

Revenue & Capital Budgets

London Borough of Camden

2023/24

Introduction

This document sets out London Borough of Camden's revenue and capital budgets for 2023/24 in a summarised format, together with other financial information.

It contains a summary of the budget to be presented to full council for agreement on 27th February 2023, 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 to 2028 and beyond, 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 23/24

In setting a balanced budget for 2023/24, 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 Council has continued to invest of £2m in our Cost of Living Fund into 2023/24. The fund aims to support work to reduce poverty across the borough and sits alongside our ongoing investment 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 2023 will reduce Council Tax liability for the least well off in the borough by c£29m during 2023/24 helping to support the Council's key aim of reducing poverty across the borough.

Preventative services

- **Preventing Homelessness** - The Council continues to invest in preventing homelessness with its ambitious Temporary Accommodation Purchase Programme (TAPP), which was launched in 2019, by the end of the programme the Council aims to purchase 140 properties as part of the programme.
- Continuing our proud history of **investing in children, families and early years** and giving children the best start in life. We have maintained our Sure Start provision and invested in our schools and our family support services. Camden Council's children's services have been rated outstanding by Ofsted in 2022.

Support for the Voluntary sector

- The Council has a seven year programme to support the Voluntary sector which was agreed in 2015, it is recommended that the Council continue this approach by agreeing a new seven year investment programme of £4m per annum from April 2024. This investment reinforces Camden's commitment to investing in a strong and resilient VCS.

Tackling the climate crisis

- The 2023/24 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 alongside a major investment in tree planting.
- In 2022/23 the Council raised £1m through the issue of a **Local Climate or 'Green' Bond**. This will allow the Council to fund specific capital initiatives in our neighbourhoods, from electric vehicle infrastructure to solar panel installations where residents and investors can invest as little as £5. Most of the expenditure is expected to occur in 2023/24 as the schemes progress.

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.

- 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.
- **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 continue to 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.

Local Government Finance Settlement

Camden's 2023/24 **Core Spending Power** (CSP), a headline figure used by the government to represent the key revenue resources available to local authorities, is £313.59m an increase of 8.2% in cash terms on 2022/23 or -1.9% in real terms (September 2022 CPI, 10.1%). 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 2023/24, 4.99%, and an uplift to the taxbase based on historical trends. Camden's taxbase estimate for 2023/24 is very close to the government's assumption.

The CSP estimates that Camden's retained **Business Rates** will grow 3.7% between 2022/23 and 2023/24, an increase of £3.4m.

Grants for services within the Council's CSP have increased by £12.9m in 2023/24. Included in this increase is £6.8m to compensate the Council for the **freezing of National Non-Domestic Rates**. The **Lower Tier Services Grant** has been removed for 2023/24 (£1.3m in 2022/23) and the **Services Grant** introduced in 2022/23 reduced to £3.7m (£6.3m in 2022/23).

The increase in grants also included an increase of £8.4m in **Social Care Grant** (£21.8m). 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 **Market Sustainability and Improvement Fund** increased by £2.1m (£3m), which is meant to provide resources for increases in external contracts relating to Adult Social Care. A new **Discharge Fund** grant (£1.8m) was introduced to aid the discharge of care into the community.

The way the funding is allocated to individual local authorities is subject to the government's 'fair funding' review. The government indicated in the settlement that no significant funding reforms will take place before 2025/26, providing greater certainty for the next two years.

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 had 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 continued pressure on Council services from inflation, demographic pressures and the need to support the borough through the cost of living crisis are not matched by funding settlements from the government. As a result the Council is facing an estimated £35m-£40m funding gap in the period 2023/24 to 2025/26. The Council's new Medium Term Financial Strategy was approved by Cabinet in January 2023 to close this budget gap and ensure the Council remains financially resilient.

There is considerable uncertainty around the size of the funding gap due to the current global and national 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.

Camden 2023/24 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 2023/24 £000
Expenditure charged to revenue account	965,585
Income credited to revenue account	(696,420)
Sub Total	269,165
Retained Business Rates and Reliefs Grant	(113,777)
Revenue Support Grant	(26,473)
Collection Fund - Council Tax Deficit	2,988
Collection Fund - Business Rates Deficit	3,812
Sub Total	135,715
Council Tax Requirement	135,715
Garden Squares	(28)
Excluding Garden Squares	135,687
Band D Council Tax (£s)	1,466.02
Percentage change over 2021/22	4.99%

Council Tax by Property Band

Band	Amount of Tax for Camden £	Greater London Authority Precept £	Total Council Tax £
A	977.35	289.43	1,266.77
B	1,140.24	337.66	1,477.90
C	1,303.13	385.90	1,689.03
D	1,466.02	434.14	1,900.16
E	1,791.80	530.62	2,322.42
F	2,117.58	627.09	2,744.68
G	2,443.36	723.57	3,166.93
H	2,932.04	868.28	3,800.32



Revenue Budget

2023/24

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

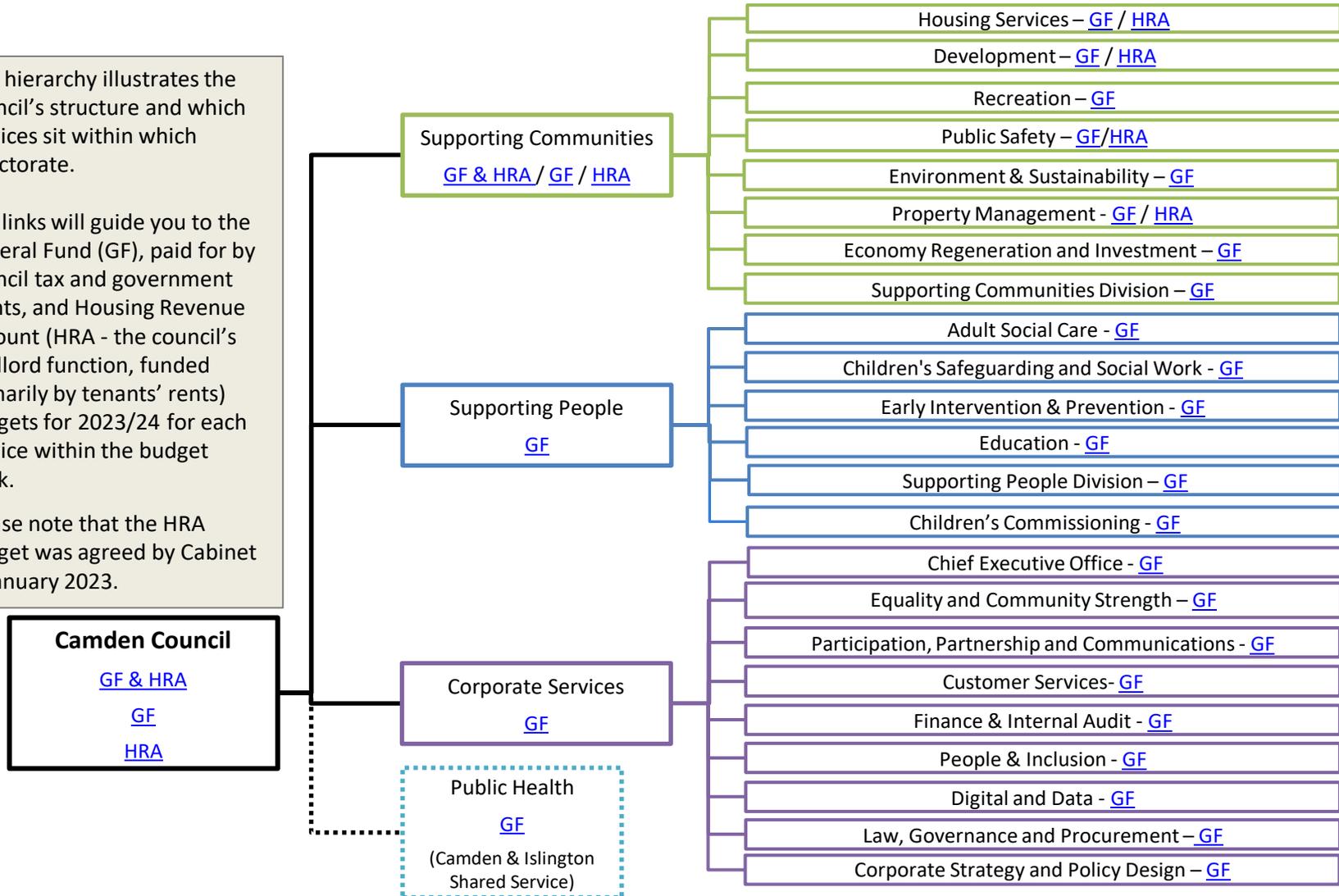
NOTE: The 2022/23 budget to be set by Council on 7th March 2022 . It should also be noted that Divisional structures are correct as at Friday 11th February 2022.

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 2023/24 for each service within the budget book.

Please note that the HRA budget was agreed by Cabinet in January 2023.



