

FOOD STANDARDS SCOTLAND FINANCIAL PERFORMANCE UPDATE – May 2020

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 31st March 2020.

1.2 At the end of Quarter 4 (Q4) FSS was reporting a provisional outturn of £17.4m against the internally allocated resource budget of £18.2m, representing a projected 4% underspend against budget.

1.3 The Board is asked to:

- **Note** the financial information and provisional year-end position reported as at 31 March 2020.

2. Background

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

2.2 The total approved FSS budget for 2019/20 was £18.9m. This comprised resource budget of £18.2m and Annually Managed Expenditure (AME) of £650k. The AME budget provides for the FSS pension liability provision. The expectation is that the full amount of the AME budget will be utilised.

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. Included in the budget above is £2.3m for the Brexit programme which is in place to manage the impact that leaving the EU will have across our remit. Further details of this is provided at paragraph 4.1 below.

2.4 The Executive reports its financial performance for the core activities against the six strategic objectives to provide an indication on the effective use of resources to deliver against the Strategy and the Corporate Plan. The report on the budget and expenditure for the three work programmes is 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 2019-20. 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 fourth quarter budget profile presented in the Year to Date Performance (Figure 1) is based on the updated budget allocation and profile provided by Branches in January 20. The actual spend to the end of quarter four when compared to the budget profile was £785k under budget. The main budget categories contributing to this underspend are Staff £760k and Programme £238k. These underspends were offset with additional expenditure in Admin £36k and Capital of £189k. There was also an increase in income of £12k.

3.3 At the end of Quarter 3 the forecast expenditure was £17.8m against the internally allocated budget of £18m which represented at 1% underspend and there was concern about the

need to manage a risk of a potential overspend. As there is now a provisional 4% underspend against budget some explanation has been provided for the difference between the quarters at paragraph 3.6 below. The Board will also be aware that the allocated budget in December did not include the full EU Exit consequential allocation of up to 3.5m which Scottish Government confirmed at the start of the financial year. At the Spring Budget Revision, the final budget was allocated which included an additional £213k for the Brexit work programme as a degree of contingency due to the continued uncertainty at the time around the date of EU exit and subsequent extensions of Article 50.

3.4 In addition, there has been an overall £336k (from £17.753m to £17.417m) reduction in expenditure from that forecast at the end of Q3 and the provisional outturn. Programme spend is the main factor here - due to less expenditure on the legal costs in the Brexit work programme and due to SG agreeing the challenge FSS raised on their invoice charges and a reduction in sampling for the Shellfish Monitoring Programme. The COVID-19 incident also had an impact during March where some work had to be cancelled or delayed in programme and admin activity. Some detail of the work is provided in the review of the outturn against budget and monthly actuals to forecast below. Inevitably, given the very tight position at the end of Q3, the executive had to be very cautious about committing expenditure in January and February but then COVID19 impacted in March.

Full Year Outturn

3.5 The FSS Budget and Forecast summary table (Figure 2a) shows this budget allocation to Core Activities and Work Programmes and compares this with the full year provisional outturn to show the variances against the budget.

3.6 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. A summary variance at each budget category is provided comparing the previous reports Q4 forecast with update during Q4. For each element, variances are reported comparing the YTD (Q4) budget versus actual expenditure. The provisional outturn difference for each budget line has been provided with some explanation for the difference.

Staff – £760k (7%) under budget

The under spend is mainly due to less salary costs throughout the year as a result of various posts either not being recruited as planned or staff leaving during the year leaving gaps until some posts temporarily filled by interim staff. At the end of the year there were a number of vacancies throughout the organisation (see paragraph 4.4). Even with an assumption in the budget about vacancy filling, there is an on-going issue on the time it takes to recruit. The Executive are now considering how we might take on all or part of the recruitment process ourselves.

Admin - £36k (1%) over budget

The overspend was a result of various changes during the year including additional legal costs for employment tribunals (£22k), system support cost for Operations Workflow System (OWS) and additional licences (£52k) and contribution to Local Government Pension Scheme (LGPS) (£103k) to reduce pension deficit. These increases offset by reduced travel, subsistence, conference and training costs across the organisation.

