

<b>Meeting</b>	OLC Board	<b>Agenda Item No.</b>	6
		<b>Paper No.</b>	87.4
<b>Date of meeting</b>	23 April 2018	<b>Time required</b>	10 Minutes

<b>Title</b>	<b>Finance Report</b>
<b>Sponsor</b>	Rob Powell
<b>Status</b>	OFFICIAL
<b>To be communicated to:</b>	Members and those in attendance

<b>Executive summary</b>
<p>This paper provides a report on the financial position at the end of month 12. These are draft figures subject to audit and year end adjustments.</p> <p>The paper provides a commentary on the key issues in the management accounts which are available in <b>Appendix 1</b>.</p> <p>Since the March meeting, the Legal Services Board has approved the 2018-19 budget, and we have received temporary authority to incur expenditure pending the MoJ finalising delegations for 2018-19.</p>
<b>Recommendation/action required</b>
Board is asked to <b>NOTE</b> the report.

23 April 2018

## Finance report – month 12 March 2018

### 1. Introduction

This paper provides an overview of the financial position for the full financial year 2017-18 as of month 12. These are draft figures subject to audit and year end adjustments.

The paper provides a commentary on the key issues in the management accounts which are available at **Appendix 1**. The figures reflect the reforecast that has taken place at the end of Q3.

### 2. Actuals & Key Variances

There has been a movement of £0.36m in the forecast outturn in the legal jurisdiction at the end of Q3, as set out below. The overall underspend against budget has increased as a result to £0.88m, which also reflects the concern to hold unit costs down given the lower than budgeted rate of case closures.

Around one quarter of the underspend sits in budget heads from which we cannot vire – non-cash, depreciation and bad debt expenses. In 2018-19, in line with Board's request in March, we will amend the presentation of the finance report to show these ring-fenced elements of the budget more clearly.

Annual costs to P12	Actual £'000	Forecast £'000	Variance £'000
Overall	12,372.7	12,729.4	-356.7
Legal jurisdiction	10,919.5	11,278.1	-358.6
CMC jurisdiction	1,453.2	1,451.3	1.9

The main variances from the Q3 reforecast are:

- Staff and staff related costs – £194k underspend, driven largely by turnover in the Resolution Centre (£87k) and movement in holiday pay accruals and release of the bonus provision (£37k).
- Fees and consultancy - reduction in the provision for Judicial Reviews or litigation (£30k). Finance obtain the risk profile for ongoing litigation or Judicial Review threat from the legal team. This figure is subject to regular adjustment.
- IT numbers are underspent by £47k representing the delay in the telephony contract transition costs, and delay with decommissioning costs into 2018-19.
- Research projects were cancelled post the Q3 reforecast.
- Depreciation underspend of £130k, which cannot be moved to fund other priorities. This was due

to the timing of the new Case Management System going live, IT equipment not received therefore not depreciated, timing of projects delayed leading to fewer months of depreciation.

The annual unit cost per legal case is £1,782 which is 6% higher than the budgeted value of £1,686. While we have sought to use the under-spend to support improved performance, we have also been conscious to control costs to avoid further increase in unit cost.

CMC unit cost per case is 43% higher than the budgeted value of £895, largely as a result of case volumes. This variance is magnified because the department has a baseline staffing requirement below which we cannot run the service.

Trade debtors have reduced to £137k, with £48k of debt aged over 90 days, fully covered by a provision. Debt over 90 days includes £14k of debts being processed with recovery agents, £9k on 14 day letters and the remainder under investigation as to whether the firm or any personal liability exists.

### 3. Capital

The case management system (CMS) spend for phase one in 2016-17 was [REDACTED] and 2017-18 numbers are reported at [REDACTED] budget. The asset remained under construction as at year end with completion due April 2018. **FoI Exempt S. 43 (2)**

Instead the remaining budget 2017-18 had been allocated to the purchase of switches and End User Devices brought forward from 2018-19. Items were ordered but unfortunately not all items were received before the year end. The result is that we have orders for £30k in the year which will now be invoiced in April from the 2018-19 capital budget which has been re-profiled which we have been able to do without impacting other planned projects in the new year.

