

Revenue & Capital Budgets

London Borough of Camden

2025/26

Introduction

This document sets out the London Borough of Camden's revenue and capital budgets for 2025/26 in a summarised format, together with other financial information. 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.

It contains a summary of the budget to be presented to Full Council for agreement on 3 March 2025, 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 2028/29, and information relating to the Council's reserves and balances.

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

Daniel Omisore – Director of Finance

Financial Outlook

The financial context in which local authorities have operated has been shaped by a range of **pressures and challenges** over the last 15 years. These have included:

- The cumulative impacts of the **significant real term reductions in capital and revenue funding** through austerity
- The requirements for councils to deliver **significant additional services** without the accompanying resources
- The **rapid increases in inflation and interest rates** since 2022.

This all means that local authorities across London and the rest of England have been placed under acute and often growing pressure. **Seven local authorities** have issued Section 114 notices to **effectively declare bankruptcy** since 2018. Many more have either warned of the prospect that they will also do so or have sought exceptional financial support from central government.

Camden has managed these pressures well compared to many other local authorities. It has done so through a robust financial planning and management system, with the Council's Medium Term Financial Strategy and its series of purpose-driven investments sitting at the heart of the Council's approach.

However, the scale of the challenge faced across local government is considerable, evolving and should not be underestimated. Through 2024/25, pressures in demand-driven areas such as homelessness and children's social care have grown rapidly. In September 2024, London Councils reported that London Boroughs are expected to overspend their budgets by more than £600m in 2024/25. Camden is not immune to these challenges and is forecasting to overspend by approximately £19m across the General Fund this year, driven by likely permanent additional pressures in homelessness and social care.

The strength of our financial planning puts us in a relatively better position than many others to engage with the challenges caused by a broken, under-resourced funding system and growing demand. Nonetheless, difficult decisions are unavoidable and need to be considered by the Council as part of its budget and council tax setting processes.

Strategic Investments

In shaping the MTFs and through our outcomes-focused approach, the Council recognises that there is a need to provide investment to enable longer term benefits to be realised, as well as addressing the needs of the borough and funding priorities.

In setting a balanced budget for 2025/26, the Council has ensured the necessary spending plans are in place to deliver the ambitions of We Make Camden, along with supporting residents and businesses in the borough through the cost-of-living crises.

The investments set out on the following pages are being made to ensure that the Council continues to focus on achieving its strategic aims and addressing emerging priorities.

Supporting our most financially vulnerable residents

- **Council Tax Support Scheme** – Camden’s scheme, launched in 2020/21, remains one of the most generous in the country, with income bands based on the London Living Wage, helping to support those households with the most need in the borough. Around 16,000 households (including pensioners) in Camden currently receive 100% support and do not pay any council tax. The estimated cost of the scheme in 2025/26 is £32.6m
- **Cost of Living Fund** – The Council’s £2m Cost of Living Fund has become a critical part of our efforts to support those most in need (alongside the government-funded Household Support Fund of £4m in 2024/25). The Council’s scheme is proposed to continue in 2025/26. In the year to December 2024, the Council has:
 - Made 682 awards of £300 to low income pensioners not eligible for Pension Credit
 - Issued 64,000 supermarket vouchers during school holidays to families in receipt of Free School Meals
 - Made over 5,400 awards to households in need, totalling over £1.88m
 - The Council’s Money Advice Service (part funded by the Household Support Fund) helped 44 people to apply for Pension Credit, resulting in £250k new income for these households

Strategic Investments

Preventative services

- **Social Care** – Adults’ and children’s care services are facing significant financial pressures as a result of both inflationary and demographic pressures. The recommended budget for 2025/26 continues to invest in social care services with an increase of £14.9m to fund service pressures for staff costs, contract inflation and to ensure the Council continues to meet its commitment to pay the London Living Wage for all direct contracts. £4m of further funding has been set aside in provisions. The budget also includes recommended capital investment of £11m to develop more in-house care provision.
- **Homelessness** - The worsening homelessness crisis is a key factor driving budget pressures across London. The Council continues to increase its in-house provision through the Temporary Accommodation Purchase Programme (TAPP) and the development of hostels via the Community Investment Programme. These measures will help to reduce the ongoing cost of temporary accommodation. The Council is also investing in more homelessness prevention officers to increase our support for families at risk of homelessness to reduce the need for temporary accommodation. Despite these measures, it is expected that the cost of temporary accommodation will continue to increase, so the proposed budget for 2025/26 includes increased funding of £8m for the provision for temporary accommodation of £8m. We are also utilising £10m of capital funding to increase the amount of social housing in the borough, allowing for the flexibility to convert units in the wider stock to temporary accommodation if required.

Tackling the climate crisis

- The Council has previously supplemented successful funding applications to Government with its own budgets and new forms of finance such as Community municipal investment “bonds” and local carbon offsets. In 2023 the Council developed its first Climate Budget, with the aim of improving transparency about the alignment of the Council’s budget with the commitment to target net zero carbon by 2030.

Local Government Finance Settlement

On 3 February 2025, the new government published the 2025/26 Local Government Finance Settlement.

As in previous years, the settlement is shaped around **Core Spending Power (CSP)** - a headline figure used by the government to represent the key revenue resources available to local authorities.

It assumes the maximum increase in council tax and makes assumptions about the business rates the Council will collect. Camden's CSP for 2025/26 is £355.7m, a 5.11% increase in cash terms (2.66% in real terms).

	2024/25 Settlement £000	2025/26 Settlement £000	Change in CSP £000	Change in CSP %
<i>Settlement Funding Assessment</i>				
Revenue Support Grant	28,226	28,761	534	1.89%
Business Rates Baseline Funding Level	100,367	101,812	1,445	1.44%
Section 31 Compensation for under-indexing the Business Rates Multiplier	17,770	18,346	576	3.24%
Settlement Funding Assessment Total	146,364	148,918	2,555	1.75%
<i>Grants</i>				
Social Care Grant	28,588	33,849	5,261	18.40%
Local Authority Better Care Grant	12,874	15,882	3,008	23.37%
Market Sustainability & Improvement Fund	5,625	5,625	-	0.00%
Children's Social Care Prevention Grant	-	826	826	New Grant
New Homes Bonus	105	94	(11)	-10.32%
Domestic Abuse Safe Accommodation Grant	46	46	1	1.35%
ASC Discharge Fund	3,008	-	(3,008)	-100.00%
Services Grant & Other Grants Rolled In	703	-	(703)	-100.00%
Employer National Insurance Contributions Grant	-	2,724	2,724	New Grant
Grants Total	50,949	59,046	8,097	15.89%
Council Tax Requirement	141,131	147,776	6,645	4.71%
Core Spending Power Total	338,444	355,741	17,297	5.11%

In addition, the government has announced several grant allocations which sit outside Core Spending Power, predominantly targeted at homelessness and children's social care:

- £5.22m of Homelessness Prevention Grant – a £1.52m increase in funding
- £2m of Rough Sleeping Prevention & Recovery Grant – which consolidates several existing grant streams
- £1.74m of Children & Families Grant, of which £1.07m is for Family Help – this consolidates existing grant streams

Camden 2025/26 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.

Council Tax Requirement

Council Tax at Band D	Budget 2025/26 £000
Expenditure charged to revenue account	1,054,026
Income credited to revenue account	(741,822)
Sub Total	312,204
Retained Business Rates and Reliefs Grant	(123,088)
Revenue Support Grant	(28,761)
Collection Fund - Council Tax Surplus	(830)
Collection Fund - Business Rates Surplus	(4,733)
Sub Total	154,792
Council Tax Requirement	154,792
Garden Squares	(32)
Excluding Garden Squares	154,760
Band D Council Tax (£s)	1,615.98
Percentage change over 2024/25	4.99%

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

Council Tax by Property Band (for residents not in Garden Squares)

Band	Amount of Tax for Camden £	Greater London Authority Precept £	Total Council Tax £
A	1,077.32	326.92	1,404.24
B	1,256.87	381.41	1,638.28
C	1,436.43	435.89	1,872.32
D	1,615.98	490.38	2,106.36
E	1,975.09	599.35	2,574.44
F	2,334.19	708.33	3,042.52
G	2,693.30	817.30	3,510.60
H	3,231.96	980.76	4,212.72



Revenue Budget

2025/26

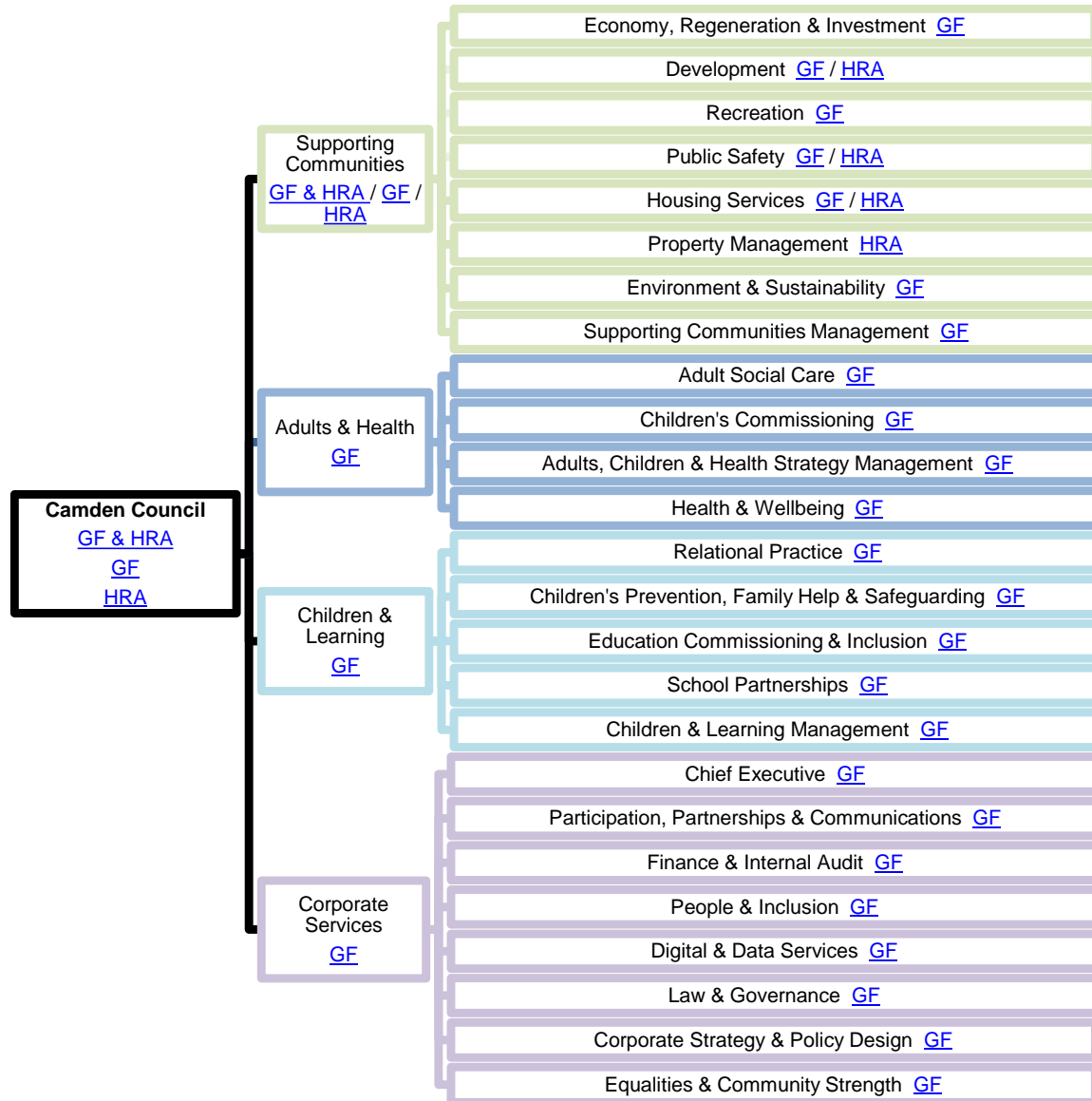
Using the Revenue Section of the Budget Book

The Budget Book shows the Council's revenue budget position for 2025/26 both by service area and type of income or expenditure. The different types of income and expenditure are described in the tables below.

