

# Revenue & Capital Budgets

London Borough of Camden

2021/22

# Introduction

This document sets out London Borough of Camden's revenue and capital budgets for 2021/22 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 1<sup>st</sup> March 2021, 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.

***Daniel Omisore – Director of Finance & Procurement***

# Investments 21/22

In setting a balanced budget for 2021/22, the Council has ensured the necessary spending plans are in place to deliver the ambitions of **our Camden Plan** and **Camden 2025** along with the renewal of the borough as it recovers from the impact of the Covid-19 pandemic. As such the following investments are being made to ensure that the Council continues to focus on achieving its strategic aims and addressing emerging priorities:

**Employment Support:** as part of its MTFs proposals the Council will continue to make an investment of £1.5m per annum 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 continuing to investing £270K in a Safer Camden Network seeking to address issues of violent crime, safety within our communities, and drug activity in the Borough. Building on the recommendations of the Youth Safety Taskforce, the team will lead the Council to do everything we can to seek to minimise the likelihood of further violent crime in Camden, responding to the concerns of our communities and driven by the data and evidence we are receiving on the ground.

**Participation:** The Council is investing £0.5m to improve resident participation in the design and delivery of Council services.

**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.

**Low Traffic Neighbourhoods:** As part of the Council's response to the Climate Crisis there will be a continued investment in the design and implementation of new traffic schemes including low traffic neighbourhoods.

**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 increase its contribution from £240K per annum up to £1m 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 2019, we will continue to invest £243K to plan for the future of the area to maximise potential for local improvements.

**Covid related Support to the Borough:** Throughout the Covid pandemic the Council has provided support to the most vulnerable across the borough via a range of support from food parcels and emergency grants to self-isolation support payments and helping to bridge the digital divide. It is expected that this targeted support will need to continue into 2021/22 as the economic consequences of the Covid pandemic continue to be felt by vulnerable households across the borough.

# Local Government Finance Settlement

Camden's SFA has been set at £114.3m, an increase of £0.01m or 0.55% in line with CPI inflation. This was in line with our expectations following the announcements of the 2020 Spending Round. The Local Government Finance Settlement (LGFS) for 2021/22 also announced some one-off funding elements, largely to support the economic consequences of the COVID pandemic including:

- £1.7m of additional one-off funding added to the Social Care Support Grant, and continuation of the Improved Better Care Fund elements at 2020/21 levels.
- New Homes Bonus (NHB) due to Camden of £2.27m. This is £3.5m lower than the previous year.
- £1.2m 'Lower Tier' grant to support additional costs relating to homelessness.
- The core council tax requirement can be increased by up to 2% in 2021/22 without the need for a local referendum, this is the same referendum trigger level as 2020/21
- Councils will be able to raise a precept for Social Care funding of a further 3% on council tax. This includes the option to defer some or all of the Social Care precept increase for one year. It is assumed in the CSP figures that councils will fully raise this precept.
- A continuation of the COVID related support to local authorities into the first quart of 2021/22 including a COVID grant of £9m and the extension of the "Sales, Fees and Charges" compensation scheme until the end of June 2021.

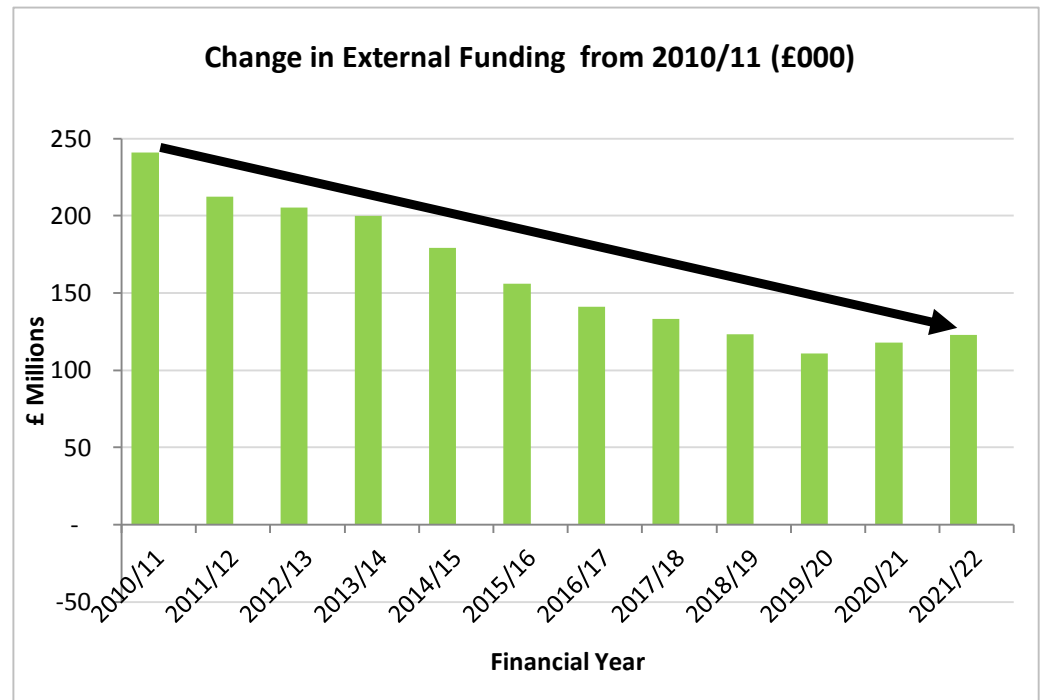
# Financial Outlook

The council continues to operate in a challenging financial environment as budgets continue to be squeezed whilst we've seen significant growth in demand for our services particularly in health and social care. As a result we will have to make savings of c. £197m by the end of 2021/22. Camden has had a substantial reduction in income, largely relating to cuts in government grant funding over a sustained period. The chart shows how central government funding has been reducing since 2010/11. Despite the increase in both 2020/21 & 2021/22, like-for-like funding remains just over half of what it was in 2010/11.

At the same time, the current financial year (2020/21) has been exceptional and the Council is expecting to overspend by £53m-£58m as a result of the current pandemic and the efforts we have taken to support our residents, communities and businesses.

In time further details should emerge around the direction of travel on public finance spending and how external economic factors like Brexit and Covid would play its part. To add to the uncertainty the Council is also awaiting further announcements on the Fair Funding Review, proposed changes to the system of Business Rates Retention and Adult Social Care reforms.

Between 2010/11 and 2021/22 Camden's grant funding from central government will have reduced by 49%, 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 by 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 2021/22 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 2021/22 £000
Expenditure charged to revenue account	926,817
Income credited to revenue account	(693,676)
<b>Sub Total</b>	<b>233,141</b>
Retained Business Rates	(100,366)
Revenue Support Grant	(22,807)
Collection Fund - Council Tax Deficit	4,922
Collection Fund - Business Rates Deficit	4,617
<b>Sub Total</b>	<b>119,507</b>
Council Tax Requirement	119,507
Garden Squares	(27)
Excluding Garden Squares	119,480
Band D Council Tax (£s)	1,355.81
<b>Percentage change over 2020/21</b>	<b>4.99%</b>

## Council Tax by Property Band

Band	Amount of Tax for Camden £	Greater London Authority Precept £	Total Council Tax £
A	903.87	£242.44	1,146.31
B	1,054.52	282.85	1,337.37
C	1,205.16	323.25	1,528.41
D	1,355.81	363.66	1,719.47
E	1,657.10	444.47	2,101.57
F	1,958.39	525.29	2,483.68
G	2,259.68	606.10	2,865.78
H	2,711.62	727.32	3,438.94

# Infographic 2021/22

## Where Camden Council's money comes from

Total income 2021/22: £861.9 million

- Government funding **£441.6m (51%)**
- Residents' council tax **£119.5m (14%)**
- Retained business rates and Revenue support grant **£118.6m (14%)**
- Rents, fees and other income **£182.2m (21%)**

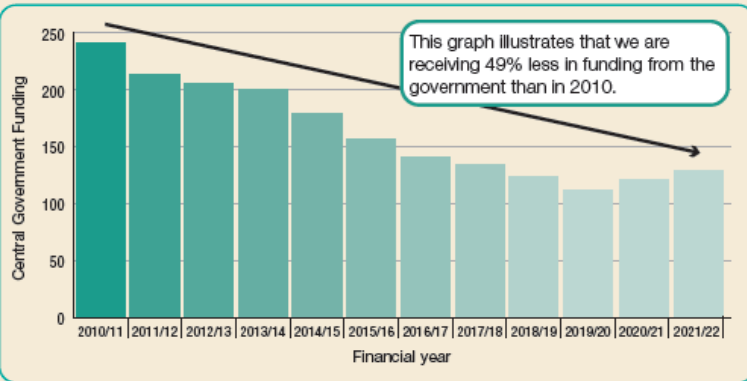
Government funding makes up 51% of our income. Much of this income is restricted and is being cut.

Council tax contributes just over **£1 out of every £7** of our income.



## Central government cuts

Due to funding cuts from central Government, increased demand for our services and rising costs, since 2010 we've had to reduce our budgets by £197 million. Since the pandemic began, the demand for our services has outstripped the money made available to us, which is putting increasing pressure on our services and finances. As a result, we expect to be forced to make further reductions of £35m-£40m over the next four years.



## How Camden Council spends its budget

Community safety £5.4 million	Sustainability and green spaces £3.8 million	Employment and economic development £6.6 million	Parking, highways and transport £24.3 million	Regeneration and planning £9.4 million	Customer service £5.6 million	Public health £22.1 million
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Streets, safety, leisure and open spaces **£94.1 million**

Total spending 2021/22: **£861.9 million**



**Restricted: £376.3m**  
£9 out of every £20 we have has to be spent according to government rules.

**Controllable: £485.6m**  
We can decide how this is spent.

- Voluntary sector organisations **£4.7 million**
- Libraries, sports, arts and tourism **£5.2 million**
- Waste and cleaning services **£29.1 million**
- Young people **£11 million**
- Early years **£27.9 million**
- Supporting vulnerable families **£49.3 million**
- Support for schools **£15.8 million**
- High needs pupils **£47.9 million**
- Secondary schools **£71.3 million**
- Primary schools **£74 million**

Children, schools and families **£297.3 million**

Government benefit payments and services **£167.3 million**

Other costs <b>£55.2 million</b>						
Cost of financing £6.2 million	Capital spend funded from revenue £4.3 million	Funding for Council priorities £6.5 million	Insurance £1.3 million	Levies £1.9 million	Additional Pension Contributions £21.6 million	Reserves £13.5 million

- Older adults **£54.2 million**
- Adults **£26.9 million**
- Mental health **£17.7 million**
- Learning disabilities **£25.5 million**
- Preventing homelessness and support to homeless households **£30.4 million**
- Passenger transport service promoting mobility for older and disabled residents **£13.4 million**
- Corporate finance, procurement and internal audit **£11.1 million**
- Digital and Data **£13.6 million**
- Legal services **£3.9 million**
- Strategy, human resources and member support **£12.9 million**
- Property **£16.4 million**

