

a: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance	Of which :	
				Covid	Non Covid
P05	£51.9m	£60.7m	£8.7m overspend	£9.3m	(£0.6m)
P03	£53.8m	£59.3m	£5.4m overspend	£6.5m	(£1.1m)

May	June	Aug	Sept	Oct	Nov	Dec	Jan	Feb
7.6	5.4	8.7						
	▲	▼						

Position by Division

General Fund	2020/21 - Full Year			P5 Forecast Variance		Movement vs P3: Increase /(Decrease)		
	Revised Budget	Revised Outturn	Revised Outturn Variance	COVID	Non-COVID	COVID	Non-COVID	Total Movement
	£000s			£000s		£000s		
Resources								
Digital Transformation	12,020	11,270	(750)	0	(750)	0	231	231
Legal and Democratic Services	7,190	8,036	845	970	(125)	30	70	100
Finance	8,776	13,390	4,614	5,379	(765)	2,778	(47)	2,731
HR, Workplace & Organisational Design	10,204	10,377	173	0	173	0	(42)	(42)
Policy, Strategy & Partnerships	3,320	3,327	7	60	(53)	(90)	(21)	(111)
FM Services	3,257	5,264	2,007	850	1,157	(100)	(283)	(383)
COVID-19 expenditure	0	0	0	0	0	0	(19)	(19)
Commercialisation & Citizens	7,149	8,993	1,844	2,102	(258)	202	546	748
Total Resources	51,917	60,657	8,740	9,361	(621)	2,820	435	3,255

Key Messages:

There has been a significant budget movement from Resources Directorate to G&R Directorate (in relation to the Housing Benefit Subsidy) since P3 so that the Resources Directorate total budget base has reduced by £1.9m. In the same timeframe the assessed impact of Covid-19, in terms of both lost income and increased expenditure, has increased by £2.8m and there has also been a deterioration in Non-Covid related net spend of £0.4m.

Notable revisions to the assessed impact of Covid compared to Budget for this year are within

- Finance where there has been a net increase of £2.8m. This is due to £1.6m of additional Local Crisis Prevention Fund expenditure and Discretionary Housing Payments and £1.2m of lost Court Summons income and an additional shortfall in overpayment recovery income.
- Facilities Management Services where the impact of Covid-19 on forecast lost income has been reduced by £0.1m.
- Commercialisation and Citizens where further losses in income totalling £0.2m have been identified across the Cash In Transit service, Docks Estates & Markets and Translation & Interpretation.

With regards to Non-Covid driven forecast variations to Budget

- Digital Transformation's favourable forecast has reduced by £0.231m to £0.75m representing second year licence costs linked to the IT Transformation Programme.
- Legal and Democratic Services' continues to show a favourable forecast, now £0.125m, due to there being no elections and by-elections in the current year.
- Within Finance the latest assessment of recoveries of overpayments improves the previous favourable forecast by £0.047m up to £0.765m.
- HR, Workplace and Organisational Design's forecast overspend has improved by £0.042m to £0.173m. This overspend in budget is predominantly due to reduced take-up by Council staff of the purchased annual leave top-up scheme as a consequence COVID-19 restrictions.
- There has been little move in Policy, Strategy and Partnerships. The division forecasts to come in £0.053m under budget at the full year predominantly through delays in recruitment to vacant positions.
- Facilities Management Services' forecast overspend has improved by £0.283m down to £1.157m at P5. This is largely due to the transfer of £0.375m budgeted savings challenge to Commercialisation and Citizens to realign with divisional activities.
- Commercialisation and Citizens forecasts a £0.546m deterioration thereby reducing the full year forecast underspend down to £0.258m. This £0.546m deterioration is due in part to the incoming budgeted £0.375m savings challenge from Facilities Management. It is also due to further delays both in the mitigation of legacy challenges and in the commencement of Commercialisation initiatives to increase income as a consequence of Covid restrictions.

