

OVERVIEW AND SCRUTINY COMMITTEE	DATE 15 February 2023	ITEM NO: 5
TITLE Medium Term Financial Strategy 2023/24+	WARD (S) All	
CHIEF OFFICER Director of Finance	CABINET MEMBER Finance and Resources	
DECISION CLASSIFICATION Non-exempt report Non-exempt appendices	IS THE FINAL DECISION ON THE RECOMMENDATIONS IN THIS REPORT TO BE MADE AT THIS MEETING? Not applicable. The Committee will not be taking formal decisions but are being asked to forward their comments on the report to Cabinet on 16 February 2023 and Full Council on 23 February 2023.	

1.0 Decisions required

Overview and Scrutiny Committee is requested to:

- 1.1 Agree to submit any comments to Cabinet on 16th February in respect of the proposed funding for on-going new investment decisions in support of Our Greenwich of £3.160m (Section 11)
- 1.2 Agree to submit any comments to Cabinet on 16th February in respect of the proposed funding for one-off new investment decisions in support of Our Greenwich of £2.742m from existing reserve capacity and s106 plus forecast CIL contributions (Section 11)
- 1.3 Agree to submit any comments to Cabinet on 16th February in respect of the proposed use of the 2023/24 one off Council Tax Support Fund allocation of £0.558m to provide all eligible Local Council Tax Support (LCTS) recipients on 1 April 2023 with a further reduction in their annual council tax bill of up to £100, and for any remaining funds to be awarded on a discretionary basis through existing Council Tax Discretionary Relief (Section 13A (1)(c) of the Local Government Finance Act 1992) powers (Section 11.22 – 11.26).
- 1.4 Agree to submit any comments to Cabinet on 16th February in respect of the proposed decision to provide for demographic and price pressures of £27.300m. (Section 11.13)

- I.5 Agree to submit any comments to Cabinet on 16th February in respect of the proposed £1.920m of new savings (net of associated revenue investment) for 2023/24 increasing to £2.427m in 2026/27. (Section 10)
- I.6 Agree to submit any comments to Cabinet on 16th February in respect of the proposed fees and charges for 2023/24. (Section 6.6 – Appendix A)
- I.7 Agree to submit any comments to Cabinet on 16th February in respect of the proposed support of the 2023/24 of the Rethinking Services Savings with use of the 2023/24 budget capacity and earmarked risk reserves (Section 18.5)
- I.8 Note that the impact of over a decade of government austerity has led to the council facing around £150m of pressures over that period, when combined with huge demographic demands and price inflation it is challenging to set a balanced budget for each financial year. (Section 4)
- I.9 Note the number of properties rated for council tax has grown by less than 1% year on year for the third consecutive year. (Section 8.22)
- I.10 Note the 4% reduction in the number of working age claimants for the Local Council Tax Support Scheme in 2022. (Section 8.24)
- I.11 Note the impact of the Government's Financial Settlement and related developments around the MTFs:
- the Chancellor announced a one-year Settlement only for 2023/24, which allows certainty for a one-year period despite announcing 2 years spending plans for Government Departments
 - the loss of funding of £2.8m from the New Homes Bonus Scheme (Section 8.43)
 - a continuation of the break from the London wide Business Rates pooling arrangement for 2023/24 (Section 8.17)
 - the Schools funding position (Section 8.26)
- I.12 Note budgetary impact of previously agreed income / savings proposals of £9.722m in 2023/24. (Section 10)
- I.13 Note a forecasted £32.5m overall resourcing gap by 2026/27 (Section 17.4)
- I.14 Note the potentially significant financial risks to the MTFs going forward (Section 18)

1.15 Note the outcome of the results of the public consultation between 23 January 2023 – 05 February 2023 (Section 19)

1.16 Note that the MTFS is a continuous process and will be updated in Summer 2023

2.0 Links to Our Greenwich missions

2.1 This report relates to the delivery of all of the high-level missions contained within the Royal Greenwich Strategy.

2.2 This report relates to the Council's agreed missions as follows:

- People's health supports them in living their best life
- People will not experience discrimination
- Those in financial need can access the right support, advice and opportunities to improve their situation
- Children and young people can reach their full potential
- Everyone in Greenwich is safer, and feels safer
- People in Greenwich have access to a safe and secure home that meets their needs
- It is easier, safer and greener to move around the borough and the rest of London
- Development delivers positive change to an area for existing and new communities
- Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents
- Greenwich plays an active role in tackling the climate crisis and improving environmental sustainability, in line with our commitment of being carbon neutral by 2030
- Everyone has the opportunity to secure a good job
- Town centres, high streets and shopping parades are vibrant, prosperous, well-maintained places that meet the needs of local people
- Our economy attracts new high value businesses whilst strengthening its foundations
- The voluntary, community and socially motivated sectors in Greenwich are strengthened and able to provide more support to the most in need
- Our Council is better at listening to communities, and communities feel they are heard
- We develop networks with communities, key partners and businesses to meet need and address challenges together

- We design our services around the needs of our residents
- Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable
- Our Council works in the most efficient and effective ways possible
- Our Council is a great place to work, with a diverse workforce who have the right skills and are motivated and empowered to deliver

2.3 This report contains the sections set out in Table 1.

Table 1 – Structure of the Report

Ref	Section
3	Purpose of Report and Executive Summary
4	Introduction and Background
5	Autumn Statement 2022
6	Medium Term Financial Strategy (MTFS) Autumn 2022 Review
7	Latest Monitor for 2022/23
8	Provisional Local Government Finance Settlement 2023/24 and other updates
9	On-going Budget Position 2023/24
10	Budget Opportunities
11	Investment Proposals
12	One-Off Resources 2023/24
13	Available Options for Balancing 2023/24
14	Preferred Options
15	Reasons for Recommendations.
16	Risks Looking Ahead
17	Medium Term Financial Strategy
18	Risks for Greenwich
19	Consultation and Timetable
20	Cross-Cutting Issues and Implications
21	Report Appendices
App A	Fees and Charges 2023/24
App B	New Savings 2023/24

3.0 Purpose of Report and Executive Summary

3.1 This report sets out the Medium Term Financial Strategy (MTFS) for the Authority for the next four years (2023/24 to 2026/27). The MTFS balances

the financial implications of objectives and policies against constraints in resources and provides the basis for decision making.

3.2 Subject to agreement to the proposals contained within this report:

- the Authority will deliver a balanced budget for 2023/24.
- the strategy identifies a 2024/25 budget gap of £11.3m, increasing to £32.5m by 2026/27, subject to delivery of savings.

4.0 Introduction and Background

Austerity and Local Government Funding

4.1 Since the start of austerity in 2010, the pressures on scarce revenue resources have grown and over the last few years due to an increasing demand from a growing population, complex need patterns, price increases and reduction in government funding. Since 2010, the council has been faced with pressures of around £150m when you take into account cuts to non-core grants, cash frozen grants and the significant demographic demand growth that the borough has faced coupled with price inflation pressures, with inflation up by around 50% by the beginning of 2022/23.

4.2 The scheme for government funding changed in 2013/14 with the introduction of the business rates retention scheme. Chart I below excludes Council Tax as this is a locally raised tax.

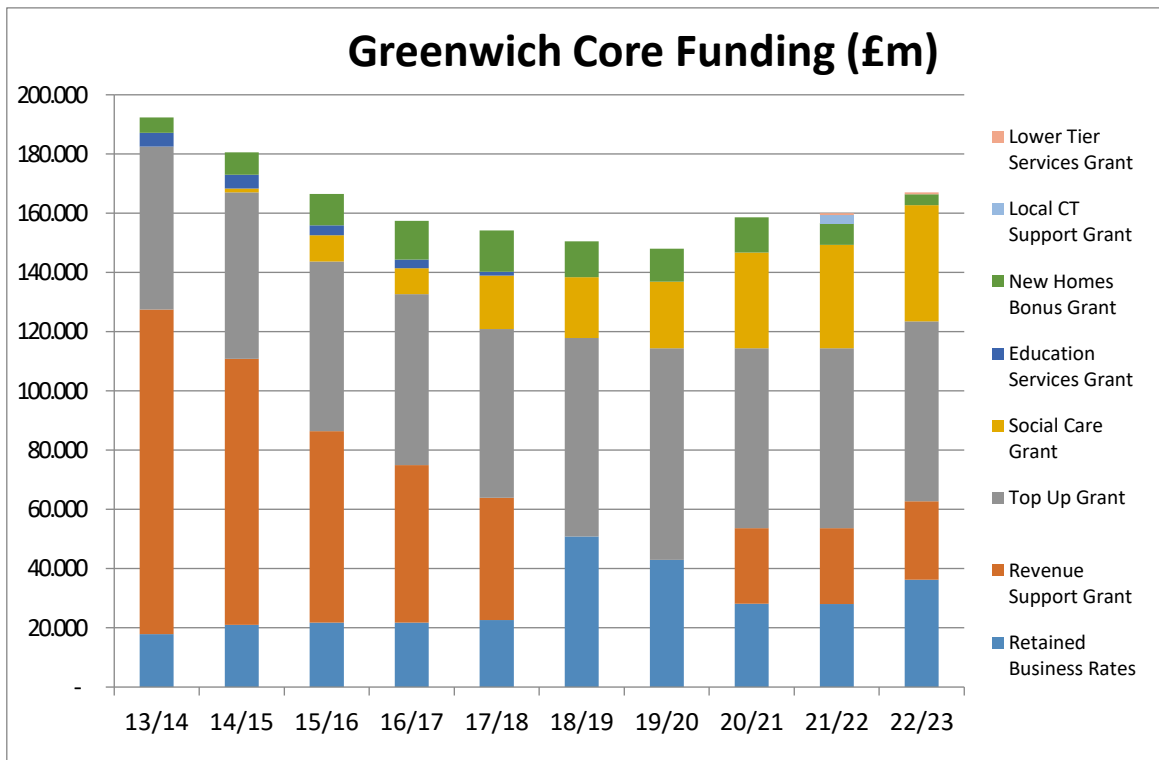


Chart I: Core Funding 2013/14 to date

4.3 A growing importance has therefore been placed on Council Tax funding, including the Adult Social Care (ASC) Precept (Chart 2).

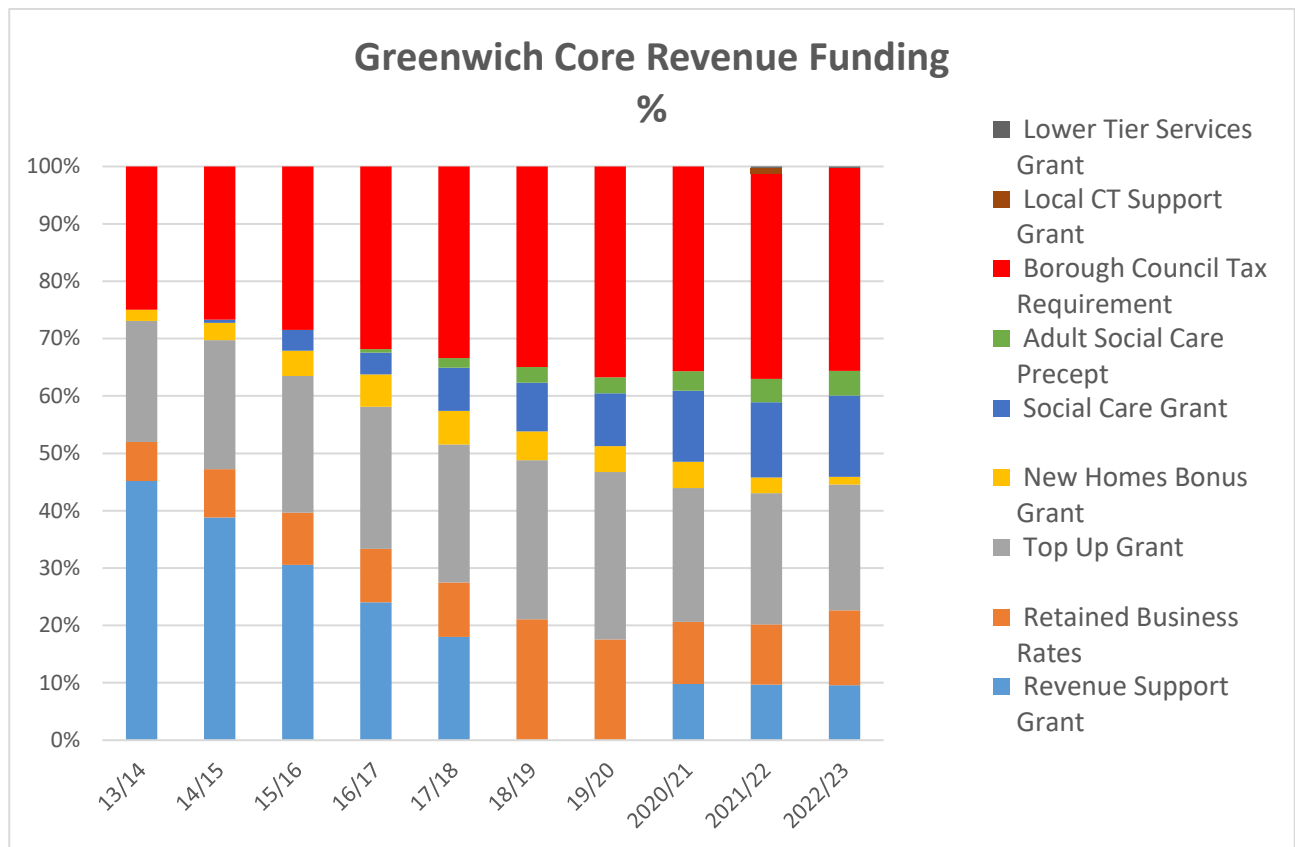


Chart 2: Funding Stream Composition 2013/14 to date

4.4 With increasing demand, rising costs and ever decreasing resources – services for vulnerable residents continue to be at risk if this situation continues.

