



Council for  
**Licensed  
Conveyancers**  
**Business Plan**  
2009

This plan covers the period from 1 January 2009 - 31 December 2009

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## Foreword

We are pleased to present our Business Plan 2009 which builds on the work from our 2008 plan and has been developed in line with our Corporate Strategy 2009-2014. 2008 was a challenging year for the licensed conveyancing profession with the contraction in the property market and the corresponding severe reduction in income for many regulated firms. In times of such economic difficulty, no one in the property sector is exempt from the impact of the downturn including ourselves and it is evermore important that we are focused on the right priorities to ensure that adequate protection for the public is maintained. We believe that the key objectives outlined in this plan adequately support the delivery of the priorities for this year.

Our achievement at the end of last year to offer regulation of Probate services for licensed conveyancers was a significant step forward for the CLC and a welcome opportunity for the profession during these difficult economic conditions. We intend to utilise lessons learnt from our successful application to regulate Probate services to inform our approach later this year with regard to assessing the appropriateness and feasibility of submitting an application to regulate litigation and advocacy.

The introduction of Legal Disciplinary Practices (LDP's) this year is a key provision

of the Legal Services Act which will provide us with the opportunities to improve and expand the scope of our regulated community. We are looking forward to embracing the corresponding challenges arising from the shift to entity based regulation in the legal services market.

In light of the increasing constraints on our resources, we intend to move away from a programme of routine inspections to a system of risk based checks on all our practices so that we continue to ensure they meet the required standards. In addition, later this year we will undertake an extensive review of all our regulatory processes in order to identify opportunities to enhance our efficiency and effectiveness.

The implementation of the recommendations of our Governance Review has progressed well and some important milestones will be achieved this year including the development of a revised governance structure, commencement of the recruitment of a new, smaller and wholly appointed Council and the development of a new scheme of delegated powers.

In 2008, we commenced a major review of our brand and sought the views of our stakeholders on various issues including consultation on our five year strategy. We undertook consumer research and carried

out a series of perception interviews to assess awareness levels of who we are and what we do. Acting upon this information, we have begun to introduce some exciting changes including launching our new visual identity which will help us create a modern and distinctive image clearly reflecting who we are and what we stand for. We intend to build on this work later this year by redesigning our website and our corporate magazine.

We are well aware that our programme of work could be considered by some as challenging and stretching. We consider the direction and scope of the plan is necessary due to our new obligations as an Approved Regulator in the Legal Services Act 2007. We are confident that we will make real progress on the journey to achieve these targets through the continued support, commitment, skills and expertise of our Council and our staff.



Alistair Guthrie  
Chairman



Victor Olowe  
Chief Executive

## WHO WE ARE

The Council for Licensed Conveyancers (“the CLC”) was established under the provisions of the Administration of Justice Act 1985 as the Regulatory Body for the profession of Licensed Conveyancers. Its statutory duty is to ensure that the standards of competence and professional conduct amongst persons who practise as Licensed Conveyancers are sufficient to secure adequate protection for consumers. The Act (as amended by the Courts & Legal Services Act 1990) also created the CLC as the body responsible for the supervision and regulation of the newly formed profession.



Council for  
**Licensed  
Conveyancers**

## OUR PURPOSE

To set entry standards and regulate the profession of Licensed Conveyancers effectively in order to

- secure adequate consumer protection
- promote effective competition in the legal services market
- provide choice for consumers

## WHAT WE DO

The CLC fulfils its responsibilities by undertaking a range of activities, which are outlined as follows

- Set educational and training standards for entry to the profession
- Issue licences to practise to those qualified to provide conveyancing services to clients
- Maintain a register of all Licensed Conveyancers
- Set standards to regulate the professional practice, conduct and discipline of Licensed Conveyancers
- Set standards to maintain adequate professional indemnity insurance and a compensation fund to protect the public
- Undertake forensic investigations and practice inspections to monitor the work and conduct of Licensed Conveyancers and to determine whether they are meeting the required standards
- Provide guidance and advice to Licensed Conveyancers to maintain compliance with the standards and those regulations relevant to our duty of consumer protection

- Investigate complaints against a Licensed Conveyancer and order redress for the client for poor service where appropriate
- Investigate allegations of misconduct against a Licensed Conveyancer and where appropriate take disciplinary proceedings before the Discipline and Appeals Committee
- Collaborate with key stakeholders in the conveyancing services market to monitor and shape the impact of proposed regulations on the conduct of Licensed Conveyancers in order to maintain adequate consumer protection

