

Section A: Revenue Budget Monitor

Strategy & Resources - Service

	Revised Budget	Forecast Outturn	Outturn Variance
P10	£53.4m	£54.3m	£0.9m

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
£0.9m	£0.9m	£0.9m	£0.8m	£0.7m	£0.8m	£1.0m	£1.0m	£0.9	
▼↓			▲↑	▲↑	▼↓	▼↓		▲↑	

Strategy & Resources – Corporate

	Revised Budget	Forecast Outturn	Outturn Variance
P10	£76.2m	£60.0m	£ (16.2)m

May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
£(16.2)m	£(16.2)m	£(16.2)m	£(16.2)m	£(16.2)m	£(16.2)m	£(16.3)m	£(16.3)m	£(16.2)m	
						▲↑		▼↓	

Position by Division

Period 10 Budget Monitoring - Summary	Approved Budget	Revised Budget	Forecast	Forecast variance at P8/P9	Movement in forecast variance at P10	Forecast variance at P10	Forecast variance at P10
	£'000	£'000	£'000	£'000	£'000	£'000	%
21 - Policy, Strategy and Digital	21,245	21,683	21,055	59	(687)	(628)	-2.9%
22 - Legal and Democratic Services	16,375	17,239	17,121	(70)	(49)	(119)	-0.7%
24 - Finance	8,788	11,333	12,782	1,595	(146)	1,449	12.8%
25 - HR, Workplace & Organisational Design	3,247	3,662	2,718	(636)	(309)	(944)	-25.8%
26 - Strategic Transformation	110	10	0	(10)	0	(10)	-100.0%
46 - Economy of Place	1,745	2,322	1,963	0	(359)	(359)	-15.5%

Period 10 Budget Monitoring - Summary	Approved Budget	Revised Budget	Forecast	Forecast variance at P8/P9	Movement in forecast variance at P10	Forecast variance at P10	Forecast variance at P10	
4B - Property, Assets and Infrastructure	(3,943)	(2,877)	(1,346)	61	1,470	1,531	-53.2%	
Total Bristol Harbour Authority	(621)	Moved to Ring-fenced Account						
Total Strategy and Resources - Service	46,947	53,373	54,292	999	(80)	920	1.7%	

Period 10 Budget Monitoring - Summary	Approved Budget	Revised Budget	Forecast	Forecast variance at P8/P9	Movement in forecast variance at P10	Forecast variance at P10	Forecast variance at P10
	£'000	£'000	£'000	£'000	£'000	£'000	%

Strategy and Resources - Corporate							
X2 - Levies	3,693	2,693	2,613	(80)	0	(80)	-3.0%
X3 - Corporate Expenditure	56,406	29,315	24,826	(4,614)	125	(4,489)	-15.3%
X4 - Capital Financing	26,768	28,021	27,021	(1,000)	0	(1,000)	-3.6%
X6 - Year-end Transactions	0	1,986	1,986	(0)	0	(0)	0.0%
X9 - Corporate Allowances	14,283	14,162	3,562	(10,600)	0	(10,600)	-74.8%
Total Strategy and Resources - Corporate	101,151	76,178	60,009	(16,295)	125	(16,169)	-21.2%

Key Messages:

The Strategy and Resources committee is reporting a £15.3 million underspend against a revised total budget of £129.6 million (-11.8%). There has been no overall material movement since Period 8, however movements within divisions are detailed below.

There is a forecast overspend of £1.4 million within Finance division which comprises a £2.7 million pressure in relation to insurance due to an increased cost in insurance premiums driven by commercial and market conditions partly offset by a favourable forecast position of £(1.0) million across Revenues and Benefits primarily relating to increased summons fee income. Policy, Strategy and Digital is forecasting an underspend of £(0.6) million, which includes staffing underspends of £(1.3) million as a result of holding posts vacant, the Channel Shift project and overachievement of internal recharges which is partly offset by IT contract and inflationary pressures of £0.6 million. There is a £(0.1) million forecast underspend against budget within Legal and Democratic services which includes increased external fee income within Statutory Registration offset, in part, by locum disbursement and Barrister/King's Counsel pressures within Legal Services. Workforce & Change is forecasting an underspend of £(0.9) million against budget primarily due to the overachievement of income, including increased uptake of the Holiday Purchase Scheme, increased internal income in relation to the agency contract and increased income recharges; this is offsetting income shortfalls in relation to the Trading with Schools service.

