

## FOOD STANDARDS SCOTLAND FINANCIAL PERFORMANCE UPDATE – February 2019

### 1 Purpose of the paper

1.1 This paper is presented to the Board for information and reports on the financial performance of Food Standards Scotland (FSS) up to 31 December 2018.

1.2 For the third quarter we are reporting a variance of 6% against actual spend for the period when compared to the Year to Date (YTD) resource budget of £11.2m. In addition, for the YTD performance a full year forecast of £15.9m is being reported against the agreed budget of £16.2m, representing a projected 1% underspend against budget.

1.3 The Board is asked to:

- **Note** the financial information reported as at 31 December 2018.
- **Note** the current forecast underspend and the reasons provided for this in the report.
- **Note** the revised Financial Management Plan at Annex B (updated November 2018) and that this will be updated to reflect the Board discussion on the 2019/20 budget allocation.

### 2 Background

2.1 This work supports FSS Strategic Outcome 6: FSS is efficient and effective.

2.2 The Budget (Scotland) Act 2018 (Amendment) Regulations 2019 were published on 7 February 2019. As a result of the Spring Budget Revision (SBR) the total FSS budget for 2018/19 is £16.8m. This comprises resource budget of £16.2m and Annually Managed Expenditure (AME) of £600k. The AME budget provides for the FSS pension liability provision.

2.3 This paper provides details of the allocation of the FSS resource budget between each of the three work programmes and the essential core activities.

2.4 The Executive will report its financial performance for the core activities against our six strategic objectives to provide an indication on how we are using our resources effectively, to deliver against the Strategy and Corporate Plan. The report on the budget and expenditure for the three work programmes will be included as part of the review of the total FSS budget.

### 3 Financial Performance Summary

3.1 Annex A provides the tables and charts that show the budget, forecast and actual amounts for the financial year 2018-19. The financial performance is based on both the revised budget figure and the updated forecast that is reviewed on a monthly basis.

#### YTD Budget v Actual expenditure

3.2 The third quarter budget profile presented in the Year to Date Performance (Figure 1) is based on a revised assessment made by Branches in November 18. The actual spend at the end of the third quarter when compared to the budget profile was £528k under budget. The budget categories with the highest values contributing to the underspend were Programme (£210k), Capital (£200k) and Staff (£119k).

3.3 The Allocation of Resource Expenditure (Figure 2b) gives additional detail behind the five budget lines in Figure 1 and also includes the summary details of the budget and expenditure against the three work programmes. For each element, variances are reported comparing third quarter budget versus actual expenditure and full year budget versus forecast outturn, as well as explanation for any differences.

3.4 Further detail of the quarterly underspend is as follows -

**Programme:** There are a number of projects contributing to the underspend against budget. Within the shellfish monitoring programme there were reduced costs for sampling officers and E.coli sampling, delays and reduction in the Efficacy of Recall project, Food fraud prevention, Consumer engagement and the Healthy Eating campaign.

**Capital:** There are three projects contributing to the underspend against budget. The development work for the new Shellfish Hygiene System (SHS2) was initially delayed due to finalising the project requirements and costs. The costs for this project are now significantly reduced and have enabled a saving of £116k against the original budget. There was also an initial delay in carrying out the further updates to the Operational Workflow System (OWS) which is now progressing to its revised plan. The update to the Scottish National Database (SND) has not yet started and we are working with the supplier to ensure work is delivered this year.

**Staff:** Due to less staff costs as a result of delays in recruiting new and existing posts due to staff turnover during the year. There have been ongoing resource issues within the SG HR shared services recruitment team which is hampering recruitment across SG and impacting on FSS. In addition, there have been delays in the start dates for new staff due to high volume of new entrants to SG, and new bodies coming within the SG shared service provision, which has impacted the ability to onboard staff to payroll.

#### YTD Spend against Strategic Outcomes

3.5 At the end of the quarter 71.8% of the £12.5m budget allocated to core activities has been spent delivering the costed Corporate Plan as outlined in Figure 3. The spend was slightly greater for Outcome 3, Consumers Choose a Healthier Diet, Outcome 4 Responsible Food Businesses Flourish and Outcome 5 FSS is a Trusted Organisation than the other outcomes and was related to increases within Staff and Programme budget lines.

