

Ofqual Board

Paper 89/14

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Title:

Chief Operating Officer's Report

Report by:

Marc Baker, Chief Operating Officer

Responsible Director:

Marc Baker

Paper for information

Open paper (paras 15 to 22, 38 and 47 to 52 closed)



Issue

1. This report updates the Board on our financial position, and on operational performance and progress since the Board met in December 2014.

Recommendation

2. Board members are asked to note the financial position, and the scenario planning underway for 2016-17 and beyond. Board members are also asked to note implementation of the final phase of the organisation's restructure.
3. The Board is provided with updates on regulatory activity, and updates from other corporate services: HR, IT, Communications and Legal functions.

Finance and business planning: Summary of overall position

4. The end of year forecast as presented in the December accounts shows a slight overspend (£241k) against the new control total of £21.009m¹. This position compares favourably with previous years

¹ The new control the additional £420k funding from BIS to deliver Phase 1 of our IT strategy

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where we were often noticeably underspent at this stage. We have increased our level of scrutiny on all spend and are confident of coming within the annual budget.

5. The forecast overspend is made up of a CSR £307k overspend, counterbalanced by a Reform programme underspend of £66k. To offset the forecast overspend, we will utilise £100k capital resource for IT spend, reducing the forecast overspend to £141k.
6. Taking this into account, the forecast has changed by £182k since the October forecast which was for a £41k underspend. The variance is explained predominantly by changes to the actual and estimated costs of implementing agreed changes to our structure:
 - a. the inclusion of £324k as an accrual for tier 3 VR costs
 - b. reduction of £59k in the 2013-14 redundancy provision
 - c. £112k reduction in pay costs
 - d. minor changes to non-pay overall

CSR budget spend

7. Our management accounts for the 9 months to the end of December show a net underspend of £76k, a 0.6% variance against a year-to-date budget of £12,733k. Full details of expenditure are set out in the December Management Accounts report, attached at appendix one.
8. The staff budget shows an underspend of £202k, a 2.2% variance against a year-to-date budget of £9.186m. This is a result of savings against pay budgets in Regulatory Compliance and Strategy, Risk and Research of £218k and £254k respectively (we continue to run under complement in these teams) counterbalanced by an overspend of £360k in Corporate Services.
9. The non-staff budget shows an overspend of £135k, mostly due to the continued engagement of external legal expertise to supplement in-house resource. We are increasing in house legal resource in the new structure, aiming to change the balance in future years.

Reform budget spend

10. As at the end of December the Reform programme forecast for the year is for an underspend of £66k against a budget of £4.420m.
11. This includes £1.408m of forecast spend on new IT systems, £818k more than originally forecast, this is because we have bought forward spend into this financial year as a result of the additional funding provided by DfE and BIS. This has been more than offset by an underspend of £471k on the National Reference Test, £84k on the 'Setting Grade Standards' project, £65k of cumulative savings from six other projects and £166k of budget reserve.

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12. The extended evaluation and negotiation for the National Reference Test means that the proposed contract will likely only be signed at the end of February. This reduces the anticipated 2014/15 spend on this project.

Forecast outturn

13. To achieve break-even by the year end we are taking the following action:
- a. Reviewing all contractors and interim staff, only renewing contracts where there is an absolute need to do so
 - b. Reducing any further optional expenditure in this financial year
 - c. Phasing the timing of IT spend into 2015/16, and exploring the opportunity for reclaiming VAT
 - d. Reviewing assumptions in the value of financial accounting accruals. This includes the VAT adjustment, value of prepayments and the VR accrual for 2014/15.
 - e. Minimising external legal costs
 - f. Auditing the recording of absences and taking action to ensure all staff account for leave correctly, thereby minimising holiday pay accrual

We are confident that this can be done without impacting our plans for 2015/16.

14. Finance and the future

We are assuming that there will be a spending review, post-election which may result in an in-year reduction on 2015/16 funding. We are also scenario planning for 2016/2018 CSR funding levels and will update Board members at the March Board meeting.

Implementing the new Organisation Design

15. Paragraphs 15 to 22 have been redacted as they contain personal information.

Human Resources

23. We continue to improve the way we engage our leaders in taking a more active role in leading the organisation. They have all been heavily involved in designing the new organisation structures and have all led on the subsequent meetings with staff. In addition they are now playing a lead role in all the operational meetings outside of the SMG and are working collaboratively on leading the process redesign activities.
24. A draft People Strategy was produced at the end of December, bringing together our people initiatives and approach to recruiting, selecting, managing and developing our staff. The draft is being refined

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and costed and will be finalised during February. It will cover leadership development, coaching, technical competence development, staff engagement and manpower planning. Having a coherent strategy is an essential component of delivering our new organisation design and we propose to present our approach to the March Board.

25. We monitor staff turnover and absence monthly. Our annual staff turnover as a 12 month rolling average has increased to 18.8%, slightly higher than the civil service average of 15%. We have no cases requiring formal HR action (disciplinary, grievances etc.) currently live. We have improving relations with the PCS union and have regular meetings with local representatives on the organisation design. Regional union representatives have engaged with us following the announcement to staff and have raised concerns about the process which we have responded to. Relations are business-like and cordial.
26. Since the start of April we have managed down the number of interim and contract staff in the organisation. Over the next 5 months, as we recruit permanent staff to new roles, we will continue to make further reductions with the aim of reducing our dependency to a small number of individuals by the end of the business year.

Information Management - Transformation Project

27. The board signed off the contract award to CoreAzure in December 2014. Phase 1 of the IM transformation project started on 20 December 2014. The aim of the project is to deliver a new, unified technology platform by April 2015. The project remains on time and budget, with detailed deliverables to support monthly payment milestones agreed and included in the contract; the first payment is due on 01 February 2015 and, to date, the indications are this will be delivered in full.
28. The technology platform will offer new network management software for the IM team to manage devices, users and software more effectively than at present, as well as providing our staff with access to new functionality in MS office 365 running 2013 versions of MS Office and Outlook. Further benefits include access to SharePoint 2013 to enable the intranet and document management sites to be updated with a modern design, as well making document and records management more straightforward for users. SharePoint update is underway, and due to deliver the first stage of the new intranet and document and records management platform in April 2015.
29. The technology platform also provides the foundation of the data warehouse, to be delivered in phase 2 of the project, and for phase 3 scheduled to develop a RITS replacement during 2016. As part of phase 1 the shell of the data warehouse is being built ready to take into use during phase 2 which will begin from April 2015 onwards. The data warehouse will improve significantly Ofqual's ability to manage and handle data. Phase 2 and 3 of the programme are dependent on the appropriate financial investment; phase 2 can be delivered from the

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reform funding from DfE along with reinvestment of the savings from our existing Information technology support contracts. However, phase 3 will require new investment and we will be costing this, for inclusion in our CSR bid in the Autumn.

30. The project will provide Ofqual with up-to-date technology to underpin new and more flexible ways of working, and more fit for purpose technology to underpin delivery of the regulatory strategy. It also provides financial benefits starting in 2015/16 and with the potential to reduce annual IM operating costs by c£120k. Once the data warehouse goes live and the RITS replacement is included, annual savings for IM operating costs should be significant.

