

Council, 7 July 2016

Finance Report

Executive summary and recommendations

Introduction

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

Decision

Council is asked to discuss the report.

Background information

See Appendices 1 and 2

Resource implications

The resources for the Department are set out in the annual workplan and budget 2016-17.

Financial implications

HCPC financial results for 2016-17

Appendices

Appendix 1: Finance Report including overview of management accounts

Appendix 2: Detailed schedules and graphs

Date of paper

15 June 2016

Appendix 1

**Finance Department Report and
Management Information Pack**

Andy Gillies, Finance Director

July 2016

1. Core processes

There have been no significant issues with collection of income from registrants or payments to partners or suppliers. We are proactively paying partners in all areas except FTP. Direct payment of FTP partners has slipped further and will now start in quarter two.

2. Projects

The PCI/DSS project has started. The project engaged a consultant to prepare a gap analysis for our current card payment systems vs the updated Payment Card Industry Data Security Standard. At the time of writing the consultant's report was still outstanding. An oral update will be given at the Council meeting and EMT will discuss the report and what action to take in July.

3. Treasury

At the end of May 2016, we had total cash and deposits of £15.32m, of which £12.07m is held in fixed term deposits (see table below) and £3.25m is in instant access accounts. Our main instant access account earns 0.7%.

Bank	Deposit amount £m	Term Months	Maturity date	Interest rate %
Lloyds	1.00	6	2 June 2016	0.80
Lloyds	1.50	7	4 July 2016	0.85
Barclays	1.00	24	19 December 2016	1.06
Santander	2.02	24	10 March 2017	1.20
Barclays	1.05	12	1 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	1 April 2018	1.35
Total	12.07			

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
Registrant printing and mailing	Framework agreement	£0.5m a year incl postage; 4 year contract with option to extend 1 year	Contract signed by Chief Exec with the approval of the Chair in April. Now entering implementation phase (access to portal, setting up templates, testing etc).
Architect services for 1 st phase of 186 Kennington Park Road refurbishment project	Single tender based on prior knowledge of our needs and the building of previous supplier	Approx. £50k, one off cost (previously reported as £20k in error)	Work underway with the architects used for previous design work on 186 KPR. They have been appointed via a single tender approach given their prior knowledge of the building and our requirements.
Other professional services for 1 st phase of 186 refurbishment project (structural engineers, quantity surveyors etc)	Written quotes	One off services, none expected to cost > £10k including VAT. Total cost of services being procured approx. £40k	Four out of five contracts signed in May; party wall surveyors to follow in the next two months
Payroll bureau services	Single tender with supplier of HR & Ptners system based on benefits of integration of payroll and HR systems	£20k a year ongoing cost; 3 year contract. £8k one off set up costs	Contract signed by Chief Exec in April. In implementation phase aiming for go live in November
Gas and electricity contracts	Framework agreements (one framework for gas, choice of two for electricity)	£100k-£120k a year on gas and electricity in aggregate	Contracts being reviewed for signature by the Chief Exec with the approval of the Chair. Expected to go live during Q3
FTP transcription services	Full OJEU compliant process undertaken in 2014	£400k a year between two suppliers appointed on a framework	The original contracts have been extended for a further two years, as envisaged within the original contracts and will now run till August 2018

Service	Procurement route	Approx value incl VAT	Status
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, but a replacement is being set up and expected to go live over the summer. Work will start in Q2 with FTP and Comms departments on drawing up our specification ready for the tender
Research contract into prevalence of FTP cases among Social Workers and Paramedics	Tender	£100k, one off	Contract signed in May by Chief Exec (just under £100k). Work has started

5. Audits

Grant Thornton's internal audit programme for 2015-16 is complete and the NAO's external audit for 2015-16 is substantially complete; neither found any major issues. GT's programme for 2016-17 was initially discussed at the March 2016 Audit Committee and the programme was approved at the June Audit Committee meeting subject to the inclusion of a review of whistleblowing processes.

6. Staffing

No issues to report.

7. Management Accounts for the 2 months ending 31 May 2016

Income and expenditure

The month 2 management accounts show a deficit for the year to date of £813k, compared to a budgeted deficit for the year to date of £976k. The main reason for the large budgeted deficit after two months is that the £860k PSA levy has been budgeted for fully in month 1, so month 1's budgeted and actual expenditure is significantly higher than the rest of the year, whereas income accrues relatively evenly through the year.

Income after two months is £82k / 1.7% ahead of budget, because of continuing high levels of international applications and international scrutiny fees.

