

HEALTH PROFESSIONS COUNCIL
MANAGEMENT ACCOUNTS
FOR THE 9 MONTHS ENDED 31st December 2004
COMMENTARY

INTRODUCTION

After the production of the management accounts for October 2004 all budget managers were asked to consider areas for cost saving. This was deemed necessary due to the relatively large deficits and over expenditure against budget. For these accounts, some legal costs have been re-allocated from fitness to practise to the appropriate departments.

DETAILED SUMMARY

Whilst December is often a relatively low spending month the results show a move in the right direction. The Operating Deficit has reduced by £122,976 to £364,026. This result compares to a budgeted surplus of £320,867 and is an adverse variance of £684,893. The Deficit is reduced to £137,573 after Investment Income and Unrealised Gains on Investments.

INCOME

Income remains above budget overall by £113,011. There are no new trends here but it should be noted that the delay in receipt of income from the Operating Department Practitioners (ODPs) has now cost us £90,000 of budgeted income. There were more ODPs registered than initially budgeted, so the monthly income will be above the budgeted £30,000 for this profession.

Investment income is £50,164 above budget, largely due to more diligent placing of funds on the money market through NatWest Bank PLC. Unrealised gains have risen to £127,653.

DEPARTMENTAL EXPENDITURE

Departmental expenditure at £7,631,304 is now £797,908 in excess of budget. Seven departments have overspends in excess of £25,000 (Council, Education and Training, Registration, IT Department, Administration, Fitness to Practise and Human Resources). This continues to be offset by a relatively large underspend in the Communications Department. The re-allocation of legal costs has spread some of the adverse variance from fitness to practise to the other departments.

Council are overspent due to legal advice and attendance of Bircham Dyson Bell on Council and Committee meetings. The cost of CPD consultation events has led to the relatively large adverse variance in Education and Training. The volume of applications in the international / grandparenting department have led an increase of assessors fees and hence an overspend in the registration departments. Information Technology has needed several new staff members leading to an adverse variance in staff recruitment costs AND THE Department also had to commission some unbudgeted legal advice. Administration overspends are in the areas of security, printing and stationary and postage. The building refurbishment at the front of Park House took longer than expected and HPC required a 24 hour security guard longer. As mentioned earlier the increase of applications has also increased the costs for printing and postage. As mentioned for the majority of this financial year, fitness to practise is overspent due to the increased volume of cases and the new appeals process. Staff recruitment and partner training (largely by Bircham Dyson Bell) make up most of the overspend in Human Resources.

OVERHEADS

Payroll Costs

Overall payroll is £97,370 overspent (4.79%). There have been savings in basic pay and pension cost, together with "other payroll expense". These offset the overspends in staff recruitment and temporary staff. Particularly high staff recruitment costs have been incurred in Education and Policy (£47,839). Temporary staff costs have been particularly high in IT, Fitness to Practise and Human Resources.

Staff travelling and subsistence

Much more travel and the resultant overnight stays are being undertaken as the organisation develops. Particular departments are Fitness to Practise (with more non-London cases) and Communications.

Council and committee expenses

Fees, offset by travel and subsistence, are slightly higher than budget at this stage. This may be rectified as meetings progress towards March.

Property services

The building works have cost more than originally budgeted and have taken longer than anticipated, thus resulting in the use of security guards throughout this period, partly to enable builders and sub-contractors to gain access at weekends and to guard against potential theft. With the exception of damp remedial work and the construction of a larger reception desk to accommodate a second receptionist, this work was been curtailed and the security guards will be stood down by the end of November. Work on Stannary Street windows and outside painting has been deferred to 2005/6.

Office services

The increased number of grandparenting applications and the introduction of Operating Department Practitioners had resulted in additional spends on printing and stationery and postage. The variance on office equipment <£1,000 is due to the use of some new filing systems which were un-budgeted. Also, additional desks and chairs have been required due to the increased headcount at HPC.

Computer services

Systems support, internet maintenance and the disaster recovery plan have all exceeded budget at this time. Some of the projects under Software Systems have been deferred to 2005/6.

Communications

There are net savings in those costs controlled within the Communications Department. However the budget bid for the CPD consultation, under the control of Education and Training, was insufficient and there will be a significant overspend in this regard.

Partners

Much of the overspend on registrant assessors is offset by additional income but additional training has been necessary to ensure appropriate standards and there have been many more panels than at first thought. There have been far more international tests of competence and registration appeals than were expected.

