

REPORT TO: CITY GOVERNANCE COMMITTEE – 21 APRIL 2025

REPORT ON: REVENUE MONITORING 2024/2025

REPORT BY: EXECUTIVE DIRECTOR OF CORPORATE SERVICES

REPORT NO: 89-2025

1 PURPOSE OF REPORT

- 1.1 To provide Elected Members with an analysis of the 2024/25 projected revenue outturn as at 31 January 2025 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 31 January 2025 the General Fund is projecting an overall overspend of £5.008m against the adjusted 2024/2025 Revenue Budget and the impact this has on the projected Council's General Fund Balances;
 - (b) note the budget adjustments totalling £13.737m and detailed in the second column of Appendix A as virements to the previously approved Revenue Budget;
 - (c) note that as at 31 January 2025 the Housing Revenue Account (HRA) is projecting an overspend of £4.000m against the adjusted HRA 2024/25 Revenue Budget and the impact this has on the element of the projected Renewal & Repair Fund balance earmarked to HRA;
 - (d) approve the action to capitalise an additional £0.300m of HRA expenditure to reduce cost pressures, set out in paragraph 8.3, and note if implemented this would reduce the HRA projected overspend to £3.700m. This would also increase the HRA Renewal and Repair Fund's projected balance at 31 March 2025 to £1.022m;
 - (e) note the key strategic, operational and financial risks being faced by the Council outlined in Appendix B;
 - (f) notes the current position on Leisure and Culture Dundee (LACD), as set out in paragraph 7.1.

3 FINANCIAL IMPLICATIONS

- 3.1 The unallocated portion of the General Fund as at 31 January 2025 is projecting an overspend of £5.008m against the adjusted 2024/25 Revenue Budget. The impact this would have on the Council's General Fund Balances is outlined below:

General Fund	Opening Balance 1 April 2024 £000	(Surplus) / Deficit for the Year £000	Transfers (In) / Out	Projected Balance 31 March 2025 £000
Earmarked Carry-forwards*	4,124	1,266		2,858
Organisational Change Fund	2,388	150		2,238
Covid cost related pressures*	2,750	700	500	1,550
Covid recovery measures	405			405
Service change initiatives	5,000			5,000
Roof Remedial Works	2,702	968		1,734

Cost of Living Pressures	200			200
Contribution to 2024/25 budget	6,640	6,640		0
Employability third sector	0	(1,150)		1,150
Other Earmarked Funds	3,934	384		3,550
Service concessions flexibility	39,773			39,773
Total earmarked funds	67,916	8,958	500	58,458
Unallocated Balance	9,815	5,008	(500)	5,307
Total General Fund	77,731	13,966	0	63,765

* These balances will be drawn down as required during the year.

- 3.2 The projected revenue outturn includes savings from the approved financial recovery plan amounting to £1.615m, which were detailed in the October revenue monitoring report. As detailed in the same report, a further review of earmarked reserves identified a further £0.895m to offset the projected reserve together with a review of the corporate property costs overspend concluding £0.584m of these costs were eligible to be capitalised. Both proposals were approved by elected members at the City Governance Committee meeting on 20 January 2025. The approved recovery measures are reflected within the numbers contained in this report.
- 3.3 The approved budget included an allowance of 3% for the 2024/25 pay awards for both LGE and teachers. The CoSLA pay offer for LGE staff, of either 3.6% or an uplift of £0.67 per hour where this would be higher, was agreed and implemented from 1 April 2024 in the November 2024 payroll. In overall terms, the LGE pay offer was estimated to be an average increase of 4.27%. The pay offer for teachers was also 4.27%, effective from 1 August 2024. This report includes funding from Scottish Government of £2.212m in respect of the LGE pay award and £0.748m in respect of the teachers pay award. In addition, a one-off additional £0.601m relating to the 2023/24 pay awards has been received. Provision for the pay award is included within contingencies and has not yet been allocated to service budgets. Officers estimate that the overall pay contingency will be underspent by £1.000m, which is reflected in this report.
- 3.4 The approved budget also included a provision of £2.000m to meet cost pressures within Children Services associated external childcare placements. It is noted that as at 31 January 2025 £1.359m of this has been utilised with the balance of £0.641m remaining in contingency and held to meet any further cost pressures should demand increase.
- 3.5 Based on the financial information available as at 31 January 2025 the HRA outturn position for 2024/25 is projecting an overspend of £4.000m. Further details are provided in section 8 of this report. This outturn includes savings of £1.200m, which were identified in the November report as HRA expenditure eligible to be capitalised to reduce cost pressures and approved by elected members at the City Governance Committee meeting on 17th February 2025.