Savings Delivery

20/21 Resources Directorate Savings Target (£'000s):							3,258																		
	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																			
No - savings are at risk	1,359	1,276	94%	1,359	1,276	94%	<table border="1"> <thead> <tr> <th>ID</th> <th>Name of Proposal</th> <th>Value at Risk in 20/21 (£'000)</th> </tr> </thead> <tbody> <tr> <td>IN23-2</td> <td>18/19 rollover - More income from commercial opportunities</td> <td>£ 460</td> </tr> <tr> <td>NEW1-2y</td> <td>*17/18 Rollover*Facilities Management Savings</td> <td>£ 446</td> </tr> <tr> <td>NEW3-2</td> <td>17/18 Rollover - Generate additional income from our historic assets</td> <td>£ 250</td> </tr> <tr> <td>BE7-4</td> <td>18/19 rollover - CORPORATE SAVING - ONGOING MITIGATION TO BE FOUND</td> <td>£ 120</td> </tr> <tr> <td>BE6-7</td> <td>18/19 rollover - Mitigation for Workforce policy and review - Resources Directorate</td> <td>£ -</td> </tr> </tbody> </table>	ID	Name of Proposal	Value at Risk in 20/21 (£'000)	IN23-2	18/19 rollover - More income from commercial opportunities	£ 460	NEW1-2y	*17/18 Rollover*Facilities Management Savings	£ 446	NEW3-2	17/18 Rollover - Generate additional income from our historic assets	£ 250	BE7-4	18/19 rollover - CORPORATE SAVING - ONGOING MITIGATION TO BE FOUND	£ 120	BE6-7	18/19 rollover - Mitigation for Workforce policy and review - Resources Directorate	£ -
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Yes - savings are safe	473	0	0%	1,899	0	0%																			
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	1,426	0	0%	0	0	n/a																			
NO RAG PROVIDED	0	0	n/a	0	0	n/a																			
Grand Total	3,258	1,276	39%	3,258	1,276	39%																			
n/a - represents one off savings or mitigations in previous year	-1,340	0	0%	-1,340	0	0%	<table border="1"> <thead> <tr> <th colspan="2">Mitigated savings from previous years' that remain 'due' for delivery this year (£m)</th> </tr> </thead> <tbody> <tr> <td>Amount due from previous year(s):</td> <td>£ 1.60</td> </tr> <tr> <td>Amount reported at risk:</td> <td>£ 1.07</td> </tr> </tbody> </table>	Mitigated savings from previous years' that remain 'due' for delivery this year (£m)		Amount due from previous year(s):	£ 1.60	Amount reported at risk:	£ 1.07												
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Accelerated efficiencies (balancing line)	268	0	0%	268	0	0%																			
WRITTEN OFF	0	0	n/a	0	0	n/a																			
Grand Total	2,186	1,276	58%	2,186	1,276	58%																			

Key Changes since last month:

1. The following three savings have been closed and confirmed as 'secured & delivered' this month totalling £1.4m (part one off, part recurring):

a) BE1-9C: IT System 3 - Salesforce (£86k ongoing)

b) FP01 - 3: Reduction to corporate inflation contingency budget (£480k ongoing)

c) FP01-8E: Original Third Party Payment saving for Resources is being mitigated on one off basis by corporate covid funding (£860k one off)

b: Risks and Opportunities

Division	Risk or Opportunity	Description of impact	Risk/(Opportunity) £	Likelihood (%)	Net Risk / (Opportunity) £
Finance	Risk	Annual 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)
Registrars	Risk	Income streams have increased as now able to offer ceremonies etc. However, the current forecast assumes that there will be NO further lockdowns	810,000	10%	81,000
Land Charges	Opportunity	If number of searches conducted reach the same levels as last year	(83,258)	50%	(41,629)
Legal Team	Opportunity	Forecast at P5 assumes that locums will be engaged until the end of the financial year. This is dependent on the implementation of the team re-structure	(280,000)	25%	(70,000)
Commercialisation & Citizens	Risk	Non-achievement in achieving increase in commercial activity MTFP	460,000	100%	460,000
Commercialisation & Citizens	Risk	Trading With Schools stretch income budget	190,000	53%	100,000
FM Services	Opportunity	Facilities Mangement	(522,000)	50%	(261,000)
Digital Transformaion	Risk	Digital Transformation - Salaries	200,000	100%	200,000
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Digital Transformaion	Risk	Digital Transformation - Contracts	200,000	100%	200,000
					468,371

c: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£17.7m	£17.7m	£10.5m 59% of Budget	£19.1m +8% of budget	+£1.4m

Ref	Scheme	Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
						£000s	%
Resources							
PL21	Building Practice Service - Essential H&S	3,301	590	2,601	(700)	18%	79%
PL27	Vehicle Fleet Replacement Programme	2,344	212	1,244	(1,100)	9%	53%
PL35	Harbour Operational Infrastructure	739	0	739	0	0%	100%
PL36	Investment in Markets infrastructure & buildings	444	42	382	(62)	9%	86%
RE01	ICT Refresh Programme	5,253	4,929	5,543	289	94%	106%
RE02	ICT Development - HR/Finance	517	221	517	0	43%	100%
RE03	ITTP – IT Transformation Programme	5,175	4,458	8,123	2,948	86%	157%
RE05	Mobile Working for Social Care (Adults & Children)	0	2	0	0		
Total Resources		17,773	10,454	19,148	1,375	59%	108%

