

a: 2019/20 Summary Headlines

Revised Budget	Forecast Outturn	Outturn Variance
P4 £50.2m	£50.7m	£0.5m OVERSPEND

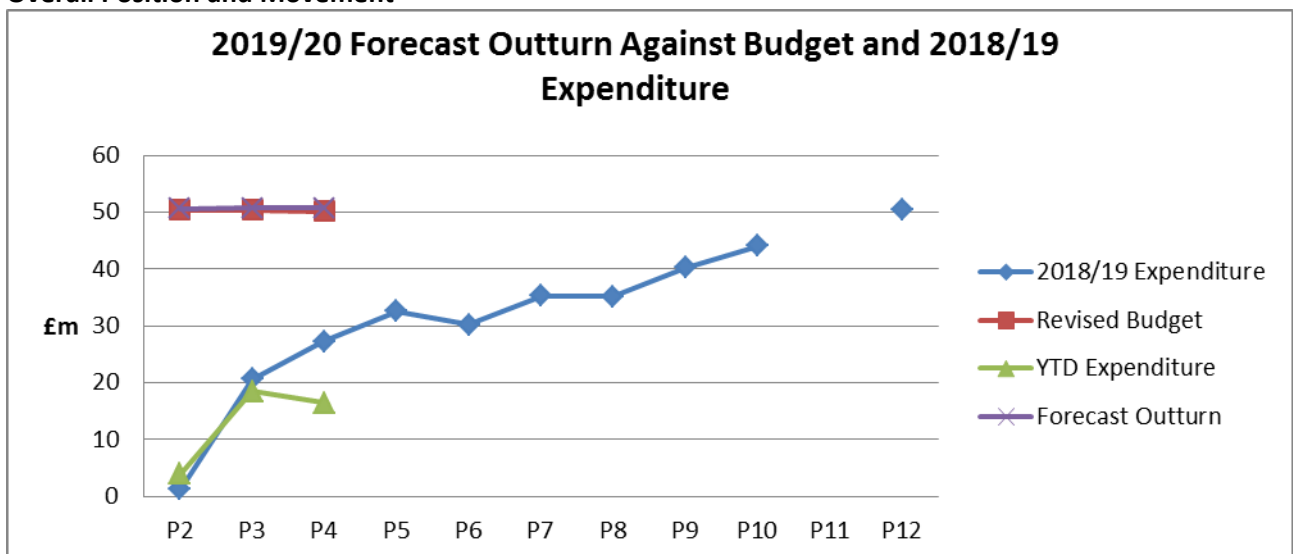
b: Budget Monitor

1. Revenue Position By Division

Revenue Position by Division	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Digital Transformation	12.1	12.2	12.2	0.0
Legal and Democratic Services	6.9	6.8	6.7	(0.1)
Finance	10.9	11.0	11.0	(0.0)
HR, Workplace & Organisational Design	10.6	10.4	10.2	(0.2)
Policy, Strategy and Partnerships	2.9	3.0	3.0	0.0
Commercialisation and Citizens	6.9	6.8	7.6	0.8
Total	50.4	50.2	50.7	0.5

Commercialisation and Citizens – Includes Facilities Management £1.0m forecast over spend representing risk to b/f 18/19 underachieved savings in addition to 19/20 additional savings target. This forecast overspend has increased since P3 by £0.2m reflecting savings challenges re-assigned and transferred from Growth and Regeneration Property.

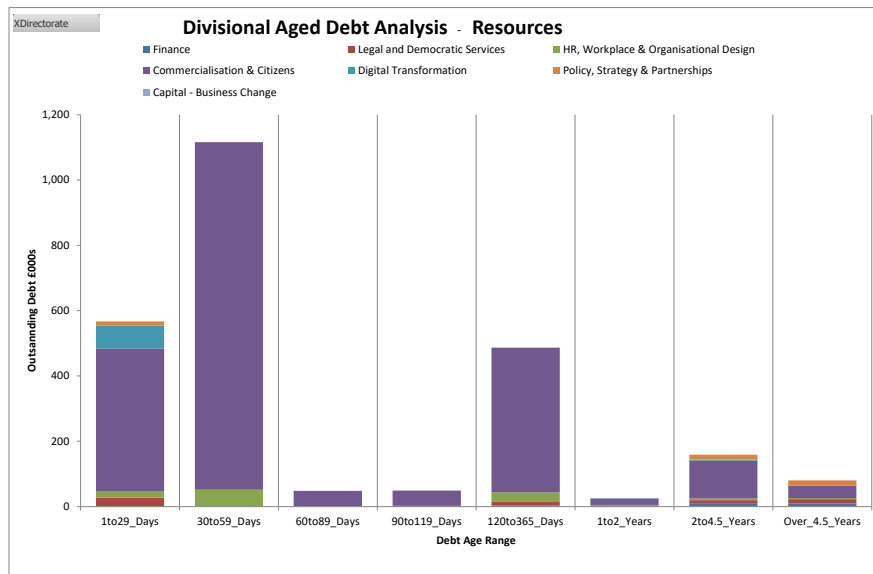
2. Overall Position and Movement



Forecast Outturn Variance 2019/20											
	£000										
Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
£50.2m	0.2	0.3	0.5								
	▲	▲	▲								

Note that the credit movement in the P4 period is driven by £11m of Benefits rent allowances and rent rebates not being posted on to system after the P4 close.

