

Revenue & Capital Budgets

London Borough of Camden

2026/27

Introduction

This document sets out the London Borough of Camden's revenue and capital budgets for 2026/27 in a summarised format, together with other financial information. The information contained within this document is to help assist the public, Members, Chief Officers and their staff in understanding the current financial position and in preparing for future budgets.

It contains a summary of the budget to be presented to Full Council for agreement on 2 March 2026, 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 2029/30, and information relating to the Council's reserves and balances.

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

Daniel Omisore – Director of Finance

Financial Outlook

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

- The cumulative impacts of the **significant reductions in both revenue and capital funding in real terms** over more than a decade.
- The requirements for councils to deliver **additional statutory responsibilities** without the accompanying resources.
- The **elevated inflation, high interest rates and ongoing cost of living pressures** affecting residents.

As a result, many local authorities across London and the rest of England have been placed under severe and often unsustainable financial pressure. As of 2025/26, 30 local authorities are receiving additional support from central government through the Exceptional Financial Support process, with several authorities also issuing Section 114 notices (to effectively declare bankruptcy) since 2018, reflecting the scale of financial distress across the sector.

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

In recent years, pressures have increased rapidly in demand-driven service areas such as homelessness and Children's Social Care, as the number of cases and their complexity grow whilst service providers' prices increases. In December 2025, London Councils reported that London Boroughs were spending £5.5m per day on homelessness in 2024/25. Camden is not immune to these challenges and is forecasting to overspend by approximately £19.6m in its General Fund this year, driven by high levels of volatility in demand across Temporary Accommodation and social care.

However, the Council's strong financial planning and governance place it in a relatively strong position compared to many other authorities to respond to rising demand for critical statutory services. Nonetheless, delivering We Make Camden requires the Council to make deliberate and sometimes difficult choices about how we use our finite resources.

Strategic Investments

The Council faces a range of financial challenges, reflecting nationwide pressures on local government.

The Council recognises that providing targeted investment is key to its outcomes-focused approach, helping us meet both these financial challenges and residents' needs, whilst also delivering on **longer term** funding priorities.

Therefore, in setting a balanced budget for 2026/27, the Council has also set aside a small but important pot of money to fund several targeted investments, which respond to some of the most significant challenges our communities are facing.

Safer, Cleaner Streets and thriving Local Businesses

- The council is investing **£1m** to enhance community safety which includes investment to tackle anti-social behaviour, more CCTV and investment in a community safety bus.
- Council take further action to keep our borough clean by investing an additional **£0.1m** in new high-performance jet washing equipment and running costs.
- Invest an additional **£0.2m** to support a thriving local economy — backing the small businesses that are the backbone of our borough. This practical, hands-on investment will fund around 600 hours of tailored support over the coming years, giving each participating business direct, one-to-one time to tackle their real challenges and seize new opportunities.

Strategic Investments

Investing in our Assets

- **Council Homes for Care-Experienced Young People** – Camden offers help to all young people who have been cared for by a foster carer or in a residential care unit. We help young people move from being ‘looked after’ into adulthood and starting to live independently. The Council currently earmarks 50 social housing units for care-experienced young people. It is recommended that the Council invest a further **£2m** to support the acquisition of additional properties, increasing the volume of social housing available to care-experienced young people who are able to live independently with support.
- **Increasing our Temporary Accommodation** - It is recommended that the Council invests a further **£10m** to enable the next round of Temporary Accommodation purchases.
- **Increased Tree Planting** - In 2024, a survey was commissioned which looked for potential tree planting locations on streets using canopy cover and Geographic Information System (GIS) data for highways. This identified new planting locations which have been prioritised based on tree equity, using flood risk, heat, air pollution and Indices of Multiple Deprivation. It is recommended that the Council invests a further **£4.6m** of capital funding over the next 5 years to plant an estimated 2,500 new trees. This will bring the total tree planting programme over the next five years to approximately 4,250 trees.

Local Government Finance Settlement

On 9 February 2026, the government published the 2026/27-2028/29 Local Government Finance Settlement, which marked the first multi-year settlement to be issued in ten years and aids the Council's financial planning.

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

It assumes the maximum increases in council tax and makes assumptions about the business rates the Council will collect over the settlement period. Camden's CSP for 2026/27 is £382.1m.

	2024/25*	2025/26*	2026/27	2027/28	2028/29
	£000	£000	£000	£000	£000
<i>Income Baseline</i>					
Retained Business Rates	123,552	126,037	59,548	60,914	62,143
Revenue Support Grant	69,065	74,593	115,386	101,026	70,457
Local Authority Better Care Grant†	12,874	15,882	15,882	-	-
Transitional Protection Grant	-	-	14,542	31,460	47,980
Council Tax Requirement	141,131	154,792	165,947	177,905	190,725
Total Income Baseline	346,621	371,305	371,305	371,305	371,305
Homelessness, Rough Sleeping & Domestic Abuse Grant	3,864	5,420	7,437	7,475	7,497
Families First Partnership Grant	1,066	1,892	3,402	3,402	2,906
Total Core Spending Power	351,552	378,617	382,143	382,181	381,708
<i>Change from 2024/25 (%)</i>		7.7%	8.7%	8.7%	8.6%
<i>Change from 2025/26 (%)</i>			0.9%	0.9%	0.8%

* Core Spending Power figures from 2024/25 and 2025/26 are based on the revised definition used by the government for the 2026/27-2028/29 Settlement

† Local Authority Better Care Grant is notionally rolled into Revenue Support Grant from 2027/28, ahead of a government decision on how it will be managed over the medium term

Local Government Finance Settlement

In keeping with its approach to simplifying local government funding, the government has also created **four** new 'consolidated grants', which bring together a range of existing grants across broad service areas:

- **Homelessness, Rough Sleeping and Domestic Abuse Grant** - this brings together most of the existing homelessness and rough sleeping funding
- **Children, Families and Youth Grant** - this brings together prevention and partnership programme funding, including new grant funding from the Transformation Fund, which was announced at the Spending Review.
- **Public Health Grant** - this widens the scope of the Public Health Grant previously received by the Council, with a handful of other related grants rolled in.
- **Crisis and Resilience Fund** - this brings together funding for the Household Support Fund and Discretionary Housing Payments.

	2025/26	2026/27	2027/28	2028/29
	£000	£000	£000	£000
Homelessness, Rough Sleeping & Domestic Abuse Grant*	5,420	7,437	7,475	7,497
Public Health Grant	36,588	37,083	37,588	38,089
Children, Families and Youth Grant†	2,762	4,285	4,258	3,762
Crisis and Resilience Fund	4,160	3,601	3,600	3,510
Total Consolidated Grants	48,929	52,406	52,920	52,857

* This grant also forms part of Core Spending Power - see Table X above

† A portion of this grant (known as the 'Families First Partnership') also forms part of Core Spending Power - see Table X above

Camden 2026/27 Council Tax Requirement

To finalise its budget, the Council must set its council tax requirement – the amount of money to be raised from council tax. This is calculated after funding all pressures and assessing the levels of income from government and elsewhere. The 4.99% change from 2025/26 comprises of a 1.99% increase in core council tax and a 2.99% increase in the Adult Social Care precept.

Council Tax Requirement

Council Tax at Band D	Budget 2026/27 £000
Expenditure charged to revenue account	1,124,667
Income credited to revenue account	(788,541)
Net Funding Requirement	336,126
Retained Business Rates	(59,548)
Revenue Support Grant	(115,386)
Transitional Protection Grant	(14,542)
Collection Fund - Council Tax Surplus	(12,407)
Collection Fund - Business Rates Deficit	31,196
Net Funding Requirement from Council Tax	165,438
Garden Squares Levies	(42)
Net Council Tax Requirement excl. Garden Squares	165,396
Band D Council Tax (£)	1,696.61
Percentage change over 2025/26	4.99%

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

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

Band	Camden Council Tax £	Greater London Authority Precept £	Total Council Tax £
A	1,131.07	340.34	1,471.41
B	1,319.59	397.06	1,716.65
C	1,508.10	453.79	1,961.89
D	1,696.61	510.51	2,207.12
E	2,073.63	623.96	2,697.59
F	2,450.66	737.40	3,188.06
G	2,827.68	850.85	3,678.53
H	3,393.22	1,021.02	4,414.24

A photograph of a modern urban courtyard. On the left is a multi-story concrete building with a grid of windows. On the right is a taller building with a facade of vertical wooden slats. In the foreground, there is a green lawn bordered by a dark grey concrete wall. Several people are sitting on wooden benches. A large tree with pink blossoms is on the right. The sky is overcast.

Revenue Budget

2026/27

Using the Revenue Section of the Budget Book

The Budget Book shows the Council's revenue budget position for 2026/27 both by service area and type of income or expenditure. The different types of income and expenditure are described in the tables below.

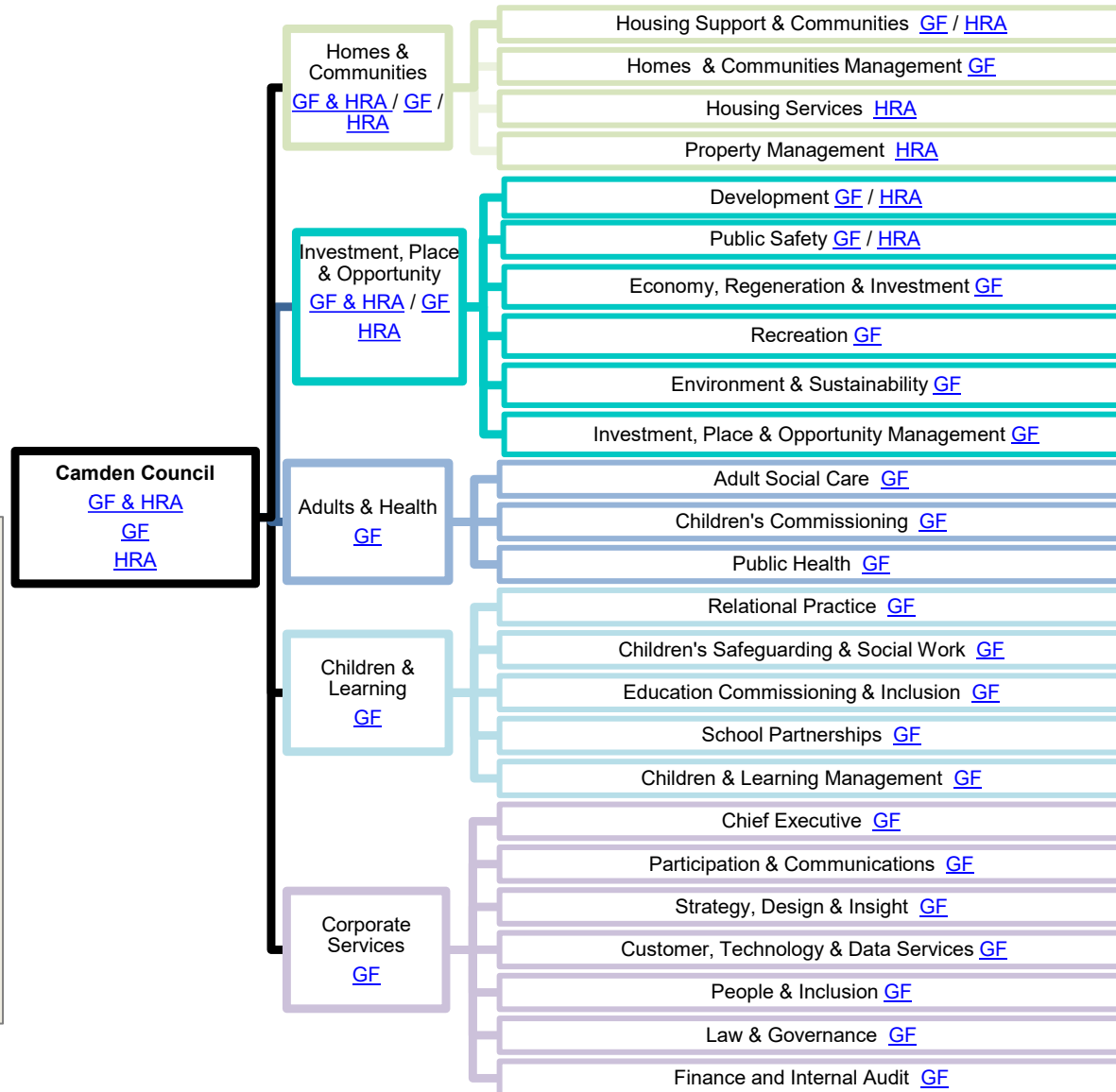
Expenditure		
Direct	Employee Expenses	Pay related items, including salaries, training and recruitment
	Premises Related Expenditure	Items related to buildings including utility bills, repairs and maintenance and rents
	Transport Related Expenditure	Cost of vehicles including maintenance, fuel bills and special educational needs transport
	Supplies & Services Expenditure	The cost of equipment, contracts etc.
	Third Party Payments	Payments that the Council makes to other companies/authorities for services carried out on our behalf
	Transfer Payments	Payments we make on behalf of others e.g. housing benefit
Notional	Depreciation & Impairment Losses	Costs reflecting the use of the Council's assets over time
	Support Services Expenditure	Costs for services supporting the Council's functions and activities.
	Below Cost of Services on CIES Expenditure	This covers costs which sits outside cost of services and includes items like specific levies and external interest payable