Council Wide – GF & HRA

Directorate	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Corporate Services	33,616	(211)	(100)	4,006	37,310
HRA Other Budgets*	73,468	371	(466)	4,640	78,013
General Fund Other Budgets*	(78,436)	0	(2,820)	11,676	(69,579)
Public Health**	23,253	0	0	(0)	23,253
Supporting People	170,226	5,640	(3,730)	5,388	177,524
Supporting Communities	26,482	6,294	(5,802)	(4,331)	22,643
Total Budget	248,609	12,095	(12,918)	21,379	269,165
Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	1,159,015	15,105	(8,047)	65,078	1,231,151
Employee Expenses	388,938	142	(2,125)	20,125	407,080
Premises Related Expenditure	126,889	3,632	(1,215)	25,734	155,040
Transport Related Expenditure	6,682	133	(104)	(654)	6,058
Supplies and Services	120,282	2,029	(1,489)	22,407	143,230
Transfer Payments	165,074	603	0	1,692	167,370
Third Party Payments	208,733	8,299	(2,876)	526	214,682
Depreciation and Impairment Losses	59,017	0	0	1,800	60,817
Support Services	34,690	266	(22)	(617)	34,317
Below Cost of Services on CIES Expenditure	42,121	0	(216)	(5,939)	35,966
Transfer to or from Earmarked Reserves	6,588	0	0	4	6,592
Total Income	(910,406)	(3,010)	(4,871)	(43,699)	(961,986)
Government Grants	(423,489)	0	(400)	(8,643)	(432,532)
Other Grants Reimbursements and Contributions	(49,806)	(249)	(1,560)	(2,270)	(53,885)
Customer and Client Receipts	(326,427)	(2,721)	(1,443)	(35,801)	(366,391)
Income	(1,441)	(29)	0	0	(1,470)
Support Services Income Total	(67,211)	(10)	(1,418)	3,796	(64,844)
Below Cost of Services on CIES Income	(42,032)	0	(50)	(783)	(42,864)
Net Budget	248,609	12,095	(12,918)	21,379	269,165

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

Council Wide – GF

Directorate	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Corporate Services	33,616	(211)	(100)	4,006	37,310
General Fund Other Budgets*	(78,436)	0	(2,820)	11,676	(69,579)
Public Health**	23,253	0	0	(0)	23,253
Supporting Communities	99,950	3,666	(3,411)	451	100,656
Supporting People	170,226	5,640	(3,730)	5,388	177,524
Total Budget	248,609	9,095	(10,061)	21,521	269,165

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	930,320	11,069	(5,871)	30,068	965,585
Employee Expenses	330,733	48	(1,915)	16,731	345,597
Premises Related Expenditure	51,049	764	(15)	1,045	52,843
Transport Related Expenditure	6,183	124	(104)	(647)	5,555
Supplies and Services	100,187	1,285	(939)	22,745	123,278
Transfer Payments	164,896	603	0	1,692	167,192
Third Party Payments	207,994	8,241	(2,876)	526	213,885
Depreciation and Impairment Losses	22,992	0	0	0	22,992
Support Services	18,952	5	(22)	(2,574)	16,362
Below Cost of Services on CIES Expenditure	23,745	0	0	(9,455)	14,290
Transfer to or from Earmarked Reserves	3,588	0	0	4	3,592
Total Income	(681,710)	(1,974)	(4,190)	(8,546)	(696,420)
Government Grants	(423,489)	0	(400)	(8,643)	(432,532)
Other Grants Reimbursements and Contributions	(49,582)	(245)	(1,560)	(2,312)	(53,699)
Customer and Client Receipts	(105,844)	(1,700)	(762)	(288)	(108,593)
Income	(1,441)	(29)	0	0	(1,470)
Support Services Income Total	(60,224)	0	(1,418)	3,329	(58,314)
Below Cost of Services on CIES Income	(41,131)	0	(50)	(633)	(41,813)
Net Budget	248,609	9,095	(10,061)	21,521	269,165

* General Fund Other Budgets – see page 53

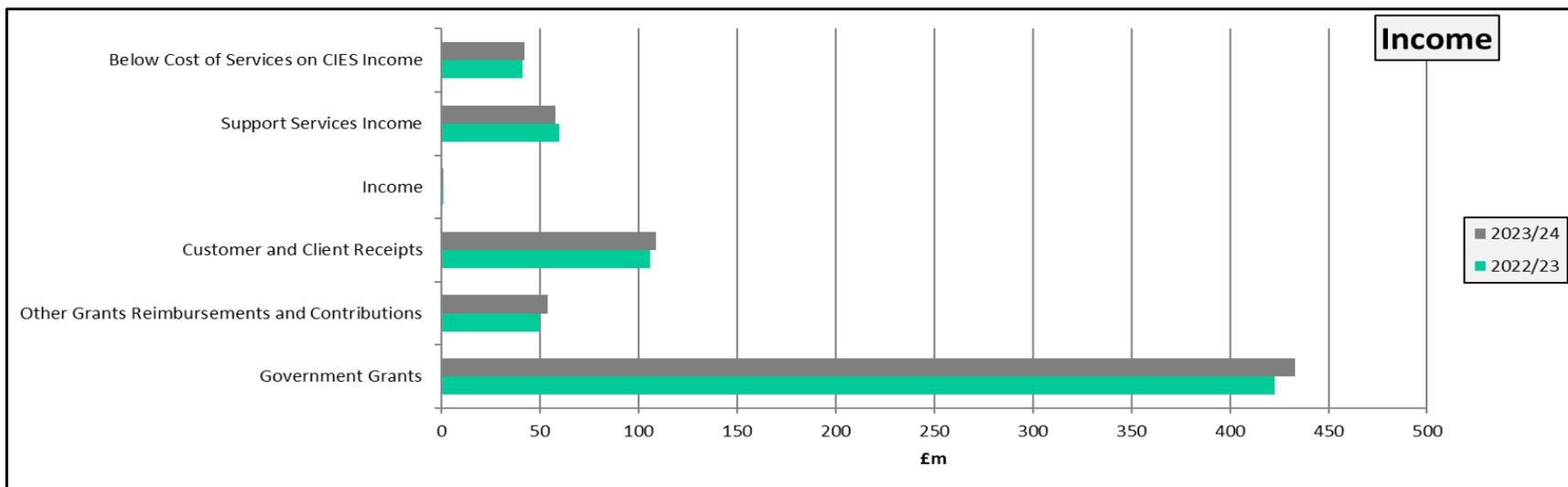
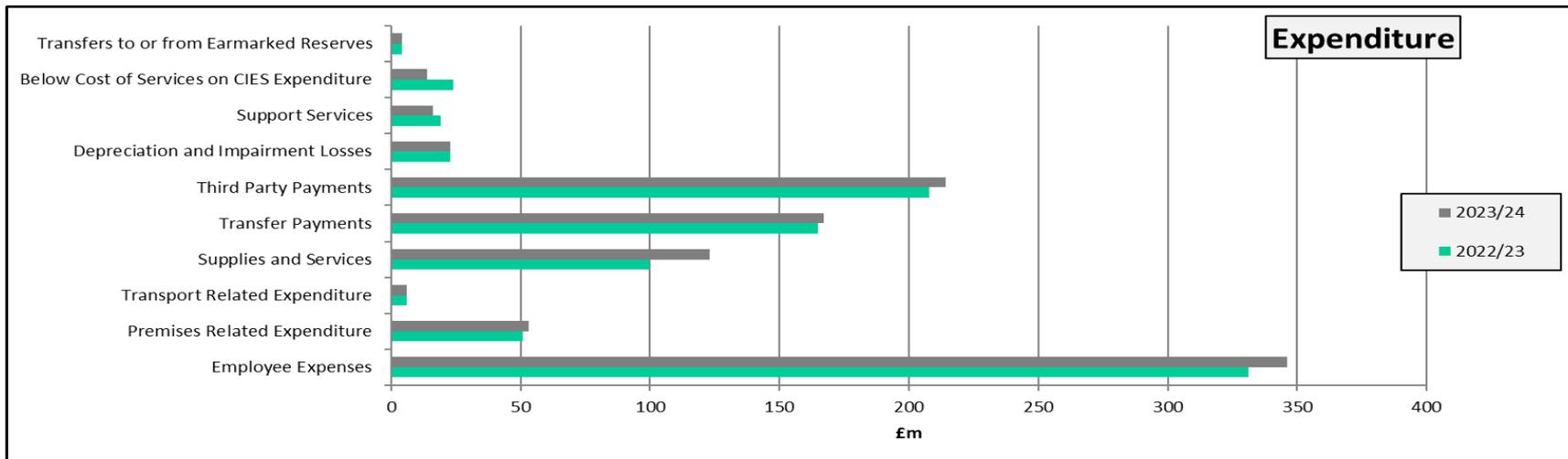
Council Wide – HRA

Directorate	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
HRA Other Budgets*	73,468	371	(466)	4,640	78,013
Supporting Communities	(73,468)	2,629	(2,391)	(4,783)	(78,013)
Total Budget	0	3,000	(2,857)	(142)	0

