Health Professions Council Finance and Resources Committee Meeting - 28th July 2006

MAY 2006 MANAGEMENT ACCOUNTS - PUBLIC PAPER

Executive Summary and Recommendations

1. Introduction

2. Decision

The Council/Committee is requested to note the document. No decision is required.

3. Background information

4. Resource implications

Nil

5. Financial implications

Nil

6. Background papers

May Management Accounts

7. Appendices

Nil

8. Date of paper

17th July 2006

CONSOLIDATED MANAGEMENT ACCOUNTS FOR THE 2 MONTHS ENDED 31st May 2006

COMMENTARY

INTRODUCTION

These accounts have been compared to budget version 4, which was agreed by the Council on 11th May 2006. The format of the management accounts is the same as last financial year.

DETAILED SUMMARY

After two months of the financial year, we budgeted an operating deficit of £26,645, compared to 2005's budgeted surplus of £157,105. The actual result for year to date was a surplus of £51,611; a favourable variance of £78,256.

Income totalled £1,665,957 with overheads at £1,614,346, thus giving the operating surplus of £78,256.

INCOME

Registration income is £175,572 below budget. It should be noted, as detailed in the approved budget, that as fewer professions begin their 2 year cycle and a number of registrants will be removed from the register for non payment or non signing of a declaration. The full year income is expected to be less than last year.

Year to date investment income is more or less on budget.

DEPARTMENTS

Departmental expenditure at £1,614,346 is £253,827 better than budget. These favourable variances will be unlikely to be retained over the course of the year, as various projects begin.

OVERHEADS

It remains a little early to talk about trends and the majority of variances will be due to timing. Below is an explanation of some of the main favourable variances as well as any unfavourable variances:

Payroll costs

Payroll costs continue to show a favourable variance (year to date £62k) due to some budgeted positions not being appointed in either April or May. Roles are likely to be filled during the year reducing this variance but a portion will remain for the months posts have been vacant.

Council and committee expenses

This shows a favourable variance (year to date £29k). Council and Committee member allowances have risen from £260 to £300. Payment of this new allowance, however, will begin in August 2006 and be back dated. This favourable variance therefore arises due to timing.

Property services

The favourable year to date variance of £21k is mainly due to building refurbishment project due to start later on in the year.

Computer services

The year to date unfavourable variance of £9k is mainly driven by hardware depreciation. Fixed assets computer additions increase depreciation and to date there has been a total of £17k worth of additions, contributing a further £4k depreciation. The remaining difference of £5k is due to increased support & maintenance costs.

Communications

The year to date favourable variance of £85k is due to timing. Advertising, market research, annual partners conference and media relations costs will begin to be reflected in the accounts once these projects are delivered during the year.

Partners

As partners training is ramped up this will help reduce the year to date favourable variance of £49k. The variance is also driven by the low Assessors fees so far but this could be a timing issue and is dependant on the number of assessments carried out.

BALANCE SHEET

The main movements in the balance sheet are an increase in debtors and prepayments and a decrease in creditors. These both have the effect of reducing the cash balance. The prepayment increase is mainly due to the upfront payment of insurance premiums for the 2006/07 year.

Working capital is £2,781,699, showing HPC continues to be in a good financial position. The Net Assets are £2,300,296 which is represented by the Capital Grant Receivable (being released to the Income and Expenditure Account) of £62,779, the Accumulated Fund of £1,585,328, the revaluation reserve of £652,189. The Accumulated Fund comprises £1,590,927 at the beginning of the financial year plus the net deficit for the year to date.

CASH FLOW

The Cash Flow statement indicates a net decrease in cash of £383,248 from 1st April 2006 to the end of the current month, essentially generated from a decrease in deferred income and increase in debtors.

The net increase or decrease in cash when compared to the accounting deficit can be significantly different. To arrive at the cash movement, non cash items such as depreciation, are removed and balance sheet movements taken into consideration.

CONCLUSION

Overall, it is a bit early to be seeing any trends, but the opening 2 months are more or less on budget than budgeted with an overall deficit for the year to date of £5k.

HPC continues to be in a good financial position, especially in terms of cash which will be required for projects throughout the year and capital expenditure including the refurbishment of 22/26 Stannary Street.