Specific departmental expenses

The major overspend in this area continues to be legal expenses (including Legal – transcript writers). Savings are envisaged as the processes are revised but the volumes are increasing. Bank charges are high due to the increased collection and frequency of direct debit claims. Quality ISO 2002 cost more than budget and consultants are still being retained to ensure that we get through quarterly audits.

BALANCE SHEET

The balance sheet remains similar to that of the previous month. It is worth noting that creditors and accrued expenses are at their lowest this year as we regularly make payments to suppliers at least twice a month, to ensure that we endeavour to settle all invoices and claims within 30 days.

CASH FLOW

Cash balances are at their lowest this year. These balances will rise in January and March due to some of the larger professions paying their direct debit instalments (Radiographers, Occupational Therapists and Physiotherapists respectively).

CONCLUSION

All budget holders have been formally asked to look for savings and deferment of expenditure where possible. With this approach, HPC should make surpluses in the final three months of the financial year. This approach has partly led to a relatively high surplus in December 04.

It is evident that HPC will not make the budgeted surplus of £1M. However with surpluses in the final 3 months, HPC should make a surplus overall. A Latest Estimate for 2004/5 will be included in the budget documentation for 2005/6.

RICHARD BALLARD
Management Accountant
25th January 2005

HEALTH PROFESSIONS COUNCIL

Management Accounts For the 9 months ended 31st December 2004

HEALTH PROFESSIONS COUNCIL

MANAGEMENT ACCOUNTS TO 31 DECEMBER 2004
DETAILED SUMMARY

	Actual £	Budget £	Variance £	Variance %	Annual Budget £
INCOME					
Professions					
Arts Therapists	80,618	77,980	2,638	3.38	108,100
Biomedical Scientists	964,448	996,053	(31,605)	(3.17)	1,328,070
Chiropodists	586,684	444,249	142,435	32.06	631,045
Clinical Scientists	182,579	158,087	24,492	15.49	219,783
Dietitians	236,230	223,737	12,493	5.58	316,688
Orthoptists	54,957	58,950	(3,993)	(6.77)	78,600
Occupational Therapists	1,196,302	1,174,836	21,466	1.83	1,566,448
Paramedics	453,072	480,299	(27,227)	(5.67)	640,398
Physiotherapists	1,718,958	1,674,548	44,410	2.65	2,270,603
Prosthetists & Orthotists	34,805	37,346	(2,541)	(6.80)	49,795
Radiographers	1,062,029	1,059,555	2,474	0.23	1,412,740
Speech and Language Therapists	470,230	460,289	9,941	2.16	613,718
Operating Department Practitioners	38,028	120,000	(81,972)	(68.31)	210,000
Registration Income	7,078,940	6,965,929	113,011	1.62	9,445,988
Department of Health Capital Grant Released	188,338	188,334	4	0.00	251,112
TOTAL INCOME	7,267,278	7,154,263	113,015	1.58	9,697,100
EXPENDITURE					
Departments					
President	39,248	37,838	(1,410)	(3.73)	50,450
Council	143,599	117,168	(26,431)	(22.56)	175,390
Secretariat	133,536	132,397	(1,139)	(0.86)	175,863
Chief Executive	175,983	173,597	(2,386)	(1.37)	226,463
Education and Training	808,789	605,957	(202,832)	(33.47)	721,385
Registration	1,178,561	976,974	(201,587)	(20.63)	1,295,629
IT Department	1,213,886	1,179,699	(34,187)	(2.90)	1,510,341
Finance	253,591	256,328	2,737	1.07	341,443
Administration	977,170	881,164	(96,006)	(10.90)	1,100,984
Fitness to Practise	1,316,310	1,011,829	(304,481)	(30.09)	1,344,207
Human Resources	415,615	357,859	(57,756)	(16.14)	453,233
Communications	975,016	1,102,586	127,570	11.57	1,360,504
Operating Expenses	7,631,304	6,833,396	(797,908)	(11.68)	8,755,891
(DEFICIT) (Excluding Unrealised Gains)	(364,026)	320,867	(684,893)	213.45	941,209
Investment Income (Excluding Unrealised Gains)	98,800	48,636	50,164	103.14	65,000
Investment - Unrealised Gains	127,653	0	127,653	0.00	0
(DEFICIT)	(137,573)	369,503	(507,076)	137.23	1,006,209