3.6 Within Staff there was increased cost allocation to core activities from work programmes due to the delay in implementing the projects within the programmes. The increase in the Programme category is related to additional spend for project activity within Communications and Marketing.

#### Forecast Accuracy v Actual expenditure

3.7 Through our monthly budget monitoring work, a revised forecast is discussed and agreed with each Branch. This is then reflected through an updated full-year-forecast, which is presented on a monthly basis in the form of a waterfall chart (Figure 4). From the chart you can identify how close a given month's forecast value was to the actual outturn.

3.8 The information presented in Figure 4 allows us to quickly identify material variances and drill down into further detail to understand the reasons behind them. Below is a high level overview which seeks to provide context to the Board and explain the drivers behind the quarterly variances for each of the last three months.

**October 18:** the overall monthly underspend of 218k was mainly due to reductions in Programme and Capital. Within Programme we received a VAT refund from one of our suppliers relating to VAT charged for contractor costs within the project. There were also reductions in the monthly cost for delivery of the shellfish monitoring programme. In Capital there were delays to two projects SHS2 and OWS, sitting within core activities, that are now progressing to plan. The SND project in the Regulatory Strategy work programme has been delayed with work expected to be delivered in Q4.

**November 18:** the monthly underspend of £88k was mainly due to reductions in Programme and Capital. The reductions in Programme was across a number of budget lines e.g. food fraud prevention in core activities and consumer engagement work within the Diet & Nutrition work programme. The decrease in Capital spend was due to the reduced costs for SHS2 against the budget profile and the delay of the SND project as previously mentioned.

**December 18:** there was a slight underspend of £10k in this month. This balance was a result of changes within a few budget categories. There was underspend in Capital for the delay on the SND project and increased Income across several plants in Operations. These were offset by additional spend in Programme where some project activity was brought forward in core activity mainly relating to the Food Safety campaign and events with increased legal costs in the Brexit work programme.

3.9 The Year on Year Comparison graph (Figure 5) shows the monthly budget allocation compared with the updated monthly forecast expenditure. The graph is updated with the actual monthly expenditure as it occurs and with revised forecasts (dotted line) to show the performance against the initial budget spend. Explanations for variances have been provided in the previous paragraphs. The budget and actual performance for 2017/18 is provided to enable comparison between financial years.

#### Full Year Forecast

3.10 As per the updated forecast from January the forecast expenditure of £15.9m reflects an expected underspend of £231k (1%) for the year against the revised budget of £16.2m allocated in November 18. You will recall that FSS was allocated additional budget as part of the EU Exit consequential bid. This additional funding, provided specifically to delivery our Brexit work, has enabled us to deliver more of our normal business and work programme activity by freeing up the initial resource budget allocated to our Brexit programme at the start of the year. The FSS budget and forecast summary (Figure 2a) shows the budget allocation to Core Activities and Work Programmes with the latest forecast expenditure and variances against the budget.

3.11 In Figure 2b the Full Year budget and forecast columns gives additional detail behind the budget lines including variances. There are under/over forecasts against each category area and in Core Activities there is increased expenditure of £351k from the previous quarter with an overall increase in the forecast staff costs by £108k, additional admin costs of £408k and capital of £9k offset by reductions in programme of £28k and increase in Income by £146k.

3.12 The increase in Staff costs are related to extensions of existing fixed term appointments and contingent workers, one new post in Operations Directorate and Corporate Services. The increase in Income was as a result of additional requirement for MHI staff in across a number of businesses. The forecast updates are being actively monitored and reviewed on a month basis.

3.13 The overall budget for the Work Programmes was increased by £46k in November with additions in Brexit and Diet & Nutrition, and decrease in Regulatory Strategy. Although there is a forecast underspend against this revised budget allocation, the actual forecast spend has increased by £237k from the second quarter. This is made up as follows:

**Programme:** increase Brexit by £97k for legal costs and review of laboratory capacity in UK; increase in Diet & Nutrition by £180k for rerun of the Healthy Eating campaign; and £37k in Regulatory Strategy for the Scottish Food sampling database (SFSD).

