

Revenue & Capital Budgets

London Borough of Camden

2017/18

Introduction

This document sets out London Borough of Camden's Revenue and Capital budget for 2017/18 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 27th February 2017, and other information regarding the funding of the overall budget including the way in which the Council Tax is set. It also contains the Capital Programme which runs up until 2025, and information relating to the Council's Reserves and Balances.

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

The information contained within this document is to help assist the Public, Members, Chief Officers, and their staff in understanding the current financial position and in preparing for future budgets.

Mike O'Donnell, Executive Director for Corporate Services.

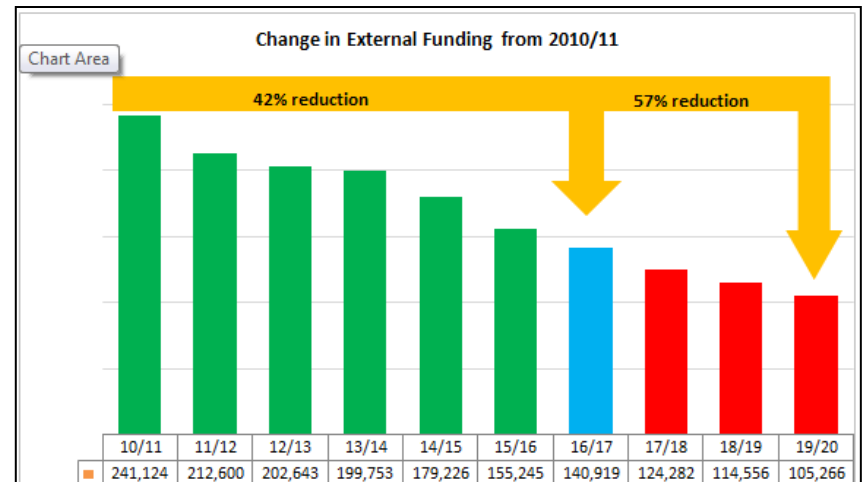
Financial Outlook

Once again we face a tough financial challenge this year with our budget being continually squeezed. The Council is facing a substantial reduction in income, largely relating to expected cuts in government grant funding. The chart shows how central government funding has been contracting sharply since 2010/11. Like for like funding will be 42% lower than 2010/11 by 2016/17, and will reduce further - by 57% between 2010/11 and 2019/20.

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

In 2014, the Cabinet agreed a three year financial strategy to ensure the Council can continue to deliver its priorities in the environment of reducing funding and increasing costs. The continuing delivery of the financial strategy which will now be extended to cover 2018/19, combined with the income generated from the council tax increase, has meant that the council is able to present a balanced budget for 2017/18.

Between 2010/11 and 2019/20 Camden's grant funding from central government will have reduced by 57%, whilst overall costs such as those arising from supporting an aging population have increased. This means that despite already saving over £93m in the four years to 2014/15, the Council expects to make budget reductions of £78m in the period from 2015/16 to 2018/19.



Our Approach

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

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

Outcomes Based Budgeting (OBB)

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

Efficiencies

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

Right First Time (RFT)

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

Our Priorities

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

By focusing on outcomes rather than 'salami slicing' across the board, the Council has been able to focus on what residents value the most and protect some of the things that have been found to make the biggest difference. The Council has set out four Investment Tests which served as a reference point for the Council's budget decisions.

Tackle Inequality

How does investment reduce inequality amongst our residents?

Focus on Outcomes

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

Invest in Early Intervention Where Possibly and in the Capacity to Act Decisively Where Necessary

How does investment focus on prevention?

Make Every Pound Count

How effective is the investment?

Camden 2017/18 Council Tax Requirement

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

Council Tax Requirement

Council Tax at Band D	Budget 2017/18 £000
Expenditure charged to revenue account	890,393
Income credited to revenue account	-659,009
Sub Total	231,383
Retained Business Rates	-89,269
Revenue Support Grant	-41,114
Collection Fund - Council Tax Surplus	-368
Collection Fund - Business Rates Deficit	0
Sub Total	100,632
Council Tax Requirement	100,632
Garden Squares	-26
Excluding Garden Squares	100,606
Band D Council Tax (£s)	1,137.44
Percentage change over 2017/18	4.99%

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

Council Tax by Property Band

Band	Amount of Tax for Camden £	Greater London Authority Precept £	Total Council Tax £
A	758.29	186.68	944.97
B	884.68	217.79	1,102.47
C	1,011.06	248.91	1,259.97
D	1,137.44	280.02	1,417.46
E	1,390.20	342.25	1,732.45
F	1,642.97	404.47	2,047.44
G	1,895.73	466.70	2,362.43
H	2,274.88	560.04	2,834.92

Revenue Budget

2017/18

Using the Revenue section of the Budget Book

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

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

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

NOTE: All staffing figures (FTEs) are based on structures as at December 2016 and do not reflect the impact of any restructures scheduled for 2017/18.

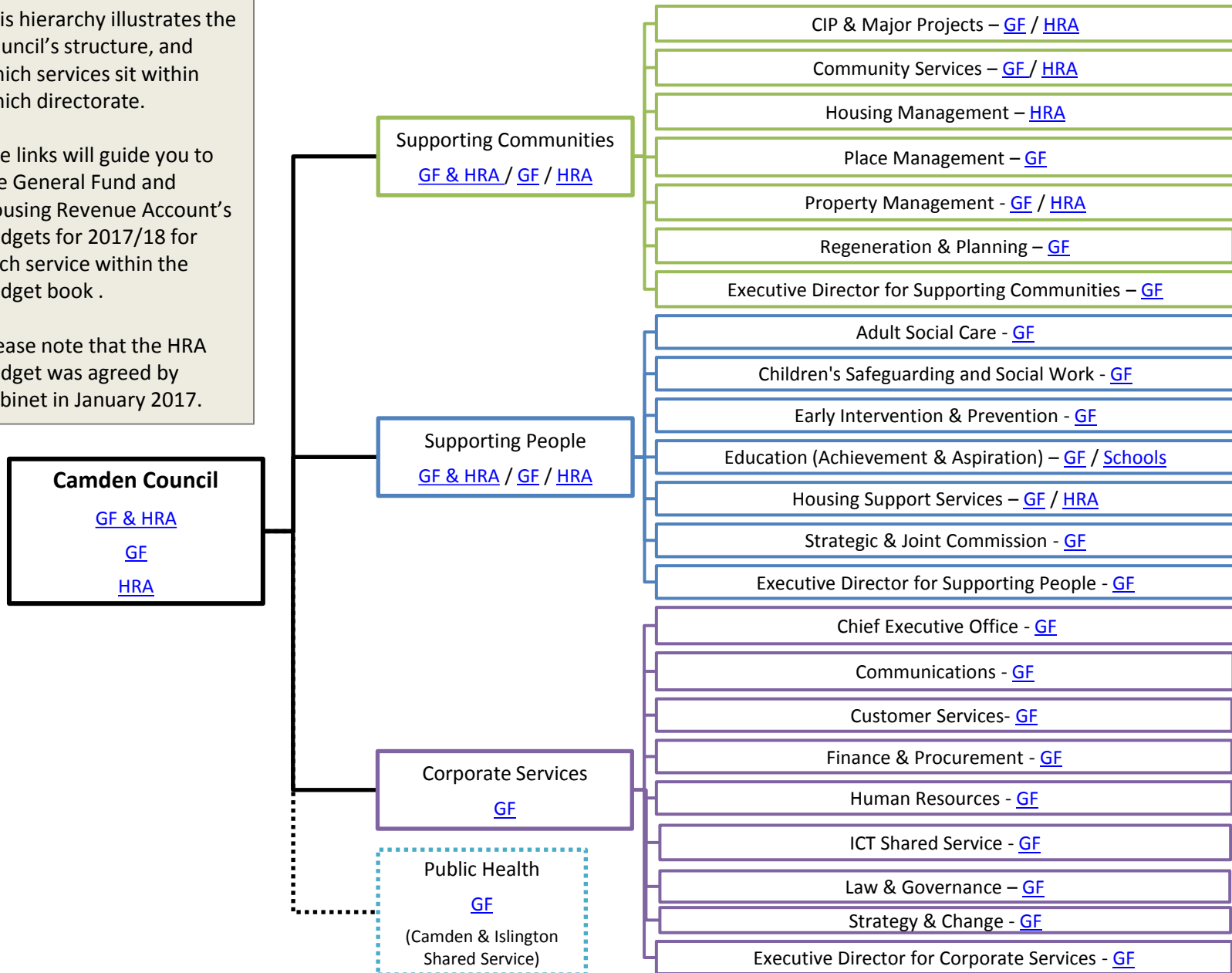
NOTE: The 2017/18 budget set by Council on 27th February 2017 incorporated the savings for the year agreed by Cabinet in September and December 2014, and the additional ones agreed in December 2015 and December 2016. In some limited cases the precise distribution of the savings across service cost centres has yet to be finalised as at February 2017 – for example, because they are subject a staff consultation process that had yet to be completed by the time of budget setting. This means that in some places the savings target that will be distributed is currently held centrally as a credit (minus figure) on a 'holding code' prior to distribution during 2017/18.

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 and Housing Revenue Account's budgets for 2017/18 for each service within the budget book .

Please note that the HRA budget was agreed by Cabinet in January 2017.



Council Wide – General Fund & HRA

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Corporate Services	17,877	367	-2,309	6,134	22,069	1,086
HRA Other Budgets*	75,781	35	-1,101	1,660	76,375	0
General Fund Other Budgets*	-41,698	625	-1,287	7,242	-35,117	0
Public Health**	23,316	236	-1,245	0	22,307	20
Supporting Communities	-13,238	2,052	-10,169	2,984	-18,370	1,432
Supporting People	162,716	1,952	-5,900	5,352	164,120	4,408
	224,755	5,267	-22,011	23,373	231,383	6,946

	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	1,100,572	7,161	-24,499	20,218	1,103,451
A - Employees	340,352	3,192	-5,294	4,974	343,225
C - Premises	99,472	1,359	-327	-1,566	98,937
E - Transport Related Expenditure	10,869	107	-161	34	10,848
G - Supplies And Services	111,847	467	-4,873	19,895	127,335
J - Third Party Payments	204,064	2,036	-14,962	1,865	193,003
L - Transfer Payments	217,173	0	-18	-12,260	204,895
N - Support Services	18,583	0	567	-2,402	16,749
P - Capital Financing Costs	98,213	0	569	9,677	108,460
Total Income	-875,817	-1,894	2,488	3,155	-872,068
TA - Government Grants	-446,902	0	-144	14,778	-432,268
TB - Reimbursements & Contributions	-47,528	-419	-246	-14,337	-62,531
TC - Customer & Client Receipts	-125,030	-1,019	3,276	181	-122,593
TD - Sales	-1,629	-16	-102	214	-1,533
TE - Rents	-156,189	-128	-1,193	1,882	-155,626
TF - Support Services	-14,784	0	81	-1,633	-16,336
TG - Interest	-2,529	0	-150	1,266	-1,413
TH - Recharges To Other Services	-68,465	-312	965	1,726	-66,086
TZ - Miscellaneous Income	-12,761	0	0	-923	-13,684
	224,755	5,267	-22,011	23,373	231,383

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

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

Council Wide – General Fund

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Corporate Services	17,877	367	-2,309	6,134	22,069	1,086
General Fund Other Budgets*	-41,698	625	-1,287	7,242	-35,117	0
Public Health**	23,316	236	-1,245	0	22,307	20
Supporting Communities	66,576	673	-7,641	2,018	61,627	631
Supporting People	158,683	1,868	-6,310	6,256	160,498	4,323
	224,755	3,769	-18,792	21,651	231,383	3,153

