

Council, 6 February 2014

Finance Report

Executive summary and recommendations

Introduction

The report sets out the main activities of the Finance Department since the last meeting of Council. It includes statistical information and highlights key work undertaken.

Decision

The Council is requested to discuss the report.

Background information

None

Resource implications

The resources for the Department are set out in the annual workplan and budget 2013-14.

Financial implications

None

Appendices

Finance Report

1. Work Programme

Since the last Council Meeting, the Finance Department has produced the December management accounts. We are currently preparing the nine month reforecast for the financial year 2013-14 and budget for financial year 2014-15. The National Audit Office has commenced its interim audit and we have progressed three procurement tenders We have also sponsored and led the NetRegulate project.

2. Income and expenditure to 31 Dec 2013

December management accounts show income of £18,850k, operating expenditure of £17,343k and a total surplus £1,684k, £1,148k greater than budgeted. This is principally due to lower than budgeted operating expenditure by £1,027k, affecting several departments but particularly Fitness to Practice (£730k below budget).

3. Statement of Financial Position at 31 Dec 2013

The cash balance at the end of December was £13,730k, an increase since 1 April of £1,853k. Deferred income at 30 September was £13,400k.

4. Funds under management

At the end of December 2013, £8.6m was held in short term accounts at Lloyds and NatWest, earning 1.25% and 0.50%. The following have been invested for longer periods at fixed rates:

£2m in a Santander deposit account earning 2.5% (1 year to 03.02.14).

£1.5m in a Santander deposit account earning 1.4% (1 year to 11.07.14)

5. Procurement

We are currently progressing with procurement processes for printing services, recording and transcription services and the HR partners system. The legal services tender is nearing completion with the contract soon to be awarded. Preparation has started on the travel management tender.

6. Staffing

The finance department is currently made up of 12 members of staff including 3 temporary members. The new finance director is due to start on 10 February 2014.

8. Internal audit

Mazars conducted an internal audit on partner expenses in January. The report will be presented at the audit committee in March 2014.

Management Accounts

31 December 2013

Alan Carr, Interim Director of Finance
to EMT

**Management Accounts
December 2013
Index**

Commentary	N0 1 - 2
Income and expenditure - YTD	3
Statement of financial position - YTD	4
Capex and Projects - YTD	5
Cash flow - YTD	6
Cash flow graph	7
I&E graphs - By Month	8
CashFlow by Month	9
I&E Reoprt - By Month	10
Department Variance - By Month	11
Statement of financial position - By Month	12
Cashflow - By Month	13

Commentary for Core Departments
Income & Expenditure YTD Dec 2013.

