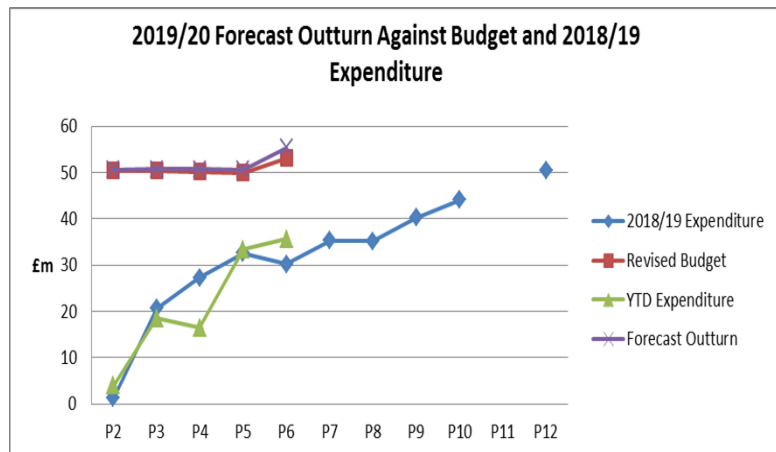


a: 2019/20 Summary Headlines

	Revised Budget	Forecast Outturn	Outturn Variance
P6	£53.1m	£55.3m	£1.7m OVERSPEND

b: Budget Monitor

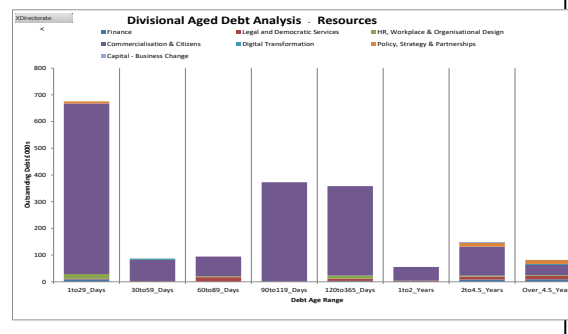
1. Overall Position and Movement



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	6.9	0.1
Finance	10.9	10.9	11.0	0.0
HR, Workplace & Organisational Design	10.6	10.4	10.2	(0.3)
Policy, Strategy and Partnerships	2.9	3.0	3.1	0.1
Commercialisation and Citizens	10.3	9.8	11.5	1.8
Total	53.7	53.1	54.9	1.7

3. Aged Debt Analysis



Forecast Outturn Variance 2019/20											
£000											
Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
53.1	0.2	0.3	0.5	0.7	1.7						
	▲	▲	▲	▲	▲						

Key Messages:

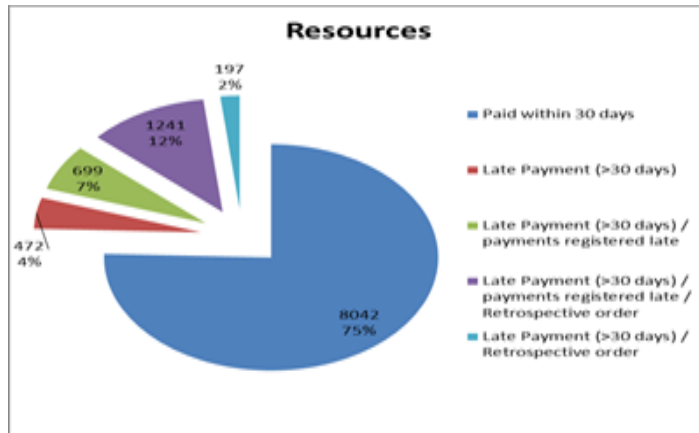
The forecast outturn for Resources has increased by £1m since P5 and is currently forecast as £1.7m over budget. Reasons for the increase are as follows:

- **Legal and Democratic Services.** The main reason for the increase relates to an increase of £150k to the Child Disbursement forecast. This is known to be a volatile budget and relates to the complexity of cases requiring more external advice and representation.
- **Policy, Strategy and Partnerships.** Bristol Design has a budget pressure of c£0.2m which the rest of the division has been offsetting however budgeted expenditure required within the division has meant that a forecast pressure of £0.1m has now been forecast.
- **Commercialisation and Citizens.** A deep dive into the P5 forecast of £0.9m over budget has so far mitigated c£0.6m of savings identified towards this with more currently under review. There has been a further review into budgets by service managers which has identified further main pressures as follows:
 - £0.25m pressure relating to the Bristol Investment Fund savings transferred in from G&R
 - £0.6m reduction in forecast cleaning and invents income. This may increase if BCC are successful in a current tender process for a schools cleaning contract
 - £0.2m building security costs within budget previously forecast as under budget
 - £0.2m cross service adjustments for salary and software costs

With further saving targets highlighted at risk the Division is currently under review.