## OUR STATUTORY OBJECTIVES – STRATEGIC OUTCOMES

We are bound by our statutory objectives which detail the strategic outcomes that we aspire to achieve for the public, consumers and the regulated community

The statutory regulatory objectives referred to in the Legal Services Act 2007 are outlined as follows:

- a) Protecting and promoting the public interest
- b) Supporting the constitutional principle of the rule of law
- c) Improving access to justice
- d) Protecting and promoting the interests of consumers
- e) Promoting competition in the provision of services by ‘authorised persons’ as defined in the Act
- f) Encouraging an independent, strong, diverse and effective legal profession
- g) Increasing public understanding of the citizen’s legal rights and duties
- h) Promoting and maintaining adherence to the professional principles

## OUR VISION FOR 2014

Our vision for the regulated environment in the legal services market is for the public to have great confidence in the CLC to protect their interests and therefore be willing to engage increasingly with the providers regulated by the CLC. Our vision is -

*'To be recognised as a leading, trusted and proportionate regulator in the legal services market, regulating a range of providers of conveyancing, probate and other related services, which are highly regarded by consumers across England and Wales.'*

### STRATEGIC THEMES

Our strategic priorities over the next five years are grouped under the following strategic themes, which are collections of related strategic objectives

- 1 Deliver efficient, effective and proportionate risk based regulation
- 2 Increase the number and categories of regulated providers
- 3 Increase engagement with key stakeholders particularly with consumers
- 4 Increase the uptake of the CLC's educational programmes and qualifications
- 5 Increase the scope of regulatory support to regulated providers
- 6 Develop our organisational capability to achieve all the strategic themes

### OUR OPERATING PRINCIPLES

The following principles serve as an internal compass which guides our actions and how we perform our regulatory activities

- We will endeavour to utilise the least intrusive methods of achieving our regulatory objectives
- We will endeavour to ensure that our regulatory interventions are based on reliable evidence and are proportionate, consistent, accountable and transparent
- We will ensure that our work reflects the priorities of consumers
- We will consult effectively with key stakeholders
- We will use our resources effectively and efficiently to deliver our strategic priorities

### OUR VALUES

The following values are an intrinsic part of how we operate and underpin all our decisions and actions

#### INTEGRITY

This means acting professionally and being accountable in all that we do.

#### EFFECTIVENESS

This means that we provide reliable and recognised qualifications and maintain the standards of competence and professional conduct of Licensed Conveyancers and Recognised Bodies in the interest of consumers

#### EXPERTISE

This means that we define and promote better practice in partnership with licence holders, recognised bodies, other professional bodies, partners and other stakeholders

#### INNOVATION

This means that we continuously look for new and better ways to protect consumers and the public and to support students, licence holders, recognised bodies, employers, partners and other stakeholders

#### COMMUNICATION

This means that we encourage open, clear, productive and valuable communication between ourselves and everyone we come into contact with

# Our Programme of Work for 2009

The key objectives under each strategic theme map out the main areas of work for the CLC during 2009. As is the case in previous years, our programme of work in 2009 in most cases is a continuation of the activities outlined in the business plan in 2008.