**Staff & Admin:** decrease of £76k due to staff working on core activities instead of work programmes. Three additional temporary staff have recently been brought into directly support the Brexit which has reduced the forecast underspend in this work programme.

3.14 In the third quarter of the year staff initially allocated to work programmes have spent more time on core activities than originally planned. It is this actual spend as well as updated forecast to the end of the year that is responsible for continued underspend, although this has reduced significantly from the previous report.

#### Outstanding payments (debt recovery)

3.15 At the start of January the outstanding level of debt owed to FSS was £469k, where £201k of this debt (43%) is over the accepted 31 day payment term with £148k of this amount over 61 days from date of invoice. The amount of debt over 31 days has increase slightly by 13.7% in the period. This is mainly due to the value of the invoices raised during the quarter.

3.16 FSS continues to work with Harper Macleod to reduce the amount of outstanding debt. There are two businesses that are currently in liquidation. Harper Macleod are working with the receiver to recover the outstanding debt from them with a total value of £29.8k. Three businesses are on a payment plan to reduce their older debt of £2.5k; they pay current invoice and an agreed amount on their debt. There were three businesses that had moved to either simple or ordinary action with a combined debt value of £3.6k.

3.17 FSS will also continue to report updates in the finance performance report and to the Audit and Risk Committee (in relation to debt and significant losses).

## **4 Risks, Issues and Highlights**

4.1 We continue to monitor and provide additional support to staff as we embed our new approach to budgeting with the allocation of programme budgets.

4.2 The impact of Brexit continues to pose a risk with regards to budget management and resource allocation. We are in the process of reviewing and reprioritising our work for the remainder of the year and for the start of the next financial year. The 2018/19 EU Exit consequential budget from SG is £885k and our total forecast spend for Brexit is currently £1.1m. This forecast includes work carried out by FSS prior to the allocation of the budget and is showing that over £200k of expenditure has been incurred over the SG budget allocation. This additional expenditure is being absorbed within our initial resource budget of £15.3m.

4.3 Although we are currently forecasting an underspend against our in-year revised budget this outturn has been challenging to manage mainly due to the timing of receiving the Brexit consequential resource. Whilst the additional resource helped free up budget to mitigate the impact Brexit was having on delivery of our core activities and other programme work, the

timescales meant it was difficult to meet procurement timescales and mobilise any new staff resource to progress priority activities. A number of new posts, whether for short or longer term periods, were approved in Q3 and due to issues as outlined in para 3.4 above these have not come to fruition. If they had, then our Staff costs would have been greater and we would need to have delayed or cancelled new and/or planned expenditure for Q4. In addition, there have been efficiency savings within our official controls work which have been recognised and allowed us to reforecast expenditure, mainly within our work programmes.

4.4 Following a review of our budget during Q3, we revised our Financial Management Plan accordingly so it reflected revised assumptions and took account of the most up to date financial position/forecast. Whilst we were able to articulate the 2019/20 position to a degree, including Brexit consequentials, it is our intention, following the Board discussion on the 19/20 budget allocation and managing the impact of Brexit, to revise the Plan to take into account the Board's views. This will then be circulated for the Board's approval.

#### 2019/20 Budget

4.5 We have input to the budgeting round and timetable for the Budget Bill for 2019/20. Stage 3 proceedings of The Budget (Scotland) (Nov.) Bill are scheduled for 21 February 2019. The Bill has allocated a budget of £16m to FSS. This comprises resource budget of £15.6m, where additional funds of £325k have been transferred for new feed delivery work, and an AME budget of £350k. Any further AME requirements will be agreed at the in-year Spring Budget Review (SBR).

#### Reporting

4.6 In previous reports we indicated that we would include further information on financial performance, headcount and medium term financial planning as outlined in the Financial Performance targets section of the Financial Management Plan. For this report the third quarter staff headcount information as well as supplier payment performance has been provided.