Communications

31. Media interest in our activities since the Board last met has focussed on science practicals, the comparability of accredited GCSE maths specifications and the exclusion of IGCSEs from performance league tables. There has been some limited interest in the implications of our website moving to gov.uk. Internal communications have focussed on organisational change.
32. Exam board and DfE media commentary on GCSE maths was pronounced over the Christmas period, with Pearson and OCR continuing to claim that the AQA specification is of lower demand, and the DfE threatening to move to a single exam board model in response. When asked for comment, we provided material that was already in the public domain, and subsequently we have published details of the research underway. We are communicating with key stakeholders including those representing the maths subject community and those in schools.
33. We are taking the opportunity presented by our maths research to trial new ways of communicating with schools. We will be sending update emails to some 8,000 secondary school maths and head teachers; using innovative tools, such as YouTube videos and webinars, and more traditional channels, such as conference speeches and our website to convey information to schools and other stakeholders.
34. Changes to the assessment of science practical work in A levels and our GCSEs science practical proposals have continued to receive coverage. A speech by Sir David Bell and an open letter by the Wellcome Trust provided copy that warned we are undertaking a 'dangerous experiment' and urged us to delay or revise our decisions. We have countered those calls by emphasising the failures of the current system, the priority we are giving to the curriculum aims and the formative value of science practical work, and the strong support for change from within the teacher community.
35. A leaked letter from Nicky Morgan that included advice provided by the Chief Regulator on the implications of continuing to include IGCSEs in

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performance league tables spiked the interest of some. We received few media enquiries, but prepared a reactive statement covering the main thrust of our advice if required.

36. Mainstream and social media interest in the transition of our website to .gov.uk peaked during the second week of January following coverage of newly released Ofqual Board Minutes that recorded our reticence to transfer and our concerns about the potential impact on the public's perception of our independence. The coverage also noted Ofsted's decision to transfer with less resistance, for which the body was criticised. Since transition GDS have shown no interest in amending, or otherwise influencing, our content.

Regulatory Activity

37. With the introduction of new regulatory processes, regulatory activity will in future be covered by the reports from the qualifications' directorates.
38. This paragraph has been redacted as publication could be prejudicial to the effective conduct of public affairs.
39. Preparations are underway for the 2015 summer exam series. Regulatory Compliance will be meeting individually with exam boards in February to assure ourselves that risks are being properly identified and mitigated. Ofqual's Examinations Process Group will meet in April to review systemic risks associated with exams delivery and agree joint contingencies. The first exams start week commencing 11 May.
40. This paragraph has been redacted as publication could be prejudicial to the effective conduct of public affairs.
41. As a result of the introduction of new audit processes, the team are reviewing guidance and ways of working, and developing a methodology for audits in the context of validity and the lifecycle of a qualification.
42. We now have 5 applications for recognition in train, a higher number than usual. This appears to be triggered by new entrants wanting to develop QCF qualifications before the framework is withdrawn. We are applying the usual controls on recognition, recognising what is required in order to achieve recognition status. We have 4 surrenders of recognition in progress, a not unusual number.
43. Detailed planning for GCSE and A Level 2015 accreditation is now underway with subject experts, Chairs and leads being appointed for the first set of qualifications being reviewed. The training package originally used for 2014 accreditation is being updated and revised. Supporting materials and templates are under development.

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44. We have completed work on the thematic review of Functional Skills qualifications. Further details are provided in the closed paper 90/14 (Vocational Qualifications Update).

Customer Services and Complaints

45. For quarter 3 of 2014 so far we are on track against our service level targets for both the helpdesk and complaints.
46. Volumes of complaints on average are steady at about 30 per month, except in December where, as predicted this fell to 16, reproducing the pattern noted last year. The top three areas of complaint are to do with quality of marking and marking errors; whether a qualification is fit for purpose; and the levels of service provided by awarding organisations.

Legal

47. Paragraphs 47 to 52 have been redacted from this published paper as they are subject to Legal Professional Privilege.

Finance and Resource

53. The finance and resource implications for the items included in this document have been identified and provision made within the accounts. The Regulatory Compliance commissioning model work is concerned with making more effective use of our resources by targeting activity.

Impact Assessments

Equality Analysis

54. An equality impact analysis has been conducted as part of the planning for the new organisation model.

Financial risks

55. We continue to mitigate the financial risks by tight financial controls through the Star Chamber process and more effective monthly management reporting.
56. The introduction of the new operating model across the organisation may entail additional costs that will have to be supported from existing budgets. We are mitigating this risk by careful monitoring of spend by month and seeking savings through the Star Chamber process. In addition, we will undertake scenario planning on the 2015/16 and 2016/18 CSR budgets to identify and prioritise the actions that will be taken to mitigate the impact of any reduction in funding.

New operating model risks

57. Our programme to implement a new operating model for Ofqual is progressing as described above.
58. Risks to this programme include possible disengagement of our people and unnecessary delays due to poor planning or programme control.

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59. To address possible disengagement of our people, new processes are being developed with the involvement of people at every level across the organisation; we are putting sustained effort to explaining our approach and ensuring that the Union is regularly informed; and we are using this programme as a vehicle for introducing the people strategy.
60. We are mitigating the risk of implementation delay through steady and continuous planning and implementation, with the programme plan tracked weekly by the Strategic Management Group. Rigorous plans for effective, timely implementation are being developed with the engagement of the wider leadership team.

Regulatory Impact Assessment

61. Regulatory Impact Assessments, especially in relation to RITS and regulatory strategy, will be completed as relevant work progresses.

Timescale

62. Timescales are discussed at relevant paragraphs

Paper to be published	YES, with the exception of the legal section of the report
Publication date (if relevant)	After the meeting
If it is proposed not to publish the paper or to not publish in full please outline the reasons why with reference to the exemptions available under the Freedom of Information Act (FOIA), please include references to specific paragraphs	Paragraphs 47-52 will not be published as they relate to specific legal cases that are currently in progress.

ANNEXES LIST:-

ANNEX ONE: Financial Report

December 2014-15 Management Accounts

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A/ Executive Summary

1. Half year reviews provided an updated forecast underspend of £145k (CSR £453k underspend and Reform Programme £308k overspend) based on year to date outturn to September and latest planning assumptions for the remaining period. With the addition of the £100k for capital this made the unallocated funds total £245k.
2. The budget for the reform programme has been updated to reflect the approval of £420k from BIS.
3. The October accounts forecast showed an overspend of £59 - CSR £54k and Reform programme £5k. With the addition of the £100k for capital this made the unallocated funds total £41k.
4. The forecast as presented in the December accounts show a forecast overspend of £334k against the new control total of £21.009m- CSR £400k overspend and Reform programme £66k underspend. On the assumption the £100 capital resource is fully utilised the overspend reduces to £224k.
5. The movement of £265K results from the inclusion of £324k for tier 3 VR costs and a reduction of £59k for the 2013-14 redundancy provision.
6. Approximately £370k of the overspend on the CSR is effectively an overspend on the reform Programme baseline budget. This results from the movement of costs from the Reform Programme to CSR relating to staff working in operational functions to support the delivery of the reform programme.
7. The average cost of salaried staff is £55k compared with an average of £82k for interims/contractors.
8. Cost centre managers continue to review their plans to enable the latest forecast activities and financial plans to be available for the January star chamber reviews. These will undertake a strategic review that will plan to utilise resource allocations towards achieving our 2014-15 corporate plan objectives efficiently and effectively.
- 9.