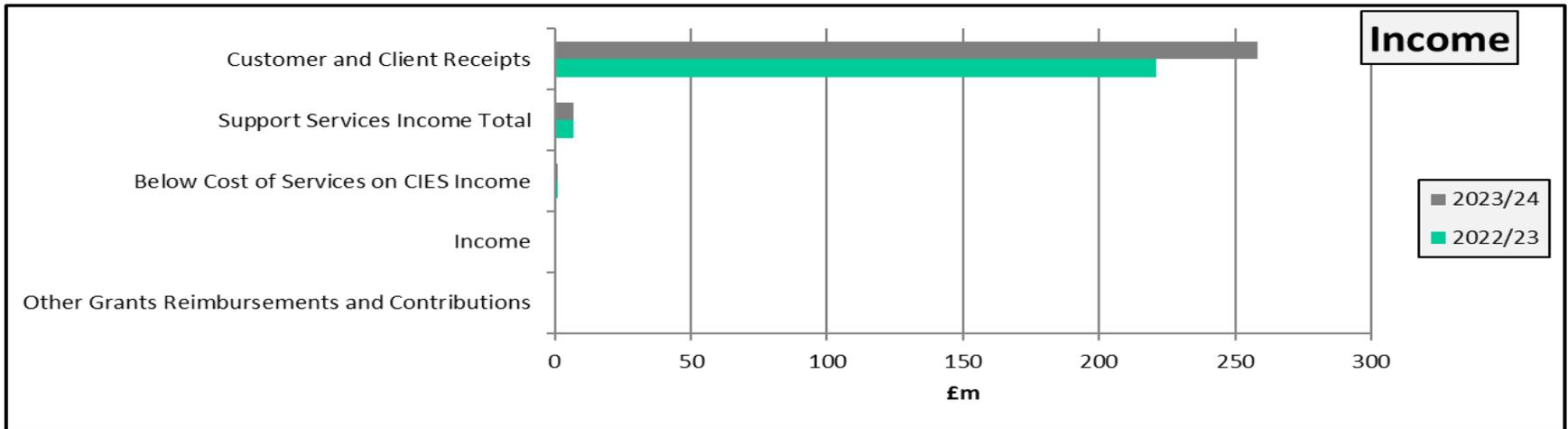
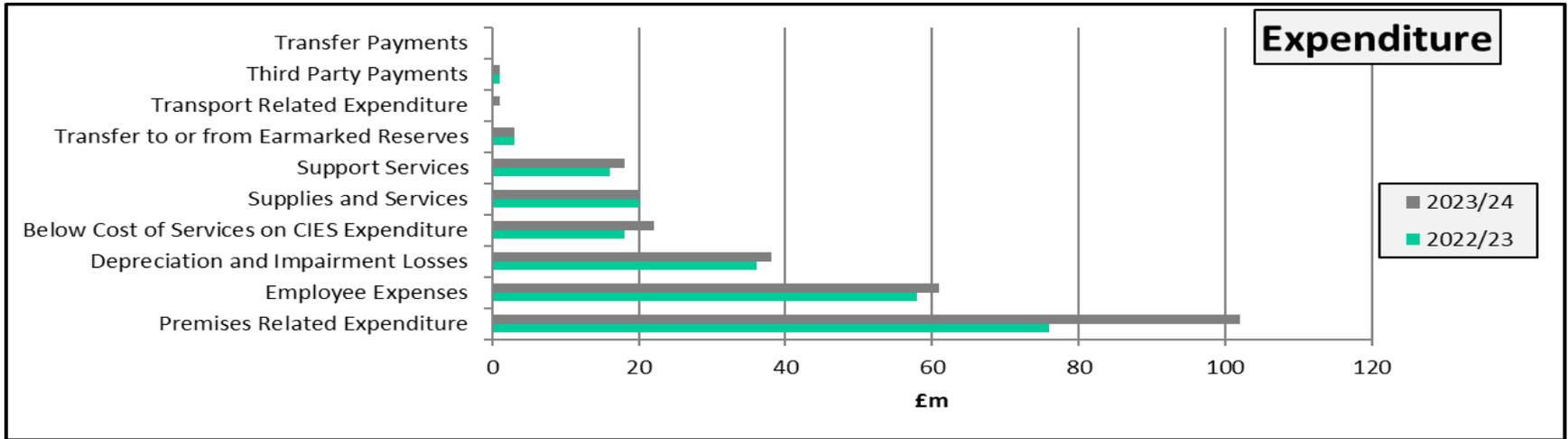
Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	228,695	4,036	(2,176)	35,011	265,565
Employee Expenses	58,205	95	(210)	3,394	61,483
Premises Related Expenditure	75,840	2,868	(1,200)	24,689	102,197
Transport Related Expenditure	499	10	0	(7)	502
Supplies and Services	20,095	744	(550)	(338)	19,952
Transfer Payments	178	0	0	0	178
Third Party Payments	739	58	0	0	797
Depreciation and Impairment Losses	36,025	0	0	1,800	37,825
Support Services	15,738	260	0	1,956	17,955
Below Cost of Services on CIES Expenditure	18,376	0	(216)	3,516	21,676
Transfer to or from Earmarked Reserves	3,000	0	0	0	3,000
Total Income	(228,695)	(1,036)	(681)	(35,153)	(265,565)
Other Grants Reimbursements and Contributions	(224)	(4)	0	42	(186)
Customer and Client Receipts	(220,583)	(1,021)	(681)	(35,513)	(257,798)
Support Services Income Total	(6,987)	(10)	0	467	(6,530)
Below Cost of Services on CIES Income	(901)	0	0	(150)	(1,051)
Net Budget	0	3,000	(2,857)	(142)	0

* HRA Other Budgets – see page 54

Income and Expenditure by Nominal Group- GF



Income and Expenditure by Nominal Group- HRA



Supporting Communities Directorate

Executive Director: Gillian Marston

Total Revenue Budget:

- GF Revenue Budget: £100.656m

- HRA Revenue Budget: - £78.013m

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. Supporting Communities consists of seven divisions:

- **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.
- **Economy, 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. The Culture Service leads on arts, tourism and events for the Council.

- **Property Management:** The Council manages a large housing portfolio comprising 32,500 (22,700 tenanted, 9,800 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 Property Service supports the best use of council properties, allowing staff to work in more agile ways, and ensures the Council makes the best use of its commercial assets.
- **Recreation:** The division covers libraries, sports and physical activity. It also manages the council's parks and green spaces.
- **Public Safety:** The division works to sustain strong, safe and resilient communities and to promote community cohesion. The division manages trading standards, noise and environmental health and leads on emergency management for the Council.
- **Housing Services:** The division manages a wide range of services to support tenants living in tenanted & leasehold homes and provides advice, support and accommodation to address housing needs in the borough. Leasehold Services bill and collect service charges for 9,800 leaseholders; Tenancy Services provide the landlord function for our 22,700 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 needs assess homelessness within the law, provide prevention services and signpost to temporary accommodation. Temporary Accommodation supply housing for homeless households across the council and in the private sector. The private sector housing team work to improve housing standards. The Housing Commissioning and Partnership team deliver a range of services for rough sleepers and acting as the main point of contact with housing associations that operate in the borough.

Supporting Communities – GF & HRA

Division	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Development	(10,333)	(292)	(750)	28	(11,348)
Recreation	4,583	68	0	381	5,032
Public Safety	3,314	(16)	0	294	3,592
Environment & Sustainability	46,615	2,646	(1,226)	(1,903)	46,132
Property Management	84,189	2,953	(2,292)	1,878	86,728
Economy Regeneration and investment	2,768	(108)	(390)	510	2,780
Supporting Communities GF Division	1,084	7	0	31	1,122
Housing Services	(106,066)	1,037	(1,144)	(5,564)	(111,737)
Community Safety Emergency Management	328	0	0	14	342
Total Budget	26,482	6,294	(5,802)	(4,331)	22,643
Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	349,346	8,211	(3,321)	25,688	379,924
Employee Expenses	106,500	27	(447)	7,382	113,463
Premises Related Expenditure	106,243	3,476	(1,200)	27,165	135,684
Transport Related Expenditure	6,219	124	(104)	(644)	5,594
Supplies and Services	33,592	912	(1,158)	(1,972)	31,374
Transfer Payments	3,194	0	0	5	3,199
Third Party Payments	56,908	3,407	(390)	(3,089)	56,835
Depreciation and Impairment Losses	15,035	0	0	0	15,035
Support Services	21,654	265	(22)	(3,158)	18,739
Total Income	(322,863)	(1,917)	(2,481)	(30,019)	(357,281)
Government Grants	(16,652)	0	0	1,492	(15,160)
Other Grants Reimbursements and Contributions	(9,385)	(173)	(1,060)	(456)	(11,075)
Customer and Client Receipts	(261,740)	(1,705)	(1,443)	(35,528)	(300,416)
Income	(1,441)	(29)	0	0	(1,470)
Support Services Income Total	(33,594)	(10)	22	4,473	(29,109)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
Net Budget	26,482	6,294	(5,802)	(4,331)	22,643

Supporting Communities – GF

Division	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Housing Services	20,669	651	(333)	581	21,569
Development	(4,095)	(103)	(700)	78	(4,820)
Recreation	4,583	68	0	381	5,032
Public Safety	3,314	(16)	0	294	3,592
Environment & Sustainability	46,615	2,646	(1,226)	(1,903)	46,132
Property Management	25,011	521	(762)	479	25,250
Economy Regeneration and investment	2,768	(108)	(390)	510	2,780
Supporting Communities GF Division	1,084	7	0	31	1,122
Total Budget	99,950	3,666	(3,411)	451	100,656

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	194,968	4,547	(1,611)	(4,532)	193,371
Employee Expenses	51,886	4	(237)	4,288	55,941
Premises Related Expenditure	35,815	717	0	676	37,207
Transport Related Expenditure	5,719	114	(104)	(638)	5,092
Supplies and Services	20,238	358	(858)	(2,616)	17,121
Transfer Payments	3,016	0	0	5	3,021
Third Party Payments	56,169	3,349	(390)	(3,089)	56,039
Depreciation and Impairment Losses	15,035	0	0	0	15,035
Support Services	7,090	5	(22)	(3,158)	3,915
Total Income	(95,018)	(881)	(1,800)	4,984	(92,715)
Government Grants	(16,652)	0	0	1,492	(15,160)
Other Grants Reimbursements and Contributions	(9,161)	(169)	(1,060)	(499)	(10,889)
Customer and Client Receipts	(41,158)	(683)	(762)	(16)	(42,618)
Income	(1,441)	(29)	0	0	(1,470)
Support Services Income Total	(26,607)	0	22	4,006	(22,579)
Net Budget	99,950	3,666	(3,411)	451	100,656

Supporting Communities – HRA

Division	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Housing Services	(126,735)	386	(811)	(6,145)	(133,306)
Development	(6,238)	(189)	(50)	(50)	(6,527)
Community Safety Emergency Management	328	0	0	14	342
Property Management	59,178	2,432	(1,530)	1,399	61,479
Total Budget	(73,468)	2,629	(2,391)	(4,783)	(78,013)

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	154,377	3,665	(1,710)	30,220	186,552
Employee Expenses	54,615	23	(210)	3,094	57,522
Premises Related Expenditure	70,428	2,760	(1,200)	26,489	98,477
Transport Related Expenditure	499	10	0	(7)	502
Supplies and Services	13,354	554	(300)	644	14,253
Transfer Payments	178	0	0	0	178
Third Party Payments	739	58	0	0	797
Support Services	14,564	260	0	0	14,824
Total Income	(227,845)	(1,036)	(681)	(35,003)	(264,565)
Other Grants Reimbursements and Contributions	(224)	(4)	0	42	(186)
Customer and Client Receipts	(220,583)	(1,021)	(681)	(35,513)	(257,798)
Support Services Income Total	(6,987)	(10)	0	467	(6,530)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
Net Budget	(73,468)	2,629	(2,391)	(4,783)	(78,013)

Housing Services – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Housing Needs	4,828	56	(133)	173	4,923
Private Sector Housing	1,249	(21)	0	(271)	958
Temporary Accommodation Group	3,307	84	0	886	4,277
Housing Commissioning Partnerships	11,285	531	(200)	(207)	11,410
Total Budget	20,669	651	(333)	581	21,569