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 Expenditure	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 & Impairment Losses	Revenue expenditure that is to be spent/related to the Capital Programme
	Support Services Expenditure	Internal recharge where another department has carried out the work and needs reimbursement
	Below Cost of Services on CIES Expenditure	This covers 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 & Contributions	Income received from other authorities e.g. Clinical Commissioning Groups (CCGs)
	Customer & Client Receipts	Income generated from providing services and through regulation, including income generated from the sale of maps/plans etc., as well as income received through renting Council-owned property
	Other Income	Any other type of income
Notional	Support Services Income	Internal recharges where department has carried out work and needs reimbursement
	Below Cost of Services on CIES Income	This covers other operating income and includes items like interest receivable and non specific grant income

NOTE: The 2025/26 budget is to be set by Council on 3 March 2025.

Budget Hierarchy - Revenue



This hierarchy shows the Council's revenue structure at a Directorate and Divisional level. The General Fund (GF) covers core council services and is paid for by a range of income sources including council tax. The Housing Revenue Account (HRA) is the Council's landlord function, funded primarily by tenants' rents.

Please note that the HRA budget was agreed by Cabinet in January 2025.

Camden Council - GF & HRA

Directorate	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Corporate Services	76,127	311	(290)	7,369	83,517
HRA Other Budgets*	83,514	349	(350)	2,401	85,914
General Fund Other Budgets*	(61,678)	0	(350)	(34,075)	(96,102)
Children & Learning	69,755	888	(414)	4,583	74,811
Adults & Health	147,608	5,647	(219)	3,350	156,386
Supporting Communities	(856)	2,623	(3,558)	9,469	7,678
Total Budget	314,471	9,816	(5,181)	(6,902)	312,204

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	1,318,186	14,230	(3,094)	(5,067)	1,324,255
Employee Expenses	440,499	253	(231)	22,762	463,282
Premises Related Expenditure	150,605	3,307	530	(15,487)	138,955
Transport Related Expenditure	6,794	136	0	(359)	6,571
Supplies & Services Expenditure	145,368	1,602	(2,680)	4,968	149,259
Transfer Payments	173,480	0	0	668	174,148
Third Party Payments	244,395	8,895	(713)	(1,020)	251,557
Depreciation & Impairment Losses	60,811	0	0	5,172	65,983
Support Services Expenditure	36,556	37	0	(3,429)	33,164
Below Cost of Services on CIES Expenditure	33,847	0	0	(16,042)	17,804
Transfer to Earmarked Reserves	25,832	0	0	(2,299)	23,533
Total Income	(1,003,716)	(4,413)	(2,086)	(1,836)	(1,012,051)
Government Grants	(452,300)	0	0	(18,428)	(470,728)
Other Grants Reimbursements & Contributions	(61,576)	(313)	(450)	(4,210)	(66,549)
Customer & Client Receipts	(381,304)	(4,070)	(1,286)	8,157	(378,503)
Other Income	(1,520)	(30)	0	1,551	0
Support Services Income	(61,883)	0	0	6,076	(55,807)
Below Cost of Services on CIES Income	(2,891)	0	(350)	(14,106)	(17,347)
Adjustments between Accounting Basis & Funding Basis	(22,986)	0	0	0	(22,986)
Transfer from Earmarked Reserves	(19,256)	0	0	19,124	(132)
Net Budget	314,471	9,816	(5,181)	(6,902)	312,204

Camden Council - GF

Directorate	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Corporate Services	76,127	311	(290)	7,369	83,517
General Fund Other Budgets*	(61,678)	0	(350)	(34,075)	(96,102)
Children & Learning	69,755	888	(414)	4,583	74,811
Adults & Health	147,608	5,647	(219)	3,350	156,386
Supporting Communities	82,658	1,322	(1,830)	11,441	93,592
Total Budget	314,471	8,167	(3,103)	(7,331)	312,204

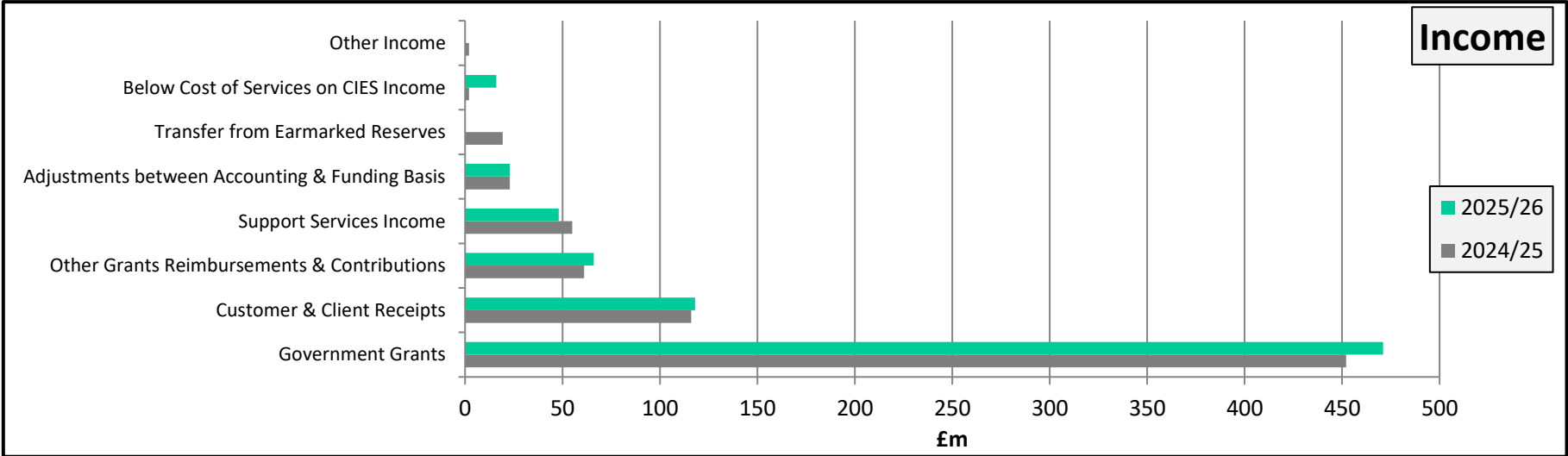
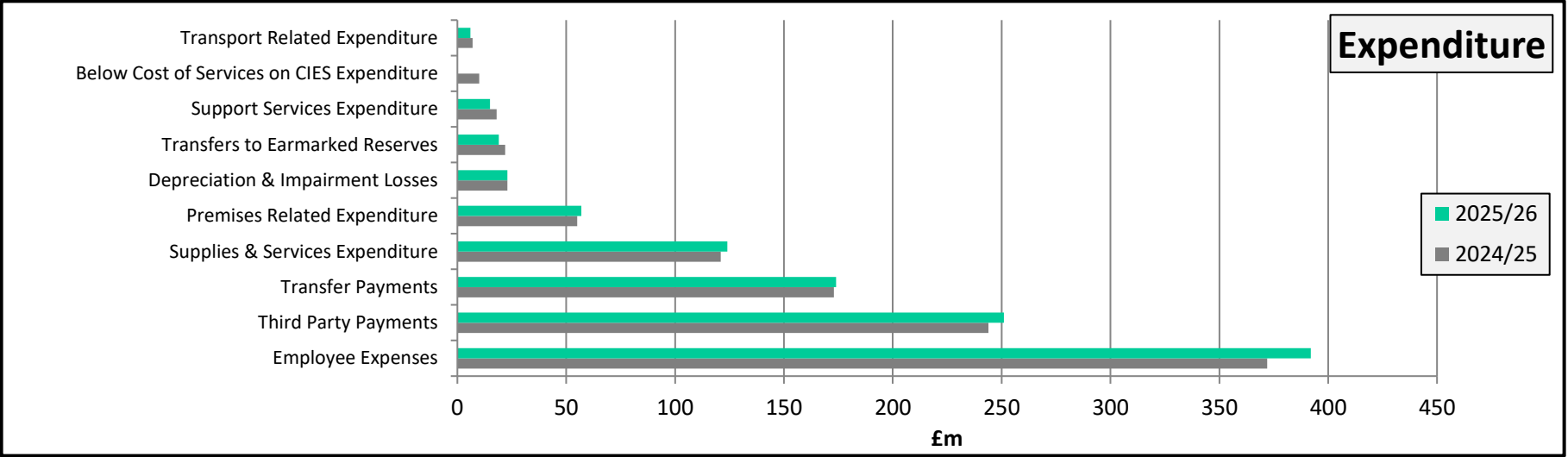
Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	1,045,052	11,029	(1,903)	(152)	1,054,026
Employee Expenses	372,207	91	(90)	19,363	391,570
Premises Related Expenditure	55,287	902	(70)	742	56,861
Transport Related Expenditure	6,714	134	0	(399)	6,449
Supplies & Services Expenditure	121,058	1,036	(1,030)	3,078	124,141
Transfer Payments	173,302	0	0	668	173,970
Third Party Payments	243,566	8,866	(713)	(1,020)	250,699
Depreciation & Impairment Losses	22,986	0	0	0	22,986
Support Services Expenditure	17,961	0	0	(3,242)	14,719
Below Cost of Services on CIES Expenditure	10,140	0	0	(16,042)	(5,903)
Transfer to Earmarked Reserves	21,832	0	0	(3,299)	18,533
Total Income	(730,581)	(2,862)	(1,200)	(7,178)	(741,822)
Government Grants	(452,300)	0	0	(18,428)	(470,728)
Other Grants Reimbursements & Contributions	(61,386)	(309)	(450)	(4,101)	(66,246)
Customer & Client Receipts	(115,965)	(2,522)	(400)	1,183	(117,704)
Other Income	(1,520)	(30)	0	1,551	0
Support Services Income	(55,328)	0	0	7,598	(47,730)
Below Cost of Services on CIES Income	(1,840)	0	(350)	(14,106)	(16,296)
Adjustments between Accounting Basis & Funding Basis	(22,986)	0	0	0	(22,986)
Transfer from Earmarked Reserves	(19,256)	0	0	19,124	(132)
Net Budget	314,471	8,167	(3,103)	(7,331)	312,204

