

REPORT TO: POLICY & RESOURCES COMMITTEE – 9 FEBRUARY 2015

REPORT ON: REVENUE MONITORING 2014/2015

REPORT BY: DIRECTOR OF CORPORATE SERVICES

REPORT NO: 46-2015

1 PURPOSE OF REPORT

- 1.1 To provide Elected Members with an analysis of the 2014/2015 projected revenue outturn as at 31 December 2014 monitored against the adjusted 2014/2015 Revenue Budget.

2 RECOMMENDATIONS

- 2.1 It is recommended that Elected Members:
- a note that the overall General Fund 2014/2015 projected revenue outturn as at 31 December 2014 is projecting an underspend of £45,000 against the adjusted 2014/2015 Revenue Budget.
 - b note that the Housing Revenue Account as at 31 December 2014 is projecting a breakeven position against the adjusted HRA 2014/2015 Revenue Budget
 - c agree that the Director of Corporate Services will take every reasonable action to ensure that the 2014/2015 Revenue expenditure is below or in line with the adjusted Revenue Budget.
 - d instruct the Director of Corporate Services in conjunction with all Chief Officers to continue to monitor the Council's 2014/2015 projected revenue outturn.

3 FINANCIAL IMPLICATIONS (see Appendix A)

- 3.1 The overall projected 2014/2015 General Fund Revenue outturn position for the City Council is currently projecting an underspend of £45,000 based on the financial information available at 31 December 2014. A system of perpetual detailed monitoring will continue to take place up to 31 March 2015 with the objective of the Council achieving a final outturn which is below or in line with the adjusted 2014/2015 Revenue Budget.
- 3.2 The Housing Revenue Account outturn position for 2014/2015 is currently projecting a breakeven position based on the financial information available for the period to 31 December 2014. A system of perpetual detailed monitoring will continue to take place up to 31 March 2015 with the objective of the HRA achieving a final outturn which is below or in line with the adjusted 2014/2015 HRA Revenue Budget.

4 BACKGROUND

- 4.1 Following approval of the Council's 2014/2015 Revenue Budget by the Special Policy and Resources Committee on 13 February 2014 this report is now submitted in order to monitor the 2014/2015 projected revenue outturn position as at 31 December 2014, against the adjusted 2014/2015 Revenue Budget.
- 4.2 This report provides a detailed breakdown of departmental revenue monitoring information along with explanations of material variances against adjusted budgets. Where departments are projecting a significant under or overspend against adjusted budget, additional details have been provided. Where departmental expenditure is on target and no material variances are anticipated, additional information has not been provided.

5 RISK ASSESSMENT

5.1 In preparing the Council's 2014/2015 Revenue Budget, the Director of Corporate Services considered the key strategic, operational and financial risks faced by the Council over this period (please refer to report 83-2014, approved by Special Policy & Resources Committee on 13 February 2014, for further details). In order to alleviate the impact these risks may have should they occur, a number of general risk mitigation factors are utilised by the Council. These include the:

- system of perpetual detailed monthly budget monitoring carried out by departments
- general contingency provision set aside to meet any unforeseen expenditure
- level of general fund balances available to meet any unforeseen expenditure
- level of other cash backed reserves available to meet any unforeseen expenditure
- possibility of identifying further budget savings and efficiencies during the year, if required.

5.2 The key risks in 2014/2015 have now 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, together with other relevant information including any proposed actions taken by the Council to mitigate these risks, are included in Appendix D to this report.

6 GENERAL FUND SERVICES - MONITORING POSITION AS AT 31 DECEMBER 2014

6.1 The forecast position as at 31 December 2014 for General Fund services is summarised below:

| | <u>Adjusted Budget 2014/15 £000</u> | <u>Forecast 2014/15 £000</u> | <u>Variance £000</u> |
|-------------------|---|--------------------------------------|--------------------------|
| Total Expenditure | 338,365 | 338,320 | (45) |
| Total Income | <u>(338,365)</u> | <u>(338,365)</u> | <u>-</u> |
| Forecast Position | <u>-</u> | <u>(45)</u> | <u>(45)</u> |

The forecast position as at 31 December 2014 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 department/service of the Council.

Appendix B provides detailed explanations for the variances against budget that are shown in Appendix A.

Appendix C lists the budget adjustments that have been undertaken to date.