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	8,106,846	1,735	66	647	37%	471	27%	73%	14	1%	538	31%
22 Legal and Democratic Services	2,207,676	1,256	38	372	30%	290	23%	78%	6	0%	514	41%
24 Finance	1,607,321	621	36	136	22%	97	16%	71%	241	39%	34	5%
25 HR, Workplace & Organisational Design	1,599,920	944	29	143	15%	101	11%	71%	1	0%	179	19%
28 Policy, Strategy & Partnerships	594,690	410	26	48	12%	16	4%	33%	0	0%	40	10%
2Y Capital - Business Change	6,080,243	464	34	95	20%	60	13%	63%	0	0%	25	5%
38 Commercialisation & Citizens	7,713,482	5,221	35	1,168	22%	911	17%	78%	20	0%	1,673	32%
2-ResourcesTotal	27,910,178	10,651	40	2,609	24%	1,946	18%	75%	282	3%	3,003	28%



c: Risks and Opportunities

5. Savings Delivery RAG Status

19/20 Resources Directorate Savings Target (£'000s):							4,661		
	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 of savings on 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%	1,516	900	59%	NEW1-2	*17/18 Rollover*Facilities Management Savings	£ 257
Yes - savings are safe	3,102	0	0%	2,882	0	0%	NEW3-2	17/18 Rollover - Generate additional income from our historic assets	£ 250
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	43	0	0%	43	0	0%	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	4,661	900	19%	4,441	900	20%	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	23	0	0%	23	0	0%			
Grand Total	2,042	900	44%	1,822	900	49%			
							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:		£ 600

Key Changes since last month:

1. There has been an increase of 220k to the Resources 19/20 target following the move of approved BIF savings (FP01-6) in Penny Germon's service from G&R. Note that the wider 3rd party payment savings (i.e. FP01-8 - 380K IN 19/20) have yet to be moved until formal agreement from CLB/DE as to where they should sit/how in-year should be mitigated, although it is understood the budget savings are currently being transferred to Resources.

Key messages/Comments

- Overall amount at risk has remains steady at £0.9m, however if it is confirmed that the wider 'Third party Payments' savings shortfall moves to Resources along with Penny Germon's budget this *would* lead to an increase of 0.38m at risk.
- No change to the same top 4 savings at risk - these remain a priority for Resources attention and consideration of mitigation plans.
- 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.

6. Revenue Risks and Opportunities

Division	Risk or Opportunity	which may impact on costs	Risk/(Opportunity) £	Likelihood (%)	Net Risk /(Opportunity) £
Policy, Strategy and Partnerships	Risk	One off salary 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)
Finance	Risk	Additional Procurement staffing.	110,000	100%	110,000
Finance	Risk	Procurement - CSRM potential pressure due to use of agency staff in year	60,000	100%	60,000
Finance	Opportunity	Mitigate from additional Guidant income within HR or from potential underspend within the £129k ICT security budget.	(60,000)	100%	(60,000)
Finance	Risk	Risk & Insurance - prior year costs	114,000	100%	114,000
Finance	Opportunity	Risk & Insurance - bottom line underspends or Risk and Insurance reserve	(114,000)	100%	(114,000)
Finance	Risk	1. Annual LA errors 2. Temporary Accommodation - Do not receive 100% subsidy 3. Exempt Accommodation - Do not receive 100% subsidy	536,000	100%	536,000
Finance	Opportunity	Reduction in Subsidy income received, relating to the LA Error going above the lower threshold will be met from earmarked reserves.	(404,000)	100%	(404,000)
Finance	Risk	Temporary Accommodation - Do not receive 100% subsidy			
Finance	Risk	Exempt Accommodation - Do not receive 100% subsidy			
Finance	Opportunity	Benefits impairment provision adjustment for 19/20	(627,000)	100%	(627,000)
Commercialisation and Citizens	Risk	Facilities Management - ongoing budget risk £1.1m. Currently being evaluated alongside measures to mitigate.		-	-
Total Risk/(Opportunity)					(385,000)

d: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£17.7m	£20.3m	£4.5m	£18.4m	£1.9m
		22% of budget	91% of budget	

Key Messages

The ITTP forecast is based on the current milestone position from the Programme Manager and is forecasting a further spend of £6.1m in the second half of 19/20. Further budget re-profiling of the ICT Refresh Programme may be necessary and work continues on this.