

# Revenue & Capital Budgets

London Borough of Camden

2022/23

# Introduction

This document sets out London Borough of Camden's revenue and capital budgets for 2022/23 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 7th March 2022, 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 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 & Internal Audit***

# Investments 22/23

In setting a balanced budget for 2022/23, the Council has ensured the necessary spending plans are in place to deliver the ambitions of the renewed borough vision **We Make Camden** 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.

## Tackling debt and financial security

- **Welfare Support** - In recognition of the increased hardship being felt by a number of residents across the borough, especially relating to fuel poverty and the ongoing cost of living crisis the 2022/23 budget includes an increase of £1m to support for work to reduce poverty across the borough. In addition to this the Council will continue to invest in our free employment advice service to help residents with career advice and support.
- **Council Tax Support Scheme** – The scheme agreed by Members in January 2022 will reduce Council Tax liability for the least well off in the borough by £29m during 2022/23 helping to support the Council's key aim of reducing poverty across the borough.

## Preventative services

- **Tackling Domestic Violence and Abuse** - Camden Women's Forum (CWF) launched an inquiry in November 2020 to look at how to prevent and tackle domestic violence and abuse (DVA) within Camden, as well as how violence affects children and young people now and in the future. The findings of the report presented to Cabinet in December 2021 made a number of recommendations including an increased investment of £400,000 per year to support a range of practical and focused activity that will support the Council in its efforts to eliminate domestic violence and abuse while supporting those victims and survivors who need it.
- **Adult Social Care Services** - The Council is facing significant demographic pressures and cost inflation across adult social care services particularly increased demand for homecare, rising unit costs for residential and nursing care. The Council budget for 2022/23 includes an increase of £7.2m in order to ensure that the service can continue to operate successfully and meet the growing demand for adult social care services.
- **Learning Disabilities Services** - The budget also includes additional provision of just under £1m to ensure the often very complex needs of young people with learning disabilities transitioning to adult services are fully met.

## Tackling the climate crisis

- The 2022/23 budget proposes a £2.26m contribution in **sustainable capital investment** to help achieve the goals of Camden's Climate Action Plan and the Camden Transport Strategy including projects to enable and encourage people to travel sustainably and a major investment in tree planting.
- In addition the Council is seeking to issue a **Local Climate or 'Green' Bonds**. Green Bonds are a type of 'community municipal investment' (or CMI) that will allow the council to raise capital to fund specific initiatives in our neighbourhoods, from electric vehicle infrastructure to solar panel installations where residents and investors can invest as little as £5.
- The Council has also recently received a £1.1m from the Social Housing Decarbonisation Fund we are using it to test innovative approaches to retrofit (i.e. improve the energy efficiency of our homes and reduce their carbon emissions) that will enable us to roll this programme out at scale across all our council homes.

## We Make Camden

We Make Camden, the new strategy for the borough, includes four mission areas covering estates, foods, diversity and youth developed through the Renewal Commission.

- Reallocation of funding to focus on **Equalities and Disproportionality** to ensure the Council's work address the needs of people who are faced with disadvantage or inequalities and an additional £0.26m of further permanent funding to help achieve the renewal mission to ensure "those holding positions of power in Camden are as diverse as our community". The budget also commits a further £0.5m to the renewal missions which will be allocated to projects as they are developed.
- Investment to help achieve the other missions will be maintained such as £1.5m for the **Good Work Camden** programme. In the last year nearly 100 clients have secured successful employment, 31 have been supported to start their own business; 52 have gone onto further education or training and the team have helped many more to develop personal action plans.
- The proposals also provides new investment in **digital services** and cyber-security, to ensure "everyone in Camden can access and be part of a digital society".
- **Supporting Young People** – The pandemic has shown us the wide gulf between those that have good housing, IT equipment and connectivity and those that do not. In close collaboration with schools, we will develop a school led network of high technology learning venues 'opportunity centres' across the borough to operate at the evenings and weekends and holidays to provide access to better learning opportunities.
- Further investment of £0.11m in **participation and partnerships** will support the We Make Camden approach of work with partners and citizens to understand and learn about what works in delivering our ambitions.
- The **response to Covid** - The Council continues to support the community with local testing and tracing, supporting the NHS in its vaccination programme and support for people self-isolating. It stands ready to step up this support once more should a new wave of infections hit the borough. Much of the ongoing Covid support is delivered by staff redeployed from other services and from additional investment in services. The additional investment will be met from Council resources as there has been no announcements of specific government funding to support the response to Covid in 2022/23.

# Local Government Finance Settlement

- Camden's 2022/23 **Core Spending Power** (CSP), a headline figure used by the government to represent the key revenue resources available to local authorities, is £285.37m and increase of 7.9% in cash terms on 2021/22 or 4.8% in real terms. However CSP is underpinned by assumptions about Business Rates and Council Tax which make up the majority of the Council's resources.
- For **Council Tax** it assumes the maximum increase allowed in 2022/23, 2.99%, and an uplift to the taxbase based on historical trends. Camden's taxbase estimate is higher than the government's assumption, in part because the 2021/22 estimate was on the cautious side.
- However the pandemic has had a significant impact on Camden's **Business Rates** taxbase. The Council estimates a £8.7m reduction in retained Business Rates between 2021/22 and 2022/23. The CSP does not include the impact of this reduction. This will be offset slightly by a £0.9m 'safety net' payment as part of the national Business Rates system to compensate for reductions in individual local authorities retained business rates below the threshold of 92.5% of the baseline funding level.
- Once the Council's estimates for Council Tax and Business Rates are taken into account, the increase in funding is 6.1% or 3.7% in real terms.
- **Grants** for services within the Council's CSP have increased by £16.2m in 2022/23. Included in this increase is £4.6m to compensate the Council for the **freezing of National Non-Domestic Rates** in 2022/23 as well as a new **2022/23 Services Grant** of £6.3m. The allocation of this latter grant is for one year only. The overall funding to local authorities through the 2022/23 Services Grant is permanent but the way the funding is allocated to individual local authorities will be reviewed next year meaning there is a risk the level of funding available to Camden will be reduced as part of the government's 'fair funding' review.
- The increase in grants included an increase of £4.0m across **Social Care Grant** and **Improved Better Care** grant. As in previous years, its distribution is based on the Adult Social Care Relative Needs Formula and presumes that authorities will raise the additional social care precept when making the needs assessment. The Council has also received a new Grant to fund **Fair Cost of Care** (£0.9m), which is meant to provide resources for increases in external contracts relating to Adult Social Care.

# Financial Outlook

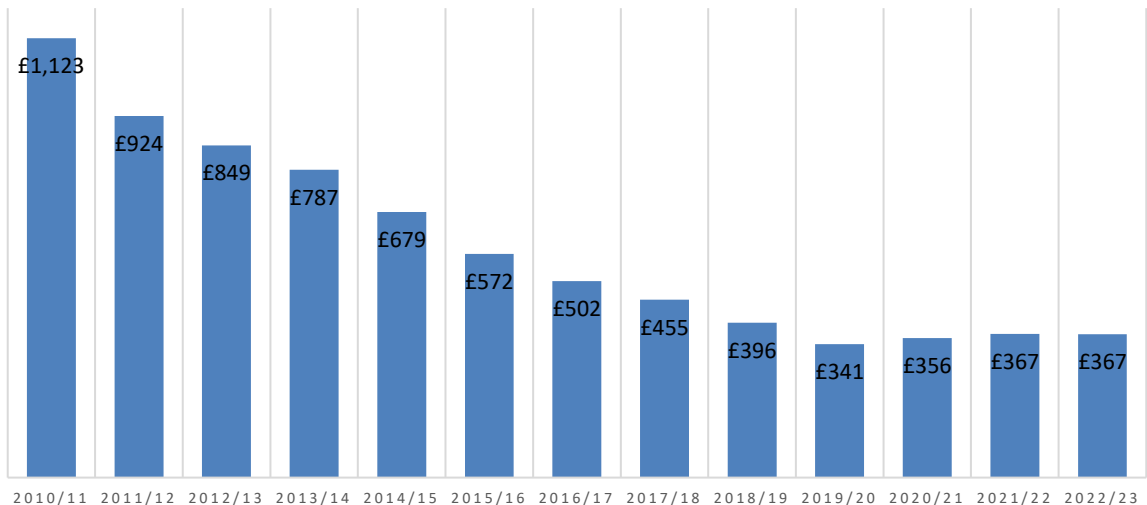
The council continues to operate in a challenging financial environment as budgets continue to be squeezed whilst we've seen significant growth in demand for our services particularly in health and social care. As a result we will have to make savings of c. £197m by the end of 2022/23. Camden has had 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.

This fall in funding combined with service demand growth, inflation and falling business rates income mean the Council is facing an estimated £35m-£40m funding gap in the period 2023/24 to 2025/26. The Council is developing a new Medium Term Financial Strategy to close this gap.

There is considerable uncertainty around the size of the funding gap due to the future trajectory of the pandemic, the economic outlook and reforms to local government funding, business rates retention and adult social care which could all reduce the Council's funding or add to its costs.

Despite increases in recent years, like-for-like funding remains around a third of 2010/11 levels once the borough's growing population (which has increased by 20% over the period) and inflation are factored in.

## PER CAPITA LIKE-FOR-LIKE GOVERNMENT FUNDING - INFLATION ADJUSTED (AT 2010 PRICES)



# Camden 2022/23 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 2022/23 £000
Expenditure charged to revenue account	921,324
Income credited to revenue account	(692,205)
<b>Sub Total</b>	<b>229,118</b>
Retained Business Rates	(95,835)
Revenue Support Grant	(23,511)
Collection Fund - Council Tax Deficit	5,687
Collection Fund - Business Rates Deficit	10,543
<b>Sub Total</b>	<b>126,002</b>
Council Tax Requirement	126,002
Garden Squares	(27)
Excluding Garden Squares	125,975
Band D Council Tax (£s)	1,396.34
<b>Percentage change over 2021/22</b>	<b>2.99%</b>

## Council Tax by Property Band

Band	Amount of Tax for Camden £	Greater London Authority Precept £	Total Council Tax £
A	930.89	263.73	1,194.62
B	1,086.04	307.68	1,393.72
C	1,241.19	351.64	1,592.83
D	1,396.34	395.59	1,791.93
E	1,706.64	483.50	2,190.14
F	2,016.94	571.41	2,588.35
G	2,327.23	659.32	2,986.55
H	2,792.68	791.18	3,583.86

# 2022/23 funding and budget overview

## Where Camden Council's money comes from

Total income 2022/23: £852.9 million

Government funding  
£426.9m (50%)

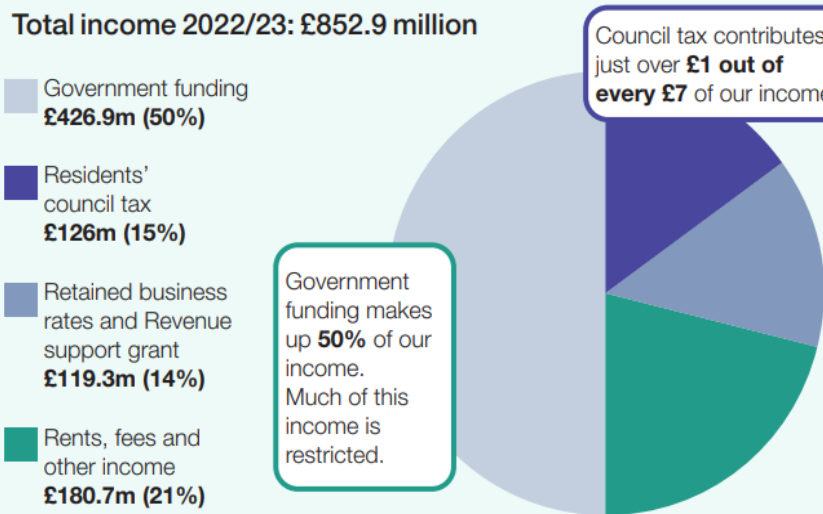
Residents' council tax  
£126m (15%)

Retained business rates and Revenue support grant  
£119.3m (14%)

Rents, fees and other income  
£180.7m (21%)

Government funding makes up 50% of our income. Much of this income is restricted.

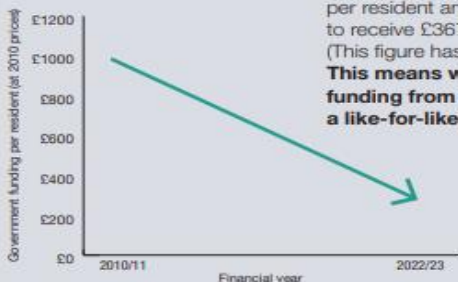
Council tax contributes just over **£1 out of every £7** of our income.



