

# BUDGET BOOK 2024/2025

## Budget book 2024/25

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## **Introduction**

The Budget Book gives details of the budget. It summarises our budgets at departmental and divisional levels, key service aims and the major savings and growth proposals. It illustrates, at divisional level, the financial impact of the budget proposed by Cabinet to Council.

Lambeth presented a balanced budget for 24/25 at the end of February 2024. The Council is doing all it can to protect front line services. Our approach has been to focus on finding savings through being more efficient as a council, increasing our income in a way that is fair to residents, protecting preventative services, using less reserves, and helping those most in need with the cost of living.

## **Economic context**

According to the Institute for Government (IfG), central government grant has dropped by 40% in real terms between 2010 and 2020, from £46.5bn to £28bn. Portrayed in such a stark light, the recent spate of section 114 notices by councils should not come as a surprise. The Local Government Association (LGA) has warned that up to one in five councils are at risk of issuing a section 114 notice this or next year due to a lack of government funding to keep key services running. Despite this, Lambeth will continue to take every opportunity to support vulnerable people in our communities and deliver on our residents' priorities, but we must also be honest in our ability to do so in the face of reduced grant funding, rising inflation, and ever-increasing demand on our essential day to day services.

This budget book presents the council's overall revenue budget for 2024-25 alongside more detailed departmental budgets that are broken down by division.

## Council tax 2024/25

At its meeting of 25 January 2024, Corporate Committee agreed the council tax base of 114,484 (households) for the year 2024/25. The table below shows the calculation of the Council Tax Requirement for 2024/25.

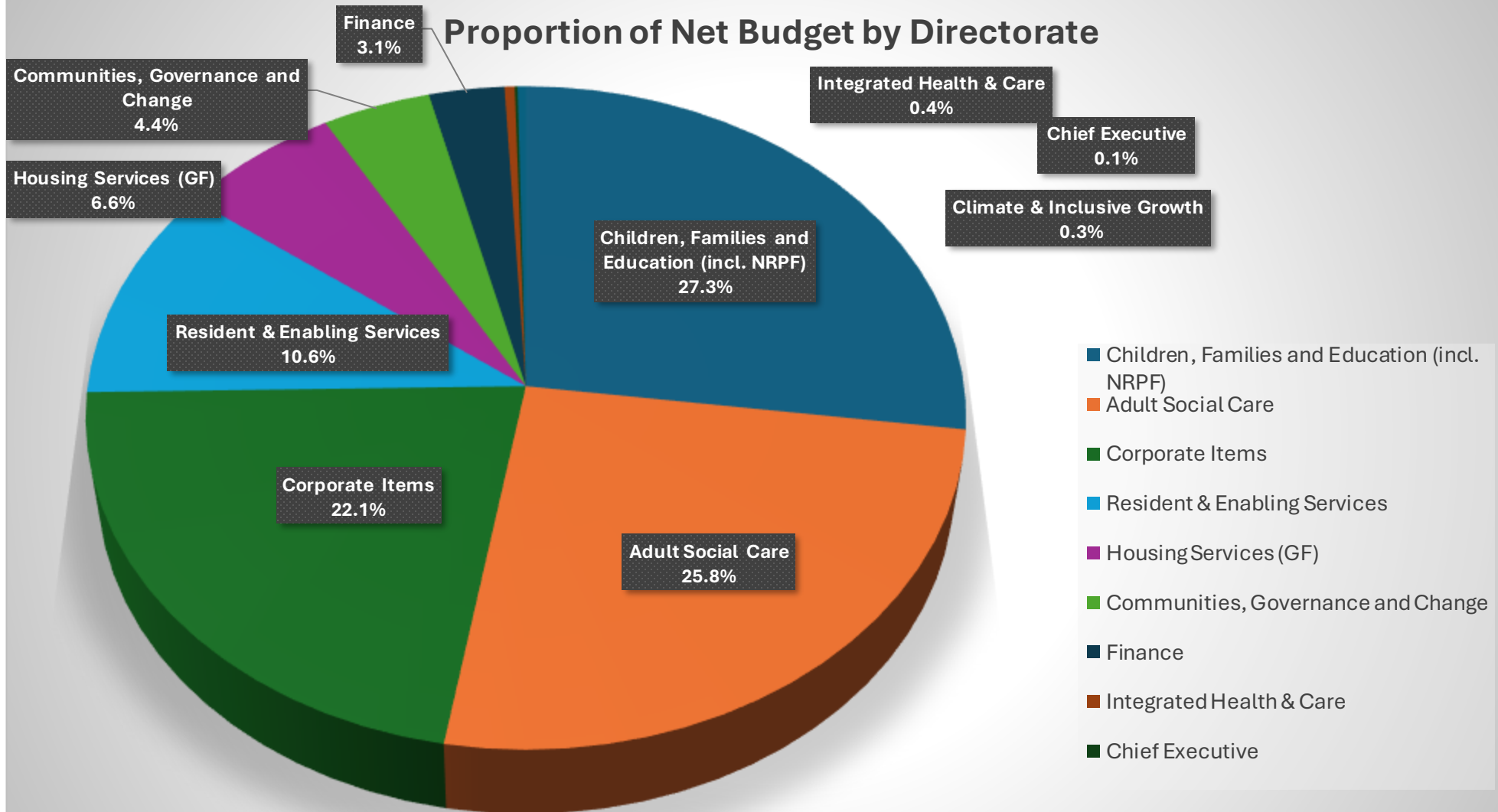
	<b>2024/25</b>
<b>2023/24 Base Budget (£m)</b>	<b>391.026</b>
Growth pressures, inflation, and technical adjustments	53.906
Savings and increased income	-28.957
<b>2024/25 Base Budget</b>	<b>415.975</b>
Revenue Support Grant	39.729
Business Rates Baseline	50.947
Business Rates Top-up Payment	70.594
Business Rates and Collection Fund Adjustment	29.316
Improved Better Care Fund	14.946
Social Care Grant	33.912
Adults Social Care Market Sustainability and Improvement Funding	6.602
Adult Social Care Discharge Fund	3.492
Services Grant	0.769
New Homes Bonus	1.225
Contribution from Reserves	4.841
<b>Total Resources (excluding council tax)</b>	<b>256.383</b>
<b>Council Tax Requirement</b>	<b>159.592</b>
Tax base (No. of Band D equivalents)	114,484
<b>Band D Council Tax (£)</b>	<b>£1,394.01</b>

## Revenue Service Budgets 2024/25

The table below shows the Net budget by department as agreed at Budget Council on 28<sup>th</sup> February 2024.