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	36,943	724	(283)	224	37,608
Employee Expenses	9,703	2	0	1,573	11,278
Premises Related Expenditure	6,415	128	0	681	7,224
Transport Related Expenditure	19	0	0	10	30
Supplies and Services	4,806	96	(33)	(1,694)	3,176
Transfer Payments	3,015	0	0	5	3,020
Third Party Payments	11,068	498	(250)	(389)	10,927
Depreciation and Impairment Losses	74	0	0	0	74
Support Services	1,843	0	0	37	1,880
Total Income	(16,274)	(74)	(50)	357	(16,040)
Government Grants	(6,813)	0	0	1,335	(5,477)
Other Grants Reimbursements and Contributions	(2,292)	(46)	(50)	(314)	(2,702)
Customer and Client Receipts	(5,726)	(28)	0	(372)	(6,125)
Support Services Income Total	(1,443)	0	0	(293)	(1,736)
Net Budget	20,669	651	(333)	581	21,569

Housing Services – HRA

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Housing Needs	1,313	11	0	0	1,324
Temporary Accommodation	961	54	0	169	1,184
Housing Commissioning Partnerships	89	5	0	(19)	74
Estate Services	14,771	298	(131)	1,077	16,014
Housing Management Mgt	180	2	(180)	7	8
Leaseholder Services	(160,067)	(86)	(500)	(7,866)	(168,519)
Sheltered Services	2,635	9	0	25	2,669
Landlord Services	10,847	56	0	467	11,370
Tenant Participation	2,537	38	0	(4)	2,570
Total Budget	(126,735)	386	(811)	(6,145)	(133,306)

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	66,285	806	(180)	28,744	95,655
Employee Expenses	26,583	10	(180)	1,618	28,032
Premises Related Expenditure	24,446	517	0	26,489	51,452
Transport Related Expenditure	79	2	0	(7)	74
Supplies and Services	7,695	219	0	644	8,558
Transfer Payments	111	0	0	0	111
Third Party Payments	739	58	0	0	797
Support Services	6,632	0	0	0	6,632
Total Income	(193,020)	(420)	(631)	(34,890)	(228,961)
Other Grants Reimbursements and Contributions	(49)	(1)	0	42	(7)
Customer and Client Receipts	(190,461)	(419)	(631)	(35,513)	(227,024)
Support Services Income Total	(2,459)	0	0	580	(1,879)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
Net Budget	(126,735)	386	(811)	(6,145)	(133,306)

Development – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Asset Strategy and Valuation	779	2	0	29	809
Community Investment Regeneration	84	0	0	5	88
Regeneration and Development	159	0	0	12	172
Corporate Accommodation	2,259	42	(700)	5	1,606
Neighbourhoods and Commercial Property	(7,460)	(149)	0	28	(7,582)
Feasibility	84	2	0	0	86
Total Budget	(4,095)	(103)	(700)	78	(4,820)

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	6,093	81	(700)	78	5,552
Employee Expenses	2,010	1	0	78	2,088
Premises Related Expenditure	1,088	22	0	0	1,110
Supplies and Services	2,918	58	(700)	0	2,276
Depreciation and Impairment Losses	78	0	0	0	78
Total Income	(10,188)	(184)	0	0	(10,372)
Customer and Client Receipts	(7,760)	(155)	0	0	(7,915)
Income	(1,441)	(29)	0	0	(1,470)
Support Services Income Total	(987)	0	0	0	(987)
Net Budget	(4,095)	(103)	(700)	78	(4,820)

Development – HRA

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Regeneration and Development	2,498	2	0	(50)	2,450
Feasibility	214	4	0	0	219
Commercial Property	(8,950)	(195)	(50)	0	(9,196)
Total Budget	(6,238)	(189)	(50)	(50)	(6,527)

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	5,765	29	0	(50)	5,744
Employee Expenses	3,108	0	0	(50)	3,058
Premises Related Expenditure	1,172	23	0	0	1,195
Supplies and Services	293	6	0	0	299
Support Services	1,191	0	0	0	1,191
Total Income	(12,003)	(218)	(50)	0	(12,271)
Customer and Client Receipts	(10,912)	(218)	(50)	0	(11,181)
Support Services Income Total	(1,091)	0	0	0	(1,091)
Net Budget	(6,238)	(189)	(50)	(50)	(6,527)

Recreation – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Libraries Arts and Tourism	2,694	10	0	164	2,869
Sports and Physical Activity	(810)	(45)	0	130	(725)
Green Space	2,699	103	0	86	2,888
Total Budget	4,583	68	0	381	5,032

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	10,053	130	0	370	10,553
Employee Expenses	5,979	0	0	360	6,339
Premises Related Expenditure	690	14	0	15	719
Transport Related Expenditure	117	2	0	0	119
Supplies and Services	594	12	0	3	609
Third Party Payments	2,252	101	0	0	2,353
Depreciation and Impairment Losses	353	0	0	0	353
Support Services	69	0	0	(7)	62
Total Income	(5,470)	(62)	0	11	(5,521)
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(2,264)	(41)	0	26	(2,279)
Customer and Client Receipts	(1,278)	(21)	0	(16)	(1,314)
Support Services Income Total	(1,928)	0	0	0	(1,928)
Net Budget	4,583	68	0	381	5,032

Public Safety – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Safer Camden Network	3	0	0	(3)	0
Community Safety Emergency Mgt	2,102	16	0	118	2,236
Public Protection	1,208	(32)	0	180	1,356
Total Budget	3,314	(16)	0	294	3,592

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	6,818	30	0	200	7,048
Employee Expenses	5,417	2	0	298	5,716
Premises Related Expenditure	66	1	0	0	67
Transport Related Expenditure	43	1	0	0	43
Supplies and Services	1,233	25	0	(98)	1,160
Third Party Payments	31	1	0	0	32
Support Services	29	0	0	0	29
Total Income	(3,504)	(46)	0	94	(3,456)
Government Grants	(165)	0	0	0	(165)
Other Grants Reimbursements and Contributions	(1,497)	(20)	0	154	(1,362)
Customer and Client Receipts	(1,323)	(26)	0	(60)	(1,409)
Support Services Income Total	(520)	0	0	0	(520)
Net Budget	3,314	(16)	0	294	3,592

Public Safety – HRA

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Community Safety and Emergency Mgmt	328	0	0	14	342
Total Budget	328	0	0	14	342

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	328	0	0	14	342
Employee Expenses	279	0	0	14	293
Support Services	49	0	0	0	49
Net Budget	328	0	0	14	342

Environment & Sustainability – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Camden Accessible Travel Solutions	18,084	684	(116)	(4,351)	14,301
Building Control	(85)	(20)	0	47	(58)
Engineering	4,550	(33)	0	143	4,660
Environment Services	22,641	2,019	(140)	2,121	26,640
Environment and Sustainability management	140	0	0	2	142
Transport Strategy	611	(6)	(970)	96	(269)
Sustainability	675	1	0	40	716
Total Budget	46,615	2,646	(1,226)	(1,903)	46,132

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	77,361	2,977	(378)	(6,301)	73,659
Employee Expenses	12,091	0	(112)	511	12,491
Premises Related Expenditure	1,247	25	0	(11)	1,261
Transport Related Expenditure	5,515	110	(104)	(648)	4,874
Supplies and Services	4,545	111	0	(288)	4,368
Third Party Payments	42,437	2,731	(140)	(2,677)	42,351
Depreciation and Impairment Losses	6,838	0	0	0	6,838
Support Services	4,687	0	(22)	(3,189)	1,476
Below Cost of Services on CIES Expenditure	0	0	0	0	0
Total Income	(30,746)	(331)	(848)	4,398	(27,527)
Government Grants	(381)	0	0	115	(266)
Other Grants Reimbursements and Contributions	(712)	(14)	(870)	(415)	(2,012)
Customer and Client Receipts	(17,306)	(317)	0	265	(17,357)
Support Services Income Total	(12,348)	0	22	4,434	(7,892)
Net Budget	46,615	2,646	(1,226)	(1,903)	46,132

Property Management – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
CSF Property and Contracts	1,826	256	0	61	2,143
Property Services	23,185	265	(762)	418	23,107
Total Budget	25,011	521	(762)	479	25,250

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	45,499	562	0	471	46,532
Employee Expenses	6,662	1	0	479	7,142
Premises Related Expenditure	26,213	524	0	(9)	26,729
Transport Related Expenditure	25	1	0	0	26
Supplies and Services	4,116	16	0	0	4,131
Transfer Payments	1	0	0	0	1
Third Party Payments	359	16	0	0	375
Depreciation and Impairment Losses	7,682	0	0	0	7,682
Support Services	440	5	0	0	446
Total Income	(20,488)	(42)	(762)	9	(21,282)
Government Grants	(9,170)	0	0	0	(9,170)
Customer and Client Receipts	(2,077)	(42)	(762)	144	(2,736)
Support Services Income Total	(9,242)	0	0	(135)	(9,377)
Net Budget	25,011	521	(762)	479	25,250

Property Management – HRA

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Capital Works	3,135	43	0	(449)	2,730
Property Management Mgt	1,139	7	0	13	1,158
Concierge Services	1,491	36	0	0	1,527
Chalcots Fire Response	1,559	24	0	(1,026)	558
Repairs & Operation	40,923	2,252	(1,465)	1,955	43,665
Property Customer Service & Engagement	2,616	1	0	145	2,762
Strategic Asset Management & Compliance	6,220	70	(100)	124	6,314
Resident Safety Mgt	2,094	(1)	35	636	2,765
Total Budget	59,178	2,432	(1,530)	1,399	61,479

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	82,000	2,830	(1,530)	1,512	84,812
Employee Expenses	24,645	13	(30)	1,512	26,140
Premises Related Expenditure	44,810	2,219	(1,200)	0	45,829
Transport Related Expenditure	420	8	0	0	429
Supplies and Services	5,366	329	(300)	0	5,395
Transfer Payments	67	0	0	0	67
Support Services	6,692	260	0	0	6,952
Total Income	(22,822)	(398)	0	(113)	(23,333)
Other Grants Reimbursements and Contributions	(176)	(4)	0	0	(179)
Customer and Client Receipts	(19,209)	(384)	0	0	(19,593)
Support Services Income Total	(3,438)	(10)	0	(113)	(3,561)
Net Budget	59,178	2,432	(1,530)	1,399	61,479

