



City of Westminster

Budget & Performance Task Group

Day 3 – Wednesday 18th October 2017



City of Westminster

Budget & Performance Task Group

18th October 2017

City Management & Communities

Stuart Love

Executive Director

Executive Summary

- In 2017/18 City Management & Communities was allocated a gross controllable expenditure budget of £137.609m and a gross income budget of £135.279m (net controllable budget £2.330m)
- The projected outturn variance for 2017/18 is a surplus of £1.927m
- The budget envelope for 2018/19 contains pressures of £0.730m
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £6.037m

2018/19 Key Issues

- Delivery of the Better Working in Our Neighbourhoods operating model
- Delivery of the new service model in Highways including Roads Management
- Potential economic impacts on key income streams: Parking, Commercial Waste, Road Management
- Reduction in The Mayor's Office for Policing And Crime (MOPAC) funding that will require a review of current commissioned services
- Contract extension negotiations with NSL for Business Processing & Technology, and People & Resources contracts

City Management & Communities Budget 2017/18

The key controllable service area budgets for 2017/18 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directorate central budgets	-	0.236	0.236
Public Protection and Licensing	(10.569)	19.576	9.007
Community Services	(2.958)	3.951	0.993
Highways Infrastructure & Public Realm	(11.090)	14.546	3.456
Waste & Parks	(18.388)	59.090	40.702
Parking Services	(89.199)	30.979	(58.220)
Libraries and Culture	(3.075)	9.231	6.156
TOTAL Controllable Budget 2017/18	(135.279)	137.609	2.330

Budgets do not include corporate costs and recharges

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (1)

Information on the key savings initiatives is provided below:

Sports and Leisure – Phase II (£0.670m): Savings will be delivered through increased income to the Council from the new Sports and Leisure contract which commenced in July 2016. This proposal will deliver a cost neutral service as a minimum by 2018/19. The transformation programme promotes a fully commissioned sports & leisure service.

Libraries Stock Efficiencies (£0.100m): Further efficiency savings for stock in 18/19 with further channel shift. Customer requirements are changing and digital resources offer better value in some areas of provision.

Additional Commercial Activity in Libraries (£0.050m): Building on existing commercial initiatives to provide additional income generating services in libraries.

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Information on the key savings initiatives is provided below:

Leisure – Additional Income (£0.100m): Expansion of opportunities to further differentiate charges for key high demand/ commercial activities. Expansion of the current differentiated and market driven approach to fees and charges will increase income for directly delivered services.

City Management and Communities – Controllable Spend Review (£0.550m): A reduction in controllable spend in a number of areas across the City Management and Communities directorate including legal spend, travelling expenses and rent.

Review of Highways Services including Road Management (£0.750m): An end to end review of the Highways service, particularly Road Management. The review will cover the efficiency and effectiveness of the service; potential opportunities arising from the area management and neighbourhood initiatives; and the future model for service delivery.

Provision of Electric Vehicle Charging Points (£0.130m): Income generated by expanding the electric vehicle recharging point network.

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (3)

Information on the key savings initiatives is provided below:

Compliance and Audit Contract – Contract Efficiencies (£0.050m): Reduction in Highways and Transportation compliance monitoring costs through the application of project income and client fees chargeable to individual schemes.

Highways Expenditure Review (£0.100m): Reduction in spend resulting from a review of contract expenditure and business processes.

Flexible Car Sharing Operators (£0.300m): Generation of additional income through the introduction of a flexible car sharing scheme to operate along side the current fixed point model.

Direct Deployment of Parking Marshals (£0.500m): Reduction in Parking Marshal costs by deploying Marshals directly to their beat creating efficiency savings.

Parking: Business Processing and Technology Contract Review (£0.550m): Reduction in technology and hosting costs through change contractual control mechanism removing elements of technology that have not delivered significant benefits.

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (4)

Information on the key savings initiatives is provided below:

Pay to Park Benchmarking (£0.300m): Reduction in Pay to Park transaction fees as a result of invoking the benchmarking clause with the contract and benefiting from a reduction in market rates since the 2013 procurement.

