	0	(171)	425	21,901
Supporting Communities	64,229	2,037	(3,191)	4,176	67,251
Supporting People	175,594	3,881	(3,362)	11,050	187,163
<b>Total Budget</b>	<b>238,922</b>	<b>6,467</b>	<b>(10,204)</b>	<b>14,439</b>	<b>249,624</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>897,206</b>	<b>8,576</b>	<b>(8,755)</b>	<b>31,452</b>	<b>928,479</b>
Employee Expenses	310,733	3,126	(3,561)	6,298	316,596
Premises Related Expenditure	46,044	715	(648)	8,919	55,030
Transport Related Expenditure	5,991	120	(104)	81	6,087
Supplies and Services	92,824	1,114	(1,553)	6,724	99,110
Transfer Payments	196,432	0	0	(4,878)	191,555
Third Party Payments	192,222	3,500	(2,792)	3,486	196,416
Depreciation and Impairment Losses	23,063	0	0	(34)	23,030
Support Services	10,014	0	(97)	1,442	11,359
Below Cost of Services on CIES Expenditure	19,883	0	0	9,415	29,298
<b>Total Income</b>	<b>(658,284)</b>	<b>(2,108)</b>	<b>(1,449)</b>	<b>(17,013)</b>	<b>(678,855)</b>
Government Grants	(426,362)	0	0	(4,928)	(431,290)
Other Grants Reimbursements and Contributions	(50,895)	(484)	(1,030)	1,539	(50,870)
Customer and Client Receipts	(99,151)	(1,624)	81	(3,491)	(104,186)
Income	0	0	(503)	0	(503)
Support Services Income Total	(57,628)	0	3	(565)	(58,191)
Below Cost of Services on CIES Income	(24,247)	0	0	(9,568)	(33,815)
<b>Net Budget</b>	<b>238,922</b>	<b>6,467</b>	<b>(10,204)</b>	<b>14,439</b>	<b>249,624</b>

\* General Fund Other Budgets – see page 53

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

# Council Wide – HRA

Directorate	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
HRA Other Budgets*	72,893	(0)	0	(3,706)	69,188
Supporting Communities	(74,064)	1,337	0	1,260	(71,466)
Supporting People	2,264	75	0	(60)	2,279
<b>Total Budget</b>	<b>1,094</b>	<b>1,412</b>	<b>0</b>	<b>(2,506)</b>	<b>0</b>

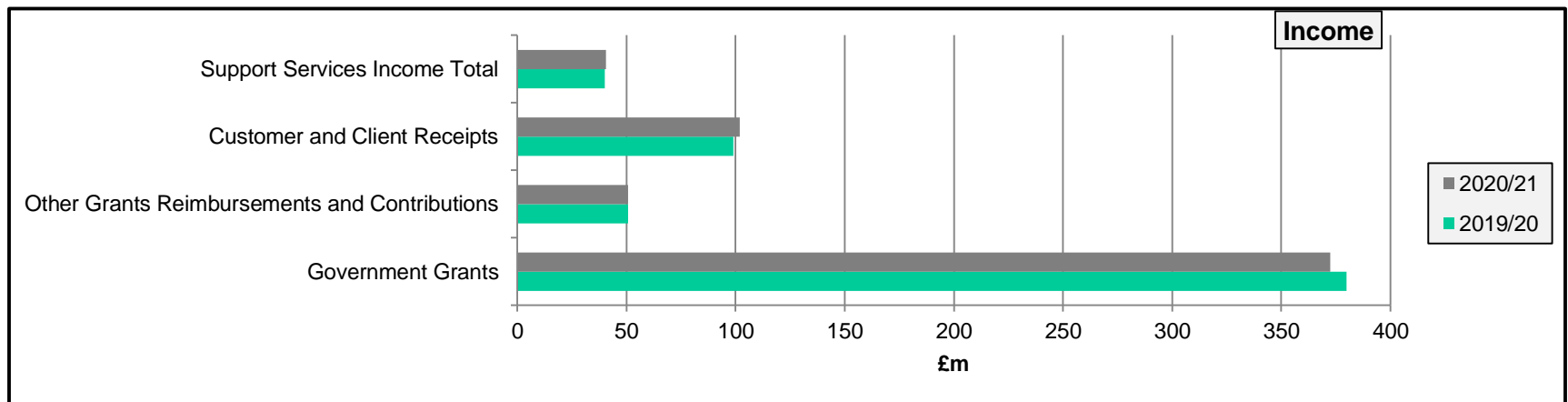
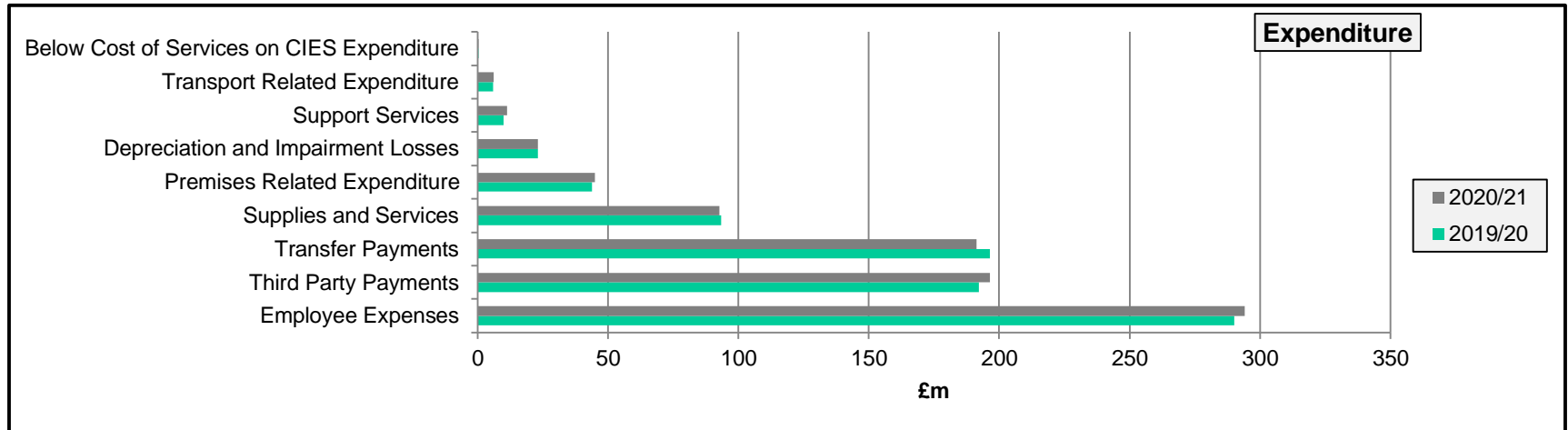
Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>208,747</b>	<b>2,589</b>	<b>0</b>	<b>6,193</b>	<b>217,528</b>
Employee Expenses	44,574	827	0	7,109	52,511
Premises Related Expenditure	68,926	1,460	0	4,404	74,789
Transport Related Expenditure	561	11	0	91	663
Supplies and Services	13,181	231	0	1,984	15,396
Transfer Payments	221	0	0	18	238
Third Party Payments	2,365	59	0	(1,294)	1,130
Depreciation and Impairment Losses	39,576	0	0	(2,205)	37,371
Support Services	17,417	0	0	(613)	16,804
Below Cost of Services on CIES Expenditure	21,926	0	0	(3,300)	18,626
<b>Total Income</b>	<b>(207,653)</b>	<b>(1,177)</b>	<b>0</b>	<b>(8,698)</b>	<b>(217,528)</b>
Other Grants Reimbursements and Contributions	(648)	(13)	0	451	(210)
Customer and Client Receipts	(200,005)	(1,131)	0	(9,247)	(210,384)
Income	0	0	0	0	0
Support Services Income Total	(5,470)	(32)	0	(531)	(6,034)
Below Cost of Services on CIES Income	(1,530)	0	0	629	(901)
<b>Net Budget</b>	<b>1,094</b>	<b>1,412</b>	<b>0</b>	<b>(2,506)</b>	<b>0</b>

\* HRA balance will be addressed by a reserve drawdown.

\*\* HRA Other Budgets – see page 54

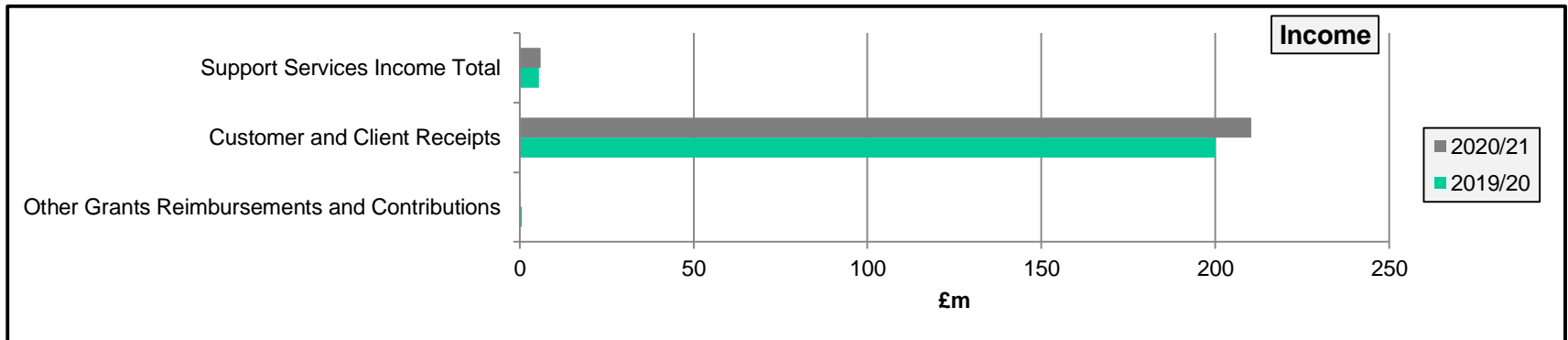
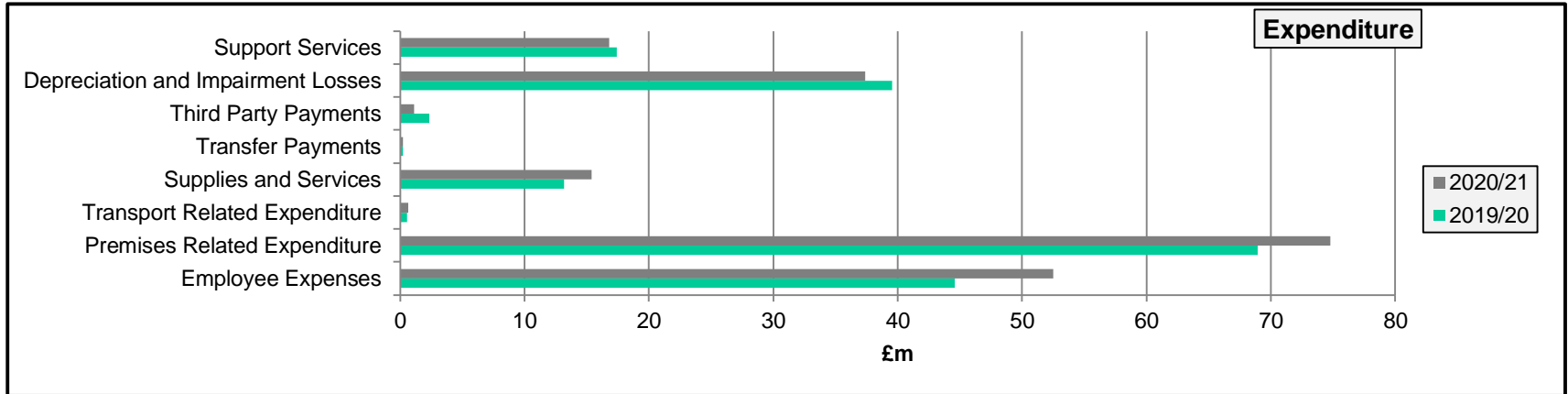
# Income and Expenditure by Subjective Type - GF

