

Appendix A2

Bristol City Council – Resources

2019/20 – Budget Monitor Report

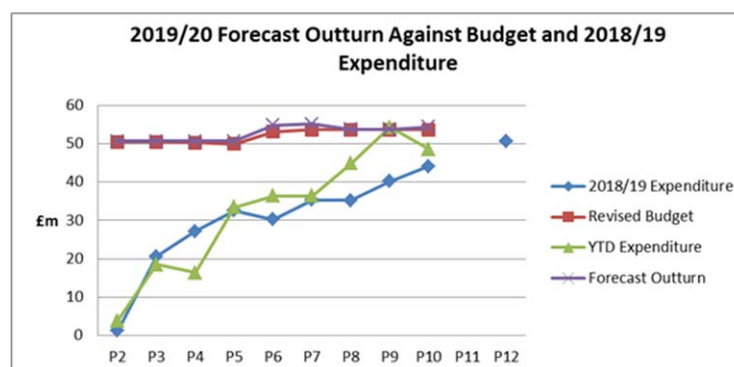
P10

a: 2019/20 Summary Headlines

	Revised Budget	Forecast Outturn	Outturn Variance
P10	£53.6m	£54.4m	£0.8m overspend

b: Budget Monitor

1. Overall Position and Movement

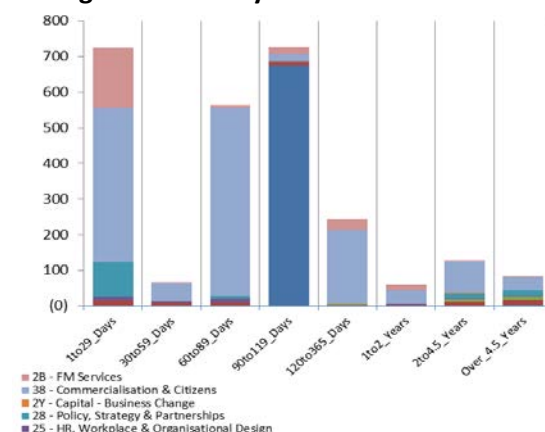


Forecast Outturn Variance 2019/20												
	£m											
Revised budget	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	
53.6	0.2	0.3	0.5	0.7	1.7	1.5	0.1	0.1	0.8			
	▲	▲	▲	▲	▲	▼	▼	▲	▲			

2. Revenue Position by Division

Revenue Position by Division	2019/20 - Full Year			
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance
	£m			
Digital Transformation	11.5	11.7	11.4	(0.3)
Legal and Democratic Services	6.9	6.8	6.3	(0.5)
Finance	11.5	11.6	11.6	(0.0)
HR, Workplace & Organisational Design	10.6	10.4	10.1	(0.3)
Policy, Strategy and Partnerships	2.9	3.1	2.9	(0.2)
Commercialisation and Citizens	10.4	10.0	12.1	2.1
Total	53.9	53.6	54.4	0.8

3. Aged Debt Analysis



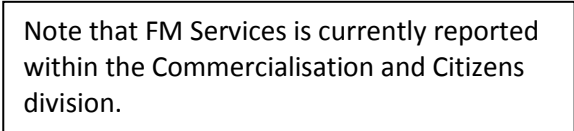
Key Messages:

The forecast total outturn has deteriorated by £0.7m this month so that latest indication shows a £0.8m overspend for the full year.

The £0.7m net move in P10 is due to:

- Digital Transformation – where £0.1m underspend in IT's security expenditure budget has been identified.
- Legal and Democratic Services – where £0.2m of increased Registrars' income has been assessed.
- Offset by:
- HR, Workplace and Organisational Design – where there is a £0.2m revised increase in payroll costs.
- Commercialisation and Citizens – where the £0.7m of previously declared budget risk within Facilities Management is now forecast to materialise alongside a newly identified costs of £0.2m within Print and Mail.

