

Council, 25 September 2014

Five year plan

Executive summary and recommendations

### **Introduction**

The Five year plan is a financial forecast which helps us to ensure that our finances are sustainable and to plan whether and when fee increases may be necessary. The Plan is updated annually and presented to Council (previously, to Finance & Resources Committee) for approval.

### **Decision**

Council is asked to discuss and approve the Plan.

### **Background information**

See Appendix 1

### **Resource implications**

None

### **Financial implications**

HCPC income, expenditure, cash flow and financial position

### **Appendices**

- Appendix 1: Background information, key assumptions, sensitivity analysis and summary  
Appendix 2: Five year plan tables

### **Date of paper**

11 September 2014

## Appendix 1: Background information, key assumptions, sensitivity analysis and summary

### Background information

It was agreed at the September 2013 Finance & Resources Committee that the Executive would adopt FAST<sup>1</sup> standards for the design, construction and use of key operational and financial models.

Following the July Council meeting, the Executive engaged consultants to rebuild the Five year plan and the income model to the FAST standard. The registrant numbers model and the FTP costs model, which are key feeders into the Plan, had previously been rebuilt in FAST format.

The process included a review of the income modeling assumptions and rebuilding of the calculations. To test the accuracy of the new calculations, they were applied to 2014-15 registrant numbers and fee structure, producing a 2014-15 fee income forecast of £25,458k, which is 2% less than our agreed 2014-15 fee income budget of £26,013k. Actual renewal income year to date in 2014-15 is 1% under budget. We can therefore conclude that the new income calculations are accurate.

Finance met with budget holders in June to discuss their departments' plans for the five year period and how they expect the main variables/factors/drivers affecting their costs to change.

**Key assumptions** (detailed assumptions are listed at page 38 of Appendix 2)

The Plan does not restate the 2014-15 budget. Those figures are treated as fixed, like the prior years' actual costs, and the projections of the balance sheet and cash flow start from the forecasted balance sheet as at 31 March 2015 as approved by the Council in March.

Income and cash receipts are based on the July 2014 registrant numbers model, and therefore include the two new professions that we expect to regulate, pending Section 60 Orders.

The base case for income assumes an increase in the renewal fee from £80 to £84 with effect from 1 April 2016, and proportionately similar increases in other fees.

Employee costs are based on the 2014-15 budgeted employee numbers, with headcount increases in FTP, HR, Policy & Operations to cover anticipated increases in workload, but no increases in the headcount of other departments. Average pay awards of 3% each year are assumed.

Non-payroll costs are based on the registrant numbers model where applicable (FTP case costs, international assessor fees, CPD audit costs). Some costs are specifically modeled to reflect planned changes in services, as discussed with the budget holder.

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<sup>1</sup> Flexible, Appropriate, Structured and Transparent. For more information on the FAST standard see [http://www.fast-standard.org/document/FASTStandard\\_02a.pdf](http://www.fast-standard.org/document/FASTStandard_02a.pdf)

Other non-payroll costs use the 2014-15 budget as a baseline and apply an assumed inflation rate of 2.5% per annum over the following four years.

The Plan assumes that we retain 186 Kennington Park Road in its current unrefurbished state. The options analysis in relation to HCPC's office and hearings accommodation will be presented to the Council before the start of the new financial year, including the capital costs and the changes to operating costs resulting from each option.

The Plan assumes no major changes in the scope of our work (other than the two new professions) or in our business processes. If there were to be major changes in scope such as the introduction of negative registers, we expect that grant funding would be available to cover the extra costs of implementation.

Similarly, costs within the Plan do not include a levy towards the running costs of the Professional Standards Authority. The mechanism by which the nine health sector regulators would fund the PSA is still under discussion. If the mechanism that is decided upon results in a significant extra cost to the HCPC, we may need to make a further increase in registrant fees.

Over the Plan period, some changes in business processes, for example as a result of the registration systems review, may bring cost savings, but those have not been anticipated within the Plan numbers.

The baseline assumption for partners' fees is an increase of £10 per day (£3 per day on the Review Visitor and Reg Assessor fees) with effect from 1 April 2015, followed by 2% annual increases with effect from each subsequent 1 April. The additional cost impacts of the alternative fee rise scenarios are shown in the table below.

Based on these assumptions for costs, an increase in the renewal fee of at least £4 with effect from 1 April 2016 is required in order to approximately break even over the Plan period.

## **Sensitivity analysis**

The Plan presents a single set of income and expenditure totals for each year, which reflect the Executive's most likely scenario in relation to each of the variables. But there is a wide range of plausible outcomes, dependent on what the actual outturn on the key variables will be.

To test the sensitivity of the income and expenditure totals to the main variables, we changed a given variable while leaving all other variables unchanged at their estimated most likely values. The effects are set out in the following table.

The rate of growth in the register, the FTP complaint rate, and the FTP case to answer rate are outside our control. However:

- each of these variables is likely to change relatively slowly;
- we track them monthly; and

- our pipeline of cases means that there is a lag of at least 6 months before a change in these variables would feed through into significantly increased cash outflows.

Therefore we are likely to have enough time to take corrective action to respond to such a change, probably by increasing registrant fees and/or cutting controllable costs. Our reserves policy aims to ensure that we would have enough cash to cover additional costs before the correction took effect. We take a prudent approach to registrant number forecasting, discounting historical growth rates when projecting forwards, and we use the Five year plan to maintain a longer term view.

Partner fee changes are within our control and can be coordinated with registrant fee increases, so as to ensure that increases we approve are affordable.

## **Summary**

Given on our current cost base, the current registrant numbers forecast and our other baseline assumptions, we could expect to be able to fund HCPC through till 31 March 2019 with an additional renewal fee increase of £4 (to £84) effective from 1 April 2016. However, the margins are relatively tight, and a larger increase in 2016, and/or a further increase in 2018, would provide greater security.

The base case indicates a deficit of £1m in 2015-16, followed by surpluses of £0.4m, £0.3m and £0.4m in 2016-17 to 2018-19 as the assumed 1 April 2016 fee rise takes effect and registrant numbers continue to grow.

The deficit forecast for 2015-16 is larger than would be acceptable at the budget setting stage, but costs included in the budget for 2015-16 will be reviewed in more detail and compared to 2014-15 forecast as a baseline, as well as 2014-15 budgets. The month 5 management accounts show that we are on track to underspend the 2014-15 budget.

The baseline assumption for partners' fees (£10 per day increase with effect from 1 April 2016 followed by 2% each year) is affordable, but the more expensive options for partners' fees would point to a larger registrant fee increase.

On these assumptions, our cash will remain above the reserves policy limit of 3 months' worth of operating costs throughout the five year period. The lowest forecast cash balance is £15.4m, in August 2016. This indicates that the option of redeveloping 186 KPR should be affordable within the existing reserves policy.

The sensitivity analysis shows that the variable with the largest impact on our budget is the rate of growth in registrant numbers. Our base case assumes registrant numbers growing on average by 3.2% each year, including the two assumed new professions.

However, if registrant numbers do not continue to grow, or grow more slowly than expected, inflation of the cost base (on the baseline assumptions) would overtake our income. For example, registrant growth averaging 2.2% each year, instead of the base case 3.2%, would have a cumulative negative impact of £1.9m over the four years 1 April 2016 to 31 March 2019.

## Sensitivity analysis

Variable	Baseline assumption	Change modeled	Cumulative effect on surplus/deficit over the 4 forecast years £000																				
Registrant fees	<p>The base case assumes increases in Registrant fees with effect from 1 April 2016 as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>From £</th> <th>To £</th> <th>Annualised increase %</th> </tr> </thead> <tbody> <tr> <td>Graduate scrutiny fee</td> <td>56</td> <td>60</td> <td>3.5%</td> </tr> <tr> <td>Readmission</td> <td>120</td> <td>125</td> <td>2.1%</td> </tr> <tr> <td>Renewal</td> <td>80</td> <td>84</td> <td>2.5%</td> </tr> <tr> <td>International scrutiny/G'pting</td> <td>440</td> <td>460</td> <td>2.2%</td> </tr> </tbody> </table>		From £	To £	Annualised increase %	Graduate scrutiny fee	56	60	3.5%	Readmission	120	125	2.1%	Renewal	80	84	2.5%	International scrutiny/G'pting	440	460	2.2%	<p><u>Alternative scenarios</u></p> <p>1: Increase the Graduate Scrutiny fee to £60 (same as in base case), the Readmission fee to £130, the Renewal fee to £86, the International Scrutiny fee to £470, all with effect from 1 April 2016</p> <p>2: Base case plus increases with effect from 1 April 2018 for each category of fee of £2, £5, £4 &amp; £20 respectively</p>	<p>Scenario 1 increases income compared to base case by £137k in 2016-17, £432k in 2017-18 and £727k in 2018-19, altogether £1,296k.</p> <p>Scenario 2 increases income compared to base case by £291k in 2018-19.</p> <p>Neither has any impact on income in 2015-16</p>
	From £	To £	Annualised increase %																				
Graduate scrutiny fee	56	60	3.5%																				
Readmission	120	125	2.1%																				
Renewal	80	84	2.5%																				
International scrutiny/G'pting	440	460	2.2%																				
Registrant numbers	<p>The registrant numbers model forecasts registrant numbers growth averaging 3.2% per annum over the 5 year period, including new professions.</p> <p>The two assumed new professions contribute £1,742k of income over the 4 forecast years, and the average annual growth in registrant numbers excluding the new professions is 2.8%</p> <p>Registrant number growth has a net positive impact on our budget: the extra income flowing from growth in the register exceeds the expected extra direct costs. Our budget is therefore adversely affected if registrant numbers grow more slowly than forecast.</p>	<p><u>Alternative scenarios</u></p> <p>1: Average registrant growth of 2.2% per annum (1% slower than the base case)</p> <p>2: Average registrant growth of 1.2% per annum (2% slower than the base case)</p>	<p><u>Cum'tive effect 2015-16 to 2018-19 compared to base case</u></p> <p>Loss of income (4 yrs): £2,375k Savings on costs: £500k Cum'tive net loss: £1,875k</p> <p>Loss of income: £4,710k Savings on costs: £980k Cum'tive net loss: £3,730k</p>																				