Vulnerable adults and older people **£168.1 million**

Support services **£57.9 million**





# Revenue Budget

2021/22

# 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

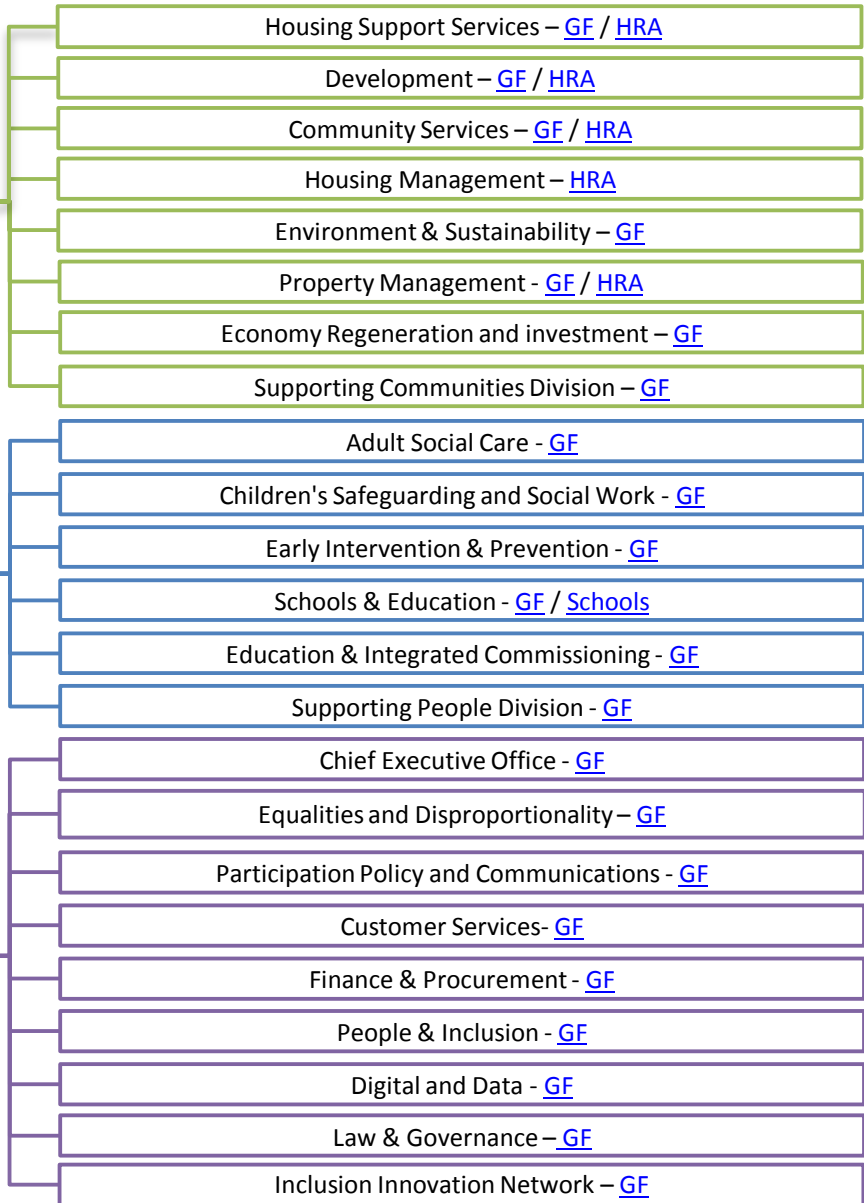
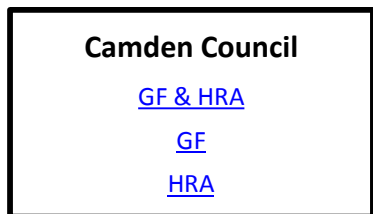
NOTE: The 2021/22 budget to be set by Council on 1<sup>st</sup> March 2021 incorporates the savings for the year agreed by Cabinet in December 2020. In some limited cases, the precise distribution of the savings across service cost centres has yet to be finalised as at February 2021 – for example, because 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 2021/22. It should also be noted that Divisional structures are correct as at Friday 12<sup>th</sup> February 2021.

# 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	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Corporate Services	23,681	(582)	(333)	1,487	24,254
HRA Other Budgets*	70,743	204	0	(668)	70,278
General Fund Other Budgets*	(53,670)	0	(869)	(11,782)	(66,320)
Public Health	22,283	0	(550)	0	21,733
Supporting Communities	31,592	2,808	(4,715)	(4,188)	25,497
Supporting People	151,770	2,620	(1,549)	4,858	157,699
<b>Total Budget</b>	<b>246,400</b>	<b>5,050</b>	<b>(8,016)</b>	<b>(10,294)</b>	<b>233,141</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>1,134,907</b>	<b>8,622</b>	<b>(9,521)</b>	<b>14,927</b>	<b>1,148,935</b>
Employee Expenses	372,697	1,167	(898)	1,446	374,412
Premises Related Expenditure	120,069	2,416	(3,060)	1,798	121,223
Transport Related Expenditure	6,737	134	(58)	1,956	8,770
Supplies and Services	112,775	829	(1,464)	10,742	122,881
Transfer Payments	191,978	346	(1,296)	249	191,277
Third Party Payments	197,206	3,730	(2,422)	(236)	198,279
Depreciation and Impairment Losses	60,055	0	0	(1,000)	59,055
Support Services	26,723	0	(322)	2,865	29,267
Below Cost of Services on CIES Expenditure	46,667	0	0	(5,894)	40,773
Transfer to or from Earmarked Reserves	0	0	0	3,000	3,000
<b>Total Income</b>	<b>(888,507)</b>	<b>(3,527)</b>	<b>1,505</b>	<b>(25,264)</b>	<b>(915,794)</b>
Government Grants	(430,068)	0	1,244	(12,792)	(441,616)
Other Grants Reimbursements and Contributions	(51,823)	(491)	(41)	(79)	(52,434)
Customer and Client Receipts	(315,083)	(2,997)	1,388	(506)	(317,199)
Income	(503)	(10)	(938)	10	(1,441)
Support Services Income Total	(65,244)	(29)	(148)	(1,562)	(66,983)
Below Cost of Services on CIES Income	(25,785)	0	0	(10,335)	(36,120)
<b>Net Budget</b>	<b>246,400</b>	<b>5,095</b>	<b>(8,016)</b>	<b>(10,338)</b>	<b>233,141</b>

\* Other Budgets – see page 56 for GF and page 57 for HRA.

# Council Wide – GF

Directorate	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Corporate Services	23,681	(582)	(333)	1,487	24,254
General Fund Other Budgets*	(53,670)	0	(869)	(11,782)	(66,320)
Public Health	22,283	0	(550)	0	21,733
Supporting Communities	99,035	927	(4,715)	528	95,775
Supporting People	151,770	2,620	(1,549)	4,858	157,699
<b>Total Budget</b>	<b>243,100</b>	<b>2,965</b>	<b>(8,016)</b>	<b>(4,909)</b>	<b>233,141</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>912,657</b>	<b>5,414</b>	<b>(9,521)</b>	<b>18,267</b>	<b>926,817</b>
Employee Expenses	317,033	10	(898)	3,987	320,131
Premises Related Expenditure	45,805	594	(3,060)	2,014	45,353
Transport Related Expenditure	6,074	121	(58)	1,944	8,081
Supplies and Services	96,658	642	(1,464)	7,903	103,738
Transfer Payments	191,740	346	(1,296)	310	191,099
Third Party Payments	196,077	3,702	(2,422)	(236)	197,121
Depreciation and Impairment Losses	23,030	0	0	0	23,030
Support Services	11,499	0	(322)	2,941	14,117
Below Cost of Services on CIES Expenditure	24,741	0	0	(2,594)	22,147
Transfer to or from Earmarked Reserves	0	0	0	2,000	2,000
<b>Total Income</b>	<b>(669,556)</b>	<b>(2,449)</b>	<b>1,505</b>	<b>(23,176)</b>	<b>(693,676)</b>
Government Grants	(430,068)	0	1,244	(12,792)	(441,616)
Other Grants Reimbursements and Contributions	(51,611)	(485)	(41)	(79)	(52,216)
Customer and Client Receipts	(104,700)	(1,954)	1,388	1,172	(104,093)
Income	(503)	(10)	(938)	10	(1,441)
Support Services Income Total	(57,791)	0	(148)	(1,152)	(59,090)
Below Cost of Services on CIES Income	(24,884)	0	0	(10,335)	(35,219)
<b>Net Budget</b>	<b>243,100</b>	<b>2,965</b>	<b>(8,016)</b>	<b>(4,909)</b>	<b>233,141</b>

\* General Fund Other Budgets – see page 56

# Council Wide – HRA

Directorate	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
HRA Other Budgets**	70,743	204	0	(668)	70,278
Supporting Communities	(67,443)	1,881	0	(4,716)	(70,278)
Supporting People	0	0	0	0	0
<b>Total Budget</b>	<b>3,300</b>	<b>2,085</b>	<b>0</b>	<b>(5,385)</b>	<b>(0)</b>

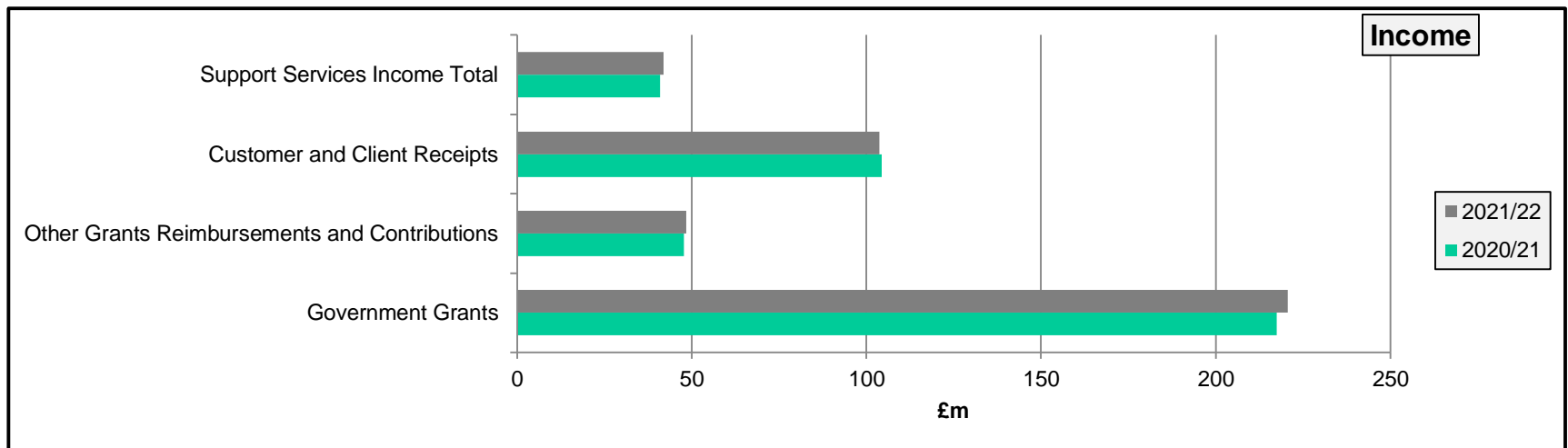
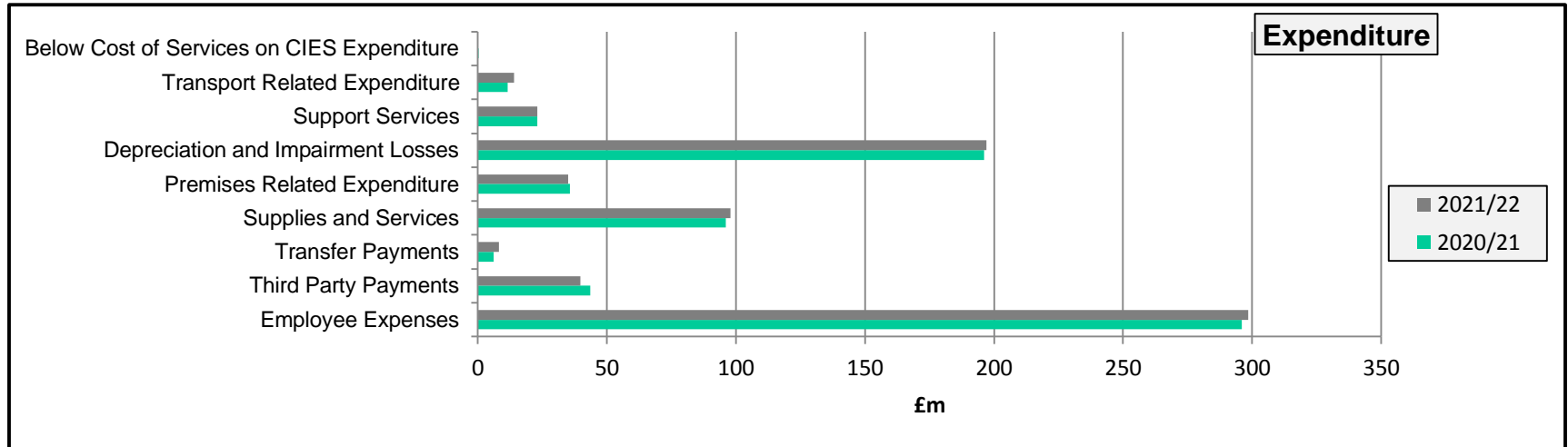
Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>222,251</b>	<b>3,164</b>	<b>0</b>	<b>(3,296)</b>	<b>222,118</b>
Employee Expenses	55,663	1,113	0	(2,496)	54,280
Premises Related Expenditure	74,264	1,822	0	(216)	75,870
Transport Related Expenditure	663	13	0	13	689
Supplies and Services	16,117	187	0	2,839	19,143
Transfer Payments	238	0	0	(61)	178
Third Party Payments	1,130	28	0	0	1,158
Depreciation and Impairment Losses	37,025	0	0	(1,000)	36,025
Support Services	15,225	0	0	(76)	15,149
Below Cost of Services on CIES Expenditure	21,926	0	0	(2,300)	19,626
<b>Total Income</b>	<b>(218,951)</b>	<b>(1,079)</b>	<b>0</b>	<b>(2,089)</b>	<b>(222,118)</b>
Other Grants Reimbursements and Contributions	(213)	(6)	0	0	(218)
Customer and Client Receipts	(210,384)	(1,044)	0	(1,679)	(213,106)
Support Services Income Total	(7,454)	(29)	0	(410)	(7,893)
Below Cost of Services on CIES Income	(901)	0	0	0	(901)
<b>Net Budget</b>	<b>3,300</b>	<b>2,085</b>	<b>0</b>	<b>(5,385)</b>	<b>(0)</b>