Camden Council - HRA

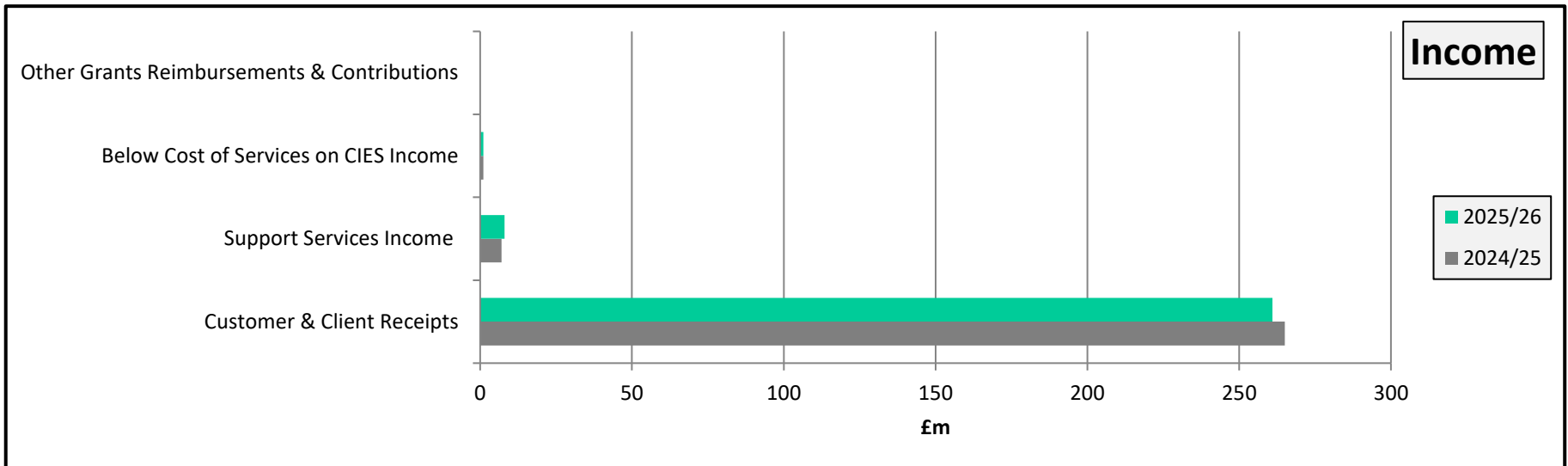
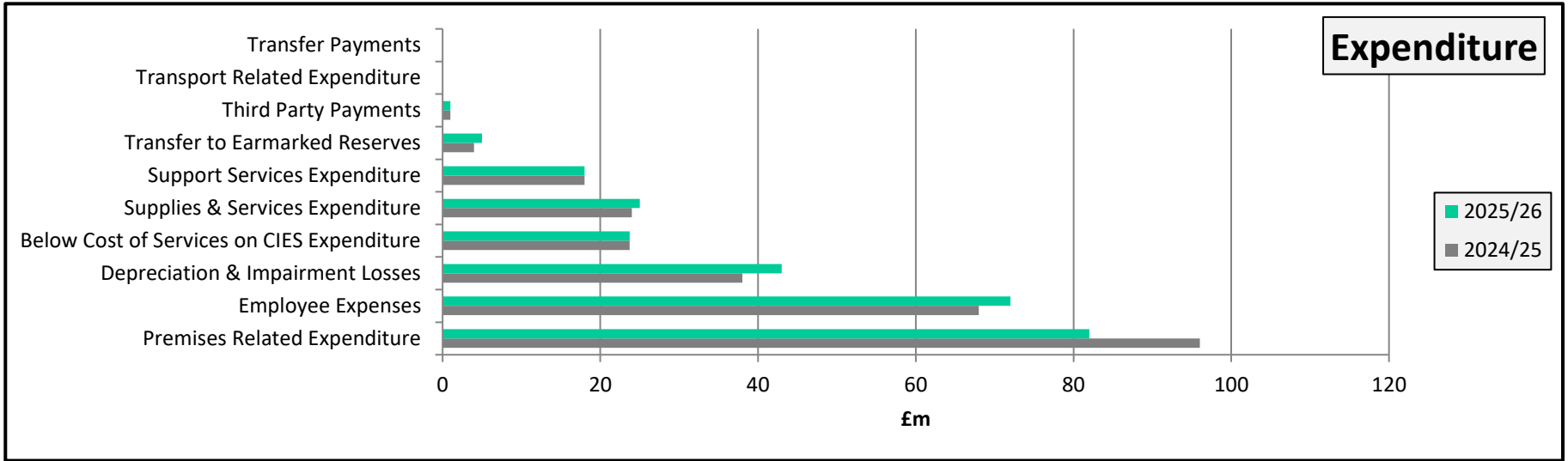
Directorate	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
HRA Other Budgets*	83,514	349	(350)	2,401	85,914
Supporting Communities	(83,514)	1,301	(1,728)	(1,972)	(85,914)
Total Budget	(0)	1,649	(2,078)	428	0

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	273,135	3,201	(1,191)	(4,914)	270,230
Employee Expenses	68,292	162	(141)	3,399	71,711
Premises Related Expenditure	95,319	2,405	600	(16,229)	82,094
Transport Related Expenditure	79	2	0	40	121
Supplies & Services Expenditure	24,311	566	(1,650)	1,891	25,117
Transfer Payments	178	0	0	0	178
Third Party Payments	829	29	0	0	858
Depreciation & Impairment Losses	37,825	0	0	5,172	42,997
Support Services Expenditure	18,595	37	0	(187)	18,446
Below Cost of Services on CIES Expenditure	23,707	0	0	0	23,707
Transfer to Earmarked Reserves	4,000	0	0	1,000	5,000
Total Income	(273,135)	(1,552)	(886)	5,343	(270,230)
Other Grants Reimbursements & Contributions	(190)	(4)	0	(109)	(303)
Customer & Client Receipts	(265,339)	(1,548)	(886)	6,974	(260,799)
Support Services Income	(6,555)	0	0	(1,522)	(8,077)
Below Cost of Services on CIES Income	(1,051)	0	0	0	(1,051)
Net Budget	(0)	1,649	(2,078)	428	0

Income & Expenditure by Nominal Group - GF



Income & Expenditure by Nominal Group - HRA



Supporting Communities Directorate

Executive Director: Gillian Marston

Total Revenue Budget:

- *GF Revenue Budget: £93.592m*

- *HRA Revenue Budget: (£85.914m)*

The directorate delivers on Camden's missions and challenges through a wide range of universal services including housing, waste collection, parking, libraries, and planning. Its most significant physical presence in the borough is through our housing and commercial property portfolios, which we maintain to ensure the safety of our tenants and leaseholders. We are building new affordable and private homes through the Community Investment Programme (CIP) and leading the Council's response to HS2 and the redevelopment of Euston. As a directorate, we support the Council as a leader of place, shaping the local environment to support people to live safe, healthy, and fulfilling lives.

Supporting Communities consists of seven divisions:

- **Environment & Sustainability:** Responsible for the effective management of the public realm, covering waste, recycling, street cleaning, parking, and the council's engineering functions. The Building Control service ensures that planning applications comply with regulations and uphold the health and safety of people in and around buildings. Sustainability leads on developing plans and initiatives to improve environmental outcomes for the borough. Transport Strategy provides strategic direction for all aspects of transport and encourages people to use more sustainable modes. The Camden Accessible Transport service provides transport for children and adults who need it to access school and other services across the borough.
- **Economy, Regeneration & Investment:** Our place-shaping team, mapping out a clear and long-term direction for the future development of the borough. Development Management manages the planning process. Economic Development works with a range of partners to deliver employment and enterprise outcomes for local people and businesses. The HS2 team ensures that Camden ultimately benefits from the development around Euston. Inclusive Economy 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:** Manages a large housing portfolio comprising over 33,000 homes of various types, ranging from street properties in conservation areas, flats developed by the Greater London Corporation (GLC), through to the modern estates of the 1970s and 80s. The division manages our portfolio of commercial properties and our 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. This is part of our long-term strategy to manage our asset base and investment plans.
- **Development:** Leads on Camden's Community Investment Programme, which 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 team supports the best use of Council properties, including commercial assets, allowing staff to work in more agile ways.
- **Recreation:** Covers libraries, sports and physical activity, parks and green spaces.
- **Public Safety:** Sustains strong, safe and resilient communities and promotes community cohesion. The division manages trading standards, noise, and environmental health and leads on emergency management.
- **Housing Services:** Delivers a wide range of services for tenants and leaseholders and provide advice, support, and accommodation to address housing needs in the borough. Neighbourhood Services provide the landlord function for our 22,750 council tenants, manage caretakers, waste and recycling on estates, and manage our sheltered accommodation. Leasehold Services and Housing Income manages rent and arrears for our council tenants, and bill and collect service charges for 9,800 leaseholders. Housing Solutions assess homelessness within the law, prevent homelessness, provide temporary accommodation, and deliver a range of services for rough sleepers as well as acting as the main point of contact with housing associations that operate in the borough. The Allocations, Lettings, and Private Sector Housing team allocates Council properties to households on the Council's Housing Register, supplies temporary housing for homeless households and improves housing standards across the private sector. The Housing Strategy team works directly with housing services to deliver transformation and innovation and champion resident-centred improvements.
- In addition to the seven divisions, the **Supporting Communities Strategy Team** works across the directorate to support the delivery of cross-cutting strategic projects and programmes and the ambitions of We Make Camden, including the Food Mission and Estates & Neighbourhoods Mission, and establishing a neighbourhoods model across the directorate's services.

Supporting Communities - GF & HRA

Division	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Development	15,346	633	(905)	3,054	18,128
Recreation	6,238	198	(470)	689	6,654
Public Safety	5,514	(18)	0	423	5,919
Environment & Sustainability	18,952	260	(450)	5,053	23,815
Economy, Regeneration & Investment	5,950	(177)	(110)	1,167	6,831
Supporting Communities Management	1,365	5	0	68	1,438
Property Management	70,606	1,004	(541)	1,569	72,637
Housing Services	(124,827)	719	(1,081)	(2,555)	(127,744)
Total Budget	(856)	2,623	(3,558)	9,469	7,678

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	415,577	6,837	(1,821)	3,650	424,243
Employee Expenses	133,939	68	(141)	11,865	145,730
Premises Related Expenditure	132,770	3,208	600	(13,065)	123,513
Transport Related Expenditure	6,059	121	0	(359)	5,821
Supplies & Services Expenditure	32,710	748	(2,130)	2,282	33,610
Transfer Payments	3,230	0	0	(0)	3,230
Third Party Payments	71,962	2,655	(150)	2,196	76,663
Depreciation & Impairment Losses	15,648	0	0	0	15,648
Support Services Expenditure	19,260	37	0	732	20,030
Total Income	(416,433)	(4,215)	(1,736)	5,819	(416,565)
Government Grants	(15,081)	0	0	(474)	(15,555)
Other Grants Reimbursements & Contributions	(12,470)	(232)	(450)	(4,242)	(17,394)
Customer & Client Receipts	(360,883)	(3,952)	(1,286)	8,165	(357,957)
Other Income	(1,520)	(30)	0	1,551	0
Support Services Income	(26,428)	0	0	819	(25,609)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
Net Budget	(856)	2,623	(3,558)	9,469	7,678

Supporting Communities - GF

Division	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Housing Services	23,023	458	0	1,112	24,594
Development	22,022	597	(800)	2,948	24,766
Recreation	6,238	198	(470)	689	6,654
Public Safety	5,108	(18)	0	403	5,493
Environment & Sustainability	18,952	260	(450)	5,053	23,815
Economy Regeneration & Investment	5,950	(177)	(110)	1,167	6,831
Supporting Communities GF Division	1,365	5	0	68	1,438
Total Budget	82,658	1,322	(1,830)	11,441	93,592

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	226,957	3,985	(980)	10,965	240,927
Employee Expenses	69,773	20	0	7,300	77,093
Premises Related Expenditure	40,505	865	0	163	41,532
Transport Related Expenditure	5,980	120	0	(400)	5,699
Supplies & Services Expenditure	17,071	355	(830)	787	17,383
Transfer Payments	3,052	0	0	(0)	3,052
Third Party Payments	71,133	2,626	(150)	2,196	75,805
Depreciation & Impairment Losses	15,648	0	0	0	15,648
Support Services Expenditure	3,795	0	0	919	4,714
Total Income	(144,299)	(2,663)	(850)	476	(147,335)
Government Grants	(15,081)	0	0	(474)	(15,555)
Other Grants Reimbursements & Contributions	(12,279)	(228)	(450)	(4,133)	(17,091)
Customer & Client Receipts	(95,545)	(2,404)	(400)	1,191	(97,158)
Other Income	(1,520)	(30)	0	1,551	0
Support Services Income	(19,873)	0	0	2,341	(17,532)
Net Budget	82,658	1,322	(1,830)	11,441	93,592

