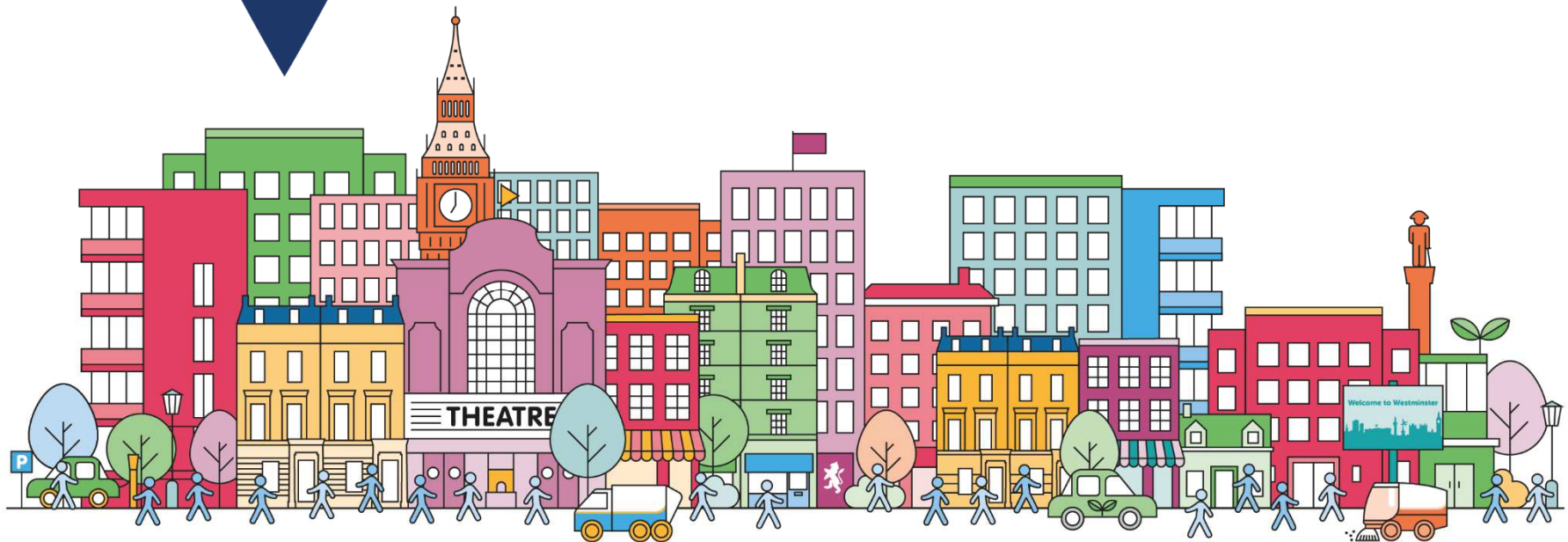




Budget Task Group

Second Revenue Session

28th January 2021



Agenda – Second Revenue Session

- **Budget, Covid-19 impact, key issues, proposed initiatives and pressures for:**
 - Innovation & Change
 - Environment & City Management
 - Finance & Resources

