

Appendix A2
Bristol City Council - Resources
2018/19 – Budget Monitor Report

a: 2018/19 Summary Headlines

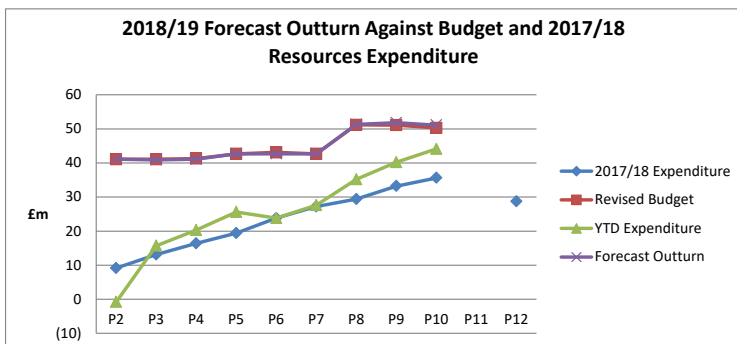
Revised Budget P9 £51.1m	Forecast Outturn P9 £51.6m	Outturn Variance P9 £0.5m	Movement from P9 Revised Budget (£0.8m)
P10 £50.3m	£51.1m	£0.8m	Forecast Outturn £0.3m

b: Budget Monitor

1. Revenue Position by Division

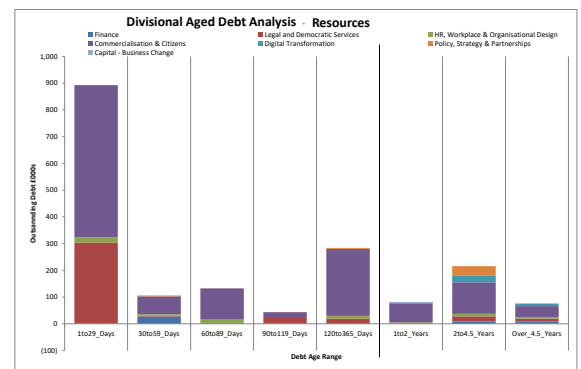
Revenue Position by Division	2018/19 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Digital Transformation	12.5	12.5	12.3	(0.2)
Legal and Democratic Services	6.2	6.3	6.3	0.0
Finance	8.9	10.7	10.6	(0.1)
HR, Workplace & Organisational Design	10.7	10.5	10.3	(0.2)
Policy & Strategy	2.5	2.6	2.6	0.0
Commercialisation and Citizens	7.0	7.7	9.0	1.3
Total	47.7	50.3	51.1	0.8

2. Overall Position and Movement



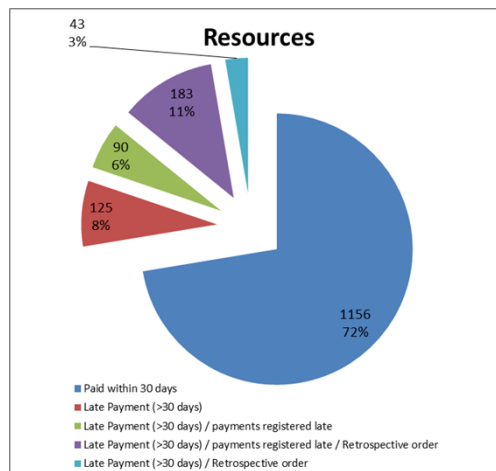
Forecast Outturn Variance 2018/19											
	£000										
Revised budget £50.3m	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	0.0	(0.1)	(0.2)	(0.1)	(0.4)	(0.1)	0.3	0.7	0.8		
	▲	▼	▼	▲	▼	▲	▲	▲	▲		