*Excluding other budgets*



# Income and Expenditure by Subjective Type - HRA

*Excluding other budgets*





# Supporting Communities Directorate

**Executive Director:** Gillian Marston

**Total Revenue Budget:**

- GF Revenue Budget: £67.251m

- HRA Revenue Budget: £(71.466)m

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

- **Place Management:** This division is responsible for the effective management of the public realm, covering waste, recycling, street cleaning, the council's engineering functions, and the management of the council's parks and green space. The Building Control service ensures that all planning applications comply with regulations and uphold the health and safety of people in and around buildings. Environmental Health and Business and Consumer Services manage trading standards, noise and environmental health.
- **Regeneration & Planning:** The place shaping team works to map out a clear, long term direction for the future development of the borough. Development Management manages the planning process. The Economic Development service works with a range of partners to deliver employment and enterprise outcomes for local people and businesses. The Sustainability service leads on developing plans and initiatives to improve environmental outcomes for the borough. Finally, Transport Strategy provides strategic direction for all aspects of transport and encouraging people to use more sustainable modes.

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

# Supporting Communities – GF & HRA

Division	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Development	(8,696)	(156)	(503)	7	(9,348)
Community Services	12,170	301	(1,145)	1,723	13,049
Place Management	30,477	1,045	(320)	(31)	31,170
Property Management	71,851	1,863	(747)	3,774	76,740
Regeneration and Planning	1,232	108	(385)	1,889	2,843
Supporting Communities Division	309	9	(90)	136	364
Housing Management	(117,725)	194	0	(2,062)	(119,594)
Resident Safety	548	11	0	0	559
<b>Total Budget</b>	<b>(9,835)</b>	<b>3,374</b>	<b>(3,191)</b>	<b>5,436</b>	<b>(4,216)</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>256,894</b>	<b>5,139</b>	<b>(1,528)</b>	<b>15,027</b>	<b>275,533</b>
Employee Expenses	71,696	1,434	(629)	7,928	80,429
Premises Related Expenditure	85,397	1,957	(482)	5,461	92,332
Transport Related Expenditure	725	15	(0)	89	829
Supplies and Services	37,350	694	(152)	2,549	40,441
Transfer Payments	160	0	0	18	178
Third Party Payments	33,038	1,040	(265)	(804)	33,009
Depreciation and Impairment Losses	14,995	0	0	(34)	14,962
Support Services	13,532	0	0	(179)	13,353
<b>Total Income</b>	<b>(266,729)</b>	<b>(1,765)</b>	<b>(1,663)</b>	<b>(9,591)</b>	<b>(279,749)</b>
Government Grants	(10,305)	0	0	653	(9,652)
Other Grants Reimbursements and Contributions	(6,108)	(109)	(1,055)	36	(7,237)
Customer and Client Receipts	(229,966)	(1,624)	(105)	(9,755)	(241,449)
Income	0	0	(503)	0	(503)
Support Services Income Total	(20,299)	(32)	0	(525)	(20,856)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>(9,835)</b>	<b>3,374</b>	<b>(3,191)</b>	<b>5,436</b>	<b>(4,216)</b>

# Supporting Communities – GF

Division	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Development	(2,577)	(31)	(503)	7	(3,104)
Community Services	11,845	295	(1,145)	1,723	12,718
Place Management	30,477	1,045	(320)	(31)	31,170
Property Management	22,943	611	(747)	452	23,259
Regeneration and Planning	1,232	108	(385)	1,889	2,843
Supporting Communities Division	309	9	(90)	136	364
<b>Total Budget</b>	<b>64,229</b>	<b>2,037</b>	<b>(3,191)</b>	<b>4,176</b>	<b>67,251</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>130,155</b>	<b>2,665</b>	<b>(1,528)</b>	<b>3,816</b>	<b>135,109</b>
Employee Expenses	32,571	651	(629)	1,299	33,893
Premises Related Expenditure	22,981	513	(482)	554	23,566
Transport Related Expenditure	176	4	(0)	0	180
Supplies and Services	27,864	504	(152)	2,051	30,268
Transfer Payments	1	0	0	0	1
Third Party Payments	31,152	993	(265)	0	31,880
Depreciation and Impairment Losses	14,995	0	0	(34)	14,962
Support Services	415	0	0	(56)	359
<b>Total Income</b>	<b>(65,927)</b>	<b>(628)</b>	<b>(1,663)</b>	<b>360</b>	<b>(67,858)</b>
Government Grants	(10,305)	0	0	653	(9,652)
Other Grants Reimbursements and Contributions	(5,939)	(106)	(1,055)	73	(7,027)
Customer and Client Receipts	(32,845)	(522)	(105)	(329)	(33,800)
Income	0	0	(503)	0	(503)
Support Services Income Total	(16,838)	0	0	(37)	(16,875)
<b>Net Budget</b>	<b>64,228</b>	<b>2,037</b>	<b>(3,191)</b>	<b>4,176</b>	<b>67,251</b>

# Supporting Communities – HRA

Division	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Development	(6,119)	(124)	0	0	(6,244)
Community Services	326	6	0	0	331
Housing Management	(117,725)	194	0	(2,062)	(119,594)
Property Management	48,908	1,252	0	3,322	53,481
Resident Safety	548	11	0	0	559
<b>Total Budget</b>	<b>(74,064)</b>	<b>1,337</b>	<b>0</b>	<b>1,260</b>	<b>(71,466)</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>126,739</b>	<b>2,474</b>	<b>0</b>	<b>11,211</b>	<b>140,425</b>
Employee Expenses	39,125	783	0	6,629	46,536
Premises Related Expenditure	62,416	1,444	0	4,906	68,766
Transport Related Expenditure	549	11	0	89	649
Supplies and Services	9,486	190	0	497	10,173
Transfer Payments	159	0	0	18	177
Third Party Payments	1,886	47	0	(804)	1,130
Depreciation and Impairment Losses	0	0	0	0	0
Support Services	13,117	0	0	(123)	12,994
<b>Total Income</b>	<b>(200,802)</b>	<b>(1,137)</b>	<b>0</b>	<b>(9,951)</b>	<b>(211,891)</b>
Other Grants Reimbursements and Contributions	(169)	(3)	0	(37)	(210)
Customer and Client Receipts	(197,121)	(1,101)	0	(9,426)	(207,649)
Support Services Income Total	(3,461)	(32)	0	(488)	(3,981)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>(74,064)</b>	<b>1,337</b>	<b>0</b>	<b>1,260</b>	<b>(71,466)</b>

# Development – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Asset Strategy and Valuation	754	15	0	3	772
Community Investment Regeneration	80	2	0	1	83
Regeneration and Development	149	7	0	0	156
Corporate Accommodation	2,562	52	0	1	2,615
Neighbourhoods and Commercial Property Feasibility	(6,202)	(109)	(503)	2	(6,812)
<b>Total Budget</b>	<b>(2,577)</b>	<b>(31)</b>	<b>(503)</b>	<b>7</b>	<b>(3,104)</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>5,653</b>	<b>56</b>	<b>0</b>	<b>10</b>	<b>5,777</b>
Employee Expenses	1,696	34	0	14	1,743
Premises Related Expenditure	1,023	22	0	0	1,046
Supplies and Services	2,857	0	0	(4)	2,910
Depreciation and Impairment Losses	78	0	0	0	78
<b>Total Income</b>	<b>(8,230)</b>	<b>(145)</b>	<b>(503)</b>	<b>(3)</b>	<b>(8,881)</b>
Customer and Client Receipts	(7,246)	(145)	0	(0)	(7,391)
Income	0	0	(503)	0	(503)
Support Services Income Total	(984)	0	0	(3)	(987)
<b>Net Budget</b>	<b>(2,577)</b>	<b>(89)</b>	<b>(503)</b>	<b>7</b>	<b>(3,104)</b>

# Development – HRA

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Regeneration and Development	2,467	63	0	0	2,530
Feasibility	204	4	0	0	208
Commercial Property	(8,790)	(192)	0	0	(8,982)
<b>Total Budget</b>	<b>(6,119)</b>	<b>(124)</b>	<b>0</b>	<b>0</b>	<b>(6,244)</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>5,657</b>	<b>89</b>	<b>0</b>	<b>0</b>	<b>5,746</b>
Employee Expenses	3,082	62	0	0	3,143
Premises Related Expenditure	1,104	22	0	0	1,126
Supplies and Services	279	6	0	(0)	285
Support Services	1,191	0	0	0	1,191
<b>Total Income</b>	<b>(11,776)</b>	<b>(214)</b>	<b>0</b>	<b>0</b>	<b>(11,990)</b>
Customer and Client Receipts	(10,686)	(214)	0	0	(10,899)
Support Services Income Total	(1,091)	0	0	0	(1,091)
<b>Net Budget</b>	<b>(6,119)</b>	<b>(124)</b>	<b>0</b>	<b>0</b>	<b>(6,244)</b>

# Community Services – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Safer Camden Network	0	0	0	1,723	270
Community Services Mgt	160	3	0	0	164
Libraries Arts and Tourism	2,534	71	0	210	2,816
Sports and Physical Activity	225	23	(1,000)	14	(738)
Community Partnership Unit	5,150	104	(145)	2	5,111
Community Safety Emergency Mgt	3,776	94	0	1,226	5,096
<b>Total Budget</b>	<b>11,845</b>	<b>295</b>	<b>(1,145)</b>	<b>3,175</b>	<b>12,718</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>16,270</b>	<b>326</b>	<b>(145)</b>	<b>1,183</b>	<b>17,634</b>
Employee Expenses	7,877	158	0	429	8,463
Premises Related Expenditure	147	3	0	198	348
Transport Related Expenditure	73	1	0	0	75
Supplies and Services	7,108	142	(145)	557	7,662
Third Party Payments	895	22	0	0	917
Depreciation and Impairment Losses	152	0	0	0	152
Support Services	18	0	0	0	18
<b>Total Income</b>	<b>(4,425)</b>	<b>(31)</b>	<b>(1,000)</b>	<b>539</b>	<b>(4,917)</b>
Government Grants	(786)	0	0	660	(126)
Other Grants Reimbursements and Contributions	(1,418)	(19)	(1,000)	0	(2,437)
Customer and Client Receipts	(1,760)	(12)	0	(50)	(1,822)
Support Services Income Total	(461)	0	0	(71)	(532)
<b>Net Budget</b>	<b>11,845</b>	<b>295</b>	<b>(1,145)</b>	<b>1,723</b>	<b>12,718</b>

