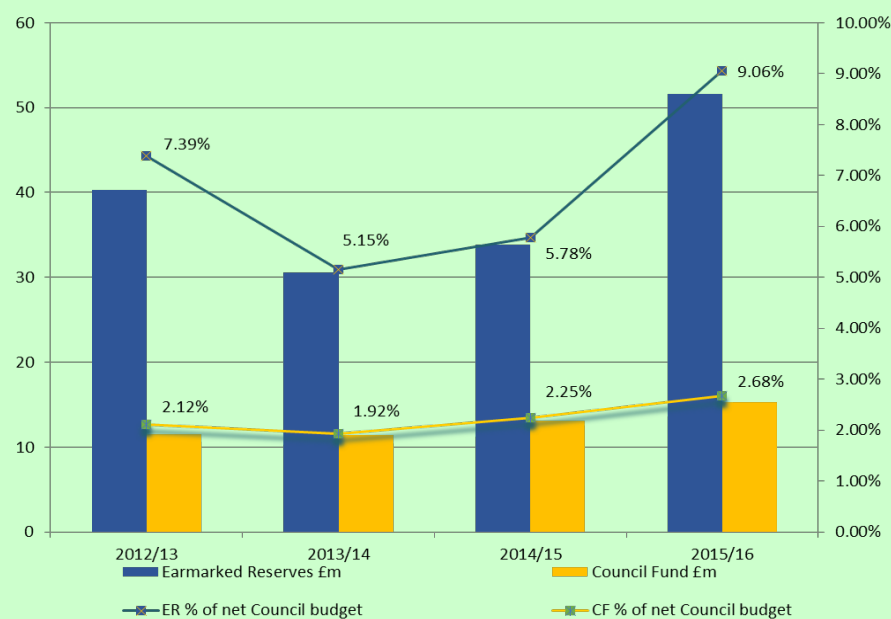


FINANCIAL SNAPSHOT REPORT - BUDGET STRATEGY VERSION - JULY 2016

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

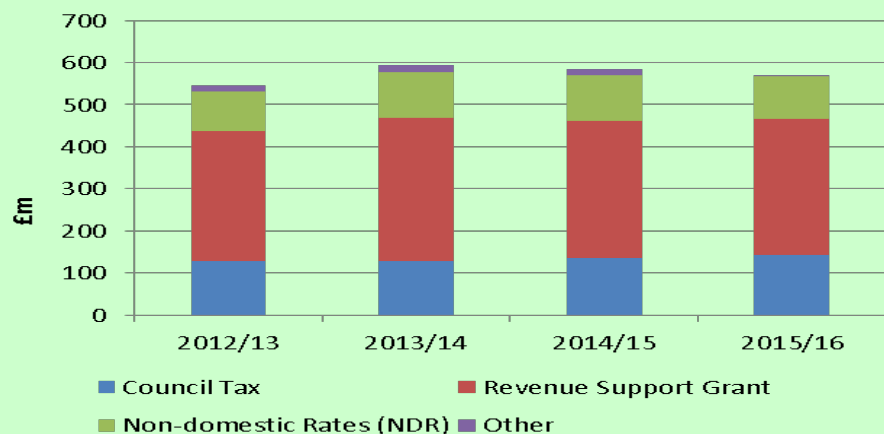
Level of Council Fund (CF) and Earmarked Reserves (ER)



Levels of Reserves

	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000
Earmarked Reserves	40,319	30,559	33,824	51,637
Council Fund Balance	11,548	11,413	13,154	15,255

Budgeted Revenue Funding Split



Other Financial Ratios

Ratio	2012/13	2013/14	2014/15	2015/16
Working Capital to Gross Revenue Expenditure (%)	8.34%	5.18%	5.13%	6.00%
Usable Reserves to Gross Revenue Expenditure (%)	7.46%	6.43%	7.16%	10.07%
Earmarked Reserves to Gross Revenue Expenditure (%)	5.25%	3.85%	4.28%	6.48%
Unallocated/General Reserves to Gross Revenue Expenditure (days)	5	5	6	7
Long-term Borrowing to Long-term Assets (ratio)	0.22	0.25	0.24	0.35
Long-term Borrowing to Taxation & Non-Specific Grants (ratio)	0.75	0.69	0.72	1.05
Council Tax Due 15/16 to Taxation & Non-Specific Grants (%)	25.58%	23.32%	25.64%	27.68%

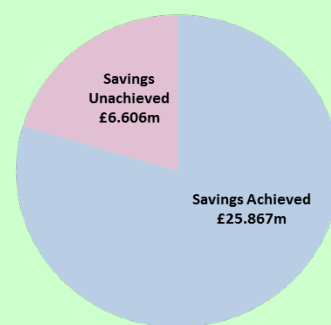
Appendix 3

The figures below show the outturn position for the 2015/16 financial year for both revenue and capital.