Expenditure is £64k / 1.1% under budget overall, although within that total there are significant under and overspends by individual departments. FTP recorded expenditure is £352k / 16% over budget. Review with the department showed that included overaccruals of approx. £170k on partners' fees and up to £45k on partners' travel, which will be corrected in month 3. The major projects budget is underspent by £155k / 80% after 2 months which includes underspends on backfill costs, which are likely to be permanent savings, as well as slippage on planned timetables. Generally, expenditure figures in the first quarter of the year are affected by the reversal of accruals made at the previous year end, so a reliable picture of actual spend compared to budget often does not emerge until quarter two.

Detailed variance commentary by department is included in Appendix 2.

Balance sheet and cash flow

The cash balance at 31 May was £15.3m. There has been a net cash outflow of £2.3m year to date, compared to budgeted cash outflow of £4.1m. The budgeted cash outflow reflects the timing of expected cash receipts from registrants. Actual cash receipts and the movement on the deferred income balance are in line with budget. The difference between actual and budgeted net cash flow is mainly because the PSA levy payment of £0.9m was made in March 2015 instead of April 2016, and capital expenditure year to date is £0.7m less than budget.

Management Accounts

31 May 2016

Andy Gillies, Finance Director

Variance Commentary

INCOME					May-16 Comments (Actuals vs 2016-17 Budget)	
Department	Movement YTD	Budget YTD	Budget Variance	Budget Var %	Variations by Income Type	Variations by Profession
Total Income	4,963,208	4,881,544	81,664	1.7%	Overall income was in line with the budget, with a positive variance of 1.7%. This is mainly caused by increase in the number of international applicants which resulted a favourable variance of £133k against budget. In April and May, 1,151 applications were received and 696 were registered, compared to annual forecasted figures of 1,656 received and 2,351 registered. This favourable variance is netted off by variances in Readmission fees (£31k) and UK Scrutiny fees (£29k) which are both below budget.	Bio-medical scientists, Clinical scientists and Physiotherapists all have an adverse variance to budget (£13.5k, £1k and £37k respectively). This is netted off with favourable variances from other professions, especially from social workers (£49k) and Paramedics (£24k).

EXPENDITURE

Department	Movement YTD	Budget YTD	Variance v Budget	Variance v Budget %	Variations on Payroll	Variations on Non-payroll
Chair	18,294	20,075	1,781	8.9%		£1.2k underspent against budget on fare and subsistence £0.5k underspend for conferences.
Chief Executive	75,881	63,262	(12,619)	(19.9%)	On Target	£14k Equality and diversity training for May EMT away day. This is different to budget due to timing.
Council	16,462	17,420	958	5.5%		£12k adverse variance on fees and T&S due to the council meeting held in May. This is offset by: £13k favourable variance for conference and trainings due to timing differences between actual and budget.
Communications	225,527	214,307	(11,220)	(5.2%)	On Target	£26k adverse variance in internal communications as a result of the employee away day in Barbican. Variance was due to phasing of budget. £14k overspend against budget on campaigns, this was partly due to incorrect coding on an invoice which will be reclassified to internal communications in June. £6k overspend on marketing and promotions. Reclassification to be made in June to move some costs to Brochures. £12k under spend on Meet the HPC events due to timing of the events £6k under spend on subscriptions £13k under spend on website. £5k under spend on public relations due to phasing of budget.

