

REPORT TO: CITY GOVERNANCE COMMITTEE – 4 DECEMBER 2023

REPORT ON: REVENUE MONITORING 2023/2024

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 351-2023

1 PURPOSE OF REPORT

1.1 To provide Elected Members with an analysis of the 2023/24 projected revenue outturn as at 30 September 2023 and the impact on the Council’s overall balances position.

2 RECOMMENDATIONS

2.1 It is recommended that the Committee:

- (a) note that as at 30 September 2023 the General Fund is projecting an overall overspend of £1.391m against the adjusted 2023/2024 Revenue Budget and the impact this has on the projected Council’s General Fund Balances;
- (b) note the budget adjustments totalling £12.104m and detailed in second column of Appendix A as virements to the previously approved Revenue Budget;
- (c) note that as at 30 September 2023 the Housing Revenue Account (HRA) is projecting an overspend of £1.000m against the adjusted HRA 2023/24 Revenue Budget and the impact this has on the element of the projected Renewal & Repair Fund balance earmarked to HRA;
- (d) note the position on ring-fenced grants expenditure outlined in Appendix B;
- (e) note that the Chief Executive, in consultation with Executive Directors, will continue to take appropriate steps to manage current and recurring revenue expenditure, including reviewing all vacancies within the Council, reduce discretionary expenditure where possible and limit any new recurring commitments. Executive Directors will work with Corporate Finance to develop recovery plans to identify options to reduce the projected in year overspend;
- (f) note the key strategic, operational and financial risks being faced by the Council outlined in Appendix C; and
- (g) notes the current position in relation to Leisure and Culture Dundee (LACD), as set out in paragraph 7.3 and authorises the Chief Executive to extend the financial support provided to LACD by the Council to 30 June 2024 should this be necessary.

3 FINANCIAL IMPLICATIONS

3.1 The unallocated portion of the General Fund as at 30 September 2023 is projecting an overspend of £1.391m against the adjusted 2023/24 Revenue Budget. The impact this would have on the Council’s General Fund Balances is outlined below:

General Fund	Opening Balance 1 April 2023 £000	(Surplus) / Deficit for the Year £000	Transfers (In) / Out £000	Projected Balance 31 March 2024 £000
Earmarked Carry-forwards*	5,962	1,560		4,402
Children Services pressures	4,300	4,300		0
Organisational Change Fund	2,532	105		2,427
	Covid cost related	14,647	2,331	12,316 pressures*
Covid recovery measures	1,280	875		405

Service change initiatives	5,000			5,000
Roof Remedial Works	3,707	1,438		2,269
Inflationary Pressures	3,800	2,501	500	799
Cost of Living pressures			(500)	500
Contribution to 2023/24 budget	1,750	1,750		0
Other earmarked Funds	4,443	788		3,655
Total earmarked funds	47,421	15,648	0	31,773
Unallocated Balance	9,226	1,391		7,835
Total General Fund	56,647	17,039	0	39,608

* These balances will be drawn down as required.

- 3.2 The approved budget included an allowance of 4% for the 2023/24 LGE (non-teachers) pay award. It has been agreed to implement the offer made on 21 September 2023. Please note that the LGE pay award uplift with effect from 1 April 2023 will be applied to salaries in November 2023. The impact on budget projections and details on any variances of this will be reflected in future reports.
- 3.3 On 19 October, the Bellwin Scheme was activated following the arrival of Storm Babet. Under the terms of the Bellwin Scheme, claims can be made if eligible losses exceed the annual threshold level set by the Scottish Government, which for Dundee City Council is £753,196. This means that the first £753,196 of eligible losses incurred during 2023-2024 will be met from existing resources. While we are working to quantify losses, we do not yet have an accurate estimate of losses incurred.
- 3.4 Above projections will continue to be monitored by officers throughout the remainder of the year and reported to Members. It should be noted that the Council agreed a Budget Strategy 2024/25 (Article IV of the agenda of the meeting of the City Governance Committee on 4 September 2023, Report No:230-2023 refers) that highlighted a potential budget shortfall of £19.5m for 2024/25. The report sets out six strands to deliver a balanced budget for 2024/25.
- 3.5 Based on the financial information available as at 30 September 2023 the HRA outturn position for 2023/24 is projecting an overspend of £1.000m. Further details are provided in section 8 of this report.