Directorates (£000's)	Net Budget (£'000)
Children, Families and Education (incl. NRPF)	113,377
Adult Social Care	107,355
Corporate Items	92,112
Resident & Enabling Services	44,025
Housing Services (GF)	27,282
Communities, Governance and Change	18,275
Finance	12,729
Integrated Health & Care	1,720
Chief Executive	481
Climate & Inclusive Growth	(1,381)
<b>Grand Total</b>	<b>415,975</b>

## Proportion of Net Budget by Directorate

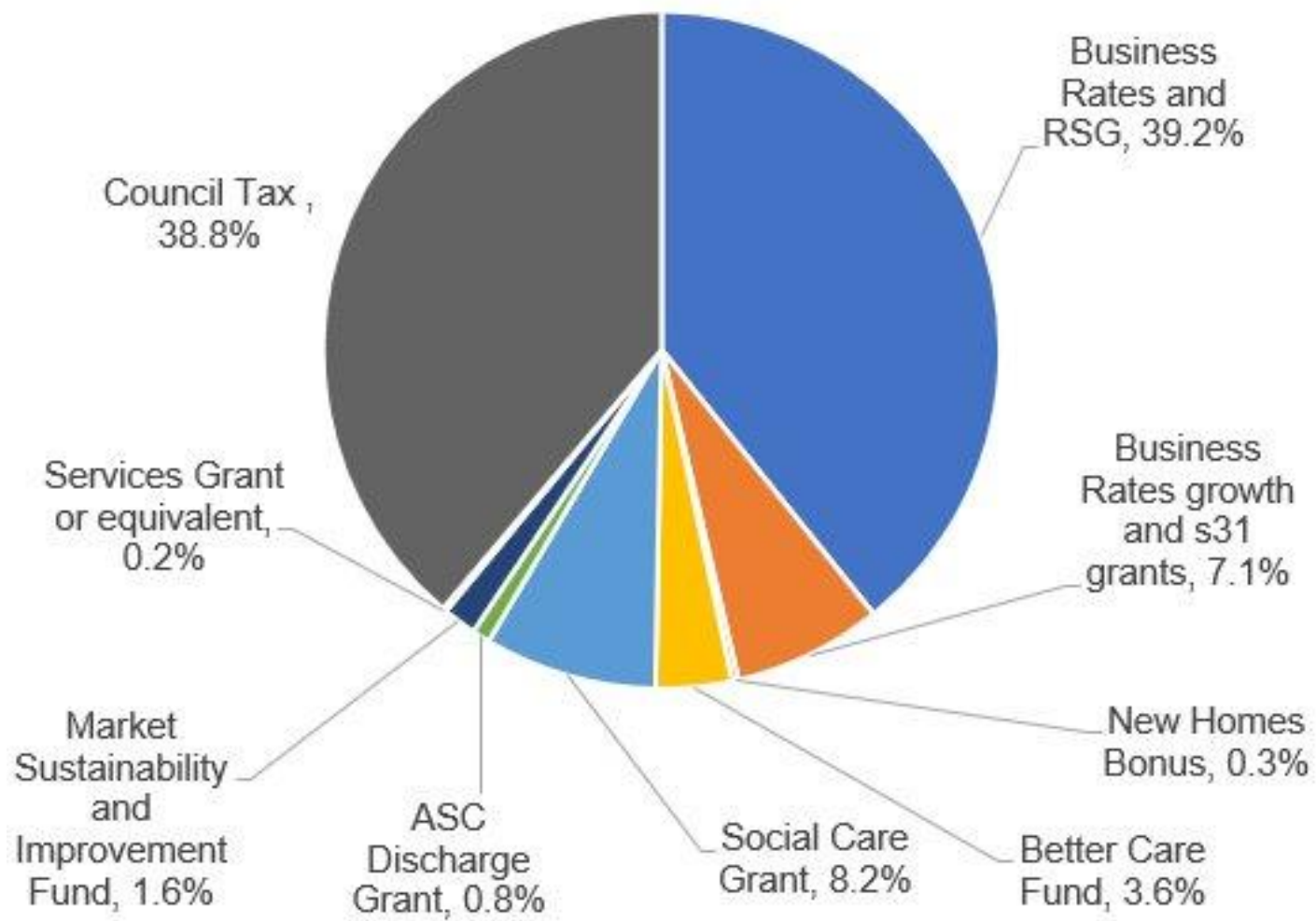


## 2024/25 Budgets: How are we funded?

Funding Source	2024/25 (£'000)
Business Rates and Revenue Support Grant	161,270
Council Tax	159,592
Business Rates growth and s31 grants	29,316
Better Care Fund	14,946
Social Care Grant	33,912
Market Sustainability & Improvement Fund	6,602
ASC Discharge Grant	3,492
New Homes Bonus	1,225
Services Grant or equivalent	0.779
Contribution from Reserves	4,841
<b>Total Cash Limit</b>	<b>415,975</b>