Variance Commentary

INCOME					May-16 Comments (Actuals vs 2016-17 Budget)	
Department	Movement YTD	Budget YTD	Variance v Budget	Variance v Budget %	Variations on Payroll	Variations on Non-payroll
Education	179,265	206,242	26,976	13.1%	£6k under spend against budget on temporary staff costs as contingency temporary administrative cover was not utilised in April and May.	£7k under spend on Approvals as there were 29% less visits in April and May than budget. (14 vs 10 visits) £8k adverse variance on Partner travel and accommodation as the costs are linked to timing of approvals. £2k under spend on Training due to phasing of the budget. £2k saving on costs of printing of annual reports for the education department.
Facilities Management	345,798	338,613	(7,185)	(2.1%)	£7.6k under spend due to vacancy for facilities manager. £4k under spend in temporary staff due vacancy for a move manager.	Under spend of £17k in electricity due to timing of invoices for April and May. These have been received and will be reflected in the June Management Accounts £93k overspend on Rent due to phasing of the budget for 405 Kennington Road, where rent expenses are budgeted quarterly. £16k under spend on security due to reversal of duplicate POs. £6.8k under spend on waste disposal, £10k under spend in printing and stationery and £5k on cleaning due reversal of old, invalid POs, following a PO clean up process. £6k under spend on office equipment due to phasing of budget and clean up of POs. £9k under spend on maintenance contracts mainly due to a reversal of an annual PO.
Finance	125,293	137,625	12,332	9.0%	£10k under spend due to vacancy for business partnering role. This role will now be shared by existing finance team, therefore expecting underspending throughout the year. This is offset by: £15k overspend on temporary staff to cover during hand over period and to assist on 5 year plan.	£8k overspend on general insurance due to phasing of the budget. £10k under spend on bank charges and £8k under spend on internal audit due to timing of invoices, this will be reflected in the June Management Accounts. £7k under spend on professional fees and procurement legal advices due to phasing of the budget.
Fitness to Practise	2,546,356	2,194,222	(352,133)	(16.0%)	£62k under spend on permanent staff costs, this in part reflects changes to the timing of recruitment than originally profiled as well as the differences in the actual pay award salary increases. £78k overspend on temporary staff and fixed term contractors which reflects the extended use of temporary case managers and redactors until the new FTP structure is fully implemented. Temp staff spend should reduce following the completion of the ongoing recruitment campaigns.	£47k overspend on public law due to the amount of High Court activities and the phasing of budget. £21k overspend on FTP preparation due to higher than forecast additional costs associated with expert witness reports and attendance at hearings as well as the provision of dyslexia advocacy support for one registrant. £228k overspend on partner fees, £55k of this relates to over accrual of unauthorised invoices for partner fees which will be corrected in the June management account. Approx. £50k relates to higher number of hearings held for final and review hearings. Upon investigation, remainder difference relates to over accrual of review hearings, where individual panel members have attended more than 1 hearing per day, but was recorded by the system as separate days. This will be corrected in the June management accounts. £45k overspend on partner travel which was due to maximum expected spending used for the calculation of accruals. This will become more in line with budget towards end of the year as actual expense invoices come in. £6k under spend on other legal costs as there has been no High Court cases which HCPC has lost in the financial year.

Variance Commentary

INCOME					May-16 Comments (Actuals vs 2016-17 Budget)	
Department	Movement YTD	Budget YTD	Variance v Budget	Variance v Budget %	Variations on Payroll	Variations on Non-payroll
Human Resources	111,272	141,199	29,927	21.2%	£34k under spend on staff recruitment due to reversal of annual PO from accruals. £4k under spend on temporary staff due to vacancy in the department.	£8.5k overspend on other professional fees due to phasing of the budget. This cost relates to payment for the all employee survey in May.
Human Resources Partners	18,975	70,994	52,019	73.3%	On Target	£29k under spend on training and partner training as these are scheduled later in the year. £11k under spend on partner travel and accommodation for the training. £10k under spend on partner recruitment and interviews due to timing differences.
IT Department	283,741	341,779	58,039	17.0%	On Target. Over spend of £1k due to covering perm staff vacancy with temporary staff.	£16k under spend on small project costs due to reversal of an old PO and late invoices. £12k under spend on general software support and £12k on web/internet services due to phasing of the budget. £9k under spend on netregulate maintenance and £10k under spend on specialist external IT support also due to timing of the services.
Major Projects	39,850	195,000	155,150	79.6%	£28k under spend due delays and under spend in several projects, see comments on the right.	£29k underspend on Tribunal service project due to decision to delay project until after July Council meeting. £5k underspend due to Stakeholder management system project being prematurely closed. £27k underspend on HR and Partners due to underspend on backfill costs and underspend on projected contingency. £66k underspend on Registrations Transformation project due to underspend on backfill costs, timing differences on software costs and underspend on projected contingency.
Operations Office	100,843	146,278	45,435	31.1%	£22k under spend in payroll due to vacancies.	£7.5k under spend on disaster contingency plan due to reversal of annual PO from accruals. £11k under spend on public law and ISO certificate due to timing differences. £4k under spend on archive and training due to phasing of the budget.
Policy	65,259	83,272	18,013	21.6%	£2k under spend due to vacancies in the department, following departure of 2 employees in May. Replacement has been appointed and will be starting in the coming month.	£4k under spend in public law £3k under spend in printing and stationery due to republication of guidance on health and character being delayed to later in the year. £11k under spend in research due to timing difference of the Surrey research, where the first instalment of £33k is due next month. £1k under spend in training due to phasing differences. £4k overspend in EMT travel - due to EMT away day in May and the phasing of budget.

