Meeting	OLC Board	Agenda Item No. Paper No.	4 94.4
Date of meeting	20 March 2019	Time required	10 Minutes

Title	Finance Report (Month 11)
Sponsor	Rob Powell, Chief Executive
Status	OFFICIAL
To be communicated to:	Members and those in attendance

#### **Executive summary**

This paper provides a report on the financial position at the end of month 11. The paper provides a commentary on the key issues in the management accounts which are available in **Appendix 1**.

#### Recommendation/action required

Board is asked to **NOTE** the report.

#### 20 March 2019

### Finance report – month 11

#### 1. Introduction

This paper provides an overview of the OLC's financial position at the end of month 11, and a commentary on the key issues in the usual management accounts (**Appendix 1**). The figures reflect the reforecast prepared by departments in January 2019.

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 £13.3 m as the revised target at this point.

## 2. YTD performance

At the end of month 11 we are reporting an underspend for the year to date of £89k (1%), representing an underspend in legal (£90k, 0.8%) and a small overspend in CMC (£1k, 0.1%), which reflects the following areas:

- 0.8% (£54k) YTD underspend on staff costs:
  - a £34k underspend in operations as a result of staff turnover, sickness, maternity, lower pool ombudsman & overtime use
  - a £16k underspend on bonus provision as a result of recommended nonpayment of parts of the bonus and sundry smaller balances;
  - offset by a 15% (£20k) overspend on Training and recruitment as a result of the difficulty of forecasting timing of recruitment fees and procurement of training;
- 16% (£18k) underspend on Fees as a result of the release of provisions for Judicial Reviews or litigation now considered to be a lower risk;
- 1.3% (£14k) underspend on IT;
- 3% (£20k) underspend on Premises due to service charge refund for the annual YTD balancing, plus incorrect timing of Rates accounting; and
- 62% (£23k) overspend on "Other" due to an increase in the bad debt provision; invoices had been delayed due to data integrity issues therefore the forecast had followed an outdated trend.

## 3. Budget against forecast

The forecast was updated after the end of Q3 in line with MoJ requirements.

The forecast outturn currently shows a 10% underspend (£1.5m) across both jurisdictions. Of this, £0.7m relates to CMC as a result of a conscious reduction in the forecast to reflect falling volumes and management of transfer risks; the other £0.8m 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 £160k, and in September the OLC Board approved the return of £87k of capital budget.

### 5. Next steps

2019-20 budget proposals has now been completed and will be submitted immediately following our Board meeting to the LSB for its 26 March meeting.

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

The data quality issues in CMS 2 continue to impact invoicing of case fees in the short term. Resource is now being provided to clear this back log in P12.

Two vacancies in the finance team have both been successfully filled. The finance officer started in January and the new Accountant joins on 1<sup>st</sup> May.