### 4. Implications and next steps

We have now entered an adjustment period for the year end. Whilst large adjustments are not expected a number of minor amendments may take place between now and the formal year end statutory accounts. One known amendment highlighted is corporation tax provision for the year, noted at circa £5k.

## **Finance Report**

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Legal Ombudsman: Consolidated Income & Expenditure, and Capital Expenditure - DRAFT

As At 31 March 2018

	Month			Year to Date				Full Year		
	Actual	Forecast	Variance	Actual	Forecast	Variance	Previous Yr	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income - Levy	912.1	1,150.2	(238.1)	10,051.4	10,483.7	(432.3)	9,478.7	10,483.7	10,862.0	(378.3)
Grant In Aid	-	-	-	-	-	-	-	-	-	-
Income - Case fees	85.6	73.0	12.6	1,049.2	974.7	74.5	1,386.4	974.7	2,014.0	(1,039.3)
Income - Other	-	-	-	8.1	4.1	4.0	7.2	4.1	-	4.1
<b>Total Income</b>	<b>997.7</b>	<b>1,223.2</b>	<b>(225.5)</b>	<b>11,108.7</b>	<b>11,462.5</b>	<b>(353.8)</b>	<b>10,872.3</b>	<b>11,462.5</b>	<b>12,876.0</b>	<b>(1,413.5)</b>
Staff Costs	734.9	942.5	207.6	9,445.3	9,639.1	193.8	9,350.9	9,639.1	10,441.7	802.6
Travel & Subsistence	2.8	2.9	0.1	36.2	37.7	1.5	39.1	37.7	41.3	3.6
Fees & Consultancy	22.3	93.6	71.3	307.1	375.3	68.2	365.4	375.3	510.5	135.2
IT & Telecoms	171.8	128.7	(43.1)	1,269.8	1,317.4	47.6	971.0	1,317.4	1,323.7	6.4
Premises & Facilities	75.5	81.4	5.9	776.4	787.4	11.0	798.4	787.4	886.3	98.9
Other costs	46.8	57.9	11.1	195.3	197.8	2.5	346.4	197.8	1,149.0	951.2
<b>Total Cash Expenditure</b>	<b>1,054.1</b>	<b>1,307.0</b>	<b>252.9</b>	<b>12,030.1</b>	<b>12,354.6</b>	<b>324.5</b>	<b>11,871.2</b>	<b>12,354.6</b>	<b>14,352.5</b>	<b>1,997.9</b>
Interest & Charges	(2.6)	(1.5)	1.1	(25.9)	(21.3)	4.6	(25.5)	(21.3)	(27.5)	(6.1)
Contingency	-	-	-	-	-	-	-	-	-	-
Depreciation	17.6	36.1	18.5	368.5	389.2	20.7	387.2	389.2	520.0	130.8
<b>Non Cash Expenditure</b>	<b>17.6</b>	<b>36.1</b>	<b>18.5</b>	<b>368.5</b>	<b>389.2</b>	<b>20.7</b>	<b>387.2</b>	<b>389.2</b>	<b>520.0</b>	<b>130.8</b>
<b>Total Revenue Expenditure before tax</b>	<b>1,069.1</b>	<b>1,341.6</b>	<b>272.5</b>	<b>12,372.7</b>	<b>12,722.5</b>	<b>349.8</b>	<b>12,232.9</b>	<b>12,722.5</b>	<b>14,845.0</b>	<b>2,122.6</b>
Taxation					7.0	7.0	4.0	7.0	-	(7.0)
<b>Total Revenue Expenditure</b>	<b>1,069.1</b>	<b>1,341.6</b>	<b>272.5</b>	<b>12,372.7</b>	<b>12,729.5</b>	<b>356.8</b>	<b>12,236.9</b>	<b>12,729.5</b>	<b>14,845.0</b>	<b>2,115.6</b>
<b>Capital Expenditure</b>	<b>34.9</b>	<b>100.0</b>	<b>65.1</b>	<b>442.0</b>	<b>489.0</b>	<b>47.0</b>	<b>407.1</b>	<b>489.0</b>	<b>489.0</b>	<b>-</b>
<b>Fixed Assets - IT</b>	<b>33.0</b>	<b>100.0</b>	<b>67.0</b>	<b>440.0</b>	<b>489.0</b>	<b>49.0</b>	<b>405.9</b>	<b>489.0</b>	<b>489.0</b>	<b>-</b>
<b>Fixed Assets - Premises</b>	<b>2.0</b>	<b>-</b>	<b>(2.0)</b>	<b>2.0</b>	<b>-</b>	<b>(2.0)</b>	<b>1.2</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Legal Jurisdiction: Income & Expenditure, and Capital Expenditure - DRAFT**

