

Appendix E - Summary of 2020/21 Budget Changes by Cabinet Member\* and Executive Leadership Team

*\*Details of budgets and changes by Cabinet Member will be finalised and tabled as an amendment for Full Council on 4 March 2020 following the changes to Cabinet announced on 27 January 2020.*

Cabinet Member / Executive Leadership Team (£'m)	Net Pooled Business Rates	Council Tax Income	Finance & Resources	Director of Policy, Performance and Communications	Executive Director Adult Services	Executive Director of Childrens Services	Executive Director of City Management and Communities	Executive Director of Growth, Planning and Housing	Total Budget Change
Net Pooled Business Rates	4.809	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>4.809</b>
Council Tax Income	0.000	(3.004)	0.000	0.000	0.000	0.000	0.000	0.000	<b>(3.004)</b>
<b>Sub-Total Net Change in Core Funding</b>	<b>4.809</b>	<b>(3.004)</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.805</b>
Leader of the Council	0.000	0.000	0.000	0.350	0.000	0.000	0.000	0.000	<b>0.350</b>
Deputy Leader and Cabinet Member for Finance, Property and Regeneration	0.000	0.000	3.098	0.000	0.000	0.000	0.000	0.000	<b>3.098</b>
Deputy Leader and Cabinet Member for Adult Social Care and Public Health	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
Community Services and Digital	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
Children's Services	0.000	0.000	0.000	0.000	0.000	1.324	0.000	0.000	<b>1.324</b>
Business and Planning	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
Housing Services	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
Public Protection and Licensing	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	<b>0.000</b>
Environment and Highways	0.000	0.000	0.000	0.000	0.000	0.000	3.200	0.000	<b>3.200</b>
<b>Sub-Total Service Specific Pressures</b>	<b>0.000</b>	<b>0.000</b>	<b>3.098</b>	<b>0.350</b>	<b>0.000</b>	<b>1.324</b>	<b>3.200</b>	<b>0.000</b>	<b>7.972</b>
Finance, Property and Regeneration	0.000	0.000	9.122	0.000	0.000	0.000	0.000	0.000	<b>9.122</b>
<b>Sub-Total Budget Gap (Less Core Funding Changes and Service Specific Pressures)</b>	<b>0.000</b>	<b>0.000</b>	<b>9.122</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>9.122</b>
<b>Total Budget Gap</b>	<b>4.809</b>	<b>(3.004)</b>	<b>12.220</b>	<b>0.350</b>	<b>0.000</b>	<b>1.324</b>	<b>3.200</b>	<b>0.000</b>	<b>18.899</b>

Cabinet Member / Executive Leadership Team (£'m)	Net Pooled Business Rates	Council Tax Income	Finance & Resources	Director of Policy, Performance and Communications	Executive Director Adult Services	Executive Director of Childrens Services	Executive Director of City Management and Communities	Executive Director of Growth, Planning and Housing	Total Budget Change
<b>Financed By Savings:</b>									
Leader of the Council	0.000	0.000	0.000	(0.417)	0.000	0.000	0.000	0.000	(0.417)
Deputy Leader and Cabinet Member for Finance, Property and Regeneration	0.000	0.000	(8.494)	0.000	0.000	0.000	0.000	0.000	(8.494)
Deputy Leader and Cabinet Member for Adult Social Care and Public Health	0.000	0.000	0.000	0.000	(1.050)	0.000	0.000	0.000	(1.050)
Community Services and Digital	0.000	0.000	(0.479)	0.000	0.000	0.000	(2.250)	0.000	(2.729)
Children's Services	0.000	0.000	0.000	0.000	0.000	(0.820)	0.000	0.000	(0.820)
Business and Planning	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(0.900)	(0.900)
Housing Services	0.000	0.000	0.000	0.000	0.000	0.000	0.000	(0.873)	(0.873)
Public Protection and Licensing	0.000	0.000	0.000	0.000	0.000	0.000	(0.300)	0.000	(0.300)
Environment and Highways	0.000	0.000	0.000	0.000	0.000	0.000	(3.316)	0.000	(3.316)
<b>Sub-Total Savings Proposed</b>	<b>0.000</b>	<b>0.000</b>	<b>(8.973)</b>	<b>(0.417)</b>	<b>(1.050)</b>	<b>(0.820)</b>	<b>(5.866)</b>	<b>(1.773)</b>	<b>(18.899)</b>
<b>Net General Fund Impact</b>	<b>4.809</b>	<b>(3.004)</b>	<b>3.247</b>	<b>(0.067)</b>	<b>(1.050)</b>	<b>0.504</b>	<b>(2.666)</b>	<b>(1.773)</b>	<b>0.000</b>