Programme - £238k (4%) under budget

The underspend was a result of changes in core activity and work programmes over the year. During the last quarter there were reduced costs in the Sampling Officers project (£63k) and Minced Beef Survey (£4k), Emergency Exercise (£27k) taken forward into next

year, with expenditure in Food Crime and Investigations (£48k) moved to Admin and Campaign costs transferred to the Diet & Nutrition programme (£43k). There was additional expenditure for a couple of Communications and Marketing projects. March costs were also less as a result of COVID-19 with some activities being cancelled or postponed e.g. delivery of catcher training project to reduce Campylobacter transmission in poultry farms, although the work programmes were more impacted by the situation. Due to various changes during the year overall Essential Core Activity (ECA) was overspent by £33k against original budget.

Capital - £189 (42%) over budget

This overspend was due to further approved investment in IT systems for OWS and Stakeholder management system, together with the refresh of laptops (£57k) for field staff due to the existing laptops no longer being supported by SG IT.

Income - £12k (0.3%) over budget

This additional income was as a result of a slight increase related to hygiene inspections for the delivery of meat official controls.

- 3.7 Included within the amounts in para 3.5 there is an underspend for the year for the work programmes (WP) of £808k (17%) against a budget of £4.6m.

Staff - £440k (20%) under budget

This was mainly due to less staff than forecasted working on all three work programme against original budget at start of year – this was particularly the case in the Brexit programme due to the uncertainty throughout the year with regards to exit dates and extensions of Article 50. There was also some impact of delay in the recruitment of staff for ECA work.

Admin - £91k (30%) under budget

Less staff working on the work programmes had a knock on effect of admin requirement due to reduced need to travel to meetings.

Programme – £272k (16%) under budget

The underspend was due to projects that did not proceeding as planned during the year e.g. Official Control Regulation (OCR) training, there were reduced costs for legal work for Brexit and others did not proceed as planned in March due to the COVID-19 incident e.g. campaign work in Diet & Nutrition, Feed Sampling work and Scottish National Database (SND) training in Regulatory Strategy.

Capital - £5k (1%) under budget

This was due to spend on the SND Development not going ahead.

Year-end Spend against Strategic Outcomes

3.8 At the end of the year there was an increase in the expenditure against the budget allocated to Core Activities, the over spend was £22,569 on the £13.5m budget. This was mainly as a result of greater Admin and Capital expenditure, over budget by £128k and £194k respectively. Figure 4 outlines the amounts that had been spent delivering the Corporate Plan. The actual spend is slightly over budget in Outcomes 3 (Consumers Choose a Healthier Diet) by £21k (2%), 5 (Trusted Organisation) by £76k (3%) and 6 (FSS is Efficient and Effective) by £49k (3%).

Forecast Accuracy v Actual expenditure

3.9 Through the 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.

3.10 The information presented in Figure 4 allows us to identify quickly 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 variance for each of the last three months.

January 20: the underspend of £343k was due to significant reduction in the Scottish Government's legal costs both for business activities and the Brexit work programme as a result of a challenge by FSS to the invoice raised. In addition, spend was re-profiled to following months for the Sanitary Survey project, the Feed Sampling project, Food investigation and training activity.

February 20: the underspend of £127k mainly relates to the reduction in costs for the sampling officers project in the Shellfish Monitoring programme, reprofile of system support costs as well as delays in receiving the new laptops under Capital purchases.

March 20: the underspend of £116k was mainly in Programme with reduction in costs for sampling and sanitary survey costs, emergency planning exercise and also for the Minced Beef Survey. In addition, some activities were cancelled or postponed due to COVID-19 e.g., delivery of Catcher training project to reduce Campylobacter transmission in poultry farms, Discretionary Food campaign and SND training. There were other costs in Admin impacted by the situation for instance cancelled events, reduced travel and subsistence as well as training. This was offset slightly by extra Capital spend on laptop refresh for field staff and the Stakeholder Management System, along with an additional payment to reduce the LGPS pension liability.

3.11 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 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 2018/19 is provided to enable comparison between financial years.

4. Risks, Issues and Highlights

20/21 Budget

4.1 We received confirmation of the FSS budget of £16m for 2020/21 via the 2020 Budget Bill. FSS has been allocated £15.6m resource and 0.4m AME budget for the next financial year. This excludes the additional budget of up to £5m that was approved as a result of the EU Exit consequential business case. SG Health Finance officials have indicated this will be allocated at the Spring Budget Review. Further AME requirements will also be agreed at SBR.