**As At 31 March 2018**

	Month			Year to Date				Full Year		
	Actual	Forecast	Variance	Actual	Forecast	Variance	Previous Yr	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income - Levy	912.1	1,150.2	(238.1)	10,051.4	10,483.7	(432.3)	9,478.7	10,483.7	10,862.0	(378.3)
Grant In Aid	-	-	-	-	-	-	-	-	-	-
Income - Case fees	66.4	59.0	7.4	860.0	790.3	69.7	956.4	790.3	940.0	(149.7)
Income - Other	-	-	-	8.1	4.1	4.0	7.2	4.1	-	4.1
<b>Total Income</b>	<b>978.5</b>	<b>1,209.2</b>	<b>(230.7)</b>	<b>10,919.5</b>	<b>11,278.1</b>	<b>(358.6)</b>	<b>10,442.3</b>	<b>11,278.1</b>	<b>11,802.0</b>	<b>(523.9)</b>
Staff Costs	682.7	887.0	204.3	8,662.1	8,850.7	188.6	8,493.9	8,850.7	9,278.4	427.7
Travel & Subsistence	2.6	2.5	(0.1)	34.3	35.6	1.3	37.3	35.6	36.2	0.6
Fees & Consultancy	28.7	70.0	41.3	287.7	355.8	68.1	335.6	355.8	437.9	82.1
IT & Telecoms	170.7	128.7	(42.0)	1,258.6	1,307.0	48.4	971.0	1,307.0	1,303.6	(3.5)
Premises & Facilities	74.3	80.0	5.7	758.5	768.5	10.0	775.3	768.5	843.8	75.3
Other costs	4.5	6.4	1.9	(424.3)	(414.5)	9.8	(532.6)	(414.5)	(590.4)	(175.9)
<b>Total Cash Expenditure</b>	<b>963.5</b>	<b>1,174.6</b>	<b>211.1</b>	<b>10,576.9</b>	<b>10,903.2</b>	<b>326.3</b>	<b>10,080.5</b>	<b>10,903.2</b>	<b>11,309.5</b>	<b>406.3</b>
Interest & Charges	(2.6)	(1.5)	1.1	(25.9)	(21.3)	4.6	(25.5)	(21.3)	(27.5)	(6.1)
Contingency	-	-	-	-	-	-	-	-	-	-
Depreciation	17.6	36.1	18.5	368.5	389.2	20.7	387.2	389.2	520.0	130.8
<b>Non Cash Expenditure</b>	<b>17.6</b>	<b>36.1</b>	<b>18.5</b>	<b>368.5</b>	<b>389.2</b>	<b>20.7</b>	<b>387.2</b>	<b>389.2</b>	<b>520.0</b>	<b>130.8</b>
<b>Total Revenue Expenditure before tax</b>	<b>978.5</b>	<b>1,209.2</b>	<b>230.7</b>	<b>10,919.5</b>	<b>11,271.1</b>	<b>351.6</b>	<b>10,442.2</b>	<b>11,271.1</b>	<b>11,802.0</b>	<b>530.9</b>
Taxation					7.0	7.0		7.0	-	-
<b>Total Revenue Expenditure</b>	<b>978.5</b>	<b>1,209.2</b>	<b>230.7</b>	<b>10,919.5</b>	<b>11,278.1</b>	<b>358.6</b>	<b>10,442.2</b>	<b>11,278.1</b>	<b>11,802.0</b>	<b>523.9</b>

