

## **BUDGET UPDATE 2023/24**

**Cabinet - 12 January 2023**

**Report of:** Deputy Chief Executive and Chief Officer - Finance and Trading

**Status:** For Decision

**Key Decision:** No

**Executive Summary:**

The Council has an excellent track record in identifying, planning for and addressing financial challenges. In light of the challenging financial position facing all authorities eleven years ago, for 2011/12 the Council produced a 10-year budget together with a savings plan for the first time. This method provides the Council with a stable basis for future years.

This report sets out progress made in preparing the 2023/24 budget and updates Members on key financial information.

The position in this report shows a budget gap of £126,000 per annum (£1.258m over the 10-year budget period) if the SCIA's included in this report are accepted. Work will continue to reduce this gap including looking for further savings and reviewing reserves held. It is recognised that inflationary pressures are likely to continue to fluctuate in a number of areas including pay and energy costs therefore further decisions may be required in the budget process next year when there may be greater certainty regarding the longer term effects.

The Cabinet will make its final recommendation on the budget at its meeting on 9 February 2023, after taking into account any updated information available at that date.

**Portfolio Holder:** Cllr. Matthew Dickins

**Contact Officer(s):** Adrian Rowbotham, Ext. 7153

Alan Mitchell, Ext. 7483

**Recommendation to Cabinet:**

- (a) Consider and respond to comments and recommendations of the Advisory Committees regarding the growth and savings/additional income proposals (SCIAs) listed in Appendix D and detailed in Appendix E.
- (b) Look at the further growth and savings/additional income suggestions put forward by the Advisory Committees listed in Appendix F and decide one of the following options for each suggestion:
  - (i) Consider within this budget cycle and ask for SCIAs to be presented to Cabinet in January.
  - (ii) Ask that the Portfolio Holder has further discussions with the Chief Officer.
  - (iii) Do not take any further.
- (c) Recommend a Council Tax increase for 2023/24
- (d) Depending on the budget position following the recommendations above, provide officers with any further instructions.

**Reason for recommendation:** It is important that the views of the Advisory Committees are taken into account in the budget process to ensure that the Council's resources are used in the most suitable manner.

## **Introduction and Background**

- 1 The Council's financial strategy continues to aim for long-term financial health and continues to work towards improving financial sustainability. It has been successful through the use of a number of actions including:
  - implementing efficiency initiatives.
  - significantly reducing the back-office function.
  - improved value for money.
  - maximising external income.
  - the movement of resources away from low priority services.

- an emphasis on statutory rather than non-statutory services.
- 2 Over this period the Council has focused on delivering high quality services based on Members' priorities and consultation with residents and stakeholders.
  - 3 Using the data sources available to the Council, this report sets out a budget over the 10-year period but recognises that it is possible that more accurate data will become available before the budget is approved and current assumptions may need to be updated.
  - 4 In setting its budget for 2011/12 onwards, the Council recognised the need to address both the immediate reduction in Government funding as well as the longer-term need to reduce its reliance on reserves. The outcome was a 10-year budget, together with a four-year savings plan, that ensured the Council's finances were placed on a stable footing but that also allowed for flexibility between budget years.
  - 5 With the Revenue Support Grant provided by Government having ceased from 2017/18 it is important that the council remains financially self-sufficient by having a financial strategy that is focused on local solutions. These solutions include:
    - continuing to deliver financial savings and service efficiencies.
    - growing the council tax base.
    - generating more income.
  - 6 At the Cabinet meeting on 3 November 2022, Members considered a report setting out the Council's financial prospects for 2023/24 and beyond. That report set out the major financial pressures the Council is likely to face, together with a proposed strategy for setting a balanced and sustainable budget for 2023/24 and beyond.
  - 7 As part of the budget process officers put forward their Service Dashboards to the Advisory Committees between November and January, which set out a summary of current and future challenges and risks. The Advisory Committees recommended new growth and savings items which will be considered at this meeting.

## **Financial Strategy**

- 8 In order to maintain a viable Council that continues to deliver on its main priorities and the services it provides to its residents, the Council continues to adopt a Financial Strategy that embraces the following principles:
  - Remain financially self-sufficient.
  - Be clear about the Council's future financial prospects, with a ten-year budget as an integral part.
  - Ensure a strategic approach is taken to the management of the Council's

finances, Council Tax, and budget setting.

