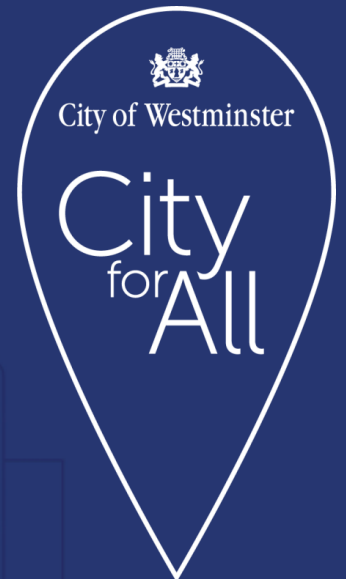


# Budget Task Group

## Second Revenue Session

27 January 2022



# Agenda

- **Medium-Term Financial Plan**
  - Overview of 2021/22 year
  - Background to 2022/23
  - Beyond 2022/23
  - City for All Strategic Priorities
  - Medium-Term budget gap to 2024/25
- **Budget, key issues, proposed initiatives and pressures for:**
  - Innovation and Change
  - Environment and City Management
  - Finance and Resources



# Overview of 2021/22

- The 2021/22 financial year continues to be financially challenging for the Council. The impact of the Covid-19 pandemic on Council budgets remains; the gross budget variance for 2021/22 stands at £7m. This includes the £20m reduction in income budgets for 2021/22. Therefore, in comparison to pre-pandemic budgets the variance is c£27m.
- The primary reason for this variance is from continued reduction in income from sales, fees and charges. Reduced activity as a result of the pandemic still impacts key income streams, in particular, from planning fees, commercial waste, parking charges and outdoor advertising
- The government scheme put in place in 2020/21 to compensate the council for these income losses stopped in June 2021 so the Council must now absorb 100% of those losses. The compensation scheme for Council Tax and Business Rates losses also stopped at the end of 2020/21 and any losses will impact the MTFP in the future.
- General Covid grant of £10m is included in the budget, but the additional SFC compensation up to June 2021 of £2m means that the net impact on the Council's General Fund is estimated to be c£5m
- This may be reduced further as we review risk and contingency provisions towards the year end and any final balance will be drawn down from the Council's general reserve at the end of the year. The general reserve is £59m at 1 April 2021



# Background to 2022/23 (1)

- The 2022/23 proposed budget continues to reflect the impact of the pandemic on economic activity levels in Westminster and cost pressures arising from this
- In addition, macro-economic challenges have presented themselves – both in terms of increasing inflation and potential of interest rate rises. This means that more corporate provision will be needed to cover these cost increases
- In October 2021, the government announced a three-year Spending Review followed by a one-year Local Government settlement in December 2021. This confirmed the delay to implementation of the Fair Funding Review which is now expected to take place by 2023
- A key aspect of the Spending Review was the government’s approach to Adult Social Care reform. Funding via grants and National Insurance increases would be backloaded over three years to improve the wider social care system and support improvements to the social care workforce. Years 2 and 3 have not been allocated to individual authorities as yet
- Government has continued to provide reliefs and grants to support businesses affected most by the economic issues, with new announcements recently in response to the Omicron variant impact



# Background to 2022/23 (2)

Upon the three-year Spending Review 2021 announcement, the government followed up with a one-year provisional local government settlement in December. Key aspects are:

- An increase in Westminster's Core Spending Power (CSP) of 6.3%, slightly lower than the national average increase of 6.88%. The CSP increase includes the ability for authorities to raise Council Tax by up to 3% (1% for the Adult Social Care precept and 2% for the general element)
- A new £822m Services Grant for 2022/23. This grant is intended to fund immediate pressures in the sector (inflation) as well as the 1.25% increase in employer National Insurance contributions. The settlement makes it clear that government intends this to be a one-off grant but that it will consult on options for distributing under the Fair Funding Review regime. Westminster's allocation is £6.2m.
- To support social care reform commitment, £162m grant for Market Sustainability and Fair Cost of Care Fund was announced. This is designed to prepare authorities for wider market reform and pay providers a fair cost of care. There is a risk for local authorities as it is not clear that the cost of the reforms will be matched by the level of funding, although the significant charging reform changes and further funding is for the following two years. Westminster's 2022/23 allocation is £0.9m.
- An additional £636m social care grant for use across either Children's and Adults services, bringing total national funding to £2.3bn. Westminster will receive £4.2m of the £636m.