In addition, there is a net risk of £0.7 million within the Resources Directorate. This is mainly due to a risk of £0.5 million across Revenues and Benefits, comprised of £0.6 million risk in relation to 'Gross to Net' Housing Benefit payments, partly offset by potential opportunities in relation to the 22/23 benefits audit of £(0.2) million. There is a further risk of £0.2 million within Policy, Strategy and Digital in relation to a decreased HRA contribution within Service Operations and Performance and Intelligence.

Detail by division is provided below:

- **Policy, Strategy and Digital** is reporting a £(0.6) million underspend against a revised budget of £21.7 million (0.2%). This position includes staffing underspends of £(1.0) million through holding vacancies and overachievement of internal staff recharges, and vacancies in relation to the Channel Shift project of £(0.3) million. This is partly offset by Information technology (IT) contract and inflationary pressures of £0.6 million, which relate primarily to 'Line of Business Systems' owned by other departments but paid for from IT budgets, such as iTrent for human resources (HR), Unit 4 ERP (Enterprise Resource Planning) for Finance etc. IT contract and inflationary pressures have been included as an ongoing pressure in the 25/26 Budget. In addition, there is a £0.1 million forecast pressure for voluntary severance costs in 24/25, which is related to a saving proposed as part of the Budget for 25/26. There has been a £(0.7) million favourable movement in the forecast since Period 8. This is primarily due to a reduction in IT contract forecasts of £(0.2) million, increases in staffing underspends of £(0.2) million and an increase in non-telephony Landesk income of £(0.1) million. In addition, there have been increases to internal income recharges across a number of services within the division and reduced expenditure forecasts within supplies and services. Policy, Strategy and Digital is reporting a net risk of £0.2 million at Period 10.
- **Legal and Democratic Services** is reporting an underspend of £(0.1) million against a revised budget of £17.2 million (0.7%). This position includes overachievement of income within Statutory Registration of £(0.3) million due to an increase in statutory fees from May 2024, and pressures of £0.3 million within Legal Services related to increased agency (locum) spend, increased disbursement costs and organisation wide costs incurred for Barristers/King's Counsel court fees. There has been no material movement in the divisional forecast since Period 8. Legal and Democratic Services are reporting a net risk of £0.005 million at Period 10.
- **Finance** is reporting an overspend of £1.4 million against a revised budget of £11.3 million (12.8%). There is a forecast overspend of £2.7 million against budget in relation to insurance due to the increased cost of insurance premiums driven by commercial and market conditions. A detailed review of insurance is ongoing, and a £1.3 million ongoing pressure is included in the 25/26 Budget. There is a net underspend of £(1.0) million across Revenues and Benefits due to overachievement of summons fee income of £(0.9) million, benefit overpayment recoveries of £(0.5) million and increased uptake of the Supplier Incentive Scheme of £(0.2) million, offset in part by additional staffing and system costs to enable enhanced debt recovery action of £0.5 million; the position also includes £0.6 million provision for the 22/23 benefits audit. There has been a favourable movement of £(0.1) million since Period 8, primarily due to an increase in the income forecast within Procurement following a detailed review of internal recharges. Finance Division is reporting a net risk of £0.5 million at Period 10 across Revenues and Benefits services. This is comprised of a £0.6 million risk in relation to 'Gross to Net' Housing Benefit payments, partly offset by potential opportunities in relation to the 22/23 benefits audit of £(0.2) million.
- **Workforce and Change** is reporting an underspend of £(0.9) million against a revised budget of £3.7 million (25.8%). This favourable position is driven by overachievement of income in relation to increased uptake of the holiday purchase scheme (ALTU) of £(0.4) million, agency contract internal income of £(0.3) million and overachievement of income recharges of £(0.3) million within Portfolios, Programmes and Projects. There are further underspends with Learning and Organisational Development of £(0.1) million following the introduction of in-year spending controls to help mitigate the council's forecast overspend. This favourable position is offset in part by a pressure of £0.3 million arising from income shortfalls within Human Resources, most notably in relation to the Trading with Schools service where a £0.2 million ongoing pressure is included within the 25/26 Budget. There has been a favourable movement

of £(0.3) million in the forecast since Period 8 due to updated income recharge forecasts, a favourable movement in the HR salary forecast and increased agency contract internal income. Workforce and Change are reporting a net opportunity of £(0.01) million at Period 10.