4.7 At the start of the year 181.8 posts were agreed and budgeted for as part of the business planning exercise for 2018/19. The Staff Complement table (Figure 6) provides the posts that were filled at the end of December and gives an update to new posts approved for the remainder of the year. During the quarter a number of posts have been vacant and recruitment is currently taking place. There were fourteen vacancies at the end of the period and three members of staff on maternity leave during the quarter. Eight contingent workers were employed on a temporary basis at the end of the period.

4.8 FSS, along with the whole of SG, has a target to pay all its supplier invoices within ten days of receipt. The Supplier Payments table (Figure 7) gives details of our performance in this area over the quarter. Payment performance can be affected by a number of factors including staff available to process payments and also to approve the invoices for payment. All invoices have been paid with the standard 30 day contract terms.

4.9 At the end of December the cash drawn down from the Scottish Government relating to the 2018/19 budget was £10.5M. The bank balance as of 31 December was £2.7M.

4.10 There is a need to monitor efficiency savings in order to report against targets (3%) set by SG. At this point in time potential efficiency savings are sitting in activity within the Operations Directorate with a value of £359k. These efficiencies are in relation to the delivery of Official Controls for both shellfish monitoring and meat hygiene inspections.

## 5 Conclusions/Recommendations

5.1 The Board is asked to:

- **Note** the financial information reported as at 31 December 2018.
- **Note** the current forecast underspend and the reasons provided for this in the report.
- **Note** the revised Financial Management Plan at Annex B (updated November 2018) and that this will be updated to reflect the Board discussion on the 2019/20 budget allocation.

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## Annex A Tables and Charts

**YTD Budget v Actual expenditure**

Figure 1 provides an overview of the financial performance of FSS up to the 31 December 2018. The performance is based on comparing the actual spend for the year with the budget profile as updated during the financial year.

£'000	Revised 18/19 Budget	Budget Profile 18/19				Actual Spend 18/19				Variance	Var %
		Q1	Q2	Q3	YTD	Q1	Q2	Q3	YTD		
Staff	8308	2072	2068	2066	<b>6205</b>	2025	2011	2050	<b>6086</b>	<b>(119)</b>	<b>-2%</b>
Administration	3972	884	849	884	<b>2616</b>	841	906	926	<b>2674</b>	<b>58</b>	<b>2%</b>
Programme	6825	1521	1528	1588	<b>4637</b>	1499	1555	1373	<b>4428</b>	<b>(210)</b>	<b>-5%</b>
Capital	500	60	110	120	<b>290</b>	8	21	60	<b>90</b>	<b>(200)</b>	<b>-69%</b>
Income	(3420)	(784)	(843)	(908)	<b>(2535)</b>	(856)	(879)	(856)	<b>(2591)</b>	<b>(57)</b>	<b>2%</b>
<b>Total</b>	<b>16185</b>	<b>3753</b>	<b>3711</b>	<b>3750</b>	<b>11214</b>	<b>3517</b>	<b>3614</b>	<b>3554</b>	<b>10686</b>	<b>(528)</b>	<b>-5%</b>

Figure 1: Year-to-Date Performance

Figure 2a provides a summary of the FSS budget and forecast including details for Core Activities and the Work Programmes.

Directorate / Branch	Revised Budget allocated	Forecast	£'000	%	Actual	% of Budget
	Nov-18	Jan-19	Variance	Variance	Spend to Date	Spent
<b>FOOD STANDARDS SCOTLAND</b>	16,185,000	15,953,786	(231,214)	-1%	10,685,832	66%
<b>FSS CORE ACTIVITIES</b>	12,568,660	12,833,888	265,228	2%	9,021,012	72%
<b>WORK PROGRAMMES</b>	3,616,340	3,119,899	(496,442)	-14%	1,664,821	46%
Brexit	1,137,059	1,088,499	(48,560)	-4%	643,818	57%
Diet and Nutrition	1,269,661	1,121,559	(148,103)	-12%	546,355	43%
Reg Strategy	1,209,620	909,840	(299,779)	-25%	474,647	39%

Figure 2a – FSS Budget and Forecast



Figure 2b expands the budget lines in Figure 1 to provide detail of expenditure contributing to the totals. The table provides the comparison of Budget v Actual for Quarter 3 and Full Year Budget v YTD Actual.