Variance Commentary

INCOME

					May-16 Comments (Actuals vs 2016-17 Budget)	
Department	Movement YTD	Budget YTD	Variance v Budget	Variance v Budget %	Variations on Payroll	Variations on Non-payroll
Registration	609,095	644,684	35,589	5.5%	On Target	<p>£78k overspend on international assessors fees following unusually high volume of international applications. This is also reflected in the higher income from international scrutiny fees.</p> <p>£77k under spend on printing and stationery costs, as the department prints less in advance to prepare for the move of supplier from Europa to Xerox. Also elements of phasing exists as majority of the printing will be between September and November for the renewal of social workers.</p> <p>£6k under spend on public law and other legal costs due to phasing of the budget</p> <p>£12k under spend in partners travel and subsistence as the cost relates to timing of the approvals.</p> <p>£15k under spend on Subscriptions, Training, CPD assessments and test of competence due to phasing</p>
Secretariat	36,429	43,432	7,003	16.1%	£2.8k under spend in staff costs due to vacancies in the start of the year.	<p>No spending on public law compared to an YTD budget of £3k, this is due to phasing of the budget.</p> <p>£1.2k under spend in training also due to phasing of the budget.</p>
Depreciation	136,106	139,184	3,077	2.2%		On Target
PSA levy	858,973	860,000	1,027	0.1%		On Target
Total expenditure	5,793,419	5,857,589	64,169	1.1%		

Income and Expenditure

31 May 2016

	Period 2	Year to date				Full Year Budget
	Actual	Actual	Budget	Variance v Budget	Variance v Budget %	
Income by Activity						
Graduate Registration Fees	122,440	248,164	939,142	(690,978)	(73.6%)	356,752
Readmission Fees	21,855	38,325	69,728	(31,403)	(45.0%)	28,229,788
Renewal Fees	2,155,732	4,250,986	3,551,384	699,603	19.7%	1,544,684
International Scrutiny Fees	177,395	358,565	225,243	133,322	59.2%	959,823
UK Scrutiny Fees	30,180	67,168	96,047	(28,879)	(30.1%)	
Registration Income	2,507,602	4,963,208	4,881,544	81,664	1.7%	31,091,047
Cheque/credit card write offs	0	0	0	0		0
Total Income	2,507,602	4,963,208	4,881,544	81,664	1.7%	31,091,047
Chair	448	18,294	20,075	1,781	8.9%	96,999
Chief Executive	41,309	75,881	63,262	(12,619)	(19.9%)	379,573
Council & Committee	13,195	16,462	17,420	958	5.5%	222,963
Communications	131,350	225,527	214,307	(11,220)	(5.2%)	1,285,841
Education	89,801	179,265	206,242	26,976	13.1%	1,229,017
Facilities Management	143,894	345,798	338,613	(7,185)	(2.1%)	2,710,638
Finance	7,196	125,293	137,625	12,332	9.0%	856,356
Fitness to Practise	1,425,709	2,546,356	2,194,222	(352,133)	(16.0%)	13,351,668
Human Resources	42,606	111,272	141,199	29,927	21.2%	900,693
Human Resources Partners	(4,729)	18,975	70,994	52,019	73.3%	379,757
IT Department	(177,163)	283,741	341,779	58,039	17.0%	2,026,822
Major Projects	19,296	39,850	195,000	155,150	79.6%	1,357,298
Operations Office	32,503	100,843	146,278	45,435	31.1%	794,171
Policy	22,491	65,259	83,272	18,013	21.6%	451,531
Registration	287,946	609,095	644,684	35,589	5.5%	3,446,833
Secretariat	20,762	36,429	43,432	7,003	16.1%	242,828
Depreciation	67,810	136,106	139,184	3,077	2.2%	796,319
PSA Levy		858,973	860,000	1,027	0.1%	860,000
Operating expenditure	2,164,427	5,793,419	5,857,589	64,169	1.1%	31,389,307
Operating surplus/(deficit)	343,176	(830,211)	(976,045)	145,833	(14.9%)	(298,260)
Other income						
Investment Income	2,436	17,142	0	17,142		0
	2,436	17,142	0	17,142		0
Total surplus/(deficit)	345,612	(813,069)	(976,045)	162,975	(16.7%)	(298,260)

Payroll costs

31 May 2016

	Period 2	Year to date				Full Year Budget
	Actual	Actual	Budget	Variance v Budget	Variance v Budget %	
Chair		0	0	0	0.00	
Chief Executive	25,050	46,363	48,146	1,782	3.7	288,873.4
Council & Committee		0	0	0	0.0	
Communications	54,120	108,269	109,140	871	0.8	654,840.7
Education	70,137	138,488	144,823	6,336	4.4	904,734.2
Facilities Management	20,038	42,959	54,577	11,618	21.3	327,464.2
Finance	44,844	90,359	85,529	(4,830)	(5.6)	526,876.8
Fitness to Practise	334,396	659,105	642,452	(16,654)	(2.6)	4,099,815.1
Human Resources	20,615	59,275	98,509	39,234	39.8	597,553.0
Human Resources Partners	10,201	20,403	22,127	1,724	7.8	132,759.8
IT Department	63,153	110,404	109,159	(1,245)	(1.1)	654,953.4
Major Projects	17,501	20,739	49,206	28,467	57.9	259,796.5
Operations Office	47,074	93,361	114,566	21,206	18.5	613,688.6
Policy	21,171	44,835	47,498	2,663	5.6	284,986.7
Registration	166,765	337,311	339,130	1,819	0.5	2,101,743.6
Secretariat	18,598	34,053	36,914	2,861	7.8	201,393.0
Payroll costs	913,665	1,805,925	1,901,776	95,852	5.0	11,649,478.9