Income							
Department	Movement YTD	Budget YTD	Variance	%	Reforecast	Comments	Estimated full year effect in £'000
Total Income	18,850,128	18,606,275	(243,852)	1%	18,438,586	Income continues slightly ahead of both budget and reforecast overall. Shortfalls in Renewal fees (£309k) and Readmission fees (£92k) are offset by higher than budgeted International Scrutiny fees £290k and Graduate Registration £316k. By profession, main variances are Social Workers £287k and Practitioner Psychologists £54k ahead of budget offset by Paramedics (£79k) and OD Practitioners (£59k) behind budget.	(61)
Expenditure							
Department	Movement YTD	Budget YTD	Variance	%		Comments on key variances	
Chair	67,802	56,871	(10,931)	-19%	55,124	£11k over budget mainly due to training costs (£8k)	(8)
Chief Executive	307,984	283,508	(24,476)	(9%)	295,092	£19k Payroll savings: due to a reorganisation of support staff. £45k Professional fees overspends; on legal costs largely due to costs of constitution orders and DOH rehab of offenders as well as one-off costs for "FAST" Business Model review.	(24)
Council	192,220	181,627	(10,593)	(6%)	198,081	Underspends of £21k in council committee costs netted against overspends of (£32k) in Appointments costs.	(8)
Communications	815,663	828,429	12,765	2%	840,921	£20k payroll savings: due to staff vacancies £40k communications costs overspends: incurred for campaign broadcast, short film production, brochure costs for CPD long and short guide and meet the HPC events, variance is due to timing differences. £12k underspends in office services; due to underspends within courier services. £12k underspends in travel and subsistence expected to reverse.	28
Depreciation	528,942	525,475	(3,467)	(1%)	525,475	Minor Variance	(3)
Education	635,843	781,682	145,840	19%	714,044	£101k Payroll savings: staff seconded to projects & 1 vacant Executive Officer role. Expected to reverse in part over the rest of the year. £18k Partners savings: underspends particularly on Approvals due to lower number of visits, expected to reverse. Other smaller savings in several areas are also expected to reverse. £10k Travel & Subsistence: Underspends particularly around fares and subsistence	33
Facilities Management	1,000,917	1,089,789	88,871	8%	999,380	£14k payroll: savings on 1 additional FTE budgeted from 1 April (being covered by security staff) £67k office services: small equipment (£35k) due to furniture for 186 Kennington Park Road not meeting the capitalisation threshold; and higher than budgeted usage of stationary and other services (£18k) £159k property services: underspend is due to successful valuation appeal re business rates £128k, underspends in building refurbishments of £33k, underspends in cleaning to date of £31k and Power underspends of £27k offset by higher repairs (£31k) due to unbudgeted costs in 186 Kennington Park Rd and security (£12k) for security cover. £21k Stannery St: Unbudgeted legal fees (£7k) and higher than expected running costs (£14k)	113
Finance	586,521	540,965	(45,557)	(8%)	609,225	£24k Payroll: overspends due temporary staff covering Finance Director and Management Accountant roles. £6k Office services: unbudgeted cost of scanning invoices to disc. £5k Professional fees: overspend on taxation advice re Partner and Council member payments £13k Bank charges: overspend due to higher credit card charges	(46)
Fitness to Practise	8,577,050	9,306,989	729,938	8%	8,760,135	£78k payroll: £56k of the underspend is a realised saving, while the rest will be used in the financial year to cover maternity cost. £58k Office services: higher than budgeted expenditure on room hire and catering, forecast to continue to year-end. £102k professional fees: lower hearings numbers will produce a permanent saving of circa £52k £81k department costs: mainly due to phasing on training although a £15k permanent saving is expected on training as well as £29k on legal insurance £13k small project cost: after minimal spend in first half year, projects are now active and the underspend is expected to reverse £514k partners: lower hearings numbers will produce a permanent saving, expected to be £223k.	314
Human Resources	419,250	375,640	(43,610)	(12%)	403,383	£12k payroll: overspend in recruitment costs expected to continue with high levels of activity. £41k professional fees: Legal expenses (£45k) offset by underspend in Employee assisted programme £7k £15k organisational training: slow start to first few months of year expected to reverse.	(44)
Human Resources Partners	275,075	314,869	39,794	13%	284,851	£28k partner costs: Lower than budgeted recruitment, legal advice and training cost of partners, activity occurring later than planned. £12k other costs: various small savings across all categories.	20
IT Department	1,122,389	1,065,506	(56,883)	(5%)	1,059,639	£1k payroll: delays in recruitment compared to budget. £49k computer costs: overspends on Hardware £1000 (£69k) and general software support (£47k) offset by underspends of £45k in Managed Web services £14k underspend on NetRegulate support, mainly savings following contract renegotiation and other misc savings. £5k small projects costs incurred earlier than budgeted	(61)
Major Projects	124,905	121,081	(3,824)	(3%)	208,105	Costs incurred later than budgeted due to slower than expected start up of projects. Reprofiled project portfolio expected to produce operating spend of circa £24k lower than budget by year-end.	
Operations Office	398,150	524,291	126,141	24%	424,424	£114k payroll: due to 2 vacancies compared to budget (Personal Assistant and Business Analyst). £17k Small Projects: delay in starting projects, expected to reverse £23k training and subscriptions, £9k savings, remainder due to budget phasing £30k professional fees: unbudgeted legal fees for advice on registration issues	89
Policy	247,797	302,035	54,239	18%	248,339	£19k Payroll: savings due to staff secondment to DOH £11k Communications: lower costs than budgeted for Standards of Proficiency £22k other costs: small savings in several areas including travel, printing and training	34
Registration	1,826,611	1,856,005	29,394	2%	1,869,445	£19k Payroll: staff vacancies £40k Office services: timing differences on printing and stationary costs £26k Partners: higher costs of international registration assessors due to higher volumes	(14)
Secretariat	215,730	215,289	(442)	(0%)	207,092	£7k Payroll: Overspends due to increase in temporary staff costs offset by vacancies in establishment costs. £8k Professional Fees: Underspends on legal advice, expected to reverse.	(6)
Operating expenditure	17,342,851	18,370,051	1,027,199	6%	17,702,755		417