HEALTH PROFESSIONS COUNCIL

MANAGEMENT ACCOUNTS TO 31 DECEMBER 2004

DETAILED SUMMARY

	Actual £	Budget £	Variance £	Variance %	Annual Budget £
Income					
Registration fees	368,958	285,742	83,216	29.12	430,988
Registration fees (part year)	(34)	0	(34)	0.00	0
Readmission fees	59,062	80,250	(21,188)	(26.40)	107,000
Renewal fees	5,892,812	6,223,437	(330,625)	(5.31)	8,397,000
International scrutiny fees	489,292	250,500	238,792	95.33	334,000
Confirmation letter fees	0	0	0	0.00	0
Grandparenting scrutiny fees & other	268,850	126,000	142,850	113.37	177,000
	<u>7,078,940</u>	<u>6,965,929</u>	<u>113,011</u>	1.62	<u>9,445,988</u>

HEALTH PROFESSIONS COUNCIL

MANAGEMENT ACCOUNTS TO 31 DECEMBER 2004

CODE	INVESTMENT & OTHER INCOME				Annual Budget £
	Actual £	Budget £	Variance £	Variance %	
BUDGET MANAGER	Paul Baker				
Income					
Bank interest - Business Reserve	21,140	7,500	13,640	181.87	10,000
Bank interest - Money Market	20,898	3,636	17,262	474.75	5,000
Bond interest	11,670	0	11,670	0.00	0
Portfolio income	47,699	37,500	10,199	27.20	50,000
P & L on disposal of investments (Realised)	(2,607)	0	(2,607)	0.00	0
	<u>98,800</u>	<u>48,636</u>	<u>50,164</u>	103.14	<u>65,000</u>
P & L on disposal of investments (Unrealised)	127,653	0	127,653	0.00	0

HEALTH PROFESSIONS COUNCIL

MANAGEMENT ACCOUNTS TO 31 DECEMBER 2004

OVERHEAD TOTAL

	Actual £	Budget £	Variance £	Variance %	Annual Budget £
Payroll					
Basic	1,304,837	1,379,793	74,956	5.43	1,834,289
Overtime	30,300	30,188	(112)	(0.37)	40,250
National Insurance	149,077	155,100	6,023	3.88	206,198
Pension costs	149,233	181,091	31,858	17.59	241,452
Medical insurance	0	0	0	0.00	0
Staff recruitment	165,996	62,875	(103,121)	(164.01)	63,500
Temporary staff	266,648	143,750	(122,898)	(85.49)	191,000
Other payroll expense	64,076	80,000	15,924	19.91	80,000
	<u>2,130,167</u>	<u>2,032,797</u>	<u>(97,370)</u>	<u>(4.79)</u>	<u>2,656,689</u>
Staff travelling and subsistence					
Fares	45,756	24,375	(21,381)	(87.72)	32,500
Car expenses and car park	3,900	3,975	75	1.89	5,300
Subsistence	49,488	14,756	(34,732)	(235.38)	19,675
Entertaining	617	2,306	1,689	73.24	3,075
Conferences	6,202	24,375	18,173	74.56	32,500
Lecturing	0	1,875	1,875	100.00	2,500
	<u>105,963</u>	<u>71,662</u>	<u>(34,301)</u>	<u>(47.86)</u>	<u>95,550</u>
Council and committee expenses					
Allowances	129,501	123,071	(6,430)	(5.22)	167,000
Travelling and subsistence	115,920	133,817	17,897	13.37	176,390
Conference expenses	6,319	8,250	1,931	23.41	11,000
Training	4,250	4,625	375	8.11	5,000
	<u>255,990</u>	<u>269,763</u>	<u>13,773</u>	<u>5.11</u>	<u>359,390</u>
Property services					
Business rates	31,157	37,346	6,189	16.57	41,496
Water	649	862	213	24.71	1,150
Electricity	5,497	6,000	503	8.38	8,000
Gas	1,510	2,250	740	32.89	3,000
Cleaning contractors	15,267	14,250	(1,017)	(7.14)	19,000
Cleaning materials	6,817	7,500	683	9.11	10,000
Waste disposal	6,633	6,375	(258)	(4.05)	8,500
Repairs and maintenance	9,295	11,250	1,955	17.38	15,000
Maintenance contracts	3,838	4,125	287	6.96	5,500
Security	46,618	5,000	(41,618)	(832.36)	5,000
Building Refurbishment	125,651	108,875	(16,776)	(15.41)	108,875
Property depreciation	18,000	18,000	0	0.00	24,000
	<u>270,932</u>	<u>221,833</u>	<u>(49,099)</u>	<u>(22.13)</u>	<u>249,521</u>