4.5 There is no guarantee that the financial difficulties local authorities face will ease. Recent economic uncertainties and the War in Ukraine have exacerbated the situation.

4.6 The policy of the Government of “rebalancing” or “levelling up” the national economy is a risk that could lead to a regional shift in resources away from London and metropolitan areas to other areas within the UK in the medium term.

5.0 Autumn Statement 2022

5.1 The Chancellor delivered the Government’s Autumn Statement on Thursday 17th November 2022. This statement sets out the medium-term path for public finances.

- 5.2 The national rollout of social care charging reforms have been delayed from October 2023 to October 2025. Funding for implementation will be maintained within local government to enable local authorities to address current adult social care pressures.
- 5.3 The government will make available up to £2.8 billion in 2023-2024 in England and £4.7 billion in 2024/25 to help support adult social care and discharge. This includes £1 billion of new grant funding in 2023/24 and £1.7 billion in 2024-25, further flexibility for local authorities on council tax and delaying the rollout of adult social care charging reform from October 2023 to October 2025.
- 5.4 The government will provide local authorities in England with additional flexibility in setting council tax, by increasing the referendum limit for increases in council tax to 3% per year from April 2023. In addition, local authorities with social care responsibilities will be able to increase the adult social care precept by up to 2% per year. The previous policy, set at the 2021 Spending Review, was for a general limit of 2%, with an extra 1% for adult social care.

6.0 Medium Term Financial Strategy (MTFS) Autumn 2022 Review

- 6.1 Medium term financial planning is central to a robust financial management framework and to this end the authority has continued to plan for the medium term, despite a lack of certainty in relation to government funding for the years after 2023/24.
- 6.2 A review of existing assumptions within the MTFS was undertaken in Autumn 2022 in order to obtain a revised position as part of preparations for the Local Government Finance Settlement. The most recent update to the MTFS was presented to Council on 26 October 2022. The report set out the forecasted budget position for the Authority between 2023/24 and 2026/27. The report showed a 2023/24 budget gap to be bridged of £14.3m.

Table 2 –Budget Gap pre 2023/24 Local Government Finance Settlement (£m)

	23/24	24/25	25/26	26/27
February 2022 Budget Gap	8.1	10.8	21.5	32.0
October 2022 Net Refresh	6.2	6.2	6.2	6.2
Budget Gap pre Finance Settlement	14.3	17.0	27.7	38.2

6.3 The 2023/24 forecasted budget gap is detailed in the tables below:

Table 3 – October 2022 MTFS 2023/24 forecast (£m)

Budget Gap 2023/24	23/24
February Council MTFS Gap 2023/24	8.1
Inflation / Demand (largely excess inflation)	17.2
VCS / SELCHP decisions	1.2
Structural Deficit b/f - 2022/23	7.4
Maximum effect of potential mitigations	(19.6)
Forecast Minimum Budget Gap 2023/24 to be bridged	14.3

6.4 The 2023/24 forecasted budget gap included an existing budget deficit of £7.4m and was offset by an estimate £19.6m of potential mitigations shown in Table 4:

Table 4 – Potential Mitigations estimated in 2023/24 Budget Gap (October 2023)

Potential Mitigation	£m
Fees and Charges Increase	(2.5)
Government Grant Increase	(13.8)
Council Tax Increase 1.99%	(2.2)
ASC Precept 1.00%	(1.1)
Total	(19.6)

6.5 The above mitigations were forecasted ahead of the Autumn Statement and December 2022 Provisional Local Government Finance Settlement which sets grant allocations for individual Local Authorities and confirms regulations in respect of council tax increases. This report revises the resourcing position in respect of government grants and council tax.

6.6 Fees and charges are reviewed on an annual basis to ensure full cost recovery where applicable. The October 2022 forecast of an additional £2.5m income was estimated by applying the September CPI inflation figure of 10.1% to the annual fees and charges income budget (excluding Transport related income) of approximately £25m. This forecast remains in the MTFS contained within this report. A full schedule of Fees & Charges is contained in Appendix A.

7.0 Latest Monitor for 2022/23

7.1 The latest monitoring report for 2022/23 is on the 16th February 2023 Cabinet agenda. The monitoring report is based on Quarter 3 / Period 9 information, overspend pressures as outlined in Table 5 below.

Table 5 Forecast Outturn Variance by Directorate – Period 9

Directorate / Area	2022/23 Forecast Overspend/ (Underspend) £m	2022/23 Forecast Overspend/ (Underspend) Post Covid Realignment £m
Health & Adults	5.7	2.9
Children's Services	4.3	2.3
Communities, Environment & Central	1.9	0.9
Housing & Safer Communities	3.4	1.0
Finance & Legal Services	0.0	0.0
Regeneration Enterprise & Skills	0.3	0.3
Gross Service Total	15.6	7.4
<u>Corporate</u>		
No Recourse to Public Funds	2.8	2.8
Transportation & Parking	7.7	5.7
Treasury Management	(8.5)	(8.5)
Net GF Position	17.6	7.4
HRA	4.8	4.8

7.2 The Net General Fund Overspend of £7.4m can be partly offset by utilising the remaining one-off Services Grant of £4.9m. The Services Grant was ring-fenced as part of the February Medium Term Financial Plan Report to support ongoing Covid financial pressures. Utilisation of this one-off resources would bring the in-year General Fund position to an overspend of £2.5m.

8.0 Provisional Local Government Finance Settlement 2023/24 and other updates

Provisional Local Government Finance Settlement

8.1 The Provisional Local Government Finance Settlement outlined funding allocations for local authorities for 2023/24 financial year.

8.2 It was confirmed the council tax referendum limit will be 2.99% for local authorities, with social care authorities allowed an additional 2% social care precept.

8.3 The government shows local government allocations as Core Spending Power (CSP) which reflects local authority funding position from government grant and possible council tax funding.

National Core Spending Power

8.4 The Core Spending Power (CSP) amounts have been split across four areas:

- Settlement Funding Assessment
- Council Tax
- New Homes Bonus
- Specific Grants

8.5 The main points nationally are:

- The Council Tax referendum threshold will increase from 2% to 3% for 2023/24 and the Social Care Precept will increase from 1% to 2% in 2023/24
- Core Spending Power (CSP) will increase by 9.2% across England.
- Settlement Funding Assessment (SFA) will increase by 5% to £15.7bn.
- Compensation for under-indexation of the business rates multiplier will total £2.2bn in 2023-24, an increase of £930m.
- The Social Care Grant will increase by £1.5bn in 2023/24 to £3.9bn.
- ASC Market Sustainability and Improvement will be supported by a £562m ringfenced grant with £400m added to the existing £162m Market Sustainability and Fair Cost of Care Fund.
- The IBCF continues alongside an additional ASC Discharge Grant worth £300m nationally.
- Services Grant will reduce by 44% in 2023/24 to £464m in England.
- The Lower Tier Services Grant will be discontinued.
- There will be a new one-off CSP funding guarantee to ensure all authorities receive a minimum 3% increase.
- The New Homes Bonus will continue in 2023/24 as an annual grant. Legacy payments will end, and the future of the grant will be confirmed before the 2024-25 Local Government Finance Settlement.
- Four existing grants (worth £239m) will be rolled into SFA and the Social Care Grant.
- Neither fundamental reform to needs assessments nor the business rates reset will be implemented before 2025-26.

8.6 The final Local Government Finance Settlement was confirmed on 6 February 2023.

Greenwich Core Spending Power

8.7 Nationally CSP is forecast to increase by 9.2%, whereas for Greenwich, the rise is 9.4% reflecting a notional increase in resources of £25.4m. The breakdown of the Greenwich CSP is shown in the table 6 below:

Table 6 – Greenwich Core Spending Power (£m)

Greenwich Core Spending Power as per DLUHC	2022/23	2023/24
Notional		
SFA (including business rates multiplier grant compensation)	118.5	131.0
Council Tax Requirement excluding parish precepts	110.0	116.8
Sub-total	228.5	247.7
Actual		
Improved Better Care Fund	15.4	15.4
New Homes Bonus	3.7	0.9
Social Care Grant	15.0	24.2
Lower Tier Services Grant	0.7	0.0
Market Sustainability and Fair Cost of Care Fund	0.9	0.0
ASC Market Sustainability and Improvement Fund	0.0	3.1
ASC Discharge Fund	0.0	2.2
Services Grant	5.8	3.2
Grants rolled in	1.5	0.0
Sub-total	42.9	49.1
Core Spending Power	271.5	296.9

8.8 Based on the provisional settlement an analysis of the forecasted change in CSP for Greenwich compared with the overall England movement is shown in Chart 3 (2024/25 projections based on 2023/24 figures).

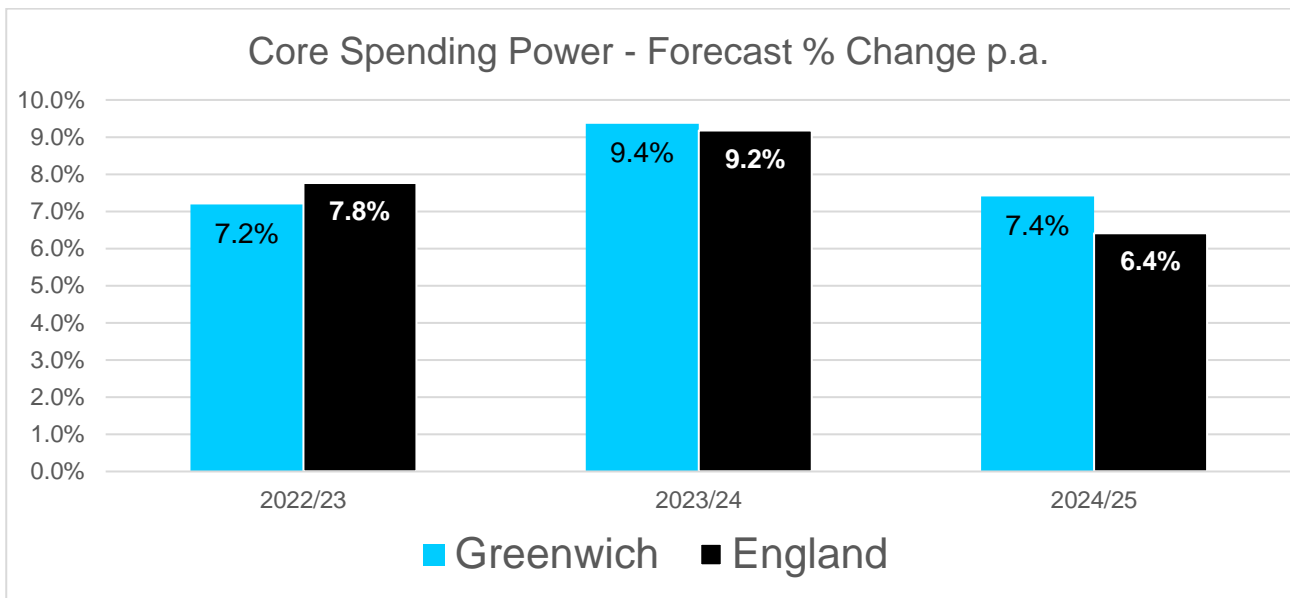


Chart 3: CSP increase RBG vs England

8.9 There is a significant reliance on council tax within the National CSP. The level of assumed income from council tax included in the CSP of local authorities has increased from 49% in 2015/16 to 57% in 2023/24. This represents an increasing shift of income generation directly from local residents, reducing central government funding to local government.