**Pie Chart showing funding proportions**

2024/25

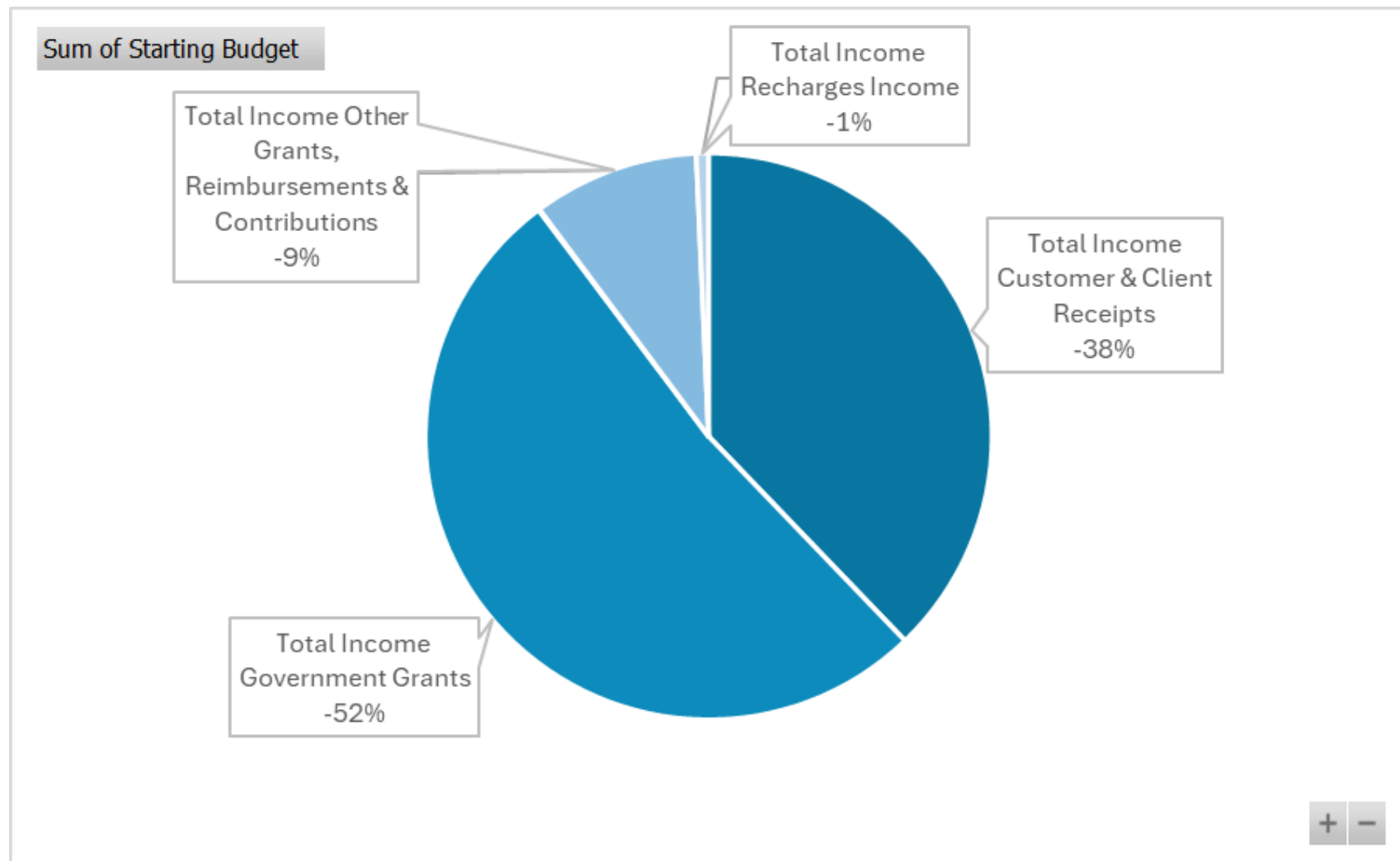


## GROSS BUDGET BY EXPENDITURE TYPE

	Budget (£000)
<b>Total Expenditure</b>	<b>843,943</b>
Third Party Payments	372,697
Employee Expenses	194,551
Transfer Payments	181,937
Supplies And Services	100,227
Premises Related Expenditure	17,356
Transport Related Expenditure	7,479
Support Services	(30,304)
<b>Total Income</b>	<b>(465,304)</b>
Income	(261)
Recharges Income	(3,252)
Other Grants, Reimbursements & Contributions	(44,175)
Customer & Client Receipts	(175,947)
Government Grants	(241,669)
<b>Below Cost of Services on CIES</b>	<b>19,040</b>
<b>Below The Line - MIRS</b>	<b>18,296</b>
<b>Grand Total</b>	<b>415,975</b>



## Pie Chart – London Borough of Lambeth Total Income analysis



## All Directorates – Expenditure and Income at a glance

Row Labels	CFE	CORP ITEMS	ADULTS	CGC	CEX	CIG	FINANCE	HSG (GF)	INTEG HEALTH & CARE	RESIDENTS	Grand Total
<b>Total Expenditure</b>	<b>130,754</b>	<b>56,276</b>	<b>148,517</b>	<b>19,807</b>	<b>481</b>	<b>24,835</b>	<b>13,753</b>	<b>77,274</b>	<b>56,024</b>	<b>316,222</b>	<b>843,943</b>
Employee Expenses	47,423	13,213	20,517	21,739	376	17,079	14,834	5,852	5,972	47,546	194,551
Premises Related Expenditure	105	0	563	9	0	612	1,067	201	9	14,790	17,356
Supplies And Services	7,271	30,890	1,668	1,721	105	7,103	2,171	1,874	101	47,323	100,227
Support Services	(355)	0	(11,351)	(3,905)	0	(3,021)	(4,347)	(2,895)	12,539	(16,969)	(30,304)
Third Party Payments	60,637	12,173	127,973	233	0	3,054	24	72,188	37,403	59,012	372,697
Transfer Payments	10,077	0	7,767	0	0	0	0	53	0	164,040*	181,937
Transport Related Expenditure	5,596	0	1,380	10	0	8	4	1	0	480	7,479
<b>Total Income</b>	<b>(17,377)</b>	<b>0</b>	<b>(41,162)</b>	<b>(1,532)</b>	<b>0</b>	<b>(26,216)</b>	<b>(1,024)</b>	<b>(49,992)</b>	<b>(54,304)</b>	<b>(273,697)</b>	<b>(465,304)</b>
Customer & Client Receipts	(783)	0	(13,709)	(1,532)	0	(12,436)	(137)	(41,967)	0	(105,383)	(175,947)
Government Grants	(12,417)	0	(12,655)	0	0	(6,781)	0	(8,015)	(33,913)	(167,888)* <sup>1</sup>	(241,669)
Income	0	0	0	0	0	0	(261)	0	0	0	(261)
Other Grants, Reimbursements & Contributions	(1,633)	0	(14,798)	0	0	(6,999)	(6)	(10)	(20,391)	(338)	(44,175)
Recharges Income	(2,544)	0	0	0	0	0	(620)	0	0	(88)	(3,252)
<b>Below Cost Of Services On Cies</b>	<b>0</b>	<b>19,040</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,040</b>
<b>Below The Line - Mirs</b>	<b>0</b>	<b>16,796</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>18,296</b>
<b>Grand Total</b>	<b>113,377</b>	<b>92,112</b>	<b>107,355</b>	<b>18,275</b>	<b>481</b>	<b>(1,381)</b>	<b>12,729</b>	<b>27,282</b>	<b>1,720</b>	<b>44,025</b>	<b>415,975</b>

<sup>1</sup> \*£162.5m HB budgets net off each other

# Departmental Budgets

## **CHILDREN, FAMILIES AND EDUCATION (CFE) – Corporate Director: Andrew Carter**

The CFE directorate is responsible for a wide range of services aimed at supporting the welfare, education and development of children and young people. The main functions can be summarised as:

- Children's Social Care
- Education Services
- Youth Services
- Family Support Services
- Safeguarding Partnerships
- Commissioning and Quality Assurance

## CFE service divisions

Row Labels	Final Budget (£ '000)
CHILDREN LEGAL SERVICES	1,514
CHILDREN SAFEGUARDING	16,750
CORPORATE PARENTING	36,155
CFE SENIOR MANAGEMENT	18,184
EARLY HELP, ACCESS & ASSESSMENTS	6,788
QUALITY ASSURANCE & PERFORMANCE	4,444
<b>CHILDREN'S SOCIAL CARE</b>	<b>83,835</b>
EDUCATION CAPITAL AND PENSIONS	960
MUSIC SERVICES	12
SCHOOL & EDUCATION IMPROVEMENT SERVICE	2,522
SPECIAL EDUCATIONAL NEEDS	7,438
<b>EDUCATION &amp; LEARNING (GF)</b>	<b>10,932</b>
ADVENTURE PLAYGROUNDS & ONE O'CLOCK CLUB	1,254
CHILDRENS COMMISSIONING	881
CHILDREN'S MENTAL HEALTH CONTRACT	557
EARLY YEARS AND PARENTING	3,946
YOUTH JUSTICE & PARTNERSHIP	2,634
CONTEXTUAL SAFEGUARDING	1,224
CHILDREN'S BROKERAGE & SPECIALIST PLACEMENTS	1,991
TRANSFORMATION IMPROVEMENT AND SUPPORT	821
FOSTERING & PERMANENCY (SERVICE) – STAFFING	2,389
<b>CHILDREN'S COMMISSIONING &amp; YOUTH SERVICES</b>	<b>15,697</b>
<b>NO RECOURSE TO PUBLIC FUNDS</b>	<b>2,913</b>
<b>Grand Total</b>	<b>113,377</b>

## Subjective Analysis

Row Labels	Starting Budget (£'000)	Budget Setting Changes (£'000)	Service Adjustments (£'000)	Final Budget (£'000)
<b>TOTAL INCOME</b>	<b>(16,703)</b>	<b>(100)</b>	<b>(574)</b>	<b>(17,377)</b>
<b>Grants and Other Contributions</b>	<b>(13,376)</b>	<b>(100)</b>	<b>(574)</b>	<b>(14,050)</b>
<b>Other Income</b>	<b>(3,327)</b>	<b>0</b>	<b>0</b>	<b>(3,327)</b>
<b>TOTAL EXPENDITURE</b>	<b>123,292</b>	<b>6,888</b>	<b>574</b>	<b>130,754</b>
<b>EMPLOYEE EXPENSES</b>	<b>46,447</b>	<b>(889)</b>	<b>1,865</b>	<b>47,423</b>
<b>Non Employee Expenditure</b>	<b>76,845</b>	<b>7,777</b>	<b>(1,291)</b>	<b>83,331</b>
PREMISES RELATED EXPENDITURE	295	(174)	(16)	105
SUPPLIES AND SERVICES	7,844	(19)	(554)	7,271
SUPPORT SERVICES	(145)	(5)	(205)	(355)
THIRD PARTY PAYMENTS	56,467	8,175	(4,005)	60,637
TRANSFER PAYMENTS	10,101	0	(24)	10,077
TRANSPORT RELATED EXPENDITURE	2,283	(200)	3,513	5,596
<b>Grand Total</b>	<b>106,589</b>	<b>6,788</b>	<b>0</b>	<b>113,377</b>