4 BACKGROUND

- 4.1 Following approval of the Council's 2024/25 Revenue Budget by the City Governance Committee on 29 February 2024, this report provides the projected revenue outturn position as at 31 January 2025, against the adjusted 2024/25 Revenue Budget.
- 4.2 The total 2024/25 Revenue Budget is £468.789m. For revenue monitoring purposes, the Council Tax Reduction Scheme budget of £13.772m is moved from expenditure to income and netted off against Council Tax income. This results in total budgeted expenditure of £455.017m 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.

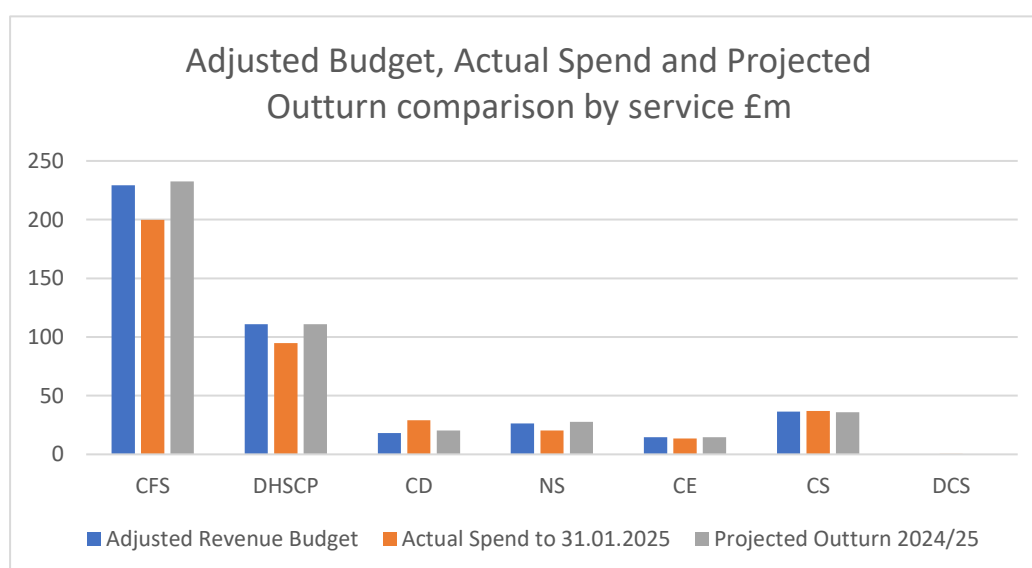
Appendix B lists the key strategic, operational and financial risks being faced by the Council.

5 GENERAL FUND SERVICES - MONITORING POSITION AS AT 31 JANUARY 2025

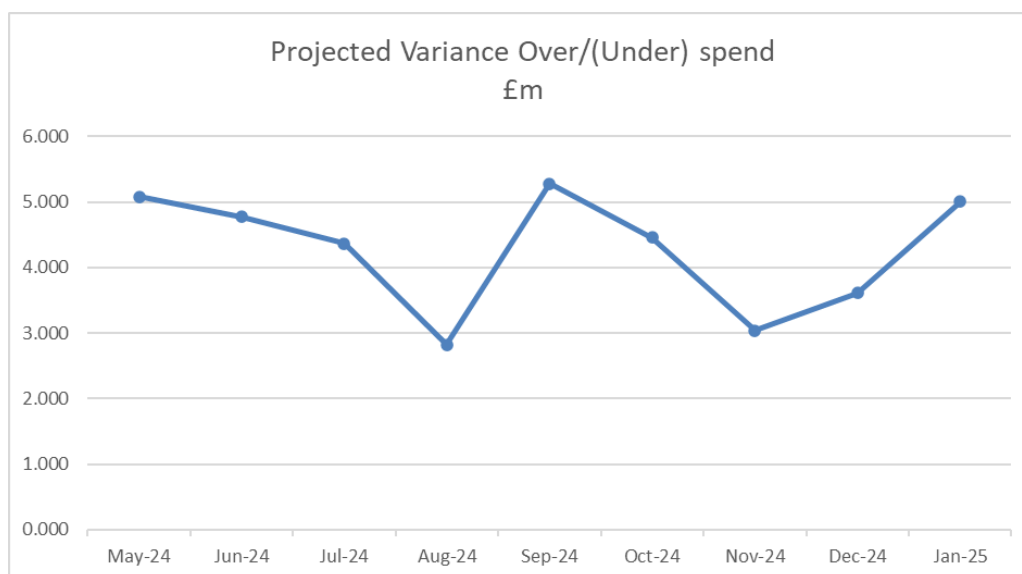
5.1 The forecast position as at 31 January 2025 for General Fund services is summarised below.