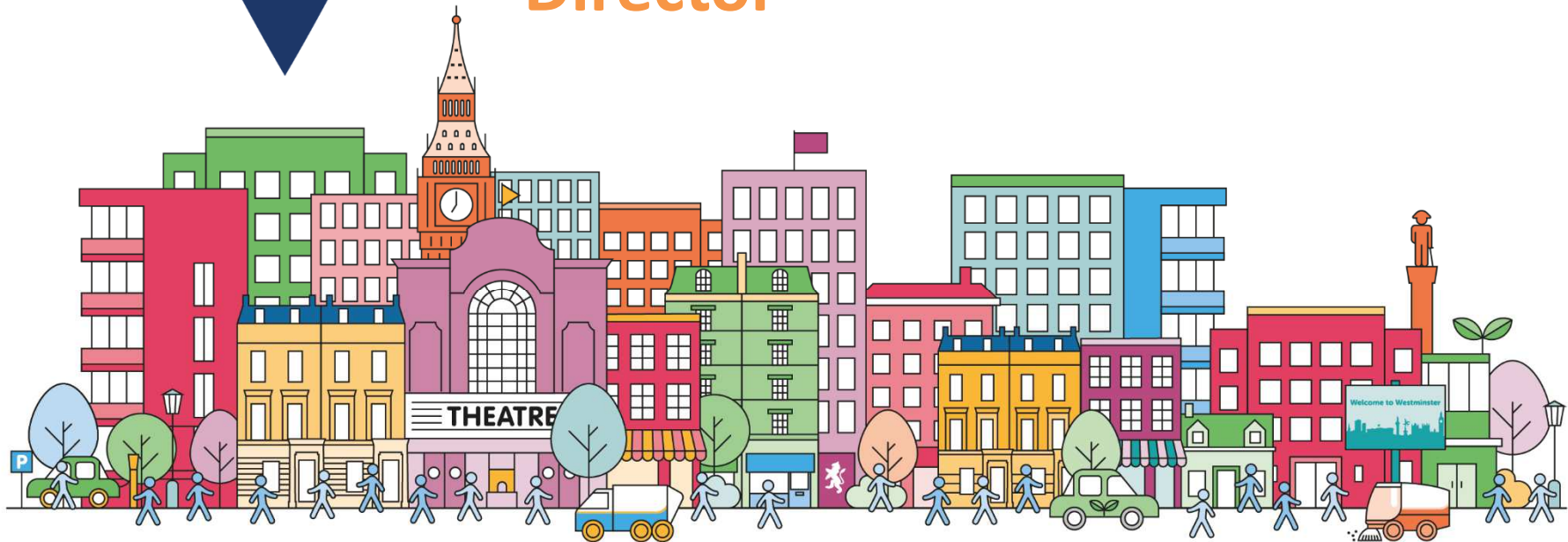




Budget Task Group

Innovation and Change

Pedro Wrobel, Executive Director



Executive Summary

- In 2020/21 Innovation and Change was allocated a gross controllable expenditure budget of £14.034m and a gross income budget of £8.073m (net controllable budget £5.961m)
- The projected outturn variance for 2020/21 as at P8 is an overspend of £3.060m to a budget of £5.961m.
- The budget envelope for 2021/22 contains pressures of £2.680m
- The directorate has identified new saving proposals totalling £0.800m, commencing 2021/22 (£0.875m in total). These are in addition to £0.550m of reprofiled savings from the list of proposals approved by Council in March 2020.



Covid-19 Impact

- Challenging outdoor advertising and events market - £3.800m gross income loss (net loss £2.985m).
- Additional Covid communications costs - £0.490m.
- Lord Mayor's office reduced activity.



2020/21 Key Issues

- Significant continuing challenges in the advertising and events markets
- Reviewing and optimizing the communications function
- Delivering the City For All agenda while maintaining the financial sustainability of the Council



Innovation and Change 2020/21

The key controllable service area budgets for 2020/21 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Executive Director and Operations	(0.033)	0.929	0.896
Communications and Engagement	(0.678)	2.941	2.263
Strategy and Intelligence	(0.000)	1.190	1.190
Policy and Projects	(1.192)	2.546	1.354
Volunteering	(0.000)	1.652	1.652
Corporate Project Management Office	(0.000)	1.146	1.146
City Promotions, Events and Filming	(5.165)	2.144	(3.021)
Lord Mayor's Office	(0.000)	0.481	0.481
Cross River Partnership	(1.005)	1.005	0.000
TOTAL BUDGET 2020/21	(8.073)	14.034	5.961



2021/22 – 2023/24 Efficiencies and Financing Proposals (1)

Information on the key savings initiatives is provided below:

City Promotions, Events and Filming non-pay (£0.058m): review of non-pay budget efficiencies

City Promotions, Events and Filming pay (£0.047m): removal of vacant post

Corporate Project Management Office (£0.155m): removal of two vacant posts

Policy and Projects non-pay (£0.100m): review of non-pay budget efficiencies

Campaigns and Media pay (£0.180m): removal of four vacant posts

Operations pay (£0.050m): removal of vacant post

Review of the Communications function (£0.285m): review of the efficiency and cost effectiveness of the communications function as a whole. Potentially the savings could be derived from both staffing and contract efficiencies and may be savings for other parts of the council.



2021/22 Efficiencies and Financing Proposals (2)

The directorate is proposing a series of initiatives to support the Council's MTFP. These total £0.875 million.

Ref	Key Initiatives (section 1 of 1)	21/22 £m	22/23 £m	23/24 £m	Total £m
5.5	City Promotions non-pay budget efficiencies	0.058	0.000	0.000	0.058
5.6	City Promotions vacant post deletion	0.047	0.000	0.000	0.047
5.8	Corporate Project Management Office deletion of two vacant posts	0.155	0.000	0.000	0.155
5.9	Policy and Projects non-pay budget efficiencies	0.100	0.000	0.000	0.100
5.10	Campaigns and media deletion of four vacant posts	0.180	0.000	0.000	0.180
5.11	Operations deletion of a post	0.050	0.000	0.000	0.050
5.12	Review of Communications function	0.210	0.075	0.000	0.285
Total		0.800	0.075	0.000	0.875



2021/22 Budget Growth Pressures (1)

Advertising and Events income loss (£2.680m):

Covid has created a difficult environment for the advertising and events markets in 20/21 resulting in a projected £2.985m net income under-recovery. Although a partial recovery is expected in 21/22, the ongoing economic impacts are expected to create a £2.680m budget pressure in 21/22.