Income and Expenditure

Accounting Period

[Period 9 13-14](#)

Cost Centre Name

[All Cost Centres](#)

Department Name

[All Departments](#)

	Movement	Movement YTD	Budget YTD	Variance YTD	% Variance YTD
Graduate Registration fees	110,142	883,755	567,508	(316,247)	(56)
Readmission fees	16,560	140,075	232,499	92,424	40
Renewal fees	1,813,470	16,371,191	16,679,996	308,805	2
International scrutiny fees	69,720	701,560	411,828	(289,732)	(70)
Grandparenting fees	0	420	0	(420)	
UK scrutiny fees	49,025	751,434	714,444	(36,990)	(5)
Registration Income	2,058,917	18,848,435	18,606,275	(242,159)	(1)
Cheque/credit card write offs	0	1,693	0	(1,693)	
Total Income	2,058,917	18,850,128	18,606,275	(243,852)	(1)
Chair	5,938	67,802	56,871	(10,931)	(19)
Chief Executive	26,810	307,984	283,508	(24,476)	(9)
Committee	0	0	0	0	
Council	11,946	192,220	181,627	(10,593)	(6)
Communications	81,982	815,663	828,429	12,765	2
Depreciation	66,966	528,942	525,475	(3,467)	(1)
Education	55,884	635,843	781,682	145,840	19
Facilities Management	105,773	1,000,917	1,089,789	88,871	8
Finance	50,211	586,521	540,965	(45,557)	(8)
Fitness to Practise	917,251	8,577,050	9,306,989	729,938	8
Human Resources	75,449	419,250	375,640	(43,610)	(12)
Human Resources Partners	25,221	275,075	314,869	39,794	13
IT Department	210,971	1,122,389	1,065,506	(56,883)	(5)
Major Projects	19,033	124,905	121,081	(3,824)	(3)
Operations Office	50,898	398,150	524,291	126,141	24
Policy	27,841	247,797	302,035	54,239	18
Registration	167,334	1,826,611	1,856,005	29,394	2
Secretariat	30,266	215,730	215,289	(442)	(0)
Operating expenditure	1,929,775	17,342,851	18,370,051	1,027,199	6
Operating Surplus/(Deficit)	129,141	1,507,277	236,225	(1,271,052)	(538)
Grant Income	0	0	0	0	
Costs Relating to transfer of GSCC	0	0	0	0	
Costs relating to the Name Change	0	0	0	0	
Social Workers FTP	0	0	0	0	
Employee Costs - GSCC staff transfer	0	0	0	0	
Costs Relating to Herbal Medicine	0	0	0	0	
Payroll costs for secondment to DOH	0	(6,244)	0	6,244	
Investment Income	14,376	170,828	0	(170,828)	
Impairment on Freehold land and buildings	0	0	0	0	
Total surplus/(deficit)	143,517	1,684,349	236,225	(1,448,124)	(613)

Statement of Financial Position

Account by Category

[All Categories](#)

Accounting Period

[Period 9 13-14](#)