## STRATEGIC OBJECTIVES

### Strategic Theme **1** - Deliver efficient, effective and proportionate risk based regulation

Key Objectives	Key Activities	Key Performance Indicators
1.1 To set standards to ensure that the profession maintains standards of competence and professional conduct that meet the needs of consumers of legal services and other key stakeholders	<ul style="list-style-type: none"> <li>To develop rules to respond to the Legal Services Act 2007 in particular with regard to the following                             <ul style="list-style-type: none"> <li>Legal Disciplinary Practices</li> <li>Appointment of new Council of wholly appointed members</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Publish list of all rule changes in 2009 on the CLC website</li> <li>50% of the regulated community acknowledge that the rules are clear and consistent</li> </ul>
1.2 To maintain robust licensing and relicensing processes for regulated entities and individuals	<ul style="list-style-type: none"> <li>To review the adequacy of the information collected to assess applications for new licences, licence renewals and certificate of recognition for Recognised Bodies and implement necessary improvements in the licensing process</li> </ul>	
1.3 To maintain the mechanisms that ensure that all consumers who use regulated providers can rely on the service to meet the required standards and ensure that, if things go wrong, the consumer is satisfied with the regulatory action taken	<ul style="list-style-type: none"> <li>To monitor the accredited training providers to ensure the quality of the training programmes provided meet the agreed standards</li> <li>To carry out risk based checks on all practices to identify if they are meeting the required standards particularly with regard to the following                             <ul style="list-style-type: none"> <li>Handling of Client Monies</li> <li>Quality of work</li> <li>Anti- money laundering procedures</li> </ul> </li> <li>To ensure that there is a responsive and effective mechanism for dealing with any concern about the service and conduct from a regulated provider</li> </ul>	<ul style="list-style-type: none"> <li>50% of students acknowledge that accredited training providers provide good quality programmes</li> <li>80% of regulated providers following inspections are meeting the required standards</li> <li>50% of consumers and stakeholders confirm that the CLC handled concerns about a regulated provider fairly and effectively</li> </ul>
1.4 To reduce unnecessary administrative burdens arising from the regulatory framework	<ul style="list-style-type: none"> <li>To undertake an extensive review of all our regulatory functions</li> </ul>	
1.5 To develop and implement a risk based approach across all our regulatory functions	<ul style="list-style-type: none"> <li>To develop and implement a more effective way to collect information to support a risk based approach to inspections</li> <li>To develop and implement a risk based approach to inspections</li> </ul>	<ul style="list-style-type: none"> <li>50% of the regulated community acknowledge the CLC as a proportionate regulator with regard to the inspection process</li> </ul>
1.6 To provide a timely and responsive service on all casework and regulatory applications	<ul style="list-style-type: none"> <li>To ensure all applications for recognition, student registration, licence authorisation and renewals are processed within published service standards</li> <li>To ensure all claims and grants from the Compensation Fund are dealt with within published service and quality standards</li> <li>To ensure that all disciplinary matters referred to the Discipline and Appeals Committee (DAC) are dealt with in accordance with the guidelines and within agreed timescales</li> <li>To process all consumer complaints in accordance with agreed performance targets</li> </ul>	<ul style="list-style-type: none"> <li>Publish service standards for applications, key student and licensing processes</li> <li>50% of respondents are satisfied with time taken to process their applications</li> <li>50% of claimants are satisfied with the handling and outcome of their claim</li> <li>80% of decisions from the DAC agree with the recommendations of the Executive</li> <li>50% of complainants are satisfied with the handling and outcome of their complaint</li> </ul>

## Strategic Theme 2 - Increase the number and categories of regulated providers

Key Objectives	Key Activities	Key Performance Indicators
2.1 To ensure consumers have access to regulated providers in those geographical areas where consumer need for regulated providers by the CLC is not being met	<ul style="list-style-type: none"> <li>To promote the benefits of setting up in practice as a CLC regulated provider of conveyancing and probate services</li> </ul>	<ul style="list-style-type: none"> <li>CLC regulates 8% of the providers in conveyancing sector</li> </ul>
2.2 Increase the range of services provided by regulated providers	<ul style="list-style-type: none"> <li>To review the appropriateness and feasibility of submitting in 2010 an application to regulate litigation and advocacy</li> <li>To promote awareness to the regulated community of the additional range of services apart from residential conveyancing which fall within the statutory definition of 'conveyancing services'</li> </ul>	<ul style="list-style-type: none"> <li>10% increase in the range of services provided by regulated providers</li> </ul>

## Strategic Theme 3 - Increase engagement with key stakeholders particularly with consumers

Key Objectives	Key Activities	Key Performance Indicators
3.1 To ensure key stakeholders including consumers know what the CLC does and is responsible for and how to access the regulatory services	<ul style="list-style-type: none"> <li>To maintain an up to date web-based register of regulated providers which provides stakeholders with the information they need</li> <li>To implement a new corporate brand including a new visual identity across all business activities</li> <li>To develop and implement a new website which is accessible and informative and increases the use of the CLC services available online</li> <li>To review the Chronicle and publish an authoritative, relevant, informative corporate magazine or newsletter to increase awareness of the CLC whilst maintaining its relevance to the day-to-day work of regulated providers</li> </ul>	<ul style="list-style-type: none"> <li>50% of consumers are aware of the role of CLC in the sectors in which it regulates</li> <li>50% of the media coverage referencing the CLC is accurate and positive</li> <li>50% of stakeholders agree that the CLC is a trusted source of information in the sectors in which it regulates</li> </ul>
3.2 To provide accessible, user friendly and understandable information to key stakeholders	<ul style="list-style-type: none"> <li>To review and revise CLC consumer literature in line with the new corporate brand</li> </ul>	<ul style="list-style-type: none"> <li>Up to date library of CLC publications is maintained on the website</li> </ul>
3.3 To ensure that all statutory communication requirements are met	<ul style="list-style-type: none"> <li>Produce and publish on our website an accurate and informative Annual Report incorporating a Statement on Internal Control</li> </ul>	<ul style="list-style-type: none"> <li>Annual Report published on the website by June 2009.</li> </ul>
3.4 To collaborate effectively with key stakeholders to achieve better outcomes for consumers and the public	<ul style="list-style-type: none"> <li>To undertake research to gather the baseline views and opinions of key stakeholders in order to improve the delivery of regulatory services</li> <li>To participate actively in industry groups or forums in the sectors in which we regulate</li> <li>To share our ideas, views, opinions at appropriate external events and through relevant media activity</li> </ul>	<ul style="list-style-type: none"> <li>Baseline research undertaken by November 2009</li> <li>Representation at key events and membership of the strategic groups responsible for shaping and influencing the policy which impacts on consumers in the sectors in which the CLC regulates</li> </ul>

