

# Revenue & Capital Budgets

London Borough of Camden

2024/25

# Introduction

This document sets out London Borough of Camden's revenue and capital budgets for 2024/25 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 4<sup>th</sup> March 2024, 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 2029 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***

# Strategic Investments

In setting a balanced budget for 2024/25, the Council has ensured the necessary spending plans are in place to deliver the ambitions of the 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 2023/24 the Council invested a further £2m in its **Cost of Living Fund**. In 2023 the Council received 8,533 referrals, paying out £2.2m in direct awards. The proposed budget will continue this fund in 2024/25 to support our most vulnerable residents. 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 Cabinet in January 2023 will reduce Council Tax liability for the least well off in the borough by c£31m during 2024/25 helping to support the Council’s key aim of reducing poverty across the borough.
- **Council Tax Support for Shared Lives** – In addition to the Council Tax Support Scheme the budget supports the recommendation that the cost of Council Tax for households that are part of the ‘Shared Lives’ programme is met by the Council, recognising the vital contribution main carer and respite carers make in supporting adults (18+), with learning disabilities or autism to live well and develop skills enabling them to live independent lives.
- **Family Crisis Fund** – The Council invested £1.3m in 2023/24 in our Family Crisis Fund. The budget will increase this fund to £2.1m in response to the cost of living crisis with a focus on ensuring children have nutritious, sustainable, and affordable food in line with our Food Mission (the Council invested £1.3m in 2023/24)

# Strategic Investments

## Preventative services

- **Preventing Homelessness** - In London homelessness presentation rose an estimated 14.5% in the 12 month period to September 2023 (London Councils). The Council continues to invest in preventing homelessness with its ambitious Temporary Accommodation Purchase Programme (TAPP), launched in 2019. In addition, the budget includes a contingency of £4m to mitigate against the rising cost of temporary accommodation.
- 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.

## Clean, Sustainable and Healthy Neighbourhoods

- Investing an additional £1.04m in our public realm to target additional street cleaning where it is most needed to improve standards in our retail and commercial areas.
- **Family Focused Retro-fit** – This budget will provide permanent resource of £0.4m to continue support for those struggling with their energy bills by improving the energy efficiency of their homes. This will fund the continuation of advice workers and support to households through proactive outreach to low-income households and those in energy inefficient homes and referrals through various channels.

## 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.

## We Make Camden

We Make Camden, the 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 £1.59m for the **Good Work Camden** programme. In the last year nearly 233 clients have secured successful employment, 151 have gone onto further education or training and the team have supported 408 to develop personal action plans.

# Local Government Finance Settlement

Camden's 2024/25 **Core Spending Power** (CSP), a headline figure used by the government to represent the key revenue resources available to local authorities, is £340.5m an increase of 6.9% in cash terms on 2023/24 or 0.2% in real terms (September 2023 CPI, 6.7%). 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 2024/25, 4.99%, and an uplift to the taxbase based on historical trends. Camden's taxbase estimate for 2024/25 is below the government's assumption.

The CSP estimates that Camden's retained **Business Rates** will grow 5.7% between 2023/24 and 2024/25, an increase of £5.5m.

**Core grant funding** (within the CSP) for services increased by £8.9m to £96.8m in 2024/25. This includes **Revenue Support Grant** (£28.3m) and compensation for the **freezing of National Non-Domestic Rates** (£17.8m). The **Services Grant** introduced in 2022/23 reduced to £0.6m (£6.3m in 2022/23; £3.7m in 2023/24).

The increase in grants also included an increase of £6.7m in **Social Care Grant** (£28.6m). 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 £2.6m (£5.6m), which is meant to provide resources for increases in external contracts relating to Adult Social Care. The **Discharge Fund** grant introduced in 2023/24 to aid the discharge of care into the community increased by £1.2m (£3m).

The way the funding is allocated to individual local authorities is subject to the government's 'fair funding' review. The government have indicated 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 environment and local government funding remains extremely uncertain beyond 2024/25. Camden, alongside many in local government, face a perfect storm of prolonged high inflation, an ever-growing need to support the most vulnerable in our communities and insufficient government funding. We've seen significant growth in demand for our services, particularly in health and social care and temporary accommodation, to support the most vulnerable in our communities. As a result, we will have had to make savings over £220m by the end of 2024/25. Local Government, including Camden, has seen a substantial reduction in income, largely relating to cuts in government grant funding over a sustained period. Nationally, a number of local authorities have issued section 114 notices, effectively declaring bankruptcy, whilst our position remains challenging Camden does not face the same extreme challenge.

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 faced an estimated £35m-£40m funding gap in the period 2023/24 to 2025/26. In response Cabinet agreed an overall savings programme of £28m to close this budget gap and ensure the Council remains financially resilient.

There remains a further £10m of savings to identify for 2025/26 or 2026/27, however the timing of the budget gap will depend on a number of factors including future funding decisions by the government and the timing of demographic pressures. There remains considerable uncertainty around the size and timing of the 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 2024/25 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 2024/25 £000
Expenditure charged to revenue account	1,027,868
Income credited to revenue account	(755,460)
<b>Sub Total</b>	<b>272,407</b>
Retained Business Rates and Reliefs Grant	(122,175)
Revenue Support Grant	(28,226)
Collection Fund - Council Tax Deficit	2,138
Collection Fund - Business Rates Deficit	16,986
<b>Sub Total</b>	<b>141,131</b>
Council Tax Requirement	141,131
Garden Squares	(27)
Excluding Garden Squares	141,103
Band D Council Tax (£s)	1,539.17
<b>Percentage change over 2021/22</b>	<b>4.99%</b>

## Council Tax by Property Band

Band	Amount of Tax for Camden £	Greater London Authority Precept £	Total Council Tax £
A	1,026.11	314.27	1,340.38
B	1,197.13	366.64	1,563.78
C	1,368.15	419.02	1,787.17
D	1,539.17	471.40	2,010.57
E	1,881.21	576.16	2,457.36
F	2,223.25	680.91	2,904.16
G	2,565.28	785.67	3,350.95
H	3,078.34	942.80	4,021.14



# Revenue Budget

2024/25



# 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.

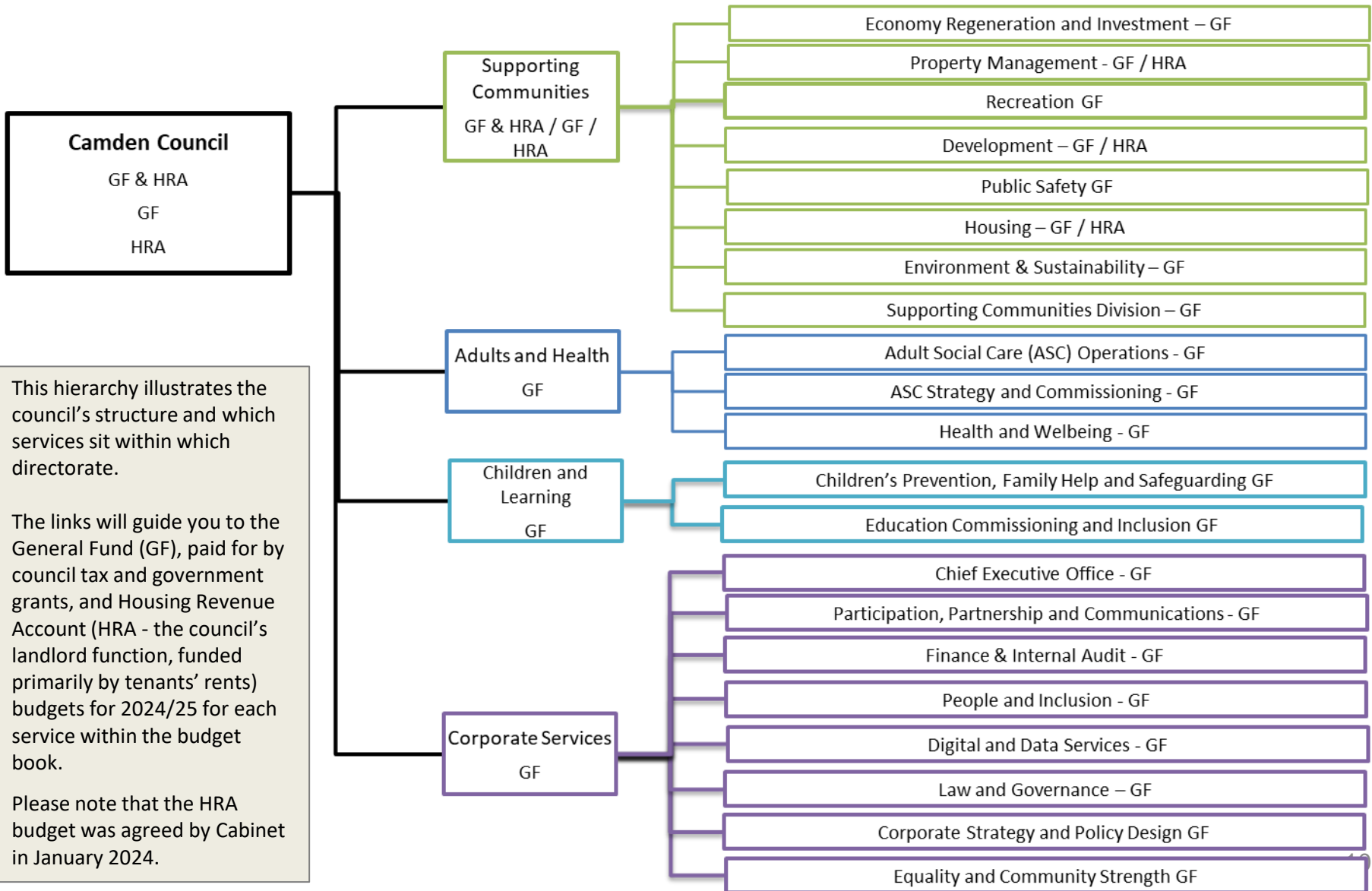
The second presentation of data is subjectively; where expenditure and income is presented by the type of expenditure or income. The categorisation of this expenditure is explained as follows:

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 2024/25 budget to be set by Council on 4<sup>th</sup> March 2024.

# 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 2024/25 for each service within the budget book.

Please note that the HRA budget was agreed by Cabinet in January 2024.

# Council Wide – GF & HRA

Directorate	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Corporate Services	69,740	305	(800)	6,052	75,297
HRA Other Budgets*	77,966	334	(1,369)	6,584	83,514
General Fund Other Budgets*	(57,093)	0	(100)	(39,330)	(96,523)
Children and Learning	66,686	1,427	(697)	2,125	69,541
Adults and Health	138,175	7,118	(832)	3,368	147,829
Supporting Communities	(1,873)	2,095	(6,799)	(673)	(7,251)
<b>Total Budget</b>	<b>293,601</b>	<b>11,278</b>	<b>(10,597)</b>	<b>(21,875)</b>	<b>272,407</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>1,241,816</b>	<b>17,624</b>	<b>(8,310)</b>	<b>49,147</b>	<b>1,300,277</b>
Employee Expenses	410,269	282	(1,755)	25,068	433,864
Premises Related Expenditure	152,180	3,834	(1,544)	(3,290)	151,180
Transport Related Expenditure	6,357	371	(483)	528	6,773
Supplies and Services	136,120	1,604	(1,590)	18,989	155,123
Transfer Payments	168,321	1,028	(200)	2,646	171,794
Third Party Payments	221,734	10,266	(1,469)	7,027	237,559
Depreciation and Impairment Losses	60,817	0	0	257	61,074
Support Services	34,466	239	(400)	2,361	36,666
Below Cost of Services on CIES Expenditure	31,014	0	(869)	(9,733)	20,412
Transfer to Earmarked Reserves	20,538	0	0	5,294	25,832
<b>Total Income</b>	<b>(948,215)</b>	<b>(6,346)</b>	<b>(2,287)</b>	<b>(71,022)</b>	<b>(1,027,870)</b>
Government Grants	(433,525)	0	0	(18,773)	(452,298)
Other Grants Reimbursements and Contributions	(55,128)	(919)	(50)	(3,798)	(59,895)
Customer and Client Receipts	(360,992)	(4,991)	(2,087)	(13,556)	(381,627)
Income	(1,470)	(29)	(50)	29	(1,520)
Support Services Income Total	(64,349)	(407)	0	3,002	(61,753)
Below Cost of Services on CIES Income	(2,791)	0	(100)	(25,117)	(28,008)
Adjustments between Accounting Basis and Funding Basis	(23,030)	0	0	(220)	(23,249)
Transfer from Earmarked Reserves	(6,931)	0	0	(12,589)	(19,520)
<b>Net Budget</b>	<b>293,601</b>	<b>11,278</b>	<b>(10,597)</b>	<b>(21,875)</b>	<b>272,407</b>