Economy Regeneration and Investment – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Culture	(443)	3	0	19	(421)
Development Management	0	0	0	0	0
Economic Development	2,224	(7)	(200)	165	2,182
Economy Regeneration and investment Management	(536)	(14)	0	8	(542)
HS2 & Euston Regeneration	603	0	0	37	639
Planning	603	(92)	(190)	271	591
Arts Development	318	2	0	11	330
Total Budget	2,768	(108)	(390)	510	2,780

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	10,978	35	(250)	395	11,158
Employee Expenses	9,196	0	(125)	646	9,717
Premises Related Expenditure	89	2	0	0	91
Supplies and Services	1,659	33	(125)	(250)	1,317
:Depreciation and Impairment Losses	11	0	0	0	11
Support Services	22	0	0	0	22
Total Income	(131,696)	(143)	(140)	115	(8,377)
Government Grants	(123,610)	0	0	42	(81)
Other Grants Reimbursements and Contributions	(2,396)	(48)	(140)	50	(2,534)
Customer and Client Receipts	(5,689)	(95)	0	22	(5,762)
Net Budget	(120,718)	(108)	(390)	510	2,780

Supporting Communities Division – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Supporting Communities Mgt	1,084	7	0	31	1,122
Total Budget	1,084	7	0	31	1,122

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	1,223	7	0	31	1,261
Employee Expenses	828	(1)	0	344	1,171
Premises Related Expenditure	6	0	0	(0)	6
Supplies and Services	366	7	0	(289)	85
Third Party Payments	23	1	0	(24)	0
Total Income	(139)	0	0	0	(139)
Support Services Income Total	(139)	0	0	0	(139)
Net Budget	1,084	7	0	31	1,122

Supporting People Directorate

Executive Director: Martin Pratt

Total Revenue Budget:

- GF Revenue Budget: £177.524m

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:** school improvement; school place planning; schools traded services partnership (Camden Learning); professional training and development;
- **Children's commissioning:** managed by Public Health on behalf of Supporting People

Supporting People – GF

Division	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Adult Social Care	99,811	4,456	(2,640)	2,973	104,600
Childrens Safeguarding Social Work	32,765	762	(575)	957	33,908
Early Intervention and Prevention	21,921	98	(440)	1,536	23,115
Education	8,183	77	(75)	152	8,337
Supporting People Division	2,720	24	0	75	2,819
Children's Commissioning	4,826	223	0	(304)	4,745
Total Budget	170,226	5,640	(3,730)	5,388	177,524

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	442,350	5,692	(2,830)	10,225	455,436
Employee Expenses	199,449	23	(203)	6,831	206,100
Premises Related Expenditure	12,455	39	(15)	(164)	12,315
Transport Related Expenditure	407	8	0	(9)	406
Supplies and Services	55,079	529	(126)	(3,490)	51,993
Transfer Payments	34,311	603	0	1,437	36,352
Third Party Payments	122,431	4,490	(2,486)	5,146	129,580
Depreciation and Impairment Losses	5,103	0	0	0	5,103
Support Services	9,527	0	0	468	9,996
Transfers to or from Earmarked Reserves	3,588	0	0	4	3,592
Total Income	(272,124)	(52)	(900)	(4,836)	(277,912)
Government Grants	(210,304)	0	(400)	(3,327)	(214,031)
Other Grants Reimbursements and Contributions	(36,312)	(27)	(500)	(913)	(37,752)
Customer and Client Receipts	(14,771)	(25)	0	(88)	(14,885)
Support Services Income Total	(10,736)	0	0	(507)	(11,244)
Net Budget	170,226	5,640	(3,730)	5,388	177,524

Adult Social Care – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Service Provision	6,657	8	(176)	451	6,940
Camden Learning Disability	21,532	956	(620)	(884)	20,984
Support and Safeguarding Adults	51,518	2,306	(972)	(2,389)	50,462
Transformation and Performance	1,518	1	0	816	2,335
Mental Health	15,122	712	(222)	(553)	15,059
ASC Innovation	(6,091)	182	(500)	(571)	(6,981)
Adult Commissioning	7,192	231	(150)	1,696	8,969
Adult Social Care Mgt	2,364	59	0	4,408	6,831
Total Budget	99,811	4,456	(2,640)	2,973	104,600

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	142,359	4,468	(2,140)	3,598	148,285
Employee Expenses	24,714	7	(163)	2,450	27,007
Premises Related Expenditure	529	11	(15)	(5)	520
Transport Related Expenditure	119	2	0	(2)	119
Supplies and Services	4,733	107	(126)	(31)	4,684
Transfer Payments	16,056	603	0	(592)	16,066
Third Party Payments	95,216	3,739	(1,836)	1,421	98,540
Depreciation and Impairment Losses	502	0	0	0	502
Support Services	490	0	0	356	846
Total Income	(42,548)	(12)	(500)	(625)	(43,685)
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(32,053)	(6)	(500)	(389)	(32,949)
Customer and Client Receipts	(9,823)	(6)	0	6	(9,823)
Support Services Income Total	(672)	0	0	(241)	(913)
Net Budget	99,811	4,456	(2,640)	2,973	104,600

Children's Safeguarding & Social Work – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Children In Need	6,838	12	0	302	7,152
Children's Care Provision	20,883	735	(575)	(662)	20,381
Childrens Quality Assurance	1,715	2	0	78	1,794
LAC Virtual School	393	4	0	18	416
Children Young People Disability	2,617	20	0	54	2,690
Childrens Safeguard Social Work	319	(11)	0	1,167	1,476
Total Budget	32,765	762	(575)	957	33,908

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	41,746	777	(575)	1,010	42,958
Employee Expenses	17,238	5	0	1,026	18,269
Premises Related Expenditure	64	1	0	(2)	64
Transport Related Expenditure	205	4	0	(4)	205
Supplies and Services	2,243	45	0	(38)	2,250
Transfer Payments	2,413	0	0	70	2,484
Third Party Payments	16,029	721	(575)	(33)	16,142
Support Services	3,553	0	0	(9)	3,545
Total Income	(8,981)	(16)	0	(53)	(9,050)
Government Grants	(5,004)	0	0	0	(5,004)
Other Grants Reimbursements and Contributions	(1,348)	(16)	0	(53)	(1,417)
Support Services Income Total	(2,629)	0	0	0	(2,629)
Net Budget	32,765	762	(575)	957	33,908

Early Intervention & Prevention – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Early Intervention Prevention Mgt	213	0	0	7	220
Early Years	10,662	48	(400)	744	11,053
Family Support Complex Families	3,858	15	0	216	4,088
Integrated Youth Service	4,621	16	0	285	4,923
SEN and Ed Psyc GF	2,484	16	(40)	206	2,666
SEN and Ed Psych DSG	2	0	0	6	9
Adult Community Learning	81	4	0	71	156
Total Budget	21,921	98	(440)	1,536	23,115

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	91,258	108	(40)	5,588	96,915
Employee Expenses	23,940	5	(40)	2,888	26,794
Premises Related Expenditure	1,130	22	0	(1)	1,151
Transport Related Expenditure	49	1	0	(0)	50
Supplies and Services	4,339	50	0	(170)	4,218
Transfer Payments	42,673	0	0	1,959	44,632
Third Party Payments	11,185	30	0	788	12,003
Depreciation and Impairment Losses	111	0	0	0	111
Support Services	4,245	0	0	120	4,365
Transfers to or from Earmarked Reserves	3,588	0	0	4	3,592
Total Income	(69,337)	(10)	(400)	(4,053)	(73,800)
Government Grants	(64,325)	0	(400)	(3,341)	(68,066)
Other Grants Reimbursements and Contributions	(1,012)	(5)	0	(556)	(1,573)
Customer and Client Receipts	(244)	(5)	0	(0)	(248)
Support Services Income Total	(3,757)	0	0	(155)	(3,912)
Net Budget	21,921	98	(440)	1,536	23,115

Education – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Education Commissioning	3,693	77	(75)	152	3,847
Schools Traded Partnership	4,490	0	0	0	4,490
Total Budget	8,183	77	(75)	152	8,337

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	157,143	91	(75)	68	157,227
Employee Expenses	131,127	5	0	33	131,165
Premises Related Expenditure	10,585	1	0	(10)	10,576
Transport Related Expenditure	35	1	0	(2)	33
Supplies and Services	37,694	84	0	(2,991)	34,787
Transfer Payments	(26,830)	0	0	0	(26,830)
Third Party Payments	0	0	(75)	2,970	2,895
Depreciation and Impairment Losses	4,490	0	0	0	4,490
Support Services	43	0	0	68	111
Total Income	(148,960)	(14)	0	84	(148,890)
Government Grants	(140,975)	0	0	14	(140,961)
Other Grants Reimbursements and Contributions	(1,123)	0	0	85	(1,038)
Customer and Client Receipts	(4,694)	(14)	0	(105)	(4,813)
Support Services Income Total	(2,167)	0	0	90	(2,078)

Schools – GF & Grants

Resources	2022/23	2023/24	Distribution	2022/23 £000	2023/24 £000
	£,000	£,000			
Dedicated schools grant including Academies	172,142	181,787	Primary and nursery schools	73,188	75,940
Academies - not disclosed	10,353	10,312	Children centres and external nursery	11,149	11,681
Central Services Support Block	1,272	1,209	Secondary schools	76,173	80,624
Dedicated schools grant including Academies	183,767	193,308	Special and hospital schools	17,107	19,446
Supplementary Healthcare levy funding for mainstream schools	3,706	4,539	Academies non DSG	12,159	12,257
Additional Healthcare levy funding for High Needs	1,677	2,058	Total to schools	189,776	199,948
Pupil premium grant	9,356	9,681	Capital financing costs	4,288	4,288
6th form grant	14,216	14,216	Centrally provided services	1,272	1,209
Capital financing costs	4,288	4,288	High needs excluding schools	21,676	22,644
Council contribution	0	0	Total net expenditure	217,011	228,089
Use of reserves	0	0			
Total estimated funding	217,011	228,089			
Increase (£000)		10,819			
% Increase		4.98%			

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 6th form grants.