Chiluba Mulenga Acting Management Accountant June 2006

Consolidated Management Accounts For the 2 months ended 31st May 2006

CONSOLIDATED MANAGEMENT ACCOUNTS TO 31 MAY 2006 DETAILED SUMMARY

DETAILED GOWNATT					Annual
	Actual	Budget	Variance	Variance	Budget
	£	£	£	%	£
INCOME					
Professions					
	21.260	22,213	(853)	(2.04)	131,355
Arts Therapists Biomedical Scientists	21,360 220,277	230,107		(3.84)	•
Chiropodists	137,163	120,329	(9,830) 16,834	(4.27) 13.99	1,379,633 715,200
Clinical Scientists	40,325	43,282	(2,957)	(6.83)	257,439
Dietitians	64,944	67,705	(2,761)	(4.08)	400,469
Occupational Therapists	162,822	289,074	(126,252)	(43.67)	1,725,678
Operating Department Practitioners	82,390	80,592	1,798	2.23	483,408
Orthoptists	11,625	12,879	(1,254)	(9.74)	77,061
Paramedics	105,415	117,098	(11,683)	(9.98)	696,810
Physiotherapists	426,860	453,887	(27,027)	(5.95)	2,735,691
Prosthetists & Orthotists	7,705	9,123	(1,418)	(15.54)	54,314
Radiographers	239,685	238,410	1,275	0.53	1,458,920
Speech and Language Therapists	103,532	114,977	(11,445)	(9.95)	685,243
oposon and Language morapists	100,002	111,011	(11,110)	(0.00)	000,210
Registration Income	1,624,104	1,799,676	(175,572)	(9.76)	10,801,221
Department of Health Capital Grant Released	41,853	41,852	1	0.00	104,630
Rental Income	0	0	0	0.00	0
			_		
TOTAL INCOME	1,665,957	1,841,528	(175,571)	(9.53)	10,905,851
EXPENDITURE					
EXI ENSITORE					
Departments					
Approvals & Monitoring	96,236	119,069	22,833	19.18	714,401
Chief Executive	42,167	45,038	2,871	6.38	270,230
Committees & PLG	37,100	44,590	7,490	16.80	267,542
Communications	95,861	166,921	71,060	42.57	1,001,530
Council	28,978	81,517	52,539	64.45	489,103
Facilities Manangement	161,080	178,190	17,110	9.60	1,069,116
Finance	74,122	71,100	(3,022)	(4.25)	426,598
Fitness to Practise	434,236	431,236	(3,000)	(0.70)	2,587,411
Human Resources & Partners	53,232	66,327	13,095	19.74	397,957
IT Department	204,598	175,309	(29,289)	(16.71)	1,051,849
Operations Office	42,530	60,591	18,061	29.81	363,540
Policy & Standards	28,810	50,448	21,638	42.89	302,677
President	4,165	8,250	4,085	49.51	49,500
Registration	266,682	326,804	60,122	18.40	1,960,817
Secretariat	44,548	42,783	(1,765)	(4.13)	256,700
Operating Expenses	1,614,346	1,868,173	253,827	13.59	11,208,971
				_	
SURPLUS / (DEFICIT) - Excl. Unrealised Gains/(Losses)	51,611	(26,645)	78,256	293.70	(303,120)
Taxation	0	0	0	0.00	0.00
Investment Income - Excl. Unrealised Gains/(Losses)	26,567	29,059	(2,492)	(8.58)	174,357
Investment - Unrealised Gains / (Losses)	(83,777)	0	(83,777)	0.00	0
				(00)	(105 ====
SURPLUS / (DEFICIT)	(5,599)	2,414	8,013	(331.94)	(128,763)

CONSOLIDATED MANAGEMENT ACCOUNTS TO 31 MAY 2006

CONSOLIDATED DETAILED SUMMARY

	Actual £	Budget £	Variance £	Variance %	Annual Budget £
Consolidated Income					
Registration fees	70,238	69,537	701	1.01	420,413
Registration fees (part year)	0	0	0	0.00	0
Readmission fees	63,420	28,727	34,693	120.77	172,341
Renewal fees	1,408,573	1,525,781	(117,208)	(7.68)	9,154,680
International scrutiny fees	80,048	175,631	(95,583)	(54.42)	1,053,787
Confirmation letter fees	25	0	25	0.00	0
Grandparenting scrutiny fees & other	1,800	0	1,800	0.00	0
	1,624,104	1,799,676	(175,572)	(9.76)	10,801,221