Bay Suspensions Relocation Service (£0.250m): Introduction of a differentiated and enhanced service to relocate vehicles parked in suspended bays. This will either provide a guaranteed SLA response or the hire of a dedicated vehicle.

Temporary Structures Charging Review (£0.150m): Increase in income from permits for temporary structures resulting from a review of charging arrangements and costs currently incurred relating to temporary structures that should be recovered.

Abnormal Loads Cost Recovery (£0.100m): Options appraisal to reduce the costs of facilitating 'abnormal loads' (e.g. large crange) through negotiation of reduced fees with the current service provider.

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (5)

Information on the key savings initiatives is provided below:

Digital Transformation further City Management and Communities Savings (£0.152m):

Realisation of efficiencies in service delivery through digital enablement, reduced contacts, electronic document management, self-serve, streamlined business processing and a more effective mobile workforce.

Public Protection and Licensing Electronic Process for Formal Consultations (£0.065m):

Introducing a new digital solution to make residents aware of licensing applications instead of the current paper based process.

Licensing Pre-Application Advice Service (£0.050m): Additional income arising from the pre-application advice service, ensuring fee fully reflects cost of undertaking work and through expansion of service across licensing and beyond Westminster.

Charging for Re-Visits: Food Team (£0.020m): New charge for re-visits to businesses when requested following their statutory inspection.



2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (6)

Information on the key savings initiatives is provided below:

Better Working in our Neighbourhoods (£0.900m): Development of a council-wide neighbourhood approach for a world class Westminster, where services are delivered locally and tailored to the needs of the community. Service transformation and improved efficiencies will deliver the savings.

Public Protection and Licensing Additional Income (£0.200m): Additional income resulting from changes in the fixed penalty notice schedule for environmental crime and waste management in November 2016.

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (7)

The directorate is therefore proposing a series of initiatives to support balancing the 2018/19 budget. These total £6.037 million.

Key Initiatives (section 1 of 3)	£m
Sports & Leisure - Phase II	0.670
Libraries stock efficiencies	0.100
Additional commercial activity in libraries	0.050
Leisure - additional income	0.100
City Management and Communities controllable spend review	0.550
Review of Highways services including Road Management	0.750
Provision of electric vehicle charging points	0.130

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (8)

Key Initiatives (section 2 of 3)	£m
Compliance and audit contract – contract efficiencies	0.050
Highways - expenditure review	0.100
Flexible car sharing operators	0.300
Direct deployment of parking marshals	0.500
Parking: Business Processing and Technology contract review	0.550
Pay to park benchmarking	0.300
Bay suspensions relocation service	0.250
Temporary structures charging review	0.150

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (9)

Key Initiatives (section 3 of 3)	£m
Digital transformation - further City Management and Communities savings	0.152
Abnormal loads cost recovery	0.100
Public Protection and Licensing electronic process for formal consultations (licensing applications)	0.065
Licensing pre-application advice service	0.050
Charging for revisits - food team	0.020
Better working in our neighbourhoods	0.900
Public Protection and Licensing additional income	0.200
TOTAL (3 sections)	6.037



2018/19 Budget Pressures

Estimated Pressures	£m
Waste disposal and increase in tonnage	0.730
TOTAL	0.730

Waste disposal and increase in tonnage (£0.730m) - waste contract costs are expected to increase as a result of a growth in waste tonnage and the new waste contract prices.

City Management & Communities Budget 2018/19

The key controllable service area budgets for 2018/19 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Directorate central budgets	-	0.204	0.204
Public Protection and Licensing	(10.839)	18.241	7.402
Community Services	(3.728)	3.351	(0.377)
Highways Infrastructure & Public Realm	(11.240)	13.511	2.271
Waste & Parks	(18.388)	59.706	41.318
Parking Services	(89.879)	30.118	(59.761)
Libraries and Culture	(3.125)	9.091	5.966
TOTAL Controllable Budget 2018/19	(137.199)	134.222	(2.977)

Budgets do not include corporate costs and recharges

Consultations on 2018/19 proposals

There are no public consultations planned on any 2018/19 proposals



2018/19 CMC Capital Expenditure (1)

