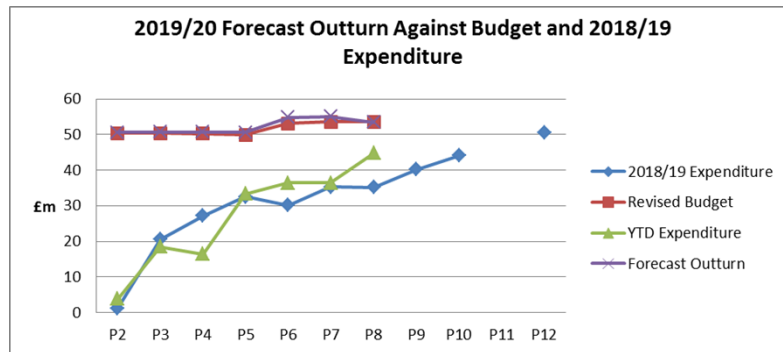


a: 2019/20 Summary Headlines

	Revised Budget	Forecast Outturn	Outturn Variance
P8	<b>£53.6m</b>	<b>£53.7m</b>	<b>£0.1m overspend</b>

b: Budget Monitor

1. Overall Position and Movement

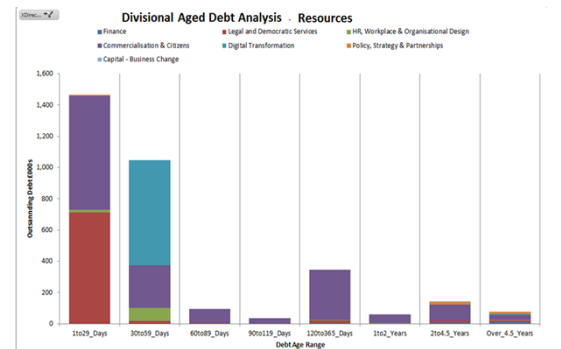


Forecast Outturn Variance 2019/20											
	£000										
Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
53.6	0.2	0.3	0.5	0.7	1.7	1.5	0.1				
	▲	▲	▲	▲	▲	▼	▼				

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	11.5	(0.2)
Legal and Democratic Services	6.9	6.8	6.6	(0.2)
Finance	11.5	11.6	11.6	0.0
HR, Workplace & Organisational Design	10.6	10.4	9.8	(0.6)
Policy, Strategy and Partnerships	2.9	3.0	2.9	(0.2)
Commercialisation and Citizens	10.4	10.1	11.3	1.2
<b>Total</b>	<b>53.9</b>	<b>53.6</b>	<b>53.7</b>	<b>0.1</b>

3. Aged Debt Analysis



Key Messages:

The forecast outturn has improved by £1.4m in the month from a previous £1.5m overspend to a £0.1m overspend. This improvement is due to the following directorate mitigations –

- Digital Transformation - IT Transformation Programme funded by Capital Receipts (as approved by Cabinet 3/7/19) to absorb eligible expenditure enabling the release of core budget.
- Legal and Democratic Services releasing £0.3m from the Electoral Services Election budget not required for 2019 or 2020 elections.
- HR, Workplace and Organisational Design now forecasting a £0.1m reduction in request for Learning and Development funding for 2019/20.
- Policy, Strategy and Partnerships identifying £0.2m spend attributed to BREXIT preparedness and rechargeable to the BREXIT funding budget.
- Within Commercialisation and Citizens, the TWS service is forecasting an increasing in its income of £0.3m.
- Transfer of £0.38m one-off funding from the Mayors savings consultation reserve to reduce the 2019/20 impact of saving scheme FP01- Review and reduce spend on service provided by external partners on the Community budget within Commercialisation and Citizens and note full mitigation proposed in the annual 2020/21 budget.

In summary, the £0.1m total forecast variance at P8 is due to -

- HR, Workplace and Organisational Design forecasting a net underspend of £0.6m arising from £0.7m savings due to salary underspends (recruitment delays/non recruitment), sub-contract savings and L&D underspend offset by a £0.1m pressure in the annual Holiday Purchase Scheme.
- A net £0.2m underspend within Policy, Strategy and Partnerships arising primarily from appropriate use of the £0.2m BREXIT funding.
- £1.5m adverse result within Commercialisation and Citizens' Facilities Management where 18/19 underachieved savings challenges have been brought forward and combined with additional savings challenges for 19/20 (subtotal £0.3m). In addition, Cleaning and Events' face risks to income budgets of £0.6m whilst Building Security, Building Practice, Property Services, Stationery and Mail face combined risks to cost budget of £0.6m. TWS forecast to offset some of this risk with £0.3m increased income.