CONSOLIDATED MANAGEMENT ACCOUNTS TO 31 MAY 2006

CODE

INVESTMENT & OTHER INCOME

BUDGET MANAGER	Fin	ance Direc	tor		A
	Actual £	Budget £	Variance £	Variance %	Annual Budget £
Consolidated Income					
Bank interest - Business Reserve	0	3,333	(3,333)	(100.00)	20,000
Bank interest - Money Market	15,443	15,393	50	0.32	92,360
Bond interest	0	0	0	0.00	0
Portfolio income	14,033	10,333	3,700	35.81	61,997
P & L on disposal of investments (Realised)	(2,909)	0	(2,909)	0.00	0
	26,567	29,059	(2,492)	(8.58)	174,357
P & L on disposal of investments (Unrealised)	(83,777)	0	(83,777)	0.00	0

CONSOLIDATED MANAGEMENT ACCOUNTS TO 31 MAY 2006

OVERHEAD TOTAL

	Actual £	Budget £	Variance £	Variance %	Annual Budget £
Payroll					
Basic	382,829	450,488	67,659	15.02	2,702,918
Overtime	2,744	3,916	1,172	29.94	23,500
National Insurance	40,920	56,810	15,890	27.97	340,850
Pension costs	32,468	45,205	12,737	28.18	271,217
Medical insurance	186	0	(186)	0.00	0
Staff recruitment	39,686	24,592	(15,094)	(61.38)	147,550
Temporary staff	97,157 702	70,909	(26,248)	(37.02)	425,447
Other payroll expense	596,692	6,750 658,670	6,048 61,978	89.59 9.41	40,500 3,951,982
	390,092	030,070	01,970	3.41	3,931,902
Staff travelling and subsistence					
Fares	12,700	13,393	693	5.17	80,360
Car expenses and car park	0	347	347	100.00	2,080
Subsistence	9,890	12,041	2,151	17.86	72,260
Entertaining	7	375	368	98.01	2,250
Conferences	1,892	2,368	476	20.12	14,200
Lecturing	0	0	0	0.00	0
	24,490	28,524	4,034	14.14	171,150
Council and committee expenses					
Fees	26,783	44,829	18,046	40.26	268,970
Travelling and subsistence	26,215	28,212	1,997	7.08	169,275
Tax Cost (NI ER and PAYE)	0	15,662	15,662	100.00	93,973
Conference expenses	2,376	667	(1,709)	(256.26)	4,000
Training	16,327	11,815	(4,512)	(38.19)	70,890
	71,700	101,185	29,485	29.14	607,108
Property services Business rates	6,206	10,088	3,882	38.48	60.530
Water	362	313	(49)	(15.55)	1,876
Electricity	3,052	3,413	361	10.58	20,475
Gas	1,117	810	(307)	(37.96)	4,860
Cleaning contractors	3,788	4,700	912	19.41	28,200
Cleaning materials	909	1,761	852	48.39	10,563
Waste disposal	(761)	2,104	2,865	136.18	12,623
Repairs and maintenance	2,349	3,167	818	25.83	19,000
Maintenance contracts	2,197	1,305	(892)	(68.37)	7,829
Security	82	2,250	2,168	96.34	13,500
Building Refurbishment	14,894	25,000	10,106	40.42	150,000
Property disposals	0	0	0	0.00	0
Property depreciation	7,000	7,476	476	6.37	44,856
	41,195	62,387	21,192	33.97	374,312