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

# Council Wide – GF

Directorate	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Corporate Services	69,740	305	(800)	6,052	75,297
General Fund Other Budgets*	(57,093)	0	(100)	(39,330)	(96,523)
Children and Learning	66,686	1,427	(697)	2,125	69,541
Adults and Health	138,175	7,118	(832)	3,368	147,829
Supporting Communities	76,092	673	(1,168)	666	76,263
<b>Total Budget</b>	<b>293,601</b>	<b>9,523</b>	<b>(3,597)</b>	<b>(27,120)</b>	<b>272,407</b>
Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>979,799</b>	<b>14,022</b>	<b>(3,307)</b>	<b>37,354</b>	<b>1,027,868</b>
Employee Expenses	348,677	97	(915)	18,474	366,334
Premises Related Expenditure	53,486	1,196	(230)	1,102	55,554
Transport Related Expenditure	5,855	361	(33)	528	6,710
Supplies and Services	116,322	1,101	(460)	13,890	130,854
Transfer Payments	168,143	1,028	(200)	2,646	171,617
Third Party Payments	220,937	10,234	(1,469)	7,027	236,730
Depreciation and Impairment Losses	22,992	0	0	257	23,249
Support Services	16,511	4	0	1,768	18,284
Below Cost of Services on CIES Expenditure	9,338	0	0	(12,633)	(3,295)
Transfer to Earmarked Reserves	17,538	0	0	4,294	21,832
<b>Total Income</b>	<b>(686,198)</b>	<b>(4,498)</b>	<b>(290)</b>	<b>(64,474)</b>	<b>(755,460)</b>
Government Grants	(433,525)	0	0	(18,773)	(452,298)
Other Grants Reimbursements and Contributions	(54,941)	(915)	(50)	(3,798)	(59,704)
Customer and Client Receipts	(106,743)	(3,147)	(90)	(7,033)	(117,013)
Income	(1,470)	(29)	(50)	29	(1,520)
Support Services Income Total	(57,819)	(407)	0	3,027	(55,198)
Below Cost of Services on CIES Income	(1,740)	0	(100)	(25,117)	(26,957)
Adjustments between Accounting Basis and Funding Basis	(23,030)	0	0	(220)	(23,249)
Transfer from Earmarked Reserves	(6,931)	0	0	(12,589)	(19,520)
<b>Net Budget</b>	<b>293,601</b>	<b>9,523</b>	<b>(3,597)</b>	<b>(27,120)</b>	<b>272,407</b>

\* General Fund Other Budgets – see page 54

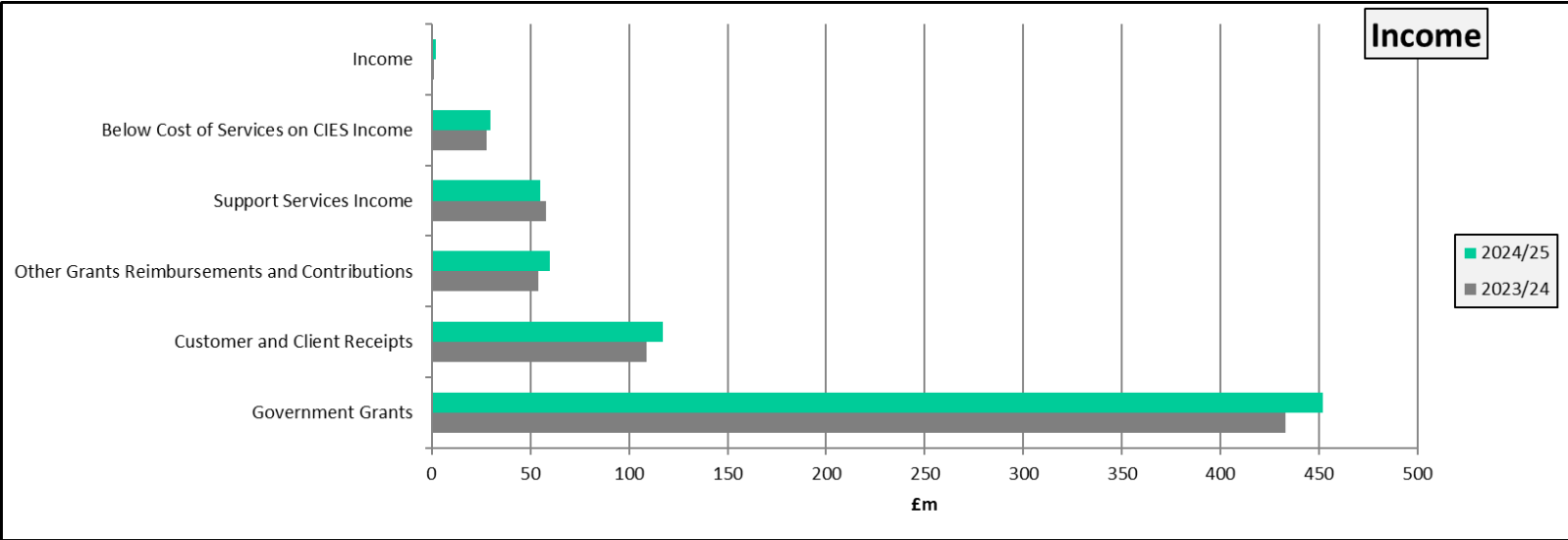
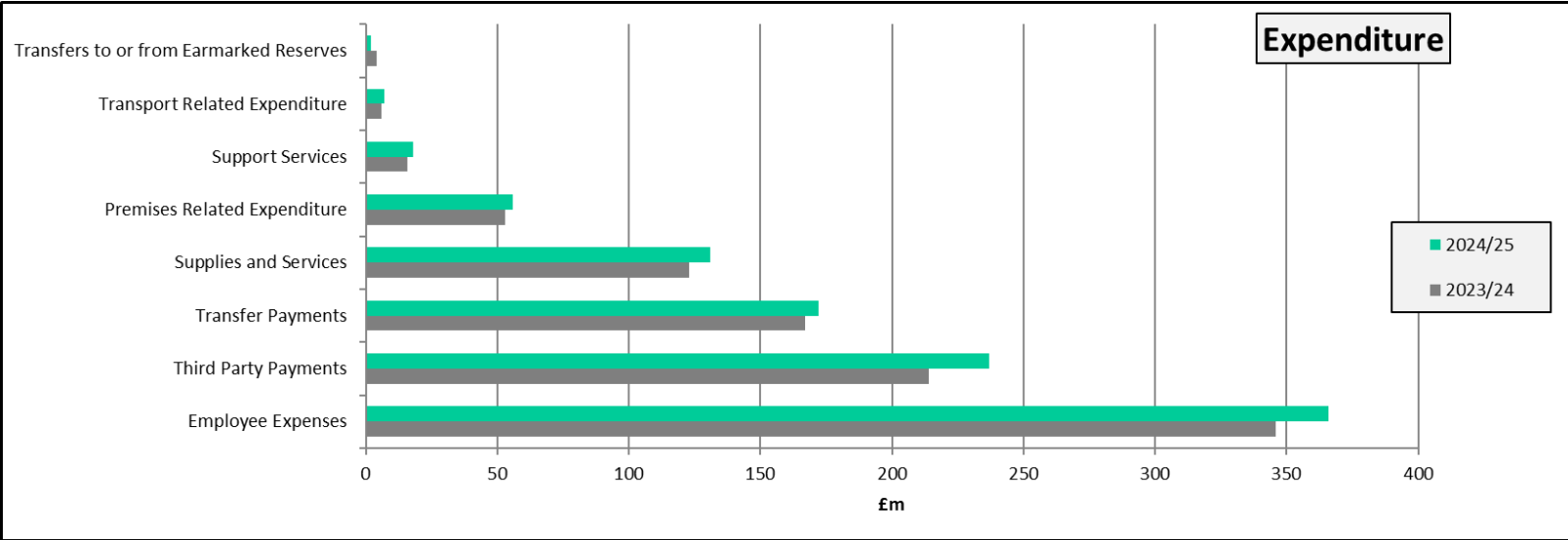
# Council Wide – HRA

Directorate	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
HRA Other Budgets*	77,966	334	(1,369)	6,584	83,514
Supporting Communities	(77,966)	1,421	(5,631)	(1,338)	(83,514)
<b>Total Budget</b>	<b>0</b>	<b>1,755</b>	<b>(7,000)</b>	<b>5,245</b>	<b>0</b>

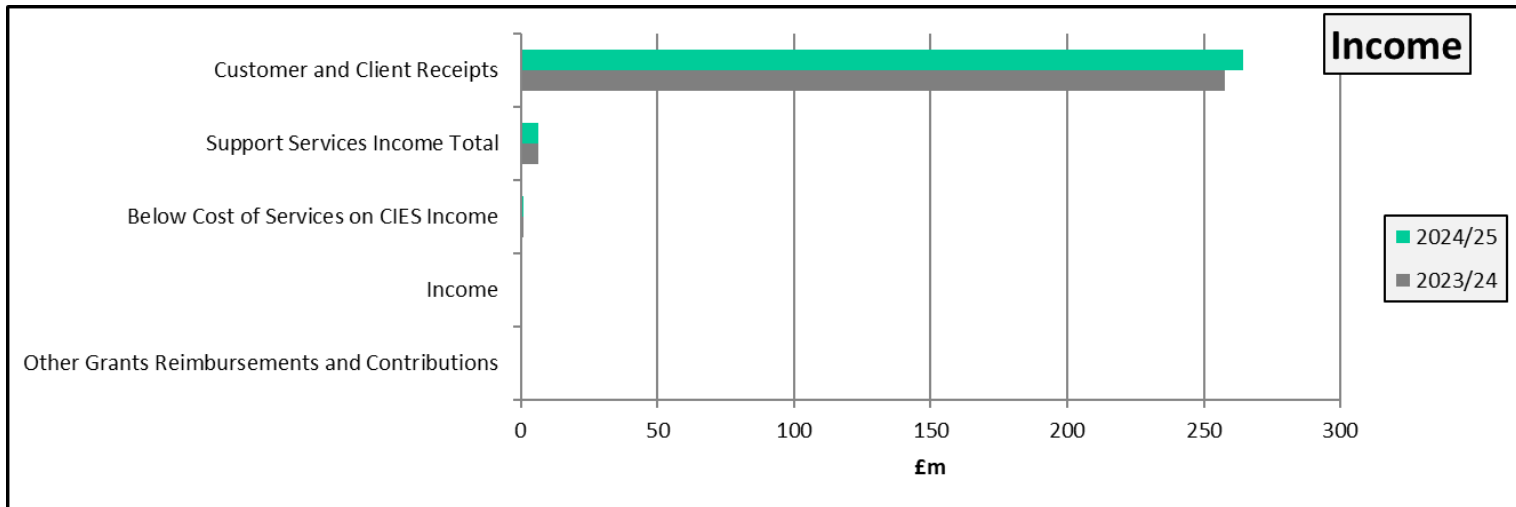
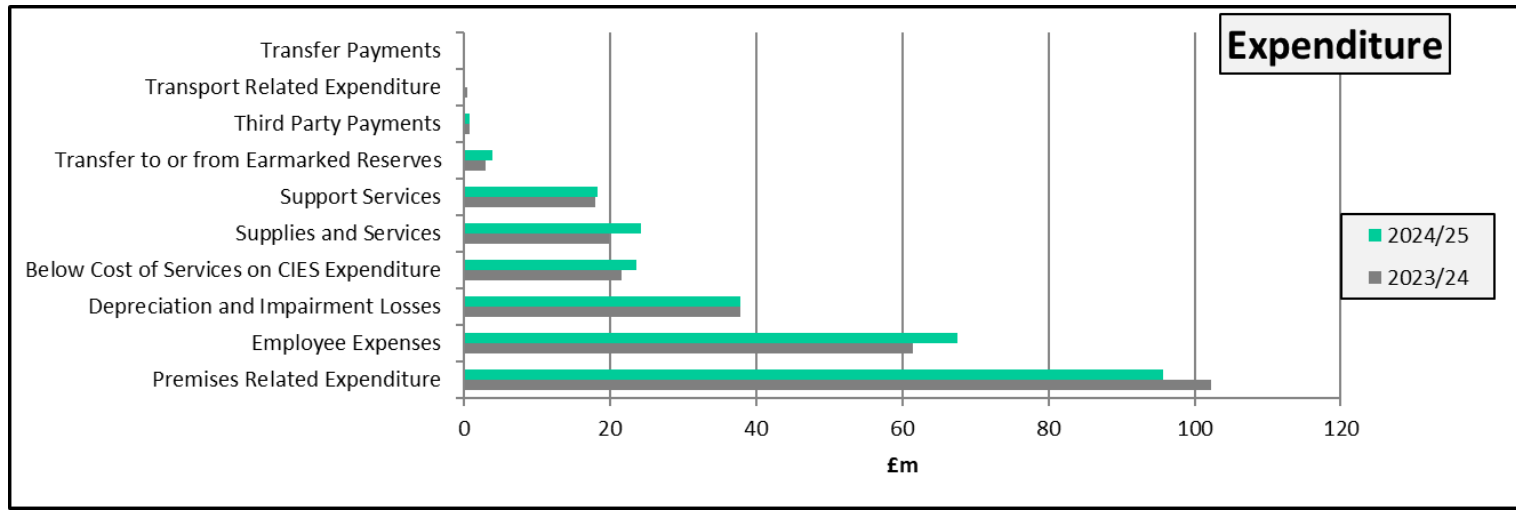
Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>262,016</b>	<b>3,602</b>	<b>(5,003)</b>	<b>11,794</b>	<b>272,409</b>
Employee Expenses	61,591	184	(840)	6,594	67,530
Premises Related Expenditure	98,694	2,638	(1,314)	(4,392)	95,627
Transport Related Expenditure	502	10	(450)	(0)	62
Supplies and Services	19,798	503	(1,130)	5,099	24,269
Transfer Payments	178	0	0	0	178
Third Party Payments	797	32	0	(0)	829
Depreciation and Impairment Losses	37,825	0	0	0	37,825
Support Services	17,955	235	(400)	592	18,382
Below Cost of Services on CIES Expenditure	21,676	0	(869)	2,900	23,707
Transfer to Earmarked Reserves	3,000	0	0	1,000	4,000
<b>Total Income</b>	<b>(262,016)</b>	<b>(1,847)</b>	<b>(1,997)</b>	<b>(6,548)</b>	<b>(272,409)</b>
Other Grants Reimbursements and Contributions	(186)	(4)	0	(0)	(190)
Customer and Client Receipts	(254,249)	(1,844)	(1,997)	(6,523)	(264,614)
Support Services Income Total	(6,530)	0	0	(25)	(6,555)
Below Cost of Services on CIES Income	(1,051)	0	0	0	(1,051)
Transfer from Earmarked Reserves	0	0	0	0	0
<b>Net Budget</b>	<b>0</b>	<b>1,755</b>	<b>(7,000)</b>	<b>5,245</b>	<b>0</b>