Revenue Outturn Position

Directorate	Net Expenditure Budget £000	Final Outturn £000	Variance £000	Variance %
City Operations	49,905	49,902	(3)	0.0%
Communities, Housing & CS	46,255	46,089	(166)	-0.4%
Corporate Management	29,355	29,727	372	1.3%
Economic Development	2,327	2,119	(208)	-8.9%
Education & LL	234,606	234,480	(126)	-0.1%
Governance & Legal Services	4,415	4,411	(4)	-0.1%
Resources	15,852	15,600	(252)	-1.6%
Social Services	137,603	142,625	5,022	3.6%
Total Directorates	520,318	524,953	4,635	0.89%
Capital Financing	35,845	35,845	0	0.0%
Discretionary Rate Relief	300	291	(9)	-3.0%
General Contingency	4,000	0	(4,000)	-100.0%
Summary Revenue Account etc.	9,756	9,725	(31)	-0.3%
Total Net Expenditure	570,219	570,814	595	0.10%
Funded by:				
Revenue Support Grant	322,851	322,851	0	0.0%
Non-domestic Rates (NDR)	101,253	101,253	0	0.0%
Reserves and Balances	1,000	1,000	0	0.0%
Council Tax	142,633	144,062	(1,429)	-1.0%
Other	2,482	3,344	(862)	-34.7%
Total Funding	570,219	572,510	(2,291)	0
Net (surplus)/deficit for year			(1,696)	

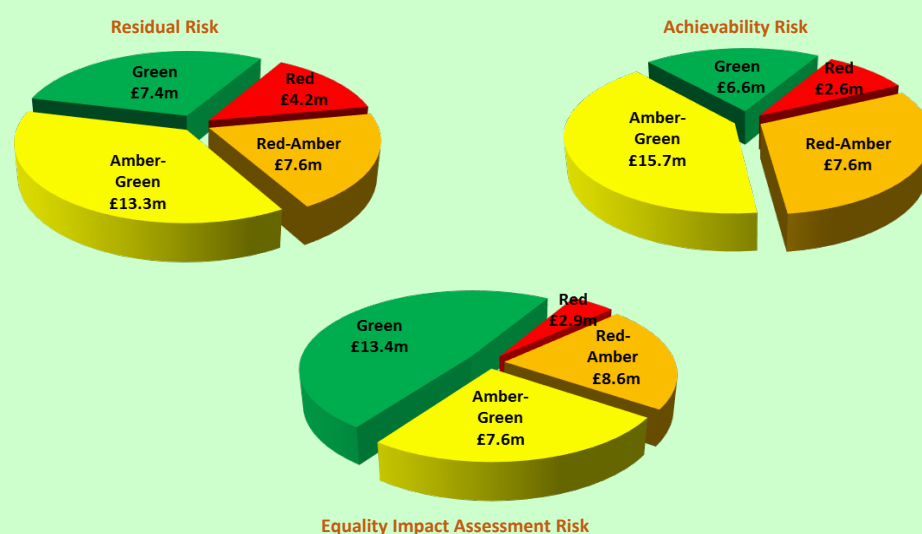
Revenue Savings Achieved and Unachieved



Capital Outturn Position

Directorate	Budget £000	Projected Outturn £000	Variance £000	Variance %	(Under)/Overspend £000	Slippage £000
City Operations	38,433	27,312	(11,121)	-28.9%	311	(11,442)
Communities, Housing & CS	15,273	14,373	(900)	-5.9%	102	(1,002)
Economic Development	14,168	12,842	(1,326)	-9.4%	0	(1,326)
Education & LL	43,272	22,685	(20,587)	-47.6%	(1,824)	(18,763)
Governance & Legal Services	335	335	0	0.0%	0	0
Resources	6,402	4,781	(1,621)	-25.3%	(523)	(1,098)
Social Services	21	21	0	0.0%	0	0
Total	117,904	82,349	(35,555)	(30.16%)	(1,934)	(33,631)