# Background to 2022/23 (3)

Continued...

- Revenue Support Grant increased by 3.1% or £72m. Westminster's allocation has increased by 3% or £0.930m.
- Improved Better Care Fund increased by £63m bringing the national total to £2.1bn. Westminster's allocation is a £0.5m increase on last year.
- New Homes Bonus (NHB) reduced by £68m. Westminster's allocation of NHB has reduced by £4.2m, in line with July MTFP expectations, to £2.250m
- No papers were published relating to the Fair Funding Review or the Business Rates Reset. It would appear the government intend to make further announcements in the new year, before then consulting on any potential changes.
- Specific grant allocations in respect of Public Health and Independent Living Fund have yet to be announced.
- Dedicated Schools Grant 2022/23 allocation is £174.5m, a £3.7m (2.2%) increase on 2021/22. The focus will be on ensuring medium-term sustainability on the High Needs Block, which is a national issue.



# Beyond 2022/23

There remain wide scale changes to the local government funding landscape that are expected to impact the MTFP in future years:

- **Fair Funding Review** – it was postponed due to Covid-19 but remains fundamental to DLUHC’s policy and is expected to go live in April 2023. Current assumptions for the Council are that this is a c£9m p.a. core funding loss
- **Income assumptions** – The updated MTFP reflects a slower return of key commercial income levels than estimated last year due to various levels of restrictions during 2021/22. Current assumptions reflect activity reported in the monthly finance monitor and OBR economic forecasts
- **Business rates** is assumed to return to its baseline level after being in safety net in 2022/23 (due to the impact from the pandemic). Government is currently reviewing business rates funding which may impact future core funding levels
- **Inflation** – currently 5.1% November CPI but expected to rise further over the next few months. Additional corporate provision is made in 2023/24 reducing back to 2% in 2024/25. This will be reviewed again for the July MTFP Cabinet refresh



# City for All

- The budget setting process has maintained a focus on our City for All priorities. The following aspects are included:
  - Investment in a new cross-cutting Communities function to support the Council's Vibrant Communities priorities
  - Continued investment into the Council's delivery of its 2030 and 2040 net zero targets
  - Digital and Innovation investment to create an inclusive Smart City for All, using innovation, technology, and partnerships to deliver quality services and world-leading experiences for our residents, businesses and visitors





# Medium-Term gap to 2024/25

- The Medium-Term financial position to 2024/25 is outlined following the provisional settlement and reviews of savings and pressures/investments

Change Since July 2021	2022/23 £'m	2023/24 £'m	2024/25 £'m	Total £'m
<b>Budget Gap - July 2021</b>	<b>10.933</b>	<b>20.066</b>	<b>20.284</b>	<b>51.283</b>
<b>Service Specific Items:</b>				
New Savings	(7.282)	(2.150)	(3.485)	(12.917)
New Pressures & Investments	5.789	(0.250)	0.000	5.539
Changes to Existing Savings	7.597	(1.418)	(0.430)	5.749
<b>Sub Total: Service Changes</b>	<b>6.104</b>	<b>(3.818)</b>	<b>(3.915)</b>	<b>(1.629)</b>
<b>Funding:</b>				
Delay to Fair Funding Review	(9.098)	0.000	0.000	(9.098)
Changes since the provisional LG settlement - December 2021	(14.934)	0.573	(0.005)	(14.366)
<b>Corporate Items:</b>				
Corporate Changes	8.642	(2.518)	(0.699)	5.425
<b>Budget Gap</b>	<b>1.647</b>	<b>14.303</b>	<b>15.665</b>	<b>31.615</b>

- Prior to any decision on council tax, there is a budget gap of £1.647m in 2022/23 and £31.6m over the medium-term