	Balance	Prior Year Balance To Close
Non-Current Assets		
Land & buildings, at cost or valuation	4,051,028	3,196,590
Land & Buildings Depreciation	<u>(21,012)</u>	<u>(0)</u>
	4,030,016	3,196,590
Computer Equipment, at cost	344,982	321,871
Computer equipment Depreciation	<u>(273,601)</u>	<u>(247,291)</u>
	71,380	74,580
Office furniture and equipment, at cost	352,008	245,798
Office Equipment Depreciation	<u>(220,638)</u>	<u>(179,275)</u>
	131,370	66,524
Intangible assets	5,180,800	4,731,600
Intangible Depreciation	<u>(3,952,607)</u>	<u>(3,513,389)</u>
	1,228,193	1,218,211
Total Non-current Assets	<u>5,460,959</u>	<u>4,555,905</u>
Current Assets		
Other current assets	458,637	542,581
Cash & Cash Equivalentents	<u>13,730,411</u>	<u>15,583,979</u>
	14,189,049	16,126,560
Total Assets	<u>19,650,008</u>	<u>20,682,465</u>
Current Liabilites		
Trade and other payables	432,394	954,302
Other Liabilites	1,843,261	1,423,848
Deferred Income	<u>13,400,307</u>	<u>16,137,527</u>
	15,675,962	18,515,677
Total Assets Less Liabilities	<u>3,974,046</u>	<u>2,166,788</u>
General fund b/fwd	(2,166,788)	(1,920,740)
This Periods Profit/Loss	(1,684,349)	(7,649)
Grant Income	<u>(122,909)</u>	<u>(238,399)</u>
General fund c/fwd	(3,974,046)	(2,166,788)

Management Accounts to 31 December 2013
Summary of Capital Expenditure

	Actual YTD £	Budget 2013/14 YTD £	Variance £	Budget 2013/14 £
<u>Property</u>				
Purchase of Whitefield House- 186 Kennington Project 186 Kennington (not allocated)	725,000 2,430	725,000	- 2,430	725,000
	727,430	725,000	- 2,430	725,000
<u>Office Equipment</u>				
Coffee machines	9,840	14,000	4,160	14,000
Installation Air Condition Stannary Street	77,383	100,000	22,617	100,000
Franking machine	16,141	-	(16,141)	100,000
CCTV	-	10,000	10,000	10,000
Access Control Whitefield House	2,845	10,000	7,155	10,000
Cable	-	14,000	14,000	14,000
Switches			0	
	106,210	148,000	41,790	248,000
<u>Information Technology</u>				
Software Licences	116,685	40,000	(76,685)	97,099
Hardware replacement (servers,switches & drives)	24,150	70,000	45,850	92,000
Hardware new services & starters	-	59,255	59,255	103,510
Software			0	
Hard Drive Storage			0	
	140,835	169,255	28,420	292,609
<u>Major Projects</u>	459,523	305,751	(153,772)	1,152,129
Total Capital Expenditure	1,433,998	1,348,006	(85,992)	2,417,738