2021/22 Budget Growth Pressures (2)

Estimated Pressures	21/22 £m
Outdoor Media and Events income loss	2.680
TOTAL	2.680



Innovation and Change Budget 2021/22

The key controllable service area budgets for 2021/22 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Executive Director and Operations	(0.033)	0.879	0.846
Communications and Engagement	(0.678)	2.551	1.873
Strategy and Intelligence	(0.000)	1.190	1.190
Policy and Projects	(1.192)	2.427	1.235
Volunteering	(0.000)	1.652	1.652
Corporate PMO	(0.000)	0.991	0.991
City Promotions, Events and Filming	(2.485)	2.039	(0.446)
Lord Mayor's Office	(0.000)	0.481	0.481
Cross River Partnership	(1.005)	1.024	0.019
TOTAL BUDGET 2021/22	(5.393)	13,234	7,841



Consultations on 2020/21 proposals

There are no public consultations planned on any 2020/21 to 2022/23 proposals

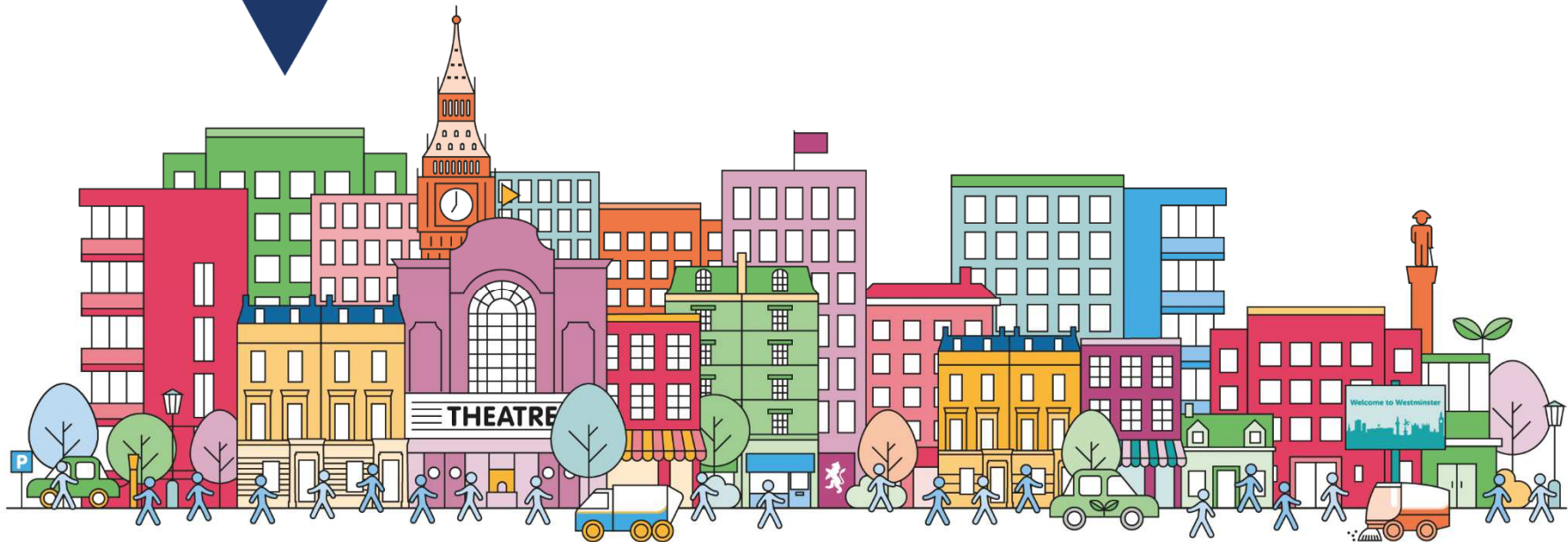




Budget Task Group

Environment & City Management

Raj Mistry,
Executive Director



Executive Summary

- In 2020/21 Environment and City Management was allocated a gross controllable expenditure budget of £132.163m and a gross income budget of £139.055m (net controllable budget -£5.892m)
- The projected outturn for 2020/21 is £27.819m as at P8, which is an overspend/income shortfall of £33.711m against the budget.
- The 2021/22 budget includes pressures of £15.605m.
- The directorate has identified new saving proposals totalling £6.565m over the period of 2021/22 – 2023/24. These are in addition to £3.506m of reprofiled savings from the list of proposals approved by Council in March 2020.