4 BACKGROUND

- 4.1 Following approval of the Council's 2023/24 Revenue Budget by the Policy and Resources Committee on 23 February 2023, this report provides the projected revenue outturn position as at 30 September 2023, against the adjusted 2023/24 Revenue Budget.
- 4.2 The total 2023/24 Revenue Budget is £423.963m. For revenue monitoring purposes, the Council Tax Reduction Scheme budget of £14.072m is moved from expenditure to income and netted off against Council Tax income. This results in total budgeted expenditure of £409.891m for revenue monitoring purposes, as set out in Appendix A.
- 4.3 This report provides a detailed breakdown of service revenue monitoring information along with explanations of material variances against adjusted budgets. Where services are projecting a significant (underspend) or overspend against adjusted budget, additional details have been provided. Where service expenditure is on target and no material variances are anticipated, additional information has not been provided.
- 4.4 The forecast position is shown in more detail in the appendices to this report, as follows:

Appendix A shows the variances between budget and projected outturn for each service of the Council.

Appendix B shows the financial performance against ring-fenced funding to date.

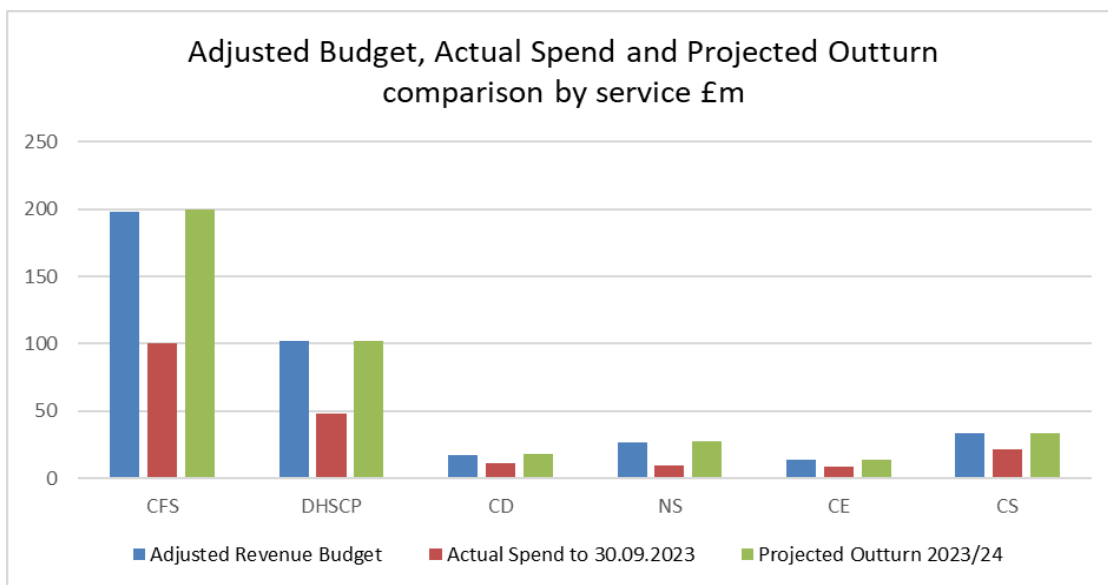
Appendix C lists the key strategic, operational and financial risks being faced by the Council.

5 GENERAL FUND SERVICES - MONITORING POSITION AS AT 30 SEPTEMBER 2023

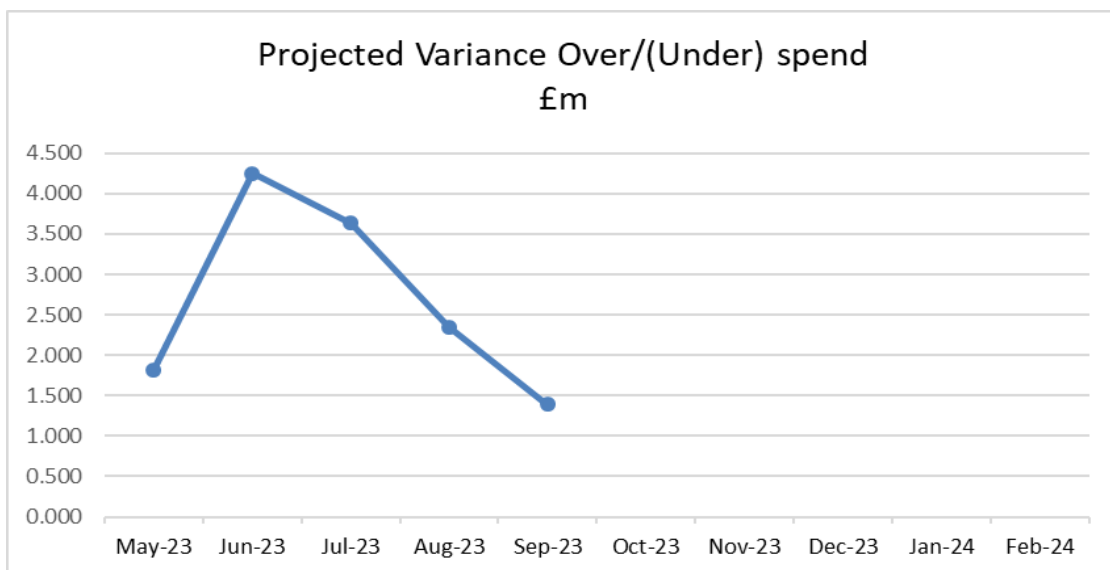
5.1 The forecast position as at 30 September 2023 for General Fund services is summarised below.