Summary of Project Expenditure

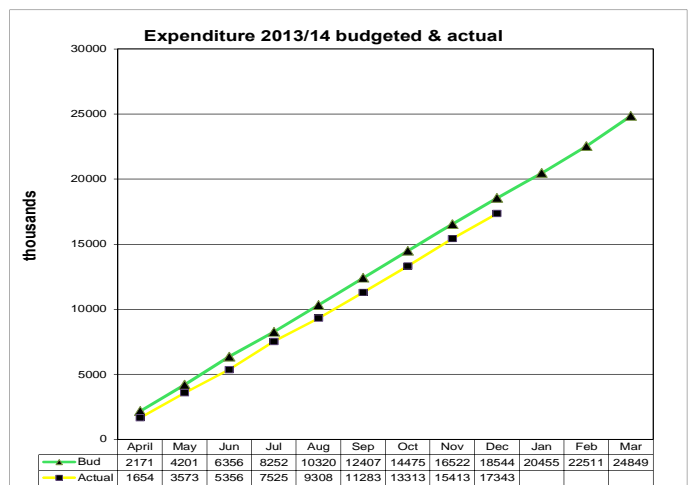
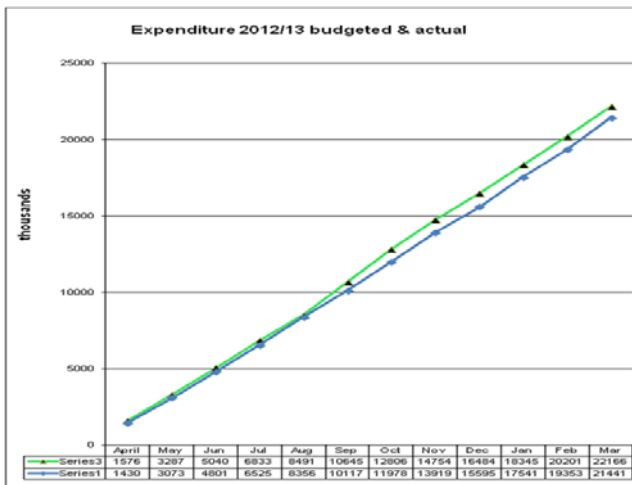
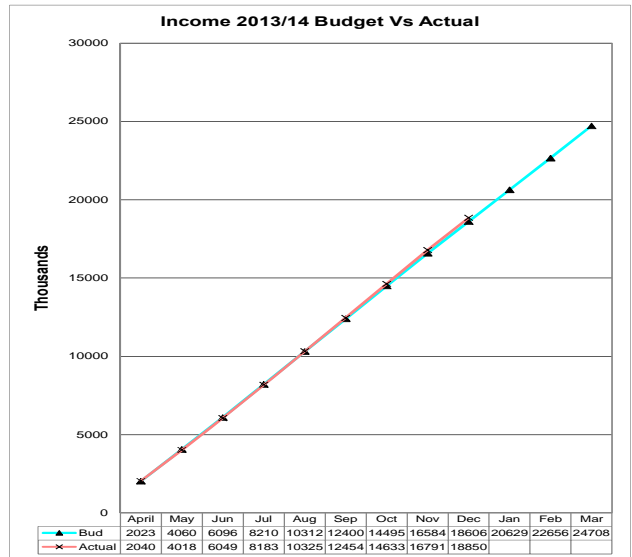
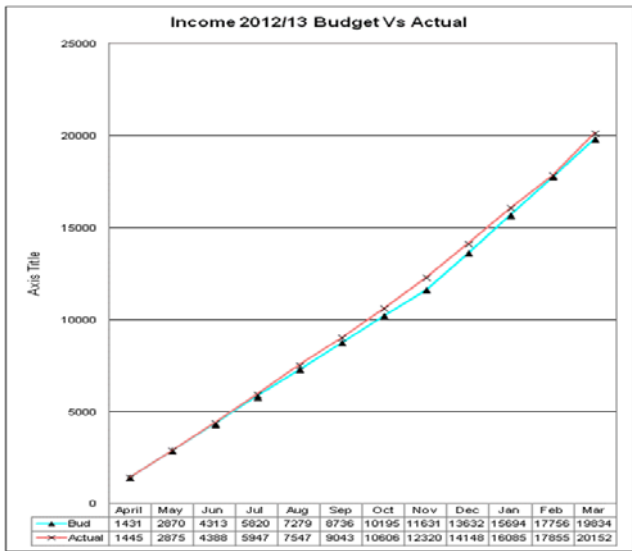
	Actual £ YTD	Budget 2013/14 £ YTD	Variance £	Budget 2013/14 £
Capital expenditure				
MP63 HR & Partners System & Process Review Phase 1	48,864	36,888	(11,976)	52,940
MP64 Education System Build Project	129,067	101,115	(27,952)	129,835
MP67 NetRegulate Changes 2013	126,468	40,608	(85,860)	140,000
MP68 Annotation of the register	22,140	24,840	2,700	24,840
	459,523	305,751	(150,604)	2,311,522