3. Aged Debt Analysis



4. Payment Statistics

Division	P2P Invoices						
	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)	Invoices paid without order	Retrospective order	
21 Digital Transformation	486,584	189	34	38 20%	11 6%	41 22%	
22 Legal and Democratic Services	227,300	165	40	48 29%	0 0%	74 45%	
24 Finance	296,021	101	35	27 27%	35 35%	7 7%	
25 HR, Workplace & Organisational Design	306,199	120	33	30 25%	0 0%	32 27%	
28 Policy, Strategy & Partnerships	178,933	62	29	17 27%	0 0%	7 11%	
2Y Capital - Business Change	309,617	58	31	11 19%	0 0%	0 0%	
38 Commercialisation & Citizens	1,014,782	902	38	270 30%	2 0%	244 27%	
TOTAL	2,819,436	1,597	37	441 28%	48 3%	405 25%	



Key Messages

- The forecast net overspend has increased by £0.3m since P9.
- This net £0.3m consolidates a significant further forecast deterioration of £0.4m in the month (£0.9m at P9, now £1.3m at P10) within Commercialisation and Citizens – Facilities Management offset by cross service savings across the remainder of Resources.
- The forecast deterioration in Facilities Management was presented in P9's schedule of Risks and Opportunities and has now been consolidated into the P10 forecast reflecting its certainty. It is due to loss of income on TWS (where the number of school contracts has reduced this year) and on Library cleaning contracts. This is forecast to be mitigated to some extent by, for example, a freeze on R&M spend within Docks and fuel underspends within Fleet.
- Payment Statistics – Show that late payments (>30 days) and retrospective raising of purchase orders exceed BCC key performance targets. A cross-directorate drive is planned to reiterate, cascade and significantly improve the procurement process throughout the organisation.

c: Risks and Opportunities

5. 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 on 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	971	631	65%	2,471	1,296	52%	NEW1	*17/18 Rollover*Facilities Management Savings	400
Yes - savings are safe	10,909	0	0%	9,544	0	0%	FP01	Reduce third-party payments	158
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	2,433	0	0%	2,298	0	0%	IN23	More income from commercial opportunities	50
NO RAG PROVIDED	0	0	n/a	0	0	n/a	BES8	Review and reduce operating costs for the Lord Mayor's chapel	23
Grand Total	14,313	631	4%	14,313	1,296	9%			
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	631	5%	13,600	1,296	10%		Amount reported at risk:	400

6. Revenue Risks and Opportunities

All previously known risks and opportunities have either been mitigated or are expected to materialise and have been reflected in the P10 Revenue full year forecast.

d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£3.5m	£8.9m	£3.3m	£6.7m	(£2.1m)
		37% of budget 49% of forecast	76% 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	252	255	0	99%	100%
PL21	Building Practice Service - Essential H&S	2,632	1,074	2,031	(601)	41%	77%
PL27	Vehicle Fleet Replacement Programme	2,132	295	1,063	(1,069)	14%	50%
PL35	Harbourside operational infrastructure - Pending Business Case Dev	0	0	0	0		
PL36	Investment in Markets infrastructure & buildings - Pending Business	0	0	0	0		
RE01	ICT Refresh Programme	220	54	180	(40)	25%	82%
RE02	ICT Development - HR/Finance	1,177	644	974	(203)	55%	83%
RE03	Future State Assessment (FSA) - ICT Development	1,147	606	943	(205)	53%	82%
RE04	Bristol Workplace Programme	483	253	459	(24)	52%	95%
RE05	Mobile Working for Social Care (Adults & Children)	817	113	817	0	14%	100%
Resources		8,863	3,290	6,720	(2,142)	37%	76%

Key Messages

PL21 Essential H&S – The division has a full schedule of works to spend the budget in full by 2020. There have been some delays in tendering and in the appointing of contractors. Much of the expenditure relates to schools and consequently the timings of these works have to fit in with school holidays.

PL27 Vehicle Replacement – Vehicle supply issues are forecast to delay delivery dates. The forecast has been revised to reflect the estimate that only 42 Ford vans are now to be delivered before the close of the current financial year. The balance of planned spend is to be re-profiled in to 19/20.

As at 27/2/19 further delays in vehicle delivery are advised. These are expected to reduce the full year spend by £496k from £1,063k to £567k.

RE03 Decisions to be made by Cabinet in March 2019 should provide provide more stability around the future expenditure for the FSA programme and allow the remaining budget to be reprofiled.