8.10 Removing council tax from the CSP analysis shows government sourced CSP for Greenwich has increased in cash terms in 2023/24 by £18.6m (11.6%).

Settlement Funding Assessment (SFA)

8.11 The Settlement Funding Adjustment comprises of Revenue Support Grant (RSG) and the Baseline Funding Level. The Baseline Funding Level is split into two elements:

- locally retained share of business rates
- top up grant

This reflects the baseline business rate funding the council receives.

8.12 The 2023/24 RSG has increased by £3.113m and the top-up grant has increased by £1.636m.

8.13 There has also been three grants rolled into RSG using their existing allocation methodology; these being;

- Family Annexe Council Tax Discount grant (£7.4 million),
- Local Council Tax Support Administration Subsidy grant (£69 million)

- Additional funding for food safety and standards enforcement (Natasha's Law, £1.5 million).

- 8.14 The government has changed the inflation measure used to increase the local government funding amount within the Settlement Funding Amount (SFA). A lower inflation measure, CPI (September increase of 10.1%) has been used instead of RPI (September increase of 12.6%) resulting in a lower increase than otherwise would have been the case. The under-indexing multiplier grant has increased (by £930m), in order that local authorities do not lose what would have been the increase to the multiplier.
- 8.15 It was confirmed the business rates multiplier has been frozen for 2023/24. Local authorities will be compensated for the shortfall in income which would have otherwise been generated from local businesses if the Government did not freeze the multiplier. Greenwich has been allocated an additional £6.2m income to compensate for this Central Government decision.

Business Rates Retention

- 8.16 National arrangements for business rates in 2023/24 are based on 50% business rates retention schemes. As in 2022/23 the local share for London Boroughs is 67% (30% London boroughs and 37% GLA) and the central share is 33%.
- 8.17 The ongoing uncertainties over business rates income resulted in a collective agreement in January 2021 by London Council Leaders and the Mayor of London to not continue to pool business rates in 2021/22. Furthermore, in 2023/24 Greenwich will continue to operate as a single entity, external to any pooling arrangements. The situation will be kept under review, so that if the position stabilizes a full London-wide pool may well be viable in future years.
- 8.18 The final year of the London Business Rate Pool has yet to be finalised and won't be until all London Borough audits are completed. As some London Borough audits are still outstanding for 2020/21 there remains a residual risk around the pool outturn position for that year due to the significant effects from Covid on the business rates retention system. It is difficult to estimate the potential risk but it could be in the region of £5m.

Council Tax

- 8.19 The Government, in the Core Spending Power calculations, has assumed that not only will local authorities increase their council tax level by the maximum permissible (2.99%) and Adult Social Care the same (2.00%), but they will also

have seen their tax-base increase by the same average rate as they have done over the last few years.

8.20 As such, the Government's expectation is that council tax income will increase by 6.1% (for Greenwich), representing £6.7m of additional income.

Taxbase

8.21 Dwelling numbers in Greenwich continue to grow as set out in Chart 4, with 13,855 additional dwellings over the period since 2015/16 (+12.8%), an increase of approximately 2,000 per annum.

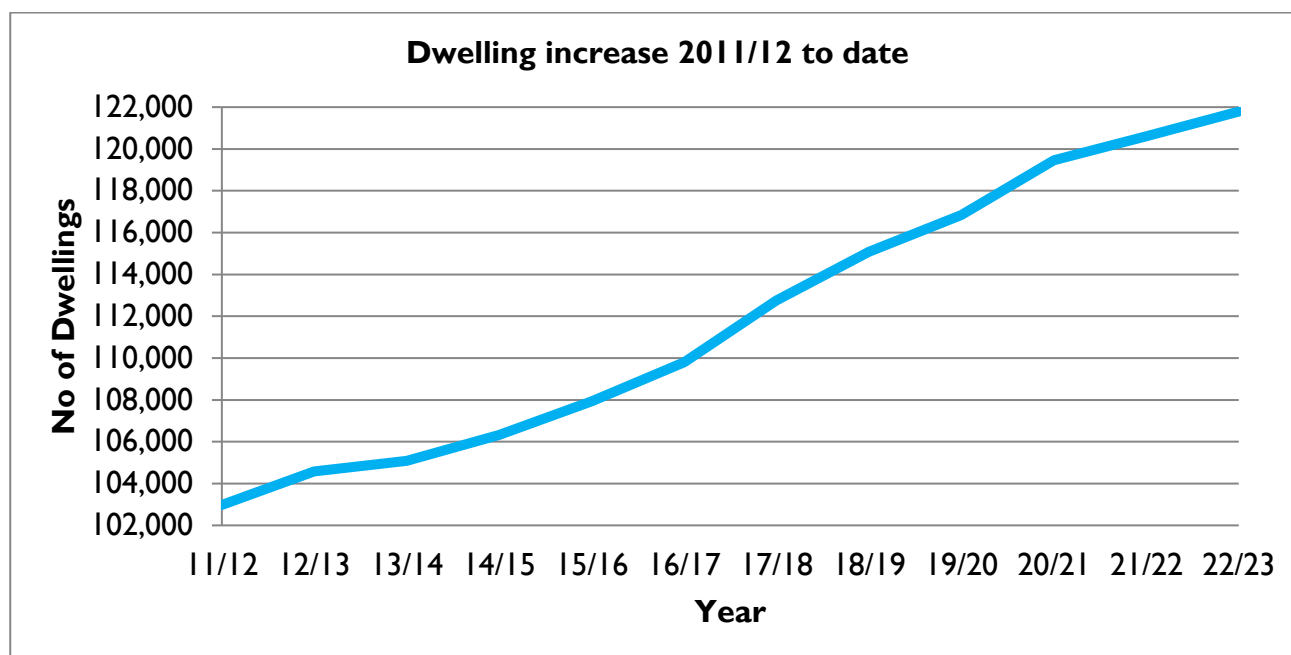


Chart 4: Dwelling Increase 2011/12 to date

8.22 The annual increase in the number of properties rated by the Valuation Office Agency year on year is only up 1,029 (+0.84%).

8.23 At a meeting of full Council on 25 January 2023, it was agreed to make the following changes to the existing LCTS scheme:

- Reducing the earnings taper to 15%
- Replacing the non-dependant deductions to a flat rate of £5 per week, where a deduction is applicable.

8.24 Chart 5 shows the LCTS working age caseload is continuing to fall in 2022. December 2022 claimant numbers are 4% lower than January 2022. The reduction in LCTS claimants allows the estimated costs of the changes to LCTS scheme to be contained within the existing tax base levels.

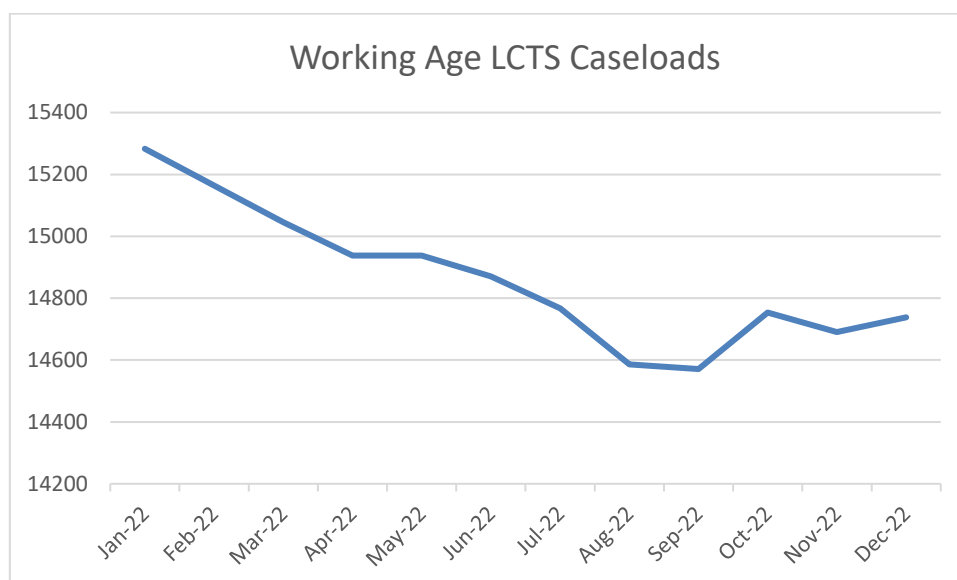


Chart 5: LCTS working age caseloads

8.25 The tax base is based on the number of VOA dwellings and reflects the number of properties liable to pay council tax in 2023/24. The tax base has increased by 2,017 Band D properties primarily due to a combination of growth in new build properties and a reduction in LCTS claimant numbers and associated costs. This represents tax base growth of 2.4% which is above the existing MTFS assumption of approximately 1.0% annual growth and therefore allows an additional £1.583m annual income.

Schools Funding

8.26 On 16th December 2022, the Education and Skills Funding Agency (ESFA) published the Dedicated Schools Grant (DSG) funding allocations for 2023/24. The Royal Borough of Greenwich will receive Dedicated Schools Grant funding in 2023/24, as set out in Table 7.

Table 7 – DSG 2023/24 (£m)

Dedicated Schools Grant	22/23 Original Funding	22/23 Adjusted Funding	23/24 Initial Funding	Variance
Schools Block	253.4	253.4	266.9	13.5
Central Block	4.2	4.2	3.9	(0.3)
High Needs Block	61.9	64.2	70.4	6.2
Early Years Block	26.7	26.8	28.4	1.6
Total	346.2	348.6	369.6	21.0

8.27 Overall there is a net increase in DSG of £21.0m (6.0%) with the Schools, High Needs and the Early Years blocks seeing cash rises. The Central Block was the only block that saw a reduction in its funding allocation. However, all blocks have seen a real terms decrease in their funding.

The Central Block, currently worth £4.2m, sees a £0.3m reduction to £3.9m. Funding for the block was reduced by £1.2m in the prior two years and has therefore seen a £1.5m reduction over 3 years. The block provides funding for local authority functions such as planned maintenance and the virtual school. This in turn increases pressure upon the MTFS.

The Schools Block has increased by £13.5 (5.3%), the High Needs Block by £6.2m (9.7%) above the funding levels of 2022/23. The funding for the Early Years Block increased by £1.6m (6.0%). The hourly rate for 3 and 4-year-olds increased by £0.25 to £6.73 while the funding for 2 year-olds increased by £0.69 to £7.56. The 2022-23 pupil numbers have been used in the Early Years funding allocation. The funding is therefore provisional until the pupil number assessment has been done. The DfE normally publish the final allocations in July.

The funding allocations in table 7 include the Teachers Pay and Pension Grant (TPPG). This was rolled into the funding in 2022-23.

Social Care including the Better Care Funds and Public Health

Social Care Grant

- 8.28 The 2023/24 settlement confirms the continuation of the 2022/23 Social Care Grant which is to be increased by £1,506m nationwide. The majority of the additional funding (£1,265m) is due to the postponement of adult social care charging reforms announced in the 2022 Autumn Statement (the care cost cap, extension of the means test and others) to 2025. While reforms are paused, councils will retain the funding on the basis of the profile originally intended.
- 8.29 The nationwide 2023/24 Social Care Grant total allocation includes £160.6m of grant previously distributed as the Independent Living Fund. This element of the funding does not represent additional funding.
- 8.30 Greenwich's share of the additional Social Care Grant funding is £9.281m. This grant will continue to not be ringfenced and conditions or reporting requirements will not be attached. However, £1.135m of this funding is replacing the 2022/23 Greenwich Independent Living Fund and therefore is not additional funding.