	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	886,576	5,476	-23,446	21,786	890,393
A - Employees	300,374	2,670	-5,295	4,773	302,522
C - Premises	37,254	373	-57	440	38,010
E - Transport Related Expenditure	9,238	90	-161	-148	9,019
G - Supplies And Services	100,236	351	-3,410	17,236	114,413
J - Third Party Payments	199,611	1,992	-14,962	1,706	188,347
L - Transfer Payments	206,465	0	-18	-12,160	194,287
N - Support Services	2,926	0	-112	11	2,825
P - Capital Financing Costs	30,472	0	569	9,929	40,970
Total Income	-661,821	-1,707	4,654	-135	-659,009
TA - Government Grants	-440,078	0	-144	14,778	-425,444
TB - Reimbursements & Contributions	-46,823	-419	-246	-14,267	-61,755
TC - Customer & Client Receipts	-82,172	-849	4,379	-1,001	-79,644
TD - Sales	-1,625	-16	-102	214	-1,529
TE - Rents	-12,327	-128	-130	582	-12,002
TF - Support Services	-14,738	0	81	-1,666	-16,323
TG - Interest	-2,213	0	-150	1,266	-1,097
TH - Recharges To Other Services	-61,510	-295	965	345	-60,495
TZ - Miscellaneous Income	-335	0	0	-386	-721
	224,755	3,769	-18,792	21,651	231,383

* General Fund Other Budgets – see page 56

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

Council Wide – HRA

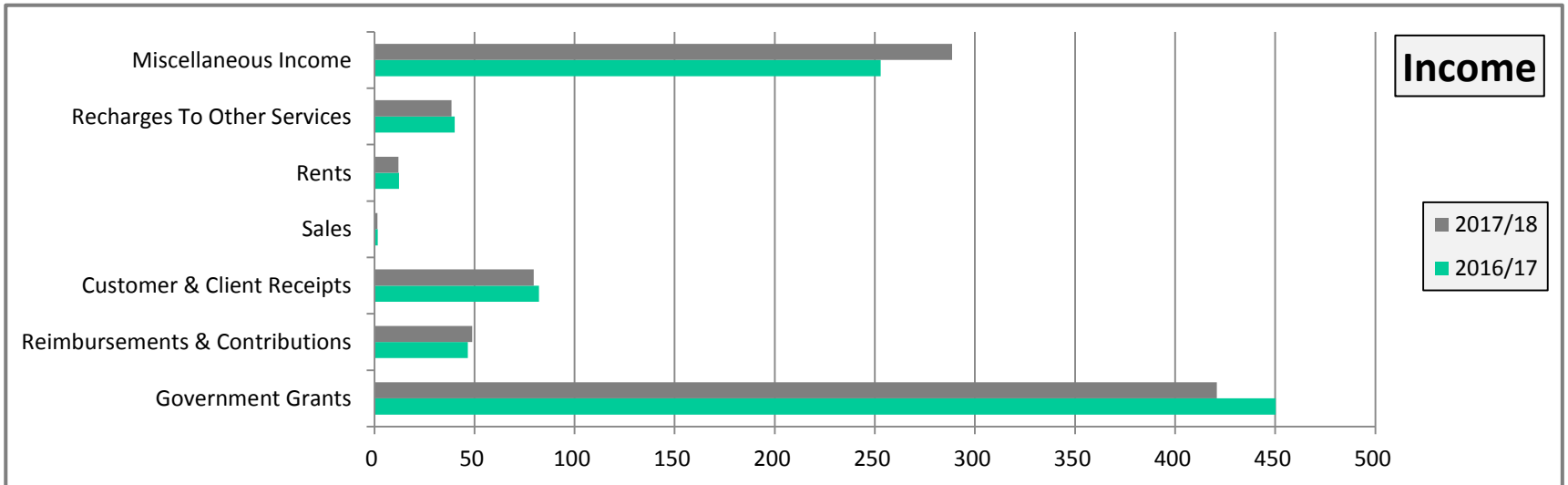
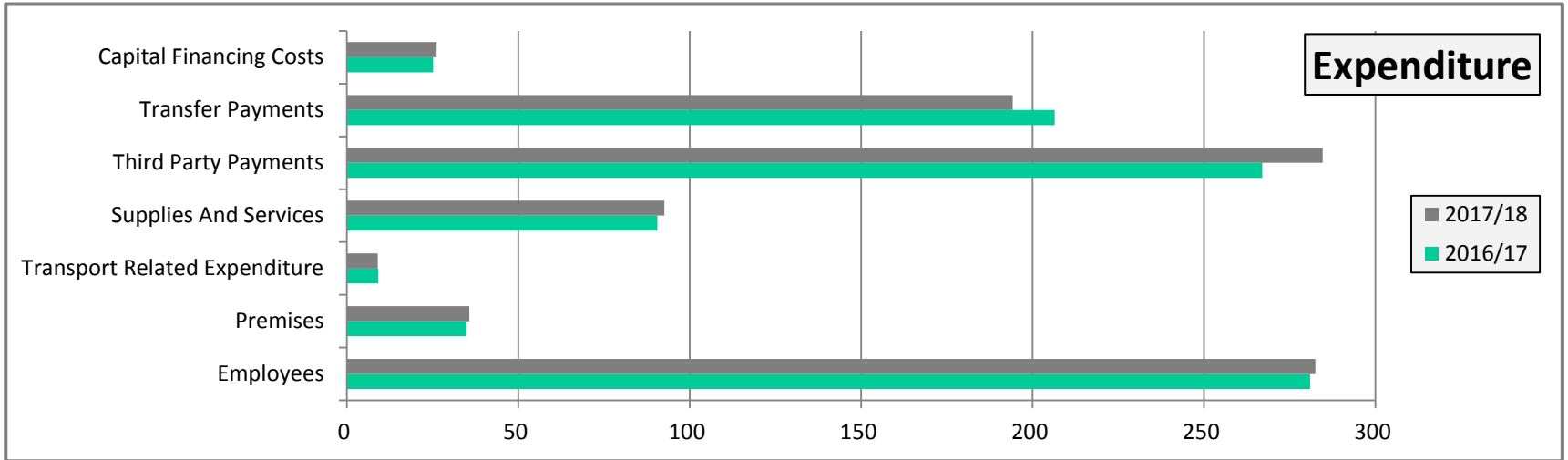
Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
HRA Other Budgets*	75,781	35	-1,101	1,660	76,375	0
Supporting Communities	-79,814	1,379	-2,528	966	-79,997	801
Supporting People	4,033	84	410	-904	3,622	85
	0	1,498	-3,219	1,722	0	886

	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	213,996	1,684	-1,054	-1,568	213,059
A - Employees	39,978	522	0	202	40,702
C - Premises	62,218	985	-270	-2,006	60,927
E - Transport Related Expenditure	1,631	16	0	182	1,829
G - Supplies And Services	11,610	116	-1,463	2,659	12,922
J - Third Party Payments	4,453	45	0	159	4,657
L - Transfer Payments	10,708	0	0	-100	10,608
N - Support Services	15,657	0	679	-2,412	13,924
P - Capital Financing Costs	67,741	0	0	-251	67,490
Total Income	-213,996	-187	-2,166	3,290	-213,059
TA - Government Grants	-6,824	0	0	0	-6,824
TB - Reimbursements & Contributions	-705	0	0	-71	-776
TC - Customer & Client Receipts	-42,858	-170	-1,103	1,182	-42,949
TD - Sales	-4	0	0	0	-4
TE - Rents	-143,862	0	-1,063	1,300	-143,624
TF - Support Services	-46	0	0	33	-13
TG - Interest	-316	0	0	0	-316
TH - Recharges To Other Services	-6,955	-17	0	1,381	-5,591
TZ - Miscellaneous Income	-12,426	0	0	-537	-12,963
	0	1,498	-3,219	1,722	0

* HRA Other Budgets – see page 57.

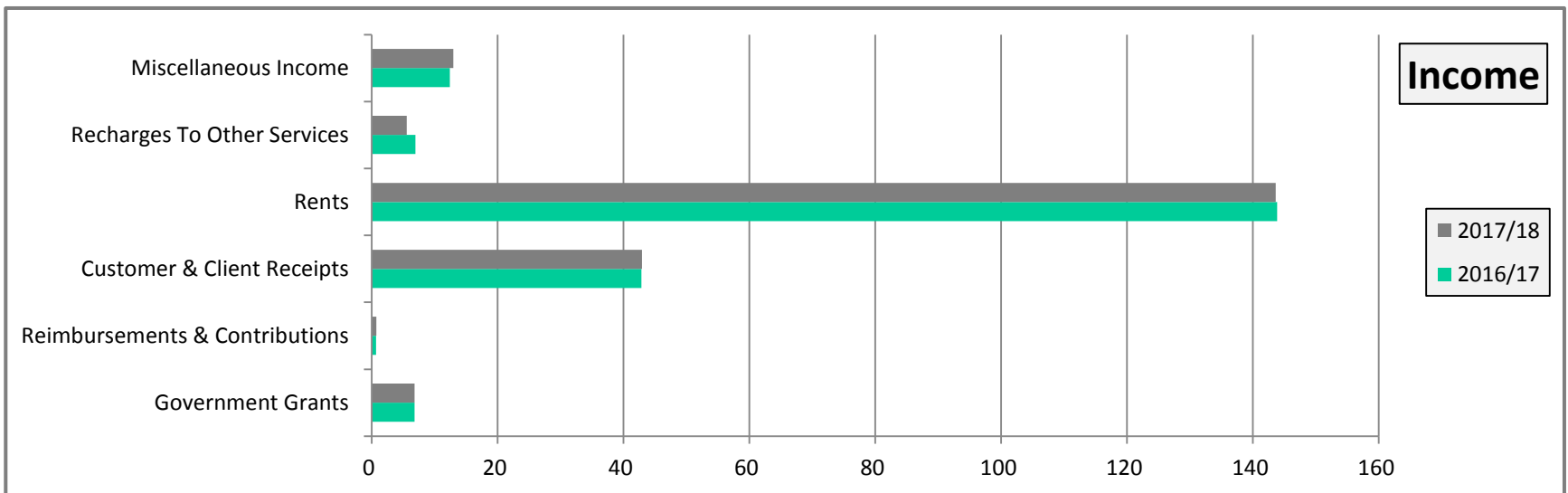
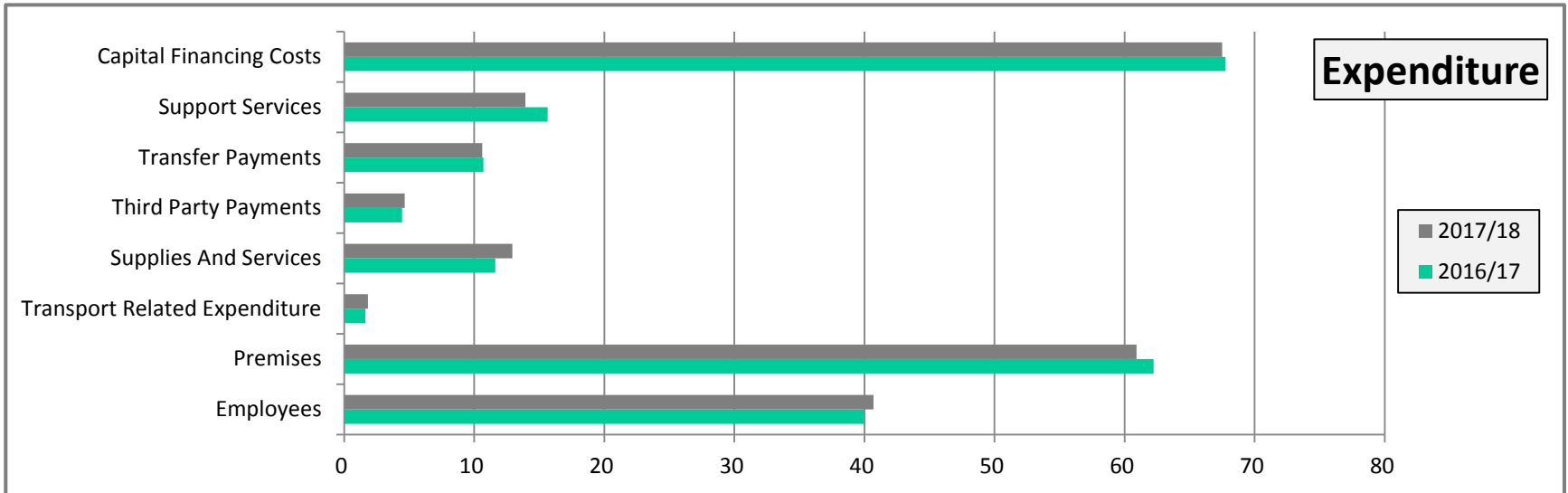
Income and Expenditure by Subjective Type - GF

