

Appendix Financial Resilience Snapshot

Financial Outturn Trend - ability to breakeven and address overspending budgets

Services	Net Revenue Variance (surplus)/loss Across Services at Year End				
	2019/20	2020/21	2021/22	2022/23	2023/24
	£k	£k	£k	£k	Forecast £k
Adult Services	(18)	(968)	(81)	(786)	(45)
Children's Services	4,653	(944)	(118)	2,007	173
Commissioning	(385)	(369)	(974)	(77)	(16)
Education	372	111	(118)	(1,291)	(82)
Highways Transport & Recycling	1,674	(1,085)	(645)	214	14
Property, Planning, Public Protection	116	(803)	(370)	(755)	201
Housing & Community Development	(213)	(182)	(94)	71	155
Economy and Digital Services	(422)	(345)	370	(303)	(282)
Transformation, Democratic Services	(189)	(157)	(399)	(175)	(22)
Workforce & Org Development	(93)	(69)	(232)	(458)	(174)
Legal	(179)	(99)	(82)	(138)	(33)
Finance & Insurance	227	(118)	(343)	(117)	(23)
Corporate Activities	(6,803)	(3,320)	(4,922)	(4,250)	(3,593)
Total Underspend	(1,458)	(6,348)	17,468	(6,718)	(3,734)

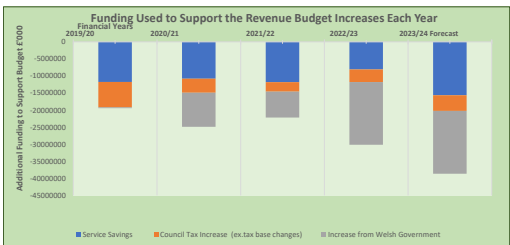
Savings Delivery Trend - ability to deliver savings to support a balanced budget

Total	Savings Delivered Across Services at Year End				
	2019/20	2020/21	2021/22	2022/23	2023/24
	£k	£k	£k	£k	Forecast £k
Total	(15,823)	(9,468)	(9,358)	(6,445)	(15,579)
Savings Delivered as a % of Net Budget	8.54%	5.04%	4.62%	3.80%	6.42%

Reserve Balances - ability to shore up reserves to support medium term pressures

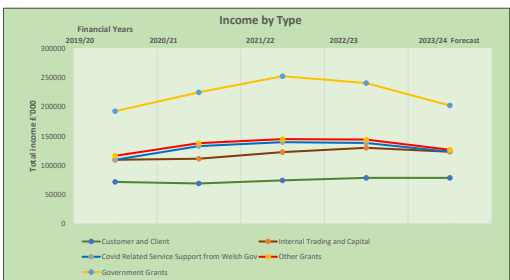
Reserve Balances	Balance	Balance	Balance	Balance	Balance
	2019/20	2020/21	2021/22	2022/23	2023/24
	£k	£k	£k	£k	Forecast £k
General Fund	9,472	13,713	9,333	9,333	9,333
Budget Management Reserve	3,584	3,584	3,584	3,584	3,584
Specific Reserves	7,523	16,319	29,167	35,329	28,682
Transport & Equipment Funding Reserve	9,265	11,282	8,844	9,461	7,938
Council Usable Reserves	29,844	44,898	50,928	57,707	49,537
Schools Delegated Reserves	(911)	3,222	8,946	6,630	1,038
School Loans & Other Items	(349)	(342)	(325)	(345)	(326)
Housing Revenue Account	3,918	4,480	4,243	3,966	3,966
Total Reserves	32,502	52,258	63,782	67,968	54,213
Usable Reserves as % of Net Revenue Budget	16.1%	23.9%	25.1%	26.0%	20.4%