	(Under)/Over Spend as at 31 January £m	(Under)/Over Spend as at 31 December £m	Movement (from previous month) £m
Net Expenditure	5.700	4.407	1.293
Sources of Income	(0.692)	(0.799)	0.107
Net projected reduction uncommitted balances	5.008	3.608	1.400

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 overspend in relation to backdated legacy invoices for water service provision on numerous properties	0.373
Additional expenditure on agency fees associated with letting of new commercial properties	0.100
Increase in the projected overspend in corporate property relating to increases in Health & Safety maintenance and unplanned repairs at V & A, Regional Performance Centre and Marchbanks	0.150
Projected under recovery of architect fees due to a reduction in chargeable hours	0.350
Projected overspend within Corporate Services' supplies and services mainly relating to IT licence fees, postage increases and audit fees was previously understated	0.308
Increased income shortfalls on mailroom recharges, DWP admin funding and Scientific Services	0.242
Adjustment to projected additional Council Tax income	0.194
Increase in underspend in Corporate Services staff costs relating to various vacancies	(0.276)

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: £3.268m overspend

Dec £m		Jan £m
2.128	Projected overspend in teachers staff costs mainly relating to increased levels of use of supply cover and acting up allowance mainly due to sickness levels that have increased by 8% since the beginning of the year. In addition, a 50% reduction in the number of newly qualified teachers recruited compared to last year has also resulted in increased costs	2.128

0.832	Projected overspend in LGE mainly as result of demand for Additional Support Needs staff	0.832
0.424	Projected overspend in Children Services staff costs relating to sessional staff	0.424
0.528	Projected increase in Non-Domestic Rates payable due to the increase in poundage rate for properties with Intermediate and higher rateable values	0.528
0.205	Projected overspend in energy costs partly as energy consumption has not reduced as planned and standing charges have increased	0.205
0.232	Projected overspend in property costs due to repairs and maintenance	0.232
0.500	Projected overspend within supplies and services relating to increased Tayside Contracts catering costs and computer licenses	0.500
0.148	Projected overspend on pupil transport relating to taxis and buses ordered by service	0.148
1.359	Projected overspend mainly within Children Services third party payments as a result of increased residential school placements, an increased number of families in receipt of Self-Directed Support and fostering and adoption fee increases	1.359
(1.359)	Use of contingency budget to offset projected Children Services third party payments overspend	(1.359)
0.166	Projected overspend within Early Years third party payments, mainly as rates in private nurseries have increased at a level greater than budgeted	0.166
0.151	Projected overspend in third party payments relating to operational costs of sport co-ordinators	0.151
(1.078)	Additional income relating to funding for unaccompanied asylum-seeking children	(1.078)
(0.866)	Additional income in education mainly relating to fees from parents and SEN income	(0.866)
(0.102)	Additional income relating to one off funding for Ukrainian Refugees	(0.102)

6.2 Dundee Health & Social Care Partnership (DHSCP)

The latest financial monitoring report presented to Dundee IJB projects an overspend of £8.762m for 2024/25, with this information presented to Dundee IJB at its meeting on 19th February 2025. This projected overspend continues to exceed 2024/25 IJB Financial Plan where up to £4m had been identified and set aside in IJB Reserves to cover the planned in-year shortfall. Financial Recovery Plans have now been implemented in line with IJB Integration Scheme to minimise the in-year overspend and also return the IJB to a financially sustainable position, however further General Reserves of £4.8m are held to fund this additional overspend if required.