## c: Risks and Opportunities

### 4. 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	688	45%	1,516	900	59%	NEV1-2	1718 Rollover/Facilities Management Savings	£ 257
Yes - savings are safe	3,102	0	0%	3,102	0	0%	NEV3-2	1718 Rollover - Generate additional income from our historic assets	£ 250
SAVING CLOSED - CONFIRMED AS SECURED & DELIVERED	43	0	0%	43	0	0%	BE7-4	1819 rollover - Mitigation needed from previous Organisational Redesign	£ 120
NO RAG PROVIDED	0	0	n/a	0	0	n/a	IN31	Reviewing options for cash payments and/or cash related traded services	£ 50
<b>Grand Total</b>	<b>4,661</b>	<b>688</b>	<b>15%</b>	<b>4,661</b>	<b>900</b>	<b>19%</b>	BE6-7	1819 rollover - Mitigation for Workforce policy and review - Resources Directorate Savings Target	£ 11
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%			
<b>Grand Total</b>	<b>2,042</b>	<b>688</b>	<b>34%</b>	<b>2,042</b>	<b>900</b>	<b>44%</b>			
<b>Key Changes since last month:</b>							<b>Mitigated savings from previous years' that remain 'due' for delivery this year (£'000)</b>		
1. The value reporting at risk has reduced this month from £0.9m to £0.7m. This is attributed in full to <b>BE6-7 18/19 rollover - Mitigation for Workforce policy and review - Resources Directorate Savings Target</b> reducing the savings at risk by £0.2m.							Amount due from previous year(s): £ 1,636		
<b>Key messages/Comments</b>							Amount reported at risk: £ 388		
1. Following increased confidence to the mitigations for BE6-7 and the reduction in amount reported at risk to only £11k, not only has the overall savings at risk for Resources Directorate reduced, but the total risk related to 'rollover savings' from previous years has now reduced to £0.4m (down from £0.6m).									
2. Note since last month the change request to merge 'IN30 More Income from Can Do Bristol' into the wider 'IN23 More Income from Commercialisation' saving was approved by DE and processed into the savings tracker.									
3. Note that the £0.38m shortfall in 19/20 'FP01 Third Party Payments' target remains showing in the G&R Directorate, even though this currently sits within Resources budgets. One off mitigations have now been identified to cover the £380k in 19/20 -mitigations are across G&R and Resources. Consideration must be given to how the saving will be delivered on a recurring basis.									
4. Although the amount at risk for BE6 has reduced, overall the same top 5 savings remain at risk for Resources - these remain a priority for Resources attention and consideration of mitigation plans. It is understood that responsible Directors for each of these are exploring mitigations.									
5. As we approach the new year, requirement to prioritise effort on closing down savings that have been delivered via the 'secured and delivered' process.									

## 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	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	100%	850,000
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		-	-
<b>Total Risk/(Opportunity)</b>					<b>850,000</b>

## 7. Capital

<b>Approved Budget</b>	<b>Revised Budget</b>	<b>Expenditure to Date</b>	<b>Forecast Outturn</b>	<b>Outturn Variance</b>
<b>£17.7m</b>	<b>£18.5m</b>	<b>£6.7m</b>	<b>£16.1m</b>	<b>£2.4m under</b>
		36% of budget	87% of budget	

### Capital Budget Monitor Report for period 201908 - Summary by Programme

Report date 13/12/2019 12:28:09

#### Gross expenditure by Programme

Ref	Scheme	Current Year (FY2019) - Period 8				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
<b>Resources</b>							
NH08	Omni Channel Contact Centre (ICT System development).	205	(44)	0	(205)	-21%	0%
PL21	Building Practice Service - Essential H&S	3,414	1,387	3,504	90	41%	103%
PL27	Vehicle Fleet Replacement Programme	2,391	1,797	2,391	0	75%	100%
PL36	Investment in Markets infrastructure & buildings	250	10	90	(160)	4%	36%
RE01	ICT Refresh Programme	2,736	95	1,620	(1,116)	3%	59%
RE02	ICT Development - HR/Finance	1,623	796	1,317	(306)	49%	81%
RE03	ITTP – IT Transformation Programme	7,124	2,576	6,399	(725)	36%	90%
RE04	Bristol Workplace Programme	0	4	0	0		
RE05	Mobile Working for Social Care (Adults & Children)	781	104	781	0	13%	100%
<b>Total Resources</b>		<b>18,524</b>	<b>6,724</b>	<b>16,102</b>	<b>(2,421)</b>	<b>36%</b>	<b>87%</b>

#### Key Messages

The ICT capital programme represents £12.5m of Resources' total Capital Budget. Against this £10.1m, 81% spend, is now forecast. This is due to the ICT refresh programme (which includes the roll out of new laptops) being re-profiled from 19/20 to 20/21. In addition, the IT Transformation Programme has revised its forecast at P8 following a recent milestone review. Some programme milestones have been brought forward whilst some have been delayed around the financial year end (March/April). These movements have resulted in a net reduction in forecast 19/20 spend.