Non-payroll costs

31 May 2016

	Period 2	Year to date				Full Year Budget
	Actual	Actual	Budget	Variance v Budget	Variance v Budget %	
Chair	448	18,294	20,075	1,781	8.9	96,999.0
Chief Executive	16,259	29,518	15,117	(14,401)	(95.3)	90,700.4
Council & Committee	13,195	16,462	17,420	958	5.5	222,962.5
Communications	77,230	117,258	105,167	(12,091)	(11.5)	631,000.1
Education	19,664	40,778	61,418	20,641	33.6	324,282.4
Facilities Management	123,855	302,839	284,036	(18,803)	(6.6)	2,383,174.0
Finance	(37,648)	34,934	52,096	17,162	32.9	329,479.6
Fitness to Practise	1,091,313	1,887,250	1,551,772	(335,479)	(21.6)	9,251,853.5
Human Resources	21,991	51,998	42,690	(9,308)	(21.8)	303,140.0
Human Resources Partners	(14,930)	(1,428)	48,867	50,295	102.9	246,997.0
IT Department	(240,316)	173,336	232,621	59,284	25.5	1,371,868.1
Major Projects	1,795	19,111	145,794	126,684	86.9	1,097,501.2
Operations Office	(14,570)	7,482	26,711	19,229	72.0	171,481.9
Policy	1,320	20,424	35,774	15,350	42.9	166,544.0
Registration	121,181	271,784	305,554	33,770	11.1	1,345,089.7
Secretariat	2,165	2,376	6,518	4,142	63.5	41,435.0
PSA Levy		858,973	860,000	1,027	0.1	860,000.0
Non-payroll costs	1,182,952	3,851,388	3,811,629	(39,759)	(1.0)	18,934,508.4

Income by profession

31 May 2016

	Period 2	Year to date				Full Year Budget
	Actual	Actual	Budget	Variance	Variance %	
Arts Therapist	22,910	45,952	45,010	942	2.1	339,938
Bio-medical scientists	171,660	339,931	353,477	(13,546)	(3.8)	2,201,226
Chiroprodists	88,446	175,909	170,125	5,784	3.4	1,155,974
Clinical Scientist	37,286	73,436	74,525	(1,089)	(1.5)	457,303
Dietitians	67,017	137,998	128,130	9,867	7.7	860,769
Hearing Aid Dispensers	16,186	32,657	30,128	2,529	8.4	214,345
Occupational Therapists	279,922	557,917	552,997	4,920	0.9	3,492,170
Operating Department Practitioners	82,476	164,175	163,189	986	0.6	1,067,825
Orthopodists	8,662	18,313	17,471	843	4.8	113,333
Paramedics	162,043	318,312	294,557	23,755	8.1	1,941,213
Physiotherapists	409,167	789,435	826,389	(36,953)	(4.5)	5,028,000
Practioner Psychologists	149,647	303,170	289,920	13,250	4.6	1,835,850
Prothetists & Orthotists	7,483	14,384	13,181	1,203	9.1	85,859
Radiographers	245,917	493,227	475,277	17,950	3.8	2,997,758
Social Workers	653,551	1,290,337	1,241,198	49,139	4.0	7,976,133
Speech Language	105,230	208,055	205,970	2,084	1.0	1,323,350
Registration Income	2,507,602	4,963,208	4,881,544	81,664	1.7	31,091,047
Cheque/credit card adjustments	0	0		0		
Total income	2,507,602	4,963,208	4,881,544	81,664	1.7	31,091,047

