

Council, 8 February 2017

Finance Report

Executive summary and recommendations

Introduction

This report provides Council with an update into the work of the Finance Department in December. Areas from the report to highlight are as follows:

- The month 9 reforecast (see point 8 in Appendix 1) indicates that we will now record a small surplus for the year, subject to revaluation of the freehold property

Decision

Council is asked to discuss the Finance report.

Appendices

Appendix 1: Finance Narrative Report

Appendix 2: Month 9 management accounts

Date of paper

30 January 2017

Appendix 1

Finance Department Narrative Report

Andy Gillies, Finance Director

January 2017

1. Core processes

There have been no significant issues with collection of income from registrants or payments to partners or suppliers.

The contracted out payroll service switched to CoreHR in December following a parallel run in November. In the medium term, management of the contract will move to the HR department.

The results of the month 9 reforecast process are reported at point 8 below and Appendix 3. The budget setting process is underway.

2. Projects

The PCI DSS consultant returned in October to clarify findings and recommendations on our compliance with the updated Payment Card Industry Data Security Standard. We have received an updated findings report which is being reviewed. An exception report has been approved extending the expected completion of the project to July 2017.

3. Treasury

At the end of December 2016, we had total cash and deposits of £18.46m, of which £11.37m is held in fixed term deposits (see table below) and £7.09m is in instant access accounts. The interest rate on our main instant access account is 0.45%.

Bank	Deposit amount £m	Term Months	Maturity date	Interest rate %
Santander	2.02	24	10 March 2017	1.20
Barclays	1.05	12	3 April 2017	0.95
Barclays	2.00	24	19 June 2017	1.12
Santander	2.00	24	22 December 2017	1.50
Lloyds	1.50	24	3 April 2018	1.35
Lloyds	1.30	24	13 July 2018	1.45
Lloyds	1.50	24	3 November 2018	1.10
Total	11.37			

All of the banks we use meet the minimum credit rating in the investment policy.

4. Procurement

Current and planned procurement activity is outlined below.

Service	Procurement route	Approx value incl VAT	Status
Refurbishment of 186 Kennington Park Road (front and middle sections)	Invitation to tender	£2.3m including VAT	Council gave authority to proceed providing the responses were within an approved price range. Tender responses received. Top 3 respondents being interviewed 30 January.
FTP and Comms printing services	Likely to be framework agreement	£0.25m a year	The framework agreement under which we have contracted for registrant printing and mailing expired 30-4-16. The replacement agreement (RM3781) began on 26 October. Work has started with FTP and Comms departments on drawing up our specification ready for the tender
Facilities contracts (cleaning, maintenance, confidential waste etc)	Likely to be framework agreement(s)	£100k- £150k a year	We are working with the Office Services department to identify services that can (or must, in order to be compliant) be migrated to the government facilities management framework.
Banking and merchant /card payment services	Framework agreement or use government banking service	£100k - £170k a year	Following notification from our bank of a proposed significant increase in charges, we are investigating alternative providers

5. Audits

The NAO's plan for the 2016-17 audit was presented to the Audit Committee on 22 November.

Grant Thornton have completed three further audits from their 2016-17 programme, which were presented to the Audit Committee on 22 November. They are attending the January EMT meeting to discuss their programme for 2017-18.

6. Staffing

No issues to report.

7. Management Accounts for the 9 months ending 31 December 2016 (see Appendix 2)

Income and expenditure

Year to date results are compared to the year to date month 6 forecast values instead of the original budget.

The month 9 management accounts show an operating surplus for the year to date of £461k, compared to a forecast surplus of £271k.

Income after nine months is £173k / 0.7% behind forecast, due to readmission fees from social workers being lower than expected.

Expenditure is £356 / 1.5% under the month 6 forecast overall. The Chair is £17k / 19% under forecast, Communications are £66k / 7.7% under forecast, Office Services are £82k / 4.4% under forecast, Major Projects are £134k / 41% under forecast and Registration is £134k / 4.6% under forecast. Other departments are within +/-2% of their forecasts. Most of these variances are timing differences, although with only one quarter of the year remaining, it becomes less likely that they will reverse in the current financial year. Detailed variance commentary by department is included in Appendix 2.

Balance sheet and cash flow

The cash balance at 31 December was £18.46m. There has been a net cash inflow of £849k year to date, compared to forecasted cash outflow of £171km, so the cash balance is £1.02m ahead of forecast. This is mainly because actual cash receipts from registrants have been £0.92m better than forecast.

8. Month 9 reforecast

The month 9 reforecast indicates that we will now record a small surplus for 2016-17. Income is on track to the month 6 forecast, except for readmission fee income, so the month 6 income forecast has been maintained, except for readmission fees. Communications, Major Projects and Registrations have reduced their expenditure forecasts by an aggregate of £825k, offset by an increase in FTP's forecast by £265k. Total expenditure is now forecast to be in line with the original budget, although there are large variances on individual departments.

9. Progress against the Finance Department work plan 2016-17

Objective	Summary of progress to date
1. Effective day-to-day performance of our business as usual operational processes	See point 1 above.

