

<b>Meeting</b>	OLC Board	<b>Agenda Item No.</b>	4
		<b>Paper No.</b>	93.4
<b>Date of meeting</b>	28 January 2019	<b>Time required</b>	10 Minutes

<b>Title</b>	<b>Finance Report (Month 9)</b>
<b>Sponsor</b>	Rob Powell, Chief Executive
<b>Status</b>	OFFICIAL
<b>To be communicated to:</b>	Members and those in attendance

<b>Executive summary</b>
This paper provides a report on the financial position at the end of month 9. The paper provides a commentary on the key issues in the management accounts which are available in <b>Appendix 1</b> .
<b>Recommendation/action required</b>
Board is asked to <b>NOTE</b> the report.

14 January 2019

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## Finance report – month 9

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### 1. Introduction

This paper provides an overview of the OLC's financial position at the end of month 9, and a commentary on the key issues in the usual management accounts (**Appendix 1**). The figures reflect the reforecast prepared by departments in October 2018.

MoJ work to the Treasury performance measure that public bodies should deliver an outturn position within 1% of the budget. Budgeted expenditure after MoJ uplift was estimated to be £14.8m therefore a target expenditure was £14.6 - £15m. MoJ have been informed of the underspend against budget and provided with the reforecast of £13.7m as the revised target at this point.

### 2. YTD performance

At the end of month 9 we are reporting an underspend for the year to date of £296k (3%), representing an underspend in legal (£319k, 3.6%) and an overspend in CMC (£23k, 2.2%) which reflects the following areas:

- 2% (£159k) YTD underspend on salary costs:
  - a £22k underspend on ombudsman as a result of pool ombudsmen case closures being lower than forecast;
  - a £27k underspend on operational staffing arising from the timing of promotions, temporary staff attendance and staff turnover;
  - a £27k underspend on the General Enquiries Team as a result of fewer Call Handlers than forecast being in post;
  - £49k underspend on corporate staffing costs due to timing of staff arrivals and departures, vacancies and timing of grading changes; and
  - £33k split over all other small sundry lines;
- 5.3% (£45k) underspend on IT as a result of a combination of fewer CMS fixes and infrastructure changes than expected, and the release of historical provisions;
- 10.8% (£57k) underspend on premises as a result of publication of new discounting factor for dilapidations provisions and the resulting accounting transaction; and
- 42% (£26k) underspend on other items as a result of lower than budgeted bad debts.

Apportionment for the year for CMC is higher than *reforecast* as a result of a cumulative YTD correction and will be corrected through the reforecast currently underway.

Apportionment for the year to both legal and CMC is lower as a result of lower corporate costs than *budgeted* in IT and staffing, as set out above.

### 3. Budget against forecast

The forecast was updated after the end of Q2. We are now in the middle of the Q3 reforecast which will be reported in P10 in line with MoJ requirements.

The forecast outturn currently shows a 7.5% underspend (£1.1m) across both jurisdictions. Of this, £0.7m relates to CMC as a result of falling volumes and management of transfer risks; the other £0.4m relates to legal. The main factor is staffing costs being lower than forecast. £80k of the legal underspend is non-cash expenditure (depreciation), which we are unable to move to support other budget lines.

Subject to the reforecast, we estimate this underspend could increase to 12% to reflect the need to control unit cost against the OLC's KPI given lower volumes of cases currently being concluded and the impact of staff turnover. Expenditure will continue to be brought forward where investment will increase output in the short to medium term.

### 4. Capital budget

The original 2018-19 capital budget was £250k. Capital spend is now being forecast as £163k, and in September the OLC Board approved the return of £87k of capital budget.

### 5. Procurement

Following procurement, a new print supplier will be in place from January 2019.

### 6. Next steps

The key focus in Q4 will be finalising 2019-20 budget proposals. The LSB considered the initial budget principles paper in November and made minor changes to its budget acceptance criteria. Final proposals will be presented to the OLC Board for approval on 20 March 2019, and will be submitted immediately to the LSB for its 26 March meeting.

The interim external audit will take place in January 2019 and the continued focus on the year end quality of information will continue. An Internal Audit will take place in February 2019 with a focus on the financial control environment, specifically compliance with MoJ spending controls.