# Legal Ombudsman: Consolidated Income & Expenditure, and Capital Expenditure As At 28 February 2019

,										
		Month			Year to D	ate			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	995.1	1,013.4	(18.3)	9,518.9	9,580.5	(61.6)	9,139.3	10,768.5	11,536.5	(768.0)
Grant In Aid	-	-	-	-	-	-	-	-	-	-
Income - Case fees	85.2	114.0	(28.8)	1,073.2	1,098.8	(25.6)	963.6	1,214.0	1,294.2	(80.2)
Income - Other	12.5	12.8	(0.3)	143.1	143.2	(0.1)	8.1	143.2	156.0	(12.8)
Total Income	1,092.8	1,140.3	(47.4)	10,735.1	10,822.5	(87.4)	10,110.9	12,125.7	12,986.7	(861.0)
Staff Costs	905.5	914.4	8.9	9,589.2	9,644.1	54.9	8,710.5	10,688.2	11,472.7	784.5
Travel & Subsistence	(0.1)	1.1	1.2	11.6	13.0	1.4	33.3	14.1	40.6	26.5
Fees & Consultancy	9.2	26.0	16.8	196.9	215.1	18.3	284.8	244.8	394.9	150.1
IT & Telecoms	157.1	177.7	20.6	1,064.2	1,078.5	14.2	1,098.0	1,306.6	1,465.6	159.0
Premises & Facilities	43.6	66.9	23.3	584.1	604.3	20.2	700.9	669.5	850.0	180.5
Other costs	35.9	9.2	(26.7)	76.9	54.7	(22.2)	148.5	63.2	110.4	47.2
Total Cash Expenditure	1,151.2	1,195.3	44.1	11,522.9	11,609.8	86.8	10,976.0	12,986.4	14,334.2	1,347.8
Interest & Charges	(4.9)	(5.0)	(0.1)	(59.3)	(59.3)	0.1	(23.3)	(64.0)	(27.5)	36.5
Contingency	-	-	-	-	-	-	-	-	-	-
Depreciation	34.3	35.3	1.0	379.1	380.8	1.7	350.9	417.1	498.0	80.9
Non Cash Expenditure	34.3	35.3	1.0	379.1	380.8	1.7	350.9	417.1	498.0	80.9
Total Revenue Expenditure before tax	1,180.6	1,225.7	45.1	11,842.7	11,931.3	88.6	11,303.6	13,339.5	14,804.7	1,465.2
Taxation	-	-	- 45.1	-	- 11,331.3	-	11,303.0	7.1	7.1	- 1,403.2
							11 202 6			
Total Revenue Expenditure	1,180.6	1,225.7	45.1	11,842.7	11,931.3	88.6	11,303.6	13,346.6	14,811.8	1,465.2
Capital Expenditure	-	-	-	89.4	98.6	9.2	367.3	163.1	250.0	86.9
Fixed Assets - IT	-		-	86.5	95.7	9.2	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 28 February 2019

Income - Levy
Grant In Aid
Income - Case fees
Income - Other
Total Income
Staff Costs
Travel & Subsistence
Fees & Consultancy
IT & Telecoms
Premises & Facilites
Other costs
Total Cash Expenditure
Interest & Charges
Contingency
Depreciation
Non Cash Expenditure
Total Revenue Expenditure before tax

Taxation

**Total Revenue Expenditure** 

	Month	
Actual	Forecast	Variance
£'000	£'000	£'000
995.1	1,013.4	(18.3)
-	-	-
76.4	104.4	(28.0)
12.5	12.8	(0.3)
1,084.0	1,130.7	(46.6)
855.0	863.0	8.0
(0.2)	1.1	1.3
9.2	26.0	16.8
157.1	177.7	20.6
41.4	65.0	23.6
(7.8)	(32.5)	(24.6)
1,054.7	1,100.3	45.7
(4.9)	(5.0)	(0.1)
	-	-
34.3	35.3	1.0
34.3	35.3	1.0
1,084.0	1,130.7	46.7
1,084.0	1,130.7	46.7
	_	

	Year to Date					
Actual	Forecast	Variance	Previous Yr			
£'000	£'000	£'000	£'000			
9,518.9	9,580.5	(61.6)	9,139.3			
-	-	-	-			
946.8	974.8	(28.0)	793.6			
143.1	143.2	(0.1)	8.1			
10,608.7	10,698.5	(89.8)	9,940.9			
8,898.1	8,955.7	57.7	7,979.4			
10.8	12.3	1.6	31.7			
196.9	215.1	18.3	259.0			
1,063.3	1,077.6	14.2	1,087.9			
564.2	585.2	21.0	684.2			
(444.3)	(469.0)	(24.7)	(428.8)			
10,288.9	10,377.0	88.1	9,613.3			
(59.3)	(59.3)	0.1	(23.3)			
-		-	-			
379.1	380.8	1.7	350.9			
379.1	380.8	1.7	350.9			
10,608.7	10,698.5	89.8	9,940.9			
10,608.7	10,698.5	89.8	9,940.9			

