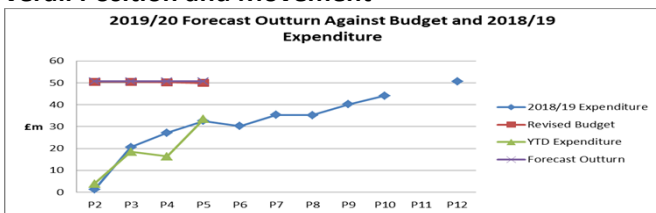


a: 2019/20 Summary Headlines

Revised Budget	Forecast Outturn	Outturn Variance
P5 <b>£50m</b>	<b>£50.7m</b>	<b>£0.7m OVERSPEND</b>

b: Budget Monitor

1. Overall Position and Movement



Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
49.9	0.2	0.3	0.5	0.7							
	▲	▲	▲	▲							

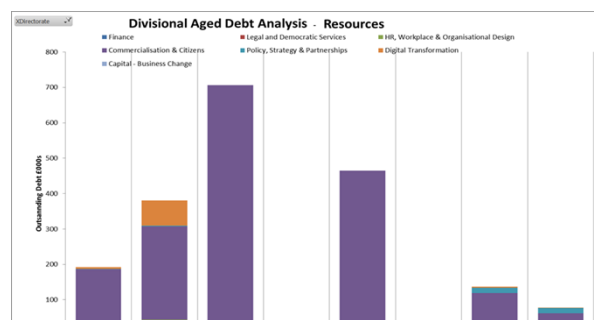
Key Messages:

The forecast overspend has increased by £0.2m since P4 and relates to an increase in the child protection disbursement forecast of £51k which brings Legal and Democratic Services back to balance from £0.1m underspend and increases across the Commercialisation and Citizens area relating in the main to staffing budgets which increases the forecast by £0.1m. A plan is underway to review the savings targets within Commercialisation and Citizens contributing to the overspend

2. Revenue Position by Division

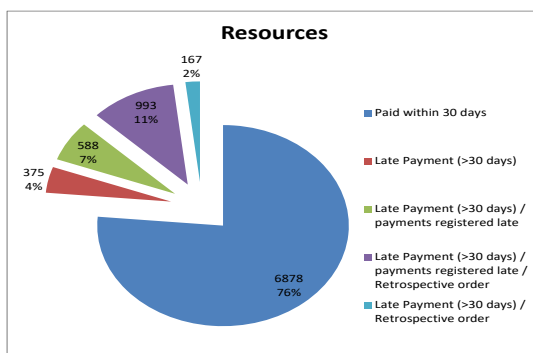
Revenue Position by Division	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£000s			
Digital Transformation	12.1	12.2	12.2	0.0
Legal and Democratic Services	6.9	6.8	6.8	(0.0)
Finance	10.9	11.0	11.0	0.0
HR, Workplace & Organisational Design	10.6	10.4	10.2	(0.2)
Policy, Strategy and Partnerships	2.9	3.0	3.1	0.0
Commercialisation and Citizens	6.9	6.6	7.5	0.9
<b>Total</b>	<b>50.4</b>	<b>50.0</b>	<b>50.7</b>	<b>0.7</b>

3. Aged Debt Analysis



4. Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)	Invoices paid without order	Retrospective order
<b>2 - Resources</b>						
21 Digital Transformation	7,064,208	1,531	70	596 39%	14 1%	518 34%
22 Legal and Democratic Services	1,825,791	1,057	37	293 28%	6 1%	429 41%
24 Finance	1,336,771	530	38	119 22%	210 40%	26 5%
25 HR, Workplace & Organisational Design	1,367,840	790	29	122 15%	1 0%	151 19%
28 Policy, Strategy & Partnerships	531,856	347	26	36 10%	0 0%	31 9%
2Y Capital - Business Change	5,233,777	393	34	85 22%	0 0%	25 6%
38 Commercialisation & Citizens	6,126,841	4,353	34	872 20%	20 0%	1,359 31%
<b>2 -ResourcesTotal</b>	<b>23,487,084</b>	<b>9,001</b>	<b>40</b>	<b>2,123 24%</b>	<b>251 3%</b>	<b>2,539 28%</b>