Assurance checks in Q3 identified data quality issues in CMS 2 which impacted invoicing of case fees in the short term. A sequential process of assurance checks has taken place which identified a low risk of invoicing errors. Corrective action on ombudsman decisions and CMC cases was completed in December, and further assurance checks are taking place by the end of January on informal resolutions. The backlog of invoices will be processed in P10. An exercise to correct non-financial data issues identified through the review will follow the final assurance checks.

We are currently recruiting to two vacancies in the finance team.

## **Finance Report**

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**Legal Ombudsman: Consolidated Income & Expenditure, and Capital Expenditure  
As At 31 December 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	755.1	971.5	(216.4)	7,633.9	8,065.4	(431.5)	7,675.6	11,305.4	11,536.5	(231.1)
Grant In Aid	-	-	-	-	-	-	-	-	-	-
Income - Case fees	122.0	110.0	12.0	870.0	790.5	79.5	755.7	1,121.4	1,294.2	(172.8)
Income - Other	-	-	-	117.6	78.5	39.0	4.0	78.5	156.0	(77.5)
<b>Total Income</b>	<b>877.1</b>	<b>1,081.5</b>	<b>(204.4)</b>	<b>8,621.4</b>	<b>8,934.4</b>	<b>(313.0)</b>	<b>8,435.4</b>	<b>12,505.3</b>	<b>12,986.7</b>	<b>(481.4)</b>
Staff Costs	840.6	941.0	100.4	7,816.6	7,975.4	158.9	7,241.4	10,929.8	11,472.7	542.8
Travel & Subsistence	0.8	0.8	(0.0)	10.9	10.2	(0.7)	26.5	12.6	40.6	28.0
Fees & Consultancy	20.9	21.5	0.6	152.1	160.3	8.2	261.0	238.8	394.9	156.1
IT & Telecoms	81.9	103.3	21.4	803.2	848.3	45.1	932.8	1,354.0	1,465.6	111.6
Premises & Facilities	2.5	61.4	58.9	474.2	531.4	57.2	572.6	716.4	850.0	133.6
Other costs	(13.3)	9.3	22.6	36.3	62.7	26.5	137.3	89.6	110.4	20.8
<b>Total Cash Expenditure</b>	<b>933.4</b>	<b>1,137.3</b>	<b>203.9</b>	<b>9,293.2</b>	<b>9,588.4</b>	<b>295.2</b>	<b>9,171.6</b>	<b>13,341.2</b>	<b>14,334.2</b>	<b>992.9</b>
Interest & Charges	(5.8)	(5.6)	0.2	(49.0)	(48.2)	0.7	(16.8)	(63.2)	(27.5)	35.7
Contingency	-	-	-	-	-	-	-	-	-	-
Depreciation	33.9	34.8	0.9	310.9	311.1	0.2	307.1	417.8	498.0	80.2
<b>Non Cash Expenditure</b>	<b>33.9</b>	<b>34.8</b>	<b>0.9</b>	<b>310.9</b>	<b>311.1</b>	<b>0.2</b>	<b>307.1</b>	<b>417.8</b>	<b>498.0</b>	<b>80.2</b>
<b>Total Revenue Expenditure before tax</b>	<b>961.5</b>	<b>1,166.6</b>	<b>205.1</b>	<b>9,555.2</b>	<b>9,851.3</b>	<b>296.1</b>	<b>9,461.9</b>	<b>13,695.8</b>	<b>14,804.7</b>	<b>1,108.9</b>
Taxation	-	-	-	-	-	-	-	7.1	7.1	-
<b>Total Revenue Expenditure</b>	<b>961.5</b>	<b>1,166.6</b>	<b>205.1</b>	<b>9,555.2</b>	<b>9,851.3</b>	<b>296.1</b>	<b>9,461.9</b>	<b>13,702.9</b>	<b>14,811.8</b>	<b>1,108.9</b>
<b>Capital Expenditure</b>	<b>9.3</b>	<b>-</b>	<b>(9.3)</b>	<b>86.1</b>	<b>98.6</b>	<b>12.5</b>	<b>367.3</b>	<b>163.1</b>	<b>250.0</b>	<b>86.9</b>
Fixed Assets - IT	9.3	-	(9.3)	83.2	95.7	12.5	367.3	160.2	250.0	89.8
Fixed Assets - Premises	-	-	-	2.9	2.9	-	-	2.9	-	(2.9)