	Full Year	
Forecast	Budget	Variance
£'000	£'000	£'000
10,768.5	11,536.5	(768.0)
-	-	-
1,080.4	1,105.2	(24.8)
143.2	156.0	(12.8)
11,992.1	12,797.7	(805.6)
9,938.5	10,372.8	434.2
13.4	35.5	22.1
244.8	344.0	99.2
1,305.7	1,465.6	159.9
648.6	814.6	166.0
(519.1)	(712.4)	(193.3)
11,631.8	12,320.1	688.2
(64.0)	(27.5)	36.5
-	-	-
417.1	498.0	80.9
417.1	498.0	80.9
11,985.0	12,790.6	805.6
7.1	7.1	_
11,992.1	12,797.7	805.6



## CMC: Income & Expenditure As At 28 February 2019

Income - Levy
Grant In Aid
Income - Case fees
Income - Other
Total Income
Staff Costs
Travel & Subsistence
Fees & Consultancy
IT & Telecoms
Premises & Facilites
Other costs
Total Cash Expenditure
Interest & Charges
Contingency
Depreciation
Non Cash Expenditure
Total Revenue Expenditure

Month						
Actual	Forecast	Variance				
£'000	£'000	£'000				
-	-	-				
-	-	-				
8.8	9.6	(0.8)				
-	-	-				
8.8	9.6	(8.0)				
50.5	51.4	0.9				
-	-	-				
-	-	-				
-	-	-				
2.2	1.9	(0.3)				
43.8	41.7	(2.1)				
96.5	95.0	(1.5)				
-	-	-				
-	-	-				
-	-	-				
-	-	-				
96.5	95.0	(1.5)				

Year to Date					
Actual	Forecast	Variance	Previous Yr		
£'000	£'000	£'000	£'000		
-	-	-	-		
-	-	-	-		
126.4	124.0	2.4	170.0		
-	-	-	-		
126.4	124.0	2.4	170.0		
691.1	688.3	(2.8)	731.0		
0.9	0.7	(0.1)	1.6		
-	-	-	25.8		
0.9	0.9	-	10.1		
19.9	19.1	(0.8)	16.7		
521.3	523.7	2.5	577.3		
1,234.0	1,232.8	(1.2)	1,362.7		
-	-	-	-		
-	-	-	-		
-	-	-	-		
-	-	-	-		
1,234.0	1,232.8	(1.2)	1,362.7		

Full Year					
Forecast	Budget	Variance			
£'000	£'000	£'000			
-	-	-			
-	-	-			
133.6	189.0	(55.4)			
		-			
133.6	189.0	(55.4)			
749.7	1,099.9	350.2			
0.7	5.1	4.4			
-	50.9	50.9			
0.9	-	(0.9)			
20.9	35.4	14.5			
582.3	822.8	240.5			
1,354.5	2,014.1	659.6			
-	-	-			
-	-	-			
-	-	-			
-	-	-			
1,354.5	2,014.1	659.6			



CEO Compliance	:
Ombudsman team	
Legal	
External Affairs	
Insight	
Operational Transformation	
Operations Hub Operations Delivery	
Resolution Centre	
Assessment Centre	
RCT	
GET	3
Legacy	3
Data and Information CPD Course	4
Facilities	
Finance	
HR	
IT & Telecoms	
Recruitment	
Corporate Overhead	
Training PMO	:
CMC	
CMC Reapportionment	
Office of the Chief Legal Ombudsman	
Research	4
Modernising LeO	3
Quality	
Total Cost excl. Reserves	
Contingency	
Provision for Doubtful Debts - Legal & cmc	
Holiday Accruals	
Interest 9 Charges	
Interest & Charges Depreciation	
Depreciation	