Statement of Financial Position

31 May 2016

	Actual Period 2	Budget YTD	Budget 31 March 2017	Actual 31 March 2016
Non-current assets				
Land & buildings, at cost or valuation	4,139,948	4,140,000		4,140,000
Land & buildings depreciation	(6,900)	(38,586)		(0)
	4,133,048	4,101,414		4,140,000
Computer equipment, at cost	462,322	473,989		462,322
Computer equipment depreciation	(304,244)	(302,501)		(287,301)
	158,079	171,488		175,021
Office furniture and equipment, at cost	990,101	992,861		992,861
Office equipment depreciation	(243,790)	(217,820)		(217,147)
	746,311	775,041		775,714
Intangible assets	6,552,251	7,256,186		6,559,098
Intangible depreciation	(5,281,805)	(5,280,910)		(5,196,184)
	1,270,446	1,975,276		1,362,914
Total non-current assets	6,307,883	7,023,219	7,957,000	6,453,649
Current assets				
Other current assets	827,244	1,597,897	758,000	1,597,897
Cash & cash equivalents	15,318,154	13,523,358	17,929,000	17,615,332
	16,145,398	15,121,255	18,687,000	19,213,229
Total assets	22,453,281	22,144,474	26,644,000	25,666,878
Current liabilities				
Trade and other payables	740,913	506,583	965,000	506,583
Other liabilities	1,812,788	1,900,927		1,900,927
Deferred income	16,253,034	16,253,393	22,730,000	18,799,751
	18,806,735	18,660,903	23,695,000	21,207,262
Total assets less liabilities	3,646,547	3,483,572	2,949,000	4,459,616
General fund b/fwd	(4,459,616)	(3,869,791)	(3,247,000)	(3,869,791)
Rev Res - Land & Building	0	(589,826)		(589,826)
This periods profit/loss	813,069	976,045	298,000	
General fund c/fwd	(3,646,547)	(3,483,572)	(2,949,000)	(4,459,616)

Projects

		Opex			Capex			Opex & Capex			Opex	Capex
		Actual YTD £	Budget 2016/17 YTD £	Variance £	Actual YTD £	Budget 2016/17 YTD £	Variance £	Actual YTD £	Budget 2016/17 YTD £	Variance £	Budget Full Year £	Budget Full Year £
HR and Partners Build	P78	11,309	49,111	37,803	(19,109)	116,261	135,370	(7,800)	165,373	173,173	165,838	304,003
Stakeholder Relationship Mgmt System	P80	0	4,868	4,868		0	0	0	4,868	4,868	21,906	0
Reg Transformation and Improvement	P85	8,578	74,736	66,157	2,520	348,959	346,439	11,098	423,695	412,596	503,481	850,226
Establishing the new Tribunal Service	P86	(2,378)	29,063	31,441		48,608	48,608	(2,378)	77,671	80,049	102,023	118,068
PCI/DSS	P87	0	33,333	33,333		0	0	0	33,333	33,333	50,000	0
HCPC website review and build	P88	0	3,889	3,889		48,686	48,686	0	52,574	52,574	30,333	385,156
Online expenses implementation	P89	0	0	0		0	0	0	0	0	0	0
Net Regulate Changes	P90	0	0	0		0	0	0	0	0	2,000	80,000
Education System Build	P64	0	0	0	288	15,000	14,712	288	15,000	14,712	0	15,000
Sage and PRS Upgrade	P74	0	0	0		0	0	0	0	0	0	0
Domino to Exchange Migration	P76	0	0	0		0	0	0	0	0	0	0
Professional Qualifications Directive	P81	0	0	0		0	0	0	0	0	0	0
Telephone Credit Card Automation	P82	14,220	0	(14,220)		0	0	14,220	0	(14,220)	0	0
Kennington Road Fit Out	P84	0	0	0	(2,760)	0	2,760	(2,760)	0	2,760	0	0
FTP CMS Review	CMS	0	0	0		0	0	0	0	0	16,750	98,850
Restack and Refurb	186KR	7,269	0	(7,269)		117,312	117,312	7,269	117,312	110,043	464,966	586,986
Semafone	P79	0	0	0	(996)	0	996	(996)	0	996	0	0
		38,998	195,000	156,002	(20,057)	694,826	714,883	18,941	889,826	870,885	1,357,297	2,438,289

Capital expenditure

	Actual YTD £	Budget 2016/17 YTD £	Variance £	Budget 2016/17 Full Year £
<u>Land & Buildings</u>	18,121	0	(18,121)	0
	18,121	0	(18,121)	46,000
<u>Information Technology</u>				
Software Licences	0	2,262	2,262	13,570
Hardware Replacement	0	5,833	5,833	70,000
	0	8,095	8,095	83,570
<u>Projects</u>				
Capital Expenditure	(20,057)	694,826	714,883	2,438,289
Total Capital Expenditure	(1,936)	702,921	704,857	2,521,859