Category	Allocation of Budget	YTD Budget Q3	YTD Actual Q3	Variance Budget to Actual	%	Explanation for variance	Budget November 18	Full year Forecast January 19	Variance Forecast v Budget	%	Explanation for variance
Staff	Core Activities	4,598,862	5,195,929	597,067	13%	Additional staff costs due to delay in work programme activity.	6,166,797	6,891,429	724,632	12%	Budget increase for two additional posts (part year). Forecast increase by £109k due to delay in work programmes (staff to core activities) and new posts.
	Brexit Work Programme	514,697	390,826	(123,871)	-24%	Less costs due to staff working on ECA instead of WP.	686,263	624,297	(61,967)	-9%	£31k increase in forecast due to new contingent workers.
	Nutrition and Dietary Health Work Programme	378,848	202,285	(176,563)	-47%	Less costs due to staff working on ECA instead of WP.	505,130	321,137	(183,994)	-36%	£65k reduction in forecast due to staff working on ECA instead of WP.
	Regulatory Strategy Work Programme	712,578	297,409	(415,169)	-58%	Less costs due to staff working on ECA instead of WP.	950,104	434,010	(516,093)	-54%	£27k reduction in forecast due to staff working on ECA instead of WP.
	<b>Total</b>	<b>6,204,985</b>	<b>6,086,449</b>	<b>(118,536)</b>	<b>-2%</b>	Actual less than budget due to delays in filling of vacant posts.	<b>8,308,294</b>	<b>8,270,872</b>	<b>(37,422)</b>	<b>0%</b>	Budget increased by £35k for new posts in core activities. £47k increase in forecast due to approval of additional posts.
Admin	Core Activities	2,445,424	2,565,597	120,173	5%	Increase in corporate legal fees and depreciation costs.	3,728,511	3,856,538	128,026	3%	Budget increase for additional legal costs and pension deficit payment. Forecast increase by £407k also for computer equipment, finance database, office refresh and increase SG legal fees.
	Brexit Work Programme	37,451	24,806	(12,645)	-34%	Reduced costs as linked to number staff working on the WP.	52,296	44,427	(7,869)	-15%	Increase in underspend as admin costs reduced due to staff working on core activities.
	Nutrition and Dietary Health Work Programme	33,714	21,649	(12,065)	-36%	Reduced costs as linked to number staff working on the WP.	59,781	49,790	(9,991)	-17%	Increase in underspend as admin costs reduced due to staff working on core activities.
	Regulatory Strategy Work Programme	99,511	61,580	(37,931)	-38%	Reduced costs as linked to number staff working on the WP.	131,016	94,930	(36,086)	-28%	Increase in underspend as admin costs reduced due to staff working on core activities.
	<b>Total</b>	<b>2,616,100</b>	<b>2,673,632</b>	<b>57,532</b>	<b>2%</b>	Increase in spend within Corporate Services.	<b>3,971,604</b>	<b>4,045,684</b>	<b>74,080</b>	<b>2%</b>	Budget increased by £300k. Change in forecast by £392k from previous quarter for spend within corporate services.
Programme	Core Activities	3,898,080	3,761,284	(136,796)	-4%	Mainly due to reductions in costs in Shellfish for Sampling Officers and E.coli sampling projects	5,399,333	5,129,932	(269,400)	-5%	Budget increase by £150k for Food Safety campaign, evaluations, EISF event and incident management. Reduction in forecast by £28k from Q2