# Community Services – HRA

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Community Safety and Emergency	326	6	0	0	331
<b>Total Budget</b>	<b>326</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>331</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>326</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>331</b>
Employee Expenses	277	6	0	0	282
Support Services	49	0	0	0	49
<b>Net Budget</b>	<b>326</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>331</b>



# Place Management – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Building Control	(76)	18	0	1	(56)
Engineering	5,932	82	(50)	(67)	5,896
Environment Services	21,298	796	(220)	8	21,881
Place Management	140	3	0	0	144
EHBCS	844	46	0	21	911
Sustainability and Green Space	2,338	101	(50)	6	2,394
<b>Total Budget</b>	<b>30,477</b>	<b>1,045</b>	<b>(320)</b>	<b>(31)</b>	<b>31,170</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>52,965</b>	<b>1,327</b>	<b>(315)</b>	<b>438</b>	<b>54,415</b>
Employee Expenses	9,721	194	0	512	10,427
Premises Related Expenditure	1,858	62	(50)	(11)	1,859
Transport Related Expenditure	100	2	0	0	102
Supplies and Services	4,123	107	0	27	4,256
Third Party Payments	29,902	962	(265)	0	30,599
Depreciation and Impairment Losses	7,073	0	0	(34)	7,039
<b>Total Income</b>	<b>(22,489)</b>	<b>(282)</b>	<b>(5)</b>	<b>0</b>	<b>(23,245)</b>
Other Grants Reimbursements and Contributions	(1,296)	(26)	0	0	(1,407)
Customer and Client Receipts	(15,995)	(256)	(5)	0	(16,808)
Support Services Income Total	(5,197)	0	0	0	(5,029)
<b>Net Budget</b>	<b>30,477</b>	<b>1,045</b>	<b>(320)</b>	<b>438</b>	<b>31,170</b>

# Property Management – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Childrens & Schools Contracts	1,403	273	0	5	1,681
Property Services	21,540	338	(747)	7	21,578
<b>Total Budget</b>	<b>22,943</b>	<b>611</b>	<b>(747)</b>	<b>12</b>	<b>23,259</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>42,259</b>	<b>646</b>	<b>(647)</b>	<b>306</b>	<b>42,563</b>
Employee Expenses	2,417	48	(209)	79	2,335
Premises Related Expenditure	19,786	422	(431)	368	20,144
Transport Related Expenditure	2	0	(0)	0	2
Supplies and Services	11,852	167	(7)	(140)	11,871
Transfer Payments	1	0	0	0	1
Third Party Payments	333	8	0	0	342
Depreciation and Impairment Losses	7,682	0	0	0	7,682
Support Services	186	0	0	0	186
<b>Total Income</b>	<b>(19,315)</b>	<b>(35)</b>	<b>(100)</b>	<b>146</b>	<b>(19,304)</b>
Other Grants Reimbursements and Contributions	(9,170)	0	0	0	(9,170)
Customer and Client Receipts	(1,733)	(35)	(100)	54	(1,814)
Support Services Income Total	(8,413)	0	0	92	(8,321)
<b>Net Budget</b>	<b>22,943</b>	<b>611</b>	<b>(747)</b>	<b>452</b>	<b>23,259</b>

# Property Management – HRA

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Better Homes Delivery	13,938	526	0	0	16,239
Property Management	832	13	0	0	846
Property Services	7,512	155	0	0	8,693
Chalcots Fire Response	1,500	30	0	0	1,530
Repairs	25,125	527	0	0	26,174
<b>Total Budget</b>	<b>48,908</b>	<b>1,252</b>	<b>0</b>	<b>0</b>	<b>53,481</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>64,558</b>	<b>1,561</b>	<b>0</b>	<b>8,286</b>	<b>74,406</b>
Employee Expenses	16,724	334	0	2,709	19,768
Premises Related Expenditure	36,017	1,110	0	4,820	41,947
Transport Related Expenditure	342	7	0	55	404
Supplies and Services	5,513	110	0	379	6,003
Third Party Payments	47	0	0	20	67
Support Services	5,915	0	0	303	6,218
<b>Total Income</b>	<b>(15,650)</b>	<b>(310)</b>	<b>0</b>	<b>(4,964)</b>	<b>(20,925)</b>
Other Grants Reimbursements and Contributions	(163)	(3)	0	0	(166)
Customer and Client Receipts	(13,713)	(274)	0	(4,476)	(18,463)
Support Services Income Total	(1,775)	(32)	0	(488)	(2,296)
<b>Net Budget</b>	<b>48,908</b>	<b>1,252</b>	<b>0</b>	<b>3,322</b>	<b>53,481</b>

# Regeneration & Planning – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Development Management	(599)	36	(250)	12	(801)
Economic Development	608	12	0	1,512	2,132
Transport Strategy	(495)	23	(80)	8	(544)
Regeneration and Planning	(305)	(6)	0	0	(311)
Sustainability and Green Space	600	14	(55)	109	669
HS2 Programme	347	7	0	245	600
Placeshaping	1,075	21	0	3	1,099
<b>Total Budget</b>	<b>1,232</b>	<b>108</b>	<b>(385)</b>	<b>1,889</b>	<b>2,843</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>12,560</b>	<b>244</b>	<b>(330)</b>	<b>1,742</b>	<b>14,215</b>
Employee Expenses	10,654	213	(330)	264	10,802
Premises Related Expenditure	161	3	0	0	164
Transport Related Expenditure	1	0	0	0	1
Supplies and Services	1,711	27	0	1,478	3,216
:Depreciation and Impairment Losses	11	0	0	0	11
Support Services	22	0	0	0	22
<b>Total Income</b>	<b>(11,328)</b>	<b>(136)</b>	<b>(55)</b>	<b>147</b>	<b>(11,372)</b>
Government Grants	(349)	0	0	(8)	(357)
Other Grants Reimbursements and Contributions	(3,225)	(61)	(55)	158	(3,184)
Customer and Client Receipts	(6,111)	(75)	0	220	(5,965)
Support Services Income Total	(1,643)	0	0	(223)	(1,867)
<b>Net Budget</b>	<b>1,232</b>	<b>108</b>	<b>(385)</b>	<b>1,889</b>	<b>2,843</b>

# Housing Management – HRA

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Estate Services	13,124	247	0	2,000	15,371
Housing Management	175	4	0	0	179
Leaseholder Services	(146,231)	(313)	0	(5,005)	(151,549)
Sheltered Services	3,584	62	0	(0)	3,646
Tenancy Services	9,083	148	0	962	10,193
Tenant and Leaseholder Engagement	2,540	45	0	(19)	2,566
<b>Total Budget</b>	<b>(117,725)</b>	<b>194</b>	<b>0</b>	<b>(2,062)</b>	<b>(119,594)</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>55,650</b>	<b>807</b>	<b>0</b>	<b>2,925</b>	<b>59,382</b>
Employee Expenses	18,519	370	0	3,919	22,809
Premises Related Expenditure	25,294	312	0	86	25,692
Transport Related Expenditure	207	4	0	34	245
Supplies and Services	3,669	73	0	118	3,860
Transfer Payments	112	0	0	(2)	110
Third Party Payments	1,886	47	0	(804)	1,130
Support Services	5,962	0	0	(426)	5,536
<b>Total Income</b>	<b>(173,376)</b>	<b>(613)</b>	<b>0</b>	<b>(4,987)</b>	<b>(178,976)</b>
Other Grants Reimbursements and Contributions	(7)	(0)	0	(37)	(44)
Customer and Client Receipts	(172,723)	(613)	0	(4,950)	(178,286)
Support Services Income Total	(595)	0	0	0	(595)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>(117,725)</b>	<b>194</b>	<b>0</b>	<b>(2,062)</b>	<b>(119,594)</b>

# Supporting Communities Division – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Supporting Communities Mgt	309	9	(90)	1	364
<b>Total Budget</b>	<b>309</b>	<b>9</b>	<b>(90)</b>	<b>1</b>	<b>364</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>448</b>	<b>9</b>	<b>(90)</b>	<b>1</b>	<b>504</b>
Employee Expenses	208	4	(90)	1	123
Premises Related Expenditure	6	0	0	0	6
Transport Related Expenditure	214	4	0	0	353
Supplies and Services	21	1	0	0	22
<b>Total Income</b>	<b>(139)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(139)</b>
Support Services Income Total	(139)	0	0	0	(139)
<b>Net Budget</b>	<b>309</b>	<b>9</b>	<b>(90)</b>	<b>1</b>	<b>364</b>

# Resident Safety – HRA

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Resident Safety	548	11	0	0	559
<b>Total Budget</b>	<b>548</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>559</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>548</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>559</b>
Employee Expenses	523	10	0	0	534
Supplies and Services	25	1	0	0	26
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Budget</b>	<b>548</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>559</b>

# Supporting People Directorate

**Executive Director:** Martin Pratt

**Total Revenue Budget:**

- GF Revenue Budget: £187.163m

- HRA Revenue Budget: £2.279m

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

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

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

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

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



# Supporting People – GF & HRA

Division	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Childrens Safeguarding Social Work	31,243	736	(50)	195	32,124
Early Intervention and Prevention	18,976	482	(854)	918	19,522
Education Achievement and Aspiration	8,291	100	(98)	433	8,726
Adult Social Care	73,797	1,611	(2,001)	5,589	78,996
Housing Support Services GF	32,436	671	(271)	2,986	35,821
Supporting People Division	669	12	0	430	1,111
Strategic and Joint Commissioning	10,183	269	(88)	499	10,863
Housing Support Services HRA	2,264	75	0	(60)	2,279
<b>Total Budget</b>	<b>177,858</b>	<b>3,956</b>	<b>(3,362)</b>	<b>10,990</b>	<b>189,442</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>466,061</b>	<b>4,521</b>	<b>(3,478)</b>	<b>11,898</b>	<b>479,003</b>
Employee Expenses	205,771	1,470	(126)	2,029	209,144
Premises Related Expenditure	21,291	213	(166)	1,390	22,728
Transport Related Expenditure	5,775	115	(104)	78	5,864
Supplies and Services	53,945	384	(620)	484	54,193
Transfer Payments	30,110	0	0	5,247	35,357
Third Party Payments	132,491	2,339	(2,356)	1,657	134,130
Depreciation and Impairment Losses	5,214	0	0	0	5,214
Support Services	11,465	0	(106)	1,012	12,371
<b>Total Income</b>	<b>(288,203)</b>	<b>(565)</b>	<b>116</b>	<b>(908)</b>	<b>(289,561)</b>
Government Grants	(204,838)	0	0	(2,947)	(207,785)
Other Grants Reimbursements and Contributions	(38,741)	(298)	0	1,868	(37,171)
Customer and Client Receipts	(25,623)	(267)	116	680	(25,094)
Support Services Income Total	(19,002)	0	0	(509)	(19,510)
<b>Net Budget</b>	<b>177,858</b>	<b>3,956</b>	<b>(3,362)</b>	<b>10,990</b>	<b>189,442</b>