	(Under)/ Over Spend as at 30 September £m	(Under)/ Over Spend as at 31 August £m	Movement (from previous month) £m
Net Expenditure	3.000	3.353	(0.353)
Sources of Income	(1.609)	(1.000)	(0.609)
Net over/ (underspend) on		2.353	(0.962)
1.391 unallocated portion of General Fund			

The graph below details the comparison between each service's actual spend and projected outturn.



The graph below shows the projected variance over the reported periods.



5.2 The table below details the key factors which contributed to the movement from previous month.

	£m
Projected shortfall in income from Building Warrants	0.342
Projected increase in income from temporary accommodation mainly due to the continuing use of Network Flats and Hotels/B&B	(0.102)
Increase in projected rental income from commercial property portfolio	(0.167)
Decrease in projected overspend within Children's Services third party payments	(0.245)
Increase in projected underspend on Council Tax	(0.609)
Reduction in projected overspend within Ring Fenced Funding relating to the Strategic Equity Fund	(0.106)

6 DETAILED ANALYSIS

The following paragraphs summarise the main areas of variance by service along with appropriate explanations. These figures reflect movements for the full year to date.

6.1 Children & Families Services: £1.882m overspend

	£m
Children's Services third party payments due to a higher than anticipated number of children who have been placed into secure care offset against additional grant funding for unaccompanied asylum-seeking children	1.794
PPP unitary charges (reflecting greater RPI than budgeted)	0.450
Projected overspend on energy costs	0.794
Less: Planned transfers from earmarked reserves to meet energy pressures	(0.794)
Projected overspend in property costs due to rates anticipated to be higher than budget	0.161
Income received in respect of Ukrainian Refugees expenditure already incurred	(0.135)
Additional income from SEN, departmental recharges, early years childcare fees	(0.338)
Savings arising from industrial action	(0.181)

Third party payments for placements within Children Services remain a significant cost pressure although the service is implementing a plan to reduce these costs. Since April, the number of children and young people placed in external residential and secure accommodation has reduced from 43 to 32. In addition, there continues to be a reduction in the number of internal foster placements available, which means that children and young people returning to the city are either placed in Young Person's Houses, with kinship carers or their own parents. Finally, shift changes have also been implemented within Young Person's Houses to increase the room capacity available and reduce reliance on expensive external placements outwith the city.

The adjusted net overspend reflected within this report after applying reserves of £4.3m is £2.4m. The projected overspend is £0.245m lower than the previously reported position of £2.646m overspend, which is mainly due to review of payments to other organisations. This area is under ongoing review to ensure that appropriate steps are taken to bring overall spend in line with the approved budget level before the end of the financial year.

6.2 Dundee Health & Social Care Partnership: Breakeven

The latest Financial monitoring report presented to Dundee IJB projects an overspend of £6.02m for 2023/24, with this information being presented to Dundee IJB at its meeting on 25th October 2023. This projected overspend now exceeds 2023/24 IJB Financial Plan where up to £3m has been identified and set aside in IJB Reserves to cover the anticipated shortfall. The projection also recognises an element of anticipated winter demand pressures which will be funded from further

£1m identified IJB Reserves. The position also now includes provision for an increased pay award for Council-employed staff (based on the offer on the table in early October) with the current assumption that this cost pressure will be unfunded.