\* HRA Other Budgets – see page 55

# 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: £76.263m

- HRA Revenue Budget: - £83.514m

The directorate is responsible for a wide range of universal services including housing, waste collection, parking, 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 Community Investment Programme (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, parking 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 Service 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 32,550 (22,750 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 the 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 team 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 for tenants and leaseholders 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 22,750 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, prevent homelessness and provide 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 Partnerships 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	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Development	(13,043)	27	(627)	686	(12,957)
Recreation	5,585	170	(30)	383	6,108
Public Safety	4,144	(13)	(735)	776	4,172
Environment & Sustainability	18,341	(642)	(223)	(3,412)	14,064
Property Management	88,363	1,942	(2,217)	7,714	95,802
Economy Regeneration and investment	4,885	(235)	(190)	789	5,249
Supporting Communities GF Division	1,138	6	0	56	1,200
Housing Services	(111,677)	840	(2,777)	(7,681)	(121,295)
Community Safety Emergency Management	389	0	0	17	406
<b>Total Budget</b>	<b>(1,873)</b>	<b>2,095</b>	<b>(6,799)</b>	<b>(673)</b>	<b>(7,251)</b>
Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>397,424</b>	<b>7,537</b>	<b>(4,912)</b>	<b>9,684</b>	<b>409,733</b>
Employee Expenses	120,608	60	(1,635)	12,698	131,731
Premises Related Expenditure	133,708	3,723	(1,544)	(2,870)	133,017
Transport Related Expenditure	5,596	356	(483)	569	6,038
Supplies and Services	31,072	737	(710)	1,674	32,773
Transfer Payments	3,229	0	0	1	3,230
Third Party Payments	68,778	2,425	(140)	(3,076)	67,987
Depreciation and Impairment Losses	15,654	0	0	257	15,911
Support Services	18,780	236	(400)	431	19,047
<b>Total Income</b>	<b>(399,298)</b>	<b>(5,442)</b>	<b>(1,887)</b>	<b>(10,357)</b>	<b>(416,984)</b>
Government Grants	(15,160)	0	0	46	(15,114)
Other Grants Reimbursements and Contributions	(10,456)	(179)	(50)	(1,847)	(12,533)
Customer and Client Receipts	(342,962)	(4,827)	(1,787)	(11,629)	(361,206)
Income	(1,470)	(29)	(50)	29	(1,520)
Support Services Income Total	(29,199)	(407)	0	3,046	(26,560)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>(1,873)</b>	<b>2,095</b>	<b>(6,799)</b>	<b>(673)</b>	<b>(7,251)</b>

# Supporting Communities – GF

Division	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Housing Services	21,569	622	0	994	23,185
Development	(6,516)	(3)	(50)	287	(6,281)
Recreation	5,585	170	(30)	383	6,108
Public Safety	4,144	(13)	(735)	776	4,172
Environment & Sustainability	18,341	(642)	(223)	(3,412)	14,064
Property Management	26,945	769	60	793	28,566
Economy Regeneration and investment	4,885	(235)	(190)	789	5,249
Supporting Communities GF Division	1,138	6	0	56	1,200
<b>Total Budget</b>	<b>76,092</b>	<b>673</b>	<b>(1,168)</b>	<b>666</b>	<b>76,263</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>214,374</b>	<b>4,268</b>	<b>(1,278)</b>	<b>4,474</b>	<b>221,838</b>
Employee Expenses	62,978	22	(795)	6,122	68,327
Premises Related Expenditure	38,734	1,159	(230)	780	40,444
Transport Related Expenditure	5,093	346	(33)	569	5,976
Supplies and Services	16,926	347	(80)	(18)	17,175
Transfer Payments	3,051	0	0	1	3,052
Third Party Payments	67,981	2,393	(140)	(3,076)	67,158
Depreciation and Impairment Losses	15,654	0	0	257	15,911
Support Services	3,956	1	0	(162)	3,795
<b>Total Income</b>	<b>(138,281)</b>	<b>(3,595)</b>	<b>110</b>	<b>(3,809)</b>	<b>(145,575)</b>
Government Grants	(15,160)	0	0	46	(15,114)
Other Grants Reimbursements and Contributions	(10,270)	(175)	(50)	(1,847)	(12,342)
Customer and Client Receipts	(88,713)	(2,983)	210	(5,106)	(96,593)
Income	(1,470)	(29)	(50)	29	(1,520)
Support Services Income Total	(22,669)	(407)	0	3,070	(20,005)
<b>Net Budget</b>	<b>76,092</b>	<b>673</b>	<b>(1,168)</b>	<b>666</b>	<b>76,263</b>

# Supporting Communities – HRA

Division	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Housing Services	(133,245)	218	(2,777)	(8,675)	(144,480)
Development	(6,527)	30	(577)	399	(6,676)
Community Safety Emergency Management	389	0	0	17	406
Property Management	61,418	1,173	(2,277)	6,921	67,235
<b>Total Budget</b>	<b>(77,966)</b>	<b>1,421</b>	<b>(5,631)</b>	<b>(1,338)</b>	<b>(83,514)</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>183,051</b>	<b>3,268</b>	<b>(3,634)</b>	<b>5,210</b>	<b>187,895</b>
Employee Expenses	57,630	38	(840)	6,576	63,404
Premises Related Expenditure	94,974	2,564	(1,314)	(3,651)	92,573
Transport Related Expenditure	502	10	(450)	(0)	62
Supplies and Services	14,146	390	(630)	1,692	15,598
Transfer Payments	178	0	0	0	178
Third Party Payments	797	32	0	(0)	829
Support Services	14,824	235	(400)	592	15,251
<b>Total Income</b>	<b>(261,016)</b>	<b>(1,847)</b>	<b>(1,997)</b>	<b>(6,548)</b>	<b>(271,409)</b>
Other Grants Reimbursements and Contributions	(186)	(4)	0	(0)	(190)
Customer and Client Receipts	(254,249)	(1,844)	(1,997)	(6,523)	(264,614)
Support Services Income Total	(6,530)	0	0	(25)	(6,555)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>(77,966)</b>	<b>1,421</b>	<b>(5,631)</b>	<b>(1,338)</b>	<b>(83,514)</b>

# Housing Services – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Allocations, Lettings and Private Sector Housing (PSH)	6,445	86	0	958	7,489
BG2660:Innovation and Improvement	180	0	0	(15)	165
BG2690:Housing Solutions	14,943	536	0	51	15,530
<b>Total Budget</b>	<b>21,569</b>	<b>622</b>	<b>0</b>	<b>994</b>	<b>23,185</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>37,609</b>	<b>753</b>	<b>0</b>	<b>1,657</b>	<b>40,018</b>
Employee Expenses	11,278	3	0	1,347	12,628
Premises Related Expenditure	7,224	148	0	(454)	6,919
Transport Related Expenditure	30	1	0	(0)	30
Supplies and Services	3,176	64	0	334	3,574
Transfer Payments	3,020	0	0	1	3,021
Third Party Payments	10,927	538	0	8	11,473
Depreciation and Impairment Losses	74	0	0	319	393
Support Services	1,880	0	0	102	1,982
<b>Total Income</b>	<b>(16,040)</b>	<b>(131)</b>	<b>0</b>	<b>(662)</b>	<b>(16,833)</b>
Government Grants	(5,477)	0	0	130	(5,347)
Other Grants Reimbursements and Contributions	(2,702)	(54)	0	(553)	(3,308)
Customer and Client Receipts	(6,125)	(77)	0	(198)	(6,400)
Support Services Income Total	(1,736)	0	0	(42)	(1,778)
<b>Net Budget</b>	<b>21,569</b>	<b>622</b>	<b>0</b>	<b>994</b>	<b>23,185</b>

# Housing Services – HRA

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Temporary Accommodation HRA	1,445	61	(726)	64	844
Allocations, Lettings and Private Sector Housing (PSH)	1,326	11	0	129	1,466
Neighbourhoods (Housing Service)	25,401	313	(661)	1,123	26,175
Housing Management Mgt HRA	858	2	(300)	578	1,138
Leaseholder Services	(167,485)	(224)	(1,090)	(11,220)	(180,019)
HRA Innovation and Improvement	5,209	54	0	653	5,916
<b>Total Budget</b>	<b>(133,245)</b>	<b>218</b>	<b>(2,777)</b>	<b>(8,675)</b>	<b>(144,480)</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>92,167</b>	<b>1,278</b>	<b>(830)</b>	<b>(1,908)</b>	<b>90,707</b>
Employee Expenses	28,092	12	0	2,975	31,079
Premises Related Expenditure	47,949	1,024	(200)	(5,180)	43,593
Transport Related Expenditure	74	1	0	(0)	75
Supplies and Services	8,512	209	(630)	354	8,445
Transfer Payments	111	0	0	0	111
Third Party Payments	797	32	0	(0)	829
Support Services	6,632	0	0	(58)	6,574
<b>Total Income</b>	<b>(225,412)</b>	<b>(1,060)</b>	<b>(1,947)</b>	<b>(6,766)</b>	<b>(235,186)</b>
Other Grants Reimbursements and Contributions	(7)	(0)	0	(0)	(8)
Customer and Client Receipts	(223,475)	(1,060)	(1,947)	(6,742)	(233,224)
Support Services Income Total	(1,879)	0	0	(25)	(1,903)
Below Cost of Services on CIES Income	(51)	0	0	0	(51)
<b>Net Budget</b>	<b>(133,245)</b>	<b>218</b>	<b>(2,777)</b>	<b>(8,675)</b>	<b>(144,480)</b>

# Development – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Asset Strategy and Valuation	809	2	0	41	852
Community Investment Regeneration	88	0	0	5	93
Regeneration and Development	172	(7)	0	21	186
Corporate Accommodation	(89)	1	0	12	(76)
Neighbourhoods and Commercial Property	(7,582)	(0)	(50)	208	(7,424)
Feasibility	86	2	0	(0)	87
<b>Total Budget</b>	<b>(6,516)</b>	<b>(3)</b>	<b>(50)</b>	<b>287</b>	<b>(6,281)</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>3,857</b>	<b>35</b>	<b>0</b>	<b>108</b>	<b>4,000</b>
Employee Expenses	2,088	2	0	108	2,198
Premises Related Expenditure	1,110	22	0	(0)	1,132
Supplies and Services	581	12	0	(0)	592
Depreciation and Impairment Losses	78	0	0	0	78
<b>Total Income</b>	<b>(10,372)</b>	<b>(39)</b>	<b>(50)</b>	<b>179</b>	<b>(10,281)</b>
Customer and Client Receipts	(7,915)	0	0	145	(7,770)
Income	(1,470)	(29)	(50)	29	(1,520)
Support Services Income Total	(987)	(9)	0	5	(991)
<b>Net Budget</b>	<b>(6,516)</b>	<b>(3)</b>	<b>(50)</b>	<b>287</b>	<b>(6,281)</b>