Income		
Direct	Government Grants	Grants that we receive from central government
	Other Grants Reimbursements & Contributions	Income received from other authorities e.g. Greater London Authority
	Customer & Client Receipts	Income generated from providing services and through regulation, including income generated from the sale of maps/plans etc., as well as income received through renting Council-owned property
Notional	Support Services Income	Income for services supporting the Council's functions and activities.
	Below Cost of Services on CIES Income	This covers income which sits outside of cost of services and includes items like interest receivable and non-ringfenced grant income

Budget Hierarchy - Revenue

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

The HRA budget was agreed by Cabinet in January 2026.



Camden Council - GF & HRA

Directorate	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Adults & Health	158,011	5,817	7,663	171,491
General Fund Other Budgets*	(85,883)	0	(54,170)	(140,053)
Investment, Place & Opportunity	66,198	(43)	(285)	65,870
Corporate Services	85,406	321	3,394	89,121
Children & Learning	76,223	1,720	10,574	88,517
Homes & Communities	(47,273)	2,112	20,566	(24,595)
HRA Other Budgets*	83,177	265	2,332	85,775
Total Budget	335,860	10,191	(9,926)	336,126
Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	1,339,277	15,234	49,813	1,404,325
Employee Expenses	476,717	236	4,512	481,465
Premises Related Expenditure	133,824	3,234	27,141	164,199
Transport Related Expenditure	6,569	131	373	7,073
Supplies & Services Expenditure	134,435	1,650	(4,245)	131,840
Transfer Payments	182,702	793	14,618	198,114
Third Party Payments	256,376	8,841	22,041	287,258
Depreciation & Impairment Losses	65,728	0	1,203	66,931
Support Services Expenditure	34,868	349	9,825	45,043
Below Cost of Services on CIES Expenditure	32,336	0	(12,238)	20,097
Transfer to Earmarked Reserves	15,723	0	(13,417)	2,306
Total Income	(1,003,417)	(5,043)	(59,739)	(1,068,199)
Government Grants	(479,128)	0	27,705	(451,423)
Other Grants Reimbursements & Contributions	(66,769)	(505)	798	(66,475)
Customer & Client Receipts	(381,714)	(4,538)	(22,437)	(408,689)
Support Services Income	(49,448)	(1)	(1,181)	(50,629)
Below Cost of Services on CIES Income	(3,241)	0	2,926	(315)
Adjustments between Accounting Basis & Funding Basis	(22,986)	0	0	(22,986)
Transfer from Earmarked Reserves	(132)	0	(67,550)	(67,682)
Net Budget	335,860	10,191	(9,926)	336,126

Camden Council - GF

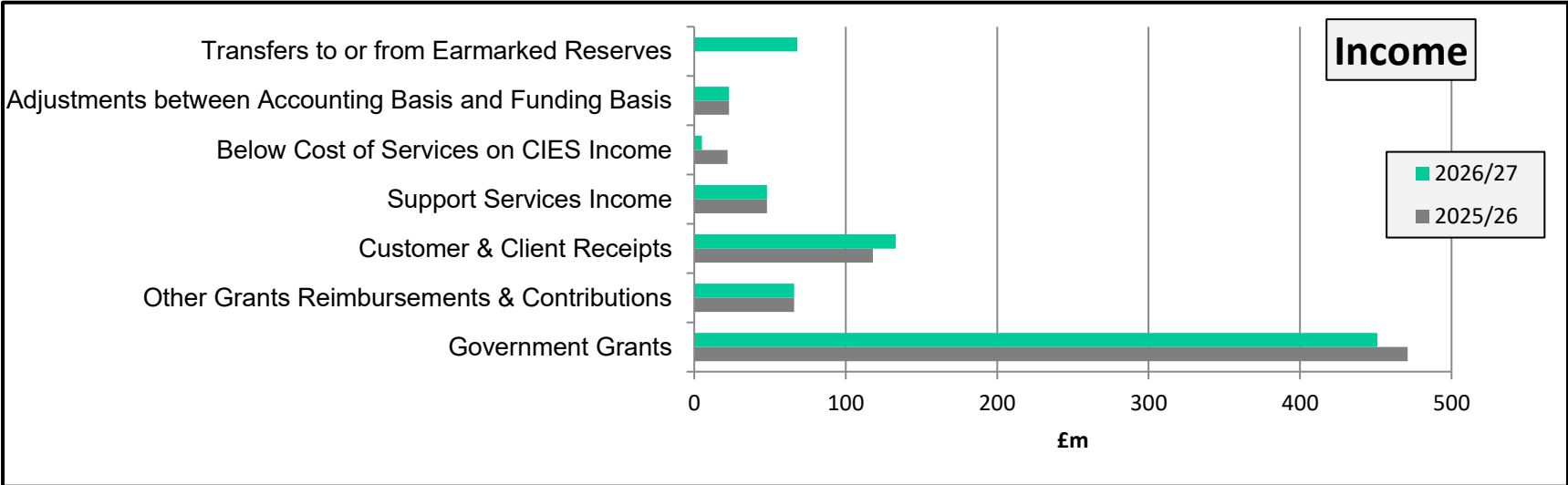
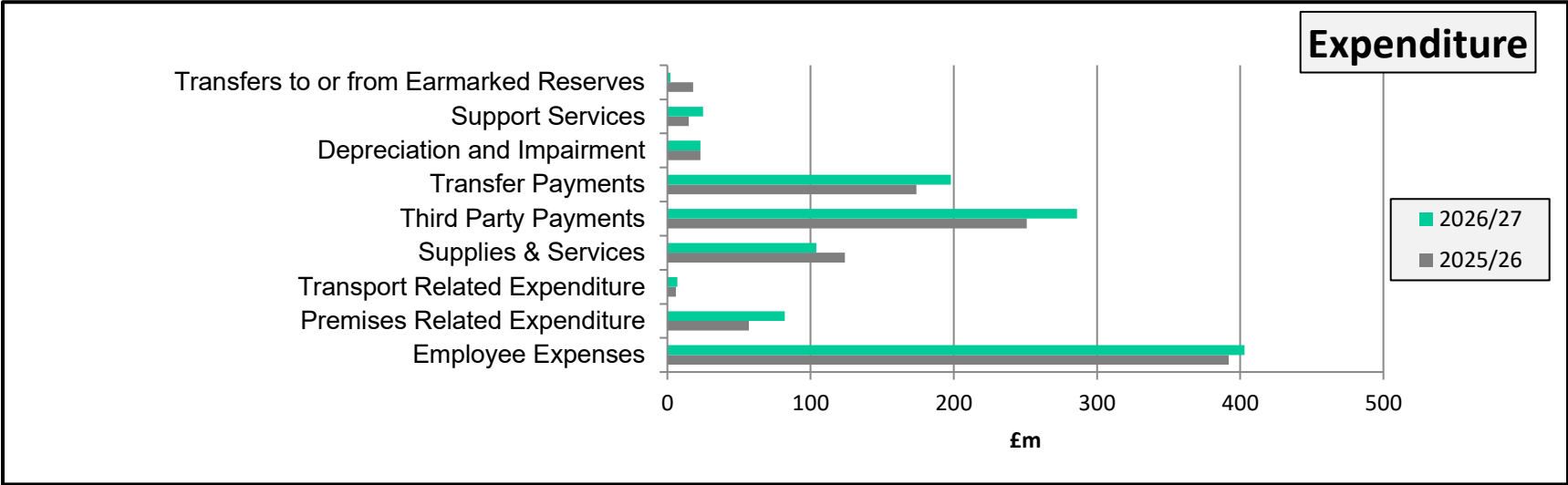
Directorate	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Adults & Health	158,011	5,817	7,663	171,491
General Fund Other Budgets*	(85,883)	0	(54,170)	(140,053)
Investment, Place & Opportunity	72,307	(65)	759	73,001
Corporate Services	85,406	321	3,394	89,121
Children & Learning	76,223	1,720	10,574	88,517
Homes & Communities	29,796	531	23,721	54,048
Total Budget	335,860	8,324	(8,058)	336,126
Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	1,072,814	11,872	39,981	1,124,667
Employee Expenses	402,848	108	541	403,497
Premises Related Expenditure	55,693	872	25,464	82,028
Transport Related Expenditure	6,447	129	378	6,954
Supplies & Services Expenditure	111,311	1,159	(8,252)	104,218
Transfer Payments	182,524	793	14,614	197,932
Third Party Payments	255,518	8,811	21,273	285,602
Depreciation & Impairment Losses	22,731	0	0	22,731
Support Services Expenditure	16,390	0	9,083	25,473
Below Cost of Services on CIES Expenditure	8,629	0	(13,903)	(5,274)
Transfer to Earmarked Reserves	10,723	0	(9,217)	1,506
Total Income	(736,953)	(3,548)	(48,040)	(788,541)
Government Grants	(479,128)	0	27,705	(451,423)
Other Grants Reimbursements & Contributions	(66,466)	(499)	791	(66,173)
Customer & Client Receipts	(120,533)	(3,050)	(9,802)	(133,384)
Support Services Income	(45,519)	0	(2,110)	(47,629)
Below Cost of Services on CIES Income	(2,190)	0	2,926	736
Adjustments between Accounting Basis & Funding Basis	(22,986)	0	0	(22,986)
Transfer from Earmarked Reserves	(132)	0	(67,550)	(67,682)
Net Budget	335,860	8,324	(8,058)	336,126