Excluding other budgets



Income and Expenditure by Subjective Type - HRA

Excluding other budgets



Supporting Communities Directorate

Executive Director: Jenny Rowlands

Total Revenue Budget: -£18,370,000

- GF Revenue Budget: £61,627,000

- HRA Revenue Budget: -£79,997,000

Full Time Equivalents (FTE's): 1,432

Supporting Communities consists of six divisions: Place Management, Regeneration & Planning, Property Management, CIP & Major Projects, Community Services and Housing Management. We are responsible for a wide range of universal services – such as waste collection, libraries and planning – alongside much more targeted services – support for the voluntary and community sector, active health and consumer protection. We are also responsible for managing the council's housing portfolio, comprising 33,000 properties. Alongside this, we have an estate regeneration programme. We also manage the rest of the council's property portfolio to ensure that it is managed in the most effective way. Lastly, we are responsible for coordinating Camden's response to HS2 proposals.

Place Management: This division is responsible for the effective management of the public realm. It covers waste, recycling and street cleaning, and the council's engineering functions. Building control ensures that all planning applications comply with regulations, and uphold the health and safety of people in and around buildings. Finally, it also provides regulatory services, such as trading standards, noise and environmental health.

Regeneration & Planning: The place shaping team works to map out a clear, long term direction for the future development of the borough. Development Management manages the planning process. The Economic Development service works with a range of partners to deliver employment and enterprise outcomes for local people and businesses. Finally, Transport & Parking Strategy provides strategic direction for all aspects of transport and encouraging people to use more sustainable modes.

Property Management: The Council manages a large housing portfolio comprising 33,000 (24,000 tenanted, 9,000 leasehold) homes of various types, ranging from street properties in conservation areas to flats developed by the GLC through to the modern estates of the 1970's and 80's. Many estates are supported by complex mechanical and electrical infrastructure and the Council has significant obligations to make sure services are provided safely. There is a long term strategy to manage the asset base and investment plans. The division manages the repairs service.

CIP & Major Projects: The CIP programme aims to make the best use of Council assets through investing in existing buildings and building new schools, community facilities and homes. Part of the programme is an estate regeneration programme focused on sites with high needs or development potential. The Accommodation Strategy supports the best use of council properties, allowing staff to work in more agile ways, and the Asset Strategy team manages our portfolio of commercial properties.

Community Services: The division covers arts and tourism, libraries, sports and physical activity, community safety, emergency management, the voluntary and community sector and sustainability and green spaces (for which it is the corporate lead) . It works to sustain strong, safe, resilient and economically healthy communities and to promote community cohesion.

Housing Management: The division manages a wide range of services to support tenants living in tenanted and leasehold homes. Leasehold services bill and collect service charges for 9500 leaseholders, tenancy services provide the landlord function for our 33,000 council homes, while the tenant participation team engages with our tenants to help improve services. Estate services manages caretakers and waste and recycling on estates. The division also leads on sheltered accommodation.

Supporting Communities – GF & HRA

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
CIP and Major Projects	5,331	70	-296	1,505	6,610	71
Community Services	15,226	186	-1,370	240	14,282	230
Housing Management	-132,107	392	-1,829	1,561	-131,983	417
Place Management	32,293	254	-5,062	-120	27,365	144
Programme Director HS2	6	3	0	-9	0	9
Property Management	65,087	1,085	-865	-157	65,151	387
Regeneration and Planning	613	54	-484	114	297	174
Executive Director for Supporting Communities	313	8	-264	-149	-91	1
	-13,238	2,052	-10,169	2,984	-18,370	1,432

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	250,429	2,799	-14,197	-487	238,543
A - Employees	64,571	873	-1,849	66	63,661
C - Premises	79,219	1,260	-321	-1,540	78,619
E - Transport Related Expenditure	2,192	20	-96	199	2,314
G - Supplies And Services	25,368	222	-771	1,330	26,149
J - Third Party Payments	42,460	424	-12,479	676	31,081
L - Transfer Payments	8,103	0	0	-117	7,985
N - Support Services	12,066	0	-68	-726	11,271
P - Capital Financing Costs	16,449	0	1,387	-375	17,462
Total Income	-263,666	-746	4,028	3,472	-256,913
TA - Government Grants	-10,886	0	0	560	-10,326
TB - Reimbursements & Contributions	-3,837	-34	-46	-399	-4,316
TC - Customer & Client Receipts	-65,811	-473	4,752	0	-61,531
TD - Sales	-1,420	-9	-102	176	-1,355
TE - Rents	-149,105	-128	-1,063	1,350	-148,946
TF - Support Services	-3,964	0	0	205	-3,759
TG - Interest	-50	0	0	0	-50
TH - Recharges To Other Services	-16,141	-103	486	2,214	-13,543
TZ - Miscellaneous Income	-12,453	0	0	-634	-13,086
	-13,238	2,052	-10,169	2,984	-18,370

Supporting Communities – GF

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
CIP and Major Projects	3,305	39	-332	1,322	4,334	24
Community Services	14,897	182	-1,353	240	13,966	225
Place Management	32,293	254	-5,062	-120	27,365	144
Programme Director HS2	6	3	0	-9	0	9
Property Management	15,146	136	-146	622	15,757	55
Regeneration and Planning	613	54	-484	114	297	174
Supporting Communities	316	6	-264	-149	-91	1
	66,576	673	-7,641	2,018	61,627	631

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	128,444	1,233	-13,835	2,153	117,996
A - Employees	30,888	427	-1,849	294	29,760
C - Premises	18,082	291	-51	212	18,534
E - Transport Related Expenditure	572	4	-96	17	496
G - Supplies And Services	16,352	132	-728	1,112	16,868
J - Third Party Payments	38,007	379	-12,479	517	26,425
L - Transfer Payments	8,003	0	0	-17	7,985
N - Support Services	91	0	-18	394	467
P - Capital Financing Costs	16,449	0	1,387	-375	17,462
Total Income	-61,868	-560	6,194	-135	-56,369
TA - Government Grants	-10,886	0	0	560	-10,326
TB - Reimbursements & Contributions	-3,528	-34	-46	-399	-4,007
TC - Customer & Client Receipts	-23,962	-303	5,855	-1,601	-20,011
TD - Sales	-1,416	-9	-102	176	-1,351
TE - Rents	-6,388	-128	0	-206	-6,721
TF - Support Services	-3,918	0	0	172	-3,746
TG - Interest	0	0	0	0	0
TH - Recharges To Other Services	-11,744	-86	486	1,260	-10,083
TZ - Miscellaneous Income	-26	0	0	-97	-123
	66,576	673	-7,641	2,018	61,627

Supporting Communities – HRA

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
CIP and Major Projects	2,026	31	36	183	2,276	48
Community Services	329	4	-17	0	316	5
Housing Management	-132,107	392	-1,829	1,561	-131,983	417
Property Management	49,941	950	-719	-778	49,394	331
Supporting Communities	-3	2	0	1	0	0
	-79,814	1,379	-2,528	966	-79,997	801

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	155,667	2,011	-362	-2,868	154,448
A - Employees	33,683	446	0	-227	33,901
C - Premises	33,683	446	0	-227	33,901
E - Transport Related Expenditure	61,138	969	-270	-1,752	60,085
G - Supplies And Services	1,620	16	0	182	1,818
J - Third Party Payments	9,016	90	-42	218	9,281
L - Transfer Payments	4,453	45	0	159	4,657
N - Support Services	100	0	0	-100	0
P - Capital Financing Costs	11,975	0	-50	-1,120	10,805
Total Income	-201,798	-187	-2,166	3,607	-200,544
TA - Government Grants	0	0	0	0	0
TB - Reimbursements & Contributions	-309	0	0	0	-309
TC - Customer & Client Receipts	-41,849	-170	-1,103	1,601	-41,521
TD - Sales	-4	0	0	0	-4
TE - Rents	-142,717	0	-1,063	1,556	-142,224
TF - Support Services	-46	0	0	33	-13
TG - Interest	-50	0	0	0	-50
TH - Recharges To Other Services	-4,397	-17	0	953	-3,460
TZ - Miscellaneous Income	-12,426	0	0	-537	-12,963
	-79,814	1,379	-2,528	966	-79,997

CIP & Major Projects – GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Asset Strategy and Valuation	405	9	5	266	685	9
Community Investment and Regeneration	198	2	-60	172	312	10
Corporate Accommodation	2,702	28	-277	884	3,337	5
	3,305	39	-332	1,322	4,334	24

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	3,480	39	-332	1,360	4,548
A - Employees	741	12	-55	716	1,414
C - Premises	0	0	0	0	0
E - Transport Related Expenditure	0	0	0	0	0
G - Supplies And Services	2,741	27	-277	643	3,134
J - Third Party Payments	-1	-0	0	1	0
L - Transfer Payments	0	0	0	0	0
N - Support Services	0	0	0	0	0
Total Income	-176	-0	0	-38	-214
TB - Reimbursements & Contributions	0	0	0	0	0
TE - Rents	0	0	0	0	0
TF - Support Services	-167	0	0	167	0
TH - Recharges To Other Services	-8	-0	0	-206	-214
TZ - Miscellaneous Income	0	0	0	0	0
	3,305	39	-332	1,322	4,334

CIP & Major Projects – HRA

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Regeneration and Development	2,026	31	36	183	2,276	48
	2,026	31	36	183	2,276	48

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	3,157	31	36	272	3,496
A - Employees	2,652	31	113	272	3,068
C - Premises	26	0	0	0	26
E - Transport Related Expenditure	0	0	0	0	0
G - Supplies And Services	26	0	0	0	26
L - Transfer Payments	0	0	0	0	0
N - Support Services	453	0	-76	0	376
Total Income	-1,131	0	0	-89	-1,220
TB - Reimbursements & Contributions	0	0	0	0	0
TH - Recharges To Other Services	-1,131	0	0	-89	-1,220
	2,026	31	36	183	2,276