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

6.2 The following paragraphs summarise the main areas of variance by department along with appropriate explanations. It should be emphasised that this report identifies projections based on the first nine months of the financial year to 31 December 2014. The figures are therefore indicative at this stage and are used by the Chief Executive, Director of Corporate Services and Chief Officers to identify variances against budget and enable corrective action to be taken as appropriate.

Departmental Commentary

6.3 City Development (£530,000 overspend)

The department continue to forecast a shortfall in external rental income due to the number of commercial properties they anticipate will be vacant during the remainder of the year and the temporary loss of income from various ground leases during the development of the waterfront area. These income shortfalls are expected to be offset by savings in staff costs due to the overall level of slippage across the department.

6.4 Social Work (£275,000 underspend)

Within Children and Families services, the department are projecting savings due to a reduction in the number of residential and secure care placements that are currently being made. Within Adult services, payments to third sector bodies are also expected to be lower than budgeted following delays in implementing various new service developments. The department are projecting these variances will be partly offset by additional expenditure for family placements due to the increased number of children requiring to be accommodated together with increased expenditure for Older People due to the greater level of demand for these services.

6.5 Capital Financing Costs (£300,000 underspend)

The above reflects a projected saving due to lower than anticipated interest rates together with a reduction in required level of borrowing due to slippage on expenditure in the 2014/15 capital programme.

7 **HOUSING REVENUE ACCOUNT - MONITORING POSITION AT 31 DECEMBER 2014**

7.1 The forecast position as at 31 December 2014 for the HRA is summarised below:

| | <u>Adjusted Budget 2014/15 £000</u> | <u>Forecast 2014/15 £000</u> | <u>Variance £000</u> |
|-------------------|--|---|---------------------------------|
| Total Expenditure | 54,849 | 54,974 | 125 |
| Total Income | <u>(54,849)</u> | <u>(54,974)</u> | <u>(125)</u> |
| Forecast Position | — - | — - | — - |

7.2 Expenditure on relets and repairs is projected to be greater than budgeted due to the increased level of work currently being required together with a higher void rent loss than budgeted. These adverse variances are projected to be offset by lower than anticipated capital financing costs and additional income from rents (please refer to Appendix B for further details).

7.3 The overall impact is a breakeven position against the adjusted HRA 2014/2015 Revenue Budget. A system of perpetual detailed monitoring will continue to take place up to 31 March 2015 with the objective of the HRA achieving a final outturn which is below or in line with the adjusted 2014/2015 HRA Revenue Budget.

8 **POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of sustainability, strategic environmental assessment, anti-poverty, equality impact assessment and risk management. Details of the risk assessment are included in Appendix D to this report.

There are no major issues.

9 **CONSULTATIONS**

The Chief Executive, Head of Democratic and Legal Services and all other Chief Officers have been consulted in the calculation of projected outturns included in this report, insofar as they apply to their own individual department.

10 **BACKGROUND PAPERS**

None.

MARJORY M STEWART
DIRECTOR OF CORPORATE SERVICES

29 JANUARY 2015

DUNDEE CITY COUNCIL
2014/2015 REVENUE OUTTURN MONITORING
PERIOD 1 APRIL 2014 - 31 DECEMBER 2014

Appendix A

Statement analysing 2014/2015 Projected Revenue Outturn to Budget (Capital Charges, Central Support, Central Buildings & Corporate Property Recharges have been excluded from Departments as these costs are outwith their control).