DHSCP is continuing to respond to significant operational challenges in demand and demographics (notably in Care at Home provision to help mitigate against hospital delayed discharges and reduce social care unmet need), and in particular staffing challenges (both recruitment and retention, sickness absence and premium cost of back-fill cover), complexity of needs in community settings, and the wider impact of deferred treatments on health and wellbeing following the pandemic period, all of which are impacting on the projected financial position. In addition, within GP Prescribing, pricing, volume and short supply of pharmaceuticals are all driving the cost pressure. Operational and financial management continue work to explore ways of mitigating the overspend through efficiencies, transformation and savings opportunities and any impact of these actions will be reported in due course.

Under the risk sharing arrangement reflected in the Integration Scheme, the Integration Joint Board (IJB) retains any underspend within its reserve balances for investment in integrated health and social care services in future years. Sufficient Reserves are held by Dundee IJB to cover the projected 2023/24 shortfall therefore there is no additional contribution requirement or financial risk forecast in 2023/24 for Dundee City Council.

6.3 City Development: £0.240m overspend

	£m
Additional security staff relating to essential works in Dundee House	0.114
Anticipated health and safety repair costs within Dundee House and City Square properties	0.347
Projected increase in Street Lighting energy costs	0.394
Less: Planned transfers from earmarked reserves to meet energy costs pressures	(0.394)
Shortfall in income generated from Building Warrants	0.342
Forecasted shortfall in income from off-street car parking	0.745
Less: Planned transfers from Covid earmarked reserves to meet associated loss of income	(0.745)
Increase in projected rental income from commercial property portfolio	(0.497)

The service continues to review this area to ensure any non-essential repairs can be deferred to enable them to contain this budget pressure. In addition, the service is reviewing all other discretionary spend in particular vacant posts and identifying areas that could bring additional income, for example from projects or commercial activities to assist in offsetting the projected overspend.

Following a mid-year review of Building Warrant income, it is projected that the income target is not likely to be achieved due to anticipated delays in larger projects making their way through planning permission.

6.4 Neighbourhood Services: £0.896m overspend

	£m
Mainly reflects that additional income expected to be gained from excess revenue share for the waste to energy contract has not materialised partly due to falling energy prices	1.495
Less: Planned transfers from earmarked reserves to meet energy and inflationary pressures associated with waste to energy plant.	(1.313)
Increased property costs within Neighbourhood Services relating to additional expenditure on Network flats, lost rents and repairs and maintenance	0.235

Projected overspend within supplies and services, mainly due to anticipated expenditure on Bed & Breakfast and additional removal costs	0.369
Increase in fleet hire charges forecasted to be higher than budget. The fleet overspend is mainly attributable to increased, unbudgeted fleet charges.	0.420
Streetscene & Land Management: income mainly from projects, interment fees and ground maintenance activities are forecasted to be lower than budgeted	0.655
Projected increase in income from recharges, additional service charges and Housing Benefit income from temporary accommodation	(0.732)
Anticipated staff cost underspend due to vacancies	(0.187)

A technical review is underway on fleet budgets and recharges to ensure adequate provision is allocated to managing this resource in future fleet management budgets related to waste and environmental operations.

6.5 Corporate Services: (£0.218m) underspend

	£m
Projected underspend in staff costs due to vacancies and action taken to postpone recruitment process	(0.316)
Projected overspends in supplies & services expenditure mainly due to increased costs of Computer Hardware, Software and Licences	0.279
Projected additional income mainly relating to estimated Superannuation Fund recharge, additional government funding and other internal recharges, offset by income shortfall in relation to the ongoing closure of the Underground Garage	(0.228)

6.6 Construction Services: £0.894m overspend

	£m
Reflects projected net shortfall in the recovery of fixed and indirect overheads due to a reduction in productive hours that has been partly impacted by industrial action earlier this year and staff absence levels being greater than anticipated	0.644
Reflects one-off set up costs associated with the implementation on total mobile repairs management system	0.250

A review has been organised on cost recharges and any movement to the above pro, consequence of this will be reflected in future reports.

6.7 Capital Financing Costs: (£1.272m) underspend

	£m
Savings due to slippage in 2022/23 capital programme resulting in lower loan repayments in 2023/24 and deferral of any new long-term borrowing until later in the financial year	(1.272)

The concurrent capital monitoring report for the period to date identifies further slippage and a forecasted reduction in planned expenditure. The position will continue to be monitored closely in the coming months and officers will report any movement to the above projection as a consequence of this.