	•		
	Actual	Forecast	Variance
<u> </u>	£'000	£'000	£'000
ı	29.1	32.5	3.4
,	23.1	32.3	-
ı	73.9	76.7	2.8
2	1.8	17.2	15.4
3	13.3	13.9	0.6
1	1.7	4.8	3.1
5	16.2	13.5	(2.8)
5	32.8	33.2	0.5
L	53.8	55.4	1.6
>	353.5	362.8	9.3
3			-
5			-
5	50.8	54.9	4.1
,	74.5	76.9	2.4
ı			-
3			-
,	26.9	50.5	23.7
3	18.5	23.1	4.6
1	36.9	37.7	0.7
5	214.9	236.6	21.7
5	30.6	13.5	(17.1)
,	2.5	10.5	8.0
3	21.1	10.0	(11.1)
6	10.8	11.1	0.4
	91.8	92.0	0.2
	(39.0)	(38.6)	0.3
	(/	(	-
2			-
1			-
9			-
			-
	1,116.3	1,188.3	71.9
	34.9	7.0	(27.9)
	1,151.2	1,195.3	44.0
	(4.9)	(5.0)	(0.1)
	34.3	35.3	1.0
	1,180.6	1,225.6	45.0

Year to date					
Actual	Forecast	Variance	Previous Yr		
£'000	£'000	£'000	£'000		
352.7	358.1	5.3	304.1		
		-	2.9		
715.1	721.2	6.2	759.6		
139.3	153.7	14.3	208.6		
144.3	145.0	0.7			
25.4	31.7	6.3			
129.9	123.5	(6.4)			
355.3	357.1	1.8			
469.9	472.0	2.1	444.5		
4,066.2	4,080.1	13.9	3,926.1		
		-	527.5		
		-	177.6		
486.8	497.4	10.7			
816.9	831.3	14.4			
		-			
(0.5)	(0.5)	0.0	4.7		
430.9	453.4	22.5	517.8		
241.4	246.0	4.5	315.8		
404.2	405.7	1.5	345.0		
1,622.4	1,641.2	18.8	1,612.0		
70.3	60.6	(9.8)	115.2		
82.7	99.4	16.7	33.9		
79.2	69.1	(10.1)	80.9		
116.2	116.9	0.7			
1,201.3	1,202.4	1.1	1,302.4		
(488.5)	(493.3)	(4.8)	(517.0)		
			287.9		
-	-	-	205.5		
-	-	-	132.1		
-	-	-	97.8		
		-			
11,461.4	11,572.0	110.6	10,885.0		
	-	-	-		
61.5	37.8	(23.7)	91.0		
11,522.9	11,609.8	86.9	10,976.0		
(59.3)	(59.3)	-	(23.3)		
379.1	380.8	1.7	350.9		
11,842.7	11,931.3	88.6	11,303.6		

	Full Year	
	Original	
Forecast	Budget	Variance
£'000	£'000	£'000
405.0	434.8	29.8
797.9	- 824.5	- 26.6
797.9 171.9	824.5 204.7	32.8
159.5	274.1	114.6
40.8	118.8	78.1
137.0	130.6	(6.4)
390.3	366.0	(24.3)
528.0	501.8	(26.2)
4.461.5	5.224.6	763.1
4,401.3	3,224.0	703.1
	_	_
552.5	432.4	(120.1)
908.0	620.7	(287.3)
300.0	-	(207.5)
(0.5)	_	0.5
502.2	622.3	120.0
276.1	282.5	6.4
445.8	431.7	(14.1)
1,928.9	2,059.5	130.5
124.9	91.9	(33.0)
110.0	177.0	67.0
109.1	162.5	53.4
128.0	104.9	(23.1)
1,321.9	1,978.5	656.6
(549.6)	(787.1)	(237.5)
	-	-
	-	-
	-	-
	-	-
		-
12,949.3	14,256.8	1,307.5
44.1	84.5	- 40.4
12,993.4	14,341.3	1,347.9
(64.0)	(27.5)	36.5
417.1	498.0	80.9
13,346.6	14,811.8	1,465.2