**CMC: Income & Expenditure, and Capital Expenditure - DRAFT**  
**As At 31 March 2018**

	Month			Year to Date				Full Year		
	Actual	Forecast	Variance	Actual	Forecast	Variance	Previous Yr	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income - Levy	-	-	-	-	-	-	-	-	-	-
Grant In Aid	-	-	-	-	-	-	-	-	-	-
Income - Case fees	19.2	14.0	5.2	189.2	184.4	4.8	430.0	184.4	1,074.0	(889.6)
Income - Other	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>19.2</b>	<b>14.0</b>	<b>5.2</b>	<b>189.2</b>	<b>184.4</b>	<b>4.8</b>	<b>430.0</b>	<b>184.4</b>	<b>1,074.0</b>	<b>(889.6)</b>
Staff Costs	52.2	55.5	3.3	783.2	788.4	5.2	856.9	788.4	1,163.3	374.9
Travel & Subsistence	0.2	0.4	0.2	1.9	2.1	0.2	1.8	2.1	5.1	3.0
Fees & Consultancy	(6.4)	23.6	30.0	19.4	19.4	0.0	29.8	19.4	72.6	53.2
IT & Telecoms	1.1	-	(1.1)	11.2	10.3	(0.9)	-	10.3	20.1	9.8
Premises & Facilities	1.2	1.4	0.2	17.9	18.9	1.0	23.1	18.9	42.5	23.6
Other costs	42.3	51.5	9.2	619.6	612.3	(7.3)	883.0	612.3	1,739.4	1,127.2
<b>Total Cash Expenditure</b>	<b>90.6</b>	<b>132.4</b>	<b>41.8</b>	<b>1,453.2</b>	<b>1,451.3</b>	<b>(1.9)</b>	<b>1,794.6</b>	<b>1,451.3</b>	<b>3,043.0</b>	<b>1,591.7</b>
Interest & Charges	-	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
<b>Non Cash Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenue Expenditure</b>	<b>90.6</b>	<b>132.4</b>	<b>41.8</b>	<b>1,453.2</b>	<b>1,451.3</b>	<b>(1.9)</b>	<b>1,794.6</b>	<b>1,451.3</b>	<b>3,043.0</b>	<b>1,591.7</b>