Objective	Summary of progress to date
2. Support the implementation of the new procurement policy and procedures	See point 4 above.
3. Develop the Five Year Plan model	We have worked with the BPI department and Grant Thornton to simplify and improve the registrant numbers module, and we are working with FTP to develop the FTP module, integrating it with FTP's resource planning and management information systems.
4. Continue work to ensure full realisation of the benefits of the upgraded accounting and purchase ordering systems	Bugs in the current version of the purchase ordering system are limiting the benefits of the 2015 accounting system upgrade. We plan to address those through a further upgrade in 2017-18. Meanwhile, we have continued with other initiatives to improve processes, including direct payment to partners, and recording FTP and Education case numbers within the accounting system, to remove or reduce the need for off line parallel systems to track costs.
5. Complete the PCI DSS project	See point 2 above.
6. Support the Registration Transformation project	Phase 1 of the Registration Transformation project, the building of an online CPD system, does not impact on registrant fee income. Finance will be more extensively involved in supporting phase 2.
7. Review our payroll processes and provider, working with HR	The contracted out payroll bureau service has transferred to CoreHR, so as to benefit from integration of HR and payroll data and processes. The new payroll service went live in December. HR and Finance are working together to finalise new processes and controls.
8. Retender our banking and credit card services	Work has started on retender of the banking and credit card services.
9. Formalise the finance strategy	The Finance Department strategy was approved by Council in December.

Management Accounts

31 December 2016

Andy Gillies, Finance Director

Variance Commentary

					December -16 Comments (Actuals vs 2016-17 M6 Forecast)		November -16 Comments (Actuals vs 2016-17 M6 Forecast)	
Department	Movement YTD	M6 Forecast YTD	Forecast Variance	Forecast Var %	Variations by Income Type	Variations by Profession	Variations by Income Type	Variations by Profession
Total Income	23,320,912	23,493,988	(173,076)	(0.7)	Overall income was in line with the budget, with an adverse variance of 0.7%. Actual readmission fees were £149k less than forecast due to lower readmission numbers from social workers than previously anticipated.	On Target	On Target	On Target
EXPENDITURE								
Department	Movement YTD	M6 Forecast YTD	Variance v Forecast	Variance v Forecast %	Variations on Payroll	Variations on Non-payroll	Variations on Payroll	Variations on Non-payroll
Chair	74,743	91,925	17,182	18.7		£17k timing difference on recognition of SHU fees		On Target
Chief Executive	278,680	274,021	(4,660)	(1.7)	On Target	On Target	On Target	On Target
Council	126,419	122,462	(3,957)	(3.2)		On Target		On Target
Communications	792,592	858,982	66,389	7.7	On Target	£10k under spend in subscription and £13k under spend in campaigns both due to timing differences. Invoices for both type of costs have been posted and approved in Month 10 instead of the current month. £16k under spend in web costs due to delays in the intranet project, depend on discussions with IT, unused budget for this project may get transferred into the new financial year.	On Target	£11k under spend on license subscriptions due to treatment of invoice split across 12 month period (prepayment). £13k under spend on campaigns and £7k under spend in brochures mainly due to phasing.
Education	804,471	805,934	1,463	0.2	On Target	On Target	On Target	On Target
Facilities Management	1,799,678	1,881,532	81,854	4.4	On Target	On Target	On Target	On Target

Variance Commentary

Department	Movement YTD	M6 Forecast YTD	Variance v Forecast	Variance v Forecast %	December -16 Comments (Actuals vs 2016-17 M6 Forecast)		November -16 Comments (Actuals vs 2016-17 M6 Forecast)	
					Variances on Payroll	Variances on Non-payroll	Variances on Payroll	Variances on Non-payroll
Finance	595,042	586,631	(8,410)	(1.4)	On Target	On Target	On Target	<p>£20k overspend on Internal Audit which is a timing difference. Three audits were progressed and billed in October but the forecast anticipated the costs from November onwards.</p> <p>£8k overspend on bank charges due to high volume of card charges due to renewal of social workers.</p> <p>£4k under spend in training due to phasing.</p>
Fitness to Practise	10,921,320	10,861,541	(59,779)	(0.6)	On Target	On Target	On Target	On Target
Human Resources	493,270	505,228	11,958	2.4	On Target	On Target	£15k underspend on staff recruitment, which is a timing difference	On Target
Human Resources Partners	266,328	270,599	4,272	1.6	On Target	On Target	On Target	On Target
IT Department	1,461,675	1,444,664	(17,011)	(1.2)	<p>£15k overspend in permanent staff costs (including overtime, salary, NI and pension) from unanticipated changes in staff costs following unsuccessful recruitment campaigns.</p> <p>£11k overspend in temporary staff due to incorrect contractor rate being used to calculate month 6 reforecast figures.</p>	On Target	On Target	On Target