Cashflow	As At 28 February 2019		
	Month	Year to Date	Full year
	Actual	Actual	Forecast
	£'000	£'000	£'000
Expenditure	(1,180.6)	(11,842.7)	(13,346.6)
Income	1,092.8	10,735.1	12,125.7
Add Back Non Cash expenditure	34.3	379.1	417.1
Add back P&L on Asset disposals	-	-	-
Increase / (Decrease) in Creditors	(51.1)	(161.9)	406.2
(Increase) / Decrease in Debtors	(1,011.8)	(9,836.2)	(411.9)
Net Operating Cashflow	(1,116.3)	(10,726.6)	(809.4)
Purchase of IT Equipment & Software			
development	-	(92.9)	(154.4)
Purchase of Premises Equipment & leasehold			
Improvements	-	(2.9)	- 2.90
Proceeds		-	-
Cashflows from Investing Activities	-	(95.8)	(157.3)
Grant In Aid		1,258.0	2,478.9
Cashflow for the Period	(1,116.3)	(9,564.4)	1,512.2
Opening Bank Balance	8,260.3	16,708.4	16,708.4
Closing Bank Balance	7,144.0	7,144.0	18,220.6
Cash Movement	(1,116.3)	(9,564.4)	1,512.2
		,	

Balance Sheet	As At 31 December 2018			
	Month Movement	As At 30 September 2018	Full year Forecast	
	£'000	£'000	£'000	
Premises	(6.8)	455.1	448.3	
IT Hardware & Software	(27.5)	577.3	611.1	
Total Non Current Assets	(34.3)	1,032.4	1,059.4	
Cash & Bank	(1,116.3)	7,144.0	18,220.6	
Debtors	1,002.3	9,925.4	680.1	
Prepayments	9.4	262.5	83.5	
Total Current Assets	(104.6)	17,331.9	18,984.2	
Total Assets	(138.9)	18,364.2	20,043.5	
Creditors	(45.2)	(436.9)	(797.1)	
Accruals	50.9	(1,085.2)	(1,219.4)	
Lease Commitments	45.5	(200.7)	(274.4)	
Total Current Liabilities	51.1	(1,722.7)	(2,290.8)	
Net Current Assets	(53.5)	15,609.1	16,693.3	
Net Assets	(87.8)	16,641.5	17,752.7	
Retained Earnings	87.8	1,107.6	1,197.6	
Grant in Aid PY / Levy/ Reserves	- 1	(17,749.1)	(18,950.3)	
Reserves	87.8	(16,641.5)	(17,752.7)	

Trade debtors ana	lysis			
Current	30 days	60 days	90 days +	total
£'000	£'000	£'000	£'000	£'000
4.3	6.4	40.4	90.0	141.1
3.0%	4.5%	28.7%	63.8%	

-60.1

81.01

Provision for doubtful debts Net trade debtors



### **Board Level Project Spending Authorisations**

Year 2018-19

Reporting Month: As At 28 February 2019

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



Reporting Date
Year

Reporting Month:

28 February 2019
2018-19
11

## **Finance Report**

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- 1. Overall Position
- 2. Legal Jurisdiction
- 3. CMC Jurisdiction
- 4. Cost Centre Analysis
- **5. Spending Approvals Required**
- 6. Direct Legal
- 7. Direct CMC
- 8. Overheads only



## Direct Legal: Income & Expenditure As At 28 February 2019

Inneres Laur
Income - Levy
Income - Set up Levy
Income - Case fees
Income - Other
Total Case Income
Staff Costs
Travel & Subsistence
Fees & Consultancy
IT & Telecoms
Premises, Facilities & Administration
Other costs
Corporate Cost Reapportionment
Total Cash Expenditure
Interest & Charges
Contingency
Depreciation
Non Cash Expenditure
Total Revenue Expenditure

Month				
Actual	Forecast	Variance		
£'000	£'000	£'000		
995.1	1,013.4	(18.3)		
-	-	-		
76.4	104.4	(28.0)		
12.5	12.8	(0.3)		
1,084.0	1,130.7	(46.7)		
633.7	622.3	(11.4)		
0.1	0.1	(0.0)		
(10.0)	4.7	14.8		
-	-	-		
13.9	13.9	(0.0)		
30.8	6.0	(24.8)		
415.4	483.7	68.2		
1,084.0	1,130.7	46.8		
(0.0)	-	0.0		
-	-	-		
-	-	-		
-	-	-		
1,084.0	1,130.7	46.7		