# Supporting People – GF

Division	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Childrens Safeguarding Social Work	31,243	736	(50)	195	32,124
Early Intervention and Prevention	18,976	482	(854)	918	19,522
Education Achievement and Aspiration	8,291	100	(98)	433	8,726
Adult Social Care	73,797	1,611	(2,001)	5,589	78,996
Housing Support Services GF	32,436	671	(271)	2,986	35,821
Supporting People Division	669	12	0	430	1,111
Strategic and Joint Commissioning	10,183	269	(88)	499	10,863
<b>Total Budget</b>	<b>175,594</b>	<b>3,881</b>	<b>(3,362)</b>	<b>11,050</b>	<b>187,163</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>458,426</b>	<b>4,407</b>	<b>(3,478)</b>	<b>12,582</b>	<b>471,937</b>
Employee Expenses	203,522	1,425	(126)	1,799	206,620
Premises Related Expenditure	20,513	197	(166)	1,362	21,906
Transport Related Expenditure	5,764	115	(104)	76	5,851
Supplies and Services	51,865	343	(620)	448	52,036
Transfer Payments	30,048	0	0	5,247	35,296
Third Party Payments	132,012	2,327	(2,356)	2,148	134,130
Depreciation and Impairment Losses	5,214	0	0	0	5,214
Support Services	9,488	0	(106)	1,502	10,884
<b>Total Income</b>	<b>(282,832)</b>	<b>(526)</b>	<b>116</b>	<b>(1,532)</b>	<b>(284,774)</b>
Government Grants	(204,838)	0	0	(2,947)	(207,785)
Other Grants Reimbursements and Contributions	(38,262)	(289)	0	1,379	(37,171)
Customer and Client Receipts	(22,740)	(237)	116	501	(22,359)
Support Services Income Total	(16,992)	0	0	(466)	(17,458)
<b>Total Budget</b>	<b>175,594</b>	<b>3,881</b>	<b>(3,362)</b>	<b>11,050</b>	<b>187,163</b>

# Supporting People – HRA

Division	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Housing Support Services HRA	2,264	75	0	(60)	2,279
<b>Total Budget</b>	<b>2,264</b>	<b>75</b>	<b>0</b>	<b>(60)</b>	<b>2,279</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>7,635</b>	<b>114</b>	<b>0</b>	<b>(684)</b>	<b>7,066</b>
Employee Expenses	2,249	45	0	230	2,524
Premises Related Expenditure	778	16	0	28	821
Transport Related Expenditure	11	0	0	2	13
Supplies and Services	2,080	42	0	36	2,158
Transfer Payments	62	0	0	0	62
Third Party Payments	478	12	0	(490)	0
Support Services	1,977	0	0	(490)	1,487
<b>Total Income</b>	<b>(5,371)</b>	<b>(40)</b>	<b>0</b>	<b>624</b>	<b>(4,787)</b>
Other Grants Reimbursements and Contributions	(478)	(10)	0	488	0
Customer and Client Receipts	(2,883)	(30)	0	179	(2,735)
Support Services Income Total	(2,010)	0	0	(43)	(2,053)
<b>Net Budget</b>	<b>2,264</b>	<b>75</b>	<b>0</b>	<b>(60)</b>	<b>2,279</b>

# Children's Safeguarding & Social Work – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Children In Need	6,289	126	0	18	6,433
Children's Care Provision	20,462	502	(50)	18	20,933
Childrens Quality Assurance	1,462	30	0	67	1,560
LAC Virtual School	367	15	0	2	383
Children Young People Disability	2,347	39	0	135	2,521
Childrens Safeguard Social Work	316	24	0	(46)	294
<b>Total Budget</b>	<b>31,243</b>	<b>736</b>	<b>(50)</b>	<b>195</b>	<b>32,124</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>35,897</b>	<b>750</b>	<b>(50)</b>	<b>143</b>	<b>36,740</b>
Employee Expenses	15,845	317	0	(105)	16,057
Premises Related Expenditure	33	1	0	29	63
Transport Related Expenditure	129	3	0	20	152
Supplies and Services	2,374	47	0	(132)	2,289
Transfer Payments	1,999	0	0	219	2,218
Third Party Payments	15,282	382	(50)	94	15,707
Support Services	235	0	0	19	254
<b>Total Income</b>	<b>(4,654)</b>	<b>(14)</b>	<b>0</b>	<b>52</b>	<b>(4,616)</b>
Government Grants	(2,093)	0	0	(455)	(2,548)
Other Grants Reimbursements and Contributions	(1,978)	(14)	0	577	(1,416)
Support Services Income Total	(583)	0	0	(69)	(652)
<b>Net Budget</b>	<b>31,243</b>	<b>736</b>	<b>(50)</b>	<b>195</b>	<b>32,124</b>

# Early Intervention & Prevention – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Early Intervention and Prevention	200	6	0	1	206
Early Intervention Prevention Mgt	8,437	244	(690)	14	8,005
Early Years	258	7	(60)	91	295
Education Welfare	1,509	47	0	388	1,944
Family Support Complex Families	4,069	100	0	313	4,482
Integrated Youth Service	4,215	78	(104)	400	4,589
SEN and Ed Psych	289	0	0	(289)	0
<b>Total Budget</b>	<b>18,976</b>	<b>482</b>	<b>(854)</b>	<b>918</b>	<b>19,522</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>81,096</b>	<b>490</b>	<b>(854)</b>	<b>4,118</b>	<b>84,849</b>
Employee Expenses	21,482	391	(150)	977	22,700
Premises Related Expenditure	918	16	0	185	1,118
Transport Related Expenditure	1,623	32	(104)	22	1,572
Supplies and Services	2,603	27	(600)	(152)	1,878
Transfer Payments	36,321	0	0	3,755	40,076
Third Party Payments	14,511	24	0	(647)	13,889
Depreciation and Impairment Losses	111	0	0	0	111
Support Services	3,528	0	0	(22)	3,505
<b>Total Income</b>	<b>(62,120)</b>	<b>(8)</b>	<b>0</b>	<b>(3,200)</b>	<b>(65,328)</b>
Government Grants	(55,432)	0	0	(3,747)	(59,179)
Other Grants Reimbursements and Contributions	(2,146)	(7)	0	345	(1,808)
Customer and Client Receipts	(837)	(1)	0	(5)	(843)
Support Services Income Total	(3,705)	0	0	207	(3,498)
<b>Net Budget</b>	<b>18,976</b>	<b>482</b>	<b>(854)</b>	<b>918</b>	<b>19,522</b>

# Education (Achievement & Aspiration) – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Adult Community Learning	83	28	(38)	3	75
Education Achievement and Aspiration Mgt	1,305	4	0	376	1,684
Learning Improvement and Partnership	1,668	60	0	54	1,782
TDS	0	0	0	0	0
School Inclusion	159	2	0	(29)	132
Admissions Service	35	7	(60)	30	13
Schools Traded Partnership	5,040	0	0	0	5,040
<b>Total Budget</b>	<b>8,291</b>	<b>100</b>	<b>(98)</b>	<b>433</b>	<b>8,726</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>157,744</b>	<b>113</b>	<b>(98)</b>	<b>533</b>	<b>158,293</b>
Employee Expenses	131,870	34	(98)	885	132,692
Premises Related Expenditure	10,571	1	0	8	10,580
Transport Related Expenditure	57	1	0	(10)	47
Supplies and Services	36,806	67	0	85	36,957
Transfer Payments	(26,519)	0	0	0	(26,519)
Third Party Payments	424	11	0	(434)	0
Depreciation and Impairment Losses	4,490	0	0	0	4,490
Support Services	46	0	0	0	46
<b>Total Income</b>	<b>(149,453)</b>	<b>(13)</b>	<b>0</b>	<b>(101)</b>	<b>(149,567)</b>
Government Grants	(141,549)	0	0	(58)	(141,607)
Other Grants Reimbursements and Contributions	(1,544)	(2)	0	0	(1,546)
Customer and Client Receipts	(4,541)	(11)	0	(106)	(4,658)
Support Services Income Total	(1,820)	0	0	64	(1,756)
<b>Net Budget</b>	<b>8,291</b>	<b>100</b>	<b>(98)</b>	<b>433</b>	<b>8,726</b>

# Adult Social Care – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Adult Social Care	4,314	86	180	345	4,926
Service Provision	18,246	394	(692)	295	18,244
Camden Learning Disability	41,869	826	(947)	138	41,886
Support and Safeguarding Adults	(4,248)	(35)	(387)	4,544	(126)
Transformation and Performance	12,556	328	(155)	267	12,996
Mental Health	1,060	12	0	0	1,071
Adult Social Care Mgt	0	0	0	0	0
<b>Total Budget</b>	<b>73,797</b>	<b>1,611</b>	<b>(2,001)</b>	<b>5,589</b>	<b>78,996</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>105,020</b>	<b>2,016</b>	<b>(2,001)</b>	<b>4,640</b>	<b>109,675</b>
Employee Expenses	19,598	389	122	256	20,364
Premises Related Expenditure	420	8	0	(7)	422
Transport Related Expenditure	704	14	0	8	725
Supplies and Services	1,725	35	58	440	2,258
Transfer Payments	13,059	0	0	1,273	14,332
Third Party Payments	68,998	1,570	(2,181)	2,672	71,059
Depreciation and Impairment Losses	502	0	0	0	502
Support Services	14	0	0	(1)	14
<b>Total Income</b>	<b>(31,222)</b>	<b>(405)</b>	<b>0</b>	<b>949</b>	<b>(30,679)</b>
Government Grants	(1,186)	0	0	1,186	0
Other Grants Reimbursements and Contributions	(19,737)	(211)	0	(259)	(20,206)
Customer and Client Receipts	(9,735)	(195)	0	21	(9,909)
Support Services Income Total	(564)	0	0	0	(564)
<b>Net Budget</b>	<b>73,797</b>	<b>1,611</b>	<b>(2,001)</b>	<b>5,589</b>	<b>78,996</b>