B/ Year to Date Outturn

CSR Pay

10. The baseline assumption is 211.9 FTE for the 9 months to December. The actual outturn is 198.0 FTE resulting in a £202k year to date underspend. The under-spend on pay is reflective of changes in recruitment planning assumptions, a consequence of the freeze on permanent recruitment as the implementation of TOM continues.

CSR Non pay

11. The increase of £96k in non pay is reflective costs for, servers, sharepoint upgrade and RITS enhancements that will be funded from the capital allocation of £100k (not shown in the management accounts).

Reform Programme Pay

12. The baseline assumption is 31.9 FTE for the 9 months to December. The actual outturn is 23.5 FTE resulting in a £145k saving. Average £17k saving per FTE.

Reform Programme Non pay

13. The year to date non pay over-spend results from regulatory and IT strategy activities that were not funded in the baseline plans.

C/ Forecast

14. The forecast assumes that the £100k capital resource will be fully utilised.

CSR Pay

15. The forecast includes the full year impact of approx. £370k for staff transferred from the reform programme. Monthly reviews with budget holders continue. There is little change to forecast assumptions (£27k favourable movement).

16. Redundancy costs were estimated at £499k and accrued for in last year's accounts. Redundancy payments resulting from changes to Tiers 1 and 2 have been finalised with the cabinet office. We estimate these to be in the order of £440k. The change of £59k is reflected in the forecast.

17. We are undertaking a programme that will result in changes to the Tier 3 structures. We plan to minimise the number of redundancies. We have estimated the numbers likely to be affected and in November submitted a business case to cabinet office. The estimated cost is in the order of £324k and is reflected in the December Management accounts.

CSR Non pay

18. Procurement activity for the IT strategy has commenced and the forecast updated to include capital items that will be funded from the capital allocation.

Reform Programme Pay

19. The forecast shows an under spend of £116k. This is reflective of the full year impact of transfer of approx. £370k for operational staff costs to CSR. In addition the forecast includes the extension of contracts for interim programme management resource.

Reform Programme non pay

20. The non pay forecast assumes the Reference test contract will be awarded this financial year with associated costs of £100k. project.

D/ Forecast Risk Assessment

21. The risks associated with the latest forecast position as presented in tables 1 and 4 above are;

CSR Pay

22. With a freeze on permanent recruitment whilst implementation of TOM continues contracts for interim/contractors continue to be extended to enable adequate supply of resource to be sustained to deliver on our priorities. The level of resource that can be engaged is significantly reduced due to the nature of the higher costs associated with short term contracts.

CSR Non Pay

23. Monthly reviews and regular star chambers with budget holders are contributing towards improving the accuracy of accruals reflected in the year to date accounts. With the reliance on a sub optimal purchase order process there continues to be a risk that not all accruals are reflected in the year to date outturn and expenditure is not correctly coded. Also it is just as likely accruals are processed before goods or services are received. This has an impact on the accuracy of the forecast.

Reform Pay

24. The risk to this budget has increased as there are further funds that can be assigned to contract extensions that require a funding source.

Reform Non pay

25. The forecast for the reference test is sensitive to the award of the contract this financial year. We are currently at the clarification stage of the tender process. The planning assumption is this will be awarded by end of February 2015. The forecast reflects DfE's decision to approve the business case to reallocate a £500k of the reference test resource allocation towards the new IT platform.

26.

E/ Mitigating actions to manage risks and issues

27. The management accounts team continues to be review the budgets in detail with budget holders and executive directors to identify further efficiencies that can be redirected towards known and potential new unfunded activities. The known unfunded activities being extensions to interims/contractors as we go through Tier 3 transition.

28. Star chambers are planned for January. They will combine with the star chamber for 2015-16 Business and Financial planning.

29. The outcomes from these star chambers is expected to be:

- a robust activity and financial plan for the remainder of the year to deliver the agreed corporate plan objectives;
- Prioritisation and planning of activities such that Ofqual is able to efficiently and effectively fully utilise all available resource for 2014-15.
- Synergy between the planned activities for the remainder of 2014-15 and 2015-16 Business and Financial planning.

30. The forecast position will remain under close security and if required activities will be stopped or deferred to ensure we do not overspend on our resource allocation.

31. Strategies to reduce the risk of overspend include:

- Non utilisation of the £100k for the reference test
- some deferment of activities from March to April (e.g.IT strategy and research projects)
- Release of interim and contractor resource

Management Accounts to December 2014							Table 1					
CSR Summary	Oct Actual £000s	Oct Budget £000s	Variance £000s	YTD Actual £000s	YTD budget £000s	Variance £000s	Full Yr Forecast £000s	Full Yr Initial Budget £000s	Variance £000s	Full Yr Forecast £000s	December Interim Forecast	Variance £000s
Vocational Qualifications	(21)	(22)	1	(216)	(209)	(8)	(312)	(312)	(0)	(312)	(312)	(0)
Strategy Risk & Research Operations				(13)	(21)	21	(63)	(42)	42	(63)	(63)	
Total Other Income	(21)	(22)	1	(230)	(230)	(0)	(375)	(439)	64	(375)	(375)	(0)
Executive	44	47	(3)	412	426	(14)	544	568	(24)	544	546	(1)
Vocational Qualifications	133	130	3	1,217	1,205	12	1,679	1,601	78	1,679	1,679	(0)
Regulatory Compliance	250	284	(34)	2,306	2,525	(218)	2,944	3,377	(433)	2,944	2,959	(14)
Strategy Risk & Research	193	233	(40)	2,047	2,301	(254)	2,706	3,006	(301)	2,706	2,720	(15)
General Qualifications	57	60	(4)	433	521	(88)	626	702	(76)	626	626	0
Operations	297	204	93	2,569	2,209	360	3,264	2,926	337	3,264	3,260	4
Total Pay Costs	974	960	14	8,985	9,186	(202)	11,763	12,181	(418)	11,763	11,790	(27)
Executive	1	2	(1)	21	20	1	27	27	0	27	27	(0)
Vocational Qualifications	5	4	1	29	35	(7)	34	48	(14)	34	36	(2)
Regulatory Compliance	6	7	(1)	46	65	(19)	66	88	(22)	66	65	1
Strategy Risk & Research	3	1	2	12	15	(2)	18	20	(2)	18	17	1
General Qualifications	0	2	(1)	11	14	(3)	14	19	(5)	14	15	(1)
Operations	10	25	(15)	268	346	(78)	347	447	(100)	347	357	(10)
Non Pay - Staff Costs	26	42	(16)	387	495	(108)	506	650	(143)	506	517	(11)
Executive	6		6	77	14	63	105	39	66	105	100	5
Vocational Qualifications	37	17	20	323	183	140	487	267	220	487	463	24
Regulatory Compliance	4	8	(4)	159	189	(30)	215	221	(6)	215	216	(2)
Strategy Risk & Research	65	47	18	210	174	35	420	202	218	420	446	(26)
General Qualifications				3		3	3		3	3	3	
Operations	158	131	27	2,086	2,054	32	2,620	2,566	53	2,620	2,514	106
Reserve							324	(35)	359	324	324	
Non Pay - Non Staff Costs	270	203	67	2,857	2,614	243	4,173	3,260	913	4,173	4,066	107
Total Non Pay costs	295	244	51	3,244	3,110	135	4,679	3,909	769	4,679	4,583	96
Notional Charges							46	48	(2)	46	48	(2)
Depreciation	73	74	(1)	657	667	(9)	876	889	(13)	876	876	0
Outturn	1,321	1,255	66	12,657	12,733	(76)	16,990	16,589	401	16,990	16,922	67