4.2 It was reported in the Quarter 3 report that Senior Management Team (SMT) had developed a programme of work to take forward the restructure of the organisation to address the longer term capacity and capability issues that the organisation faces as a result of Brexit. As a result of COVID-19 it was decided to postpone the move to the new future structure. Work will continue to develop the business planning for the future structure and the Board will be kept updated.

Reporting

4.3 During the year we included further information on financial performance, such as staff headcount and supplier payment performance as outlined in the Financial Performance targets section of the Financial Management Plan. For this report, the breakdown of the value of Unpaid invoices has been provided as at the end of the financial year. Reference to this was included in the Outstanding payments section at para 4.8.

4.4 At the start of the year 195 posts were agreed and budgeted for as part of the business planning exercise for 2019/20, this was increased to due to the staff transferred in through the TUPE exercise during quarter 2. The Staff Complement table (Figure 6) provides the posts that were filled at the end of March. During the quarter a number of posts were vacant with some covered either by staff on fixed term appointments or interim workers. Thirteen interim workers were employed on a temporary basis at the end of March. There were twenty nine vacancies at the end of the period, with four member of staff on maternity leave. Recruitment has been stopped at present due to COVID-19.

4.5 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 the performance in this area over the quarter. An average of 93% of the invoices have been paid within the ten day payment target during the financial year. 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.

4.6 Some discussion on best value assessment has taken place with Audit Scotland during the year and work is currently underway to develop a best value framework which includes a proposal for reporting of efficiencies and any related savings. An outline framework has been drafted and some feedback received on this. Further review and update is required and therefore this work is still in progress.

4.7 At the end of March the cash drawn down from the Scottish Government relating to the 2019/20 budget was £15.6m compared to £14.5m at the end of 2018/19. The bank balance as of 31st March was £1m, at the same point last year it was £2.3m.

Outstanding payments (debt recovery)

4.8 At the end of March the level of outstanding debt owed to FSS was £478k, where £242k of this debt (51%) was over the accepted 31 day payment term and £80k of this amount over 61 days from date of invoice (17%). The total amount of debt outstanding increased by £99k (26%) compared to the end of Q3 and the value of invoices over 31 days increased by £100k (70%) compared to the end of the last quarter. This was mainly due to some large value invoices remaining outstanding at the end of the financial year. We know of a cheque for the value of £42k had been posted just as the lockdown restrictions were imposed and was never received. The value of invoices issued in Q4 was £858k, which was an increase in value of £69k from those issued in Q3 (£789k). If we compare the current debt over 31 days (£242k) with the same period last financial year £200k, the debt has increased by £42k (6.6%).

4.9 FSS actively monitors outstanding payments and takes action with either reminder letters being issued to Food Business Operators (FBOs), senior management contacting them to discuss reasons for non-payment and then passing to the debt management contractor where required. The level of service being provided by our contractor at these times has been significantly affected by issues such as court closures, pausing of simple court procedures, staffing, business closures,

etc. Although Harper MacLeod continue to issue demand letters, they are unable to lodge significant claims with the court and smaller claims are currently still paused.

4.10 These issues are having an impact on our current debt management processes such as progressing our live actions and the commencement of new court actions. FSS are continuing to contact FBOs and have had some success with progressing payments and in others instances limited response. These challenges have had an effect on our debt recovery rate. In light of these issues we are reviewing our debt collection strategy to reflect a softer approach during the Covid situation to address the current sensitivities such as financial impact (financial losses) on businesses due to close down, less business activity and communication/arrangements with FBOs.

4.11 FSS continues to work with Harper Macleod to reduce the amount of outstanding debt. There is one businesses currently in liquidation. Harper Macleod is working with the liquidator to recover the outstanding debt from them with a total value of £3k. There are no businesses currently on a payment plan to reduce their debt.

4.12 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).

5. Conclusions/Recommendations

5.1 The Board is asked to:

- **Note** the financial information and expected end year position reported as at 31 March 2020.

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03 June 2020

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 March 2020. The performance is based on comparing the actual spend for the year with the budget profile as updated during the financial year.