**Appendix F - Summary of 2020/21 Service Budget Changes by Cabinet Member\***

*This details the budget changes by Cabinet Member for 2020/21 only*

<b>Title of Budget Change Proposal:</b>	<b>Expenditure £m</b>	<b>Income £m</b>	<b>Net £m</b>
Budget Gap - Other Changes (See Appendix D)	11.515	(2.393)	9.122
<b>Budget Gap Total</b>	<b>11.515</b>	<b>(2.393)</b>	<b>9.122</b>
Impact of demographic, complexity and acuity pressures	2.576	0.000	2.576
Procurement: commercial trading of procurement services	0.050	0.000	0.050
Property: increase in rents payable	0.180	0.000	0.180
Transition pressures – children with learning disabilities eligible for social care support	0.292	0.000	0.292
<b>Pressure Total</b>	<b>3.098</b>	<b>0.000</b>	<b>3.098</b>
Bi-Borough Treasury Management Fees	0.000	(0.045)	(0.045)
Continuing grant not budgeted	0.000	(4.500)	(4.500)
Finance & Resources workforce review	(0.495)	0.000	(0.495)
Investment property growth	0.000	(0.650)	(0.650)
Procurement restructure	(0.200)	0.000	(0.200)
Revenue & Benefits – contract re-procurement	(1.400)	0.000	(1.400)
Review of Debt Collection Process & Performance	0.000	(0.100)	(0.100)
Review of the Finance and Resources budgets	(0.230)	(0.174)	(0.404)
Small Cell revenues	0.000	(0.700)	(0.700)
<b>Savings Total</b>	<b>(2.325)</b>	<b>(6.169)</b>	<b>(8.494)</b>
<b>Deputy Leader and Cabinet Member for Finance, Property and Regeneration Total</b>	<b>12.288</b>	<b>(8.562)</b>	<b>3.725</b>
Planning Income	0.000	(0.750)	(0.750)
Planning Review-Place Shaping and Town Planning Service Improvements	(0.150)	0.000	(0.150)
<b>Savings Total</b>	<b>(0.150)</b>	<b>(0.750)</b>	<b>(0.900)</b>
<b>Business and Planning Total</b>	<b>(0.150)</b>	<b>(0.750)</b>	<b>(0.900)</b>
Joint Funded Placement Demographics, Acuity and Market Forces	0.043	0.000	0.043
LAC and Care Leaving Placements Complexity, Acuity and Market Forces	0.405	0.000	0.405
Leader's Pledge: Youth Services	0.500	0.000	0.500
Passenger Transport: Demographics, Acuity and Market Forces	0.220	0.000	0.220
Regional Adoption - Loss of Adoption Traded Income	0.000	0.115	0.115
Short Breaks Respite Placement Demographics, Acuity and Market Forces	0.041	0.000	0.041
<b>Pressure Total</b>	<b>1.209</b>	<b>0.115</b>	<b>1.324</b>
Education Funding and Efficiencies	(0.040)	(0.050)	(0.090)
EHCP / Joint Funding Strategy	0.000	(0.120)	(0.120)
Joint Working Opportunities	(0.200)	(0.060)	(0.260)
MASH/LSCB	(0.050)	0.000	(0.050)
Move on Accommodation	(0.200)	0.000	(0.200)
Passenger Transport Alternative Delivery Mechanisms	(0.050)	0.000	(0.050)
Strategic Approach to Legal Services	(0.050)	0.000	(0.050)
<b>Savings Total</b>	<b>(0.590)</b>	<b>(0.230)</b>	<b>(0.820)</b>
<b>Children's Services Total</b>	<b>0.619</b>	<b>(0.115)</b>	<b>0.504</b>
Network and Telephony	(0.300)	0.000	(0.300)
Review of Registrars Service Offer and Delivery	0.000	(0.050)	(0.050)
Review of the Finance and Resources budgets	(0.179)	0.000	(0.179)
Sports and leisure contract	0.000	(2.200)	(2.200)
<b>Savings Total</b>	<b>(0.479)</b>	<b>(2.250)</b>	<b>(2.729)</b>
<b>Community Services and Digital Total</b>	<b>(0.479)</b>	<b>(2.250)</b>	<b>(2.729)</b>
Bi-Borough Process and Policy Review	(0.100)	0.000	(0.100)
Improved Market Management	(0.300)	0.000	(0.300)
Promoting Independence	(0.200)	0.000	(0.200)
Review of Contracts	(0.450)	0.000	(0.450)
<b>Savings Total</b>	<b>(1.050)</b>	<b>0.000</b>	<b>(1.050)</b>
<b>Deputy Leader and Cabinet Member for Adult Social Care and Public Health Total</b>	<b>(1.050)</b>	<b>0.000</b>	<b>(1.050)</b>
Parking: paid for parking income shortfall	0.000	2.200	2.200

