

a: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance	Of which :	
				Covid	Non Covid
P03	£53.8m	£59.3m	£5.4m overspend	£6.5m	(£1.1m)
<i>P02</i>	<i>£53.9m</i>	<i>£61.5m</i>	<i>£7.6m</i>	<i>£6.6m</i>	<i>£1.0m</i>

Forecast Outturn Variance by month £m									
May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb
7.6	5.4								
	▲								

Position by Division

	2020/21 - Full Year			P3 Forecast Variance		Movement vs P2: Increase /(Decrease)		
	Revised Budget	Revised Outturn	Revised Outturn Variance	COVID	Non-COVID	COVID	Non-COVID	Total Movement
General Fund	£000s			£000s		£000s		
Resources								
Digital Transformation	11,423	10,442	(981)	0	(981)	0	(464)	(464)
Legal and Democratic Services	7,190	7,936	746	940	(194)	0	(254)	(254)
Finance	11,291	13,174	1,882	2,601	(719)	(31)	(688)	(719)
HR, Workplace & Organisational Design	10,368	10,583	215	0	215	0	(120)	(120)
Policy, Strategy & Partnerships	3,155	3,274	119	150	(31)	0	(8)	(8)
FM Services	2,866	5,257	2,390	950	1,440	0	76	76
COVID-19 expenditure	0	19	19	0	19	0	19	19
Commercialisation & Citizens	7,524	8,620	1,095	1,900	(805)	0	(660)	(660)
Total Resources	53,819	59,304	5,485	6,541	(1,056)	(31)	(2,100)	(2,131)

Key Messages:

Compared to P2 Resources' overall position has improved by £2.1m as compensatory short term in year mitigations for non COVID pressures has been identified within the Resource Directorate as a whole in P3.

NON COVID Pressures:

- Facility Management services £1.4m (£1.37m in P2) – this has been an on-going legacy challenge in the service for delivering a centralised service with efficiencies and income, mitigations delayed as a result of the pandemic.
- HR overspend £0.21m (£0.33m in P2) - mainly due to the reduced income from the staff annual leave top-up scheme as up take is significantly reduced for 2020/21, following the COVID19 restrictions. The position is slowly improving but unlikely to be back to anticipated levels within this financial year.

Mitigations:

- Digital Transformation – where an additional (£0.5m) in savings have been agreed at P3 bringing the total of agreed savings to (£1.0m) through anticipated (£0.4m) underspend in employees, (£0.2m) contract spend and (£0.4m) overachievement in internal trading income.

- Finance (£0.7m) saving – mainly relating to (£0.4m) in Revenues (Local Tax), re Staff saving, draw down from reserves and New Burden funding. Plus (£0.1m) in Corporate Finance, (£0.1m) in Internal Audit and (£0.1m) in Procurement & Sourcing.
- PSP – The saving mainly relates to External Communications / Consultation and Policy and Public Affairs, partly off-set by pressures in City Office.

COVID related Pressures:

- Legal and Democratic Services - during the pandemic our mortuary is at or near capacity. We expanded the amount of resting places and staff capacity to accommodate the anticipated increased number of deceased from the pandemic.
- Citizens Services and Strategic Communications £0.250 million – in response to huge increase in city-wide demand for information and communication for residential and businesses communities.
- Additional administrative burden £1.06m – huge increase in staffing for the administration of Council tax and business rates in the revenue and benefits team.
- There has also been a redirection of commissioned / traded TWS resource (£0.1m) to support schools in responding appropriately to the pandemic and administration.
- ICT/Remote Working/Virtual Public Meetings £0.3m (capitalised) – Over 1,200 piece of additional IT hardware such as phone, laptops, headsets to ensure all newly deployed and existing front line staff have the equipment required.