- Make effective use of reserves and capital receipts.
- Manage our money carefully, monitor monthly and constantly strive for better value from our spending.

9 A summary of the Financial Strategy can be found at **Appendix G**.

### **Review of the 10-year Budget Process**

10 An audit of the 10-year budget process was completed by Mazars (working for Internal Audit) in 2021 and their findings were that the Council has adequate, effective and reliable controls in place over budget setting and long-term financial planning.

### **Financial Self-Sufficiency**

11 The Council's Corporate Plan 2013-2018 set out an ambition for the Council to become financially self-sufficient which was achieved in 2016/17. The current Council Plan aims to continue with this approach. This means that the Council no longer requires direct funding from Government, through Revenue Support Grant or New Homes Bonus, to deliver its services.

12 This approach was adopted in response to the financial challenges the Country was faced with in bringing its public spending down to ensure it was able to live within its means. In practice this has seen Government funding to local authorities dramatically reduced since 2010/11 with Sevenoaks District Council receiving no Revenue Support Grant from 2017/18.

13 The decision to become financially self-sufficient is intended to give the Council greater control over its services, reducing the potential for decision making to be influenced by the level of funding provided by government to local authorities.

14 The Local Government Association's Corporate Peer Challenge in December 2021 commented that 'Sevenoaks District Council takes a long-term view of financial planning with a focus on self-sufficiency. The council's 10-year budget is innovative, an example for the sector and supports long-term decision making. This extended financial framework provides an excellent platform which has supported effective budget management and planned, long-term, decision making.'

15 With the Council receiving no Revenue Support Grant from 2017/18 and New Homes Bonus reducing from 2018/19, this approach remains appropriate. The attached 10-year budget assumes no new Revenue Support Grant funding or New Homes Bonus. Any funding received from these sources will be put into the Financial Plan Reserve which can be used to support the 10-year budget.

16 Cabinet are keen to remain financially self-sufficient which has served the Council well and ensured it is one of the most financially stable local authorities in the country. In the 2020/21 budget, a new target was set to

replace reliance on Business Rates income over the coming years. However, due to the impact of Covid-19, inflationary increases and the greater uncertainty as Government reviews have been deferred, this remains a future aim. This ambition will allow this Council to move ahead in the knowledge that this council has the financial resources to provide the services that the district's residents need into the future.

## Updates to the Financial Prospects Report

- 17 The following sections provide the latest information on the major income and expenditure streams together with details of the assumptions included in the attached 10-year budget.
- 18 The Provisional Local Government Finance Settlement (LGFS) for 2023/24 was announced on 19 December 2022. The changes resulting from the LGFS are included below.

### Income

- 19 **Government Support: Revenue Support Grant (RSG)** (£nil received in 2022/23) - This formula-based grant has significantly reduced since 2010/11 as the emphasis of Government Support has changed, in fact this council has received no RSG since 2017 and was not expected to receive any in future years.
- 20 The previous 10-year budget assumed no RSG. However, the recent LGFS does include RSG of £186,000 in 2023/24 but it is important to highlight that this is not new or additional funding. The reason for this is that a number of previously separate grants have been rolled into RSG. For this Council they are:
  - Local Council Tax Support Subsidy of £111,000.
  - Family Annexe Council Tax Discount Grant of £75,000.
- 21 Due to the way RSG is calculated, it is expected that this amount will disappear in future years.
- 22 Negative RSG (i.e. where councils pay government) has previously been proposed by government. It has not been implemented but remains a threat going forward.
- 23 Local Government Funding reform was due to take place in 2019/20 but has been delayed for a number of reasons.
- 24 Two one-off grants were included in the LGFS as follows which are not expected to continue in future years:
  - Lower Tier Services Grant of £90,000, down from £159,000 in 2022/23.

- Funding Guarantee of £912,000. This grant is intended to provide a funding floor for all local authorities, so that no local authority would see an increase in Core Spending Power that is lower than 3% (before assumptions on council tax rate increases, but includes those on Council Tax base). Core Spending Power is a Government calculation including a number of funding streams. This amount is largely due to the reduction in New Homes Bonus.