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	10,300,373	2,565	54	736	29%	69%	14	617
22 Legal and Democratic Services	3,832,578	2,162	45	786	36%	82%	14	937
24 Finance	2,785,912	1,046	35	202	19%	74%	351	47
25 HR, Workplace & Organisational Design	2,934,695	1,773	32	284	16%	67%	2	320
28 Policy, Strategy & Partnerships	1,024,900	745	27	111	15%	31%	0	74
2B FM Services	7,551,362	3,151	34	709	23%	57%	2	600
2Y Capital - Business Change	11,345,943	731	33	141	19%	60%	0	36
38 Commercialisation & Citizens	5,414,546	5,317	36	1,183	22%	83%	22	1,937
2 - Resources Total	45,190,312	17,490	38	4,152	24%	72%	405	4,568



5. Savings Delivery RAG Status

Key Changes since last month:

1. The amount of savings reported as RED for 19/20 in the Resources Directorate has decreased this month, from £1.5m to £1.1m, with the associated savings at risk **also** decreasing from £1.2m to £1m. This relates largely to the Change Request approved by Delivery Executive on the 29/01/20 which confirmed that mitigations previously allocated to the FP01 Third Party Payments could now be reallocated to the NEW1 Facilities Management (FM) saving (given that the Mayor's consultation reserve is mitigating FP01). This change has led to decrease in savings at risk for FM in 19/20, but given the one-off nature of the mitigations, the saving has rolled into 20/21 and will still need to be delivered next year and ongoing.

2. One of the mitigations for the NEW1FM saving remains within Resources, but this had 'NO BAG PROVIDED' for the £124k mitigation.

Key messages/Comments

1. Although the largest saving at risk continues to be NEWTFM Savings with £493k reporting at risk, it is understood that £358k has been 'secured and delivered' on ongoing basis (subject to template sign off) and an additional £25k is also forecast to be delivered from print budget following digitisation of parking permits. Therefore the 19/20 risk is believed to be down to £110k in year.

2. There continues to be no change to the BE7 saving at risk of £120k. Although it is understood there are potential approaches for mitigating future years (from the mitigations currently being used for BE6) there continues to be no known mitigation for the in year position.

3. As we approach the end of the financial year, there is a requirement to prioritise effort on closing down savings that have been delivered via the 'secured and delivered' process. All Directors are asked to review and progress these with their teams. If a secured and delivered can't be shaped up, then it's likely a change request is needed to roll this saving over into 2021.

6. Revenue Risks and Opportunities

Directorate	Division	Risk or Opportunity	Which may impact on costs	Risk/(Opportunity) £	Likelihood (%)	Net Risk /(Opportunity) £
Resources	Policy, Strategy and Partnerships	Risk	Non-recovery of Q3 & Q4 forecast internal trading income for staff time	583,000	25%	145,750
Resources	Policy, Strategy and Partnerships	Opportunity	Recharge Q3 and Q4 internal trading income for staff time (40% recovered as at P10)	(583,000)	25%	(145,750)
Resources	Finance	Risk	Risk if the actual net HB payments are 0.2% higher than forecast	289,000	25%	72,250
Resources	Finance	Opportunity	Opportunity if the actual net HB payments are 0.2% lower than forecast	(289,000)	75%	(216,750)
Resources	Commercialisation and Citizens	Risk	Trading With Schools	300,000	50%	150,000
						5,500

7. Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£18.7m	£16.0m	£9.2m	£14.2m	£1.8m under
		58% of budget	89% of budget	

Capital Budget Monitor Report for period 201910 - Summary by Programme

Report date 14/02/2020 14:29:46

Gross expenditure by Programme

Ref	Scheme	Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
£000s						%	
Resources							
NH08	Omni Channel Contact Centre (ICT System development)	0	(44)	(44)	(44)		
PL21	Building Practice Service - Essential H&S	3,207	1,960	2,465	(742)	61%	77%
PL27	Vehicle Fleet Replacement Programme	2,560	2,112	2,560	0	82%	100%
PL36	Investment in Markets infrastructure & buildings	90	38	87	(3)	43%	97%
RE01	ICT Refresh Programme	1,620	99	1,620	0	6%	100%
RE02	ICT Development - HR/Finance	1,317	958	1,127	(190)	73%	86%
RE03	ITTP – IT Transformation Programme	6,399	4,024	6,235	(165)	63%	97%
RE05	Mobile Working for Social Care (Adults & Children)	781	113	111	(670)	14%	14%
Total Resources		15.975	9.260	14.161	(1.813)	58%	89%

- PL21 The phasing of essential H&S across 20+ sites has been revised this month resulting in a £0.7m reduction to forecast spend this year.
- RE01 The ICT Refresh Programme includes c.£1m of capital spend before this financial year close for the provision and support of a Storage Area Network (SAN) using Server/Storage Solutions (as approved by Cabinet 21/1/20 – ref. 15).
- RE03 The IT Transformation Programme Phase 1 is on track against its key milestones to completion and which set out a further £1.2m of spend before this financial year close.
- RE05 This project is expected to be consolidated in to project RE03 above and its accompanying budget rephrased in to future years.