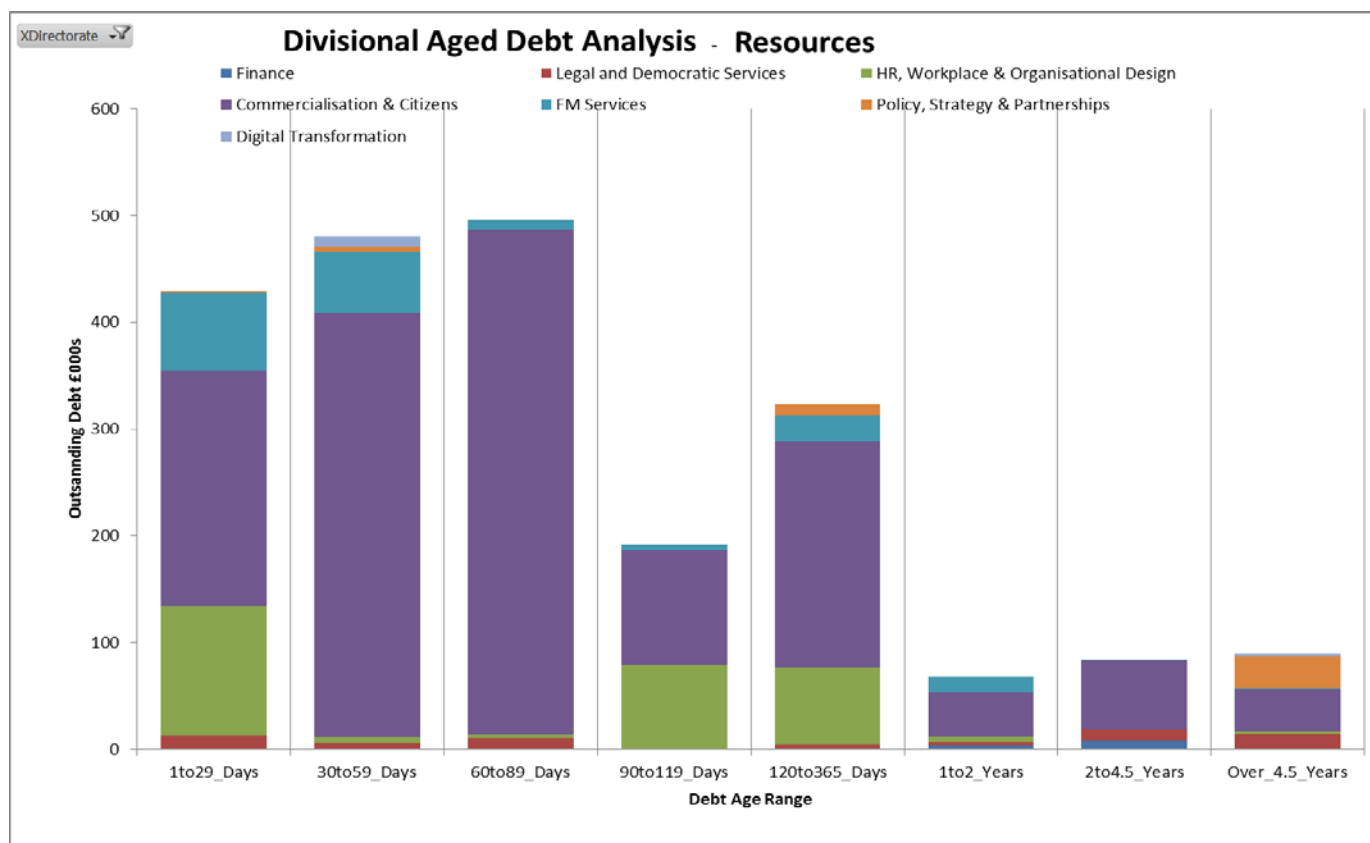
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Key Message:

The IT Transformation Programme forecasts to accelerate £2.948m of budget previously planned for 21/22 in to 20/21. Its' total forecast programme spend is in line with its approved programme budget. This increase in current year spend will be offset by forecast underspends across other Resources Directorate projects and across other BCC Directorate projects.

d: Aged Debt



e: Payment Performance

Division	Service	Amount Paid (inc VAT)	Number of invoices	Average days to pay	Number of invoices paid late	% Paid Late (target < 10%)
21	Digital Transformation	7,806,591	992	17	168	17%
22	Legal and Democratic Services	2,409,500	995	37	260	26%
24	Finance	2,106,414	435	18	74	17%
25	HR, Workplace & Organisational Design	1,045,545	615	16	54	9%
28	Policy, Strategy & Partnerships	406,755	202	15	17	8%
2B	FM Services	4,393,565	1,330	29	300	23%
2C	COVID-19 expenditure	12,119	3	4	0	0%
2Y	Capital - Business Change	13,493,374	484	12	38	8%
38	Commercialisation & Citizens	1,684,118	1,752	23	278	16%
Grand Total		33,357,981	6,808	23	1,189	17%