**Total Cash Expenditure By Cost Centre - DRAFT**  
As At 31 March 2018

	Month			Year to date				Full Year		
	Actual £'000	Forecast £'000	Variance £'000	Actual £'000	Forecast £'000	Variance £'000	Previous Yr £'000	Forecast £'000	Original Budget £'000	Variance £'000
CEO	14.1	20.9	6.8	318.2	331.2	13.0	455.2	331.2	415.2	84.0
Compliance	(3.9)	0.3	4.2	(1.0)	3.5	4.5	22.7	3.5	-	(3.5)
Ombudsman team	97.0	89.3	(7.7)	856.7	868.7	12.0	880.7	868.7	806.9	(61.8)
Legal	31.8	23.0	(8.8)	241.6	235.2	(6.4)	244.8	235.2	271.6	36.4
Office of the Chief Legal Ombudsman	24.3	32.9	8.6	312.2	337.9	25.7	-	337.9	390.9	53.0
Operations Management	47.0	96.3	49.3	491.6	563.1	71.5	503.7	563.1	640.5	77.4
Resolution Centre	402.1	427.1	25.0	4,328.1	4,416.1	88.0	3,653.8	4,416.1	3,972.9	(443.2)
Assessment Centre	34.5	43.3	8.8	562.1	568.3	6.2	883.6	568.3	966.0	397.7
Modernisation Project	14.2	15.9	1.7	146.3	149.8	3.5	48.7	149.8	101.6	(48.2)
RCT	14.0	15.5	1.5	191.6	196.4	4.8	197.5	196.4	222.7	26.3
External Affairs	-	-	-	-	-	-	688.8	-	-	-
Quality	10.9	9.5	(1.4)	108.7	112.5	3.8	-	112.5	112.9	0.4
Data and Information	40.5	47.9	7.4	246.5	279.5	33.0	101.5	279.5	420.5	141.0
CPD Course	-	-	-	4.7	1.9	(2.8)	6.9	1.9	-	(1.9)
Facilities	53.5	63.3	9.8	571.3	583.3	12.0	596.9	583.3	651.1	67.8
Finance	48.1	72.9	24.8	362.6	387.9	25.3	276.8	387.9	299.9	(88.0)
HR	8.6	46.2	37.6	353.7	393.7	40.0	338.8	393.7	426.2	32.5
Recruitment	3.5	20.0	16.5	118.6	133.4	14.8	51.2	133.4	50.7	(82.7)
Training	11.6	27.0	15.4	92.5	102.7	10.2	75.1	102.7	105.1	2.4
IT & Telecoms	224.4	183.0	(41.4)	1,836.0	1,874.2	38.2	1,598.7	1,874.2	1,936.3	62.1
Corporate Overhead	(88.3)	(11.3)	77.0	(54.4)	(107.0)	(52.6)	13.6	(107.0)	175.8	282.8
CMC	84.9	129.5	44.6	1,387.3	1,393.6	6.3	1,546.6	1,393.6	2,070.4	676.8
CMC Reapportionment	(36.7)	(48.5)	(11.8)	(553.7)	(554.6)	(0.9)	(617.7)	(554.6)	(771.6)	(217.0)
<b>Total Cost excl. Reserves</b>	<b>1,036.1</b>	<b>1,304.0</b>	<b>267.4</b>	<b>11,921.2</b>	<b>12,271.3</b>	<b>350.1</b>	<b>11,567.9</b>	<b>12,271.3</b>	<b>13,265.7</b>	<b>994.5</b>
Contingency	-	-	-	-	-	-	-	-	-	-
Provision for Doubtful Debts	17.9	3.0	(14.9)	108.9	90.2	(18.7)	307.2	90.2	1,086.7	996.5
	<b>1,054.0</b>	<b>1,307.0</b>	<b>252.5</b>	<b>12,030.1</b>	<b>12,361.5</b>	<b>331.4</b>	<b>11,875.1</b>	<b>12,361.5</b>	<b>14,352.5</b>	<b>1,991.0</b>
Interest & Charges	(2.6)	(1.5)	1.1	(25.9)	(21.3)	4.6	(25.5)	(21.3)	(27.5)	(6.2)
Depreciation	17.6	36.1	18.5	368.5	389.2	20.7	387.2	389.2	520.0	130.8
	<b>1,069.0</b>	<b>1,341.6</b>	<b>272.6</b>	<b>12,372.7</b>	<b>12,729.4</b>	<b>356.7</b>	<b>12,236.8</b>	<b>12,729.4</b>	<b>14,845.0</b>	<b>2,115.6</b>

**Cashflow**

	Month Actual £'000	Year to Date Actual £'000	Full year Forecast £'000
<b>Expenditure</b>	<b>(1,069.1)</b>	<b>(12,372.7)</b>	<b>(12,729.5)</b>
<b>Income</b>	<b>997.7</b>	<b>11,108.6</b>	<b>11,462.5</b>
Add Back Non Cash expenditure	17.6	368.5	389.2
Add back P&L on Asset disposals	33.1	71.6	38.5
Increase / (Decrease) in Creditors	(22.2)	(314.5)	(440.1)
(Increase) / Decrease in Debtors	9,118.6	182.9	136.0
<b>Net Operating Cashflow</b>	<b>9,075.6</b>	<b>(955.7)</b>	<b>(1,143.4)</b>
Purchase of IT Equipment & Software development	(33.0)	(440.8)	(485.0)
Purchase of Premises Equipment & leasehold Improvements	(2.0)	(2.0)	(4.0)
Proceeds	-	-	-
<b>Cashflows from Investing Activities</b>	<b>(34.9)</b>	<b>(442.8)</b>	<b>(489.0)</b>
<b>Grant In Aid</b>		<b>1,364.0</b>	<b>1,364.0</b>
<b>Cashflow for the Period</b>	<b>9,040.7</b>	<b>(25.5)</b>	<b>(268.4)</b>
Opening Bank Balance	7,667.7	16,733.9	16,733.9
Closing Bank Balance	16,708.4	16,708.4	16,465.6
<b>Cash Movement</b>	<b>9,040.7</b>	<b>(25.5)</b>	<b>(268.3)</b>