## Savings and Growth

Row Labels	Savings (£'000)	Growth (£'000)	Budget Setting Changes (£'000)
<b>CHILDREN, FAMILIES AND EDUCATION</b>	<b>(1,960)</b>	<b>8,748</b>	<b>6,788</b>
<b>CHILDREN'S SOCIAL CARE</b>	<b>(1,255)</b>	<b>8,951</b>	<b>7,696</b>
CHILDREN SAFEGUARDING	(98)	0	(98)
CORPORATE PARENTING	(1,075)	40	(1,035)
CFE SENIOR MANAGEMENT	0	9,184	9,184
EARLY HELP, ACCESS & ASSESSMENTS	(82)	0	(82)
QUALITY ASSURANCE & PERFORMANCE	0	(273)	(273)
<b>EDUCATION &amp; LEARNING (GF)</b>	<b>(200)</b>	<b>0</b>	<b>(200)</b>
SPECIAL EDUCATIONAL NEEDS	(200)	0	(200)
<b>CHILDREN'S COMMISSIONING &amp; YOUTH SERVICES</b>	<b>(505)</b>	<b>(203)</b>	<b>(708)</b>
ADVENTURE PLAYGROUNDS & ONE O'CLOCK CLUB	(356)	0	(356)
CHILDRENS COMMISSIONING	0	(280)	(280)
CHILDREN'S MENTAL HEALTH CONTRACT	(100)	0	(100)
EARLY YEARS AND PARENTING	0	77	77
FOSTERING & PERMANENCY (SERVICE) - STAFFING	(49)	0	(49)
<b>Grand Total</b>	<b>(1,960)</b>	<b>8,748</b>	<b>6,788</b>

## ADULT SOCIAL CARE – Corporate Director: Ruth Hutt (acting)

The Directorate has responsibility for the assessment and care management arrangements for older people and people with learning disabilities, physical disabilities and mental health and substance misuse problems. It also provides the strategic oversight of the Lambeth Adults Safeguarding Board and the adult safeguarding function for adult social care. The division ensures the delivery of appropriate services from a range of commissioned organisations to individuals through a brokerage function. We also provide a support service to people living in sheltered housing accommodation, including Careline services. The division has the lead responsibility for ensuring people are offered self-directed support.

### Adult Social Care service divisions

Row Labels	Final Net Budget
	£ '000
ADULT SOCIAL CARE	107,355
ADULTS WITH LEARNING DIFFICULTIES	41,960
ADULTS WITH MENTAL HEALTH NEEDS	13,124
ADULTS WITH PHYSICAL DISABILITIES	12,195
OLDER PEOPLE	26,553
OTHER – ADULTS	7,894
SUPPORTED HOUSING	776
SUPPORTING PEOPLE	4,853
<b>Grand Total</b>	<b>107,355</b>

## Subjective analysis

Row Labels	Starting Budget	Budget Setting Changes (Savings & Growth)	Service Adjustments	Final Budget
	£ '000	£ '000	£ '000	£ '000
EMPLOYEE EXPENSES	19,043	0	1,474	20,517
PREMISES RELATED EXPENDITURE	626	(150)	87	563
SUPPLIES AND SERVICES	559	0	1,109	1,668
SUPPORT SERVICES	(11,296)	0	(55)	(11,351)
THIRD PARTY PAYMENTS	126,108	(1,413)	3,278	127,973
TRANSFER PAYMENTS	7,192	0	575	7,767
TRANSPORT RELATED EXPENDITURE	1,137	0	243	1,380
<b>TOTAL EXPENDITURE</b>	<b>143,369</b>	<b>(1,563)</b>	<b>6,711</b>	<b>148,517</b>
GOVERNMENT GRANTS	(9,968)	0	(2,687)	(12,655)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(11,022)	(100)	(3,676)	(14,798)
CUSTOMER & CLIENT RECEIPTS	(13,261)	(100)	(348)	(13,709)
TOTAL INCOME	<b>(34,251)</b>	<b>(200)</b>	<b>(6,711)</b>	<b>(41,162)</b>
<b>Grand Total</b>	<b>109,118</b>	<b>(1,763)</b>	<b>0</b>	<b>107,355</b>



## Savings and Growth

Row Labels	Savings	Growth	Net Savings & Growth
	£ '000	£ '000	£ '000
<b>ADULT SOCIAL CARE</b>	<b>(3,626)</b>	<b>1,863</b>	<b>(1,763)</b>
ADULTS WITH LEARNING DIFFICULTIES	(100)	0	(100)
ADULTS WITH MENTAL HEALTH NEEDS	(150)	0	(150)
ADULTS WITH PHYSICAL DISABILITIES	(250)	0	(250)
OLDER PEOPLE	(3,126)	613	(2,513)
OTHER - ADULTS	0	1,250	1,250
<b>Grand Total</b>	<b>(3,626)</b>	<b>1,863</b>	<b>(1,763)</b>

## **CORPORATE – Corporate Director and S151 officer: Duncan Whitfield (interim)**

The Corporate directorate holds budgets that are more appropriate to hold centrally, such as revenue cost of capital financing, interest payable and receivable, levies and growth/savings not yet allocated.

<b>Row Labels</b>	<b>Final Budget (£'000)</b>
<b>CORPORATE ITEMS</b>	<b>92,112</b>
<b>CORPORATE ITEMS COST OF SERVICES</b>	<b>58,648</b>
CORPORATE ITEMS COST OF SERVICES	58,648
<b>CORPORATE ITEMS COST OF SERVICES</b>	<b>58,648</b>
D10701 CORPORATE CENTRAL ITEMS	28,700
D10717 CORPORATELY HELD SAVINGS	(500)
D10724 CORPORATELY HELD GROWTH	29,648
D10721 CENTRAL STAFF COSTS	800
<b>CIES BELOW COST OF SERVICES (GF)</b>	<b>19,040</b>
FINANCING AND INVESTMENT (INCOME)	15,485
NON-SPECIFIC GRANT INCOME	0
OTHER OPERATING (INCOME / EXPENDITURE)	3,555
<b>MOVEMENT IN RESERVES</b>	<b>14,424</b>
<b>Grand Total</b>	<b>92,112</b>

## Subjective Analysis

Row Labels	Starting Budget (£'000)	Brought Forward Savings (£'000)	New Growth (£'000)	Corp Items (£'000)	Technical Adjustments (£'000)	Total Budget Setting Changes (£'000)	Service Adjustments (£'000)	Final Budget (£'000)
<b>CORPORATE ITEMS</b>	<b>59,843</b>	<b>-3,970</b>	<b>10,947</b>	<b>28,092</b>	<b>-2,800</b>	<b>32,269</b>	<b>0</b>	<b>92,112</b>
<b>CORPORATE ITEMS COST OF</b>	<b>26,379</b>	<b>-3,970</b>	<b>10,947</b>	<b>28,092</b>	<b>-2,800</b>	<b>32,269</b>	<b>0</b>	<b>58,648</b>
CORPORATE ITEMS COST OF	26,379	-3,970	10,947	28,092	-2,800	32,269	0	58,648
<b>CORPORATE ITEMS COST OF</b>	<b>26,379</b>	<b>-3,970</b>	<b>10,947</b>	<b>28,092</b>	<b>-2,800</b>	<b>32,269</b>	<b>0</b>	<b>58,648</b>
D10701 CORPORATE CENTRAL	23,347	-470	1,814	11,308	0	12,652	-7,299	28,700
D10717 CORPORATELY HELD	0	-3,500	3,000	0	0	-500	0	-500
D10724 CORPORATELY HELD	2,232	0	6,133	16,784	-2,800	20,117	7,299	29,648
D10721 CENTRAL STAFF COSTS	800	0	0	0	0	0	0	800
<b>CIES BELOW COST OF</b>	<b>19,040</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,040</b>
<b>MOVEMENT IN RESERVES</b>	<b>14,424</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,424</b>
<b>Grand Total</b>	<b>59,843</b>	<b>-3,970</b>	<b>10,947</b>	<b>28,092</b>	<b>-2,800</b>	<b>32,269</b>	<b>0</b>	<b>92,112</b>