- **Strategic Transformation** is reporting an underspend of £(0.01) million against a revised budget of £0.01 million. There has been no movement in the forecast since Period 8. This division is primarily used to monitor spend in relation to strategic transformation projects. At Period 10 there is planned expenditure of £0.8 million in relation to commissions, staffing and internal trading charges which will be funded by Flexible Use of Capital Receipts (FUCR).
- **Economy of Place.** The division is reporting an underspend of £(0.4) million against a revised budget of £2.3 million following the transfer of the Culture service from Management of Place in 2023/24 (which is within the remit of the Strategy and Resources Committee). This underspend is largely driven by funding set aside for the Bristol Music Trust, as part of the Bristol Beacon project, no longer being required.
- **Property, Asset Strategy and Investment.** The division is reporting an overspend of £1.5 million against a revised budget of £(2.9) million. This relates to delays to the delivery of the Property Programme savings target which is now expected to be delivered in 2025/26.
- **Corporate.** The Corporate division is forecasting a £16.2 million underspend (21.2%). For the main part this underspend reflects the forecast release of £4.6 million of corporately held budget for inflation, £1.0 million forecast underspend on Capital Financing and the forecast release of £10.6 million budget for optimism bias/contingency for the delayed delivery of savings.

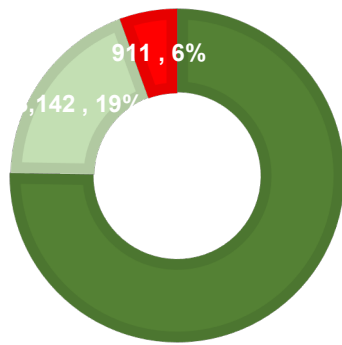
Savings Delivery

Strategy and Resources					
Spread of Risk	No. of Items	Plan £'000	Forecast £'000	Of Which Verified £'000	Variance £'000
Blue	17	12,342	12,342	12,342	-
Green	11	2,268	2,769	-	501
Amber	3	1,285	373	-	(912)
Red	2	500	-	-	(500)
Total	33	16,395	15,484	12,342	(911)

KEY:

Blue	Savings Realised (delivered)
Green	Savings Forecast to be Realised (as plan or through alternative action)
Amber	Medium Risk to Savings Delivery-mitigating action being considered/worked on
Red	High Risk to Savings Delivery- Limited Scope of Mitigation

FORECAST POSITION – VERIFIED, UNVERIFIED AND FORECAST UNDER-DELIVERY



List of forecast underdelivered savings

Directorate	Saving Name	Variation Explanation / Commentary	TOTAL Savings Tracker 24/25 Budget	TOTAL Savings Tracker 24/25 Forecast £000	Savings Forecast Variation to Plan
			£0		24/25 £0
Growth & Regeneration	Bottle Yard Studios	The income target has not proved achievable, exacerbated by the development of Hengrove Park.	0	0	-
Growth & Regeneration	Bristol Music Trust	The failure to deliver the Bottleyard saving is being mitigated by the early than expected release of funding intended for the Bristol Music Trust.	500	0	-500
Grand Total			500	0	-500

Section B: Risks and Opportunities

P10					
TOTAL NET RISK / (OPPORTUNITY)					(1,566)
Division	Risk or Opportunity	Description	Risk / (Opportunity) £'000	Likelihood	Net Risk / Opportunity £'000