Variable	Baseline assumption	Change modeled	Cumulative effect on surplus/deficit over the 4 forecast years £000
Salaries	We assume annual pay awards averaging 3%	Additional 0.25% per annum pay award	Each additional 0.25% adds cumulatively £280k
Non-payroll costs excluding partner fees	Except where specified otherwise, we assume non-payroll, non-partner fee costs are subject to inflation of 2.5%	Additional 0.25% per annum inflation rate on all non-payroll costs excluding partner fees	Each additional 0.25% adds cumulatively £125k
Partner fees	<p>Scenario 1 for partner fee increases is an increase of £10 per day (£3 per day on the Review Visitor and Reg Assessor fees) with effect from 1 April 2015, followed by 2% annual increases with effect from each subsequent 1 April.</p> <p>Scenario 1 is used in the Plan tables. It has a cost impact compared to no change in current fee rates of £80k in 2015-16, and £600k cumulatively over the four year period to 1-4-16 to 31-3-19.</p> <p>Council and Committee members' fees are assumed to continue to equal the panel chair fee. No increase is proposed for the CPD assessor fee, currently £20 per return assessed.</p>	<p><u>Alternative Scenarios</u> (all cost more than Scenario 1)</p> <p>2: +£20 then +2%</p> <p>3: +£30 then +2%</p> <p>4: + £20 then +2%/4%</p> <p>5: +£20 then +£6/£2</p> <p>6: +£30 then +£6/£2</p> <p>7: +£10 then 3% per annum for panel members and visitors, 2% per annum for others</p>	<p><u>Additional cost, compared to Scenario 1</u></p> <p>Scenario 2: £320k</p> <p>Scenario 3 £640k</p> <p>Scenario 4 £430k</p> <p>Scenario 5 £220k</p> <p>Scenario 6 £540k</p> <p>Scenario 7: £44k</p>
FTP case costs	We assume FTP complaints at a rate of 6.5 per thousand registrants per year, or 0.65% (rate in 2014-15 to end July is 0.63%)	Additional 0.5% on the complaint rate	An increase to 0.7% adds £1,400k in panel costs over the 4 years. This does not include the cost of any additional staff that would be needed to manage the extra caseload

Variable	Baseline assumption	Change modeled	Cumulative effect on surplus/ deficit over the 4 forecast years £000
FTP case costs	We assume that when FTP complaints reach Investigating Committee Panel, the panel will decide that there is a case to answer in 50% of complaints (rate in 2014-15 to end July is 54%)	Additional 5% of complaints have a case to answer	An increase to 55% adds £1,580k in panel costs over the 4 years. This does not include the cost of any additional staff that would be needed to manage the extra caseload

# Five year plan 2014-2019

Andy Gillies, Finance Director

12 September 2014



## 1.0 Financial Overview

# Financial Overview

Last actuals date

31 Mar 14

## Annual Summary

Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
Report Date End	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019
(In £'000)	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast

## INCOME AND EXPENDITURE SUMMARY

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Income accrued	17,403	20,152	25,141	26,013	26,806	28,985	30,331	31,534
Grant income	469	1,643	126	-	-	-	-	-
Pension income	85	46	-	-	-	-	-	-
Investment income, net of tax	92	115	204	-	-	-	-	-
<b>Total income</b>	<b>18,049</b>	<b>21,956</b>	<b>25,471</b>	<b>26,013</b>	<b>26,806</b>	<b>28,985</b>	<b>30,331</b>	<b>31,534</b>
Total payroll costs	(5,813)	(7,167)	(8,343)	(9,790)	(10,334)	(10,893)	(11,342)	(11,826)
Total cost excluding payroll	(11,002)	(12,027)	(14,813)	(15,569)	(16,684)	(16,618)	(17,389)	(17,651)
Exceptional, eg GSCC transfer	(481)	(1,537)	-	-	-	-	-	-
<b>Total operating expenses</b>	<b>(17,296)</b>	<b>(20,731)</b>	<b>(23,156)</b>	<b>(25,359)</b>	<b>(27,018)</b>	<b>(27,511)</b>	<b>(28,731)</b>	<b>(29,476)</b>
Total depreciation	(577)	(980)	(1,463)	(750)	(777)	(1,071)	(1,317)	(1,642)
<b>Total Expenses</b>	<b>(17,873)</b>	<b>(21,711)</b>	<b>(24,619)</b>	<b>(26,109)</b>	<b>(27,795)</b>	<b>(28,582)</b>	<b>(30,048)</b>	<b>(31,119)</b>
<b>Surplus/(deficit)</b>	<b>176</b>	<b>245</b>	<b>852</b>	<b>(96)</b>	<b>(989)</b>	<b>403</b>	<b>283</b>	<b>415</b>

# Financial Overview

Last actuals date

31 Mar 14

## Annual Summary

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Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019
(In £'000)	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast

### **BALANCE SHEET**

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Non current assets	4,970	4,556	4,746	6,916	7,584	8,158	8,370	8,152
Trade & other receivable	520	561	625	400	400	400	400	400
Cash & equivalent	8,709	15,584	16,038	17,315	17,082	17,125	18,473	18,398
<b>Total assets</b>	<b>14,199</b>	<b>20,701</b>	<b>21,409</b>	<b>24,631</b>	<b>25,066</b>	<b>25,683</b>	<b>27,243</b>	<b>26,950</b>
Other current liabilities	(1,807)	(2,399)	(2,578)	(2,366)	(2,366)	(2,366)	(2,366)	(2,366)
Deferred Income	(10,473)	(16,138)	(15,815)	(19,344)	(20,768)	(20,983)	(22,259)	(21,551)
<b>Total liabilities</b>	<b>(12,280)</b>	<b>(18,537)</b>	<b>(18,393)</b>	<b>(21,710)</b>	<b>(23,134)</b>	<b>(23,349)</b>	<b>(24,625)</b>	<b>(23,917)</b>
Reserves	(1,919)	(2,164)	(3,016)	(2,921)	(1,932)	(2,334)	(2,617)	(3,033)
<b>Total assets less liabilities less reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Financial Overview

Last actuals date

31 Mar 14

## Annual Summary

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Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019
(In £'000)	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast

## CASH FLOW

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Income received	18,548	25,817	24,818	29,069	28,230	29,200	31,607	30,826
Other receipts	646	1,804	330	-	-	-	-	-
<b>Total cash receipts</b>	<b>19,194</b>	<b>27,621</b>	<b>25,148</b>	<b>29,069</b>	<b>28,230</b>	<b>29,200</b>	<b>31,607</b>	<b>30,826</b>
Cost excl. payroll paid	(11,139)	(11,433)	(14,516)	(15,466)	(16,684)	(16,618)	(17,389)	(17,651)
Payroll cost paid	(5,887)	(7,167)	(8,343)	(9,643)	(10,334)	(10,893)	(11,342)	(11,826)
Other	(481)	(1,537)	-	-	-	-	-	-
<b>Operating payments</b>	<b>(17,507)</b>	<b>(20,137)</b>	<b>(22,859)</b>	<b>(25,109)</b>	<b>(27,018)</b>	<b>(27,511)</b>	<b>(28,731)</b>	<b>(29,476)</b>
Total capital expenditure	(1,685)	(609)	(1,835)	(2,683)	(1,445)	(1,645)	(1,529)	(1,424)
<b>Total payments</b>	<b>(19,192)</b>	<b>(20,746)</b>	<b>(24,694)</b>	<b>(27,792)</b>	<b>(28,463)</b>	<b>(29,156)</b>	<b>(30,260)</b>	<b>(30,901)</b>
<b>Net cash flow for year</b>	<b>2</b>	<b>6,875</b>	<b>454</b>	<b>1,277</b>	<b>(233)</b>	<b>44</b>	<b>1,348</b>	<b>(75)</b>

# Income Summary

Last actuals date 31 Mar 14

## Annual Summary

Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
Report Date End	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Financial Year Ending (In £'000)	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
<b>Income by profession</b>								
Arts Therapists	258	237	253	255	279	309	322	350
Biomedical Scientists	1,784	1,748	1,766	1,813	1,815	1,885	1,960	2,018
Chiroprodists	993	986	985	1,004	1,043	1,095	1,111	1,125
Clinical Scientists	361	374	389	406	415	438	469	490
Dieticians	619	629	661	710	731	787	813	837
Hearing Aid Dispensers	135	142	152	164	170	190	203	216
Occupational Therapists	2,564	2,605	2,693	2,831	2,536	2,589	2,672	2,707
Operating Departmental Practitioners	817	838	862	949	787	798	797	794
Orthoptists	92	100	102	108	610	753	902	1,042
Paramedics	1,278	1,393	1,450	1,628	1,607	1,693	1,810	1,880
Physiotherapists	3,794	3,792	3,950	4,116	4,097	4,397	4,468	4,743
Prosthetists & Orthoptists	48	73	73	1,527	80	85	90	94
Practitioner Psychologists	1,429	1,619	1,520	79	1,684	1,744	1,866	1,912
Radiographers	2,201	2,171	2,287	2,235	2,312	2,454	2,559	2,685
Speech & Language Therapists	1,030	1,093	1,124	1,197	1,175	1,230	1,302	1,347
Social Workers	-	2,352	6,873	6,992	7,427	7,998	8,399	8,722
<b>Current Professions</b>	<b>17,403</b>	<b>20,152</b>	<b>25,141</b>	<b>26,013</b>	<b>26,766</b>	<b>28,443</b>	<b>29,743</b>	<b>30,961</b>
Herbal Practitioners	-	-	-	-	1	493	544	528
Public Health Specialists	-	-	-	-	38	48	44	45
<b>New Professions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40</b>	<b>542</b>	<b>588</b>	<b>573</b>
<b>Total income by profession</b>	<b>17,403</b>	<b>20,152</b>	<b>25,141</b>	<b>26,013</b>	<b>26,806</b>	<b>28,985</b>	<b>30,331</b>	<b>31,534</b>
<b>Income by type</b>								
Registration & Renewal Fee (incl Graduates)	15,859	18,225	23,079	24,064	24,733	26,740	28,210	29,551
Readmission Fee	145	157	198	369	364	421	405	446
Grandparenting Fee	50	142	0	-	4	51	92	46
UK Scrutiny Fee	582	805	889	771	893	941	868	804
International Scrutiny Fee	767	822	974	809	811	832	756	687
<b>Total income by type</b>	<b>17,403</b>	<b>20,152</b>	<b>25,141</b>	<b>26,013</b>	<b>26,805</b>	<b>28,985</b>	<b>30,331</b>	<b>31,534</b>

# Capex & Depr'n Summary

Last actuals date

31 Mar 14

## Annual Summary

Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
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Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019
(In £'000)	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast

## CAPEX AND DEPRECIATION SUMMARY

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
186 Kennington Park Road	1,022	83	895	450	-	-	-	-
Direct Debit review	-	-	-	20	-	-	-	-
Domino to Exchange migration	-	-	-	103	-	-	-	-
Education System Build	56	32	270	514	-	-	-	-
Education System changes	-	-	-	-	51	53	54	55
Fees Change Project	-	-	3	1	5	1	5	1
Finance Systems Review	-	-	-	-	-	-	215	-
FTP Changes	489	(18)	-	66	51	53	54	55
FTP system review	-	-	-	-	-	-	-	132
HR & Partners Phase 1	-	18	51	6	-	-	-	-
HR & Partners Phase 2	-	-	-	707	103	-	-	-
HR & Partners systems changes	-	-	-	-	-	53	54	6
Net Regulate changes	52	99	202	108	51	-	-	-
Online Renewals Review & Change of Payment Prov	-	-	-	138	-	-	-	-
Online Services ( EDU & FTP portals) etc	-	-	-	-	-	788	-	-
Professional Indemnity	-	-	-	8	-	-	-	-
Reg Systems Review Phase 1	-	-	-	469	-	-	-	-
Registrations Systems Build	-	-	-	-	1,025	525	-	-
Registrations system changes	-	-	-	-	-	-	108	110
SAGE & PRS upgrade	-	-	-	37	-	-	-	-
Stakeholder Contact management system	-	-	-	57	-	-	-	-
Past completed major projects	-	-	-	-	-	-	-	-
Allowance for other major projects, not yet identified	-	-	-	-	-	-	862	883
<b>Major Projects capital expenditure</b>	<b>1,619</b>	<b>214</b>	<b>1,421</b>	<b>2,683</b>	<b>1,286</b>	<b>1,471</b>	<b>1,351</b>	<b>1,242</b>

# Capex & Depr'n Summary

Last actuals date

31 Mar 14

## Annual Summary

Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
Report Date End	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019
(In £'000)	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Addition to freehold building	-	97	3	-	-	-	-	-
Additions to Leasehold improvements	-	-	77	-	-	-	-	-
Additions to Computer hardware	14	138	145	124	72	89	92	94
Other computer licences/software	45	113	150	66	51	53	54	55
Additions to Office equipment	7	47	40	46	10	11	11	11
Sundry Items	-	-	-	-	26	21	22	22
<b>Other capital expenditure</b>	<b>66</b>	<b>298</b>	<b>335</b>	<b>236</b>	<b>159</b>	<b>173</b>	<b>178</b>	<b>182</b>
<b>Capital expenditure - total</b>	<b>1,685</b>	<b>512</b>	<b>1,755</b>	<b>2,920</b>	<b>1,445</b>	<b>1,645</b>	<b>1,529</b>	<b>1,424</b>
<b>Depreciation</b>								
Freehold building - total depreciation	32	30	28	32	276	238	32	32
Leasehold improvements - total depreciation	-	-	15	19	19	19	5	-
Computer equipment - total depreciation	-	67	41	98	117	121	89	88
Office equipment - total depreciation	20	37	42	51	59	56	41	35
Intangible asset (s/w) - total depreciation	608	721	594	586	306	636	1,151	1,488
<b>Depreciation - total</b>	<b>660</b>	<b>855</b>	<b>720</b>	<b>786</b>	<b>777</b>	<b>1,071</b>	<b>1,317</b>	<b>1,642</b>

# OpEx Summary

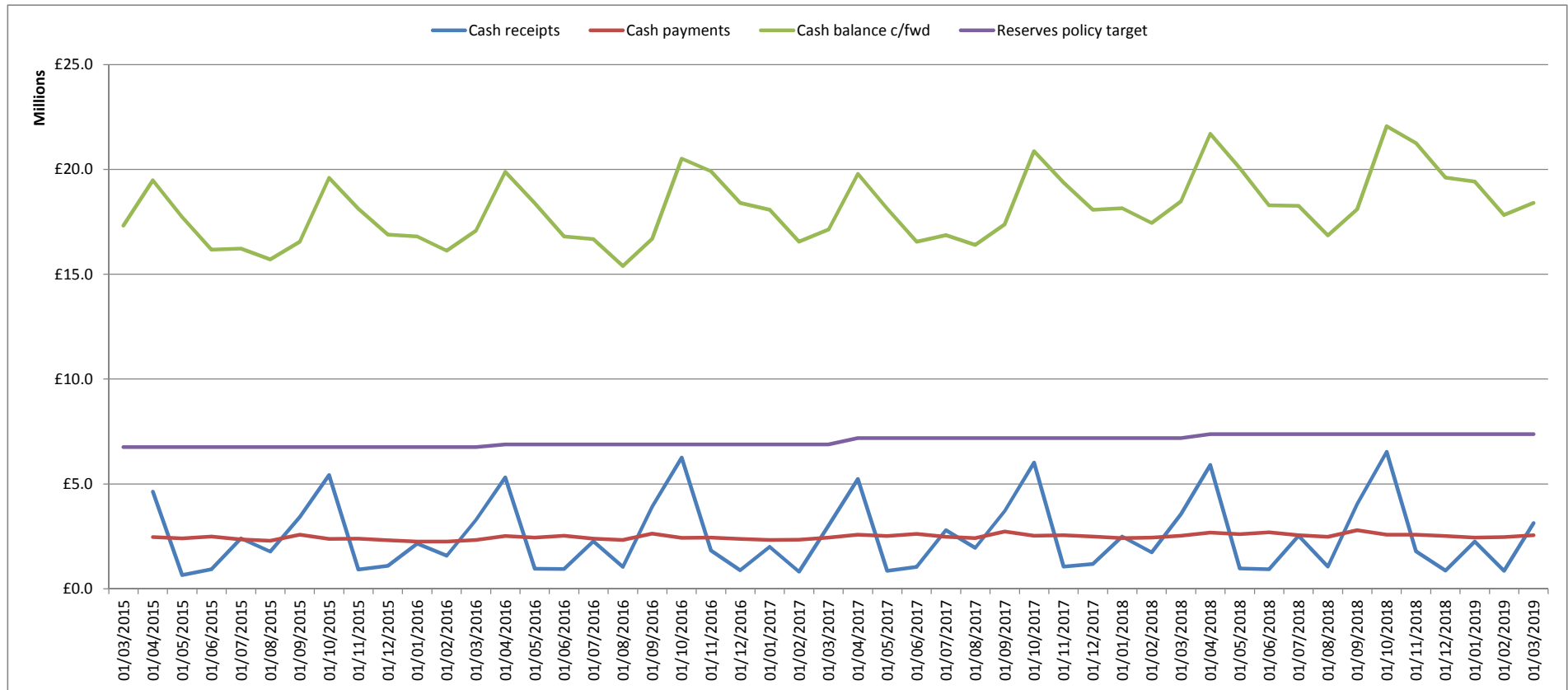
Last actuals date **31 Mar 14**

## Annual Summary

Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
Report Date End	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019
(In £'000)	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Chair, Council & Committees	409	284	321	305	313	309	315	322
Chief Executive Department	318	411	427	362	374	385	395	406
Communications Department	1,096	1,047	1,106	1,268	1,396	1,435	1,474	1,515
Education Department	784	841	874	1,100	1,060	1,091	1,124	1,159
Facilities Department	840	1,056	1,675	1,574	1,593	1,631	1,671	1,711
Finance Department	654	1,033	812	848	872	897	922	948
Fitness to Practise	7,491	8,460	11,564	12,229	13,634	13,628	14,792	15,219
Human Resources Department	448	494	656	680	699	757	779	801
HR - Partners	405	271	345	574	589	616	632	648
Information Technology Department	1,153	1,310	1,466	1,679	1,846	1,936	1,875	1,772
Major Projects	345	255	186	638	366	396	225	285
Operations Department	445	721	592	638	639	714	734	814
Policy and Standards Department	274	257	315	365	434	452	460	473
Registration Department	1,908	2,534	2,544	2,805	2,910	2,965	3,023	3,084
Secretariat Department	245	221	275	294	292	301	310	319
Exceptional costs	481	1,537	-					
<b>Total operating expenses</b>	<b>17,296</b>	<b>20,732</b>	<b>23,156</b>	<b>25,359</b>	<b>27,018</b>	<b>27,511</b>	<b>28,731</b>	<b>29,476</b>



# Monthly cashflow graph



# Ratios

Last actuals date

31 Mar 14

## Annual Summary

Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
Report Date End	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Average income per registrant	£ 79.41	£ 64.81	£ 78.07	£ 78.14	£ 77.68	£ 80.54	£ 82.10	£ 83.60
Average operating costs per registrant	£ 78.92	£ 66.67	£ 71.90	£ 76.17	£ 78.30	£ 76.45	£ 77.77	£ 78.14
Wages costs per registrant	£ 26.66	£ 23.64	£ 25.87	£ 29.41	£ 29.95	£ 30.27	£ 30.70	£ 31.35
Capital costs per registrant	£ 7.69	£ 1.65	£ 5.45	£ 8.77	£ 4.19	£ 4.57	£ 4.14	£ 3.78
Reserves per registrant	£ 8.76	£ 6.96	£ 9.37	£ 8.77	£ 5.60	£ 6.49	£ 7.08	£ 8.04
No of registrants per employee	1,471	1,737	1,626	1,414	1,423	1,448	1,469	1,482
Registration department costs per registrant	£ 8.71	£ 8.15	£ 7.90	£ 8.43	£ 8.43	£ 8.24	£ 8.18	£ 8.18
FTP department costs per case	£ 15.74	£ 14.97	£ 16.66	£ 18.61	£ 19.60	£ 21.90	£ 20.58	£ 21.77
FTP cases per FTP department employee	11	9	10	7	7	6	7	7

## 2.0 Cost Drivers

## Drivers - Fees

Financial year ending date - annual

Model timeline label

Financial year ending

	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast	LT Forecast	LT Forecast
	2012	2013	2014	2015	2016	2017	2018	2019
<b>Registrant Fees</b>								
Graduate scrutiny	53	53	53	56	56	60	60	60
Readmission	115	115	115	120	120	125	125	125
Renewal	76	76	76	80	80	84	84	84
International scrutiny	420	420	420	440	440	460	460	460
Grandparenting scrutiny	420	420	420	440	440	460	460	460
<b>Partner fees (per day or per case)</b>								
Council and Committee members	310	310	310	310	320	326	333	340
Panel members	180	180	180	180	190	194	198	202
Visitors	180	180	180	180	190	194	198	202
Panel chair	310	310	310	310	320	326	333	340
Legal assessor	580	580	580	580	590	602	614	626
Assessors - international	72	72	72	72	75	77	79	81
Assessors - grandparenting	72	72	72	72	75	77	79	81
Assessors - CPD	20	20	20	20	20	20	20	20
Assessors - annual monitoring & major / minor change	72	72	72	72	75	77	79	81