The gross capital expenditure forecast for 2017/18 is £68.031m (net £25.665m). The gross capital expenditure proposed for 2018/19 is £94.370m and includes the following major programme lines:

Capital Programme 2018/19	2017/18 Forecast Net Outturn £m	2018/19 Gross Expenditure £m	2018/19 Income £m	2018/19 Net Budget £m	5yr Net Budget £m
Asset maintenance/improvements*	18.571	22.596	(0.965)	21.631	77.219
Public Realm Enhancements	3.663	56.264	(50.162)	6.102	11.462
Transportation	1.210	11.803	(10.753)	1.050	1.850
Combined other projects	2.221	3.707	(1.297)	2.410	4.520
Total Capital Programme	25.665	94.370	(63.177)	31.193	95.051

*Asset maintenance/improvements cover highways, footways, lighting, cemeteries, parks, libraries and leisure facilities.

2018/19 Capital Expenditure (2)

Additional information on the key projects is provided below:

Asset Maintenance / Improvements (£22.596m gross, £21.631m net): These budgets are for Maintenance and Improvements to Assets. The major programmes within this area are:

- **Structural work on bridges and structures** (£7.165m gross, £6.940m net) – includes programmed maintenance (£0.965m gross) plus additional works to Waterloo Bridge (£0.800m gross), Harrow Road Bridge (£2.100m gross) and Piccadilly Underpass (£3.300m gross)
- **Highways Maintenance – carriageways and footways** (£5.770m gross, £5.045m net)
- **Stone Mastic Asphalt Improvement** (£3.000m gross and net) which will replace Stone Mastic Road surfaces with Hot Rolled Asphalt
- **Lighting Improvement and other Works** (£4.811m gross and net)

The balance of £1.850m gross and £1.835m net is comprised of various smaller maintenance projects covering infrastructure across the City Council. These include maintenance of leisure facilities, libraries, parks and cemeteries.



2018/19 Capital Expenditure (3)

Additional information on the key projects is provided below:

Public Realm Enhancements (£56.264m gross, £6.102m net): These projects focus on public realm enhancements. Major projects included within this category are:

- **Hanover Square** (£8.174m gross, £2.120m net) which will integrate Crossrail's new Bond Street Eastern Ticket Hall with existing heritage and other major development schemes
- **Westminster Ceremonial Streetscapes** (£7.400m gross, fully externally funded) which will integrate public realm improvements with embedded protective measures
- **Baker Street Two-Way** (£6.320m gross, £0.231m net) which will improve road safety and provide a more enjoyable environment for pedestrians
- **Berkeley Square North** (£4.500m gross – fully externally funded) which will bring significant public realm improvements to this iconic London square
- **Queensway** (£4.251m gross, £3.251m net) which will improve the public realm between Bayswater Road and Westbourne Grove / Bishop's Bridge Road
- **East Mayfair** (£2.765m gross, £0.269m net) which will deliver a well-managed, high quality streetscape in the East Mayfair area
- **Bond Street** (£2.561m gross, £0.231m net) - covering public realm improvements in the area

The balance of £20.293m gross and £0.000m net covers 15 named smaller projects in areas such as Jermyn Street, St James's Palace Forecourt and Strutton Ground. It also includes an allowance for smaller public realm projects which will emerge in-year.

2018/19 Capital Expenditure (4)

Additional information on the key projects is provided below:

Transportation (£11.803m gross, £1.050m net): The most significant project included within this category is the London Cycle Grid Construction (£5.000m gross - fully funded by TfL). This relates to slippage from 2017/18 with scheme elements subject to approval.

£3.653m gross relates to Westminster's Local Implementation Plan (LIP), which is comprised of a number of projects focusing on delivery of the Mayor of London's Transport Strategy. This expenditure is fully funded by TfL.

The balance of £3.150m gross and £1.050m net is comprised of a number of other transport initiatives including local safety schemes and traffic management schemes, the improvement of pedestrian crossing facilities and the introduction of 20MPH signs.