Please note that £50.5m of high needs and £14m of early years expenditure relating to the DSG grant is contained outside of Education and instead contained within Early Intervention & Prevention. Therefore, the expenditure within Education does not reflect the full grant funding.

Supporting People Division – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Supporting People Mgt	2,720	24	0	75	2,819
Total Budget	2,720	24	0	75	2,819

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	3,075	24	0	265	3,365
Employee Expenses	1,932	1	0	417	2,350
Supplies and Services	1,144	23	0	(152)	1,015
Support Services	0	0	0	0	0
Total Income	(355)	0	0	(190)	(546)
Support Services Income Total	(355)	0	0	(190)	(546)
Net Budget	2,720	24	0	75	2,819

Children's Commissioning – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Children's Commissioning	4,826	223	0	(304)	4,745
Total Budget	4,826	223	0	(304)	4,745

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	6,769	223	0	(304)	6,687
Employee Expenses	499	0	0	17	516
Premises Related Expenditure	147	3	0	(146)	4
Transport Related Expenditure	0	0	0	0	0
Supplies and Services	4,926	220	0	(108)	5,038
Transfer Payments	0	0	0	0	0
Third Party Payments	0	0	0	0	0
Support Services	1,197	0	0	(68)	1,129
Total Income	(1,942)	0	0	0	(1,942)
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(775)	0	0	0	(775)
Customer and Client Receipts	(10)	0	0	10	0
Support Services Income Total	(1,157)	0	0	(10)	(1,167)
Net Budget	4,826	223	0	(304)	4,745

Corporate Services Directorate

Executive Director: Jon Rowney

Total Revenue Budget:

- *GF Revenue Budget:* £37.310m

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 Equality and Community Strength, Participation, Partnership and Communications, Corporate Strategy and Policy Design, People and Inclusion, Finance and Internal Audit, Digital and Data, Law, Governance and Procurement, and Customer Services

The directorate has eight main functional areas:

- **Equality and Community Strength:** Coordinating and accelerating the work around equality and building strong, cohesive and resilient communities. The division also leads on our strategic partnership with the voluntary and community sector and providing support to

- refugee communities moving to the borough.
- **Participation, Partnership 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, Governance and Procurement:** 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	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Chief Executive	248	(0)	0	1	249
Equalities and Community Strength	5,213	86	0	41	5,340
Participation, Partnerships and Communication	5,137	45	0	307	5,489
Customer Services	(21,533)	(531)	0	1,076	(20,988)
Finance and Internal Audit	7,019	(5)	0	204	7,218
People and Inclusion	5,768	20	0	122	5,911
Digital & Data Services	18,035	146	0	1,298	19,479
Law, Governance and Procurement	11,775	25	(100)	693	12,393
Corporate Strategy and Policy Design	1,953	3	0	264	2,220
Total Budget	33,616	(211)	(100)	4,006	37,310

Expenditure/Income Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	92,024	831	175	3,521	96,551
Employee Expenses	57,843	20	175	3,363	61,401
Premises Related Expenditure	460	9	0	5	474
Transport Related Expenditure	56	1	0	(0)	57
Supplies and Services	19,898	398	0	(114)	20,182
Transfer Payments	1,894	0	0	250	2,144
Third Party Payments	8,938	402	0	22	9,362
Depreciation and Impairment Losses	2,854	0	0	0	2,854
Support Services	82	0	0	(5)	77
Total Income	(58,408)	(1,041)	(275)	484	(59,240)
Government Grants	(132)	0	0	0	(132)
Other Grants Reimbursements and Contributions	(2,447)	(49)	0	22	(2,474)
Customer and Client Receipts	(49,615)	(992)	0	(184)	(50,791)
Support Services Income Total	(6,215)	0	(275)	646	(5,845)
Net Budget	33,616	(211)	(100)	4,006	37,310

Chief Executive Office – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Chief Executive Office	248	(0)	0	1	249
Total Budget	248	(0)	0	1	249

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	267	0	0	0	268
Employee Expenses	264	0	0	1	265
Transport Related Expenditure	1	0	0	0	1
Supplies and Services	3	0	0	0	3
Total Income	(19)	(0)	0	0	(20)
Other Grants Reimbursements and Contributions	(19)	(0)	0	0	(20)
Net Budget	248	(0)	0	0	249

Equality and Community Strength – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Equalities and Disproportionality Service	473	5	0	11	489
:Community Partnership Unit GF	4,740	81	0	(3,938)	883
VCS Core Grant Funds	0	0	0	2,980	2,980
Small Grants and Project Funding	0	0	0	987	987
Total Budget	5,213	86	0	41	5,340

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	5,345	86	0	41	5,471
Employee Expenses	1,059	0	0	160	1,220
Premises Related Expenditure	50	1	0	(14)	37
Supplies and Services	4,235	85	0	(106)	4,214
Total Income	(132)	0	0	0	(132)
Other Grants Reimbursements and Contributions	(132)	0	0	0	(132)
Net Budget	5,213	86	0	41	5,340

Participation, Partnership and Communications – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Communications	2,114	21	0	87	2,222
Participation	768	1	0	31	800
Leader's & Chief Exec Offices Service GF	613	0	0	88	701
Member Support	1,643	23	0	101	1,767
Total Budget	5,137	45	0	307	5,489

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	5,953	48	0	307	6,308
Employee Expenses	3,666	1	0	307	3,974
Premises Related Expenditure	5	0	0	0	6
Transport Related Expenditure	1	0	0	0	1
Supplies and Services	2,229	45	0	0	2,273
Third Party Payments	51	2	0	0	53
Depreciation and Impairment Losses	0	0	0	0	0
Support Services Expenditure	2	0	0	0	2
Total Income	(816)	(3)	0	0	(819)
Other Grants Reimbursements and Contributions	(55)	(1)	0	0	(56)
Customer and Client Receipts	(74)	(1)	0	0	(75)
Support Services Income	(688)	0	0	0	(688)
Net Budget	5,137	45	0	307	5,489

Customer Services – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Contact Camden	6,051	(18)	0	599	6,632
Council Tax and Business Rates	2,660	(13)	0	206	2,852
Credit Control	2,016	21	0	61	2,097
Parking Operations	(32,237)	(517)	0	209	(32,546)
Customer Services Management	(22)	(3)	0	2	(23)
Total Budget	(21,533)	(531)	0	1,076	(20,988)

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	27,736	454	0	1,271	29,461
Employee Expenses	13,337	1	0	943	14,281
Premises Related Expenditure	315	6	0	19	340
Transport Related Expenditure	11	0	0	0	11
Supplies and Services	2,891	58	0	47	2,996
Transfer Payments	1,894	0	0	250	2,144
Third Party Payments	8,619	388	0	22	9,029
Depreciation and Impairment Losses	619	0	0	0	619
Support Services	51	0	0	(10)	41
Total Income	(49,269)	(985)	0	(195)	(50,449)
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	0	0	0	0	0
Customer and Client Receipts	(49,235)	(985)	0	(195)	(50,415)
Support Services Income Total	(34)	0	0	0	(34)
Net Budget	(21,533)	(531)	0	1,076	(20,988)

Finance & Internal Audit – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
HoF Corporate Services	776	0	0	35	812
Internal Audit and Risk	930	9	0	27	967
HoF Supporting Communities	1,084	1	0	51	1,136
HoF Treasury and Financial Services	1,394	(33)	0	103	1,464
Finance and Procurement Service	389	0	0	(119)	271
HoF Supporting People	917	0	0	42	958
Application Support - Finance/HR	1,529	18	0	65	1,611
Total Budget	7,019	(5)	0	204	7,218

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	9,231	38	0	170	9,438
Employee Expenses	7,709	4	0	166	7,879
Premises Related Expenditure	21	0	0	(0)	21
Transport Related Expenditure	2	0	0	(0)	2
Supplies and Services	1,362	27	0	4	1,393
Third Party Payments	136	6	0	0	142
Support Services	1	0	0	0	1
Total Income	(2,212)	(42)	0	34	(2,220)
Other Grants Reimbursements and Contributions	(2,084)	(42)	0	22	(2,104)
Customer and Client Receipts	(22)	(0)	0	12	(10)
Support Services Income Total	(106)	0	0	0	(106)
Net Budget	7,019	(5)	0	204	7,218

People and Inclusion– GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Health and Safety	458	3	0	12	473
Human Resources	646	1	0	15	663
HR Strategic Leads	1,112	3	0	15	1,129
Organisation Development & Learning and Development	2,082	11	0	20	2,112
Senior HR Advisors	1,470	2	0	61	1,533
Total Budget	5,768	20	0	122	5,911

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	6,150	22	0	122	6,294
Employee Expenses	5,587	10	0	122	5,719
Premises Related Expenditure	59	1	0	0	60
Transport Related Expenditure	10	0	0	0	10
Supplies and Services	495	10	0	0	505
Total Income	(382)	(1)	0	0	(384)
Other Grants Reimbursements and Contributions	(10)	(0)	0	0	(10)
Customer and Client Receipts	(62)	(1)	0	0	(63)
Support Services Income Total	(311)	0	0	0	(311)
Net Budget	5,768	20	0	122	5,911

Digital and Data – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Applications	5,020	41	0	113	5,174
Data and Analytics	818	5	0	87	909
Digital Products and Services	1,561	1	0	102	1,664
IT Business Management	2,692	0	0	112	2,804
Technology	8,041	86	0	148	8,275
ICT Traded Budget	(98)	13	0	738	653
Total Budget	18,035	146	0	1,298	19,479

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	22,580	147	0	653	23,380
Employee Expenses	12,968	0	0	712	13,680
Transport Related Expenditure	17	0	0	0	18
Supplies and Services	7,353	147	0	(59)	7,441
Depreciation and Impairment Losses	2,235	0	0	0	2,235
Support Services	6	0	0	0	6
Total Income	(4,546)	(1)	0	646	(3,901)
Customer and Client Receipts	(47)	(1)	0	0	(48)
Support Services Income Total	(4,498)	0	0	646	(3,853)
Net Budget	18,035	146	0	1,298	19,479