# Development – HRA

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Regeneration and Development	2,450	2	(527)	181	2,105
Feasibility	219	4	0	(0)	223
Commercial Property	(9,196)	24	(50)	218	(9,004)
<b>Total Budget</b>	<b>(6,527)</b>	<b>30</b>	<b>(577)</b>	<b>399</b>	<b>(6,676)</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>5,744</b>	<b>30</b>	<b>(527)</b>	<b>181</b>	<b>5,427</b>
Employee Expenses	3,058	0	(527)	181	2,711
Premises Related Expenditure	1,195	24	0	0	1,219
Supplies and Services	299	6	0	(0)	305
Support Services	1,191	0	0	0	1,191
<b>Total Income</b>	<b>(12,271)</b>	<b>0</b>	<b>(50)</b>	<b>218</b>	<b>(12,103)</b>
Customer and Client Receipts	(11,181)	0	(50)	218	(11,012)
Support Services Income Total	(1,091)	0	0	0	(1,091)
<b>Net Budget</b>	<b>(6,527)</b>	<b>30</b>	<b>(577)</b>	<b>399</b>	<b>(6,676)</b>

# Recreation – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Recreation Management	167	0	0	6	174
Libraries	3,255	19	0	145	3,419
Sports and Physical Activity	(725)	(58)	0	127	(656)
Green Space	2,888	209	(30)	104	3,172
<b>Total Budget</b>	<b>5,585</b>	<b>170</b>	<b>(30)</b>	<b>383</b>	<b>6,108</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>11,107</b>	<b>256</b>	<b>(5)</b>	<b>405</b>	<b>11,763</b>
Employee Expenses	6,530	2	0	381	6,913
Premises Related Expenditure	1,105	58	(5)	22	1,179
Transport Related Expenditure	119	2	0	(66)	56
Supplies and Services	585	12	0	66	663
Third Party Payments	2,353	182	0	(8)	2,528
Depreciation and Impairment Losses	353	0	0	0	353
Support Services	62	0	0	10	72
<b>Total Income</b>	<b>(5,521)</b>	<b>(86)</b>	<b>(25)</b>	<b>(22)</b>	<b>(5,655)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(2,279)	(43)	0	24	(2,298)
Customer and Client Receipts	(1,314)	(43)	(25)	(127)	(1,510)
Support Services Income Total	(1,928)	0	0	81	(1,847)
<b>Net Budget</b>	<b>5,585</b>	<b>170</b>	<b>(30)</b>	<b>383</b>	<b>6,108</b>



# Public Safety – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Community Safety Emergency Management	2,316	14	(600)	495	2,225
Public Safety Management	167	0	0	(168)	0
Public Protection	1,661	(27)	(135)	448	1,947
<b>Total Budget</b>	<b>4,144</b>	<b>(13)</b>	<b>(735)</b>	<b>776</b>	<b>4,172</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>7,535</b>	<b>30</b>	<b>(735)</b>	<b>2,895</b>	<b>9,726</b>
Employee Expenses	6,202	3	(735)	1,548	7,018
Premises Related Expenditure	67	1	0	300	368
Transport Related Expenditure	43	1	0	(18)	27
Supplies and Services	1,162	23	0	1,036	2,221
Third Party Payments	32	1	0	0	33
Support Services	29	0	0	29	58
<b>Total Income</b>	<b>(3,391)</b>	<b>(43)</b>	<b>0</b>	<b>(2,119)</b>	<b>(5,553)</b>
Government Grants	(165)	0	0	0	(165)
Other Grants Reimbursements and Contributions	(1,362)	(2)	0	(775)	(2,140)
Customer and Client Receipts	(1,344)	(41)	0	(1,130)	(2,514)
Support Services Income Total	(520)	0	0	(215)	(735)
<b>Net Budget</b>	<b>4,144</b>	<b>(13)</b>	<b>(735)</b>	<b>776</b>	<b>4,172</b>

# Public Safety – HRA

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Community Safety and Emergency Mgmt	389	0	0	17	406
<b>Total Budget</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>406</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>406</b>
Employee Expenses	340	0	0	13	353
Supplies and Services	0	0	0	4	4
Support Services	49	0	0	0	49
<b>Net Budget</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>17</b>	<b>406</b>

# Environment & Sustainability – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Camden Accessible Travel Solutions	18,905	72	(33)	(1,741)	17,202
Building Control	(58)	(41)	0	57	(43)
Engineering	4,660	(114)	(50)	643	5,139
Environment Services	26,780	1,001	(140)	(2,748)	24,893
Environment and Sustainability management	154	0	0	6	160
Transport Strategy	(269)	(39)	0	84	(223)
Sustainability	716	1	0	43	760
Parking Operations	(32,546)	(1,523)	0	245	(33,823)
<b>Total Budget</b>	<b>18,341</b>	<b>(642)</b>	<b>(223)</b>	<b>(3,412)</b>	<b>14,064</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>92,035</b>	<b>2,169</b>	<b>(173)</b>	<b>(2,754)</b>	<b>91,277</b>
Employee Expenses	16,562	5	0	881	17,447
Premises Related Expenditure	1,597	53	0	654	2,305
Transport Related Expenditure	4,875	341	(33)	652	5,836
Supplies and Services	5,809	116	0	(1,447)	4,479
Transfer Payments	30	0	0	0	30
Third Party Payments	54,188	1,653	(140)	(3,077)	52,625
Depreciation and Impairment Losses	7,457	0	0	0	7,457
Support Services	1,517	0	0	(418)	1,098
Below Cost of Services on CIES Expenditure	0	0	0	0	0
<b>Total Income</b>	<b>(73,694)</b>	<b>(2,812)</b>	<b>(50)</b>	<b>(657)</b>	<b>(77,213)</b>
Government Grants	(266)	0	0	(139)	(406)
Other Grants Reimbursements and Contributions	(2,012)	(38)	0	(210)	(2,259)
Customer and Client Receipts	(63,523)	(2,482)	(50)	(146)	(66,202)
Support Services Income Total	(7,892)	(291)	0	(163)	(8,346)
<b>Net Budget</b>	<b>18,341</b>	<b>(642)</b>	<b>(223)</b>	<b>(3,412)</b>	<b>14,064</b>

# Property Management – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
CSF Property and Contracts	2,143	264	0	10	2,417
Property Services	24,802	505	60	783	26,150
<b>Total Budget</b>	<b>26,945</b>	<b>769</b>	<b>60</b>	<b>793</b>	<b>28,566</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>48,228</b>	<b>985</b>	<b>(225)</b>	<b>1,041</b>	<b>50,028</b>
Employee Expenses	7,982	1	0	725	8,708
Premises Related Expenditure	27,534	874	(225)	259	28,442
Transport Related Expenditure	26	1	0	0	26
Supplies and Services	4,182	92	0	3	4,277
Transfer Payments	1	0	0	0	1
Third Party Payments	375	15	0	(0)	390
Depreciation and Impairment Losses	7,682	0	0	(62)	7,620
Support Services	446	1	0	116	563
<b>Total Income</b>	<b>(21,282)</b>	<b>(216)</b>	<b>285</b>	<b>(248)</b>	<b>(21,462)</b>
Government Grants	(9,170)	0	0	0	(9,170)
Customer and Client Receipts	(2,736)	(109)	285	(3,652)	(6,212)
Support Services Income Total	(9,377)	(106)	0	3,404	(6,080)
<b>Net Budget</b>	<b>26,945</b>	<b>769</b>	<b>60</b>	<b>793</b>	<b>28,566</b>

# Property Management – HRA

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Capital Works	1,121	4	0	129	1,253
Property Management Mgt	1,158	10	0	45	1,213
Concierge Services	1,527	22	0	(0)	1,549
Chalcots Fire Response	558	3	0	42	603
Repairs & Operation	45,571	1,038	(2,177)	6,750	51,181
Property Customer Service & Engagement	2,762	1	0	434	3,197
Strategic Asset Management & Compliance	5,957	83	(100)	(789)	5,151
Resident Safety Mgt	2,765	13	0	310	3,088
<b>Total Budget</b>	<b>61,418</b>	<b>1,173</b>	<b>(2,277)</b>	<b>6,921</b>	<b>67,235</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>84,751</b>	<b>1,961</b>	<b>(2,277)</b>	<b>6,921</b>	<b>91,355</b>
Employee Expenses	26,140	26	(313)	3,408	29,261
Premises Related Expenditure	45,829	1,516	(1,114)	1,530	47,761
Transport Related Expenditure	429	9	(450)	(0)	(13)
Supplies and Services	5,335	175	0	1,334	6,843
Transfer Payments	67	0	0	0	67
Support Services	6,952	235	(400)	650	7,437
<b>Total Income</b>	<b>(23,333)</b>	<b>(787)</b>	<b>0</b>	<b>(0)</b>	<b>(24,120)</b>
Other Grants Reimbursements and Contributions	(179)	(4)	0	(0)	(183)
Customer and Client Receipts	(19,593)	(784)	0	0	(20,377)
Support Services Income	(3,561)	0	0	0	(3,561)
<b>Net Budget</b>	<b>61,418</b>	<b>1,173</b>	<b>(2,277)</b>	<b>6,921</b>	<b>67,235</b>

# Economy Regeneration and Investment – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Culture	(257)	(34)	0	129	(162)
Inclusive Economy Team	2,254	(12)	0	228	2,470
Economy Regeneration and investment Management	174	0	(80)	11	106
HS2 and Euston Regeneration GF	639	0	0	34	673
Planning	591	(193)	(110)	302	591
Procurement	1,482	4	0	85	1,570
<b>Total Budget</b>	<b>4,885</b>	<b>(235)</b>	<b>(190)</b>	<b>789</b>	<b>5,249</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>12,727</b>	<b>34</b>	<b>(140)</b>	<b>1,067</b>	<b>13,687</b>
Employee Expenses	11,151	1	(60)	1,077	12,169
Premises Related Expenditure	91	2	0	(0)	93
Transport Related Expenditure	0	0	0	0	0
Supplies and Services	1,346	27	(80)	(10)	1,282
Third Party Payments	106	4	0	(0)	110
:Depreciation and Impairment Losses	11	0	0	0	11
Support Services	22	0	0	0	22
<b>Total Income</b>	<b>(7,842)</b>	<b>(269)</b>	<b>(50)</b>	<b>(278)</b>	<b>(8,438)</b>
Government Grants	(81)	0	0	55	(26)
Other Grants Reimbursements and Contributions	(1,915)	(38)	(50)	(334)	(2,337)
Customer and Client Receipts	(5,755)	(230)	0	1	(5,985)
Support Services Income	(90)	0	0	0	(90)
<b>Net Budget</b>	<b>4,885</b>	<b>(235)</b>	<b>(190)</b>	<b>789</b>	<b>5,249</b>

# Supporting Communities Division – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Supporting Communities Mgt	1,138	6	0	56	1,200
<b>Total Budget</b>	<b>1,138</b>	<b>6</b>	<b>0</b>	<b>56</b>	<b>1,200</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>1,277</b>	<b>6</b>	<b>0</b>	<b>56</b>	<b>1,339</b>
Employee Expenses	1,187	4	0	56	1,246
Premises Related Expenditure	6	0	0	(0)	6
Supplies and Services	85	2	0	0	87
Third Party Payments	0	0	0	0	0
<b>Total Income</b>	<b>(139)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(139)</b>
Support Services Income Total	(139)	0	0	0	(139)
<b>Net Budget</b>	<b>1,138</b>	<b>6</b>	<b>0</b>	<b>56</b>	<b>1,200</b>

# Adults and Health Directorate

**Executive Director:** Jess Mcgregor

**Total Revenue Budget:**

*- GF Revenue Budget: £147.829m*

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 - health services, police and other agencies, including 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 divisions:

- **Adult Social Care (ASC) and Strategy and 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 and 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



# Adults and Health Directorate – GF

Division	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Adult Social Care	107,663	7,030	(832)	1,971	115,833
Children's Commissioning	4,745	86	0	30	4,860
Adults, Children & Health Strategy Management	1,576	2	0	642	2,220
Health and Wellbeing	24,192	0	0	724	24,916
<b>Total Budget</b>	<b>138,175</b>	<b>7,118</b>	<b>(832)</b>	<b>3,368</b>	<b>147,829</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>187,050</b>	<b>7,846</b>	<b>(832)</b>	<b>10,357</b>	<b>204,421</b>
Employee Expenses	32,312	12	0	3,171	35,495
Premises Related Expenditure	505	9	0	(27)	487
Transport Related Expenditure	119	2	0	(2)	119
Supplies and Services	10,417	210	0	280	10,907
Transfer Payments	17,018	954	0	(1,206)	16,766
Third Party Payments	121,679	6,660	(832)	8,277	135,783
Depreciation and Impairment Losses	502	0	0	0	502
Support Services	4,499	0	0	(137)	4,362
Transfers to or from Earmarked Reserves	0	0	0	0	0
<b>Total Income</b>	<b>(48,874)</b>	<b>(728)</b>	<b>0</b>	<b>(6,989)</b>	<b>(56,591)</b>
Government Grants	(700)	0	0	(2,864)	(3,564)
Other Grants Reimbursements and Contributions	(36,220)	(716)	0	(1,346)	(38,282)
Customer and Client Receipts	(9,823)	(12)	0	(2,550)	(12,385)
Support Services Income Total	(2,130)	0	0	(229)	(2,360)
<b>Net Budget</b>	<b>138,175</b>	<b>7,118</b>	<b>(832)</b>	<b>3,368</b>	<b>147,829</b>