Management Accounts to December 2014										Table 2		
CSR Directorates Summary	Oct Actual £000s	OCt budget £000s	Variance £000s	YTD Actual £000s	YTD budget £000s	Variance £000s	Full Yr Forecast £000s	Full Yr Initial Budget £000s	Variance £000s	Full Yr Forecast £000s	December Interim Forecast £000s	Variance £000s
Income												
Pay	44	47	(3)	412	426	(14)	544	568	(24)	544	546	(1)
Non Pay Staff Costs	1	2	(1)	21	20	1	27	27	0	27	27	(0)
Non Pay Non Staff Costs	6		6	77	14	63	105	39	66	105	100	5
Executive	51	50	1	511	461	50	676	634	42	676	673	3
Income	(21)	(22)	1	(216)	(209)	(8)	(312)	(312)	(0)	(312)	(312)	(0)
Pay	133	130	3	1,217	1,205	12	1,679	1,601	78	1,679	1,679	(0)
Non Pay Staff Costs	5	4	1	29	35	(7)	34	48	(14)	34	36	(2)
Non Pay Non Staff Costs	37	17	20	323	183	140	487	267	220	487	463	24
Vocational Qualifications	155	130	25	1,352	1,214	138	1,889	1,605	284	1,889	1,866	22
Income												
Pay	250	284	(34)	2,306	2,525	(218)	2,944	3,377	(433)	2,944	2,959	(14)
Non Pay Staff Costs	6	7	(1)	46	65	(19)	66	88	(22)	66	65	1
Non Pay Non Staff Costs	4	8	(4)	159	189	(30)	215	221	(6)	215	216	(2)
Regulatory Compliance	261	299	(39)	2,511	2,778	(267)	3,224	3,686	(462)	3,224	3,240	(15)
Income					(21)	21		(42)	42			
Pay	193	233	(40)	2,047	2,301	(254)	2,706	3,006	(301)	2,706	2,720	(15)
Non Pay Staff Costs	3	1	2	12	15	(2)	18	20	(2)	18	17	1
Non Pay Non Staff Costs	65	47	18	210	174	35	420	202	218	420	446	(26)
Strategy Risk & Research	260	281	(21)	2,269	2,469	(200)	3,144	3,186	(43)	3,144	3,183	(40)
Income												
Pay	57	60	(4)	433	521	(88)	626	702	(76)	626	626	0
Non Pay Staff Costs	0	2	(1)	11	14	(3)	14	19	(5)	14	15	(1)
Non Pay Non Staff Costs				3		3	3		3	3		
General Qualifications	57	62	(5)	447	535	(88)	643	721	(78)	643	644	(0)
Income				(13)		(13)	(63)	(85)	22	(63)	(63)	
Pay	297	204	93	2,569	2,209	360	3,264	2,926	337	3,264	3,260	4
Non Pay Staff Costs	10	25	(15)	268	346	(78)	347	447	(100)	347	357	(10)
Non Pay Non Staff Costs	158	131	27	2,086	2,054	32	2,620	2,566	53	2,620	2,514	106
Operations	464	360	104	4,910	4,609	301	6,167	5,855	312	6,167	6,067	100
Reserve							324	(35)	359	324	324	
Notional Charges							46	48	(2)	46	48	(2)
Depreciation	73	74	(1)	657	667	(9)	876	889	(13)	876	876	0
Outturn	1,321	1,255	66	12,657	12,733	(76)	16,990	16,589	401	16,990	16,922	67