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

\*\* HRA Other Budgets – see page 57

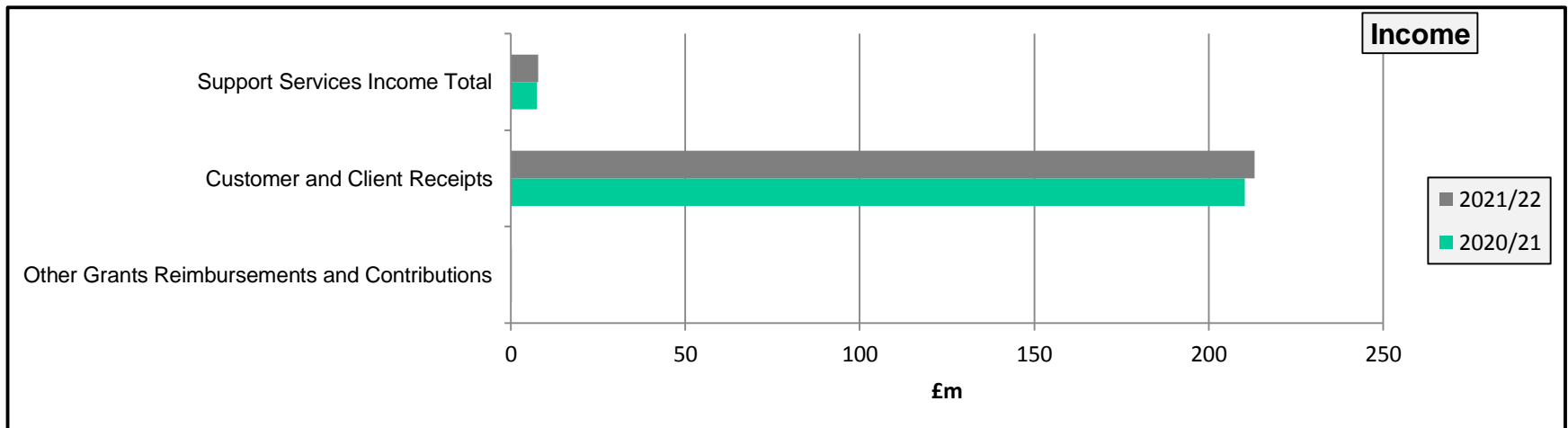
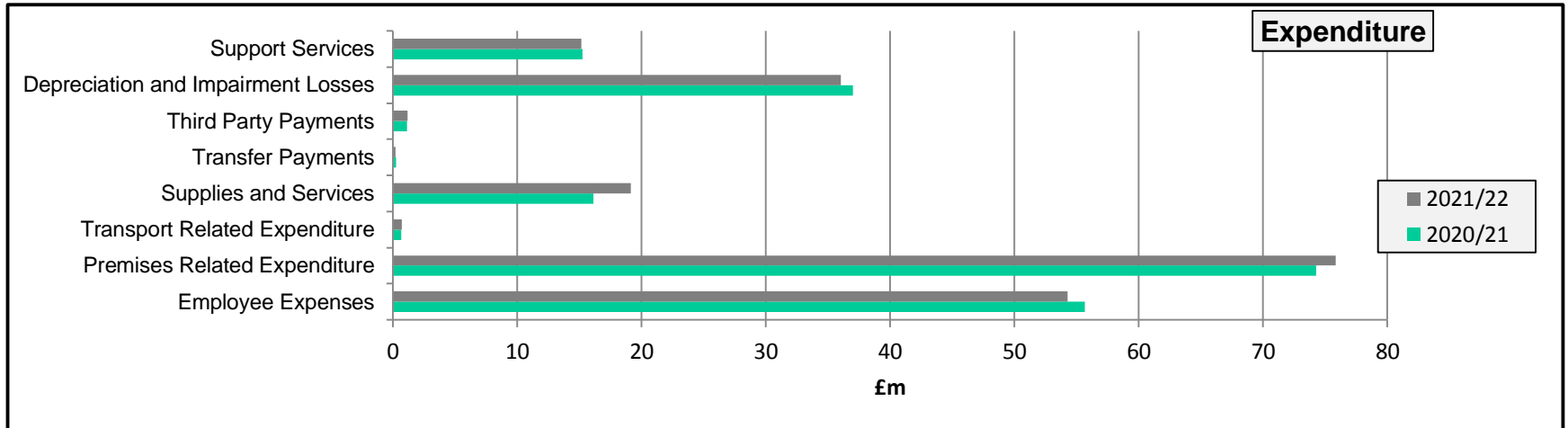
# Income and Expenditure by Subjective Type - GF

*Excluding other budgets*



# Income and Expenditure by Subjective Type - HRA

*Excluding other budgets*





# Supporting Communities Directorate

**Executive Director:** Gillian Marston

**Total Revenue Budget:**

- GF Revenue Budget: £95.775m

- HRA Revenue Budget: - £70.278m

Supporting Communities consists of eight divisions – Environment & Sustainability, Economy, Regeneration & Investment, Property Management, Development (including Community Investment Programme & Major Projects), Community Services, Housing Management, Housing Support Services 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.

- **Environment & Sustainability:** This division is responsible for the effective management of the public realm, covering waste, recycling, street cleaning, the council's engineering functions, and the . The Building Control service ensures that all planning applications comply with regulations and uphold the health and safety of people in and around buildings. The Sustainability service leads on developing plans and initiatives to improve environmental outcomes for the borough.
- **Economic, Regeneration & Investment:** 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 HS2 team is working to ensure that Camden ultimately benefits from the development of the new station at Euston. 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 also manages the council's parks and green space. It works to sustain strong, safe, resilient and economically healthy communities and to promote community cohesion. Service manages trading standards, noise and environmental health.
- **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
- **Housing Support Services:** housing needs, temporary accommodation, housing supply, initiatives and partnerships, accessible transport.
- **Resident Safety:** This 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	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Development	(9,314)	(35)	(1,284)	(36)	(10,668)
Community Services	15,032	18	(751)	678	14,977
Environment & Sustainability	28,050	442	(606)	(878)	27,008
Property Management	79,671	1,745	(298)	(1,928)	79,190
Economy Regeneration and investment	2,772	(125)	(50)	205	2,802
Supporting Communities GF Division	366	4	0	(5)	365
Housing Support Services	35,255	362	(1,725)	296	34,187
Housing Management	(120,802)	386	0	(2,497)	(122,912)
Resident Safety	563	11	0	(25)	549
<b>Total Budget</b>	<b>31,592</b>	<b>2,808</b>	<b>(4,715)</b>	<b>(4,188)</b>	<b>25,497</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>342,107</b>	<b>4,878</b>	<b>(6,588)</b>	<b>(2,305)</b>	<b>338,092</b>
Employee Expenses	99,249	1,044	(702)	321	99,912
Premises Related Expenditure	99,906	2,271	(3,027)	(1,513)	97,637
Transport Related Expenditure	4,195	84	(58)	2,019	6,240
Supplies and Services	43,104	414	(767)	(79)	42,672
Transfer Payments	4,798	0	(1,296)	47	3,549
Third Party Payments	55,332	1,066	(451)	(1,325)	54,621
Depreciation and Impairment Losses	15,073	0	0	0	15,073
Support Services	20,450	0	(287)	(1,774)	18,389
<b>Total Income</b>	<b>(310,515)</b>	<b>(2,070)</b>	<b>1,874</b>	<b>(1,883)</b>	<b>(312,595)</b>
Government Grants	(14,103)	0	1,244	(103)	(12,962)
Other Grants Reimbursements and Contributions	(9,534)	(192)	(41)	(298)	(10,065)
Customer and Client Receipts	(251,650)	(1,839)	1,388	(1,082)	(253,183)
Income	(503)	(10)	(938)	10	(1,441)
Support Services Income Total	(34,674)	(29)	221	(410)	(34,893)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>31,592</b>	<b>2,808</b>	<b>(4,715)</b>	<b>(4,188)</b>	<b>25,497</b>

# Supporting Communities – GF

Division	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Housing Support Services	32,959	289	(1,725)	402	31,924
Development	(3,092)	(117)	(1,284)	116	(4,377)
Community Services	14,699	12	(751)	692	14,652
Environment & Sustainability	28,050	442	(606)	(878)	27,008
Property Management	23,282	421	(298)	(3)	23,402
Economy Regeneration and investment	2,772	(125)	(50)	205	2,802
Supporting Communities GF Division	366	4	0	(5)	365
<b>Total Budget</b>	<b>99,035</b>	<b>927</b>	<b>(4,715)</b>	<b>528</b>	<b>95,775</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>191,450</b>	<b>1,918</b>	<b>(6,588)</b>	<b>323</b>	<b>187,103</b>
Employee Expenses	47,036	0	(702)	2,817	49,151
Premises Related Expenditure	30,844	553	(3,027)	(1,297)	27,073
Transport Related Expenditure	3,532	70	(58)	2,007	5,551
Supplies and Services	30,053	258	(767)	(287)	29,256
Transfer Payments	4,560	0	(1,296)	107	3,371
Third Party Payments	54,202	1,037	(451)	(1,325)	53,463
Depreciation and Impairment Losses	15,073	0	0	0	15,073
Support Services	6,149	0	(287)	(1,698)	4,164
<b>Total Income</b>	<b>(92,415)</b>	<b>(992)</b>	<b>1,874</b>	<b>205</b>	<b>(91,327)</b>
Government Grants	(14,103)	0	1,244	(103)	(12,962)
Other Grants Reimbursements and Contributions	(9,321)	(186)	(41)	(298)	(9,846)
Customer and Client Receipts	(41,267)	(795)	1,388	597	(40,077)
Income	(503)	(10)	(938)	10	(1,441)
Support Services Income Total	(27,221)	0	221	(0)	(27,000)
<b>Net Budget</b>	<b>99,035</b>	<b>927</b>	<b>(4,715)</b>	<b>528</b>	<b>95,775</b>

# Supporting Communities – HRA

Division	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Housing Support Services	2,296	73	0	(106)	2,263
Development	(6,222)	82	0	(151)	(6,291)
Community Services	333	6	0	(14)	325
Housing Management	(120,802)	386	0	(2,497)	(122,912)
Property Management	56,389	1,324	0	(1,925)	55,788
Resident Safety	563	11	0	(25)	549
<b>Total Budget</b>	<b>(67,443)</b>	<b>1,881</b>	<b>0</b>	<b>(4,716)</b>	<b>(70,278)</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>150,658</b>	<b>2,960</b>	<b>0</b>	<b>(2,628)</b>	<b>150,990</b>
Employee Expenses	52,213	1,044	0	(2,496)	50,761
Premises Related Expenditure	69,062	1,718	0	(216)	70,564
Transport Related Expenditure	663	13	0	13	689
Supplies and Services	13,051	156	0	208	13,415
Transfer Payments	238	0	0	(61)	178
Third Party Payments	1,130	28	0	0	1,158
Support Services	14,301	0	0	(76)	14,225
<b>Total Income</b>	<b>(218,101)</b>	<b>(1,079)</b>	<b>0</b>	<b>(2,089)</b>	<b>(221,268)</b>
Other Grants Reimbursements and Contributions	(213)	(6)	0	0	(218)
Customer and Client Receipts	(210,384)	(1,044)	0	(1,679)	(213,106)
Support Services Income Total	(7,454)	(29)	0	(410)	(7,893)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>(67,443)</b>	<b>1,881</b>	<b>0</b>	<b>(4,716)</b>	<b>(70,278)</b>