# Budget Task Group

## Innovation & Change

Pedro Wrobel, Executive Director



# Executive Summary

## Innovation & Change

- In 2021/22 ELT had a gross controllable expenditure budget of £17.512m and a gross income budget of £4.724m (net controllable budget £12.788m)
- The projected outturn variance for 2021/22 as at P8 is an underspend of £0.440m
- The overall proposed savings up to 2024/25 are £1.054m with an Investment required of £0.666m
- The directorate has the following changes to its budget for 2022/23:

### Reductions

- £0.489m of new savings (include fees and charges increase)
- £0.075m of existing savings (approved in 2020/21)

### Additions

- £0.666m of pressures and investments



# 2021/22 Key Issues

## Innovation & Change

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



# ELT 2021/22

## 2021/22 Budgets

Service Area	Expenditure £m	Income £m	Net £m
Executive Director & Operations	0.887	-	0.887
Cabinet Secretariat & Member Services	3.480	(0.010)	3.470
City Promotions, Events and Filming	2.094	(2.365)	(0.271)
Communications	2.866	(0.593)	2.273
Corporate PMO	0.989	-	0.989
Cross River Partnership	1.371	(1.371)	-
Communities	2.848	(0.161)	2.687
Policy and Projects	1.307	(0.225)	1.083
Lord Mayor's Office	0.480	-	0.480
Strategy and Intelligence	1.190	-	1.190
<b>TOTAL BUDGET 2021/22</b>	<b>17.512</b>	<b>(4.724)</b>	<b>12.788</b>



# Efficiency and Financing Proposals

## 2022/23 to 2024/25

Information on key saving initiatives are provided below:

**Cabinet Secretariat, Member & Committee Services (£0.020m):** review of non-pay budget efficiencies including legacy budget lines which have been unused for a number of years

**City Promotions, Events and Filming (£0.325m):** Increase in lamppost banners and events income – expected recovery to pre-pandemic levels with a small anticipated growth year on year

**Innovation & Change Directorate (£0.469m):** Review of all services for efficiencies – pay and non-pay, to include review of vacant posts, and review of income levels

**Communities (£0.150m):** Reduction in Neighbourhood Keepers Grant Funding. This was a 5 year programme for £0.300m a year (within the General Fund) which was due to end in 2021/22. As the programme has been so successful this will be continued for 2022/23 but at half the cost, yielding the £0.150m saving.

**Communities (£0.050m):** Removal of unallocated grants within Employment and Regeneration – this was uncommitted budget which can be offered as a saving

**Communities (£0.040m):** Reduction in overall revenue budget on Church Street regeneration projects (part of wider saving of £0.200m with £0.160m within GPH)

# Efficiency and Financing Proposals

## 2022/23 to 2024/25 Summary

Saving Ref.	Saving Title	2022/23 £m	2023/24 £m	2024/25 £m	TOTAL £m
6	Non-pay efficiencies – Cabinet Secretariat	0.020	-	-	0.020
7	Increase in Lamppost Banners and events income	0.160	0.080	0.085	0.325
8	Innovation & Change – Service efficiencies	0.069	0.150	0.250	0.469
32	Reduced Grant awards	0.150	-	-	0.150
36	Removal of unallocated grants	0.050	-	-	0.050
37	Church Street review of budgets	0.040	-	-	0.040
	<b>TOTAL</b>	<b>0.489</b>	<b>0.230</b>	<b>0.335</b>	<b>1.054</b>



# Pressure and Investments

## 2022/23 to 2024/25

### **Strategy & Intelligence – Changes to Analyst Team (£0.496m):**

The creation of additional roles represents an improvement in the council's analytical function, which is crucial to ensuring we are making well informed decisions, that we understand the impacts of those decisions, and are achieving best possible value for money.