6.8 Council Tax: (£1.609m) underspend

	£m
Reflects projected underspend on Council Tax	(1.363)
Reflects projected underspend on Council Tax Reduction	(0.246)

Following a review of the Council Tax income, exemptions and discounts awarded the anticipated level of Council Tax collected, the Council Tax projected underspend is £0.609m greater than the previously reported position of £1.000m underspend.

6.9 Bad Debt Provision: £0.236m overspend

	£m
<u>Reflects projected increase in bad debts in the year</u>	<u>0.236</u>

This position will continue to be monitored closely in the coming months.

6.10 Miscellaneous Items: (reduced income £0.265m)

	£m
Reflects that Tayside Contacts have reported that our budgeted share of distributable surplus will be reduced.	0.265

7 ONGOING ACTIONS

- 7.1 This report identifies projections based on the first 6 months of the financial year. The figures are therefore indicative at this stage and are used by the Council Leadership Team to identify variances against budget and enable corrective action to be taken as appropriate. Each service is working closely with Corporate Finance staff, firstly to ensure that these projections are met and then to identify scope to improve the outcome.
- 7.2 In addition, further Council-wide initiatives are underway to help manage existing and emerging cost pressures. These include reviewing the requirements for overtime working, a focus on absence rates and increased vacancy control over the remainder of the financial year. There is an ongoing review of discretionary spend and other opportunities for efficiencies and budget savings.
- 7.3 In October 2022 the Council agreed to authorise the Chief Executive to issue a letter of comfort to Leisure and Culture Dundee confirming the Council's continuing financial support in financial year 2022/23 and for a period of at least 12 months beyond the date of the signing of Leisure and Culture Dundee's 2021/22 accounts whilst setting out an expectation that from 2023/24 Leisure and Culture Dundee will operate with a balanced budget (Article III of the minute of Policy and Resources Committee on 31 October 2022 refers). Leisure and Culture Dundee have been provided with additional financial support of £2.914m over the past two years to mitigate the impact of Covid 19 with the expectation that this support will cease this year. The expected cost of financial support to LACD for 2023/24 of £1.586m will be met from Covid earmarked reserves. To provide certainty, stability and time for Leisure and Culture Dundee to develop a balanced budget from 2024/25 onwards the Council further agreed (Article VI of the minute of the meeting of City Governance on 21 August 2023 refers) to extend this support to 31 March 2024. Whilst LACD are working to develop their budget 2024/25 they may require a further letter of comfort to enable the completion of their annual accounts. It is therefore recommended that the Chief Executive be authorised to extend the support to LACD to 30 June 2024 should this be necessary.
- 7.4 The cost pressures experienced by the Council is of course also experienced by partner organisations, notably Tayside Contracts where the effects of food inflation is an additional pressure that is keenly felt. The Council will continue its engagement with Tayside Contracts in seeking to absorb cost pressures in the current financial year, and to assess the impact thereof in future budgets. At this stage the effect of these pressures on Dundee City Council cannot be fully quantified. Officers are analysing this and any unbudgeted costs will be reported to members in future monitoring reports.

8 HOUSING REVENUE ACCOUNT - MONITORING POSITION AT 30 SEPTEMBER 2023

- 8.1 The forecast position as at 30 September 2023 for the HRA is summarised below:

	(Under)/ Over Spend as at 30 September £m	(Under)/ Over Spend as at 31 August £m	Movement (from previous month) £000
Net Expenditure	1.410	1.205	0.205
Sources of Income	(0.410)	(0.405)	(0.005)
Net over/ (underspend)	1.000	0.800	0.200

8.2 The key variances that make up the September position are shown in the table below. These figures reflect movements for the full year to date.

	<u>£m</u>
The demand for additional expenditure on relets to work through the backlog of properties and void losses is greater than budgeted will absorb the underspend on loan charges.	1.460
Savings due to slippage in the 2022/23 capital plan resulting in lower loan repayments in 2023/24 and deferral of new long-term borrowing until later in the year	(0.410)
Anticipated underspend in staff costs due to delays in filling vacant posts	(0.050)

8.3 Any final variance will be adjusted against Renewal & Repair Fund, the housing element of which amounted to £11.392m as at 31 March 2023. This adjustment would be in addition to the £0.500m that was agreed as part of the 2023/24 HRA Revenue Budget that would be taken from the Renewal & Repair Fund to fund a one-off increase in the Hardship Fund (Report No: 33-2023 to Policy & Resources Committee on 23 January 2023, refers). A system of perpetual detailed monitoring will continue to take place up to 31 March 2024 with the objective of the HRA achieving a final outturn which is below or in line with the adjusted 2023/24 HRA Revenue Budget.