Savings Delivery

20/21 Resources Directorate Savings Target (£'000s):							2,398		
	This month			Last month			Top 5 largest savings at risk in 20/21 (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 20/21 (£'000)
No - savings are at risk	1,408	1,320	94%	1,408	1,070	76%	NEW1-2	*17/18 Rollover*Facilities Management Savings	£ 490
Yes - savings are safe	990	0	0%	990	0	0%	IN23-2	18/19 rollover - More income from commercial opportunities	£ 460
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	0	0	n/a	0	0	n/a	NEW3-2	17/18 Rollover - Generate additional income from our historic assets	£ 250
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	2,398	1,320	55%	2,398	1,070	45%			
n/a - represents one off savings or mitigations in previous year	-1,596	0	0%	-1,596	0	0%	Mitigated savings from previous years' that remain 'due' for delivery this year (£m)		
Accelerated efficiencies (balancing line)	268	0	0%	268	0	0%	Amount due from previous year(s): £ 1.60		
WRITTEN OFF	0	0	n/a	0	0	n/a	Amount reported at risk: £ 1.11		
Grand Total	1,070	1,320	123%	1,070	1,070	100%			

Key Changes since last month:

1. The value at risk has increased this month, due to NEW3-2 17/18 Rollover - Generate additional income from our historic assets (£250k) now reporting the full amount at risk for 20/21 (last month was showing as green).

Key messages/Comments

1. Resources currently has a target of £2.4m to deliver in 20/21 (13 savings lines), of which a significant proportion relates to rollovers from previous years. Of these £1.6m rollovers - £1.11m is reportedly at risk.
2. Note that the largest saving at risk continues to be within the FM service £0.5m - there is still yet to be a decision/ steer as to the appropriate split across Directors following the split of the function.
3. Resources may want to consider reviewing the delivery plans for these savings as an EDM to fully understand the position early in the year, and if required, consider change requests to other approaches that may be more achievable.
4. Some of the IT savings reporting as safe are believed by PMO to be delivered - a 'secured and delivered' approach will be initiated.

b: Risks and Opportunities

Division	Risk or Opportunity	which may impact on costs	Risk / (Opportunity) £	Likelihood (%age)	Net Risk / (Opportunity) £
Finance	Risk	Annual benefit overpayment errors (LA errors) for 19/20 going above the lower or upper threshold following external audit review. Risk estimated to be between £400k to £500k	450,000	50%	225,000
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.	(450,000)	50%	(225,000)
Finance	Risk	Annual LA errors in 20/21 going above the lower threshold		20%	0
Finance	Opportunity	Reduction in Subsidy income received, relating to the LA Error in 20/21 going above the lower threshold will be met from earmarked reserves.		20%	0
Finance	Risk	Risk if the actual net HB payments are 0.2% higher than forecast		75%	0
Finance	Opportunity	Opportunity if the actual net HB payments are 0.2% lower than forecast		75%	0
PSP	Risk	Bristol Design additional COVID costs	74,000	100%	74,000
Division	Risk or Opportunity	which may impact on costs	Risk / (Opportunity) £	Likelihood (%age)	Net Risk / (Opportunity) £
PSP	Opportunity	Options 1/. To be contained within PSP envelop. 2/. To be recharged internally. 3/. To be re-coded to the COVID cost centres.	(74,000)	100%	(74,000)
Commercialisation & Citizens	Risk	Non-achievement in achieving increase in commercial activity MTFP	440,000	100%	440,000
Commercialisation & Citizens	Risk	Unallocated TWS income budget	190,000	100%	190,000
Digital Transformation	Risk	Digital Transformation - Contracts	800,000	75%	600,000
					1,230,000