## Strategic Theme 4 - Increase the uptake of the CLC's educational programmes and qualifications

Key Objectives	Key Activities	Key Performance Indicators
4.1 To deliver quality educational services and products that meet the needs of students.	<ul style="list-style-type: none"> <li>To improve the quality of the educational and examination experience for all students registered with the CLC</li> <li>To identify opportunities to provide additional educational services and products that are beneficial to students</li> </ul>	<ul style="list-style-type: none"> <li>50% of students are satisfied with the educational services and products provided by the CLC</li> <li>80% of eligible students are retained for the next academic year</li> </ul>
4.2 To improve awareness of the educational programmes and qualifications offered by the CLC	<ul style="list-style-type: none"> <li>To review and implement a cost effective publicity strategy targeting new entrants to higher education</li> </ul>	<ul style="list-style-type: none"> <li>50% of students entering higher education in law are aware of the qualifications offered by the CLC</li> </ul>
4.3 To improve the portability of the qualifications provided by the CLC	<ul style="list-style-type: none"> <li>To develop a tiered qualification structure for students training to be Licensed Conveyancers</li> <li>To seek national recognition for the qualifications provided by the CLC</li> </ul>	
4.4 To improve access to the CLC qualifications	<ul style="list-style-type: none"> <li>To provide up to date training manuals and information on accredited training establishments that have the appropriate educational infrastructure and the tutors who have the requisite experience and qualifications that will enable students to reach the required level of competence</li> </ul>	

## Strategic Theme 5 - Increase the scope of regulatory support to regulated providers

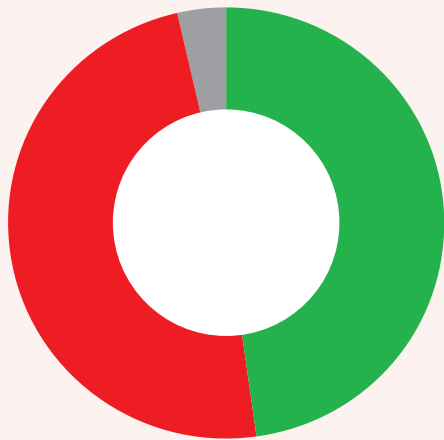
Key Objectives	Key Activities	Key Performance Indicators
5.1 To provide advice and guidance to the regulated community to enable them to maintain compliance with all relevant regulatory requirements	<ul style="list-style-type: none"> <li>To alert regulated providers to all changes in the rules that impact on their practices at least four weeks before implementation. In particular with regard to changes to the following rules <ul style="list-style-type: none"> <li>Conduct Rules</li> <li>Licensing Rules</li> <li>Investigating Committee Rules</li> <li>Discipline and Appeals Committee Rules</li> <li>Recognised Bodies Rules</li> <li>Limited Liability Partnership Rules</li> </ul> </li> <li>To produce guidance that is clear, timely and of good quality and in the format appropriate for the target audiences which explains what regulated providers need to do in order to maintain compliance with the rules made in 2009 and to adopt good conveyancing, probate and accounting practices particularly with regard to key issues arising from inspections and the handling of professional indemnity insurance claims.</li> <li>To identify emerging issues in the external environment and changes in law and practice that will have a major impact on the services provided by regulated providers and provide information that explains what is required of regulated providers</li> </ul>	<ul style="list-style-type: none"> <li>50% of regulated community acknowledges that the CLC produces adequate guidance to maintain compliance with all regulatory requirements</li> </ul>