**Balance Sheet As At 31 March 2018**

	Month Movement £'000	As At 31 March 2018 £'000	Full year Forecast £'000
Premises	(6.5)	543.6	557.0
IT Hardware & Software	(9.5)	772.0	840.8
<b>Total Non Current Assets</b>	<b>(16.1)</b>	<b>1,315.6</b>	<b>1,397.8</b>
Cash & Bank	9,040.7	16,708.4	16,465.6
Debtors	(9,141.1)	86.9	194.8
Prepayments	22.9	236.4	251.2
<b>Total Current Assets</b>	<b>(77.5)</b>	<b>17,031.6</b>	<b>16,911.6</b>
<b>Total Assets</b>	<b>(93.5)</b>	<b>18,347.2</b>	<b>18,309.4</b>
Creditors	(24.6)	(413.4)	(1,240.2)
Accruals	63.1	(1,164.7)	(590.3)
Lease Commitments	(16.2)	(283.8)	(286.5)
<b>Total Current Liabilities</b>	<b>22.2</b>	<b>(1,861.9)</b>	<b>(2,117.0)</b>
<b>Net Current Assets</b>	<b>(55.2)</b>	<b>15,169.7</b>	<b>14,794.6</b>
<b>Net Assets</b>	<b>(71.3)</b>	<b>16,485.3</b>	<b>16,192.4</b>
Retained Earnings		-	
Grant in Aid PY / Levy/ Reserves	71.3	(16,485.3)	(16,192.4)
<b>Reserves</b>	<b>71.3</b>	<b>(16,485.3)</b>	<b>(16,192.4)</b>

**Trade debtors analysis**

Current	30 days	60 days	90 days +	total
£'000	£'000	£'000	£'000	£'000
63.8	15.7	9.866	47.8	137.2
46.5%	11.5%	7.2%	34.8%	

Provision for doubtful debts

-67.2

Net trade debtors

69.99





## Board Level Project Spending Authorisations

Reporting Date	31 March 2018
Year	2017-18
Reporting Month:	12

New Approvals			
Cost Category	Description	Supplier	Contract Value

none

### Spend updates - for information only

The above represent requests for authorisation to spend which are in excess of the spend authorisations delegated to the executive