25 **New Homes Bonus (NHB)** (£0.8m received in 2022/23 but not used to fund the revenue budget) - the Government started this new funding stream in 2011/12 from funds top sliced from RSG with the intention that local authorities would be rewarded for new homes being built over a six-year period. The basis of NHB was changed with effect from 2017/18. Previously it was based on cumulative figures for 6 years, but this was reduced to 5 years from 2017/18 and 4 years from 2018/19. In addition, NHB is only received on tax base growth above 0.4% instead of on all growth (known as the deadweight). Legacy payments relating to previous years are no longer included therefore the amount for 2023/24 has reduced to £184,000.

26 It is likely that NHB will eventually be replaced by a different method to incentivise housing growth.

27 **Council Tax** (£11.8m) - The Government referendum limit has initially been set at 2% in recent years although it has been changed later in the process to the higher of 2% or £5 for a Band D property. The LGFS has stated that the referendum limit in 2023/24 and 2024/25 for district councils will be the higher of 3% or £5 (3% is higher for SDC). The assumptions in the 10-year budgets have been amended to assume a 3% increase in both years.

28 The Band D Council Tax in 2022/23 is £229.86. The impact of the above change in 2023/24 is as follows:

2023/24 Council Tax	Previous Assumption	Current Assumption
% increase	2%	3%
£ increase (Band D pa)	£4.60	£6.84
£ (Band D pa)	£234.46	£236.70

29 Due to the uncertainty of future Council Tax increase referendum limits, if maximum increases are not taken there will be an ongoing detrimental impact on the ability to increase Council Tax in future years.

30 The tax base increases each year due to the general increase in the number of residential properties and future developments as well as the continuing

change in the number of Council Tax discounts awarded. The tax base increase in 2023/24 is less than previously assumed. This is due to a number of reasons included the low number of new properties built and the increase in single person discounts.

- 31 This decrease has been partially compensated by increasing later year assumptions to reflect the 13,000 additional properties required by 2040. Therefore, the assumption for later years is an annual increase of 730 Band D equivalent properties.
- 32 The Council Tax Collection Rate has been increased from 98.9% to 99.4% from 2023/24. This increases the Collection Rate back to pre-pandemic levels as actual collection levels are continuing to improve.
- 33 **Business Rates Retention** (£2.3m) - The basis for allocating Government Support from 2013/14 changed to the Business Rates Retention Scheme. This scheme initially allows billing authorities, such as this council, to keep 40% of Business Rates received. However, tariffs and top ups are applied to ensure that the funding received by each local authority is not significantly different to pre 2013/14 amounts. This council is due to collect £36m of Business Rates in 2022/23.
- 34 A Business Rates Pool operates in Kent and Medway which generally results in councils retaining more Business Rates than if they were not in the pool. There is an optimum level of pool membership, so this council and some others are not currently part of the pool but do benefit as if they were in the pool. The Government has agreed that the pool arrangement will continue in 2023/24.
- 35 Due to the current uncertainties and the limited opportunities to increase the number of businesses in the district, the assumption in the 10-year budget remains at the safety-net level, which is the amount of business rates the council is assured of retaining in the current scheme if it were not in a pool. However, the LGFS included an 'Updated Safety Net and Under indexing Compensation' amount to reflect actual inflationary increases. This results in £2.618m of Business Rates Retention being included for 2023/24. It has been assumed that this will continue until 2025/26 when a Business Rates Reset is due to take place.
- 36 Any increased Business Rates retained in 2023/24 due to being linked to the Kent and Medway Pool has been included in the budget rather than it being transferred to the Budget Stabilisation Reserve as in previous years.
- 37 A reset could alter the distribution of Business Rates and it is hoped that transitional arrangements would be included so that any financial impact is minimised in the short term but there remains a risk that this council may no longer retain any Business Rates in the future. This would result in a funding gap that would need to be replaced by additional income or further savings.