Variance Commentary

Department	Movement YTD	M6 Forecast YTD	Variance v Forecast	Variance v Forecast %	December -16 Comments (Actuals vs 2016-17 M6 Forecast)		November -16 Comments (Actuals vs 2016-17 M6 Forecast)	
					Variances on Payroll	Variances on Non-payroll	Variances on Payroll	Variances on Non-payroll
Major Projects	190,802	325,289	134,487	41.3	On Target	<p>£22k under spend in HR and Partner Bureau project mainly due to £11k unbilled invoice on the partner system plus £12k missed milestone on the HR system.</p> <p>£11k under spend in Registration Transformation project mainly due to project delays.</p> <p>£21k under spend in the new tribunal project partly due to savings on partner fees and expenses (currently showing £8k variance to forecast). Delays in invoicing from legal firm BDB accounted for £6k of the variance. Cost for brochures, letter head etc. (£6k) will also be moved to a separate cost centre in the Month 9 reforecast.</p>	On Target	<p>£16k under spend in HR and Partner Bureau project mainly due to £10k delay in invoicing from the supplier. £4k contingency is still available for the project.</p> <p>£12k under spend in Registration Transformation project mainly due to project delays.</p> <p>£4k under spend in establishing the new tribunal project due to possible permanent savings.</p>
Operations Office	470,018	470,689	670	0.1	On Target	On Target	On Target	On Target
Policy	285,613	289,704	4,091	1.4	On Target	On Target	On Target	On Target
Registration	2,784,601	2,918,991	134,391	4.6	<p>£88k under spend in permanent staff costs (salary, overtime, NI and pension) due to vacancies yet to be filled.</p> <p>£29k overspend in temporary staff and fixed term contractors to cover the busy social worker renewal season. Temporary staff number has started to decline post renewal period.</p>	<p>£25k under spend in international application fees due to timing difference. This should correct itself in the coming months.</p> <p>£42k under spend in CPD assessments, as social workers have yet to return their CPD audit profiles as forecasted, phasing will be adjusted in the month 9 reforecast.</p> <p>£20k under spend in postage due to timing difference, more costs expected next month.</p>	<p>£58k under spend in basic pay and overtime mainly due to vacancies yet to be filled. The department is not yet up to full head count.</p> <p>£12k overspend due to employment of temporary staff and fixed term contractors to cover the busy social worker renewal season.</p>	<p>£26k under spend in international applications and £9k under spend in partner travel due to timing difference.</p> <p>£31k under spend in CPD assessments, as social workers have yet to return their CPD audit profiles as forecasted, phasing will be adjusted in the month 9 reforecast.</p>
Secretariat	167,632	168,653	1,021	0.6	On Target	On Target	On Target	On Target
Depreciation	612,380	604,703	(7,677)	(1.3)		On Target		On Target
PSA levy	858,973	858,973	1,027	0.1		On Target		On Target
Total expenditure	22,984,238	23,340,522	357,311	1.5				

Income and Expenditure

31 December 2016

	Period 9	Year to date					Full Year	Full Year	Full Year
	Actual	Actual	M6 Reforecast	Budget	Variance	Variance %	Forecast (M9)	Forecast (M6)	Budget
Income by Activity									
Graduate Registration Fees	136,003	1,257,925	1,277,432	1,250,734	(19,507)	(1.5)	1,714,821	1,714,821	1,693,787
Readmission Fees	17,955	172,365	320,992	335,902	(148,627)	(46.3)	192,637	342,637	356,752
Renewal Fees	2,272,735	19,657,363	19,595,650	19,594,836	61,713	0.3	26,505,656	26,505,656	26,536,000
International Scrutiny Fees	180,675	1,369,345	1,413,286	1,088,545	(43,941)	(3.1)	1,993,487	1,993,487	1,544,684
UK Scrutiny Fees	50,105	863,914	886,808	806,745	(22,894)	(2.6)	1,053,115	1,053,115	959,823
Registration Income	2,657,473	23,320,912	23,494,168	23,076,762	(173,256)	(0.7)	31,459,716	31,609,716	31,091,046
Cheque/credit card write offs		0	(180)	0	180	(100.1)	(180)	(180)	0
Total Income	2,657,473	23,320,912	23,493,988	23,076,762	(173,076)	(0.7)	31,459,536	31,609,536	31,091,046
Operating expenditure									
Chair	452	74,743	91,925	75,874	17,182	18.7	96,241	95,948	96,999
Chief Executive	34,242	278,680	274,021	280,930	(4,660)	(1.7)	389,725	385,066	379,573
Council & Committee	21,109	126,419	122,462	158,411	(3,957)	(3.2)	176,368	181,262	222,963
Communications	82,083	792,592	858,982	964,381	66,389	7.7	1,126,603	1,240,078	1,285,841
Education	96,042	804,471	805,934	894,553	1,463	0.2	1,125,760	1,139,502	1,229,017
Office Services	226,610	1,799,678	1,881,532	2,037,866	81,854	4.4	2,706,386	2,715,647	2,710,638
Finance	61,009	595,042	586,631	643,868	(8,410)	(1.4)	793,631	804,331	856,356
Fitness to Practise	1,158,055	10,921,320	10,861,541	9,991,762	(59,779)	(0.6)	14,778,130	14,513,281	13,351,668
Human Resources	84,852	493,270	505,228	640,285	11,958	2.4	800,390	835,178	900,693
Human Resources Partners	34,643	266,328	270,599	273,272	4,272	1.6	333,721	330,537	379,757
IT Department	173,383	1,461,675	1,444,664	1,524,276	(17,011)	(1.2)	2,010,158	1,944,830	2,026,822
Major Projects	15,900	190,802	325,289	1,231,724	134,487	41.3	497,104	993,232	1,357,298
Operations Office	48,781	470,018	470,689	610,774	670	0.1	670,451	671,121	794,171
Policy	26,791	285,613	289,704	352,423	4,091	1.4	404,819	403,720	451,531
Registration	277,586	2,784,601	2,918,991	2,739,296	134,391	4.6	3,475,539	3,692,163	3,446,833
Secretariat	23,486	167,632	168,653	175,032	1,021	0.6	229,933	237,191	242,828
Depreciation	73,123	612,380	604,703	608,859	(7,677)	(1.3)	855,353	855,353	796,319
PSA Levy		858,973	858,973	860,000	0	0.0	858,973	858,973	860,000
Operating expenditure	2,438,146	22,984,238	23,340,522	24,063,586	356,284	1.5	31,329,286	31,897,415	31,389,307
Operating surplus/(deficit)	219,327	336,674	153,466	(986,824)	183,208	119	130,250	(287,879)	(298,261)
Other income									
Investment Income	15,037	124,615	117,797	0	6,818	5.8	152,420	152,420	0
	15,037	124,615	117,797	0	6,818	5.8	152,420	152,420	0
Total surplus/(deficit)	234,364	461,290	271,263	(986,824)	190,027	70	282,670	(135,459)	(298,261)