Covid-19 Impact

- Reduction in commercial income streams including Parking, Roads Management, Commercial Waste and Licensing. Each service has been identifying opportunities to mitigate the impact of income losses through reduced spend such as freezing agency recruitment, not filling vacant posts and other measures . However, the position could worsen with future restrictions and further lockdowns. It is likely that income will be impacted in future years and an estimate of pressures has been included in the 2021/22 budget but the impact is difficult to predict with complete accuracy at this stage.
- Impact on Leisure Centre opening hours and Leisure Sector recovery
- Potential increased costs to service provision for example the movement strategy within the West End.



2021/22 Key Issues (1)

- Economic uncertainty and potential adverse financial impact arising from Brexit and Covid pandemic.
- Air quality and wider environmental agenda (Ultra Low Emission Zone, diesel surcharge) are driving modal shift which will impact parking income
- Progressing Future City Management and opportunities for automation of processes to drive efficiencies within the Directorate
- Re-let or extension of major contracts within the Directorate.
- Continuation of the Waste Strategy review and vehicle fleet



Environment & City Management 2020/21 Budget

The key controllable service area budgets for 2020/21 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directorate central teams	-	1.056	1.056
City Highways	(101.697)	44.177	(57.520)
Community Services	(6.517)	3.116	(3.401)
Public Protection and Licensing	(10.602)	20.192	9.590
Waste and Parks	(19.239)	63.622	44.383
TOTAL BUDGET 2020/21	(138.055)	132.163	(5.892)



2021/22 – 2023/24 Efficiencies and New Proposals (1)

Information on the key savings initiatives is provided below:

Continuation of Future City Management Programme and Operational Efficiencies (£2.100m): Service re-design to drive efficiencies from the directorate which include a review of smarter ways of working

Traffic – Sensitive Streets Kerbside Management (£1.350m): Implementing a scale of differential charges for access to streets with more vehicular traffic and the kerbside to reduce impact of works.

Reductions in Highways Maintenance Works (£0.650m): assessment to determine the impact of additional capital investment on revenue costs over time with a view to reducing ongoing revenue expenditure on maintenance of Highways.

Implementation of Charging for HMO Licensing (£0.500m): Introduction of additional licensing charges for HMO licensing fees.



2021/22 – 2023/24 Efficiencies and New Proposals (2)

Parking Contract Savings (£0.315m): Removal of the contract performance bond from contracts and reduced enforcement resources on housing estates.

Reduction in Non-Statutory Duties and Contract Efficiencies (£0.290m): reduction in non-statutory duties such as closing of gates, reduced contract administration, more efficient inventory and condition management surveys.

Efficiencies in Energy Costs and Contract Savings (£0.250m): Efficiency savings in energy costs through the current LED lighting programme and reduction in gas lit lanterns.



2021/22 – 2023/24 Efficiencies and New Proposals (3)

Additional Income from Pre-application Planning Advice (£0.200): introduction of charges for advice given by licensing on planning applications.

Sayers Croft Efficiencies (£0.200): service review of Sayers Croft to identify efficiency savings.

Highways Contract Efficiencies (£0.150): proposal to extend the existing contract for Highways, Lighting and Bridges subject to a number of contract efficiencies being delivered.

On Street Rapid EV Chargers (£0.140): installation of rapid charging points which will generate additional income from the chargers.



2021/22 – 2023/24 Efficiencies and New Proposals (4)

Operational Efficiencies and Savings from Base Budget (£0.120): operational efficiencies and savings identified from base budget following a review of all budgets within Public Protection & Licensing

Rationalisation of Stores and Reduction in use of Leased Vehicles (£0.110): realise savings through the rationalisation of stores and reduction in the use of leased vehicles within the Public Protection & Licensing service.

Pest Control Savings (£0.100): exploring commercial options for the provision of the pest control services within Public Protection & Licensing service.

Bridges and Structures - Reduction in Routine Maintenance and Contract Efficiencies (£0.090): Efficiencies in routine maintenance expenditure on bridges and underpasses.



2021/22 – 2023/24 Efficiencies and New Proposals (5)

The directorate is proposing a series of initiatives to support the Council's MTFP. These total £6.765 million.