## Savings and Growth

Row Labels	Savings (£'000)	Growth (£'000)	Corporate Items (£'000)	Technical Adjustments (£'000)	Sub-Total of Budget Setting Changes (£'000)
<b>CORPORATE ITEMS</b>	<b>(3,970)</b>	<b>10,947</b>	<b>28,092</b>	<b>(2,800)</b>	<b>32,269</b>
<b>CORPORATE ITEMS COST OF SERVICES</b>	<b>(3,970)</b>	<b>10,947</b>	<b>28,092</b>	<b>(2,800)</b>	<b>32,269</b>
CORPORATE ITEMS COST OF SERVICES	(3,970)	10,947	28,092	(2,800)	32,269
<b>CORPORATE ITEMS COST OF SERVICES</b>	<b>(3,970)</b>	<b>10,947</b>	<b>28,092</b>	<b>(2,800)</b>	<b>32,269</b>
D10701 CORPORATE CENTRAL ITEMS	(470)	1,814	11,308	0	12,652
D10717 CORPORATELY HELD SAVINGS	(3,500)	3,000	0	0	(500)
D10724 CORPORATELY HELD GROWTH	0	6,133	16,784	(2,800)	20,117
<b>Grand Total</b>	<b>(3,970)</b>	<b>10,947</b>	<b>28,092</b>	<b>(2,800)</b>	<b>32,269</b>

## **RESIDENTS & ENABLING SERVICES – Corporate Director: Venetia Reid-Baptiste**

This directorate is focussed on delivering frontline services that directly impact the daily lives of the borough's residents. It encompasses a broad range of services aimed at ensuring the well-being, safety, and quality of life for Lambeth residents. A summary of its key functions is:

- Environmental services, including Waste Management & Recycling and Parks & Open Spaces
- Community Safety
- Transport & Highways
- Customer Services
- Licensing & Regulation
- Libraries & Cultural Services
- IT
- Facilities Management

## Residents & Enabling service divisions

Service Group	Opening 24/25 Budget (£'000)
SENIOR MANAGEMENT – RESIDENT SERVICES	1,163
<b>SENIOR MANAGEMENT</b>	<b>1,163</b>
PUBLIC PROTECTION & REGULATORY SERVICES	(1,355)
COMMUNITY SAFETY	2,828
VAWG AND REOFFENDING	690
<b>COMMUNITY SAFETY AND RESILIENCE</b>	<b>2,163</b>
PUBLIC REALM, HIGHWAYS & CLIMATE CHANGE DELIVERY	3,762
SPORT & HEALTHY LIFESTYLES	172
PARKS & OPEN SPACES (Incl EVENTS & CEMETERIES)	2,580
ENVIRONMENTAL SERVICES	29,375
FACILITIES MANAGEMENT, PROPERTY & PROJECTS	8,452
<b>HIGHWAYS, ENVIRONMENT &amp; FACILITIES MANAGEMENT</b>	<b>44,341</b>
LEISURE SERVICES Total	(1,770)
BUILDINGS & COMMUNITY INFRASTRUCTURE Total	194
PARKING (Incl NETWORK & FLEET MANAGEMENT) Total	(37,517)
REGISTRAR SERVICES Total	(274)
LIBRARIES & ARCHIVES Total	4,640
<b>RESIDENT &amp; COMMERCIAL SERVICES</b>	<b>(34,727)</b>
CUSTOMER SERVICE Total	712
CORPORATE COMPLAINTS Total	882
INFORMATION GOVERNANCE Total	0

REVENUE & BENEFITS Total	22,625
RECHARGES TO THE HRA Total	(2,358)
LAMBETH TECHNOLOGY Total	12,491
ICT RECHARGES TO THE HRA Total	(3,533)
DIGITAL & WEB SERVICES Total	554
DATA, ANALYTICS & INSIGHT Total	929
<b>DIGITAL, DATA &amp; TECHNOLOGY</b>	<b>32,302</b>
STRATEGIC PROGRAMMES Total	(1,217)
<b>STRATEGIC PROGRAMMES</b>	<b>(1,217)</b>
<b>GRAND TOTAL</b>	<b>44,025</b>

## Subjective analysis

Row Labels	Starting Budget (£'000)	Budget Setting Changes (£'000)	Service Adjustments (£'000)	Final Budget (£'000)
<b>TOTAL INCOME</b>	<b>(260,545)</b>	<b>(9,719)</b>	<b>(3,433)</b>	<b>(273,697)</b>
<b>Grants and Other Contributions</b>	<b>(168,360)</b>	<b>0</b>	<b>134</b>	<b>(168,226)</b>
<b>Other Income</b>	<b>(92,185)</b>	<b>(9,719)</b>	<b>(3,567)</b>	<b>(105,471)</b>
<b>TOTAL EXPENDITURE</b>	<b>314,963</b>	<b>(2,362)</b>	<b>3,621</b>	<b>316,222</b>
EMPLOYEE EXPENSES	47,500	(114)	160	47,546
PREMISES RELATED EXPENDITURE	14,611	(30)	209	14,790
SUPPLIES AND SERVICES	48,247	(1,633)	709	47,323
SUPPORT SERVICES	(16,830)	0	(139)	(16,969)
THIRD PARTY PAYMENTS	54,063	2,265	2,684	59,012
TRANSFER PAYMENTS	166,890	(2,850)	0	164,040
TRANSPORT RELATED EXPENDITURE	482	0	(2)	480
<b>BELOW THE LINE - MIRS</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
<b>TRANSFERS TO/FROM EARMARKED RESERVES</b>	<b>1,500</b>	<b>0</b>	<b>0</b>	<b>1,500</b>
<b>Grand Total</b>	<b>55,918</b>	<b>(12,081)</b>	<b>188</b>	<b>44,025</b>