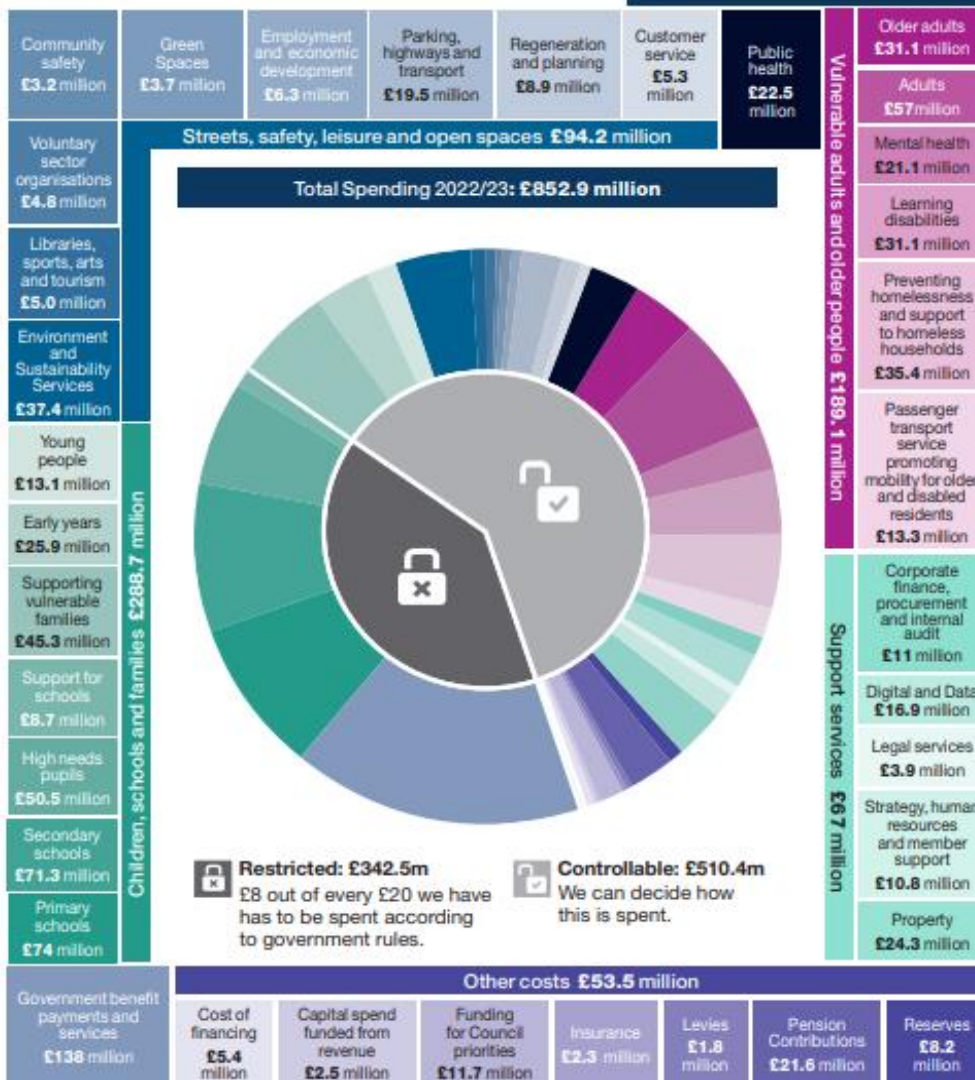
## Central government cuts

Due to funding cuts from central Government, increased demand for our services and rising costs, since 2010 we've been left with little choice but 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 need to make further reductions of £35-£40m over the next four years.

In 2010, we received £1,123 Government funding per resident and this year (2022-23), we are due to receive £367 like-for-like funding per resident. (This figure has been adjusted for inflation.)  
**This means we are receiving 67% less funding from the government per resident on a like-for-like basis than we received in 2010.**



## How Camden Council spends its budget



This infographic is based on the 2022/23 Local Government Finance Settlement

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

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

\*\*Service Expenditure shown does not include additional investment of £201m per year on social housing services that are funded directly from rents and service charges.





# Revenue Budget

2022/23



# 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

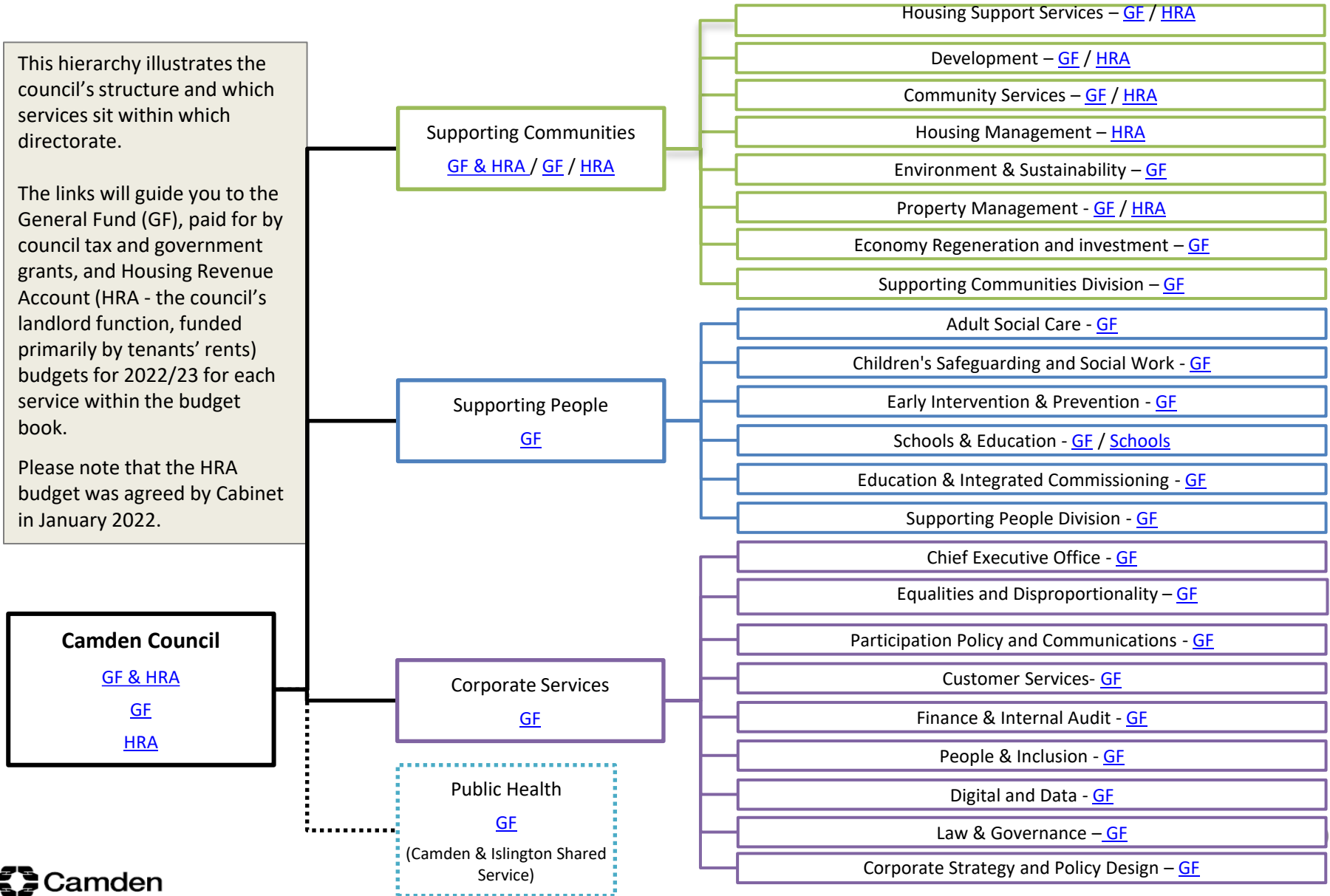
NOTE: The 2022/23 budget to be set by Council on 7<sup>th</sup> March 2022 . It should also be noted that Divisional structures are correct as at Friday 11<sup>th</sup> February 2022.

# Budget 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 2022/23 for each service within the budget book.

Please note that the HRA budget was agreed by Cabinet in January 2022.



# Council Wide – GF & HRA

Directorate	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Corporate Services	22,956	(418)	0	2,420	24,957
HRA Other Budgets*	73,198	283	0	(1,080)	72,402
General Fund Other Budgets*	(64,779)	3,374	0	(23,918)	(85,323)
Public Health**	22,478	0	0	0	22,478
Supporting Communities	31,504	4,022	0	(9,606)	25,921
Supporting People	156,323	3,762	0	8,598	168,683
<b>Total Budget</b>	<b>241,680</b>	<b>11,023</b>	<b>0</b>	<b>(23,585)</b>	<b>229,118</b>
Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>1,147,156</b>	<b>13,820</b>	<b>0</b>	<b>(10,927)</b>	<b>1,150,050</b>
Employee Expenses	375,571	1,224	0	7,816	384,611
Premises Related Expenditure	116,935	2,588	0	1,461	120,984
Transport Related Expenditure	8,794	176	0	(2,286)	6,684
Supplies and Services	120,929	5,000	0	7,690	133,619
Transfer Payments	189,016	507	0	(24,419)	165,104
Third Party Payments	197,521	4,305	0	892	202,718
Depreciation and Impairment Losses	59,055	0	0	(38)	59,017
Support Services	32,662	21	0	1,516	34,199
Below Cost of Services on CIES Expenditure	43,673	0	0	(7,147)	36,526
Transfer to or from Earmarked Reserves	3,000	0	0	3,588	6,588
<b>Total Income</b>	<b>(905,476)</b>	<b>(2,797)</b>	<b>0</b>	<b>(12,659)</b>	<b>(920,931)</b>
Government Grants	(434,183)	0	0	7,301	(426,882)
Other Grants Reimbursements and Contributions	(51,837)	(319)	0	3,525	(48,631)
Customer and Client Receipts Income	(316,975)	(2,470)	0	(6,983)	(326,428)
	(1,441)	0	0	0	(1,441)
Support Services Income Total	(69,162)	(7)	0	1,832	(67,337)
Below Cost of Services on CIES Income	(31,877)	0	0	(18,334)	(50,212)
<b>Net Budget</b>	<b>241,680</b>	<b>11,023</b>	<b>0</b>	<b>(23,585)</b>	<b>229,118</b>

\* Other Budgets – see page 54 for GF and page 55 for HRA.

# Council Wide – GF

Directorate	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Corporate Services	22,956	(418)	0	2,420	24,957
General Fund Other Budgets*	(64,779)	3,374	0	(23,918)	(85,323)
Public Health**	22,478	0	0	0	22,478
Supporting Communities	101,403	2,099	0	(5,178)	98,323
Supporting People	156,323	3,762	0	8,598	168,683
<b>Total Budget</b>	<b>238,380</b>	<b>8,816</b>	<b>0</b>	<b>(18,078)</b>	<b>229,118</b>
Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>921,738</b>	<b>10,573</b>	<b>0</b>	<b>(10,988)</b>	<b>921,324</b>
Employee Expenses	320,642	125	0	4,734	325,502
Premises Related Expenditure	41,964	901	0	2,055	44,920
Transport Related Expenditure	8,106	162	0	(2,083)	6,184
Supplies and Services	101,536	4,596	0	8,195	114,327
Transfer Payments	188,838	507	0	(24,419)	164,927
Third Party Payments	196,363	4,276	0	1,393	202,032
Depreciation and Impairment Losses	23,030	0	0	(38)	22,992
Support Services	17,513	5	0	1,434	18,952
Below Cost of Services on CIES Expenditure	21,747	0	0	(3,847)	17,900
Transfer to or from Earmarked Reserves	2,000	0	0	1,588	3,588
<b>Total Income</b>	<b>(683,358)</b>	<b>(1,757)</b>	<b>0</b>	<b>(7,090)</b>	<b>(692,205)</b>
Government Grants	(434,183)	0	0	7,301	(426,882)
Other Grants Reimbursements and Contributions	(51,619)	(313)	0	3,525	(48,406)
Customer and Client Receipts	(103,869)	(1,442)	0	(535)	(105,845)
Income	(1,441)	0	0	0	(1,441)
Support Services Income Total	(61,269)	(2)	0	952	(60,320)
Below Cost of Services on CIES Income	(30,976)	0	0	(18,334)	(49,311)
<b>Net Budget</b>	<b>238,380</b>	<b>8,816</b>	<b>0</b>	<b>(18,078)</b>	<b>229,118</b>