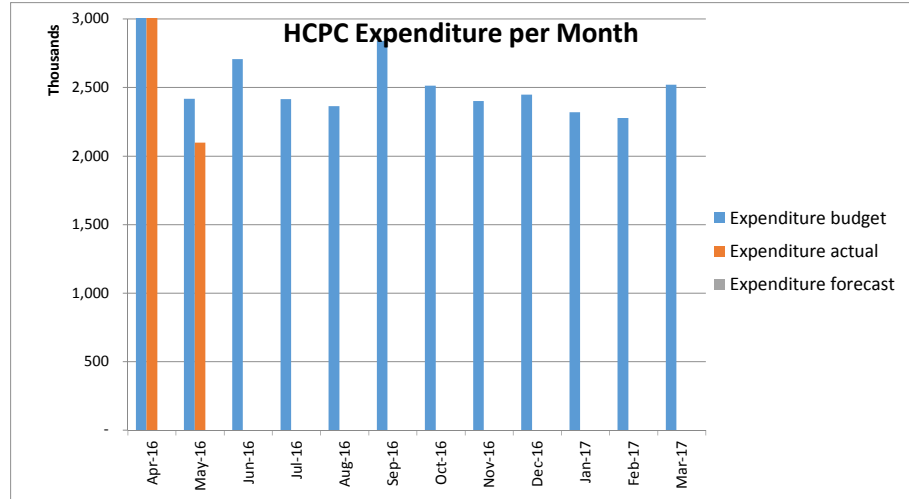
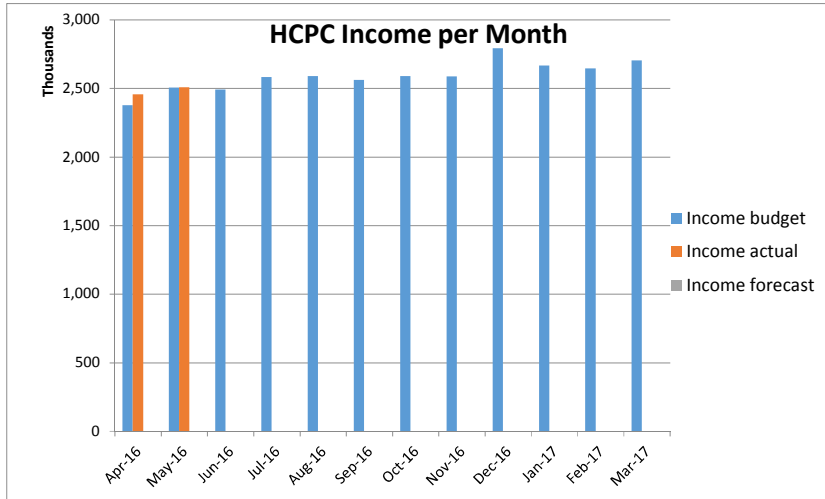
Cash flow statement

From 1 April 2016

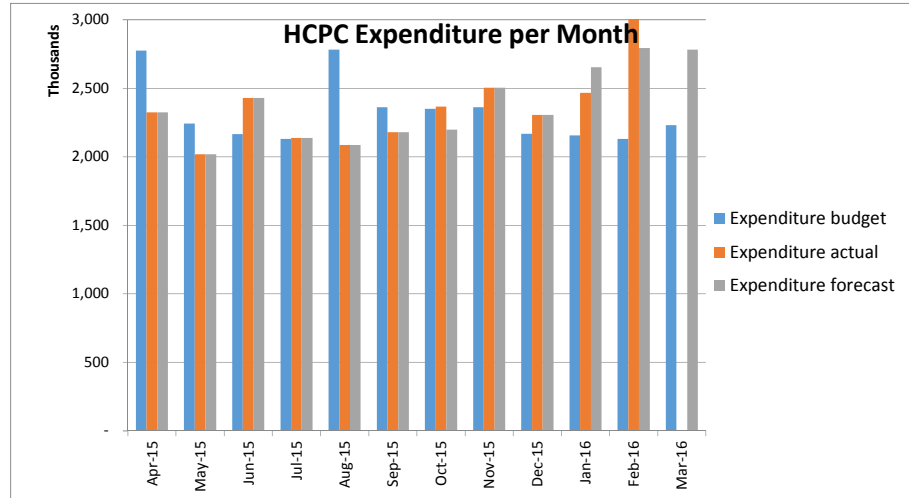
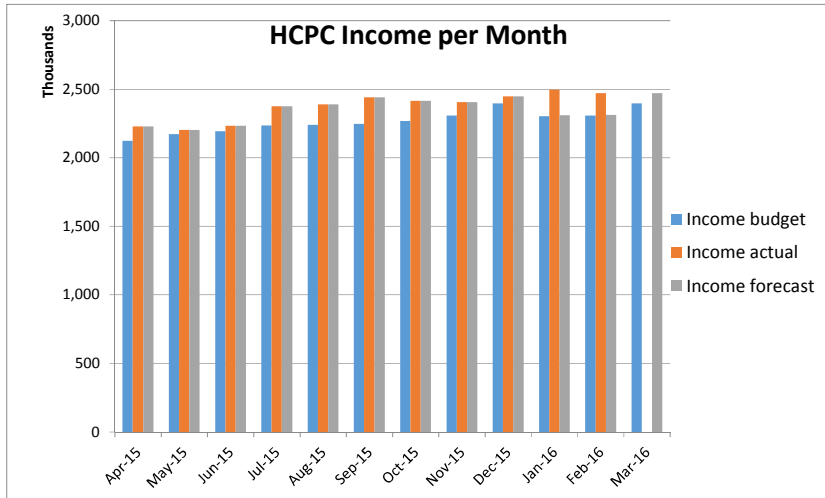
	Year to date actual £	Year to date forecast £	Full year budget £
Operating surplus/(deficit)	(830,211)	(976,045)	(298,260)
Less: Depreciation	136,106	139,184	796,319
Decrease/(increase) in debtors & prepayments	770,653		
Increase/(decrease) in creditors	146,191		
(Decrease)/increase in deferred income	(2,546,717)	(2,546,358)	1,103,462
Net cash in/(out)flow from operating activities	(2,323,979)	(3,383,219)	1,601,521
Return on investments and servicing of finance			
Investment Income	17,142	0	
Capital expenditure and financial investments			
Purchase of Fixed Assets	9,660	(708,755)	(2,521,859)
Increase/(decrease) in cash	(2,297,178)	(4,091,974)	(920,338)
Cash at beginning of period	17,615,332	17,615,332	17,615,332
Cash at end of period	15,318,154	13,523,358	16,694,994
Cash movement	(2,297,178)	(4,091,974)	(920,338)