### **Director of Communities role (£0.170m):**

The Director of Communities will play a crucial role in delivering our City for All ambitions. They will build strong relationships with our diverse communities and ensure communities are able to fully engage with the breadth of the Council's services and inform the development of those services





# Pressures and Investments

## 2022/23 to 2024/25 Summary

Service Area	Expenditure £m	Income £m	Net £m
Strategy & Intelligence – changes to the Analyst team	0.496	-	0.496
Director of Communities	0.170	-	0.170
<b>TOTAL</b>	<b>0.666</b>	<b>-</b>	<b>0.666</b>



# ELT 2022/23

## 2022/23 Budgets

Service Area	Expenditure £m	Income £m	Net £m
Executive Director & Operations	0.887	-	0.887
Cabinet Secretariat & Member Services	3.460	(0.010)	3.450
City Promotions, Events and Filming	2.019	(2.594)	(0.575)
Communications	2.866	(0.593)	2.273
Corporate PMO	0.989	-	0.989
Cross River Partnership	1.371	(1.371)	-
Communities	2.778	(0.161)	2.617
Policy and Projects	1.307	(0.225)	1.083
Lord Mayor's Office	0.480	-	0.480
Strategy and Intelligence	1.686	-	1.686
<b>TOTAL BUDGET 2022/23</b>	<b>17.843</b>	<b>(4.953)</b>	<b>12.890</b>



# Consultations

## 2022/23 Proposals

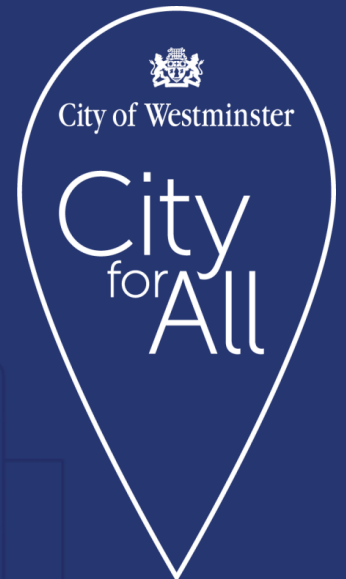
- None



# Budget Task Group

## Environment and City Management

Raj Mistry, Executive Director



# Executive Summary

## Environment & City Management

- In 2021/22 Environment & City Management had a gross controllable expenditure budget of £130.963m and a gross income budget of £126.375m (net controllable budget £4.588m)
- The projected outturn for 2021/22 is £7.498m as at P8, which is an overspend/income shortfall of £2.910m against the budget
- The 2022/23 budget includes pressures of £1.180m
- The directorate has identified new saving proposals totalling £3.395m over the period of 2022/23 – 2024/25. These are in addition to £2.648m of revised savings from the list of proposals approved by Council in March 2020.



# 2022/23 Key Issues

## Environment & City Management

- Economic uncertainty and potential adverse financial impact arising from the 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



# 2021/22 Budgets

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

Service Area	Expenditure £m	Income £m	Net £m
Directorate Central Teams	1.056	0.000	1.056
City Highways	42.048	(98.889)	(56.841)
Public Protection & Licensing	19.202	(10.001)	9.201
Sports, Leisure & Active Communities	5.964	(2.483)	3.481
Waste & Cleansing	63.954	(15.002)	48.952
<b>TOTAL BUDGET 2021/22</b>	<b>132.224</b>	<b>(126.375)</b>	<b>5.849</b>



# Efficiency and Financing Proposals (1)

## 2022/23 to 2024/25

Information on key saving initiatives are provided below:

**Parks & Open Spaces Service Configuration (£0.070m):** Review of service model to consider how to deliver and any potential savings through combining contracts with Housing.

**Food Waste Disposal Costs (£0.080m):** The council will be introducing a city-wide household food waste collection service from February 2022. Food waste is sent for anaerobic digestion which is at a lower cost than if it were treated as residual waste and sent for incineration.

**Moving Traffic Initiatives (£0.680m):** Increasing our traffic camera stock to support road safety objectives, with locations and numbers assessed in a cyclical and, crucially, proportionate manner.

