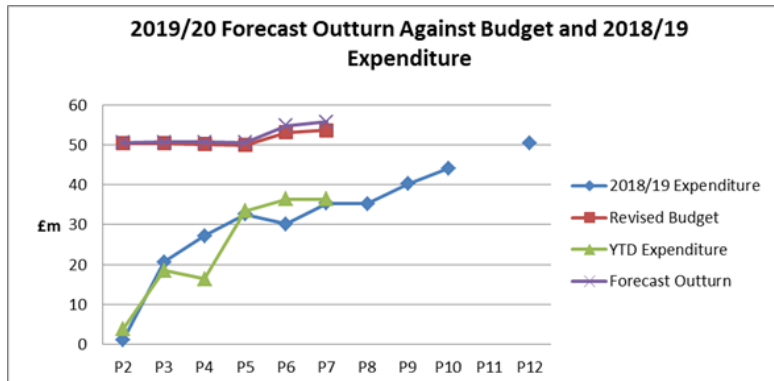


a: 2019/20 Summary Headlines

	Revised Budget	Forecast Outturn	Outturn Variance
P7	£53.6m	£55.1m	£1.5 OVERSPEND

b: Budget Monitor

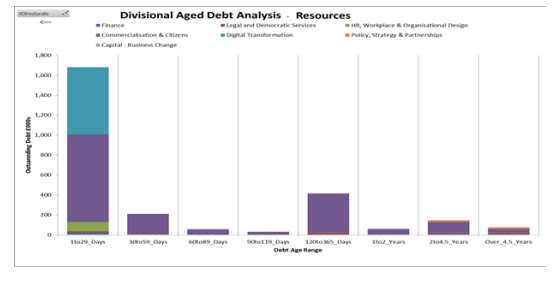
1. Overall Position and Movement



2. Revenue Position by Division

Revenue Position by Division	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
£000s				
Digital Transformation	11.5	11.7	11.7	0.0
Legal and Democratic Services	6.9	6.8	6.9	0.1
Finance	11.5	11.6	11.6	0.0
HR, Workplace & Organisational Design	10.6	10.4	9.9	(0.5)
Policy, Strategy and Partnerships	2.9	3.0	3.0	(0.0)
Commercialisation and Citizens	10.4	10.1	12.0	1.9
Total	53.9	53.6	55.1	1.5

3. Aged Debt Analysis



Forecast Outturn Variance 2019/20											
	£000										
Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
53.6	0.2	0.3	0.5	0.7	1.7	1.5					
	▲	▲	▲	▲	▲	▼					

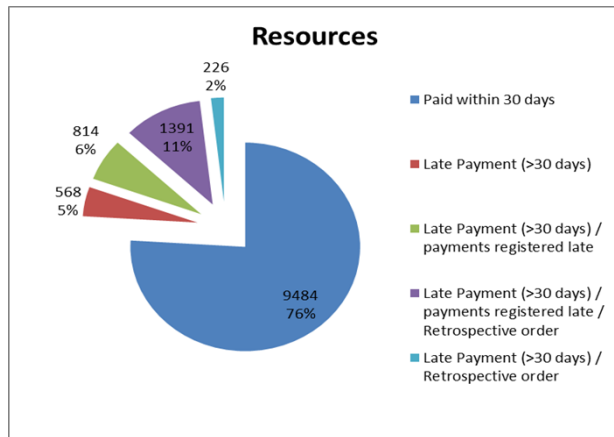
Key Messages:

The forecast outturn for Resources has reduced by £0.2m since P6 and is currently forecast as £1.5m over budget. Reasons for the reductions are as follows:

- Policy, Strategy and Partnerships.** The Division has reviewed current vacancies and income to bring the forecast back to balance from a £0.1m forecast overspend in P6. There is a small residual level of risk around staffing cost assumptions, but this should be possible to contain using Western Powerhouse reserve as required.
- HR, Workplace and Organisational Design.** The Division has improved its forecast by £0.2m to a forecast £0.5m underspend in P7 as shown below:
 - +£0.1m pressure added as the Annual Leave Top Up scheme which is not forecast to reach its current target of £0.75m
 - -£0.09m saving for costs identified against approved H&S funding
 - -£0.1m saving from salary vacancies whilst awaiting to recruit for the revised HR structure
 - -£0.14m saving from contract income already forecast but transferred in from another Finance and Procurement division
- Commercialisation and Citizens.** The forecast pressure for the Division has increased by £0.1m since P6 and relates mainly to additional costs relating to agency staff. There has also been a review of income which has revised targets both up and down across the service