| | Approved Budget £000 | Budget Adjustments 01 April to 30 Nov £000 | Budget Adjustments 01 Dec to 31 Dec £000 | Total Budget Adjustments (see Appx C) £000 | Adjusted Budget £000 | Forecast £000 | Worse Than Budget £000 | Better Than Budget £000 | Net Variance (see Appx B) £000 | Notes | Previous Months Projected Variance £000 | Movement since Previous Month £000 |
|---------------------------------------|-------------------------|---|---|---|-------------------------|------------------|------------------------------|-------------------------------|---|-------|--|--|
| General Fund Departments | | | | | | | | | | | | |
| City Development | 20,565 | 549 | (299) | 250 | 20,815 | 21,345 | 530 | | 530 | 1 | 480 | 50 |
| Education | 116,591 | 2,331 | | 2,331 | 118,922 | 118,922 | | | | 2 | | |
| Environment | 18,806 | (10) | 40 | 30 | 18,836 | 18,836 | | | | | | |
| Chief Executive | 18,625 | (75) | 31 | (44) | 18,581 | 18,581 | | | | | | |
| Corporate Services | 19,861 | 1,164 | 149 | 1,313 | 21,174 | 21,174 | | | | | | |
| Other Housing | 2,566 | | | | 2,566 | 2,566 | | | | | | |
| Supporting People | 11,630 | | | | 11,630 | 11,630 | | | | | | |
| Scottish Welfare Fund | 1,497 | 437 | | 437 | 1,934 | 1,934 | | | | | | |
| Social Work | 96,824 | (153) | | (153) | 96,671 | 96,396 | | (275) | (275) | 3 | (275) | |
| | 306,965 | 4,243 | (79) | 4,164 | 311,129 | 311,384 | 530 | (275) | 255 | | 205 | 50 |
| Miscellaneous Income | (2,908) | | | | (2,908) | (2,908) | | | | | | |
| Capital Financing Costs / | | | | | | | | | | | | |
| Interest on Revenue Balances | 26,645 | (137) | | (137) | 26,508 | 26,208 | | (300) | (300) | 4 | (250) | (50) |
| Contingencies: | | | | | | | | | | | | |
| - General | 653 | (110) | (31) | (141) | 512 | 512 | | | | | | |
| - Energy Costs | 289 | | | | 289 | 289 | | | | | | |
| - Unallocated Corporate Savings: | | | | | | | | | | | | |
| CFTF - Admin / Clerical Review | (438) | | | | (438) | (438) | | | | | | |
| VER / VR Schemes | (250) | 250 | | 250 | 0 | 0 | | | | | | |
| CFTF - Procurement | (52) | | | | (52) | (52) | | | | | | |
| CFTF - Review of Transportation | (100) | | | | (100) | (100) | | | | | | |
| CFTF - Debt Recovery Section | (150) | | 150 | 150 | 0 | 0 | | | | | | |
| Mobile Telephones | (3) | 3 | | 3 | 0 | 0 | | | | | | |
| Discretionary NDR Relief | 147 | | | | 147 | 147 | | | | | | |
| Supplementary Superannuation Costs | 2,276 | 49 | | 49 | 2,325 | 2,325 | | | | | | |
| Tayside Valuation Joint Board | 953 | | | | 953 | 953 | | | | | | |
| Total Expenditure | 334,027 | 4,298 | 40 | 4,338 | 338,365 | 338,320 | 530 | (575) | (45) | | (45) | 0 |
| Sources of Income | | | | | | | | | | | | |
| General Revenue Funding | (227,701) | (1,740) | | (1,740) | (229,441) | (229,441) | | | | | | |
| Contribution from NNDR Pool | (59,025) | | | | (59,025) | (59,025) | | | | | | |
| Council Tax | (47,301) | (264) | | (264) | (47,565) | (47,565) | | | | | | |
| Use of Balances - | | | | | | | | | | | | |
| Committed Balances c/f | | (2,199) | | (2,199) | (2,199) | (2,199) | | | | | | |
| Renewal & Repair Fund | | (10) | (40) | (50) | (50) | (50) | | | | | | |
| Other Balances | | (85) | | (85) | (85) | (85) | | | | | | |
| (Surplus)/Deficit for the year | 0 | 0 | 0 | 0 | 0 | (45) | 530 | (575) | (45) | | (45) | 0 |
| Housing Revenue Account | 0 | | | | 0 | 0 | | | 0 | 5 | 0 | |

REASONS FOR 2014/2015 CONTROLLABLE PROJECTED REVENUE OVERTURN VARIANCES
(Excludes Capital Charges, Central Support Services & Office Recharges)
AT 31 DECEMBER 2014