3. Aged Debt Analysis

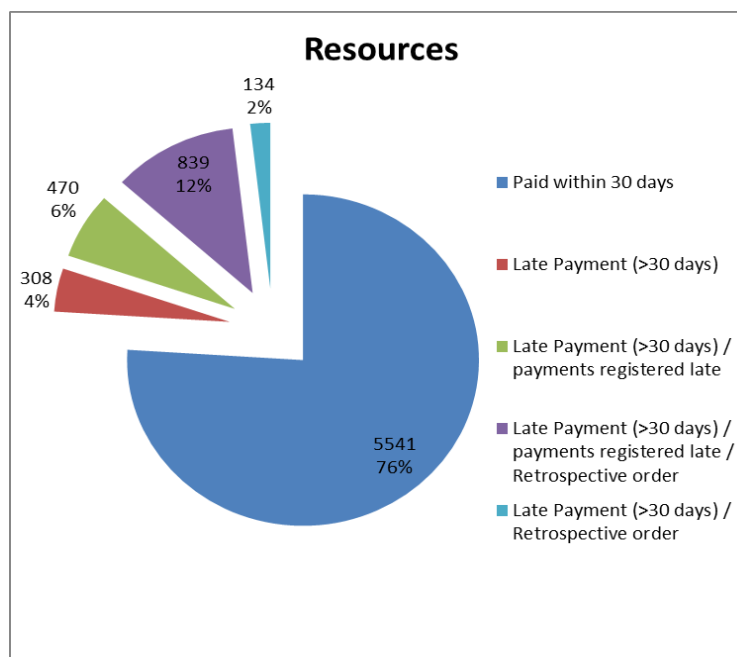


Note:

Debt less than 60 days relates largely to Trading With Schools invoices issued and not yet due. Older debt (120-365 days) relates to Facilities Management invoices for Market trading which are for the full year in advance and monthly payment plans are then agreed.

4. Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)	Invoice registered late (>30 days after invoice date)	% of late payments registered late	Invoices paid without order	Retrospective order
2 - Resources								
21 Digital Transformation	5,319,630	1,303	75	570 44%	439 34%	77%	13 1%	451 35%
22 Legal and Democratic Services	1,488,612	846	37	239 28%	177 21%	74%	4 0%	347 41%
24 Finance	1,098,313	425	40	94 22%	75 18%	80%	163 38%	24 6%
25 HR, Workplace & Organisational Design	1,030,571	617	28	81 13%	58 9%	72%	0 0%	121 20%
28 Policy, Strategy & Partnerships	414,298	286	25	26 9%	9 3%	35%	0 0%	21 7%
2Y Capital - Business Change	4,205,370	300	33	68 23%	48 16%	71%	0 0%	20 7%
38 Commercialisation & Citizens	4,824,457	3,515	34	673 19%	508 14%	75%	20 1%	1,096 31%
2-ResourcesTotal	18,381,250	7,292	41	1,751 24%	1,314 18%	75%	200 3%	2,080 29%



c: Risks and Opportunities

5. Savings Delivery RAG Status

19/20 Resources Directorate Savings Target (£'000s):						4,464			
	This month			Last month			Top 5 largest savings at risk in 19/20 (ordered by size of saving at risk)		
	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	Total value of savings (£'000s)	Value at risk (£'000s)	Proportion at risk	ID	Name of Proposal	Value at Risk in 19/20 (£'000)
No - savings are at risk	1,539	923	60%	3,750	1,577	42%	NEW1-2	*17/18 Rollover*Facilities Management Savings	£ 257
Yes - savings are safe	2,882	0	0%	1,368	125	9%	NEW3-2	17/18 Rollover - Generate additional income from our historic assets	£ 250
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	43	0	0%	0	0	n/a	BE6-7	18/19 rollover - Mitigation for Workforce policy and review - Resources Directorate Savings Target	£ 223
NO RAG PROVIDED	0	0	n/a	0	0	n/a	BE7-4	18/19 rollover - CORPORATE SAVING -ONGOING MITIGATION TO BE FOUND	£ 120
Grand Total	4,464	923	21%	5,118	1,702	33%	IN31	Reviewing options for cash payments and/or cash related traded services	£ 50
n/a - represents one off savings or mitigations in previous year	-2,374	0	0%	-2,374	0	0%			
Accelerated efficiencies (balancing line)	-268	0	0%	-268	0	0			
WRITTEN OFF	0	0	n/a	0	0	n/a			
Grand Total	1,822	923	51%	2,476	1,702	69%			
							Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)		
							Amount due from previous year(s):		£ 1,696
							Amount reported at risk:		£ 623