Camden Council - HRA

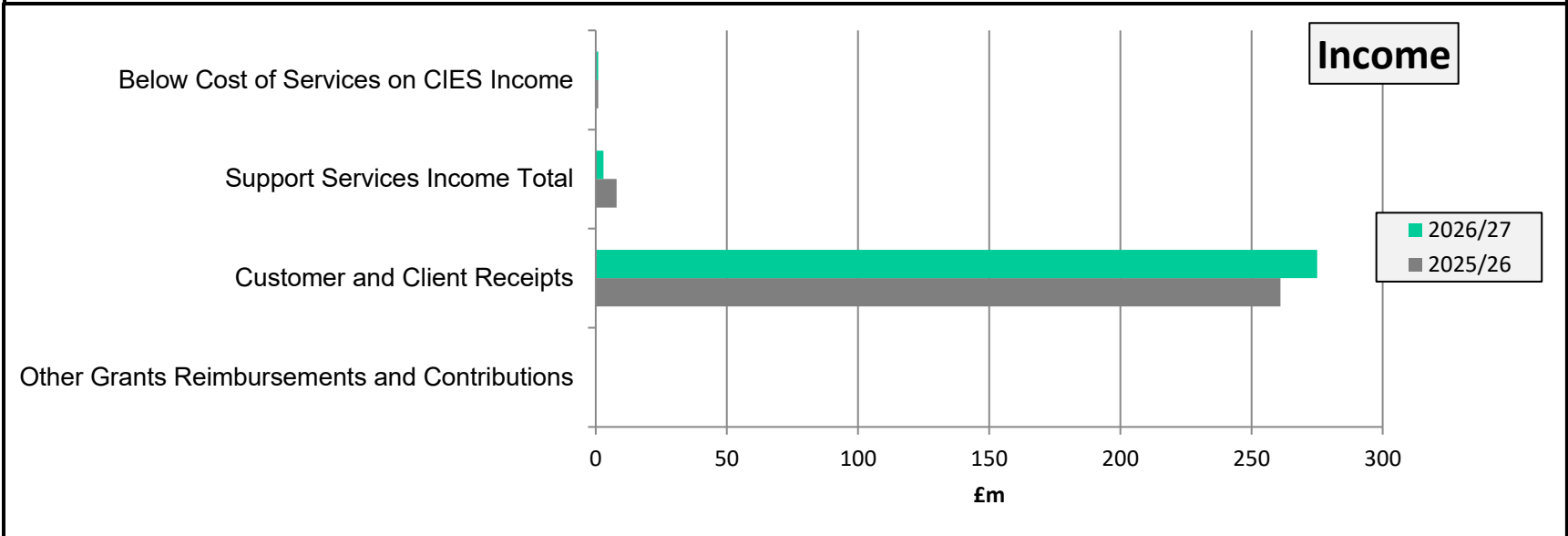
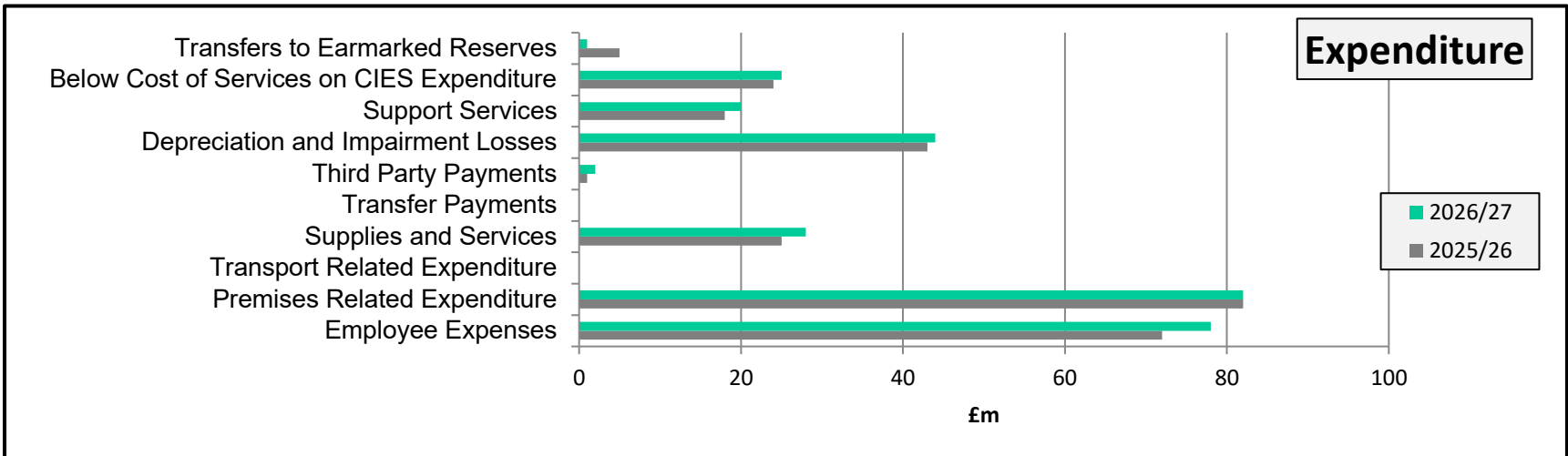
Directorate	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Investment, Place & Opportunity	(6,109)	21	(1,044)	(7,132)
HRA Other Budgets*	83,177	265	2,332	85,775
Homes & Communities	(77,068)	1,581	(3,156)	(78,643)
Total Budget	0	1,868	(1,868)	0

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	266,464	3,362	9,832	279,658
Employee Expenses	73,869	129	3,970	77,968
Premises Related Expenditure	78,132	2,362	1,677	82,170
Transport Related Expenditure	121	2	(5)	119
Supplies & Services Expenditure	23,124	490	4,007	27,621
Transfer Payments	178	0	4	182
Third Party Payments	858	30	768	1,656
Depreciation & Impairment Losses	42,997	0	1,203	44,200
Support Services Expenditure	18,478	349	742	19,569
Below Cost of Services on CIES Expenditure	23,707	0	1,665	25,372
Transfer to Earmarked Reserves	5,000	0	(4,200)	800
Total Income	(266,464)	(1,495)	(11,699)	(279,658)
Other Grants Reimbursements & Contributions	(303)	(6)	7	(302)
Customer & Client Receipts	(261,181)	(1,488)	(12,635)	(275,304)
Support Services Income	(3,929)	(1)	929	(3,000)
Below Cost of Services on CIES Income	(1,051)	0	0	(1,051)
Net Budget	0	1,868	(1,868)	0

Income & Expenditure by Nominal Group - GF



Income & Expenditure by Nominal Group - HRA



Homes & Communities Directorate

Executive Director: Dan Hawthorn
Total Revenue Budget:
-GF Revenue Budget: £54.048m
-HRA Revenue Budget: £(78.643)m

The directorate delivers on Camden's missions and challenges as one of the biggest social landlords in London and the country. We know that housing is more than just a service that focuses on the fabric of a building. It is the cornerstone of a healthy and flourishing life for individuals, their families and their communities. Its most physical presence in the borough is through our housing property portfolio, which we maintain to ensure the safety of our tenants and leaseholders. The Homes and Communities directorate puts local people, tenants, and families at the heart of everything we do – whilst designing inclusive services that respond to new and growing needs.

Homes and Communities consists of three divisions:

- **Housing Support and Communities:** Assesses homelessness within the law, prevents homelessness, places homeless households in temporary accommodation, procures suitable temporary accommodation and delivers a range of services for rough sleepers as well as acting as the main point of contact with housing associations that operate in the borough. The Allocations, Lettings and Private Sector Housing team allocates Council properties to households on the Council's Housing Register and improves housing standards across the private sector.

- **Housing Support and Communities continued:** Equalities and Community Strength coordinates and accelerates the work around equality and building strong, cohesive and resilient communities and provides support to refugee communities moving to the borough. Cost of Living Support leads the Council's systemic response to the challenge of poverty and hardship in our communities resulting from the increased cost of living.
- **Housing Services:** Delivers a wide range of services for tenants and leaseholders and provide advice, support, and accommodation to address housing needs in the borough. Neighbourhood Services provide the landlord function for our 22,750 council tenants, manage caretakers, waste and recycling on estates, and manage our sheltered accommodation. Leasehold Services and Housing Income manages rent and arrears for our council tenants, and bill and collect service charges for 9,800 leaseholders.
- **Property Management:** Manages a large housing portfolio comprising over 33,000 homes of various types, ranging from street properties in conservation areas, postwar housing stock, through to the modern estates. The division manages our repairs service, which includes complex mechanical and electrical infrastructure, responsive repairs, capital projects and significant refurbishment programmes as part of Better Homes, to ensure that homes are safe, warm and functional. This is part of our long-term strategy to manage our asset base and investment plans. Housing Customer Service and Engagement leads work to understand, enable, and develop solutions for Camden tenants and leaseholders.

Homes & Communities - GF & HRA

Division	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Housing Support & Communities	34,346	720	21,694	56,761
Homes & Communities Management	161	1	(0)	162
Housing Services	(153,390)	14	(7,989)	(161,365)
Property Management	71,611	1,377	6,861	79,848
Total Budget	(47,273)	2,112	20,566	(24,595)

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	227,788	3,821	41,718	273,327
Employee Expenses	83,685	50	4,186	87,920
Premises Related Expenditure	85,048	2,495	26,653	114,196
Transport Related Expenditure	152	3	(5)	150
Supplies & Services Expenditure	24,972	527	857	26,356
Transfer Payments	3,421	0	8,271	11,692
Third Party Payments	12,845	450	922	14,217
Depreciation & Impairment Losses	393	0	0	393
Support Services Expenditure	17,273	297	835	18,404
Total Income	(275,061)	(1,709)	(21,153)	(297,923)
Government Grants	(9,479)	0	(2,031)	(11,510)
Other Grants Reimbursements & Contributions	(3,677)	(74)	2,694	(1,057)
Customer & Client Receipts	(256,659)	(1,635)	(21,802)	(280,096)
Support Services Income	(5,195)	(1)	(13)	(5,208)
Below Cost of Services on CIES Income	(51)	0	0	(51)
Net Budget	(47,273)	2,112	20,566	(24,595)

Homes & Communities - GF

Division	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Housing Support & Communities	29,635	530	23,721	53,886
Homes & Communities Management	161	1	(0)	162
Total Budget	29,796	531	23,721	54,048

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	51,258	753	33,927	85,938
Employee Expenses	16,256	9	142	16,407
Premises Related Expenditure	7,123	142	27,305	34,570
Transport Related Expenditure	31	1	(0)	31
Supplies & Services Expenditure	9,061	181	(2,033)	7,209
Transfer Payments	3,243	0	8,267	11,509
Third Party Payments	11,987	420	154	12,561
Depreciation & Impairment Losses	393	0	0	393
Support Services Expenditure	3,166	0	92	3,258
Total Income	(21,462)	(222)	(10,206)	(31,890)
Government Grants	(9,479)	0	(2,031)	(11,510)
Other Grants Reimbursements & Contributions	(3,374)	(67)	2,687	(755)
Customer & Client Receipts	(6,595)	(154)	(10,667)	(17,416)
Support Services Income	(2,014)	0	(194)	(2,208)
Net Budget	29,796	531	23,721	54,048

Homes & Communities - HRA

Division	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Housing Support & Communities	4,711	190	(2,027)	2,874
Housing Services	(153,390)	14	(7,989)	(161,365)
Property Management	71,611	1,377	6,861	79,848
Total Budget	(77,068)	1,581	(3,156)	(78,643)

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	176,530	3,068	7,791	187,390
Employee Expenses	67,429	41	4,043	71,514
Premises Related Expenditure	77,926	2,352	(652)	79,625
Transport Related Expenditure	121	2	(5)	119
Supplies & Services Expenditure	15,911	346	2,890	19,147
Transfer Payments	178	0	4	182
Third Party Payments	858	30	768	1,656
Support Services Expenditure	14,107	297	742	15,146
Total Income	(253,599)	(1,487)	(10,947)	(266,033)
Other Grants Reimbursements & Contributions	(303)	(6)	7	(302)
Customer & Client Receipts	(250,064)	(1,481)	(11,135)	(262,680)
Support Services Income	(3,181)	(1)	0	(3,000)
Below Cost of Services on CIES Income	(51)	0	181	(51)
Net Budget	(77,068)	1,581	(3,156)	(78,643)

Housing Support & Communities- GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Equalities Service	688	1	(0)	688
Money Advice Camden Service	3,618	108	4,000	7,727
Housing Solutions	15,619	378	1,527	17,524
Allocations Lettings & PSH	9,710	42	18,195	27,947
Total Budget	29,635	530	23,721	53,886

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	50,958	752	33,927	85,637
Employee Expenses	15,959	8	142	16,109
Premises Related Expenditure	7,120	142	27,305	34,567
Transport Related Expenditure	31	1	(0)	31
Supplies & Services Expenditure	9,061	181	(2,033)	7,209
Transfer Payments	3,243	0	8,267	11,509
Third Party Payments	11,987	420	154	12,561
Depreciation & Impairment Losses	393	0	0	393
Support Services Expenditure	3,166	0	92	3,258
Total Income	(21,323)	(222)	(10,206)	(31,750)
Government Grants	(9,479)	0	(2,031)	(11,510)
Other Grants Reimbursements & Contributions	(3,374)	(67)	2,687	(755)
Customer & Client Receipts	(6,595)	(154)	(10,667)	(17,416)
Support Services Income	(1,874)	0	(194)	(2,069)
Net Budget	29,635	530	23,721	53,886