Combined other projects (£3.707m gross, £2.410m net): a number of smaller projects of over 95% relates to:

- **Ultra Low Emission Zone (ULEZ) Waste Fleet Compliance** (£2.070m gross and net) to adapt the existing waste fleet to ensure compliance with ULEZ vehicle emission requirements
- **Disabled Facilities Grant and Safe and Secure Homes** (£1.497m gross, £0.200m net) which provides essential adaptations to enable residents to remain independent in their homes



City of Westminster

Budget & Performance Task Group

Corporate Services

18th October 2017

John Quinn

Executive Director

Executive Summary

- In 2017/18 Corporate Services was allocated a gross controllable expenditure budget of £20.965m and a gross income budget of £8.192m (net controllable budget £12.773m).
- The projected outturn variance for 2017/18 is a surplus of £0.362m.
- There are no budget pressures in 2018/19.
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £0.940m.

2018/19 Key Issues

- Delivery of the digital transformation programme.
- Successful implementation of the Alternative Business Structure for Legal.
- Procurement of a new Managed Service Contract to enable the Council's strategic objectives to be achieved.
- Delivery of the commercial trading model within procurement. Any unforeseen change in market conditions impacted by Brexit may dilute the planned income.
- ICT savings will require cross-council buy-in and support in order to proactively manage IT accounts and move to new ways of working (soft phones/Skype calling and "Bring Your Own Device").



Corporate Services Budget 2017/18

The key controllable service area budgets for 2017/18 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Information & Communication Technology	(1.457)	9.326	7.869
Procurement Services	(0.952)	2.523	1.571
People Services	(0.455)	2.343	1.888
Legal Services	(4.262)	2.953	(1.309)
Managed Services	(0.597)	1.808	1.211
Shared Corporate Services	(0.069)	0.389	0.320
Corporate Services Trading	(0.400)	-	(0.400)
Digital Transformation	-	1.623	1.623
TOTAL Controllable Budget 2017/18	(8.192)	20.965	12.773

Budgets do not include corporate costs and recharges

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (1)

Information on the key savings initiatives is provided below:

Reduced spend on Legal Services (£0.100m) this initiative will look to reduce legal spend by council services through building an in house advocates team and reduce external barristers fees.

Legal Services Joint Venture (£0.200m) this initiative will at a creation of Legal Services Alternative Business Structure (ABS). This will allow the Legal team to offer an enhanced service to the council and realise commercial opportunities .

Commercial operating model for procurement (£0.150m) this initiative will generate income through a pan-London framework let by the council. It will also promote the capitalEourcing as solution of choice for local authorities. The procurement traded model will be a consultancy practice that offers services to other local authorities and public sector organisations.

Review of ICT budgets (£0.200m) decrease in BT Cloud storage (supported by further migration of shared mailbox data to Office365) and a strengthened approach to IT asset and service management, ensuring all ICT services are decommissioned as soon as staff leave, and challenging provision of WCC IT to extraneous users such as non-IR35 contractors and partner agencies. Commencement of BYOD campaign to reduce ICT cost where staff do not need access to secure WCC network.

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Information on the key savings initiatives is provided below:

Transition to new communications contract (£0.240m) savings will be realised through negotiation of VMB network and Ericsson telephony contracts new term, tighter management of WCC mobile telephony and migration of eligible users to soft phone/Skype calling.

Recharging of Matrix contract (£0.050m) apply a recharging mechanism that fully recovers the cost of contract management.

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (3)

The directorate is therefore proposing a series of initiatives to support balancing the 2018/19 budget.

Key Initiatives	£m
Reduced spend on Legal Services	0.100
Legal joint venture	0.200
Commercial operating model for procurement	0.150
Review of ICT budgets	0.200
Transition to new communication contract/model	0.240
Recharging of Matrix contract	0.050
Total	0.940

2018/19 Budget Pressures

No budget pressures in 2018/19.



Corporate Services Budget 2018/19

The key controllable service area budgets for 2018/19 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
Information & Communication Technology	(1.457)	8.886	7.429
Procurement Services	(0.952)	2.523	1.571
People Services	(0.455)	2.343	1.888
Legal Services	(4.462)	2.853	(1.609)
Managed Services	(0.597)	1.808	1.211
Shared Corporate Services	(0.069)	0.389	0.320
Corporate Services Trading	(0.600)	-	(0.600)
Digital Transformation	-	1.623	1.623
TOTAL Controllable Budget 2018/19	(8.592)	20.425	11.833

Budgets do not include corporate costs and recharges

Consultations on 2018/19 proposals

No public consultations.