- 38 **Interest receipts** (£0.2m) - following the investment in Multi-Asset Income Funds (MAIF) in May 2022, interest receipts in 2022/23 are higher than budgeted. As the intention is for the MAIF investments to be for a five year period, the interest receipts assumptions for 2023/24 to 2026/27 have been increased to £288,000 with later years remaining at £188,000 as the amounts available to invest are expected to be lower
- 39 It should also be noted that funds lent to Quercus 7 are at rates of over 4.5%. However, this income is reported under Property Investment Strategy income rather than Interest Receipts.
- 40 The Bank of England Base Rate is currently 3.5%. Assumptions will continue to be reviewed based on advice from our treasury advisors and discussions with the Finance and Investment Advisory Committee during the budget process.
- 41 **Property Investment Strategy** - The strategy was approved by Council on 22 July 2014 with the intention of building on an approach of property-based investment in order to deliver increased revenue income. This was set against a background of reducing Government Support and continued low rates of return through existing treasury management arrangements.
- 42 Six assets have been purchased or built to date, including the Sevenoaks Premier Inn Hotel, at a cost of £25m.
- 43 As well as the £25m above, £10m has been spent by Quercus 7 Ltd on five assets. Quercus 7 is intending to start paying a dividend of £50,000 per year from 2023/24 and the annual assumptions have been increased to reflect this.
- 44 Property Investment Strategy income assumptions:
- 2023/24 - 2025/26 £1.618m per annum
- 2026/27 - 2028/29 £1.715m per annum
- 2029/30 - 2032/33 £1.756m per annum
- 45 Members should be aware that the Government and CIPFA are continuing to implement ways to limit Council's ability to make commercial property investments. This has stopped the Council's ability to borrow for investments made purely for yield which was the principal purpose of the Property Investment Strategy.
- 46 To enable other capital schemes to progress, the Property Investment Strategy removed from the capital programme as agreed by Council on 16 November 2021. Therefore, currently no further investments within the strategy are able to take place.
- 47 A Property Investment Strategy Update report will be presented to Finance Advisory Committee in January and Cabinet on 12 February 2023.



- 48 **Variable fees and charges** - the Council receives income in fees and charges from a number of sources.
- 49 The assumption is currently for a 2.5% increase for all years except for off-street car parking which is 3.5% for five years (2019/20 - 2023/24). The additional 1% for car parking is one of the funding streams for the development of Sevenoaks Town (formerly Buckhurst 2) Car Park as agreed by Council on 22 November 2016.
- 50 The Finance Team in conjunction with service managers have completed a significant exercise during this budget process by reviewing all fees and charges across the council. Existing income budgets have been challenged and by using non-financial information, there is now greater certainty that the budgets are set at appropriate levels.
- 51 **External Funding** - the Council has been very successful in securing external funding across a range of services, based on it delivering a wide range of innovative services to local residents, often in partnership with other agencies. The Council's officers continue to seek new opportunities for funding.
- 52 **Shared working** - Various services have included savings from shared working in previous years budgets. The Council successfully works in partnership with other authorities in a number of areas, including Revenues, Benefits, Internal Audit, Counter Fraud, Finance, Licensing, Civil Enforcement (Parking) and CCTV.
- 53 The largest savings were achieved when each shared service started, some of which were in 2010. The viability of continuing to share these services is reviewed on a regular basis to ensure that this Council receives value for money and the service standards it requires.
- 54 **Use of reserves** - One of the principles of the Financial Strategy is to make more effective use of the remaining earmarked reserves. When this strategy was first used in 2011/12 the Budget Stabilisation Reserve was set up to manage the fluctuations between years to ensure that an overall balanced budget remained for the 10-year period. This reserve has been increased by surpluses achieved on the revenue budget in recent years.
- 55 A review of the reserves held is carried out each year as part of the budget process and that will take place again this year.
- 56 When the budget is set, the balance in the Budget Stabilisation Reserve must be sufficient to support the 10-year budget.

### Expenditure

- 57 **Pay** costs total £18m. The National Employers for local government services final offer for 2022/23 of £1,925 per person was accepted by the unions and implemented in December 2022. This equates to an average increase of 5.8% in the Council's staff costs against a figure of 2% in the ten year

budget. In cash terms, this is £643,000 above the budgeted assumption. It should be recognised that the current cost of living crisis has had a severe effect on colleagues on lower salary grades.