# Adult Social Care – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Adult Social Care Service Provision	6,940	(1)	0	496	7,435
Adult Social Care Operations	97,756	6,559	(832)	(5,615)	97,868
Adult Social Care Strategy & Commissioning	(858)	292	0	(992)	(1,558)
Adults and Health Management	3,825	181	0	8,082	12,088
<b>Total Budget</b>	<b>107,663</b>	<b>7,030</b>	<b>(832)</b>	<b>1,971</b>	<b>115,833</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>153,231</b>	<b>7,743</b>	<b>(832)</b>	<b>6,097</b>	<b>166,239</b>
Employee Expenses	27,093	10	0	1,593	28,696
Premises Related Expenditure	500	9	0	(27)	482
Transport Related Expenditure	119	2	0	(2)	119
Supplies and Services	4,911	109	0	(87)	4,932
Transfer Payments	17,018	954	0	(1,206)	16,766
Third Party Payments	102,242	6,660	(832)	5,797	113,866
Depreciation and Impairment Losses	502	0	0	0	502
Support Services	846	0	0	29	875
<b>Total Income</b>	<b>(45,568)</b>	<b>(712)</b>	<b>0</b>	<b>(4,125)</b>	<b>(50,405)</b>
Other Grants Reimbursements and Contributions	(35,345)	(700)	0	(1,346)	(37,392)
Customer and Client Receipts	(9,823)	(12)	0	(2,550)	(12,385)
Support Services Income Total	(399)	0	0	(229)	(628)
<b>Net Budget</b>	<b>107,663</b>	<b>7,030</b>	<b>(832)</b>	<b>1,971</b>	<b>115,833</b>

# Children's Commissioning– GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Children's Commissioning	4,745	86	0	30	4,860
<b>Total Budget</b>	<b>4,745</b>	<b>86</b>	<b>0</b>	<b>30</b>	<b>4,860</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>6,687</b>	<b>101</b>	<b>0</b>	<b>30</b>	<b>6,818</b>
Employee Expenses	516	0	0	30	546
Premises Related Expenditure	4	0	0	0	5
Transport Related Expenditure	0	0	0	0	0
Supplies and Services	5,038	101	0	(0)	5,139
Transfer Payments	0	0	0	0	0
Third Party Payments	0	0	0	0	0
Depreciation and Impairment Losses	0	0	0	0	0
Support Services	1,129	0	0	0	1,129
Transfers to or from Earmarked Reserves	0	0	0	0	0
<b>Total Income</b>	<b>(1,942)</b>	<b>(16)</b>	<b>0</b>	<b>0</b>	<b>(1,958)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(775)	(16)	0	0	(791)
Customer and Client Receipts	0	0	0	0	0
Support Services Income Total	(1,167)	0	0	0	(1,167)
<b>Net Budget</b>	<b>4,745</b>	<b>86</b>	<b>0</b>	<b>30</b>	<b>4,860</b>

# Adults, Children and Health Strategy Management– GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Adults, Children and Health Strategy Management	1,576	2	0	642	2,220
<b>Total Budget</b>	<b>1,576</b>	<b>2</b>	<b>0</b>	<b>642</b>	<b>2,220</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>2,121</b>	<b>2</b>	<b>0</b>	<b>642</b>	<b>2,766</b>
Employee Expenses	2,102	2	0	642	2,747
Premises Related Expenditure	0	0	0	0	0
Transport Related Expenditure	0	0	0	0	0
Supplies and Services	19	0	0	(0)	19
Transfer Payments	0	0	0	0	0
Third Party Payments	0	0	0	0	0
Depreciation and Impairment Losses	0	0	0	0	0
Support Services	0	0	0	0	0
<b>Total Income</b>	<b>(546)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(546)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0
Support Services Income Total	(546)	0	0	0	(546)
<b>Net Budget</b>	<b>1,576</b>	<b>2</b>	<b>0</b>	<b>642</b>	<b>2,220</b>

# Health and Wellbeing – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Public Health Leadership	3,610	0	0	1,092	4,701
Sexual Health	5,800	0	0	(15)	5,785
Substance Misuse	6,575	0	0	0	6,575
Smoking and Tobacco	599	0	0	0	599
Obesity and Physical Activity	540	0	0	75	615
Childrens Public Health	5,627	0	0	(500)	5,127
NHS Health Checker Programmes	265	0	0	75	340
Other Public Health Services	1,176	0	0	(3)	1,173
<b>Total Budget</b>	<b>24,192</b>	<b>0</b>	<b>0</b>	<b>724</b>	<b>24,916</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>25,010</b>	<b>0</b>	<b>0</b>	<b>3,588</b>	<b>28,598</b>
Employee Expenses	2,601	0	0	906	3,507
Premises Related Expenditure	1	0	0	0	1
Transport Related Expenditure	0	0	0	0	0
Supplies and Services	448	0	0	368	816
Transfer Payments	0	0	0	0	0
Third Party Payments	19,436	0	0	2,480	21,917
Depreciation and Impairment Losses	0	0	0	0	0
Support Services	2,524	0	0	(166)	2,358
<b>Total Income</b>	<b>(819)</b>	<b>0</b>	<b>0</b>	<b>(2,864)</b>	<b>(3,683)</b>
Government Grants	(700)	0	0	(2,864)	(3,564)
Other Grants Reimbursements and Contributions	(100)	0	0	(0)	(100)
Customer and Client Receipts	0	0	0	0	0
Support Services Income Total	(18)	0	0	(0)	(18)
<b>Net Budget</b>	<b>24,192</b>	<b>0</b>	<b>0</b>	<b>724</b>	<b>24,916</b>

# Children and Learning Directorate

**Executive Director:** Tim Aldridge

**Total Revenue Budget:** £69.541m

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 two directors.

Services are grouped into following divisions:

- **Children's Prevention, Family Help and 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 and Inclusion:** this service, 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

# Children and Learning Directorate

Division	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Children's Prevention, Family Help & Safeguarding	53,767	1,241	(572)	2,325	56,761
Education Commissioning and Inclusion	7,133	140	(125)	299	7,447
School Partnerships	4,490	25	0	(0)	4,516
Children and Learning Management	1,296	20	0	(498)	818
<b>Total Budget</b>	<b>66,686</b>	<b>1,427</b>	<b>(697)</b>	<b>2,125</b>	<b>69,541</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>298,425</b>	<b>1,475</b>	<b>(697)</b>	<b>10,186</b>	<b>309,389</b>
Employee Expenses	176,191	25	0	4,467	180,684
Premises Related Expenditure	11,790	25	0	85	11,901
Transport Related Expenditure	587	12	0	(38)	560
Supplies and Services	42,318	164	0	(1,820)	40,662
Transfer Payments	20,285	74	(200)	3,851	24,010
Third Party Payments	31,040	1,172	(497)	1,826	33,542
Depreciation and Impairment Losses	4,600	0	0	0	4,600
Support Services	8,021	3	0	2,067	10,091
Transfers to or from Earmarked Reserves	3,592	0	0	(253)	3,339
<b>Total Income</b>	<b>(231,739)</b>	<b>(48)</b>	<b>0</b>	<b>(8,061)</b>	<b>(239,848)</b>
Government Grants	(214,031)	0	0	(7,665)	(221,696)
Other Grants Reimbursements and Contributions	(4,029)	(10)	0	(605)	(4,643)
Customer and Client Receipts	(5,061)	(38)	0	(2)	(5,101)
Support Services Income Total	(8,618)	0	0	211	(8,407)
<b>Net Budget</b>	<b>66,686</b>	<b>1,427</b>	<b>(697)</b>	<b>2,125</b>	<b>69,541</b>

# Children's Prevention, Family Help & Safeguarding - GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Childrens Safeguarding & Social Work	32,017	1,123	(472)	90	32,758
Childrens Prevention, Family Help and Safeguarding M	1,686	50	0	926	2,661
Early Intervention and Prevention	11,053	40	(100)	723	11,716
Family Support, Complex Families	4,088	13	0	242	4,343
Integrated Youth Service	4,923	16	0	344	5,282
<b>Total Budget</b>	<b>53,767</b>	<b>1,241</b>	<b>(572)</b>	<b>2,325</b>	<b>56,761</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>82,018</b>	<b>1,250</b>	<b>(572)</b>	<b>6,640</b>	<b>89,336</b>
Employee Expenses	38,342	16	0	4,248	42,606
Premises Related Expenditure	1,214	24	0	67	1,305
Transport Related Expenditure	549	11	0	(39)	521
Supplies and Services	4,045	81	0	(596)	3,530
Transfer Payments	15,933	74	(200)	607	16,414
Third Party Payments	16,403	1,043	(372)	376	17,450
Depreciation and Impairment Losses	98	0	0	0	98
Support Services	5,434	0	0	1,977	7,411
<b>Total Income</b>	<b>(28,251)</b>	<b>(8)</b>	<b>0</b>	<b>(4,316)</b>	<b>(32,575)</b>
Government Grants	(20,909)	0	0	(3,772)	(24,681)
Other Grants Reimbursements and Contributions	(2,390)	(8)	0	(493)	(2,892)
Customer and Client Receipts	(124)	(1)	0	0	(125)
Support Services Income Total	(4,828)	0	0	(50)	(4,878)
<b>Net Budget</b>	<b>53,767</b>	<b>1,241</b>	<b>(572)</b>	<b>2,325</b>	<b>56,761</b>



# Education Commissioning and Inclusion- GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Virtual School	416	4	0	31	451
Special Educational Needs (SEN) and Inclusion	2,674	13	0	241	2,928
Camden Learning	(370)	(9)	0	(71)	(450)
Adult Community Learning	156	5	0	82	244
Education, Commissioning & School Organisation	4,256	128	(125)	15	4,274
<b>Total Budget</b>	<b>7,133</b>	<b>140</b>	<b>(125)</b>	<b>299</b>	<b>7,447</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>64,663</b>	<b>180</b>	<b>(125)</b>	<b>4,044</b>	<b>68,762</b>
Employee Expenses	8,796	9	0	208	9,013
Premises Related Expenditure	57	1	0	18	76
Transport Related Expenditure	31	1	0	1	33
Supplies and Services	3,803	38	0	(714)	3,127
Transfer Payments	31,182	0	0	3,244	34,426
Third Party Payments	14,637	129	(125)	1,450	16,092
Depreciation and Impairment Losses	13	0	0	0	13
Support Services	2,552	3	0	91	2,645
Transfers to or from Earmarked Reserves	3,592	0	0	(253)	3,339
<b>Total Income</b>	<b>(57,530)</b>	<b>(40)</b>	<b>0</b>	<b>(3,745)</b>	<b>(61,315)</b>
Government Grants	(52,747)	0	0	(3,893)	(56,641)
Other Grants Reimbursements and Contributions	(710)	(2)	0	(111)	(824)
Customer and Client Receipts	(944)	(37)	0	(2)	(983)
Support Services Income Total	(3,129)	0	0	261	(2,867)
<b>Net Budget</b>	<b>7,133</b>	<b>140</b>	<b>(125)</b>	<b>299</b>	<b>7,447</b>

# School Partnerships GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
BG2490:Schools Traded Partnership Team	4,490	25	0	(0)	4,516
<b>Total Budget</b>	<b>4,490</b>	<b>25</b>	<b>0</b>	<b>(0)</b>	<b>4,516</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>150,448</b>	<b>25</b>	<b>0</b>	<b>(0)</b>	<b>150,473</b>
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 and Services	33,474	25	0	(0)	33,499
Transfer Payments	(26,830)	0	0	0	(26,830)
Third Party Payments	0	0	0	0	0
Depreciation and Impairment Losses	4,490	0	0	0	4,490
Support Services	35	0	0	0	35
<b>Total Income</b>	<b>(145,958)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(145,958)</b>
Government Grants	(140,375)	0	0	0	(140,375)
Other Grants Reimbursements and Contributions	(928)	0	0	0	(928)
Customer and Client Receipts	(3,993)	0	0	0	(3,993)
Support Services Income Total	(662)	0	0	0	(662)
<b>Net Budget</b>	<b>4,490</b>	<b>25</b>	<b>0</b>	<b>(0)</b>	<b>4,516</b>