Community Services - GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Communities and Third Sector	5,346	56	-79	0	5,323	16
Community Safety and Emergency	3,753	54	-133	206	3,880	57
Community Services	282	3	-147	0	138	1
Libraries Arts and Tourism	2,553	30	-802	10	1,791	76
Sports and Physical Activity	14	2	-4	-6	6	37
Sustainability and Green Space	2,949	36	-186	29	2,828	37
	14,897	182	-1,353	240	13,966	225

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	21,851	251	-1,023	236	21,315
A - Employees	10,543	141	-948	-141	9,595
C - Premises	1,515	17	0	-152	1,380
E - Transport Related Expenditure	105	1	0	17	123
G - Supplies And Services	6,805	68	-75	293	7,092
J - Third Party Payments	2,407	24	0	254	2,685
L - Transfer Payments	50	0	0	-30	20
N - Support Services	67	0	0	-0	67
P - Capital Financing Costs	359	0	0	-6	353
Total Income	-6,954	-69	-330	4	-7,349
TA - Government Grants	-802	0	0	0	-802
TB - Reimbursements & Contributions	-1,823	-17	-46	-14	-1,900
TC - Customer & Client Receipts	-2,207	-31	-284	117	-2,405
TD - Sales	-78	0	0	0	-78
TE - Rents	-89	-2	0	-63	-153
TF - Support Services	-1	0	0	0	-1
TG - Interest	0	0	0	0	0
TH - Recharges To Other Services	-1,955	-20	0	-36	-2,010
TZ - Miscellaneous Income	0	0	0	0	0
	14,897	182	-1,353	240	13,966

Community Services - HRA

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Community Safety and Emergency	329	4	-17	0	316	5
	329	4	-17	0	316	5

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	329	4	-17	0	316
A - Employees	264	4	0	0	268
G - Supplies And Services	0	0	0	0	0
N - Support Services	65	0	-17	0	48
Total Income	0	0	0	0	0
TH - Recharges To Other Services	0	0	0	0	0
	329	4	-17	0	316

Place Management- GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Building Control	-103	-3	1	6	-99	17
Engineering	5,945	17	-1	23	5,984	41
Environment Services	25,405	213	-5,045	-164	20,409	38
Place Management	181	2	-19	-34	132	1
Regulatory Services	864	25	1	48	939	47
	32,293	254	-5,062	-120	27,365	144

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	52,221	488	-12,059	332	40,982
A - Employees	7,752	109	-803	41	7,098
C - Premises	847	11	-51	-0	807
E - Transport Related Expenditure	278	3	-96	-0	185
G - Supplies And Services	1,504	15	1	-39	1,481
J - Third Party Payments	35,003	350	-12,479	330	23,203
N - Support Services	18	0	-18	0	0
P - Capital Financing Costs	6,819	0	1,387	0	8,207
Total Income	-19,928	-234	6,997	-452	-13,617
TA - Government Grants	0	0	0	0	0
TB - Reimbursements & Contributions	-975	-10	0	0	-984
TC - Customer & Client Receipts	-14,579	-193	6,612	-1,981	-10,141
TD - Sales	-169	-5	-102	170	-106
TF - Support Services	-1,606	0	0	0	-1,606
TH - Recharges To Other Services	-2,599	-26	486	1,359	-780
TZ - Miscellaneous Income	0	0	0	0	0
	32,293	254	-5,062	-120	27,365

Property Management- GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Childrens & Schools Contracts	1,628	12	-89	190	1,741	0
Property Services	13,518	124	-57	431	14,016	0
	15,146	136	-146	622	15,757	0

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	40,469	314	-146	308	40,944
A - Employees	3,216	43	-146	-128	2,984
C - Premises	15,574	261	0	360	16,195
E - Transport Related Expenditure	188	0	0	-1	188
G - Supplies And Services	4,089	9	0	74	4,172
J - Third Party Payments	182	1	0	-29	154
L - Transfer Payments	7,953	0	0	13	7,965
N - Support Services	0	0	0	394	394
P - Capital Financing Costs	9,266	0	0	-375	8,891
Total Income	-25,323	-178	0	313	-25,188
TA - Government Grants	-9,539	0	0	375	-9,164
TB - Reimbursements & Contributions	-201	-2	0	2	-201
TC - Customer & Client Receipts	-767	-12	0	-7	-785
TD - Sales	-1,169	-4	0	6	-1,168
TE - Rents	-6,299	-126	0	-143	-6,568
TF - Support Services	-754	0	0	0	-754
TH - Recharges To Other Services	-6,568	-34	0	178	-6,424
TZ - Miscellaneous Income	-26	0	0	-97	-123
	15,146	136	-146	622	15,757

Property Management- HRA

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Better Homes Delivery	37,604	707	1,339	-328	39,322	60
Property Management	1,029	14	-112	-133	798	3
Property Services	9,350	74	-1,935	-159	7,329	53
Repairs	1,959	156	-11	-159	1,945	215
	49,941	950	-719	-778	49,394	331

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	64,278	966	-719	-292	64,233
A - Employees	14,750	194	-112	-135	14,697
C - Premises	36,409	705	-70	60	37,104
E - Transport Related Expenditure	1,388	14	0	188	1,589
G - Supplies And Services	4,508	45	0	297	4,850
J - Third Party Payments	844	8	0	0	853
N - Support Services	6,378	0	-537	-701	5,140
Total Income	-14,336	-17	0	-486	-14,839
TA - Government Grants	0	0	0	0	0
TB - Reimbursements & Contributions	-158	0	0	0	-158
TC - Customer & Client Receipts	0	0	0	0	0
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-1,752	-17	0	50	-1,719
TZ - Miscellaneous Income	-12,426	0	0	-537	-12,963
	49,941	950	-719	-778	49,394

Regeneration & Planning - GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Development Management	-1,248	6	12	0	-1,230	68
Placeshaping and Economic Development	2,181	31	-258	150	2,104	58
Regeneration and Planning	-556	-10	10	0	-555	1
Transport Planning and Parking	237	27	-249	-36	-21	47
	613	54	-484	114	297	174

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	10,100	133	-11	-59	10,163
A - Employees	8,397	115	28	-154	8,386
C - Premises	140	3	0	4	146
E - Transport Related Expenditure	1	0	0	0	1
G - Supplies And Services	1,136	11	-40	124	1,232
J - Third Party Payments	417	4	0	-38	382
N - Support Services	5	0	0	0	5
P - Capital Financing Costs	5	0	0	6	11
Total Income	-9,487	-79	-473	173	-9,866
TA - Government Grants	-545	0	0	185	-360
TB - Reimbursements & Contributions	-529	-5	0	-387	-922
TC - Customer & Client Receipts	-6,410	-68	-473	271	-6,680
TD - Sales	0	0	0	0	0
TF - Support Services	-1,390	0	0	5	-1,385
TH - Recharges To Other Services	-614	-6	0	100	-520
TZ - Miscellaneous Income	0	0	0	0	0
	613	54	-484	114	297

Housing Management - HRA

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Estate Services	15,498	166	-592	-75	14,998	213
Housing Management	154	3	8	-6	159	1
Leaseholder Services	-159,910	79	-1,750	1,393	-160,189	73
Sheltered Services	3,172	45	212	0	3,429	40
Tenancy Services	6,967	79	231	1	7,279	85
Tenant and Leaseholder Engagement	2,012	20	63	248	2,342	6
	-132,107	392	-1,829	1,561	-131,983	417

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	53,953	562	337	-2,350	52,502
A - Employees	15,823	215	0	-169	15,869
C - Premises	24,703	264	-200	-1,812	22,955
E - Transport Related Expenditure	227	2	0	-0	229
G - Supplies And Services	4,459	45	-42	-56	4,405
J - Third Party Payments	3,609	36	0	159	3,804
L - Transfer Payments	100	0	0	-100	0
N - Support Services	5,032	0	580	-371	5,240
Total Income	-186,060	-170	-2,166	3,911	-184,484
TB - Reimbursements & Contributions	-152	0	0	0	-152
TC - Customer & Client Receipts	-41,849	-170	-1,103	1,601	-41,521
TD - Sales	-4	0	0	0	-4
TE - Rents	-142,717	0	-1,063	1,556	-142,224
TF - Support Services	-46	0	0	33	-13
TG - Interest	-50	0	0	0	-50
TH - Recharges To Other Services	-1,242	0	0	721	-521
TZ - Miscellaneous Income	0	0	0	0	0
	-132,107	392	-1,829	1,561	-131,983

Executive Director for Supporting Communities - GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Executive Director of Supporting Communities	316	6	-264	-149	-91	1
	316	6	-264	-149	-91	1

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	316	6	-264	-14	44
A - Employees	234	5	74	-31	281
C - Premises	5	0	0	0	5
E - Transport Related Expenditure	0	0	0	0	0
G - Supplies And Services	77	1	-338	17	-243
J - Third Party Payments	0	0	0	0	0
L - Transfer Payments	0	0	0	0	0
N - Support Services	0	0	0	0	0
P - Capital Financing Costs	0	0	0	0	0
Total Income	0	0	0	-135	-135
TA - Government Grants	0	0	0	0	0
TB - Reimbursements & Contributions	0	0	0	0	0
TC - Customer & Client Receipts	0	0	0	0	0
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	0	0	0	-135	-135
	316	6	-264	-149	-91

Supporting People Directorate

Director:	Martin Pratt
Total Revenue Budget:	£164,120,000
- <i>GF Revenue Budget:</i>	<i>£160,498,300</i>
- <i>HRA Revenue Budget:</i>	<i>£3,622,000</i>
Full Time Equivalents (FTE's):	4,408 (Including Schools)

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

- **Early Intervention and Prevention:** early years; integrated youth services; family support; special educational needs and psychology; welfare in schools.
- **Raising Achievement & Aspiration:** school improvement; school place planning; schools traded services partnership; professional training and development; adult and community learning.
- **Children's Safeguarding and Social Work:** children in need; quality assurance; looked-after children; children's care provision; services for disabled children.
- **Housing Support Services:** housing need; temporary accommodation; housing support services; housing supply, initiatives and partnerships; accessible transport.

- **Adult Social Care:** adult safeguarding and care management; integrated learning disability and physical disability service; service provision and development.
- **Strategic and Joint Commissioning:** across Children's and Adult Social Care including aspects of integrated commissioning with health partners: covering children's health; mental health and substance misuse; disabilities and older people.