Supporting Communities - HRA

Division	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Housing Services	(147,850)	261	(1,081)	(3,667)	(152,338)
Development	(6,676)	36	(105)	106	(6,639)
Public Safety	406	0	0	20	425
Property Management	70,606	1,004	(541)	1,569	72,637
Total Budget	(83,514)	1,301	(1,728)	(1,972)	(85,914)

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	188,620	2,852	(841)	(7,315)	183,316
Employee Expenses	64,166	48	(141)	4,564	68,637
Premises Related Expenditure	92,265	2,344	600	(13,228)	81,981
Transport Related Expenditure	79	2	0	40	121
Supplies & Services Expenditure	15,639	393	(1,300)	1,495	16,227
Transfer Payments	178	0	0	0	178
Third Party Payments	829	29	0	0	858
Support Services Expenditure	15,465	37	0	(187)	15,315
Total Income	(272,135)	(1,552)	(886)	5,343	(269,230)
Other Grants Reimbursements & Contributions	(190)	(4)	0	(109)	(303)
Customer & Client Receipts	(265,339)	(1,548)	(886)	6,974	(260,799)
Support Services Income	(6,555)	0	0	(1,522)	(8,077)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
Net Budget	(83,514)	1,301	(1,728)	(1,972)	(85,914)

Housing Services - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Allocations, Lettings & Private Sector Housing (PSH)	7,489	62	0	992	8,543
Housing Solutions	15,534	396	0	120	16,050
Total Budget	23,023	458	0	1,112	24,594

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	39,988	620	0	943	41,551
Employee Expenses	12,565	7	0	159	12,731
Premises Related Expenditure	6,957	139	0	24	7,120
Transport Related Expenditure	30	1	0	(0)	31
Supplies & Services Expenditure	3,569	71	0	(0)	3,640
Transfer Payments	3,021	0	0	(0)	3,021
Third Party Payments	11,473	402	0	(264)	11,610
Depreciation & Impairment Losses	393	0	0	0	393
Support Services Expenditure	1,982	0	0	1,024	3,006
Total Income	(16,965)	(161)	0	169	(16,957)
Government Grants	(5,479)	0	0	0	(5,479)
Other Grants Reimbursements & Contributions	(3,308)	(66)	0	0	(3,374)
Customer & Client Receipts	(6,400)	(95)	0	(0)	(6,495)
Support Services Income	(1,778)	0	0	169	(1,608)
Net Budget	23,023	458	0	1,112	24,594

Housing Services - HRA

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Temporary Accommodation	2,309	52	0	1,527	3,889
Neighbourhoods (Housing Service)	26,175	311	(131)	745	27,101
Housing Management Management	1,138	16	(300)	577	1,431
Leaseholder Services	(179,579)	(124)	(650)	(4,405)	(184,758)
HRA Innovation & Improvement	2,106	4	0	(2,110)	0
Total Budget	(147,850)	261	(1,081)	(3,667)	(152,338)

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	87,336	1,175	(300)	(9,663)	78,549
Employee Expenses	30,630	27	0	2,207	32,865
Premises Related Expenditure	41,816	927	0	(12,225)	30,517
Transport Related Expenditure	74	1	0	(2)	74
Supplies & Services Expenditure	7,447	191	(300)	143	7,481
Transfer Payments	111	0	0	0	111
Third Party Payments	829	29	0	0	858
Support Services Expenditure	6,429	0	0	213	6,642
Total Income	(235,186)	(915)	(781)	5,996	(230,887)
Other Grants Reimbursements & Contributions	(8)	(0)	0	(109)	(117)
Customer & Client Receipts	(233,224)	(915)	(781)	6,974	(227,946)
Support Services Income	(1,903)	0	0	(869)	(2,772)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
Net Budget	(147,850)	261	(1,081)	(3,667)	(152,338)

Development - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Children, Schools & Families Property & Contracts	2,417	256	0	60	2,733
Property Services	26,405	324	0	742	27,471
Asset Strategy & Valuation	1,058	2	0	121	1,180
Community Investment Regeneration	93	0	0	5	99
Regeneration & Development	186	0	0	428	614
Corporate Accommodation	(76)	3	(700)	445	(328)
Neighbourhoods & Commercial Property	(8,148)	10	(100)	1,147	(7,091)
Feasibility	87	2	0	0	89
Total Budget	22,022	597	(800)	2,948	24,766

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	53,765	757	(700)	1,816	55,637
Employee Expenses	10,906	2	0	1,965	12,873
Premises Related Expenditure	29,574	634	0	(90)	30,119
Transport Related Expenditure	26	1	0	(0)	27
Supplies & Services Expenditure	4,870	106	(700)	(84)	4,191
Transfer Payments	1	0	0	0	1
Third Party Payments	390	14	0	(0)	404
Depreciation & Impairment Losses	7,435	0	0	0	7,435
Support Services Expenditure	563	0	0	25	588
Total Income	(31,743)	(160)	(100)	1,133	(30,871)
Government Grants	(9,170)	0	0	0	(9,170)
Other Grants Reimbursements & Contributions	0	0	0	(2,834)	(2,834)
Customer & Client Receipts	(13,982)	(130)	(100)	(329)	(14,541)
Other Income	(1,520)	(30)	0	1,551	0
Support Services Income	(7,071)	0	0	2,745	(4,326)
Net Budget	22,022	597	(800)	2,948	24,766

Development - HRA

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Regeneration & Development	2,105	2	0	106	2,213
Feasibility	223	4	0	(0)	227
Commercial Property	(9,004)	30	(105)	(0)	(9,079)
Total Budget	(6,676)	36	(105)	106	(6,639)

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	5,427	36	0	172	5,636
Employee Expenses	2,711	0	0	172	2,884
Premises Related Expenditure	1,219	30	0	(0)	1,249
Supplies & Services Expenditure	305	6	0	0	311
Support Services Expenditure	1,191	0	0	0	1,191
Total Income	(12,103)	0	(105)	(67)	(12,275)
Customer & Client Receipts	(11,012)	0	(105)	0	(11,117)
Support Services Income	(1,091)	0	0	(67)	(1,157)
Net Budget	(6,676)	36	(105)	106	(6,639)

Recreation - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Recreation Management	174	0	0	9	183
Libraries	3,548	28	0	192	3,768
Sports & Physical Activity	(656)	(51)	(400)	181	(926)
Green Space	3,172	221	(70)	307	3,629
Total Budget	6,238	198	(470)	689	6,654

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	11,720	275	(20)	878	12,853
Employee Expenses	6,913	1	0	716	7,630
Premises Related Expenditure	1,179	35	0	128	1,343
Transport Related Expenditure	56	1	0	1	58
Supplies & Services Expenditure	620	12	(20)	(12)	600
Third Party Payments	2,528	225	0	(0)	2,753
Depreciation & Impairment Losses	353	0	0	0	353
Support Services Expenditure	72	0	0	44	116
Total Income	(5,482)	(78)	(450)	(189)	(6,198)
Other Grants Reimbursements & Contributions	(2,298)	(38)	(450)	293	(2,493)
Customer & Client Receipts	(1,337)	(40)	0	24	(1,353)
Support Services Income	(1,847)	0	0	(505)	(2,353)
Net Budget	6,238	198	(470)	689	6,654

Public Safety - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Prevention Terrorism	152	1	0	5	158
Community Safety Emergency Management	2,494	(12)	0	172	2,655
Public Protection	2,462	(7)	0	226	2,681
Total Budget	5,108	(18)	0	403	5,493

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	10,344	60	0	469	10,873
Employee Expenses	7,676	3	0	496	8,175
Premises Related Expenditure	391	8	0	(2)	397
Transport Related Expenditure	31	1	0	0	31
Supplies & Services Expenditure	2,155	48	0	(21)	2,182
Third Party Payments	33	1	0	(5)	30
Support Services Expenditure	58	0	0	0	58
Total Income	(5,236)	(78)	0	(66)	(5,380)
Other Grants Reimbursements & Contributions	(2,157)	(34)	0	0	(2,191)
Customer & Client Receipts	(2,514)	(44)	0	(20)	(2,578)
Support Services Income	(565)	0	0	(46)	(611)
Net Budget	5,108	(18)	0	403	5,493

Public Safety - HRA

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Community Safety & Emergency Management	406	0	0	20	425
Total Budget	406	0	0	20	425

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	406	0	0	20	425
Employee Expenses	353	0	0	20	372
Supplies & Services Expenditure	4	0	0	0	4
Support Services Expenditure	49	0	0	0	49
Net Budget	406	0	0	20	425

Environment & Sustainability - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Camden Accessible Travel Solutions	19,202	586	0	(701)	19,088
Building Control	(43)	(32)	0	50	(24)
Engineering	5,139	(61)	(300)	141	4,918
Environment Services	27,303	930	(150)	5,540	33,623
Environment & Sustainability Management	160	0	0	6	166
Transport Strategy	(223)	(42)	0	104	(162)
Sustainability	837	1	0	49	887
Parking Operations	(33,423)	(1,123)	0	(136)	(34,682)
Total Budget	18,952	260	(450)	5,053	23,815

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	95,440	2,239	(150)	4,027	101,556
Employee Expenses	17,525	2	0	1,699	19,226
Premises Related Expenditure	2,305	46	0	77	2,428
Transport Related Expenditure	5,836	117	0	(400)	5,552
Supplies & Services Expenditure	4,479	90	0	399	4,967
Transfer Payments	30	0	0	0	30
Third Party Payments	56,710	1,985	(150)	2,414	60,959
Depreciation & Impairment Losses	7,457	0	0	0	7,457
Support Services Expenditure	1,098	0	0	(162)	937
Total Income	(76,488)	(1,980)	(300)	1,027	(77,741)
Government Grants	(406)	0	0	(152)	(557)
Other Grants Reimbursements & Contributions	(2,259)	(45)	0	(432)	(2,736)
Customer & Client Receipts	(65,477)	(1,935)	(300)	1,485	(66,226)
Support Services Income	(8,346)	0	0	125	(8,221)
Net Budget	18,952	260	(450)	5,053	23,815

Property Management - HRA

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Capital Works	1,080	0	(74)	218	1,224
Property Management Mgt	1,213	9	0	40	1,261
Concierge Services	1,549	26	0	0	1,575
Chalcots Fire Response	603	3	(1,000)	1,024	631
Repairs & Operation	51,707	850	600	(142)	53,015
Property Customer Service & Engagement	6,876	57	0	195	7,128
Strategic Asset Management & Compliance	3,599	24	(67)	49	3,605
Resident Safety Management	3,979	34	0	185	4,197
Total Budget	70,606	1,004	(541)	1,569	72,637

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	95,451	1,640	(541)	2,156	98,706
Employee Expenses	30,471	21	(141)	2,165	32,516
Premises Related Expenditure	49,230	1,387	600	(1,003)	50,214
Transport Related Expenditure	5	0	0	42	47
Supplies & Services Expenditure	7,883	195	(1,000)	1,352	8,430
Transfer Payments	67	0	0	0	67
Support Services Expenditure	7,795	37	0	(400)	7,432
Total Income	(24,845)	(637)	0	(587)	(26,069)
Other Grants Reimbursements & Contributions	(183)	(4)	0	0	(186)
Customer & Client Receipts	(21,102)	(633)	0	(0)	(21,735)
Support Services Income	(3,561)	0	0	(587)	(4,147)
Net Budget	70,606	1,004	(541)	1,569	72,637

Economy, Regeneration & Investment - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Culture	108	(21)	0	139	227
Inclusive Economy Team	2,470	(12)	0	179	2,637
Economy, Regeneration & Investment Management	566	1	(110)	411	867
HS2 & Euston Regeneration	673	1	0	29	704
Planning	591	(147)	0	341	784
Procurement	1,542	1	0	68	1,611
Total Budget	5,950	(177)	(110)	1,167	6,831