## Drivers - Operational Events

Financial year ending date - annual	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Model timeline label	Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Financial year ending	2012	2013	2014	2015	2016	2017	2018	2019
<b>Fitness to Practise</b>								
FTP allegations	925	1653	2069	2164	2239	2307	2367	2416
FTP complaint rate	0.43%	0.62%	0.65%	0.65%	0.65%	0.65%	0.65%	0.65%
FTP case to answer rate	51%	58%	53%	50%	50%	50%	50%	50%
Average days of final hearings				2.50	2.75	2.75	2.75	2.75
FTP cases heard	476	565	694	657	696	622	719	699
Hearings (days of)	732	945	1,300	1,543	1,582	1,410	1,623	1,594
<b>Education</b>								
Education approval visits	58	56	68	85	50	36	37	38
Major change notifications	146	174	157	113	121	154	157	160
Major change submissions		115	115	87	91	116	118	120
Concerns	5	6	5	8	8	8	8	9
<b>Escalation drivers</b>								
Non-payroll costs inflation rate					2.50%	2.50%	2.50%	2.50%
Payroll costs inflation rate					3.00%	3.00%	3.00%	3.00%

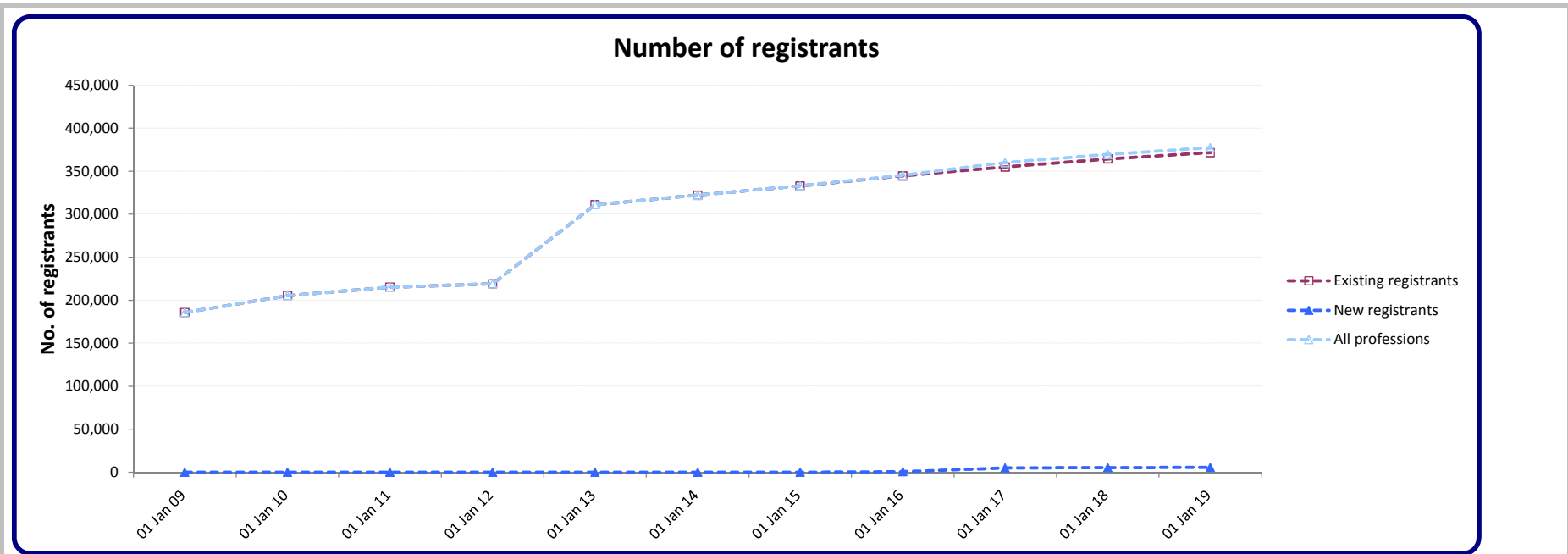
## Drivers - employee numbers

Financial year ending date - annual	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Model timeline label	Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Financial year ending	2012	2013	2014	2015	2016	2017	2018	2019
<b>Full Time Equivalents (not Headcount)</b>								
Education - employee no.	15	17	19	19	19	19	19	19
Chief Executive - employee no.	2	2	2	2	2	2	2	2
Communications - employee no.	10	11	12	12	12	12	12	12
Finance - employee no.	9	10	10	12	12	12	12	12
Human Resources & Partners - employee no.	8	8	9	10	10	11	11	11
Registration - employee no.	37	41	44	58	58	58	58	58
Information Technology - employee no.	6	7	8	12	12	12	12	12
Fitness to Practise - employee no.	43	63	72	88	93	97	100	102
Facilities Management - employee no.	6	5	5	5	5	5	5	5
Operations - employee no.	6	7	8	8	8	9	9	10
Secretariat - employee no.	3	4	4	4	4	4	4	4
Policy & Standards - employee no.	4	4	5	6	8	8	8	8
	149	179	198	236	243	249	252	255
<b>Changes from previous year</b>								
Education - employee no.	2	2	2	-	-	-	-	-
Chief Executive - employee no.	-	-	-	-	-	-	-	-
Communications - employee no.	-	1	1	-	-	-	-	-
Finance - employee no.	-	1	-	2	-	-	-	-
Human Resources & Partners - employee no.	1	-	1	1	-	1	-	-
Registration - employee no.	-	4	3	14	-	-	-	-
Information Technology - employee no.	-	1	1	4	-	-	-	-
Fitness to Practise - employee no.	3	20	9	16	5	4	3	2
Facilities Management - employee no.	-	(1)	-	-	-	-	-	-
Operations - employee no.	-	1	1	-	-	1	-	1
Secretariat - employee no.	-	1	-	-	-	-	-	-
Policy & Standards - employee no.	-	-	1	1	2	-	-	-
	6	30	19	38	7	6	3	3

## Drivers - Number of registrants

	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Year 0 Forecast	Year 1 Forecast	Year 2 Forecast	Year 3 Forecast	Year 4 Forecast	Year 5 Forecast
Model timeline label	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Model period ending	31 Mar 2009	31 Mar 2010	31 Mar 2011	31 Mar 2012	31 Mar 2013	31 Mar 2014	31 Mar 2015	31 Mar 2016	31 Mar 2017	31 Mar 2018	31 Mar 2019	31 Mar 2020
AS	2,576	2,785	2,899	3,121	3,185	3,451	3,648	3,873	4,035	4,222	4,354	4,516
BS	22,381	21,894	22,627	21,886	22,402	21,901	22,503	22,772	23,278	23,447	23,868	23,951
CH	12,581	12,897	12,734	13,005	12,754	13,031	13,081	13,278	13,291	13,455	13,435	13,570
CS	4,405	4,444	4,621	4,665	4,847	4,930	5,217	5,420	5,670	5,831	6,048	6,174
DT	6,700	7,160	7,322	7,782	7,890	8,372	8,695	9,091	9,343	9,681	9,872	10,161
HAD	-	-	1,587	1,722	1,806	2,010	2,165	2,334	2,463	2,612	2,719	2,851
OT	30,122	30,351	32,126	31,946	33,717	34,145	35,692	36,680	38,013	38,771	39,915	40,470
ODP	9,587	10,085	10,313	10,929	11,246	11,881	12,263	12,761	13,067	13,504	13,743	14,125
OR	1,278	1,260	1,303	1,286	1,329	1,316	1,368	1,399	1,444	1,468	1,508	1,525
PA	15,019	15,766	16,782	17,913	19,373	20,100	21,034	21,645	22,465	22,948	23,664	24,033
PH	42,676	44,651	45,002	46,516	46,842	48,908	50,200	51,948	52,897	54,362	55,016	56,236
PO	877	869	901	893	936	948	1,003	1,041	1,089	1,119	1,161	1,184
PYL	-	15,583	17,165	17,845	19,341	19,908	20,771	21,313	22,060	22,478	23,123	23,429
RA	25,318	25,195	26,615	26,480	27,820	28,058	29,278	30,039	31,084	31,659	32,551	32,964
SL	12,169	12,371	13,086	13,173	14,033	14,129	14,751	15,140	15,672	15,965	16,417	16,627
SW	-	-	-	-	83,421	88,949	91,244	95,795	99,073	102,665	104,238	106,461
<b>Existing professions</b>	185,689	205,311	215,083	219,162	310,942	322,037	332,911	344,529	354,943	364,188	371,631	378,278
HMTCM	-	-	-	-	-	-	-	-	4,420	4,733	5,064	5,151
PHS	-	-	-	-	-	-	-	540	519	511	523	515
<b>New professions</b>	-	-	-	-	-	-	-	540	4,939	5,244	5,587	5,667
<b>All professions</b>	185,689	205,311	215,083	219,162	310,942	322,037	332,911	345,069	359,881	369,432	377,218	383,945

Negative values represent multiple removal and readmission for individuals, or readmissions from earlier removal cycles



**Key assumptions**

- All figures on 31st March, Financial Year End for HCPC.
- These figures are calculated from;
  - Number of registrants
  - New registrations - UK route
  - New professions - transfer of voluntary register
  - New registrations - International route
  - New registrations - Grandparenting route
  - Removed registrations
  - Readmitted registration



## 3.0 Department Forecasts

# Departmental Detailed Forecasts

Last actuals date **31 Mar 14**

## Annual Summary

Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
Report Date End	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Financial Year Ending (In £'000)	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast

## CHAIR, COUNCIL & PLGs

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Chair Fee	47	57	63	54	55	57	58	60
Chair Fares & Subsistence	17	16	16	18	18	19	19	20
Conferences	3	1	3	3	3	3	3	3
<b>Chair fees</b>	<b>67</b>	<b>73</b>	<b>82</b>	<b>75</b>	<b>77</b>	<b>79</b>	<b>81</b>	<b>83</b>
Mobile Phone & Blackberry	2	1	1	1	1	1	1	1
Internet/3G	-	0	0	0	0	0	0	0
Other Professional Fees	3	-	8	3	3	3	3	3
<b>Office services costs</b>	<b>5</b>	<b>1</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Conferences	5	1	1	4	4	4	4	4
Council & Committee Members' Fees	122	63	108	95	98	99	102	104
Council & Committee Members' T&S	-	44	73	70	72	74	76	77
Council & Committee Training	55	0	3	5	5	5	5	6
Taxation	16	16	10	11	11	11	12	12
Appointments	25	(8)	33	35	36	25	25	25
Other Professional Fees	103	92	-	3	3	3	3	3
Catering	11	1	3	3	3	3	4	4
<b>Council fees</b>	<b>337</b>	<b>210</b>	<b>230</b>	<b>226</b>	<b>232</b>	<b>226</b>	<b>230</b>	<b>235</b>
<b>Total Operating Expenses</b>	<b>409</b>	<b>284</b>	<b>321</b>	<b>305</b>	<b>313</b>	<b>309</b>	<b>315</b>	<b>322</b>

**CHIEF EXECUTIVE**

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	188	212	195	180	185	191	197	202
NI ER-Permanent	24	26	25	22	22	23	24	24
Pension ER-Permanent	32	35	31	31	31	32	33	34
Medical Insurance	1	-	2	5	5	5	6	6
<b>Payroll</b>	<b>244</b>	<b>273</b>	<b>253</b>	<b>237</b>	<b>244</b>	<b>252</b>	<b>259</b>	<b>267</b>
Fares	15	24	25	25	26	26	27	28
Subsistence & Others	6	-	12	10	10	11	11	11
Conferences & Lecturing	1	-	1	3	3	3	3	3
Entertaining Chief Executive	4	-	1	4	3	3	3	3
<b>Travel and subsistence costs</b>	<b>26</b>	<b>24</b>	<b>40</b>	<b>42</b>	<b>41</b>	<b>42</b>	<b>43</b>	<b>44</b>
Printing & Stationery	1	2	5	5	5	5	5	6
<b>Office services costs</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>
Mobile Phone & Blackberry	1	1	1	1	1	1	1	1
Internet/3G	0	0	0	1	1	1	1	1
Other Professional Fees	-	(0)	23	30	31	32	32	33
Subscriptions	3	-	1	2	2	2	2	2
Training	5	4	-	-	3	3	3	3
Legal Advice	30	97	91	30	31	32	32	33
EMT Training	8	10	13	16	16	17	17	18
<b>Specific department costs</b>	<b>48</b>	<b>111</b>	<b>129</b>	<b>79</b>	<b>83</b>	<b>85</b>	<b>87</b>	<b>90</b>
<b>Total Operating Expenses</b>	<b>318</b>	<b>411</b>	<b>427</b>	<b>362</b>	<b>374</b>	<b>385</b>	<b>395</b>	<b>406</b>

**COMMUNICATIONS**

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	364	389	417	561	578	595	613	632
Overtime-Permanent	1	1	2	-	-	-	-	-
NI ER-Permanent	40	42	46	67	69	71	74	76
Pension ER-Permanent	22	33	35	35	36	37	38	39
<b>Payroll</b>	<b>427</b>	<b>465</b>	<b>503</b>	<b>663</b>	<b>683</b>	<b>704</b>	<b>725</b>	<b>747</b>
Fares	26	13	17	13	18	18	19	19
Subsistence & Others	15	11	12	10	10	11	11	11
<b>Travel and subsistence costs</b>	<b>41</b>	<b>24</b>	<b>29</b>	<b>23</b>	<b>28</b>	<b>29</b>	<b>30</b>	<b>30</b>
Mobile Phone & Blackberry	2	3	3	3	3	3	3	4
Printing & Stationery	3	1	1	2	2	2	2	2
Postage	-	-	4	-	-	-	-	-
Couriers	23	11	19	19	25	26	26	27
Internet/3G	-	1	1	-	-	-	-	-
<b>Office services costs</b>	<b>28</b>	<b>16</b>	<b>28</b>	<b>24</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>32</b>
Other Professional Fees	-	44	-	-	-	-	-	-
Legal Advice	-	-	-	-	-	-	-	-
<b>Professional cost</b>	<b>-</b>	<b>44</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>COMMUNICATIONS (cont'd)</b>								
Campaigns	135	146	86	70	90	92	95	97
Annual Reports	3	(5)	1	1	1	1	1	1
Brochures	65	40	49	39	50	51	53	54
Meet the HPC events	48	24	69	72	74	76	78	80
Market Research	40	34	-	50	51	53	54	55
Translations	10	9	1	3	3	3	3	3
Public Affairs & Stakeholder	61	59	73	42	75	77	79	81
Web	67	43	60	60	75	77	79	81
Marketing & Promotions	7	4	2	5	5	5	5	5
Conferences & Exhibitions	50	39	41	30	31	32	32	33
Media Relations	25	2	12	25	26	26	27	28
Internal Communications	45	86	87	89	92	94	96	99
<b>Communication costs</b>	<b>556</b>	<b>480</b>	<b>481</b>	<b>487</b>	<b>572</b>	<b>587</b>	<b>601</b>	<b>616</b>
Subscriptions	36	-	44	47	48	49	50	51
Training	8	18	22	24	35	36	37	38
<b>Specific department costs</b>	<b>44</b>	<b>18</b>	<b>66</b>	<b>71</b>	<b>83</b>	<b>85</b>	<b>87</b>	<b>89</b>
<b>Total Operating Expenses</b>	<b>1,096</b>	<b>1,047</b>	<b>1,106</b>	<b>1,268</b>	<b>1,396</b>	<b>1,435</b>	<b>1,474</b>	<b>1,515</b>

Sheet:Departmental Detailed Forecasts

<b>EDUCATION</b>	31 Mar 12 2012 Actuals	31 Mar 13 2013 Actuals	31 Mar 14 2014 Actuals	31 Mar 15 2015 Budget	31 Mar 16 2016 LT Forecast	31 Mar 17 2017 LT Forecast	31 Mar 18 2018 LT Forecast	31 Mar 19 2019 LT Forecast
(In £'000)								
Basic Pay-Permanent	428	517	523	604	623	641	661	680
NI ER-Permanent	47	56	56	73	75	77	79	82
Pension ER-Permanent	38	39	44	47	48	50	51	53
Temporary Staff	11	23	10	17	17	18	18	19
<b>Payroll</b>	<b>524</b>	<b>635</b>	<b>633</b>	<b>741</b>	<b>763</b>	<b>786</b>	<b>810</b>	<b>834</b>
Fares	18	17	14	22	22	23	23	24
Subsistence & Others	21	13	14	29	30	30	31	32
Conferences	1	1	1	1	1	1	1	1
<b>Travel and subsistence costs</b>	<b>40</b>	<b>31</b>	<b>29</b>	<b>52</b>	<b>53</b>	<b>54</b>	<b>56</b>	<b>57</b>
Printing & Stationery	14	16	8	21	22	22	23	23
Room Hire	5	5	-	5	5	5	5	6
Postage	3	0	0	3	3	3	3	3
Catering	2	2	1	1	1	1	1	1
<b>Office services costs</b>	<b>24</b>	<b>23</b>	<b>9</b>	<b>30</b>	<b>31</b>	<b>31</b>	<b>32</b>	<b>33</b>
Small Project Costs	-	-	1	10	10	11	11	11
Approvals	138	91	71	82	51	37	39	41
Annual Monitoring	19	20	15	16	17	29	30	30
Major/Minor Change	11	13	10	13	14	18	19	19
Approvals - Travel & Subsistence	5	-	67	85	51	38	40	42
Annual Monitoring - Travel & Subsistence	-	-	18	21	22	37	38	39
Complaints	-	-	-	1	1	1	1	1
<b>Partners costs</b>	<b>172</b>	<b>124</b>	<b>180</b>	<b>228</b>	<b>166</b>	<b>171</b>	<b>178</b>	<b>185</b>
Mobile Phone & Blackberry	2	2	5	6	6	6	6	6
Internet/3G	0	0	0	-	-	-	-	-
Subscriptions	-	-	-	1	1	1	1	1
Training	19	26	17	37	38	39	40	41
Legal Advice	1	-	-	2	2	3	3	3
Translations	-	0	-	-	-	-	-	-
<b>Specific department costs</b>	<b>23</b>	<b>29</b>	<b>22</b>	<b>46</b>	<b>47</b>	<b>48</b>	<b>49</b>	<b>50</b>
<b>Total Operating Expenses</b>	<b>784</b>	<b>841</b>	<b>874</b>	<b>1,096</b>	<b>1,060</b>	<b>1,091</b>	<b>1,124</b>	<b>1,159</b>

Sheet:Departmental Detailed Forecasts

**FACILITIES**

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	152	133	141	163	168	173	178	183
Overtime-Permanent	6	13	8	12	12	13	13	14
NI ER-Permanent	15	15	15	20	20	21	21	22
Pension ER-Permanent	21	18	17	17	18	18	19	20
Temporary Staff	8	-	-	12	12	13	13	14
Basic Pay-Fixed Term Contract	-	-	-	25	26	27	27	28
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	-	-	-	-	-	-	-	-
Pension ER-Fixed Term Contract	-	-	-	-	-	-	-	-
<b>Payroll</b>	<b>202</b>	<b>179</b>	<b>182</b>	<b>249</b>	<b>256</b>	<b>264</b>	<b>272</b>	<b>280</b>
Fares	3	2	4	4	4	4	4	4
Subsistence & Others	2	-	-	0	0	0	0	0
Car Expenses & Car Parking	0	0	0	-	-	-	-	-
<b>Travel and subsistence costs</b>	<b>5</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Business Rates	116	122	64	132	135	139	142	146
Water	3	-	-	2	2	3	3	3
Electricity	52	37	44	86	89	91	93	95
Gas	9	4	19	15	15	16	16	17
Cleaning Materials	-	9	27	24	25	25	26	26
Cleaning Materials	-	-	-	-	-	-	-	-
Cleaning Contractors	60	42	51	90	92	95	97	99
Cleaning-33 Stannary Street	-	12	7	4	4	4	4	4
Waste Disposal	21	-	-	21	22	22	23	23
Waste Disposal	-	1	4	3	3	3	3	3
Repairs & Maintenance	32	59	185	150	154	158	162	166
Repairs&Maintenance-33 Stannary Street	-	10	10	8	8	8	9	9
Maintenance Contracts	21	23	28	30	31	32	32	33
Security	21	-	180	26	27	28	28	29
Security-33 Stannary Street	-	0	4	-	-	-	-	-
Building Refurbishment	32	63	192	80	82	84	86	88
<b>Property costs</b>	<b>367</b>	<b>381</b>	<b>814</b>	<b>671</b>	<b>688</b>	<b>705</b>	<b>723</b>	<b>741</b>