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

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

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

Supporting People – GF & HRA

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Adult Social Care	50,196	522	-2,072	4,612	53,258	244
Childrens Safeguarding and Social Work	30,220	351	-577	237	30,231	279
Early Intervention and Prevention	16,041	320	-1,632	23	14,751	476
Education (Achievement & Aspiration)*	8,190	52	-251	-23	7,968	2,972
Housing Support Services	36,544	474	-314	-402	36,302	354
Strategic and Joint Commission	20,984	230	-788	977	21,404	81
Executive Director for Supporting People	542	4	-267	-72	207	2
	162,716	1,952	-5,900	5,352	164,120	4,408

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	439,586	2,630	-5,079	3,953	441,090
A - Employees	205,060	948	-2,060	756	204,705
C - Premises	17,556	94	0	-6	17,644
E - Transport Related Expenditure	8,505	85	-65	-130	8,395
G - Supplies And Services	61,842	205	-2,149	2,585	62,484
J - Third Party Payments	128,283	1,298	-1,145	2,228	130,664
L - Transfer Payments	7,292	0	-18	-604	6,670
N - Support Services	5,169	0	357	-875	4,650
P - Capital Financing Costs	5,879	0	0	0	5,879
Total Income	-276,870	-678	-821	1,399	-276,970
TA - Government Grants	-193,735	0	-144	1,605	-192,274
TB - Reimbursements & Contributions	-37,078	-337	0	-371	-37,786
TC - Customer & Client Receipts	-17,683	-173	-1,427	-103	-19,387
TD - Sales	-105	-3	0	29	-79
TE - Rents	-7,084	0	-130	533	-6,681
TF - Support Services	-79	0	-200	0	-279
TG - Interest	0	0	0	0	0
TH - Recharges To Other Services	-21,076	-164	1,079	-295	-20,456
TZ - Miscellaneous Income	-30	0	0	0	-30
	162,716	1,952	-5,900	5,352	164,120

* Includes Schools

Supporting People – GF

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Adult Social Care	50,196	522	-2,072	4,612	53,258	244
Childrens Safeguarding and Social Work	30,220	351	-577	237	30,231	279
Early Intervention and Prevention	16,041	320	-1,632	23	14,751	476
Education (Achievement & Aspiration)	8,190	52	-251	-23	7,968	2,972
Housing Support Services	32,511	390	-723	502	32,680	269
Strategic and Joint Commission	20,984	230	-788	977	21,404	81
Executive Director for Supporting People	542	4	-267	-72	207	2
	158,683	1,868	-6,310	6,256	160,498	4,323

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	430,745	2,547	-5,489	4,240	432,043
A - Employees	201,301	897	-2,060	627	200,765
C - Premises	16,476	78	0	247	16,801
E - Transport Related Expenditure	8,494	85	-65	-130	8,384
G - Supplies And Services	60,219	189	-2,107	2,255	60,555
J - Third Party Payments	128,283	1,298	-1,145	2,228	130,664
L - Transfer Payments	7,292	0	-18	-604	6,670
N - Support Services	2,801	0	-94	-383	2,324
P - Capital Financing Costs	5,879	0	0	0	5,879
Total Income	-272,062	-678	-821	2,016	-271,545
TA - Government Grants	-193,735	0	-144	1,605	-192,274
TB - Reimbursements & Contributions	-36,682	-337	0	-300	-37,319
TC - Customer & Client Receipts	-16,675	-173	-1,427	316	-17,959
TD - Sales	-105	-3	0	29	-79
TE - Rents	-5,939	0	-130	788	-5,281
TF - Support Services	-79	0	-200	0	-279
TG - Interest	0	0	0	0	0
TH - Recharges To Other Services	-18,818	-164	1,079	-423	-18,326
TZ - Miscellaneous Income	-30	0	0	0	-30
	158,683	1,868	-6,310	6,256	160,498

* Includes Schools

Supporting People – HRA

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Housing Support Services	4,033	84	410	-904	3,622	85
	4,033	84	410	-904	3,622	85

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	8,841	84	410	-287	9,047
A - Employees	3,760	51	0	129	3,940
C - Premises	1,080	16	0	-254	842
E - Transport Related Expenditure	11	0	0	-0	11
G - Supplies And Services	1,623	16	-42	330	1,928
J - Third Party Payments	0	0	0	0	0
N - Support Services	2,367	0	451	-492	2,326
Total Income	-4,808	0	0	-617	-5,425
TB - Reimbursements & Contributions	-396	0	0	-71	-467
TC - Customer & Client Receipts	-1,009	0	0	-419	-1,428
TE - Rents	-1,145	0	0	-255	-1,400
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-2,258	0	0	128	-2,130
	4,033	84	410	-904	3,622

Adult Social Care – GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Adult Social Care	741	4	12	0	758	2
Integrated LD & PD Service	15,899	160	-100	-115	15,845	14
Professional Training & Development	601	7	-62	0	546	5
Safeguarding & CM	29,302	304	-1,494	1,992	30,103	118
Service Development	1,116	13	-60	2,735	3,804	23
Service Provision	2,537	34	-368	0	2,203	83
	50,196	522	-2,072	4,612	53,258	244

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	71,665	772	-655	3,480	75,262
A - Employees	12,786	168	48	270	13,271
C - Premises	519	5	0	-4	520
E - Transport Related Expenditure	633	6	0	-145	494
G - Supplies And Services	1,553	16	-595	2,336	3,309
J - Third Party Payments	55,528	577	-143	1,107	57,069
L - Transfer Payments	37	0	0	-11	26
N - Support Services	106	0	35	-71	70
P - Capital Financing Costs	502	0	0	0	502
Total Income	-21,469	-250	-1,417	1,132	-22,004
TA - Government Grants	0	0	0	0	0
TB - Reimbursements & Contributions	-12,715	-127	0	919	-11,923
TC - Customer & Client Receipts	-8,654	-120	-1,417	169	-10,023
TD - Sales	-72	-2	0	29	-45
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-27	-0	0	15	-13
	50,196	522	-2,072	4,612	53,258

Children's Safeguarding & Social Work – GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Children In Need	6,075	77	-160	0	5,993	105
Children's Care Provision	20,075	218	-328	-0	19,965	102
Childrens Quality Assurance	1,405	19	-1	0	1,423	22
Childrens Safeguarding and Social Work	261	3	4	0	269	1
Great Ormond Street	8	3	0	0	11	15
Looked After Children	328	7	0	0	335	9
MOSAIC	2,067	24	-93	237	2,235	25
	30,220	351	-577	237	30,231	279

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	33,287	376	-577	485	33,570
A - Employees	14,688	196	-172	166	14,878
C - Premises	29	0	0	-0	29
E - Transport Related Expenditure	86	1	0	17	104
G - Supplies And Services	1,339	13	-50	73	1,375
J - Third Party Payments	16,533	165	-330	188	16,556
L - Transfer Payments	569	0	-25	79	623
N - Support Services	43	0	0	-38	4
P - Capital Financing Costs	0	0	0	0	0
Total Income	-3,066	-24	0	-249	-3,339
TA - Government Grants	-800	0	0	0	-800
TB - Reimbursements & Contributions	-1,635	-16	0	-351	-2,002
TC - Customer & Client Receipts	-285	-4	0	9	-280
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-347	-3	0	93	-257
TZ - Miscellaneous Income	0	0	0	0	0
	30,220	351	-577	237	30,231

Early Intervention & Prevention – GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Early Intervention and Prevention	184	3	-306	0	-120	2
Early Years	6,560	185	-921	0	5,824	305
Education Attendance Advisory	236	4	0	0	240	6
Family Support and Complex Families	1,254	33	89	0	1,377	45
Integrated Youth Service	4,259	51	-494	0	3,815	87
SEN and Ed Psych (GF)	3,548	44	0	23	3,614	31
	16,041	320	-1,632	23	14,751	476

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	69,441	358	-2,539	-747	66,512
A - Employees	21,899	268	-1,625	77	20,618
C - Premises	1,057	22	0	-46	1,033
E - Transport Related Expenditure	2,669	27	0	-5	2,691
G - Supplies And Services	13,177	28	-914	-535	11,755
J - Third Party Payments	29,146	15	0	-221	28,940
L - Transfer Payments	1,364	0	0	0	1,364
N - Support Services	17	0	0	-17	1
P - Capital Financing Costs	111	0	0	0	111
Total Income	-53,400	-39	907	770	-51,761
TA - Government Grants	-46,281	0	0	964	-45,317
TB - Reimbursements & Contributions	-2,346	-9	0	-112	-2,467
TC - Customer & Client Receipts	-519	-2	0	2	-519
TD - Sales	0	0	0	0	0
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-4,254	-28	907	-84	-3,459
	16,041	320	-1,632	23	14,751

Education (Achievement & Aspiration) – GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Adult Community Learning	29	13	0	0	42	15
Education (Achievement and Aspiration)	520	4	2	22	547	1
Professional Training & Development	810	10	-52	0	769	14
Schools Improvement & Partnership	1,637	18	-201	-44	1,409	41
Schools Inclusion	122	6	0	0	128	7
Schools	5,040	0	0	0	5,040	0
Schools Admissions	31	1	0	0	32	7
	8,190	52	-251	-23	7,968	85

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	159,267	90	-51	-511	158,795
A - Employees	136,409	55	-51	-252	136,161
C - Premises	10,798	1	0	-42	10,758
E - Transport Related Expenditure	38	0	0	0	38
G - Supplies And Services	33,830	29	0	-198	33,662
J - Third Party Payments	-26,493	3	0	-5	-26,495
L - Transfer Payments	25	0	0	0	25
N - Support Services	50	0	0	-14	36
P - Capital Financing Costs	4,610	0	0	0	4,610
Total Income	-151,077	-38	-200	488	-150,827
TA - Government Grants	-141,341	0	0	-14	-141,355
TB - Reimbursements & Contributions	-2,061	-6	0	168	-1,899
TC - Customer & Client Receipts	-4,899	-14	0	31	-4,882
TD - Sales	-33	-1	0	0	-34
TF - Support Services	-79	0	-200	0	-279
TH - Recharges To Other Services	-2,664	-17	0	302	-2,379
	8,190	52	-251	-23	7,968

Schools

Resources	2016/17 £000	2017/18 £000
Dedicated schools grant	166,000	167,240
Pupil premium grant	11,100	11,000
6th form grant	12,200	12,500
Council contribution	4,788	4,788
Use of reserves	2,800	2,160
Total estimated funding	196,888	197,688
Increase (£000)		800
% Increase		0.41%

Distribution	2016/17 £000	2017/18 £000
Primary and nursery schools	76,552	76,292
Children centres and external nursery	12,291	11,905
Secondary schools	68,425	69,052
Special and hospital schools	12,749	13,336
Academies	7,027	8,625
Total to schools	177,044	179,210
Capital financing costs	4,288	4,288
Centrally provided services	3,781	2,783
High needs excluding schools	11,775	11,407
Total net expenditure	196,888	197,688

Housing Support Services - GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Camden Accessible Travel Solution	15,381	155	-65	-249	15,222	100
Housing Needs	2,731	42	1	254	3,028	62
Housing Supply Initiatives	10,847	108	-264	-266	10,424	38
Temporary Accommodation	3,553	85	-395	763	4,005	68
	32,511	390	-723	502	32,680	269

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	56,084	522	-426	-1,179	55,001
A - Employees	11,118	147	2	20	11,287
C - Premises	3,859	47	0	109	4,014
E - Transport Related Expenditure	4,977	50	-65	-4	4,958
G - Supplies And Services	1,507	15	-33	-35	1,454
J - Third Party Payments	26,316	263	-226	-427	25,925
L - Transfer Payments	5,297	0	7	-672	4,632
N - Support Services	2,355	0	-110	-171	2,074
P - Capital Financing Costs	656	0	0	0	656
Total Income	-23,573	-132	-298	1,682	-22,321
TA - Government Grants	-5,109	0	-144	656	-4,597
TB - Reimbursements & Contributions	-2,476	-25	0	-97	-2,598
TC - Customer & Client Receipts	-1,444	-22	0	105	-1,361
TD - Sales	0	0	0	0	0
TE - Rents	-5,939	0	-130	788	-5,281
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-8,574	-86	-25	230	-8,454
TZ - Miscellaneous Income	-30	0	0	0	-30
	32,511	390	-723	502	32,680

Housing Support Services - HRA

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Housing Management	-3	4	0	12	12	1
Housing Needs	1,154	6	98	-5	1,254	0
Housing Supply Initiatives	50	2	9	-40	20	1
Temporary Accommodation	2,831	72	303	-871	2,335	83
	4,033	84	410	-904	3,622	85