\* General Fund Other Budgets – see page 54

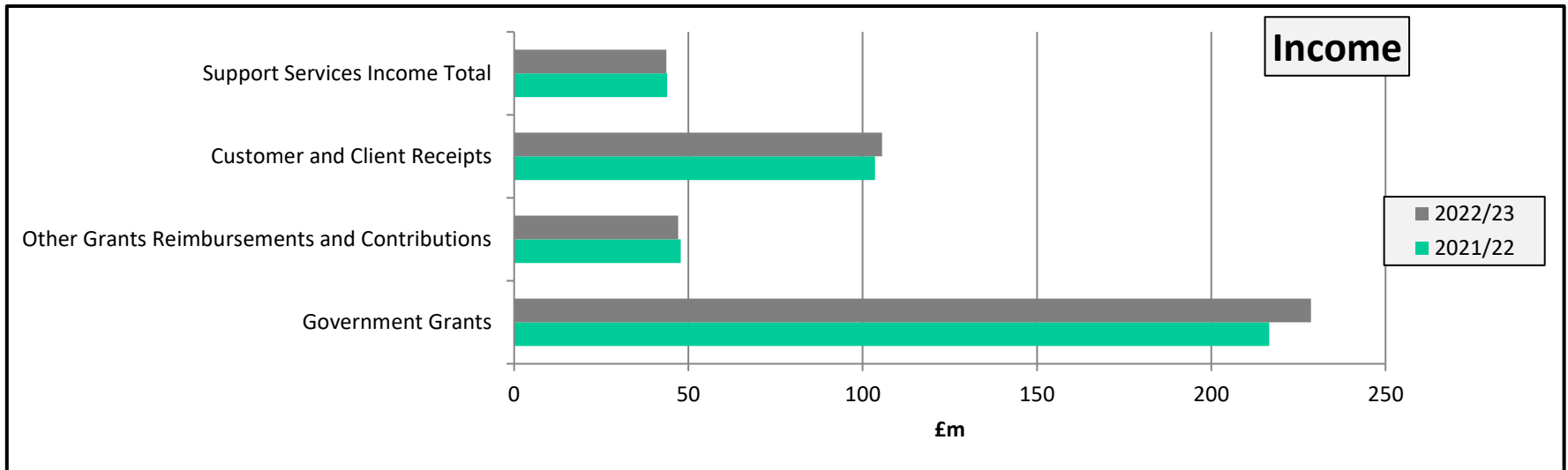
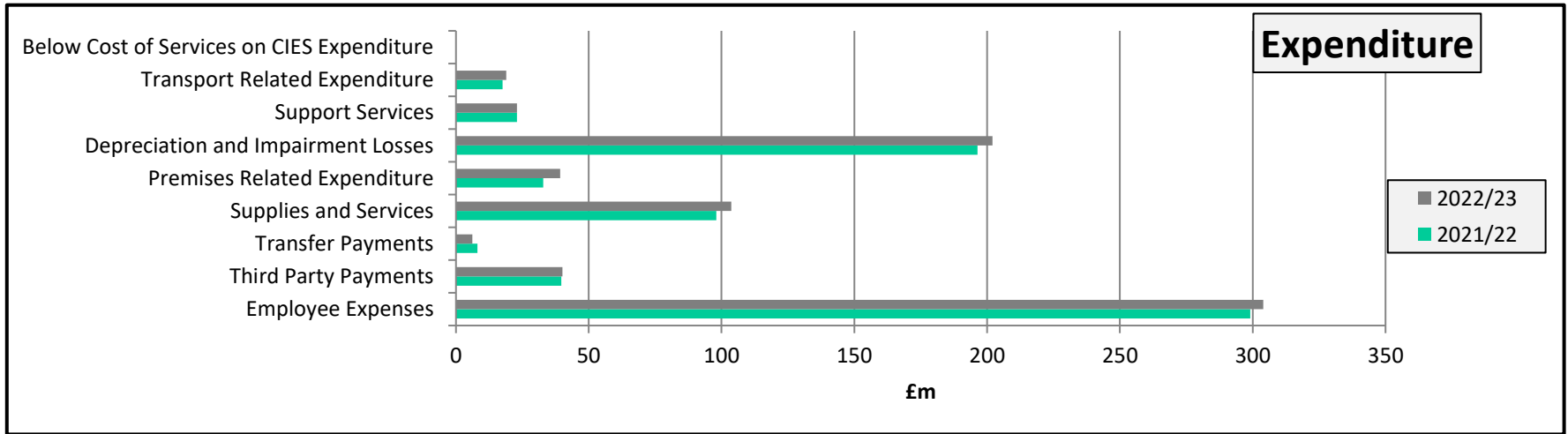
# Council Wide – HRA

Directorate	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
HRA Other Budgets*	73,198	283	0	(1,080)	72,402
Supporting Communities	(69,898)	1,924	0	(4,427)	(72,402)
Supporting People	0	0	0	0	0
<b>Total Budget</b>	<b>3,300</b>	<b>2,207</b>	<b>0</b>	<b>(5,507)</b>	<b>(0)</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>225,418</b>	<b>3,247</b>	<b>0</b>	<b>61</b>	<b>228,726</b>
Employee Expenses	54,929	1,099	0	3,082	59,109
Premises Related Expenditure	74,971	1,686	0	(594)	76,064
Transport Related Expenditure	689	14	0	(203)	500
Supplies and Services	19,393	404	0	(505)	19,293
Transfer Payments	178	0	0	0	178
Third Party Payments	1,158	29	0	(501)	686
Depreciation and Impairment Losses	36,025	0	0	0	36,025
Support Services	15,149	16	0	82	15,247
Below Cost of Services on CIES Expenditure	22,926	0	0	(1,300)	21,626
<b>Total Income</b>	<b>(222,118)</b>	<b>(1,040)</b>	<b>0</b>	<b>(5,568)</b>	<b>(228,726)</b>
Other Grants Reimbursements and Contributions	(218)	(6)	0	0	(224)
Customer and Client Receipts	(213,106)	(1,029)	0	(6,448)	(220,583)
Support Services Income Total	(7,893)	(5)	0	880	(7,018)
*Below Cost of Services on CIES Income	(901)	0	0	0	(901)
<b>Net Budget</b>	<b>3,300</b>	<b>2,207</b>	<b>0</b>	<b>(5,507)</b>	<b>(0)</b>

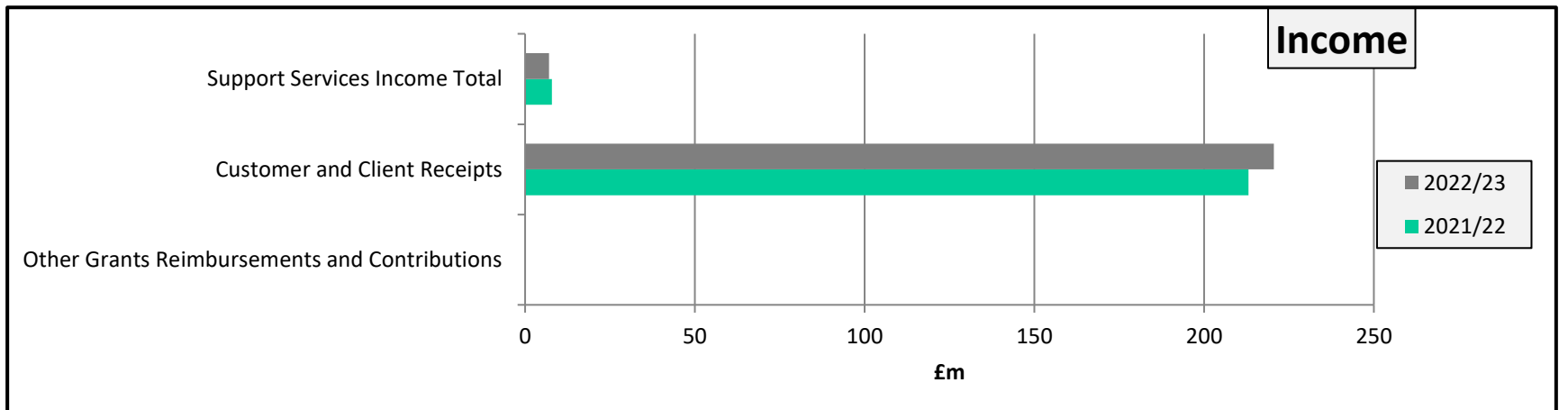
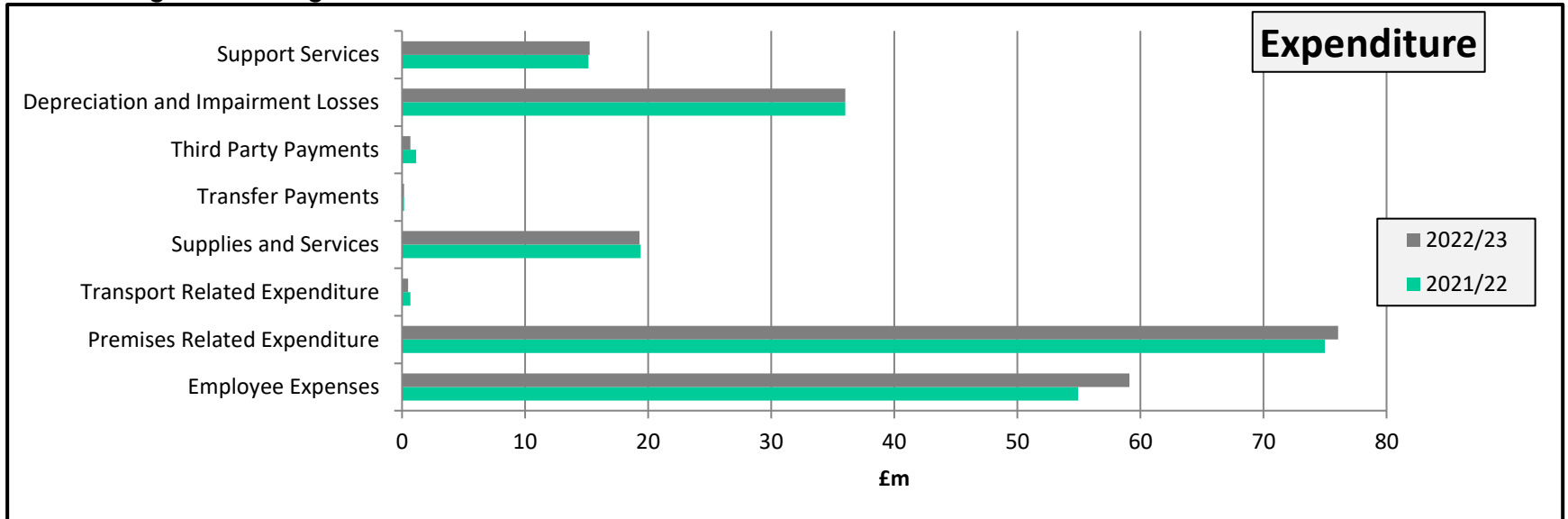
# Income and Expenditure by Subjective Type - GF

*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: £98.323m

- HRA Revenue Budget: - £72.402m

Supporting Communities consists of seven divisions – Environment & Sustainability, Economy, Regeneration & Investment, Property Management, Development (including Community Investment Programme & Major Projects), Community Services, Housing Management, Housing Support Services. 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 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, and the council's engineering functions. 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. Finally, Transport Strategy provides strategic direction for all aspects of transport and encouraging people to use more sustainable modes and the Camden Accessible Transport Services provides transport for children and adults who need it to access school and other services across 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. The Inclusive Economy team runs the Good Work Camden programme to help residents find stable, fulfilling and well-paid jobs.

- **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 23,000 council tenants; 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:** These services provide end to end advice, support, and placement of accommodation to the temporary population within Camden. Housing needs assess homelessness within the law, provide prevention services and signpost to temporary accommodation. Who supply housing for these clients both across the council and in the private sector. The private sector housing team work to improve housing standards. Commissioning and partnership teams deliver a range of services for rough sleepers acting as the main point of contact between the Council, housing associations and co-ops that operate in the borough.



# Supporting Communities – GF & HRA

Division	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Development	(10,668)	154	0	44	(10,470)
Community Services	13,222	92	0	(486)	12,828
Environment & Sustainability	27,702	679	0	(190)	28,192
Property Management	80,326	2,116	0	681	83,123
Economy Regeneration and investment	2,801	(101)	0	49	2,748
Supporting Communities GF Division	1,054	7	0	8	1,069
Housing Support Services	40,189	647	0	(4,621)	36,215
Housing Management	(123,121)	429	0	(5,091)	(127,783)
Resident Safety	0	0	0	0	0
<b>Total Budget</b>	<b>31,504</b>	<b>4,022</b>	<b>0</b>	<b>(9,606)</b>	<b>25,921</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>344,088</b>	<b>5,705</b>	<b>0</b>	<b>(743)</b>	<b>349,050</b>
Employee Expenses	101,223	1,098	0	4,830	107,151
Premises Related Expenditure	96,587	2,400	0	(1,070)	97,916
Transport Related Expenditure	7,815	156	0	(1,752)	6,219
Supplies and Services	43,429	814	0	2,015	46,258
Transfer Payments	3,549	0	0	(355)	3,194
Third Party Payments	57,033	1,216	0	(6,385)	51,864
Depreciation and Impairment Losses	15,073	0	0	(38)	15,035
Support Services	19,381	21	0	2,012	21,413
<b>Total Income</b>	<b>(312,584)</b>	<b>(1,683)</b>	<b>0</b>	<b>(8,863)</b>	<b>(323,129)</b>
Government Grants	(12,988)	0	0	(3,856)	(16,844)
Other Grants Reimbursements and Contributions	(10,020)	(186)	0	778	(9,428)
Customer and Client Receipts	(253,191)	(1,489)	0	(7,061)	(261,742)
Income	(1,441)	0	0	0	(1,441)
Support Services Income Total	(34,893)	(7)	0	1,275	(33,624)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>31,504</b>	<b>4,022</b>	<b>0</b>	<b>(9,606)</b>	<b>25,921</b>