CSR Pay Analysis	Actual 9 months to Dec 2014			Baseline 9 months to Dec 2014			Variance	Forecast 12 months to March 2015			Baseline 12 months to March 2015			Table 3 Variance
	Salary Staff	Interims/co ntract -ors	Total	Salary Staff	Interims/co ntract -ors	Total		Salary Staff	Interims/co ntract -ors	Total	Salary Staff	Interims/co ntract -ors	Total	
	FTE	FTE	FTE	FTE	FTE	FTE		FTE	FTE	FTE	FTE	FTE	FTE	
CEO Office	2.0		2.0	2.0		2.0		2.0	2.0		2.0		2.0	
Management	1.6		1.6	2.0		2.0	(0.4)	1.4		1.4	2.0		2.0	(0.6)
Executive	2.2		2.2	2.0		2.0	0.2	2.4		2.4	2.0		2.0	0.4
Total Executive	5.8		5.8	6.0		6.0	(0.2)	5.8		5.8	6.0		6.0	(0)
Policy	5.7		5.7	5.8		5.8	(0.0)	6.3		6.3	5.8		5.8	0.5
Regulatory Development	7.4		7.4	7.4		7.4	0.0	7.2		7.2	7.2		7.2	0.0
Northern Ireland	4.0		4.0	4.0		4.0		4.0		4.0	4.0		4.0	
Legal	4.7	1.1	5.8	5.0	1.0	6.0	(0.2)	4.7	1.4	6.0	5.0	1.0	6.0	0.0
Total VQs	21.8	1.1	23.0	22.1	1.0	23.1	(0)	22.2	1.4	23.5	22.0	1.0	23.0	0.5
National Assessments	6.0		6.0	7.0		7.0	(1.0)	5.8		5.8	7.0		7.0	(1.3)
Operations Management	4.8		4.8	5.0		5.0	(0.2)	4.6		4.6	5.0		5.0	(0.4)
Delivery Hub (Customer Services)	7.9	2.2	10.1	9.3	0.9	10.2	(0.1)	7.7	2.4	10.1	9.5	0.7	10.2	(0.1)
Entry, Exit & Enforcement	11.3		11.3	15.0		15.0	(3.7)	10.8		10.8	15.3		15.3	(4.5)
Compliance & Monitoring	19.2		19.2	20.3		20.3	(1.1)	19.2		19.2	20.3		20.3	(1.1)
Customer Services	9.4	0.5	9.8	10.2	0.3	10.5	(0.6)	9.1	0.6	9.7	10.2	0.3	10.5	(0.8)
Regulation Management	0.9		0.9	1.0		1.0	(0.1)	0.7		0.7	1.0		1.0	(0.3)
Total Regulatory Compliance	59.6	2.7	62.2	67.9	1.2	69.0	(6.8)	57.8	3.0	60.8	68.2	1.0	69.2	(8.4)
Research	10.1	1.0	11.1	11.0	2.0	13.0	(1.9)	10.1	0.8	10.9	11.1	1.5	12.6	(1.7)
Operations Management	2.9		2.9	2.4		2.4	0.5	3.2		3.2	2.6		2.6	0.6
Comparability	9.8		9.8	12.2		12.2	(2.4)	9.5		9.5	12.4		12.4	(2.9)
Standards	11.8	0.3	12.1	11.8		11.8	0.3	11.4	0.2	11.6	11.8		11.8	(0.2)
Systemic Risk & Data Hub	4.3	2.1	6.4	5.8	1.7	7.6	(1.1)	4.1	1.8	6.0	6.0	1.3	7.3	(1.4)
Markets	6.0		6.0	8.3		8.3	(2.3)	6.3	0.3	6.5	8.5		8.5	(2)
Total Strategy Risk & Research	44.9	3.4	48.3	51.6	3.7	55.3	(7.0)	44.6	3.0	47.6	52.4	2.8	55.2	(7.6)
Relationships	2.0		2.0	2.0		2.0		2.2		2.2	2.0		2.0	0.2
Strategic Reform	8.2	0.2	8.4	9.7		9.7	(1.3)	8.5	0.3	8.7	9.9		9.9	(1.1)
Total GQs	10.2	0.2	10.4	11.7		11.7	(1.3)	10.7	0.3	11.0	11.9		11.9	(0.9)
Comms - Communications	3.6	2.7	6.3	4.7	2.6	7.2	(0.9)	3.4	2.6	6.0	4.8	2.4	7.2	(1.2)
Comms - Media	2.7	0.4	3.1	3.0		3.0	0.1	2.3	0.7	3.0	3.0		3.0	(0.0)
Comms - Digital	2.0	1.5	3.5	2.0	0.6	2.6	0.9	2.0	1.6	3.6	2.0	0.4	2.4	1.2
Finance & Audit	5.2	2.8	7.9	6.1	2.2	8.3	(0.4)	5.4	2.5	7.9	6.6	1.7	8.3	(0.3)
Human Resources	9.1	2.4	11.6	8.7	2.4	11.1	0.5	9.2	2.3	11.5	8.3	2.3	10.6	1.0
Information & Technology Management	4.9	3.1	8.1	6.3	2.0	8.3	(0)	4.7	2.8	7.6	6.5	1.5	8.0	(0.4)
Programmes & Change Management	3.3	2.3	5.6	4.0		4.0	1.6	3.0	1.8	4.8	4.0		4.0	0.8
Facilities	1.0		1.0	1.0		1.0		1.0		1.0	1.0		1.0	
Chief Operating Officer	0.3	1.0	1.2	0.6	0.6	1.1	0.1	0.7	0.7	1.4	0.7	0.4	1.1	0.4
Total Operations	32.0	16.3	48.3	36.3	10.3	46.6	1.7	31.6	15.2	46.8	36.8	8.7	45.5	1.3
Total	174.3	23.7	198.0	195.7	16.2	211.9	(13.9)	172.6	22.9	195.5	197.2	13.5	210.7	(15.2)

Management Accounts to December 2014							Table 4					
Reform Projects Summary	Oct Actual £000s	Oct budget £000s	Variance £000s	YTD Actual £000s	YTD budget £000s	Variance £000s	Full Yr Forecast £000s	Full Yr Initial Budget £000s	Variance £000s	Full Yr Forecast £000s	December Interim Forecast	Variance £000s
Project Management office	7	43	(35)	397	660	(263)	448	775	(327)	448	458	(10)
GCSE Design	34	32	2	415	422	(6)	511	500	11	511	514	(3)
Accreditation GCSE	17	20	(3)	151	176	(24)	202	237	(35)	202	202	(0)
Reference Tests	38	9	28	173	100	73	256	127	129	256	243	13
Regulatory Strategy				71	13	58	71	13	58	71	71	
Evolve & Adapt							(0)		(0)	(0)	(0)	
Evolve & Adapt - Systems	15	14	2	148	130	18	219	171	48	219	214	5
Total Pay Costs	111	118	(7)	1,355	1,500	(145)	1,706	1,822	(116)	1,706	1,702	4
Project Management office	1		1	4	10	(6)	4	10	(6)	4	3	1
GCSE Design				4		4	5		5	5	6	(1)
Industry Standards	2		2	2		2	2		2	2	1	1
Accreditation GCSE	(0)		(0)	2		2	2		2	2	2	(0)
A Levels	0		0	1		1	1		1	1	1	0
Enquiries About Results				0		0	1		1	1	1	
Reference Tests				0		0	1		1	1	1	(0)
GCSE and A level entitlement FT2016	0		0	1		1	1		1	1	0	0
Regulatory Strategy				2	80	(78)	3	80	(77)	3	4	(1)
Evolve & Adapt	(6)		(6)				(0)		(0)	(0)	6	(6)
Evolve & Adapt - Systems												
Non Pay - Staff Costs	(3)		(3)	15	90	(75)	20	90	(70)	20	24	(5)
Reserve								166	(166)			
PMO / Code of Practice	14		14	18		18	18	17	1	18	39	(22)
GCSE Design	7		7	23.93	20	4	24	20	4	24	22	2
Recognition	0		0	0.36	10	(10)	0	10	(10)	0	0	
Resource Expertise					10	(10)		10	(10)			
Industry Standards	23		23	36.21	46	(10)	58	46	12	58	46	12
Commercial Strategies				34.24	48	(14)	34	48	(14)	34	34	
Accreditation GCSE	23		23	486.89	455	32	521	455	66	521	512	9
A Levels	3		3	20.20	10	10	20	20	0	20	17	3
Enquiries About Results	12		12	48.70	74	(26)	50	74	(24)	50	45	5
Reference Tests	(71)	4	(75)	162.65	101	62	272	873	(601)	272	263	9
GCSE and A level entitlement FT2016	17	42	(25)	92.16	135	(43)	111	135	(24)	111	105	6
Regulatory Framework	11	5	7	36.00	71	(35)	45	86	(41)	45	51	(6)
Setting Grade Standards	3		3	44.41	128	(84)	44	128	(84)	44	45	(0)
Regulatory Strategy	9		9	175.31		175	234		234	234	243	(9)
Code of Practice	6		6	6.25		6	6		6	6		6
Evolve & Adapt - Systems	1		1	239.92		240	1,190	420	770	1,190	1,189	1
Non Pay - Non Staff Costs	59	51	8	1,424.94	1,108	317	2,628	2,508	119	2,628	2,612	16
Total Non Pay costs	56	51	5	1,439.80	1,198	241	2,648	2,598	49	2,648	2,636	11
Outturn	167	169	(2)	2,794.90	2,699	96	4,354	4,420	(66)	4,354	4,338	16