Waste and Parks: bringing public conveniences in house	0.400	0.000	<b>0.400</b>
Waste and Parks: reduced income from sale of recyclables due to changing global markets	0.600	0.000	<b>0.600</b>
<b>Pressure Total</b>	<b>1.000</b>	<b>2.200</b>	<b>3.200</b>
Commercial waste income opportunities	0.000	(0.300)	<b>(0.300)</b>
Highways Fees and Charges Review	0.000	(0.690)	<b>(0.690)</b>
Implementation of smart Lighting	(0.280)	0.000	<b>(0.280)</b>
Leveraging contract efficiencies and more social value from contracts	(0.215)	0.000	<b>(0.215)</b>
Review of Registrars Service Offer and Delivery	(0.030)	0.000	<b>(0.030)</b>
Strategic review of household waste collection	0.000	(0.030)	<b>(0.030)</b>
Strategic review of Parking Policy.	0.000	(1.600)	<b>(1.600)</b>
Strategic review of street cleansing provision	(0.171)	0.000	<b>(0.171)</b>
<b>Savings Total</b>	<b>(0.696)</b>	<b>(2.620)</b>	<b>(3.316)</b>
<b>Environment and Highways Total</b>	<b>0.304</b>	<b>(0.420)</b>	<b>(0.116)</b>
Capital letters - pan London	(0.200)	0.000	<b>(0.200)</b>
Landlord incentive payments	(0.075)	0.000	<b>(0.075)</b>
Mental health supported housing pathway review	(0.250)	0.000	<b>(0.250)</b>
Rental income from Intermediate Housing	0.000	(0.184)	<b>(0.184)</b>
TA purchase programme	0.000	(0.094)	<b>(0.094)</b>
Targeted purchases for vulnerable households	0.000	(0.070)	<b>(0.070)</b>
<b>Savings Total</b>	<b>(0.525)</b>	<b>(0.348)</b>	<b>(0.873)</b>
<b>Housing Services Total</b>	<b>(0.525)</b>	<b>(0.348)</b>	<b>(0.873)</b>
City Promotions, Events and Filming: Downturn in the Events and Filming and Outdoor Media income	0.000	0.350	<b>0.350</b>
<b>Pressure Total</b>	<b>0.000</b>	<b>0.350</b>	<b>0.350</b>
Outdoor advertising	0.000	(0.097)	<b>(0.097)</b>
PPC - non-pay efficiencies	(0.320)	0.000	<b>(0.320)</b>
<b>Savings Total</b>	<b>(0.320)</b>	<b>(0.097)</b>	<b>(0.417)</b>
<b>Leader of the Council Total</b>	<b>(0.320)</b>	<b>0.253</b>	<b>(0.067)</b>
Public Protection and Licensing Fees and Charges	0.000	(0.300)	<b>(0.300)</b>
<b>Savings Total</b>	<b>0.000</b>	<b>(0.300)</b>	<b>(0.300)</b>
<b>Public Protection and Licensing Total</b>	<b>0.000</b>	<b>(0.300)</b>	<b>(0.300)</b>