## Savings and Growth

Row Labels	Savings (£'000)	Growth (£'000)	Technical Adjustments (£'000)	Budget Setting Changes (£'000)
<b>RESIDENT &amp; ENABLING SERVICES</b>	<b>(12,130)</b>	<b>(2,751)</b>	<b>2,800</b>	<b>(12,081)</b>
<b>RESIDENTS EXPERIENCE &amp; DIGITAL</b>	<b>(50)</b>	<b>(2,850)</b>	<b>2,800</b>	<b>(100)</b>
REVENUE & BENEFITS	(50)	(2,850)	2,800	(100)
<b>COMMUNITY SAFETY &amp; RESILIENCE</b>	<b>(2,265)</b>	<b>0</b>	<b>0</b>	<b>(2,265)</b>
PUBLIC PROTECTION & REGULATORY SERVICES	(2,265)	0	0	(2,265)
<b>SENIOR MANAGEMENT – RESIDENT &amp; ENABLING SERVICES</b>	<b>(695)</b>	<b>55</b>	<b>0</b>	<b>(640)</b>
SENIOR MANAGEMENT – RESIDENT & ENABLING SERVICES	(695)	55	0	(640)
<b>ENVIRONMENT &amp; STREETCARE</b>	<b>(1,876)</b>	<b>0</b>	<b>0</b>	<b>(1,876)</b>
ENVIRONMENTAL SERVICES	(576)	0	0	(576)
FACILITIES MANAGEMENT, PROPERTY & PROJECTS	(30)	0	0	(30)
NEIGHBOURHOODS (PARKS, LEISURE & CEMETERIES)	(720)	0	0	(720)
LEISURE SERVICES	(550)	0	0	(550)
<b>RESIDENT &amp; COMMERCIAL SERVICES</b>	<b>(5,408)</b>	<b>0</b>	<b>0</b>	<b>(5,408)</b>
PARKING (Incl NETWORK & FLEET MANAGEMENT)	(5,408)	0	0	(5,408)
<b>DIGITAL, DATA &amp; TECHNOLOGY</b>	<b>(1,250)</b>	<b>44</b>	<b>0</b>	<b>(1,206)</b>

LAMBETH TECHNOLOGY	(1,250)	115	0	(1,135)
DIGITAL & WEB SERVICES	0	(71)	0	(71)
<b>STRATEGIC PROGRAMMES</b>	<b>(586)</b>	<b>0</b>	<b>0</b>	<b>(586)</b>
STRATEGIC PROGRAMMES	(586)	0	0	(586)
<b>Grand Total</b>	<b>(12,130)</b>	<b>(2,751)</b>	<b>2,800</b>	<b>(12,081)</b>

## **HOUSING – GENERAL FUND – Corporate Director: Ruth Hutt (acting)**

The housing directorate at Lambeth is responsible for managing and delivering housing services with a focus on ensuring that residents have access to safe, affordable and well-maintained housing. The directorate oversees a range of functions. Those listed below are resourced from the General Fund. Council Housing management is resourced through the Housing Revenue Account.

- Homelessness Prevention and Support
- Housing Strategy and Policy
- Private Sector Housing
- Temporary Accommodation

## Housing GF service divisions

	Final Budget
Row Labels	(£'000)
<b>HOUSING SERVICES (GF)</b>	<b>27,282</b>
<b>HOUSING MANAGEMENT</b>	<b>27,282</b>
HOUSING NEEDS	26,917
<b>ACCOMMODATION AND PROPERTY - GF</b>	<b>308</b>
<b>ACCOMMODATION SERVICES - GF</b>	<b>25,129</b>
D14142 TEMPORARY ACCOMMODATION	21,767
D14168 ACCOMMODATION SERVICES	3,362
<b>HOUSING OPTIONS - GF</b>	<b>1,951</b>
<b>HOUSING PATHWAYS</b>	<b>486</b>
<b>HRA RECHARGES - HOUSING SERVICES</b>	<b>(1,098)</b>
<b>HOME IMPROVEMENT AGENCY GF</b>	<b>141</b>
HOUSING PARTNERSHIPS AND STRATEGY (GF)	365
<b>Grand Total</b>	<b>27,282</b>

## Subjective analysis

Row Labels	Starting Budget (£'000)	Sub Total of Budget Setting Changes (£'000)	Service Adjustments (£'000)	Final Budget (£'000)
<b>TOTAL INCOME</b>	<b>(37,510)</b>	<b>0</b>	<b>(12,482)</b>	<b>(49,992)</b>
<b>Grants and Other Contributions</b>	<b>(160)</b>	<b>0</b>	<b>(7,865)</b>	<b>(8,025)</b>
<b>Other Income</b>	<b>(37,350)</b>	<b>0</b>	<b>(4,617)</b>	<b>(41,967)</b>
<b>TOTAL EXPENDITURE</b>	<b>63,028</b>	<b>1,764</b>	<b>12,482</b>	<b>77,274</b>
<b>EMPLOYEE EXPENSES</b>	<b>5,753</b>	<b>99</b>	<b>0</b>	<b>5,852</b>
EMPLOYEE EXPENSES	5,753	99	0	5,852
<b>Non-Employee Expenditure</b>	<b>57,275</b>	<b>1,665</b>	<b>12,482</b>	<b>71,422</b>
PREMISES RELATED EXPENDITURE	209	0	(8)	201
SUPPLIES AND SERVICES	1,874	0	0	1,874
SUPPORT SERVICES	(1,303)	0	(1,592)	(2,895)
THIRD PARTY PAYMENTS	56,441	1,665	14,082	72,188
TRANSFER PAYMENTS	53	0	0	53
TRANSPORT RELATED EXPENDITURE	1	0	0	1
<b>Grand Total</b>	<b>25,518</b>	<b>1,764</b>	<b>0</b>	<b>27,282</b>

## Savings and Growth

Row Labels	Savings (£'000)	Growth (£'000)	Budget Setting Changes (£'000)
<b>HOUSING SERVICES (GF)</b>	<b>(4,730)</b>	<b>6,494</b>	<b>1,764</b>
<b>ACCOMMODATION SERVICES - GF</b>	<b>(4,730)</b>	<b>6,453</b>	<b>1,723</b>
D14142 TEMPORARY ACCOMMODATION	(4,730)	6,395	1,665
D14168 ACCOMMODATION SERVICES	0	58	58
HOUSING PARTNERSHIPS AND STRATEGY (GF)	0	41	41
<b>Grand Total</b>	<b>(4,730)</b>	<b>6,494</b>	<b>1,764</b>

## HOUSING – HRA – Corporate Director: Ruth Hutt (acting)

The Housing Revenue Account (HRA) is a separate account used to manage the financial operations related to the council's housing stock. The HRA is ringfenced, meaning it is exclusively used for income and expenditure related to council housing.

Row Labels	Sum of Starting Budget (£'000)	Sum of Service Adjustments (£'000)	Final Budget (£'000)
<b>HOUSING SERVICES (HRA)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CENTRAL HRA BUDGETS</b>	<b>(109,300)</b>	<b>(22,179)</b>	<b>(131,479)</b>
<b>HOUSING SERVICES (HRA)</b>	<b>88,170</b>	<b>20,409</b>	<b>108,579</b>
HOME OWNERSHIP & RENTS	5,655	4,976	10,631
NEIGHBOURHOOD HOUSING	50,511	(2,170)	48,341
REPAIRS & MAINTENANCE	18,931	17,770	36,701
TENANT MANAGEMENT ORGANISATIONS	9,736	(234)	9,502
HOUSING PARTNERSHIPS AND STRATEGY (HRA)	4,344	0	4,344
HOSTELS MANAGEMENT	(1,007)	67	(940)
<b>STRATEGIC PROGRAMMES (HRA)</b>	<b>21,130</b>	<b>1,770</b>	<b>22,900</b>
HOUSING CAPITAL & ASSET MANAGEMENT	21,130	1,770	22,900
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Subjective analysis

