

**a: 2018/19 Summary Headlines**

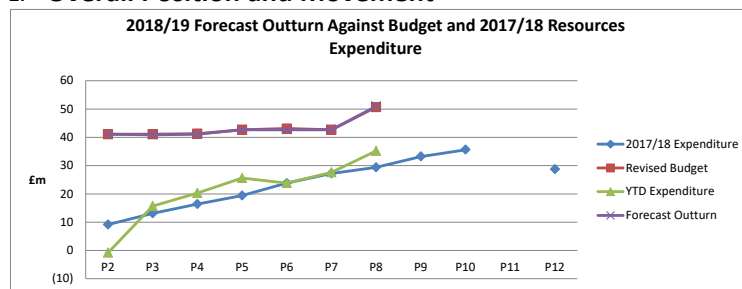
<b>Revised Budget</b> P7 £42.7m	<b>Forecast Outturn</b> P7 £42.7m	<b>Outturn Variance</b> P7 (£0.1m)	<b>Movement from P7</b> Revised Budget £8.5m
<b>P8 £51.2m</b>	<b>£51.3m</b>	<b>£0.2m</b>	Forecast Outturn £0.3m

**b: Budget Monitor**

**1. Revenue Position by Division**

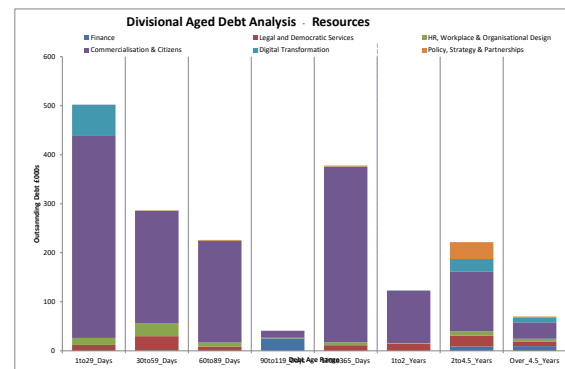
Revenue Position by Division	2018/19 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Digital Transformation	12.5	12.8	12.8	0.0
Legal and Democratic Services	6.2	6.3	6.2	0.0
Finance	8.9	10.9	10.9	0.0
HR, Workplace & Organisational Design	10.7	10.8	10.6	(0.1)
Policy & Strategy	2.5	2.6	2.6	0.0
Commercialisation and Citizens	0.0	7.8	8.1	0.3
<b>Total</b>	<b>40.8</b>	<b>51.2</b>	<b>51.3</b>	<b>0.2</b>

**2. Overall Position and Movement**



Forecast Outturn Variance 2018/19											
£000											
Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
£51.2m	0.0	(0.1)	(0.2)	(0.1)	(0.4)	(0.1)	0.2				
	▲	▼	▼	▲	▼	▲	▲				

**3. Aged Debt Analysis**



**Key Messages**

- The restructure of senior management is now complete and this has brought the newly formed Commercialisation and Citizens Division into Resources. The division includes Commercialisation, Trading with Schools, Citizen Services and Facilities Management and has a forecast pressure of £0.3m. This relates to the previously reported pressure in Facilities Management for undelivered MTFP savings. There are also a number of risks currently under review and these are shown below in section 5.
- The forecast for the remainder of Resources remains at (£0.1m) underspend giving a revised bottom line for the Resources Directorate of £0.2m overspend.
- Cross Directorate saving IN24 is highlighted at risk in section 4 for information but this target is held centrally and not in Resources.

## c: Risks and Opportunities

### 4. Savings Delivery RAG Status

18/19 Resources Directorate Savings Target (£'000s):							14,313		
18/19 Savings	This month			Last month			Top 5 largest savings at risk in 18/19 (ordered by size of saving at risk)		
	18/19 - Total value of savings (£'000s)	18/19 - Value at risk (£'000s)	Proportion at risk	18/19 - Total value of savings (£'000s)	18/19 - Value at risk (£'000s)	Proportion at risk	ID	Name of Proposal	Value at Risk in 18/19 (£'000)
No - savings are at risk	2,471	1,246	50%	1,573	688	44%	IN24	Review budgets for fees and charges	£ 500
Yes - savings are safe	9,544	0	0%	9,717	0	0%	NEW1	*17/18 Rollover* Facilities Management Savings	£ 400
SAVING CLOSED - CONFIRMED AS SECURED & DELIVERED	2,298	0	0%	1,934	0	0%	FP01	Reduce third-party payments	£ 158
NO RAG PROVIDED	0	0	n/a	0	0	n/a	FP34-B	Subset of "Better use of developer contributions for infrastructure improvements" (One off	£ 100
Grand Total	14,313	1,246	9%	13,224	688	5%	BE23-B	*17/18 Rollover* Registrar's Office - improvements	£ 65
n/a - represents one off savings or mitigations in previous year	-1,218	0	0%	-1,218	0	0%	Mitigated 17/18 savings that remain 'due' for delivery in 18/19 (£'000)		
WRITTEN OFF	505	0	0%	505	0	0%	Amount due from 17/18:		1200
Grand Total	13,600	1,246	9%	12,511	688	5%	Amount reported at risk:		400