Management Accounts to December 2014							Table 5					
Reform Projects Summary	Oct Actual £000s	Oct budget £000s	Variance £000s	YTD Actual £000s	YTD budget £000s	Variance £000s	Full Yr Forecast £000s	Full Yr Initial Budget £000s	Variance £000s	Full Yr Forecast £000s	December Interim Forecast £000s	Variance £000s
Pay Costs	7	43	(35)	397	660	(263)	448	775	(327)	448	458	(10)
Non Pay Staff Costs	1		1	4	10	(6)	4	10	(6)	4	3	1
Non Pay Non Staff Costs	14		14	18		18	18	17	1	18	39	(22)
Project Management office	22	43	(21)	419	670	(251)	470	802	(332)	470	501	(31)
Pay Costs	34	32	2	415	422	(6)	511	500	11	511	514	(3)
Non Pay Staff Costs				4		4	5		5	5	6	(1)
Non Pay Non Staff Costs	7		7	24	20	4	24	20	4	24	22	2
GCSE Design	41	32	8	443	442	1	540	520	21	540	542	(2)
Non Pay Non Staff Costs	0		0	0	10	(10)	0	10	(10)	0	0	
Recognition	0		0	0	10	(10)	0	10	(10)	0	0	
Non Pay Non Staff Costs					10	(10)		10	(10)			
Resource Expertise					10	(10)		10	(10)			
Non Pay Staff Costs	2		2	2		2	2		2	2	1	1
Non Pay Non Staff Costs	23		23	36	46	(10)	58	46	12	58	46	12
Industry Standards	25		25	38	46	(8)	60	46	14	60	47	13
Non Pay Non Staff Costs				34	48	(14)	34	48	(14)	34	34	
Commercial Strategies				34	48	(14)	34	48	(14)	34	34	
Pay Costs	17	20	(3)	151	176	(24)	202	237	(35)	202	202	(0)
Non Pay Staff Costs	(0)		(0)	2		2	2		2	2	2	(0)
Non Pay Non Staff Costs	23		23	487	455	32	521	455	66	521	512	9
Accreditation GCSE	40	20	20	640	631	9	725	692	33	725	716	9
Non Pay Staff Costs	0		0	1		1	1		1	1	1	0
Non Pay Non Staff Costs	3		3	20	10	10	20	20	0	20	17	3
A Levels	4		4	21	10	11	21	20	1	21	18	4
Non Pay Staff costs				0		0	1		1	1	1	
Non Pay Non Staff Costs	12		12	49	74	(26)	50	74	(24)	50	45	5
Enquiries About Results	12		12	49	74	(25)	51	74	(23)	51	46	5
Pay	38	9	28	173	100	73	256	127	129	256	243	13
Non Pay Staff costs				0		0	1		1	1	1	(0)
Non Pay Non Staff Costs	(71)	4	(75)	163	101	62	272	873	(601)	272	263	9
Reference Test	(33)	13	(47)	335	200	135	529	1,000	(471)	529	508	21
Non Pay Staff costs	0		0	1		1	1		1	1	0	0
Non Pay Non Staff Costs	17	42	(25)	92	135	(43)	111	135	(24)	111	105	6
GCSE and A level entitlement FT2016	17	42	(25)	93	135	(42)	111	135	(24)	111	105	6
Non Pay Non Staff Costs	6		6	6		6	6		6	6		6
Code Of Practice	6		6	6		6	6		6	6		6

Management Accounts to December 2014				Table 5 cont.								
Reform Projects Summary	Oct Actual £000s	Oct budget £000s	Variance £000s	YTD Actual £000s	YTD budget £000s	Variance £000s	Full Yr Forecast £000s	Full Yr Initial Budget £000s	Variance £000s	Full Yr Forecast £000s	December Interim Forecast £000s	Variance £000s
Non Pay Non Staff Costs	11	5	7	36	71	(35)	45	86	(41)	45	51	(6)
Regulatory Framework	11	5	7	36	71	(35)	45	86	(41)	45	51	(6)
Non Pay Non Staff Costs	3		3	44	128	(84)	44	128	(84)	44	45	(0)
Setting Grade Standards	3		3	44	128	(84)	44	128	(84)	44	45	(0)
Pay Costs				71	13	58	71	13	58	71	71	
Non Pay Staff Costs				2	80	(78)	3	80	(77)	3	4	(1)
Non Pay Non Staff Costs	9		9	175		175	234		234	234	243	(9)
Regulatory Strategy	9		9	248	93	155	308	93	215	308	317	(9)
Pay												
Non Pay Staff costs	(6)		(6)				(0)		(0)	(0)	6	(6)
Non Pay Non Staff Costs												
Evolve & Adapt - WOW	(6)		(6)				(0)		(0)	(0)	6	(6)
Pay	15	14	2	148	130	18	219	171	48	219	214	5
Non Pay Staff costs												
Non Pay Non Staff Costs	1		1	240		240	1,190	420	770	1,190	1,189	1
Evolve & Adapt - Systems	17	14	3	388	130	258	1,408	591	818	1,408	1,403	6
Reserve								166	(166)			
Outturn	167	169	(2)	2,795	2,699	96	4,354	4,420	(66)	4,354	4,338	16

Table 6														
FTE Analysis	Actual 9 months to Dec			Baseline 9 months to Dec				Full Yr Forecast			Full Yr Baseline Plan			
Reform Programme	Fixed Term	Contractors	Total	Fixed Term	Contractors	Total	Variance	Fixed Term	Contractors	Total	Fixed Term	Contractors	Total	Variance
	FTE	FTE		FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE	FTE
A01 - Reform Management	2.5	2.8	5.4	6.6	3.8	10.4	(5.0)	1.7	2.9	4.5	6.5	2.9	9.4	(4.8)
B01 - GCSE Design	3.9	4.4	8.3	6.8	1.8	8.6	(0.3)	4.1	3.4	7.5	6.3	1.6	7.9	(0.4)
B06 - Accreditation GCSE	4.9	0.0	4.9	5.8	0.0	5.8	(0.9)	4.9	0.0	4.9	5.8	0.0	5.8	(0.9)
B09 - Reference Tests	0.4	1.0	1.5	1.1	0.5	1.6	(0.1)	0.8	1.3	2.1	1.3	0.4	1.7	0.4
C01 - Regulatory Strategy	0.0	0.5	0.5	2.3	0.0	2.3	(1.8)	0.0	0.4	0.4	2.3	0.0	2.3	(1.9)
D01 - WOW	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
D05 - Systems	0.7	2.3	3.0	2.7	0.6	3.2	(0.3)	0.5	2.5	3.0	2.8	0.4	3.2	(0.2)
Annual Resource	12.4	11.1	23.5	25.3	6.6	31.9	(8.4)	12.0	10.4	22.4	24.9	5.3	30.2	(7.8)