**Direct Legal Only: Income & Expenditure, and Capital Expenditure - DRAFT**  
**As At 31 March 2018**

	Month			Year to Date				Full Year		
	Actual	Forecast	Variance	Actual	Forecast	Variance	Previous Yr	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income - Levy	912.1	1,150.2	(238.1)	10,051.4	10,483.7	(432.3)	9,478.7	10,483.7	10,862.0	(378.3)
Income - Set up Levy	-	-	-	-	-	-	-	-	-	-
Income - Case fees	66.4	59.0	7.4	860.0	790.3	69.7	956.4	790.3	940.0	(149.7)
Income - Other	-	-	-	8.1	4.1	4.0	7.2	4.1	-	4.1
<b>Total Case Income</b>	<b>978.5</b>	<b>1,209.2</b>	<b>(230.7)</b>	<b>10,919.5</b>	<b>11,278.1</b>	<b>(358.6)</b>	<b>10,442.3</b>	<b>11,278.1</b>	<b>11,802.0</b>	<b>(523.9)</b>
Staff Costs	599.7	667.6	67.9	6,434.2	6,595.1	160.9	5,980.4	6,595.1	6,526.2	(68.9)
Travel & Subsistence	0.9	0.3	(0.6)	7.9	6.7	(1.2)	3.2	6.7	4.5	(2.2)
Fees & Consultancy	47.2	37.1	(10.1)	106.8	90.4	(16.4)	120.3	90.4	149.7	59.3
IT & Telecoms	1.0	1.0	-	11.0	11.0	-	-	11.0	3.7	(7.3)
Premises, Facilities & Administration	20.5	16.2	(4.3)	174.0	178.0	4.0	175.5	178.0	186.8	8.8
Other costs	8.0	1.2	(6.8)	55.2	51.7	(3.5)	84.1	51.7	164.9	113.2
Corporate Cost Reapportionment	301.2	485.8	184.6	4,131.6	4,346.3	214.7	4,079.5	4,346.3	4,766.30	420.0
<b>Total Cash Expenditure</b>	<b>978.5</b>	<b>1,209.2</b>	<b>230.7</b>	<b>10,920.7</b>	<b>11,279.2</b>	<b>358.5</b>	<b>10,443.0</b>	<b>11,279.2</b>	<b>11,802.0</b>	<b>522.8</b>
Interest & Charges	-	-	-	(1.2)	(1.1)	0.1	(0.7)	(1.1)	-	1.1
Contingency	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
<b>Non Cash Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenue Expenditure</b>	<b>978.5</b>	<b>1,209.2</b>	<b>230.7</b>	<b>10,919.5</b>	<b>11,278.1</b>	<b>358.6</b>	<b>10,442.3</b>	<b>11,278.1</b>	<b>11,802.0</b>	<b>523.9</b>

**CMC: Income & Expenditure, and Capital Expenditure 2 - DRAFT**  
**As At 31 March 2018**

	Month			Year to Date				Full Year		
	Actual	Forecast	Variance	Actual	Forecast	Variance	Previous Yr	Forecast	Budget	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income - Levy	-	-	-	-	-	-	-	-	-	-
Grant in Aid	-	-	-	-	-	-	-	-	-	-
Income - Case fees	19.2	14.0	5.2	189.2	184.4	4.8	430.0	184.4	1,090.0	(905.6)
Income - Other	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>19.2</b>	<b>14.0</b>	<b>5.2</b>	<b>189.2</b>	<b>184.4</b>	<b>4.8</b>	<b>430.0</b>	<b>184.4</b>	<b>1,090.0</b>	<b>(905.6)</b>
Staff Costs	52.2	55.5	3.3	783.2	788.4	5.2	856.9	788.4	1,163.3	374.9
Travel & Subsistence	0.2	0.4	0.2	1.9	2.1	0.2	1.8	2.1	5.1	3.0
Fees & Consultancy	(6.4)	23.6	30.0	19.4	19.4	0.0	29.8	19.4	72.6	53.2
IT & Telecoms	1.1	-	(1.1)	11.2	10.3	(0.9)	-	10.3	20.1	9.8
Premises, Facilities & Administration	1.2	1.4	0.2	17.9	18.9	1.0	23.1	18.9	42.5	23.6
Other costs	5.6	3.0	(2.6)	65.9	57.7	(8.2)	265.3	57.7	966.8	909.1
Corporate Cost Reapportionment	36.7	48.5	11.8	553.7	554.6	0.9	617.7	554.6	772.62	218.1
<b>Total Cash Expenditure</b>	<b>90.6</b>	<b>132.4</b>	<b>41.8</b>	<b>1,453.2</b>	<b>1,451.3</b>	<b>(1.9)</b>	<b>1,794.6</b>	<b>1,451.3</b>	<b>3,043.0</b>	<b>1,591.7</b>
Interest & Charges	-	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
<b>Non Cash Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revenue Expenditure</b>	<b>90.6</b>	<b>132.4</b>	<b>41.8</b>	<b>1,453.2</b>	<b>1,451.3</b>	<b>(1.9)</b>	<b>1,794.6</b>	<b>1,451.3</b>	<b>3,043.0</b>	<b>1,591.7</b>