# Supporting Communities – GF

Division	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Housing Support Services	37,926	518	0	(4,645)	33,799
Development	(4,377)	70	0	13	(4,294)
Community Services	12,897	87	0	(489)	12,495
Environment & Sustainability	27,702	679	0	(190)	28,192
Property Management	23,400	839	0	75	24,314
Economy Regeneration and investment	2,801	(101)	0	49	2,748
Supporting Communities GF Division	1,054	7	0	8	1,069
<b>Total Budget</b>	<b>101,403</b>	<b>2,099</b>	<b>0</b>	<b>(5,178)</b>	<b>98,323</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>192,718</b>	<b>2,741</b>	<b>0</b>	<b>(1,884)</b>	<b>193,576</b>
Employee Expenses	49,813	70	0	1,749	51,632
Premises Related Expenditure	26,922	819	0	(476)	27,265
Transport Related Expenditure	7,126	143	0	(1,549)	5,720
Supplies and Services	29,383	517	0	2,740	32,640
Transfer Payments	3,371	0	0	(355)	3,016
Third Party Payments	55,875	1,187	0	(5,883)	51,179
Depreciation and Impairment Losses	15,073	0	0	(38)	15,035
Support Services	5,155	5	0	1,930	7,090
<b>Total Income</b>	<b>(91,316)</b>	<b>(643)</b>	<b>0</b>	<b>(3,295)</b>	<b>(95,253)</b>
Government Grants	(12,988)	0	0	(3,856)	(16,844)
Other Grants Reimbursements and Contributions	(9,801)	(180)	0	778	(9,203)
Customer and Client Receipts	(40,086)	(460)	0	(613)	(41,159)
Income	(1,441)	0	0	0	(1,441)
Support Services Income Total	(27,000)	(2)	0	395	(26,607)
<b>Net Budget</b>	<b>101,403</b>	<b>2,099</b>	<b>0</b>	<b>(5,178)</b>	<b>98,323</b>

# Supporting Communities – HRA

Division	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Housing Support Services	2,263	129	0	24	2,416
Development	(6,291)	84	0	31	(6,176)
Community Services	325	6	0	3	333
Housing Management	(123,121)	429	0	(5,091)	(127,783)
Property Management	56,926	1,277	0	606	58,808
<b>Total Budget</b>	<b>(69,898)</b>	<b>1,924</b>	<b>0</b>	<b>(4,427)</b>	<b>(72,402)</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>151,370</b>	<b>2,964</b>	<b>0</b>	<b>1,141</b>	<b>155,474</b>
Employee Expenses	51,409	1,028	0	3,082	55,519
Premises Related Expenditure	69,665	1,580	0	(594)	70,651
Transport Related Expenditure	689	14	0	(203)	500
Supplies and Services	14,046	297	0	(725)	13,618
Transfer Payments	178	0	0	0	178
Third Party Payments	1,158	29	0	(501)	686
Support Services	14,225	16	0	82	14,323
<b>Total Income</b>	<b>(221,268)</b>	<b>(1,040)</b>	<b>0</b>	<b>(5,568)</b>	<b>(227,876)</b>
Other Grants Reimbursements and Contributions	(218)	(6)	0	0	(224)
Customer and Client Receipts	(213,106)	(1,029)	0	(6,448)	(220,583)
Support Services Income Total	(7,893)	(5)	0	880	(7,018)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>(69,898)</b>	<b>1,924</b>	<b>0</b>	<b>(4,427)</b>	<b>(72,402)</b>

# Housing Support Services – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Camden Accessible Travel Solutions	17,267	150	0	(4,124)	13,292
Housing Needs	4,695	40	0	93	4,828
Private Sector Housing	1,211	(21)	0	27	1,217
Temporary Accommodation Group	3,329	76	0	(145)	3,260
Housing Commissioning Partnerships	11,424	272	0	(495)	11,201
<b>Total Budget</b>	<b>37,926</b>	<b>518</b>	<b>0</b>	<b>(4,645)</b>	<b>33,799</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>59,704</b>	<b>597</b>	<b>0</b>	<b>(1,672)</b>	<b>58,628</b>
Employee Expenses	12,649	2	0	415	13,066
Premises Related Expenditure	6,437	129	0	39	6,605
Transport Related Expenditure	6,920	138	0	(1,545)	5,514
Supplies and Services	1,350	27	0	3,563	4,939
Transfer Payments	3,370	0	0	(355)	3,015
Third Party Payments	24,319	300	0	(5,599)	19,021
Depreciation and Impairment Losses	111	0	0	(38)	74
Support Services	4,547	0	0	1,848	6,395
<b>Total Income</b>	<b>(21,778)</b>	<b>(79)</b>	<b>0</b>	<b>(2,973)</b>	<b>(24,829)</b>
Government Grants	(3,310)	0	0	(3,659)	(6,969)
Other Grants Reimbursements and Contributions	(2,716)	(53)	0	386	(2,383)
Customer and Client Receipts	(5,979)	(26)	0	269	(5,736)
Support Services Income Total	(9,772)	0	0	31	(9,741)
<b>Net Budget</b>	<b>37,926</b>	<b>518</b>	<b>0</b>	<b>(4,645)</b>	<b>33,799</b>

# Housing Support Services – HRA

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Housing Needs	1,303	11	0	0	1,313
Temporary Accommodation	946	111	0	(47)	1,010
Housing Commissioning Partnerships	14	7	0	72	93
<b>Total Budget</b>	<b>2,263</b>	<b>129</b>	<b>0</b>	<b>24</b>	<b>2,416</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>7,482</b>	<b>136</b>	<b>0</b>	<b>24</b>	<b>7,642</b>
Employee Expenses	2,660	53	0	67	2,780
Premises Related Expenditure	859	20	0	(64)	815
Transport Related Expenditure	26	1	0	0	27
Supplies and Services	2,450	62	0	22	2,534
Transfer Payments	1	0	0	0	1
Third Party Payments	0	0	0	0	0
Support Services	1,485	0	0	(1)	1,485
<b>Total Income</b>	<b>(5,219)</b>	<b>(7)</b>	<b>0</b>	<b>0</b>	<b>(5,226)</b>
Other Grants Reimbursements and Contributions	0	0	0	0	0
Customer and Client Receipts	(2,619)	(7)	0	(733)	(3,358)
Support Services Income Total	(2,600)	0	0	733	(1,868)
<b>Net Budget</b>	<b>2,263</b>	<b>129</b>	<b>0</b>	<b>24</b>	<b>2,416</b>

# Development – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Asset Strategy and Valuation	763	2	0	3	767
Community Investment Regeneration	81	0	0	1	82
Regeneration and Development	151	0	0	3	154
Corporate Accommodation	2,291	43	0	2	2,336
Neighbourhoods and Commercial Property	(7,745)	23	0	4	(7,717)
Feasibility	82	2	0	0	84
<b>Total Budget</b>	<b>(4,377)</b>	<b>70</b>	<b>0</b>	<b>13</b>	<b>(4,294)</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>5,801</b>	<b>81</b>	<b>0</b>	<b>13</b>	<b>5,894</b>
Employee Expenses	1,717	1	0	13	1,731
Premises Related Expenditure	1,067	21	0	0	1,088
Supplies and Services	2,939	59	0	0	2,998
Depreciation and Impairment Losses	78	0	0	0	78
<b>Total Income</b>	<b>(10,178)</b>	<b>(11)</b>	<b>0</b>	<b>0</b>	<b>(10,188)</b>
Customer and Client Receipts	(7,750)	(11)	0	0	(7,760)
Income	(1,441)	0	0	0	(1,441)
Support Services Income Total	(987)	0	0	0	(987)
<b>Net Budget</b>	<b>(4,377)</b>	<b>70</b>	<b>0</b>	<b>13</b>	<b>(4,294)</b>

# Development – HRA

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Regeneration and Development	2,465	63	0	31	2,560
Feasibility	210	4	0	0	214
Commercial Property	(8,967)	16	0	0	(8,950)
<b>Total Budget</b>	<b>(6,291)</b>	<b>84</b>	<b>0</b>	<b>31</b>	<b>(6,176)</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>5,705</b>	<b>90</b>	<b>0</b>	<b>31</b>	<b>5,827</b>
Employee Expenses	3,077	62	0	31	3,170
Premises Related Expenditure	1,149	23	0	0	1,172
Supplies and Services	288	6	0	0	294
Support Services	1,191	0	0	0	1,191
<b>Total Income</b>	<b>(11,997)</b>	<b>(6)</b>	<b>0</b>	<b>0</b>	<b>(12,003)</b>
Customer and Client Receipts	(10,906)	(6)	0	0	(10,912)
Support Services Income Total	(1,091)	0	0	0	(1,091)
<b>Net Budget</b>	<b>(6,291)</b>	<b>84</b>	<b>0</b>	<b>31</b>	<b>(6,176)</b>

# Community Services – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Safer Camden Network	266	0	0	3	269
Community Services Mgt	156	0	0	2	158
Libraries Arts and Tourism	2,328	12	0	23	2,363
Sports and Physical Activity	(813)	(43)	0	13	(843)
Community Partnership Unit	4,640	81	0	8	4,729
Community Safety Emergency Mgt	2,685	10	0	(626)	2,069
Public Protection	1,083	(31)	0	27	1,080
Green Space	2,552	56	0	61	2,670
<b>Total Budget</b>	<b>12,897</b>	<b>87</b>	<b>0</b>	<b>(489)</b>	<b>12,495</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>22,807</b>	<b>212</b>	<b>0</b>	<b>(475)</b>	<b>22,544</b>
Employee Expenses	12,523	3	0	107	12,632
Premises Related Expenditure	908	18	0	(171)	756
Transport Related Expenditure	160	3	0	(4)	160
Supplies and Services	6,592	132	0	(461)	6,263
Third Party Payments	2,246	56	0	(19)	2,283
Depreciation and Impairment Losses	353	0	0	0	353
Support Services	25	0	0	73	98
<b>Total Income</b>	<b>(9,910)</b>	<b>(125)</b>	<b>0</b>	<b>(14)</b>	<b>(10,049)</b>
Government Grants	(152)	0	0	(73)	(225)
Other Grants Reimbursements and Contributions	(3,864)	(77)	0	118	(3,824)
Customer and Client Receipts	(3,460)	(48)	0	(45)	(3,553)
Support Services Income Total	(2,434)	0	0	(14)	(2,448)
<b>Net Budget</b>	<b>12,897</b>	<b>87</b>	<b>0</b>	<b>(489)</b>	<b>12,495</b>



# Community Services – HRA

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Community Safety and Emergency	325	6	0	3	333
<b>Total Budget</b>	<b>325</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>333</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>325</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>333</b>
Employee Expenses	276	6	0	3	285
Support Services	49	0	0	0	49
<b>Net Budget</b>	<b>325</b>	<b>6</b>	<b>0</b>	<b>3</b>	<b>333</b>

# Housing Management – HRA

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Estate Services	14,331	269	0	91	14,690
Housing Management	177	4	0	1	183
Leaseholder Services	(154,789)	(151)	0	(5046)	(159,986)
Sheltered Services	3,255	58	0	18	3,331
Landlord Services	10,891	194	0	(159)	10,926
Tenant Participation	3,014	55	0	4	3,073
<b>Total Budget</b>	<b>(123,121)</b>	<b>429</b>	<b>0</b>	<b>(5,091)</b>	<b>(127,783)</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>58,388</b>	<b>1,068</b>	<b>0</b>	<b>644</b>	<b>60,101</b>
Employee Expenses	23,874	477	0	(118)	24,233
Premises Related Expenditure	23,430	469	0	746	24,644
Transport Related Expenditure	250	5	0	(203)	52
Supplies and Services	4,422	88	0	639	5,150
Transfer Payments	110	0	0	0	110
Third Party Payments	1,158	29	0	(501)	686
Support Services	5,143	0	0	82	5,226
<b>Total Income</b>	<b>(181,509)</b>	<b>(640)</b>	<b>0</b>	<b>(5,736)</b>	<b>(187,884)</b>
Other Grants Reimbursements and Contributions	(48)	(1)	0	0	(49)
Customer and Client Receipts	(180,749)	(639)	0	(5,716)	(187,103)
Support Services Income Total	(661)	0	0	(20)	(681)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>(123,121)</b>	<b>429</b>	<b>0</b>	<b>(5,091)</b>	<b>(127,783)</b>

# Environment & Sustainability – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Building Control	(89)	(19)	0	8	(100)
Engineering	4,464	21	0	79	4,564
Environment Services	21,970	675	0	(295)	22,350
Environment and Sustainability management	136	0	0	1	138
Transport Strategy	563	2	0	14	579
Sustainability	658	1	0	4	663
<b>Total Budget</b>	<b>27,702</b>	<b>679</b>	<b>0</b>	<b>(190)</b>	<b>28,192</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>49,811</b>	<b>932</b>	<b>0</b>	<b>(229)</b>	<b>50,514</b>
Employee Expenses	8,369	0	0	17	8,386
Premises Related Expenditure	1,162	23	0	(50)	1,136
Transport Related Expenditure	21	0	0	0	21
Supplies and Services	4,358	87	0	60	4,505
Third Party Payments	28,938	821	0	(265)	29,494
Depreciation and Impairment Losses	6,838	0	0	0	6,838
Support Services	125	0	0	9	134
Below Cost of Services on CIES Expenditure	0	0	0	0	0
<b>Total Income</b>	<b>(22,108)</b>	<b>(253)</b>	<b>0</b>	<b>39</b>	<b>(22,322)</b>
Government Grants	(357)	0	0	0	(357)
Other Grants Reimbursements and Contributions	(422)	(7)	0	(191)	(621)
Customer and Client Receipts	(16,395)	(246)	0	(655)	(17,295)
Support Services Income Total	(4,935)	0	0	885	(4,050)
<b>Net Budget</b>	<b>27,702</b>	<b>679</b>	<b>0</b>	<b>(190)</b>	<b>28,192</b>