<b>FACILITIES (cont'd)</b>								
Mobile Phone & Blackberry	-	0	1	1	1	1	1	1
Printing & Stationery	42	61	78	87	89	91	94	96
Room Hire	49	26	-	-	-	-	-	-
Photocopying	10	11	14	20	20	21	22	22
Postage	90	160	156	150	154	158	162	166
Telephone	-	-	-	-	-	-	-	-
Couriers	-	-	-	0	0	0	0	0
Office Equipment < £1000	11	15	147	50	51	53	54	55
Office Equipment <£1000-33 Stannary Street	-	1	-	-	-	-	-	-
Office Equipment rental	13	13	12	18	18	19	19	20
Catering	20	36	37	44	45	46	47	49
Other Office Services	20	21	27	30	31	32	32	33
Office Equipment Disposals	-	-	-	-	-	-	-	-
<b>Office services costs</b>	<b>255</b>	<b>345</b>	<b>471</b>	<b>400</b>	<b>410</b>	<b>420</b>	<b>430</b>	<b>441</b>
Other Professional Fees	-	0	8	11	11	11	12	12
Other Professional Fees-33 Stannary Street	-	2	11	2	2	2	2	2
Internet/3G	-	0	0	-	-	-	-	-
Subscriptions	-	-	-	0	0	0	0	0
Training	-	-	-	4	4	4	4	4
Books & Publications	-	-	-	0	0	0	0	0
General Insurance	-	-	-	-	-	-	-	-
Health & Safety	11	4	8	15	15	16	16	17
Legal Advice	-	0	-	1	1	1	1	1
Legal Advice-33 Stannary St	-	3	(4)	1	1	1	1	1
<b>Specific department costs</b>	<b>11</b>	<b>11</b>	<b>23</b>	<b>34</b>	<b>34</b>	<b>35</b>	<b>36</b>	<b>37</b>
Rent-33 Stannary Street	-	82	118	136	118	118	118	118
Service Charge-33 Stannary Street	-	2	8	15	15	16	16	17
Business Rates-33 Stannary Street	-	31	36	37	38	39	40	41
Water-33 Stannary Street	-	2	2	4	4	4	5	5
Electricity-33 Stannary Street	-	15	16	20	21	21	22	22
Gas-33 Stannary Street	-	5	2	5	5	5	5	5
Insurance-33 Stannary Street	-	-	-	-	-	-	-	-
<b>Additional office space</b>	<b>-</b>	<b>138</b>	<b>183</b>	<b>217</b>	<b>201</b>	<b>203</b>	<b>205</b>	<b>207</b>
<b>Total Operating Expenses</b>	<b>840</b>	<b>1,056</b>	<b>1,675</b>	<b>1,574</b>	<b>1,593</b>	<b>1,631</b>	<b>1,671</b>	<b>1,711</b>



**FINANCE**

	01 Apr 11 31 Mar 12 2012 Actuals	01 Apr 12 31 Mar 13 2013 Actuals	01 Apr 13 31 Mar 14 2014 Actuals	01 Apr 14 31 Mar 15 2015 Budget	01 Apr 15 31 Mar 16 2016 LT Forecast	01 Apr 16 31 Mar 17 2017 LT Forecast	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
(In £'000)								
Basic Pay-Permanent	292	249	356	424	437	450	463	477
Overtime-Permanent	1	2	2	2	2	2	2	2
NI ER-Permanent	32	26	38	51	52	54	56	57
Pension ER-Permanent	25	12	14	25	26	27	28	29
Temporary Staff	18	119	129	4	4	4	4	5
Basic Pay-Fixed Term Contract	-	2	-	25	25	26	27	28
NI ER-Fixed Term Contract	-	0	-	3	3	3	3	3
Pension ER-Fixed Term Contract	-	-	-	0	1	1	1	1
<b>Payroll</b>	<b>368</b>	<b>410</b>	<b>538</b>	<b>534</b>	<b>550</b>	<b>567</b>	<b>584</b>	<b>601</b>
Fares	2	0	1	1	1	1	1	1
Subsistence & Others	1	-	-	1	1	1	1	1
<b>Travel and subsistence costs</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Printing & Stationery	5	8	13	12	12	13	13	13
Room Hire	3	0	1	1	1	1	1	1
Postage	-	-	4	4	4	4	4	4
Couriers	2	1	1	1	1	1	1	1
<b>Office services costs</b>	<b>10</b>	<b>10</b>	<b>18</b>	<b>18</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>20</b>
Small Project Costs	5	16	3	5	5	5	5	6
Other Professional Fees	15	7	22	22	22	23	23	24
Mobile Phone & Blackberry	1	1	1	1	1	1	1	1
Subscriptions	2	316	-	1	1	1	1	1
Training	9	5	6	5	5	5	5	6
Legal Advice	-	-	-	38	39	40	41	42
Internal Audit	25	27	24	24	25	25	26	26
External Audit Fees	36	42	39	40	41	42	43	44
Bank Charges	39	109	103	100	103	105	108	110
Pension Administration	81	44	4	4	4	5	5	5
Taxation Advice	8	6	2	4	4	4	4	4
General Insurance	52	42	51	51	52	54	55	56
<b>Specific department costs</b>	<b>273</b>	<b>614</b>	<b>254</b>	<b>294</b>	<b>301</b>	<b>309</b>	<b>317</b>	<b>325</b>
<b>Total Operating Expenses</b>	<b>654</b>	<b>1,033</b>	<b>812</b>	<b>848</b>	<b>872</b>	<b>897</b>	<b>922</b>	<b>948</b>

**FITNESS TO PRACTISE**

	01 Apr 11 31 Mar 12 2012	01 Apr 12 31 Mar 13 2013	01 Apr 13 31 Mar 14 2014	01 Apr 14 31 Mar 15 2015	01 Apr 15 31 Mar 16 2016	01 Apr 16 31 Mar 17 2017	01 Apr 17 31 Mar 18 2018	01 Apr 18 31 Mar 19 2019
(In £'000)	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	1,307	1,811	2,278	2,924	3,182	3,419	3,630	3,814
Overtime-Permanent	10	2	27	24	25	25	26	27
NI ER-Permanent	139	191	245	351	382	410	436	458
Pension ER-Permanent	41	64	80	117	121	124	128	132
Temporary Staff	29	32	198	84	87	89	92	95
Basic Pay-Fixed Term Contract	-	35	55	-	-	-	-	-
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	-	4	5	-	-	-	-	-
Pension ER-Fixed Term Contract	-	74	-	-	-	-	-	-
<b>Payroll</b>	<b>1,526</b>	<b>2,214</b>	<b>2,888</b>	<b>3,499</b>	<b>3,796</b>	<b>4,068</b>	<b>4,312</b>	<b>4,525</b>
Fares & Subsistence	54	0	88	67	80	76	83	83
Conferences & Lecturing	-	1	1	4	4	4	4	4
<b>Travel and subsistence costs</b>	<b>54</b>	<b>1</b>	<b>89</b>	<b>71</b>	<b>84</b>	<b>80</b>	<b>87</b>	<b>87</b>
Mobile Phone & Blackberry	2	3	4	6	6	6	6	7
Internet/3G	2	1	0	1	1	1	1	1
Printing & Stationery	93	139	150	198	192	187	208	207
Room Hire	175	131	218	220	271	243	277	273
Postage	-	-	2	-	-	-	-	-
Catering	37	50	74	63	65	57	66	65
Video Conferencing	-	4	-	-	-	-	-	-
<b>Office services costs</b>	<b>309</b>	<b>327</b>	<b>448</b>	<b>488</b>	<b>536</b>	<b>495</b>	<b>559</b>	<b>553</b>
Panels (Fees)	1,697	1,811	1,687	1,793	2,051	1,857	2,188	2,192
Panels (T&S)	-	13	933	1,191	1,056	955	1,126	1,127
Registration Appeals T&S)	29	-	12	17	18	18	18	19
Registration Appeals (Fees)	-	-	21	8	8	8	8	9
Witness Costs	180	-	231	262	285	250	301	302
Security	5	-	-	4	4	4	4	4
<b>Partners cost</b>	<b>1,911</b>	<b>1,824</b>	<b>2,884</b>	<b>3,276</b>	<b>3,422</b>	<b>3,092</b>	<b>3,647</b>	<b>3,652</b>
Annual Reports	11	-	9	13	13	14	14	14
Brochures	5	90	-	10	10	11	11	11
<b>Communication costs</b>	<b>16</b>	<b>90</b>	<b>9</b>	<b>23</b>	<b>24</b>	<b>24</b>	<b>25</b>	<b>25</b>

<b><u>FITNESS TO PRACTISE (cont'd)</u></b>								
Small Project Costs	32	41	40	149	100	100	100	100
Counselling	2	42	-	3	3	3	3	3
Legal Insurance	25	-	51	-	-	-	-	-
Other Legal Costs	30	25	22	60	70	80	90	100
Legal Expenses	2,910	3,089	3,900	3,651	4,197	4,334	4,471	4,647
Legal Advice	255	388	664	480	500	520	540	560
Training	48	71	106	130	133	136	140	143
Disc Trans Writer	373	347	462	715	769	695	819	822
<b>Specific department costs</b>	<b>3,675</b>	<b>4,004</b>	<b>5,245</b>	<b>5,187</b>	<b>5,772</b>	<b>5,869</b>	<b>6,163</b>	<b>6,376</b>
<b>Total Operating Expenses</b>	<b>7,491</b>	<b>8,460</b>	<b>11,564</b>	<b>12,545</b>	<b>13,634</b>	<b>13,628</b>	<b>14,792</b>	<b>15,219</b>