**Legal Jurisdiction: Income & Expenditure  
As At 31 December 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	755.1	971.5	(216.4)	7,633.9	8,065.4	(431.5)	7,675.6	11,305.4	11,536.5	(231.1)
Grant In Aid	-	-	-	-	-	-	-	-	-	-
Income - Case fees	112.4	99.2	13.2	765.2	691.7	73.5	613.3	990.2	1,105.2	(115.0)
Income - Other	-	-	-	117.6	78.5	39.0	4.0	78.5	156.0	(77.5)
<b>Total Income</b>	<b>867.5</b>	<b>1,070.7</b>	<b>(203.2)</b>	<b>8,516.6</b>	<b>8,835.6</b>	<b>(319.0)</b>	<b>8,293.0</b>	<b>12,374.1</b>	<b>12,797.7</b>	<b>(423.6)</b>
Staff Costs	786.8	886.3	99.4	7,230.6	7,383.4	152.8	6,619.2	10,168.7	10,372.8	204.0
Travel & Subsistence	0.6	0.8	0.2	10.1	9.7	(0.4)	25.7	12.1	35.5	23.4
Fees & Consultancy	21.3	21.4	0.2	152.1	159.9	7.8	238.4	238.2	344.0	105.8
IT & Telecoms	81.9	103.3	21.4	802.3	847.4	45.1	924.5	1,353.1	1,465.6	112.5
Premises & Facilities	1.8	59.6	57.7	458.9	515.0	56.1	558.0	694.3	814.6	120.3
Other costs	(53.1)	(29.9)	23.2	(399.3)	(342.6)	56.7	(363.1)	(454.0)	(712.4)	(258.4)
<b>Total Cash Expenditure</b>	<b>839.4</b>	<b>1,041.5</b>	<b>202.1</b>	<b>8,254.7</b>	<b>8,572.7</b>	<b>318.0</b>	<b>8,002.7</b>	<b>12,012.4</b>	<b>12,320.1</b>	<b>307.7</b>
Interest & Charges	(5.8)	(5.6)	0.2	(49.0)	(48.2)	0.7	(16.8)	(63.2)	(27.5)	35.7
Contingency	-	-	-	-	-	-	-	-	-	-
Depreciation	33.9	34.8	0.9	310.9	311.1	0.2	307.1	417.8	498.0	80.2
<b>Non Cash Expenditure</b>	<b>33.9</b>	<b>34.8</b>	<b>0.9</b>	<b>310.9</b>	<b>311.1</b>	<b>0.2</b>	<b>307.1</b>	<b>417.8</b>	<b>498.0</b>	<b>80.2</b>
<b>Total Revenue Expenditure before tax</b>	<b>867.5</b>	<b>1,070.7</b>	<b>203.2</b>	<b>8,516.6</b>	<b>8,835.6</b>	<b>319.0</b>	<b>8,293.0</b>	<b>12,367.0</b>	<b>12,790.6</b>	<b>423.6</b>
Taxation	-	-	-	-	-	-	-	7.1	7.1	-
<b>Total Revenue Expenditure</b>	<b>867.5</b>	<b>1,070.7</b>	<b>203.2</b>	<b>8,516.6</b>	<b>8,835.6</b>	<b>319.0</b>	<b>8,293.0</b>	<b>12,374.1</b>	<b>12,797.7</b>	<b>423.6</b>