Appendix B

| <u>Department</u> | <u>Note</u> | <u>As at 31 Dec £000</u> | <u>As at 30 Nov £000</u> | <u>Cost Centre</u> | <u>Subjective Analysis</u> | <u>As at 31 Dec £000</u> | <u>As at 30 Nov £000</u> | <u>Reason / Basis of Over/(Under)spend</u> |
|---------------------------------------|-------------|----------------------------------|----------------------------------|--------------------------------|--------------------------------|----------------------------------|----------------------------------|---|
| <u>City Development</u> | 1 | 530 | 480 | Departmental | Staff | (450) | (450) | Reflects the level of staff slippage projected due to a number of unfilled posts. |
| | | | | Off Street Car Parks | Supplies & Services | 50 | 0 | Reflects higher than anticipated expenditure on security costs. |
| | | | | | Income | 130 | 130 | Reflects projected shortfall in level of budgeted income for car parking charges. |
| | | | | Property | Income | 550 | 550 | Reflects projected shortfall in external rental income due to the number of properties that are currently vacant. |
| | | | | Investment Properties | Income | 220 | 220 | Mainly reflects temporary loss of income from ground leases during the development of the waterfront area. |
| <u>Education</u> | 2 | Nil | Nil | Departmental | Staff | (100) | (100) | Reflects projected staff slippage due to the current level of employee turnover. |
| | | | | Special Schools | Transport | 240 | 240 | Projected overspend due to an increase in the number of children requiring support. |
| | | | | Education other than at School | Third Party Payments | (100) | (100) | Reflects the reduction in number of residential and secure care placements currently being made. |
| <u>Social Work</u> | 3 | (275) | (275) | Departmental | Staff | (50) | (50) | Mainly reflects the level of staff slippage projected due to a number of unfilled posts across the department. |
| | | | | Children & Families | Third Party Payments | (300) | (300) | Reflects the reduction in number of residential and secure care placements currently being made. |
| | | | | | Third Party Payments | 200 | 200 | Reflects increase in the number of children required to be looked after and accommodated by the family placement service. |
| | | | | Older People | Third Party Payments | 295 | 295 | Mainly increased costs and demand of Older People and Free Personal Care placements. |
| | | | | Adults | Third Party Payments | (420) | (420) | Due to delays in fully implementing service developments for which budgetary provision was made. |
| <u>Capital Financing Costs</u> | 4 | (300) | (250) | Corporate | Capital Financing Costs / IORB | (300) | (250) | Reflects projected saving on capital financing costs due to lower than anticipated interest rates together with slippage on expenditure in 2014/15 capital programme. |
| <u>Housing Revenue Account</u> | 5 | Nil | Nil | Repairs and Relets | | 245 | 195 | Reflects increase in level of day to day repairs, planned maintenance and open space maintenance required partly offset by an underspend in relets. |
| | | | | Rent of Houses | | (125) | (125) | Reflects additional income from house rents. |
| | | | | Void Rent Loss / Bad Debts | | 180 | 180 | Reflects higher void loss than budgeted. |
| | | | | Capital Financing Costs / IORB | | (300) | (250) | Reflects projected saving on capital financing costs due to lower than anticipated interest rates. |