# Housing Support Services – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Camden Accessible Travel Solutions	14,985	72	(350)	(1,692)	13,014
Housing Needs	3,684	19	0	992	4,695
Private Sector Housing	1,275	(21)	0	(42)	1,211
Temporary Accommodation Group	3,969	1	(1,250)	609	3,329
Housing Commissioning Partnerships	9,046	218	(125)	536	9,675
<b>Total Budget</b>	<b>32,959</b>	<b>289</b>	<b>(1,725)</b>	<b>402</b>	<b>31,924</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>57,281</b>	<b>440</b>	<b>(4,934)</b>	<b>914</b>	<b>53,702</b>
Employee Expenses	11,965	0	(287)	726	12,404
Premises Related Expenditure	8,428	118	(2,689)	492	6,349
Transport Related Expenditure	3,353	67	(58)	2,009	5,371
Supplies and Services	1,001	8	(192)	24	842
Transfer Payments	4,559	0	(1,296)	107	3,370
Third Party Payments	22,323	247	(125)	(745)	21,700
Depreciation and Impairment Losses	111	0	0	0	111
Support Services	5,541	0	(287)	(1,698)	3,556
<b>Total Income</b>	<b>(24,322)</b>	<b>(151)</b>	<b>3,209</b>	<b>(513)</b>	<b>(21,778)</b>
Government Grants	(4,451)	0	1,244	(103)	(3,310)
Other Grants Reimbursements and Contributions	(2,378)	(48)	0	(291)	(2,716)
Customer and Client Receipts	(7,500)	(104)	1,744	(119)	(5,979)
Support Services Income Total	(9,993)	0	221	0	(9,772)
<b>Net Budget</b>	<b>32,959</b>	<b>289</b>	<b>(1,725)</b>	<b>402</b>	<b>31,924</b>

# Housing Support Services – HRA

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Housing Needs	1,297	5	0	0	1,303
Temporary Accommodation	952	60	0	(66)	946
Housing Commissioning Partnerships	46	7	0	(39)	14
<b>Total Budget</b>	<b>2,296</b>	<b>73</b>	<b>0</b>	<b>(106)</b>	<b>2,263</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>7,083</b>	<b>107</b>	<b>0</b>	<b>292</b>	<b>7,482</b>
Employee Expenses	2,542	51	0	68	2,660
Premises Related Expenditure	821	18	0	20	859
Transport Related Expenditure	13	0	0	13	26
Supplies and Services	2,160	38	0	252	2,450
Transfer Payments	62	0	0	(61)	1
Third Party Payments	0	0	0	0	0
Support Services	1,485	0	0	0	1,485
<b>Total Income</b>	<b>(4,787)</b>	<b>(34)</b>	<b>0</b>	<b>(398)</b>	<b>(5,219)</b>
Other Grants Reimbursements and Contributions	0	0	0	0	0
Customer and Client Receipts	(2,735)	(34)	0	150	(2,619)
Support Services Income Total	(2,053)	0	0	(548)	(2,600)
<b>Net Budget</b>	<b>2,296</b>	<b>73</b>	<b>0</b>	<b>(106)</b>	<b>2,263</b>

# Development – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Asset Strategy and Valuation	777	1	0	(15)	763
Community Investment Regeneration	83	0	0	(2)	81
Regeneration and Development	158	0	0	(8)	151
Corporate Accommodation	2,616	25	(346)	(4)	2,291
Neighbourhoods and Commercial Property	(6,809)	(143)	(938)	145	(7,745)
Feasibility	82	1	0	0	82
<b>Total Budget</b>	<b>(3,092)</b>	<b>(117)</b>	<b>(1,284)</b>	<b>116</b>	<b>(4,377)</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>5,789</b>	<b>50</b>	<b>0</b>	<b>(38)</b>	<b>5,801</b>
Employee Expenses	1,755	0	0	(38)	1,717
Premises Related Expenditure	1,046	21	0	0	1,067
Supplies and Services	2,910	29	0	0	2,939
Depreciation and Impairment Losses	78	0	0	0	78
<b>Total Income</b>	<b>(8,881)</b>	<b>(167)</b>	<b>(1,284)</b>	<b>154</b>	<b>(10,178)</b>
Customer and Client Receipts	(7,391)	(157)	(346)	144	(7,750)
Income	(503)	(10)	(938)	10	(1,441)
Support Services Income Total	(987)	0	0	0	(987)
<b>Net Budget</b>	<b>(3,092)</b>	<b>(117)</b>	<b>(1,284)</b>	<b>116</b>	<b>(4,377)</b>

# Development – HRA

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Regeneration and Development	2,552	65	0	(151)	2,465
Feasibility	208	2	0	(0)	210
Commercial Property	(8,982)	15	0	0	(8,967)
<b>Total Budget</b>	<b>(6,222)</b>	<b>82</b>	<b>0</b>	<b>(151)</b>	<b>(6,291)</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>5,768</b>	<b>89</b>	<b>0</b>	<b>(151)</b>	<b>5,705</b>
Employee Expenses	3,165	63	0	(151)	3,077
Premises Related Expenditure	1,126	23	0	0	1,149
Supplies and Services	285	3	0	0	288
Support Services	1,191	0	0	0	1,191
<b>Total Income</b>	<b>(11,990)</b>	<b>(7)</b>	<b>0</b>	<b>0</b>	<b>(11,997)</b>
Customer and Client Receipts	(10,899)	(7)	0	0	(10,906)
Support Services Income Total	(1,091)	0	0	0	(1,091)
<b>Net Budget</b>	<b>(6,222)</b>	<b>82</b>	<b>0</b>	<b>(151)</b>	<b>(6,291)</b>



# Community Services – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Safer Camden Network	272	0	0	(6)	266
Community Services Mgt	165	0	0	(3)	161
Libraries Arts and Tourism	2,638	(15)	(230)	(65)	2,328
Sports and Physical Activity	(726)	(47)	0	(41)	(813)
Community Partnership Unit	5,115	41	(501)	(15)	4,640
Community Safety Emergency Mgt	3,897	24	0	514	4,434
EHBCS	933	(41)	0	191	1,083
Sustainability and Green Space	2,405	51	(20)	117	2,552
<b>Total Budget</b>	<b>14,699</b>	<b>12</b>	<b>(751)</b>	<b>692</b>	<b>14,652</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>24,699</b>	<b>161</b>	<b>(700)</b>	<b>413</b>	<b>24,573</b>
Employee Expenses	13,294	0	(245)	(265)	12,784
Premises Related Expenditure	891	18	0	0	908
Transport Related Expenditure	158	3	0	(1)	160
Supplies and Services	7,010	66	(445)	559	7,189
Third Party Payments	2,970	74	(10)	120	3,154
Depreciation and Impairment Losses	353	0	0	0	353
Support Services	25	0	0	0	25
<b>Total Income</b>	<b>(10,000)</b>	<b>(149)</b>	<b>(51)</b>	<b>278</b>	<b>(9,922)</b>
Government Grants	(126)	0	0	0	(126)
Other Grants Reimbursements and Contributions	(3,793)	(76)	(41)	0	(3,909)
Customer and Client Receipts	(3,631)	(73)	(10)	262	(3,452)
Support Services Income Total	(2,450)	0	0	16	(2,434)
<b>Net Budget</b>	<b>14,699</b>	<b>12</b>	<b>(751)</b>	<b>692</b>	<b>14,652</b>

# Community Services – HRA

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Community Safety and Emergency	333	6	0	(14)	325
<b>Total Budget</b>	<b>333</b>	<b>6</b>	<b>0</b>	<b>(14)</b>	<b>325</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>333</b>	<b>6</b>	<b>0</b>	<b>(14)</b>	<b>325</b>
Employee Expenses	284	6	0	(14)	276
Support Services	49	0	0	0	49
<b>Net Budget</b>	<b>333</b>	<b>6</b>	<b>0</b>	<b>(14)</b>	<b>325</b>

# Environment & Sustainability – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Building Control	(50)	(19)	0	(20)	(89)
Engineering	4,779	(55)	(211)	(48)	4,464
Environment Services	21,896	517	(395)	(748)	21,270
Environment and Sustainability management	145	0	0	(3)	142
Transport Strategy	606	(1)	0	(42)	563
Sustainability	674	(0)	0	(16)	658
<b>Total Budget</b>	<b>28,050</b>	<b>442</b>	<b>(606)</b>	<b>(878)</b>	<b>27,008</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>49,930</b>	<b>772</b>	<b>(606)</b>	<b>(980)</b>	<b>49,116</b>
Employee Expenses	8,770	0	(120)	(275)	8,375
Premises Related Expenditure	1,180	22	(40)	0	1,162
Transport Related Expenditure	20	0	0	0	21
Supplies and Services	4,449	43	(130)	(5)	4,358
Third Party Payments	28,547	707	(316)	(700)	28,238
Depreciation and Impairment Losses	6,838	0	0	0	6,838
Support Services	125	0	0	0	125
Below Cost of Services on CIES Expenditure	0	0	0	(0)	0
<b>Total Income</b>	<b>(21,880)</b>	<b>(331)</b>	<b>0</b>	<b>102</b>	<b>(22,108)</b>
Government Grants	(357)	0	0	0	(357)
Other Grants Reimbursements and Contributions	(438)	(9)	0	24	(422)
Customer and Client Receipts	(16,092)	(322)	0	19	(16,395)
Support Services Income Total	(4,994)	0	0	59	(4,935)
<b>Net Budget</b>	<b>28,050</b>	<b>442</b>	<b>(606)</b>	<b>(878)</b>	<b>27,008</b>

# Property Management – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
CSF Property and Contracts	1,311	154	0	40	1,505
Property Services	21,971	267	(298)	(44)	21,897
<b>Total Budget</b>	<b>23,282</b>	<b>421</b>	<b>(298)</b>	<b>(3)</b>	<b>23,402</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>42,923</b>	<b>465</b>	<b>(298)</b>	<b>72</b>	<b>43,162</b>
Employee Expenses	3,385	0	0	1,841	5,226
Premises Related Expenditure	19,205	372	(298)	(1,789)	17,490
Transport Related Expenditure	2	0	0	(2)	0
Supplies and Services	11,871	84	0	22	11,977
Transfer Payments	1	0	0	0	1
Third Party Payments	342	9	0	0	350
Depreciation and Impairment Losses	7,682	0	0	0	7,682
Support Services	436	0	0	0	436
<b>Total Income</b>	<b>(19,641)</b>	<b>(43)</b>	<b>0</b>	<b>(76)</b>	<b>(19,760)</b>
Government Grants	(9,170)	0	0	0	(9,170)
Customer and Client Receipts	(1,814)	(43)	0	0	(1,857)
Support Services Income Total	(8,657)	0	0	(76)	(8,733)
<b>Net Budget</b>	<b>23,282</b>	<b>421</b>	<b>(298)</b>	<b>(3)</b>	<b>23,402</b>

# Property Management – HRA

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Better Homes Delivery	0	0	0	0	0
Capital Works	3,291	68	0	(595)	2,763
Property Management Mgt	867	15	0	(25)	857
Property Services	1,364	26	0	(6)	1,384
Chalcots Fire Response	1,535	34	0	(37)	1,533
Repairs	4	0	0	(4)	0
Repairs & Operation	41,594	1,027	0	(1,503)	41,118
Property Customer Service & Engagement	2,114	41	0	(97)	2,058
Strategic Asset Management & Compliance	5,621	112	0	343	6,076
<b>Total Budget</b>	<b>56,389</b>	<b>1,324</b>	<b>0</b>	<b>(1,925)</b>	<b>55,788</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>78,747</b>	<b>1,727</b>	<b>0</b>	<b>(2,182)</b>	<b>78,292</b>
Employee Expenses	22,828	457	0	(2,301)	20,983
Premises Related Expenditure	42,602	1,187	0	99	43,888
Transport Related Expenditure	404	8	0	(0)	412
Supplies and Services	6,572	75	0	(62)	6,586
Transfer Payments	67	0	0	0	67
Support Services	6,274	0	0	82	6,356
<b>Total Income</b>	<b>(22,357)</b>	<b>(403)</b>	<b>0</b>	<b>257</b>	<b>(22,504)</b>
Other Grants Reimbursements and Contributions	(166)	(5)	0	0	(171)
Customer and Client Receipts	(18,463)	(369)	0	0	(18,833)
Support Services Income Total	(3,728)	(29)	0	257	(3,500)
<b>Net Budget</b>	<b>56,389</b>	<b>1,324</b>	<b>0</b>	<b>(1,925)</b>	<b>55,788</b>