OVERHEAD TOTAL

	Actual £	Budget £	Variance £	Variance %	Annual Budget £
Office services					
Printing and stationery	246,428	208,125	(38,303)	(18.40)	261,000
Photocopying	3,840	8,250	4,410	53.45	11,000
Microfilming	317	338	21	6.21	450
Postage	154,356	115,706	(38,650)	(33.40)	143,129
Telephone	22,303	24,000	1,697	7.07	32,000
Telephone system maintenance	0	2,400	2,400	100.00	3,200
Mobile telephone	3,350	3,001	(349)	(11.63)	4,000
Fax	1,146	2,250	1,104	49.07	3,000
Couriers	3,867	2,625	(1,242)	(47.31)	3,500
Office equipment < £1000	36,457	22,500	(13,957)	(62.03)	30,000
Office equipment rental	2,440	1,500	(940)	(62.67)	2,000
Staff catering	10,974	9,000	(1,974)	(21.93)	12,000
Other office services	9,703	15,000	5,297	35.31	20,000
Depreciation of office equipment	63,741	75,000	11,259	15.01	100,000
	558,922	489,695	(69,227)	(14.14)	625,279
Computer services					
Hardware < £1000	4,675	15,000	10,325	68.83	20,000
Hardware maintenance	5,682	5,250	(432)	(8.23)	7,000
Software Systems	313,250	361,603	48,353	13.37	433,600
Software licenses	41,412	37,500	(3,912)	(10.43)	50,000
Systems support	64,021	46,125	(17,896)	(38.80)	61,500
Internet maintenance	40,096	15,863	(24,233)	(152.76)	21,150
Computer media and sundries	10,297	7,500	(2,797)	(37.29)	10,000
Disaster contingency plan	32,768	35,938	3,170	8.82	50,000
Computer training	3,929	0	(3,929)	0.00	2,500
Other computer services costs	16,868	13,500	(3,368)	(24.95)	18,000
IT Security - Backup Offsite etc	3,197	3,525	328	9.30	4,700
IT Hardware Disposals	0	0	0	0.00	0
Hardware depreciation	421,759	432,750	10,991	2.54	577,000
	957,954	974,554	16,600	1.70	1,255,450
Communications					
Advertising	335,740	317,500	(18,240)	(5.74)	400,000
Annual Reports (Design, Distribute)	12,301	50,000	37,699	75.40	50,000
Brochures (Design, Distribute)	19,392	76,500	57,108	74.65	105,000
HPC Consultation Events	415,993	229,000	(186,993)	(81.66)	229,000
Grandparenting Communications	0	15,000	15,000	100.00	20,000
Listening Events	13,935	12,000	(1,935)	(16.13)	20,000
Lobbying	6,598	15,000	8,402	56.01	20,000
PR Advisors	39,207	36,000	(3,207)	(8.91)	48,000
Market Research	81,926	62,500	(19,426)	(31.08)	62,500
Registrant Comms & Internal	37,533	56,250	18,717	33.27	75,000
Translations	4,745	7,500	2,755	36.73	10,000
Stakeholder Communications	2,491	40,833	38,342	93.90	70,000
Standards of Proficiency (Design,Prod,Dist)	3,713	10,000	6,287	62.87	10,000
Web Site Design	44,787	48,000	3,213	6.69	48,000
Annual Conference	130,113	100,000	(30,113)	(30.11)	100,000
Marketing & Promotions	10,113	22,500	12,387	55.05	30,000
Conference Attendance	8,725	25,500	16,775	65.78	34,000
General Events (Internal & External)	21,920	20,000	(1,920)	(9.60)	20,000
Media Relations - Press Event Launch	683	10,000	9,317	93.17	10,000
Welsh Language Scheme	0	11,250	11,250	100.00	15,000
	1,189,915	1,165,333	(24,582)	(2.11)	1,376,500