Management Accounts to 31st December 2013

Cash Flow Statement

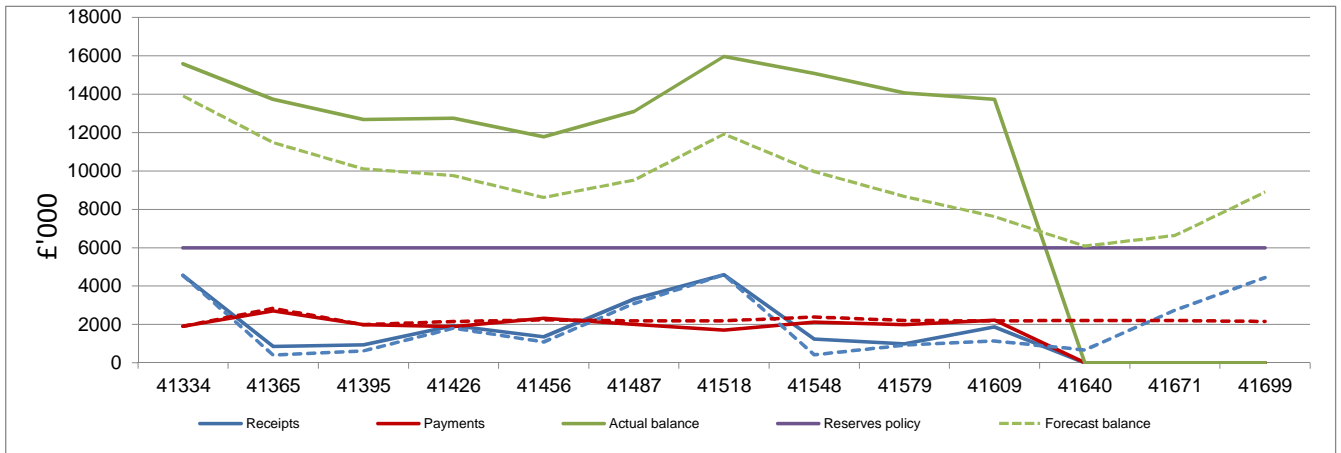
From 1st April 2013

	Forecast £	Actual £
Operating Surplus/(Deficit)		1,507,277
Payroll costs for secondment to DOH		6,244
Depreciation charge for the year of non-current assets		528,942
Decrease/(Increase) in debtors & prepayments		83,944
Increase/(Decrease) in creditors		(102,495)
(Decrease)/Increase in deferred income		(2,737,220)
Net cash In/(out)flow from operating activities	(4,029,140)	(713,309)
Return on investments and servicing of finance		
Investment Income		170,828
Taxation		
Capital expenditure and financial investments		
Purchase of tangible assets	(1,261,788)	(1,433,998)
Financing		
Income from DOH		122,909
Increase in Cash	(5,290,928)	(1,853,570)
Cash at 31 March 2013	13,905,000	15,583,981
Cash at 31st December 2013	8,614,072	13,730,411
Cash Movement	(5,290,928)	(1,853,570)



Cash Flow Budget	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
Cash Inflows for Month	4555	861	946	1,944	1,350	3,322	4,589	1,233	996	1,880			
Cash Inflows for Month (Forecast)	4555	413	623	1,802	1,095	3,097	4,599	422	918	1,138	672	2,748	4,441
Cash Outflows for Month	1900	2,711	1,986	1,890	2,327	2,006	1,712	2,129	1,998	2,227			
Cash Outflows for Month (forecast)	1900	2,843	1,993	2,152	2,237	2,196	2,188	2,383	2,212	2,196	2,204	2,200	2,162
Actual Balance	15,584	13,734	12,685	12,750	11,773	13,088	15,962	15,080	14,071	13,730			
Forecast balance	13,904	11,474	10,105	9,755	8,614	9,515	11,925	9,964	8,671	7,613	6,082	6,631	8,909
Reserves Policy Target	5,991	5,991	5,991	5,991	5,991	5,991	5,991	5,991	5,991	5,991	5,991	5,991	5,991
		13,734	12,694	12,739	11,773	13,089	15,965	15,066	14,078	13,724			
		0	9	-11	0	1	3	-14	7	-6	0	0	0