# Economy Regeneration and Investment – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Development Management	(778)	(83)	(50)	430	(481)
Economic Development	2,144	(9)	0	49	2,184
Economy Regeneration and investment Management	(310)	(11)	0	(217)	(539)
HS2 & Euston Regeneration	604	0	0	(13)	591
Placeshaping	1,113	(22)	0	(44)	1,047
<b>Total Budget</b>	<b>2,772</b>	<b>(125)</b>	<b>(50)</b>	<b>205</b>	<b>2,802</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>10,323</b>	<b>26</b>	<b>(50)</b>	<b>(54)</b>	<b>10,245</b>
Employee Expenses	7,743	0	(50)	833	8,526
Premises Related Expenditure	89	2	0	0	91
Supplies and Services	2,458	25	0	(887)	1,595
:Depreciation and Impairment Losses	11	0	0	0	11
Support Services	22	0	0	0	22
<b>Total Income</b>	<b>(7,551)</b>	<b>(151)</b>	<b>0</b>	<b>259</b>	<b>(7,443)</b>
Other Grants Reimbursements and Contributions	(2,713)	(54)	0	(32)	(2,799)
Customer and Client Receipts	(4,838)	(97)	0	291	(4,644)
<b>Net Budget</b>	<b>2,772</b>	<b>(125)</b>	<b>(50)</b>	<b>205</b>	<b>2,802</b>

# Supporting Communities Division – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Supporting Communities Mgt	366	4	0	(5)	365
<b>Total Budget</b>	<b>366</b>	<b>4</b>	<b>0</b>	<b>(5)</b>	<b>365</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>505</b>	<b>4</b>	<b>0</b>	<b>(5)</b>	<b>504</b>
Employee Expenses	125	0	0	(5)	120
Premises Related Expenditure	6	0	0	0	6
Supplies and Services	353	4	0	0	357
Third Party Payments	22	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>366</b>	<b>4</b>	<b>0</b>	<b>(5)</b>	<b>365</b>

# Housing Management – HRA

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Estate Services	14,074	246	0	10	14,331
Housing Management	180	4	0	(7)	177
Leaseholder Services	(151,522)	(137)	0	(2,723)	(154,382)
Sheltered Services	3,659	65	0	120	3,844
Landlord Services	10,238	164	0	(159)	10,242
Tenant Participation	2,569	44	0	263	2,876
<b>Total Budget</b>	<b>(120,802)</b>	<b>386</b>	<b>0</b>	<b>(2,497)</b>	<b>(122,912)</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>58,164</b>	<b>1,021</b>	<b>0</b>	<b>(588)</b>	<b>58,597</b>
Employee Expenses	22,857	457	0	(89)	23,226
Premises Related Expenditure	24,513	490	0	(335)	24,668
Transport Related Expenditure	245	5	0	0	250
Supplies and Services	4,009	40	0	(7)	4,042
Transfer Payments	110	0	0	0	110
Third Party Payments	1,130	28	0	0	1,158
Support Services	5,301	0	0	(158)	5,143
<b>Total Income</b>	<b>(178,966)</b>	<b>(634)</b>	<b>0</b>	<b>(1,908)</b>	<b>(181,509)</b>
Other Grants Reimbursements and Contributions	(47)	(1)	0	0	(48)
Customer and Client Receipts	(178,286)	(633)	0	(1,829)	(180,749)
Support Services Income Total	(582)	0	0	(79)	(661)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>(120,802)</b>	<b>386</b>	<b>0</b>	<b>(2,497)</b>	<b>(122,912)</b>



# Resident Safety – HRA

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Resident Safety	563	11	0	(25)	549
<b>Total Budget</b>	<b>563</b>	<b>11</b>	<b>0</b>	<b>(25)</b>	<b>549</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>563</b>	<b>11</b>	<b>0</b>	<b>15</b>	<b>589</b>
Employee Expenses	537	11	0	(9)	539
Supplies and Services	26	0	0	24	50
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(40)</b>	<b>(40)</b>
Support Services Income Total	0	0	0	(40)	(40)
<b>Net Budget</b>	<b>563</b>	<b>11</b>	<b>0</b>	<b>(25)</b>	<b>549</b>

# Supporting People Directorate

**Executive Director:** Martin Pratt

**Total Revenue Budget:**

- *GF Revenue Budget:* £157.699m

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 and 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 four 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.
- **Adult Social Care:** adult safeguarding and care management; integrated learning disability and physical disability service; mental health service, service provision and development.
- **Education and Integrated Commissioning:** across Education, 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

Division	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Childrens Safeguarding Social Work	32,333	416	(50)	(334)	32,365
Early Intervention and Prevention	19,555	70	(47)	128	19,706
Education Achievement and Aspiration	8,864	19	(231)	(10)	8,642
Adult Social Care	78,845	1,884	(1,186)	5,121	84,664
Supporting People Division	1,112	7	0	(5)	1,115
Strategic and Joint Commissioning	11,061	224	(35)	(42)	11,208
<b>Total Budget</b>	<b>151,770</b>	<b>2,620</b>	<b>(1,549)</b>	<b>4,858</b>	<b>157,699</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>413,596</b>	<b>3,130</b>	<b>(1,549)</b>	<b>9,746</b>	<b>424,923</b>
Employee Expenses	194,356	0	59	830	195,245
Premises Related Expenditure	12,345	36	0	(34)	12,347
Transport Related Expenditure	2,486	50	0	(63)	2,473
Supplies and Services	52,087	251	(152)	1,880	54,066
Transfer Payments	30,922	346	0	(558)	30,710
Third Party Payments	111,064	2,448	(1,421)	1,015	113,106
Depreciation and Impairment Losses	5,103	0	0	0	5,103
Support Services	5,233	0	(35)	4,674	9,872
Transfers to or from Earmarked Reserves	0	0	0	2,000	2,000
<b>Total Income</b>	<b>(261,826)</b>	<b>(509)</b>	<b>0</b>	<b>(4,888)</b>	<b>(267,223)</b>
Government Grants	(203,334)	0	0	(4,266)	(207,600)
Other Grants Reimbursements and Contributions	(35,658)	(282)	0	245	(35,695)
Customer and Client Receipts	(15,407)	(228)	0	285	(15,350)
Support Services Income Total	(7,427)	0	0	(1,152)	(8,578)
<b>Total Budget</b>	<b>151,770</b>	<b>2,620</b>	<b>(1,549)</b>	<b>4,858</b>	<b>157,699</b>

# Children's Safeguarding & Social Work – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Children In Need	6,573	4	0	(127)	6,450
Children's Care Provision	20,972	389	(50)	(146)	21,165
Childrens Quality Assurance	1,571	(0)	0	(36)	1,534
LAC Virtual School	388	1	0	(14)	375
Children Young People Disability	2,530	35	0	(29)	2,536
Childrens Safeguard Social Work	300	(12)	0	18	306
<b>Total Budget</b>	<b>32,333</b>	<b>416</b>	<b>(50)</b>	<b>(334)</b>	<b>32,365</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>36,950</b>	<b>444</b>	<b>(50)</b>	<b>1,291</b>	<b>38,635</b>
Employee Expenses	16,266	0	0	234	16,500
Premises Related Expenditure	63	1	0	4	68
Transport Related Expenditure	152	3	0	(60)	94
Supplies and Services	2,289	24	0	(10)	2,303
Transfer Payments	2,218	25	0	466	2,709
Third Party Payments	15,709	391	(50)	167	16,217
Support Services	254	0	0	489	743
<b>Total Income</b>	<b>(4,617)</b>	<b>(28)</b>	<b>0</b>	<b>(1,624)</b>	<b>(6,269)</b>
Government Grants	(2,548)	0	0	(952)	(3,500)
Other Grants Reimbursements and Contributions	(1,417)	(28)	0	(290)	(1,735)
Support Services Income Total	(652)	0	0	(382)	(1,034)
<b>Net Budget</b>	<b>32,333</b>	<b>416</b>	<b>(50)</b>	<b>(334)</b>	<b>32,365</b>

# Early Intervention & Prevention – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Early Intervention Prevention Mgt	208	0	0	(5)	203
Early Years	8,084	19	0	(184)	7,918
Education Welfare	2,055	2	0	17	2,074
Family Support Complex Families	4,515	9	0	(96)	4,427
Integrated Youth Service	4,611	39	(35)	420	5,035
SEN and Ed Psych	0	0	0	0	0
SEN and Ed Psych DSG	83	2	(13)	(24)	48
Adult Community Learning	0	0	0	0	0
<b>Total Budget</b>	<b>19,555</b>	<b>70</b>	<b>(47)</b>	<b>128</b>	<b>19,706</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>86,076</b>	<b>93</b>	<b>(47)</b>	<b>3,711</b>	<b>89,833</b>
Employee Expenses	23,737	0	(13)	(774)	22,951
Premises Related Expenditure	1,119	22	0	(82)	1,059
Transport Related Expenditure	1,572	31	0	(5)	1,599
Supplies and Services	2,056	17	0	2,003	4,076
Transfer Payments	40,076	0	0	(794)	39,282
Third Party Payments	13,889	23	0	(2,723)	11,189
Depreciation and Impairment Losses	111	0	0	0	111
Support Services	3,516	0	(35)	4,086	7,567
Transfers to or from Earmarked Reserves	0	0	0	2,000	2,000
<b>Total Income</b>	<b>(66,521)</b>	<b>(23)</b>	<b>0</b>	<b>(3,583)</b>	<b>(70,127)</b>
Government Grants	(60,384)	0	0	(3,294)	(63,678)
Other Grants Reimbursements and Contributions	(1,808)	(7)	0	395	(1,419)
Customer and Client Receipts	(831)	(16)	0	206	(641)
Support Services Income Total	(3,498)	0	0	(890)	(4,388)
<b>Net Budget</b>	<b>19,555</b>	<b>70</b>	<b>(47)</b>	<b>128</b>	<b>19,706</b>

# Adult Social Care – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Service Provision	5,343	1	185	965	6,495
Camden Learning Disability	18,307	499	(334)	1,154	19,627
Support and Safeguarding Adults	42,406	1,082	(947)	1,992	44,532
Transformation and Performance	(1,268)	(31)	0	(64)	(1,362)
Mental Health	12,983	332	(90)	1,082	14,306
Adult Social Care Mgt	1,074	2	0	(9)	1,066
<b>Total Budget</b>	<b>78,845</b>	<b>1,884</b>	<b>(1,186)</b>	<b>5,121</b>	<b>84,664</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>110,139</b>	<b>2,318</b>	<b>(1,186)</b>	<b>4,891</b>	<b>116,162</b>
Employee Expenses	20,681	0	131	1,408	22,221
Premises Related Expenditure	452	9	0	30	491
Transport Related Expenditure	725	15	0	4	744
Supplies and Services	2,449	21	54	136	2,660
Transfer Payments	14,828	305	0	(229)	14,904
Third Party Payments	70,487	1,969	(1,371)	3,541	74,626
Depreciation and Impairment Losses	502	0	0	0	502
Support Services	14	0	0	0	14
<b>Total Income</b>	<b>(31,293)</b>	<b>(434)</b>	<b>0</b>	<b>230</b>	<b>(31,498)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(20,858)	(236)	0	141	(20,954)
Customer and Client Receipts	(9,909)	(198)	0	89	(10,018)
Support Services Income Total	(527)	0	0	0	(527)
<b>Net Budget</b>	<b>78,845</b>	<b>1,884</b>	<b>(1,186)</b>	<b>5,121</b>	<b>84,664</b>

# Education and Integrated Commissioning – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Children and Families Commissioning	4,641	120	(35)	(9)	4,717
Commissioning Adults	6,100	101	0	(30)	6,171
Strategic and Joint Commissioning	320	4	0	(3)	320
<b>Total Budget</b>	<b>11,061</b>	<b>224</b>	<b>(35)</b>	<b>(42)</b>	<b>11,208</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>22,095</b>	<b>224</b>	<b>(35)</b>	<b>(163)</b>	<b>22,120</b>
Employee Expenses	2,270	0	0	(55)	2,215
Premises Related Expenditure	145	3	0	(3)	145
Transport Related Expenditure	2	0	0	0	2
Supplies and Services	6,792	141	(35)	(226)	6,672
Transfer Payments	630	16	0	0	646
Third Party Payments	10,980	64	0	30	11,074
Support Services	1,276	0	0	91	1,366
<b>Total Income</b>	<b>(11,034)</b>	<b>0</b>	<b>0</b>	<b>121</b>	<b>(10,912)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(10,030)	0	0	(1)	(10,030)
Customer and Client Receipts	(10)	0	0	0	(10)
Support Services Income Total	(994)	0	0	122	(872)
<b>Net Budget</b>	<b>11,061</b>	<b>224</b>	<b>(35)</b>	<b>(42)</b>	<b>11,208</b>