Payroll costs

31 December 2016

	Period 9	Year to date				Full Year Forecast (M9)	Full Year Forecast (M6)	Full Year Budget
	Actual	Actual	M6 Reforecast	Variance	Variance %			
Chief Executive	20,935	193,420	194,920	1,500	0.8	291,065	292,565	288,873
Communications	54,651	486,967	501,018	14,052	2.8	654,411	664,728	654,841
Education	73,205	655,483	659,407	3,924	0.6	876,908	877,141	904,734
Office Services	35,532	235,332	230,083	(5,249)	(2.3)	321,832	315,583	327,464
Finance	38,308	373,135	372,225	(910)	(0.2)	497,627	496,717	526,877
Fitness to Practise	397,003	3,168,249	3,180,139	11,890	0.4	4,334,925	4,353,931	4,099,815
Human Resources	58,541	368,569	375,121	6,551	1.7	545,369	559,821	597,553
Human Resources Partners	11,793	95,251	93,153	(2,099)	(2.3)	127,066	124,968	132,760
IT Department	68,391	524,785	484,047	(40,738)	(8.4)	749,973	665,447	654,953
Major Projects	6,627	132,214	149,739	17,525	11.7	197,978	197,978	259,797
Operations Office	43,064	399,843	400,272	429	0.1	530,884	531,313	613,689
Policy	24,085	194,304	193,697	(607)	(0.3)	266,556	264,538	284,987
Registration	176,948	1,565,148	1,611,673	46,525	2.9	2,123,076	2,135,395	2,101,744
Secretariat	19,562	149,971	149,496	(475)	(0.3)	208,653	207,314	201,393
Payroll costs	1,028,645	8,542,669	8,594,989	52,319	0.6	11,726,323	11,687,437	11,649,479

Non-payroll costs

31 December 2016

	Period 9	Year to date				Full year		
	Actual	Actual	M6 Reforecast	Variance	Variance %	Full Year Forecast (M9)	Full Year Forecast (M6)	Full Year Budget
Chair	452	74,743	91,925	17,182	18.7	96,241	95,948	96,999
Chief Executive	13,308	85,261	79,101	(6,160)	(7.8)	98,660	92,500	90,700
Council & Committee	21,109	126,419	122,462	(3,957)	(3.2)	176,368	181,262	222,963
Communications	27,432	305,626	357,964	52,338	14.6	472,192	575,350	631,000
Education	22,837	148,988	146,527	(2,461)	(1.7)	248,852	262,361	324,282
Office Services	191,078	1,564,346	1,651,449	87,103	5.3	2,384,554	2,400,064	2,383,174
Finance	22,701	221,907	214,406	(7,501)	(3.5)	296,004	307,614	329,480
Fitness to Practise	761,052	7,753,072	7,681,402	(71,670)	(0.9)	10,443,206	10,159,350	9,251,854
Human Resources	26,310	124,701	130,108	5,407	4.2	255,021	275,358	303,140
Human Resources Partners	22,849	171,076	177,447	6,371	3.6	206,654	205,570	246,997
IT Department	104,992	936,890	960,617	23,727	2.5	1,260,185	1,279,383	1,371,868
Major Projects	9,272	58,588	175,549	116,961	66.6	299,126	795,254	1,097,501
Operations Office	5,716	70,175	70,416	241	0.3	139,567	139,809	171,482
Policy	2,706	91,309	96,007	4,698	4.9	138,263	139,183	166,544
Registration	100,638	1,219,453	1,307,319	87,866	6.7	1,352,464	1,556,769	1,345,090
Secretariat	3,924	17,661	19,158	1,497	7.8	21,280	29,877	41,435
PSA Levy		858,973	858,973	0	0.0	858,973	858,973	860,000
Non-payroll costs	1,336,378	13,829,188	14,140,830	311,642	2.2	18,747,609	19,354,624	18,934,508

Income by profession

31 December 2016

	Period 9	Year to date				Full year		
	Actual	Actual	M6 Forecast	Variance	Variance %	M9 Forecast	M6 Forecast	Budget
Arts Therapists	28,979	256,263	253,996	2,267	0.9	333,848	333,848	339,938
Bio-medical Scientists	177,605	1,577,505	1,591,667	(14,163)	(0.9)	2,129,535	2,129,535	2,201,226
Chiropractors	96,937	852,784	849,301	3,483	0.4	1,134,634	1,134,634	1,155,974
Clinical Scientists	42,187	342,525	343,131	(606)	(0.2)	459,132	459,132	457,303
Dietitians	72,718	639,313	638,405	908	0.1	850,423	850,423	860,769
Hearing Aid Dispensers	19,949	165,204	162,295	2,909	1.8	214,829	214,829	214,345
Occupational Therapists	293,168	2,589,816	2,605,787	(15,971)	(0.6)	3,475,700	3,475,700	3,492,170
Operating Department Practitioners	92,948	785,673	801,710	(16,037)	(2.0)	1,084,097	1,084,097	1,067,825
Orthoptists	9,289	87,456	88,200	(744)	(0.8)	116,494	116,494	113,333
Paramedics	183,189	1,490,745	1,529,321	(38,575)	(2.5)	2,076,217	2,076,217	1,941,213
Physiotherapists	419,843	3,807,763	3,800,680	7,083	0.2	5,082,111	5,082,111	5,028,000
Practitioner Psychologists	155,680	1,413,087	1,410,777	2,310	0.2	1,867,382	1,867,382	1,835,850
Prosthetists & Orthotists	7,812	66,661	68,526	(1,866)	(2.7)	92,006	92,006	85,859
Radiographers	256,429	2,343,947	2,339,296	4,651	0.2	3,147,715	3,147,715	2,997,758
Social Workers	692,588	5,918,258	6,009,626	(91,368)	(1.5)	8,063,255	8,213,255	7,976,133
Speech & Language Therapists	108,154	983,913	1,001,450	(17,538)	(1.8)	1,332,338	1,332,338	1,323,350
Registration Income	2,657,473	23,320,912	23,494,168	(173,256)	(0.7)	31,459,716	31,609,716	31,091,047
Cheque/credit card adjustments	0	0	(180)	180				
Total income	2,657,473	23,320,912	23,493,988	(173,076)	(0.7)	31,459,716	31,609,716	31,091,047