- 8.31 In 2024/25, it is expected the Social Care Grant to grow by a further £612m, according to the grant profile for now-paused adult social care reforms. The distribution methodology is expected to remain the same, although the extent to which the precept is equalised in 2024/25 could shift.
- 8.32 It is unclear if there will be new funding when reforms get reintroduced, or whether this funding is effectively time-limited and will be repurposed towards the reforms again from 2025/26. This represents a planning cliff edge.

Better Care Fund (BCF)

- 8.33 This amount forms part of a pooled budget between the ICB and the Council (HAS), with plans for spending being jointly overseen by the Health and Wellbeing Board.
- 8.34 The Council is waiting to receive the confirmed allocation for 2023/24.

Improved Better Care Fund (iBCF)

- 8.35 The 2023/24 grant allocation of £15.4m remains at the same level as 2022/23 without any inflationary uplift, therefore this represents no additional funding to the authority and in fact a real terms cut.

Adult Social Care Market Sustainability and Improvement Fund

- 8.36 While the ASC funding reforms have been pushed back to October 2025 the existing £162m Market Sustainability and Fair Cost of Care Fund has been combined with the £400m of ringfenced new funding. The government expects this new grant funding to enable local authorities to make tangible improvements to adult social care in particular to address discharge delays, social care waiting times, low fee rates and workforce pressures in the adult social care sector. This grant will have reporting requirements measured against these objectives.
- 8.37 The 2023/24 allocation of this grant for Greenwich is £3.115m

Adult Social Care Discharge Grant

- 8.38 This is a new 2023/24 funding intended to support improvements to adult social care and in particular to address discharge delays, social care waiting times, low fee rates and workforce pressures in the adult social care sector. Greenwich have been allocated £2.164m of the national £300m pot.

8.39 This new funding comes with associated additional conditions, which councils await details of and could involve extra expenditure. This sum is therefore not currently available to support the MTFs. If the conditions do not result in additional spend being required, this sum can be utilised.

Public Health

8.40 The Government had previously announced that the public health grant ring-fenced status would come to an end, however the consultation on proposed changes has been delayed and this grant is expected to continue in 2023/24.

8.41 Councils have not yet received individual allocations for the 2023/24 grant, however these resources are ringfenced within Public Health. The expectation is for at least a flat cash settlement, which itself would mean a real terms cut.

Core Grants and Other Funding Updates

New Homes Bonus (NHB)

8.42 The New Homes Bonus is a flexible, non-ringfenced fund, for local authorities to spend as they see fit.

8.43 The settlement contains a reduction in the NHB national allocation from £556m to £291m, with the Government making a new round of allocations for 2023/24. The Government retains the current national baseline for housing growth at 0.4% of council tax base, below which New Homes Bonus is not paid. Greenwich is in line to receive £0.940m in 2023/24, this represents a reduction of NHB funding of £2.767m.

8.44 Greenwich's allocations over the last 5 years are shown in Chart 6.

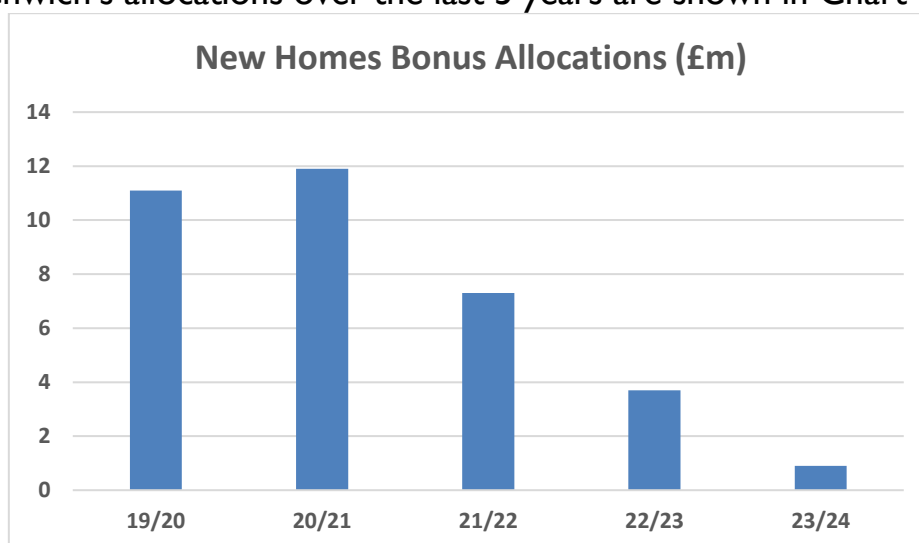


Chart 6: Total New Homes Bonus Payments 2019/20 to 2023/24

- 8.45 The significant reduction of the 2023/24 grant is primarily due to allocations for each authority no longer includes any legacy payments for prior years. 2023/24 allocations will not have any legacy payments in the future. Greenwich had previously benefited significantly in the early years of the scheme from legacy payments. The removal of the legacy payments has resulted in a disproportional reduction to Greenwich and is the primary reason why the 2023/24 allocation has reduced by 75%, compared to the national pot only being reduced by 48%.
- 8.46 The previous forecast (October 2022) assumed the New Homes Bonus funding stream would cease in 2023/24, therefore despite the reduction in funding, there is £0.940m extra resources allocated in 2023/24 than previously anticipated. The current MTFS forecast assumes 2023/24 will be the final year of New Homes Bonus under the current approach.

Lower Tier Services Grant

- 8.47 An annual grant totalling £111m nationally was distributed in 2021/22 and 2022/23 to local authorities for lower tier services i.e. those Councils whose functions include homelessness, planning, recycling and refuse collection and leisure services). This grant has been abolished in 2023/24. The continuation of this grant stream was included in the budgeted position, therefore this represents a 2023/24 shortfall of £0.683m.

Services Grant

- 8.48 In 2022/23 the Government introduced a one-off non ringfenced Services Grant in order to provide funding to all tiers of local government in recognition of the vital services delivered at every level of local government. The government has now instead announced this, initially planned one off, funding stream would continue in 2023/24, however the national allocation has been reduced from £822m to £464m.
- 8.49 The 2023/24 provisional Greenwich allocation has reduced by £2.512m from the previous year, however as the grant was previously treated as a one-off cash sum in 2022/23, the full new allocation of £3.243m is additional income to the 2023/24 strategy.

Independent Living Fund

- 8.50 Following the closure of the Independent Living Fund (ILF) in June 2015, the Government agreed to continue funding pre-existing ILF arrangements through the Former ILF Recipient Grant. This grant stream has now ceased

and has been rolled into the Social Care Grant (section 8.30) and therefore no specific grant will be received for this in 2023/24.

Local Council Tax Support Administration Subsidy

- 8.51 This grant has been rolled into Revenue Support Grant. Greenwich's share of this grant in 2022/23 is £0.474m. This grant stream has now ceased and has been rolled into the Revenue Support Grant and therefore no specific grant will be received for this in 2023/24.

Homelessness Prevention Grant

- 8.52 In December 2022, the Department for Levelling Up, Housing and Communities (DLUHC) announced a new distribution methodology for the Homeless Prevention Grant following a period of consultation. The Government will continue to notionally split the grant into several elements, each with its own separate distribution methodology. A transitional policy is then applied on the overall total allocations. Without transitional protection, Greenwich's share would have significantly decreased.
- 8.53 DLUHC have promised a further review of the methodology by 2025/26, before the transitional protection expires. It is therefore a priority to engage with this review in 2023/24.
- 8.54 The Government has published final allocations of the grant for 2023/24 and 2024/25, making this a 2-year settlement. The 2023/24 Greenwich allocation for is £3.723m which represents an increase of £0.060m from 2022/23. This funding increases marginally in 2024/25 to £3.773m.
- 8.55 The 2023/24 grant includes £0.113m to cover the cost of new burdens associated with the expansion of priority need to those forced into homelessness by domestic abuse, following the Domestic Abuse Act 2021. This grant funding will continue to be directed to the department for the ongoing support of delivering services to prevent and tackle homelessness.

Council Tax Support Fund

- 8.56 In December 2022 the Government announced a one off national Council Tax Support Fund of £100m with the aim to deliver additional support to the 3.8 million households already receiving council tax support. Greenwich's share of this one-off fund is £0.558m.

- 8.57 The government's expectation is that billing authorities award £25 to eligible households, and for the remaining funding Councils have discretion to use how they see fit towards council tax bills for 2023/24.

Freedom Pass

- 8.58 The cost to the Council of the London-wide Freedom Pass Scheme was £9.629m in 2020/21 for which there is capacity within the 2023/24 budget to meet this level of cost. Whilst travel usage has not recovered to pre pandemic levels, the 2023/24 cost will be £7.315m, thus leaving £2.314m available to support the 2023/24 position. This one off resource will be used to support the Transportation income budgets for which £15.800m of additional income is included in the 2023/24 budget following proposals agreed by full Council in February 2021. Passenger numbers have increased recently and modelling will be kept under review, however costs are forecasted to increase back to pre-pandemic levels in future years.

Greenwich Pension Fund Actuarial Review

- 8.59 Every three years, an actuary carries out a valuation of the Local Government Pension Scheme (LGPS). The main purpose is to monitor the assets of the fund against the liabilities of the pension benefits payable. This review determines the employers' pension contribution rate to be paid for the following three years.
- 8.60 The latest valuation was at 31 March 2022. The actuary is planning (in March 2023) to set the contribution rate for the Council at 18.5% from 1 April 2023 to 31 March 2026. This rate remains the same as 2022/23 and is unchanged since 2010/11 resulting in the Royal Greenwich Fund being one of the very few funds which have maintained a low and near constant rate over a 15-year period - a remarkable achievement. As a result of the latest valuation, there will be no direct cost increases from increased pension contribution rates for the next three years.

Lee Valley Regional Park Authority

- 8.61 London Council's pay an annual levy to contribute to Lee Valley Regional Park Authority to support the operational costs of the organisation to provide sports venues, open spaces, riverside trails and nature reserves, all of which are accessible to the communities of London, Essex and Hertfordshire. It is proposed the 2023/24 levy charged to all London Councils will be increased by approximately 9%. This represents an increase of £0.018m to Greenwich, this budgetary uplift can be met within existing corporate resources.

9.0 On-going Budget Position 2023/24

On-going Funding Change Summary

- 9.1 In light of funding changes contained in the Provisional Local Government Finance Settlement (PLGFS) and other resourcing announcements, the revised 2023/24 ongoing resource position is summarised in table 8:

Table 8 – 2023/24 Budget Position Post Provisional Local Government Finance Settlement

Budget Position (post PLGFS)	2023/24
October 2022 MTFS Budget Gap	14.288
New Social Care Funding	(11.262)
Revenue Support Grant	(3.313)
New Homes Bonus	(0.940)
Services Grant	2.557
Inflation	0.144
Council Tax Government Assumption	3.300
Total	4.774

- 9.2 Following the Provisional Local Government Finance Settlement, the revised budget gap of £4.774m. This does not include new on-going investment proposals, new savings proposals and any potential council tax increase.

10.0 Budget Opportunities

Previously Agreed Savings

- 10.1 The council engaged in a savings review to inform the February 2021 MTFS report. Table 9 shows 2023/24 savings previously agreed by Cabinet in February 2021 which are included in the opening MTFS position.

Table 9 – Previously Agreed Savings Proposals (£m)

Departmental Summary	Savings 2023/24
Communities, Environment & Central	(0.034)
Childrens Services	(0.050)
Health & Adult Services	(0.200)
Transport	(2.200)
Rethinking Services	(7.238)
Total	(9.722)

New Savings Proposals

- 10.2 Departments have identified new budget opportunities which will reduce the budget gap if agreed and implemented. The cumulative effect of the new savings proformas (net of any estimated revenue investment) are shown in table 10 below. Full details of each savings proforma can be found in Appendix B.