## c: Risks and Opportunities

### 5. Savings Delivery RAG Status

19/20 Resources Directorate Savings Target (£'000s):							4,441		
	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	1,516	900	59%	1,539	923	60%	NEW2-2	*17/18 Rollover**Facilities Management Savings	£ 257
Yes - savings are safe	2,882	0	0%	2,882	0	0%	NEW3-2	17/18 Rollover - Generate additional income from our historic assets	£ 290
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	43	0	0%	43	0	0%	BEE-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	BEE-4	18/19 Rollover - CORPORATE SAVING -ONGOING MITIGATION TO BE FOUND	£ 120
<b>Grand Total</b>	<b>4,441</b>	<b>900</b>	<b>20%</b>	<b>4,464</b>	<b>923</b>	<b>21%</b>	INB 1	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	23	0	0%	0	0	n/a			
<b>Grand Total</b>	<b>1,822</b>	<b>900</b>	<b>49%</b>	<b>1,822</b>	<b>923</b>	<b>51%</b>			
<b>Key Changes since last month:</b>									
1. BE58-1 Review and reduce operating costs for the Lord Mayor's chapel's savings target of £23k has been fully written off for 19/20. This has led to Resources directorate's target reducing from £4.464m to £4.441m. (The associated amount reported at risk has also reduced by 23k to take account of this write off).									
<b>Key messages/Comments</b>									
1. Overall amount at risk has remains steady at £0.9m									
2. No change to the same top 4 savings at risk - these remain a priority for Resources attention and consideration of mitigation plans.									
3. Resources continues to have £0.6m rollover at risk from 18/19 which must remain a priority for Resources to address to avoid further rollovers.									
<b>Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)</b>									
Amount due from previous year(s):							£	1,696	
Amount reported at risk:							£	600	
20/21 Resources Directorate Savings Target (£'000s):							1,062		

### 6. Revenue Risks and Opportunities

Division	Risk or Opportunity	Description	Risk/(Opportunity) £	Likelihood (%)	Net Risk /(Opportunity) £
Policy, Strategy and Partnerships	Risk	Income pressure in Bristol Design due to reduced programme of works.	192,000	70%	134,400
Policy, Strategy and Partnerships	Opportunity	Exploring business development options and vacancy savings within PSP to mitigate Design pressure.	(192,000)	70%	(134,400)
Policy, Strategy and Partnerships	Risk	One off pressure in Insight, Performance & Intelligence team	46,500	100%	46,500
Policy, Strategy and Partnerships	Opportunity	Exploring savings within PSP to mitigate pressure.	(46,500)	100%	(46,500)
Legal and Democratic Services	Risk	Coroner's additional costs relating to Pathologist payments, transport contract and building costs	130,000	80%	104,000
Legal and Democratic Services	Opportunity	Partners pay 60% of the pressures	(78,000)	80%	(62,400)
Legal and Democratic Services	Opportunity	Registrar's currently forecasting to offset the Bristol share of Coroner's pressure	(55,000)	70%	(38,500)
Legal and Democratic Services	Risk	Risk that Local Land Charges income will not achieve target. Current forecast £47k over built into budget and managed through Legal Services underspend	-	-	-
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 P6.	(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 or Insurance holding code. To be reviewed/identified for P6.	(114,000)	100%	(114,000)
Finance	Risk	Annual LA errors risk.	720,000	50%	360,000
Finance	Opportunity	Benefits impairment provision adjustment for 19/20	(664,000)	54%	(360,000)
Commercialisation and Citizens	Risk	Facilities Management - ongoing budget risk. Currently being evaluated alongside measures to mitigate.	-	-	-
<b>Total Risk/(Opportunity)</b>					<b>3,100</b>

## d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
<b>£17.7m</b>	<b>£20.8m</b>	<b>£3.9m</b>	<b>£20.4m</b>	<b>(£0.4m)</b>
		19% of budget	98% of budget	