# Housing Support Services – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Camden Accessible Travel Solution	14,891	154	(96)	10	14,959
Housing Needs	3,550	94	0	830	4,474
Private Sector Housing	1,238	17	0	6	1,262
Temporary Accommodation	3,816	178	(50)	1,908	5,853
Housing Commissioning Partnerships	8,941	227	(125)	231	9,273
<b>Total Budget</b>	<b>32,436</b>	<b>671</b>	<b>(271)</b>	<b>2,986</b>	<b>35,821</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>56,321</b>	<b>754</b>	<b>(387)</b>	<b>2,895</b>	<b>59,584</b>
Employee Expenses	12,317	246	0	(216)	12,347
Premises Related Expenditure	8,425	169	(166)	1,150	9,578
Transport Related Expenditure	3,245	65	0	43	3,353
Supplies and Services	1,336	27	0	(161)	1,201
Transfer Payments	4,559	0	0	0	4,559
Third Party Payments	22,220	248	(125)	440	22,783
Depreciation and Impairment Losses	111	0	0	0	111
Support Services	4,107	0	(96)	1,640	5,651
<b>Total Income</b>	<b>(23,885)</b>	<b>(83)</b>	<b>116</b>	<b>90</b>	<b>(23,762)</b>
Government Grants	(4,420)	0	0	(31)	(4,451)
Other Grants Reimbursements and Contributions	(2,655)	(53)	0	330	(2,378)
Customer and Client Receipts	(7,616)	(30)	116	591	(6,940)
Support Services Income Total	(9,194)	0	0	(800)	(9,993)
<b>Net Budget</b>	<b>32,436</b>	<b>671</b>	<b>(271)</b>	<b>2,986</b>	<b>35,821</b>



# Housing Support Services – HRA

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Housing Needs	1,287	13	0	(2)	1,297
Temporary Accommodation	941	54	0	(57)	937
Housing Commissioning Partnerships	36	8	0	0	45
<b>Total Budget</b>	<b>2,264</b>	<b>75</b>	<b>0</b>	<b>(60)</b>	<b>2,279</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>7,635</b>	<b>114</b>	<b>0</b>	<b>(684)</b>	<b>7,066</b>
Employee Expenses	2,249	45	0	230	2,524
Premises Related Expenditure	778	16	0	28	821
Transport Related Expenditure	11	0	0	2	13
Supplies and Services	2,080	42	0	36	2,158
Transfer Payments	62	0	0	0	62
Third Party Payments	478	12	0	(490)	0
Support Services	1,977	0	0	(490)	1,487
<b>Total Income</b>	<b>(5,371)</b>	<b>(40)</b>	<b>0</b>	<b>624</b>	<b>(4,787)</b>
Other Grants Reimbursements and Contributions	(478)	(10)	0	488	0
Customer and Client Receipts	(2,883)	(30)	0	179	(2,735)
Support Services Income Total	(2,010)	0	0	(43)	(2,053)
<b>Net Budget</b>	<b>2,264</b>	<b>75</b>	<b>0</b>	<b>(60)</b>	<b>2,279</b>

# Supporting People Leadership – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Supporting People Mgt	669	12	0	430	1,111
<b>Total Budget</b>	<b>669</b>	<b>12</b>	<b>0</b>	<b>430</b>	<b>1,111</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>727</b>	<b>12</b>	<b>0</b>	<b>372</b>	<b>1,111</b>
Employee Expenses	228	5	0	0	233
Supplies and Services	360	7	0	372	739
Support Services	139	0	0	0	139
<b>Total Income</b>	<b>727</b>	<b>12</b>	<b>0</b>	<b>372</b>	<b>0</b>
Government Grants	(58)	0	0	58	0
<b>Net Budget</b>	<b>669</b>	<b>12</b>	<b>0</b>	<b>430</b>	<b>1,111</b>

# Strategic & Joint Commissioning – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Children and Families Commissioning	4,231	103	(88)	393	4,638
Commissioning Adults	5,641	161	0	105	5,907
Strategic and Joint Commissioning	312	6	0	1	319
<b>Total Budget</b>	<b>10,183</b>	<b>269</b>	<b>(88)</b>	<b>499</b>	<b>10,863</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>21,622</b>	<b>272</b>	<b>(88)</b>	<b>(120)</b>	<b>21,686</b>
Employee Expenses	2,181	44	0	2	2,227
Premises Related Expenditure	145	3	0	(3)	145
Transport Related Expenditure	7	0	0	(5)	2
Supplies and Services	6,663	133	(78)	(4)	6,714
Transfer Payments	630	0	0	0	630
Third Party Payments	10,577	92	0	24	10,693
Support Services	1,420	0	(10)	(135)	1,276
<b>Total Income</b>	<b>(11,439)</b>	<b>(2)</b>	<b>0</b>	<b>620</b>	<b>(10,822)</b>
Government Grants	(100)	0	0	100	0
Other Grants Reimbursements and Contributions	(10,202)	(2)	0	386	(9,818)
Customer and Client Receipts	(10)	(0)	0	0	(10)
Support Services Income Total	(1,127)	0	0	133	(994)
<b>Net Budget</b>	<b>10,183</b>	<b>269</b>	<b>(88)</b>	<b>499</b>	<b>10,863</b>

# Schools – GF & Grants

Resources	2019/20 £000	2020/21 £000
Dedicated Schools Grant excluding Academies	161,626	165,036
Academies	8,846	8,603
Central Services Support Block	1,430	1,296
<b>Dedicated Schools Grant including Academies</b>	<b>170,472</b>	<b>174,935</b>
Pupil premium grant	10,497	10,497
6th form grant	10,546	10,738
Council contribution	4,838	4,838
Use of reserves	0	0
<b>Total estimated funding</b>	<b>196,353</b>	<b>201,008</b>
Increase (£000)		4,655
% Increase		2.37%

Distribution	2019/20 £000	2020/21 £000
Primary and nursery schools	76,263	75,864
Children centres and external nursery	12,441	12,484
Secondary schools	65,398	69,481
Special and hospital schools	14,395	13,537
Academies non DSG	10,051	9,848
<b>Total to schools</b>	<b>178,547</b>	<b>181,214</b>
Capital financing costs	4,288	4,288
Centrally provided services	1,430	1,296
High needs excluding schools	12,088	14,210
<b>Total net expenditure</b>	<b>196,353</b>	<b>201,008</b>

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

Please note that £35m of high needs and £20m of early years expenditure relating to the DSG grant is contained outside of Education (Achievement & Aspiration) and instead contained within Early Intervention & Prevention. Therefore, the expenditure within Education (Achievement & Aspiration) does not reflect the full grant funding.

# Corporate Services Directorate

**Executive Director:** Jon Rowney  
**Total Revenue Budget (GF):** £23.499m

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

This directorate therefore brings together Finance and Procurement, Digital and Data, Law and Governance, Human Resources, Participation Policy and Communications, Customer Services and the Inclusive Innovation Service

The directorate has seven main functional areas:

- **Finance and procurement:** responsible for core finance, audit, procurement and revenue services. Supports development of the Medium Term Financial Strategy (MTFS) and CIP business cases.
- **Digital and Data:** supports the ICT infrastructure of the council, manages its software and develops the digital and data capabilities of the organisation.
- **Law and Governance:** provides advice and support to the council on the full range of its legal functions in addition to democratic services including committee services and electoral services.
- **People and Inclusion:** ensures that the council has the people and

organisational capacity required to deliver its aims and priorities and delivering support services that contribute to keeping the council running smoothly.

- **Participation Policy and Communications:** Provide support to the council's strategic leadership and change support for service directorates as well as policy and communications support to the council.
- **Customer Services:** operational delivery of customer services (contact centre and registrars), parking services, and benefits and related advice. The service is also responsible for council tax and business rates.
- **Inclusive Innovation Service:** A new service working with other council colleagues, partners and residents to explore new ways of working designed to tackle some of the more complex and longstanding challenges facing the organisation.

# Corporate Services Directorate – GF

Division	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Chief Executive Office	241	5	0	0	245
Participation Policy and Communication	5,418	110	(137)	(273)	5,118
Finance and Procurement	5,947	125	0	888	6,960
Customer Services	(19,689)	(387)	(905)	(674)	(21,655)
People and Inclusion	5,509	116	(15)	18	5,628
Digital & Data Services	14,601	336	0	39	14,977
Law and Governance	12,034	245	(651)	98	11,727
<b>Total Budget</b>	<b>24,061</b>	<b>549</b>	<b>(1,708)</b>	<b>597</b>	<b>23,500</b>

Expenditure/Income Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>244,406</b>	<b>1,504</b>	<b>(1,803)</b>	<b>(6,693)</b>	<b>237,414</b>
Employee Expenses	54,120	1,050	(1,780)	1,644	55,033
Premises Related Expenditure	270	5	0	21	296
Transport Related Expenditure	51	1	0	4	56
Supplies and Services	13,404	268	(31)	487	14,128
Transfer Payments	166,383	0	0	(10,125)	156,258
Third Party Payments	7,213	180	0	1,280	8,673
Depreciation and Impairment Losses	2,854	0	0	0	2,854
Support Services	112	0	9	(4)	117
<b>Total Income</b>	<b>(220,345)</b>	<b>(954)</b>	<b>95</b>	<b>7,291</b>	<b>(213,914)</b>
Government Grants	(164,783)	0	0	10,945	(153,838)
Other Grants Reimbursements and Contributions	(6,127)	(89)	25	72	(6,119)
Customer and Client Receipts	(43,267)	(865)	70	(3,664)	(47,726)
Support Services Income Total	(6,168)	0	0	(63)	(6,231)
<b>Net Budget</b>	<b>24,061</b>	<b>549</b>	<b>(1,708)</b>	<b>597</b>	<b>23,500</b>

# Chief Executive Office – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Chief Executive Office	241	5	0	0	245
<b>Total Budget</b>	<b>241</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>245</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>259</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>264</b>
Employee Expenses	255	5	0	0	260
Transport Related Expenditure	1	0	0	0	1
Supplies and Services	3	0	0	0	3
<b>Total Income</b>	<b>(18)</b>	<b>240</b>	<b>5</b>	<b>0</b>	<b>(19)</b>
Other Grants Reimbursements and Contributions	(18)	(0)	0	0	(19)
<b>Net Budget</b>	<b>241</b>	<b>245</b>	<b>5</b>	<b>0</b>	<b>245</b>

# Finance & Procurement – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
HoF Corporate Services	152	3	0	444	599
Internal Audit and Risk	894	19	0	2	914
Procurement	1,285	28	0	92	1,405
HoF Supporting Communities	997	20	0	3	1,021
HoF Treasury and Financial Services	1,348	28	0	12	1,387
Finance and Procurement Service	417	8	0	2	428
HoF Supporting People	855	19	0	44	918
Programme & Change Support	0	0	0	290	290
<b>Total Budget</b>	<b>5,947</b>	<b>125</b>	<b>0</b>	<b>888</b>	<b>6,960</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>8,285</b>	<b>133</b>	<b>0</b>	<b>888</b>	<b>9,307</b>
Employee Expenses	8,017	128	0	447	8,592
Premises Related Expenditure	21	0	0	0	21
Transport Related Expenditure	3	0	0	0	3
Supplies and Services	(10)	(1)	0	441	430
Third Party Payments	254	6	0	0	260
Support Services	1	0	0	0	1
<b>Total Income</b>	<b>(2,338)</b>	<b>(9)</b>	<b>0</b>	<b>0</b>	<b>(2,347)</b>
Other Grants Reimbursements and Contributions	(2,109)	(9)	0	0	(2,117)
Customer and Client Receipts	(11)	(0)	0	0	(11)
Support Services Income Total	(218)	0	0	0	(218)
<b>Net Budget</b>	<b>5,947</b>	<b>125</b>	<b>0</b>	<b>888</b>	<b>6,960</b>