Table 10 – New Savings Proposals 2023/24 – 2026/27

New Savings Proposals (£m)	23/24	24/25	25/26	26/27
Annual	(1.920)	(0.607)	0.100	0.000
Cumulative	(1.920)	(2.527)	(2.427)	(2.427)

- 10.3 Non achievement of any of the above savings would increase the reported budget gap and could result in an overspend in 2023/24.

11.0 Investment Proposals

- 11.1 The section of the report contains both on-going and one-off investment proposals subject to agreement:

Investment Proposals: On-going

- 11.2 Greenwich Supports Officer (£0.060m funding from Public Health)

This role will focus on policy development and co-ordination for anti-poverty initiatives across the council. This role will work across a range of departments, the post would embed a consistent approach to residents. The role will build upon the work in the Digital Service with regards to utilising data, the post would strengthen our data led approach to inform decisions and devise initiatives to proactively contact and support hard to reach residents.

Further, for areas outside of the councils control, this role would identify and recommend any lobbying areas to be progressed. This post would be funded by Public Health and managed within the Advice & benefits service. This investment proposal can be funded within existing resources in the Public Health grant.

This investment provides the following links to the Corporate Plan: -

- *Mission 19. Our Council works in the most efficient and effective ways possible - as this ensures that the Council is working together in a joined up and strategic way to best support residents.*

11.3 Streets / Waste - Staff Resource Capacity (£1.264m)

This resource is required to: -

- Address increased demand from regeneration by providing 25 new HGV drivers / operatives
- Provide 2 HGV driver apprenticeship over establishment to assist the service to fill vacancies, reduce the gap that arises during the recruitment period and provide an internal pool of drivers to aid the maintenance of levels of service.
- Provide a laundry allowance for street cleansing staff to address the disparity with waste collection staff who have historically received this.
- Provide a Fleet Training Officer is required to address driving behaviour through increased training on induction and following incidents taking place. This will assist in reducing the Council's accident rate and have a safer fleet being operated.

This investment provides the following links to the Corporate Plan: -

- *Mission 9 - Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents*
- *Mission 7 – It is easier, safer and greener to move around the borough and the rest of London*
- *Mission 20 - Our Council is a great place to work, with a diverse workforce who have the right skills and are motivated and empowered to deliver*

In terms of Outcome for Residents this investment would deliver improved waste collection service standards with a highly increased regularity of daily schedules being completed on time. Increase morale of the waste collection and street cleansing staff. It would also deliver an improved perception of the Council and how its vehicles are utilised. Safer use of the borough's public highways. Improved fuel consumption leading to small improvement to air quality/carbon emissions.

11.4 Public Realm (£0.578m)

This resource is required to allow for : -

- The reintroduction of pavement washing programme in the three town centres, Wilton Road and Plumstead High Street

- The reinstatement of Taskforce teams covering areas experiencing high levels of flytipping
- The reinstatement of additional cleansing resources in Plumstead High Street in the week and at weekends
- Additional resources in Powis Street to support the redevelopment of Woolwich Town Centre

This investment provides the following links to the Corporate Plan: -

- *Mission 9 - Neighbourhoods are vibrant, safe and attractive with community services that meet the needs of local residents*
- *Mission 12 - Town centres, high streets and shopping parades are vibrant, prosperous, well-maintained places that meet the needs of local people.*

In terms of Outcome for Residents this investment would deliver improvements in the quality of the public realm in Town Centres and Plumstead High Street leading to better experience and increased usage. Reduction in enviro-crime-related anti-social behaviour. Improved perception of the borough.

11.5 Parks Staff (Green Flag) (£0.239m)

This resource is required to: -

- bring new parks sites to Green Flag standard, improve management of conservation grass / rewilding sites and maintenance of the cemeteries and closed churchyards
- alleviate increased pressure on Park Rangers to ensure parks are cleansed, opened and Anti-Social Behaviour is addressed and requirements to maintain Green Flag Standards. Plus trials to separate and recycle mix waste collected from parks .

This investment provides the following links to the Corporate Plan: -

- *Mission 9 - Mission Success Measure B – Quality of Borough Green Infrastructure.*

In terms of Outcome for Residents this investment would deliver improved quality of the public realm and Borough's Green Infrastructure. Improvement to biodiversity. Improvements to cleanliness of the green space element of the public realm. Improvements to the wellbeing and quality of life of residents.

11.6 Tree Planting (£0.038m)

This resource is required to fund the planting of additional 5000 trees: site preparation and planting including purchase and staff costs using whips (seedling trees) to create approximately 1Ha of woodland.

This investment provides the following links to the Corporate Plan: -

- *Mission 10 – Mission Success Measure A & E – CO2 Emissions by different sources & Biodiversity Score*
- *Mission 9 - Mission Success Measure B – Quality of Borough Green Infrastructure*

In terms of Outcome for Residents this investment will result in improved quality of the public realm and Borough's Green Infrastructure, improvements to biodiversity, carbon storage and contribution to improvement to air quality and other measures tree related measures that combat climate change. Improvement to the wellbeing and quality of life of residents.

11.7 New Sustainability Team (£0.170m)

The Council has committed to a Carbon Neutral Plan (CNP) with the aim of achieving carbon neutrality by 2030.

This investment will provide core funding to support a small team of three to undertake the following: -

- Prepare the CNP action plan that in discussion with Directorates
- Coordinate the delivery of the CNP actions and track / monitor the evidence to demonstrate the carbon saving
- Act as a catalyst to the Council and support the delivery of key projects through training as well as provide additional capacity where projects require it
- Identify funding opportunities and support the preparation of bids where there are gaps in capacity
- Deliver some specialist projects as well as input into planning applications.
- Work in partnership with key external organisations to promote and deliver carbon savings.

This investment impacts on the following missions included within the new Corporate Plan; Missions 1, 7, 10, 13, 18 & 19

11.8 New Community Engagement Team (£0.220m)

The Council is seeking to establish a stand-alone community engagement team to ensure there is a strategic approach to engagement. This team will use a range of different methods to engage with local residents, business and the voluntary and community sector, utilising best practice whenever we look to review or consult on our services. This will ensure that there is a data driven

and consistent approach to engagement and will establish a basic set of principles which all our consultations will follow moving forward.

This investment provides the following links to the Corporate Plan: -

- Overall, the establishment of an engagement team links to every mission in Our Greenwich as it facilitates resident input to shape the services and commitments that deliver on those missions and opens up two-way conversations about the successes and areas for more work within them. However, in particular the team will support:
 - *Mission 2. People will not experience discrimination – an engagement team will help widen the individuals and groups who input into service development and delivery ensuring no voices are left unheard and consequently at a disadvantage.*
 - *Mission 15. Our Council is better at listening to communities, and communities feel they are heard – a more strategic approach to engagement will help us to get better at reaching out to communities and ensuring their input is taken into account*
 - *Mission 17. We design our services around the needs of our residents – an engagement team will support conversations with residents that shape our services*
 - *Mission 18. Our Council is an adaptive organisation, enabling it to navigate the increasing number of challenges it faces while remaining financially sustainable – a corporate engagement framework will help us to get quicker responses from residents, making it easier for us to make agile decisions.*
 - *Mission 19. Our Council works in the most efficient and effective ways possible – a council cannot be effective if it does not meet the needs of residents, this team will ensure conversations are held and listened to.*
 - *Mission 20. Our Council is a great place to work, with a diverse workforce who have the right skills and are motivated and empowered to deliver – engagement expertise within the council can also be utilised to ensure we are listening to the views of our staff to help develop a strong motivated workforce.*

11.9 Regeneration Property Team (£0.500m)

This resource is required to enhance capacity within the Regeneration Property Team to help with the delivery of the Council's Housing Strategy. In terms of the impact on the Corporate Plan and outcomes for residents this investment will impact via the following: -

- Our Greenwich sets out the population of Greenwich is set to grow by 13.5% over 10 years. As the existing regeneration programme concludes the Council needs to consider how it wishes to address this growth, the market failures to ensure communities have the facilities they need and deserve. In essence the approach will seek to identify ways to address the social, economic and environmental challenges that this growth will bring. This may be through direct intervention or securing public or private leverage in investment.
- It is proposed the Council develop a regeneration strategy that aligns with the overarching work on Local Plan and emerging economy strategy. Example programmes are likely to include large scale regeneration opportunities such as Charlton Riverside and Thamesmead as well as continuing the regeneration of Woolwich and other smaller areas where a plan needs to be developed in order to develop the business cases to enable bids for external funding as well as Council investment. Alongside this the Council has a key role to play in developing an ongoing programme of housing new supply at a time when the private market is slowing down dramatically.
- This requires specialist commercial skills in procurement and contracts, property, planning, CPOs, appraisals.

This investment impacts on the following missions included within the new Corporate Plan; Missions 6, 8, 9, 10, 12, 13, 15, 16 & 17

11.10 Sport-Parks Project officer (£0.032m)

This resource is required to fund a new Sport and Parks Project Officer to manage potential new funded projects to increase physical activity, sport, and play across the borough.

This investment impacts on the following missions included within the new Corporate Plan; Missions 1, 2, 4, 7, 9, 15, 16 & 17

In terms of Outcome for Residents the Sport and Parks Project Officer will play a key role and contribute to ensuring the quality inclusivity and sustainability of our parks and open spaces. The role will assist in the delivery of open and green space investment projects, relating to opportunities for Physical Activity and Sport, from inception through to completion.

The role will seek to obtain external funding, but also work with S106 projects relating to Sport, Leisure, Parks and Open Spaces.

11.17 The following proposals for one-off investment have been identified. It is possible use one-off funding for specific projects, costs and to smooth short term budget pressures over a life of the financial strategy.

11.18 Parks Investment (£1.000m over four years)

Investing £1.000m in improving the Royal Boroughs parks and green spaces to both enhance the resident experience and improve the environment. This investment will be funded from SI06 and CIL contributions

This investment provides the following links to the Corporate Plan: -

- *Mission 10 – Mission Success Measure A & E – CO2 Emissions by different sources & Biodiversity Score*
- *Mission 9 - Mission Success Measure B – Quality of Borough Green Infrastructure*

In terms of Outcome for Residents this investment will result in improved quality of the public realm and Borough's Green Infrastructure, improvements to biodiversity, carbon storage and contribution to improvement to air quality and other measures tree related measures that combat climate change. Improvement to the wellbeing and quality of life of residents.

11.19 Welfare Advice Hub (£0.360m)

In 2022 we launched a pilot for outreach advice hubs around the borough. This has enabled the launch of eight new community centre locations. The project has been run by the Welfare Rights Service, and run in partnership with external advice organisations in the borough. In the first nine months, over 1000 residents have been supported and received advice through this project.

The three weekly sessions have been well established, with 10-15 residents attending per session. The roaming hubs, which started in August, are still taking time to establish. So far, 1-2 residents are attending although this is slowly starting to grow. With these locations recurring monthly, we do expect it will take longer for them to establish.

The pilot has therefore been extended for a year, so to enable the roaming hubs to be tested for a longer period of time, and also to ensure that there is continued access to advice provision during the next year, to support residents affected by the cost of living crisis.

This investment provides the following links to the Corporate Plan: -

- *Mission 3. Those in financial need can access the right support, advice and opportunities to improve their situation.*

11.20 Tree Management Software (£0.020m)

This is a one-off investment in respect of the iTree Eco and itree Canopy software system and data sets to create a baseline of tree canopy cover, carbon storage and other benefits offered by the borough's tree stock.

This investment provides the following links to the Corporate Plan: -

- *Mission 10 - Mission Success Measure A– CO2 Emissions by different sources*

In terms of Outcome for Residents this investment would deliver quantifiable improvements to the public realm with carbon dioxide, air pollution and flood reduction impacts. Higher air quality with implications for public health and improved wellbeing. More effective distribution of tree cover throughout the borough over time. Better understanding of carbon capture and storage for climate change mitigation. Targeted tree planting to maximise benefits.

11.21 Recycling / Prevention (£0.145m)

This resource is required to deliver 1x New Development Officer (SO2), 1x Waste Advisor (SO2) and 1x Waste Prevention Officer (SO2) for a 1 year trial to improve access and facilities, as well, quality and quantity of recycling from flats. This will allow for the progression of waste prevention projects and circular economy performance.

