

## KEY FINANCIAL RISKS

The following table identifies the key financial risks to the council's financial position over the short to medium term together with a summary of the mitigating actions in place and planned. These financial risks are reflected in the assessment of the adequacy of estimates and reserves. The assessment of risk is based on the following risk scoring criteria:

LIKELIHOOD (Probability)	
A - Almost Certain > 95%	Highly likely to occur
B - Likely ↑	Will probably occur
C - Possible 50%	Might occur
D - Unlikely ↓	Could occur but unlikely
E - Very Unlikely < 5%	May only occur in exceptional circumstances

IMPACT (Consequence)	
1 - Extreme	Loss or loss of income > £20m
2 - Major	Loss or loss of income £10m < £20m
3 - Significant	Loss or loss of income £5m < £10m
4 - Moderate	Loss or loss of income £500k < £5m
5 - Minor	Loss or loss of income £10k < £500k

### • Robustness of estimates

	Key Financial Risk	INHERENT RISK		Comments/Mitigating Actions in place	RESIDUAL RISK	
		Likelihood	Impact		Likelihood	Impact
FE1.	Pay Inflation - underestimated in the original estimates.	Possible	Moderate	<ul style="list-style-type: none"> <li>The MTFs model approved in February 2017 is based on a pay award of 1% over the medium term - this is following the July 2015 budget and the announcement to cap public sector pay awards at 1%</li> <li>It should be noted that the current offer is 2% per annum for 2018/19 and 2019/20. The MTFs model has been updated to reflect this.</li> <li>Reliance placed on market intelligence provided by Treasury Management advisors.</li> <li>Treasury Management Strategy is aligned with CIPFA Code and the CLG Guidance re investing funds prudently and having regard to the security and liquidity of its investments before seeking the highest rate of return.</li> </ul>	Unlikely	Minor
FE2.	Interest rates are underestimated.	Possible	Moderate	<ul style="list-style-type: none"> <li>As part of the estimate setting process we are reviewing all fees and charges on an basis, to reset these if necessary. If there are 'in year' shortfalls these form part of the budget monitoring processes.</li> <li>Lower risk as existing income streams are known and are therefore more predictable</li> </ul>	Possible	Moderate
FE3.	Existing fees and charges: Projected levels of income within the period are not achieved and/or maintained.	Possible	Moderate	<ul style="list-style-type: none"> <li>Income generating activity has been identified as part of savings proposals for 2017-18 and onwards. There is a risk that in light of the economic backdrop and Brexit that these levels of income will not be achieved.</li> <li>Higher risk as it is based on new sources of income</li> </ul>	Possible	Moderate
FE4.	New income streams: Projected levels of income within the period are not achieved.	Possible	Moderate	<ul style="list-style-type: none"> <li>The Valuations Office has undertaken a reset of rateable values from 2017/18. The provision has been reviewed in light of the revaluation and known current appeals and will be reviewed on a regular basis, at present this is deemed to be adequate.</li> <li>Appeals can be backdated and as a consequence of this the Council has set aside a provision to deal with this element of the financial impact.</li> <li>In December 2014 the Government announced it was closing the appeals window and that appeals received on or after 1 April 2015 will only be backdated until this date.</li> </ul>	Unlikely	Minor

• **Robustness of estimates**

	Key Financial Risk	INHERENT RISK		Comments/Mitigating Actions in place	RESIDUAL RISK	
		Likelihood	Impact		Likelihood	Impact
FE6.	Increase in demand led spending pressures (including impact of Welfare Reform, social care, safeguarding) over and above the current budget provision.	Possible	Significant	<ul style="list-style-type: none"> <li>Annual budget setting process developed in consultation with service managers</li> <li>Monitoring of capital (quarterly) and revenue (monthly) budgets, reported to CMT and Cabinet (Quarterly).</li> <li>Action plans to address any significant in year budget variances are agreed with CMT with the status of the agreed actions reported to CMT on a monthly basis</li> <li>Action plans in place that are intended to manage/reduce the number of Looked After Children</li> </ul>	Possible	Moderate
FE7a.	Third party provider costs will increase as a result of the introduction of the National Living Wage	Almost certain	Moderate	<ul style="list-style-type: none"> <li>As each contract is procured any impact of this will need to be assessed and addressed to ensure services are procured within budget.</li> </ul>	Possible	Moderate
FE7b.	Third party provider costs increase as result of SCC having to 'step in' in the event of potential provider failure (social care providers)	Possible	Moderate	<ul style="list-style-type: none"> <li>ICU contract monitoring arrangements and general market oversight and intelligence</li> </ul>	Unlikely	Minor
FE8.	Legal challenge to savings proposals that could result in the proposal being either discontinued or revised.	Possible	Moderate	<ul style="list-style-type: none"> <li>Budget consultation process in place.</li> </ul>	Unlikely	Minor
FE9.	Pressure on returns from investment properties in both the short and longer term.	Possible	Significant	<ul style="list-style-type: none"> <li>There is a full and robust process around the financial and legal analysis of the individual investments.</li> <li>Investments are not confined to the Southampton area</li> </ul>	Possible	Moderate
FE10.	Voluntary sector is either unwilling or unable to support the delivery of certain services or activities	Possible	Significant	<ul style="list-style-type: none"> <li>Review the overall expectation and co-ordination of the services required of the voluntary sector.</li> <li>Consideration is given to this risk in deciding whether to design services around the voluntary sector</li> </ul>	Possible	Moderate
FE11.	The council's service delivery partners seek to exit an agreement or are no longer able to deliver the required service.	Unlikely	Significant	<ul style="list-style-type: none"> <li>Central Contracts Team monitors and work closely with the council significant service delivery partners.</li> <li>Contractual obligations on both parties that set out the respective roles and responsibilities.</li> </ul>	Very Unlikely	Moderate