DHSCP is continuing to experience significant operational challenges in demand and demographics (notably the growth in Care at Home provision as a result of shift in care to help mitigate against hospital delayed discharges, minimise unnecessary hospital admissions, reduce social care unmet need and reduce Care Home beds), staffing challenges (both recruitment and retention, sickness absence and premium cost of back-fill cover), increasing complexity of needs in community settings, and the wider impact of deferred treatments on health and wellbeing following the pandemic period, all of which continue to impact on the projected financial position. Operational managers and finance team continue work to explore ways of mitigating the overspend through efficiencies, cost reduction, transformation and savings opportunities and any impact of these actions will be reported to the IJB.

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, however any shortfall (after utilising reserves and implementing the Financial Recovery Plans) would be shared proportionately between the Partner Bodies. Officers continue to liaise with Council (and NHST) colleagues to monitor any financial implication. At present, the combined value of earmarked and general reserves is

sufficient to cover the projected 24/25 overspend and therefore there is no projected financial implication for Dundee City Council.

6.3 City Development: £2.038m overspend

Dec £m		Jan £m
1.306	Projected overspend in corporate property mainly due to costs of unplanned and health and safety related repairs	1.456
0.700	Estimated winter maintenance overspend	0.700
0.700	Forecasted reduction in income relating to the decrease in off-street parking income	0.700
(0.700)	Funded by earmarked Covid reserve to meet associated loss of income	(0.700)
0.501	Forecasted overspend in energy costs within City Development partly as energy consumption has not reduced as planned and standing charges have increased	0.501
0.000	Projected overspend in relation to backdated legacy invoices for water service provision on numerous properties	0.373
0.173	Reflects projected increased provision for bad debts mainly as a result of commercial rents	0.173
0.000	Additional expenditure on agency fees associated with letting of new commercial properties	0.100
0.224	Shortfall in projected Building Warrants income due to reduced number of large-scale projects	0.224
(0.429)	Projected under recovery of architect fees due to a reduction in chargeable hours	(0.079)
(0.234)	Additional rental income within Dundee House	(0.234)
(0.464)	Projected underspend in staff costs due to vacancies	(0.464)
(0.535)	Additional income due to carry forward of employability grant income no longer required	(0.535)
(0.252)	Use of On-Street Car Parking and other earmarked reserves to fund roads maintenance	(0.252)

Please note that this report assumes a loss of £0.350m in respect of 2024/25 cost recovery of Architectural Services. A review of cost recoveries is ongoing and may result in a reduction of this figure. Please note that any additional cost recoveries subsequently identified will predominantly be at the expense of the HRA and capital projects.

Dundee's Low Emissions Zone (LEZ) scheme was launched on 31 May 2024. It is noted that the Transport (Scotland) Act 2019 states that all income from the Low Emission Zone must be first used to facilitate the scheme. It is forecast that income from the LEZ will decline over time and revenue received in the first year will be set aside to contribute to future years costs of operating and maintaining the LEZ infrastructure. To 31 January 2025, 11,581 fines were issued and receipts totalled £0.210m. Projected income for the year is £0.230m, which compares with estimated costs of £0.230m for operating the LEZ in 2024/25.

Fines are issued at values ranging from £60.00 for first offence rising to £960.00 for fifth offence. There is a 50% reduction in the value if the fine is paid within 14 days.