This investment provides the following links to the Corporate Plan: -

- *Mission 10 – Greenwich plays an active role in tackling the climate crisis and improving environmental sustainability, in line with our commitment of being carbon neutral by 2030*
- *Mission 16 – We develop networks with communities, key partners and businesses to meet the need and address challenges together*

In terms of Outcome for Residents this investment would deliver increased engagement on the circular economy and how residents can assist in reducing their carbon emissions. Increased reuse in the community, reducing resident expenditure on new items. Improved quality in waste management facilities (e.g. bin stores) and experience of disposing of waste/recycling. Safer and more consistent collections of waste from flats.

Additional Local Council Tax Support (£0.558)

11.22 The Government have provided the one off grant of £0.558m with the expectation that councils grant an additional £25 council tax relief to each eligible claimant.

11.23 The funding would enable the Council to make the payment of £25 and an additional £75 discretionary payment through the scheme, meaning that residents would receive up to £100 in total. It has been possible to offer eligible residents enhanced financial support above the Government's recommended level due to the Council's decision in January 2020 which increased the maximum level of LCTS support for all working age claimants to 100%. Where a residents outstanding council tax bill after entitlement to LCTS is less than £100, they would receive a partial award through this scheme and would not have any council tax liability for 2023/24. Those claimants in receipt of 100% LCTS receive no additional payment under the Council Tax Support Fund.

11.24 There are currently approximately 21,000 households within Greenwich in receipt of LCTS, of which around 5,300 receive a partial entitlement. The number of residents would be supported in the following ways, shown in the table 11 below:

Table 11 – Council Tax Hardship Support Claimants

	Full LCTS no additional support	Partial LCTS, Discretionary payment would cover remaining CTAX bill	Partial LCTS, £100 additional payment towards CTAX bill
Working Age	11,266	123	3,270
Pension Age	4,659	341	1,573

11.25 Based on current estimates the total cost of the £100 payments would be £0.505m. It is anticipated that after the above payments, £0.053m would be remaining for discretionary awards throughout the year (made through the use of discretionary powers under section 13A(1)(c) of the Local Government Finance Act (1992). This would enable consideration for residents who apply for council tax support during the year but may require additional support, and residents in other situations.

11.26 This is in addition to the increased support available through our Local Council Tax Support Scheme, which has been further improved for 2023/24

(section 8.23). It is possible, therefore, that taking in to account these changes there may be more discretionary funding available.

Street Lighting (£0.170m)

11.27 A one-off revenue investment of £0.170m is required to deliver the ongoing energy reduction saving of £0.163m

Planning ICT Investment (£0.056m)

11.28 A one-off revenue investment of £0.056m is required to deliver the ongoing saving of £0.036m in respect of pre planning advice.

Transport Strategy Deliverables (£0.991m)

11.29 The Council's new Transport Strategy was adopted by Cabinet on 26th October 2022, following six weeks of consultation with Royal Greenwich residents.

Transport is the second biggest source of emissions in Royal Greenwich, and we need to cut emissions, improve air quality, encourage more sustainable modes of transport, and create a climate resilient transport network. Consequently, to help deliver our ambitious targets to reach net zero carbon emissions by 2030 in line with the Council's Carbon Neutral Plan, the Council has recently consulted residents on and adopted a new Transport Strategy.

The Transport Strategy was presented to Cabinet and sets the Royal Borough's vision for how travel can support more active healthy lifestyles (helping to tackle obesity, heart disease, health inequality and other health issues); improved air quality; and improved road safety.

The Council's Transport Strategy sets the Royal Borough's vision for a clean, green, and safe place to live, work and visit. An attractive, accessible, healthy, and sustainable transport network is necessary to deliver the objectives listed above.

Royal Greenwich is projected to be one of the fastest growing boroughs in London. Investment in transport infrastructure and services, and behavioural change, is vital to support sustainable growth. The Transport Strategy helps to ensure growth helps all those living, working, or visiting the Royal Borough to maximise their opportunities and quality of life. The one-off revenue investment of £0.991m is required to ensure delivery of the Transport Strategy.

12.0 One-Off Resources 2023/24

- 12.1 The Council is able to generate some one-off resources in 2023/24 due to collection fund sums generated in prior years in respect of the collection of both council tax and business rates.
- 12.2 Council tax included in each financial year of the council's budget only includes the expected council tax income forecasted for the 12 month period, with an allowance for in year non-collection. However, the council actively look to recover outstanding council tax arrears from prior years. Collection of arrears above or below the budgeted income results in a surplus or deficit position. In 2023/24 the sum of £5.200m representing prior years council tax arrears collected above the forecasted rate is available as a one off resource.
- 12.3 A one off sum of £3.000m is available via the locally retained element of business rates. All businesses have the ability to appeal against their annual charge set by central government, and the council is required to set funds aside for any repayment which may be due for any successful appeals. Once outstanding appeals are settled, the council can assess their level of provision. The majority of appeals on the previous revaluation lists have now been settled and it is possible to release this one off sum.
- 12.4 The below table summarises the 2023/24 one-off resources available to fund one off spend:

Table 12 – One-Off Resources 2023/24

One Off Resources 2023/24	23/24 (£m)
Council Tax – Prior Years collections	(5.200)
Business Rates – Prior Years collections	(3.000)
Total 2023/24	(8.200)

- 12.5 These additional Collection Fund one-off resources can be used to top up the council's risk reserves which are used to underwrite future financial risks.
- 12.6 Previous budget reports identified one-off sums to cover pressures for the following financial year. For this purpose, £0.433m was agreed as a one off by Council on 26 February 2020 and £1.309m was agreed by Council on 25 February 2021. The two balances totalling £1.742m were not required and are currently held in the Council's reserve balances. This funding is available for one-off resource investments.

12.7 The below table summarises the new one-off investment decisions contained within this report:

Table 13 – 2023/24 One-off Investment Proposals

2023/24 One-off Investment Proposals	One-off Cost (£m)	Total (£m) 2023/24
Welfare Advice Hub	0.360	
Tree Management Software	0.020	
Recycling Prevention	0.145	
Street Lighting	0.170	
Planning ICT Investment	0.056	
Transport Strategy Deliverables	0.991	
		1.742
Funded by: Existing Reserve Capacity		(1.742)
Parks Investment (over 4 years)		1.000
Funded by: s106 / CIL		(1.000)
Additional Local Council Tax Support		0.558
Funded by: Council Tax Hardship Fund		(0.558)
Collection Fund Surplus		8.200
Contribution to Risk Reserve		(8.200)
Total Unfunded One-Offs		0.000

13.0 Available Options for Balancing 2023/24

13.1 Following the Autumn Review and the 2023/24 Local Government Finance Settlement (LGFS), it has been possible to revise the budget position for 2023/24 financial year in the table below. Including the additional council tax base growth identified in section 8.25, the council is left with a gap of £5.622m in the annual budget for 2023/24, as set out in Table 14.

Table 14 – Residual Gap 2023/24

Residual Gap Position 2023/24	23/24
Budget Gap (post Finance Settlement)	4.774
Additional Council Tax Growth	(1.583)
New Savings Proposals	(1.920)
Ongoing Investment Decisions (Growth)	3.160
Rethinking Services Contribution	1.191
Revised Budget Gap 2023/24	5.622

13.2 Options for balancing 2023/24 are as follows:

- A. further use of one offs / reserves
- B. further service reductions / cuts
- C. council tax.

13.3 Option A is not a path that is recommended – one offs are exactly that and reserves should be used for the purpose that they have been earmarked.

13.4 Savings of approximately £11.6m are already included in residual budget gap position. This amount represents the third year effect of savings agreed by Cabinet in February 2021 and new savings proposals included in this report. The ability to produce any further material savings, with confidence, for Option B, in such a short period would be somewhat challenging.

13.5 The Government continues to expect Councils to partly fund adult social care through Council Tax and therefore assumes within its calculations that authorities will take up the maximum level of council tax price rise and the same for adult social care. There is a case for raising the adult social care precept to account for the disproportionately large pressures this service has and will continue to see.

13.6 In December 2022, the Government confirmed Councils with social care responsibilities will be able to increase council tax in 2023/24 by up to 3.00% with an additional 2.00% for adult social care without a local referendum. This represents the ability to increase council tax by a further 1.00% for the Borough Element and an additional 1.00% Adult Social Care Precept from the anticipated budget position reported in the MTFS Update to Council in October 2022.

13.7 Under Option C, Table 15 demonstrates the effects of maximum permissible rises in council tax (2.99%) and adult social care precept (2.00%).

Table 15 – Council Tax options for 2023/24 (borough element)

Valuation Band	Borough Element £	ASC	CT	Total per Year	ASC	CT	Total per Week
		+2.00 % £	+2.99 % £		+2.00 % pence	+2.99 % pence	
A	876	+18	+26	£44	+35	+50	85p
B	1,022	+20	+31	£51	+38	+60	98p
C	1,168	+23	+35	£58	+44	+67	111p
D	1,315	+26	+39	£65	+50	+75	125p

E	1,607	+32	+48	£80	+62	+92	154p
F	1,899	+38	+57	£95	+73	+110	183p
G	2,191	+44	+66	£110	+85	+127	212p
H	2,629	+53	+79	£132	+102	+152	254p

Numbers rounded and exclude discounts and LCTS

- 13.8 Therefore agreement to an up lift of 4.99% (+2% Adult Social Care Precept and +2.99% borough element council tax) would equate to an increase of 125 pence per week at Band D and would deliver additional resources of approximately £5.5m per annum.

GLA Precept proposals

- 13.9 The latest position that the GLA have released for the Mayor of London's provisional budget, is a proposed 9.7% precept increase (Table 16), subject to agreement by the GLA on 23 February 2023.

Table 16 – Proposed GLA Precept

Band D	2022/23	2023/24	Change	
Non-police precept	£118.46	£142.01	£23.55	19.9%
Police precept	£277.13	£292.13	£15.00	5.4%
Total	£395.59	£434.14	£38.55	9.7%

- 13.10 Table 17 shows the changes the proposals would have on the relevant council tax bands.

Table 17 – Proposed GLA Precept effect

Valuation Band	GLA Precept £	+9.7% GLA £	Per Week
A	264	+26	49p
B	308	+30	58p
C	352	+34	66p
D	396	+39	74p
E	484	+47	91p
F	571	+56	107p
G	659	+64	124p
H	791	+77	148p

Numbers rounded and exclude discounts and LCTS

13.11 The overall Council Tax increase for Greenwich residents 2023/24 including the GLA precept from the proposals above would be 6.1%. However, the impact of this increase will be mitigated for the most vulnerable residents with financial support from the enhanced 2023/24 LCTS scheme and use of the Council Tax Support Fund. A breakdown of this increase is shown in Table 18

Table 18 – Proposed RBG + GLA Precept effect

Valuation Band	Borough Element £	ASC +2.00% £	CT +2.99% £	GLA +9.7% £	Total per Year	ASC +2.00% pence	CT +2.99% pence	GLA +9.7% pence	Total per Week
A	876	+18	+26	+26	£70	+35	+50	+49	134p
B	1,022	+20	+31	+30	£81	+38	+60	+58	156p
C	1,168	+23	+35	+34	£92	+44	+67	+66	177p
D	1,315	+26	+39	+39	£104	+50	+75	+74	199p
E	1,607	+32	+48	+47	£127	+62	+92	+91	245p
F	1,899	+38	+57	+56	£151	+73	+110	+107	290p
G	2,191	+44	+66	+64	£174	+85	+127	+124	336p
H	2,629	+53	+79	+77	£209	+102	+152	+148	402p

14.0 Preferred Options

14.1 Increase Council Tax by 2.99% and apply a 2.00% Adult Social Care Precept for 2023/24.

15.0 Reasons for Recommendations

15.1 It is recommended that Council Tax is raised by 2.99% on the main council tax rate and 2.00% adult social care precept. The Government has assumed this level of increase in each Local Authority's 2023/24 Core Spending Power and allocated other grant resources on the basis of this. Also, rapidly rising costs and demand increases require this council tax increase to maintain service delivery to residents.