# Children and Learning Management GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Children and Learning Management	1,296	20	0	(498)	818
<b>Total Budget</b>	<b>1,296</b>	<b>20</b>	<b>0</b>	<b>(498)</b>	<b>818</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>1,296</b>	<b>20</b>	<b>0</b>	<b>(498)</b>	<b>818</b>
Employee Expenses	300	0	0	12	312
Premises Related Expenditure	0	0	0	0	0
Transport Related Expenditure	0	0	0	0	0
Supplies and Services	996	20	0	(510)	506
Transfer Payments	0	0	0	0	0
Third Party Payments	0	0	0	0	0
Depreciation and Impairment Losses	0	0	0	0	0
Support Services	0	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	0	0	0	0	0
Customer and Client Receipts	0	0	0	0	0
Support Services Income Total	0	0	0	0	0
<b>Net Budget</b>	<b>1,296</b>	<b>20</b>	<b>0</b>	<b>(498)</b>	<b>818</b>

# Schools GF and Grant

Resources	2023/24 £000	2024/25 £000
Dedicated schools grant including Academies	172,142	192,182
Academies - not disclosed	10,353	10,869
Central Services Support Block	1,272	1,154
Dedicated schools grant including Academies	<b>183,767</b>	<b>204,205</b>
Supplementary Healthcare levy funding for mainstream schools	3,706	0
Additional Healthcare levy funding for High Needs	1,677	0
Pupil premium grant	9,356	10,560
6th form grant	14,216	15,848
Capital financing costs	4,288	4,288
Council contribution	0	0
Use of reserves	0	0
<b>Total estimated funding</b>	<b>217,011</b>	<b>234,901</b>
Increase (£000)		17,891
% Increase		8.24%

Distribution	2023/24 £000	2024/25 £000
Primary and nursery schools	73,188	77,159
Children centres and external nursery	11,149	16,392
Secondary schools	76,173	81,829
Special and hospital schools	17,107	18,649
Academies non DSG	12,159	12,458
<b>Total to schools</b>	<b>189,776</b>	<b>206,487</b>
Capital financing costs	4,288	4,288
Centrally provided services	1,272	1,154
High needs excluding schools	21,676	22,972
<b>Total net expenditure</b>	<b>217,011</b>	<b>234,901</b>

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

Please note that £54.2m of high needs and £17m 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.

# Corporate Services Directorate

**Executive Director:** Jon Rowney

**Total Revenue Budget:**

- *GF Revenue Budget:* £75.297m

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 and Law and Governance.

The directorate has seven 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 in 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 ensures the Council has policies in place to promote and protect its financial resilience. The service is also responsible for council tax and business rates collection and housing benefit administration
- **Digital and Data:** 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 and Governance:** provides advice and support to the council on the full range of its legal functions in addition to democratic services including committee services and electoral services

# Corporate Services Directorate – GF

Division	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Chief Executive	268	(0)	0	11	279
Equalities and Community Strength	7,350	86	(180)	370	7,626
Participation and Communications	5,238	45	0	195	5,478
Finance and Internal Audit	12,863	7	(500)	2,697	15,067
People and Inclusion	6,081	34	0	298	6,414
Digital & Data Services	24,320	112	(120)	1,105	25,417
Law and Governance	10,933	18	0	654	11,605
Strategy, Design and Insight	2,711	6	0	695	3,412
<b>Total Budget</b>	<b>69,763</b>	<b>309</b>	<b>(800)</b>	<b>6,025</b>	<b>75,297</b>

Expenditure/Income Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>80,860</b>	<b>432</b>	<b>(500)</b>	<b>5,452</b>	<b>86,244</b>
Employee Expenses	56,990	39	(120)	4,714	61,622
Premises Related Expenditure	138	2	0	(1)	139
Transport Related Expenditure	56	1	0	(1)	56
Supplies and Services	19,055	381	(380)	740	19,795
Transfer Payments	2,114	0	0	0	2,114
Third Party Payments	237	9	0	0	247
Depreciation and Impairment Losses	2,235	0	0	0	2,235
Support Services	36	0	0	0	36
<b>Total Income</b>	<b>(11,120)</b>	<b>(127)</b>	<b>(300)</b>	<b>600</b>	<b>(10,947)</b>
Government Grants	(132)	0	0	0	(132)
Other Grants Reimbursements and Contributions	(2,395)	(14)	0	(0)	(2,408)
Customer and Client Receipts	(2,839)	(114)	(300)	625	(2,627)
Support Services Income Total	(5,755)	0	0	(25)	(5,780)
<b>Net Budget</b>	<b>69,740</b>	<b>305</b>	<b>(800)</b>	<b>6,052</b>	<b>75,297</b>

# Chief Executive Office – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Chief Executive Office	268	(0)	0	11	279
<b>Total Budget</b>	<b>268</b>	<b>(0)</b>	<b>0</b>	<b>11</b>	<b>279</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>288</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>299</b>
Employee Expenses	284	0	0	11	295
Transport Related Expenditure	1	0	0	(0)	1
Supplies and Services	3	0	0	(0)	3
<b>Total Income</b>	<b>(20)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(20)</b>
Other Grants Reimbursements and Contributions	(20)	(0)	0	0	(20)
<b>Net Budget</b>	<b>268</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>279</b>

# Equality and Community Strength – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Equalities and Disproportionality Service	2,493	4	(180)	323	2,640
Refugee Support	7	1	0	6	14
Community Partnership Unit GF	883	2	0	40	925
VCS Core Grant Funds	2,980	60	0	140	3,180
Small Grants and Project Funding	987	20	0	(140)	867
<b>Total Budget</b>	<b>7,350</b>	<b>86</b>	<b>(180)</b>	<b>370</b>	<b>7,626</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>7,482</b>	<b>86</b>	<b>(180)</b>	<b>370</b>	<b>7,757</b>
Employee Expenses	1,230	1	0	370	1,601
Premises Related Expenditure	37	1	0	0	38
Supplies and Services	4,214	84	(180)	(0)	4,118
Transfer Payments	2,000	0	0	0	2,000
<b>Total Income</b>	<b>(132)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(132)</b>
Other Grants Reimbursements and Contributions	(132)	0	0	0	(132)
<b>Net Budget</b>	<b>7,350</b>	<b>86</b>	<b>(180)</b>	<b>370</b>	<b>7,626</b>



# Participation, Partnership and Communications – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Communications	2,353	20	0	105	2,479
Participation	908	1	0	49	958
Leader's & Chief Exec Offices Service GF	210	0	0	10	221
Member Support	1,767	24	0	30	1,820
<b>Total Budget</b>	<b>5,238</b>	<b>45</b>	<b>0</b>	<b>195</b>	<b>5,478</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>6,057</b>	<b>49</b>	<b>0</b>	<b>195</b>	<b>6,301</b>
Employee Expenses	3,723	1	0	195	3,919
Premises Related Expenditure	6	0	0	(0)	6
Transport Related Expenditure	1	0	0	(0)	1
Supplies and Services	2,273	45	0	(0)	2,319
Third Party Payments	53	2	0	0	55
Depreciation and Impairment Losses	0	0	0	0	0
Support Services Expenditure	2	0	0	0	2
<b>Total Income</b>	<b>(819)</b>	<b>(4)</b>	<b>0</b>	<b>(0)</b>	<b>(823)</b>
Other Grants Reimbursements and Contributions	(56)	(1)	0	(0)	(57)
Customer and Client Receipts	(75)	(3)	0	25	(53)
Support Services Income	(688)	0	0	(25)	(713)
<b>Net Budget</b>	<b>5,238</b>	<b>45</b>	<b>0</b>	<b>195</b>	<b>5,478</b>

# Finance & Internal Audit – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
HoF Corporate Services	812	1	0	41	853
Internal Audit and Risk	967	9	0	37	1,013
HoF Supporting Communities	1,136	1	0	68	1,205
HoF Treasury and Financial Services	1,464	0	(200)	349	1,613
Finance and Procurement Service	308	(2)	0	814	1,120
HoF Supporting People	958	0	0	57	1,015
Council Tax and Business Rates	2,852	(41)	(300)	822	3,333
Credit Control	2,097	21	0	413	2,531
Application Support - Finance/HR	2,269	18	0	96	2,383
<b>Total Budget</b>	<b>12,863</b>	<b>7</b>	<b>(500)</b>	<b>2,697</b>	<b>15,067</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>16,482</b>	<b>71</b>	<b>(200)</b>	<b>2,097</b>	<b>18,449</b>
Employee Expenses	13,074	3	0	1,418	14,495
Premises Related Expenditure	21	0	0	0	21
Transport Related Expenditure	6	0	0	0	6
Supplies and Services	3,125	62	(200)	678	3,665
Transfer Payments	114	0	0	0	114
Third Party Payments	142	6	0	0	148
Support Services	1	0	0	0	1
<b>Total Income</b>	<b>(3,620)</b>	<b>(63)</b>	<b>(300)</b>	<b>600</b>	<b>(3,383)</b>
Other Grants Reimbursements and Contributions	(2,104)	(8)	0	(0)	(2,112)
Customer and Client Receipts	(1,376)	(55)	(300)	600	(1,131)
Support Services Income Total	(140)	0	0	0	(140)
<b>Net Budget</b>	<b>12,863</b>	<b>7</b>	<b>(500)</b>	<b>2,697</b>	<b>15,067</b>

# People and Inclusion– GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Health and Safety	473	3	0	15	492
Human Resources	673	1	0	34	708
HR Strategic Leads	1,229	9	0	81	1,319
OD Learning and Development	2,112	18	0	94	2,224
Senior HR Advisors	1,593	2	0	75	1,670
<b>Total Budget</b>	<b>6,081</b>	<b>34</b>	<b>0</b>	<b>298</b>	<b>6,414</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>6,465</b>	<b>37</b>	<b>0</b>	<b>298</b>	<b>6,800</b>
Employee Expenses	5,890	25	0	298	6,214
Premises Related Expenditure	60	1	0	(1)	60
Transport Related Expenditure	10	0	0	(0)	10
Supplies and Services	505	10	0	1	516
<b>Total Income</b>	<b>(384)</b>	<b>(3)</b>	<b>0</b>	<b>(0)</b>	<b>(386)</b>
Other Grants Reimbursements and Contributions	(10)	(0)	0	(0)	(10)
Customer and Client Receipts	(63)	(3)	0	0	(65)
Support Services Income Total	(311)	0	0	0	(311)
<b>Net Budget</b>	<b>6,081</b>	<b>34</b>	<b>0</b>	<b>298</b>	<b>6,414</b>

# Digital and Data – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Applications	5,174	42	0	139	5,355
Data and Analytics	909	5	0	32	946
Digital Products and Services	1,664	2	0	80	1,746
IT Business Management	2,816	0	0	234	3,051
Technology	8,472	89	0	155	8,716
Contact Camden	4,632	(39)	(120)	367	4,839
ICT Traded Budget	653	13	0	99	765
<b>Total Budget</b>	<b>24,320</b>	<b>112</b>	<b>(120)</b>	<b>1,105</b>	<b>25,417</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>29,319</b>	<b>158</b>	<b>(120)</b>	<b>1,105</b>	<b>30,461</b>
Employee Expenses	19,260	1	(120)	1,227	20,368
Premises Related Expenditure	4	0	0	0	4
Transport Related Expenditure	25	0	0	(0)	25
Supplies and Services	7,779	156	0	(122)	7,813
Transfer Payments	0	0	0	0	0
Third Party Payments	10	0	0	(0)	10
Depreciation and Impairment Losses	2,235	0	0	0	2,235
Support Services	6	0	0	0	6
<b>Total Income</b>	<b>(4,998)</b>	<b>(46)</b>	<b>0</b>	<b>(0)</b>	<b>(5,044)</b>
Customer and Client Receipts	(1,146)	(46)	0	(0)	(1,191)
Support Services Income Total	(3,853)	0	0	0	(3,853)
<b>Net Budget</b>	<b>24,320</b>	<b>112</b>	<b>(120)</b>	<b>1,105</b>	<b>25,417</b>

# Law and Governance – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Business Support	7,115	21	0	416	7,553
Democratic Committee Services	681	1	0	41	723
Elections	548	5	0	17	570
Legal Services	2,386	(9)	0	171	2,548
Law and Governance Management	204	0	0	8	212
<b>Total Budget</b>	<b>10,933</b>	<b>18</b>	<b>0</b>	<b>654</b>	<b>11,605</b>

Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>12,081</b>	<b>30</b>	<b>0</b>	<b>654</b>	<b>12,764</b>
Employee Expenses	10,675	1	0	654	11,330
Premises Related Expenditure	10	0	0	(0)	10
Transport Related Expenditure	14	0	0	(1)	13
Supplies and Services	1,322	26	0	1	1,350
Transfer Payments	0	0	0	0	0
Third Party Payments	32	1	0	0	33
Support Services	28	0	0	0	28
<b>Total Income</b>	<b>(1,148)</b>	<b>(11)</b>	<b>0</b>	<b>0</b>	<b>(1,159)</b>
Government Grants	0	0	0	0	0
Other Grants Reimbursements and Contributions	(206)	(4)	0	0	(210)
Customer and Client Receipts	(179)	(7)	0	0	(187)
Income	0	0	0	0	0
Support Services Income Total	(763)	0	0	0	(763)
<b>Net Budget</b>	<b>10,933</b>	<b>18</b>	<b>0</b>	<b>654</b>	<b>11,605</b>