# Property Management – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
CSF Property and Contracts	1,505	277	0	25	1,807
Property Services	21,894	562	0	50	22,507
<b>Total Budget</b>	<b>23,400</b>	<b>839</b>	<b>0</b>	<b>75</b>	<b>24,314</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>43,159</b>	<b>878</b>	<b>0</b>	<b>765</b>	<b>44,803</b>
Employee Expenses	5,223	65	0	1,262	6,550
Premises Related Expenditure	17,250	626	0	(291)	17,585
Transport Related Expenditure	25	0	0	0	25
Supplies and Services	12,192	174	0	(206)	12,159
Transfer Payments	1	0	0	0	1
Third Party Payments	350	9	0	0	359
Depreciation and Impairment Losses	7,682	0	0	0	7,682
Support Services	436	5	0	0	440
<b>Total Income</b>	<b>(19,760)</b>	<b>(39)</b>	<b>0</b>	<b>(690)</b>	<b>(20,488)</b>
Government Grants	(9,170)	0	0	0	(9,170)
Customer and Client Receipts	(1,857)	(37)	0	(183)	(2,077)
Support Services Income Total	(8,733)	(2)	0	(507)	(9,242)
<b>Net Budget</b>	<b>23,400</b>	<b>839</b>	<b>0</b>	<b>75</b>	<b>24,314</b>

# Property Management – HRA

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Capital Works	3,171	86	0	(83)	3,175
Property Management Mgt	1,064	21	0	68	1,153
Concierge Services	1,384	37	0	69	1,491
Chalcots Fire Response	1,533	35	0	5	1,573
Repairs & Operation	42,298	935	0	(2,274)	40,958
Property Customer Service & Engagement	1,954	38	0	160	2,152
Strategic Asset Management & Compliance	4,341	98	0	2,513	6,952
Resident Safety Mgt	1,181	26	0	148	1,354
<b>Total Budget</b>	<b>56,926</b>	<b>1,277</b>	<b>0</b>	<b>606</b>	<b>58,808</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>79,470</b>	<b>1,663</b>	<b>0</b>	<b>438</b>	<b>81,571</b>
Employee Expenses	21,522	430	0	3,099	25,052
Premises Related Expenditure	44,227	1,069	0	(1,276)	44,020
Transport Related Expenditure	412	8	0	0	420
Supplies and Services	6,886	140	0	(1,385)	5,641
Transfer Payments	67	0	0	0	67
Support Services	6,356	16	0	0	6,372
<b>Total Income</b>	<b>(22,544)</b>	<b>(387)</b>	<b>0</b>	<b>167</b>	<b>(22,763)</b>
Other Grants Reimbursements and Contributions	(171)	(5)	0	0	(176)
Customer and Client Receipts	(18,833)	(377)	0	0	(19,209)
Support Services Income Total	(3,540)	(5)	0	167	(3,378)
<b>Net Budget</b>	<b>56,926</b>	<b>1,277</b>	<b>0</b>	<b>606</b>	<b>58,808</b>

# Economy Regeneration and Investment – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Development Management	(481)	(74)	0	18	(536)
Economic Development	2,184	(10)	0	6	2,179
Economy Regeneration and investment Management	(540)	(0)	0	2	(539)
HS2 & Euston Regeneration	591	0	0	2	593
Placeshaping	1,047	(18)	0	22	1,051
<b>Total Budget</b>	<b>2,801</b>	<b>(101)</b>	<b>0</b>	<b>49</b>	<b>2,748</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>10,244</b>	<b>34</b>	<b>0</b>	<b>(293)</b>	<b>9,984</b>
Employee Expenses	8,526	0	0	(73)	8,453
Premises Related Expenditure	91	2	0	(3)	89
Supplies and Services	1,594	32	0	(217)	1,409
:Depreciation and Impairment Losses	11	0	0	0	11
Support Services	22	0	0	0	22
<b>Total Income</b>	<b>(7,443)</b>	<b>(135)</b>	<b>0</b>	<b>342</b>	<b>(7,236)</b>
Government Grants	0	0	0	(124)	(124)
Other Grants Reimbursements and Contributions	(2,799)	(42)	0	466	(2,375)
Customer and Client Receipts	(4,644)	(93)	0	0	(4,737)
<b>Net Budget</b>	<b>2,801</b>	<b>(101)</b>	<b>0</b>	<b>49</b>	<b>2,748</b>

# Supporting Communities Division – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Supporting Communities Mgt	1,054	7	0	8	1,069
<b>Total Budget</b>	<b>1,054</b>	<b>7</b>	<b>0</b>	<b>8</b>	<b>1,069</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>1,193</b>	<b>7</b>	<b>0</b>	<b>8</b>	<b>1,208</b>
Employee Expenses	806	(1)	0	8	813
Premises Related Expenditure	6	0	0	0	6
Supplies and Services	359	7	0	0	366
Third Party Payments	22	1	0	0	23
<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>1,054</b>	<b>7</b>	<b>0</b>	<b>8</b>	<b>1,069</b>

# Supporting People Directorate

**Executive Director:** Martin Pratt

**Total Revenue Budget:**

- *GF Revenue Budget:* £168.683m

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	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Childrens Safeguarding Social Work	31,848	455	0	127	32,430
Early Intervention and Prevention	19,530	74	0	1,524	21,128
Education Achievement and Aspiration	8,092	72	0	4	8,169
Adult Social Care	83,264	2,895	0	6,786	92,944
Supporting People Division	2,405	18	0	265	2,689
Strategic and Joint Commissioning	11,184	247	0	(107)	11,324
<b>Total Budget</b>	<b>156,323</b>	<b>3,762</b>	<b>0</b>	<b>8,598</b>	<b>168,683</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>420,912</b>	<b>3,830</b>	<b>0</b>	<b>16,420</b>	<b>441,162</b>
Employee Expenses	196,846	29	0	1,385	198,260
Premises Related Expenditure	12,372	29	0	54	12,455
Transport Related Expenditure	923	18	0	(534)	407
Supplies and Services	54,148	382	0	1,621	56,152
Transfer Payments	28,449	507	0	5,255	34,211
Third Party Payments	111,049	2,865	0	7,545	121,459
Depreciation and Impairment Losses	5,103	0	0	0	5,103
Support Services	10,023	0	0	(495)	9,527
Transfers to or from Earmarked Reserves	2,000	0	0	1,588	3,588
<b>Total Income</b>	<b>(264,589)</b>	<b>(68)</b>	<b>0</b>	<b>(7,821)</b>	<b>(272,479)</b>
Government Grants	(203,652)	0	0	(8,129)	(211,781)
Other Grants Reimbursements and Contributions	(35,273)	(43)	0	222	(35,094)
Customer and Client Receipts	(14,814)	(25)	0	68	(14,772)
Support Services Income Total	(10,850)	0	0	18	(10,831)
<b>Total Budget</b>	<b>156,323</b>	<b>3,762</b>	<b>0</b>	<b>8,598</b>	<b>168,683</b>

# Adult Social Care – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Service Provision	6,495	16	0	41	6,552
Camden Learning Disability	19,627	674	0	(368)	19,932
Support and Safeguarding Adults	44,532	1,536	0	997	47,065
Transformation and Performance	(2,762)	143	0	(1,182)	(3,801)
Mental Health	14,306	522	0	33	14,861
Adult Social Care Mgt	1,066	4	0	7,264	8,335
<b>Total Budget</b>	<b>83,264</b>	<b>2,895</b>	<b>0</b>	<b>6,786</b>	<b>92,944</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>114,585</b>	<b>2,905</b>	<b>0</b>	<b>6,829</b>	<b>124,318</b>
Employee Expenses	22,221	9	0	8	22,239
Premises Related Expenditure	491	2	0	35	528
Transport Related Expenditure	744	15	0	(642)	117
Supplies and Services	2,648	47	0	(192)	2,503
Transfer Payments	14,870	447	0	(30)	15,287
Third Party Payments	73,095	2,385	0	7,173	82,653
Depreciation and Impairment Losses	502	0	0	0	502
Support Services	14	0	0	476	490
<b>Total Income</b>	<b>(31,321)</b>	<b>(10)</b>	<b>0</b>	<b>(43)</b>	<b>(31,374)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(20,945)	(4)	0	(75)	(21,024)
Customer and Client Receipts	(9,849)	(6)	0	32	(9,824)
Support Services Income Total	(527)	0	0	0	(527)
<b>Net Budget</b>	<b>83,264</b>	<b>2,895</b>	<b>0</b>	<b>6,786</b>	<b>92,944</b>

# Children's Safeguarding & Social Work – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Children In Need	6,750	9	0	(76)	6,683
Children's Care Provision	20,347	399	0	34	20,780
Childrens Quality Assurance	1,534	2	0	148	1,684
LAC Virtual School	375	3	0	6	384
Children Young People Disability	2,536	53	0	5	2,594
Childrens Safeguard Social Work	306	(10)	0	9	305
<b>Total Budget</b>	<b>31,848</b>	<b>455</b>	<b>0</b>	<b>127</b>	<b>32,430</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>40,305</b>	<b>486</b>	<b>0</b>	<b>620</b>	<b>41,411</b>
Employee Expenses	16,750	2	0	150	16,902
Premises Related Expenditure	93	2	0	(30)	64
Transport Related Expenditure	94	2	0	109	205
Supplies and Services	2,328	47	0	(131)	2,243
Transfer Payments	2,709	38	0	(334)	2,413
Third Party Payments	15,817	395	0	(183)	16,029
Support Services	2,513	0	0	1,040	3,553
<b>Total Income</b>	<b>(8,457)</b>	<b>(30)</b>	<b>0</b>	<b>(493)</b>	<b>(8,981)</b>
Government Grants	(3,675)	0	0	(1,329)	(5,004)
Other Grants Reimbursements and Contributions	(1,735)	(30)	0	417	(1,348)
Support Services Income Total	(3,047)	0	0	418	(2,629)
<b>Net Budget</b>	<b>31,848</b>	<b>455</b>	<b>0</b>	<b>127</b>	<b>32,430</b>

# Early Intervention & Prevention – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Early Intervention Prevention Mgt	203	2	0	1	206
Early Years	10,386	43	0	71	10,501
Education Welfare	2,074	2	0	1,319	3,395
Family Support Complex Families	4,427	14	0	98	4,539
Integrated Youth Service	2,391	9	0	23	2,424
Adult Community Learning	48	4	0	11	63
<b>Total Budget</b>	<b>19,530</b>	<b>74</b>	<b>0</b>	<b>1,524</b>	<b>21,128</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>84,462</b>	<b>86</b>	<b>0</b>	<b>6,573</b>	<b>91,121</b>
Employee Expenses	22,951	13	0	641	23,605
Premises Related Expenditure	1,059	21	0	50	1,130
Transport Related Expenditure	49	1	0	(1)	49
Supplies and Services	4,076	34	0	426	4,536
Transfer Payments	37,054	0	0	5,619	42,673
Third Party Payments	11,086	18	0	81	11,185
Depreciation and Impairment Losses	111	0	0	0	111
Support Services	6,076	0	0	(1,831)	4,245
Transfers to or from Earmarked Reserves	2,000	0	0	1,588	3,588
<b>Total Income</b>	<b>(64,932)</b>	<b>(12)</b>	<b>0</b>	<b>(5,049)</b>	<b>(69,993)</b>
Government Grants	(59,005)	0	0	(5,975)	(64,980)
Other Grants Reimbursements and Contributions	(1,419)	(7)	0	414	(1,012)
Customer and Client Receipts	(274)	(5)	0	35	(244)
Support Services Income Total	(4,234)	0	0	477	(3,757)
<b>Net Budget</b>	<b>19,530</b>	<b>74</b>	<b>0</b>	<b>1,524</b>	<b>21,128</b>

# Schools & Education – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Education Achievement and Aspiration Mgt	1,651	4	0	(7)	1,647
Learning Improvement and Partnership	2,304	67	0	2	2,374
Camden Learning	(363)	0	0	0	(363)
Admissions Service	10	1	0	9	20
Schools Traded Partnership	4,490	0	0	0	4,490
<b>Total Budget</b>	<b>8,092</b>	<b>72</b>	<b>0</b>	<b>4</b>	<b>8,169</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>157,059</b>	<b>88</b>	<b>0</b>	<b>(19)</b>	<b>157,129</b>
Employee Expenses	131,129	4	0	(20)	131,112
Premises Related Expenditure	10,584	1	0	(1)	10,585
Transport Related Expenditure	34	1	0	(0)	35
Supplies and Services	37,609	83	0	3	37,694
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	43	0	0	0	43
<b>Total Income</b>	<b>(148,967)</b>	<b>(16)</b>	<b>0</b>	<b>23</b>	<b>(148,960)</b>
Government Grants	(140,972)	0	0	(3)	(140,975)
Other Grants Reimbursements and Contributions	(1,143)	(2)	0	22	(1,123)
Customer and Client Receipts	(4,681)	(14)	0	1	(4,694)
Support Services Income Total	(2,170)	0	0	3	(2,167)
<b>Net Budget</b>	<b>8,092</b>	<b>72</b>	<b>0</b>	<b>4</b>	<b>8,169</b>

# Schools – GF & Grants

Resources	2021/22 £,000	2022/23 £,000
Dedicated schools grant including aAcademies	173,834	172,142
Academies - not disclosed	9,311	10,353
Central Services Support Block	1,327	1,272
Dedicated schools grant including Academies	<b>184,472</b>	<b>183,767</b>
Supplementary Healthcare levyfunding for mainstream schools 2022/23		3,706
Additional Healthcare levyfunding for High Needs 2022/23		1,677
Pupil premium grant	9,378	9,357
6th form grant	11,565	12,177
Capital financing costs	4,838	4,288
Council contribution	0	0
Use of reserves	0	0
<b>Total estimated funding</b>	<b>210,254</b>	<b>214,973</b>
Increase (£000)		4,719
% Increase		2.24%

Distribution	2021/22 £000	2022/23 £000
Primary and nursery schools	74,085	73,188
Children centres and external nursery	12,003	11,149
Secondary schools	73,657	74,134
Special and hospital schools	15,198	17,107
Academies non DSG	10,677	12,159
<b>Total to schools</b>	<b>185,620</b>	<b>187,737</b>
Capital financing costs	4,288	4,288
Centrally provided services	1,327	1,272
High needs excluding schools	19,018	21,676
<b>Total net expenditure</b>	<b>210,254</b>	<b>214,973</b>

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

Please note that £47m of high needs and £14m 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.