16.0 Risks Looking Ahead

National Economic Position

16.1 The UK Economic Position impacts the delivery of the services throughout the council in multiple ways. The performance of the UK economy can affect the Government funding received and the costs incurred to deliver council services. The key national economic indicators are summarised below.

Gross Domestic Product (GDP) Growth

16.2 Global GDP growth has slowed. Global inflation remains elevated, and many central banks have continued to raise policy rates. Recently there have been large and volatile moves in UK asset prices. These partly reflect global developments but UK-specific factors, in particular related to the announcement of the Government's Growth Plan in late September, played an important role.

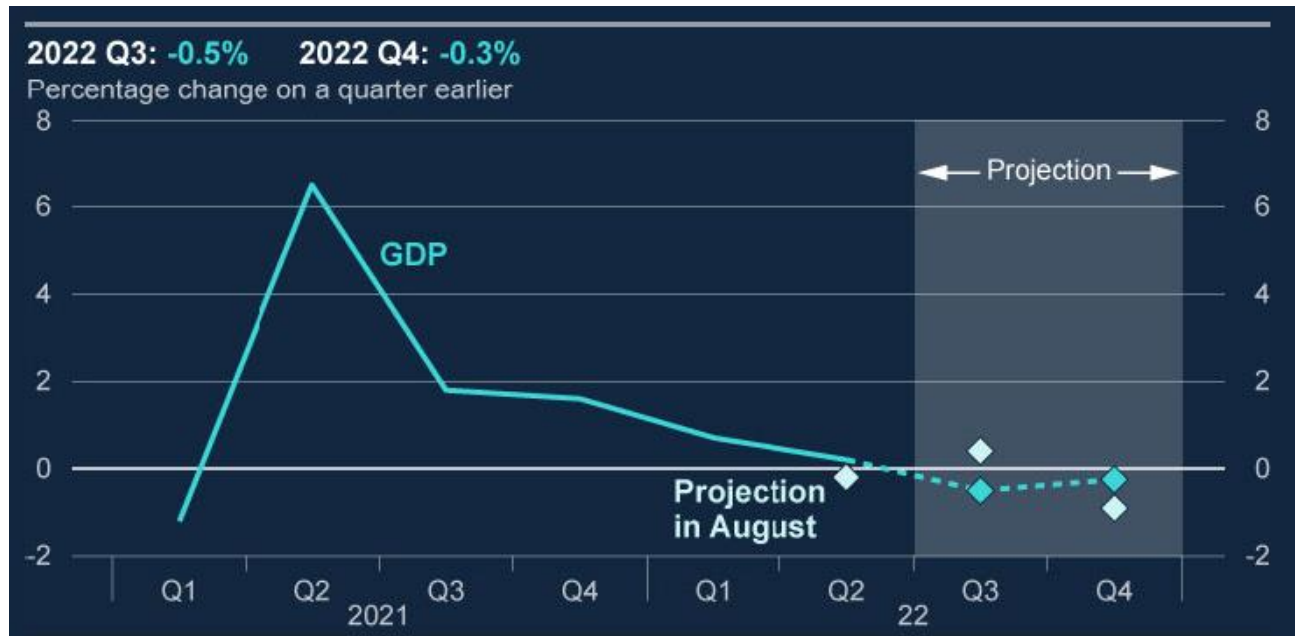


Chart 8: GDP Projection (source Bank of England Monetary Policy Report November 2022)

16.3 UK GDP is expected to have contracted by 0.3% in Q3, and is projected to fall a further in Q4. That partly reflects the squeeze on real incomes from higher global energy and tradable goods prices. The fall in Q4 is less marked than in August, however, largely reflecting the Government's Energy Price Guarantee. Despite this, the outlook for consumption remains weak as the ongoing real income squeeze and higher mortgages rates weigh on household spending.

Unemployment Rates

16.4 The unemployment rate is expected to remain around historically low levels in the near term.

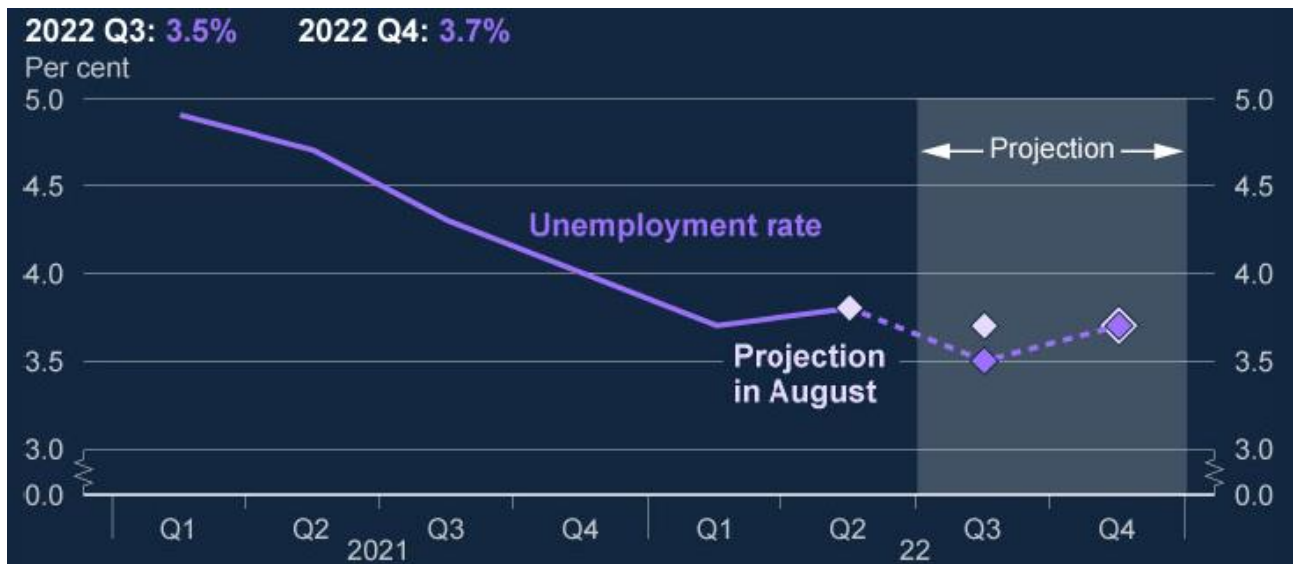


Chart 9: UK Unemployment Rate (source Bank of England Monetary Policy Report November 2022)

Inflation

- 16.5 CPI inflation was 10.1% in September and is projected to be around 11% in 2022 Q4. This near-term projection is lower than in August, reflecting the impact of the Energy Price Guarantee. CPI inflation is projected to be around 10% in 2023 Q1 before falling further in subsequent quarters. High inflation mainly reflects large increases in global energy and other tradable goods prices, but it also reflects domestic factors, including a tight labour market



Chart 10: UK CPI Inflation (source Bank of England Monetary Policy Report November 2022)

- 16.6 The Bank of England Monetary Policy report for November 2022 indicates inflation expectations two years ahead remain elevated relative to the past, the report estimates CPI inflation rate to fall to 5.2% by the end of 2023 and 1.4% by the end of 2024.

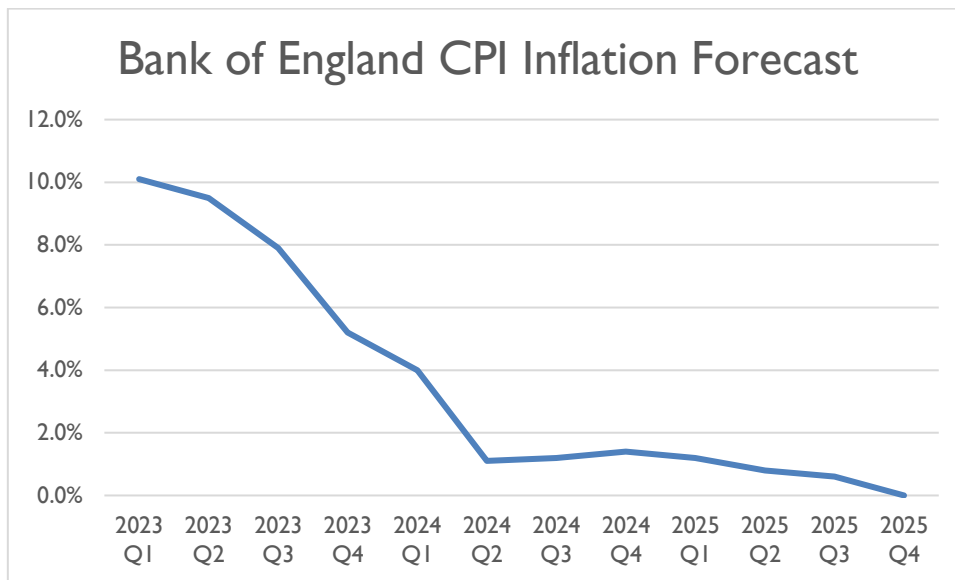


Chart 11: UK CPI Inflation Forecast 2023-2025 (source Bank of England Monetary Policy Report November 2022)

- 16.7 The effects of economic turbulence including the inflationary risks outlined above has led to a volatile national economic situation in the medium to long term. This is a key area for the Government to address over the medium to long term period, therefore hard economic decisions will need to be taken.

Local Government Finance Reform

- 16.8 On the 12th December 2022 the Department for Levelling Up, Housing and Communities (DLUHC) produced the local government finance policy statement which indicated the Review of Relative Needs and Resources ('Fair Funding Review') and a reset of Business Rates growth will not be implemented in the next two years. This implies no significant reform for local government finance will take place until 2025/26.

- 16.9 Local Government has been awaiting funding reform since the original planned 2019/20 implementation and has now been deferred to 2025/26. Areas of possible reform that have been deferred are:

- The extent to which Business Rates supports the Local Government Finance system and how the finance system is likely to be changed.
- Reallocation on baseline funding levels which could disproportionately affect Greenwich.
- Methodology of allocating revenue resources amongst Local Government Services.
- How to take into account of variation in costs for local authorities including variations in population and demand. Significant changes in how this variation is taken into account could expose Greenwich to further significant risks.

- 16.10 Much of the data used to underpin the Local Government Finance Settlement has not been updated in a number of years, dating from 2013/14 to a large degree, and even as far back as 2000. The demographics today are considerably different from those 20 years ago which is likely to cause significant changes to the way local government resources are distributed around the country.
- 16.11 On 28 June 2022, the Office for National Statistics (ONS) published the first set of results from the 2021 Census. Regionally, London, the southern regions as well as East Midlands and East of England saw population growth of 7.5% or more in comparison to Census 2011. In Greenwich, the population size has increased by 13.6%, from around 254,600 in 2011 to 289,100 in 2021. This is higher than the overall increase for England (6.6%), where the population grew by nearly 3.5 million to 56,489,800. These significant population changes particularly for Greenwich have a significant impact on the resources required to deliver services to local residents.
- 16.12 There is a risk that these reforms will be significant, affecting the way local government resources are allocated at both the national and local level. There is a strong possibility that that these reforms mean local government resources are likely to be relocated from London to the districts and in particular to those areas in the north as part of the Government's 'Levelling Up' agenda.

Social Care Reform

- 16.13 On 7 September 2021 the government published Build Back Better: Our Plan for Health and Social Care, announcing £5.4 billion of investment in the adult social care system in England to be delivered over 3 years to transform the sector and reform the charging system that underpins it. Nationally, the reform package includes £3.6 billion to reform the adult social care charging system and enable local authorities to move towards paying providers a fair cost of care.
- 16.14 At the Autumn Statement 2022, the government announced that implementation of the reforms would be delayed from October 2023 to October 2025. Alongside announcing the delay to implementing Adult Social Care reforms, the Government stated that funding will be provided to local authorities to help support other adult social care pressures and additional Social Care funding was announced as part of the 2023/24 Local Government Finance Settlement.

16.15 There remains significant uncertainty in respect of Social Care Funding:

- as to whether the resources provided will be sufficient to cover the costs.
- future funding mechanisms for social care from 2025/26 onwards.