Housing Support & Communities- HRA

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Temporary Accommodation	4,711	190	(2,027)	2,874
Total Budget	4,711	190	(2,027)	2,874

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	10,828	190	210	11,227
Employee Expenses	4,220	3	200	4,423
Premises Related Expenditure	2,840	115	43	2,998
Transport Related Expenditure	21	0	(0)	22
Supplies & Services Expenditure	2,512	50	27	2,589
Transfer Payments	1	0	0	1
Support Services	1,234	21	(60)	1,196
Total Income	(6,117)	0	(2,237)	(8,353)
Customer & Client Receipts	(3,877)	0	(2,097)	(5,974)
Support Services Income	(2,239)	0	(140)	(2,379)
Net Budget	4,711	190	(2,027)	2,874

Homes & Communities Management - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Homes & Communities Management	161	1	(0)	162
Total Budget	161	1	(0)	162

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	300	1	(0)	301
Employee Expenses	297	1	(0)	298
Premises Related Expenditure	3	0	(0)	3
Total Income	(139)	0	0	(139)
Below Cost of Services on CIES Income	(139)	0	0	(139)
Net Budget	161	1	(0)	162

Housing Services - HRA

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Housing Management	1,463	16	50	1,528
Leaseholder Services	(184,491)	(259)	(8,534)	(193,284)
Neighbourhoods (Housing Service)	29,638	258	495	30,391
Total Budget	(153,390)	14	(7,989)	(161,365)

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	71,837	846	750	73,432
Employee Expenses	29,754	17	(55)	29,716
Premises Related Expenditure	30,615	560	50	31,225
Transport Related Expenditure	53	1	(6)	48
Supplies & Services Expenditure	4,975	99	(888)	4,186
Transfer Payments	110	0	0	110
Third Party Payments	858	30	768	1,656
Support Services Expenditure	5,472	138	881	6,491
Total Income	(225,227)	(832)	(8,739)	(234,797)
Other Grants Reimbursements & Contributions	(117)	(2)	0	(119)
Customer & Client Receipts	(224,451)	(829)	(9,038)	(234,318)
Support Services Income	(608)	(1)	299	(309)
Below Cost of Services on CIES Income	(51)	0	0	(51)
Net Budget	(153,390)	14	(7,989)	(161,365)

Property Management - HRA

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Resident Safety Management	4,276	38	250	4,564
Capital Works	1,256	(34)	(0)	1,221
Property Customer Service & Engagement	5,326	28	376	5,729
Strategic Asset Management & Compliance	4,178	29	(0)	4,207
Property Management	1,288	10	259	1,557
Concierge Services	1,575	34	44	1,652
Chalcots Fire Response	646	(3)	(175)	467
Repairs & Operations	53,067	1,275	6,108	60,449
Total Budget	71,611	1,377	6,861	79,848

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	93,866	2,032	6,832	102,730
Employee Expenses	33,455	21	3,899	37,375
Premises Related Expenditure	44,471	1,677	(745)	45,403
Transport Related Expenditure	47	1	1	49
Supplies and Services	8,425	196	3,751	12,373
Transfer Payments	67	0	4	71
Support Services Expenditure	7,401	137	(78)	7,460
Total Income	(22,255)	(656)	29	(22,882)
Other Grants Reimbursements and Contributions	(186)	(4)	7	(183)
Customer & Client Receipts	(21,735)	(652)	0	(22,387)
Support Services Income	(334)	0	22	(312)
Net Budget	71,611	1,377	6,861	79,848

Investment, Place & Opportunity Directorate

Executive Director: David Burns

Total Revenue Budget:

- GF Revenue Budget: £73.001m

- HRA Revenue Budget: £(7.132)m

The Investment, Place & Opportunity Directorate leads the Council's role as a place-shaper, bringing together regeneration, planning, economic development, housing delivery, neighbourhood services to support Camden's missions and challenges. We work with residents, businesses and partners to create inclusive growth, improve neighbourhoods and ensure development benefits local communities.

The directorate oversees major regeneration programmes, including the Community Investment Programme and the redevelopment of Euston, while guiding planning and investment to deliver new homes, infrastructure and community spaces. Alongside this, we support thriving town centres, local employment opportunities and sustainable neighbourhoods through our environmental and regulatory services.

By aligning investment, development and community outcomes, the Investment, Place and Opportunity directorate helps ensure Camden remains a place where people can live well, access opportunity and shape their future

The Investment, Place & Opportunity consists of five divisions:

- **Environment & Sustainability:** Responsible for the effective management of the public realm, covering waste, recycling, street cleaning, parking, and the council's engineering functions. The Building Control service ensures that planning applications comply with regulations and uphold the health and safety of people in and around buildings.

Sustainability leads on developing plans and initiatives to improve environmental outcomes for the borough. Transport Strategy provides strategic direction for all aspects of transport and encourages people to use more sustainable modes. The Camden Accessible Transport service provides transport for children and adults who need it to access school and other services across the borough.

- **Development:** Leads on Camden's Community Investment Programme, which aims to make the best use of Council assets through investing in existing buildings and constructing new schools, community facilities and homes. Part of the programme is an estate-led regeneration programme focused on sites with high needs or development potential. The Property Service team supports the best use of Council properties, including commercial assets, allowing staff to work in more agile ways.
- **Recreation:** Covers libraries, sports and physical activity, parks and green spaces.
- **Public Safety:** Sustains strong, safe and resilient communities and promotes community cohesion. The division manages trading standards, noise, and environmental health and leads on emergency management.
- **Economy, Regeneration & Investment:** Our place-shaping team, mapping out a clear and long-term direction for the future development of the borough. Development Management manages the planning process. Economic Development works with a range of partners to deliver employment and enterprise outcomes for local people and businesses. The HS2 team ensures that Camden ultimately benefits from the development around Euston. Inclusive Economy runs the 'Good Work Camden' programme to help residents find stable, fulfilling, and well-paid jobs. The Culture Service leads on arts, tourism and events for the Council.
- In addition to the five divisions, **the Investment, Place & Opportunity Team** works across the directorate to support the delivery of cross-cutting strategic projects and programmes and the ambitions of We Make Camden, including the Food Mission and Estates & Neighbourhoods Mission, and establishing a neighbourhood's model across the directorate's services.

Investment, Place & Opportunity- GF & HRA

Division	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Development	18,766	580	(411)	18,935
Public Safety	6,764	(30)	(0)	6,734
Economy Regeneration & Investment	,269	(216)	(0)	7,053
Recreation	6,940	46	16	7,003
Environment & Sustainability	25,397	(441)	125	25,081
Investment, Place & Opportunity Management	1,062	17	(14)	1,065
Total Budget	66,198	(43)	(285)	65,870

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	207,190	2,635	2,338	212,163
Employee Expenses	69,404	11	2,069	71,485
Premises Related Expenditure	33,332	700	(1,804)	32,227
Transport Related Expenditure	5,669	113	387	6,169
Supplies & Services Expenditure	15,096	286	1,502	16,885
Transfer Payments	31	0	(20)	11
Third Party Payments	65,587	1,509	53	67,149
Depreciation & Impairment Losses	15,000	0	0	15,000
Support Services Expenditure	3,071	15	151	3,236
Total Income	(140,992)	(2,678)	(2,623)	(146,293)
Government Grants	(10,076)	0	541	(9,535)
Other Grants Reimbursements & Contributions	(13,566)	(263)	34	(13,795)
Customer & Client Receipts	(104,509)	(2,415)	139	(106,785)
Support Services Income	(12,842)	0	(3,336)	(16,178)
Net Budget	66,198	(43)	(285)	65,870

Investment, Place & Opportunity - GF

Division	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Development	25,312	561	632	26,505
Public Safety	6,327	(32)	(0)	6,295
Economy Regeneration & Investment	7,269	(216)	(0)	7,053
Recreation	6,940	46	16	7,003
Environment & Sustainability	25,397	(441)	125	25,081
Investment, Place & Opportunity Management	1,062	17	(14)	1,065
Total Budget	72,307	(65)	759	73,001

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	202,182	2,607	1,882	206,670
Employee Expenses	66,044	11	1,963	68,018
Premises Related Expenditure	33,239	692	(2,104)	31,828
Transport Related Expenditure	5,669	113	387	6,169
Supplies & Services Expenditure	14,781	280	1,452	16,513
Transfer Payments	31	0	(20)	11
Third Party Payments	65,587	1,509	53	67,149
Depreciation & Impairment Losses	15,000	0	0	15,000
Support Services Expenditure	1,830	0	151	1,981
Total Income	(129,875)	(2,671)	(1,123)	(133,669)
Government Grants	(10,076)	0	541	(9,535)
Other Grants Reimbursements & Contributions	(13,566)	(263)	34	(13,795)
Customer & Client Receipts	(93,391)	(2,408)	1,639	(94,161)
Support Services Income	(12,842)	0	(3,336)	(16,178)
Net Budget	72,307	(65)	759	73,001

Investment, Place & Opportunity - HRA

Division	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Public Safety	437	2	(0)	439
Development	(6,546)	20	(1,044)	(7,570)
Total Budget	(6,109)	21	(1,044)	(7,132)

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	5,008	28	456	5,493
Employee Expenses	3,360	0	106	3,467
Premises Related Expenditure	92	8	300	400
Supplies & Services Expenditure	315	6	50	372
Support Services Expenditure	1,240	15	(0)	1,255
Total Income	(11,117)	(7)	(1,500)	(12,625)
Customer & Client Receipts	(11,117)	(7)	(1,500)	(12,625)
Net Budget	(6,109)	21	(1,044)	(7,132)

Development - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Feasibility	89	2	600	691
Regeneration & Development	639	(4)	0	636
Community Investment Regeneration	102	0	(0)	102
Facilities Management	28,091	322	101	28,514
CSF Property & Contracts	2,780	203	(0)	2,983
Commercial Property	(8,079)	36	(69)	(8,112)
Corporate Accommodation	384	0	0	384
Asset Strategy & Valuation	1,306	2	(0)	1,308
Total Budget	25,312	561	632	26,505

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	55,888	739	133	56,760
Employee Expenses	13,225	2	150	13,377
Premises Related Expenditure	29,303	615	(639)	29,279
Transport Related Expenditure	27	1	(0)	28
Supplies & Services Expenditure	5,039	107	773	5,919
Transfer Payments	1	0	0	1
Third Party Payments	404	14	(0)	418
Depreciation & Impairment Losses	7,180	0	0	7,180
Support Services Expenditure	709	0	(150)	559
Total Income	(30,576)	(178)	499	(30,255)
Government Grants	(9,170)	0	708	(8,462)
Other Grants Reimbursements & Contributions	(2,834)	(57)	0	(2,890)
Customer & Client Receipts	(15,030)	(122)	3,543	(11,609)
Support Services Income	(3,542)	0	(3,752)	(7,294)
Net Budget	25,312	561	632	26,505

Development - HRA

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Regeneration & Development	2,305	(10)	106	2,402
Commercial Property	(9,079)	25	50	(9,004)
Feasibility	227	5	(0)	232
Camden Living Market Rent	0	0	(1,200)	(1,200)
Total Budget	(6,546)	20	(1,044)	(7,570)

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	4,571	27	456	5,054
Employee Expenses	2,976	0	106	3,082
Premises Related Expenditure	92	8	300	400
Supplies & Services Expenditure	311	6	50	368
Support Services Expenditure	1,191	13	(0)	1,205
Total Income	(11,117)	(7)	(1,500)	(12,625)
Customer & Client Receipts	(11,117)	(7)	(1,500)	(12,625)
Net Budget	(6,546)	20	(1,044)	(7,570)

Public Safety - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Community Safety Emergency Management	3,256	(21)	(0)	3,235
Public Protection	2,909	(11)	(0)	2,898
Prevention Terrorism	162	0	(0)	163
Total Budget	6,327	(32)	(0)	6,295