Appendix C

| General Fund Departments | Alloc | 2013/14 | Funding | Alloc | Alloc | T/Fs | Council | Vol Early | Dept |
|---|--------------|----------------|----------------|----------------|--------------|----------------|------------------|------------------|---------------|
| | From | Under | T/Fs | from | from | Between | Tax | Retiral/ | Totals |
| | Conts | b/fwd | £000 | R&R | Other | Depts | Reduction | Scheme | £000 |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Education | | | | | | | | | |
| 1. DSM Balances | | 1,043 | | | | | | | |
| 2. Early Years Change Fund - Children's Wellbeing Project | | 91 | | | | | | | |
| 3. Funding for Second Languages | | 46 | | | | | | | |
| 4. 1 + 2 Language Policy | | | 105 | | | | | | |
| 5. Copyright for School Pupils | | | 38 | | | | | | |
| 6. T/f Supplementary Supn Costs to General Fund | | | | | | (44) | | | |
| 7. Installation of car parking barrier for Craigowl PS | | | | 10 | | | | | |
| 8. Early Learning & Childcare for 2 year olds | | | 700 | | | | | | |
| 9. New National Qualifications | | | 145 | | | | | | |
| 10. Early Years Change Fund (FDWS) | | | | | | 250 | | | |
| 11. T/f Staff costs to General Fund | | | | | | | | (42) | |
| 12. T/f Staff costs to City Development | | | | | | (11) | | | |
| | | | | | | | | | 2,331 |
| Social Work | | | | | | | | | |
| 1. Community Equipment Service | | 51 | | | | | | | |
| 2. Protecting People | | 13 | | | | | | | |
| 3. Dundee Violence Against Women Partnership | | 29 | | | | | | | |
| 4. Sensory Impairment Strategy | | 28 | | | | | | | |
| 5. Implementation of Self-Directed Support | | 25 | | | | | | | |
| 6. Prudential Borrowing (Meals on Wheels Service) | | | | | | (9) | | | |
| 7. Early Years Change Fund (FDWS) | | | | | | (250) | | | |
| 8. T/f Staff costs to General Fund | | | | | | | | (40) | |
| | | | | | | | | | (153) |
| City Development | | | | | | | | | |
| 1. T/f Whitfield Life Centre budgets from Chief Executive | | | | | | 17 | | | |
| 2. T/f Dundee Ice Arena Management Fee from Chief Executive | | | | | | 375 | | | |
| 3. Prudential Borrowing (DERL Lease) | | | | | | 146 | | | |
| 4. T/f Staff costs from Education | | | | | | 11 | | | |
| 5. T/f Admin & Clerical staff to Corporate Services | | | | | | (299) | | | |
| | | | | | | | | | 250 |
| Environment | | | | | | | | | |
| 1. T/f Staff costs to General Fund | | | | | | | | (6) | |
| 2. T/F of Curling Budget to Chief Executive | | | | | | (4) | | | |
| 3. Drainage Works at Craigowl PS & Downfield PS | | | | 40 | | | | | |
| | | | | | | | | | 30 |
| Chief Executive | | | | | | | | | |
| 1. Community Asset T/f | | 15 | | | | | | | |
| 2. Interim Manager- MASH Review | | 16 | | | | | | | |
| 3. Whitfield Café Shortfall | | 11 | | | | | | | |
| 4. The Corner / Peer Education | | 22 | | | | | | | |
| 5. Translation Service | | 52 | | | | | | | |
| 6. Disabled Go Access Guides | | 8 | | | | | | | |
| 7. T/f Whitfield Life Centre budgets from Chief Executive | | | | | | (17) | | | |
| 8. T/f Dundee Ice Arena Management Fee from Chief Executive | | | | | | (375) | | | |
| 9. T/f Staff costs from Corporate Services | | | | | | 136 | | | |
| 10. Various T/fs from General Contingency | 84 | | | | | | | | |
| 11. T/F of Curling Budget from Environment | | | | | | 4 | | | |
| | | | | | | | | | (44) |
| Corporate Services | | | | | | | | | |
| 1. Civica Legal Management System | | 45 | | | | | | | |
| 2. Welfare Reform | | 150 | | | | | | | |
| 3. Discretionary Housing Payments | | 132 | | | | | | | |
| 4. Allocation of Mobile Telephones Saving | | | | | | (3) | | | |
| 5. Discretionary Housing Payments | | | 726 | | | | | | |
| 6. Council Tax Reduction Scheme: Admin Costs | | | 260 | | | | | | |
| 7. Single Fraud Investigation Scheme | | | 15 | | | | | | |
| 8. Discretionary Housing Payments: Staffing costs | | | | | 85 | | | | |
| 9. T/f Staff costs to General Fund | | | | | | | | (113) | |
| 10. Medical Redeployment Costs | 3 | | | | | | | | |
| 11. T/f Staff costs to Chief Executive | | | | | | (136) | | | |
| 12. T/f Admin & Clerical staff from City Development | | | | | | 299 | | | |
| 13. T/f Staff costs to General Fund | | | | | | (150) | | | |
| | | | | | | | | | 1,313 |
| Scottish Welfare Fund | | | | | | | | | |
| 1. Admin Grant | | 47 | | | | | | | |
| 2. Crisis Grants | | 158 | | | | | | | |
| 3. Community Care Grants | | 217 | | | | | | | |
| 4. Scottish Welfare Fund: Grant Adjustment | | | 15 | | | | | | |
| | | | | | | | | | 437 |