Other Issues

16.16 Other events likely to impact looking ahead are:

- Uncertainty in the future of the New Homes Bonus beyond 2023/24. The NHB allocation for Greenwich fell £2.8m in 23/24. Further change to/or an end to the NHB scheme will put the remaining funding of £0.9m that Greenwich receives at risk. The government has committed to setting out the future position of New Homes Bonus ahead of the 2024/25 local government finance settlement.
- The 2024/25 settlement will include a new funding stream, subject to successful delivery of the Extended Producer Responsibility for packaging (pEPR) scheme. Lower tier authorities can expect to receive additional income from the scheme, whilst being asked to submit data relevant to their waste collection services
- The ongoing focus on Business Rates may well result in changes to how this tax is raised from the taxpayers. This will be of particular interest to local government as the Business Rate Retention scheme is the principal form of external local government funding and may well be subject to reform in future years.
- A new Revaluation of Business Rates List is in effect from 1 April 2023. Business Rates Appeals are likely to have an increasingly significant impact on business rate receipts, as successful appeals will result in a reduction to the charges to businesses and could result in a reduction of income to the council.

17.0 Medium Term Financial Strategy

17.1 Taking into consideration the proposals considered in this report, this will balance the 2023/24 council budget.

17.2 The local government finance settlement for 2023/24 is again a one year only settlement, with the deferral again of significant reform of the local government funding. Until the Government can provide medium term financial settlements, this will significantly impede local authorities in medium-

term financial planning and encourage them to mitigate risk on their balance sheets. Whilst Central Government announced department spending totals for the next 2 years (2023/24 and 2024/25), individual authority allocations were only made for 2023/24.

- 17.3 Despite this obstacle, Greenwich will continue to use medium term financial planning to achieve financial stability.
- 17.4 In light of the Investment and Saving proposals contained within Section 11 and Section 12 and the resource updates in this report, the MTFS can be revised to that shown in Table 19.

Table 19 – Revised MTFS central forecast (£m)

MTFS Variable	23/24	24/25	25/26	26/27
Govt Funding Change	(21.2)	(27.5)	(25.8)	(24.2)
Inflation	27.3	54.6	64.6	74.7
Digital Improvement Plan	(0.5)	(0.8)	(0.8)	(0.8)
VCS / SELCHP Gate Fee	1.2	1.2	1.2	1.2
Structural Deficit Realignment	7.4	7.4	7.4	7.4
Freedom Pass	3.9	3.9	3.9	3.9
Total Expenditure	18.1	38.7	50.5	62.2
Pressures				
Income – Ctax Property Growth	(2.7)	(3.7)	(4.8)	(6.0)
Income – Fees & Charges	(2.5)	(2.5)	(2.5)	(2.5)
Total	12.9	32.5	43.2	53.7
Previously Agreed Savings:				
<i>Savings Proposals (Cab Feb 21)</i>	(2.6)	(3.8)	(3.8)	(3.8)
<i>Rethinking Services (in the Digital Age) (Cab Nov 20)</i>	(7.1)	(13.6)	(13.6)	(13.6)
Contribution to Rethinking Services from proposals	1.2	1.2	1.2	1.2
New Savings Proposals	(1.9)	(2.5)	(2.4)	(2.4)
New ongoing Investments	3.2	3.2	3.2	3.2
Council Tax 4.99%:	(5.6)	(5.6)	(5.6)	(5.6)
Net Budget	0.0	11.3	22.0	32.5

17.5 The revised central forecast contains the following significant assumptions:

- Council tax increase (4.99%) applied to 2023/24 only
- Council tax property growth of approximately 1% in each year
- Government funding based on the Provisional Local Government Finance Settlement for 2023/24 and London Councils estimates for 2024/25
- No information for government funding for 2025/26 and 2026/27. Current forecasts include an approximate 1.5% reduction in SFA.
- Annual inflation of £27.3m included for 2023/24 and 2024/25, which reduces to £10.1m annually in 2025/26 and 2026/27.
- Savings targets are met

17.6 The revised central forecast of the MTFS shows balanced position for 23/24, once Council Tax increases of 2.00% for the Adult Social Care Precept and 2.99% borough increases are included.

18.0 Risks for Greenwich

18.1 In the earlier Risks Looking Ahead (Section 16), significant risks were identified concerning:

- National Economic Position
- Local Government Finance Reform
- Social Care Reform

18.2 The above will have significant risks for the council, in addition there are further risks which Greenwich needs to consider

18.3 A significant risk for Greenwich is failure to achieve existing savings targets which have been built into the MTFS forecasted position. A significant proportion of savings relate to Rethinking Services - a cross-cutting approach to modernising services, for which £10.800m of savings are forecast to be achieved between 2022/23 and 2023/24 in the current MTFS position.

18.4 There are significant risks in driving through these type of savings in a large complex organisation and as such it is prudent to ensure resources are available in the short term to underwrite the savings in order to safeguard the council against any slippage in delivery. This savings profile was agreed in early 2021, before the combination of inflation, increased demand on services and the cost of living crisis put significant additional pressures on services. Services have not found the capacity to do the deep modernisation work needed to realise large-scale savings; for this reason, savings generated are likely to fall

into later years and will need to be underwritten in the current financial climate.

- 18.5 Within the 2023/24 budget there was net capacity of £1.191m which offset the Rethinking Services savings for 2023/24. In addition, £0.800m savings are being realised within the Customers Services department. The remainder of the savings target can be underwritten from the existing risk reserves held by the council. The savings profile linked to Rethinking Services was part of the overall investment in digital agreed in February 2021. The Council is now midway through the investment phase, with significant investment in cyber security, digital team capacity and large partnerships within housing repairs, adult social care and council tax.

Table 20 below shows the 2023/24 cumulative base budget position of the Rethinking Services savings.

Table 20 – 2023/24 Rethinking Services Savings

Rethinking Services Savings	23/24 (£m)
Previously Agreed Digital Savings	(10.8)
Customer Services Savings Realised	0.8
Contribution to Rethinking Services from proposals	1.2
Total	8.8

- 18.6 The remaining £8.8m of Rethinking Services savings due to be made remains a risk to the council. Existing earmarked risk reserves can be used to underwrite this balance in 2023/24 to guard against the risks of delays to the implementation of these complex changes. Use of the one-off Collection Fund surpluses of £8.2m (Section 12.4) can be used to top up the council's risk reserves.
- 18.7 The use of the risk reserves held by the council to underwrite significant risks aligns to the message contained within the Government's "Local Government Finance Policy Statement 2023/24 to 2024/25" released in December 2022 for which the Government stated "we encourage local authorities to consider how they can use their reserves to maintain services in the face of immediate inflationary pressures, taking account, of course, of the need to maintain appropriate levels of reserves to support councils' financial sustainability and future investment". These reserves are in addition to the councils general reserve of £19m.

- 18.8 Whilst the use of one off reserves will assuage some of the timing risks involved, however any long term delay or non-achievement of these targeting savings will result in a base budget deficit.
- 18.9 In light of this, further work will be done in the coming months to determine the next steps required to ensure financial stability for the council.
- 18.10 The MTFS is a continuous process for which the next phase has already begun in order to identify further initiatives to deliver the best value service to the residents of the borough. The next MTFS update is due in Summer 2023.

19.0 Consultation and Timetable

- 19.1 This year, the authority has engaged in an online consultation regarding proposals for 2023/24. The consultation was for the period 23 January until 5 February 2022.
- 19.2 A total of 259 respondents engaged with the consultation. It provided an opportunity for stakeholders to input their feelings on key themes. To summarise, marginally less than half of respondents were not in favour of a rise in the Borough element of council tax.
- 19.3 Other headlines were as follows:
- 96% want front line services to be protected
 - 27% want the council to make cuts to services
 - 55% want to increase income by way of fees and charges
- 19.4 In terms of the priorities around building a fairer, greener Greenwich, respondents provided replies to a number of further questions as follows:
- 83% want the council to prioritise spending on the increased demand for social care services
 - 65% want the council to prioritise spending on reducing poverty and trying to support residents struggling with the cost-of-living crisis
 - 60% want the council to prioritise spending on supporting families in dealing with the cost-of-living crisis
 - 60% want the council to prioritise spending on building more affordable council housing
 - 44% want the council to prioritise spending on supporting the Community and Voluntary Sector
 - 44% want the council to prioritise spending on tackling the climate emergency and environmental issues

- 58% want the council to prioritise spending on expanding our Free School Meal offering to support more children in the borough
- 52% want the council to prioritise spending on Improving the facilities and infrastructure in our parks and open spaces
- 50% want the council to prioritise spending on Providing cheaper ways for children and young people with special educational needs and disabilities to travel

19.5 A number of respondents suggested:

- increasing income from developers
- increased enforcement activity
- staffing reductions including use of agency workers and consultants
- improve & develop housing in the Borough
- maintain/improve infrastructure
- greater use of assets to generate income
- increased automation of council services and communications

19.6 The governance timetable is shown in Table 21.

Table 21 – Governance Timetable

Meeting	Date	Subject
Cabinet	16 Feb	MTFS & Budget recommended to Council
GLA Assembly	23 Feb	Precept Agreed
Council	23 Feb	Budget & MTFS Summary approved by Council

20.0 Cross-Cutting Issues and Implications

Issue	Implications	Sign-off
Legal	<p>The proposals in this report provide the foundations to allow the Council to meet its statutory obligations to set a balanced budget each year in accordance with the Local Government Finance Act 1992 the Local Government Act 2003.</p> <p>In considering proposals concerning services, it is important that Members consider the policy choices about those services it wishes to fund and the extent of that funding. Members should</p>	<p>Azuka Onuorah Head of Legal Services 26th January 2023</p>

consider all relevant factors in reaching a decision and balance the needs of those who might have a call on resources against the resources available.

The outcome of the high-level consultation process already undertaken needs to be considered carefully and conscientiously taken into account in making the decisions set out in this report.

More detailed project and business plans will be prepared in relation to a number of the previously agreed and new savings proposals set out at Section 10 of the report. Further decisions in relation to the detail of some proposals may need to be made by Cabinet in due course, for example where actions are not delegated under the Constitution, or where further consultation outcomes in relation to those proposals need to be considered by Members. using the Council's agreed policies and procedures.

If any of the savings or income proposals are challenged this will result in a delay to implementation, or if savings take longer than anticipated to deliver, or significant risks occur then further resources may need to be found from additional service changes or reserves to balance the budget. Progress will be monitored by Directors.

Cabinet and Council will consider recommendations in relation to the Council's budget and Council Tax at their February meetings.

Finance	This report is authored by the Director of Finance and there are no other financial implications arising.	Michael Bate Assistant Director of Finance, 25 January 2023
Equalities	<p>Decision-makers are reminded of the requirement under the Public Sector Equality Duty (s149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the Act, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups.</p> <p>The proposals at Section 9 of this report in particular are intended to support the Council's residents most in need, contributing to the Council's Equality and Equity Charter and the Council's Equality Objectives 2020-2024. The Equalities Charter actively promotes equality and works with partners and the community to ensure the Council's services, information and products are more accessible and inclusive. Whilst these proposals can reasonably be expected to improve outcomes for these households at an aggregate level, the equalities impact of individual proposals will be considered by the relevant decision taker, including the undertaking of full equalities impact assessments where necessary.</p> <p>With regards to other proposals still to be finalised, these will be the subject of further equality analysis where appropriate before the relevant decisions are taken.</p>	Michael Bate Assistant Director of Finance, 25 January 2023

Climate change	This report does not make any direct contribution to the Greenwich Carbon Neutral Plan agreed by Cabinet on 18 November 2020.	Michael Bate Assistant Director of Finance, 25 January 2023
-----------------------	---	---

21.0 Report Appendices

21.1 The following documents are to be published with and form part of the report:

- Appendix A: Fees and Charges 2023/24
- Appendix B: New Savings Proposals

Report Author: Nick Moody / Richard Pulfer – Accountancy Business Change Manager

Tel No. 020 8921 5209

Email. Nicholas.Moody@royalgreenwich.gov.uk /
Richard.Pulfer@royalgreenwich.gov.uk

Reporting to: Michael Bate – Assistant Director of Finance

Tel No. 020 8921 4292

Email. Michael.Bate@royalgreenwich.gov.uk

Chief Officer: Damon Cook - Director of Finance

Tel No. 020 8921 3508

Email. Damon.Cook@royalgreenwich.gov.uk