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	11,915	41	1,326	13,282
Employee Expenses	9,215	3	1,048	10,266
Premises Related Expenditure	397	6	(13)	390
Transport Related Expenditure	31	1	(2)	30
Supplies & Services Expenditure	2,184	30	284	2,497
Third Party Payments	30	1	(4)	27
Support Services Expenditure	58	0	13	71
Total Income	(5,588)	(72)	(1,326)	(6,987)
Other Grants Reimbursements & Contributions	(2,191)	(34)	(1,015)	(3,240)
Customer & Client Receipts	(2,478)	(38)	(343)	(2,859)
Support Services Income	(919)	0	31	(888)
Net Budget	6,327	(32)	(0)	6,295

Public Safety - HRA

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Community Safety & Emergency Management	437	2	(0)	439
Total Budget	437	2	(0)	439

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	437	2	(0)	439
Employee Expenses	384	0	0	384
Supplies & Services Expenditure	4	0	(0)	4
Support Services Expenditure	49	1	(0)	50
Net Budget	437	2	(0)	439

Economy, Regeneration & Investment - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Inclusive Economy Team	2,853	(19)	(0)	2,834
HS2 & Euston Regeneration	665	(2)	(0)	663
Economy Regeneration & investment Management	10	(4)	(0)	6
Culture	154	(23)	(0)	131
Community Wealth Fund	915	3	(0)	918
Procurement	1,661	1	(0)	1,662
Planning	1,010	(171)	(0)	839
Total Budget	7,269	(216)	(0)	7,053

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	17,040	30	494	17,563
Employee Expenses	15,626	1	225	15,852
Premises Related Expenditure	120	2	21	144
Supplies & Services Expenditure	1,222	24	238	1,485
Third Party Payments	50	2	15	67
Depreciation & Impairment Losses	11	0	0	11
Support Services Expenditure	10	0	(5)	5
Total Income	(9,771)	(245)	(494)	(10,511)
Government Grants	(349)	0	(111)	(459)
Other Grants Reimbursements & Contributions	(3,312)	(66)	680	(2,699)
Customer & Client Receipts	(5,964)	(179)	(1,029)	(7,172)
Support Services Income	(146)	0	(34)	(180)
Net Budget	7,268	(216)	(0)	7,053

Recreation - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Green Space	3,756	92	(0)	3,848
Libraries	3,844	14	16	3,875
Recreation Management	189	0	(0)	189
Sports & Physical Activity	(849)	(60)	(0)	(910)
Total Budget	6,940	46	16	7,003

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	13,138	139	(582)	12,696
Employee Expenses	7,874	1	468	8,342
Premises Related Expenditure	1,343	27	(1,586)	(217)
Transport Related Expenditure	58	1	0	59
Supplies & Services Expenditure	583	12	15	610
Third Party Payments	2,813	98	521	3,432
Depreciation and Impairment Losses	353	0	0	353
Support Services Expenditure	116	0	0	117
Total Income	(6,198)	(93)	598	(5,693)
Other Grants Reimbursements and Contributions	(2,493)	(54)	127	(2,420)
Customer and Client Receipts	(1,353)	(39)	51	(1,341)
Support Services Income Total	(2,353)	0	421	(1,932)
Net Budget	6,940	46	16	7,003

Environment & Sustainability - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Parking Operations	(34,534)	(1,162)	89	(35,607)
Building Control	9	(32)	(0)	(23)
Engineering	5,026	(162)	79	4,943
Transport Strategy	(92)	(33)	(0)	(125)
Camden Accessible Travel Solutions	20,207	135	(44)	20,298
Environment & Sustainability Management	171	0	(0)	171
Environment Services	33,692	812	(0)	34,505
Sustainability	918	1	(0)	919
Total Budget	25,397	(441)	125	25,081

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	103,138	1,642	525	105,305
Employee Expenses	19,831	3	73	19,907
Premises Related Expenditure	2,073	41	113	2,228
Transport Related Expenditure	5,552	111	389	6,052
Supplies & Services Expenditure	4,967	92	156	5,215
Transfer Payments	30	0	(20)	10
Third Party Payments	62,291	1,394	(479)	63,206
Depreciation & Impairment Losses	7,457	0	0	7,457
Support Services Expenditure	937	0	293	1,229
Total Income	(77,741)	(2,083)	(400)	(80,224)
Government Grants	(557)	0	(56)	(614)
Other Grants Reimbursements & Contributions	(2,736)	(52)	242	(2,547)
Customer & Client Receipts	(68,566)	(2,031)	(583)	(71,179)
Support Services Income	(5,881)	0	(3)	(5,884)
Net Budget	25,397	(441)	125	25,081

Investment, Place & Opportunity Management - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Investment, Place & Opportunity Management	1,062	17	(14)	1,065
Total Budget	1,062	17	(14)	1,065

Income/Expenditure Type#	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	1,062	17	(14)	1,065
Employee Expenses	273	1	(0)	274
Premises Related Expenditure	3	0	(0)	3
Supplies & Services Expenditure	786	16	(14)	787
Net Budget	1,062	17	(14)	1,065

Adults & Health Directorate

Executive Director: Jess McGregor

Total Revenue Budget:

- GF Revenue Budget: £171.491m

- **Adult Social Care (ASC) and Strategy & Commissioning:** Supports people to live and age well in Camden by providing care at home, supporting those who require the additional support of a residential or nursing home and supporting (unpaid) carers.
- **Health & Wellbeing:** Our health & wellbeing strategy is focussed on the whole life course, support to children and families from birth and to all residents through to older age. The purpose of the Public Health function is to protect and improve the health and wellbeing of Camden residents. Public health interventions and activities aim to improve quality of life, to prevent health problems occurring or worsening, and to overcome health inequalities.

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

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

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

Adults & Health - GF

Division	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Adult Social Care	124,938	5,584	3,392	133,914
Children's Commissioning	5,168	185	(0)	5,353
Public Health	27,905	48	4,271	32,224
Total Budget	158,011	5,817	7,663	171,491

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	212,597	6,239	10,591	229,428
Employee Expenses	40,804	10	88	40,902
Premises Related Expenditure	462	9	(6)	465
Transport Related Expenditure	135	3	(4)	134
Supplies & Services Expenditure	5,594	154	(335)	5,413
Transfer Payments	19,227	739	(330)	19,636
Third Party Payments	141,324	5,325	11,203	157,852
Depreciation & Impairment Losses	502	0	0	502
Support Services Expenditure	4,549	0	(24)	4,525
Total Income	(54,586)	(423)	(2,928)	(57,937)
Government Grants	(235)	0	235	0
Other Grants Reimbursements & Contributions	(40,404)	(51)	(2,357)	(42,812)
Customer & Client Receipts	(12,385)	(372)	(770)	(13,527)
Support Services Income	(1,562)	0	(35)	(1,598)
Net Budget	158,011	5,817	7,663	171,491

Adult Social Care - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
ASC Strategy & Commissioning	(2,127)	249	(1,168)	(3,046)
Adults & Health Management	5,579	3	9,066	14,648
ASC Operations	112,146	5,333	(4,505)	112,974
In House Provided Services	9,339	1	(1)	9,339
Total Budget	124,938	5,584	3,392	133,914

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	177,035	6,007	6,555	189,597
Employee Expenses	33,833	10	385	34,228
Premises Related Expenditure	456	9	(6)	459
Transport Related Expenditure	135	3	(4)	134
Supplies & Services Expenditure	5,171	148	(181)	5,138
Transfer Payments	19,227	739	(330)	19,636
Third Party Payments	116,931	5,098	6,720	128,750
Depreciation & Impairment Losses	502	0	0	502
Support Services Expenditure	780	0	(30)	750
Total Income	(52,097)	(423)	(3,163)	(55,683)
Other Grants Reimbursements & Contributions	(39,506)	(51)	(2,357)	(41,914)
Customer & Client Receipts	(12,385)	(372)	(770)	(13,527)
Support Services Income	(206)	0	(35)	(241)
Net Budget	124,938	5,584	3,392	133,914

Children's Commissioning - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Children's Commissioning	5,168	185	(0)	5,353
Total Budget	5,168	185	(0)	5,353

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	6,896	185	(0)	7,081
Employee Expenses	837	0	20	857
Supplies & Services Expenditure	12	0	(0)	12
Third Party Payments	5,272	185	(25)	5,431
Support Services Expenditure	775	0	6	781
Total Income	(1,727)	0	0	(1,727)
Other Grants Reimbursements & Contributions	(779)	0	0	(779)
Support Services Income	(949)	0	0	(949)
Net Budget	5,168	185	(0)	5,353

Public Health- GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Public Health Leadership	7,181	2	(324)	6,860
Sexual Health	5,912	32	(4)	5,941
Substance Misuse	6,693	0	4,008	10,701
Smoking & Tobacco	612	8	235	855
Obesity & Physical Activity	539	0	(0)	539
Children's Public Health	5,744	3	(133)	5,614
NHS Health Checker Programmes	450	0	0	450
Other Public Health Services	773	2	489	1,264
Total Budget	27,905	48	4,271	32,224

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	28,667	48	4,036	32,750
Employee Expenses	6,134	0	(318)	5,817
Premises Related Expenditure	6	0	0	6
Supplies & Services Expenditure	411	6	(155)	263
Third Party Payments	19,121	42	4,508	23,671
Support Services Expenditure	2,994	0	(0)	2,994
Total Income	(761)	0	235	(527)
Government Grants	(235)	0	235	0
Other Grants Reimbursements & Contributions	(119)	0	0	(119)
Support Services Income	(408)	0	0	(408)
Net Budget	27,905	48	4,271	32,224

Children & Learning Directorate

Executive Director: Tim Aldridge

Total Revenue Budget:

- GF Revenue Budget: £88.517m

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

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

Services are grouped into following divisions:

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

Children & Learning - GF

Division	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Relational Practice	6,010	10	(0)	6,020
Children's Safeguarding & Social Work	54,539	1,537	10,979	67,055
Education Commissioning & Inclusion	10,634	143	120	10,896
School Partnerships	4,541	26	(524)	4,044
Children & Learning Management	499	3	(0)	503
Total Budget	76,223	1,720	10,574	88,517

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	317,677	1,815	17,024	336,516
Employee Expenses	187,971	47	(226)	187,792
Premises Related Expenditure	11,811	26	44	11,881
Transport Related Expenditure	556	11	(5)	562
Supplies & Services Expenditure	39,915	133	(8,268)	31,780
Transfer Payments	34,234	55	6,698	40,987
Third Party Payments	36,250	1,544	9,920	47,715
Depreciation & Impairment Losses	4,600	0	0	4,600
Support Services Expenditure	6,809	0	8,864	15,673
Transfers to or from Earmarked Reserves	(4,471)	0	(4)	(4,474)
Total Income	(241,454)	(95)	(6,450)	(247,998)
Government Grants	(225,917)	0	(5,422)	(231,339)
Other Grants Reimbursements & Contributions	(4,432)	(60)	(32)	(4,524)
Customer & Client Receipts	(5,148)	(35)	(13)	(5,196)
Support Services Income	(5,956)	0	(983)	(6,940)
Net Budget	76,223	1,720	10,574	88,517

Relational Practice - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Practice & Learning Service	1,020	4	(13)	1,011
Transformation & Participation Service	563	4	(0)	567
Youth Resettlement & Remand Service	35	4	(39)	(0)
Children's Quality Assurance Service	1,709	(0)	13	1,722
Relational Practice Management Service	543	0	39	582
Domestic Abuse Service	2,140	(2)	(0)	2,138
Total Budget	6,010	10	(0)	6,020

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	7,161	22	(135)	7,048
Employee Expenses	6,307	6	(158)	6,155
Premises Related Expenditure	136	3	(30)	109
Transport Related Expenditure	14	0	(7)	7
Supplies & Services Expenditure	624	12	65	702
Third Party Payments	5	0	(5)	0
Support Services Expenditure	75	0	0	75
Total Income	(1,151)	(12)	135	(1,028)
Government Grants	(554)	0	135	(420)
Other Grants Reimbursements & Contributions	(597)	(12)	0	(609)
Net Budget	6,010	10	(0)	6,020