- 58 An approach to address this increase in 2022/23 was approved by Members. £390,000 of the increase was funded by the Budget Stabilisation Reserve but on the assumption that the reserve would be reimbursed over the 10-year budget period. This is included in **Appendix D**. It was agreed to address the ongoing impact as part of this budget process.
- 59 Negotiations regarding the 2023/24 pay award have not yet commenced and as inflationary pressures continue to fluctuate it is proposed to keep the assumption for future year increases at 2% but recognising that any change above 2% will need to be addressed in year and as part of the 2024/25 budget setting process.
- 60 Members previously agreed that a budget would be set aside to address any recruitment and retention difficulties or challenges that arise going forward. This remains in place and will be used as required.
- 61 **Superannuation fund** - the latest pension fund triennial valuation by the actuaries Barnett Waddingham has recently taken place.
- 62 The funding level has increased from 86.6% to 93.1% since the previous valuation in 2019. The 10-year budget includes the contribution amounts set by the actuaries for 2023/24 to 2025/26 and includes an additional £50,000 from 2026/27 when the next triennial valuation will come into effect.
- 63 **Non-pay costs** - The budget assumes non-pay costs will increase by an average of 2.25% in all years. In practice, items such as rates and energy costs often rise at a higher rate, so other non-pay items have been allowed a much lower inflation increase. Inflation is currently at 10.7% (CPI) (as at November 2022).
- 64 **Asset Maintenance** - Any asset maintenance expenditure is funded by the revenue budget each year. Asset maintenance expenditure can fluctuate as the demand for programmed and ad hoc work varies across sites. A detailed review of the asset maintenance requirements for council owned properties was carried out in 2018/19. The asset maintenance budgets are regularly reviewed, and the average yearly liability covered by the budget continues to be 64%.
- 65 **Annual Savings** - an annual Net Savings/Additional Income assumption of £100,000 is included for all years in the 10-year budget.
- 66 **Unavoidable service pressures** - One of the lessons to be learnt from previous financial strategies is that there is always a likelihood of unavoidable service pressures and there needs to be a clear strategy for dealing with these. These are identified in the Service Change Impact

Assessments (SCIAs) that can be reported to the Advisory Committees between November and December or to Cabinet in later budget reports.

- 67 These additional service pressures will, where possible, be absorbed within existing budgets. However, there is some likelihood that some pressures will be difficult to absorb, and Members will need to give these consideration as part of the budget process. However, it should be recognised that by having a 10-year budget there is greater scope to deal with these pressures and therefore have less impact on current services whereas other councils who only have single year budgets would have to make larger immediate savings.
- 68 **Progress on the savings plan** - 2023/24 will be the thirteenth year of using the 10-year budget. During this period, 198 savings/additional income items have been identified totalling £8.6m. The majority of these savings/additional income items have already been achieved and Portfolio Holders, Chief Officers, Heads of Service and Service Managers have worked closely to deliver these savings.
- 69 **Changes since the 10-year budget started** - The table below shows how the Net Service Expenditure has changed since 2010/11. This shows that the budget has reduced by £3.9m (23%) in real terms.

Net Service Expenditure	£000
2010/11 (budget)	16,711
2022/23 (2010/11 budget +2% inflation per year)	21,194
2022/23 (budget)	17,297
Difference	3,897

- 70 **Appendix C** sets out a summary of the savings and growth items approved by Council since the 10-year budget strategy was first used in 2011/12. This has allowed the Council to deliver a 10-year balanced budget.
- 71 Savings proposals were presented to the Advisory Committees between November and January. An additional proposal (SCIA24) has been added since the Advisory Committees. These proposals are listed in **Appendix D** and further details supporting each proposal are contained in the Service Change Impact Assessments (SCIAs) in **Appendix E**.

### Feedback from the Advisory Committees

- 72 To assist the Advisory Committees in making additional suggestions for growth or savings for Cabinet to consider, Members were given a Service

Dashboard and budget details for the services within their terms of reference.

- 73 Each Committee then decided which suggestions would be passed to Cabinet.
- 74 Provided at **Appendix F** is a list of the additional growth and savings suggestions from the Advisory Committees.
- 75 Members have previously been provided with training on the budget process. If Members required any further training or required any additional details on the content of the budget reports and appendices, they were advised to contact Adrian Rowbotham or Alan Mitchell.