## Strategic Theme 6 - Develop our organisational capability to achieve the strategic objectives

Key Objectives	Key Activities	Key Performance Indicators
6.1 To review all key processes and activities to ensure that we operate in the most effective way	<ul style="list-style-type: none"> <li>To streamline business processes to enhance effectiveness and efficiency</li> <li>To develop and implement a structured process to obtain regular feedback from our stakeholders on our key regulatory activities</li> <li>To ensure any risks in achieving our corporate objectives are identified, managed and mitigated</li> </ul>	<ul style="list-style-type: none"> <li>50% of the regulated community acknowledge the CLC as an effective regulator</li> <li>50% of the regulated community acknowledge the CLC as a proportionate regulator</li> <li>Statement on Internal Control published in the Annual Report</li> </ul>
6.2 To attract, develop and retain talented people with the right skills and behaviours and maintain highly committed and motivated staff to achieve the CLC's strategic themes	<ul style="list-style-type: none"> <li>To implement a revised organisational structure to allow easy delivery of the strategic themes</li> <li>To refine the performance management framework to embed the behaviours which support the achievement of the strategic themes and to incorporate a 360 degree review process</li> <li>To improve our leadership and management capability in the organisation particularly to develop the skills of all managers to identify opportunities for efficiency savings and make necessary improvements</li> </ul>	<ul style="list-style-type: none"> <li>All managers demonstrate efficiency savings achieved in their respective departments each year</li> </ul>
6.3 To ensure that the CLC has governance arrangements which promote accountability and enable decisions to be made at the appropriate level and in a timely manner	<ul style="list-style-type: none"> <li>To implement all the recommendations arising from the Governance Review project, in accordance with the Governance Review Action Plan. In particular to                             <ul style="list-style-type: none"> <li>Complete the development of the governance structure</li> <li>Commence the recruitment of the new Council members</li> <li>Complete the review of the scheme of delegated powers</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Recruitment process for new Council commences by October 2009</li> </ul>
6.4 To ensure that the CLC has sufficient income to meet the costs of ongoing regulatory activity and the costs and obligations of the Compensation Fund	<ul style="list-style-type: none"> <li>To develop a revised fee strategy to align with the risk based approach and the increasing focus on entity based regulation</li> </ul>	<ul style="list-style-type: none"> <li>Sufficient reserves to alleviate the projected loss of income due to the impact of the severe economic conditions</li> </ul>
6.5 To utilise information technology more effectively to improve efficiency and customer service keeping pace with current developments	<ul style="list-style-type: none"> <li>To develop a new information technology system to enable the CLC to cost effectively and efficiently meet its strategic objectives</li> <li>To improve management information in the organisation to support better decision making and to demonstrate accountability to key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Functional specification for a new IT system agreed and approved</li> </ul>

# Budget Summary (for period from 1 January to 31 December 2009)

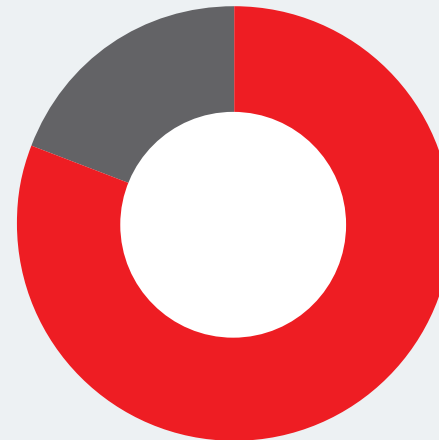
## Operations Income



- Licence Fee Income  
£496,188 or 47.8%
- Education Income  
£504,000 or 48.6%
- Other Income  
£37,500 or 3.6%