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	14,068	29	(110)	2,765	16,752
Employee Expenses	12,650	1	0	2,222	14,872
Premises Related Expenditure	93	2	0	25	120
Supplies & Services Expenditure	1,292	26	(110)	481	1,688
Third Party Payments	0	0	0	50	50
Depreciation & Impairment Losses	11	0	0	0	11
Support Services Expenditure	22	0	0	(12)	10
Total Income	(8,118)	(206)	0	(1,598)	(9,921)
Government Grants	(26)	0	0	(323)	(349)
Other Grants Reimbursements & Contributions	(2,257)	(45)	0	(1,160)	(3,462)
Customer & Client Receipts	(5,835)	(161)	0	31	(5,964)
Support Services Income	0	0	0	(146)	(146)
Net Budget	5,950	(177)	(110)	1,167	6,831

Supporting Communities Management - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Supporting Communities Management	1,365	5	0	68	1,438
Total Budget	1,365	5	0	68	1,438

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	1,632	5	0	68	1,705
Employee Expenses	1,539	3	0	43	1,586
Premises Related Expenditure	6	0	0	0	6
Supplies & Services Expenditure	87	2	0	25	113
Total Income	(267)	0	0	(0)	(267)
Support Services Income	(267)	0	0	(0)	(267)
Net Budget	1,365	5	0	68	1,438

Adults & Health Directorate

Executive Director: Jess McGregor

Total Revenue Budget:

- GF Revenue Budget: £156.386m

- **Adult Social Care (ASC) and Strategy & Commissioning:** Supports people to live and age well in Camden by providing care at home, supporting those who require the additional support of a residential or nursing home and supporting (unpaid) carers.
- **Health & Wellbeing:** Our health & wellbeing strategy is focussed on the whole life course, support to children and families from birth and to all residents through to older age. 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.

The directorate has responsibility for delivering the vision that people start, live and age well in the borough.

This directorate works closely with partner organisations – including health services, police and other agencies, along with the voluntary and community sector – to deliver the vision set out in We Make Camden.

The work of the directorate is led by the Directorate Management Team comprising the executive director and three directors. Services are grouped into two main areas:

Adults & Health - GF

Division	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Adult Social Care	115,612	5,447	(219)	2,830	123,670
Children's Commissioning	4,860	178	0	49	5,088
Adults, Children & Health Strategy Management	2,220	2	0	404	2,626
Health & Wellbeing	24,916	20	0	67	25,002
Total Budget	147,608	5,647	(219)	3,350	156,386

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	205,716	5,663	(219)	(686)	210,475
Employee Expenses	38,404	7	0	2,670	41,081
Premises Related Expenditure	461	8	0	(13)	456
Transport Related Expenditure	119	2	0	14	135
Supplies & Services Expenditure	5,358	142	0	(241)	5,258
Transfer Payments	18,229	0	0	244	18,473
Third Party Payments	138,534	5,503	(219)	(3,160)	140,659
Depreciation & Impairment Losses	502	0	0	0	502
Support Services Expenditure	4,110	0	0	(199)	3,910
Total Income	(58,108)	(16)	0	4,036	(54,089)
Government Grants	(3,681)	0	0	3,510	(172)
Other Grants Reimbursements & Contributions	(39,800)	(10)	0	133	(39,677)
Customer & Client Receipts	(12,385)	(6)	0	6	(12,385)
Support Services Income	(2,242)	0	0	387	(1,854)
Net Budget	147,608	5,647	(219)	3,350	156,386

Adult Social Care - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Adult Social Care Service Provision	8,558	1	0	496	9,055
Adult Social Care Operations	106,144	5,230	(219)	(4,266)	106,889
Adult Social Care Strategy & Commissioning	(3,076)	214	0	110	(2,751)
Adults & Health Management	3,986	3	0	6,489	10,478
Total Budget	115,612	5,447	(219)	2,830	123,670

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	167,410	5,459	(219)	2,390	175,041
Employee Expenses	31,035	5	0	1,779	32,820
Premises Related Expenditure	456	8	0	(8)	456
Transport Related Expenditure	119	2	0	14	135
Supplies & Services Expenditure	5,063	141	0	(133)	5,071
Transfer Payments	18,229	0	0	244	18,473
Third Party Payments	111,131	5,302	(219)	590	116,804
Depreciation & Impairment Losses	502	0	0	0	502
Support Services Expenditure	875	0	0	(95)	780
Total Income	(51,798)	(12)	0	439	(51,371)
Other Grants Reimbursements & Contributions	(38,785)	(6)	0	11	(38,780)
Customer & Client Receipts	(12,385)	(6)	0	6	(12,385)
Support Services Income	(628)	0	0	423	(206)
Net Budget	115,612	5,447	(219)	2,830	123,670

Children's Commissioning - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Children's Commissioning	4,860	178	0	49	5,088
Total Budget	4,860	178	0	49	5,088

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	6,350	180	0	286	6,815
Employee Expenses	546	0	0	265	811
Premises Related Expenditure	5	0	0	(5)	0
Supplies & Services Expenditure	9	0	0	3	12
Third Party Payments	5,126	179	0	(89)	5,217
Support Services Expenditure	665	0	0	110	775
Total Income	(1,490)	(2)	0	(236)	(1,727)
Other Grants Reimbursements & Contributions	(791)	(2)	0	14	(779)
Support Services Income	(699)	0	0	(250)	(949)
Net Budget	4,860	178	0	49	5,088

Adults, Children & Health Strategy Management - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Adults,Children & Health Strategy Management	2,220	2	0	404	2,626
Total Budget	2,220	2	0	404	2,626

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	2,766	2	0	404	3,172
Employee Expenses	2,747	2	0	404	3,153
Supplies & Services Expenditure	19	0	0	(0)	19
Total Income	(546)	0	0	0	(546)
Support Services Income	(546)	0	0	0	(546)
Net Budget	2,220	2	0	404	2,626

Health & Wellbeing - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Public Health Leadership	4,508	0	0	382	4,890
Sexual Health	5,753	22	0	(22)	5,753
Substance Misuse	6,588	0	0	105	6,693
Smoking & Tobacco	667	0	0	(55)	612
Obesity & Physical Activity	624	0	0	(0)	624
Children's Public Health	5,250	0	0	88	5,338
NHS Health Checker Programmes	450	0	0	0	450
Other Public Health Services	1,076	(3)	0	(432)	642
Total Budget	24,916	20	0	67	25,002

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	29,190	22	0	(3,766)	25,446
Employee Expenses	4,077	0	0	221	4,297
Premises Related Expenditure	1	0	0	0	1
Supplies & Services Expenditure	267	0	0	(111)	156
Third Party Payments	22,277	22	0	(3,661)	18,637
Support Services Expenditure	2,570	0	0	(214)	2,355
Total Income	(4,275)	(3)	0	3,833	(445)
Government Grants	(3,681)	0	0	3,510	(172)
Other Grants Reimbursements & Contributions	(225)	(3)	0	109	(119)
Support Services Income	(368)	0	0	214	(154)
Net Budget	24,916	20	0	67	25,002

Children & Learning Directorate

Executive Director: Tim Aldridge

Total Revenue Budget:

- *GF Revenue Budget: £74.811m*

The directorate has responsibility for the outcomes and support for children and young people and families who are in need.. This includes ensuring that children are kept safe with 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.

The work of the directorate is led by the Directorate Management Team comprising the executive director and three directors.

Services are grouped into following divisions:

- **Children's Prevention, Family Help & Safeguarding:** This division supports families, provides early education and children's centres, additional support for children with complex needs and is responsible for keeping children safe. The service also delivers a youth service
- **Education, Commissioning & Inclusion:** This division, together with our partner agency, Camden Learning, provides support to Camden schools and is responsible for school improvement. The division also provides services for children with special educational needs including psychology support in schools and adult community learning
- **Relational Practice:** Supports the development and embedding of relational practices across Children & Learning, ensures quality assurance and leads of learning and development across children's services

Children & Learning - GF

Division	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Relational Practice	3,160	11	0	221	3,391
Children's Prevention, Family Help & Safeguarding	54,012	699	(364)	2,837	57,184
Education Commissioning & Inclusion	7,447	146	(50)	1,663	9,205
School Partnerships	4,516	26	0	(0)	4,541
Children & Learning Management	621	6	0	(138)	489
Total Budget	69,755	888	(414)	4,583	74,811

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	309,603	938	(414)	2,213	312,340
Employee Expenses	180,942	33	0	4,580	185,555
Premises Related Expenditure	11,901	27	(70)	(44)	11,814
Transport Related Expenditure	560	11	0	(14)	558
Supplies & Services Expenditure	40,465	143	0	(409)	40,199
Transfer Payments	24,232	0	0	2,202	26,435
Third Party Payments	33,542	724	(344)	(55)	33,867
Depreciation & Impairment Losses	4,600	0	0	0	4,600
Support Services Expenditure	10,020	0	0	(4,047)	5,973
Transfers to or from Earmarked Reserves	3,339	0	0	0	3,339
Total Income	(239,848)	(51)	0	2,370	(237,528)
Government Grants	(221,696)	0	0	61	(221,636)
Other Grants Reimbursements & Contributions	(4,643)	(18)	0	(127)	(4,788)
Customer & Client Receipts	(5,101)	(33)	0	(14)	(5,148)
Support Services Income	(8,407)	0	0	2,451	(5,956)
Net Budget	69,755	888	(414)	4,583	74,811

Relational Practice - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Relational Practice Management Service	494	0	0	32	526
Transformation & Participation Service	204	5	0	342	551
Youth Resettlement & Remand Service	4	4	0	16	23
Children's Quality Assurance Service	2,453	1	0	(914)	1,540
Practice & Learning Service	4	1	0	745	750
Total Budget	3,160	11	0	221	3,391

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	3,879	11	0	221	4,111
Employee Expenses	3,336	0	0	221	3,558
Premises Related Expenditure	75	1	0	0	76
Transport Related Expenditure	5	0	0	0	6
Supplies & Services Expenditure	438	9	0	(0)	446
Third Party Payments	5	0	0	0	5
Support Services Expenditure	20	0	0	0	20
Total Income	(720)	(0)	0	(0)	(720)
Government Grants	(608)	0	0	0	(608)
Other Grants Reimbursements & Contributions	(111)	(0)	0	(0)	(112)
Net Budget	3,160	11	0	221	3,391

Children's Prevention, Family Help & Safeguarding - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Children's Safeguarding & Social Work	30,255	583	0	1,342	32,180
Children's Prevention, Family Help & Safeguarding Mgt	2,531	58	(294)	(831)	1,463
Early Intervention & Prevention	11,716	39	(70)	732	12,417
Family Support Complex Families	4,227	6	0	1,255	5,488
Integrated Youth Service	5,282	12	0	341	5,635
Total Budget	54,012	699	(364)	2,837	57,184

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	85,867	716	(364)	244	86,462
Employee Expenses	39,528	9	0	2,478	42,015
Premises Related Expenditure	1,231	25	(70)	(44)	1,141
Transport Related Expenditure	515	10	0	(14)	512
Supplies & Services Expenditure	3,093	62	0	(264)	2,890
Transfer Payments	16,566	0	0	2,202	18,768
Third Party Payments	17,445	611	(294)	(55)	17,707
Depreciation & Impairment Losses	98	0	0	0	98
Support Services Expenditure	7,391	0	0	(4,059)	3,332
Total Income	(31,855)	(17)	0	2,594	(29,278)
Government Grants	(24,073)	0	0	269	(23,804)
Other Grants Reimbursements & Contributions	(2,780)	(13)	0	(45)	(2,838)
Customer & Client Receipts	(125)	(4)	0	(10)	(139)
Support Services Income	(4,878)	0	0	2,380	(2,498)
Net Budget	54,012	699	(364)	2,837	57,184