# Digital and Data – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Applications	8,779	153	0	(2,738)	6,194
Data and Analytics	0	0	0	755	755
Digital Transformation	0	0	0	593	593
IT Business Management	297	6	0	2,563	2,866
Technology	4,080	61	0	572	4,713
ICT Traded Budget	1,445	117	0	(1,706)	(144)
<b>Total Budget</b>	<b>14,601</b>	<b>336</b>	<b>0</b>	<b>39</b>	<b>14,977</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>19,114</b>	<b>337</b>	<b>0</b>	<b>84</b>	<b>19,536</b>
Employee Expenses	9,875	197	0	1,177	11,249
Transport Related Expenditure	17	0	0	(1)	17
Supplies and Services	6,981	140	0	(1,093)	6,028
Depreciation and Impairment Losses	2,235	0	0	0	2,235
Support Services	6	0	0	0	6
<b>Total Income</b>	<b>(4,513)</b>	<b>(1)</b>	<b>0</b>	<b>(45)</b>	<b>(4,559)</b>
Customer and Client Receipts	(54)	(1)	0	0	(55)
Support Services Income Total	(4,459)	0	0	(45)	(4,504)
<b>Net Budget</b>	<b>14,601</b>	<b>336</b>	<b>0</b>	<b>39</b>	<b>14,977</b>

# Law & Governance – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Business Support	6,881	138	(491)	16	6,544
Democratic Committee Services	547	13	0	2	562
Elections	507	10	0	1	518
Legal Services	2,438	51	(160)	8	2,337
Member Support	1,478	30	0	71	1,578
Law and Governance Management	184	4	0	0	187
<b>Total Budget</b>	<b>12,034</b>	<b>245</b>	<b>(651)</b>	<b>98</b>	<b>11,727</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>12,655</b>	<b>252</b>	<b>(651)</b>	<b>97</b>	<b>12,353</b>
Employee Expenses	10,667	213	(668)	20	10,232
Premises Related Expenditure	9	0	0	2	11
Transport Related Expenditure	10	0	0	4	14
Supplies and Services	1,889	38	9	72	2,007
Transfer Payments	0	0	0	0	0
Third Party Payments	28	1	0	1	30
Support Services	52	0	9	(2)	59
<b>Total Income</b>	<b>(620)</b>	<b>(7)</b>	<b>0</b>	<b>2</b>	<b>(626)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(190)	(4)	0	0	(194)
Customer and Client Receipts	(166)	(3)	0	0	(169)
Income	0	0	0	0	0
Support Services Income Total	(265)	0	0	2	(263)
<b>Net Budget</b>	<b>12,034</b>	<b>245</b>	<b>(651)</b>	<b>98</b>	<b>11,727</b>

# People and Inclusion– GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Health and Safety	472	9	0	1	482
People and Inclusion	619	12	0	2	634
Strategic Leads	1,017	27	0	4	1,047
OD Learning and Development	1,983	40	(15)	7	2,015
Senior Advisors	1,417	28	0	5	1,450
<b>Total Budget</b>	<b>5,509</b>	<b>116</b>	<b>(15)</b>	<b>18</b>	<b>5,628</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>6,012</b>	<b>120</b>	<b>(15)</b>	<b>18</b>	<b>6,136</b>
Employee Expenses	5,464	109	(5)	18	5,586
Premises Related Expenditure	55	1	0	0	56
Transport Related Expenditure	9	0	0	0	9
Supplies and Services	484	10	(10)	0	484
<b>Total Income</b>	<b>(504)</b>	<b>(4)</b>	<b>0</b>	<b>0</b>	<b>(508)</b>
Other Grants Reimbursements and Contributions	(135)	(3)	0	0	(137)
Customer and Client Receipts	(58)	(1)	0	0	(59)
Support Services Income Total	(311)	0	0	0	(311)
<b>Net Budget</b>	<b>5,509</b>	<b>116</b>	<b>(15)</b>	<b>18</b>	<b>5,628</b>

# Participation and Policy & Communications – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Communications	1,777	49	0	6	1,833
Policy	3,109	50	(137)	(279)	2,742
Participation	0	0	0	0	0
Strategy and Change Mg	532	11	0	0	543
<b>Total Budget</b>	<b>5,418</b>	<b>110</b>	<b>(137)</b>	<b>(273)</b>	<b>5,118</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>6,231</b>	<b>112</b>	<b>(162)</b>	<b>(253)</b>	<b>5,928</b>
Employee Expenses	4,575	91	(162)	(253)	4,251
Premises Related Expenditure	3	0	0	0	3
Transport Related Expenditure	1	0	0	0	1
Supplies and Services	987	20	0	0	1,006
Third Party Payments	47	1	0	0	48
Depreciation and Impairment Losses	619	0	0	0	619
<b>Total Income</b>	<b>(813)</b>	<b>(3)</b>	<b>25</b>	<b>(20)</b>	<b>(810)</b>
Other Grants Reimbursements and Contributions	(76)	(2)	25	0	(53)
Customer and Client Receipts	(69)	(1)	0	0	(71)
Support Services Income Total	(667)	0	0	(20)	(687)
<b>Net Budget</b>	<b>5,418</b>	<b>110</b>	<b>(137)</b>	<b>(273)</b>	<b>5,118</b>

# Customer Services – GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Benefits	745	(15)	(500)	800	1,029
Contact Camden	5,738	119	(475)	146	5,528
Council Tax and Business Rates	860	17	70	115	1,062
Credit Control	1,766	35	0	187	1,988
Parking Operations	(28,878)	(545)	0	(1,990)	(31,412)
Customer Services Management	0	0	0	0	0
<b>Total Budget</b>	<b>(19,689)</b>	<b>(387)</b>	<b>(905)</b>	<b>(674)</b>	<b>(21,655)</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>191,850</b>	<b>543</b>	<b>(975)</b>	<b>(8,027)</b>	<b>183,391</b>
Employee Expenses	15,267	305	(945)	(66)	14,562
Premises Related Expenditure	182	4	0	19	205
Transport Related Expenditure	11	0	0	1	12
Supplies and Services	3,071	61	(30)	867	3,969
Transfer Payments	166,383	0	0	(10,125)	156,258
Third Party Payments	6,884	172	0	1,279	8,335
Support Services	53	0	0	(2)	51
<b>Total Income</b>	<b>(211,539)</b>	<b>(930)</b>	<b>70</b>	<b>7,354</b>	<b>(205,046)</b>
Government Grants	(164,783)	0	0	10,945	(153,838)
Other Grants Reimbursements and Contributions	(3,600)	(72)	0	72	(3,600)
Customer and Client Receipts	(42,908)	(858)	70	(3,664)	(47,360)
Support Services Income Total	(248)	0	0	0	(248)
<b>Net Budget</b>	<b>(19,689)</b>	<b>(387)</b>	<b>(905)</b>	<b>(674)</b>	<b>(21,655)</b>

# Inclusion Innovation Network– GF

Service	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Inclusion Innovation Network	0	0	0	500	500
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>
Employee Expenses	0	0	0	300	300
Supplies and Services	0	0	0	200	200
<b>Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>500</b>	<b>500</b>

# Public Health Directorate

**Executive Director:** Julie Billett

**Total Revenue Budget:** £21.901m

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

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

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

The three key elements of public health are:

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

The funding received by Camden for public health services is **£26.510m**. (estimate as not confirmed for 20/21) **£21.901m** of this budget is allocated within this directorate's budgets, however the council also delivers **£4.609m** of public health services through other directorates.

# Public Health – GF

Division	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
Public Health Leadership	2,307	0	(50)	412	2,669
Sexual Health	4,997	0	(50)	6	4,953
Substance Misuse	6,921	0	0	(22)	6,900
Smoking and Tobacco	744	0	0	(40)	704
Obesity and Physical Activity	648	0	(50)	0	598
Childrens Public Health	5,129	0	0	23	5,153
NHS Health Checker Programmes	364	0	(21)	0	343
Other Public Health Services	538	0	0	45	583
<b>Total Budget</b>	<b>21,647</b>	<b>0</b>	<b>(171)</b>	<b>425</b>	<b>21,901</b>

Income/Expenditure Type	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
<b>Total Expenditure</b>	<b>22,034</b>	<b>0</b>	<b>(171)</b>	<b>410</b>	<b>22,274</b>
Premises Related Expenditure	2	0	0	(1)	1
Supplies and Services	187	0	0	353	540
Third Party Payments	21,846	0	(171)	58	21,733
<b>Total Income</b>	<b>(387)</b>	<b>0</b>	<b>0</b>	<b>15</b>	<b>(372)</b>
Other Grants Reimbursements and Contributions	(387)	0	0	15	(372)
<b>Net Budget</b>	<b>21,647</b>	<b>0</b>	<b>(171)</b>	<b>425</b>	<b>21,901</b>



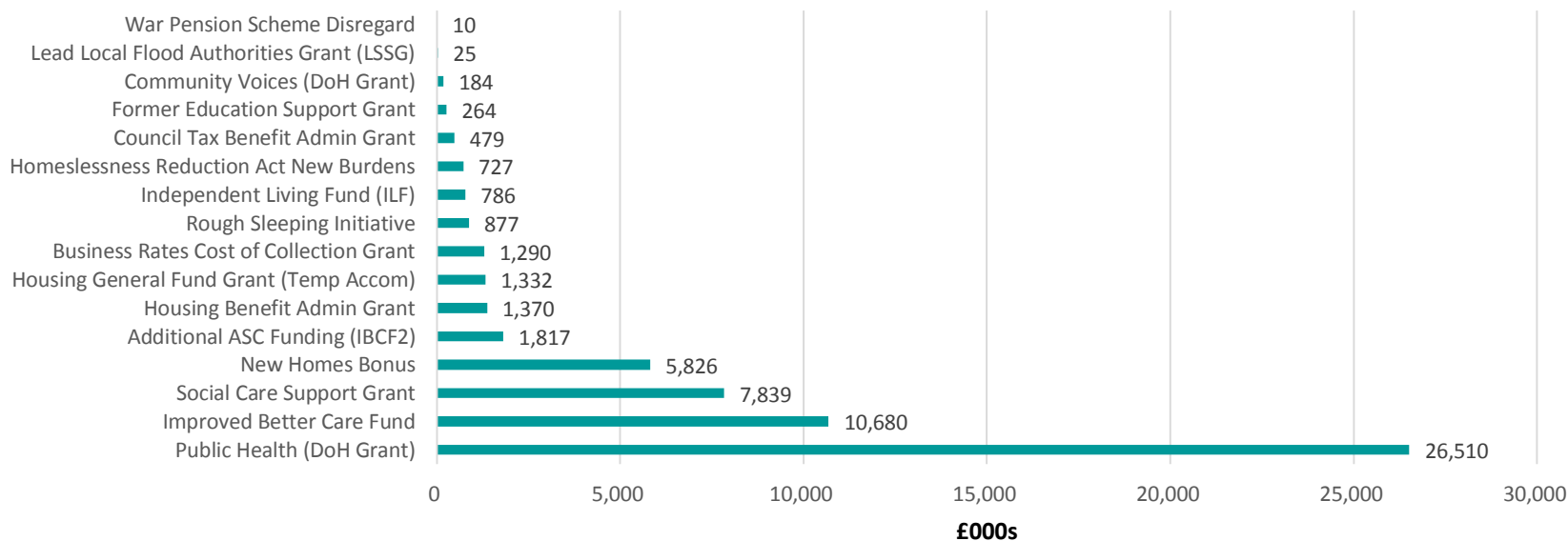
# Other Budgets – GF

Other Budgets	2019/20 Budget £000	2020/21 Budget £000
Reserve Movements	(10,380)	12,133
Interest	(361)	167
Pensions	15,975	15,471
Levies	1,883	1,883
Capital Financing	11,690	6,941
Specific Grants (see chart below)	(52,696)	(60,015)
Other	(26,511)	(26,771)
	<b>(60,400)</b>	<b>(50,192)</b>