Appendix C

| | <u>Alloc</u> | <u>2013/14</u> | <u>Funding</u> | <u>Alloc</u> | <u>Alloc</u> | <u>T/Fs</u> | <u>Council</u> | <u>Vol Early</u> | <u>Dept</u> |
|--|--------------|----------------|----------------|----------------|--------------|----------------|------------------|------------------|---------------|
| <u>General Fund Departments</u> | <u>From</u> | <u>Under</u> | <u>T/Fs</u> | <u>from</u> | <u>from</u> | <u>Between</u> | <u>Tax</u> | <u>Retiral/</u> | <u>Totals</u> |
| | <u>Conts</u> | <u>b/fwd</u> | <u>£000</u> | <u>R&R</u> | <u>Other</u> | <u>Depts</u> | <u>Reduction</u> | <u>Scheme</u> | <u>£000</u> |
| | <u>£000</u> | <u>£000</u> | <u>£000</u> | <u>£000</u> | <u>£000</u> | <u>£000</u> | <u>£000</u> | <u>£000</u> | <u>£000</u> |
| <u>General Contingency</u> | | | | | | | | | |
| 1. VER / VR Scheme | (54) | | | | | | | | |
| 2. Medical Redeployment Costs | (3) | | | | | | | | |
| 3. Dundee Ice Arena | (10) | | | | | | | | |
| 4. Procurement of Covalent system | (30) | | | | | | | | |
| 5. Digital Communications Officer | (13) | | | | | | | | |
| 6. Commonwealth Games | (31) | | | | | | | | |
| | | | | | | | | | [(141)] |
| <u>Savings Contingency: Mobile Telephones</u> | | | | | | | | | |
| 1. T/f to Corporate Services | | | | | | 3 | | | |
| | | | | | | | | | [3] |
| <u>Savings Contingency: VER / VR Scheme</u> | | | | | | | | | |
| 1. T/f savings from various departments | | | | | | | | 196 | |
| 2. T/f from General Contingency Fund | 54 | | | | | | | | |
| | | | | | | | | | [250] |
| <u>Savings Contingency: Corporate Debt & Welfare Reform Team</u> | | | | | | | | | |
| 1. T/f to Corporate Services | | | | | | 150 | | | |
| | | | | | | | | | [150] |
| <u>Supplementary Superannuation</u> | | | | | | | | | |
| 1. T/f Supplementary Supn Costs from Education | | | | | | 44 | | | |
| 2. T/f Supplementary Supn Costs from various departments | | | | | | | | 5 | |
| | | | | | | | | | [49] |
| <u>Capital Financing Costs / IORB</u> | | | | | | | | | |
| 1. Prudential Borrowing (Meals on Wheels Service) | | | | | | 9 | | | |
| 2. Prudential Borrowing (DERL Lease) | | | | | | (146) | | | |
| | | | | | | | | | [(137)] |
| <u>Council Tax Income</u> | | | | | | | | | |
| 1. Council Tax Reduction Scheme | | | (264) | | | | 264 | | |
| | | | | | | | | | [0] |
| Total Adjustments (General Fund) | 0 | 2,199 | 1,740 | 50 | 85 | 0 | 264 | 0 | 4,338 |

| Risks - Revenue | Assessment | | Risk Management / Comment |
|---|--------------|--------------|---|
| | Original | Revised | |
| <u>General Inflation</u> General price inflation may be greater than anticipated. | Med | Med | Corporate Procurement strategy in place, including access to nationally tendered contracts for goods and services. In addition, fixed price contracts agreed for major commodities i.e. gas and electricity. |
| <u>Equal Pay Claims</u> A provision may be required for the cost of equal pay claims. | Low | Low | Relatively few cases being taken through the Employment Tribunal process. |
| <u>Capital Financing Costs</u> Level of interest rates paid will be greater than anticipated. | Low/ Med | Low/ Med | Treasury Mgmt Strategy. Limited exposure to variable rate funding. |
| <u>Savings</u> Failure to achieve agreed level of savings & efficiencies. | Low/ Med | Low/ Med | General risk mitigation factors (ref para 5.1), in particular, regular monitoring by departments to ensure savings targets are met. |
| <u>Emerging Cost Pressures</u> The possibility of new cost pressures or responsibilities emerging during the course of the financial year. | Low/ Med | Low/ Med | General risk mitigation factors (ref para 5.1), in particular, regular monitoring by departments to ensure cost pressures are identified early and corrective action can be taken as necessary. |
| <u>Chargeable income</u> The uncertainty that the level of chargeable income budgeted will be received. | Med/ High | Med/ High | General risk mitigation factors (ref para 5.1), in particular, regular monitoring by departments to ensure any shortfalls are identified as early as possible and corrective action can be taken as necessary. |
| <u>Council Tax Collection</u> Provision for non-collection of Council Tax (3.2%) may not be adequate. | Low | Low | Provision set takes cognisance of amounts collected for previous financial years. Non-payers subject to established income recovery procedures. |
| <u>Welfare Reform</u> The changes introduced as part of the welfare reform exercise may increase the risk that budgeted income collection levels are not achieved and that current non-collection provision levels are inadequate. | Low/ Med | Low/ Med | General risk mitigation factors (ref para 5.1), in particular, regular monitoring by departments to ensure any shortfalls are identified as early as possible and corrective action can be taken as necessary. Budget also introduced for discretionary housing payments to assist those affected by these changes. |