# Corporate Strategy and Policy Design – GF

Service	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
Policy and Design	2,711	6	0	695	3,412
<b>Total Budget</b>	<b>2,711</b>	<b>6</b>	<b>0</b>	<b>695</b>	<b>3,412</b>

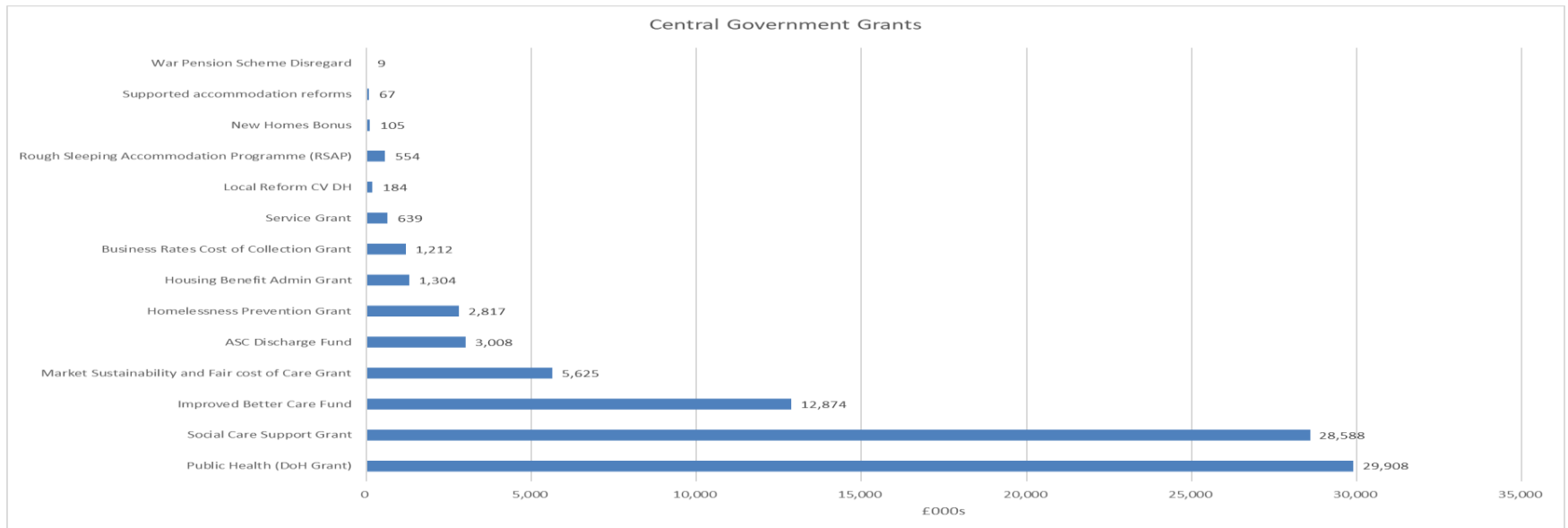
Income/Expenditure Type	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
<b>Total Expenditure</b>	<b>2,711</b>	<b>6</b>	<b>0</b>	<b>695</b>	<b>3,412</b>
Employee Expenses	2,699	6	0	695	3,400
Supplies and Services	12	0	0	0	12
<b>Net Budget</b>	<b>2,711</b>	<b>6</b>	<b>0</b>	<b>695</b>	<b>3,412</b>

# Other Budgets – GF

Other Budgets	2023/24 Budget £000	2024/25 Budget £000
Reserve Movements	7,015	(1,027)
Interest	1,117	(36,811)
Pensions	13,009	13,009
Levies	1,736	1,020
Capital Financing	4,745	5,539
Specific Grants	(78,604)	(86,894)
Other	(6,111)	8,642
<b>Total Budget</b>	<b>(57,093)</b>	<b>(96,523)</b>

## Specific Grants from Central Government

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



# Other Budgets – HRA

Division	2023/24 Budget £000	Inflation £000	Savings £000	Other Adjustments £000	2024/25 Budget £000
HRA Management	3,019	8	0	268	3,295
RCCO Leaseholder Contributions	3,720	74	0	(741)	3,054
HRA Subsidy	0	0	0	0	0
HRA Share of Interest Payable	(1,000)	0	0	0	(1,000)
HRA CDC Contribution	4,470	146	0	0	4,617
HRA Share NCS Not Specifically Allocated	59,502	0	(869)	2,900	61,533
HRA Bad Debt Provision	2,694	54	(500)	(0)	2,248
HRA Reserve Carried Forward	0	0	0	0	0
HRA Contingency	5,561	51	0	4,157	9,769
<b>Total Budget</b>	<b>77,966</b>	<b>334</b>	<b>(1,369)</b>	<b>6,584</b>	<b>83,514</b>





# Capital Programme

2024/25 – 2029/30+

# 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 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 aim to achieve the Decent Homes standard for Camden's 22,750 HRA dwellings.

### Accommodation Strategy

The latest part of the Council's accommodation strategy is the redevelopment of the Town Hall, 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. The leases for the let spaces are to be completed soon.

### 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 recently completed a condition survey of all of its HRA assets which has identified a significant investment need and a budget resource gap. Options appraisals around some of the high-cost assets going forward and other funding options will need to be explored to continue to accomplish this in 2024/25 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	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total Budget £000
Community Services	5,320	5,188	2,460	1,071	54	14,093
Development (CIP & Major Projects)	78,943	88,138	96,119	81,059	77,390	421,648
Corporate Services (ICT, Customer Serv, Parking)	4,030	-	-	-	-	4,030
Property Management	177,408	201,586	102,460	90,828	73,738	646,020
Environment and Sustainability	23,776	7,620	1,283	817	-	33,495
<b>Total Capital Expenditure</b>	<b>289,478</b>	<b>302,531</b>	<b>202,321</b>	<b>173,775</b>	<b>151,182</b>	<b>1,119,287</b>

Capital Funding	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
<b>External Funding (Grants &amp; Contributions):</b>						
- Dept. for Education grants	3,137	2,666	2,720	7,751	7,631	23,905
- National Health Service grants & Public Health	1,728	1,833	106	-	-	3,667
- other government grants	27,847	13,769	1,052	802	20	43,490
GLA - housing grants	57,538	10,136	5,455	1,955	-	75,084
GLA -Transport for London grants	7,294	32	-	-	-	7,326
Lottery grants	-	-	-	-	-	-
Other Grants	1,079	1,056	30	16	-	2,181
Community Infrastructure Levy	5,095	65	1,260	-	-	6,420
Section 106 contributions	14,584	19,994	3,994	1,829	-	40,401
Schools contributions	-	-	-	-	-	-
Other contributions	207	96	4	-	-	307
<b>Sub-total External Funding</b>	<b>118,510</b>	<b>49,647</b>	<b>14,621</b>	<b>12,353</b>	<b>7,651</b>	<b>202,781</b>
<b>HRA:</b>						
- Major Repairs Reserve	38,000	39,000	40,000	41,000	42,000	200,000
- Leaseholders' capital contributions	2,390	2,050	2,050	2,050	2,050	10,590
- Revenue contribution (HRA)	425	-	-	-	-	425
<b>Sub-total HRA</b>	<b>40,815</b>	<b>41,050</b>	<b>42,050</b>	<b>43,050</b>	<b>44,050</b>	<b>211,015</b>
<b>Corporate Resources:</b>						
CMI - Green Bond GF	718	-	-	-	-	718
CMI - Green Bond HRA	197	-	-	-	-	197
Revenue contributions - General Fund	16,815	7,153	1,480	377	-	25,825
Prudential Borrowing - HRA	39,486	58,515	52,972	26,939	21,000	198,912
Prudential Borrowing - GF	9,162	17,815	2,029	408	-	29,413
HRA Capital Receipts	57,086	114,995	82,881	84,952	72,395	412,309
1-4-1 RTB Retained Receipts:	2,798	-	-	-	-	2,798
GF Capital Receipts	3,891	13,358	6,289	5,696	6,086	35,319
<b>Sub-total Corporate Resources</b>	<b>130,153</b>	<b>211,835</b>	<b>145,651</b>	<b>118,372</b>	<b>99,481</b>	<b>705,492</b>
<b>TOTAL RESOURCES</b>	<b>289,477</b>	<b>302,532</b>	<b>202,322</b>	<b>173,775</b>	<b>151,182</b>	<b>1,119,288</b>

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

Capital Expenditure	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000
<b>Corporate Services</b>						-
Core Investment Portfolio	3,511	-	-	-	-	3,511
Parking Schemes	352	-	-	-	-	352
Transformation Investment Portfolio	95	-	-	-	-	95
Unavoidable Pressures Investment Portfolio	72	-	-	-	-	72
<b>Total Corporate Services</b>	<b>4,030</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,030</b>

Capital Funding	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000
<b>Corporate Resources:</b>						
Revenue contributions - General Fund	1,623	-	-	-	-	1,623
Prudential Borrowing - GF	2,407	-	-	-	-	2,407
Sub-total Corporate Resources	4,030	-	-	-	-	4,030
<b>TOTAL RESOURCES</b>	<b>4,030</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,030</b>

# Capital Programme – Community Services

Capital Expenditure	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000
<b>Community Services</b>						-
Libraries and Arts	681	-	-	-	-	681
Green Spaces	3,898	3,588	1,960	1,071	54	10,571
Sports Centres	741	1,600	500	-	-	2,841
<b>Total Community Services</b>	<b>5,320</b>	<b>5,188</b>	<b>2,460</b>	<b>1,071</b>	<b>54</b>	<b>14,093</b>
<b>Capital Funding</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>External Funding (Grants &amp; Contributions):</b>						
- Dept. for Education grants	-	-	-	-	-	-
NHS grants and Public Health	-	-	-	-	-	-
- other government grants	796	1,174	552	302	20	2,844
GLA - housing grants	-	-	-	-	-	-
GLA -Transport for London grants	153	32	-	-	-	185
Lottery grants	-	-	-	-	-	-
Other Grants	40	35	30	16	-	121
Community Infrastructure Levy	334	49	-	-	-	383
Section 106 contributions	733	929	-	-	-	1,662
Schools contributions	-	-	-	-	-	-
Other contributions	65	43	4	-	-	112
<b>Sub-total External Funding</b>	<b>2,120</b>	<b>2,262</b>	<b>586</b>	<b>318</b>	<b>20</b>	<b>5,306</b>
<b>Sub-total HRA</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Corporate Resources:</b>						
CMI - Green Bond GF	-	-	-	-	-	-
CMI - Green Bond HRA	-	-	-	-	-	-
Revenue contributions - General Fund	5	735	240	60	-	1,040
Prudential Borrowing - HRA	-	-	-	-	-	-
Prudential Borrowing - GF	3,194	1,185	912	300	-	5,591
HRA Capital Receipts	-	12	-	-	-	12
1-4-1 RTB Retained Receipts:	-	-	-	-	-	-
GF Capital Receipts	-	995	722	393	34	2,144
<b>Sub-total Corporate Resources</b>	<b>3,200</b>	<b>2,926</b>	<b>1,874</b>	<b>753</b>	<b>34</b>	<b>8,787</b>
<b>TOTAL RESOURCES</b>	<b>5,320</b>	<b>5,188</b>	<b>2,460</b>	<b>1,071</b>	<b>54</b>	<b>14,093</b>

# Capital Programme – Property Management

Capital Expenditure	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000
<b>Property Management</b>						
Depots	-	45	-	-	-	45
Pre Primary Education	533	1,366	-	-	-	1,899
Primary / Junior Education	-	-	-	-	-	-
Secondary Education	-	-	-	-	-	-
Other - Education	1,962	2,118	546	-	-	4,626
Central Administrative Buildings	167	-	-	-	-	167
Other General Fund Schemes	-	300	300	300	467	1,367
Mental Health	-	-	-	-	-	-
Social Care and Support	3,090	2,964	2,613	2,352	-	11,020
Community Facilities	-	-	-	-	-	-
Commercial Properties	1,600	2,900	1,977	-	-	6,477
Reactive Capital Repairs	750	542	-	-	-	1,292
Housing Buy Backs	34,547	29,258	28,700	28,700	28,700	149,905
Community Care	350	100	-	270	-	720
Commercial Properties	-	-	-	284	200	484
Community Safety	111	953	953	953	-	2,970
Energy Efficiency	3,396	4,861	3,200	-	-	11,457
Other Schemes	9,956	10,579	8,200	6,850	10,450	46,035
Partnering - Decent Homes	16,867	31,228	10,607	2,194	-	60,897
Partnering Contract Mechanical & Electric	18,007	21,841	21,601	11,049	6,658	79,157
Partnering Contract	80,521	82,826	18,798	29,500	14,329	225,975
Temporary Housing Group	541	1,061	200	-	-	1,802
Public Safety Project	171	250	952	-	-	1,373
<b>Total Property Management</b>	<b>177,479</b>	<b>201,586</b>	<b>102,460</b>	<b>90,828</b>	<b>73,738</b>	<b>646,091</b>