6.4 Neighbourhood Services: £1.284m overspend

Dec £m		Jan £m
0.916	Projected overspend in waste management third party payments, mainly relating to increased MEB Gates Fees, increased tonnage and forecasted lower electricity income expected to be gained from the excess revenue share for the waste to energy contract	0.859

0.210	Projected overspend in other housing property costs due to spend on fixture and fittings	0.221
0.449	Projected shortfall in income generated from trade waste and recyclables	0.495
0.597	Streetscene & Land Management: income mainly from projects, interment fees and ground maintenance activities are forecasted to be lower than budgeted	0.539
0.742	Reduction in expected income from old waste plant due operational issues and lower than expected electricity revenues due to ongoing market conditions	0.742
(0.884)	Projected underspend in staff costs due to vacancies	(1.204)
(0.211)	Additional income recovered for housing benefits relating to Bed & Breakfasts	(0.211)

6.5 Chief Executive: (£0.119m) underspend

Dec £m		Jan £m
(0.118)	Projected underspend in staff costs due to vacancies	(0.118)

6.6 Corporate Services: (£0.679m) underspend

Dec £m		Jan £m
(1.651)	Projected underspend in staff costs due to vacancies	(1.927)
0.734	Projected overspend in supplies and services, mainly relating to IT licence fees, postage increases, audit fees and removal of Central Government funding for electoral registration	0.659
0.324	Projected shortfall in Scientific Services cost recoveries	0.440
0.104	Increased income shortfalls on mailroom recharges, DWP admin funding	0.208

6.7 Capital Financing Costs: £0.579m overspend

Dec £m		Jan £m
0.579	Capital Financing Costs are anticipated to be greater than expected due to the continuation of shorter-term borrowing whilst interest rates remain higher than budgeted for. This is being mitigated, where possible, through the deferral of capital repayments to future years for assets that are still under construction.	0.579

6.8 New Monies: (£1.790m) underspend

Reflects the share of additional £62.7m monies announced by Scottish Government after the budget was agreed that will now be used to replenish any balances used. In addition, the Council will receive a share of an additional £21.0m (£0.601m) which will go towards pay awards in excess of what has been budgeted.

6.9 Corporate Fleet: £1.868m overspend

Reflects the projected net overspend associated with the corporate fleet. The cost of the Council's fleet remains a budget pressure mainly due to rising expenditure in relation to the external hire of vehicles used by services together with the cost of parts and materials for vehicle repairs. The fleet review is ongoing to ensure the overall fleet utilised by services is in

line with the budget provision available and that the true cost of fleet managed on behalf of external bodies is recovered accordingly and the outcome will be reported to members as part of future monitoring reports.

6.10 Council Tax: (£0.605m) underspend

Reflects the projected over-recovery of Council Tax income of £0.439m plus the projected underspend on Council Tax Reduction.

6.11 Empty Property Relief: £0.250m overspend

Reflects the updated projected overspend associated with the total devolved empty property relief awarded in the 2024/25 financial year.

7 EXTERNAL ORGANISATIONS

7.1 Leisure and Culture Dundee (LACD) suffered considerable income shortfalls during the Covid-19 pandemic, due to the effects of lockdowns and operating restrictions once facilities re-opened. It is recognised that, whilst facilities are now fully operational, income levels will take some time to be restored to pre-pandemic levels. To provide certainty, stability and time for Leisure and Culture Dundee to develop a balanced budget from 2024/25 onwards Dundee City Council confirmed its continuing financial support to cover the deficit position for a period until 31 March 2024. In December 2023, it was further agreed that the Chief Executive be authorised to extend the support to Leisure and Culture Dundee to 30 June 2024 should this be necessary. The Council will also continue to undertake cash flow management support to LACD to allow it to remain in credit at all times, and therefore have sufficient cash to continue to operate, thus allowing it to proceed as a going concern and meet its everyday cash liabilities. Any additional financial support provided will be met from reserves.