**CMC: Income & Expenditure  
As At 31 December 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	9.6	10.8	(1.2)	104.8	98.8	6.0	142.4	131.2	189.0	(57.8)
Income - Other	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>9.6</b>	<b>10.8</b>	<b>(1.2)</b>	<b>104.8</b>	<b>98.8</b>	<b>6.0</b>	<b>142.4</b>	<b>131.2</b>	<b>189.0</b>	<b>(57.8)</b>
Staff Costs	53.8	54.7	0.9	586.0	592.1	6.0	622.1	761.1	1,099.9	338.8
Travel & Subsistence	0.2	-	(0.2)	0.7	0.5	(0.2)	0.8	0.5	5.1	4.6
Fees & Consultancy	(0.4)	0.1	0.5	-	0.5	0.5	22.6	0.6	50.9	50.3
IT & Telecoms	-	-	-	0.9	0.9	(0.0)	8.3	0.9	-	(0.9)
Premises & Facilities	0.7	1.9	1.2	15.3	16.4	1.1	14.6	22.1	35.4	13.3
Other costs	39.9	39.1	(0.8)	435.6	405.3	(30.3)	500.4	543.6	822.8	279.2
<b>Total Cash Expenditure</b>	<b>94.1</b>	<b>95.7</b>	<b>1.6</b>	<b>1,038.5</b>	<b>1,015.7</b>	<b>(22.9)</b>	<b>1,168.9</b>	<b>1,328.8</b>	<b>2,014.1</b>	<b>685.3</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>94.1</b>	<b>95.7</b>	<b>1.6</b>	<b>1,038.5</b>	<b>1,015.7</b>	<b>(22.8)</b>	<b>1,168.9</b>	<b>1,328.8</b>	<b>2,014.1</b>	<b>685.3</b>

**Total Expenditure By Cost Centre  
As At 31 December 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	31.2	33.7	2.5	292.7	302.6	9.8	268.9	404.3	434.8	30.5
Compliance	-	-	-	-	-	-	2.7	-	-	-
Ombudsman team	67.5	79.0	11.5	567.9	584.1	16.2	601.3	822.4	824.5	2.1
Legal	19.4	20.4	1.1	112.1	123.4	11.4	164.9	184.7	204.7	20.0
External Affairs	14.2	14.7	0.5	116.5	116.6	0.1	255.6	166.1	274.1	108.0
Insight	2.1	5.2	3.1	22.0	27.5	5.5	-	46.3	118.8	72.6
Operational Transformation	15.4	13.5	(1.8)	96.6	92.0	(4.6)	-	132.7	130.6	(2.1)
Operations Hub	31.0	36.4	5.4	286.8	297.7	10.9	-	410.5	366.0	(44.5)
Operations Delivery	23.2	52.5	29.2	359.5	385.2	25.7	375.0	533.8	501.8	(31.9)
Resolution Centre	361.6	376.3	14.7	3,357.3	3,383.9	26.6	3,222.1	4,598.1	5,224.6	626.5
Assessment Centre	-	-	-	-	-	-	456.3	-	-	-
RCT	-	-	-	-	-	-	149.5	-	-	-
GET	45.4	61.8	16.4	387.7	415.1	27.4	-	601.9	432.4	(169.4)
Legacy	70.5	77.4	6.9	676.8	683.5	6.7	-	915.8	620.7	(295.2)
Data and Information	-	-	-	-	-	-	-	-	-	-
CPD Course	-	-	-	(0.5)	(0.5)	0.0	1.9	(0.5)	-	0.5
Facilities	1.4	46.5	45.1	356.1	401.1	45.1	422.8	546.4	622.3	75.9
Finance	18.3	26.5	8.2	201.8	206.3	4.5	277.6	290.0	282.5	(7.5)
HR	39.4	37.8	(1.6)	326.4	325.0	(1.4)	280.2	438.5	431.7	(6.8)
IT & Telecoms	133.4	158.9	25.5	1,245.9	1,299.1	53.2	1,342.8	1,974.7	2,059.5	84.7
Recruitment	0.5	8.6	8.2	33.1	53.8	20.7	109.4	85.0	91.9	6.9
Corporate Overhead	0.9	10.5	9.6	78.4	94.8	16.4	57.0	126.4	177.0	50.6
Training	3.5	1.0	(2.5)	53.8	44.1	(9.7)	47.4	89.9	162.5	72.6
PMO	10.8	12.6	1.8	94.7	97.5	2.8	-	130.8	104.9	(25.9)
CMC	94.1	95.7	1.6	1,038.5	1,015.7	(22.9)	1,168.9	1,328.8	1,978.5	649.6
CMC Reapportionment	(40.0)	(36.1)	3.9	(411.2)	(371.6)	39.6	(451.7)	(501.6)	(787.1)	(285.5)
Office of the Chief Legal Ombudsman	-	-	-	-	-	-	-	-	-	-
Research	-	-	-	-	-	-	199.4	-	-	-
Modernising LeO	-	-	-	-	-	-	102.1	-	-	-
Quality	-	-	-	-	-	-	83.9	-	-	-
<b>Total Cost excl. Reserves</b>	<b>943.9</b>	<b>1,133.4</b>	<b>189.5</b>	<b>9,292.9</b>	<b>9,576.9</b>	<b>284.0</b>	<b>9,138.1</b>	<b>13,324.8</b>	<b>14,256.8</b>	<b>931.9</b>
Contingency	-	-	-	-	-	-	-	-	-	-
Provision for Doubtful Debts - Legal & cmc	(10.5)	4.0	14.5	(0.6)	10.6	11.2	32.5	22.6	84.5	61.9
Holiday Accruals	-	-	-	-	-	-	-	-	-	-
	<b>933.4</b>	<b>1,137.4</b>	<b>204.0</b>	<b>9,292.3</b>	<b>9,587.5</b>	<b>295.2</b>	<b>9,170.5</b>	<b>13,347.4</b>	<b>14,341.3</b>	<b>993.9</b>
Interest & Charges	(5.8)	(5.6)	0.2	(48.0)	(47.3)	0.7	(15.8)	(62.3)	(27.5)	34.8
Depreciation	33.9	34.8	0.9	310.9	311.1	0.2	307.1	417.8	498.0	80.2
	<b>961.5</b>	<b>1,166.6</b>	<b>205.1</b>	<b>9,555.2</b>	<b>9,851.3</b>	<b>296.1</b>	<b>9,461.9</b>	<b>13,702.9</b>	<b>14,811.8</b>	<b>1,108.9</b>