**SMS Charging (£0.600m):** Introduction of an optional charge for users of the pay to park service.

**Traffic Sensitive Streets (£0.500m):** Review and amendments to the existing traffic sensitivity designation of streets in Westminster. Additional streets have been identified that can justifiably upgraded to "traffic sensitive" using identifiers laid out in national guidance note, allowing for amendments to the current charging structure applied to these streets across the service (permitting, cranes, TTROs).





# Efficiency and Financing Proposals (2)

## 2022/23 to 2024/25

Information on key saving initiatives are provided below:

**Crane Oversailing Licence (£0.050m):** A Crane Licence would be required under Section 169 of the Highways Act 1980, to place a crane on the public highway or oversail the highway with a crane. This is not a charge that WCC has previously levied but one that other London local authorities have levied for some time. Introducing the licence will ensure building developments are managed and held accountable for crane related activities.

**Emergency Crane Licence (£0.015m):** Introduction of a new fee for emergency crane activities across the City, in line with other areas (permitting, road closures) which already have separate emergency fees. We are not currently charging for the additional and short notice work that needs to take place to facilitate crane operations on an emergency basis.

**Parking Fee Increases 2022/23 (£1.150m):** An increase of pay-to-park charges across all zones to maintain the differential with increasing public transport costs.

**Highways Fees and Charges Increases 2022/23 (£0.250m):** An increase in discretionary Highways licensing fees and charges for Crane Licences, Traffic Orders, Section 50 Licences, Temporary Structures and Highways licences for new developments.



# Efficiency and Financing Proposals (3)

## 2022/23 to 2024/25 Summary

Saving Ref.	Saving Title	2022/23 £m	2023/24 £m	2024/25 £m
20	Parks & Open Spaces Service Configuration	-	0.070	-
21	Waste - Food waste recycling impact on disposal costs	0.040	0.040	-
22	Moving Traffic Initiatives	0.480	0.200	-
23	Traffic Sensitive Streets	0.375	0.125	-
24	Crane Oversailing Licence	0.050	-	-
25	Emergency Crane Licence	0.015	-	-
26	Parking Fee increases 2022-23	1.150	-	-
27	Highways Fee increases 2022-23	0.250	-	-
28	SMS Charging	0.300	0.300	-
	<b>TOTAL</b>	<b>2.660</b>	<b>0.735</b>	



# Pressure and Investments

## 2022/23 to 2024/25

**City Highways Tree Maintenance (£0.300m):** Additional revenue pressures from maintenance of a significant increase in Street Trees. There are also additional costs for dealing with Oak processionary moth and Massaria diseases in Parks trees.

**Food Waste Programme Introduction (£0.060m net, £0.630m 22/23 reducing by £0.570m from 23/24):** Caddy liners (one off supply to encourage household recycling); Container replacements, communications and ongoing monitoring of the programme; One off launch costs and educational resources for the food waste rollout.

**Revenue Impacts of Public Realm Investment (£0.150m):** Revenue maintenance growth for public realm changes - e.g. surface rainwater impact - rain gardens, greening up areas - green spine at Church St, living lampposts.

**Additional Legal Costs (£0.150m):** Based on pressure in current year arising from use of legal services for a number of policy changes in licensing activities



# Pressures and Investments

## 2022/23 to 2024/25 Summary

Service Area	Expenditure £m	Income £m	Net £m
City Highways	0.300	-	0.300
Environment	0.210	-	0.210
Public Protection & Licensing	0.150	-	0.150
<b>TOTAL</b>	<b>0.660</b>	-	<b>0.660</b>



# 2022/23 Budgets

The proposed controllable service budgets for 2022/23 are broken down as follows:

Service Area	Expenditure £m	Income £m	Net £m
Directorate Central Teams	1.056	0.000	1.056
City Highways	41.638	(102.579)	(60.941)
Public Protection & Licensing	18.452	(9.791)	8.661
Sports, Leisure & Active Communities	6.064	(2.503)	3.561
Waste & Cleansing	64.386	(15.002)	49.384
<b>TOTAL BUDGET 2022/23</b>	<b>131.596</b>	<b>(129.875)</b>	<b>1.721</b>



# Consultations

## 2022/23 Proposals

Traffic Sensitive Streets is the only savings proposal that will require external consultation. It is expected that this will commence early in 2022/23.