6. Revenue Risks and Opportunities

Division	Risk or Opportunity	Description	Risk/(Opportunity) £	Likelihood (%age)	Net Risk /(Opportunity) £
Policy, Strategy and Partnerships	Risk	Income pressure in Bristol Design due to reduced programme of works.	170,000	70%	119,000
Policy, Strategy and Partnerships	Opportunity	Exploring business development options and vacancy savings within PSP to mitigate Design pressure.	(170,000)	70%	(119,000)
Finance	Risk	Reduced summons income and automated service fee pressure (GovTec)- mitigated to date by £100k.	98,000	17%	16,400
Finance	Opportunity	Identification of mitigating actions in progress	(98,000)	17%	(16,400)
Finance	Risk	Additional Procurement staffing.	84,000	50%	42,000
Finance	Opportunity	Mitigation of Procurement pressure from within service area/division via vacancy savings and savings across division. To be reviewed/identified for P5.	(84,000)	50%	(42,000)
Finance	Risk	Risk & Insurance - prior year costs	114,000	100%	114,000
Finance	Opportunity	Mitigation of R&I pressure from within service area/division via vacancy savings and savings across division. To be reviewed/identified for P5.	(114,000)	100%	(114,000)
Finance	Risk	Annual LA errors risk.	475,000	50%	237,500
Finance	Opportunity	Benefits impairment provision adjustment for 19/20	(647,000)	37%	(237,500)
Commercialisation and Citizens	Risk	Facilities Management - ongoing budget risk. Currently being evaluated alongside measures to mitigate.	-	-	-
Total Risk/(Opportunity)					(0)

d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£20.8m	£20.8m	£2.9m	£20.0m	(£0.9m)
		14% of budget	96% of budget	

Gross expenditure by Programme

Ref	Scheme	Description	Current Year (FY2019)				Performance Budget		Scheme Total for Current Timeframe (FY2010 - FY2022)						Performance Budget		
			Budget	Expenditure to Date	Forecast	Variance	Expenditure to Date	Forecast	Budget	Total Expenditure to Date	Commitments	Variance Total (Budget to actual to forecast)	Reserve (Budget to actual to forecast)	Total Expenditure to Date	Expenditure to Date	Expenditure to Date	Forecast
			£000's				%		£000's						%		
RE SOU TOBS																	
NH08	Omni Channel Contact Centre (ICT System Development)	ICT system development	205	(87)	205	0	-43%	0%	42	205	21	(21)	648	15	-62%	2%	22%
PL21	Building Practice Service - Residential H&S	Health & Safety work to maintain the structural fabric and condition of existing Council Buildings to meet statutory compliance.	4,277	214	2,674	(1,703)	5%	33%	16,008	1,828	620	(10,241)	15,949	(28)	-12%	17%	100%
PL27	Vehicle Fleet Replacement Programme	Vehicle Fleet replacement programme	4,200	1,227	4,200	0	3%	100%	6,077	1,719	184	(8,180)	6,077	(0)	28%	31%	100%
PL25	Harbourside operational Infrastructure - Pending Business Case Development	Investment in improving and replacing Harbourside assets including ICT system improvements.	400	0	400	0	0%	100%	1,020	0	0	(1,020)	1,020	0	0%	0%	100%
PL30	Investment in Markets Infrastructure & Buildings - Pending Business Case Development	Investment to improve Markets Infrastructure and Buildings as part of our development opportunities.	250	0	250	0	0%	100%	720	0	0	(720)	720	0	0%	0%	100%
RE01	ICT Refresh Programme	A programme of investment to replace and upgrade the Council's ICT assets.	2,704	66	2,704	0	2%	100%	9,210	140	29	(9,107)	7,210	(1,500)	2%	2%	96%
RE02	ICT Development - HR/Finance	Development of HR/Finance System	1,402	417	1,075	(327)	30%	88%	3,217	1,911	223	(622)	1,972	(42)	22%	88%	78%
RE03	Future State Assessment (FSA) - ICT Development	Investment that will be required to support ICT infrastructure including a Cloud Hosting solution.	4,214	622	6,208	2,022	14%	10%	14,418	1,296	8,068	(6,107)	13,773	(42)	11%	7%	88%
RE04	Bifacial Workplace Programme	Reduce the number of offices we work in and invest in the remaining buildings to make them modern, efficient and flexible workplaces.	0	(84)	0	0			276	296	84	0	470	0	78%	100%	100%
RE05	Mobile Working for Social Care (Adults & Children)	Investment in ICT equipment to improve mobile working of social care teams, part of the transformation programme.	751	20	751	0	0%	100%	912	191	67	(642)	912	0	20%	27%	100%
Total Resources			20,338	2,867	12,392	(8,077)	14%	28%	51,376	7,373	10,872	(22,824)	49,212	(2,854)	14%	33%	25%

Key Messages:

The year to date underspend and full year forecast underspend relates to the slippage in the building maintenance programme e.g. for schools, due to the challenging timeline for procuring contractors within the short April to June window to start works during the schools holiday period.