Statement of Financial Position

31 December 2016

	Actual Period 9	M6 Forecast YTD	M6 Forecast 31 March 2017	Budget 31 March 2017	Actual 31 March 2016
Non-current assets					
Land & buildings, at cost or valuation	4,286,539	4,309,678	4,434,655		4,140,000
Land & buildings depreciation	(31,050)	(31,050)	(41,400)		(0)
	4,255,489	4,278,628	4,393,255		4,140,000
Computer equipment, at cost	482,449	494,115	511,615		462,322
Computer equipment depreciation	(360,418)	(360,420)	(380,530)		(287,301)
	122,031	133,696	131,085		175,021
Office furniture and equipment, at cost	990,101	990,101	990,101		992,861
Office equipment depreciation	(337,041)	(337,034)	(376,992)		(217,147)
	653,060	653,067	613,109		775,714
Intangible assets	7,052,549	7,217,181	7,684,867		6,559,098
Intangible depreciation	(5,584,504)	(5,576,832)	(5,757,063)		(5,196,184)
	1,468,044	1,640,350	1,927,804		1,362,914
Total non-current assets	6,498,625	6,705,740	7,065,253	7,957,000	6,453,649
Current assets					
Other current assets	924,284	790,301	1,648,889	758,000	1,597,897
Cash & cash equivalents	18,464,806	17,444,670	18,049,885	17,929,000	17,615,332
	19,389,090	18,234,971	19,698,774	18,687,000	19,213,229
Total assets	25,887,715	24,940,712	26,764,027	26,644,000	25,666,878
Current liabilities					
Trade and other payables	329,697	493,876	493,876	965,000	506,583
Other liabilities	1,798,859	1,798,748	1,798,748		1,900,927
Deferred income	18,838,253	17,917,207	20,147,245	22,730,000	18,799,751
	20,966,809	20,209,831	22,439,869	23,695,000	21,207,262
Total assets less liabilities	4,920,906	4,730,880	4,324,158	2,949,000	4,459,616
General fund b/fwd	(3,869,791)	(3,869,791)	(3,869,791)	(3,247,000)	(3,869,791)
Rev Res - Land & Building	(589,826)	(589,826)	(589,826)		(589,826)
This periods profit/loss	(461,290)	(271,263)	135,459	298,000	
General fund c/fwd	(4,920,906)	(4,730,880)	(4,324,158)	(2,949,000)	(4,459,616)

Projects

		Opex			Capex			Opex & Capex			Opex	Capex	Opex	Capex
		Actual	M6 Forecast	Variance	Actual	M6 Forecast	Variance	Actual	M6 Forecast	Variance	M6 Forecast	M6 Forecast	Budget	Budget
		YTD £	2016/17	£	YTD £	2016/17	£	YTD £	2016/17	£	2016/17	2016/17	Full Year £	Full Year £
			YTD £		YTD £	YTD £		YTD £	YTD £		Full Year £	Full Year £	Full Year £	Full Year £
HR and Partners Build	P78	61,034	93,539	32,505	69,042	174,325	105,283	130,076	267,864	137,789	162,289	339,313	165,838	304,003
Stakeholder Relationship Mgmt System	P80	0	0	0		0	0	0	0	0	0	0	21,906	0
Reg Transformation and Improvement	P85	62,991	140,718	77,727	353,197	353,255	58	416,188	493,972	77,785	224,206	532,718	503,481	850,226
Establishing the new Tribunal Service	P86	1,580	22,185	20,605	19,954	25,954	6,000	21,535	48,139	26,604	47,424	86,243	102,023	118,068
PCI/DSS	P87	1,841	917	(923)		0	0	1,841	917	(923)	25,917	0	50,000	0
HCPC website review and build	P90	18,938	21,529	2,591		30,278	30,278	18,938	51,807	32,869	41,095	85,223	30,333	385,156
Net Regulate Changes	P88	1,475	1,955	480	23,287	46,300	23,013	24,762	48,255	23,493	2,855	54,300	2,000	80,000
186 Kennington Park Road renovation	P89	21,454	22,956	1,502	146,591	169,730	23,139	168,046	192,686	24,641	467,956	294,707	464,967	573,031
Education System Build	P64	0	0	0	4,361	4,361	0	4,361	4,361	0	0	4,361	0	15,000
Telephone Credit Card Automation	P82	14,220	14,220	0	(996)	(996)	0	13,224	13,224	0	14,220	(996)	0	0
Fees Review 2015	P83	0	0	0	272	272	0	272	272	0	0	272	0	0
Kennington Road Fit Out	P84	212	212	(0)	0	0	0	212	212	(0)	212	0	0	0
FTP CMS Review (MP91)	CMS	0	0	0		0	0	0	0	0	0	0	16,750	98,850
Restack	Restack	7,057	7,057	0	(52)	(52)	0	7,005	7,005	0	7,057	(52)	0	13,955
		190,802	325,289	134,487	615,656	803,427	187,771	806,458	1,128,715	322,258	993,232	1,396,090	1,357,298	2,438,289