Finance	Opportunity	A provision for a reduction in Subsidy income received has been included in the forecast. Benefits Audit currently live.	(600)	Low Likelihood - Risk is possible, or clear mitigations are in place to manage the risk.	(150)
Finance	Risk	There is a risk of actual net HB payments being higher than the position forecast, noting this can change from month to month	1,200	Medium Likelihood - Risk is likely to come to bear, mitigations are in place but may require further clarifications and actions to deliver.	600
Finance	Opportunity	Increased unsubsidised temporary accommodation recharges	(1,409)	Medium Likelihood - Risk is likely to come to bear, mitigations are in place but may require further clarifications and actions to deliver.	(705)
Finance	Risk	Increased gross temporary accommodation (TA) cost	1,409	Medium Likelihood - Risk is likely to come to bear, mitigations are in place but may require further clarifications and actions to deliver.	705
Finance	Risk	Decreased summons fee income	122	Medium Likelihood - Risk is likely to come to bear, mitigations are in place but may require further clarifications and actions to deliver.	61
Finance	Opportunity	Increased summons fee income	(59)	Medium Likelihood - Risk is likely to come to bear, mitigations are in place but may require further clarifications and actions to deliver.	(30)
Workforce & Change	Opportunity	A further drop in training expenditure as spend controls continue	(21)	Medium Likelihood - Risk is likely to come to bear, mitigations are in place but may require further clarifications and actions to deliver.	(10)
Policy Strategy & Digital	Risk	Decreased HRA contribution	186	High Likelihood - Risk is very likely to come to bear, mitigations are being reviewed but not yet clear)	140
Policy Strategy & Digital	Risk	Decreased HRA contribution	136	Medium Likelihood - Risk is likely to come to bear, mitigations are in place but may require further clarifications and actions to deliver.	68
Legal & Democratic	Risk	Coroner - Judicial Review	20	Low Likelihood - Risk is possible, or clear mitigations are in place to manage the risk.	5
Finance	Opportunity	Capital Financing	(3,000)	High Likelihood - Risk is very likely to come to bear, mitigations are being reviewed but not yet clear)	(2,250)

Section C: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£30.8m	£32.1m	£9.6m 30% of Budget	£23.2m 72% of Budget	£(8.9)m

Gross Expenditure by Programme		Current Year (FY2024) - Period 8				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
Ref	Scheme	£000s				%	
Strategy & Resources							
CP03	Corporate Contingencies	7,500	0	0	(7,500)	0%	0%
CP07	Bristol Waste	2,490	1,000	2,490	0	40%	100%
GR05	Strategic Property - Hawkfield Site	105	93	103	(2)	88%	98%
PL20	Property Transformation	1,866	1,240	1,796	(70)	66%	96%
PL21	Building Practice Service - Essential H&S	3,049	1,767	2,832	(217)	58%	93%
PL24	Bristol Beacon	12,754	4,208	12,754	0	33%	100%
PL27	Vehicle Fleet Replacement Programme	0	(1)	0	0		
RE01	ICT Refresh Programme	958	539	715	(243)	56%	75%
RE07	Digital Transformation Programme - Networks	2,689	536	1,839	(850)	20%	68%
RE08	Digital Transformation Programme	484	125	381	(103)	26%	79%
RE09	Expansion of Flax Bourton Mortuary	214	146	249	34	68%	116%
Total Strategy & Resources		32,110	9,653	23,159	(8,951)	30%	72%

Key Messages:

- RE01 – ICT Refresh: £(0.2) million underspend** – Laptops/Desktop upgrades are forecasting to spend £0.55 million in 24/25, with £0.2 million to be re-profiled into 25/26. The Switches/Servers budget of £0.9 million will be returned to the capital programme (profiled in 25/26). The Hybrid Tech and AV Project £1.0 million budget has been re-profiled into 25/26, however, following CLB approval, the project will move to delivery in March 2025; the feasibility element of the project is forecasting an underspend of £(0.045) million.
- RE07 – Digital Transformation Programme – Networks: £(0.9) million underspend.** An underspend of £(0.9) million has been confirmed following a detailed review of the project in December 2024.
- RE08 – DTP: £(0.1) million underspend.** The combined forecast position across the End User Computer, eDiscovery and telephony projects results in a £(0.1) million underspend, which is available to return to capital contingencies.

- **RE09 – Expansion of Flax Bourton Mortuary: £0.03 million overspend.** Expansion has materially been completed, and the project is in its final stages. Currently, the project is showing a worst case £0.1 million overspend position, of which £0.03 million (40.04%), sits with BCC. The remaining £0.05 million will be distributed across North Somerset Council, Bath & Northeast Somerset Council and South Gloucestershire Council.