2018/19 Capital Expenditure (1)

The capital expenditure forecast for 2017/18 is £2.326m. The capital expenditure proposed for 2018/19 is £6.210m and includes the following major projects:

Capital Programme 2017/18	Gross Expenditure £m	Income £m	Net Budget £m
Digital Transformation	2.830	-	2.830
Parking & Integrated Street Management	0.623	-	0.623
Data Network Refresh	0.497	-	0.497
Data Centre Refresh	0.110	-	0.110
End User Computing Refresh	2.100	-	2.100
Corporate Software Licences	0.050	-	0.050
Total Capital Programme 2017/18	6.210	-	6.210

2018/19 Capital Expenditure (2)

Additional information on the key projects is provided below:

- Digital Transformation (**£2.830m**): the project will look to eliminate manual processes through the development of the digital platform, electronic document management and e-payments. The annual financial benefits within the MTP for the council are anticipated to be £2.500m per annum from 2019/20.
- Parking & Integrated Street Management (**£0.623m**): budget provision relates to the procurement and implementation of new Built Environment and Social Care systems at end of existing contracts, and further integration/replacement of systems with the MS Dynamics Digital platform.
- Data Network Refresh (**£0.497m**): project covers the refresh and configuration of any end of life network equipment such local area network (LAN) switches within the council. This is needed to support the contract with Virgin Media Business (VMB) and Ericsson.
- Data Centre Refresh (**£0.110m**): this project funds refresh of the remaining IT datacentre equipment which is the responsibility of the Council.



2018/19 Capital Expenditure (3)

Additional information on the key projects is provided below:

- End User Computing Refresh (**£2.100m**): funding covers the establishment of a new Windows 10 build, and its deployment to a new laptop estate, as the current Lenovo laptop models exceed their 5 year intended life.
- Corporate Software Licences (**£0.050m**): this capital requirement is for the purchase of upgraded corporate software licences (e.g. Adobe) where this is required for compliance purposes.



City of Westminster

Budget & Performance Task Group

City Treasurer

17th October 2017

Steve Mair

City Treasurer

Executive Summary

- In 2017/18 City Treasurer was allocated a gross controllable expenditure budget of £34.031m and a gross income budget of £19.490m (net controllable budget £14.541m).
- The projected outturn variance for 2017/18 is a surplus of £0.752m.
- The budget envelope for 2018/19 contains no pressures.
- The directorate has identified transformation, efficiencies, financing and commercial proposals totalling £13.145m.



2018/19 Key Issues

- Annual Accounts which are of the highest quality, are the fastest in the country, exceeding those of the whole of the Local Government sector and 95% of FTSE100 and act as a driver for financial standards improvement.
- Re-procurement of the Revenue and Benefits contract to ensure best value for money.
- Introduction of a new Enterprise Resource Planning (ERP) system may have impact on service delivery.
- Talent management framework developed aimed at helping to ensure business continuity in the event of a loss of key personnel.
- Continuation of Comprehensive Staff Training and Development plan, ensuring highest professional and commercial standards with full staff engagement.

City Treasurer Budget 2017/18

The key controllable service area budgets for 2017/18 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
City Treasurer	(0.041)	0.326	0.285
Commercial and Financial Management	(0.271)	3.348	3.077
Corporate Finance	(0.295)	3.097	2.802
Treasury and Pensions	(4.779)	8.257	3.478
Revenues and Benefits	(14.104)	19.003	4.899
TOTAL Controllable Budget 2017/18*	(19.490)	34.031	14.541
Core funding and other non-core items**	(176.263)	17.870	(158.393)

* Controllable budgets do not include corporate costs and recharges

** This comprises core funding such as Revenue Support Grant, Business Rates, Council Tax as well as a combined budget for items such as capital financing costs, precepts and levies, superannuation contributions and risk.