Law, Governance and Procurement – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Procurement	1,426	4	0	52	1,482
Business Support	6,716	20	0	378	7,115
Democratic Committee Services	569	1	0	101	671
Elections	529	5	0	13	548
Legal Services	2,345	(6)	(100)	147	2,386
Law and Governance Management	190	0	0	2	192
Total Budget	11,775	25	(100)	693	12,393

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	12,808	34	175	693	13,710
Employee Expenses	11,311	1	175	688	12,175
Premises Related Expenditure	10	0	0	0	10
Transport Related Expenditure	14	0	0	0	14
Supplies and Services	1,318	26	0	0	1,345
Transfer Payments	0	0	0	0	0
Third Party Payments	132	6	0	0	138
Support Services	23	0	0	5	28
Total Income	(1,033)	(9)	(275)	0	(1,317)
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(279)	(6)	0	0	(285)
Customer and Client Receipts	(176)	(4)	0	0	(179)
Income	0	0	0	0	0
Support Services Income Total	(578)	0	(275)	0	(853)
Net Budget	11,775	25	(100)	693	12,393

Corporate Strategy and Policy Design – GF

Service	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Corporate Strategy and Policy Design	1,953	3	0	264	2,220
Total Budget	1,953	3	0	264	2,220

Income/Expenditure Type	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	1,953	3	0	264	2,220
Employee Expenses	1,942	3	0	264	2,208
Supplies and Services	12	0	0	0	12
Net Budget	1,953	3	0	264	2,220

Public Health Directorate

Executive Director: Kirsten Watter

Total Revenue Budget: £23.253m

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 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 **£28.388m**. (estimate as not confirmed for 2023/24) **£23.253m** of this budget is allocated within this directorate's budgets, however the council also delivers **£5.135m** of public health services through other directorates.

The Director of Public Health also manages the Children's Commissioning function on behalf of the Executive Director Supporting People

Public Health – GF

Division	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Public Health Leadership	3,028	0	0	(104)	2,924
Sexual Health	5,778	0	0	22	5,800
Substance Misuse	6,576	0	0	0	6,576
Smoking and Tobacco	650	0	0	0	650
Obesity and Physical Activity	558	0	0	(25)	533
Childrens Public Health	5,277	0	0	0	5,277
NHS Health Checker Programmes	318	0	0	0	318
Other Public Health Services	1,069	0	0	107	1,176
Total Budget	23,253	0	0	(0)	23,253

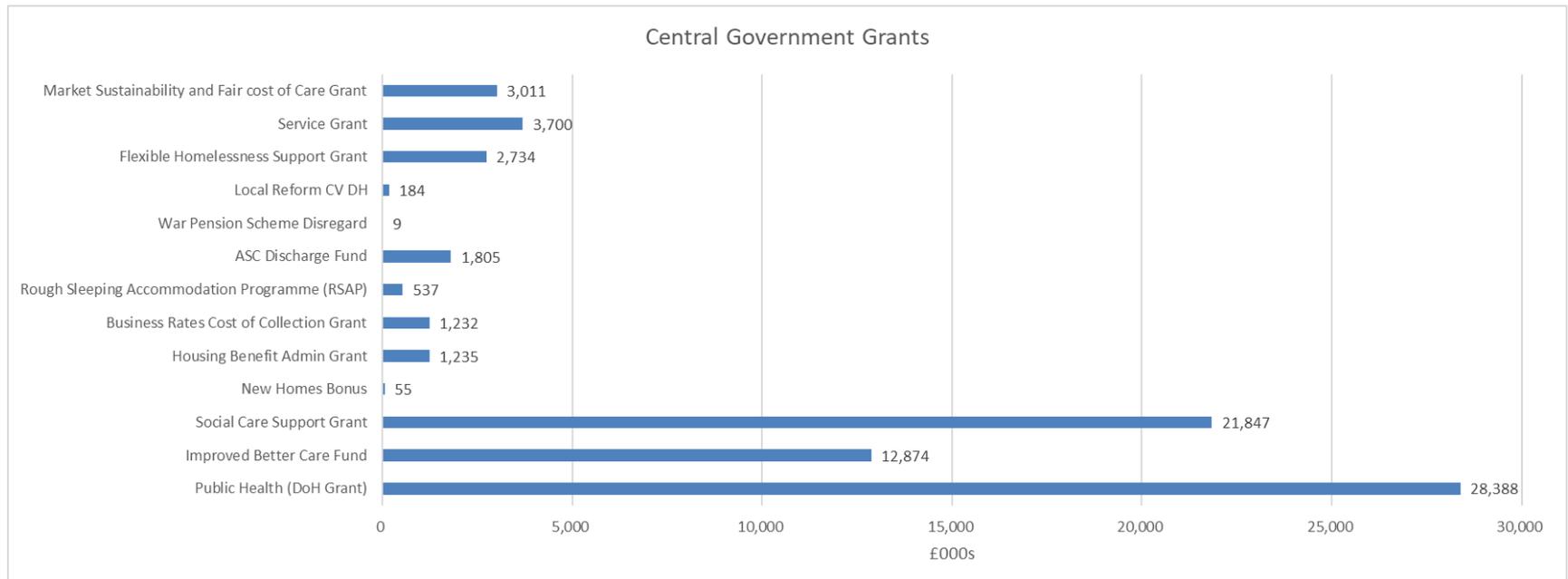
Income/Expenditure Type	2020/21 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
Total Expenditure	23,585	0	0	368	23,954
Employee Expenses	0	0	0	1,949	1,949
Premises Related Expenditure	1	0	0	0	1
Transport Related Expenditure	0	0	0	0	0
Supplies and Services	875	0	0	(149)	725
Third Party Payments	20,457	0	0	(1,552)	18,904
Support Services	2,254	0	0	121	2,375
Total Income	(332)	0	0	(368)	(700)
Government Grants	0	0	0	(700)	(700)
Other Grants Reimbursements and Contributions	(332)	0	0	332	0
Net Budget	23,253	0	0	(0)	23,253

Other Budgets – GF

Other Budgets	2022/23 Budget £000	2023/24 Budget £000
Reserve Movements	(2,157)	8,122
Interest	1,167	(19,097)
Pensions	15,524	13,009
Levies	1,735	1,736
Capital Financing	4,898	4,745
Specific Grants	(71,503)	(77,611)
Other	(28,100)	(483)
Total Budget	(78,436)	(69,579)

Specific Grants from Central Government

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



Other Budgets – HRA

Division	2022/23 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2023/24 Budget £000
HRA Management	2,469	77	0	473	3,019
RCCO Leaseholder Contributions	5,412	108	0	(1,800)	3,720
HRA Subsidy	0	0	0	0	0
HRA Share of Interest Payable	(850)	0	0	(150)	(1,000)
HRA CDC Contribution	4,399	72	0	0	4,470
HRA Share NCS Not Specifically Allocated	54,402	0	(216)	5,316	59,502
HRA Bad Debt Provision	3,570	71	(250)	(698)	2,694
HRA Reserve Carried Forward	0	0	0	0	0
HRA Contingency	4,066	43	0	1,499	5,608
Total Budget	73,468	371	(466)	4,640	78,013



Capital Programme

2022/23 – 2027/28+

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.

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. The works will be completed and services will be moving back into the Town Hall in March 2023.

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, GLA and TfL), Section 106 and Community Infrastructure Levy contributions from developers, 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 Way We Work, We Make Camden 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	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28+ £000	Total £000
Community Services	8,053	5,661	2,536	1,048	491	0	17,789
Development (CIP and Major Projects)	112,935	97,154	99,921	56,402	70,349	35,085	471,846
Corporate Services (Digital & Data Services and Parking)	5,439	1,100	0	0	0	0	6,539
Property Management	171,925	141,274	92,143	48,457	29,822	8,114	491,736
Environment & Sustainability	29,066	2,782	1,231	1,275	500	0	34,854
Total Capital Expenditure	327,418	247,971	195,831	107,182	101,162	43,199	1,022,764

Capital Funding	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28+ £000	Total £000
External Funding (Grants & Contributions):							
Department for Education Grants	5,115	3,139	5,770	3,750	3,762	0	21,536
National Health Service & Public Health Grants	1,551	1,636	1,776	106	0	0	5,069
Other Government Grants	9,159	465	1,054	0	0	0	10,678
GLA Housing Grants	63,607	34,089	5,263	5,455	1,955	0	110,369
Transport for London Grants	4,546	0	0	0	0	0	4,546
Other Grants	1,565	728	1,244	530	516	0	4,582
Community Infrastructure Levy Contributions	6,303	1,255	0	0	0	0	7,558
Section 106 Contributions	33,254	16,586	14,900	3,994	1,829	0	70,563
Other Contributions	2,642	1,192	555	556	322	0	5,267
HRA:							
Major Repairs Reserve	38,801	34,275	35,870	31,606	0	0	140,552
Leaseholder Capital Contributions	4,000	3,112	1,888	0	0	0	9,000
Corporate Resources:							
GF Revenue Contributions	8,654	1,710	942	288	0	0	11,594
GF Capital Receipts	22,882	11,155	4,268	6,516	5,456	6,052	56,329
HRA Capital Receipts	9,910	64,072	102,106	36,829	65,275	37,147	315,340
1-4-1 RTB Retained Capital Receipts	7,529	0	0	0	0	0	7,529
GF Prudential Borrowing	12,679	16,683	6,667	622	108	0	36,759
HRA Prudential Borrowing	94,222	57,875	13,528	16,930	21,939	0	204,494
Community Municipal Investment - Green Bond	1,000	0	0	0	0	0	1,000
Total Capital Funding	327,418	247,971	195,831	107,182	101,162	43,199	1,022,764

Capital Programme – Corporate Services (DDS & Parking)

Capital Expenditure	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28+	Total
	£000	£000	£000	£000	£000	£000	£000
Core Investment Portfolio	4,941	1,000	0	0	0	0	5,941
Transformation Investment Portfolio	95	0	0	0	0	0	95
Unavoidable Pressures Investment Portfolio	78	0	0	0	0	0	78
Parking Schemes	325	100	0	0	0	0	425
Total Capital Expenditure	5,439	1,100	0	0	0	0	6,539