Ref	Key Initiatives (section 1 of 3)	21/22 £m	22/23 £m	23/24 £m	Total £m
3.65	Continuation of Future City Management Programme and Operational Efficiencies	-	0.700	1.400	2.100
3.68 (F)	Traffic-Sensitive Streets Kerbside Management	0.350	1.000	-	1.350
3.60	Reductions in Highways and Other Works	-	0.300	0.350	0.650
3.63 (F)	Implementation of Charging for HMO Licensing	0.250	0.250	-	0.500
3.55	Parking Contract Savings	0.315	-	-	0.315
3.46	Reduction in Highways Non-statutory Duties	0.140	0.150	-	0.290

*(F) – Full EIA has been completed for the saving proposal



2021/22 – 2023/24 Efficiencies and New Proposals (6)

Ref	Key Initiatives (section 2 of 3)	21/22 £m	22/23 £m	23/24 £m	Total £m
3.47	Efficiencies in Energy Costs and Contract Savings	0.250	-	-	0.250
3.52	Additional Income from Pre-application Planning for Licensing advice	0.100	0.100	-	0.200
3.67	Sayers Croft Efficiencies	0.200	-	-	0.200
3.59	Highways Contract Efficiencies	-	-	0.150	0.150
3.56	On Street Rapid EV Chargers	0.070	0.070	-	0.140



2021/22 – 2023/24 Efficiencies and New Proposals (7)

Ref	Key Initiatives (section 3 of 3)	21/22 £m	22/23 £m	23/24 £m	Total £m
3.54	Operational Efficiencies and Savings from Base Budget	0.120	-	-	0.120
3.51	Rationalisation of Stores and Reduction in Use of Leased Vehicles	0.110	-	-	0.110
3.64	Pest Control Savings	0.100	-	-	0.100
3.48	Reduction in Routine Maintenance and Contact Efficiencies	0.090	-	-	0.090
TOTAL		2.095	2.570	1.900	6.565



2021/22 Budget Growth & Pressures (1)

Commercial Income Shortfalls due to continuing impact of Covid (£10.045m): The projected declines in income to continue in 2021/22 due to the impact of Covid. This includes Parking, Commercial Waste, Roads Management and Licensing.

London Living Wage impact on contracts (£2.160m): in-line with Westminster's commitment as an accredited London Living Wage employer, contracts will be modified to ensure contracted staff are paid the London Living Wage.

Baseline budget adjustments (£3.400m): Leisure Contract Management fee in baseline budget not expected to be achieved in full in the current climate (£2.400m). Cleansing contract strategic review has led to a deferral of £1.000m of savings previously planned.



2021/22 Budget Growth & Pressures (2)

Estimated Pressures	21/22 £m
Commercial Income Shortfalls due to continuing impact of Covid-19	10.045
London Living Wage Impact on Contracts	2.160
Leisure Contract Management Fee & Cleansing Contract strategic direction review	3.400
TOTAL	15.605



Environment & City Management Budget 2021/22

The key controllable service area budgets for 2021/22 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directorate central teams	-	1.056	1.056
City Highways	(96.292)	42.992	(53.300)
Community Services	(1.917)	2.916	0.999
Public Protection and Licensing	(9.872)	19.162	9.290
Waste and Parks	(15.997)	66.862	50.865
TOTAL BUDGET 2021/22	(124.078)	132.988	8.910



Consultations on 2021/22 proposals

The following savings options will require external consultation:

- Traffic-Sensitive Streets Kerbside Management will require consultation
- Implementation of charging for HMO Licensing