Capital expenditure

	Actual YTD £	M6 Forecast 2016/17 YTD £	Variance £	M6 Forecast 2016/17 Full Year £	Budget 2016/17 Full Year £
<u>Land & Buildings</u>	0	0	0	0	0
	0	0	0	0	0
<u>Information Technology</u>					
Software Licences	24,334	24,333	(1)	24,333	13,570
Office Furniture	(2,760)	(2,760)	0	(2,760)	
Hardware Replacement	20,127	31,793	11,667	49,294	70,000
	41,700	53,366	11,666	70,867	83,570
<u>Projects</u>					
Capital Expenditure	615,656	803,427	187,771	1,396,090	2,438,289
Total Capital Expenditure	657,356	856,793	199,437	1,466,957	2,521,859

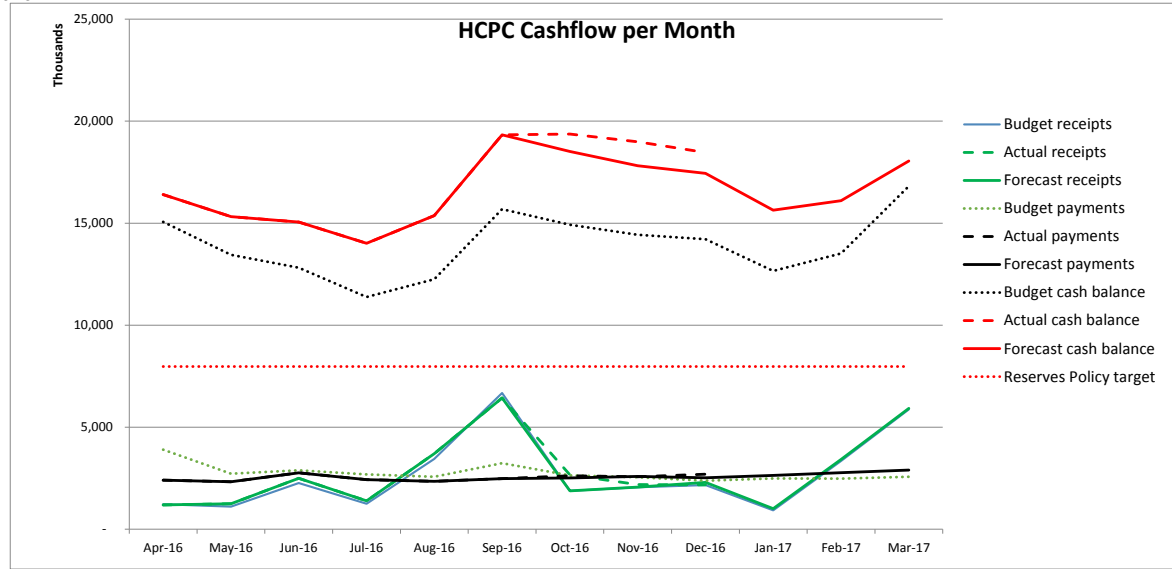
Cash flow statement

From 1 April 2016

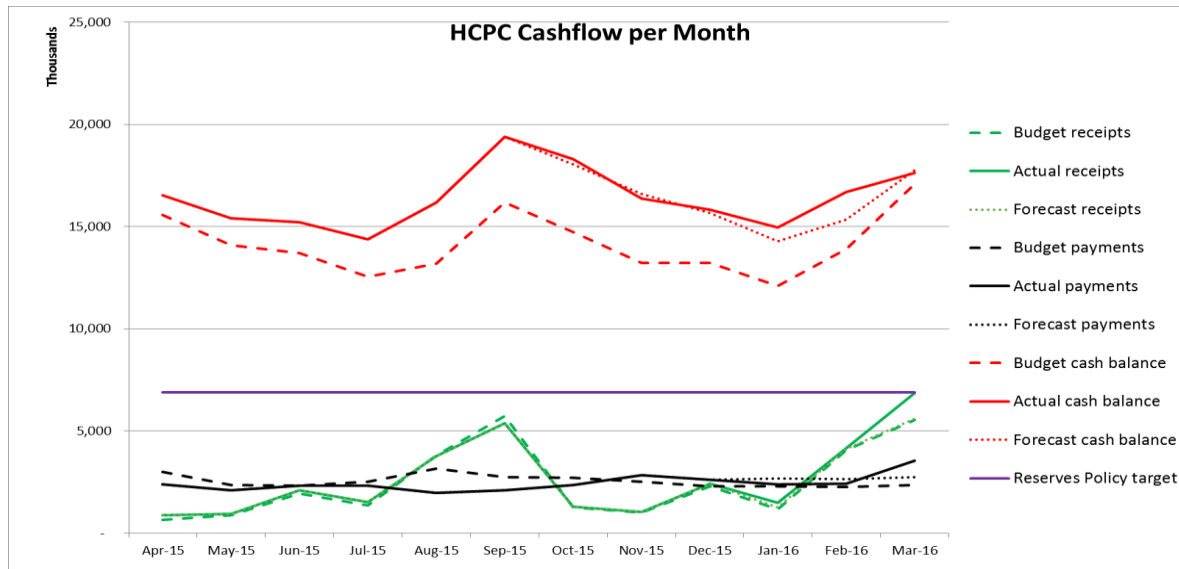
	Year to date actual £	Year to date M6 Forecast £	Full year M6 forecast £	Full year budget £
Operating surplus/(deficit)	336,674	153,466	(287,879)	(298,260)
Less: Depreciation	612,380	604,703	855,353	796,319
Decrease/(increase) in debtors & prepayments	673,612	807,596	(50,992)	
Increase/(decrease) in creditors	(278,955)	(114,887)	(114,887)	
(Decrease)/increase in deferred income	38,502	(882,544)	1,347,494	1,103,462
Net cash in/(out)flow from operating activities	1,382,215	568,335	1,749,090	1,601,521
Return on investments and servicing of finance				
Investment Income	124,615	117,797	152,420	
Capital expenditure and financial investments				
Purchase of Fixed Assets	(657,356)	(856,794)	(1,466,957)	(2,521,859)
Increase/(decrease) in cash	849,474	(170,662)	434,553	(920,338)
Cash at beginning of period	17,615,332	17,615,332	17,615,332	17,615,332
Cash at end of period	18,464,806	17,444,670	18,049,885	16,694,994
Cash movement	849,474	(170,662)	434,553	(920,338)