Year to Date					
Actual	Forecast	Variance	Previous Yr		
£'000	£'000	£'000	£'000		
9,518.9	9,580.5	(61.6)	9,139.4		
-	-	-	-		
946.8	974.8	(28.0)	793.6		
143.1	143.2	(0.2)	8.1		
10,608.7	10,698.5	(89.8)	9,941.0		
6,472.3	6,494.4	22.0	5,834.3		
2.8	2.7	(0.1)	7.0		
10.3	23.6	13.3	59.7		
1.0	1.0	-	10.0		
129.2	127.6	(1.6)	153.5		
42.0	22.2	(19.8)	47.2		
3,952.2	4,028.0	75.8	3,830.4		
10,609.7	10,699.4	89.7	9,942.2		
(1.0)	(0.9)	0.1	(1.2)		
-	-	-	-		
-	-	-	-		
-	-	-	-		
10,608.7	10,698.5	89.8	9,941.0		

Full Year			
Budget	Variance		
£'000	£'000		
11,536.5	(768.0)		
-	-		
1,105.2	(24.8)		
156.0	(12.8)		
12,797.7	(805.6)		
7,439.8	271.5		
3.8	0.9		
48.5	20.2		
-	(1.0)		
186.1	44.6		
65.8	37.7		
5,053.7	430.7		
12,797.7	804.7		
-	0.9		
-	-		
-	-		
-	-		
12,797.7	805.6		
	### Budget # 6'000 ### 11,536.5 ### 1,105.2 ### 156.0 ### 156.0 ### 12,797.7 ### 7,439.8 ### 3.8 ### 48.5 ### 186.1 ### 65.8 ### 5,053.7 ### 12,797.7 ### -		



## Direct CMC: Income & Expenditure, and Capital Expenditure As At 28 February 2019

Income - Levy	
Grant in Aid	
Income - Case fees	
Income - Other	
Total Income	
Staff Costs	
Travel & Subsistence	
Fees & Consultancy	
IT & Telecoms	
Premises, Facilities & Administration	
Other costs	
Corporate Cost Reapportionment	
Total Cash Expenditure	
Interest & Charges	
Contingency	
Depreciation	
Non Cash Expenditure	
Total Revenue Expenditure	

£'000 £'000 £'000 8.8 9.6 (0 8.8 9.6 (0. 50.5 51.4 0 2.2 1.9 (0. 4.8 3.0 (1. 39.0 38.6 (0.	Month			
8.8 9.6 (0.  8.8 9.6 (0.  50.5 51.4 0   2.2 1.9 (0.  4.8 3.0 (1.  39.0 38.6 (0.	nce	Variand	Forecast	Actual
8.8 9.6 (0.50.5 51.4 0.50.5 51	000	£'00	£'000	£'000
8.8 9.6 (0.50.5 51.4 0.50.5 51		-	-	-
8.8 9.6 (0.50.5 51.4 0.50.5 51		-	-	-
50.5 51.4 0    2.2 1.9 (0.  4.8 3.0 (1.  39.0 38.6 (0.	0.8)	(0.	9.6	8.8
50.5 51.4 0    2.2 1.9 (0.  4.8 3.0 (1.  39.0 38.6 (0.		-	-	-
	0.8)	(0.	9.6	8.8
4.8 3.0 (1. 39.0 38.6 (0.	0.9	0	51.4	50.5
4.8 3.0 (1. 39.0 38.6 (0.		-	-	-
4.8 3.0 (1. 39.0 38.6 (0.		-	-	-
4.8 3.0 (1. 39.0 38.6 (0.		-	-	-
39.0 38.6 (0.	0.3)	(0	1.9	2.2
•	1.8)	(1.	3.0	4.8
96.5 95.0 (1	0.3)	(0.	38.6	39.0
  	L.5)	(1.	95.0	96.5
		-	-	-
		-	-	-
		-	-	-
		-	-	-
96.5 95.0 <mark>(1</mark> .	L <b>.5)</b>	(1.	95.0	96.5