c: Capital

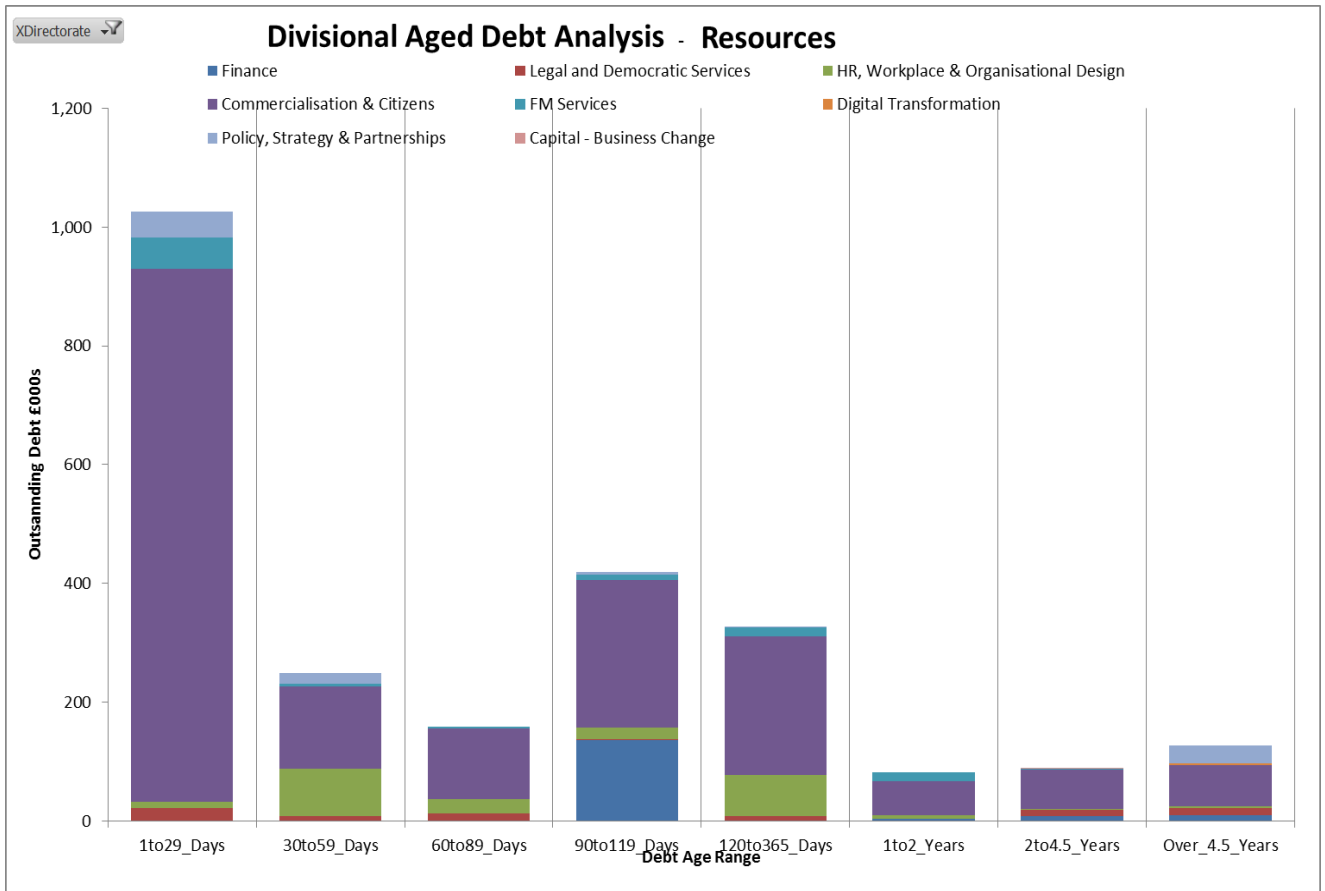
Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£17.7m	£17.7m	£8.0m 45% of Budget	£19.0m +7.4% of budget	+£1.3m

Ref	Scheme	Budget	Exp. to Date	Forecast	Variance	Expenditure to date	Forecast
Resources							
PL21	Building Practice Service - Essential H&S	3,301	160	2,601	(700)	5%	79%
PL27	Vehicle Fleet Replacement Programme	2,344	175	1,244	(1,100)	7%	53%
PL35	Harbourside Operational Infrastructure	739	0	739	0	0%	100%
PL36	Investment in Markets infrastructure & buildings	444	15	413	(31)	3%	93%
RE01	ICT Refresh Programme	5,253	4,051	5,543	289	77%	106%

RE02	ICT Development - HR/Finance
RE03	ITTP – IT Transformation Programme
RE05	Mobile Working for Social Care (Adults & Children)
Total Resources	

467	167	467	0	36%	100%
5,175	3,458	8,026	2,851	67%	155%
0	11	0	0		
17,723	8,038	19,032	1,309	45%	107%

d: Aged Debt



e: Payment Performance