9 RISK ASSESSMENT

9.1 In preparing the Council's 2023/24 Revenue Budget, the key strategic, operational and financial risks faced by the Council over this period were considered. To alleviate the impact these risks may have if they occur, a number of general risk mitigation factors are utilised by the Council.

9.2 The key risks in 2023/24 have been assessed both in terms of the probability of whether they will occur and the severity of their impact on the Council should they indeed happen. These risks have been ranked as either zero, low, medium or high. Details of this risk assessment are included in Appendix C to this report.

9.3 These risks have been assessed and ranked accordingly both in terms of the probability of whether they will occur and the severity of their impact on the Council should they indeed happen. Any changes to the assessment from the previous reporting period, together with any additional comments included, are highlighted in bold type.

10 POLICY IMPLICATIONS

10.1 This report has been subject to the Pre-IIA Screening Tool and does not make any recommendations for change to strategy, policy, procedures, services or funding and so has not been subject to an Integrated Impact Assessment. An appropriate senior manager has reviewed and agreed with this assessment.

11 CONSULTATIONS

11.1 The Council Leadership Team were consulted in the preparation of this report.

12 BACKGROUND PAPERS

12.1 None

ROBERT EMMOTT

EXECUTIVE DIRECTOR OF CORPORATE SERVICES

23 NOVEMBER 2023

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DUNDEE CITY COUNCIL										
2023/2024 REVENUE OUTTURN MONITORING										
PERIOD 1 APRIL 2023 - 30 SEPTEMBER 2023										
	Approved		Adjusted			Projected	Previous	Movement	Actual	Actual
	Revenue	Total	Revenue	Actual	Projected	Variance	Month	since	Spend to	Spend to
	Budget	Budget	Budget	Spend to	Outturn	Over/(under)	Projected	Previous	as a % of	a % of 2022/23
	2023/24	Adjustments	2023/24	30.09.2023	2023/24	spend	Variance	Month	Adjusted	Adjusted
	£m	£m	£m	£m	£m	£m	£m	£m	Budget	Budget
General Fund Services										
Children & Families	185.991	12.239	198.230	100.030	200.112	1.882	2.435	(0.553)	50%	49%
Dundee Health & Social Care Partnership	102.437		102.437	48.137	102.437	0.000	0.000		47%	47%
City Development	15.449	2.274	17.723	11.214	17.963	0.240	0.062	0.178	63%	45%
Neighbourhood Services	26.251	0.508	26.759	9.266	27.655	0.896	1.047	(0.151)	35%	32%
Chief Executive	14.015	0.032	14.047	8.812	14.047	0.000	0.000		63%	35%
Corporate Services	31.964	1.437	33.401	21.344	33.183	(0.218)	(0.141)	(0.077)	64%	60%
Construction Services	0.000		0.000	1.274	0.894	0.894	0.880	0.014		-20%
	376.107	16.490	392.597	200.077	396.291	3.694	4.283	(0.589)	51%	47%
Capital Financing Costs / Interest on Revenue Balances	19.796		19.796	0.000	18.524	(1.272)	(1.272)			
Contingencies:										
- General	0.500	(0.288)	0.212		0.212	0.000	(0.240)	0.240		
- Budget growth/Cost Pressures	12.051	(4.105)	7.946		7.946					
- New monies	0.428		0.428		0.428					
- Pay award funding through capital	(3.444)		(3.444)		(3.444)					
Miscellaneous Items	(2.322)		(2.322)	(1.161)	(2.057)	0.265	0.265		50%	50%
Bad Debt Provision	0.000		0.000		0.236	0.236	0.236			
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.469	0.469	0.077	0.080	(0.004)	120%	106%
Supplementary Superannuation Costs	2.708		2.708	1.321	2.708	0.000	0.000		49%	49%
Tayside Valuation Joint Board	0.878		0.878	0.394	0.878				45%	45%
Empty Property Relief Devolution	2.798		2.798	1.399	2.798				50%	0%
Total Expenditure	409.891	12.097	421.988	202.499	424.989	3.000	3.353	(0.353)	48%	45%
Sources of Income										
General Revenue Funding	(269.139)	(4.476)	(273.615)	(166.680)	(273.615)				61%	46%