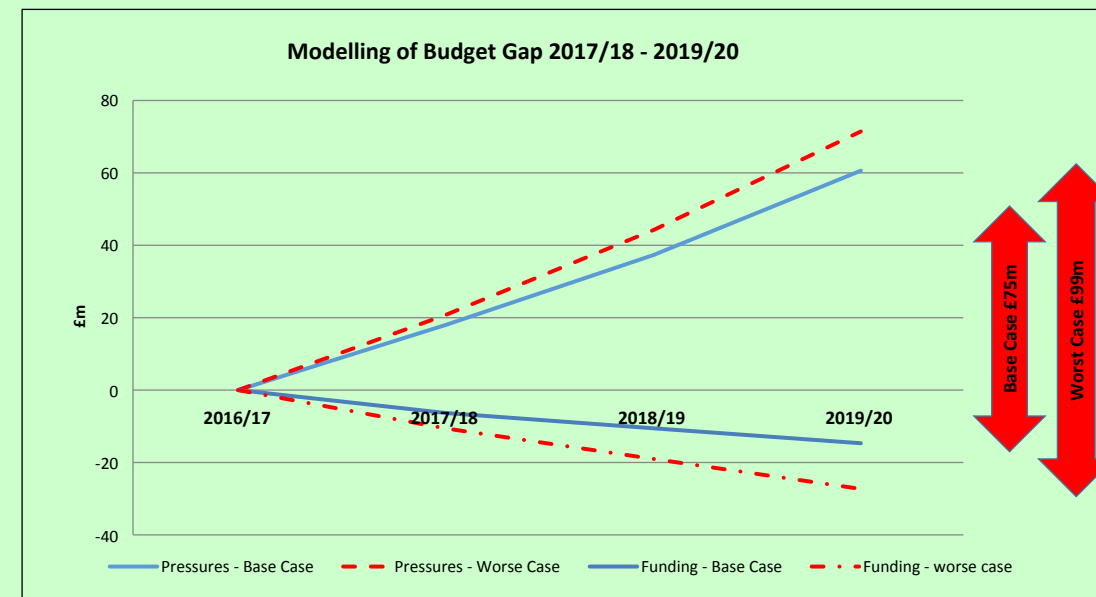
Final Budget Proposals 2016/17 Risk Analysis - TOTAL SAVINGS £28.8m



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

MTFP Scenario

	2017/18 £000	2018/19 £000	2019/20 £000	TOTAL £000
Financial Pressures	17,995	19,296	23,317	60,608
Funding Reductions	6,333	4,220	4,136	14,689
Budget Requirement Reduction	24,328	23,516	27,453	75,297
Budget Strategy Assumptions	7,204	7,279	7,869	22,352
Total Savings	17,977	15,552	19,416	52,945
Total Strategy	25,181	22,831	27,285	75,297
Difference to Requirement	(853)	685	168	0



Capital Expenditure & Capital Financing Requirement (CFR)

	31 Mar 16 £000	31 Mar 17 £000	31 Mar 18 £000	31 Mar 19 £000
Capital Expenditure	Actual	Estimate	Estimate	Estimate
Council Fund (GF)	82,349	88,924	113,787	48,580
Housing Revenue Account	289,216	25,405	28,250	27,350
Total Capital Expenditure	371,565	114,329	142,037	75,930
Capital Financing Requirement				
Council Fund CFR inc Landfill	463,638	482,438	476,404	476,421
Housing Revenue Account CFR	276,837	278,799	296,138	301,779
Total CFR	740,475	761,237	772,542	778,200

Affordability Indicator - Capital Financing Costs as a % of Controllable Budget

	2011/12	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Difference 11/12- 20/21
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	
	%	%	%	%	%	%	%	%
Net	13.47	15.42	15.79	15.27	15.53	17.00	16.82	24.87
Gross	15.17	19.13	19.94	20.31	20.80	22.51	22.37	47.46