# Budget Task Group

## Finance and Resources

Gerald Almeroth, Executive Director



# Executive Summary

## Finance & Resources

- In 2021/22 Finance & Resources, including Chief Executive and People Services had a gross controllable expenditure budget of £87.470m and a gross income budget of £52.842 m (net controllable budget £34.628m)
- The projected outturn variance for 2021/22 as at P8 is an underspend of £0.595m.
- The Directorate including People Services and Chief Executive has the following changes to its budget proposed for 2022/23:

### Reductions

- £1.150m of new savings |
- £0.925m of savings previously approved by Council

### Additions

- £1.5m of investment
- £0.350m of reprofiled savings, previously approved by Council





# 2021/22 Key Issues

## Finance & Resources

- A possible scenario of rising interest rates to counter high inflation will generate opportunities for high Treasury yields, although PWLB borrowing rates currently remain relatively low.
- CPI inflation has risen markedly above the BoE target rate of 2% in recent months which is putting pressure on cost of service delivery through key suppliers and contracts
- Disaggregation of the Bi-borough IT service, planning and transition to a new operating model and support the ambition of a Smart City and improved digital offer
- Government limitations on landlords' ability to recover unpaid rents accrued during March 2020 – June 2021 mean we may not be able to recover all unpaid commercial rents in year although we understand in comparison to other boroughs in London and the south east our collection rate is favourable.
- Continued issues around administering the volume of different business grant schemes and NNDR relief schemes on top of BAU. Also the administration of payments and reliefs over and above BAU for residents (e.g. Test & Trace, Council Tax Support additional payments and Household Support Fund)
- Management of challenges of maintaining covid-safe working environments and supporting hybrid working



# Finance & Resources

## 2021/22 Budgets

Service Area	Expenditure £m	Income £m	Net £m
Executive Director of Finance & Resources	0.278	(0.021)	0.257
Bi-Borough Information Technology	14.182	(1.953)	12.229
Chief Executive's Office	0.657	0	0.657
Commercial and Financial Management	5.629	(1.260)	4.369
Corporate Finance	6.531	(1.619)	4.912
Legal & Electoral Services	2.266	(3.685)	(1.419)
People Services	4.202	(0.594)	3.608
Procurement Services	1.916	(0.208)	1.708
Property and Strategic Asset Management	33.720	(29.866)	3.854
Revenues and Benefits	12.779	(11.028)	1.751
Tri-Borough Treasury and Pensions	5.312	(2.609)	2.703
<b>TOTAL BUDGET 2021/22</b>	<b>87.470</b>	<b>(52.842)</b>	<b>34.628</b>
Corporate Items (capital financing etc.)	37.550	(21.797)	15.753
<b>TOTAL BUDGET 2021/22</b>	<b>125.020</b>	<b>(74.639)</b>	<b>50.381</b>



# Efficiency and Financing Proposals

## 2022/23 to 2024/25 (1)

Information on key saving initiatives are provided below:

**Facilities Management contract savings (£0.500m):** The current contract comes to an end in May 2024, and covers: repairs and maintenance, cleaning, security, FM helpdesk, statutory compliance, and some waste services. An options analysis will be undertaken with the plan to secure better value for money through the next procurement process.

**Investment Property Income Review (£0.400m):** Continued effective management of the Council's investment portfolio to ensure consistent income growth through rent reviews, lease renewals and asset management initiatives

**Planned move of ASC from NHS buildings (£0.400m):** ASC mental health teams currently co-locate with NHS services at two locations at a total property cost of £400,000. The proposal is either to terminate this arrangement or renegotiate the terms of occupation in order to deliver a significant reduction in property costs

**Business Rates Review – Property (£0.400m):** a specialist business rates consultancy has been appointed to manage the business rates payment process and to seek opportunities to mitigate rates liabilities relating to the operational property estate. This business rates review will focus on challenging and appealing current rateable values, as well as interrogating material changes of circumstances and reliefs such as Section 44A relief.