	Brexit Work Programme	172,183	228,176	55,993	33%	Additional costs for legal work related to Brexit.	398,500	419,776	21,276	5%	Budget increase by £250k for additional legal costs. Forecast increase by £96k from Q2 for legal costs and contribution for FSA review of laboratory capacity in UK.
	Nutrition and Dietary Health Work Programme	320,625	322,422	1,797	1%		704,750	750,632	45,882	7%	Budget increase by £130k to rerun Healthy Eating campaign. Forecast increase by £180k for the campaign.
	Regulatory Strategy Work Programme	246,330	115,658	(130,672)	-53%	Feed Delivery Model not going ahead this year. Decrease in food sampling grants and Food Law Code of practice projects.	322,250	250,900	(71,350)	-22%	Due to delay of Feed Delivery Model budget reduced by £34k. £36k increase in forecast for SFSD project.
	<b>Total</b>	<b>4,637,218</b>	<b>4,427,540</b>	<b>(209,678)</b>	<b>-5%</b>	Decrease mainly related to Feed Delivery Model not proceeding and efficiencies within the Shellfish monitoring programme.	<b>6,824,833</b>	<b>6,551,241</b>	<b>(273,592)</b>	<b>-4%</b>	Overall budget increased by £201k. Increase in forecast by £286k for various projects as above.
Capital	Core Activities	250,000	89,656	(160,344)	-64%	Less work completed for the Operations Workflow System (OWS). Delay and reduction in costs for development of the new Shellfish Hygiene System (SHS2).	450,000	364,256	(85,744)	-19%	Budget increase by £100k for GIS capability. Forecast increase only £9k due delays on other projects and savings on SHS2 project.
	Brexit Work Programme	-	-	-	0%		-	-	-	0%	
	Nutrition and Dietary Health Work Programme	-	-	-	0%		-	-	-	0%	
	Regulatory Strategy Work Programme	40,000	-	(40,000)	-100%	Delay in starting work to enhance the Scottish National Database (SND) capability.	50,000	130,000	80,000	160%	No change
<b>Total</b>	<b>290,000</b>	<b>89,656</b>	<b>(200,344)</b>	<b>-69%</b>	Delays in starting and completing work relating to three IT projects.	<b>500,000</b>	<b>494,256</b>	<b>(5,744)</b>	<b>-1%</b>	Budget increased by £100k for additional IT related project.	
Income	Core Activities	(2,415,948)	(2,591,451)	(175,503)	7%	Increased income for delivery of SLAs and contracts, audit inspections and official controls in cutting plants, delays in implementing PIAs and additional UAI and Approvals.	(3,175,981)	(3,408,267)	(232,286)	7%	Increase in income by £146k from previous quarter for delivery of official controls in plants.
	Brexit Work Programme	-	-	-	0%		-	-	-	0%	
	Nutrition and Dietary Health Work Programme	-	-	-	0%		-	-	-	0%	
	Regulatory Strategy Work Programme	(118,750)	-	118,750	0%		(243,750)	-	243,750	-100%	No change
<b>Total</b>	<b>(2,534,698)</b>	<b>(2,591,451)</b>	<b>(56,753)</b>	<b>2%</b>	Additional income for the delivery of official controls work	<b>(3,419,731)</b>	<b>(3,408,267)</b>	<b>11,464</b>	<b>0%</b>	Increase in forecast income for delivery of official controls in plants.	
<b>FSS TOTAL</b>	<b>11,213,605</b>	<b>10,685,826</b>	<b>(527,779)</b>	<b>-5%</b>	Overall underspend against original budget with reduced spend on Staff, Programme and Capital with increased Income.	<b>16,185,000</b>	<b>15,953,786</b>	<b>(231,214)</b>	<b>-1%</b>	Overall budget allocation increased by £636k. Change in forecast from Q2 to Q3 is £588k with greatest increases within Admin and Programme.	