### **Current 10-year Budget Position**

- 76 All changes to the budget since the Financial Prospects and Budget Strategy report are listed in **Appendix D**. These are also included in the 10-year budget set out in **Appendix B**.
- 77 The current growth and savings proposals are listed in **Appendix D** and a Service Change Impact Assessment (SCIA) for each proposal is included in **Appendix E**.
- 78 The current position is a budget gap of £126,000 per annum (£1.258m over the 10-year budget period) if all SCIA's are accepted.
- 79 Work will continue to reduce this gap including looking for further savings and reviewing reserves held. It is recognised that inflationary pressures are likely to continue to fluctuate in a number of areas including pay and energy costs therefore further decisions may be required in the budget process next year when there may be greater certainty regarding the longer term effects.
- 80 The further suggestions made by the Advisory Committees are listed at **Appendix F**. Service Change Impact Assessments (SCIA's) will be produced for any of these suggestions that Cabinet wish to support and will be included in the Budget Update report to Cabinet on 9 February 2023.
- 81 The Cabinet will make its final recommendation on the 2023/24 budget at its meeting on 9 February 2023, after taking account of the latest information available at that date.
- 82 When looking at prospects for year 11 onwards, there is still likely to be a need to take further actions as these years come into the rolling 10-year period.

### **Collection Fund and Tax Base**

- 83 The 2023/24 tax base will be presented at Cabinet on 12 January 2023. At the same time, Members will be presented with an estimate of the Collection Fund balance as at 31 March 2023.

## Capital

- 84 A separate report on the capital programme has been presented to the Finance and Investment Advisory Committee and the details will be included in the budget report to Cabinet and Council in February. This will include recommended future capital schemes and changes to ongoing schemes.

## 2022/23 Outturn

- 85 Supported by the Finance and Investment Advisory Committee, tight financial monitoring and control has been in place for a number of years and again for 2022/23. Given the constraints being placed on all budgets, and the savings planned, it will be essential to continue on this basis.
- 86 The latest 2022/23 monitoring report shows an unfavourable forecast position of £242,000 against a net revenue budget of £17.528m.

## Key Implications

### Financial

All financial implications are covered elsewhere in this report.

### Legal Implications and Risk Assessment Statement.

There are no legal implications.

For the effective management of our resources and in order to achieve a sustainable budget it is essential that all service cost changes and risks are identified and considered.

Challenges and risks were included in the Service Dashboards presented to the Advisory Committees and each Service Change Impact Assessment (SCIA) includes the likely impacts including a risk analysis.

A separate Risks and Assumptions report will be presented to the Finance and Investment Advisory Committee and Cabinet.

### Equality Assessment

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups.

Individual equality impact assessments have been completed for all Service Change Impact Assessments (SCIAs) to ensure the decision-making process is fair and transparent.

### Net Zero Implications

Members are reminded of the Council's stated ambition to be Net Zero with regards to carbon emissions by 2030.

Individual net zero implication assessments have been completed for all Service Change Impact Assessments (SCIAs).

### **Conclusions**

The Financial Strategy and 10-year budget process have ensured that the Council follows a logical and well considered process and approach in dealing with the many difficult financial challenges that it has faced. They have also helped to ensure that the Council is well placed in dealing with more immediate and longer-term challenges.

By becoming financially self-sufficient at an early stage, this Council has become much more in control of its own destiny.

This report shows that this Council is aiming to continue to be financially stable going into the future with a level of assurance that any council would aspire to, but further work is required to achieve this before the budget is set in February.

This budget process will once again be a challenge for a Council that already provides value for money services to a high standard; and ensuring that these proposals lead to an achievable 10-year budget, Members will need to consider the impact on service quality, staff and well-being.

## **Appendices**

Appendix A - Budget Timetable

Appendix B - 10-year Budget

Appendix C - Summary of the Council's agreed savings and growth items

Appendix D - Changes to the 10-year Budget

Appendix E - Service Change Impact Assessment forms (SCIAs) for the growth and savings proposals in Appendix D

Appendix F - Further growth and savings suggestions from the Advisory Committees

Appendix G - Financial Strategy

## **Background Papers**

Financial Prospects and Budget Strategy 2023/24 and Beyond - Cabinet 10 November 2022

Budget 2023/24: Service Dashboards and Service Change Impact Assessments (SCIAs): Housing and Health Advisory Committee 22 November 2022, Improvement and Innovation Advisory Committee 24 November 2022, People and Places Advisory Committee 29 November 2022, Development and Conservation Advisory Committee 1 December 2022, Cleaner and Greener Advisory Committee 6 December 2022, Finance and Investment Advisory Committee 10 January 2023

**Adrian Rowbotham**

**Deputy Chief Executive and Chief Officer - Finance & Trading**