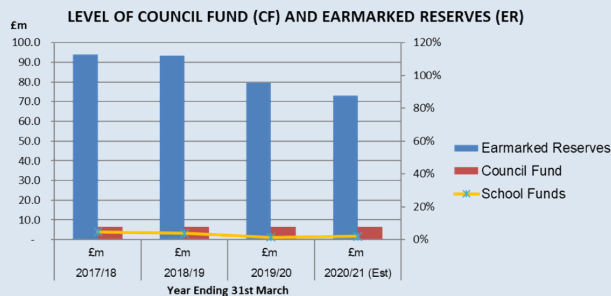


## Appendix 8 - Financial Resilience

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts

### Level of Council Fund (CF) and Earmarked Reserves (ER)



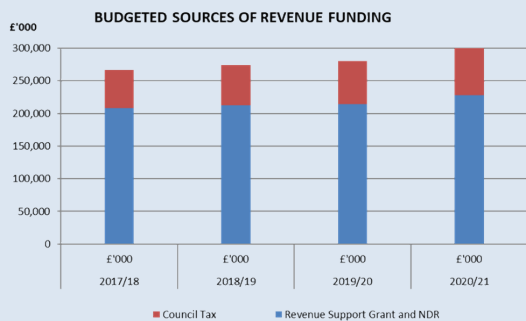
### Level of Reserves

	2017/18	2018/19	2019/20	2020/21 (Est)
	£m	£m	£m	£m
Earmarked Reserves	93.9	93.4	79.5	73.1
Council Fund	6.5	6.5	6.5	6.5
School Funds	3.9	3.1	1.1	1.7

### Budgeted Sources of Funding

Total Revenue Funding	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000
Revenue Support Grant and NDR	208,250	212,790	214,343	228,077
Council Tax	58,122	61,806	66,268	72,193

### Budgeted Revenue Funding Split



### Financial Performance and Ratios

Ratio	Calculation	2016/2017	2017/2018	2018/2019	2019/2020
		£'000	£'000	£'000	£'000
Net Worth (Assets - Liabilities)	(Asset - Liabilities)	20,785	20,213	48,973	7,812
Net Worth (exc Pension Liab.)	(Asset - Liabilities)	345,530	344,230	351,614	339,338
Working Capital Ratio	(Curr. Assets / Curr. Liabilities)	1.17	1.10	1.08	1.03
Gearing Ratio	(Borrowing / Total Reserves)	49.9%	66.9%	52.8%	51.9%

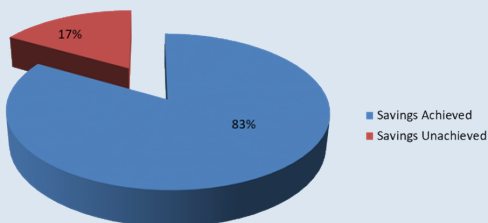
The figures below shows the 20/21 forecast position for both revenue and capital

### 2020/21 Revenue Forecast Position - November

Directorate	Current Budget	Budget Forecast	Variance	Variance
	£'000	£'000	£'000	%
Children & Young People	25,855	26,620	765	3.0
Adult & Community Services	49,216	47,976	(1,240)	(2.5)
Education	15,364	14,796	(568)	(3.7)
Schools	106,527	105,985	(542)	(0.5)
Regeneration, Investment & Housing	10,043	10,318	275	2.7
City Services	24,624	24,564	(60)	(0.2)
Corporate Services	18,954	18,416	(538)	(2.8)
<b>Total Directorates</b>	<b>250,583</b>	<b>248,675</b>	<b>(1,908)</b>	<b>(0.8)</b>
Capital Financing	23,316	23,316	-	-
Contingency/ Provisions	2,932	2,169	(763)	(26.0)
Levies / other	23,738	22,631	(1,107)	(4.7)
Reserves / Transfer	(299)	243	542	(181.3)
<b>Total Budget</b>	<b>300,270</b>	<b>297,034</b>	<b>(3,236)</b>	<b>(1.1)</b>
Additional funding - CT surplus	-	500	500	-
<b>Projected Over/ (Under) spend</b>	<b>300,270</b>	<b>297,534</b>	<b>(2,736)</b>	<b>(0.9)</b>