Children's Safeguarding Social Work - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Integrated Youth Service	4,715	15	(0)	4,730
Family Support Complex Families	3,357	1	(121)	3,237
Integrated Early Years Service DSG	112	1	1,402	1,514
Childrens Safeguarding & Social Work	32,958	1,483	9,056	43,497
Integrated Early Years Service	11,971	35	(1,422)	10,584
Childrens Prevention Family Help & Safeguarding Management	1,427	2	2,064	3,494
Total Budget	54,539	1,537	10,979	67,055

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	82,772	1,570	16,617	100,959
Employee Expenses	38,867	12	(530)	38,349
Premises Related Expenditure	1,078	22	59	1,158
Transport Related Expenditure	499	10	(0)	509
Supplies & Services Expenditure	2,300	46	1,843	4,189
Transfer Payments	19,075	52	6,183	25,310
Third Party Payments	17,579	1,429	9,926	28,934
Depreciation & Impairment Losses	98	0	0	98
Support Services Expenditure	3,275	0	(863)	2,412
Total Income	(28,233)	(33)	(5,638)	(33,904)
Government Grants	(23,674)	0	(5,687)	(29,361)
Other Grants Reimbursements & Contributions	(1,940)	(29)	95	(1,874)
Customer & Client Receipts	(129)	(4)	(2)	(135)
Support Services Income	(2,490)	0	(44)	(2,534)
Net Budget	54,539	1,537	10,979	67,055

Education Commissioning & Inclusion - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Virtual School	1,702	1	120	1,823
SEN & Inclusion	4,555	5	(0)	4,560
Camden Learning	(416)	(2)	(0)	(418)
Adult Community Learning	380	4	(0)	384
Education, Commissioning & School Organisation	4,413	134	(0)	4,547
Total Budget	10,634	143	120	10,896

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	76,746	193	547	77,486
Employee Expenses	13,712	29	461	14,202
Premises Related Expenditure	78	2	15	94
Transport Related Expenditure	36	1	2	39
Supplies & Services Expenditure	3,299	45	73	3,416
Transfer Payments	41,989	2	515	42,506
Third Party Payments	18,666	115	(0)	18,781
Depreciation & Impairment Losses	13	0	0	13
Support Services Expenditure	3,424	0	(515)	2,909
Transfers to or from Earmarked Reserves	(4,471)	0	(4)	(4,474)
Total Income	(66,112)	(50)	(428)	(66,590)
Government Grants	(61,314)	0	131	(61,183)
Other Grants Reimbursements & Contributions	(967)	(19)	(127)	(1,113)
Customer & Client Receipts	(1,027)	(31)	(11)	(1,069)
Support Services Income	(2,805)	0	(421)	(3,226)
Net Budget	10,634	143	120	10,896

School Partnerships - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Schools Traded Partnership Team	4,541	26	(524)	4,044
Total Budget	4,541	26	(524)	4,044

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	150,499	26	(6)	150,519
Employee Expenses	128,753	0	0	128,753
Premises Related Expenditure	10,519	0	0	10,519
Transport Related Expenditure	7	0	0	7
Supplies & Services Expenditure	33,525	26	(10,249)	23,303
Transfer Payments	(26,830)	0	0	(26,830)
Depreciation & Impairment Losses	4,490	0	0	4,490
Support Services Expenditure	35	0	10,242	10,277
Total Income	(145,958)	0	(518)	(146,476)
Government Grants	(140,375)	0	0	(140,375)
Other Grants Reimbursements & Contributions	(928)	0	0	(928)
Customer & Client Receipts	(3,993)	0	0	(3,993)
Support Services Income	(662)	0	(518)	(1,180)
Net Budget	4,541	26	(524)	4,044

Children & Learning Management - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Children & Learning Management	499	3	(0)	503
Total Budget	499	3	(0)	503

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	499	3	(0)	503
Employee Expenses	332	0	0	332
Supplies & Services Expenditure	167	3	(0)	170
Net Budget	499	3	(0)	503

Schools GF & Grant

Resources	2025/26 £000	2026/27 £000	Distribution	2025/26 £000	2026/27 £000
Dedicated Schools Grant including Academies	208,956	217,439	Primary & Nursery Schools	86,214	88,325
Academies - Not Disclosed	11,514	11,374	Children's Centres & External Nurseries	18,151	22,774
Central Services Support Block	1,240	1,233	Secondary Schools	86,882	89,242
High Needs Place Deductions	2,530	2,640	Special & Hospital Schools	18,662	19,922
Additional High Needs Funding	0	0	Academies (non-DSG)	13,232	13,138
Dedicated Schools Grant including Academies	224,240	232,686	Total to Schools	223,142	233,400
Pupil Premium Grant	10,413	10,402	Capital Financing Costs	4,288	4,288
Sixth Form Grant	16,443	17,378	Centrally Provided Services	1,240	1,233
Capital Financing Costs	4,288	4,288	High Needs Excluding Schools	26,714	25,832
Council Contribution	0	0	Total Net Expenditure	255,384	264,753
Use of Reserves	0	0			
Total Estimated Funding	255,384	264,753			
Increase (£000)		9,369			
Increase (%)		3.67%			

It is important to note that, while schools' budgets are within the General Fund, most of their funding comes from specific government grants, which are passed on to schools and other delivery bodies for them to spend. These government grants for schools include payments such as the Dedicated Schools Grant (DSG), Pupil Premium and Sixth Form grants.

Also note that the Education, Commissioning & Inclusion division budgets do not include £23.4m of Early Years DSG grant as this is contained within the Children's Safeguarding & Social Work division.

Corporate Services Directorate

Executive Director: Kat Myers

Total Revenue Budget:

- GF Revenue Budget: £89.121m

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

The directorate has six main functional areas:

- **Participation, Partnership & Communications:** Provides communications support to the Council. It supports the participation of residents and business in the Council's strategies and works with the Voluntary and Community Sector to help build safer stronger communities.
- **Strategy, Design and Insight:** Provides strategic direction and support for the Council. Leads in the development of policy and service design across the Council.
- **People & Inclusion:** Ensures that the Council has the people and organisational capacity required to deliver its aims and priorities and delivering support services that contribute to keeping the Council running smoothly.

- **Finance & Internal Audit:** Responsible for core finance, audit and revenue services. It supports the development of the Medium-Term Financial Strategy (MTFS) and ensures the Council has policies in place to promote and protect its financial resilience. The division is also responsible for council tax and business rates collection and housing benefit administration.

- **Customer, Technology & Data Services:** Supports the ICT infrastructure of the Council, manages its software and develops the digital and data capabilities of the organisation, including supporting the Council to make the best use of data to develop and deliver high quality services. The division also leads on customer services through Contact Camden and the Registrars service.

- **Law & Governance:** Provides advice and support to the Council on the full range of its legal functions in addition to democratic services, including committee services and electoral services.

Corporate Services - GF

Division	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Chief Executive	299	(0)	111	409
Participation & Communication	12,344	134	276	12,755
Strategy, Design & Insight	7,329	10	207	7,546
Customer, Technology & Data Services	29,221	130	1,083	30,434
People & Inclusion	6,422	24	511	6,957
Law and Governance	12,873	22	198	13,093
Finance & Internal Audit	16,919	1	1,007	17,927
Total Budget	85,406	321	3,394	89,121

Expenditure/Income Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	96,844	458	2,880	100,182
Employee Expenses	73,374	31	2,820	76,226
Premises Related Expenditure	103	2	(275)	(170)
Transport Related Expenditure	57	1	(0)	58
Supplies & Services Expenditure	20,555	411	392	21,359
Transfer Payments	114	0	0	114
Third Party Payments	369	13	(57)	325
Depreciation & Impairment Losses	2,235	0	0	2,235
Support Services Expenditure	36	0	0	36
Total Income	(11,437)	(138)	514	(11,061)
Government Grants	(50)	0	50	0
Other Grants Reimbursements & Contributions	(2,836)	(57)	353	(2,540)
Customer & Client Receipts	(2,706)	(81)	10	(2,777)
Support Services Income	(5,845)	0	101	(5,744)
Net Budget	85,406	321	3,394	89,121

Chief Executive - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Chief Executive	299	(0)	111	409
Total Budget	299	(0)	111	409

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	319	0	111	430
Employee Expenses	315	0	0	315
Transport Related Expenditure	1	0	(0)	1
Supplies & Services Expenditure	3	0	111	114
Total Income	(20)	(0)	0	(21)
Other Grants Reimbursements & Contributions	(20)	(0)	0	(21)
Net Budget	299	(0)	111	409

Participation & Communication - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Community Partnership Unit	1,007	2	(0)	1,009
Participation GF	1,094	1	99	1,195
Member Support	2,128	29	49	2,206
VCS Core Grant Funds	3,299	66	(66)	3,299
Small Grants & Project Funding	761	15	126	903
Communications	2,498	22	68	2,588
Chief Exec Offices Service	703	0	0	703
Participation & Comms Management	852	0	0	852
Total Budget	12,344	134	276	12,755

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	13,170	137	217	13,524
Employee Expenses	6,408	1	16	6,426
Premises Related Expenditure	6	0	(0)	6
Transport Related Expenditure	1	0	(0)	1
Supplies & Services Expenditure	6,696	134	258	7,088
Third Party Payments	57	2	(57)	2
Support Services Expenditure	2	0	0	2
Total Income	(825)	(3)	59	(769)
Other Grants Reimbursements and Contributions	(58)	(1)	59	(0)
Customer and Client Receipts	(55)	(2)	10	(46)
Support Services Income	(713)	0	(10)	(723)
Net Budget	12,344	134	276	12,755

Strategy, Design & Insight - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Strategy, Design & Insight	7,329	10	207	7,546
Total Budget	7,329	10	207	7,546

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	8,402	10	207	8,619
Employee Expenses	8,342	9	207	8,558
Support Services Expenditure	60	1	(0)	61
Total Income	(1,073)	0	0	(1,073)
Support Services Income	(1,073)	0	0	(1,073)
Net Budget	7,329	10	207	7,546

Customer, Technology & Data Services - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Contact Camden	5,375	(31)	1,524	6,869
IT Business Management	3,599	4	(0)	3,603
Data & Analytics	1,480	7	(0)	1,488
Technology	9,157	90	(0)	9,247
Applications	5,743	44	(441)	5,346
Digital Products & Services GF Team	1,615	2	(0)	1,617
ICT Traded Budget	2,251	14	(0)	2,265
Total Budget	29,221	130	1,083	30,434

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	32,979	167	1,171	34,316
Employee Expenses	22,445	1	1,525	23,971
Premises Related Expenditure	4	0	(0)	4
Transport Related Expenditure	26	1	(0)	26
Supplies & Services Expenditure	8,252	165	(354)	8,063
Third Party Payments	11	0	(0)	11
Depreciation and Impairment Losses	2,235	0	0	2,235
Support Services Expenditure	6	0	0	6
Total Income	(3,758)	(37)	(87)	(3,882)
Customer & Client Receipts	(1,227)	(37)	0	(1,264)
Support Services Income	(2,531)	0	(87)	(2,618)
Net Budget	29,221	130	1,083	30,434

People & Inclusion - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Human Resources	763	1	(524)	240
People Relationship	1,796	2	86	1,885
People Operations	1,980	12	929	2,922
Employee Experience	1,883	8	20	1,910
Total Budget	6,422	24	511	6,957

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	6,959	29	622	7,610
Employee Expenses	6,361	17	622	7,000
Premises Related Expenditure	61	1	(0)	63
Transport Related Expenditure	10	0	(0)	10
Supplies & Services Expenditure	526	11	(0)	537
Total Income	(537)	(5)	(111)	(653)
Other Grants Reimbursements & Contributions	(158)	(3)	0	(161)
Customer & Client Receipts	(67)	(2)	0	(69)
Support Services Income	(311)	0	(111)	(422)
Net Budget	6,422	24	511	6,957