CASH FLOW



Health and Care Professions Council

Income and Expenditure

Finance Department

	2013										2014			Total to YTD £000	Budget YTD £000	Variance £000	Annual Budget £000
	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar					
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000					
INCOME																	
Registration Income	2,040	1,978	2,029	2,136	2,142	2,127	2,178	2,159	2,059				18,848	18,606	242	24,708	
Cheque/credit card write off	(0)	0	2	0	0	0	0	0	0				2	0	2		
TOTAL INCOME	2,040	1,978	2,031	2,136	2,142	2,127	2,178	2,159	2,059	0	0	0	18,850	18,606	244	24,708	
EXPENDITURE																	
Chair	4	6	9	6	0	7	19	11	6				68	57	(11)	79	
Chief Executive	9	62	25	40	26	54	27	39	27				308	284	(24)	377	
Council & Committees	6	13	13	36	10	23	41	40	12				192	182	(11)	252	
Communications	63	103	96	152	57	104	72	85	82				816	828	13	1,145	
Depreciation	56	56	56	58	59	59	59	60	67				529	525	(3)	885	
Education	91	99	58	64	61	62	71	73	56				636	782	146	1,069	
Facilities Management	117	164	118	96	95	96	92	117	106				1,001	1,090	89	1,453	
Finance	51	65	58	67	66	90	76	63	50				587	541	(46)	712	
Fitness to Practise	816	888	862	1,058	999	966	1,010	1,061	917				8,577	9,307	730	12,268	
Human Resources & Partners	71	42	76	88	41	83	86	108	101				694	691	(4)	940	
IT Department	94	117	103	143	97	128	115	115	211				1,122	1,066	(57)	1,418	
Major Projects	8	38	(3)	28	13	9	11	1	19				125	121	(4)	421	
Operations Office	53	40	45	49	39	43	37	40	51				398	524	126	686	
Policy	17	35	38	39	30	20	21	20	28				248	302	54	398	
Registration	174	163	206	228	176	196	270	246	167				1,827	1,856	29	2,461	
Secretariat	20	25	23	22	16	35	25	20	30				216	215	(0)	286	
TOTAL EXPENDITURE	1,650	1,916	1,783	2,175	1,784	1,975	2,031	2,100	1,930	0	0	0	17,343	18,370	1,027	24,849	
OPERATING SURPLUS/(DEFICIT)	390	62	248	(39)	359	153	147	59	129	0	0	0	1,507	236	(1,271)	(141)	
Payroll costs for secondment to DOH	3	3	0	(12)	(0)	0	0	0	0				(6)		6		
Investment Income	33	3	18	48	12	14	57	(28)	14				171		(171)		
TOTAL SURPLUS/(DEFICIT)	419	62	266	(4)	370	167	204	31	144	0	0	0	1,684	236	(1,448)	(141)	

	2013												2014		
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total to	Budget	Total
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	Expenditure
EXPENDITURE															
Chair	2	(0)	(2)	(0)	6	(0)	(13)	(5)	1				(11)	57	68
Chief Executive	23	(31)	6	(7)	5	(21)	4	(6)	4				(24)	284	308
Council & Committees	4	4	9	(19)	(5)	8	8	(18)	(1)				(11)	182	192
Communications	3	35	(6)	(61)	12	(30)	32	13	15				13	828	816
Depreciation	18	(16)	2	(1)	(1)	(2)	0	2	(5)				(3)	525	529
Education	10	2	27	15	6	29	13	19	26				146	782	636
Facilities Management	4	(43)	3	25	26	26	29	4	15				89	1,090	1,001
Finance	7	(3)	7	(9)	(6)	(29)	(16)	(5)	8				(46)	541	587
Fitness to Practise	369	83	241	(91)	(46)	121	4	(86)	133				730	9,307	8,577
Human Resources & Partners	37	37	12	(26)	5	(26)	7	(9)	(40)				(4)	691	694
IT Department	18	(6)	29	(32)	14	7	(4)	(3)	(80)				(57)	1,066	1,122
Major Projects	9	(9)	30	(9)	16	(9)	(11)	(1)	(19)				(4)	121	125
Operations Office	13	21	8	23	16	10	18	15	2				126	524	398
Policy	8	7	(5)	(13)	(1)	20	6	23	10				54	302	248
Registration	(6)	2	(1)	(32)	102	9	(51)	(22)	29				29	1,856	1,827
Secretariat	2	(1)	3	1	9	(9)	0	3	(8)				(0)	215	216
TOTAL BUDGET VARIANCE	521	81	363	(237)	157	103	27	(77)	90	0	0	0	1,027	18,370	17,343
TOTAL MONTHLY BUDGET	2,171	1,997	2,146	1,939	1,941	2,078	2,057	2,023	2,020	0	0	0			18,371
TOTAL EXPENDITURE	1,650	1,916	1,783	2,175	1,784	1,975	2,031	2,100	1,930	0	0	0			17,343