Accounts Analysis by Expenditure Type

Management Accounts to December 2014		December Actual £	December Budget £	Variance £	YTD Actual £	YTD budget £	Variance £	Full Yr Forecast £	Full Yr Initial Budget £	Variance £
Expense		£	£	£	£	£	£	£	£	£
44112	Other Income	(20,815)	(22,301)	1,486	(216,450)	(208,629)	(7,821)	(311,650)	(311,650)	(0)
44113	Income from DfE				(13,367)		(13,367)	(23,367)		(23,367)
44111	CCEA N Ireland Grant					(21,000)	21,000	(40,000)	(127,000)	87,000
	Other Income	(20,815)	(22,301)	1,486	(229,817)	(229,629)	(188)	(375,017)	(438,650)	63,633
	Total Income Allocation	(20,815)	(22,301)	1,486	(229,817)	(229,629)	(188)	(375,017)	(438,650)	63,633
51111	Basic Salary	699,750	810,690	(110,940)	6,077,101	6,889,661	(812,560)	8,013,086	9,276,900	(1,263,814)
51112	Employer's NI	65,086	71,559	(6,473)	557,102	610,167	(53,065)	731,340	821,831	(90,491)
51113	Employer's Pension Costs	124,749	159,833	(35,084)	1,147,894	1,363,870	(215,976)	1,534,613	1,837,471	(302,858)
51115	Overtime	524	700	(176)	23,015	6,300	16,715	38,015	8,400	29,615
51118	Pay Reserve								137,605	(137,605)
	Salaries	890,109	1,042,782	(152,673)	7,805,112	8,869,998	(1,064,886)	10,317,054	12,082,207	(1,765,153)
51142	Substantive posts - Interims	32,676	11,009	21,667	356,719	785,375	(428,656)	857,739	818,403	39,336
51143	Substantive posts - Agency	52,042		52,042	736,728		736,728	338,163		338,163
51141	Non-substantive posts - Contractors	110,364	23,713	86,651	1,441,351	1,031,275	410,076	1,956,425	1,102,416	854,009
	Interims/Agency/Contractors	195,082	34,722	160,360	2,534,797	1,816,650	718,147	3,152,327	1,920,819	1,231,508
	Total Pay Costs	1,085,191	1,077,504	7,687	10,339,909	10,686,648	(346,739)	13,469,382	14,003,026	(533,644)
	Staff Learning and Development	4,054		4,054	55,662	226,750	(171,088)	81,162	276,000	(194,838)
52146	Staff Meetings/Away days	1,662		1,662	22,610	21,000	1,610	30,849	23,400	7,449
52147	Conferences (staff attending)	1,108	966	142	21,066	8,702	12,364	24,264	11,600	12,664
	Staff Conferences/Meetings/Away days	2,770	966	1,804	43,676	29,702	13,974	55,113	35,000	20,113
	Staff Travel and Subsistence	13,011	18,357	(5,346)	134,981	159,883	(24,902)	179,806	211,300	(31,494)
51131	Relocation Costs		8,000	(8,000)	9	24,000	(23,991)	8,009	24,000	(15,991)
51132	Redundancy									
51137	Recruitment - Agency Fees		10,416	(10,416)	53,600	103,752	(50,152)	74,432	135,000	(60,568)
51133	Recruitment - Advertisements	(3,067)		(3,067)	63,130		63,130	63,131		63,131
51134	Recognition and Reward	4,536	1,667	2,869	12,184	15,000	(2,816)	17,184	20,000	(2,816)
51135	Staff Support/Welfare	784	2,084	(1,300)	23,299	18,748	4,551	29,551	25,000	4,551
51136	Professional Membership Fees (Individuals)	505	41	464	15,463	7,477	7,986	17,863	13,200	4,663
	Staff Other Costs	2,758	22,208	(19,450)	167,685	168,977	(1,292)	210,170	217,200	(7,030)
	Total Non Pay - Staff Costs	22,592	41,531	(18,939)	402,004	585,312	(183,308)	526,251	739,500	(213,249)

Management Accounts to December 2014	December Actual £	December Budget £	Variance £	YTD Actual £	YTD budget £	Variance £	Full Yr Forecast £	Full Yr Initial Budget £	Variance £
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52111	Other Advisory Resource	80		80	306,032		306,032	306,032		306,032
52112	Subject Experts	19,654	8,660	10,994	607,128	546,460	60,668	670,927	573,900	97,027
52113	Research	73,794	37,167	36,627	153,513	139,934	13,579	354,013	208,100	145,913
52114	Supply cover				1,147	1,500	(353)	2,647	3,000	(353)
52115	Legal Fees	39,180	15,182	23,998	477,545	272,820	204,725	610,092	318,365	291,727
52116	Internal Audit Fee	5,167	5,166	1	46,500	46,494	6	51,006	62,000	(10,994)
52117	Translation	972		972	4,684		4,684	5,284		5,284
52118	Commercial Consultants	21,733	56,327	(34,594)	387,202	606,166	(218,964)	437,767	1,377,750	(939,983)
52119	Standards Advisory Group	3,617		3,617	21,447	14,088	7,359	40,075	30,000	10,075
	Professional Services	164,197	122,502	41,695	2,005,198	1,627,462	377,736	2,477,843	2,573,115	(95,272)
52301	Non Staff Travel	442		442	33,062	26,350	6,712	53,768	38,200	15,568
52302	Non Staff Accommodation	(417)		(417)	37,255		37,255	37,255		37,255
52303	Non Staff subsistence				877		877	877		877
	Non Staff Travel and subsistence	25		25	71,193	26,350	44,843	91,899	38,200	53,699
52142	Conferences/Meetings/Hospitality	6,408	1,320	5,088	62,120	36,270	25,850	78,670	47,800	30,870
52183	Hosting Conferences/Events	2,632	2,000	632	45,984	222,200	(176,216)	72,644	239,200	(166,556)
	Non Staff Conferences/Meetings	9,040	3,320	5,720	108,103	258,470	(150,367)	151,314	287,000	(135,686)
52151	Rent				320,611	313,200	7,411	423,212	417,600	5,612
52160	Landlord Service Charge				3,401	3,600	(199)	4,601	4,800	(199)
52152	Rates	13,617	13,600	17	137,445	124,050	13,395	163,780	137,650	26,130
52154	Building Maintenance	28,606	4,784	23,822	64,354	43,048	21,306	78,906	57,400	21,506
52155	Cleaning		65	(65)	1,126	805	321	1,321	1,000	321
52156	Security	1,325	200	1,125	6,795	1,800	4,995	7,395	2,400	4,995
52157	Office Moves				71,151	5,000	66,151	71,361	5,000	66,361
52159	Building Management Services	18,909	20,000	(1,091)	169,570	180,000	(10,430)	225,271	240,000	(14,730)
52163	Furniture				13,310	10,500	2,810	15,935	14,000	1,935
52187	Health and Safety	(60)	534	(594)	1,739	4,798	(3,059)	3,341	6,400	(3,059)
52188	Environmental	(978)		(978)	11,653	3,000	8,653	12,253	4,000	8,253
52161	Other Facilities Costs	1,929	5,141	(3,212)	4,673	46,277	(41,604)	4,673	61,700	(57,027)
	Accommodation costs	63,348	44,324	19,024	805,828	736,078	69,750	1,012,048	951,950	60,098
52231	Electricity (Buildings)	3,151	4,816	(1,665)	37,554	37,852	(298)	50,202	50,500	(298)
52232	Gas	1,713	1,000	713	10,443	9,000	1,443	14,444	12,000	2,444
52233	Water	125		125	3,625	4,500	(875)	4,525	6,000	(1,475)
52234	Refuse collection	228		228	661	975	(315)	986	1,300	(315)
52235	Confidential Waste				(98)		(98)	(98)		(98)
	Energy, Utilities and Waste Management	5,216	5,816	(600)	52,184	52,327	(143)	70,058	69,800	258