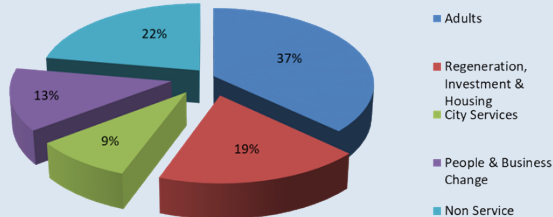
### Revenue Savings Achieved and Unachieved (November 2020/21)

#### 2020/21 REVENUE SAVINGS ACHIEVED AND UNACHIEVED



### Analysis of Unachieved Savings

#### ANALYSIS OF UNACHIEVED SAVINGS - 2020/21



### 2020/21 Capital Forecast Position - November

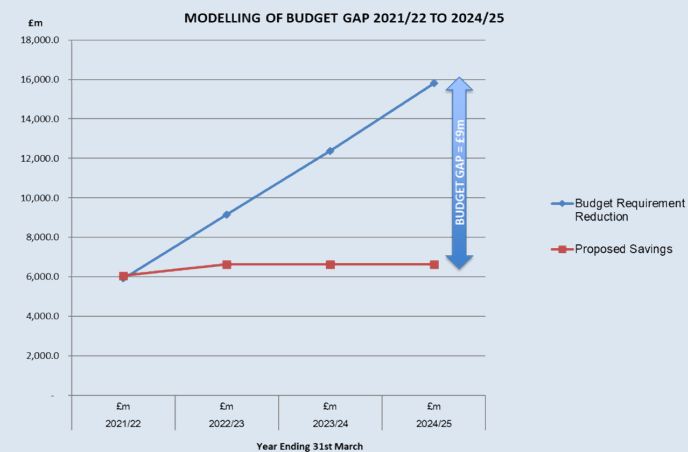
Directorate	Final Budget	Budget Forecast	Variance Slippage	Variance (Under)/ Overspend
	£'000	£'000	£'000	£'000
Education	9,683	8,229	(1,412)	(42)
Regeneration, Investment & Housing	11,969	10,318	(1,651)	-
People & Business Change	636	636	-	-
Adult & Community Services	250	250	-	-
Children & Young People Services	2,356	1,056	(1,300)	-
City Services	11,641	11,141	(205)	(295)
<b>Total Budget</b>	<b>36,535</b>	<b>31,630</b>	<b>(4,568)</b>	<b>(337)</b>

The tables below show the Medium Term Financial Plan (MTFP) and the risks facing the Council.

### MTFP Scenario (prior to 'new' savings being approved)

	£'000	£'000	£'000	£'000	£'000
Financial Pressures	16,184	9,959	8,519	8,398	43,060
Funding Uplift	(12,719)	(4,297)	(2,755)	(2,350)	(22,121)
Budget Requirement Reduction	3,465	5,662	5,764	6,048	20,939
Increase in Ctax/ tax base	(2,956)	(2,434)	(2,532)	(2,633)	(10,555)
Savings	(649)	(563)	0	0	(1,212)
<b>Budget Gap</b>	<b>(140)</b>	<b>2,665</b>	<b>3,232</b>	<b>3,415</b>	<b>9,172</b>

### Modelling of Budget Gap 2021/22 to 2024/25



### Capital Expenditure & Need to borrow

Capital Expenditure	2019/20	2020/21	2021/22	2022/23
	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Total capital expenditure	31.9	60.2	49.1	8.4
<b>Capital Financing Requirement</b>				
Investments or (new borrowing)	-	0.4	27.3	43.7
CFR	281.2	294.9	304.1	304.4