## Specific Grants from Central Government

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

### Central Government Grants



# Other Budgets – HRA

Division	2019/20 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2020/21 Budget £000
HRA Management	493	0	0	1,451	1,944
RCCO Leaseholder Contributions	5,733	0	0	(531)	5,202
HRA Subsidy	0	0	0	0	0
HRA Share of Interest Payable	(1,479)	0	0	629	(850)
HRA CDC Contribution	5,408	0	0	250	5,658
HRA Share NCS Not Specifically Allocated	61,502	0	0	(5,505)	55,997
HRA Bad Debt Provision	1,236	0	0	0	1,237
HRA Reserve Carried Forward	0	0	0	0	0
HRA Contingency	0	0	0	0	(0)
	<b>72,893</b>	<b>0</b>	<b>0</b>	<b>(3,706)</b>	<b>69,187</b>



# Capital Programme

2019 – 2028+

# 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 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 and facilities.
- 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, rationalise it and make better use of council's assets.
- To stimulate the local economy through ensuring employment spaces and opportunities and delivered thorough the programme.

With estates regeneration being at the heart of the programme the CIP has completed 702 of its target of 3,050 new homes by 2023/24 including 1,400 affordable homes. Cabinet approval to 75% of these homes has been

agreed.

### Better Homes

Improvements to the council's housing are an important part of the housing investment strategy. The Better Homes programme includes the achievement of the Decent Homes standard for Camden's 24,000 HRA dwellings.

### Homes for Older People

The building of a new Charlie Ratchford Resource centre with extra care sheltered housing above is the last phase of the Homes for Older People programme which has already delivered two new care homes at Maitland Park and Wellesley Rd. The delivery of the new resource centre will be funded by the proceed from the disposals of Branch Hill and the existing Charlie Ratchford site at Belmont Street.

### Accommodation Strategy

The Accommodation Strategy aimed to rationalise the council's offices and accommodation and provide modern facilities fit for purpose. The first phase saw the construction of the our offices at 5 Pancras Square, comprising a leisure centre and swimming pool complex, a public library, multi-purpose customer centre.

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

To finance the strategy 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 a framework to allocating capital resources on five-year cycle bases. The Council's current general fund capital programme comes to the end of its five year cycle at the end of March 2020. The council is in the process of evaluating and prioritising capital bids to form the bases of the new Capital Strategy for the next five years from 2020/21 onwards taking account of the expected level of resources that would be available during that period.

The outcome of this process is expected in early spring 2020 and the approved new project will be added to the capital programme.

## 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 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 and Camden 2025.
- 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, adult social care 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	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027+ £000	Total £000
ICT	2,256	1,468	0	0	0	0	0	0	0	0	3,724
Community Services	79	3,039	1,787	420	126	0	0	0	0	0	5,451
Regeneration and Planning	12,821	28,017	7,645	200	200	150	136	0	0	0	49,169
Development (CIP and Major Projects)	87,328	86,243	117,026	102,365	83,684	29,354	18,704	33,307	11,013	10,297	579,321
Property Management	55,163	98,386	133,332	104,932	94,104	51,016	47,391	1,350	764	181	586,619
Place Management	10,402	14,091	4,576	2,889	1,612	2,862	2,687	458	0	0	39,577
<b>Total Capital Expenditure</b>	<b>168,049</b>	<b>231,244</b>	<b>264,366</b>	<b>210,806</b>	<b>179,726</b>	<b>83,382</b>	<b>68,918</b>	<b>35,115</b>	<b>11,777</b>	<b>10,478</b>	<b>1,263,861</b>

Funding	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027+ £000	Total £000
<b>Government grants:</b>											
Dept. for Education grants	4,109	4,605	1,538	0	0	0	0	0	0	0	10,252
National Health Service grants & Public Health	459	1,260	2,339	856	0	0	0	0	0	0	4,914
Other government grants	1,443	0	0	0	0	0	0	0	0	0	1,443
GLA - housing grants	5,649	10,786	13,557	7,555	5,250	0	0	0	0	0	42,797
GLA -Transport for London grants	5,276	10,592	1,869	0	0	0	0	0	0	0	17,737
GLA - Other	4,136	11,017	15,000	20,000	25,000	5,464	0	0	0	0	80,617
Lottery grants	66	0	72	0	0	0	0	0	0	0	138
Other Grants	1,092	6,664	6,959	1,328	46	0	0	0	0	0	16,089
Community Infrastructure Levy	5,618	6,407	0	1,555	0	0	0	0	0	0	13,580
Section 106 contributions	18,053	28,255	19,514	18,241	14,121	6,414	3,900	5,082	438	311	114,329
Schools contributions	390	0	0	0	0	0	0	0	0	0	390

<b>HRA:</b>											
Major Repairs Reserve	30,601	26,626	28,341	33,828	34,040	16,027	20,316	1,350	764	181	192,074
Leaseholders' capital contributions	6,010	3,990	4,000	4,000	4,000	3,112	1,888	0	0	0	27,000
Revenue contribution (HRA)	0	0	0	0	0	0	0	0	0	0	0

<b>Corporate Resources:</b>											
Public Health Reserve											0
Revenue Contributions - General Fund	12,524	10,846	6,941	726	200	150	136	0	0	0	31,523
Prudential Borrowing - HRA	28,996	21,791	41,509	19,957	12,020	8,895	15,000	0	0	0	148,168
Prudential Borrowing - GF	5,895	9,468	26,958	5,258	0	0	0	0	0	0	47,579
HRA Capital Receipts	1,105	41,971	49,491	75,352	77,727	36,064	21,802	20,433	10,520	9,986	344,451
1-4-1 RTB Retained Receipts	2,804	5,236	9,061	2,777	1,856	0	0	0	0	0	21,734
GF Capital Receipts	33,823	31,730	37,217	19,373	5,466	7,256	5,876	8,250	55	0	149,046
<b>Total Resources</b>	<b>168,049</b>	<b>231,244</b>	<b>264,366</b>	<b>210,806</b>	<b>179,726</b>	<b>83,382</b>	<b>68,918</b>	<b>35,115</b>	<b>11,777</b>	<b>10,478</b>	<b>1,263,861</b>

# Capital Programme – Corporate Services (Digital and Data)

Expenditure	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Core Investment Portfolio	1,042	1,077	0	0	0	0	0	0	0	0	2,119
Transformation Investment Portfolio	809	314	0	0	0	0	0	0	0	0	1,123
Parking Schemes	411	77	0	0	0	0	0	0	0	0	488
Unavoidable Pressures Investment Portfolio	-6	0	0	0	0	0	0	0	0	0	-6
<b>Total</b>	<b>2,256</b>	<b>1,468</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,724</b>

Funding	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other Grants	146	0	0	0	0	0	0	0	0	0	146
Corporate GF RCCO	2,110	1,468	0	0	0	0	0	0	0	0	3,578
Prudential Borrowing - GF	0	0	0	0	0	0	0	0	0	0	0
GF Capital Receipts	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>2,256</b>	<b>1,468</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,724</b>

# Capital Programme – Community Services

Expenditure	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Libraries and Arts	26	660	400	400	100	0	0	0	0	0	1,586
Sports Centres	53	2,379	1,387	20	26	0	0	0	0	0	3,865
<b>Total</b>	<b>79</b>	<b>3,039</b>	<b>1,787</b>	<b>420</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,451</b>

Funding	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Other grants	52	1,231	392	0	0	0	0	0	0	0	1,675
s106 Contributions	2	111	0	0	0	0	0	0	0	0	113
Other contributions	0	20	0	0	0	0	0	0	0	0	20
Corporate GF RCCO	25	1,677	17	0	0	0	0	0	0	0	1,719
GF Capital Receipts	0	0	1,378	420	126	0	0	0	0	0	1,924
<b>Total</b>	<b>79</b>	<b>3,039</b>	<b>1,787</b>	<b>420</b>	<b>126</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,451</b>



# Capital Programme – Property Management

Expenditure	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027+ £000	Total £000
Better Homes (excl Chalcots)	36,349	71,118	100,463	66,417	63,083	40,902	39,530	700	529	11	419,102
Development - Schools Funded	2,175	4,807	4,266	5,060	474	0	0	0	0	0	16,782
Social Care and Support	546	1,660	2,163	3,595	150	150	150	150	150	170	8,884
Planned Improvements - Non Housing	4,258	11,848	2,687	4,558	2,750	3,750	2,211	0	0	0	32,062
Property Management Other Schemes	7,699	8,376	8,753	5,302	2,647	750	5,500	500	85	0	39,612
Chalcot Estate - Fire Safety	4,136	577	15,000	20,000	25,000	5,464	0	0	0	0	70,177
<b>Total</b>	<b>55,163</b>	<b>98,386</b>	<b>133,332</b>	<b>104,932</b>	<b>94,104</b>	<b>51,016</b>	<b>47,391</b>	<b>1,350</b>	<b>764</b>	<b>181</b>	<b>586,619</b>