**Total Income £1,037,688**

## Compensation Fund Income



- Contributions to Fund  
£792,172 or 80.9%
- Other Income  
£187,000 or 19.1%

**Total Income £979,172**

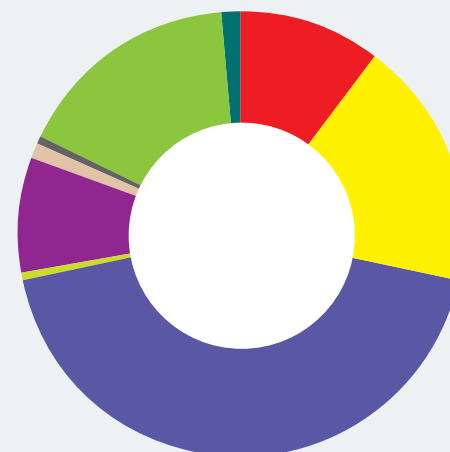
## Operations Expenditure



- Education Costs  
£200,200 or 10.7%
- Admin Costs  
£209,400 or 11.2%
- Staff Costs  
£615,500 or 33.0%
- Committee Costs  
£203,400 or 10.9%
- Office Running Costs  
£47,500 or 2.5%
- Insurance Costs  
£115,000 or 6.2%
- Communications  
£102,625 or 5.5%
- Repairs, Renewals & Depreciation  
£141,000 or 7.6%
- Legal & Professional Fees  
£115,000 or 6.2%
- Purchase of Assets  
£34,500 or 1.9%
- Contingency Fund  
£80,000 or 4.3%

**Total Expenditure**  
(Less £299,500 recoveries from the Comp Fund)  
**£1,564,625**

## Compensation Fund Expenditure



- Run Off Costs  
£118,500 or 10.3%
- Comp Fund Grants & Costs  
£330,000 or 18.1%
- Staff Costs  
£792,000 or 43.4%
- Office Running Costs  
£7,900 or 0.4%
- Admin Costs  
£152,925 or 8.4%
- Committee Costs  
£19,000 or 1%
- Repairs, Renewals & Depreciation  
£10,000 or 0.5%
- Operations Service Charge  
£299,500 or 16.4%
- Legal & Professional Fees  
£23,000 or 1.3%

**Total Expenditure £1,822,825**

## Operations Budget Comparison 2008 to 2009

Income	2008 £	2009 £	Change £	Change %
Licence Fee Income	602,250.00	496,188.00	-106,062.00	-18%
Education Income	692,000.00	504,000.00	-188,000.00	-27%
Other Income	85,700.00	37,500.00	-48,200.00	-56%
	<b>1,379,950.00</b>	<b>1,037,688.00</b>	<b>-342,262.00</b>	<b>-25%</b>

Expenditure	2008 £	2009 £	Change £	Change %
Education Costs	231,200.00	200,200.00	-31,000.00	-13%
Admin Costs	182,700.00	209,400.00	26,700.00	15%
Staff Costs	508,500.00	615,500.00	107,000.00	21%
Committee Costs	220,900.00	203,400.00	-17,500.00	-8%
Office Running Costs	42,500.00	47,500.00	5,000.00	12%
Insurance Costs	120,500.00	115,000.00	-5,500.00	-5%
Communications	40,000.00	102,625.00	62,625.00	157%
Repairs, Renewals & Depreciation	130,000.00	141,000.00	11,000.00	8%
Legal & Professional Fees	89,500.00	115,000.00	25,500.00	28%
Purchase of Assets	125,450.00	34,500.00	-90,950.00	-72%
Contingency Fund	20,000.00	80,000.00	60,000.00	300%
	<b>1,711,250.00</b>	<b>1,864,125.00</b>	<b>152,875.00</b>	<b>9%</b>
Less: Recoveries from the Comp Fund	-300,250.00	-299,500.00	750.00	0%
	<b>1,411,000.00</b>	<b>1,564,625.00</b>	<b>153,625.00</b>	<b>11%</b>

## Compensation Fund Budget Comparison 2008 to 2009

Income	2008 £	2009 £	Change £	Change %
Contributions to Fund	1,437,000	792,172	-644,828	-45%
Interest	135,000	187,000	52,000	39%
<b>Total</b>	<b>1,572,000</b>	<b>979,172</b>	<b>-592,828</b>	<b>-38%</b>

Expenditure	2008 £	2009 £	Change £	Change %
Run Off Costs	186,000	188,500	2,500	1%
Comp Fund Grants and Costs	248,000	330,000	82,000	33%
Staff Costs	732,250	792,000	59,750	8%
Office Running Costs	7,600	7,900	300	4%
Admin Costs	137,050	152,925	15,875	12%
Committee Costs	15,000	19,000	4,000	27%
Repairs, Renewals & Depreciation	50,000	10,000	-40,000	-80%
Purchase of Assets	130,000	0	-130,000	-100%
Operations Service Charge	300,250	299,500	-750	0%
Legal & Professional Fees	23,000	23,000	0	0%
<b>Total</b>	<b>1,829,150</b>	<b>1,822,825</b>	<b>-6,325</b>	<b>0%</b>