Figure 2b – Allocation of resource expenditure

## Core Activities YTD Spend against Strategic Outcomes

Figure 3 provides an overview of the Budget v Actual spend in comparison to the full year budget allocated to each outcome.

Strategic Outcomes	FY 2018-19	Total £'000	Food is Safe	Food is Authentic	Consumers Choose a Healthier Diet	Responsible Food Businesses Flourish	FSS is a Trusted Organisation	FSS is Efficient and Effective
Staff	Budget	6,166,797	2,944,932	624,857	481,643	524,618	872,001	718,745
	Actual	5,195,929	2,387,137	526,699	397,835	512,582	759,769	611,908
Administration	Budget	3,728,511	907,095	538,251	520,729	520,427	658,296	583,714
	Actual	2,565,597	620,076	364,687	359,120	352,948	460,064	408,702
Programme	Budget	5,399,333	3,993,444	442,237	0	87,333	662,659	213,659
	Actual	3,761,281	2,725,474	209,240	8,144	22,363	640,218	155,842
Capital	Budget	450,000	225,000	0	0	0	0	225,000
	Actual	89,656	44,828	0	0	0	0	44,828
Income	Budget	(3,175,981)	(2,235,556)	(313,475)	-	-	(313,475)	(313,475)
	Actual	(2,591,451)	(1,820,074)	(257,126)	-	-	(257,126)	(257,126)
Total	Budget	12,568,660	5,834,915	1,291,870	1,002,372	1,132,379	1,879,481	1,427,642
	% of budget spent	9,021,012	3,957,441	843,500	765,099	887,893	1,602,926	964,154
		71.8%	67.8%	65.3%	76.3%	78.4%	85.3%	67.5%

Figure 3 – YTD Spend compared to Full Year Budget by Strategic Outcome

## Forecast Accuracy v Actual Expenditure

In Figure 4 the financial performance based on both the original budget figure and the updated forecast is reviewed on a monthly basis. Each row shows the total of the monthly forecast values submitted by Branch Heads. Once the actual outturn for the month is available this is shown in the cell highlighted in red, amber or green depending on level of forecast accuracy. This in part explains the variance from the original budget set at the start of the financial year with the remainder being attributed to active re-profiling of spend across the budget lines

FSS Forecast

£000s	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	2018-19 FYF
Budget	1,188,460	1,208,158	1,356,289	1,168,574	1,237,158	1,305,291	1,231,922	1,169,887	1,235,415	1,332,973	1,355,884	1,758,917	15,548,929
April Forecast	1,196,531	1,250,182	1,387,142	1,236,375	1,256,528	1,329,819	1,230,923	1,143,304	1,188,637	1,263,321	1,296,520	1,720,001	15,499,284
May Forecast	1,067,878	1,283,687	1,397,669	1,250,744	1,284,171	1,387,537	1,266,437	1,222,361	1,187,435	1,198,952	1,227,584	1,591,428	15,365,881
June Forecast		1,230,112	1,282,096	1,222,065	1,280,312	1,369,264	1,278,613	1,202,205	1,166,321	1,176,184	1,214,050	1,823,553	15,312,653
July Forecast			1,219,447	1,268,429	1,263,690	1,421,028	1,347,447	1,245,530	1,259,588	1,234,850	1,229,228	1,594,966	15,382,194
August Forecast				1,254,593	1,308,456	1,411,081	1,340,358	1,296,076	1,300,197	1,277,606	1,247,484	1,631,098	15,584,390
September Forecast					1,229,157	1,260,817	1,317,772	1,286,154	1,305,662	1,287,876	1,286,954	1,652,709	15,399,136
October Forecast						1,130,496	1,322,859	1,278,327	1,340,360	1,268,366	1,301,395	1,723,032	15,366,027
November Forecast							1,104,037	1,192,831	1,374,808	1,496,296	1,504,608	2,290,610	16,094,742
December Forecast								1,104,668	1,355,289	1,466,724	1,666,454	1,877,434	15,706,159
January Forecast									1,345,573	1,377,376	1,942,744	1,947,834	15,953,786
February Forecast													0
March Forecast													0
YTD Actual													0

Figure 4 – Full Year Forecast Waterfall

A comparison of the monthly budget v actual performance is provided at Figure 5 to give an overview of relative performance between 2017/18 and 2018/19 financial years. It is important to point out that the Monthly Budget information provided uses the initial budget profiles in each year.