Row Labels	Starting Budget (£'000)	Sum of Service Adjustments (£'000)	Final Budget (£'000)
<b>TOTAL INCOME</b>	<b>(204,975)</b>	<b>(3,861)</b>	<b>(208,836)</b>
Grants and Other Contributions	(8,008)	4,199	(3,809)
Other Income	(196,967)	(8,060)	(205,027)
<b>TOTAL EXPENDITURE</b>	<b>188,588</b>	<b>2,611</b>	<b>191,199</b>
<b>EMPLOYEE EXPENSES</b>	<b>28,372</b>	<b>(492)</b>	<b>27,880</b>
EMPLOYEE EXPENSES	28,372	(492)	27,880
<b>Non Employee Expenditure</b>	<b>160,216</b>	<b>3,103</b>	<b>163,319</b>
DEPRECIATION AND IMPAIRMENT LOSSES	33,050	(1,550)	31,500
PREMISES RELATED EXPENDITURE	61,676	12,177	73,853
SUPPLIES AND SERVICES	32,726	(8,743)	23,983
SUPPORT SERVICES	27,765	789	28,554
THIRD PARTY PAYMENTS	4,429	75	4,504
TRANSFER PAYMENTS	114	303	417
TRANSPORT RELATED EXPENDITURE	456	52	508
<b>BELOW COST OF SERVICES ON CIES</b>	<b>150</b>	<b>0</b>	<b>150</b>
<b>BELOW THE LINE - MIRS</b>	<b>16,237</b>	<b>1,250</b>	<b>17,487</b>
<b>ADJUSTMENTS BETWEEN ACCOUNTING BASIS &amp; FUNDING BASIS UNDER REGULATIONS</b>	<b>16,000</b>	<b>1,250</b>	<b>17,250</b>
<b>TRANSFERS TO/FROM GENERAL FUND</b>	<b>237</b>	<b>0</b>	<b>237</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>



## COMMUNITIES, GOVERNANCE AND CHANGE – Corporate Director: Amy Buxton Jennings

This directorate focuses on fostering community development, ensuring good governance and managing organisation change in the council. HR's inclusion in this directorate aligns with broader goals of change management and workforce development to ensure that the council has the skills and capacity to meet its strategic objectives.

Row Labels	Final Budget (£'000)
HUMAN RESOURCES & ORGANISATIONAL DEVELOPMENT	4,538
LEGAL AND GOVERNANCE	8,023
PERFORMANCE & BUSINESS IMPROVEMENT	2,651
CORPORATE SERVICES	284
STRATEGY & COMMUNICATIONS	2,779
<b>GRAND TOTAL</b>	<b>18,275</b>

## Subjective Analysis

Row Labels	Starting Budget (£'000)	Budget Setting Changes (£'000)	Service Adjustments (£'000)	Final Budget (£'000)
<b>TOTAL INCOME</b>	<b>(1,532)</b>	<b>0</b>	<b>0</b>	<b>(1,532)</b>
<b>Other Income</b>	<b>(1,532)</b>	<b>0</b>	<b>0</b>	<b>(1,532)</b>
CUSTOMER & CLIENT RECEIPTS	(1,532)	0	0	(1,532)
<b>TOTAL EXPENDITURE</b>	<b>20,077</b>	<b>(82)</b>	<b>(188)</b>	<b>19,807</b>
<b>EMPLOYEE EXPENSES</b>	<b>21,999</b>	<b>(72)</b>	<b>(188)</b>	<b>21,739</b>
EMPLOYEE EXPENSES	21,999	(72)	(188)	21,739
<b>Non Employee Expenditure</b>	<b>(1,922)</b>	<b>(10)</b>	<b>0</b>	<b>(1,932)</b>
PREMISES RELATED EXPENDITURE	9	0	0	9
SUPPLIES AND SERVICES	1,731	(10)	0	1,721
SUPPORT SERVICES	(3,905)	0	0	(3,905)
THIRD PARTY PAYMENTS	233	0	0	233
TRANSPORT RELATED EXPENDITURE	10	0	0	10
<b>Grand Total</b>	<b>18,545</b>	<b>(82)</b>	<b>(188)</b>	<b>18,275</b>

## Savings and Growth

Row Labels	Savings (£'000)	Growth (£'000)	Budget Setting Changes (£'000)	Service Adjustments (£'000)
<b>LEGAL AND GOVERNANCE</b>	(10)	0	(10)	0
LEGAL AND GOVERNANCE	(10)	0	(10)	0
<b>PERFORMANCE &amp; BUSINESS IMPROVEMENT</b>	(130)	0	(130)	0
PERFORMANCE & BUSINESS IMPROVEMENT	(130)	0	(130)	0
<b>CHIEF EXECUTIVE</b>	0	58	58	(188)
<b>CORPORATE SERVICES</b>	0	0	0	(188)
D14295 CHANGE AND STRATEGIC DELIVERY – OPERATIONAL	0	0	0	(188)
<b>STRATEGY &amp; COMMUNICATIONS</b>	0	58	58	0
STRATEGY & COMMUNICATIONS	0	58	58	0
<b>Grand Total</b>	<b>(140)</b>	<b>58</b>	<b>(82)</b>	<b>(188)</b>

## FINANCE – Corporate Director and S151 officer: Duncan Whitfield (interim)

The Finance Directorate encompasses the disciplines as set out in the table below. This includes the core finance functions of financial planning, business partnering and financial accounting. It also includes internal audit, payroll & pensions and procurement. The Finance Directorate provides financial advice and support to service directorates across the council to ensure that all activities align with legal and regulatory financial requirements.

Row Labels	Final Budget (£'000)
<b>FINANCE AND GOVERNANCE</b>	<b>12,729</b>
<b>FINANCE &amp; PROPERTY</b>	<b>12,729</b>
FINANCIAL PLANNING AND MANAGEMENT	8,975
IMPROVEMENT RISK AND INSURANCE	1,720
INTERNAL AUDIT	1,424
OTHER FINANCE RECHARGES TO THE HRA	(1,144)
PAYROLL & PENSIONS	298
PROCUREMENT	1,456
<b>Grand Total</b>	<b>12,729</b>

## Subjective analysis

Row Labels	Starting Budget (£'000)	Budget Setting Changes (£'000)	Service Adjustments (£'000)	Final Budget (£'000)
<b>TOTAL INCOME</b>	<b>(1,054)</b>	<b>0</b>	<b>30</b>	<b>(1,024)</b>
<b>Grants and Other Contributions</b>	<b>(6)</b>	<b>0</b>	<b>0</b>	<b>(6)</b>
<b>Other Income</b>	<b>(1,048)</b>	<b>0</b>	<b>30</b>	<b>(1,018)</b>
CUSTOMER & CLIENT RECEIPTS	(167)	0	30	(137)
INCOME	(261)	0	0	(261)
RECHARGES INCOME	(620)	0	0	(620)
<b>TOTAL EXPENDITURE</b>	<b>14,672</b>	<b>(889)</b>	<b>(30)</b>	<b>13,753</b>
<b>EMPLOYEE EXPENSES</b>	<b>15,269</b>	<b>(429)</b>	<b>(6)</b>	<b>14,834</b>
<b>Non Employee Expenditure</b>	<b>(597)</b>	<b>(460)</b>	<b>(24)</b>	<b>(1,081)</b>
<b>Grand Total</b>	<b>13,618</b>	<b>(889)</b>	<b>0</b>	<b>12,729</b>

## Savings and Growth

Row Labels	Savings (£'000)	Growth (£'000)	Budget Setting Changes (£'000)
<b>FINANCE AND GOVERNANCE</b>	<b>(1,060)</b>	<b>171</b>	<b>(889)</b>
<b>FINANCE &amp; PROPERTY</b>	<b>(1,060)</b>	<b>171</b>	<b>(889)</b>
FINANCIAL PLANNING AND MANAGEMENT	(910)	111	(799)
IMPROVEMENT RISK AND INSURANCE	0	60	60
INTERNAL AUDIT	(150)	0	(150)
<b>Grand Total</b>	<b>(1,060)</b>	<b>171</b>	<b>(889)</b>

## **INTEGRATED HEALTH & CARE – Corporate Director: Andrew Eyres**

This directorate focuses on coordinating health and social care services to improve the wellbeing of residents. It works closely with the NHS, local health providers and community organisations. Key functions include Public Health, partnerships and commissioning of health and care services.