# Education and Integrated Commissioning – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Children and Families Commissioning	4,717	116	0	(67)	4,766
Commissioning Adults	6,147	127	0	38	6,312
Strategic and Joint Commissioning	320	3	0	(77)	246
<b>Total Budget</b>	<b>11,184</b>	<b>247</b>	<b>0</b>	<b>(107)</b>	<b>11,324</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>22,097</b>	<b>247</b>	<b>0</b>	<b>1,797</b>	<b>24,140</b>
Employee Expenses	2,258	0	0	244	2,502
Premises Related Expenditure	145	3	0	0	148
Transport Related Expenditure	2	0	0	0	2
Supplies and Services	6,619	155	0	1,258	8,032
Transfer Payments	646	23	0	0	668
Third Party Payments	11,051	66	0	475	11,592
Support Services	1,376	0	0	(180)	1,197
<b>Total Income</b>	<b>(10,912)</b>	<b>(0)</b>	<b>0</b>	<b>(1,904)</b>	<b>(12,816)</b>
Government Grants	0	0	0	(822)	(822)
Other Grants Reimbursements and Contributions	(10,030)	0	0	(556)	(10,587)
Customer and Client Receipts	(10)	(0)	0	0	(10)
Support Services Income Total	(872)	0	0	(525)	(1,397)
<b>Net Budget</b>	<b>11,184</b>	<b>247</b>	<b>0</b>	<b>(107)</b>	<b>11,324</b>

# Supporting People Division – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Supporting People Mgt	2,405	18	0	265	2,689
<b>Total Budget</b>	<b>2,405</b>	<b>18</b>	<b>0</b>	<b>265</b>	<b>2,689</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>2,405</b>	<b>18</b>	<b>0</b>	<b>620</b>	<b>3,044</b>
Employee Expenses	1,537	1	0	362	1,900
Supplies and Services	868	17	0	258	1,144
Support Services	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(355)</b>	<b>(355)</b>
Support Services Income Total	0	0	0	(355)	(355)
<b>Net Budget</b>	<b>2,405</b>	<b>18</b>	<b>0</b>	<b>265</b>	<b>2,689</b>



# Corporate Services Directorate

**Executive Director:** Jon Rowney

**Total Revenue Budget:**

**- GF Revenue Budget:** £24.957m

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, Corporate Strategy and policy design, People and Inclusion, Finance and Internal Audit, Digital and Data, Law and Governance, and Customer Services

The directorate has eight 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 Policy and Communications:** Provide communications support to the council.
- **Corporate 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 and Internal Audit:** 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	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Chief Executive	241	(0)	0	3	244
Equalities and Disproportionality	0	0	0	467	467
Participation Policy and Communication	2,959	20	0	462	3,441
Customer Services	(22,111)	(662)	0	1,147	(21,626)
Finance and Internal Audit	6,738	10	0	55	6,804
HR	5,622	20	0	41	5,682
Digital & Data Services	16,520	144	0	159	16,824
Law and Governance	11,619	35	0	83	11,736
Corporate Strategy and Policy Design	1,368	3	0	13	1,384
<b>Total Budget</b>	<b>22,956</b>	<b>(429)</b>	<b>0</b>	<b>2,430</b>	<b>24,957</b>

Expenditure/Income Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>80,139</b>	<b>546</b>	<b>0</b>	<b>2,550</b>	<b>83,234</b>
Employee Expenses	52,427	27	0	1,600	54,054
Premises Related Expenditure	351	7	0	52	410
Transport Related Expenditure	56	1	0	(0)	57
Supplies and Services	14,370	287	0	158	14,815
Transfer Payments	1,020	0	0	1,004	2,024
Third Party Payments	8,979	224	0	(265)	8,938
Depreciation and Impairment Losses	2,854	0	0	0	2,854
Support Services	82	0	0	0	82
<b>Total Income</b>	<b>(57,183)</b>	<b>(964)</b>	<b>0</b>	<b>(130)</b>	<b>(58,277)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(2,432)	(15)	0	0	(2,447)
Customer and Client Receipts	(48,669)	(950)	0	4	(49,615)
Support Services Income Total	(6,081)	0	0	(134)	(6,215)
<b>Net Budget</b>	<b>22,956</b>	<b>(418)</b>	<b>0</b>	<b>2,420</b>	<b>24,957</b>

# Chief Executive Office – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Chief Executive Office	241	(0)	0	3	244
<b>Total Budget</b>	<b>241</b>	<b>(0)</b>	<b>0</b>	<b>3</b>	<b>244</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>260</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>263</b>
Employee Expenses	256	0	0	3	259
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>241</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>244</b>

# Equalities and Disproportionality– GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Equalities and Disproportionality Service	0	0	0	467	467
<b>Total Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>467</b>	<b>467</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>467</b>
Employee Expenses	0	0	0	267	267
Supplies and Services	0	0	0	200	200
<b>Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>467</b>

# Participation and Policy & Communications – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Communications	1,864	19	0	200	2,083
Participation	749	1	0	5	756
Leader's & Chief Exec Offices Service GF	346	0	0	257	602
<b>Total Budget</b>	<b>2,959</b>	<b>20</b>	<b>0</b>	<b>462</b>	<b>3,441</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>3,772</b>	<b>23</b>	<b>0</b>	<b>462</b>	<b>4,257</b>
Employee Expenses	2,653	0	0	462	3,115
Premises Related Expenditure	(0)	(0)	0	0	(0)
Transport Related Expenditure	0	0	0	0	0
Supplies and Services	1,069	21	0	0	1,090
Third Party Payments	49	1	0	0	51
Depreciation and Impairment Losses	0	0	0	0	0
<b>Total Income</b>	<b>(813)</b>	<b>(3)</b>	<b>0</b>	<b>0</b>	<b>(815)</b>
Other Grants Reimbursements and Contributions	(54)	(1)	0	0	(55)
Customer and Client Receipts	(72)	(1)	0	0	(74)
Support Services Income Total	(687)	0	0	0	(687)
<b>Net Budget</b>	<b>2,959</b>	<b>20</b>	<b>0</b>	<b>462</b>	<b>3,441</b>

# Customer Services – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Benefits	2,472	2	0	1,007	3,482
Contact Camden	4,131	(18)	0	100	4,213
Council Tax and Business Rates	987	8	0	8	1,003
Credit Control	1,976	20	0	3	1,999
Parking Operations	(31,655)	(671)	0	27	(32,299)
Customer Services Management	(22)	(3)	0	2	(24)
<b>Total Budget</b>	<b>(22,111)</b>	<b>(662)</b>	<b>0</b>	<b>1,147</b>	<b>(21,626)</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>26,288</b>	<b>280</b>	<b>0</b>	<b>1,074</b>	<b>27,642</b>
Employee Expenses	12,763	1	0	349	13,113
Premises Related Expenditure	257	5	0	53	315
Transport Related Expenditure	11	0	0	0	11
Supplies and Services	2,935	59	0	(103)	2,891
Transfer Payments	1,020	0	0	1,004	2,024
Third Party Payments	8,633	216	0	(230)	8,619
Depreciation and Impairment Losses	619	0	0	0	619
Support Services	51	0	0	0	51
<b>Total Income</b>	<b>(48,400)</b>	<b>(942)</b>	<b>0</b>	<b>73</b>	<b>(49,269)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	0	0	0	0	0
Customer and Client Receipts	(48,296)	(942)	0	4	(49,235)
Support Services Income Total	(103)	0	0	69	(34)
<b>Net Budget</b>	<b>(22,111)</b>	<b>(662)</b>	<b>0</b>	<b>1,147</b>	<b>(21,626)</b>

# Finance & Internal Audit – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
HoF Corporate Services	708	0	0	55	764
Internal Audit and Risk	908	6	0	5	920
Procurement	1,385	2	0	16	1,402
HoF Supporting Communities	1,061	1	0	5	1,067
HoF Treasury and Financial Services	1,355	1	0	14	1,371
Finance and Procurement Service	380	(0)	0	3	383
HoF Supporting People	889	0	0	10	899
<b>Total Budget</b>	<b>6,686</b>	<b>10</b>	<b>0</b>	<b>108</b>	<b>6,804</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>9,121</b>	<b>20</b>	<b>0</b>	<b>33</b>	<b>9,174</b>
Employee Expenses	8,314	3	0	91	8,408
Premises Related Expenditure	21	0	0	0	21
Transport Related Expenditure	3	0	0	0	3
Supplies and Services	516	10	0	(22)	504
Third Party Payments	267	7	0	(36)	237
Support Services	1	0	0	0	1
<b>Total Income</b>	<b>(2,382)</b>	<b>(9)</b>	<b>0</b>	<b>22</b>	<b>(2,369)</b>
Other Grants Reimbursements and Contributions	(2,153)	(9)	0	0	(2,162)
Customer and Client Receipts	(11)	(0)	0	0	(12)
Support Services Income Total	(218)	0	0	22	(196)
<b>Net Budget</b>	<b>6,738</b>	<b>10</b>	<b>0</b>	<b>55</b>	<b>6,804</b>

# People and Inclusion– GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Health and Safety	447	3	0	3	453
Human Resources	629	1	0	6	637
HR Strategic Leads	1,077	3	0	10	1,090
OD Learning and Development	2,038	10	0	8	2,056
Senior HR Advisors	1,431	2	0	14	1,447
<b>Total Budget</b>	<b>5,622</b>	<b>20</b>	<b>0</b>	<b>41</b>	<b>5,682</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>6,003</b>	<b>21</b>	<b>0</b>	<b>41</b>	<b>6,065</b>
Employee Expenses	5,450	10	0	41	5,501
Premises Related Expenditure	57	1	0	0	59
Transport Related Expenditure	10	0	0	0	10
Supplies and Services	486	10	0	0	495
<b>Total Income</b>	<b>(381)</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>(382)</b>
Other Grants Reimbursements and Contributions	(9)	(0)	0	0	(10)
Customer and Client Receipts	(60)	(1)	0	0	(62)
Support Services Income Total	(311)	0	0	0	(311)
<b>Net Budget</b>	<b>5,622</b>	<b>20</b>	<b>0</b>	<b>41</b>	<b>5,682</b>



# Digital and Data – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Applications	4,503	40	0	99	4,642
Data and Analytics	591	4	0	4	599
Digital Transformation	1,179	1	0	8	1,188
IT Business Management	1,337	(0)	0	19	1,356
Technology	5,994	72	0	19	6,085
ICT Traded Budget	2,916	28	0	10	2,954
<b>Total Budget</b>	<b>16,520</b>	<b>144</b>	<b>0</b>	<b>159</b>	<b>16,824</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>21,075</b>	<b>145</b>	<b>0</b>	<b>159</b>	<b>21,380</b>
Employee Expenses	11,693	2	0	74	11,770
Transport Related Expenditure	18	0	0	0	19
Supplies and Services	7,122	142	0	85	7,349
Depreciation and Impairment Losses	2,235	0	0	0	2,235
Support Services	6	0	0	0	6
<b>Total Income</b>	<b>(4,555)</b>	<b>(1)</b>	<b>0</b>	<b>0</b>	<b>(4,556)</b>
Customer and Client Receipts	(57)	(1)	0	0	(58)
Support Services Income Total	(4,498)	0	0	0	(4,498)
<b>Net Budget</b>	<b>16,520</b>	<b>144</b>	<b>0</b>	<b>159</b>	<b>16,824</b>