• Adequacy of proposed financial reserves

Key Financial Risk		INHERENT RISK		Comments/Mitigating Actions	RESIDUAL RISK	
		Impact	Likelihood		Impact	Likelihood
FR1.	Business Rate Retention & Council Tax Growth - the council fails to collect, retain and grow business rate income	Possible	Significant	<ul style="list-style-type: none"> <li>The assumption built into the MTFs is based on an annualised CPI Rate reflecting the uplift set by government.</li> <li>The current MTFs includes assumptions on growth which have been developed in conjunction with the Growth service area and recognise pipeline developments and their assumed operation dates. These will be monitored on a monthly basis as part of the standard monitoring.</li> </ul>	Possible	Moderate
FR2.	Delivery of all of the agreed savings is not achieved.	Possible	Major	<ul style="list-style-type: none"> <li>Progress and delivery of the overall Programme and individual projects is monitored at Service Director level, and thereafter by SLT and CMT, with any non achievement forming part of the normal budget monitoring action plan process.</li> <li>CMT and SLT review the validity and achievability of projects and provide approval (or not) to projects</li> </ul>	Unlikely	Significant
FR3.	The Government could impose a lower Council Tax referendum threshold (currently 2.99%) and/or reduce or remove the Adult Social Care Levy (3%)	Possible	Moderate	<ul style="list-style-type: none"> <li>Assumption is that Council Tax rises will be set at just below the 3% referendum limit in 2018/19 at 2.99% and future years at 1.99% (excluding the Adult Social Care Levy).</li> <li>The Adult Social Care Levy was only introduced as part of the Autumn 2015 Spending Review and allows local authorities with social care responsibilities to increase Council Tax by a further 3% (17-18 &amp; 18-19). No further assumptions have been made beyond 2019-20 for any increase in this income over and above the 6%.</li> <li>The MTFs assumes this levy will be taken in all years as the calculated increase in funding for adult social care far outweighs the income gained from this levy.</li> </ul>	Unlikely	Moderate
FR4.	Slippage in capital receipts (not accompanied by a slippage in spend).	Possible	Moderate	<ul style="list-style-type: none"> <li>Net receipt of any planned income will require a permanent draw from balances, additional borrowing or for savings to be found in the capital programme.</li> <li>Impact reflects the cost of borrowing in short term (the interest payments).</li> </ul>	Possible	Minor
FR5.	If building inflation was to exceed general inflation over a prolonged period, this would have a significant adverse impact on HRA balances and, in turn, the business model in respect of the redevelopment and refurbishment of the SCC Housing stock.	Possible	Significant	<ul style="list-style-type: none"> <li>Surpluses are liable to change annually, either favourably or not, and this will be reflected the annual review of stock investment needs and estimated unit rates.</li> <li>Monitoring and assessment of potential impact with business model sufficiently flexible to allow for reassessment of priority outcomes against available budget</li> </ul>	Possible	Moderate
FR6.	As schools transfer to Academy status the council's share of the retained and general element of the Education Services Grant may reduce.	Almost certain	Moderate	<ul style="list-style-type: none"> <li>Costs need to be reduced in line with reductions in funding.</li> <li>Development of a strategy in terms of whether / what services SCC may choose to still offer to Academy Schools</li> </ul>	Possible	Minor
FR7.	The level of funds within the internal insurance provisions is inadequate to meet current or future demand	Possible	Moderate	<ul style="list-style-type: none"> <li>The adequacy of the provision is informed by the output from periodical (at least triennial) external actuarial reviews of the funds.</li> <li>The level of funding is required is reviewed as part of annual budget setting process and the position, in respect of potential liabilities is reviewed on a monthly basis.</li> </ul>	Unlikely	Moderate

• Adequacy of proposed financial reserves

Key Financial Risk		Comments/Mitigating Actions		RESIDUAL RISK	
INHERENT RISK		Likelihood		Likelihood	
Impact		Impact		Impact	
FR8.	Ad hoc or unforeseen events / emergencies.	Possible	Significant	Possible	Significant
FR9.	The cost of implementing the Care Act 2014 is greater than anticipated.	Unlikely	Moderate	Unlikely	Moderate
FR10.	CCG could seek to reduce its level of contribution to the 'pooled budgeting' arrangement with SCC.	Possible	Significant	Unlikely	Moderate
FR11.	The council is unable to quantify the financial impact on both vulnerable individuals and key council services arising from implementation of welfare reforms	Possible	Moderate	Possible	Moderate
FR12.	Inflation increases at a higher rate than anticipated	Possible	Moderate	Unlikely	Minor
FR13.	Brexit - Uncertainty and economic forces, at least in the short term, within both the local business and wider business sector may have an adverse impact on investment decisions and local employment which, in turn, would impact on business rate income.	Likely	Moderate	Likely	Moderate
FR14.	There are unplanned and unforeseen consequences (and costs) arising from the implementation of new, or changed, systems and processes across service areas within the organisation	Possible	Moderate	Unlikely	Moderate
FR15.	New accounting rules for financial investments may result in adverse valuation movements being charged to the General Fund in year that they occur.	Possible	Moderate	Possible	Moderate