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	8,841	84	410	-287	9,047
A - Employees	3,760	51	0	129	3,940
C - Premises	1,080	16	0	-254	842
E - Transport Related Expenditure	11	0	0	-0	11
G - Supplies And Services	1,623	16	-42	330	1,928
J - Third Party Payments	0	0	0	0	0
N - Support Services	2,367	0	451	-492	2,326
Total Income	-4,808	0	0	-617	-5,425
TB - Reimbursements & Contributions	-396	0	0	-71	-467
TC - Customer & Client Receipts	-1,009	0	0	-419	-1,428
TE - Rents	-1,145	0	0	-255	-1,400
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-2,258	0	0	128	-2,130
	4,033	84	410	-904	3,622

Strategic & Joint Commissioning - GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Children and Families Commissioning	3,945	44	-210	0	3,779	11
Integrated Commissioning (Adults)	16,785	182	-570	981	17,377	69
Strategic and Joint Commission	254	4	-7	-4	248	1
	20,984	230	-788	977	21,404	81

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	40,461	426	-974	2,784	42,696
A - Employees	4,197	60	-264	347	4,340
C - Premises	213	2	0	231	446
E - Transport Related Expenditure	89	1	0	7	97
G - Supplies And Services	8,708	87	-265	614	9,144
J - Third Party Payments	27,253	275	-446	1,586	28,668
L - Transfer Payments	0	0	0	0	0
N - Support Services	1	0	0	-0	1
P - Capital Financing Costs	0	0	0	0	0
Total Income	-19,477	-196	186	-1,807	-21,292
TA - Government Grants	-204	0	0	0	-204
TB - Reimbursements & Contributions	-15,448	-154	0	-828	-16,430
TC - Customer & Client Receipts	-873	-12	-10	0	-894
TD - Sales	0	0	0	0	0
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-2,951	-30	196	-979	-3,764
	20,984	230	-788	977	21,404

Executive Director for Supporting People- GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Executive Director for Supporting People	542	4	-267	-72	207	2
	542	4	-267	-72	207	2

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	542	4	-267	-72	207
A - Employees	204	3	3	0	209
C - Premises	1	0	0	0	1
E - Transport Related Expenditure	2	0	0	0	2
G - Supplies And Services	106	1	-251	0	-144
J - Third Party Payments	0	0	0	0	0
N - Support Services	230	0	-19	-72	139
P - Capital Financing Costs	0	0	0	0	0
Total Income	0	0	0	0	0
	542	4	-267	-72	207

Corporate Services Directorate

Director: Mike O'Donnell

Total Revenue Budget (GF): £22,069,000

Full Time Equivalents (FTE's): 1,086

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

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

The directorate has seven main functional areas:

- **ICT:** supports the ICT infrastructure of the Council and develops the digital and data capabilities of the organisation.
 - **Law and Governance:** provides advice and support to the Council on the full range of its legal functions in addition to democratic services including committee services and electoral services.
 - **Human Resources:** ensures that the Council has the people and organisational capacity required to deliver its aims and priorities and delivering HR support services that contribute to keeping the Council running smoothly.
 - **Communications:** provides communications support and advice to the Council.
 - **Customer Services:** operational delivery of customer services (contact centre and registrars), parking services, and advice and benefits. The service is also responsible for council tax and business rates.
- **Finance and procurement:** responsible for core finance, audit, procurement, and revenue services.
 - **Strategy and Change:** provides support to the Council's strategic leadership and coordinates strategy and change support for service directorates and the organisation as a whole.

Corporate Services Directorate - GF

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Chief Executive Office	230	3	0	0	233	1
Communications	1,172	28	-1	79	1,278	29
Customer Services	-21,484	-127	-731	2,945	-19,397	369
Executive Director for Corporate Services	624	8	-252	0	380	1
Finance and Procurement	5,707	78	-1,141	140	4,784	104
HR	3,802	52	-15	228	4,067	73
ICT Shared Service	11,666	122	45	1,065	12,898	167
Law and Governance	13,088	169	-105	725	13,877	268
North London Waste Authority	50	0	0	-50	0	0
Strategy and Change	3,023	33	-110	1,002	3,948	73
	17,877	367	-2,309	6,134	22,069	1,086

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	262,235	833	-2,059	-6,638	254,371
A - Employees	48,805	640	-1,386	3,950	52,009
C - Premises	418	5	-6	-20	397
E - Transport Related Expenditure	172	2	0	-35	139
G - Supplies And Services	10,854	108	-575	1,122	11,511
J - Third Party Payments	7,873	79	-93	-117	7,742
L - Transfer Payments	191,171	0	0	-11,539	179,631
N - Support Services	34	0	0	-1	34
P - Capital Financing Costs	2,908	0	0	0	2,908
Total Income	-244,358	-467	-250	12,772	-232,303
TA - Government Grants	-190,607	0	0	13,423	-177,184
TB - Reimbursements & Contributions	-6,289	-46	-200	-799	-7,333
TC - Customer & Client Receipts	-41,535	-373	-50	284	-41,675
TD - Sales	-104	-3	0	9	-98
TF - Support Services	-1,108	0	0	-249	-1,357
TG - Interest	0	0	0	0	0
TH - Recharges To Other Services	-4,436	-44	0	94	-4,387
TZ - Miscellaneous Income	-278	0	0	11	-268
	17,877	367	-2,309	6,134	22,069

Chief Executive Office

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Chief Executive Office	230	3	0	0	233	1
Grand Total	230	3	0	0	233	1

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	248	3	0	0	251
A - Employees	232	3	0	0	236
C - Premises	1	0	0	0	1
E - Transport Related Expenditure	1	0	0	0	1
G - Supplies And Services	14	0	0	0	14
J - Third Party Payments	0	0	0	0	0
N - Support Services	0	0	0	0	0
Total Income	-17	-0	0	0	-18
TB - Reimbursements & Contributions	-17	-0	0	0	-18
TF - Support Services	0	0	0	0	0
	230	3	0	0	233

Executive Director for Corporate Services - GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Executive Director for Corporate Services	624	8	-252	0	380	1
Grand Total	624	8	-252	0	380	1

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	677	9	-252	0	434
A - Employees	674	9	-252	-80	350
C - Premises	0	0	0	0	0
E - Transport Related Expenditure	0	0	0	0	0
G - Supplies And Services	3	0	0	80	83
N - Support Services	0	0	0	0	0
P - Capital Financing Costs	0	0	0	0	0
Total Income	-53	-1	0	0	-53
TB - Reimbursements & Contributions	-53	-1	0	0	-53
TF - Support Services	0	0	0	0	0
	624	8	-252	0	380

Communications - GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Communications	1,172	28	-1	79	1,278	29
Grand Total	1,172	28	-1	79	1,278	29

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	2,384	31	-1	75	2,489
A - Employees	1,418	21	-1	100	1,539
C - Premises	0	0	0	0	0
E - Transport Related Expenditure	0	0	0	0	0
G - Supplies And Services	862	9	0	-19	851
J - Third Party Payments	51	1	0	-6	45
N - Support Services	0	0	0	0	0
P - Capital Financing Costs	54	0	0	0	54
Total Income	-1,212	-3	0	4	-1,211
TB - Reimbursements & Contributions	0	0	0	0	0
TC - Customer & Client Receipts	-5.545	-0.083	0	-9.372	-15
TD - Sales	-98.345	-2.951	0	9.077	-92
TF - Support Services	-1108.043	0	0	4.557	-1,103
TH - Recharges To Other Services	0	0	0	0	0
	1,172	28	-1	79	1,278

Customer Services - GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Benefits	1,075	-2	-63	-356	654	45
Contact Camden	4,286	65	-706	2,019	5,664	170
Council Tax and Business Rates	-499	27	1	1,282	811	37
Credit Control	1,028	13	-32	0	1,009	19
Director of Customer Services	0	0	129	0	129	1
Parking Operations	-27,007	-226	1	0	-27,233	76
Registrar Service	-367	-4	-60	0	-432	21
	-21,484	-127	-731	2,945	-19,397	369

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	215,862	298	-681	-11,611	203,868
A - Employees	15,094	202	-681	-116	14,499
C - Premises	221	3	0	-22	202
E - Transport Related Expenditure	111	1	0	-49	64
G - Supplies And Services	1,886	19	0	149	2,054
J - Third Party Payments	7,364	74	0	-34	7,404
L - Transfer Payments	191,171	0	0	-11,539	179,631
N - Support Services	15	0	0	0	15
Total Income	-237,347	-426	-50	14,557	-223,265
TA - Government Grants	-190,506	0	0	13,386	-177,120
TB - Reimbursements & Contributions	-3,573	-36	0	-887	-4,496
TC - Customer & Client Receipts	-41,031	-367	-50	40	-41,409
TF - Support Services	0	0	0	0	0
TG - Interest	0	0	0	0	0
TH - Recharges To Other Services	-2,236	-22	0	2,018	-240
	-21,484	-127	-731	2,945	-19,397

Finance & Procurement – GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Deputy Director of Finance & Procurement	0	0	-443	0	-443	1
Financial Management & Accountancy	1,518	20	0	162	1,700	28
Internal Audit & Risk	768	10	-85	0	693	9
Procurement	1,569	21	-414	0	1,176	21
Specialist Financial Advice	164	3	1	140	307	5
Strategic Finance	776	10	0	-162	625	11
Treasury & Financial Transactions	911	14	-199	0	726	29
	5,707	78	-1,141	140	4,784	104

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	6,843	89	-941	-126	5,865
A - Employees	5,747	78	-298	194	5,721
C - Premises	4	0	0	0	4
E - Transport Related Expenditure	1	0	0	-0	1
G - Supplies And Services	670	7	-550	-240	-113
J - Third Party Payments	414	4	-93	-80	245
N - Support Services	7	0	0	0	7
Total Income	-1,136	-10	-200	266	-1,080
TA - Government Grants	-101	0	0	37	-64
TB - Reimbursements & Contributions	-660	-7	-200	60	-806
TC - Customer & Client Receipts	-1	-0	0	0	-1
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-374	-4	0	169	-209
	5,707	78	-1,141	140	4,784

Human Resources - GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Health and Safety	488	6	0	-3	491	5
HR	502	7	5	132	645	7
HR Team	887	13	0	89	989	31
Organisational Development and Strategy	453	6	-20	202	642	8
Senior HR Advisers	1,471	20	0	-192	1,299	23
	3,802	52	-15	228	4,067	73

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	4,297	57	-15	305	4,645
A - Employees	3,636	51	-15	303	3,975
C - Premises	64	1	0	0	65
E - Transport Related Expenditure	5	0	0	0	5
G - Supplies And Services	592	6	0	2	600
J - Third Party Payments	0	0	0	0	0
N - Support Services	0	0	0	0	0
Total Income	-495,768	-5,050	0	-77,132	-577,950
TB - Reimbursements & Contributions	-221,766	-2,218	0	27,658	-196,326
TC - Customer & Client Receipts	-18,395	-276	0	0	-18,671
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-255,607	-2,556	0	-104,790	-362,953
	3,802	52	-15	228	4,067

ICT Shared Service – GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Assistant Director of ICT	-105	-2	0	63	-43	0
Modern Infrastructure	3,960	35	0	73	4,068	37
Rechargeable / Funded	58	3	0	-40	21	29
Service Support & Improvement	4,943	56	0	214	5,213	43
Strategy & Change	2,808	30	45	755	3,638	58
Grand Total	11,666	122	45	1,065	12,898	167