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (1)

Information on the key savings initiatives is provided below:

Increase in Council Tax Base (£0.475m) a growth in the council tax base due to organic growth through the building of additional homes and enhancements to existing homes, as well as changes to eligibility for discounts (single person discount for example), resulting in a modest but steady annual increase in the tax base. This results in an increasing tax yield even though the average Band D amount remains constant.

Revenue & Benefits – contract re-procurement (£1.320m) undertake a procurement exercise for a new revenue and benefits contract. Savings are anticipated to be generated through a robust procurement process to ensure maximisation of value for money. In addition, there will be a focus on a reduction in contract price through the adoption of digital solutions to reduce demand and improve process efficiency.

City Treasurers – Treasury Management and review of non pay budgets (£1.420m) the City Treasurers department will review opportunities to generate additional income from enhanced Treasury Management practices. The potential impact of Brexit will also be taken into account with the adverse effect of potentially further reducing interest rates. Also to undertake a review to reduce demand on non pay items to realise savings.



2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (2)

Information on the key savings initiatives is provided below:

Commercialisation of Financial Expertise (£0.050m) the drive is to sell consultancy services to other authorities. Potential areas include Finance Business Partnering, Final Accounts support and Commercial skills.

Wireless and Small Cell Concessions (£0.800m) to procure a concession contract with a provider to best utilise the street asset base and improve mobile coverage and connectivity across the city.

Review of insurance (£0.180m) re-procurement of the Employers and Public Liability insurance premium.

Business rates (£2.900m) the income will be delivered through the business rates retention scheme. This income will be smoothed through a reserve over the next four years.

Accounts and Budget Cleanse (£6.000m) following the outcome of the Council's improved financial quality assurance processes, rigour in reviewing budgets, in preparing the accounts and thus establishing the Council's financial position and allowing for the forward impact of the emerging bi-borough working, a financial saving of £6m has been identified that can be utilised as part of the MTP from 2018/19.

2018/19 Transformation, Efficiencies, Financing and Commercial Proposals (3)

The directorate is therefore proposing a series of initiatives to support balancing the 2018/19 budget.

Key Initiatives	£m
Increase in Council Tax Base	0.475
Revenue & Benefits – contract re-procurement	1.320
City Treasurers – Treasury Management and review of non pay budgets	1.420
Commercialisation of Financial Expertise	0.050
Wireless and Small Cell Concessions	0.800
Review of insurance	0.180
Business rates	2.900
Accounts and Budget Cleanse	6.000
Total	13.145



2018/19 Budget Pressures

No pressures in 2018/19.



City Treasurer Budget 2018/19

The key controllable service area budgets for 2018/19 are broken down as follows:

Service Area	Income £m	Expenditure £m	Net Budget £m
City Treasurer	(0.041)	0.326	0.285
Commercial and Financial Management	(0.271)	3.210	2.939
Corporate Finance	(1.145)	3.023	1.878
Treasury and Pensions	(5.979)	8.257	2.278
Revenues and Benefits	(14.104)	17.503	3.399
TOTAL Controllable Budget 2018/19*	(21.540)	32.319	10.779
Core funding and other non-core items**	(179.646)	11.870	(167.776)

* Controllable budgets do not include corporate costs and recharges

** This comprises core funding such as Revenue Support Grant, Business Rates, Council Tax as well as a combined budget for items such as capital financing costs, precepts and levies, superannuation contributions and risk.

Consultations on 2018/19 proposals

No consultations.



2018/19 Capital Expenditure (1)

The capital expenditure forecast for 2017/18 is £38.919m. The capital budget proposed for 2018/19 is £38.849m and includes the following major projects:

Capital Programme 2018/19	Gross Expenditure £m	Income £m	Net Budget £m
Capital Contingency	19.849	-	19.849
Capitalisation of Pension Contribution	10.000	-	10.000
City Hall	9.000	-	9.000
Total Capital Programme 2018/19	38.849	-	38.849

➤ The gross expenditure consists of:-

- £19.849m of general contingency on the council's capital programme for 2018/19.
- £10.000m contribution towards pension liability.
- £9.000m cost of temporarily vacating City Hall - to cover Portland House, The Strand and associated costs of relocation whilst City Hall is under redevelopment.