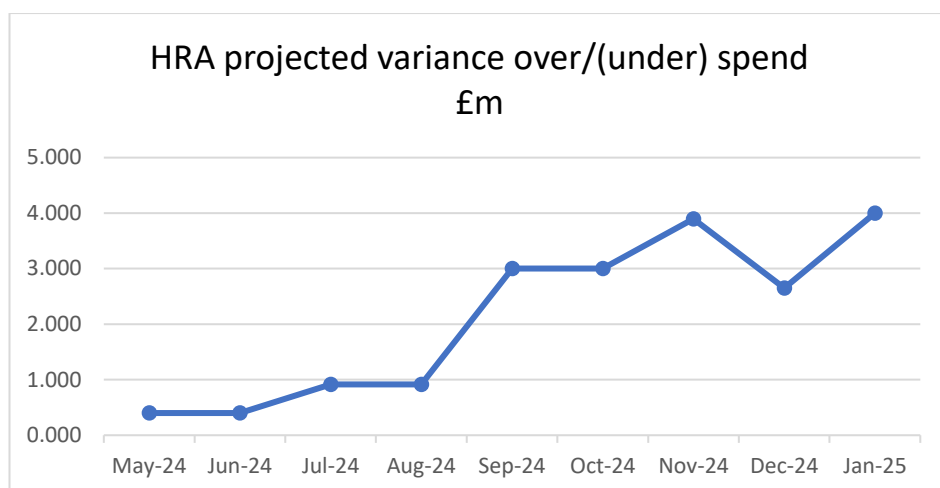
7.2 Our budget includes the assumption that Tayside Contracts will return a surplus in 2024/25, our share of which will be £0.343m. The latest projection (as at 30 September 2024) is that the Council share of surplus will be £0.232m.

8 HOUSING REVENUE ACCOUNT - MONITORING POSITION AT 31 JANUARY 2025

8.1 The forecast position as at 31 January 2025 for the HRA is summarised below:

	(Under)/Over Spend as at 31 January £m	(Under)/Over Spend as at 31 December £m	Movement (from previous month) £m
Net Expenditure	4.831	3.480	1.351
Sources of Income	(0.831)	(0.831)	0.000
Net over/ (underspend)	4.000	2.649	1.351

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



Please note that the forecast position is compared to the HRA budget as adjusted following the approval of the Housing Repairs and Relet Plan (report 139-2024 approved by the Neighbourhood Regeneration, Housing and Estate Management Committee on 13 May 2024 refers). This report outlined additional expenditure of £4.845m to fund the existing repairs and relets backlog that were planned to be funded by savings amounting to £2.250m and a contribution of £2.595m from the Renewal & Repair Fund.

- 8.2 The key variances that make up the January position are shown in the table below together with a comparison to the previous month. These figures reflect movements for the full year to date.

Dec £m		Jan £m
0.580	Projected overspend in property costs mainly relating to additional void costs due to empty properties being let for longer than budgeted.	0.639
0.000	Projected increase in Rent Bad Debt Provision mainly due to an increase in rent arrears	0.300
0.703	Reflects additional expenditure on unmetered landlord supplies and gas safety maintenance and emergency repairs	0.661
1.483	Reflects additional repairs and planned maintenance including specialist works in relation to damp and mould treatments and additional works in multi storey developments	1.583
0.361	Additional recharge through Repairs and Maintenance Partnership as a result of greater than budgeted pay award and increase volume of activity	0.461
(0.188)	Projected overspend on relets mainly due to a higher level of activity/expenditure on relets than was previously anticipated	0.466
0.083	Overspend on Planned Maintenance due to saving identified in relets and repairs recovery plan not materialising	0.183
(1.200)	Less: HRA expenditure eligible for capitalisation	(1.200)
0.243	Reflects greater than anticipated spend on various other costs including energy, health & safety, cleaning and other property costs	0.243
1.321	Capital Financing Costs are anticipated to be greater than expected due to interest costs being higher than budgeted due to the continuation of shorter-term borrowing whilst interest rates remain high	1.321
0.148	Projected overspend in supplies and services mainly relating to additional storage costs and pest control services	0.148
(0.305)	Anticipated underspend in staff costs due to vacancies	(0.305)
(0.500)	Additional rental income	(0.500)

- 8.3 A further review has identified an additional £0.300m of expenditure that would be eligible to be capitalised to reduce revenue cost pressures. If implemented this would reduce the above projected overspend to £3.700m. This would also increase the HRA Renewal and Repair Fund's projected balance at 31 March 2025 to £1.022m. This is in addition to £1.200m savings included in this report, which were identified in the November report as HRA expenditure eligible to be capitalised and approved by elected members at the City Governance Committee meeting on 17th February 2025.
- 8.4 Any final variance adjusted against the Renewal & Repair Fund and is projected to be as follows:

Dec £m	HRA Renewal and Repair Fund	Jan £m
7.317	Opening Balance as at 1 April 2024	7.317
(2.649)	<u>Less</u> Projected Overspend to 31 March 2024	(4.000)
(2.595)	<u>Less</u> Use of HRA Renewal and Repair Fund towards Repairs & Relets Plan	(2.595)
2.073	Projected Balance as at 31 March 2025	0.722

9 RISK ASSESSMENT

- 9.1 In preparing the Council's 2024/25 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 2024/25 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 B to this report. 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.