£'000	19/20 Budget	Budget Profile 19/20					Actual Spend 19/20					Variance	Var %
		Q1	Q2	Q3	Q4	YTD	Q1	Q2	Q3	Q4	YTD		
Staff	11049	2431	2519	3024	3076	11049	2292	2293	2887	2817	10289	(760)	-7%
Administration	4056	976	920	971	1189	4056	816	879	989	1409	4092	36	1%
Programme	6099	1450	1443	1664	1541	6099	1483	1535	1508	1334	5861	(238)	-4%
Capital	450	57	133	90	170	450	94	38	206	300	639	189	42%
Income	(3452)	(836)	(857)	(882)	(877)	(3452)	(857)	(857)	(871)	(880)	(3464)	(12)	0%
Total	18203	4079	4159	4867	5099	18203	3829	3889	4719	4980	17418	(785)	-4%

Figure 1: Full Year 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	Provisional outturn	£'000 Variance	% Variance	Actual Spend to Date	% of Budget Spent
	Feb-20	Mar-20				
FOOD STANDARDS SCOTLAND	18,203,000	17,417,732	(785,268)	-4%	17,417,732	96%
FSS CORE ACTIVITIES	13,568,930	13,591,499	22,569	0%	13,591,499	100%
WORK PROGRAMMES	4,634,070	3,826,229	(807,841)	-17%	3,826,229	83%
Brexit	2,300,000	1,869,175	(430,825)	-19%	1,869,175	81%
Diet and Nutrition	1,019,109	783,460	(235,648)	-23%	783,460	77%
Reg Strategy	1,314,962	1,173,593	(141,368)	-11%	1,173,593	89%

Figure 2a – FSS Budget and provisional outturn

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 Provisional Outturn for Q4 and comparison between the Forecast at the end of Q3 and Q4.

Category	Allocation of Budget	YTD Budget Q4	Provisional Outturn Q4	Variance Outturn to Budget	%	Explanation for variance	Forecast end Q3	Forecast update Q4	Variance Forecast v Budget	%	Explanation for variance
Staff	Core Activities	8,846,179	8,525,876	(320,303)	-4%		8,591,536	8,525,876	(65,660)	-1%	
	Brexit Work Programme	1,044,631	843,384	(201,248)	-19%		835,710	843,384	7,674	1%	
	Nutrition and Dietary Health Work Programme	542,927	384,369	(158,557)	-29%		405,196	384,369	(20,827)	-5%	
	Regulatory Strategy Work Programme	615,593	535,655	(79,938)	-13%		519,552	535,655	16,103	3%	
	Total	11,049,330	10,289,285	(760,045)	-7%	Underspend, mainly due to less salary costs throughout the year as a result of various posts either not being recruited as planned or staff leaving during the year leaving gaps until posts temporarily filled by interim staff.	10,351,994	10,289,285	(62,710)	-1%	Underspend is mainly due to ongoing vacancies across the organisation along reduction in overtime.
Admin	Core Activities	3,749,550	3,877,096	127,546	3%		3,775,579	3,877,096	101,517	3%	
	Brexit Work Programme	141,918	84,908	(57,010)	-40%		89,471	84,908	(4,562)	-5%	
	Nutrition and Dietary Health Work Programme	56,300	36,592	(19,708)	-35%		47,780	36,592	(11,188)	-23%	
	Regulatory Strategy Work Programme	108,369	93,640	(14,729)	-14%		105,376	93,640	(11,736)	-11%	
	Total	4,056,137	4,092,236	36,099	1%	Overspend, various changes during the year including additional legal costs for employment tribunals, system support cost for OWS, contribution to LGPS to reduce pension deficit. These increases offset by reduced travel, subsistence, conference and training costs across the organisation.	4,018,206	4,092,236	74,030	2%	Overspend due to additional Liability Early Retirement costs
Programme	Core Activities	4,371,114	4,404,385	33,271	1%		4,744,197	4,404,385	(339,812)	-7%	
	Brexit Work Programme	1,013,451	845,483	(167,968)	-17%		1,006,119	845,483	(160,635)	-16%	
	Nutrition and Dietary Health Work Programme	419,882	362,499	(57,383)	-14%		238,025	362,499	124,474	52%	
	Regulatory Strategy Work Programme	295,000	248,814	(46,185)	-16%		295,000	248,814	(46,186)	-16%	
	Total	6,099,447	5,861,182	(238,265)	-4%	Underspend, mainly due to some projects not proceeding as planned during the year eg OCR training, there were reduced costs for legal work for Brexit and others did not going ahead because of COVID-19 eg campaign work, SND training	6,283,341	5,861,182	(422,159)	-7%	Underspend as a result of delays due to Covid-19 and reductions in shellfish sampling, along with a reduction on the legal costs.
Capital	Core Activities	54,000	248,149	194,149	360%		144,502	248,149	103,648	72%	
	Brexit Work Programme	100,000	95,400	(4,600)	-5%		100,000	95,400	(4,600)	-5%	
	Nutrition and Dietary Health Work Programme	-	-	-	0%		-	-	-	0%	
	Regulatory Strategy Work Programme	296,000	295,484	(516)	0%		296,000	295,484	(517)	0%	
	Total	450,000	639,033	189,033	42%	Extra investment in IT system relating to Civica (OWS) and stakeholder management systems, along with refresh of laptops for field staff.	540,502	639,033	98,531	18%	Field Staff laptop refresh and additional money spent on Stakeholder Management Engagement.
Income	Core Activities	(3,451,913)	(3,464,008)	(12,094)	0%		(3,440,550)	(3,464,008)	(23,457)	1%	
	Brexit Work Programme	-	-	-	0%		-	-	-	0%	
	Nutrition and Dietary Health Work Programme	-	-	-	0%		-	-	-	0%	
	Regulatory Strategy Work Programme	-	-	-	0%		-	-	-	0%	
	Total	(3,451,913)	(3,464,008)	(12,094)	0%	Slight increase in income for the delivery of official controls work.	(3,440,550)	(3,464,008)	(23,457)	1%	Increase in income due to increase in delivery of meat official control work.
FSS TOTAL	18,203,000	17,417,728	(785,272)	-4%	Overall underspend is mainly due to recruitment of staff and programme spend delayed or cancelled due to COVID-19.	17,753,493	17,417,728	(335,764)	-2%	Overall underspend in the forecast for the last quarter is mainly due to reduction in overtime along with projects/trainings not able to go ahead due to COVID-19.	