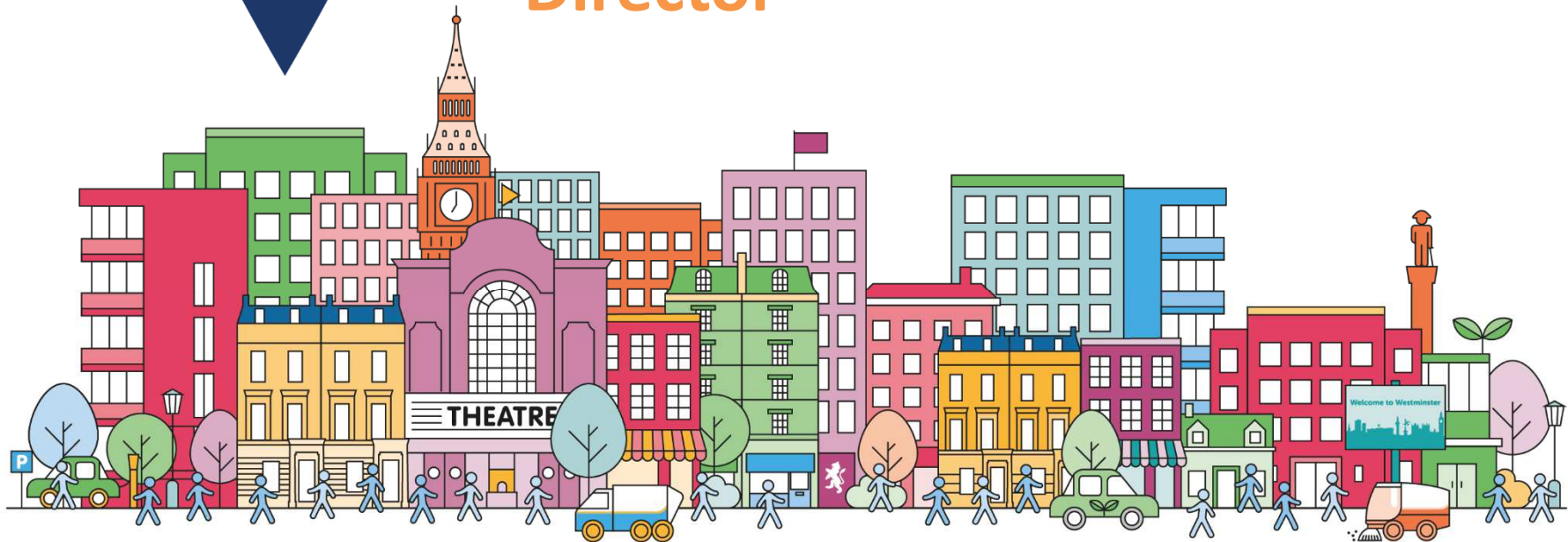




Budget Task Group

Finance and Resources

Gerald Almeroth, Executive Director



Executive Summary

- In 2020/21 Finance and Resources, including Chief Executive, People Services and Cabinet Secretariat, was allocated a gross controllable expenditure budget of £81.940m and a gross income budget of £54.915m (net controllable budget £27.025m)
- The projected outturn variance for 2020/21 as at P8 is an overspend of £4.950m to a budget of £27.025m.
- The budget envelope for 2021/22 contains pressures of £6.175m.
- The directorate, including Chief Executive, People Services and Cabinet Secretariat, has identified new saving proposals totalling £1.400m in 21/22 and £2.860m up to 23/24. These are in addition to £2.675m of reprofiled savings from the list of proposals approved by Council in March 2020.
- In addition there are £13.802m new collaborative/cross council savings (£7.234m in 21/22) that are included in the budget but have not been allocated to directorates yet.



Covid-19 Impact

- NNDR recovery impact through London pool – safety net limit to maximum £6.8m – funded through the business rates equalisation reserve
- Council tax and NNDR courts closed - £1.900m court costs awarded recovery income loss
- Operational buildings and offices additional cleansing, security and Covid-19 secure adaptations costs - £1.535m
- Trading restrictions and reduced economic activity, some commercial property tenants provided with rent waivers - £0.930m income reduction
- Slowdown of the general property market - £0.730m loss on land charges income



Key Service Issues

- Significant efforts in ensuring businesses in Westminster receive NNDR relief & support grants awarded by government, but administered locally
- Supplier resilience proactively monitored and relief measures provided
- IT support and significant shift to remote working
- Review of overall operational property estate and future requirements including office space
- Progressing with Smart City approach and the Customer Experience and Digital programme to support improved service outcomes and savings
- Review of overall economic recovery and impact on future income streams



Finance and Resources 2020/21

The key controllable service area budgets for 2020/21 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Executive Director & Support Service	(0.021)	0.279	0.258
Corporate Property	(27.968)	24.820	(3.148)
Information Services/ Customer Engagement	(1.953)	14.195	12.242
Revenues and Benefits	(11.027)	12.546	1.519
Treasury and Pensions	(6.339)	5.312	(1.027)
Commercial and Financial Management	(1.299)	5.765	4.466
Corporate Finance	(1.719)	6.614	4.895
Legal	(4.002)	2.384	(1.618)
Commercial Partnerships	-	1.056	1.056
People Services	(0.567)	4.540	3.973
Cabinet Secretariat, Members and Committee Services including ward budgets	(0.020)	3.561	3.541
Chief Executive's Office	-	0.868	0.868
TOTAL BUDGET 2020/21	(54.915)	81.940	27.025
Non-core items	(6.959)	41.031	34.072
TOTAL BUDGET 2020/21	(61.874)	122.971	61.097

Budgets do not include corporate costs and recharges. For reporting purposes People Services, Cabinet Secretariat and Chief Executive's have been included with Finance and Resources.

Non-core items are presented for reporting purposes and only include various items which are primarily needed for technical accounting.



2021/22 – 2023/24 Efficiencies and Financing Proposals (1)

Information on the key savings initiatives for Finance and Resources is provided below:

Repurposing Buildings (£0.700m): The service will review the use of a number of operational properties. The savings relate to reductions in occupational costs and rental income where properties are anticipated to be let to third party organisations.

Further IT Savings (£0.640m): The current separate data networks for two boroughs will be replaced with a dual Bi-borough network. The service will be re-tendering the BT (LOT 1 & 3) and Agilisys (LOT 2). The financial savings could be realised by achieving improved market rates for services consumed in the new contracts.