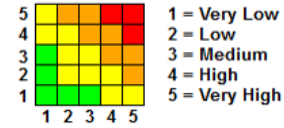
PAUL THOMSON
EXECUTIVE DIRECTOR OF CORPORATE SERVICES

08 APRIL 2025

DUNDEE CITY COUNCIL							
2024/2025 REVENUE OUTTURN MONITORING							
PERIOD 1 APRIL 2024 - 31 JANUARY 2025							
	Approved		Adjusted		Projected	Previous	Movement
	Revenue	Total	Revenue	Projected	Variance	Months	Since
	Budget	Budget	Budget	Outturn	Over/(under)	Projected	Previous
	2024/25	Adjustments	2024/25	2024/25	spend	Variance	Month
	£m	£m	£m	£m	£m	£000	£000
General Fund Services							
Children & Families	213.996	15.188	229.184	232.452	3.268	3.268	
Dundee Health & Social Care Partnership	110.180	0.671	110.851	110.851	0.000	0.000	0.000
City Development	12.235	5.961	18.196	20.234	2.038	1.065	0.973
Neighbourhood Services	28.439	(2.120)	26.319	27.603	1.284	1.237	0.048
Chief Executive	13.835	0.768	14.603	14.484	(0.119)	(0.100)	(0.019)
Corporate Services	33.568	2.885	36.453	35.774	(0.679)	(0.884)	0.205
Construction Services	0.000		0.000	0.000	0.000	0.000	0.000
	412.253	23.353	435.606	441.398	5.792	4.585	1.207
Capital Financing Costs / Interest on Revenue Balances	22.429		22.429	23.008	0.579	0.579	
Contingencies:							
- General	0.500	(0.165)	0.335	0.335	0.000	0.000	
- Budget growth/Cost Pressures	13.278	(10.768)	2.510	1.510	(1.000)	(1.000)	
- New monies	0.599	1.317	1.916	0.126	(1.790)	(1.790)	
Tayside Contracts surplus	(0.343)		(0.343)	(0.232)	0.111	0.111	
Corporate Fleet	3.023		3.023	4.891	1.868	1.872	(0.004)
Miscellaneous Items	(2.044)		(2.044)	(2.044)			
Discretionary Non Domestic Rates (NDR) Relief	0.392		0.392	0.392	0.000	0.000	
Supplementary Superannuation Costs	2.938		2.938	2.738	(0.200)	(0.200)	
Tayside Valuation Joint Board	0.945		0.945	1.034	0.089		0.089
Empty Property Relief Devolution	1.048		1.048	1.298	0.250	0.250	
Total Expenditure	455.017	13.737	468.754	474.455	5.700	4.408	1.292
Sources of Income							
General Revenue Funding	(304.241)	(13.022)	(317.263)	(317.263)			
Contribution from National Non Domestic Rates (NNDR) Pool	(73.695)		(73.695)	(73.695)			
Council Tax	(63.906)		(63.906)	(64.511)	(0.605)	(0.799)	0.194
Assumed SPPA Teachers Superannuation Contrib	(2.280)		(2.280)	(2.367)	(0.087)	0.000	(0.087)
Use of Balances -							
Balance on Covid Recovery Fund	(6.640)		(6.640)	(6.640)			
Committed Balances c/f	0.000	(1.266)	(1.266)	(1.266)			
Earmarked funds	0.000	0.701	0.701	0.701			
Service concessions	(4.255)		(4.255)	(4.255)			
Change Fund	0.000	(0.150)	(0.150)	(0.150)			
(Surplus)/Deficit for the year	0.000	0.000	0.000	5.008	5.008	3.609	1.399
(Surplus)/Deficit for Housing Revenue Acct	0.000	0.000	0.000	4.000	4.000	2.649	1.351

Risks - Revenue Assessment

Corporate Risk Matrix



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. 		
4. Chargeable income budget not achieved.	<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. 		