### 5. Revenue Risks and Opportunities

Division	Risk or Opportunity	Description	Risk /Opportunity £	Likelihood (%age)	Net Risk /Opportunity
Policy & Strategy	Risk	Potential pressure within the forecast for Bristol Design re internal income currently under review for central funding	371	50%	186
Policy & Strategy	Opportunity	Mitigate above pressure from current income review / Policy Initiatives reserve / further in-year saving .	(371)	50%	(186)
Finance	Risk	The unaudited LA errors in Benefits and Rents is currently below the lower threshold suggesting no further in year penalty to BCC. Should a pressure be realised through formal audit this would be mitigated from the reserve provision set up for this purpose.	-	-	-
Commercialisation	Risk	Risk of overspend on R&M. This is partly due to delayed delivery of savings on Hard FM contract.	250	75%	188
Commercialisation	Risk	Risk of overspend due to delay in delivery of Print and Mail savings	170	75%	128
Commercialisation	Risk	Risk of overspend due to pressure on salary costs	200	75%	150
Commercialisation	Risk	Risk of overspend due to historic budget pressure on Waste Management within Facilities Management	415	75%	311
Commercialisation	Risk	Risk of overspend due to emergency works on Netham Weir and Plimsoll bridge swing, which may have to be costed to revenue	200	75%	150
Commercialisation	Opportunity	Opportunity to recharge to capital	(200)	75%	(150)
Commercialisation	Opportunity	Opportunity arising from increased income within Harbour	(186)	100%	(186)
Commercialisation	Opportunity	Opportunity to reduce costs within cleaning in the short and long term. Current figure is based on rationalisation of workfforce. Further work yet to be done around reducing reactive spend and doing more planned spend e.g. by tackling use of agencies and overtime, also reviewing of management. This should generate additional opportunities.	(489)	100%	(489)
Commercialisation	Opportunity	Opportunity arising from efficiencies due to new fleet vehicles which is reducing spend on fuel and hires.	(80)	100%	(80)
Commercialisation	Risk	Risk of overspend due to unbudgetted costs on A Bond asset disposals	50	100%	50
Commercialisation	Opportunity	Opportunity to recharge to capital	(50)	100%	(50)
Commercialisation	Risk	FM Cleaning - for TWS (number of school contracts has reduced in 18/19)	450	75%	338
Commercialisation	Risk	FM Cleaning - for Libraries (under review, activity has ceased)	150	75%	113
			Total Risk/-Opportunity		471

## d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
<b>£3.5m</b>	<b>£10.8m</b>	<b>£3.0m</b>	<b>£10.2m</b>	<b>(£0.6m)</b>
		28% of budget 29% of forecast	100% of budget	

Gross expenditure by Programme		Current Year (FY2018)				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
		£000s				%	
NH08	Omni Channel Contact Centre (ICT System development).	255	225	255	0	88%	100%
PL21	Strategic Property - Essential H&S	2,973	759	2,578	(395)	26%	87%
PL27	Strategic Property - vehicle replacement	2,132	279	2,132	0	13%	100%
RE01	ICT Refresh Programme	810	47	810	0	6%	100%
RE02	ICT Development - HR/Finance	1,362	376	1,177	(185)	28%	86%
RE03	ICT Strategy Development	1,956	945	1,956	0	48%	100%
RE04	Bristol Workplace Programme	483	253	483	0	52%	100%
RE05	Mobile Working for Social Care (Adults & Childrens)	817	84	817	0	10%	100%
<b>Total Resources</b>		<b>10,787</b>	<b>2,968</b>	<b>10,208</b>	<b>(580)</b>	<b>28%</b>	<b>95%</b>

#### Key Messages

Projects NH08, PL21 and PL27 have transferred into Resources as part of the revised structure. With regards to PL27 – Vehicle replacement, an order will be placed for 80 vans prior to the new year and we also have a tender end date of 21<sup>st</sup> December for a further 23 vans. The confirmed delivery dates will determine if there is to be any slippage on this project.