Funding the Gaps - ability to fund the budget gap without reserve use



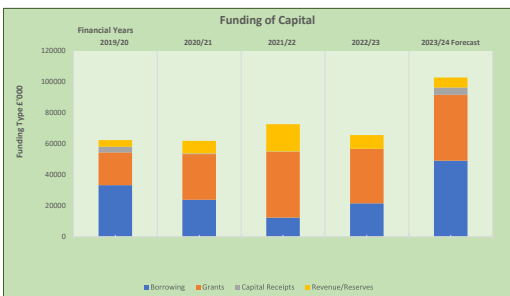
Income Outturn by Service - amount collected each year

Services	Income by Service				
	2019/20	2020/21	2021/22	2022/23	2023/24
	£k	£k	£k	£k	Forecast £k
Adult Services	(27,226)	(39,006)	(38,600)	(33,328)	(27,900)
Children's Services	(3,870)	(5,904)	(8,958)	(5,381)	(4,175)
Commissioning	(7,380)	(9,032)	(14,673)	(9,309)	(3,035)
Education	(7,264)	(8,646)	(13,240)	(16,666)	(11,157)
Highways Transport & Recycling	(40,983)	(49,362)	(48,575)	(48,453)	(48,716)
Property, Planning, Public Protection	(6,417)	(7,616)	(7,460)	(10,361)	(10,158)
Housing & Community Development	(9,113)	(10,388)	(9,638)	(14,281)	(11,292)
Economy and Digital Services	(3,464)	(3,664)	(4,250)	(6,280)	(3,211)
Transformation, Democratic Services	(469)	(654)	(737)	(371)	(260)
Workforce & Org Development	(1,773)	(1,638)	(2,094)	(2,521)	(2,724)
Legal	(1,457)	(728)	(1,051)	(852)	(711)
Finance & Insurance	(2,104)	(3,818)	(4,709)	(4,322)	(2,716)
Corporate Activities (Housing Benefit, HRA Debt)	(35,135)	(36,539)	(36,124)	(30,175)	(27,481)
Total	(147,160)	(176,994)	(190,819)	(181,541)	(153,538)
Schools Delegated	(19,743)	(20,973)	(29,588)	(26,296)	(19,002)
HRA	(25,533)	(26,673)	(32,011)	(32,524)	(29,497)
Total	(192,436)	(224,641)	(252,215)	(240,361)	(202,035)



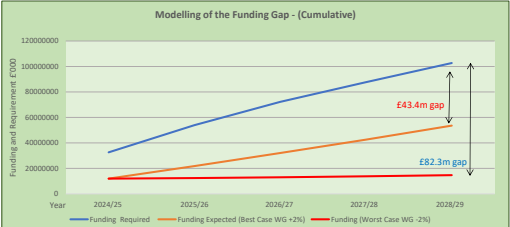
Capital Outturn - expenditure incurred each year

Capital Programme	2019/20	2020/21	2021/22	2022/23	2023/24	Total
	£k	£k	£k	£k	Estimate £k	£k
Schools	13,269	10,623	12,929	19,135	28,143	84,099
HTR	15,453	18,124	21,314	20,137	19,082	94,110
Other	13,243	12,148	18,569	10,951	26,879	81,790
HRA	20,399	20,932	19,783	15,320	28,647	105,081
Total	62,364	61,827	72,595	65,543	102,751	365,080