4. Payment Statistics

Division	Amount Paid (£)	Number of invoices paid	Average days to pay	Late Payment (>30 days)	Invoices paid without order	Retrospective order
2 - Resources						
21 Digital Transformation	8,698,833	1,940	62	673 35%	14 1%	552 28%
22 Legal and Democratic Services	2,624,592	1,510	41	482 32%	10 1%	635 42%
24 Finance	1,981,698	759	35	153 20%	264 35%	36 5%
25 HR, Workplace & Organisational Design	1,942,485	1,145	29	172 15%	1 0%	217 19%
28 Policy, Strategy & Partnerships	673,496	496	26	72 15%	0 0%	50 10%
2Y Capital - Business Change	6,598,582	525	33	107 20%	0 0%	29 6%
38 Commercialisation & Citizens	8,953,960	6,108	34	1,340 22%	19 0%	1,893 31%
2 -ResourcesTotal	31,473,647	12,483	39	2,999 24%	308 2%	3,412 27%



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 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%	3,102	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%	4,661	900	19%	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%	2,042	900	44%			
							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. No changes to report for P7 (note P6 figures have been used for any nil returns).

Key messages/Comments
1. Overall amount at risk remains steady at £0.9m, no change since P5, nor any change to the 18/19 rollover amount of £0.6m.
2. Note a change request is pending approval for:
- Merge Income from Can Do Bristol into 'More Income from Commercialisation'
- Transitioning the ownership for the 'Third Party Payments' savings shortfall from G&R to Resources (budget has already moved) - this would lead to an increase of risk by up to £0.38m however some mitigations are already in place.
3. No change to the same top 5 savings at risk - these remain a priority for Resources attention and consideration of mitigation plans. It is understood that actions are in flight for all of these exploring mitigations.

6. Revenue Risks and Opportunities

Division	Risk or Opportunity	which may impact on costs	Risk/(Opportunity) £	Likelihood (%)	Net Risk/ (Opportunity) £
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	Volatility with level of overpayments Recovered against budget - to be reviewed and built in to forecast for P8	48,000	100%	48,000
Finance	Opportunity	Exploring savings options within Revenues to mitigate pressure.	(48,000)	100%	(48,000)
Finance	Risk	Annual LA errors for 18/19 going above the lower or upper threshold following external audit review. Will be known by Jan 2020	500,000	60%	300,000
Finance	Opportunity	Reduction in Subsidy income received, relating to the LA Error going above the lower or upper threshold for the previous financial year will be met from earmarked reserves.	(500,000)	60%	(300,000)
Finance	Risk	Annual LA errors going above the upper threshold	260,000	50%	130,000
Finance	Opportunity	Reduction in Subsidy income received, relating to the LA Error going above the upper threshold will be met from earmarked reserves.	(260,000)	50%	(130,000)
Commercialisation and Citizens	Risk	Facilities Management - historic savings targets in forecast to be delivered with no detailed plan at present.	850,000	80%	680,000
All	Risk	Non recovery of internal trading income - Over £1m still forecast but not recharged, action needs to be taken to bring in the income		-	-
Total Risk/(Opportunity)					680,000

7. Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£17.7m	£18.4m	£5.6m	£16.9m	£1.5m under
		31% of budget	92% of budget	

Key Messages

The ICT capital programme has a budget of £12.5m, with a forecast of £10.9m, 87% of budget. The YTD expenditure is £2.7m, 25% of forecast spend. The forecast spend has reduced from 100% of budgeted spend to 87% at P7 and continues to be updated monthly. The main item of capital expenditure sits with ITTP and committed spend to Microsoft of £7.0m in 19/20 based on the current programme milestones. Milestones are reviewed each month and forecasts are adjusted accordingly.