Capital Funding	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28+	Total
	£000	£000	£000	£000	£000	£000	£000
Other Grants	0	0	0	0	0	0	0
GF Revenue Contributions	4,132	0	0	0	0	0	4,132
GF Prudential Borrowing	1,307	1,100	0	0	0	0	2,407
Total Capital Funding	5,439	1,100	0	0	0	0	6,539

Capital Programme – Community Services

Capital Expenditure	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28+	Total
	£000	£000	£000	£000	£000	£000	£000
Sports Centres	856	1,600	500	0	0	0	2,956
Green Spaces	6,440	4,061	2,036	1,048	491	0	14,076
Libraries & Arts	757	0	0	0	0	0	757
Total Capital Expenditure	8,053	5,661	2,536	1,048	491	0	17,789

Capital Funding	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28+	Total
	£000	£000	£000	£000	£000	£000	£000
Other Government Grants	351	75	0	0	0	0	426
Other Grant	50	40	30	30	16	0	166
Community Infrastructure Levy Contributions	284	0	0	0	0	0	284
Section 106 Contributions	2,123	346	21	0	0	0	2,490
Other Contributions	2,045	1,192	555	556	322	0	4,670
GF Revenue Contributions	970	89	0	0	0	0	1,059
GF Capital Receipts	807	718	648	462	153	0	2,788
HRA Capital Receipts	12	0	0	0	0	0	12
GF Prudential Borrowing	1,410	3,201	1,282	0	0	0	5,893
Total Capital Funding	8,053	5,661	2,536	1,048	491	0	17,789

Capital Programme – Property Management

Capital Expenditure	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28+ £000	Total £000
Schools Programme	7,946	8,793	3,719	6,666	5,750	5,762	38,636
GF Corporate Properties	5,363	5,562	4,087	250	250	0	15,512
GF Housing	157	250	250	250	250	290	1,447
Adult Social Care	2,310	4,039	4,286	1,656	882	0	13,173
Buy-Backs & Freehold Purchases	31,993	1,256	333	0	0	0	33,582
Health & Safety Works & Better Homes	121,834	117,974	77,526	38,355	22,290	1,590	379,569
Better Homes Energy Measures	1,622	2,164	942	400	400	472	6,000
Estate Security	700	1,236	1,000	880	0	0	3,816
Total Capital Expenditure	171,925	141,274	92,143	48,457	29,822	8,114	491,736

Capital Funding	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28+ £000	Total £000
External Funding (Grants & Contributions):							
Department for Education Grants	5,115	3,139	5,770	3,750	3,762	0	21,536
National Health Service & Public Health Grants	1,201	1,636	1,776	106	0	0	4,719
Other Government Grants	7,819	250	1,054	0	0	0	9,123
GLA Housing Grants	57,756	26,459	333	0	0	0	84,548
Other Grants	1,046	188	714	0	0	0	1,947
Section 106 Contributions	500	510	0	0	0	0	1,010
Community Infrastructure Levy Contributions	391	0	0	0	0	0	391

HRA:							
Major Repairs Reserve	38,801	34,275	35,870	31,606	0	0	140,552
Leaseholder Capital Contributions	4,000	3,112	1,888	0	0	0	9,000

Corporate Resources:							
GF Revenue Contributions	1,428	0	638	0	0	0	2,066
GF Capital Receipts	2,060	9,713	2,434	5,344	5,303	6,052	30,906
HRA Capital Receipts	1,441	33,468	38,856	6,129	20,649	2,062	102,605
GF Prudential Borrowing	450	850	1,810	622	108	0	3,840
HRA Prudential Borrowing	49,718	27,675	1,000	900	0	0	79,293
Community Municipal Investment - Green Bond	200	0	0	0	0	0	200

Total Capital Funding	171,926	141,275	92,143	48,457	29,822	8,114	491,736
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Capital Programme – Development (CIP & Major Projects)

Capital Expenditure	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28+	Total
	£000	£000	£000	£000	£000	£000	£000
Community Investment Programme	22,119	12,767	6,782	1,256	0	0	42,924
Estate Regeneration	71,674	72,959	87,424	55,146	70,349	35,085	392,637
HRA Hostels	9,577	11,428	5,715	0	0	0	26,720
Accommodation Strategy	9,565	0	0	0	0	0	9,565
Total Capital Expenditure	112,935	97,154	99,921	56,402	70,349	35,085	471,846

Capital Funding	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28+	Total
	£000	£000	£000	£000	£000	£000	£000
External Funding (Grants & Contributions):							
National Health Service & Public Health Grants	350	0	0	0	0	0	350
GLA Housing Grants	5,851	7,630	4,930	5,455	1,955	0	25,821
Community Infrastructure Levy Contributions	1,055	1,255	0	0	0	0	2,310
Section 106 Contributions	20,088	15,721	14,879	3,994	1,829	0	56,511
Other Contributions	373	0	0	0	0	0	373
Corporate Resources:							
GF Revenue Contributions	203	0	0	0	0	0	203
GF Capital Receipts	19,281	213	758	223	0	0	20,475
1-4-1 RTB Retained Capital Receipts	7,529	0	0	0	0	0	7,529
HRA Capital Receipts	8,063	30,604	63,250	30,700	44,626	35,085	212,328
GF Prudential Borrowing	5,638	11,532	3,575	0	0	0	20,745
HRA Prudential Borrowing	44,504	30,200	12,528	16,030	21,939	0	125,201
Total Capital Funding	112,935	97,154	99,921	56,402	70,349	35,085	471,846

Capital Programme – Environment & Sustainability

Capital Expenditure	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28+	Total
	£000	£000	£000	£000	£000	£000	£000
West End Project	450	536	0	0	0	0	986
Schemes Funded by TfL	15,846	520	500	500	500	0	17,866
Schemes Funded by Developer Contributions	1,268	684	84	0	0	0	2,036
Highways Planned Improvements	9,910	84	0	0	0	0	9,994
Euston Road CHP	22	0	0	0	0	0	22
Sustainability	1,155	680	440	440	0	0	2,715
Environmental Services	415	278	207	335	0	0	1,235
Total Capital Expenditure	29,066	2,782	1,231	1,275	500	0	34,854

Capital Funding	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28+	Total
	£000	£000	£000	£000	£000	£000	£000
Other Government Grants	989	140	0	0	0	0	1,129
Transport for London Grants	4,546	0	0	0	0	0	4,546
Other Grants	469	500	500	500	500	0	2,469
Community Infrastructure Levy Contributions	4,573	0	0	0	0	0	4,573
Section 106 Contributions	10,543	9	0	0	0	0	10,552
Other Contributions	224	0	0	0	0	0	224
GF Revenue Contributions	1,921	1,621	304	288	0	0	4,134
GF Capital Receipts	734	512	427	487	0	0	2,160
HRA Capital Receipts	394	0	0	0	0	0	394
GF Prudential Borrowing	3,874	0	0	0	0	0	3,874
Community Municipal Investment - Green Bond	800	0	0	0	0	0	800
Total Capital Funding	29,066	2,782	1,231	1,275	500	0	34,854



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 66, 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 £150.219m by 31st March 2024.

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 £17.346m for 2023/24.

Earmarked Reserves	Forecast Reserves 31/03/22 £000	Forecast Out of Reserves £000	Forecast Into Reserves £000	Forecast Reserves 31/03/23 £000	2023/24 Net Movement £000	Forecast Reserves 31/03/24 £000
Reserves to support Council Priorities	55,056	(17,102)	3,373	41,327	2,394	43,721
Reserves with Conditions	29,994	(3,156)	2,997	29,835	(350)	29,485
Reserves to Support Capital Activity & Asset Management	28,716	(9,547)	6,468	25,636	4,254	29,890
Reserves to Manage Future Risk	63,110	(12,509)	0	50,601	(3,477)	47,124
Total Earmarked Reserves	176,875	(42,314)	12,838	147,399	2,821	150,219
General Balances	14,858	0	1,488	16,346	1,000	17,346

Reserves

Earmarked Reserves	Forecast Reserves	Forecast Reserves	Forecast Reserves	Forecast Reserves	Forecast Reserves
	31/03/2022	31/03/2023	31/03/2024	31/03/2025	31/03/2026
	£'000	£'000	£'000	£'000	£'000
Reserves to support Council Priorities					
(a) Multi Year Budget Reserve	48,728	36,776	38,252	40,697	43,473
Education Commission	14	1	1	1	1
Cost of Change/Camden Plan	5,504	4,550	5,468	6,377	7,286
(b) Supporting People Specific Reserves	811	-	-	-	-
Sub Total	55,056	41,327	43,721	47,075	50,760
Reserves with Conditions					
Dedicated Schools Grant	13,203	15,730	15,730	15,730	15,730
Mayor's Charity Reserve	12	12	12	12	12
(a) Multi Year Budget Reserve	16,779	14,093	13,743	13,513	13,513
Sub Total	29,994	29,835	29,485	29,255	29,255
Reserves to Support Capital Activity & Asset Management					
Future Capital Schemes	16,983	14,455	19,672	23,482	27,715
Haverstock PFI Funding Reserve	1,108	978	848	848	718
Schools PFI Equalisation Reserve	3,167	3,334	3,501	3,668	3,835
Building Schools for the Future	814	764	764	764	764
Accommodation Strategy	6,643	6,104	5,104	4,104	3,104
Sub Total	28,715	25,636	29,890	32,867	36,137
Reserves to Manage Future Risk					
Self-Insurance Reserve	2,500	2,500	2,500	2,500	2,500
Business Rates Safety Net	34,632	22,123	18,646	21,969	25,292
GF Future Cost Reserve	22,063	22,063	22,063	22,063	22,063
Tax Income Guarantee S31 Grant Reserve	3,915	3,915	3,915	3,915	3,915
Sub Total	63,110	50,601	47,124	50,447	53,770
Total Earmarked Reserves					
	176,875	147,399	150,220	159,644	169,921
General Balances	14,858	16,346	17,346	18,346	19,346
Housing Revenue Account	17,265	28,179	30,479	34,618	37,991
Schools Balances	17,471	17,471	17,471	17,471	17,471
Total Reserves	226,468	209,394	215,515	230,078	244,729

Purpose of Reserves

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

Version History

Version	Upload Date	Amendments
3.0		