OVERHEAD TOTAL

	Actual £	Budget £	Variance £	Variance %	Annual Budget £
Office services	_				
Printing and stationery	50,825	70,390	19,565	27.80	422,337
Photocopying	276	1,200	924	76.99	7,200
Microfilming	74	72	(2)	(3.33)	432
Postage	26,812	36,108	9,296	25.74	216,647
Telephone	5,257	5,818	561	9.64	34,908
Telephone system maintenance	0	0	0	0.00	0
Mobile telephone	562	1,538	976	63.43	9,236
Fax	0	292	292	100.00	1,750
Couriers	935	875	(60)	(6.87)	5,250
Office equipment < £1000	6,714	5,042	(1,672)	(33.16)	30,250
Office equipment rental	1,949	0	(1,949)	0.00	0
Office equipment maintenance	0	0	0	0.00	0
Staff catering	491	1,225	734	59.90	7,350
Other office services	7,174	3,287	(3,887)	(118.27)	19,722
Room Hire	8,469	5,668	(2,801)	(49.42)	34,010
Office equipment disposals	0	0	0	0.00	0
Office equipment depreciation	13,790 123,331	13,833	43	0.31	83,000
	123,331	131,515	8,184	6.22	872,092
Computer services					
Hardware < £1000	953	1,875	922	49.18	11,250
Hardware maintenance	1,955	767	(1,188)	(154.92)	4,600
Software	778	1,667	889	53.31	10,000
Software maintenance & licenses	12,095	9,943	(2,152)	(21.64)	59,660
Systems support	10,242	11,833	1,591	13.45	71,000
New IT Software Systems	18,121	7,500	(10,621)	(141.62)	45,000
Internet maintenance	19,126	16,290	(2,836)	(17.41)	97,738
Computer media and sundries	4,199	2,500	(1,699)	(67.96)	15,000
Disaster contingency plan	2,050	5,687	3,637	63.96	34,120
Computer training	0	1,667	1,667	100.00	10,000
IT Security - Backup Offsite etc	1,105	0	(1,105)	0.00	0
Other computer services costs	1,745	3,167	1,422	44.91	19,000
IT Hardware Disposals	0	0,107	0	0.00	0
Hardware depreciation	94,716	65,809	(28,907)	(43.92)	394,854
•	167,085	128,705	(9,474)	(7.36)	772,222
Communications	_				
Advertising	17,343	38,000	20,657	54.36	228,000
Annual Reports (Design, Distribute)	0	2,700	2,700	100.00	16,200
Brochures (Design, Distribute)	272	7,525	7,253	96.39	45,150
HPC Consultation Events	0	0	0	0.00	0
Grandparenting Communications	0	0	0	0.00	0
Listening Events	260	4,980	4,720	94.78	29,880
Lobbying	1,718	0	(1,718)	0.00	0
PR Advisors	1,027	0	(1,027)	0.00	0
Market Research	(5,707)	3,917	9,624	245.70	23,500
Registrant Comms & Internal	631	0	(631)	0.00	0
Translations	0	525	525	100.00	3,150
Stakeholder Communications	105	2,742	2,637	96.18	16,450
Standards of Proficiency (Design, Prod, Dist)	0	4,167	4,167	100.00	25,000
Web Site Design	2,908	6,957	4,049	58.20	41,740
Annual Conference	0	24,713	24,713	100.00	148,280
Marketing & Promotions	1,789	2,093	304	14.51	12,560
Conference Attendance	254	2,167	1,913	88.29	13,000
General Events (Internal & External)	10,199	6,788	(3,411)	(50.25)	40,725
Media Relations - Press Event Launch	86	9,400	9,314	99.09	56,400
Welsh Language Scheme	20.996	116.674	05 700	0.00	700.005
	30,886	116,674	85,788	73.53	700,035