**HUMAN RESOURCES**

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	174	148	185	192	197	224	230	237
Overtime-Permanent	1	-	-	-	-	-	-	-
NI ER-Permanent	20	17	21	23	24	27	28	28
Pension ER-Permanent	6	12	14	13	14	14	15	15
Staff Recruitment	94	130	160	172	177	182	188	194
Temporary Staff	4	-	-	2	2	2	2	2
Payroll Contingency	15	-	23	35	36	37	38	39
Basic Pay-Fixed Term Contract	-	25	20	53	55	57	58	60
NI ER-Fixed Term Contract	-	1	2	9	9	9	9	10
Pension ER-Fixed Term Contract	-	-	-	1	1	2	2	2
<b>Payroll</b>	<b>314</b>	<b>333</b>	<b>426</b>	<b>501</b>	<b>516</b>	<b>554</b>	<b>570</b>	<b>588</b>
Fares	2	-	0	1	1	1	1	1
Subsistence & Others	1	-	0	0	1	1	1	1
<b>Travel and subsistence costs</b>	<b>3</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Mobile Phone & Blackberry	1	1	1	1	1	1	1	1
Internet/3G	-	-	-	-	-	-	-	-
Printing & Stationery	1	1	1	1	1	1	1	1
Postage	-	-	0	-	-	-	-	-
Couriers	-	0	0	0	0	0	0	0
<b>Office services costs</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Other Professional Fees	14	32	33	34	35	41	42	43
Legal Expenses	28	59	90	38	39	45	46	47
Subscriptions	1	-	2	2	2	2	2	2
Training	5	11	4	11	12	12	12	13
Organisational Training	60	41	71	64	66	72	74	76
Employee Assistance Programme	10	9	8	10	10	10	10	10
Reward Data	11	7	19	17	17	18	18	19
<b>Specific department costs</b>	<b>129</b>	<b>159</b>	<b>228</b>	<b>176</b>	<b>180</b>	<b>199</b>	<b>204</b>	<b>210</b>
<b>Total Operating Expenses</b>	<b>448</b>	<b>494</b>	<b>656</b>	<b>680</b>	<b>699</b>	<b>757</b>	<b>779</b>	<b>801</b>

**HR - PARTNERS**

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	121	98	101	110	113	128	132	136
Overtime-Permanent	-	-	-	-	-	-	-	-
NI ER-Permanent	13	10	10	13	14	14	14	15
Pension ER-Permanent	-	-	-	2	2	2	2	2
Temporary Staff	4	-	10	4	4	4	4	4
Basic Pay-Fixed Term Contract	-	9	-	-	-	-	-	-
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	0	1	-	-	-	-	-	-
Pension ER-Fixed Term Contract	-	-	-	-	-	-	-	-
<b>Payroll</b>	<b>138</b>	<b>117</b>	<b>121</b>	<b>129</b>	<b>133</b>	<b>148</b>	<b>153</b>	<b>157</b>
Fares	1	0	0	1	1	1	1	1
Subsistence & Others	-	-	0	0	0	0	0	0
<b>Travel and subsistence costs</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Mobile Phone & Blackberry	-	0	0	1	1	1	1	1
Printing & Stationery	5	2	3	5	5	5	5	6
Room Hire	1	-	-	2	2	2	2	2
Postage	-	-	-	-	-	-	-	-
<b>Office services costs</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>
Partners Recruitment & Interviews	44	19	18	153	157	161	165	169
Partners Training	206	129	123	170	175	179	183	188
Partners Training - Travel & Subsistence	-	-	78	103	106	108	111	114
<b>Partners costs</b>	<b>250</b>	<b>148</b>	<b>219</b>	<b>427</b>	<b>437</b>	<b>448</b>	<b>459</b>	<b>471</b>
Legal Advice	5	1	-	5	5	5	5	6
Training	5	3	1	5	5	5	5	6
<b>Specific department costs</b>	<b>10</b>	<b>4</b>	<b>1</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>
<b>Total Operating Expenses</b>	<b>405</b>	<b>271</b>	<b>345</b>	<b>574</b>	<b>589</b>	<b>616</b>	<b>632</b>	<b>648</b>

**INFORMATION TECHNOLOGY**

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	265	322	372	484	499	514	529	545
Overtime-Permanent	4	7	15	9	9	9	10	10
NI ER-Permanent	31	37	43	58	60	62	63	65
Pension ER-Permanent	16	27	30	31	32	33	34	35
Temporary Staff	2	20	40	4	5	5	5	5
<b>Payroll</b>	<b>319</b>	<b>413</b>	<b>500</b>	<b>587</b>	<b>604</b>	<b>622</b>	<b>641</b>	<b>660</b>
Fares	1	2	7	1	1	1	1	1
Subsistence & Others	3	1	4	4	4	4	4	4
<b>Travel and subsistence costs</b>	<b>4</b>	<b>3</b>	<b>11</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>
Printing & Stationery	-	0	3	1	1	1	1	1
<b>Office services costs</b>	<b>-</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Hardware <£1000	14	60	82	25	59	59	59	59
Hardware Maintenance	34	44	43	76	78	80	82	84
Software Licences	-	0	-	-	-	-	-	-
General Software Support & Maintenance	146	191	200	260	364	441	471	502
NetRegulate Support and Maintenance	177	171	185	200	205	210	216	111
Managed Web/Internet Services	346	307	289	338	387	349	283	215
IT Consumables	5	4	14	9	9	9	9	9
Offsite Tape Data Archive	1	1	-	2	2	2	2	2
IT Hardware Disposals	-	45	-	2	2	2	2	2
Specialist External Support IT	12	13	26	12	12	13	13	13
<b>Computer services</b>	<b>736</b>	<b>837</b>	<b>839</b>	<b>923</b>	<b>1,117</b>	<b>1,164</b>	<b>1,137</b>	<b>997</b>
Small Project Costs	26	8	54	102	56	79	26	41
Mobile Phone & Blackberry	3	3	3	3	3	3	3	3
Internet/3G	1	0	0	-	-	-	-	-
Training	10	23	21	20	21	21	22	22
Legal Advice	5	1	4	5	5	5	5	6
Telephone	50	23	30	32	33	34	34	35
<b>Specific department costs</b>	<b>95</b>	<b>58</b>	<b>112</b>	<b>162</b>	<b>118</b>	<b>143</b>	<b>90</b>	<b>107</b>
<b>Total Operating Expenses</b>	<b>1,153</b>	<b>1,310</b>	<b>1,466</b>	<b>1,679</b>	<b>1,846</b>	<b>1,936</b>	<b>1,875</b>	<b>1,772</b>

**MAJOR PROJECTS**

	01 Apr 11 31 Mar 12 2012 Actuals	01 Apr 12 31 Mar 13 2013 Actuals	01 Apr 13 31 Mar 14 2014 Actuals	01 Apr 14 31 Mar 15 2015 Budget	01 Apr 15 31 Mar 16 2016 LT Forecast	01 Apr 16 31 Mar 17 2017 LT Forecast	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
(In £'000)								
186 Kennington Park Road	4	-	-	212	-	-	-	-
Domino to Exchange Migration	-	-	-	-	1	1	1	1
Education System Build	-	22	96	2	2	2	2	2
Education System Changes	8	9	-	-	-	21	-	-
Enhancement OF Online Register	9	-	-	27	-	-	-	-
Finance Systems Review	-	-	-	-	-	-	-	55
FTP Changes	121	-	-	3	-	-	-	-
FTP Systems Review	185	-	-	103	51	-	-	-
HR & Partners Phase 1	-	-	-	-	-	2	2	2
HR & Partners Phase 2	-	24	-	13	-	-	-	-
HR & Partners Systems Changes	-	-	76	-	-	53	-	-
NetRegulate Changes	8	27	-	13	-	-	-	-
Online Renewals Review & Change of Payment Prov	5	8	-	189	-	-	-	-
Online Services (EDU & FTP Portals) etc	-	-	-	-	310	317	-	-
Professional Indemnity	-	-	-	-	-	-	2	2
Reg Systems Review Phase 1	-	117	-	29	-	-	-	-
Registrations Systems Build	-	-	-	12	-	-	-	-
Registrations Systems Changes	-	-	-	12	-	-	-	-
SAGE & PRS Upgrade	-	-	-	23	-	-	-	-
Name Change	5	-	-	1	2	-	-	-
Web Deployment	-	48	15	-	-	-	-	-
Allowance for other major projects, not yet identified	-	-	-	-	-	-	217	223
<b>Total Operating Expenses</b>	<b>345</b>	<b>255</b>	<b>186</b>	<b>638</b>	<b>366</b>	<b>396</b>	<b>225</b>	<b>285</b>

**OPERATIONS**

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	289	334	338	384	396	459	472	540
NI ER-Permanent	34	39	38	46	47	55	57	65
Pension ER-Permanent	24	41	37	30	31	32	33	34
Temporary Staff	-	-	-	-	-	-	-	-
Basic Pay-Fixed Term Contract	-	51	17	-	-	-	-	-
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	-	6	2	-	-	-	-	-
Pension ER-Fixed Term Contract	-	4	-	-	-	-	-	-
<b>Payroll</b>	<b>347</b>	<b>475</b>	<b>432</b>	<b>460</b>	<b>474</b>	<b>545</b>	<b>562</b>	<b>639</b>
Fares	5	3	8	7	7	7	8	8
Subsistence & Others	4	-	3	3	3	4	4	4
Conferences & Lecturing	1	15	-	-	-	-	-	-
<b>Travel and subsistence costs</b>	<b>10</b>	<b>18</b>	<b>11</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>
Printing & Stationery	0	3	0	1	1	1	1	1
Postage	-	-	-	-	-	-	-	-
<b>Office services costs</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Small Project Costs	15	7	3	27	10	10	11	11
Mobile Phone & Blackberry	1	3	2	3	3	3	3	3
Internet/3G	1	1	1	1	1	1	1	1
Subscriptions	1	-	2	12	12	13	13	13
Training	9	35	12	50	51	52	54	55
Legal Advice	15	136	43	18	18	19	19	20
Archive Storage	14	19	21	20	20	20	20	20
ISO 9001 Certification	15	5	5	5	5	5	5	5
Information Security	0	2	43	13	13	13	14	14
Disaster Contingency Plan	17	18	17	19	19	20	20	21
<b>Specific department costs</b>	<b>88</b>	<b>224</b>	<b>148</b>	<b>167</b>	<b>153</b>	<b>156</b>	<b>160</b>	<b>163</b>
<b>Total Operating Expenses</b>	<b>445</b>	<b>721</b>	<b>592</b>	<b>638</b>	<b>639</b>	<b>714</b>	<b>734</b>	<b>814</b>