Graphs

2016-17

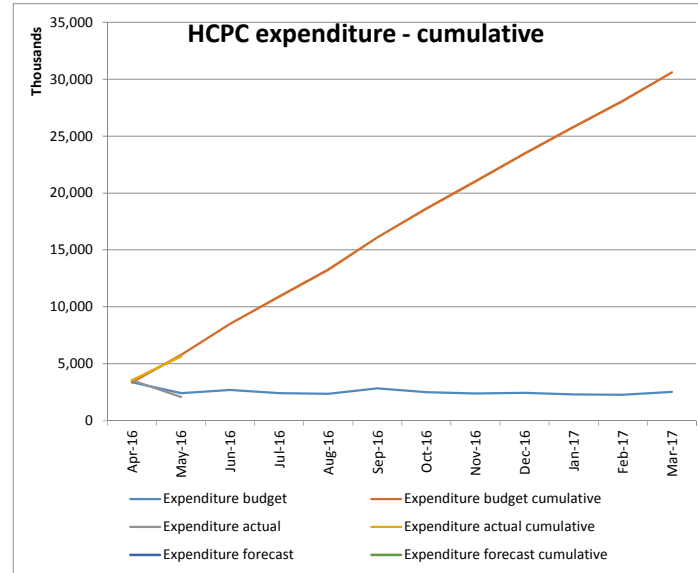
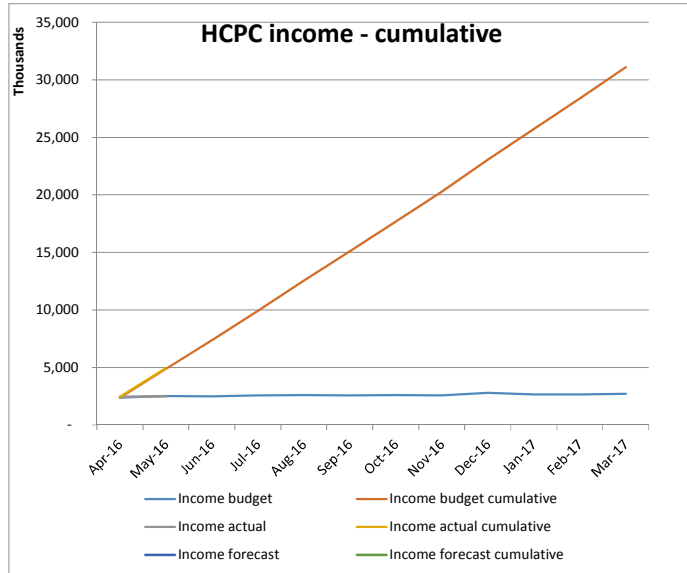


2015-16



Graphs - cumulative

2016-17



2015-16