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	13,171	138	45	3,233	16,587
A - Employees	6,779	96	45	2,227	9,147
C - Premises	0	0	0	0	0
E - Transport Related Expenditure	16	0	0	3	20
G - Supplies And Services	4,140	41	0	1,003	5,184
J - Third Party Payments	0	0	0	0	0
N - Support Services	0	0	0	0	0
P - Capital Financing Costs	2,235	0	0	0	2,235
Total Income	-1,506	-16	0	-2,168	-3,689
TA - Government Grants	0	0	0	0	0
TB - Reimbursements & Contributions	0	0	0	0	0
TC - Customer & Client Receipts	-151	-2	0	75	-78
TF - Support Services	0	0	0	-254	-254
TH - Recharges To Other Services	-1,347	-13	0	-1,988	-3,349
TZ - Miscellaneous Income	-7	0	0	0	-7
	11,666	122	45	1,065	12,898

Law & Governance – GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Borough Solicitor	0	0	174	0	174	1
Business Support	8,227	104	-105	8	8,234	176
Democratic & Committee Services	666	9	0	0	675	13
Elections	527	7	0	-9	525	7
Legal Services	2,083	32	-174	605	2,546	58
Member Support	1,585	18	0	121	1,723	14
Grand Total	13,088	169	-105	725	13,877	268

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	14,006	176	-105	494	14,571
A - Employees	11,176	147	-105	371	11,590
C - Premises	97	1	0	2	100
E - Transport Related Expenditure	27	0	0	11	39
G - Supplies And Services	2,649	26	0	106	2,782
J - Third Party Payments	44	0	0	4	49
L - Transfer Payments	0	0	0	0	0
N - Support Services	12	0	0	-1	12
Total Income	-918	-6	0	231	-694
TA - Government Grants	0	0	0	0	0
TB - Reimbursements & Contributions	-89	-1	0	0	-90
TC - Customer & Client Receipts	-329	-3	0	179	-153
TD - Sales	-6	-0	0	0	-6
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	-223	-2	0	0	-225
TZ - Miscellaneous Income	-271	0	0	52	-219
	13,088	169	-105	725	13,877

Strategy & Change – GF

Service	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000	FTE
Strategy	2,985	33	-188	0	2,829	44
Strategy & Change	248	2	-131	0	119	1
Transformation	-209	-2	209	1,002	1,000	28
Grand Total	3,023	33	-110	1,002	3,948	73

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	3,023	33	-110	1,043	3,989
A - Employees	2,369	33	-80	1,002	3,324
C - Premises	11	0	-6	0	5
E - Transport Related Expenditure	0	0	0	0	0
G - Supplies And Services	24	0	-25	41	41
J - Third Party Payments	0	0	0	0	0
N - Support Services	0	0	0	0	0
P - Capital Financing Costs	619	0	0	0	619
Total Income	0	0	0	-41	-41
TA - Government Grants	0	0	0	0	0
TB - Reimbursements & Contributions	0	0	0	0	0
TC - Customer & Client Receipts	0	0	0	0	0
TF - Support Services	0	0	0	0	0
TH - Recharges To Other Services	0	0	0	0	0
TZ - Miscellaneous Income	0	0	0	-41	-41
	3,023	33	-110	1,002	3,948

Public Health Directorate

Executive Director:	Julie Billett
Total Revenue Budget:	£22,307,000
Full Time Equivalents (FTE's):	20*

(*All staff employed by LB Islington within Shared Service – 40 in total)

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

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

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

The three key elements of public health are:

Health improvement: This includes contributing to increased life expectancy and healthier lifestyles as well as reducing inequalities in health and addressing the wider social determinants of health. This may be through specific intervention programmes, influencing and informing wider health commissioning and embedding a health perspective in all Council services. Some examples of public health interventions and programmes include tobacco control and smoking cessation support, sexual health services, and a range of programmes and services to help people be more active and maintain a healthy weight.

Health protection: This includes protecting the population from infectious diseases, environmental hazards, and other risks to health, and assuring the local system's emergency planning and preparedness arrangements. Surveillance, monitoring & analysis of the population's health & wellbeing are also key to improving health and tackling inequalities.

Public health advice and support: This includes assisting those who commission health and wellbeing services to understand the health profile and health needs of the local population, and plan services to meet those needs, and improve health and wellbeing outcomes, as well as evaluating how successful services are in meeting needs.

The Council also delivers £9.1m of public health services through other directorates, the most significant element being the £4.2m Health Visiting programme for children managed through children schools and families

Public Health – GF

Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Children5-19 Public Health Programme	5,522	55	0	-3	5,574
NHS Health Checker Programmes	405	4	0	21	430
Obesity & Physical Activity	1,201	12	0	-251	962
Other Public Health Services	343	3	0	12	358
Public Health Leadership	1,549	15	-63	680	2,181
Sexual Health	5,841	58	-450	-244	5,206
Smoking & Tobacco	784	8	0	0	792
Substance Misuse	7,671	79	-732	-214	6,805
	23,316	236	-1,245	0	22,307

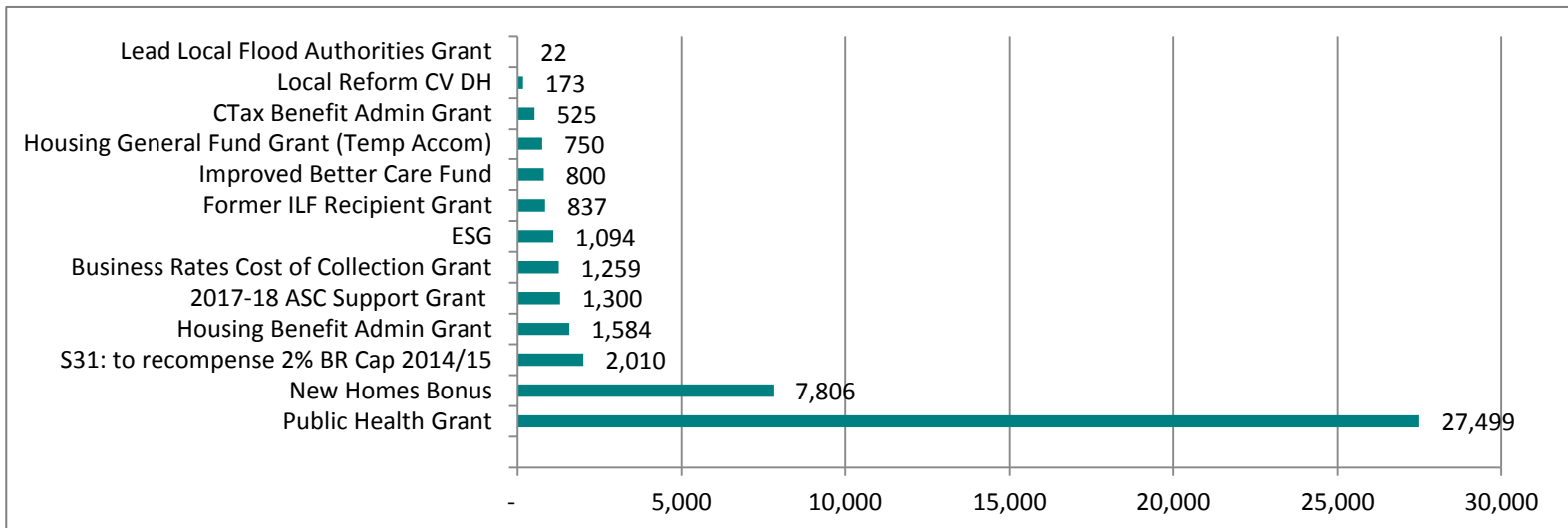
Directorate	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Total Expenditure	23,537	238	-1,245	-2	22,527
A - Employees	0	0	0	0	0
C - Premises	0	0	0	0	0
E - Transport Related Expenditure	0	0	0	0	0
G - Supplies And Services	225	2	0	679	906
J - Third Party Payments	23,587	236	-1,245	-957	21,621
N - Support Services	0	0	0	0	0
P - Capital Financing Costs	-275	0	0	275	0
Total Income	-495	-2	0	277	-220
TA - Government Grants	-275	0	0	275	0
TB - Reimbursements & Contributions	-194	-2	0	2	-194
TH - Recharges To Other Services	-26	-0	0	0	-26
	23,316	236	-1,245	0	22,307

Other Budgets – GF

Other Budgets	2017/18 Budget £000
Reserve Movements	7,239
Interest	593
Pensions	15,749
Levies	1,894
Capital Financing	-10,603
Specific Grants (see table)	-45,659
Other	-4,330
	-35,117

Specific Grants from Central Government

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



Other Budgets – HRA

Division	2016/17 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2017/18 Budget £000
Hostels Bad Debt Provision	150	2	0	0	152
Bad Debt Provision	1,074	11	0	0	1,085
Capital Financing	48,702	0	0	49	48,750
Contingency	639	6	-1,379	2,111	1,377
Housing Subsidy	-6,824	0	0	0	-6,824
Interest	-266	0	0	0	-266
MIRS	21,776	0	0	0	21,776
RCCO	2,572	0	0	0	2,572
Reserve Carried Forward	-1,284	-13	0	0	-1,297
HRA CDC Contribution	3,415	25	267	-127	3,580
HRA Management	827	4	12	-372	470
RCCO Leasehold Cap Contribution	5,000	0	0	0	5,000
	75,781	35	-1,101	1,660	76,375

Capital Programme

2017 – 2025+

Capital Programme

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

Main Programme Areas:

Community Investment Programme (CIP)

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

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

Better Homes

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

Homes for Older People

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

Accommodation Strategy

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

Capital Programme

Backlog Maintenance (Baselines)

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

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

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

Funding the Capital Programme

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

The principles used in developing the Capital Strategy are:

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

Capital Programme - Summary

Expenditure	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
ICT	4,988	4,285	803	1,063							11,139
Community Services	3,827	6,145	2,969	891	528	184					14,544
Regeneration and Planning	10,577	4,500	8,500	3,538							27,115
CIP and Major Projects	109,149	145,565	143,641	117,463	86,089	49,755	22,375	38,321	13,253	13,624	739,235
Property Management	73,966	99,550	100,043	89,089	56,040	55,948	42,950	42,951	42,935	24,000	627,472
Place Management	20,983	8,818	8,160	8,289	630	4,348					51,228
Total Capital Expenditure	223,490	268,863	264,116	220,333	143,287	110,235	65,325	81,272	56,188	37,624	1,470,733

Funding	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025+ £000	Total £000
Government grants:											
- Department for Education grants	6,066	2,374	2,000	2,000	-	-	-	-	-	-	12,440
- National Health Service grants & Public Health	1,604	1,246	266	266	-	-	-	-	-	-	3,382
- Other Government grants	60	-	-	-	-	-	-	-	-	-	60
											-
GLA - Housing grants	1,665	2,232	537	-	-	-	-	-	-	-	4,434
GLA - Transport for London grants	5,799	-	-	-	-	-	-	-	-	-	5,799
Lottery grants	1,123	154	-	-	-	-	-	-	-	-	1,277
Other Grants	-	-	-	-	-	-	-	-	-	-	-
Section 106 contributions	12,443	15,043	8,091	2,612	-	-	-	-	-	-	38,189
Community Infrastructure Levy	2,993	7,555	6,000	6,000	-	-	-	-	-	-	22,548
Schools contributions	83	237	-	-	-	-	-	-	-	-	320
Other contributions	-	-	-	-	-	-	-	-	-	-	-