Review of Bi-Borough IT Service (£0.500m): The SOCITM review is to design a new operating model for the Bi Borough IT service to better meet the needs of users, adopt best practice and better align the service to business strategies, vision and priorities.

Review of Commercial and Financial Management (£0.200m): This review is designed to deliver a service which helps key stakeholders make better decisions through improved data analysis and visualisation; automates processes and utilises the skills of the team in the most effective way.

Cloud Migration (£0.160m): IT infrastructure will be transitioned to the Azure cloud and it is anticipated that this will generate savings.



2021/22 – 2023/24 Efficiencies and Financing Proposals (2)

Realignment of Claimant Contact Facilities for the Council's Benefits Service (£0.125m): Services will be provided through a single benefits reception site and via use of the contact centre, online forms and email. Visits will be provided for vulnerable clients. Contract and premises costs will therefore reduce.

Review of Internal Audit (£0.100m): A more risk based approach to internal audit will be adopted so less time in audits will be required.

Bi-Borough IT Service Desk Consolidation (£0.095m): A single service desk across two boroughs has been established to deliver both an improved service desk experience and savings.

Corporate Finance Vacancy (£0.050m): A vacant post will be deleted.

Local Land Charges Income (£0.040m): Some fees and charges will be increased.

CED Strategy: Microsites (£0.030m): Existing microsites will be consolidated within the new Westminster website.

Reduced Use of Multi Functional Devices (£0.025m): The reduction in printing volumes experienced in 20/21 is expected to largely continue in 21/22.



2021/22 – 2023/24 Efficiencies and Financing Proposals (3)

Information on the key savings initiatives for Chief Executive's and Cabinet Secretariat is provided below:

Cabinet Secretariat, Member and Committee Services – Staff Restructure and Transforming Ways of Working (£0.125m): This initiative will improve services by reshaping the staffing structure to focus on key priorities, ensure tasks are undertaken at the right pay grade and enhance digital capability.

Corporate Legal Fee Charges (£0.050m): This reflects an annual underspend in recent years.

Member Allowances – Non Pay Efficiencies (£0.020m) – This is the removal of non-core allowance budgets that have not been fully spent in recent years.



2021/22 – 2023/24 Efficiencies and Financing Proposals (4)

Information on the key collaborative/cross council savings initiatives is provided below:

Fees and charges increases (£4.209m, £3.209m in 21/22) – largely inflationary increases in the fees charged for services.

Business Support Review (£2.808m): ensuring the Business Support functions are structured and streamlined in the most effective way to align to ongoing business needs.

Agency Spend (£2.700m): reducing spend on external agency staff and increasing internal development opportunities to maximise internal skill sets and expertise.

Senior Management Review (£1.500m): review of senior management across the council.

Reducing the Corporate Property footprint (£1.400m): enhancing service delivery while reducing property costs by co-locating services and capturing the benefits of agile working.

Customer Experience and Digital Strategy: Contact Centre Review (£0.860m): redesign of the customer contact model to move 50% of calls online and to transfer calls to the most cost effective contact centre.



2021/22 – 2023/24 Efficiencies and Financing Proposals (5)

Consolidating Common Areas of Expenditure (£0.210m) – bringing together the procurement of the same types of spend to secure better pricing and improved efficiency.

Eliminating paper and automating mail services (£0.100m) – to reduce the volume of paper being generated and received via the mailroom operation to secure cost savings.

Automatic streaming of software licences (£0.015m) – to reduce software licences where they are not being utilised.



2021/22 Efficiencies and Financing Proposals (6)

Finance and Resources are proposing a new series of initiatives to support the Council's MTFP. These total £2.665 million.

Reference	Key Initiatives (section 1 of 2)	21/22 £m	22/23 £m	23/24 £m	Total £m
6.16	Repurposing Buildings	0.100	0.200	0.400	0.700
6.19/6.30	Further IT Contract Savings	0.325	0.315	-	0.640
6.28	Review of Bi-Borough IT Service	0.250	0.250	-	0.500
6.24 ^(F)	Review of Commercial and Financial Management	0.100	0.100	-	0.200
6.20	Cloud Migration	-	0.090	0.070	0.160
6.23	Realignment of Claimant Contact Facilities for the Council's Benefits Service	0.090	0.035	-	0.125

*^(F) – Full EIA has been completed for the saving proposal



2021/22 Efficiencies and Financing Proposals (7)

Reference	Key Initiatives (section 2 of 2)	21/22 £m	22/23 £m	23/24 £m	Total £m
6.27	Review of Internal Audit	0.100	-	-	0.100
6.17	Bi-Borough IT Service Desk Consolidation	0.095	-	-	0.095
6.22	Corporate Finance Vacancy	0.050	-	-	0.050
6.15	Local Land Charges Income	0.040	-	-	0.040
6.21	CED Strategy: Microsites	0.030	-	-	0.030
6.18	Reduced Use of Multi Functional Devices	0.025	-	-	0.025
Total	Finance and Resources	1.205	0.990	0.470	2.665



2021/22 Efficiencies and Financing Proposals (8)

Chief Executive's and Cabinet Secretariat are proposing a series of initiatives to support the Council's MTFP. These total £0.195 million.

