

a: Revenue Budget Monitor

	Revised Budget	Forecast Outturn	Outturn Variance	Of which: COVID-19	Non-COVID
P08	£52.7m	£57.7m	£5.0m overspend	£4.9m	£0.1m
P07	£52.7m	£55.8m	£3.1m overspend	£4.3m	(£1.2m)

May	Jun/Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb
2.9	3.0	3.0	3.0	3.1	5.0			
	▼			▼	▼			

Position by Division

SERVICE NET EXPENDITURE SUMMARY	2021/22 - Full Year				Variance Analysis				
	Approved Budget	Revised Budget	Forecast Outturn	Outturn Variance	COVID-19 Exp	COVID-19 Inc	Gross COVID Impact	Covid Service Grants/Income	Non-COVID
	£000s			£000s	£000s				
2 - Resources									
21 - Digital Transformation	15,305	14,721	16,521	1,800	821	153	974		826
22 - Legal and Democratic Services	8,603	8,275	7,910	(365)	58	0	58		(423)
24 - Finance	8,885	8,923	12,638	3,715	2,268	1,384	3,652		62
25 - HR, Workplace & Organisational Design	16,344	17,001	17,004	3	0	162	162		(159)
28 - Policy, Strategy & Partnerships	3,436	3,828	3,632	(196)	65	0	65		(260)
Total 2 - Resources	52,572	52,749	57,705	4,956	3,212	1,699	4,911	0	45

Key Messages:

At Period 8 the Resources Directorate is forecasting a full year overspend against budget of £5.0m. This is almost entirely driven by £4.9m of COVID-related pressures and includes the anticipated materialisation of almost £1.5m net risks previously reported in the directorate's Risks and Opportunities register at section (b) below.

- **Digital Transformation's** forecast closing position has deteriorated by £1.4m (all non-COVID) relating predominantly to recurrent contract licencing pressure. These were previously recorded in the Risks and Opportunities register and their materialisation is the main driver £1.5m change in the directorate's overall forecast at P8.
- **Legal and Democratic Services' division** is forecasting an underspend of (£0.4m). This is an improvement of (£0.2m) reflecting a forecast increase in the Legal Services team's internally recharged income.
- **Finance** is forecasting a £3.7m overspend at P8. The Benefits Service is forecasting a £2m pressure which relates to ongoing emergency and hardship fund payments due to COVID-19. The Revenues Service is forecasting a shortfall of £1.5m relating to the ongoing loss of summons and overpayments income. This latter forecast shortfall has deteriorated by £0.6m this period due to extended delays in recovery activity. These were previously recorded in the Risks and Opportunities register. There is a net £0.2m overspend forecast on aggregate across Finance's other services.

- **HR, Workplace and Organisational Design** reports a negligible move in its forecast at divisional level. This position does however incorporate a number of offsetting pressures and opportunities including increases in FM Repairs and Maintenance response costs and further savings in Organisational Development training spend.
- **Policy, Strategy and Partnerships** division forecasts a (£0.2m) favourable variance, an improvement approaching (£0.1m) from P7, due to low level improvement across many of the services.

Savings Delivery

B. Resources Dashboard

21/22 Resources Directorate Savings Target (£'000s):							3,493		
	This month			Last month			Top 5 largest savings at risk in 21/22 (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 21/22 (£'000)
No - savings are at risk	850	387	46%	1,350	849	63%	NEW-4_Amended	Digital Transformation savings (Replaces legacy rollovers from 1920)	£ 140
Yes - savings are safe	2,363	0	0%	1,863	0	0%	21_New12	Sale of vehicles	£ 130
SAVING CLOSED - CONFIRMED AS 'SECURED & DELIVERED'	280	0	0%	280	0	0%	21_NS_05	Corporate Landlord Delivery Model	£ 55
NO RAG PROVIDED	0	0	n/a	0	0	n/a	21_New06	Efficiencies through new delivery models - Consultancy Spend	£ 32
Grand Total	3,493	387	11%	3,493	849	24%	21_New18	ICT P750 Server replacement	£ 30
n/a - represents one off savings or mitigations in previous year	-1,448	0	0%	-1,448	0	0%	Mitigated savings from previous years' that remain 'due' for delivery this year (£m)		
WRITTEN OFF	1,205	0	0%	1,205	0	0%	Amount due from previous year(s): £ 0.12		
Grand Total	3,250	387	12%	3,250	849	26%	Amount reported at risk: £ -		

Key Changes since last month:

1. There has been a **reduction in the amount at risk** in the Resources Directorate this month, from £0.8m to £0.4m. This is due to **21_NS_03 Common Activities** now reporting the full £500k savings target as **safe for 21/22**. It is understood that this is mostly met by tactical one off savings, and transformational savings will roll into 22/23.

Key messages/Comments

1. Common Activities is due to be split into tactical G&R/Resources savings for 21/22, once those Directorates have a confirmed details on how the in-year saving will be met. This remains work in progress. Transformational savings plans are shaping up as part of the CA programme and expect to roll into 22/23.
2. 22/23 budget setting is now in prep. Note there have been no requests from Resources to write off any legacy savings so these will all remain. It is anticipated new savings will also be added, as well as extensions to some current savings.

b: Risks and Opportunities

Division	Risk or Opportunity	which may impact on costs	Risk / (Opportunity) £	Likelihood (%)	Net Risk / (Opportunity) £
HR, Workplace & Organisational Development	Opportunity	Organisation Development	(90,000)	100%	(90,000)
Total					(90,000)

c: Capital

Approved Budget	Revised Budget	Expenditure to Date	Forecast Outturn	Outturn Variance
£8.6m	£5.7m	£3.1m	£6.0m	£0.3m
			105%	

Programme Expenditure / Funding		Current Year (FY2021) - Period 8				Performance to budget	
		Budget	Expenditure to Date	Forecast	Variance	Expenditure to date	Forecast
Scheme / Project		£000s				%	
Resources							
NH06A	Bristol Operations Centre - Phase 2	268	64	268	0	24%	100%
PL21	Building Practice Service - Essential H&S	2,451	1,348	2,411	(40)	55%	98%
PL27	Vehicle Fleet Replacement Programme	1,287	489	1,426	139	38%	111%
RE01	ICT Refresh Programme	1,424	997	1,663	239	70%	117%
RE03	ITTP – IT Transformation Programme	219	183	219	0	83%	100%
RE06	Return to Workplace ICT equipment – Covid Response Fund	99	30	47	(52)	30%	47%
Total Resources		5,748	3,111	6,034	286	54%	105%

Key Messages:

PL27 Vehicle Fleet Replacement Programme (Centre of Excellence) – The budget was recently reprofiled and rephased into subsequent years to reflect the assumption that no electric vehicles were to be delivered in the current year. However, in P8 an opportunity has arisen to take delivery of six electric vans 4-5 months earlier than expected. This has resulted in a £0.1m overspend now being forecast against 21/22's recently revised and reduced budget. This variance will be covered by revisiting the phasing of the programme's budget overall so that the programme will continue to be managed within its total approved budget.

RE01 ICT Refresh – The P8 forecast for 21/22 spend has increased by £0.2m due to confirmation of the number of devices to be delivered through the Windows 10 Programme. Again this variance will be covered by revisiting the phasing of the programme's budget overall so that the programme will continue to be managed within its total approved budget.