MTFS Position - ability to fully fund the budget requirement in future years

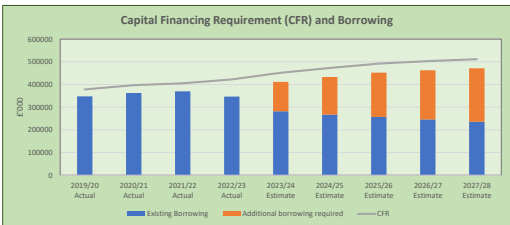
Funding Source	MTFS Budget Gap - Next 5 Years				
	2024/25	2025/26	2026/27	2027/28	2028/29
	£k	£k	£k	£k	£k
Pay Inflation for previous year	2,387	0	0	0	0
Pay Inflation	8,712	7,657	5,959	4,221	3,954
Non-pay Inflation	2,633	2,318	1,794	1,226	1,247
Grant Changes	214	0	0	0	0
Capital Financing	1,001	633	377	214	214
Corporate Pressures	897	922	948	975	1,004
Demographic Pressures	503	734	734	734	734
Contract and Other Pressures	15,471	9,461	8,252	8,099	7,860
Total Requirement	28,276	20,665	17,855	15,344	14,885
Council Tax increase - 5%	(4,898)	(5,143)	(5,400)	(5,670)	(5,953)
Welsh Government Increase - 3.1% 2%	(7,089)	(4,715)	(4,809)	(4,906)	(5,004)
Additional Funding	(11,986)	(9,858)	(10,209)	(10,575)	(10,957)
Budget Gap	16,290	10,807	7,650	4,768	3,928



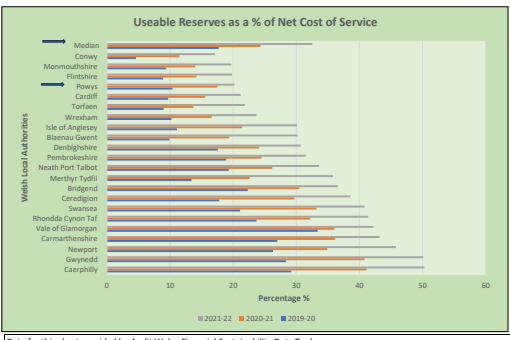
Future Capital Financing Requirements - Funded from Borrowing (Impact on revenue)

	HRA and Non HRA	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Non HRA		12,920	14,750	14,510	14,750	15,200	
Financing Costs							
Net Revenue Stream		326,620	338,606	348,464	358,673	369,249	
%		4.0%	4.4%	4.2%	4.1%	4.1%	
HRA		4,890	5,720	6,280	7,210	7,640	
Financing Costs							
Net Revenue Stream		27,550	28,101	28,663	29,236	29,821	
%		17.7%	20.4%	21.9%	24.7%	25.6%	

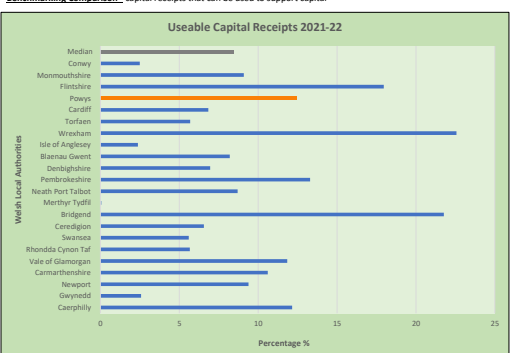
Future Capital Financing Requirements - measures underlying need to borrow for capital



Benchmarking Comparison - reserves available to cover the core business costs



Benchmarking Comparison - capital receipts that can be used to support capital



Ratio Analysis	2019/20	2020/21	2021/22	2022/23	2023/24
Increase/(Decrease) in Usable Reserve	10.3%	50.4%	13.4%	13.3%	-14.2%
Usable Reserve as a % of Net Revenue Budget (ex schools)	16.1%	23.9%	25.1%	26.0%	20.4%
Council Tax Collected as a % of Budget	97.2%	98.5%	99.0%	98.7%	98.5%
Current Ratio	0.8	0.7	0.8	0.6	0.7
Working Capital as a % of Gross Expenditure	-4.5%	-13.3%	-8.8%	-13.1%	-5.5%
Capital Funding Requirement as % of Net Revenue Budget	16.4%	15.2%	18.9%	16.6%	22.7%
Borrowing Cost (ex. HRA) as % against Net Revenue Budget	99.5%	97.9%	95.8%	80.3%	90.5%
Interest Payments / Net Revenue Budget	3.5%	3.2%	2.9%	2.5%	2.5%