# Schools & Education – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Education Achievement and Aspiration Mgt	1,686	0	0	(35)	1,651
Learning Improvement and Partnership	2,124	18	(171)	(29)	1,942
TDS	0	0	0	0	0
Admissions Service	14	1	(60)	54	10
Schools Traded Partnership	5,040	0	0	0	5,040
<b>Total Budget</b>	<b>8,864</b>	<b>19</b>	<b>(231)</b>	<b>(10)</b>	<b>8,642</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>157,226</b>	<b>43</b>	<b>(231)</b>	<b>22</b>	<b>157,059</b>
Employee Expenses	131,167	0	(60)	21	131,129
Premises Related Expenditure	10,566	1	0	18	10,584
Transport Related Expenditure	35	1	0	(2)	34
Supplies and Services	37,762	41	(171)	(23)	37,609
Transfer Payments	(26,830)	0	0	0	(26,830)
Third Party Payments	0	0	0	0	0
Depreciation and Impairment Losses	4,490	0	0	0	4,490
Support Services	35	0	0	8	43
<b>Total Income</b>	<b>(148,362)</b>	<b>(24)</b>	<b>0</b>	<b>(31)</b>	<b>(148,417)</b>
Government Grants	(140,402)	0	0	(20)	(140,422)
Other Grants Reimbursements and Contributions	(1,546)	(11)	0	0	(1,556)
Customer and Client Receipts	(4,658)	(13)	0	(10)	(4,681)
Support Services Income Total	(1,756)	0	0	(1)	(1,757)
<b>Net Budget</b>	<b>8,864</b>	<b>19</b>	<b>(231)</b>	<b>(10)</b>	<b>8,642</b>



# Schools – GF & Grants

Resources	2020/21 £000	2021/22 £000	Distribution	2020/21 £000	2021/22 £000
Dedicated Schools Grant including Academies	165,036	173,834	Primary and nursery schools	75,864	74,085
Academies - not disclosed	8,603	9,311	Children centres and external nursery	12,484	12,003
Central Services Support Block	1,296	1,327	Secondary schools	69,481	73,657
<b>Dedicated Schools Grant including Academies</b>	<b>174,935</b>	<b>184,472</b>	Special and hospital schools	13,537	15,198
Pupil premium grant	10,497	9,378	Academies non DSG	9,848	10,677
6th form grant	10,738	11,565	<b>Total to schools</b>	<b>181,214</b>	<b>185,620</b>
Council contribution	4,838	4,838	Capital financing costs	4,288	4,288
Use of reserves	0	0	Centrally provided services	1,296	1,327
<b>Total estimated funding</b>	<b>201,008</b>	<b>210,254</b>	High needs excluding schools	14,210	19,018
Increase (£000)		8,418	<b>Total net expenditure</b>	<b>201,008</b>	<b>210,254</b>
% Increase		4.00%			

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 £42m of high needs and £17m 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.

# Supporting People Division – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Supporting People Mgt	1,112	7	0	(5)	1,115
<b>Total Budget</b>	<b>1,112</b>	<b>7</b>	<b>0</b>	<b>(5)</b>	<b>1,115</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>1,112</b>	<b>7</b>	<b>0</b>	<b>(5)</b>	<b>1,115</b>
Employee Expenses	235	0	0	(5)	230
Supplies and Services	739	7	0	0	746
Support Services	139	0	0	0	139
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Government Grants	0	0	0	0	0
<b>Net Budget</b>	<b>1,112</b>	<b>7</b>	<b>0</b>	<b>(5)</b>	<b>1,115</b>

# Corporate Services Directorate

**Executive Director:** Jon Rowney  
**Total Revenue Budget:**  
**- GF Revenue Budget:** £24.254m

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 Equalities and Disproportionality, Participation Policy and Communications, , People and Inclusion, Finance and Procurement, Digital and Data, Law and Governance, Human Resources and Customer Services

The directorate has seven main functional areas:

- **Equalities and Disproportionality:** Coordinating and accelerating the work around race equality and ensuring that across the organisation there is a understanding of the role that needs to be

- played to make radical change happen.
- **Participation and Communications:** Provide communications support to the council.
- **Strategy and Policy Design:** Provide strategic direction and support. The development of policy and innovation across the Council
- **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.
- **Finance:** responsible for core finance, audit 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, electoral services and procurement.
- **Customer Services:** operational delivery of customer services (contact centre and registrars), parking services, and benefits and related advice. The service is also responsible for council tax and business rates.

# Corporate Services Directorate – GF

Division	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Chief Executive	247	(0)	0	(6)	241
Equalities and Disproportionality	0	0	0	264	264
Participation Policy and Communication	5,126	9	0	(88)	5,046
IIN	500	2	0	0	502
Customer Services	(21,769)	(681)	(303)	1,071	(21,682)
Finance and Procurement	7,093	2	0	(124)	6,971
HR	5,633	2	(30)	(110)	5,496
Digital & Data Services	15,054	61	0	682	15,797
Law and Governance	11,798	24	0	(203)	11,619
<b>Total Budget</b>	<b>23,681</b>	<b>(582)</b>	<b>(333)</b>	<b>1,487</b>	<b>24,254</b>

Expenditure/Income Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>80,253</b>	<b>366</b>	<b>(333)</b>	<b>1,223</b>	<b>81,508</b>
Employee Expenses	54,591	10	(255)	(167)	54,179
Premises Related Expenditure	296	5	(33)	86	354
Transport Related Expenditure	56	1	0	(0)	57
Supplies and Services	13,406	133	(45)	913	14,407
Transfer Payments	260	0	0	760	1,020
Third Party Payments	8,673	217	0	(334)	8,555
Depreciation and Impairment Losses	2,854	0	0	0	2,854
Support Services	117	0	0	(35)	82
<b>Total Income</b>	<b>(56,571)</b>	<b>(948)</b>	<b>0</b>	<b>264</b>	<b>(57,255)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(2,519)	(17)	0	(27)	(2,563)
Customer and Client Receipts	(47,726)	(931)	0	291	(48,366)
Support Services Income Total	(6,326)	0	0	0	(6,326)
<b>Net Budget</b>	<b>23,681</b>	<b>(582)</b>	<b>(333)</b>	<b>1,487</b>	<b>24,254</b>

# Chief Executive Office – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Chief Executive Office	247	(0)	0	(6)	241
<b>Total Budget</b>	<b>247</b>	<b>(0)</b>	<b>0</b>	<b>(6)</b>	<b>241</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>266</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>260</b>
Employee Expenses	262	0	0	(6)	256
Transport Related Expenditure	1	0	0	0	1
Supplies and Services	3	0	0	0	3
<b>Total Income</b>	<b>(19)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(19)</b>
Other Grants Reimbursements and Contributions	(19)	(0)	0	0	(19)
<b>Net Budget</b>	<b>247</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>241</b>

# Equalities and Disproportionality– GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Equalities and Disproportionality Service	0	0	0	264	264
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>264</b>	<b>264</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>264</b>
Employee Expenses	0	0	0	264	264
Premises Related Expenditure	0	0	0	0	0
Transport Related Expenditure	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Other Grants Reimbursements and Contributions	0	0	0	0	0
<b>Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>264</b>

# Participation and Policy & Communications – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Communications	1,822	9	0	85	1,916
Policy	2,757	1	0	(665)	2,093
Participation	(1)	(1)	0	504	502
Strategy and Change Mgt	278	0	0	(6)	272
Leader's & Chief Exec Offices Service GF	268	0	0	(6)	262
<b>Total Budget</b>	<b>5,126</b>	<b>9</b>	<b>0</b>	<b>(88)</b>	<b>5,046</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>5,936</b>	<b>11</b>	<b>0</b>	<b>(88)</b>	<b>5,859</b>
Employee Expenses	4,280	0	0	520	4,801
Premises Related Expenditure	3	0	0	0	3
Transport Related Expenditure	1	0	0	0	1
Supplies and Services	985	10	0	10	1,005
Third Party Payments	48	1	0	0	49
Depreciation and Impairment Losses	619	0	0	(619)	0
<b>Total Income</b>	<b>(810)</b>	<b>(2)</b>	<b>0</b>	<b>0</b>	<b>(813)</b>
Other Grants Reimbursements and Contributions	(53)	(1)	0	0	(54)
Customer and Client Receipts	(71)	(1)	0	0	(72)
Support Services Income Total	(687)	0	0	0	(687)
<b>Net Budget</b>	<b>5,126</b>	<b>9</b>	<b>0</b>	<b>(88)</b>	<b>5,046</b>

# Inclusion Innovation Network– GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Inclusion Innovation Network	500	2	0	0	502
<b>Total Budget</b>	<b>500</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>502</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>500</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>502</b>
Employee Expenses	300	0	0	0	300
Supplies and Services	200	2	0	0	202
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Budget</b>	<b>500</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>502</b>



# Customer Services – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Benefits	1,745	1	0	726	2,472
Contact Camden	4,934	(19)	(196)	(133)	4,586
Council Tax and Business Rates	1,023	3	0	(38)	987
Credit Control	1,988	10	0	(22)	1,976
Parking Operations	(31,477)	(674)	(72)	541	(31,681)
Customer Services Management	0	0	0	0	0
<b>Total Budget</b>	<b>(21,769)</b>	<b>(681)</b>	<b>(303)</b>	<b>1,071</b>	<b>(21,682)</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>25,839</b>	<b>243</b>	<b>(303)</b>	<b>781</b>	<b>26,559</b>
Employee Expenses	13,889	0	(235)	(307)	13,346
Premises Related Expenditure	205	3	(33)	82	257
Transport Related Expenditure	12	0	0	0	12
Supplies and Services	3,089	31	(35)	(39)	3,045
Transfer Payments	260	0	0	760	1,020
Third Party Payments	8,335	208	0	(334)	8,209
Depreciation and Impairment Losses	0	0	0	619	619
Support Services	51	0	0	0	51
<b>Total Income</b>	<b>(47,608)</b>	<b>(923)</b>	<b>0</b>	<b>291</b>	<b>(48,241)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	0	0	0	0	0
Customer and Client Receipts	(47,360)	(923)	0	291	(47,993)
Support Services Income Total	(248)	0	0	0	(248)
<b>Net Budget</b>	<b>(21,769)</b>	<b>(681)</b>	<b>(303)</b>	<b>1,071</b>	<b>(21,682)</b>

# Finance & Procurement – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
HoF Corporate Services	712	(0)	0	(4)	708
Internal Audit and Risk	918	4	0	(14)	908
Procurement	1,415	1	0	(32)	1,385
HoF Supporting Communities	1,027	0	0	33	1,061
HoF Treasury and Financial Services	1,408	(1)	0	(51)	1,355
Finance and Procurement Service	390	(1)	0	(8)	380
HoF Supporting People	930	0	0	(41)	889
Programme & Change Support	292	0	0	(6)	286
<b>Total Budget</b>	<b>7,093</b>	<b>2</b>	<b>0</b>	<b>(124)</b>	<b>6,971</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>9,439</b>	<b>11</b>	<b>0</b>	<b>(97)</b>	<b>9,353</b>
Employee Expenses	8,657	0	0	(110)	8,547
Premises Related Expenditure	21	0	0	0	21
Transport Related Expenditure	3	0	0	0	3
Supplies and Services	498	5	0	12	516
Third Party Payments	260	7	0	0	267
Support Services	1	0	0	0	1
<b>Total Income</b>	<b>(2,347)</b>	<b>(9)</b>	<b>0</b>	<b>(27)</b>	<b>(2,382)</b>
Other Grants Reimbursements and Contributions	(2,117)	(9)	0	(27)	(2,153)
Customer and Client Receipts	(11)	(0)	0	0	(11)
Support Services Income Total	(218)	0	0	0	(218)
<b>Net Budget</b>	<b>7,093</b>	<b>2</b>	<b>0</b>	<b>(124)</b>	<b>6,971</b>