OVERHEAD TOTAL

	Actual £	Budget £	Variance £	Variance %	Annual Budget £
Partners					
Partners Recruitment	32,127	38,333	6,206	16.19	50,000
Partners Training	115,269	80,000	(35,269)	(44.09)	120,000
Legal Assessors	59,308	38,873	(20,435)	(52.57)	51,830
Registration Assessors	468,592	223,548	(245,044)	(109.62)	298,064
International Test of Competence	23,839	3,432	(20,407)	(594.61)	4,576
Mediation - Panels	0	3,750	3,750	100.00	5,000
Panels (Allowance & Travel)	197,761	124,652	(73,109)	(58.65)	166,202
Screening - Panels (Allow & Travel)	0	13,500	13,500	100.00	18,000
Approvals (Previously Visits)	31,942	75,000	43,058	57.41	100,000
JVC Costs	46,911	45,000	(1,911)	(4.25)	45,000
	<u>975,749</u>	<u>646,088</u>	<u>(329,661)</u>	<u>(51.02)</u>	<u>858,672</u>
Specific departmental expenses					
Archive storage	6,915	7,875	960	12.19	10,500
Auditors' fees	23,290	23,625	335	1.42	31,500
Bank charges & interest	47,615	33,333	(14,282)	(42.85)	42,500
Books and publications	3,775	0	(3,775)	0.00	0
General insurance	26,208	28,800	2,592	9.00	38,400
Legal insurance	30,319	33,075	2,756	8.33	44,100
Health and safety	1,597	6,150	4,553	74.03	8,200
Legal expenses	880,233	636,750	(243,483)	(38.24)	849,000
Other professional fees	26,998	44,667	17,669	39.56	79,000
Pension administration	3,598	5,625	2,027	36.04	7,500
Staff Handbook	0	1,500	1,500	100.00	2,000
Personal Performance Consultancy	4,651	4,725	74	1.57	6,300
Investors in People	2,900	20,000	17,100	85.50	20,000
Good Citizen Scheme	0	1,500	1,500	100.00	2,000
Quality ISO 2002	36,645	20,000	(16,645)	(83.23)	20,000
HPC Processes	88	20,000	19,912	99.56	20,000
Reward Data	760	2,500	1,740	69.60	5,000
Subscriptions to professional bodies	2,636	3,929	1,293	32.91	5,240
Professional Liaison Groups	9,962	5,000	(4,962)	(99.24)	5,000
Legal -Transcript Writer	51,039	29,700	(21,339)	(71.85)	39,600
Taxation advice	7,823	6,667	(1,156)	(17.34)	8,000
Training	18,660	26,250	7,590	28.91	35,000
	<u>1,185,712</u>	<u>961,671</u>	<u>(224,041)</u>	<u>(23.30)</u>	<u>1,278,840</u>
OVERHEAD TOTAL	<u>7,631,304</u>	<u>6,833,396</u>	<u>(797,908)</u>	<u>(11.68)</u>	<u>8,755,891</u>

HEALTH PROFESSIONS COUNCIL

BALANCE SHEET

as at 31st December 2004

	£	£	<i>March 2004</i>	
			£	£
FIXED ASSETS				
Tangible fixed assets				
Land & buildings, at cost or valuation	1,700,000		1,700,000	
Depreciation	<u>(26,000)</u>		<u>(8,000)</u>	
Net book value		1,674,000		1,692,000
Computer Equipment, at cost	1,975,418		1,920,399	
Depreciation	<u>(1,048,283)</u>		<u>(626,524)</u>	
Net book value		927,135		1,293,876
Office furniture and equipment, at cost	366,315		326,637	
Depreciation	<u>(190,539)</u>		<u>(126,798)</u>	
Net book value		175,776		199,839
		<hr/>		<hr/>
Total tangible fixed assets		2,776,911		3,185,715
Investments		1,350,674		1,203,107
TOTAL FIXED ASSETS		<hr/> 4,127,585 <hr/>		<hr/> 4,388,822 <hr/>
CURRENT ASSETS				
Other debtors and prepayments	215,149		193,013	
Bank balances and cash	<u>1,549,941</u>		<u>2,407,980</u>	
	1,765,090		2,600,993	
CURRENT LIABILITIES				
Amounts falling due within one year				
Creditors and accrued expenses	<u>710,479</u>		<u>874,371</u>	
WORKING CAPITAL		1,054,611		1,726,623
DEFERRED INCOME				
Registration fees in advance	119,254		80,667	
Retention fees in advance	<u>4,337,999</u>		<u>4,983,924</u>	
		(4,457,253)		(5,064,591)
NET ASSETS		<hr/> 724,943 <hr/>		<hr/> 1,050,854 <hr/>
Represented by:				
Capital Grant Receivable - LISA System		418,529		606,867
Accumulated Fund at 1 April 2003		443,987		1,008,442
Surplus/(Deficit) for the period		<u>(137,573)</u>		<u>(564,455)</u>
		<hr/> 724,943 <hr/>		<hr/> 1,050,854 <hr/>