OVERHEAD TOTAL

	Actual £	Budget £	Variance £	Variance %	Annual Budget £
Partners					
Partners Recruitment	376	4,450	4,074	91.55	26,700
Partners Training	1,009	23,001	21,992	95.61	138,008
Legal Assessors	17,760	0	(17,760)	0.00	0
Registration Assessors	4,729	6,510	1,781	27.36	39,060
International Test of Competence			0	0.00	
Mediation - Panels	0	0	0	0.00	0
Panels (Allowance & Travel)	70,132	70,813	681	0.96	424,880
Screening - Panels (Allow & Travel)	0	0	0	0.00	0
Approvals (Previously Visits)	17,640	22,067	4,427	20.06	132,400
JVC Costs	0	0	0	0.00	0
Assessors fees (All Professions)	57,919	95,635	37,716	39.44	573,810
Test of Competence (All Professions)	798	2,600	1,802	69.32	15,600
Annual Monitoring	14,362	6,913	(7,449)	(107.75)	41,475
Major/Minor Change	174	2,097	1,923	91.70	12,580
	184,898	234,086	49,188	21.01	1,404,513
Specific departmental expenses					
Accountancy consultancy	0	0	0	0.00	0
Archive storage	2,624	2,400	(224)	(9.34)	14,400
Auditors' fees	6,000	9,611	3,611	37.57	57,665
Bank charges	8,321	10,833	2,512	23.19	65,000
Books and publications	155	167	12	7.19	1,000
Conferences	0	0	0	0.00	0
Consultation Ev (SET, Approvals,CPD)	2,959	3,160	201	6.36	18,960
Council Elections	0	18,000	18,000	100.00	108,000
General insurance	11,530	6,600	(4,930)	(74.70)	39,600
Good Citizen Scheme	0	0	0	0.00	0
Health and safety	7,050	647	(6,403)	(989.64)	3,880
HPC Processes	0.000	0	(0.000)	0.00	0
Miscellaneous Expenses	3,908	0	(3,908)	0.00	0
Investors in People	0	0	(0.004)	0.00	0
Legal advice	58,186 228,696	48,952 213,333	(9,234)	(18.86)	293,720
Legal expenses Legal insurance	220,090	7,700	(15,363) 7,700	(7.20) 100.00	1,280,000 46,200
Legal -Transcript Writer	4,474	15,042	10,568	70.25	90,250
Other professional fees	13,305	17,052	3,747	21.97	102,310
Pension administration	2,113	2,112	(1)	(0.05)	12,672
Personal Performance Consultancy	1,009	1,467	458	31.25	8,800
Professional Liaison Groups	2,403	7,023	4,620	65.79	42,140
Quality ISO 2002	884	1,675	791	47.24	10,047
Reward Data	1,128	1,167	39	3.34	7,000
Staff Functions	0	0	0	0.00	0
Staff Handbook	0	0	0	0.00	0
Subscriptions to professional bodies	2,952	1,894	(1,058)	(55.87)	11,360
Taxation advice	6,345	1,000	(5,345)	(534.50)	6,000
Training	10,027	22,759	12,732	55.94	136,553
·· ······	374,069	392,594	18,525	4.72	2,355,557
OVERHEAD TOTAL	1,614,346	1,854,340	239,994	12.94	11,208,971

HEALTH PROFESSIONS COUNCIL CONSOLIDATED BALANCE SHEET as at 31 May 2006

as at 31 May 2000	31 Ma £	y 2006 £	31 Marc £	ch 2006 £
FIXED ASSETS				
Tangible fixed assets				
Land & buildings, at cost or valuation Depreciation Net book value	3,000,000 (7,000)	2,993,000	3,069,443 (69,443)	3,000,000
Computer Equipment, at cost Depreciation Net book value	2,075,279 (1,685,361)	389,918	2,090,422 (1,598,868)	491,554
Office furniture and equipment, at cost Depreciation Net book value	366,625 (279,754)	86,871	353,370 (265,964)	87,406
Total tangible fixed assets		3,469,789		3,578,960
Investments		1,523,413		1,714,190
TOTAL FIXED ASSETS		4,993,202	-	5,293,150
CURRENT ASSETS				
Debtors Prepayments Bank balances and cash	28,890 164,288 3,618,681 3,811,859		29,740 84,608 4,001,929 4,116,277	
CURRENT LIABILITIES Amounts falling due within one year				
Creditors and accrued expenses	1,030,160		1,583,906	
WORKING CAPITAL		2,781,699		2,532,371
DEFERRED INCOME				
Registration fees in advance Retention fees in advance	47,005 5,427,600	(5,474,605)	106,502 5,371,271	(5,477,773)
NET ASSETS	;	2,300,296		2,347,748
Represented by:				
Capital Grant Receivable - LISA System Accumulated Fund Revaluation reserve Surplus/(Deficit) for the period		62,779 1,590,927 652,189 (5,599) 2,300,296	·	104,632 355,210 652,189 1,235,717 2,347,748