**Cashflow**

**As At 31 December 2018**

	Month Actual £'000	Year to Date Actual £'000	Full year Forecast £'000
<b>Expenditure</b>	<b>(961.5)</b>	<b>(9,555.2)</b>	<b>(13,702.9)</b>
<b>Income</b>	<b>877.1</b>	<b>8,621.4</b>	<b>12,505.3</b>
Add Back Non Cash expenditure	33.9	310.9	417.8
Add back P&L on Asset disposals	-	-	-
Increase / (Decrease) in Creditors	(139.5)	(50.6)	(404.5)
(Increase) / Decrease in Debtors	(773.2)	(7,922.9)	(66.0)
<b>Net Operating Cashflow</b>	<b>(963.2)</b>	<b>(8,596.4)</b>	<b>(1,250.3)</b>
Purchase of IT Equipment & Software development	(9.3)	(89.6)	(160.1)
Purchase of Premises Equipment & leasehold Improvements	-	(2.9)	2.90
Proceeds	-	-	-
<b>Cashflows from Investing Activities</b>	<b>(9.3)</b>	<b>(92.5)</b>	<b>(163.0)</b>
<b>Grant In Aid</b>		<b>1,258.0</b>	<b>1,197.6</b>
<b>Cashflow for the Period</b>	<b>(972.4)</b>	<b>(7,431.0)</b>	<b>(215.7)</b>
Opening Bank Balance	10,249.8	16,708.4	16,708.4
Closing Bank Balance	9,277.4	9,277.4	16,492.7
<b>Cash Movement</b>	<b>(972.4)</b>	<b>(7,431.0)</b>	<b>(215.7)</b>