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 yearly budget allocated to each outcome.

Strategic Outcomes	FY 2019-20	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	8,846,179	4,383,531	891,697	543,311	750,320	1,246,102	1,031,219
	Actual	8,525,876	4,236,455	867,331	560,617	713,374	1,180,265	967,834
Administration	Budget	3,749,550	949,543	536,791	500,872	510,824	664,497	587,022
	Actual	3,877,096	940,725	562,780	507,592	546,375	699,105	620,518
Programme	Budget	4,371,114	3,289,165	385,869	10,167	187,667	380,198	118,048
	Actual	4,404,385	3,355,954	288,659	7,240	175,631	459,020	117,881
Capital	Budget	54,000	27,000	0	0	0	0	27,000
	Actual	248,149	108,642	0	0	0	30,875	108,633
Income	Budget	(3,451,913)	(2,425,339)	(342,191)	-	-	(342,191)	(342,191)
	Actual	(3,464,008)	(2,430,473)	(344,512)	-	-	(344,512)	(344,512)
Total	Budget	13,568,930	6,223,900	1,472,166	1,054,350	1,448,811	1,948,605	1,421,098
	Actual	13,591,499	6,211,304	1,374,258	1,075,449	1,435,381	2,024,753	1,470,354
	% of budget spent	100.2%	99.8%	93.3%	102.0%	99.1%	103.9%	103.5%

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

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-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	2019-20 FYF
Budget	1,296,883	1,389,363	1,392,447	1,317,604	1,441,648	1,399,548	2,077,531	1,375,444	1,414,006	1,708,207	1,438,854	1,951,465	18,203,000
April Forecast	1,293,087	1,325,908	1,368,866	1,292,386	1,231,224	1,199,202	1,204,632	1,117,952	1,112,728	1,052,978	1,059,835	1,236,028	14,494,825
May Forecast	1,312,774	1,263,210	1,395,633	1,321,983	1,237,577	1,210,959	1,207,080	1,093,953	1,085,104	1,152,303	1,091,098	1,237,678	14,609,352
June Forecast		1,271,563	1,378,372	1,328,543	1,280,812	1,243,143	1,236,394	1,132,901	1,102,051	1,181,931	1,114,394	1,276,009	14,858,886
July Forecast			1,245,140	1,362,789	1,377,026	1,306,942	1,340,704	1,219,236	1,137,673	1,295,017	1,218,405	1,414,701	15,501,971
August Forecast				1,334,021	1,390,642	1,379,029	1,405,576	1,249,152	1,220,923	1,492,142	1,373,618	1,754,172	16,428,752
September Forecast					1,294,825	1,351,162	1,546,278	1,382,801	1,315,257	1,598,732	1,482,504	1,809,347	16,944,404
October Forecast						1,259,704	2,086,889	1,436,645	1,353,682	1,595,267	1,475,052	1,902,037	17,567,598
November Forecast							2,088,024	1,488,708	1,380,266	1,589,856	1,532,315	1,875,008	17,672,205
December Forecast								1,412,316	1,345,458	1,665,958	1,609,584	1,959,870	17,799,237
January Forecast									1,219,098	1,751,417	1,611,636	1,951,996	17,752,514
February Forecast										1,358,008	1,557,324	2,102,469	17,455,267
March Forecast											1,430,103	2,308,106	17,533,684
YTD Actual												2,192,153	17,417,729