Law & Governance - GF

Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Business Support	8,249	24	(0)	8,273
Democratic Committee Services	762	0	(0)	762
Elections	604	6	108	718
Legal Services	3,032	(8)	90	3,113
Law & Governance Management	226	0	0	226
Total Budget	12,873	22	198	13,093

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	14,149	34	(122)	14,060
Employee Expenses	12,609	1	45	12,655
Premises Related Expenditure	11	0	(275)	(264)
Transport Related Expenditure	13	0	(0)	14
Supplies & Services Expenditure	1,340	27	108	1,475
Third Party Payments	148	5	(0)	154
Support Services Expenditure	28	0	0	28
Total Income	(1,276)	(12)	320	(967)
Other Grants Reimbursements and Contributions	(296)	(6)	160	(142)
Customer and Client Receipts	(192)	(6)	0	(198)
Support Services Income	(788)	0	161	(627)
Net Budget	12,873	22	198	13,093

Finance & Internal Audit - GF

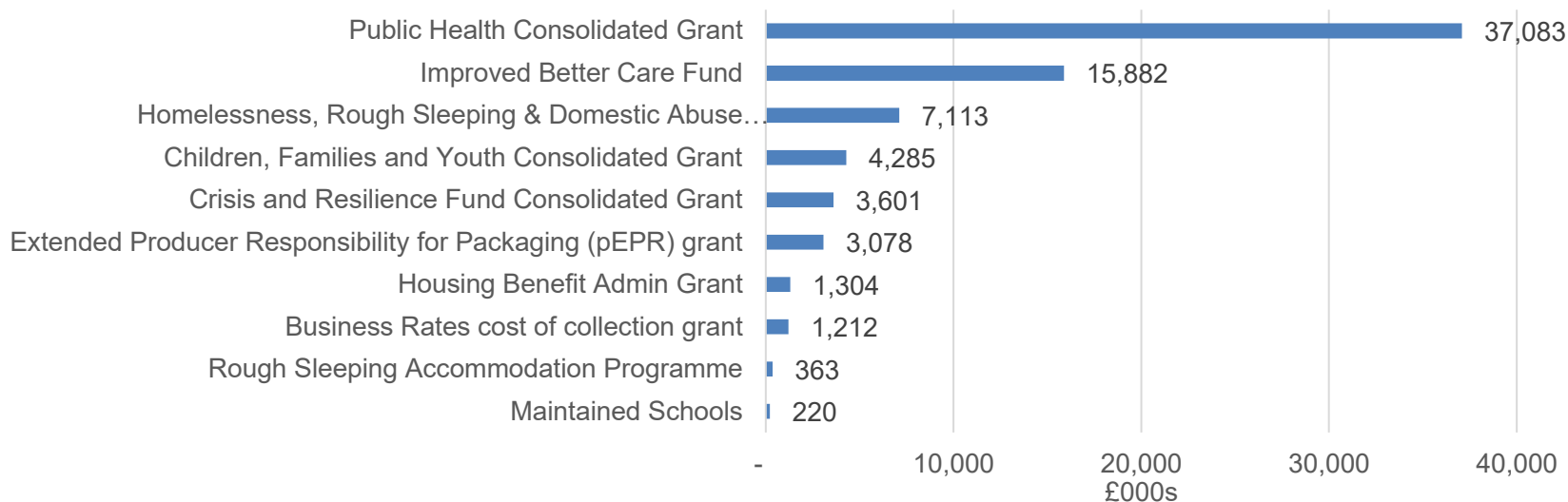
Service	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
HoF Corporate Services	1,334	(0)	30	1,364
Internal Audit & Risk	1,003	7	134	1,145
HoF Supporting Communities	1,985	1	(0)	1,986
HoF Treasury & Financial Services	306	(39)	(0)	267
Council Tax & Business Rates	3,794	(18)	450	4,227
Credit Control	2,933	21	(0)	2,954
Finance Service	399	(1)	(0)	398
HoF Supporting People	1,246	0	149	1,395
Chief Accountant	3,918	28	245	4,191
Total Budget	16,919	1	1,007	17,927

Income/Expenditure Type	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
Total Expenditure	20,867	82	675	21,623
Employee Expenses	16,894	2	405	17,301
Premises Related Expenditure	21	0	(0)	22
Transport Related Expenditure	6	0	(0)	6
Supplies & Services Expenditure	3,678	74	270	4,022
Transfer Payments	114	0	0	114
Third Party Payments	153	5	(0)	158
Support Services Expenditure	1	0	0	1
Total Income	(3,948)	(81)	333	(3,696)
Government Grants	(50)	0	50	0
Other Grants Reimbursements & Contributions	(2,303)	(46)	134	(2,215)
Customer & Client Receipts	(1,165)	(35)	0	(1,200)
Support Services Income	(430)	0	149	(281)
Net Budget	16,919	1	1,007	17,927

Other Budgets & Specific Central Government Grants - GF

Other Budgets	2025/26 Budget £000	2026/27 Budget £000
Reserve Movements	15,062	(61,702)
Interest	667	(10,559)
Pensions	12,373	11,650
Levies	1,748	1,110
Capital Financing	4,024	4,911
Specific Grants	(108,474)	(74,142)
Other	(11,283)	(11,321)
Total Budget	(85,883)	(140,053)

Specific Central Government Grants



The Public Health Consolidated Grant is ringfenced for Health-related expenditure. All the remaining grants are non-ringfenced, which means they can be spent on general expenditure, though some are provided in respect of services the Council must deliver by statute.

Other Budgets - HRA

Other Budgets	2025/26 Budget £000	Inflation £000	Other Adjustments £000	2026/27 Budget £000
HRA Management	4,147	53	(99)	4,102
RCCO Leaseholder Contributions	114	2	2,029	2,145
HRA Share of Interest Payable	(1,000)	0	0	(1,000)
HRA CDC Contribution	3,731	105	(22)	3,814
HRA Share NCS Not Specifically Allocated	65,956	0	3,772	69,729
HRA Bad Debt Provision	1,943	39	(943)	1,039
HRA Reserve Carried Forward	0	0	800	800
HRA Contingency	8,286	66	(3,206)	5,146
Total Budget	83,177	265	2,332	85,775



Capital Programme

2026/27 – 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.

Highlights from the capital programme:

Community Investment Programme (CIP)

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

The key aims of CIP are:

To work with local people to identify ways to unlock the value of some of the borough's assets (non-residential buildings and land)

- To help bring our schools up to modern standards
- To provide opportunities for housing and provide new housing
- To regenerate housing estates
- To improve the local environment and places in which the Council's assets are located
- To sell or redevelop properties that are out of date, expensive to maintain, underused or difficult to access, in order to generate funds which are reinvested in the Council's Capital Programme
- To significantly reduce ongoing maintenance costs for the Council and its third sector and partner organisations, to help deliver more sustainable services
- To modernise and rationalise the Council's property portfolio, making better use of the Council's assets
- To stimulate the local economy and improved opportunities through developing employment spaces and community services and facilities.

The Council continues to invest in increasing its stock of affordable homes and in 2026/27, opted to convert 33 homes planned for private sale to social with the assistance of GLA grant.

Better Homes

Improvements to the Council's housing are an important part of the housing investment strategy. The Better Homes programme includes the aim to achieve the Decent Homes standard for Camden's 23,000 HRA dwellings. In the past 5 years, 7,221 homes have benefitted from the Council's Better Homes Programme; this includes works to windows, roofs, external walls and internal works and has meant that 91% of homes meet the Decent Homes Standard.

Accommodation Strategy

Camden continues to invest in its corporate buildings and is currently undertaking upgrades to 5 Pancras Square

Backlog Maintenance

The Council invests in its existing assets to ensure that they remain safe and fit for purpose, whilst also controlling maintenance costs. The Council has completed condition surveys of its HRA assets which has identified a significant investment need and a budget resource gap. In response to this, the Asset Management Strategy was approved in January 2025 by Cabinet. Options appraisals around some of the high-cost assets going forward and funding decisions are regularly undertaken by officers.

Green Spaces

The Green Space Investment Programme focuses on renewing ageing infrastructure (paths, play areas, lighting, drainage, planting) to improve accessibility, safety, biodiversity, and climate resilience. Swiss Cottage Open Space was refurbished in 2025 with new planting, rain gardens, and improved play facilities, while Crabtree Fields received upgrades to landscaping, seating, and play provision for residents.

Capital Programme

Camden also invests capital funding in street and estate tree planting to increase canopy cover, improve air quality, manage heat and flooding, and enhance the public realm. HS2 mitigation funding has supported improvements to spaces affected by construction around Euston, including the temporary Starcross Yard open space, upgrades to Tolmers Square and enhancements to gardens and courtyards on the Regent's Park Estate.

Transport Strategy

Transport Capital spend follows the direction set out in the Camden Transport Strategy (CTS) Delivery Plan, with investment centred on strengthening Camden's active travel network and delivering healthier streets. Cycle schemes have driven capital spend this year, marking a major year for implementation. Key schemes progressing include but are not limited to Haverstock Hill, Clerkenwell Road, York Way, Grays Inn Road, Crowndale Road, and Cycleway 50. These schemes are all in line with the Delivery Plan's aim to expand safe, protected routes and broaden access to the strategic cycle network. Other notable investment has been in Camden's bus network, including new bus lanes on routes such as Camden Street and Parkway, helping to ensure that public transport remains an accessible and efficient option for residents.

The wider active travel investment remains significant, with commitment to expanding cycle hangar provision as a response to demand for secure on-street storage, and further investment in EV charge-point installations. There has also been substantial investment in Holborn Liveable Neighbourhood STARTER schemes, supporting the long-term plan to reshape the area for walking, cycling and improved public realm.

There has been £4m of Strategic Community Infrastructure Levy (SCIL) funding allocated in 2025/26 to support CTS projects helping to progress schemes that enhance safety, sustainability and the overall resident experience.

Funding the Capital Programme

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

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

The Capital Strategy

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

The principles used in developing the Capital Strategy are:

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

Capital Programme - Summary

Capital Expenditure	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total Budget £000
Children & Learning	2,446	8,567	3	0	0	11,016
Investment, Place & Opportunity	165,530	107,228	84,985	82,430	114,325	554,499
Corporate Services	1,520	802	0	0	0	2,322
Homes and Communities	110,217	97,454	100,283	126,803	124,509	559,267
Total Capital Expenditure	279,714	214,051	185,272	209,233	238,834	1,127,103
Capital Funding	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total Budget £000
External Funding (Grants & Contributions):						
- Dept. for Education grants	2,352	5,371	4,197	6,596	3,645	22,161
- National Health Service grants & Public Health	1,299	0	0	1,588	0	2,887
- other government grants	15,484	14,908	8,389	3,466	3,358	45,605
GLA - housing grants	24,455	8,395	2,517	1,425	0	36,792
GLA -Transport for London grants	6,852	7,379	7,695	0	0	21,926
Other Grants	16,200	274	0	0	0	16,474
Community Infrastructure Levy	7,285	4,648	9	419	0	12,361
Section 106 contributions	27,516	7,684	2,007	270	100	37,577
Other contributions	6,355	0	0	0	0	6,355
Sub-total External Funding	107,798	48,659	24,814	13,764	7,103	202,138
HRA:						
- Major Repairs Reserve	43,482	43,565	43,481	43,191	43,478	217,197
- Leaseholders' capital contributions	0	2,400	2,600	2,600	2,600	10,200
- Revenue contribution (HRA)	0	0	0	0	0	0
Sub-total HRA	43,482	45,965	46,081	45,791	46,078	227,397
Corporate Resources:						
CMI - Green Bond GF	294	0	0	0	0	294
Revenue contributions - General Fund	1,520	802	0	0	0	2,322
Prudential Borrowing - HRA	40,466	15,184	0	20,743	81,014	157,407
Prudential Borrowing - GF	25,461	8,567	0	23,287	0	57,314
HRA Capital Receipts	36,801	66,387	81,061	76,645	72,874	333,768
1-4-1 RTB Retained Receipts:	15,000	8,000	8,000	8,000	8,000	47,000
GF Capital Receipts	8,892	20,488	25,315	21,003	23,765	99,463
Sub-total Corporate Resources	128,434	119,428	114,376	149,678	185,653	697,569
TOTAL RESOURCES	279,714	214,051	185,272	209,233	238,834	1,127,103