Year to Date			
Actual	Forecast	Variance	Previous Yr
£'000	£'000	£'000	£'000
-	-	-	-
-	-	-	-
126.4	124.0	2.4	170.0
-	-	-	-
126.4	124.0	2.4	170.0
691.1	688.3	(2.8)	731.0
0.9	0.7	(0.1)	1.6
-	-	-	25.8
0.9	0.9	-	10.1
19.9	19.1	(0.8)	16.7
32.8	30.4	(2.3)	60.3
488.5	493.3	4.8	517.0
1,234.0	1,232.8	(1.2)	1,362.7
-	-	-	-
-	-	-	-
-	-	-	-
-	-	-	-
1,234.0	1,232.8	(1.2)	1,362.7

Full Year			
Forecast	Budget	Variance	
£'000	£'000	£'000	
-	-	-	
-	-	-	
133.6	189.0	(55.4)	
-	-	-	
133.6	189.0	(55.4)	
749.7	1,099.9	350.2	
0.7	5.1	4.4	
-	50.9	50.9	
0.9	-	(0.9)	
20.9	35.4	14.5	
32.7	35.7	3.0	
549.6	787.1	237.5	
1,354.5	2,014.1	659.6	
-	-	-	
-	-	-	
-	-	-	
-	-	-	
1,354.5	2,014.1	659.6	



## Overheads & Corporate: Income & Expenditure As At 28 February 2019

Incomo I our
Income - Levy
Income - Other
Total Income
Staff Costs
Travel & Subsistence
Fees & Consultancy
IT & Telecoms
Premises, Facilities & Administration
Other Costs
Reapportion to Jurisdictions
Total Cash Expenditure
Interest & Charges
Contingency
Depreciation
Non Cash Expenditure
Total Revenue Expenditure before Tax
Taxation
Total Revenue Expenditure

Month			
Actual	Forecast	Variance	
£'000	£'000	£'000	
-	-	-	
-	-	-	
-	-	-	
221.3	240.8	19.5	
(0.3)	0.9	1.2	
19.2	21.3	2.1	
157.1	177.7	20.6	
27.5	51.1	23.6	
0.2	0.2	(0.0)	
(454.4)	(522.3)	(67.9)	
(29.4)	(30.4)	(1.0)	
(4.9)	(5.0)	(0.1)	
-	-	-	
34.3	35.3	1.0	
34.3	35.3	1.0	
(0.0)	(0.0)	(0.0)	
-		-	
(0.0)	(0.0)	-	

Year to Date			
Actual	Forecast	Variance	Previous Yr
£'000	£'000	£'000	£'000
-	-	-	-
-	-	-	-
-	-	-	-
2,425.8	2,461.3	35.5	2,145.1
8.0	9.6	1.5	24.6
186.6	191.6	5.0	199.3
1,062.4	1,076.6	14.2	1,077.8
435.1	457.7	22.6	530.7
2.1	2.1	(0.0)	40.9
(4,440.7)	(4,521.3)	(80.6)	(4,347.4)
(320.7)	(322.5)	(1.8)	(328.8)
(58.4)	(58.3)	0.1	(22.0)
-	-	-	-
379.1	380.8	1.7	350.9
379.1	380.8	1.7	350.9
-	0.0	0.0	0.0
		-	
-	-	-	0.0

Full Year			
Forecast	Budget	Variance	
£'000	£'000	£'000	
-	-	-	
-	-	-	
-	-	-	
2,770.2	2,933.1	162.9	
10.5	31.7	21.2	
216.5	295.5	79.1	
1,304.7	1,465.6	160.9	
507.1	628.5	121.4	
2.3	8.8	6.5	
(5,172.6)	(5,840.8)	(668.2)	
(361.2)	(477.6)	(116.4)	
(63.0)	(27.5)	35.5	
		-	
417.1	498.0	80.9	
417.1	498.0	80.9	
(7.1)	(7.1)	0.0	
7.1	7.1	-	
-	-	-	