Education Commissioning & Inclusion - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Virtual School	451	5	0	91	546
SEN & Inclusion	2,928	13	0	1,430	4,371
Camden Learning	(450)	(2)	0	20	(432)
Adult Community Learning	244	4	0	84	331
Education, Commissioning & School Organisation	4,274	126	(50)	38	4,389
Total Budget	7,447	146	(50)	1,663	9,205

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	68,762	179	(50)	1,886	70,778
Employee Expenses	9,013	24	0	1,871	10,908
Premises Related Expenditure	76	1	0	0	78
Transport Related Expenditure	33	1	0	(0)	33
Supplies & Services Expenditure	3,127	40	0	3	3,170
Transfer Payments	34,496	0	0	0	34,496
Third Party Payments	16,092	113	(50)	(0)	16,155
Depreciation & Impairment Losses	13	0	0	0	13
Support Services Expenditure	2,574	0	0	12	2,586
Transfers to or from Earmarked Reserves	3,339	0	0	0	3,339
Total Income	(61,315)	(34)	0	(223)	(61,572)
Government Grants	(56,641)	0	0	(208)	(56,849)
Other Grants Reimbursements & Contributions	(824)	(4)	0	(82)	(910)
Customer & Client Receipts	(983)	(29)	0	(4)	(1,017)
Support Services Income	(2,867)	0	0	71	(2,797)
Net Budget	7,447	146	(50)	1,663	9,205

School Partnerships - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Schools Traded Partnership Team	4,516	26	0	(0)	4,541
Total Budget	4,516	26	0	(0)	4,541

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	150,473	26	0	(0)	150,499
Employee Expenses	128,753	0	0	0	128,753
Premises Related Expenditure	10,519	0	0	0	10,519
Transport Related Expenditure	7	0	0	0	7
Supplies & Services Expenditure	33,499	26	0	(0)	33,525
Transfer Payments	(26,830)	0	0	0	(26,830)
Depreciation & Impairment Losses	4,490	0	0	0	4,490
Support Services Expenditure	35	0	0	0	35
Total Income	(145,958)	0	0	0	(145,958)
Government Grants	(140,375)	0	0	0	(140,375)
Other Grants Reimbursements & Contributions	(928)	0	0	0	(928)
Customer & Client Receipts	(3,993)	0	0	0	(3,993)
Support Services Income	(662)	0	0	0	(662)
Net Budget	4,516	26	0	(0)	4,541

Children & Learning Management - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Children & Learning Management	621	6	0	(138)	489
Total Budget	621	6	0	(138)	489

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	621	6	0	(138)	489
Employee Expenses	312	0	0	10	322
Supplies & Services Expenditure	309	6	0	(148)	167
Net Budget	621	6	0	(138)	489

Schools GF & Grant

Resources	2024/25 £000	2025/26 £000	Distribution	2024/25 £000	2025/26 £000
Dedicated Schools Grant excluding Academies	195,403	208,956	Primary & Nursery Schools	84,280	86,214
Academies - Not Disclosed	11,183	11,514	Children's Centres & External Nurseries	14,722	18,151
Central Services Support Block	1,154	1,240	Secondary Schools	85,807	86,882
High Needs Place Deductions	2,638	2,530	Special & Hospital Schools	21,459	18,662
Additional High Needs Funding	2,810	0	Academies (non-DSG)	13,162	13,232
Dedicated Schools Grant including Academies	213,188	224,240	Total to Schools	219,431	223,142
Teachers Pay Additional Grant (Indicative Allocations for Mainstream Schools 2024/25)	2,719	0	Capital Financing Costs	4,288	4,288
Pupil Premium Grant	10,560	10,413	Centrally Provided Services	1,154	1,240
Sixth Form Grant	16,443	16,443	High Needs Excluding Schools	22,325	26,714
Capital Financing Costs	4,288	4,288	Total Net Expenditure	247,198	255,384
Council Contribution	0	0			
Use of Reserves	0	0			
Total Estimated Funding	247,198	255,384			
Increase (£000)		8,187			
Increase (%)		3.31%			

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 Sixth Form grants.

Please note that £24.5m of early years expenditure relating to the DSG grant is contained outside of Education and Commissioning budgets and is instead contained within Children's Safeguarding & Social Work budgets. Therefore, the expenditure within Education and Commissioning budgets does not reflect the full DSG grant funding.

Corporate Services Directorate

Executive Director: Jon Rowney

Total Revenue Budget:

- GF Revenue Budget: £83.517m

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 of the directorate is to help the Council learn, adapt and change, remain innovative and ensure we are focused on the future.

The directorate has seven main functional areas:

- **Equalities & Community Strength:** Coordinates and accelerates 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 & Communications:** Provides communications support to the Council. It supports the participation of residents and business in the Council's strategies.
- **Corporate Strategy & Policy Design:** Provides strategic direction and support in the development of policy and innovation across the Council.

- **People & 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 & Internal Audit:** Responsible for core finance, audit and revenue services. It supports the development of the Medium-Term Financial Strategy (MTFS) and ensures the Council has policies in place to promote and protect its financial resilience. The division is also responsible for council tax and business rates collection and housing benefit administration.
- **Digital & Data Services:** Supports the ICT infrastructure of the Council, manages its software and develops the digital and data capabilities of the organisation, including supporting the Council to make the best use of data to develop and deliver high quality services, as well as leading on customer services (contact centre and registrars).
- **Law & Governance:** Provides advice and support to the Council on the full range of its legal functions in addition to democratic services, including committee services and electoral services.

Corporate Services - GF

Division	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Chief Executive	279	(0)	0	10	289
Equalities & Community Strength	7,612	83	(60)	1,638	9,273
Participation, Partnerships & Communications	5,542	47	0	857	6,446
Finance & Internal Audit	15,743	1	(200)	905	16,449
People & Inclusion	6,414	29	0	300	6,743
Digital & Data Services	25,499	124	(30)	2,713	28,306
Law & Governance	11,627	22	0	796	12,446
Strategy, Design & Insight	3,412	5	0	149	3,567
Total Budget	76,127	311	(290)	7,369	83,517

Expenditure/Income Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	87,599	442	(290)	10,445	98,197
Employee Expenses	62,881	30	(90)	6,620	69,442
Premises Related Expenditure	101	2	0	(0)	103
Transport Related Expenditure	56	1	0	(0)	57
Supplies & Services Expenditure	19,819	396	(200)	5,518	25,534
Transfer Payments	2,114	0	0	(1,778)	336
Third Party Payments	357	12	0	0	369
Depreciation & Impairment Losses	2,235	0	0	0	2,235
Support Services Expenditure	36	0	0	85	121
Total Income	(11,472)	(132)	0	(3,076)	(14,680)
Government Grants	(50)	0	0	(4,000)	(4,050)
Other Grants Reimbursements & Contributions	(2,635)	(53)	0	(148)	(2,836)
Customer & Client Receipts	(2,627)	(79)	0	0	(2,706)
Support Services Income	(6,160)	0	0	1,072	(5,088)
Net Budget	76,127	311	(290)	7,369	83,517

Chief Executive - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Chief Executive	279	(0)	0	10	289
Total Budget	279	(0)	0	10	289

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	299	0	0	10	309
Employee Expenses	295	0	0	10	305
Transport Related Expenditure	1	0	0	(0)	1
Supplies & Services Expenditure	3	0	0	(0)	3
Total Income	(20)	(0)	0	0	(20)
Other Grants Reimbursements & Contributions	(20)	(0)	0	0	(20)
Net Budget	279	(0)	0	10	289

Equalities & Community Strength - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Equalities Service	640	1	0	27	667
Money Advice Camden Service	2,000	0	0	1,567	3,567
Community Partnership Unit	968	2	(60)	68	978
VCS Core Grant Funds	3,299	66	0	(66)	3,299
Small Grants & Project Funding	705	14	0	42	761
Total Budget	7,612	83	(60)	1,638	9,273

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	7,612	83	(60)	5,888	13,523
Employee Expenses	1,499	1	(60)	2,227	3,667
Supplies & Services Expenditure	4,113	82	0	5,354	9,549
Transfer Payments	2,000	0	0	(1,778)	222
Support Services Expenditure	0	0	0	85	85
Total Income	0	0	0	(4,250)	(4,250)
Government Grants	0	0	0	(4,000)	(4,000)
Support Services Income	0	0	0	(250)	(250)
Net Budget	7,612	83	(60)	1,638	9,273

Participation, Partnerships & Communications - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Communications	2,137	21	0	273	2,432
Participation	925	1	0	136	1,062
Leader's & Chief Exec's Offices Service	124	0	0	13	137
Participation & Comms Management	633	0	0	193	826
Member Support	1,723	24	0	241	1,989
Total Budget	5,542	47	0	857	6,446

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	6,365	49	0	857	7,271
Employee Expenses	3,983	1	0	857	4,841
Premises Related Expenditure	6	0	0	(0)	6
Transport Related Expenditure	1	0	0	(0)	1
Supplies & Services Expenditure	2,319	46	0	0	2,365
Third Party Payments	55	2	0	0	57
Support Services Expenditure	2	0	0	0	2
Total Income	(823)	(3)	0	(0)	(825)
Other Grants Reimbursements & Contributions	(57)	(1)	0	(0)	(58)
Customer & Client Receipts	(53)	(2)	0	0	(55)
Support Services Income	(713)	0	0	0	(713)
Net Budget	5,542	47	0	857	6,446

Finance & Internal Audit - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Corporate Services Finance	1,235	(0)	0	58	1,293
Internal Audit & Risk	943	7	0	30	980
Supporting Communities Finance	1,838	1	0	85	1,925
Treasury & Financial Services	722	(42)	(200)	61	541
Finance Service	370	(1)	0	17	385
Supporting People Finance	1,126	0	0	69	1,195
Council Tax & Business Rates	3,290	(20)	0	400	3,670
Credit Control	2,531	29	0	62	2,622
Chief Accountant	3,688	28	0	123	3,839
Total Budget	15,743	1	(200)	905	16,449

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	19,612	80	(200)	905	20,397
Employee Expenses	15,701	2	0	720	16,424
Premises Related Expenditure	21	0	0	0	21
Transport Related Expenditure	6	0	0	0	6
Supplies & Services Expenditure	3,622	72	(200)	184	3,678
Transfer Payments	114	0	0	0	114
Third Party Payments	148	5	0	0	153
Support Services Expenditure	1	0	0	0	1
Total Income	(3,869)	(79)	0	0	(3,948)
Government Grants	(50)	0	0	0	(50)
Other Grants Reimbursements & Contributions	(2,258)	(45)	0	0	(2,303)
Customer & Client Receipts	(1,131)	(34)	0	0	(1,165)
Support Services Income	(430)	0	0	0	(430)
Net Budget	15,743	1	(200)	905	16,449

People & Inclusion - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Health & Safety	492	4	0	14	509
Human Resources	708	1	0	32	741
HR Strategic Leads	1,319	7	0	87	1,413
OD Learning & Development	2,224	15	0	95	2,334
Senior HR Advisors	1,670	2	0	72	1,745
Total Budget	6,414	29	0	300	6,743

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	6,800	31	0	448	7,279
Employee Expenses	6,214	20	0	448	6,681
Premises Related Expenditure	60	1	0	(0)	61
Transport Related Expenditure	10	0	0	(0)	10
Supplies & Services Expenditure	516	10	0	0	526
Total Income	(386)	(2)	0	(148)	(537)
Other Grants Reimbursements & Contributions	(10)	(0)	0	(148)	(158)
Customer & Client Receipts	(65)	(2)	0	(0)	(67)
Support Services Income	(311)	0	0	0	(311)
Net Budget	6,414	29	0	300	6,743