Capital Programme – Children & Learning

Capital Expenditure	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total Budget £000
Corporate Parenting	2,446	8,567	3	0	0	11,016
Total Children & Learning	2,446	8,567	3	0	0	11,016
Capital Funding	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total Budget £000
Corporate Resources:						
Prudential Borrowing - GF	2,446	8,567	3	0	0	11,016
Sub-total Corporate Resources	2,446	8,567	3	0	0	11,016
TOTAL RESOURCES	2,446	8,567	3	0	0	11,016

Capital Programme – Investment, Place & Opportunity

Capital Expenditure	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total Budget £000
Development						
Community Investment Projects	15,999	6,647	22,788	41,949	23,572	110,955
Accommodation Strategy	419	1,000	1,000	0	0	2,419
HRA Estate Regeneration	53,126	48,155	43,075	38,049	90,335	272,740
HRA Hostels	12,871	18,407	2,631	1,395	215	35,518
Corporate Building Improvement	6,490	3,683	3,879	0	0	14,052
Central Admin Buildings	932	0	0	0	0	932
Commercial Properties	6,381	1,147	831	419	0	8,778
HRA Commercial Properties	573	0	0	0	0	573
HRA Community Safety	534	0	0	0	0	534
Recreation						
Libraries	647	92	0	0	0	739
Green Spaces	6,546	3,554	1,537	449	40	12,126
Sports Centres	6,800	601	0	0	0	7,401
Environment and Sustainability						
Transport Strategy Delivery Plan	18,547	5,624	1,945	0	0	26,117
Major Highways Projects	1,727	5,285	6,000	0	0	13,012
Parking Schemes	352	0	0	0	0	352
Sustainability Projects	200	566	559	0	0	1,325
Planned Improvements Highway	8,690	8,680	0	0	0	17,370
Waste Management	17,942	180	174	169	163	18,628
Schemes Funded by Developer Contribution	4,420	158	0	0	0	4,578
CATS	24	0	45	0	0	69
Public Safety	1,355	0	0	0	0	1,355
Economy, Regeneration and Investment	956	3,450	520	0	0	4,926
Total Investment, Place & Opportunity	165,530	107,228	84,985	82,430	114,325	554,499

Capital Programme – Investment, Place & Opportunity

Capital Funding	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total Budget £000
External Funding (Grants & Contributions):						
- other government grants	8,406	8,628	7,704	3,458	3,358	31,554
GLA - housing grants	2,259	8,395	0	0	0	10,654
GLA -Transport for London grants	6,852	7,379	7,695	0	0	21,926
Other Grants	16,200	274	0	0	0	16,474
Community Infrastructure Levy	7,285	4,648	9	419	0	12,361
Section 106 contributions	27,015	7,203	1,907	170	0	36,295
Other contributions	6,355	0	0	0	0	6,355
Sub-total External Funding	74,372	36,527	17,315	4,047	3,358	135,620
HRA:						
- Major Repairs Reserve	423	0	0	0	0	423
- Leaseholders' capital contributions	0	2,400	2,600	2,600	2,600	10,200
Sub-total HRA	423	2,400	2,600	2,600	2,600	10,623
Corporate Resources:						
CMI - Green Bond GF	294	0	0	0	0	294
Prudential Borrowing - HRA	9,691	10,184	0	5,743	31,014	56,632
Prudential Borrowing - GF	22,714	0	0	23,287	0	46,000
HRA Capital Receipts	35,114	29,629	31,758	19,753	45,588	161,842
1-4-1 RTB Retained Receipts:	15,000	8,000	8,000	8,000	8,000	47,000
GF Capital Receipts	7,923	20,488	25,312	19,000	23,765	96,488
Sub-total Corporate Resources	90,736	68,301	65,070	75,783	108,367	408,256
TOTAL RESOURCES	165,530	107,228	84,985	82,430	114,325	554,499

Capital Programme – Corporate Services

Capital Expenditure	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total Budget £000
ICT Corporate Services	1,520	802	0	0	0	2,322
Total Corporate Services	1,520	802	0	0	0	2,322

Capital Funding	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total Budget £000
Corporate Resources:						
Revenue contributions - General Fund	1,520	802	0	0	0	2,322
Sub-total Corporate Resources	1,520	802	0	0	0	2,322
TOTAL RESOURCES	1,520	802	0	0	0	2,322

Capital Programme – Homes & Communities

Capital Expenditure	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total Budget £000
Property Management						
Pre Primary Education	468	581	205	0	0	1,254
Schools Building Improvement	3,226	4,821	4,077	1,700	1,801	15,625
Special Education	550	900	600	1,400	1,844	5,294
Other Education	1,065	200	100	877	100	2,342
Other General Fund Schemes	0	0	0	1,226	0	1,226
Social Care and Support	1,299	0	0	5,084	0	6,383
Reactive Capital Repairs	301	0	0	0	0	301
HRA Housing Buy Backs	19,517	10,000	12,517	11,805	10,000	63,839
HRA Community Care	435	435	0	0	0	870
HRA Energy Efficiency	4,394	2,470	1,000	3,008	3,000	13,872
HRA Other Schemes	10,295	7,250	7,518	3,001	2,396	30,461
HRA Partnering Decent Homes	19,610	19,991	16,276	1,750	0	57,627
HRA Partnering Contract Mechanical	14,934	31,412	33,707	27,244	14,286	121,584
HRA Partnering Contract	33,802	19,394	24,283	69,708	91,082	238,269
HRA Temporary Housing Group	320	0	0	0	0	320
Total Homes & Communities	110,217	97,454	100,283	126,803	124,509	559,267

Capital Programme – Homes & Communities

Capital Funding	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total Budget £000
External Funding (Grants & Contributions):						
- Dept. for Education grants	2,352	5,371	4,197	6,596	3,645	22,161
- National Health Service grants & Public Health	1,299	0	0	1,588	0	2,887
- other government grants	7,078	6,280	685	8	0	14,051
GLA - housing grants	22,196	0	2,517	1,425	0	26,138
Section 106 contributions	501	481	100	100	100	1,282
Sub-total External Funding	33,426	12,132	7,499	9,717	3,745	66,518
HRA:						0
- Major Repairs Reserve	43,059	43,565	43,481	43,191	43,478	216,774
Sub-total HRA	43,059	43,565	43,481	43,191	43,478	216,774
Corporate Resources:						
Prudential Borrowing - HRA	30,775	5,000	0	15,000	50,000	100,775
Prudential Borrowing - GF	301	0	0	0	0	301
HRA Capital Receipts	1,687	36,758	49,303	56,892	27,286	171,927
GF Capital Receipts	969	0	0	2,003	0	2,972
Sub-total Corporate Resources	33,732	41,758	49,303	73,895	77,286	275,975
TOTAL RESOURCES	110,217	97,454	100,283	126,803	124,509	559,267



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

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

In reviewing the level of general balances, consideration has been given to the Council's policy on reserves and balances, which states that the level of general balances should be more than 3% of, but not more than 10% of, total budgeted net expenditure and Dedicated Schools Grant. On review, it is felt that the Council ought to strengthen its level of financial resilience and as part of this strategy, the Council is aiming to increase the level of reserves over the medium term. The Council's budget assumes general balances at £21.358m for 2026/27.

Earmarked Reserves	Forecast Reserves 31/03/25 £000	Forecast Out of Reserves £000	Forecast Into Reserves £000	Forecast Reserves 31/03/26 £000	Net Movement 2026/27 £000	Forecast Reserves 31/03/27 £000
Reserves to support Council Priorities	34,981	(10,009)	4,744	29,716	(3,386)	26,331
Reserves with Conditions	53,624	(10,742)	0	42,882	(9,451)	33,431
Reserves to Support Capital Activity & Asset Management	19,539	(13,306)	7,597	13,829	(1,180)	12,649
Reserves to Manage Future Risk	14,419	(1,299)	4,000	17,120	(10,548)	6,572
Total Earmarked Reserves	122,563	(35,356)	16,341	103,548	(24,565)	78,983
General Balances	18,358	0	1,500	19,858	1,500	21,358
Housing Revenue Account	23,451	(5,691)	5,000	22,760	800	23,560
Schools Balances	15,204	(5,784)	0	9,420	(5,784)	3,636
Business Rate Local Share	38,947	(0)	13,712	52,659	(52,487)	172
Total Reserves	218,523	(46,831)	36,553	208,245	(80,536)	127,709

Reserves & Balances

Earmarked Reserves	Forecast Reserves 31/03/2026 £000	Forecast Reserves 31/03/2027 £000	Forecast Reserves 31/03/2028 £000	Forecast Reserves 31/03/2029 £000	Forecast Reserves 31/03/2030 £000
Reserves to Support Council Priorities					
Multi Year Budget Reserve	27,263	24,418	21,848	17,729	14,958
Cost of Change/We Make Camden	2,453	1,913	1,873	1,833	1,793
Subtotal	29,716	26,331	23,721	19,562	16,751
Reserves with Conditions					
Dedicated Schools Grant	10,831	2,331	729	729	729
Multi Year Budget Reserve	32,050	31,099	30,245	29,576	27,581
Subtotal	42,882	33,431	30,975	30,306	28,311
Reserves to Support Capital Activity & Asset Management					
Future Capital Schemes	4,010	4,010	5,967	7,924	9,881
Haverstock PFI Funding Reserve	589	459	329	199	69
Schools PFI Equalisation Reserve	4,668	4,668	4,835	5,002	5,169
Building Schools for the Future	100	50	30	-0	-0
Accommodation Strategy	4,463	3,463	3,463	3,463	3,463
Subtotal	13,829	12,649	14,623	16,587	18,581
Reserves to Manage Future Risk					
Self-Insurance Reserve	2,650	2,650	2,650	2,650	2,650
Collection Fund Risk Reserve	14,470	3,922	7,922	11,922	15,922
Subtotal	17,120	6,572	10,572	14,572	18,572
Total Earmarked Reserves	103,547	78,983	79,891	81,027	82,214
General Balances	19,858	21,358	22,858	24,358	25,858
Housing Revenue Account	22,760	23,560	30,260	36,060	41,860
Schools Balances	9,420	3,636	0	0	0
Business Rates Reliefs Local Share	52,659	172	172	172	172
Total Reserves	208,244	127,709	133,181	141,617	150,104

Purpose of Reserves & Balances

Reserve	Purpose of Reserve/Balance
Dedicated Schools Grant	To hold unspent Dedicated Schools Grant which is reserved for the schools' budget, and which may be carried forward to future years.
Multi Year Budget Reserve	To fund pressures in future years as part of multi-year budgeting.
Cost of Change	To fund costs that may arise from workforce remodelling and efficiency projects to address any budget deficits.
We Make Camden	To provide funding for project implementation that supports our We Make Camden vision and missions.
Future Capital Schemes	To provide revenue funding to support the council's various capital schemes.
Haverstock School PFI Reserve	To hold the balance of funding in respect of the Haverstock School PFI project.
Schools PFI Equalisation Reserve	To equalise costs over the life of the PFI contract so the General Fund does not have to bear the deficit in latter years.
Building Schools for the Future	To provide funding for the preparatory work on the Building Schools for the Future Programme
Accommodation Strategy	To provide funding to facilitate the Council's accommodation strategy.
Self-Insurance Reserve	To provide funding to cover insurance risks.
Collection Fund Risk Reserve	To provide funding to manage the risk of Collection Fund shortfalls.
General Balances	Funds held as a wider financial contingency against unexpected financial shocks.
Business Rates Reliefs Local Share	To smooth over timing differences between General Fund and Collection Fund accounting.
Schools Balances	Balances held by the council on behalf of its schools.
Housing Revenue Account	To provide funding to support activities within the ringfenced HRA account for the running of the Council's housing stock.