# People and Inclusion– GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Health and Safety	452	2	0	(6)	447
Human Resources	642	1	0	(13)	629
HR Strategic Leads	1,056	(3)	(15)	(27)	1,011
OD Learning and Development	2,025	1	(15)	(33)	1,978
Senior HR Advisors	1,459	2	0	(30)	1,431
<b>Total Budget</b>	<b>5,633</b>	<b>2</b>	<b>(30)</b>	<b>(110)</b>	<b>5,496</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>6,141</b>	<b>6</b>	<b>(30)</b>	<b>(110)</b>	<b>6,007</b>
Employee Expenses	5,591	0	(20)	(110)	5,462
Premises Related Expenditure	56	1	0	0	57
Transport Related Expenditure	9	0	0	0	10
Supplies and Services	484	5	(10)	0	479
<b>Total Income</b>	<b>(508)</b>	<b>(4)</b>	<b>0</b>	<b>0</b>	<b>(511)</b>
Other Grants Reimbursements and Contributions	(137)	(3)	0	0	(140)
Customer and Client Receipts	(59)	(1)	0	0	(60)
Support Services Income Total	(311)	0	0	0	(311)
<b>Net Budget</b>	<b>5,633</b>	<b>2</b>	<b>(30)</b>	<b>(110)</b>	<b>5,496</b>

# Digital and Data – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Applications	5,713	28	0	524	6,265
Data and Analytics	617	2	0	(9)	611
Digital Transformation	573	0	0	(13)	560
IT Business Management	1,256	(0)	0	(49)	1,206
Technology	4,119	20	0	98	4,238
ICT Traded Budget	2,776	11	0	130	2,916
<b>Total Budget</b>	<b>15,054</b>	<b>61</b>	<b>0</b>	<b>682</b>	<b>15,797</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>19,708</b>	<b>62</b>	<b>0</b>	<b>682</b>	<b>20,452</b>
Employee Expenses	11,310	0	0	(249)	11,061
Transport Related Expenditure	17	0	0	0	17
Supplies and Services	6,140	61	0	931	7,132
Depreciation and Impairment Losses	2,235	0	0	0	2,235
Support Services	6	0	0	0	6
<b>Total Income</b>	<b>(4,654)</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>(4,655)</b>
Customer and Client Receipts	(55)	(1)	0	0	(57)
Support Services Income Total	(4,598)	0	0	0	(4,598)
<b>Net Budget</b>	<b>15,054</b>	<b>61</b>	<b>0</b>	<b>682</b>	<b>15,797</b>

# Law & Governance – GF

Service	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Business Support	6,584	9	0	(127)	6,466
Democratic Committee Services	567	(0)	0	(13)	553
Elections	520	2	0	(6)	517
Legal Services	2,356	(6)	0	(61)	2,289
Member Support	1,583	18	0	8	1,609
Law and Governance Management	189	0	0	(4)	184
<b>Total Budget</b>	<b>11,798</b>	<b>24</b>	<b>0</b>	<b>(203)</b>	<b>11,619</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>12,424</b>	<b>31</b>	<b>0</b>	<b>(203)</b>	<b>12,252</b>
Employee Expenses	10,302	10	0	(169)	10,143
Premises Related Expenditure	11	0	0	4	15
Transport Related Expenditure	14	0	0	(0)	14
Supplies and Services	2,007	20	0	(1)	2,026
Transfer Payments	0	0	0	0	0
Third Party Payments	30	1	0	(1)	30
Support Services	59	0	0	(35)	24
<b>Total Income</b>	<b>(626)</b>	<b>(7)</b>	<b>0</b>	<b>0</b>	<b>(633)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(194)	(4)	0	0	(198)
Customer and Client Receipts	(169)	(3)	0	0	(172)
Income	0	0	0	0	0
Support Services Income Total	(263)	0	0	0	(263)
<b>Net Budget</b>	<b>11,798</b>	<b>24</b>	<b>0</b>	<b>(203)</b>	<b>11,619</b>

# Public Health Directorate

**Executive Director:** Piers Simey

**Total Revenue Budget:** £21.733m

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 £26.892m. (estimate as not confirmed for 2021/22) £21.733m 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	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
Public Health Leadership	2,646	0	(50)	(348)	2,249
Sexual Health	5,031	0	0	21	5,052
Substance Misuse	7,057	0	(500)	(28)	6,529
Smoking and Tobacco	704	0	0	(22)	682
Obesity and Physical Activity	598	0	0	(34)	564
Childrens Public Health	5,322	0	0	(75)	5,246
NHS Health Checker Programmes	343	0	0	(25)	318
Other Public Health Services	583	0	0	510	1,093
<b>Total Budget</b>	<b>22,283</b>	<b>0</b>	<b>(550)</b>	<b>0</b>	<b>21,733</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>22,615</b>	<b>0</b>	<b>(550)</b>	<b>0</b>	<b>22,065</b>
Premises Related Expenditure	1	0	0	0	1
Transport Related Expenditure	0	0	0	(0)	0
Supplies and Services	477	0	0	(409)	69
Third Party Payments	22,137	0	(550)	409	21,996
<b>Total Income</b>	<b>(332)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(332)</b>
Other Grants Reimbursements and Contributions	(332)	0	0	0	(332)
<b>Net Budget</b>	<b>22,283</b>	<b>0</b>	<b>(550)</b>	<b>0</b>	<b>21,733</b>

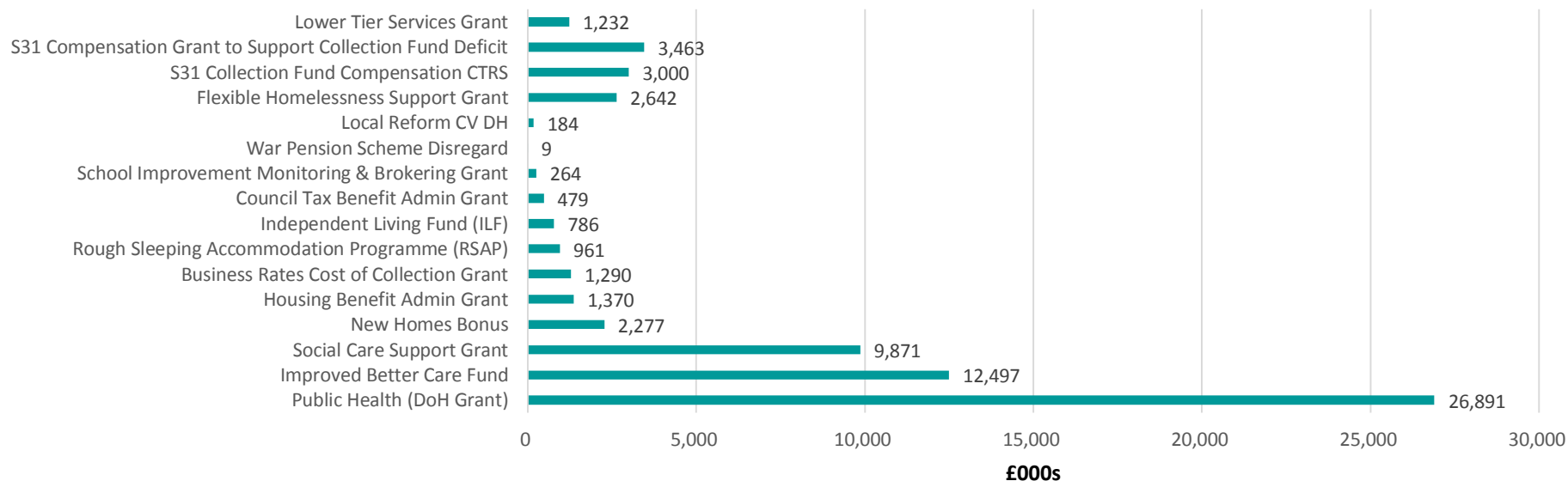
# Other Budgets – GF

Other Budgets	2020/21 Budget £000	2021/22 Budget £000
Reserve Movements	(10,380)	3,022
Interest	(361)	167
Pensions	15,975	15,602
Levies	1,883	1,883
Capital Financing	11,690	4,259
Specific Grants (see chart below)	(52,696)	(67,216)
Other	(26,511)	(24,037)
	<b>(60,400)</b>	<b>(66,320)</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	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
HRA Management	1,944	18	0	0	1,962
RCCO Leaseholder Contributions	5,202	104	0	0	5,306
HRA Subsidy	0	0	0	0	0
HRA Share of Interest Payable	(850)	0	0	0	(850)
HRA CDC Contribution	4,259	69	0	0	4,328
HRA Share NCS Not Specifically Allocated	58,952	0	0	(4,300)	54,652
HRA Bad Debt Provision	1,236	12	0	2,632	3,880
HRA Reserve Carried Forward	0	0	0	0	0
HRA Contingency	0	0	0	1,000	1,000
	<b>70,743</b>	<b>204</b>	<b>0</b>	<b>(668)</b>	<b>70,278</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 is in the process of evaluating and prioritising capital bids to form the bases of the new Capital Strategy for the next five years taking account of the expected level of resources that would be available during that period.

## **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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Services	2,716	5,265	5,782	2,880	864	26	-	-	-	17,533
Development - CIP & Major Projects	64,626	52,890	122,809	90,561	60,376	68,365	27,359	18,393	21,067	526,446
Corporate Services ( ICT, Customer Serv.-Parking)	1,684	4,177	-	-	-	-	-	-	-	5,861
Property Management	82,127	69,892	166,193	119,946	51,972	42,098	3,016	400	305	535,949
Environment and Sustainability	28,484	27,573	7,903	988	1,588	2,887	2,882	458	-	72,763
<b>Total Capital Expenditure</b>	<b>179,637</b>	<b>159,797</b>	<b>302,687</b>	<b>214,375</b>	<b>114,800</b>	<b>113,376</b>	<b>33,257</b>	<b>19,251</b>	<b>21,372</b>	<b>1,158,552</b>

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>External Funding (Grants &amp; Contributions):</b>										
- Dept. for Education grants	4,579	2,968	2,042	1,000	-	-	-	-	-	10,589
- National Health Service grants & Public Health	1,276	1,178	1,339	729	-	106	-	-	-	4,628
- other government grants	-	140	-	-	-	-	-	-	-	140
GLA - housing grants	3,150	12,442	62,950	32,589	1,500	-	-	-	-	112,631
GLA -Transport for London grants	8,763	4,396	662	-	-	-	-	-	-	13,821
Lottery grants	-	-	-	-	-	-	-	-	-	-
Other Grants	423	363	598	840	-	-	-	-	-	2,224
Community Infrastructure Levy	6,595	3,349	-	300	1,255	-	-	-	-	11,499
Section 106 contributions	22,092	19,328	17,557	11,720	10,020	12,441	5,082	1,522	-	99,762
Schools contributions	-	-	-	-	-	-	-	-	-	-
Other contributions	1,747	3,276	3,840	4,276	1,011	26	-	-	-	14,176

<b>HRA:</b>										
- Major Repairs Reserve	26,626	30,310	43,034	33,040	20,768	7,870	-	-	-	161,648
- Leaseholders' capital contributions	3,990	4,000	4,000	4,000	3,112	1,888	-	-	-	20,990
- Revenue contribution (HRA)	-	-	-	-	-	-	-	-	-	-

<b>Corporate Resources:</b>										
Revenue Contributions - General Fund	5,408	21,289	4,259	200	200	200	247	200	305	32,308
Prudential Borrowing - HRA	13,396	13,909	48,875	28,930	10,290	7,712	-	-	-	123,112
Prudential Borrowing - GF	6,225	17,064	25,152	13,243	1,821	-	-	-	-	63,505
HRA Capital Receipts	41,124	13,822	51,996	61,716	58,072	77,922	25,093	17,071	21,067	367,883
1-4-1 RTB Retained Receipts	5,018	6,123	4,836	-	-	-	-	-	-	15,977
GF Capital Receipts	29,225	5,840	31,547	21,792	6,751	5,211	2,835	458	-	103,659

<b>Total Resources</b>	<b>179,637</b>	<b>159,797</b>	<b>302,687</b>	<b>214,375</b>	<b>114,800</b>	<b>113,376</b>	<b>33,257</b>	<b>19,251</b>	<b>21,372</b>	<b>1,158,552</b>
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# Capital Programme – Corporate Services (Digital and Data)

Expenditure	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Core Investment Portfolio	1,394	3,893	-	-	-	-	-	-	-	-	5,287
Transformation Investment Portfolio	177	117	-	-	-	-	-	-	-	-	294
Unavoidable Pressures Investment Portfolio	50	94	-	-	-	-	-	-	-	-	144
Parking Schemes	63	73	-	-	-	-	-	-	-	-	136
<b>Total</b>	<b>1,684</b>	<b>4,177</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,861</b>

Funding	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Grant	-	149	-	-	-	-	-	-	-	-	149
Corporate GF RCCO	1,684	4,028	-	-	-	-	-	-	-	-	5,712
Prudential Borrowing - GF	-	-	-	-	-	-	-	-	-	-	-
GF Capital Receipts	-	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>1,684</b>	<b>4,177</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,861</b>