Digital & Data Services - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Applications	5,437	44	0	122	5,603
Data & Analytics	946	5	0	34	986
Digital Products & Services	1,746	2	0	87	1,834
IT Business Management	3,051	2	0	446	3,499
Technology	8,716	88	0	209	9,012
Contact Camden	4,839	(30)	(30)	399	5,178
ICT Traded Budget	765	13	0	1,416	2,194
Total Budget	25,499	124	(30)	2,713	28,306

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	30,543	160	(30)	1,391	32,064
Employee Expenses	20,368	1	(30)	1,411	21,750
Premises Related Expenditure	4	0	0	(0)	4
Transport Related Expenditure	25	1	0	(0)	26
Supplies & Services Expenditure	7,895	158	0	(20)	8,032
Third Party Payments	10	0	0	0	11
Depreciation & Impairment Losses	2,235	0	0	0	2,235
Support Services Expenditure	6	0	0	0	6
Total Income	(5,044)	(36)	0	1,322	(3,758)
Customer & Client Receipts	(1,191)	(36)	0	0	(1,227)
Support Services Income	(3,853)	0	0	1,322	(2,531)
Net Budget	25,499	124	(30)	2,713	28,306

Law & Governance - GF

Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Business Support	7,584	23	0	416	8,023
Democratic Committee Services	723	1	0	40	764
Elections	570	5	0	18	594
Legal Services	2,539	(8)	0	315	2,846
Law & Governance Management	212	0	0	7	219
Total Budget	11,627	22	0	796	12,446

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	12,957	33	0	796	13,787
Employee Expenses	11,422	1	0	796	12,219
Premises Related Expenditure	10	0	0	0	11
Transport Related Expenditure	13	0	0	(0)	13
Supplies & Services Expenditure	1,341	27	0	(0)	1,367
Third Party Payments	143	5	0	0	148
Support Services Expenditure	28	0	0	0	28
Total Income	(1,330)	(11)	0	(0)	(1,341)
Other Grants Reimbursements & Contributions	(290)	(6)	0	(0)	(296)
Customer & Client Receipts	(187)	(6)	0	(0)	(192)
Support Services Income	(853)	0	0	0	(853)
Net Budget	11,627	22	0	796	12,446

Corporate Strategy & Policy Design - GF

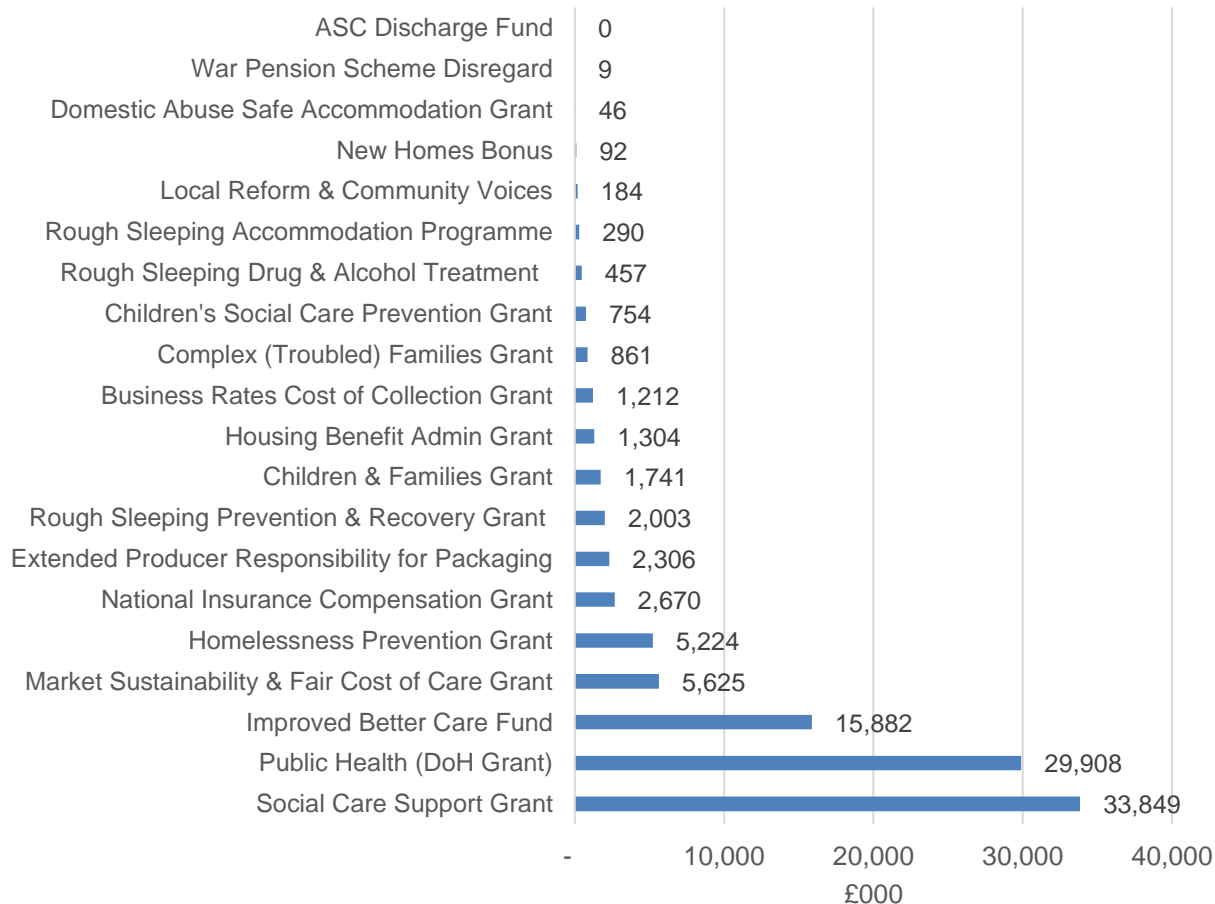
Service	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Policy & Design	3,412	5	0	149	3,567
Total Budget	3,412	5	0	149	3,567

Income/Expenditure Type	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
Total Expenditure	3,412	5	0	149	3,567
Employee Expenses	3,400	5	0	149	3,554
Supplies & Services Expenditure	12	0	0	(0)	12
Net Budget	3,412	5	0	149	3,567

Other Budgets & Specific Central Government Grants - GF

Other Budgets	2024/25 Budget £000	2025/26 Budget £000
Reserve Movements	(763)	15,062
Interest	1,017	(27,236)
Pensions	13,009	12,373
Levies	1,744	1,014
Capital Financing	5,539	4,024
Specific Grants	(86,894)	(104,419)
Other	4,671	3,080
Total Budget	(61,678)	(96,102)

Specific Central Government Grants



The Public Health grant is ringfenced. This means that it has conditions attached to it with regards to how it is spent. All the remaining grants are non-ringfenced, 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

Other Budgets	2024/25 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2025/26 Budget £000
HRA Management	3,295	13	0	834	4,142
RCCO Leaseholder Contributions	3,054	61	0	(3,001)	114
HRA Share of Interest Payable	(1,000)	0	0	0	(1,000)
HRA CDC Contribution	4,617	114	0	(1,000)	3,731
HRA Share NCS Not Specifically Allocated	61,533	0	0	5,172	66,704
HRA Bad Debt Provision	2,248	45	(350)	0	1,943
HRA Contingency	9,769	115	0	396	10,280
Total Budget	83,514	349	(350)	2,401	85,914



Capital Programme

2025/26 – 2028/29

Capital Programme

The Council has a substantial Capital Programme spanning many years. This consists of several 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 We Make Camden, 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 aim to achieve the Decent Homes standard for Camden's 23,000 HRA dwellings. In the past 5 years, 7,221 homes have benefitted from the Council's Better Homes Programme; this includes works to windows, roofs, external walls and internal works and has meant that 91% of homes meet the Decent Homes Standard.

Accommodation Strategy

The latest part of the Council's accommodation strategy is the redevelopment of the Town Hall at Judd St. The project involved renewing the historic civic and democratic core, provided 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. The works are completed, and Council services moved back into the Town Hall in May 2023. There is now 50,000 sq ft to create events and co-working space rented out to Il Botacio group at the Town Hall.

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 has completed condition surveys of its HRA assets which has identified a significant investment need and a budget resource gap. In response to this, the Asset Management Strategy was approved in January 2025 by Cabinet and these budgets will be profiled at the annual review of capital budgets and cashflows and included in the July MTFS report (subject to detailed work on the timing of capital receipts and work plans). Options appraisals around some of the high-cost assets going forward and other funding options will need to be explored to continue to address this in 2025/26 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 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	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
Recreation	14,328	5,629	2,026	309	50	22,342
Development (CIP & Major Projects)	93,212	87,505	86,508	54,105	97,414	418,744
Corporate Services	3,228	0	0	0	0	3,228
Property Management	193,297	124,427	99,078	78,744	29,172	524,719
Environment & Sustainability	38,559	30,165	9,846	0	0	78,571
Total Capital Expenditure	342,624	247,727	197,458	133,158	126,636	1,047,603

Capital Funding	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
External Funding (Grants & Contributions):						
Department for Education Grants	7,153	8,351	9,179	1,777	1,777	28,237
NHS Grants & Public Health	1,047	140	266	1,424	0	2,877
Other Government Grants	27,615	3,699	935	80	30	32,359
GLA - Housing Grants	27,160	3,878	0	4,962	33,042	69,042
GLA -Transport for London Grants	3,887	0	0	0	0	3,887
Lottery Grants	15	12	16	0	0	43
Other Grants	9,698	10,353	1,268	608	0	21,926
Community Infrastructure Levy	6,444	4,209	5,013	0	0	15,666
Section 106 Contributions	25,853	3,994	1,829	0	0	31,676
Other contributions	702	956	0	0	0	1,658
Subtotal External Funding	109,572	35,593	18,506	8,850	34,849	207,371
HRA:						
Major Repairs Reserve	42,000	40,000	40,000	40,000	6,020	168,020
Leaseholder Capital Contributions	2,050	2,050	2,050	2,050	0	8,200
Revenue Contributions (HRA)	243	243	0	0	0	486
Subtotal HRA	44,293	42,293	42,050	42,050	6,020	176,706
Corporate Resources:						
Green Bond (GF)	600	0	0	0	0	600
Green Bond (HRA)	191	0	0	0	0	191
Revenue Contributions (GF)	21,475	11,393	6,378	0	0	39,246
Prudential Borrowing (HRA)	45,524	26,185	45,425	18,421	5,012	140,567
Prudential Borrowing (GF)	17,712	24,869	2,590	1,714	0	46,884
HRA Capital Receipts	89,098	101,167	72,578	50,605	29,981	343,429
1-4-1 RTB Retained Receipts	663	587	200	0	0	1,450
GF Capital Receipts	13,495	5,641	9,729	11,518	50,773	91,157
Subtotal Corporate Resources	188,758	169,841	136,901	82,258	85,766	663,524
Total Capital Funding	342,624	247,727	197,458	133,158	126,636	1,047,603

Capital Programme - Recreation

Capital Expenditure	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
Libraries & Arts	302	304	0	0	0	606
Green Spaces	8,222	5,029	2,026	309	50	15,636
Sports Centres	5,804	296	0	0	0	6,100
Total Capital Expenditure	14,328	5,629	2,026	309	50	22,342