	2013									2014		
	April	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Non-current Assets												
Property, Plant and Machinery	4,133	4,124	4,165	4,222	4,542	4,231	4,236	4,239	4,233			
Intangible assets	1,185	1,164	1,165	1,218	1,151	1,172	1,155	1,197	1,228			
TOTAL FIXED ASSETS	5,318	5,288	5,330	5,440	5,693	5,403	5,391	5,436	5,461	0	0	0
CURRENT ASSETS												
Other current assets	843	759	691	626	599	600	551	494	459			
Bank & Cash	13,735	12,696	12,750	11,773	13,088	15,962	15,080	14,072	13,730			
	14,578	13,455	13,441	12,399	13,687	16,562	15,631	14,566	14,189	0	0	0
CURRENT LIABILITIES												
Trade and other payables	(933)	(726)	(702)	(753)	(618)	(651)	(627)	(865)	(432)			
Other Liabilities	(1,486)	(1,545)	(1,553)	(1,475)	(1,448)	(1,612)	(1,714)	(1,671)	(1,843)			
Deferred income	(14,778)	(13,713)	(13,480)	(12,552)	(13,624)	(15,985)	(14,882)	(13,635)	(13,400)			
	(17,197)	(15,984)	(15,735)	(14,780)	(15,690)	(18,248)	(17,223)	(16,171)	(15,676)	0	0	0
Total assets less liabilities	2,699	2,759	3,036	3,059	3,690	3,717	3,799	3,831	3,974,045	0	0	0
Represented by:												
Revaluation Reserve												
Income and expenditure account	2,702	2,759	3,036	3,059	3,690	3,717	3,799	3,831	3,974			
	2,699	2,759	3,036	3,059	3,690	3,717	3,799	3,831	3,974	0	0	0

	2013									2014		
	April £000	May £000	Jun £000	Jul £000	Aug £000	Sep £000	Oct £000	Nov £000	Dec £000	Jan £000	Feb £000	Mar £000
Opening Balance	15,584	13,735	12,695	12,750	11,773	13,088	15,962	15,081	14,072			
Registration Income	2,040	1,978	2,031	2,136	2,142	2,127	2,178	2,159	2,059			
Investment Income	33	3	18	48	12	14	57	(28)	14			
Investment Sales												
Deferred Income Movements	(1,359)	(1,066)	(233)	(927)	1,072	2,380	(1,123)	(1,247)	(235)			
Department of Health funding	112	0	10	0	1	0	0	0	0			
Total Cash Receipts	826	915	1,826	1,257	3,227	4,522	1,112	884	1,839	0	0	0
Expenditure	1,654	1,919	1,783	2,163	1,784	1,975	2,030	2,100	1,930			
Depreciation	(56)	(56)	(56)	(59)	(59)	(59)	(59)	(60)	(67)			
Asset disposal / writeoff												
Aged Cred / Accrual Movements	(42)	149	15	27	163	(301)	25	(194)	260			
Debtor Movements	301	(84)	(69)	(65)	(27)	1	(50)	(57)	(35)			
Payments to Creditors	1,857	1,928	1,674	2,066	1,861	1,616	1,947	1,789	2,088	0	0	0
Capital Expenditure	818	26	98	168	50	31	47	104	92			
Capital write-off/Adjustments												
Investment Purchases												
Other Payments	818	26	98	168	50	31	47	104	92	0	0	0
Closing Balance	13,735	12,695	12,750	11,773	13,088	15,962	15,081	14,072	13,731	0	0	0