# Law & Governance – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Business Support	6,466	18	0	57	6,542
Democratic Committee Services	553	1	0	5	559
Elections	517	5	0	3	525
Legal Services	2,289	(6)	0	11	2,295
Member Support	1,609	17	0	4	1,630
Law and Governance Management	184	0	0	2	187
<b>Total Budget</b>	<b>11,619</b>	<b>35</b>	<b>0</b>	<b>83</b>	<b>11,736</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>12,252</b>	<b>43</b>	<b>0</b>	<b>308</b>	<b>12,602</b>
Employee Expenses	10,143	1	0	306	10,449
Premises Related Expenditure	15	0	0	(0)	15
Transport Related Expenditure	14	0	0	(0)	14
Supplies and Services	2,026	41	0	2	2,069
Transfer Payments	0	0	0	0	0
Third Party Payments	30	1	0	0	31
Support Services	24	0	0	0	24
<b>Total Income</b>	<b>(633)</b>	<b>(7)</b>	<b>0</b>	<b>(225)</b>	<b>(866)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(198)	(4)	0	0	(202)
Customer and Client Receipts	(172)	(3)	0	0	(176)
Income	0	0	0	0	0
Support Services Income Total	(263)	0	0	(225)	(488)
<b>Net Budget</b>	<b>11,619</b>	<b>35</b>	<b>0</b>	<b>83</b>	<b>11,736</b>

# Corporate Strategy and Policy Design – GF

Service	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
Policy and Design	1,368	3	0	13	1,384
<b>Total Budget</b>	<b>1,368</b>	<b>3</b>	<b>0</b>	<b>13</b>	<b>1,384</b>

Income/Expenditure Type	2021/22 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2022/23 Budget £000
<b>Total Expenditure</b>	<b>1,368</b>	<b>3</b>	<b>0</b>	<b>13</b>	<b>1,384</b>
Employee Expenses	1,357	3	0	13	1,373
Supplies and Services	12	0	0	0	12
<b>Net Budget</b>	<b>1,368</b>	<b>3</b>	<b>0</b>	<b>13</b>	<b>1,384</b>

# Public Health Directorate

**Executive Director:** Piers Simey

**Total Revenue Budget:** £22.478m

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 £27.613m. (estimate as not confirmed for 2022/23) £22.478m of this budget is allocated within this directorate's budgets, however the council also delivers £5.135m 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	2,249	0	0	4	2,252
Sexual Health	5,793	0	0	(15)	5,778
Substance Misuse	6,529	0	0	47	6,576
Smoking and Tobacco	647	0	0	3	650
Obesity and Physical Activity	564	0	0	(6)	558
Childrens Public Health	5,288	0	0	(11)	5,277
NHS Health Checker Programmes	318	0	0	0	318
Other Public Health Services	1,090	0	0	(21)	1,069
<b>Total Budget</b>	<b>22,478</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,478</b>

Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2021/22 Budget £000
<b>Total Expenditure</b>	<b>22,810</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,810</b>
Premises Related Expenditure	1	0	0	0	1
Transport Related Expenditure	0	0	0	0	0
Supplies and Services	95	0	0	4	99
Third Party Payments	20,460	0	0	(4)	20,457
Support Services	2,254	0	0	0	2,254
<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>22,478</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>22,478</b>

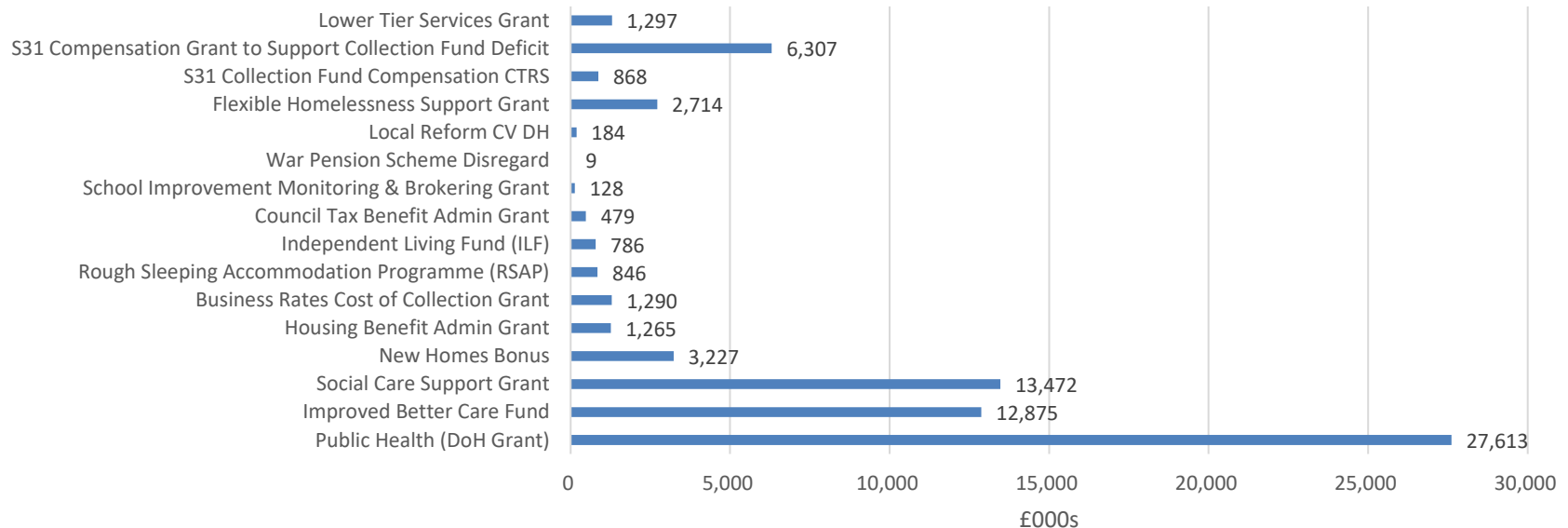
# Other Budgets – GF

Other Budgets	2021/22 Budget £000	2022/23 Budget £000
Reserve Movements	3,022	(16,306)
Interest	167	1,167
Pensions	15,602	15,524
Levies	1,883	1,806
Capital Financing	4,259	2,471
Specific Grants (see chart below)	(67,216)	(73,360)
Other	(24,037)	(16,626)
	(66,320)	(85,323)

## 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	1,962	37	0	220	2,219
RCCO Leaseholder Contributions	5,306	106	0	0	5,412
HRA Subsidy	0	0	0	0	0
HRA Share of Interest Payable	(850)	0	0	0	(850)
HRA CDC Contribution	4,328	70	0	0	4,399
HRA Share NCS Not Specifically Allocated	57,952	0	0	(3,300)	54,652
HRA Bad Debt Provision	3,500	70	0	0	3,570
HRA Reserve Carried Forward	0	0	0	0	0
HRA Contingency	1,000	0	0	2,000	3,000
	<b>73,198</b>	<b>283</b>	<b>0</b>	<b>(1,080)</b>	<b>72,402</b>



# Capital Programme

2020/21 – 2027/28+

56



# 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 is a long-term programme bringing together a range of initiatives, which are focused 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 continues to make an important contribution to the delivery of objectives within the Camden Plan, particularly in harnessing the benefits of economic growth, tackling inequality, investing in our communities to ensure sustainable neighbourhoods and delivering value for money. The key aims of CIP 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 and provide new housing
- To regenerate housing estates
- To improve the local environment and places in which the Council's assets are located
- To sell or redevelop properties that are out of date, expensive to maintain, underused or difficult to access, in order to generate funds which are reinvested in the Council's Capital Programme
- To significantly reduce ongoing maintenance costs for the Council and its third sector and partner organisations, to help deliver more sustainable services
- To modernise and rationalise the Council's property portfolio, making better use of the Council's assets
- To stimulate the local economy and improved opportunities through developing employment spaces and community

services and facilities

### 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 23,000 HRA dwellings.

### Homes for Older People

This programme recently completed with the construction of a new Charlie Ratchford Resource centre with extra care sheltered housing. The programme has also delivered two new care homes at Maitland Park and Wellesley Road.

### Accommodation Strategy

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.

### Backlog Maintenance

The Council invests in its existing assets to ensure that they remain safe and fit for purpose, whilst also controlling maintenance costs. The Council is in the process of identifying and prioritising capital bids to continue to accomplish this in 2022/23 and future financial years.

# Capital Programme

## Funding the Capital Programme

Capital receipts from the sale of properties form the largest funding source for the capital programme. The Council sets targets for capital receipts, including from the disposal of surplus assets and the sale of new private housing built under CIP.

Other funding sources which support the Council's Capital Programme include grants (including from central government, the NHS, GLA and TfL), Section 106 and Community Infrastructure Levy contributions from developers and contributions from revenue and from HRA reserves. The Council also undertakes prudential borrowing to finance its capital schemes.

## The Capital Strategy

The Council assigns capital resources to its General Fund schemes through an organisation-wide process of reviewing capital ambitions and identifying resources to support those it prioritises known as the Capital Strategy. The Council also holds a 'pipeline' of schemes which have not yet been added to the Capital Programme, but can be once service need has been established and a developed business case has been produced.

The principles used in developing the Capital Strategy are:

- There should be clear links between the allocation of resources and the Council priorities expressed in the Camden Plan, Camden 2025 and other corporate strategies
- The cost of maintaining and developing the Council's infrastructure should be fully recognised within the Capital Strategy
- Revenue impacts and costs incurred in conjunction with capital schemes should be fully recognised in revenue budgets
- Government grants and other contributions received in respect of housing, adult social care and education are to be used for the benefit of those services

# Capital Programme – Summary

Capital Expenditure	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
Community Services	3,768	7,393	6,788	4,258	1,752	207	193	30	24,389
Development (CIP and Major Projects)	51,841	122,641	85,836	40,903	73,549	45,427	36,518	45,029	501,744
Corporate Services (Digital & Data Services and Parking)	1,309	8,971	1,307	1,100	0	0	0	0	12,687
Property Management	71,921	96,472	194,930	113,978	62,362	38,572	21,496	4,555	604,286
Environment & Sustainability	25,247	26,426	16,366	1,262	1,195	1,275	500	0	72,271
<b>Total Capital Expenditure</b>	<b>154,086</b>	<b>261,903</b>	<b>305,227</b>	<b>161,501</b>	<b>138,858</b>	<b>85,481</b>	<b>58,706</b>	<b>49,614</b>	<b>1,215,376</b>

Capital Funding	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
<b>External Funding (Grants &amp; Contributions):</b>									
Department for Education Grants	1,776	3,561	5,128	4,659	2,000	0	0	0	17,124
National Health Service & Public Health Grants	1,054	1,295	1,509	1,649	920	106	0	0	6,533
Other Government Grants	234	2,735	5,548	1,000	0	0	0	0	9,517
GLA Housing Grants	4,917	21,236	68,637	26,842	0	0	0	0	121,632
Transport for London Grants	5,520	4,494	0	0	0	0	0	0	10,014
Other Grants	317	667	1,185	500	500	500	500	0	4,169
Community Infrastructure Levy Contributions	3,256	5,578	5,413	1,255	0	0	0	0	15,502
Section 106 Contributions	14,921	24,892	18,813	6,604	12,203	6,918	2,480	0	86,830
School Contributions	12	0	0	0	0	0	0	0	12
Other Contributions	494	3,068	2,047	1,131	378	15	15	30	7,178
<b>HRA:</b>									
Major Repairs Reserve	32,222	24,716	42,911	29,965	27,870	33,090	2,451	4,265	197,490
Leaseholder Capital Contributions	4,000	4,000	4,000	3,112	1,888	0	0	0	17,000
<b>Corporate Resources:</b>									
GF Revenue Contributions	16,143	17,313	6,061	450	200	361	249	0	40,777
GF Capital Receipts	2,640	18,066	23,483	10,077	8,363	2,121	253	290	65,293
HRA Capital Receipts	18,596	40,175	52,219	25,497	68,546	40,670	51,926	45,029	342,658
1-4-1 RTB Retained Capital Receipts	6,566	3,980	4,645	1,769	0	0	0	0	16,960
GF Prudential Borrowing	24,471	42,146	11,206	13,700	5,754	1,700	833	0	99,810
HRA Prudential Borrowing	16,947	43,981	51,422	33,291	10,237	0	0	0	155,878
Community Municipal Investment - Green Bond	0	0	1,000	0	0	0	0	0	1,000
<b>Total Capital Funding</b>	<b>154,086</b>	<b>261,903</b>	<b>305,227</b>	<b>161,501</b>	<b>138,858</b>	<b>85,481</b>	<b>58,706</b>	<b>49,614</b>	<b>1,215,376</b>

*Capital Programme – Summary*

## Capital Programme – Corporate Services (DDS & Parking)

Capital Expenditure	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
Core Investment Portfolio	1,223	8,693	1,000	1,000	0	0	0	0	11,916
Transformation Investment Portfolio	22	95	0	0	0	0	0	0	117
Unavoidable Pressures Investment Portfolio	0	94	0	0	0	0	0	0	94
Parking Schemes	64	89	307	100	0	0	0	0	560
<b>Total Capital Expenditure</b>	<b>1,309</b>	<b>8,971</b>	<b>1,307</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,687</b>
Capital Funding	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
Other Grants	248	0	0	0	0	0	0	0	248
GF Revenue Contributions	1,061	8,971	0	0	0	0	0	0	10,032
GF Prudential Borrowing	0	0	1,307	1,100	0	0	0	0	2,407
<b>Total Capital Funding</b>	<b>1,309</b>	<b>8,971</b>	<b>1,307</b>	<b>1,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,687</b>