HEALTH PROFESSIONS COUNCIL

MANAGEMENT ACCOUNTS TO 31 DECEMBER 2004

CASH FLOW STATEMENT

From 1st April 2004 - 31st December 2004

	£
Deficit over expenditure	(364,026)
Depreciation of tangible fixed assets	503,500
Grant income released	(188,338)
Increase in debtors	(22,136)
Decrease in creditors	(163,892)
Decrease in deferred income	(607,338)
Net cash outflow from operating activities	(842,229)
Return on investments and servicing of finance	
Investment Income (Excluding realised gains)	101,407
Capital expenditure and financial investments	
Purchase of tangible fixed assets	(94,697)
Purchase of investments	(103,933)
Proceeds from sale of investments	81,413
Decrease in Cash	(858,039)
Cash at 31st March 2004	2,407,980
Cash at 31st December 2004	1,549,941
Cash Movement	(858,039)

HPC Cash Flow: April 04 - March 05

	Mar-04	APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	Total 12 Mths
Opening Balance 1st		2,407,980	2,231,000	1,896,142	1,620,096	1,614,168	1,675,781	2,634,230	2,527,981	1,715,204	1,549,941	2,080,708	1,802,701	
<u>Receipts</u>														
Registration Income		677,136	750,269	757,305	785,723	787,301	867,375	814,573	811,100	828,158				
Investment Income		3,568	9,238	16,369	11,445	8,746	17,083	8,316	13,322	13,320				
Investment Sales		0	16,944	14,215	21,936	11,775	9,000	585	0	6,958				
Deferred Income Movements		(283,152)	(238,114)	(333,301)	341,449	(163,977)	785,012	(109,062)	(302,895)	(303,297)				
Total Cash Receipts		397,552	538,337	454,588	1,160,553	643,845	1,678,470	714,412	521,527	545,139	897,967	411,367	1,548,151	9,511,908
<u>Payments</u>														
Operational														
Expenditure		744,507	750,195	1,047,631	790,035	726,457	1,151,411	865,363	829,597	726,108				
Depreciation		(55,541)	(55,741)	(55,889)	(55,986)	(56,036)	(56,026)	(56,026)	(56,115)	(56,140)				
Aged Cred / Accrual Movements		(159,160)	149,116	(339,004)	369,050	(101,253)	(353,207)	24,907	524,393	49,050				
Debtor Movements		19,920	2,501	56,518	13,594	10,551	(70,226)	(13,583)	22,869	(20,008)				
Payments to Creditors		549,726	846,071	709,256	1,116,693	579,719	671,952	820,661	1,320,744	699,010	356,483	678,658	658,223	9,007,196
Exceptional														
Capital Expenditure		24,806	16,122	3,901	40,029	2,513	1,866	0	4,293	1,167	10,717	10,716	10,716	126,846
Investment Purchases		0	11,002	17,477	9,759	0	46,203	0	9,267	10,225				103,933
Total Payments		574,532	873,195	730,634	1,166,481	582,232	720,021	820,661	1,334,304	710,402	367,200	689,374	668,939	9,237,975
Closing Balance	2,407,980	2,231,000	1,896,142	1,620,096	1,614,168	1,675,781	2,634,230	2,527,981	1,715,204	1,549,941	2,080,708	1,802,701	2,681,913	273,933

Aged Creditors	587,769	750,837	558,407	927,459	471,481	553,870	940,876	1,048,192	479,874	356,483	678,658	658,223	654,610	654,610
Accruals	286,602	282,694	326,008	295,960	382,888	401,752	367,953	235,730	279,655	353,996	285,000	285,000	285,000	285,000
Budgeted Expenditure 04/05											609,662	658,223	654,610	

Deferred Income Movements - () Some income from deferred income and cash has already been received. If positive, cash received in advance and not recognised as income in current month.

Depreciation - Cash paid for fixed assets incurred in previous months make depreciation a non cash item, so is taken off the current month expenditure.

Aged Creditor Movements - () Denotes an increase in aged creditors from the previous month and is taken off the current month expenditure as they haven't been paid. Vice versa for a positive figure.

Debtor Movements - If positive, debtors/prepayments have been paid without all being recognised in the I & E Account, so must be added to the expenditure for the month, Vice versa for a negative figure.