Graphs - Cashflow

2016-17

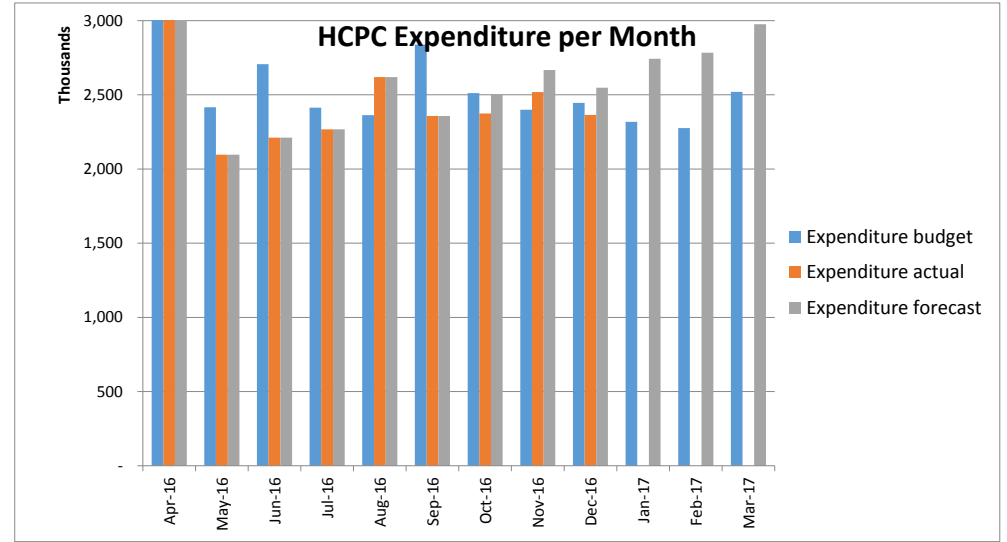
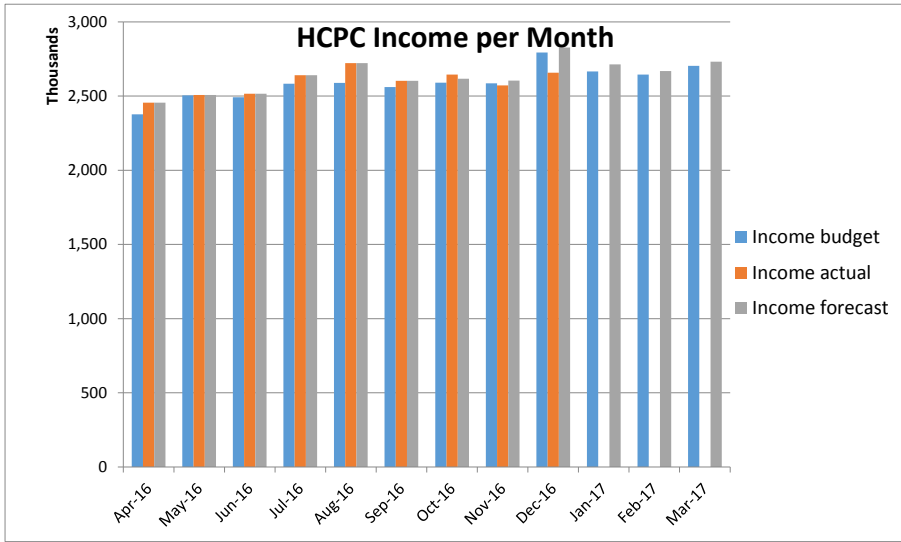