Funding	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027+ £000	Total £000
<b>Government grants:</b>											
Department for Education grants	4,109	4,605	1,538	0	0	0	0	0	0	0	10,252
National Health Service grants & Public Health	459	1,260	2,339	856	0	0	0	0	0	0	4,914
GLA Grants	4,136	11,017	15,000	20,000	25,000	5,464	0	0	0	0	80,617
Lottery grants	66	0	72	0	0	0	0	0	0	0	138
Section 106 contributions	977	911	320	0	0	0	0	0	0	0	2,208
Community Infrastructure Levy	1,614	2,506	0	0	0	0	0	0	0	0	4,120
Schools contributions	59	0	0	0	0	0	0	0	0	0	59
Other grants	382	0	0	0	0	0	0	0	0	0	382
<b>HRA:</b>											
Major Repairs Reserve	30,601	26,626	28,341	33,828	34,040	16,027	20,316	1,350	764	181	192,074
Leaseholders' capital contributions	6,010	3,990	4,000	4,000	4,000	3,112	1,888	0	0	0	27,000
Revenue contribution (HRA)	0	0	0	0	0	0	0	0	0	0	0
<b>Corporate Resources:</b>											
Revenue Contributions - General Fund	315	2,174	165	0	0	0	0	0	0	0	2,654
Prudential Borrowing - HRA	4,554	11,423	24,035	7,400	6,000	5,000	5,000	0	0	0	63,412
HRA Capital Receipts	1,105	22,983	46,230	22,734	21,290	17,052	17,650	0	0	0	149,044
1-4-1 RTB Cap Receipts	349	2,745	4,707	0	0	0	0	0	0	0	7,801
GF Capital Receipts	427	8,146	6,585	16,114	3,774	4,361	2,537	0	0	0	41,944
<b>Total Resources</b>	<b>55,163</b>	<b>98,386</b>	<b>133,332</b>	<b>104,932</b>	<b>94,104</b>	<b>51,016</b>	<b>47,391</b>	<b>1,350</b>	<b>764</b>	<b>181</b>	<b>586,619</b>

# Capital Programme – CIP & Major Projects

Expenditure	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Investment Programme	44,366	33,299	32,561	11,209	2,345	1,645	1,024	7,792	55	0	<b>134,296</b>
Accommodation Strategy	5,483	9,545	26,436	4,894	25	0	0	0	0	0	<b>46,383</b>
Estate Regeneration	37,264	41,889	47,862	80,479	80,814	27,709	17,680	25,515	10,958	10,297	<b>380,467</b>
HRA Hostels	215	1,510	10,167	5,783	500	0	0	0	0	0	<b>18,175</b>
<b>Total</b>	<b>87,328</b>	<b>86,243</b>	<b>117,026</b>	<b>102,365</b>	<b>83,684</b>	<b>29,354</b>	<b>18,704</b>	<b>33,307</b>	<b>11,013</b>	<b>10,297</b>	<b>579,321</b>

Funding	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GLA - Housing grants	5,649	10,786	13,557	7,555	5,250	0	0	0	0	0	<b>42,797</b>
Government grants	641	0	0	0	0	0	0	0	0	0	<b>641</b>
Other grants/contributions	0	782	6,140	1,278	0	0	0	0	0	0	<b>8,200</b>
Section 106 contributions	10,353	12,445	15,285	18,241	14,121	6,414	3,900	5,082	438	311	<b>86,590</b>
Community Infrastructure Levy	0	0	0	1,555	0	0	0	0	0	0	<b>1,555</b>
Schools contributions	331	0	0	0	0	0	0	0	0	0	<b>331</b>
<b>Corporate Resources:</b>											
Revenue Contributions - General Fund	6,634	522	2,503	526	0	0	0	0	0	0	<b>10,185</b>
Prudential Borrowing - HRA	24,442	10,368	17,474	12,557	6,020	3,895	10,000	0	0	0	<b>84,756</b>
Prudential Borrowing - GF	5,895	9,468	26,958	5,258	0	0	0	0	0	0	<b>47,579</b>
HRA Capital Receipts	0	18,988	3,261	52,618	56,437	19,012	4,152	20,433	10,520	9,986	<b>195,407</b>
1-4-1 RTB Retained Receipts	2,455	2,491	4,354	2,777	1,856	0	0	0	0	0	<b>13,933</b>
GF Capital Receipts	30,928	20,393	27,494	0	0	33	652	7,792	55	0	<b>87,347</b>
<b>Total Resources</b>	<b>87,328</b>	<b>86,243</b>	<b>117,026</b>	<b>102,365</b>	<b>83,684</b>	<b>29,354</b>	<b>18,704</b>	<b>33,307</b>	<b>11,013</b>	<b>10,297</b>	<b>579,321</b>

# Capital Programme – Regeneration & Planning

Expenditure	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corridors & Neighbourhoods	2,801	5,180	0	0	0	0	0	0	0	0	7,981
Time Charged	1,176	4,362	1,869	0	0	0	0	0	0	0	7,407
West End Project	7,173	17,703	4,376	0	0	0	0	0	0	0	29,252
Sustainability	1,671	772	1,400	200	200	150	136	0	0	0	4,529
<b>Total</b>	<b>12,821</b>	<b>28,017</b>	<b>7,645</b>	<b>200</b>	<b>200</b>	<b>150</b>	<b>136</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,169</b>

Funding	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Government Grants - Dep of Energy	802	0	0	0	0	0	0	0	0	0	802
GLA grants - TFL & WEP	5,076	10,202	1,869	0	0	0	0	0	0	0	17,147
Other grants (LUL St. Gilles)	0	1,150	0	0	0	0	0	0	0	0	1,150
s106 Contributions	5,163	12,001	3,170	0	0	0	0	0	0	0	20,334
Other Contributions	346	1,489	0	0	0	0	0	0	0	0	1,835
Corporate GF RCCO	1,434	2,379	2,256	200	200	150	136	0	0	0	6,755
GF Capital Receipts	0	796	350	0	0	0	0	0	0	0	1,146
<b>Total</b>	<b>12,821</b>	<b>28,017</b>	<b>7,645</b>	<b>200</b>	<b>200</b>	<b>150</b>	<b>136</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>49,169</b>

# Capital Programme – Place Management

Expenditure	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Planned Improvements - Highways	7,980	8,673	1,000	750	0	0	0	0	0	0	18,403
Environmental Services	6	489	263	564	1,463	2,767	2,687	458	0	0	8,697
Green Spaces	1,318	3,568	2,673	1,014	149	95	0	0	0	0	8,817
Schemes funded by Developers' Contributions	1,098	1,361	640	561	0	0	0	0	0	0	3,660
<b>Total</b>	<b>10,402</b>	<b>14,091</b>	<b>4,576</b>	<b>2,889</b>	<b>1,612</b>	<b>2,862</b>	<b>2,687</b>	<b>458</b>	<b>0</b>	<b>0</b>	<b>39,577</b>

Funding	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GLA -Transport for London grants	200	390	0	0	0	0	0	0	0	0	590
Other Grants	0	20	50	50	46	0	0	0	0	0	166
S106 Contributions	1,558	2,787	739	0	0	0	0	0	0	0	5,084
Other contributions	166	1,972	377	0	0	0	0	0	0	0	2,515
Community Infrastructure Levy	4,004	3,901	0	0	0	0	0	0	0	0	7,905
Corporate GF RCCO	2,006	2,626	2,000	0	0	0	0	0	0	0	6,632
GF Capital Receipts	2,468	2,395	1,410	2,839	1,566	2,862	2,687	458	0	0	16,685
<b>Total</b>	<b>10,402</b>	<b>14,091</b>	<b>4,576</b>	<b>2,889</b>	<b>1,612</b>	<b>2,862</b>	<b>2,687</b>	<b>458</b>	<b>0</b>	<b>0</b>	<b>39,577</b>



# Reserves & Balances

# Reserves & Balances

The council currently has around 15 separate earmarked reserves. These amounts have been set aside for several reasons which are set out in the table on page 69, 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 show a slight increase to £64.87m by 31<sup>st</sup> March 2021.

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

In reviewing the level of general balances, consideration has been given to the council's policy on reserves and balances, which states that the level of general balances should be more than 3% of, but not more than 10% of, total budgeted net expenditure and dedicated schools grant. The council continue to set general balances as £13.983m which is 3% of the anticipated expenditure financed by business rates, council tax and the dedicated schools grant. This is in line with the director's policy of keeping general balances at the lower end of council policy, in order to make sure the majority of our resources are planned to support our front line services.

Earmarked Reserves	Forecast Reserves 31/03/20 £000	Forecast Out of Reserves £000	Forecast Into Reserves £000	Forecast Reserves 31/03/21 £000	2020/21 Net Movement £000
To Support Key Revenue Outcomes	25,536	(4,028)	2,000	23,508	(2,028)
To Support Council's Remodelling Programmes	6,390	(3,018)	3,434	6,806	416
On-going Capital Activity and asset Management	22,809	(11,823)	10,862	21,848	(961)
Mitigation of Future Corporate Risk	7,770	0	4,945	12,715	4,945
<b>Total Earmarked Reserves</b>	<b>62,505</b>	<b>(18,869)</b>	<b>21,241</b>	<b>64,877</b>	<b>2,372</b>

# Reserves

Earmarked Reserves	Actual Reserves 31/03/2019 £000	Forecast Reserves 31/03/2020 £000	Forecast Reserves 31/03/2021 £000	Forecast Reserves 31/03/2022 £000	Forecast Reserves 31/03/2023 £000
<b>Reserves to support key revenue budget outcomes</b>					
Dedicated Schools Grant	4,579	2,479	1,979	1,479	1,479
Multi Year Budget Reserve	24,452	20,873	21,162	22,566	24,566
Education Commission	948	0	0	0	0
Supporting People Specific Reserves	2,570	2,184	367	0	0
<b>Sub Total</b>	<b>32,549</b>	<b>25,536</b>	<b>23,508</b>	<b>24,045</b>	<b>26,045</b>
<b>Reserves to support the councils service remodelling programme</b>					
Workforce Remodelling/Cost of Change	10,748	5,178	5,114	3,873	3,873
Camden Plan	2,967	1,212	1,692	2,172	2,652
<b>Sub Total</b>	<b>13,715</b>	<b>6,390</b>	<b>6,806</b>	<b>6,045</b>	<b>6,525</b>
<b>Reserves to support on-going capital activity and asset management</b>					
Future Capital Schemes	19,745	17,012	17,288	27,257	37,752
Commercial and other property	776	776	176	0	0
Haverstock PFI Funding Reserve	1,499	1,369	1,239	1,109	979
Schools PFI Equalisation Reserve	2,018	2,236	2,403	2,570	2,737
Building Schools for the Future	464	249	159	49	49
Accommodation Strategy	3,545	1,167	583	0	0
<b>Sub Total</b>	<b>28,047</b>	<b>22,809</b>	<b>21,848</b>	<b>30,985</b>	<b>41,517</b>
<b>Reserves to mitigate future corporate risk</b>					
Self-Insurance Reserve	4,500	4,500	4,500	4,500	4,500
Business Rates Safety Net	5,241	3,270	8,215	11,538	14,861
<b>Sub Total</b>	<b>9,741</b>	<b>7,770</b>	<b>12,715</b>	<b>16,038</b>	<b>19,361</b>
<b>Total Earmarked Reserves</b>	<b>84,052</b>	<b>62,504</b>	<b>64,876</b>	<b>77,112</b>	<b>93,447</b>
General Balances	13,983	13,983	13,983	13,983	13,983
Housing Revenue Account	33,365	33,365	30,815	27,765	27,765
Schools Balances	15,963	10,963	10,963	10,963	10,963
<b>Total Reserves</b>	<b>147,363</b>	<b>120,815</b>	<b>120,637</b>	<b>129,823</b>	<b>146,158</b>

# Purpose of Reserves

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



# Version History

Version	Upload Date	Amendments
1.01	02/03/2020	