Reference	Key Initiatives (section 1 of 1)	21/22 £m	22/23 £m	23/24 £m	Total £m
6.25 (F)	Cabinet Secretariat, Member and Committee Services – Staff Restructure and Transforming Ways of Working	0.125	-	-	0.125
6.14	Corporate Legal Fee Charges	0.050	-	-	0.050
6.26	Member allowances - non pay efficiencies	0.020	-	-	0.020
Total	Chief Executive's and Cabinet Secretariat	0.195	-	-	0.195
Total	Finance and Resources including Chief Executive's and Cabinet Secretariat	1.400	0.990	0.470	2.860

*(F) – Full EIA has been completed for the saving proposal



2021/22 Efficiencies and Financing Proposals (6)

There are also a set of collaborative, cross-cutting initiatives to support the Council's MTFP. These total £13.802 million.

Reference	Key Initiatives (section 1 of 2)	21/22 £m	22/23 £m	23/24 £m	Total £m
7.13	Fees and charges increases	3.209	0.500	0.500	4.209
7.7 ^(F)	Business Support Review	2.050	0.758	-	2.808
7.1	Agency Spend	0.550	2.150	-	2.700
6.29	Senior Management Review	0.700	0.800	-	1.500
7.6	Reducing the Corporate Property footprint	-	1.000	0.400	1.400
7.8	Customer Experience and Digital Strategy: Contact Centre Review	0.500	0.360	-	0.860

*(F) – Full EIA has been completed for the saving proposal



2021/22 Efficiencies and Financing Proposals (7)

Reference	Key Initiatives (section 2 of 2)	21/22 £m	22/23 £m	23/24 £m	Total £m
7.9	Consolidating Common Areas of Expenditure	0.210	-	-	0.210
7.4	Eliminating paper and automating mail services	-	0.050	0.050	0.100
7.5	Automatic streaming of software licences	0.015	-	-	0.015
Total	Collaborative/ Crosscutting	7.234	5.618	0.950	13.802



2021/22 Budget Growth Pressures (1)

Property investment income loss (£2.085m):

Covid and the ensuing impact on the economy is expected to contract the property market in 21/22 creating difficulties leasing some property and the need to agree lower rents. Additionally new legislation, the Electronic Communications Code 2017, is predicted to depress the potential income from third party telecoms on roofs by £0.125m

Land charges income loss (£0.360m):

Lockdown and the considerable slowdown of the property market has resulted in a reduction in land charges activity since April 2020. At P8 the forecast income loss was £0.730m. Expectations are that there will be a partial recovery of confidence in 21/22.

Treasury investment income loss (£3.730m)

Investment income is forecast to fall due to lower interest rates and reduced investment funds.



2021/22 Budget Growth Pressures (2)

Estimated Pressures	21/22 £m
Property investment income loss	2.085
Land Charges income loss	0.360
Treasury investment income loss	3.730
TOTAL	6.175



Finance and Resources Budget 2021/22

The key controllable service area budgets for 2021/22 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Executive Director & Support Service	(0.021)	0.279	0.258
Corporate Property	(26.233)	24.720	(1.513)
Information Services/ Customer Engagement	(1.953)	13.105	11.152
Revenues and Benefits	(11.027)	12.556	1.529
Treasury and Pensions	(2.759)	5.312	2.553
Commercial and Financial Management	(1.299)	5.665	4.366
Corporate Finance	(1.719)	6.464	4.745
Legal	(3.682)	2.384	(1.298)
Commercial Partnerships	(0)	1.031	1.031
People Services	(0.567)	4.540	3.973
Cabinet Secretariat, Members and Committee Services including ward budgets	(0.020)	3.416	3.396
Chief Executive's Office	(0)	0.818	0.818
TOTAL BUDGET 2021/22	(49.280)	80.290	31.010
Non-core items	(26.727)	46.187	19.460
TOTAL BUDGET 2021/22	(76.007)	126.477	50.470

Budgets do not include corporate costs and recharges. For reporting purposes People Services, Cabinet Secretariat and Chief Executive's have been included with Finance and Resources.

Non-core items are presented for reporting purposes and only include various items which are primarily needed for technical accounting.



Consultations on 2021/22 proposals

There are no public consultations planned on any 2021/22 to 2023/24 proposals