HEALTH PROFESSIONS COUNCIL CONSOLIDATED MANAGEMENT ACCOUNTS TO 31 MAY 2006

CAPITAL EXPENDITURE From 1st April 2006 - 31st May 2006

From 1st April 2006 - 31st May 2006	i - 31st May 2006				
		Actual £	Budget £	Variance £	Annual Budget £
Major Investment (£50K+ Individual Item)	50K+ Individual Item)				
Office Services	Renovation work to 22-26 Stannery Street. Figures are based on a quantity surveyors estimations and the work will go out to tender early in the new financial year. £851,000 + VAT.		0	0	999,925
Sub Total		0	0	0	999,925
Minor Investment (le	Minor Investment (less than £50K individually)				
Information Technology	15 New Laptops or PCs (New Employees) - £1085 (average)		0	0	16,275
	2 Dell 3300 Projectors - £1500 each		0	0	3,000
	3 HP LaserJet 4200 DTN Printer - £1025		0	0	3,075
	2 Procurve Switches (Server Room) - £2.5k average Server to Consolidate existing PC's being used as servers - £5000 +		0	0	5,000
	£2000 for a rack to house the new server.		0	0	7,000
	Replacement UPS (battery)		0	0	3,000
Office Services	Colour photocopier	990'6	0	(990'6)	
	3x desk & storage	2,332	0	(2,332)	
	Rackmount storage	1,856	0	(1,856)	
	FujiScanner s500	3,845		(3,845)	
	1 Xerox Work Centre BW Photocopier with 4 Hole Punch - £4565+ VAT		0	0	5,363
	Separate air conditioning units in server room		0	0	2,000
	Access Control System (to cover 3 buildings & increasing employee numbers)	17,100	0	0 (17,100)	9,504 57,217
Contingency		0	0	0	50,795
LISA IT Projects					
		c		C	243 574
					12,01
Total Capital Expenditure	iditure	17,100	0	(17,100)	1,351,508

CONSOLIDATED MANAGEMENT ACCOUNTS TO 31 MAY 2006

CASH FLOW STATEMENT From 1st April 2006 - 31st May 2006

From 1st April 2006 - 31st May 2006	£
Surplus /(deficit) over expenditure Depreciation charge for the year of tangible fixed assets Grant income released (Increase)/decrease in debtors Increase/(decrease) in creditors (CGT and VAT Tax not included) Increase /(decrease) in deferred income	51,611 107,283 (41,853) (78,830) (553,746) (3,168)
Net cash In/(out)flow from operating activities	(518,703)
Return on investments and servicing of finance Investment Income (Excluding realised gains & losses) Capital expanditure and financial investments	29,476
Capital expenditure and financial investments	
Purchase of tangible assets Disposal of tangible assets Purchase of investments Proceeds from sale of investments	(17,100) 18,989 (7,294) 111,385
Increase/(decrease) in Cash	(383,248)
Cash at 31 March 2006 Cash at 31 May 2006	4,001,929 3,618,681
Cash Movement	(383,248)

HPC CONSOLIDATED Cash Flow: April 06 - March 07

Total	12 Mths			1,761,797			2,139,639		2,145,044	(383,247)
	MAR	3,618,682		0			0		0	3,618,682
4	FEB	3,618,682		0			0		0	3,618,682
;	JAN	3,618,682		0			0		0	3,618,682
Ç.	DEC	3,618,682		0			0		0	3,618,682
, and a	NOV	3,618,682		0			0		0	3,618,682
H.O.O.	OCT	3,618,682		0			0		0	3,618,682
and the second	SEPT	3,618,682		0			0		0	3,618,682
MOLECULA 1	AUGUST	3,618,682		0			0		0	3,618,682
	JULY	3,618,682		0			0		0	3,618,682
	JUNE	3,618,682		0			0		0	3,618,682
	MAY	4,042,162	773,322 24,553 111,385 (439,916)	469,344		820,763 (50,046) 308,573 (189,382)	889,908	3,846 (8,224) 7,294	892,824	3,618,682
A COLOR	APRIL	4,001,929	850,782 4,923 0 436,748	1,292,453		793,583 (57,238) 245,174 268,212	1,249,731	13,254 (10,765) 0	1,252,220	4,042,162
	Mar-06									4,001,929
		Opening Balance 1st	Registration Income Investment Income Investment Sales Deferred Income Movements Bank Loan Rental Income	Total Cash Receipts	<u>Payments</u> Operational	Expenditure Depreciation Aged Cred / Accrual Movements Debtor Movements	Payments to Creditors	Exceptional Capital Expenditure Capital Write-off Investment Purchases Loan Repayments	Total Payments	Closing Balance

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.

1,029,540

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1,029,540

1,029,540

1,338,113

800,652

Budgeted Expenditure 05/06

Aged Creditors Accruals 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.