2015-16

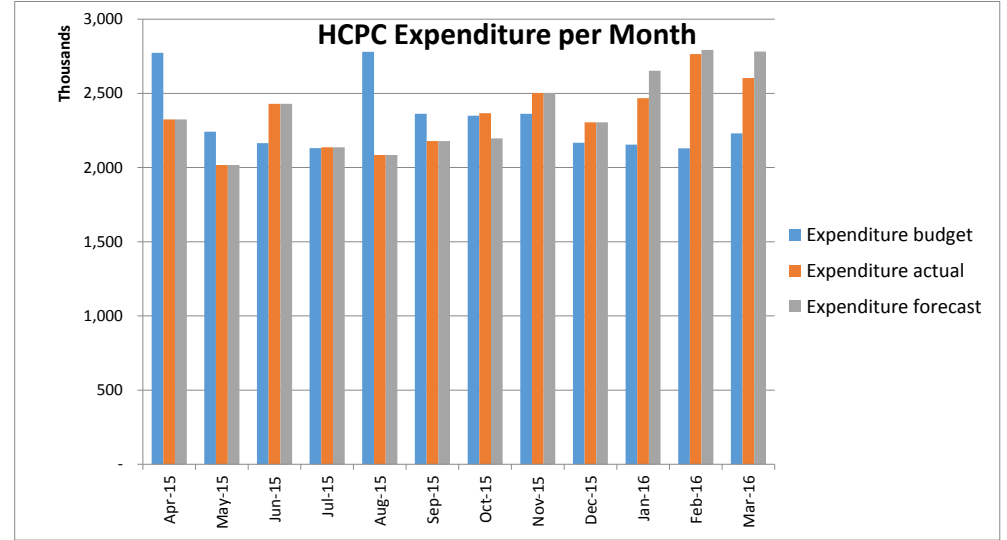
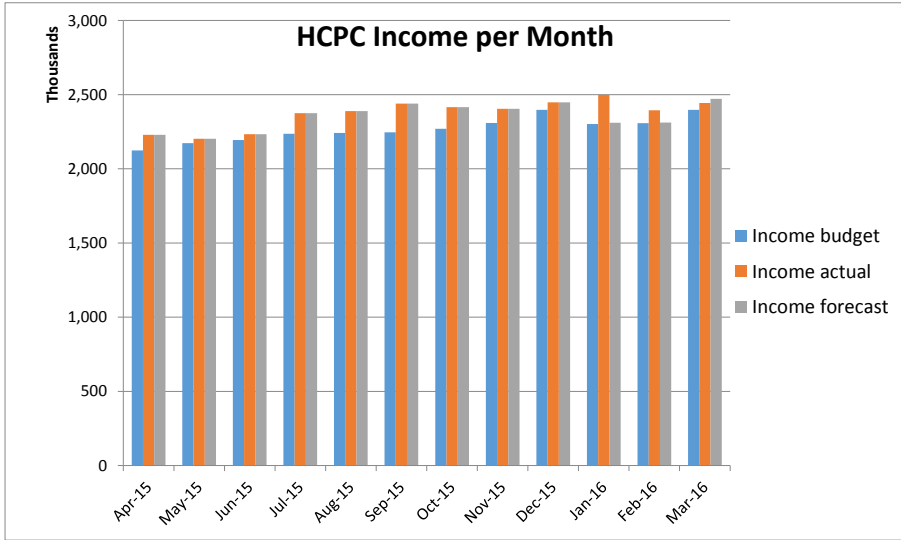


Graphs

2016-17

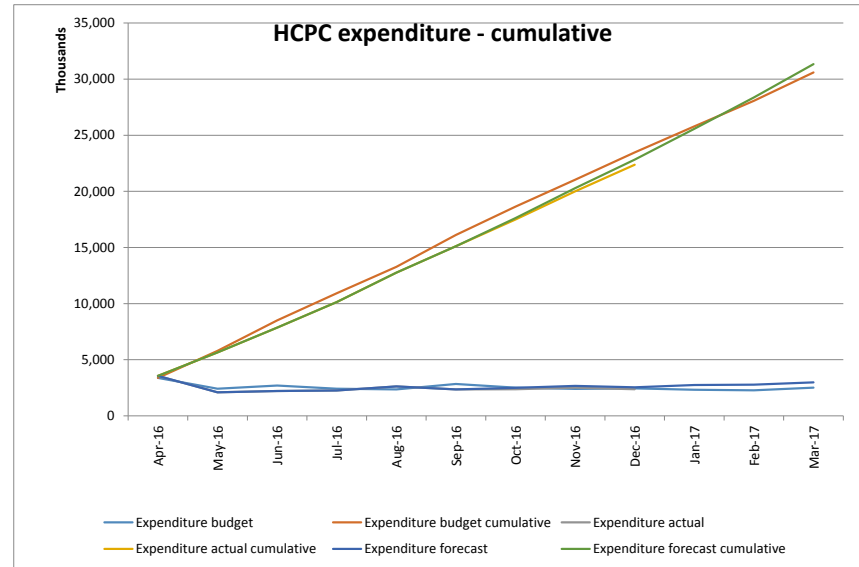
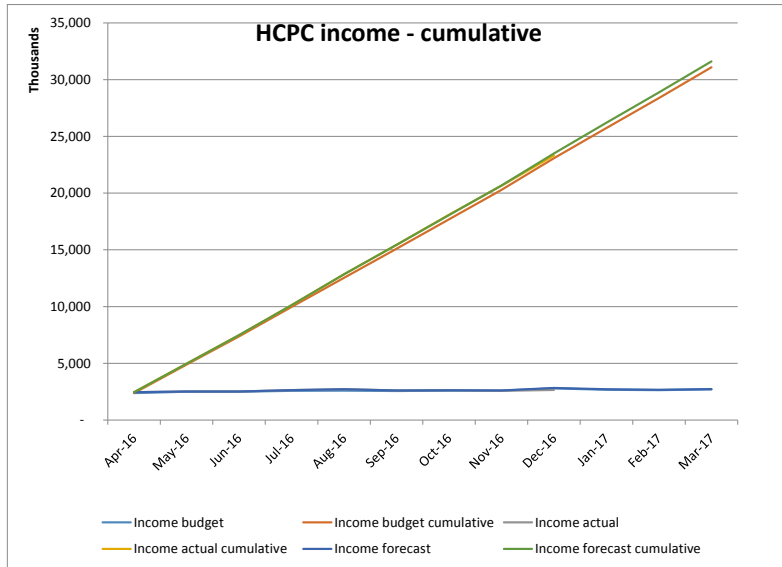


2015-16



Graphs - cumulative

2016-17



2015-16