**Balance Sheet**

**As At 31 December 2018**

	Month Movement £'000	As At 30 September 2018 £'000	Full year Forecast £'000
Premises	(6.9)	468.7	451.2
IT Hardware & Software	(17.8)	628.5	607.8
<b>Total Non Current Assets</b>	<b>(24.7)</b>	<b>1,097.3</b>	<b>1,058.9</b>
Cash & Bank	(972.4)	9,277.4	16,492.7
Debtors	776.5	7,944.3	162.0
Prepayments	(3.7)	330.1	256.0
<b>Total Current Assets</b>	<b>(199.6)</b>	<b>17,551.8</b>	<b>16,910.7</b>
<b>Total Assets</b>	<b>(224.3)</b>	<b>18,649.1</b>	<b>17,969.6</b>
Creditors	41.1	(402.9)	(700.0)
Accruals	50.6	(1,201.7)	(550.0)
Lease Commitments	47.8	(229.4)	(230.0)
<b>Total Current Liabilities</b>	<b>139.5</b>	<b>(1,834.0)</b>	<b>(1,480.0)</b>
<b>Net Current Assets</b>	<b>(60.1)</b>	<b>15,717.8</b>	<b>15,430.7</b>
<b>Net Assets</b>	<b>(84.7)</b>	<b>16,815.1</b>	<b>16,489.6</b>
Retained Earnings	84.7	933.7	1,197.6
Grant in Aid PY / Levy/ Reserves	-	(17,748.8)	(17,687.3)
<b>Reserves</b>	<b>84.7</b>	<b>(16,815.1)</b>	<b>(16,489.6)</b>

**Trade debtors analysis**

Current	30 days	60 days	90 days +	total
£'000	£'000	£'000	£'000	£'000
75.2	23.2	59.9	65.3	223.6
33.6%	10.4%	26.8%	29.2%	

Provision for doubtful debts	-29.6
<b>Net trade debtors</b>	<b>194.0</b>



## Board Level Project Spending Authorisations

Year 2018-19  
Reporting Month: As At 31 December 2018

New Approvals Cost Category	Description	Supplier	Contract Value
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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: Income & Expenditure  
As At 31 December 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	755.1	971.5	(216.4)	7,633.9	8,065.4	(431.5)	7,675.6	11,305.4	11,536.5	(231.1)
Income - Set up Levy	-	-	-	-	-	-	-	-	-	-
Income - Case fees	112.4	99.2	13.2	765.2	691.7	73.5	613.3	990.2	1,105.2	(115.0)
Income - Other	-	-	-	118.0	78.5	39.5	4.0	78.5	156.0	(77.5)
<b>Total Case Income</b>	<b>867.5</b>	<b>1,070.7</b>	<b>(203.2)</b>	<b>8,517.1</b>	<b>8,835.6</b>	<b>(318.5)</b>	<b>8,293.0</b>	<b>12,374.1</b>	<b>12,797.7</b>	<b>(423.6)</b>
Staff Costs	569.8	633.2	63.3	5,254.7	5,329.8	75.0	4,781.3	7,360.5	7,439.8	79.3
Travel & Subsistence	0.4	0.1	(0.3)	2.6	2.2	(0.3)	2.9	2.5	3.8	1.3
Fees & Consultancy	6.1	2.8	(3.3)	6.9	4.7	(2.2)	38.7	13.2	48.5	35.3
IT & Telecoms	-	-	-	1.0	1.0	-	8.1	1.0	-	(1.0)
Premises, Facilities & Administration	(0.2)	12.6	12.8	99.8	110.6	10.8	129.4	143.3	186.1	42.8
Other costs	(13.3)	6.0	19.3	10.2	27.3	17.1	48.1	45.3	65.8	20.5
Corporate Cost Reapportionment	304.8	416.0	111.3	3,142.9	3,360.8	217.9	3,285.6	4,809.2	5,053.7	244.5
<b>Total Cash Expenditure</b>	<b>867.6</b>	<b>1,070.7</b>	<b>203.2</b>	<b>8,518.1</b>	<b>8,836.5</b>	<b>318.4</b>	<b>8,294.1</b>	<b>12,375.0</b>	<b>12,797.7</b>	<b>422.7</b>
Interest & Charges	(0.0)	-	0.0	(1.0)	(0.9)	0.1	(1.1)	(0.9)	-	0.9
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>867.5</b>	<b>1,070.7</b>	<b>203.2</b>	<b>8,517.1</b>	<b>8,835.6</b>	<b>318.5</b>	<b>8,293.0</b>	<b>12,374.1</b>	<b>12,797.7</b>	<b>423.6</b>