Capital Funding	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
External Funding (Grants & Contributions):						
Other Government Grants	4,531	699	435	80	30	5,775
GLA - Housing Grants	468	0	0	0	0	468
Lottery Grants	15	12	16	0	0	43
Other Grants	250	0	0	0	0	250
Community Infrastructure Levy	628	0	0	0	0	628
Section 106 Contributions	3,459	0	0	0	0	3,459
Other Contributions	149	4	0	0	0	153
Subtotal External Funding	9,501	715	451	80	30	10,777
Corporate Resources:						
Revenue Contributions (GF)	2,711	1,333	1,032	0	0	5,076
Prudential Borrowing (GF)	25	3,081	512	0	0	3,618
HRA Capital Receipts	12	0	0	0	0	12
GF Capital Receipts	2,079	500	31	229	20	2,859
Subtotal Corporate Resources	4,827	4,914	1,575	229	20	11,565
Total Capital Funding	14,328	5,629	2,026	309	50	22,342

Capital Programme - Development (CIP & Major Projects)

Capital Expenditure	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
Community Investment Programme	18,207	4,403	6,639	9,894	50,245	89,386
Estate Regeneration	57,559	53,210	68,139	40,970	47,044	266,922
HRA Hostels	3,963	25,200	9,768	1,879	125	40,936
Accommodation Strategy	0	435	1,000	1,000	0	2,435
Social Care & Support	0	0	0	117	0	117
Housing Buy Backs	7	0	0	0	0	7
Depots	522	0	0	45	0	567
Planned Improvements - Corporate Buildings	6,704	0	0	0	0	6,704
Central Administrative Buildings	123	0	0	0	0	123
Commercial Properties	4,980	3,571	962	200	0	9,713
Community Safety	1,147	687	0	0	0	1,834
Total Capital Expenditure	93,212	87,505	86,508	54,105	97,414	418,744
Capital Funding	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
External Funding (Grants & Contributions):						
GLA - Housing Grants	5,356	3,790	0	4,962	33,042	47,150
Other Grants	8,445	10,353	1,268	608	0	20,673
Community Infrastructure Levy	38	209	1,013	0	0	1,260
Section 106 Contributions	11,715	3,994	1,829	0	0	17,539
Subtotal External Funding	25,554	18,347	4,110	5,569	33,042	86,622
HRA:						
Major Repairs Reserve	0	229	200	200	0	629
Subtotal HRA	0	229	200	200	0	629
Corporate Resources:						
Revenue Contributions (GF)	6,767	1,490	0	0	0	8,257
Prudential Borrowing (HRA)	6,677	21,517	43,845	16,841	8,011	96,891
Prudential Borrowing (GF)	14,685	4,693	2,078	1,714	0	23,169
HRA Capital Receipts	36,713	42,197	30,965	20,439	6,116	136,429
GF Capital Receipts	2,817	-967	5,310	9,342	50,244	66,746
Subtotal Corporate Resources	67,658	68,929	82,198	48,336	64,371	331,493
Total Capital Funding	93,212	87,505	86,508	54,105	97,414	418,744

Capital Programme - Corporate Services

Capital Expenditure	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
ICT	2,876	0	0	0	0	2,876
Parking Schemes	352	0	0	0	0	352
Total Capital Expenditure	3,228	0	0	0	0	3,228

Capital Funding	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
Corporate Resources:						
Revenue Contributions (GF)	821	0	0	0	0	821
Prudential Borrowing (GF)	2,407	0	0	0	0	2,407
Subtotal Corporate Resources	3,228	0	0	0	0	3,228
Total Capital Funding	3,228	0	0	0	0	3,228

Capital Programme - Property Management

Capital Expenditure	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
Schools Programme	14,652	14,258	11,620	1,777	1,777	44,083
Corporate Properties - GF	47,282	28,700	28,700	28,700	14,400	147,782
GF Housing	200	200	200	200	509	1,309
Adult Social Care	1,421	562	2,014	3,172	0	7,169
Buy Backs & Freehold Purchases	96	0	0	0	0	96
Better Homes & H&S Works	122,244	79,312	56,544	44,895	12,486	315,482
Public Safety	403	952	0	0	0	1,355
Better Homes Energy Measures	6,998	444	0	0	0	7,442
Total Capital Expenditure	193,297	124,427	99,078	78,744	29,172	524,719
Capital Funding	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
External Funding (Grants & Contributions):						
Department for Education Grants	7,153	8,351	9,179	1,777	1,777	28,237
NHS Grants & Public Health	1,047	140	266	1,424	0	2,877
Other Government Grants	19,243	2,500	0	0	0	21,743
GLA - Housing Grants	20,660	88	0	0	0	20,748
Other Grants	1,003	0	0	0	0	1,003
Section 106 Contributions	659	0	0	0	0	659
Other Contributions	403	952	0	0	0	1,355
Subtotal External Funding	50,168	12,031	9,445	3,201	1,777	76,623
HRA:						
Major Repairs Reserve	42,000	39,771	39,800	39,800	6,020	167,391
Leaseholder Capital Contributions	2,050	2,050	2,050	2,050	0	8,200
Revenue Contributions (HRA)	243	243	0	0	0	486
Subtotal HRA	44,293	42,064	41,850	41,850	6,020	176,077
Corporate Resources:						
Green Bond (HRA)	191	0	0	0	0	191
Revenue Contributions (GF)	542	0	0	0	0	542
Prudential Borrowing (HRA)	38,847	4,668	1,580	1,580	(2,999)	43,676
HRA Capital Receipts	52,093	58,971	41,614	30,166	23,865	206,707
1-4-1 RTB Retained Receipts	663	587	200	0	0	1,450
GF Capital Receipts	6,500	6,107	4,388	1,948	509	19,452
Subtotal Corporate Resources	98,836	70,332	47,782	33,694	21,375	272,018
Total Capital Funding	193,297	124,427	99,078	78,744	29,172	524,719

Capital Programme - Environment & Sustainability

Capital Expenditure	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
Planned Improvements - Highways	11,077	8,680	8,680	0	0	28,437
TfL Funded Schemes	23,201	3,251	750	0	0	27,202
Major Projects	200	0	0	0	0	200
Sustainability	449	969	416	0	0	1,834
Schemes Funded by Developer Contributions	2,794	0	0	0	0	2,794
Environmental Services	687	17,265	0	0	0	17,952
Camden Accessible Transport Solutions	151	0	0	0	0	151
Total Capital Expenditure	38,559	30,165	9,846	0	0	78,570

Capital Funding	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	Total Budget £000
External Funding (Grants & Contributions):						
Other Government Grants	3,841	500	500	0	0	4,841
GLA - Housing Grants	676	0	0	0	0	676
GLA -Transport for London Grants	3,887	0	0	0	0	3,887
Community Infrastructure Levy	5,778	4,000	4,000	0	0	13,778
Section 106 Contributions	10,019	0	0	0	0	10,019
Other Contributions	149	0	0	0	0	149
Subtotal External Funding	24,350	4,500	4,500	0	0	33,350
Corporate Resources:						
Green Bond (GF)	600	0	0	0	0	600
Revenue Contributions (GF)	10,634	8,570	5,346	0	0	24,550
Prudential Borrowing (GF)	595	17,095	0	0	0	17,690
HRA Capital Receipts	280	0	0	0	0	280
GF Capital Receipts	2,100	0	0	0	0	2,100
Subtotal Corporate Resources	14,209	25,665	5,346	0	0	45,220
Total Capital Funding	38,559	30,165	9,846	0	0	78,570



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 68. However, they mainly relate to ongoing projects, known future liabilities or to mitigate against future corporate risk.

The Council also holds general balances, established to cover any risks that the Council might face in the forthcoming year. The level of general balances is set every year according to the Council's policy and any allocations would be determined by the Executive Director Corporate Services.

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's budget assumes general balances at £19.858m for 2025/26.

Earmarked Reserves	Forecast Reserves 31/03/24 £000	Forecast Out of Reserves £000	Forecast Into Reserves £000	Forecast Reserves 31/03/25 £000	Net Movement 2025/26 £000	Forecast Reserves 31/03/26 £000
Reserves to Support Council Priorities	48,849	(9,666)	5,892	45,075	817	45,892
Reserves with Conditions	53,337	(4,626)	0	48,711	(3,550)	45,161
Reserves to Support Capital Activity & Asset Management	23,746	(10,894)	7,335	20,187	(2,942)	17,245
Reserves to Manage Future Risk	26,836	(16,634)	6,370	16,572	13,182	29,754
Total Earmarked Reserves	152,767	(41,820)	19,597	130,544	7,507	138,051
General Balances	16,858	0	1,500	18,358	1,500	19,858
Housing Revenue Account	36,788	(3,500)	4,000	37,288	4,147	41,435
Schools Balances	20,988	(300)	0	20,688	(300)	20,388
Business Rate Local Share	37,282	(37,282)	0	0	0	0
Total Reserves	264,683	(82,902)	25,097	206,878	12,854	219,732

Reserves & Balances

Earmarked Reserves	Forecast Reserves 31/03/2024 £000	Forecast Reserves 31/03/2025 £000	Forecast Reserves 31/03/2026 £000	Forecast Reserves 31/03/2027 £000	Forecast Reserves 31/03/2028 £000
Reserves to Support Council Priorities					
Multi Year Budget Reserve	45,460	40,923	42,240	37,848	33,901
Cost of Change/We Make Camden Reserve	3,389	4,152	3,652	3,152	2,652
Subtotal	48,849	45,075	45,892	41,000	36,553
Reserves with Conditions					
Dedicated Schools Grant Reserve	22,344	19,644	16,944	14,244	14,244
Mayor's Charity Reserve	9	6	6	3	0
Multi Year Budget Reserve	30,983	29,060	28,210	27,960	27,710
Subtotal	53,337	48,711	45,161	42,208	41,955
Reserves to Support Capital Activity & Asset Management					
Future Capital Schemes	11,051	7,908	5,929	6,686	8,643
Haverstock PFI Funding Reserve	848	718	588	458	328
Schools PFI Equalisation Reserve	4,674	5,388	5,555	5,722	5,889
Building Schools for the Future Reserve	100	100	100	50	30
Accommodation Strategy	7,073	6,073	5,073	4,573	4,073
Subtotal	23,746	20,187	17,245	17,489	18,963
Reserves to Manage Future Risk					
Self-Insurance Reserve	3,000	3,000	3,000	3,000	3,000
Collection Fund Risk Reserve	7,202	13,572	26,754	43,508	60,262
GF Future Cost Reserve	16,634	0	0	0	0
Subtotal	26,836	16,572	29,754	46,508	63,262
Total Earmarked Reserves	152,767	130,544	138,051	147,204	160,732
General Balances	16,858	18,358	19,858	21,358	22,858
Housing Revenue Account	36,788	37,288	41,435	45,239	48,454
Schools Balances	20,988	20,688	20,388	20,088	19,788
Business Rate Local Share	37,282	0	0	0	0
Total Reserves	264,683	206,878	219,732	233,889	251,832

Purpose of Reserves

Reserve	Purpose of Reserve
Dedicated Schools Grant	To hold unspent Dedicated Schools Grant, which is reserved for the schools budget and which may be carried forward to future years.
Multi Year Budget	To fund allocations in future years as part of multi-year budgeting.
Cost of Change	To fund costs that may arise from workforce remodelling and efficiency projects in order to address the budget deficit.
Mayor's Charity	To support the work of the Mayor's Charity.
We Make Camden	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	To hold the balance of funding in respect of the Haverstock School PFI project.
Building Schools for the Future	To provide funding for the preparatory work on the Building Schools for the Future Programme.
Schools PFI Equalisation	To equalise costs over the life of the PFI contract so the General Fund does not have to bear the deficit in latter years.
Accommodation Strategy	To provide funding to facilitate the Council's Accommodation Strategy
Self-Insurance	To provide funding to cover insurance risks, which keeps insurance costs to a minimum.
Collection Fund Risk	To provide funding to cover any reduction in retained business rates.
GF Future Cost	To provide funding to deal with future year cost pressures within the General Fund.

Version History

Version	Upload Date	Amendments
4.0		