*Capital Programme – Corporate Services (Digital & Data Services and Parking)*

# Capital Programme – Community Services

Capital Expenditure	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
Sports Centres	1,612	338	1,200	1,500	0	0	0	0	4,650
Green Spaces	1,995	6,282	5,588	2,758	1,752	207	193	30	18,805
Libraries & Arts	161	773	0	0	0	0	0	0	934
<b>Total Capital Expenditure</b>	<b>3,768</b>	<b>7,393</b>	<b>6,788</b>	<b>4,258</b>	<b>1,752</b>	<b>207</b>	<b>193</b>	<b>30</b>	<b>24,389</b>

Capital Funding	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
Other Government Grants	48	14	240	0	0	0	0	0	302
Other Grants	40	170	46	0	0	0	0	0	256
Community Infrastructure Levy Contributions	51	309	24	0	0	0	0	0	384
Section 106 Contributions	402	2,176	425	0	0	0	0	0	3,003
Other Contributions	481	2,235	2,047	1,131	378	15	15	30	6,332
GF Revenue Contributions	2,598	388	609	150	0	144	149	0	4,038
GF Capital Receipts	148	2,089	808	527	520	48	29	0	4,169
HRA Capital Receipts	0	12	0	0	0	0	0	0	12
GF Prudential Borrowing	0	0	2,589	2,450	854	0	0	0	5,893
<b>Total Capital Funding</b>	<b>3,768</b>	<b>7,393</b>	<b>6,788</b>	<b>4,258</b>	<b>1,752</b>	<b>207</b>	<b>193</b>	<b>30</b>	<b>24,389</b>

# Capital Programme – Property Management

Capital Expenditure	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28+ £000	Total £000
Schools Programme	1,758	4,231	12,421	8,166	7,725	0	0	0	34,301
GF Corporate Properties	1,452	3,192	7,149	4,083	500	823	24	0	17,223
GF Housing	278	200	200	200	200	200	200	290	1,768
Adult Social Care	1,369	1,832	3,840	5,663	1,962	494	0	0	15,160
Buy-Backs & Freehold Purchases	17,981	22,086	24,526	107	0	0	0	0	64,700
Health & Safety Works & Better Homes	49,065	61,387	143,078	93,108	51,189	36,899	21,272	4,265	460,263
Better Homes Energy Measures	(61)	1,974	2,216	1,058	786	156	0	0	6,129
Estate Security	80	1,570	1,500	1,593	0	0	0	0	4,743
<b>Total Capital Expenditure</b>	<b>71,921</b>	<b>96,472</b>	<b>194,930</b>	<b>113,978</b>	<b>62,362</b>	<b>38,572</b>	<b>21,496</b>	<b>4,555</b>	<b>604,286</b>
Capital Funding	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28+ £000	Total £000
<b>External Funding (Grants &amp; Contributions):</b>									
Department for Education Grants	1,776	3,561	5,128	4,659	2,000	0	0	0	17,124
National Health Service & Public Health Grants	540	1,295	1,509	1,649	920	106	0	0	6,019
Other Government Grants	114	1,797	4,683	1,000	0	0	0	0	7,594
GLA Housing Grants	167	4,836	58,387	25,342	0	0	0	0	88,732
Other Grants	29	400	714	0	0	0	0	0	1,143
Section 106 Contributions	396	84	960	50	0	0	0	0	1,490
School Contributions	12	0	0	0	0	0	0	0	12
<b>HRA:</b>									
Major Repairs Reserve	32,222	24,716	42,911	29,965	27,870	33,090	2,451	4,265	197,490
Leaseholder Capital Contributions	4,000	4,000	4,000	3,112	1,888	0	0	0	17,000
<b>Corporate Resources:</b>									
GF Revenue Contributions	1,654	2,033	1,766	100	0	100	100	0	5,753
GF Capital Receipts	0	1,819	11,887	8,626	7,267	1,311	224	290	31,424
1-4-1 RTB Retained Capital Receipts	5,551	0	0	0	0	0	0	0	5,551
HRA Capital Receipts	12,840	30,021	31,445	10,050	11,880	3,965	18,721	0	118,922
GF Prudential Borrowing	0	0	790	2,750	300	0	0	0	3,840
HRA Prudential Borrowing	12,620	21,910	30,550	26,675	10,237	0	0	0	101,992
Community Municipal Investment - Green Bond	0	0	200	0	0	0	0	0	200
<b>Total Capital Funding</b>	<b>71,921</b>	<b>96,472</b>	<b>194,930</b>	<b>113,978</b>	<b>62,362</b>	<b>38,572</b>	<b>21,496</b>	<b>4,555</b>	<b>604,286</b>

Capital Programme – Property Management

## Capital Programme – Development (CIP & Major Projects)

Capital Expenditure	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
Community Investment Programme	9,662	22,528	11,033	8,201	4,748	1,803	833	0	58,808
Estate Regeneration	18,900	53,973	56,961	29,376	68,801	43,624	35,685	45,029	352,348
HRA Hostels	1,002	9,215	9,835	3,326	0	0	0	0	23,378
Accommodation Strategy	22,278	36,925	8,007	0	0	0	0	0	67,210
<b>Total Capital Expenditure</b>	<b>51,841</b>	<b>122,641</b>	<b>85,836</b>	<b>40,903</b>	<b>73,549</b>	<b>45,427</b>	<b>36,518</b>	<b>45,029</b>	<b>501,744</b>

Capital Funding	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
<b>External Funding (Grants &amp; Contributions):</b>									
National Health Service & Public Health Grants	514	0	0	0	0	0	0	0	514
Other Government Grants	0	474	0	0	0	0	0	0	474
GLA Housing Grants	4,750	16,400	10,250	1,500	0	0	0	0	32,900
Community Infrastructure Levy Contributions	0	1,111	1,050	1,255	0	0	0	0	3,416
Section 106 Contributions	6,225	15,415	15,690	6,504	12,135	6,918	2,480	0	65,366
Other Contributions	0	554	0	0	0	0	0	0	554
<b>Corporate Resources:</b>									
GF Revenue Contributions	2,291	351	0	0	0	70	0	0	2,712
GF Capital Receipts	2,492	11,370	10,053	412	149	34	0	0	24,510
1-4-1 RTB Retained Capital Receipts	1,015	3,980	4,645	1,769	0	0	0	0	11,409
HRA Capital Receipts	5,756	9,892	20,630	15,447	56,666	36,705	33,205	45,029	223,330
GF Prudential Borrowing	24,471	41,023	2,646	7,400	4,600	1,700	833	0	82,673
HRA Prudential Borrowing	4,327	22,071	20,872	6,616	0	0	0	0	53,886
<b>Total Capital Funding</b>	<b>51,841</b>	<b>122,641</b>	<b>85,836</b>	<b>40,903</b>	<b>73,549</b>	<b>45,427</b>	<b>36,518</b>	<b>45,029</b>	<b>501,744</b>

*Capital Programme – Development (CIP & Major Projects)*

# Capital Programme – Environment & Sustainability

Capital Expenditure	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
West End Project	7,078	3,533	0	0	0	0	0	0	10,611
Schemes Funded by TfL	7,728	9,351	5,413	500	500	500	500	0	24,492
Schemes Funded by Developer Contributions	1,337	2,037	860	134	68	0	0	0	4,436
Highways Planned Improvements	8,414	9,548	9,000	0	0	0	0	0	26,962
Euston Road CHP	430	103	0	0	0	0	0	0	533
Sustainability	0	430	890	440	440	440	0	0	2,640
Environmental Services	260	1,424	203	188	187	335	0	0	2,597
<b>Total Capital Expenditure</b>	<b>25,247</b>	<b>26,426</b>	<b>16,366</b>	<b>1,262</b>	<b>1,195</b>	<b>1,275</b>	<b>500</b>	<b>0</b>	<b>72,271</b>

Capital Funding	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
Other Government Grants	72	450	625	0	0	0	0	0	1,147
Transport for London Grants	5,520	4,494	0	0	0	0	0	0	10,014
Other Grants	0	97	425	500	500	500	500	0	2,522
Community Infrastructure Levy Contributions	3,205	4,158	4,339	0	0	0	0	0	11,702
Section 106 Contributions	7,898	7,217	1,738	50	68	0	0	0	16,971
Other Contributions	13	279	0	0	0	0	0	0	292
GF Revenue Contributions	8,539	5,570	3,686	200	200	47	0	0	18,242
GF Capital Receipts	0	2,788	735	512	427	728	0	0	5,190
HRA Capital Receipts	0	250	144	0	0	0	0	0	394
GF Prudential Borrowing	0	1,123	3,874	0	0	0	0	0	4,997
Community Municipal Investment - Green Bond	0	0	800	0	0	0	0	0	800
<b>Total Capital Funding</b>	<b>25,247</b>	<b>26,426</b>	<b>16,366</b>	<b>1,262</b>	<b>1,195</b>	<b>1,275</b>	<b>500</b>	<b>0</b>	<b>72,271</b>

*Capital Programme – Environment & Sustainability*





# 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 £98.482m by 31<sup>st</sup> March 2023.

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 set general balances at £14.733m increasing in 22/23 to £15.733m.

Earmarked Reserves	Actual Reserves 31/03/21	Out of Reserves	Into Reserves	Forecast Reserves 31/03/22	Net Movement 2022/23	Forecast Reserves 31/03/23
	£0	£0	£0	£0	£0	£0
Reserves to support Council Priorities	44,256	-3,258	2,975	43,973	191	44,164
Reserves with Conditions	18,303	-813	3,489	20,979	-530	20,449
Reserves to Support Capital Activity & Asset Management	30,929	-19,953	7,508	18,484	-2,732	15,752
Reserves to Manage Future Risk	32,810	-6,076	13,323	40,057	-21,939	18,118
<b>Total Earmarked Reserves</b>	<b>126,297</b>	<b>-30,100</b>	<b>27,295</b>	<b>123,492</b>	<b>-25,010</b>	<b>98,482</b>
<b>General Balances</b>	<b>14,808</b>	<b>-75</b>	<b>0</b>	<b>14,733</b>	<b>1,000</b>	<b>15,733</b>

# Reserves

Earmarked Reserves	Actual Reserves 31/03/2021 £	Forecast Reserves 31/03/2022 £	Forecast Reserves 31/03/2023 £	Forecast Reserves 31/03/2024 £	Forecast Reserves 31/03/2025 £
<b>Reserves to support Council Priorities</b>					
(a) Multi Year Budget Reserve	33,830	34,924	34,285	36,065	38,065
Education Commission	292	292	292	292	292
Cost of Change/Camden Plan	9,323	8,522	9,502	10,482	11,462
(b) Supporting People Specific Reserves	811	236	86	86	86
<b>Sub Total</b>	<b>44,256</b>	<b>43,973</b>	<b>44,164</b>	<b>46,924</b>	<b>49,904</b>
<b>Reserves with Conditions</b>					
Dedicated Schools Grant	8,739	11,364	11,364	11,364	11,364
Mayor's Charity Reserve	12	0	0	0	0
(a) Multi Year Budget Reserve	9,552	9,615	9,085	8,655	8,655
<b>Sub Total</b>	<b>18,303</b>	<b>20,979</b>	<b>20,449</b>	<b>20,019</b>	<b>20,019</b>
<b>Reserves to Support Capital Activity &amp; Asset Management</b>					
Future Capital Schemes	20,513	8,031	5,312	4,864	4,416
Haverstock PFI Funding Reserve	1,238	1,108	978	848	848
Schools PFI Equalisation Reserve	3,000	3,167	3,334	3,501	3,668
Building Schools for the Future	464	464	414	414	414
Accommodation Strategy	5,713	5,713	5,713	5,713	5,713
<b>Sub Total</b>	<b>30,928</b>	<b>18,483</b>	<b>15,751</b>	<b>15,340</b>	<b>15,059</b>
<b>Reserves to Manage Future Risk</b>					
Self-Insurance Reserve	2,500	2,500	2,500	2,500	2,500
Business Rates Safety Net	30,310	37,557	15,618	12,141	15,464
<b>Sub Total</b>	<b>32,810</b>	<b>40,057</b>	<b>18,118</b>	<b>14,641</b>	<b>17,964</b>
<b>Total Earmarked Reserves</b>	<b>126,297</b>	<b>123,492</b>	<b>98,482</b>	<b>96,924</b>	<b>102,946</b>
Covid Related Reserves	84,653	3,700	3,700	3,700	3,700
General Balances	14,808	14,733	15,733	16,733	17,733
Housing Revenue Account	20,437	13,973	11,908	16,752	21,752
Schools Balances	15,753	15,753	15,753	15,753	15,753
<b>Total Reserves</b>	<b>261,947</b>	<b>171,650</b>	<b>145,575</b>	<b>149,861</b>	<b>161,883</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
2.0		