HRA:											
- Major Repairs Reserve	39,721	43,173	39,500	38,000	38,000	38,000	38,000	38,000	38,000		350,394
- Leaseholders' capital contributions	5,340	5,000	6,010	3,990	4,000	4,000	4,000	-	-		32,340
- Revenue contribution (HRA)	1,000	-	-	-	-	-	-	-	-		1,000

Corporate Resources:											
Public Health Reserve	77										77
Revenue Contributions - General Fund	12,693	13,359	10,002	5,026	858	1,403	-	-	-		43,341
Prudential Borrowing - HRA	16,158	6,971	3,035	36,245	11,209	7,343	15,920	3,895	-		100,776
Prudential Borrowing - GF	12,450	3,915	10,219	20,501	10,339	1,224	-	-	-		58,648
HRA Capital Receipts	62,110	97,546	107,698	60,737	61,082	50,316	7,405	39,377	18,188	37,624	542,083
1-4-1 RTB Retained Receipts	7,691	7,851	9,095	9,349	-	-	-	-	-		33,986
GF Capital Receipts	34,414	62,207	61,663	35,607	17,799	7,949	-	-	-		219,639
Total Resources	223,490	268,863	264,116	220,333	143,287	110,235	65,325	81,272	56,188	37,624	1,470,733

Capital Programme – Corporate Services (ICT)

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Core Investment Portfolio	1,525	1,253	803	1,063							4,644
Transformation Investment Portfolio	3,263	2,832	-	-	-						6,095
Unavoidable Pressures Investment Portfolio	200	200	-	-	-						400
Total	4,988	4,285	803	1,063	-	-	-	-	-	-	11,139

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate GF RCCO	4,988	4,181	803	1,063							11,035
GF Capital Receipts		104	-	-	-						104
Total	4,988	4,285	803	1,063	-	-	-	-	-	-	11,139

Capital Programme – Community Services

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Cemeteries	956	1,000	1,000								2,956
Libraries and Arts	150	70	-								220
Green Spaces	1,756	1,864	707	527		184					5,038
Sports Centres	100	1,500	500	100							2,200
Sustainability	865	1,711	762	264	528	-					4,130
Total	3,827	6,145	2,969	891	528	184	-	-	-	-	14,544

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
s106 Contributions	1,514	642	14								2,170
Public Health Grant - sports park & outdoor gym	77										77
Corporate GF RCCO	2,718	2,547	1,881	217	528	(511)					7,380
GF Capital Receipts	(482)	2,956	1,074	674	-	695					4,917
Total	3,827	6,145	2,969	891	528	184	-	-	-	-	14,544

Capital Programme – Property Management

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Better Homes	58,128	74,692	73,418	68,188	45,731	52,948	42,950	42,951	42,935	24,000	525,941
Planned Improvements - Non-Housing	9,655	10,726	9,969	7,690	5,807						43,847
Homes for Older People	124	8,556	4,985	712							14,377
CIP	4,012	3,931	9,304	8,983	4,082	3,000					33,312
Other Schemes	2,047	1,645	2,367	3,516	420						9,995
Total	73,966	99,550	100,043	89,089	56,040	55,948	42,950	42,951	42,935	24,000	627,472

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Government grants:											
- Department for Education grants	6,066	2,374	2,000	2,000							12,440
- National Health Service grants & Public Health	1,604	1,246	266	266							3,382
- Other Government grants	60	-									60
GLA - Housing grants	575										575
Lottery grants	802	154									956
Section 106 contributions	3,539	840									4,379
Community Infrastructure Levy		2,000	2,000	2,000							6,000
Schools contributions	83										83
HRA:											
- Major Repairs Reserve				7,551		2,632	35,545	3,574	24,747		74,049
Corporate Resources:											
Revenue Contributions - General Fund	708	708	708	708							2,832
HRA Capital Receipts	57,900	75,182	73,418	60,637	45,731	50,316	7,405	39,377	18,188	24,000	452,154
GF Capital Receipts	2,629	17,046	21,651	15,927	10,309	3,000					70,562
Total Resources	73,966	99,550	100,043	89,089	56,040	55,948	42,950	42,951	42,935	24,000	627,472

Capital Programme – CIP & Major Projects

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Investment Programme	19,656	48,369	45,035	23,148	7,610	1,820					145,638
Accommodation Strategy	1,556	5,432	10,913	15,720	10,339	1,224					45,184
Estate Regeneration	84,180	79,078	84,469	78,595	63,920	36,363	22,375	38,321	13,253	13,624	514,178
HRA Hostels	3,757	12,686	3,224	-	4,220	10,348					34,235
Total	109,149	145,565	143,641	117,463	86,089	49,755	22,375	38,321	13,253	13,624	739,235

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GLA - Housing grants	1,090	2,232	537								3,859
Lottery grants	321										321
Section 106 contributions	3,746	9,136									12,882
Community Infrastructure Levy		1,555									1,555
Schools contributions		237									237
HRA:											
- Major Repairs Reserve	39,721	43,173	39,500	30,449	38,000	35,368	2,455	34,426	13,253		276,345
- Leaseholders' capital contributions	5,340	5,000	6,010	3,990	4,000	4,000	4,000				32,340
- Revenue contribution (HRA)	1,000										1,000
Corporate Resources:											
Revenue Contributions - General Fund	1,030	4,187	3,137	1,311	330	1,219					11,214
Prudential Borrowing - HRA	16,158	6,971	3,035	36,245	11,209	7,343	15,920	3,895			100,776
Prudential Borrowing - GF	1,630	3,915	10,219	20,501	10,339	1,224					47,828
HRA Capital Receipts	4,210	22,364	34,280	100	15,351					13,624	89,929
1-4-1 RTB Retained Receipts	7,691	7,851	9,095	9,349							33,986
GF Capital Receipts	27,212	38,944	37,828	15,518	6,860	601					126,963
Total Resources	109,149	145,565	143,641	117,463	86,089	49,755	22,375	38,321	13,253	13,624	739,235

Capital Programme – Regeneration & Planning

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corridors & Neighbourhoods	2,932										2,932
Controlled Parking	3,806										3,806
Major Projects	3,224	4,500	8,500	3,538							19,762
Parking Schemes	615										615
Total	10,577	4,500	8,500	3,538	-	-	-	-	-	-	27,115

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GLA -Transport for London grants	5,249										5,249
s106 Contributions	1,859	4,000	8,077	2,612							16,548
Corporate GF RCCO	2,664	500	423	926							4,513
GF Capital Receipts	805										805
Total	10,577	4,500	8,500	3,538	-	-	-	-	-	-	27,115

Capital Programme – Place Management

Expenditure	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Planned Improvements - Highways	7,793	7,433	7,359	7,488							30,073
Environmental Services	11,359	1,228	801	801	630	4,348					19,167
Schemes funded by Developers' Contributions	1,831	157									1,988
Total	20,983	8,818	8,160	8,289	630	4,348	-	-	-	-	51,228

Funding	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025+	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
GLA -Transport for London grants	550										550
s106 Contributions	1,785	425									2,210
Community Infrastructure Levy	2,993	4,000	4,000	4,000							14,993
Corporate GF RCCO	585	1,236	3,050	801	-	695					6,367
Prudential Borrowing - GF	10,820										10,820
GF Capital Receipts	4,250	3,157	1,110	3,488	630	3,653					16,288
Total	20,983	8,818	8,160	8,289	630	4,348	-	-	-	-	51,228

Reserves & Balances

Reserves & Balances

The Council currently has around 17 separate earmarked reserves. These amounts have been set aside for several reasons as set out in the table on page 71, however, they mainly relate to on-going projects, known future liabilities or to mitigate against future corporate risk. It is anticipated that the levels of earmarked reserves will decrease to £59.712m by 31st March 2018, as net decrease of £7.971m.

The Council also has general balances. These amounts are set to cover any risks that the Council might face in the forthcoming year and allocations would be made by the 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 shall not exceed 3% of, and not more than 10% of, total budgeted net expenditure and Dedicated Schools Grant. The Council is anticipating the amount of budgeted net expenditure dropping over the next few years. Therefore, taking a medium term view on the appropriate level of balances the Council continue to set general balances as £13.624m which is 3% of the anticipated expenditure financed by Business Rates, the Revenue Support Grant, Council Tax, and the Dedicated Schools Grant in 2017/18. This is in line with the Director's policy of keeping general balances at the low end of Council policy. The Director of Finance further states that no major allocations of general balances should be considered at this stage.

Earmarked Reserves	Forecast Reserve	Forecast Out of Reserve	Forecast Into Reserve	Forecast Reserve	2017/18 Net
	31/03/17	s	s	s	Movement
	£000	£000	£000	£000	£000
To Support Key Revenue Outcomes	15,992	(6,347)	3,055	12,700	(3,292)
To Support Council's Remodelling Programmes	5,178	(5,178)	6,863	6,863	1,685
On-going Capital Activity and asset Management	31,507	(15,212)	10,348	26,643	(4,864)
Mitigation of Future Corporate Risk	15,006	(1,500)	0	13,506	(1,500)
Total Earmarked Reserves	67,683	(28,237)	20,266	59,712	(7,971)

Reserves

Earmarked Reserves	Forecast Reserves 31/03/2017 £m	Forecast Reserves 31/03/2018 £m	Forecast Reserves 31/03/2019 £m	Forecast Reserves 31/03/2020 £m	Forecast Reserves 31/03/2021 £m
Reserves to support key revenue budget outcomes					
Dedicated Schools Grant	7.014	4.848	2.682	2.682	2.682
Support for Schools in Difficulty	0.300	0.200	0.100	-	-
Homes for Older People	0.990	0.740	-	-	-
Multi Year Budget Reserve	3.715	4.526	3.558	3.341	3.341
Education Commission	0.695	0.400	-	-	-
Supporting People Specific Reserves	3.278	1.986	0.694	0.094	0.094
Sub Total	15.992	12.700	7.034	6.117	6.117
Reserves to support the councils service remodelling programme					
Workforce Remodelling/Cost of Change	3.791	3.863	3.863	-	-
Camden Plan	1.387	3.000	-	-	-
Sub Total	5.178	6.863	3.863	-	-
Reserves to support on-going capital activity and asset management					
Future Capital Schemes	24.481	20.983	19.823	23.403	23.403
Commercial and other property	0.776	0.776	0.776	0.776	0.776
Haverstock PFI Funding Reserve	1.759	1.629	1.499	1.369	1.369
Schools PFI Equalisation Reserve	1.281	1.499	1.717	1.935	1.935
Building Schools for the Future	0.394	0.200	-	-	-
Accommodation Strategy	2.816	1.359	-	-	-
Sub Total	31.507	26.446	23.815	27.483	27.483
Reserves to mitigate future corporate risk					
Self-Insurance Reserve	5.477	5.477	5.477	5.477	5.477
Contingency Reserve	1.512	1.512	1.512	1.512	1.512
Business Rates Safety Net	8.017	6.517	6.517	6.517	6.517
Sub Total	15.006	13.506	13.506	13.506	13.506
Total Earmarked Reserves	67.683	59.515	48.218	47.106	47.106
General Balances	13.624	13.624	13.624	13.624	13.624
Housing Revenue Account	37.666	36.166	34.666	33.166	33.166
Schools Balances	14.370	11.370	7.370	2.370	2.370
Total Reserves	133.343	120.675	103.878	96.266	96.266

Purpose of Reserves

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