**Direct CMC: Income & Expenditure, and Capital Expenditure  
As At 31 December 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	9.6	10.8	(1.2)	104.8	98.8	6.0	142.4	131.2	189.0	(57.8)
Income - Other	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	<b>9.6</b>	<b>10.8</b>	<b>(1.2)</b>	<b>104.8</b>	<b>98.8</b>	<b>6.0</b>	<b>142.4</b>	<b>131.2</b>	<b>189.0</b>	<b>(57.8)</b>
Staff Costs	53.8	54.7	0.9	586.0	592.1	6.0	622.1	761.1	1,099.9	338.8
Travel & Subsistence	0.2	-	(0.2)	0.7	0.5	(0.2)	0.8	0.5	5.1	4.6
Fees & Consultancy	(0.4)	0.1	0.5	-	0.5	0.5	22.6	0.6	50.9	50.3
IT & Telecoms	-	-	-	0.9	0.9	(0.0)	8.3	0.9	-	(0.9)
Premises, Facilities & Administration	0.7	1.9	1.2	15.3	16.4	1.1	14.6	22.1	35.4	13.3
Other costs	(0.1)	3.0	3.1	24.4	33.7	9.3	48.7	42.0	35.7	(6.3)
Corporate Cost Reapportionment	40.0	36.1	(3.9)	411.2	371.6	(39.6)	451.7	501.6	787.1	285.5
<b>Total Cash Expenditure</b>	<b>94.1</b>	<b>95.7</b>	<b>1.6</b>	<b>1,038.5</b>	<b>1,015.7</b>	<b>(22.8)</b>	<b>1,168.9</b>	<b>1,328.8</b>	<b>2,014.1</b>	<b>685.3</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>94.1</b>	<b>95.7</b>	<b>1.6</b>	<b>1,038.5</b>	<b>1,015.7</b>	<b>(22.8)</b>	<b>1,168.9</b>	<b>1,328.8</b>	<b>2,014.1</b>	<b>685.3</b>

**Overheads & Corporate: Income & Expenditure**  
**As At 31 December 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	-	-	-	-	-	-	-	-	-	-
Income - Other	-	-	-	-	-	-	-	-	-	-
<b>Total Income</b>	-	-	-	-	-	-	-	-	-	-
Staff Costs	217.0	253.1	36.1	1,976.4	2,053.5	77.2	1,837.9	2,808.4	2,933.1	124.7
Travel & Subsistence	0.2	0.7	0.5	7.6	7.5	(0.1)	22.7	9.5	31.7	22.2
Fees & Consultancy	15.2	18.6	3.4	145.2	155.2	10.0	199.7	225.0	295.5	70.5
IT & Telecoms	81.9	103.3	21.4	801.3	846.4	45.1	916.4	1,352.1	1,465.6	113.5
Premises, Facilities & Administration	2.1	47.0	44.9	359.1	404.4	45.2	428.7	550.9	628.5	77.6
Other Costs	0.2	0.2	(0.0)	1.7	1.7	(0.0)	40.5	2.3	8.8	6.5
Reapportion to Jurisdictions	(344.7)	(452.1)	(107.4)	(3,554.2)	(3,732.4)	(178.3)	(3,737.3)	(5,310.8)	(5,840.8)	(530.0)
<b>Total Cash Expenditure</b>	<b>(28.1)</b>	<b>(29.2)</b>	<b>(1.1)</b>	<b>(262.9)</b>	<b>(263.8)</b>	<b>(0.9)</b>	<b>(291.4)</b>	<b>(362.6)</b>	<b>(477.6)</b>	<b>(115.0)</b>
Interest & Charges	(5.8)	(5.6)	0.2	(48.0)	(47.3)	0.7	(15.8)	(62.3)	(27.5)	34.8
Contingency	-	-	-	-	-	-	-	-	-	-
Depreciation	33.9	34.8	0.9	310.9	311.1	0.2	307.1	417.8	498.0	80.2
<b>Non Cash Expenditure</b>	<b>33.9</b>	<b>34.8</b>	<b>0.9</b>	<b>310.9</b>	<b>311.1</b>	<b>0.2</b>	<b>307.1</b>	<b>417.8</b>	<b>498.0</b>	<b>80.2</b>
<b>Total Revenue Expenditure before Tax</b>	-	-	-	-	-	-	-	(7.1)	(7.1)	-
Taxation	-	-	-	-	-	-	-	7.1	7.1	-
<b>Total Revenue Expenditure</b>	-	-	-	-	-	-	-	-	-	-