Contribution from National Non Domestic Rates (NNDR) Pool	(73.704)		(73.704)	(36.852)	(73.704)				50%	50%
Council Tax	(61.698)		(61.698)	(13.826)	(63.307)	(1.609)	(1.000)	(0.609)	22%	23%
Use of Capital Grant to fund pay award			0.000		0.000					
Use of Balances -										
Balance on Covid Recovery Fund	(1.750)		(1.750)		(1.750)				0%	
Committed Balances c/f	0.000	(1.560)	(1.560)		(1.560)					
Earmarked funds	0.000	(5.963)	(5.963)		(5.963)					
Service concessions	(3.600)		(3.600)		(3.600)				0%	
Change Fund	0.000	(0.105)	(0.105)		(0.105)					
(Surplus)/Deficit for the year	0.000	(0.007)	(0.007)	(14.860)	1.384	1.391	2.353	(0.962)		
(Surplus)/Deficit for Housing Revenue Acct	0.000	0.000	0.000	(10.755)	1.000	1.000	0.800	0.200		

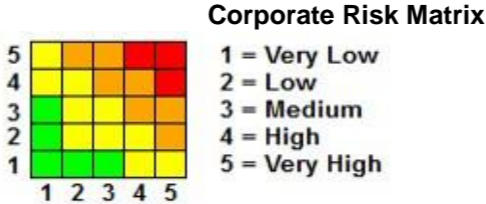
DUNDEE CITY COUNCIL
2023/2024 RING FENCED GRANTS
PERIOD 1 APRIL 2023 - 30 September 2023

Ring-fenced grants	Income Carry Forward from 22/23	Budget		Actuals		Projected Outturn for year		Projected (Surplus)/ Deficit
		Expenditure	Income	Expenditure	Income	Expenditure	Income	
	£000	£000	£000	£000	£000	£000	£000	£000
Early Learning and Childcare Expansion (ELC)	(1,767)	14,351	(14,351)	6,571	(16,111)	16,118	(16,118)	0
Pupil Equity Fund (PEF)	(1,986)	5,107	(5,107)	3,226	(1,986)	6,093	(7,093)	(1,000)
Scottish Attainment Challenge (SAC)	(205)	3,764	(3,764)	2,254	(205)	3,969	(3,969)	0
Criminal Justice Social Work (Incl covid) (CJS)	0	5,412	(5,350)	2,447	(1,974)	5,350	(5,350)	0
Overall Total	(3,958)	28,634	(28,572)	14,498	(20,276)	31,530	(32,530)	(1,000)

Budget for CJS includes the mainstream budget provision of £62k.

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Risks - Revenue Assessment



Risk Title	Causes	Impact	Inherent Risk	Controls	Residual Risk (Previous Month)	Residual Risk (Current Month)
1. General price inflation may be greater than anticipated.	<ul style="list-style-type: none"> Government policies and regulations Poor economic conditions Impact of rising price rises e.g. energy 	<ul style="list-style-type: none"> Increased financial cost / rising prices Potential budget overspends Potential for interest rate rises through intervention measures 		<ul style="list-style-type: none"> Corporate Procurement strategy in place, including access to nationally tendered contracts for goods and services Fixed price contracts agreed for major commodities i.e. gas and electricity. Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements. 		
2. Capital Financing Costs - level of interest rates paid will be greater than anticipated.	<ul style="list-style-type: none"> Substantial decline of global financial market Economic factors impacting on interest rates 	<ul style="list-style-type: none"> Increased borrowing costs Greater return on investments / cash balances 		<ul style="list-style-type: none"> Treasury Management Strategy. Limited exposure to variable rate funding. Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible. 		
3. Unforeseen new cost pressures arising during the course of the financial year.	<ul style="list-style-type: none"> Financial constraints Demand pressures Cost of Living 	<ul style="list-style-type: none"> Potential overspends 		<ul style="list-style-type: none"> Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements. 		

<p>4. Chargeable income budget not achieved.</p>	<ul style="list-style-type: none"> • Reduced demand for chargeable services, for example due to cost of living crisis • Market competition 	<ul style="list-style-type: none"> • Loss of income • Revision of budgeted income collection levels required 		<ul style="list-style-type: none"> • Budgetary controls are in place, to identify potential overspends and take remedial action as required or possible, for example by utilising budget virements. 		
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