# Efficiency and Financing Proposals

## 2022/23 to 2024/25 (2)

Information on key saving initiatives are provided below:

**Acceleration of repurposing buildings programme (£0.375m):** ongoing review of operational properties and their use to yield further savings

**IBC contract savings (£0.350m):** A reduction in quarterly charges for WCC IBC Hampshire County Council Partnership; following a review of the IBC costs to date, one-off and regular. This saving assumes negotiations in process with the IBC HCC partnership of a reduction of circa 5% per annum for 2022/23 and 2023/24 are agreed by all parties.

**Savings on insurance premiums (£0.300m):** This proposal is based on a continuing reduction in claims to WCC, following an insurance review, improved risk management and claims handling performance already achieved over recent years

**Upgrade to Income Manager System and associated charges (£0.100m):** The move to the Heycentric upgrade of our Income Manager system together with the associated / proposed move from Mastercard to Stripe and reduction of bank and card charges



# Efficiency and Financing Proposals

## 2022/23 to 2024/25 Summary

Saving Ref.	Saving Title	2022/23 £m	2023/24 £m	2024/25 £m	TOTAL £m
9	Reduction of bank and card charges	0.100	-	-	0.100
10	Investment Property Income Review	-	-	0.400	0.400
11	Business Rates review / appeals	0.100	-	0.300	0.400
12	Acceleration of Repurposing Building Programme	0.300	0.75	-	0.375
13	Planned move of ASC from NHS premises	0.400	-	-	0.400
14	FM Contract savings	-	-	0.500	0.500
15	Review of insurance premiums	0.250	-	-	0.250
16	IBC contract savings	-	0.150	0.150	0.150
	<b>TOTAL</b>	<b>1.150</b>	<b>0.225</b>	<b>1.350</b>	<b>2.725</b>



# Pressure and Investments

## 2022/23 to 2024/25

### **Digital & Innovation – Ongoing costs for Customer Experience & Digital (CED) and Smart Cities - £1.5m:**

Digital & Innovation investment to support the delivery against the Smart City pillar of City for All. The Council has high ambitions to use Smart City as a way of improving services and access for residents and communities across all Council services and beyond. Within the Smart City theme we will deliver improvements and efficiencies through four different key programmes:

- empowering people (e.g. assistive technology for adult social care clients promoting independence)
- clean tech city (e.g. supporting climate change / air quality sensors)
- extraordinary experiences (e.g. digital by choice experience with the Council, public innovation challenge)
- innovative ecosystem (e.g. digital inclusion / digital apprenticeships City Lions)



# Pressures and Investments

## 2022/23

Service Area	Expenditure £m	Income £m	Net £m
Digital & Innovation	1.500	-	1.500
<b>TOTAL</b>	<b>1.500</b>	<b>-</b>	<b>1.500</b>



# ELT 2022/23

## 2022/23 Budgets

Service Area	Expenditure £m	Income £m	Net £m
Executive Director of Finance and Resources	0.278	(0.021)	0.257
Information Services & Customer Engagement	15.942	(1.953)	13.989
Chief Executive's Office	0.657	-	0.657
Commercial and Financial Management	5.529	(1.260)	4.269
Corporate Finance	6.531	(1.619)	4.912
Legal	2.266	(3.685)	(1.419)
People Services	4.202	(0.594)	3.608
Procurement Services	1.916	(0.208)	1.708
Property Investments and Estates	32.920	(30.566)	2.354
Revenues and Benefits	12.394	(11.028)	1.366
Treasury and Pensions	5.312	(2.609)	2.703
<b>TOTAL BUDGET 2022/23</b>	<b>87.945</b>	<b>(53.542)</b>	<b>34.403</b>
Corporate Items	43.107	(21.797)	21.310
<b>TOTAL BUDGET 2022/23</b>	<b>131.052</b>	<b>(75.339)</b>	<b>55.713</b>



# Consultations

## 2022/23 Proposals

- None specifically, but the Smart City and Digital investment will very much focus on engagement with partners, innovators as well as customers to deliver appropriate and beneficial interventions.