<b>Row Labels</b>	<b>Final Budget (£'000)</b>
<b>INTEGRATED HEALTH &amp; CARE</b>	<b>1,720</b>
<b>INTEGRATED COMMISSIONING</b>	<b>133</b>
<b>PUBLIC HEALTH</b>	<b>0</b>
<b>SENIOR MANAGEMENT – INTEGRATED HEALTH &amp; CARE</b>	<b>1,587</b>
<b>Grand Total</b>	<b>1,720</b>

## Subjective Analysis

Row Labels	Starting Budget (£'000)	Growth (£'000)	Service Adjustments (£'000)	Final Budget (£'000)
<b>TOTAL INCOME</b>	<b>(49,316)</b>	<b>0</b>	<b>(4,988)</b>	<b>(54,304)</b>
<b>Grants and Other Contributions</b>	<b>(49,316)</b>	<b>0</b>	<b>(4,988)</b>	<b>(54,304)</b>
GOVERNMENT GRANTS	(28,968)	0	(4,945)	(33,913)
OTHER GRANTS, REIMBURSEMENTS & CONTRIBUTIONS	(20,348)	0	(43)	(20,391)
<b>TOTAL EXPENDITURE</b>	<b>50,981</b>	<b>55</b>	<b>4,988</b>	<b>56,024</b>
<b>EMPLOYEE EXPENSES</b>	<b>4,641</b>	<b>55</b>	<b>1,276</b>	<b>5,972</b>
<b>Non-Employee Expenditure</b>	<b>46,340</b>	<b>0</b>	<b>3,712</b>	<b>50,052</b>
PREMISES RELATED EXPENDITURE	9	0	0	9
SUPPLIES AND SERVICES	42	0	59	101
SUPPORT SERVICES	12,395	0	144	12,539
THIRD PARTY PAYMENTS	33,894	0	3,509	37,403
<b>Grand Total</b>	<b>1,665</b>	<b>55</b>	<b>0</b>	<b>1,720</b>



## CHIEF EXECUTIVE – Fiona Connolly (Acting)

This Directorate shows the budgets associated with the Chief Executive's office and the associated running costs.

Row Labels	Final Budget (£'000)
CHIEF EXECUTIVE	481
Grand Total	481

Row Labels	Starting Budget (£'000)	Sub-Total of Budget Setting Changes (£'000)	Final Budget (£'000)
TOTAL EXPENDITURE	492	(11)	481
EMPLOYEE EXPENSES	387	(11)	376
Non Employee Expenditure	105	0	105
Grand Total	492	(11)	481

## CLIMATE & INCLUSIVE GROWTH (CIG) – Corporate Director: Nabeel Khan

The CIG directorate focuses on promoting sustainable development and ensuring that the economic growth in the borough benefits all residents. CIG works on initiatives to address climate change. It also aims to foster inclusive economic growth by creating opportunities for employment, supporting local businesses and ensuring that development projects are accessible to diverse communities.

Row Labels	Final Budget (£ 000)
<b>CLIMATE &amp; INCLUSIVE GROWTH</b>	<b>(1,381)</b>
<b>ECONOMY, CULTURE &amp; SKILLS</b>	<b>1,204</b>
ADULT LEARNING	(24)
BUSINESS, CULTURE & INWARD INVESTMENT	630
ECONOMIC INCLUSION	383
OPERATIONS AND INNOVATION	215
<b>PLANNING, TRANSPORT &amp; SUSTAINABILITY</b>	<b>1,898</b>
PLANNING, TRANSPORT & SUSTAINABILITY	1,898
<b>ESTATE RENEWAL &amp; NEW HOMES</b>	<b>166</b>
DEVELOPMENT PROGRAMME	0
HOUSING DELIVERY	166
<b>ESTATE RENEWAL &amp; NEW HOMES</b>	<b>(4,683)</b>
VALUATION & STRATEGIC ASSETS	(4,863)
<b>SENIOR MANAGEMENT – CLIMATE &amp; INCLUSIVE GROWTH</b>	<b>214</b>
SENIOR MANAGEMENT – CLIMATE & INCLUSIVE GROWTH	214
<b>Grand Total</b>	<b>(1,381)</b>

## Subjective analysis

Row Labels	Starting Budget (£'000)	Sub Total of Budget Setting Changes (£'000)	Sum of Service Adjustments (£'000)	Final Budget (£'000)
<b>TOTAL INCOME</b>	<b>(21,527)</b>	<b>(1,140)</b>	<b>(3,549)</b>	<b>(26,216)</b>
Grants and Other Contributions	(10,473)	0	(3,307)	(13,780)
Other Income	(11,054)	(1,140)	(242)	(12,436)
<b>TOTAL EXPENDITURE</b>	<b>21,247</b>	<b>39</b>	<b>3,549</b>	<b>24,835</b>
<b>EMPLOYEE EXPENSES</b>	<b>14,105</b>	<b>73</b>	<b>2,901</b>	<b>17,079</b>
EMPLOYEE EXPENSES	14,105	73	2,901	17,079
<b>Non Employee Expenditure</b>	<b>7,142</b>	<b>(34)</b>	<b>648</b>	<b>7,756</b>
PREMISES RELATED EXPENDITURE	610	0	2	612
SUPPLIES AND SERVICES	6,348	(8)	763	7,103
SUPPORT SERVICES	(2,876)	0	(145)	(3,021)
THIRD PARTY PAYMENTS	3,054	(26)	26	3,054
TRANSPORT RELATED EXPENDITURE	6	0	2	8
<b>Grand Total</b>	<b>(280)</b>	<b>(1,101)</b>	<b>0</b>	<b>(1,381)</b>

## Savings and Growth

Row Labels	Savings (£'000)	Growth (£'000)	Total of Budget Setting Changes (£'000)
<b>CLIMATE &amp; INCLUSIVE GROWTH</b>	<b>(1,330)</b>	<b>229</b>	<b>(1,101)</b>
<b>ECONOMY, CULTURE &amp; SKILLS</b>	<b>(26)</b>	<b>59</b>	<b>33</b>
ECONOMIC INCLUSION	(26)	59	33
<b>PLANNING, TRANSPORT &amp; SUSTAINABILITY</b>	<b>(204)</b>	<b>50</b>	<b>(154)</b>
PLANNING, TRANSPORT & SUSTAINABILITY	(204)	50	(154)
<b>PLANNING</b>	<b>(48)</b>	<b>0</b>	<b>(48)</b>
<b>SUSTAINABLE DEVELOPMENT AND CLIMATE CHANGE RESPONSE</b>	<b>(156)</b>	<b>50</b>	<b>(106)</b>
<b>REGENERATION &amp; HOUSING GROWTH</b>	<b>(1,100)</b>	<b>120</b>	<b>(980)</b>
HOUSING DELIVERY	0	71	71
VALUATION & STRATEGIC ASSETS	(1,100)	49	(1,051)
<b>Grand Total</b>	<b>(1,330)</b>	<b>229</b>	<b>(1,101)</b>