# Capital Programme – Community Services

Expenditure	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Sports Centres	417	620	1,420	1,369	-	-	-	-	-	<b>3,826</b>
Green Spaces	1,673	4,011	4,062	1,511	864	26	-	-	-	<b>12,147</b>
Libraries	626	634	300	-	-	-	-	-	-	<b>1,560</b>
<b>Total</b>	<b>2,716</b>	<b>5,265</b>	<b>5,782</b>	<b>2,880</b>	<b>864</b>	<b>26</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,533</b>

Funding	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Government Grants		62								<b>62</b>
Other grants	229	142	598	840						<b>1,809</b>
s106 Contributions	1,291	503	773	65						<b>2,632</b>
Community Infrastructure Levy (CIL)	268	109	-	-						<b>377</b>
Other Contributions	179	1,323	2,047	776	289	26				<b>4,640</b>
Corporate GF RCCO	676	3,022	-	-	-	-	-	-	-	<b>3,698</b>
GF Capital Receipts	73	104	2,364	1,199	575	-				<b>4,315</b>
<b>Total</b>	<b>2,716</b>	<b>5,265</b>	<b>5,782</b>	<b>2,880</b>	<b>864</b>	<b>26</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,533</b>

# Capital Programme – Property Management

Expenditure	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Schools Programme	12,733	4,647	10,107	4,786	-	-	-	-	-	32,273
Corporate Properties - GF	981	2,407	3,560	3,500	3,000	2,323	-	-	-	15,771
GF Housing	182	371	1,368	200	200	200	200	200	305	3,226
Adult Social Care	1,199	2,067	3,635	1,729	842	106	-	-	-	9,578
Buy Backs & Freehold Purchases	3,850	10,544	13,624	3,797	-	-	-	-	-	31,815
Better Homes & H&S works	62,726	48,265	128,366	104,433	46,894	39,063	2,470	200	-	432,417
CCTV - Estate Security	40	500	4,243	-	-	-	-	-	-	4,783
Better Homes Energy Measures	416	1,091	1,290	1,501	1,036	406	346	-	-	6,086
<b>Total</b>	<b>82,127</b>	<b>69,892</b>	<b>166,193</b>	<b>119,946</b>	<b>51,972</b>	<b>42,098</b>	<b>3,016</b>	<b>400</b>	<b>305</b>	<b>535,949</b>

Funding	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Government grants:</b>										
- Department for Education grants	4,579	2,968	2,042	1,000	-	-	-	-	-	10,589
- National Health Service grants & Public Health	1,276	1,058	1,339	729	-	106	-	-	-	4,508
- Other Government grants		72								72
GLA - Cladding Programme	-	1,242	50,000	25,239	-	-	-	-	-	76,481
Section 106 contributions	182	555	494							1,231
Community Infrastructure Levy	2,506									2,506
Schools contributions										-
Other grants										-
<b>HRA:</b>										
- Major Repairs Reserve	26,626	30,310	43,034	33,040	20,768	7,870				161,648
- Leaseholders' capital contributions	3,990	4,000	4,000	4,000	3,112	1,888				20,990
<b>Corporate Resources:</b>										
Corporate GF RCCO	140	2,408	-	-	-		200	200	305	3,253
Prudential Borrowing - HRA	3,028	8,437	19,426	13,255	7,000	7,712	-			58,858
Prudential Borrowing - GF	-	-	-	-	-	-				-
HRA Capital Receipts	32,641	12,954	32,051	34,197	17,050	21,998	2,816	200		153,907
1-4-1 RTB Cap Receipts	847	3,185	-	-	-					4,032
GF Capital Receipts	6,312	2,703	13,807	8,486	4,042	2,524				37,874
<b>Total Resources</b>	<b>82,127</b>	<b>69,892</b>	<b>166,193</b>	<b>119,946</b>	<b>51,972</b>	<b>42,098</b>	<b>3,016</b>	<b>400</b>	<b>305</b>	<b>535,949</b>



# Capital Programme – CIP & Major Projects

Expenditure	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Investment Programme	28,635	14,500	18,933	14,014	3,413	1,088	-	-	-	<b>80,583</b>
Estate Regeneration (incl Tybalds)	29,700	21,207	63,018	57,390	55,142	67,277	27,359	18,393	21,067	<b>360,553</b>
HRA Hostels (excl. Tybalds)	920	3,965	16,443	1,261	-	-	-	-	-	<b>22,589</b>
Accommodation Strategy	5,371	13,218	24,415	17,896	1,821	-	-	-	-	<b>62,721</b>
<b>Total</b>	<b>64,626</b>	<b>52,890</b>	<b>122,809</b>	<b>90,561</b>	<b>60,376</b>	<b>68,365</b>	<b>27,359</b>	<b>18,393</b>	<b>21,067</b>	<b>526,446</b>

Funding	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Government Grants		126								<b>126</b>
GLA - Housing grants	3,150	11,200	12,950	7,350	1,500	-	-	-	-	<b>36,150</b>
Section 106 contributions	10,871	9,178	15,468	11,655	10,020	12,441	5,082	1,522	-	<b>76,237</b>
Community Infrastructure Levy	-	-	-	300	1,255	-	-	-	-	<b>1,555</b>
Other Grants & Contributions	194	500	1,500	3,500	722	-	-	-	-	<b>6,416</b>
<b>Corporate Resources:</b>										
Revenue Contributions - General Fund	572	2,679	500	-	-	-	-	-	-	<b>3,751</b>
Prudential Borrowing - HRA	10,368	5,472	29,449	15,675	3,290	-	-	-	-	<b>64,254</b>
Prudential Borrowing - GF	6,225	17,064	25,152	13,243	1,821	-	-	-	-	<b>63,505</b>
HRA Capital Receipts	8,483	868	19,945	27,519	41,022	55,924	22,277	16,871	21,067	<b>213,976</b>
1-4-1 RTB Retained Receipts	4,171	2,938	4,836	-	-					<b>11,945</b>
GF Capital Receipts	20,592	2,865	13,009	11,319	746					<b>48,531</b>
<b>Total Resources</b>	<b>64,626</b>	<b>52,890</b>	<b>122,809</b>	<b>90,561</b>	<b>60,376</b>	<b>68,365</b>	<b>27,359</b>	<b>18,393</b>	<b>21,067</b>	<b>526,446</b>

# Capital Programme – Environment and Sustainability

Expenditure	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
West End Project	12,946	6,757	2,376	-	-	-	-	-	-	22,079
TfL funded schemes	5,092	8,398	2,069	-	-	-	-	-	-	15,559
Euston Road CHP	497	424	-	-	-	-	-	-	-	921
Sustainability	-	170	1,400	200	200	200	47	-	-	2,217
Planned Improvements - Highways	7,881	9,878	950	-	-	-	-	-	-	18,709
Schemes funded by Developers' Contributions	1,775	1,683	845	284	-	-	-	-	-	4,587
Environmental Services	293	263	263	504	1,388	2,687	2,835	458	-	8,691
<b>Total</b>	<b>28,484</b>	<b>27,573</b>	<b>7,903</b>	<b>988</b>	<b>1,588</b>	<b>2,887</b>	<b>2,882</b>	<b>458</b>	<b>-</b>	<b>72,763</b>

Funding	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GLA -Transport for London grants	8,763	4,396	662	-	-	-	-	-	-	13,821
Other grants	-	72	-	-	-	-	-	-	-	72
s106 Contributions	9,748	9,092	822	-	-	-	-	-	-	19,662
Community Infrastructure Levy (CIL)	3,821	3,240	-	-	-	-	-	-	-	7,061
Other Contributions	1,568	1,453	293	-	-	-	-	-	-	3,314
Corporate GF RCCO	2,336	9,152	3,759	200	200	200	47	-	-	15,894
GF Capital Receipts	2,248	168	2,367	788	1,388	2,687	2,835	458	-	12,939
<b>Total</b>	<b>28,484</b>	<b>27,573</b>	<b>7,903</b>	<b>988</b>	<b>1,588</b>	<b>2,887</b>	<b>2,882</b>	<b>458</b>	<b>-</b>	<b>72,763</b>



# Reserves & Balances

# Reserves & Balances

The council currently has around 15 separate earmarked reserves. These amounts have been set aside for several reasons which are set out in the table on page 70, however, they mainly relate to on-going projects, known future liabilities or to mitigate against future corporate risk. It is anticipated that the levels of earmarked reserves will show a decrease to £64.96m by 31<sup>st</sup> March 2022.

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. On review, it is felt that the Council ought to strengthen its level of financial resilience and as part of this strategy, the Council is aiming to increase the level of reserves over the medium term. The council continue to set general balances as £13.992m which is 3% of the anticipated expenditure financed by business rates, council tax and the dedicated schools grant.

Earmarked Reserves	Forecast Reserves 31/03/21 £000	Forecast Out of Reserves £000	Forecast Into Reserves £000	Forecast Reserves 31/03/22 £000	2021/22 Net Movement £000
To Support Key Revenue Outcomes	36,590	(1,989)	2,700	37,301	711
To Support Council's Remodelling Programmes	7,169	(1,261)	500	6,408	(761)
On-going Capital Activity and asset Management	15,663	(11,018)	7,649	12,294	(3,369)
Mitigation of Future Corporate Risk	11,715	(6,076)	3,323	8,962	(2,753)
Support the Mayor's Charity	12	(12)	0	0	(12)
<b>Total Earmarked Reserves</b>	<b>71,148</b>	<b>(20,356)</b>	<b>14,172</b>	<b>64,964</b>	<b>(6,184)</b>

# Reserves

Earmarked Reserves	Actual Reserves 31/03/2020 £000	Forecast Reserves 31/03/2021 £000	Forecast Reserves 31/03/2022 £000	Forecast Reserves 31/03/2023 £000	Forecast Reserves 31/03/2024 £000
<b>Reserves to support key revenue budget outcomes</b>					
Dedicated Schools Grant	5,315	6,138	6,138	6,138	6,138
Multi Year Budget Reserve	41,014	29,820	30,937	32,111	34,111
Education Commission	723	0	0	0	0
Supporting People Specific Reserves	2,415	632	226	226	226
<b>Sub Total</b>	<b>49,467</b>	<b>36,590</b>	<b>37,301</b>	<b>38,475</b>	<b>40,475</b>
<b>Reserves to support the councils service remodelling programme</b>					
Cost of Change	5,291	5,200	3,959	3,959	3,959
Camden Plan	1,716	1,969	2,449	2,929	3,409
<b>Sub Total</b>	<b>7,007</b>	<b>7,169</b>	<b>6,408</b>	<b>6,888</b>	<b>7,368</b>
<b>Reserves to support on-going capital activity and asset management</b>					
Future Capital Schemes	23,110	6,746	3,060	3,433	3,806
Commercial and other property	776	0	0	0	0
Haverstock PFI Funding Reserve	1,368	1,238	1,108	978	848
Schools PFI Equalisation Reserve	2,518	3,015	3,512	3,679	3,846
Building Schools for the Future	464	414	364	314	314
Accommodation Strategy	4,249	4,249	4,249	4,249	4,249
<b>Sub Total</b>	<b>32,486</b>	<b>15,663</b>	<b>12,294</b>	<b>12,654</b>	<b>13,064</b>
<b>Reserves to mitigate future corporate risk</b>					
Self-Insurance Reserve	3,500	3,500	3,500	3,500	3,500
Business Rates Safety Net	3,270	8,215	5,462	5,704	5,946
<b>Sub Total</b>	<b>6,770</b>	<b>11,715</b>	<b>8,962</b>	<b>9,204</b>	<b>9,446</b>
<b>Reserves to support the Mayors charity</b>					
Mayor's Charity Reserve	12	12	0	0	0
<b>Sub Total</b>	<b>12</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Earmarked Reserves</b>	<b>95,741</b>	<b>71,148</b>	<b>64,964</b>	<b>67,220</b>	<b>70,352</b>
General Balances	13,992	13,992	13,992	13,992	13,992
Housing Revenue Account	27,395	22,400	19,847	20,023	21,682
Schools Balances	13,518	13,518	13,518	13,518	13,518
<b>Total Reserves</b>	<b>150,645</b>	<b>121,057</b>	<b>112,320</b>	<b>114,752</b>	<b>119,543</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.
<b>Mayor's Charity Reserve</b>	To support Mayor's Charity work.

# Version History

Version	Upload Date	Amendments
1.01	04/03/2021	