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 2018/19 and 2019/20 financial years. It is important to point out that the Monthly Budget information provided uses the initial budget profiles in each year.

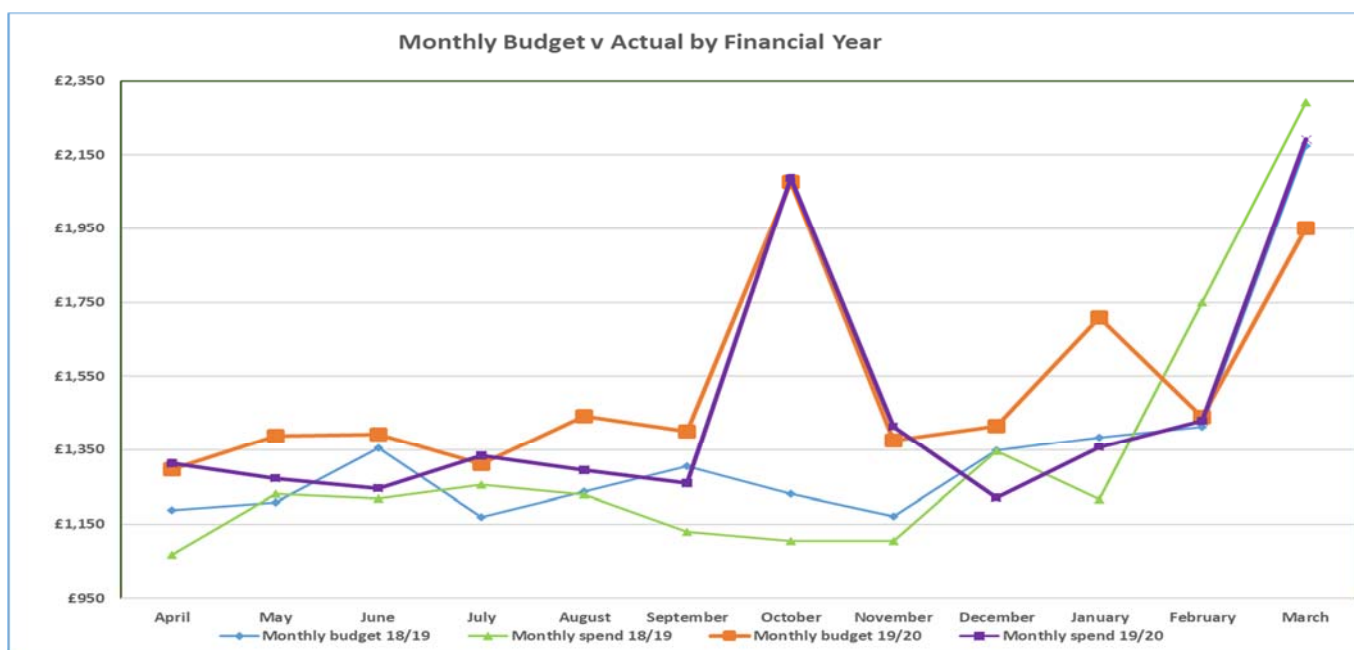


Figure 5 – Year on Year Comparison – monthly budget v actual

Description	Staff Complement
Budgeted Posts (FTE)	248
Total FTE (April)	233
Vacancies April	29

Figure 6 – Staff Complement

Month	Number of Invoices	Percentage of invoices paid in 10 days
Apr-19	278	95%
May-19	227	96%
Jun-19	159	93%
Jul-19	198	94%
Aug-19	181	94%
Sep-19	247	77%
Oct-19	291	97%
Nov-19	263	97%
Dec-19	283	99%
Jan-20	203	94%
Feb-20	227	86%
Mar-20	305	91%
Total	2862	93%

Figures 7 – Supplier Payments