Management Accounts to December 2014		December Actual £	December Budget £	Variance £	YTD Actual £	YTD budget £	Variance £	Full Yr Forecast £	Full Yr Initial Budget £	Variance £
52158	Office Equipment Purchase							790		790
52171	Printing	222		222	2,568		2,568	2,568		2,568
52172	Stationery	1,404	2,184	(780)	24,204	19,348	4,856	30,604	25,800	4,804
52177	Courier				2,935	3,750	(815)	4,686	5,000	(314)
52179	Franking Machine Hire	2,285		2,285	12,727	16,650	(3,923)	15,501	22,200	(6,699)
52180	Postage	6		6	950		950	1,850	900	950
52181	Vending Machine Supplies	1,345	250	1,095	11,546	2,250	9,296	12,297	3,000	9,297
52182	Catering	2,242		2,242	14,161		14,161	14,461		14,461
52189	Vending Machine Hire	(45)		(45)	5,069	4,500	569	6,569	6,000	569
52184	Offsite Storage	1,800	1,334	466	16,237	11,998	4,239	20,239	16,000	4,239
52186	Reprographics	6,419	5,100	1,319	64,844	45,600	19,244	80,044	60,800	19,244
52185	General Office Expenses	583	909	(326)	3,336	7,873	(4,537)	5,862	10,400	(4,538)
	Office Related Costs	16,262	9,777	6,485	158,577	111,969	46,608	195,470	150,100	45,370
52139	Web Development		12,000	(12,000)		48,000	(48,000)		48,000	(48,000)
52201	Fixed Telephony	3,048	2,750	298	23,650	32,550	(8,900)	31,751	43,400	(11,649)
52202	Mobile Voice and Data	1,892	4,166	(2,274)	16,367	37,502	(21,135)	22,367	50,000	(27,633)
52204	Data Services				43,010	22,500	20,510	47,510	30,000	17,510
52206	IT Equipment - Purchases	5,030	833	4,197	18,499	20,498	(1,999)	111,999	34,000	77,999
52208	IT Equipment - Maintenance Contracts	1,200	3,333	(2,133)	28,519	24,250	4,269	57,025	59,000	(1,975)
52209	IT Software Maintenance	13,156		13,156	103,723	63,550	40,173	123,115	67,975	55,140
52210	Consumables	489	666	(178)	4,804	6,002	(1,198)	6,802	8,000	(1,198)
52211	Networks				56,008		56,008	56,008		56,008
52212	Web Hosting		1,750	(1,750)	14,175	15,750	(1,575)	15,925	21,000	(5,075)
52213	Security and Continuity	426	1,000	(574)	93,205	71,916	21,289	97,338	85,700	11,638
52215	Consultancy - Implementation				178,732	18,000	160,732	178,732	18,000	160,732
52216	IT Equipment - Regulatory Platform	29,470	23,399	6,071	330,266	420,753	(90,487)	434,311	497,200	(62,889)
52217	IT Service Contracts Equipment Support					600	(600)	50	650	(600)
52218	Other ICT Costs				20	6,000	(5,980)	1,028,020	426,000	602,020
	ICT Related Costs	54,711	49,897	4,814	910,978	787,871	123,107	2,210,952	1,388,925	822,027
52261	Payroll Systems	1,730	2,083	(353)	15,888	18,747	(2,859)	22,077	25,000	(2,923)
52262	Finance Systems	2,162	6,000	(3,838)	16,772	18,000	(1,228)	25,014	24,000	1,014
	System Costs	3,893	8,083	(4,190)	32,660	36,747	(4,087)	47,091	49,000	(1,909)

Management Accounts to December 2014	December Actual £	December Budget £	Variance £	YTD Actual £	YTD budget £	Variance £	Full Yr Forecast £	Full Yr Initial Budget £	Variance £
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52132	Advertising		150	(150)	327	450	(123)			
52133	Books	914		914	3,485	300	3,185			
52134	Newspapers and Media	786	430	356	4,921	3,870	1,051	6,251	5,200	1,051
52135	subscriptions				2,599		2,599	14,150		14,150
52136	Corporate Publications	7,591	1,650	5,941	24,034	14,850	9,184	29,184	20,000	9,184
52137	Press Releases				11,318		11,318	11,318		11,318
52140	Filming and Photography				167		167	167		167
52143	Media Monitoring	794	2,670	(1,876)	22,304	10,270	12,034	24,705	22,800	1,905
52144	Licence Fees	245		245	12,932		12,932	12,932		12,932
52145	Communication Costs		2,285	(2,285)	2,064	30,565	(28,501)	10,150	37,400	(27,250)
52148	Editorial		2,150	(2,150)	2,400	20,850	(18,450)	4,900	26,000	(21,100)
	Marketing and Media	10,329	9,335	994	86,550	81,155	5,395	117,718	112,300	5,418
52251	Other Goods and Services	1,050		1,050	37,881		37,881	137,882		137,882
52252	Membership Fees (organisation)	26		26	12,670	2,835	9,835	15,605	8,935	6,670
	Other goods/services	1,076		1,076	50,552	2,835	47,717	153,487	8,935	144,552
52271	Bank charges	261	175	86	1,416	1,425	(9)	1,891	1,900	(9)
52272	Interest charges	77		77	77		77	77		77
52273	Late Payment Charges	12		12	(300)		(300)	100		100
52275	DWP charges							6,000	6,000	
52276	Fines and Penalties				(750)		(750)	(750)		(750)
	Charges	350	175	175	443	1,425	(982)	7,318	7,900	(582)
58614	Non Pay Reserve							265,000	130,899	134,101
	Reserve							265,000	130,899	134,101
	Non Pay - Non Staff Costs	328,446	253,229	75,217	4,282,266	3,722,689	559,577	6,800,199	5,768,124	1,032,075
	Total Non Pay Costs	351,038	294,760	56,278	4,684,270	4,308,001	376,269	7,326,451	6,507,624	818,827
58611	External Audit (notional charge)							46,000	48,000	(2,000)
	Total Notional Charges							46,000	48,000	(2,000)
	Total Costs	1,436,229	1,372,264	63,965	15,024,179	14,994,649	29,530	20,841,832	20,558,650	283,182
	Income Allocation less Costs	1,415,414	1,349,963	65,451	14,794,362	14,765,020	29,342	20,466,815	20,120,000	346,815
53111	Depreciation - Fixed Assets	5,402	5,500	(98)	48,619	49,500	(881)	64,825	66,000	(1,175)
53161	Amortisation - Intangible Assets	67,634	68,584	(950)	608,703	617,250	(8,547)	811,603	823,000	(11,397)
	Total Depreciation Costs	73,036	74,084	(1,048)	657,322	666,750	(9,428)	876,429	889,000	(12,571)
	Net I & E Outturn	1,488,450	1,424,047	64,403	15,451,684	15,431,770	19,914	21,343,243	21,009,000	334,243