# Capital Programme – Property Management

Capital Funding	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000
<b>External Funding (Grants &amp; Contributions):</b>						
- Dept. for Education grants	3,137	2,666	2,720	7,751	7,631	23,905
- National Health Service grants & Public	1,728	1,833	106	-	-	3,667
- other government grants	16,810	11,385	-	-	-	28,195
GLA - housing grants	44,244	276	-	-	-	44,520
GLA -Transport for London grants	-	-	-	-	-	-
Lottery grants	-	-	-	-	-	-
Other Grants	1,031	1,021	-	-	-	2,052
Community Infrastructure Levy	33	-	-	-	-	33
Section 106 contributions	1,052	410	-	-	-	1,462
Schools contributions	-	-	-	-	-	-
Other contributions	-	-	-	-	-	-
<b>Sub-total External Funding</b>	<b>68,035</b>	<b>17,591</b>	<b>2,826</b>	<b>7,751</b>	<b>7,631</b>	<b>103,834</b>
<b>HRA:</b>						
- Major Repairs Reserve	38,000	39,000	40,000	41,000	42,000	200,000
- Leaseholders' capital contributions	2,390	2,050	2,050	2,050	2,050	10,590
- Revenue contribution (HRA)	425	-	-	-	-	425
<b>Sub-total HRA</b>	<b>40,815</b>	<b>41,050</b>	<b>42,050</b>	<b>43,050</b>	<b>44,050</b>	<b>211,015</b>
<b>Corporate Resources:</b>						
CMI - Green Bond GF	-	-	-	-	-	-
CMI - Green Bond HRA	197	-	-	-	-	197
Revenue contributions - General Fund	8,584	5,493	952	-	-	15,029
Prudential Borrowing - HRA	19,887	48,464	5,261	-	-	73,612
Prudential Borrowing - GF	1,932	1,178	622	108	-	3,840
HRA Capital Receipts	37,133	77,348	45,405	34,616	16,005	210,507
1-4-1 RTB Retained Receipts:	164	-	-	-	-	164
GF Capital Receipts	661	10,462	5,344	5,303	6,052	27,822
<b>Sub-total Corporate Resources</b>	<b>68,558</b>	<b>142,945</b>	<b>57,584</b>	<b>40,027</b>	<b>22,057</b>	<b>331,171</b>
<b>TOTAL RESOURCES</b>	<b>177,408</b>	<b>201,586</b>	<b>102,460</b>	<b>90,828</b>	<b>73,738</b>	<b>646,020</b>



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

Capital Expenditure	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000
<b>Development (CIP)</b>						-
Community Investment Programme	17,613	16,258	4,926	22,031	21,349	82,177
Accommodation Strategy	2,471	-	-	-	-	2,471
Estate Regeneration	54,916	65,206	74,617	53,012	56,040	303,791
HRA Hostels	3,943	6,674	16,576	6,015	-	33,209
<b>Capital Funding</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>External Funding (Grants &amp; Contributions):</b>						
- Dept. for Education grants	-	-	-	-	-	-
- National Health Service grants & Pu	-	-	-	-	-	-
- other government grants	10,000	-	-	-	-	10,000
GLA - housing grants	13,294	9,860	5,455	1,955	-	30,564
GLA -Transport for London grants	-	-	-	-	-	-
Lottery grants	-	-	-	-	-	-
Other Grants	-	-	-	-	-	-
Community Infrastructure Levy	-	-	1,260	-	-	1,260
Section 106 contributions	7,160	15,864	3,994	1,829	-	28,847
Schools contributions	-	-	-	-	-	-
Other contributions	-	-	-	-	-	-
<b>Sub-total External Funding</b>	<b>30,454</b>	<b>25,724</b>	<b>10,709</b>	<b>3,784</b>	<b>-</b>	<b>70,671</b>
<b>Corporate Resources:</b>						
CMI - Green Bond GF	-	-	-	-	-	-
CMI - Green Bond HRA	-	-	-	-	-	-
Revenue contributions - General Fun	2,471	-	-	-	-	2,471
Prudential Borrowing - HRA	19,599	10,051	47,711	26,939	21,000	125,300
Prudential Borrowing - GF	1,136	13,970	-	-	-	15,106
HRA Capital Receipts	19,633	37,635	37,476	50,336	56,390	201,470
1-4-1 RTB Retained Receipts:	2,634	-	-	-	-	2,634
GF Capital Receipts	3,016	758	223	-	-	3,997
<b>Sub-total Corporate Resources</b>	<b>48,489</b>	<b>62,414</b>	<b>85,410</b>	<b>77,275</b>	<b>77,390</b>	<b>350,978</b>
<b>TOTAL RESOURCES</b>	<b>78,943</b>	<b>88,138</b>	<b>96,119</b>	<b>81,059</b>	<b>77,390</b>	<b>421,649</b>

# Capital Programme – Environment & Sustainability

Capital Expenditure	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000
<b>Environment and Sustainability</b>						-
Planned Improvements - Highways	10,628	-	-	-	-	10,628
Transport Strategy Delivery Plan	9,804	5,534	500	500	-	16,338
Major Projects	713	656	-	-	-	1,369
Sustainability	73	690	318	317	-	1,398
<b>Total Environment and Sustainability</b>	<b>23,776</b>	<b>7,620</b>	<b>1,283</b>	<b>817</b>	<b>-</b>	<b>33,495</b>

Capital Funding	2023/24	2024/25	2025/26	2026/27	2027/28	Total
	£000	£000	£000	£000	£000	£000
<b>External Funding (Grants &amp; Contributions):</b>						
- Dept. for Education grants	-	-	-	-	-	-
- National Health Service grants & Public H	-	-	-	-	-	-
- other government grants	241	1,210	500	500	-	2,451
GLA - housing grants	-	-	-	-	-	-
GLA -Transport for London grants	7,141	-	-	-	-	7,141
Lottery grants	-	-	-	-	-	-
Other Grants	8	-	-	-	-	8
Community Infrastructure Levy	4,729	16	-	-	-	4,745
Section 106 contributions	5,639	2,791	-	-	-	8,430
Schools contributions	-	-	-	-	-	-
Other contributions	142	53	-	-	-	195
<b>Sub-total External Funding</b>	<b>17,900</b>	<b>4,070</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>22,970</b>
<b>Corporate Resources:</b>						
CMI - Green Bond GF	718	-	-	-	-	718
CMI - Green Bond HRA	-	-	-	-	-	-
Revenue contributions - General Fund	4,132	925	288	317	-	5,662
Prudential Borrowing - HRA	-	-	-	-	-	-
Prudential Borrowing - GF	492	1,482	495	-	-	2,469
HRA Capital Receipts	320	-	-	-	-	320
1-4-1 RTB Retained Receipts:	-	-	-	-	-	-
GF Capital Receipts	214	1,143	-	-	-	1,357
<b>Sub-total Corporate Resources</b>	<b>5,875</b>	<b>3,550</b>	<b>783</b>	<b>317</b>	<b>-</b>	<b>10,525</b>
<b>TOTAL RESOURCES</b>	<b>23,775</b>	<b>7,620</b>	<b>1,283</b>	<b>817</b>	<b>-</b>	<b>33,495</b>



# Reserves & Balances

# Reserves & Balances

The council currently has around 15 separate earmarked reserves. These amounts have been set aside for several reasons which are set out in the table on page 68, however, they mainly relate to on-going projects, known future liabilities or to mitigate against future corporate risk.

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 £18.358m for 2024/25.

Earmarked Reserves	Forecast Reserves 31/03/23 £000	Forecast Out of Reserves £000	Forecast Into Reserves £000	Forecast Reserves 31/03/24 £000	2024/25 Net Movemen t £000	Forecast Reserves 31/03/25 £000
Reserves to support Council Priorities	41,571	(6,845)	7,009	41,735	3,010	44,745
Reserves with Conditions	44,425	(1,729)	0	42,696	(600)	42,096
Reserves to Support Capital Activity & Asset Management	26,099	(9,228)	7,241	24,112	749	24,861
Reserves to Manage Future Risk	35,746	(6,800)	13,323	42,269	6,370	48,639
<b>Total Earmarked Reserves</b>	<b>147,842</b>	<b>(24,602)</b>	<b>27,573</b>	<b>150,812</b>	<b>9,529</b>	<b>160,341</b>
<b>General Balances</b>	<b>15,858</b>	<b>0</b>	<b>1,000</b>	<b>16,858</b>	<b>1,500</b>	<b>18,358</b>

# Reserves

Earmarked Reserves	Forecast Reserves 31/03/2023 £'000	Forecast Reserves 31/03/2024 £'000	Forecast Reserves 31/03/2025 £'000	Forecast Reserves 31/03/2026 £'000	Forecast Reserves 31/03/2027 £'000
<b>Reserves to support Council Priorities</b>					
(a) Multi Year Budget Reserve	38,222	37,124	39,705	43,481	41,481
Cost of Change/Camden Plan	3,350	4,611	5,040	5,469	5,898
<b>Sub Total</b>	<b>41,571</b>	<b>41,735</b>	<b>44,745</b>	<b>48,950</b>	<b>47,379</b>
<b>Reserves with Conditions</b>					
Dedicated Schools Grant	19,256	19,256	19,256	19,256	19,256
Mayor's Charity Reserve	12	12	12	12	12
(a) Multi Year Budget Reserve	25,156	23,427	22,827	22,727	22,627
<b>Sub Total</b>	<b>44,425</b>	<b>42,695</b>	<b>42,095</b>	<b>41,995</b>	<b>41,895</b>
<b>Reserves to Support Capital Activity &amp; Asset Management</b>					
Future Capital Schemes	12,689	12,499	14,451	16,408	18,365
Haverstock PFI Funding Reserve	978	848	718	588	458
Schools PFI Equalisation Reserve	3,893	4,060	4,227	4,394	4,561
Building Schools for the Future	814	100	30	0	0
Accommodation Strategy	7,725	6,605	5,435	4,215	2,945
<b>Sub Total</b>	<b>26,099</b>	<b>24,112</b>	<b>24,861</b>	<b>25,605</b>	<b>26,329</b>
<b>Reserves to Manage Future Risk</b>					
Self-Insurance Reserve	3,000	3,000	3,000	3,000	3,000
Business Rates Safety Net	10,683	17,206	23,576	10,822	1,932
GF Future Cost Reserve	22,063	22,063	22,063	22,063	22,063
<b>Sub Total</b>	<b>35,746</b>	<b>42,269</b>	<b>48,639</b>	<b>35,885</b>	<b>23,131</b>
<b>Total Earmarked Reserves</b>	<b>147,842</b>	<b>150,812</b>	<b>160,341</b>	<b>152,436</b>	<b>138,735</b>
General Balances	15,858	16,858	18,358	19,858	21,358
Housing Revenue Account	22,967	21,117	24,391	28,531	31,901
Schools Balances	17,500	17,500	17,500	17,500	17,500
<b>Total Reserves</b>	<b>204,166</b>	<b>206,287</b>	<b>220,590</b>	<b>218,325</b>	<b>209,494</b>

# Purpose of Reserves

Reserve	Purpose of Reserve
<b>Dedicated Schools Grant</b>	Unspent Dedicated Schools Grant.
<b>Multi Year Budget Reserve</b>	To fund allocations in future years as part of multi-year budgeting.
<b>Workforce Remodelling/Cost of Change</b>	To fund costs that may arise from workforce remodelling and efficiency projects from the Savings Programme and initiatives in future years.
<b>Mayor's Charity Reserve</b>	To support Mayor's Charity work.
<b>We Make Camden</b>	To provide funding to implement projects that supports the plan's key priorities.
<b>Future Capital Schemes</b>	To provide funding to support the council's costs associated with various capital schemes.
<b>Haverstock PFI Funding Reserve - amortise initial payment to Kajima</b>	To hold the balance of funding in respect of the Haverstock School PFI project.
<b>Building Schools for the Future</b>	To provide funding for any defects in schools funded through Better Schools for the Future
<b>Schools PFI Equalisation Reserve</b>	To provide funding to offset future contractor inflationary pressures.
<b>Accommodation Strategy</b>	To provide funding to facilitate the office accommodation strategy.
<b>Self-Insurance Reserve</b>	To provide funding to cover insurance risks, which keeps insurance costs to a minimum.
<b>Business Rates Safety Net reserves</b>	To provide funding to cover any reduction in retained business rates.

# Version History

Version	Upload Date	Amendments
5.0		