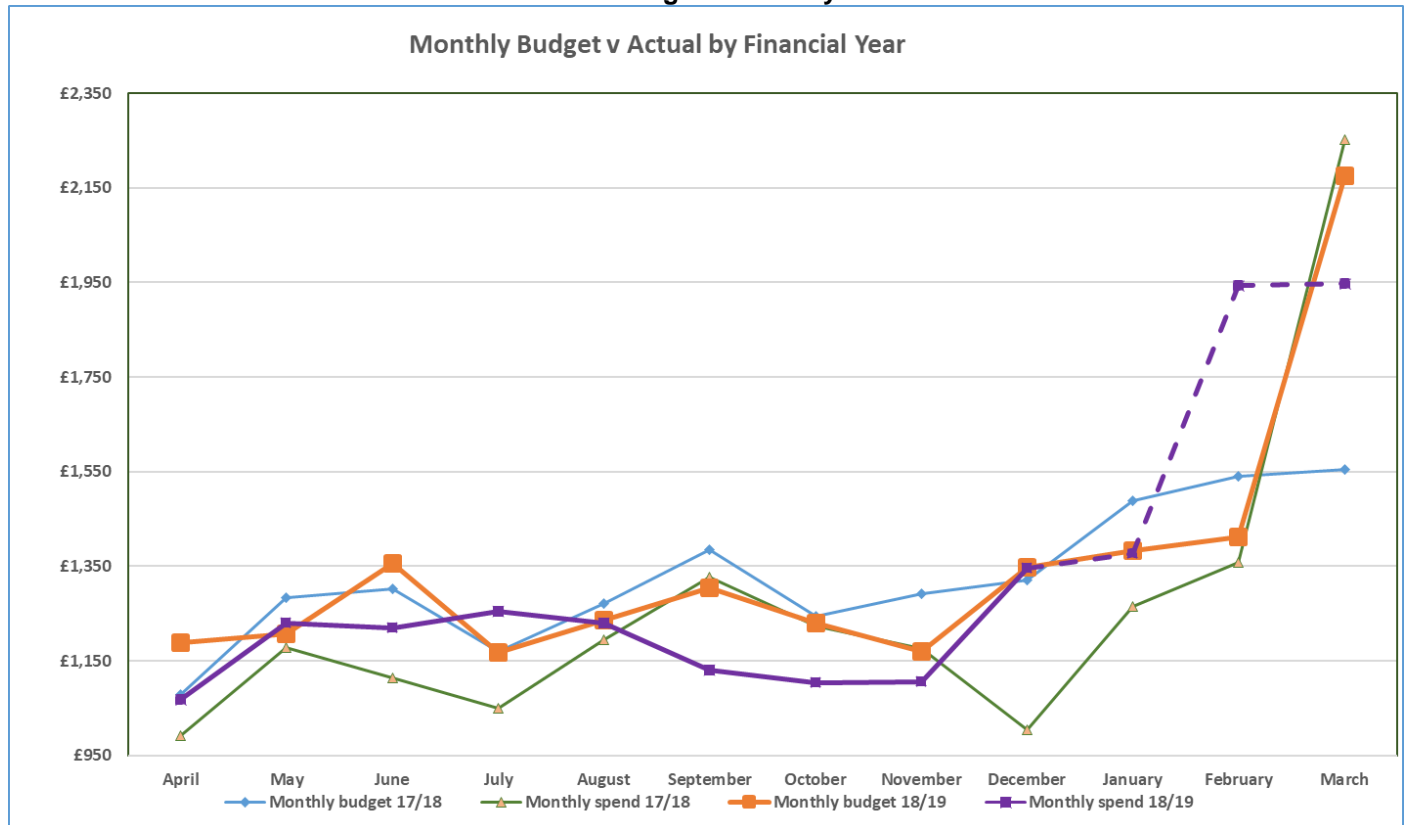


Figure 5 – Year on Year Comparison – monthly budget v actual

Description	Staff Complement
Budgeted Posts (FTE)	181.8
Total FTE (January)	180.95
Agreed and Forecast Posts	196.75

Figure 6 – Staff Complement

Month	Number of invoices	Percentage of Invoices Paid in Ten Days
Apr-18	177	75%
May-18	144	54%
Jun-18	126	82%
Jul-18	162	86%
Aug-18	139	97%
Sep-18	137	94%
Oct-18	172	91%
Nov-18	169	95%
Dec-18	180	94%
Total to date	1406	86%

Figures 7 – Supplier Payments