**POLICY & STANDARDS**

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	148	162	178	179	246	253	261	268
Overtime-Permanent	-	-	-	-	-	-	-	-
NI ER-Permanent	17	18	20	21	29	30	31	32
Pension ER-Permanent	16	22	22	21	21	22	23	23
<b>Payroll</b>	<b>181</b>	<b>203</b>	<b>220</b>	<b>221</b>	<b>296</b>	<b>305</b>	<b>314</b>	<b>324</b>
Fares	13	5	5	9	9	9	9	9
Subsistence & Others	7	4	3	7	7	8	8	8
Conferences & Lecturing	3	-	1	1	1	1	1	1
<b>Travel and subsistence costs</b>	<b>23</b>	<b>8</b>	<b>8</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>19</b>
Council & Committee Fees	3	-	-	-	-	-	-	-
Council & Committee Travel	2	-	-	-	-	-	-	-
<b>Council costs</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Mobile Phone & Blackberry	1	0	0	1	1	1	1	1
Printing & Stationery	21	6	7	16	17	22	18	18
Room Hire	1	2	2	2	2	2	2	2
Postage	-	-	-	-	-	-	-	-
<b>Office services costs</b>	<b>23</b>	<b>8</b>	<b>10</b>	<b>19</b>	<b>20</b>	<b>25</b>	<b>21</b>	<b>21</b>
Research	25	29	66	80	82	84	86	88
Standards of Proficiency	-	9	7	12	8	8	8	9
<b>Communication costs</b>	<b>25</b>	<b>38</b>	<b>74</b>	<b>92</b>	<b>90</b>	<b>92</b>	<b>95</b>	<b>97</b>
Legal Advice	7	(4)	-	5	-	-	-	-
Training	9	4	2	10	10	11	11	11
Subscriptions	1	-	1	1	1	1	1	1
<b>Specific department costs</b>	<b>17</b>	<b>(0)</b>	<b>3</b>	<b>16</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>
<b>Total Operating Expenses</b>	<b>274</b>	<b>257</b>	<b>315</b>	<b>365</b>	<b>434</b>	<b>452</b>	<b>460</b>	<b>473</b>

Sheet:Departmental Detailed Forecasts

<b>REGISTRATION</b>	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
(In £'000)	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	924	917	1,023	1,181	1,217	1,253	1,291	1,330
Overtime-Permanent	24	38	55	61	63	65	67	69
NI ER-Permanent	91	95	107	142	146	150	155	160
Pension ER-Permanent	45	53	58	70	72	74	76	79
Temporary Staff	15	303	52	-	-	-	-	-
Basic Pay-Fixed Term Contract	-	59	102	237	244	251	259	266
Overtime-Fixed Term Contract	-	0	4	-	-	-	-	-
NI ER-Fixed Term Contract	-	5	9	28	29	30	31	32
Pension ER-Fixed Term Contract	-	-	-	5	5	5	5	5
<b>Payroll</b>	<b>1,099</b>	<b>1,470</b>	<b>1,410</b>	<b>1,724</b>	<b>1,776</b>	<b>1,829</b>	<b>1,884</b>	<b>1,940</b>
Fares	4	2	8	3	3	3	3	3
Subsistence & Others	3	5	5	4	4	4	4	4
Conferences & Lecturing	4	2	2	4	4	4	4	4
<b>Travel and subsistence costs</b>	<b>11</b>	<b>9</b>	<b>15</b>	<b>11</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>
Printing & Stationery	382	528	357	258	265	271	278	285
Postage	-	-	200	217	222	228	233	239
<b>Office services costs</b>	<b>382</b>	<b>528</b>	<b>558</b>	<b>475</b>	<b>487</b>	<b>499</b>	<b>511</b>	<b>524</b>
International Assessors Fees	133	324	324	250	260	240	221	204
Grandparenting Assessments	49	51	(1)	-	-	-	-	-
CPD Assessments	167	81	119	166	172	177	182	186
Test of Competence & Aptitude Test	13	10	10	28	28	28	28	28
CPD Travel & Subsistence	-	-	17	59	81	82	84	85
Small Project Costs	-	-	2	-	-	-	-	-
<b>Partners costs</b>	<b>362</b>	<b>466</b>	<b>471</b>	<b>504</b>	<b>541</b>	<b>528</b>	<b>516</b>	<b>504</b>
Mobile Phone & Blackberry	0	2	3	2	2	2	2	2
Internet/3G	0	0	0	1	1	1	1	1
Other Professional Fees	1	0	3	5	5	5	5	6
Subscriptions	7	17	14	8	8	9	9	9
Training	42	42	42	60	61	63	64	66
Legal Advice	4	-	27	18	18	19	19	20
<b>Specific department costs</b>	<b>54</b>	<b>61</b>	<b>89</b>	<b>94</b>	<b>96</b>	<b>98</b>	<b>101</b>	<b>103</b>
<b>Total Operating Expenses</b>	<b>1,908</b>	<b>2,534</b>	<b>2,544</b>	<b>2,807</b>	<b>2,910</b>	<b>2,965</b>	<b>3,023</b>	<b>3,084</b>

**SECRETARIAT**

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	128	124	165	192	197	203	209	216
NI ER-Permanent	15	14	19	23	24	24	25	26
Pension ER-Permanent	12	12	11	11	11	11	12	12
Temporary Staff	-	-	27	20	10	10	11	11
Basic Pay-Fixed Term Contract	-	12	2	-	-	-	-	-
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	-	1	0	-	-	-	-	-
Pension ER-Fixed Term Contract	-	-	-	-	-	-	-	-
<b>Payroll</b>	<b>154</b>	<b>164</b>	<b>223</b>	<b>245</b>	<b>242</b>	<b>249</b>	<b>257</b>	<b>264</b>
Fares	1	18	3	3	3	3	3	3
Subsistence & Others	-	-	1	2	2	2	2	2
Conferences & Lecturing	4	-	1	1	1	1	1	1
<b>Travel and subsistence costs</b>	<b>5</b>	<b>18</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
Printing & Stationery	28	31	24	16	16	17	17	18
Postage	-	-	-	-	-	-	-	-
<b>Office services costs</b>	<b>28</b>	<b>31</b>	<b>24</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>17</b>	<b>18</b>
Mobile Phone & Blackberry	0	0	1	1	1	1	1	1
Other Professional Fees	0	0	0	-	0	0	0	0
Training	8	6	11	11	11	12	12	12
Legal Advice	49	2	10	15	15	16	16	17
Small Project Costs	-	-	-	-	-	-	-	-
<b>Specific department costs</b>	<b>58</b>	<b>9</b>	<b>22</b>	<b>27</b>	<b>28</b>	<b>29</b>	<b>29</b>	<b>30</b>
<b>Total Operating Expenses</b>	<b>245</b>	<b>221</b>	<b>275</b>	<b>294</b>	<b>292</b>	<b>301</b>	<b>310</b>	<b>319</b>

## 4.0 Appendices

# List of assumptions

## Income

The graduate discount is applied for either 24 months or 36 months depending on the point of entry into each profession's renewal cycle  
Numbers of registrants including new applicants and applicants for readmission are taken from the Registrant Numbers model  
Fee increases are applied from the effective date applicable to each profession, ie the first renewal following the fee change  
Scrutiny fees and readmission fees are recognised as income on receipt. Registration/renewal fees are spread over the registration cycle

## Operating costs

### Payroll

Salaries including employer's national insurance and pension costs assumed to increase by 3% annually on 2014-15 baseline  
Employer's pension contribution rates and employer's national insurance rates are assumed to remain constant at 2014-15 levels

Payroll costs assume the full complement in post throughout the year. For departments that anticipate headcount increases (FTP, HR, OPS – see "Drivers – employee numbers"), the 2014-15 baseline is prorated upwards. For example, if the complement in 2014-15 is 5 and the payroll budget is £200k, and the anticipated complement in 2015-16 is 6, the payroll cost forecast in 2015-16 is £247k ( $200 * 6/5 * 1.03$ ). This effectively assumes that new posts are paid at the average pay for the department, and new appointments start at the beginning of the financial year. Maternity cover and long term sickness cover are not budgeted for.

### Non-payroll costs

Non-payroll costs are assumed to inflate by 2.5% annually on the 2014-15 baseline except as noted below

Council & Committee members' fees – assumed 305 total days attendance each year in the forecast period, multiplied by applicable daily fee per "Drivers – Fees" sheet

Council & Committee appointments – 2015-16 is based on 2014-15 budget plus inflation, then flat at £25k per annum

Chief Executive entertaining – flat at £3k per annum

Chief Executive training - £2.5k in 2015-16 then inflated at 2.5% per annum

Education partners costs – are a function of number of applicable events eg approval visits, per "Drivers – operational events" sheet, assumed average partner days per event, and applicable partner fee and average T&S claim

Registration partner costs – are a function of number of applicable events and applicable partner fee. Numbers of international applications are drawn from registrant numbers model; 2 assessors per application. CPD assessments are averaged at 1.25% of the register every year (= 2.5% of renewals every 2 years), 2 assessors per return. The Executive does not propose to increase the CPD assessor fee currently £20 per return reviewed

IT computer services – the lines "Hardware < £1000", "General software support and maintenance", "NetRegulate software support and maintenance", "Managed web/internet services" and "Small project costs" are specifically estimated each year based on anticipated technology changes. Other lines are 2014-15 baseline subject to inflation at 2.5%

Operations small project costs – £10k in 2015-16 then inflated at 2.5% per annum

Operations archive storage – flat at £20k per annum as we expect to be storing less paper

Facilities - the rent of the Stannary Street leased units is fixed at £118k per annum

## List of assumptions

All FTP non-payroll costs are drawn from the FAST FTP model except for:

> *Mobile phone & Blackberry; Internet/3G: 2014-15 baseline plus 2.5% inflation per annum*

> *Other legal costs; estimated increasing at £10k per annum from the £60k baseline in 2014-15*

> *Legal expenses; at the capped costs per the contract including VAT*

> *Legal advice; estimated increasing at £20k per annum from the £480k baseline in 2014-15*

> *Small project costs; flat at £100k per annum from 2015-16*

> *Legal insurance; was discontinued in 2014-15 as it did not represent good value for money*

> *The FTP FAST model estimates the caseload based on registrant numbers, assumed complaint rate and case to answer rate, and hence the cost of cases based also on the applicable partner fees, assumed number of days per hearing, and other assumed unit costs (venue hire, printing of bundles, travel etc)*

HR - other professional fees, legal expenses and organisational training; £5k added to baseline cost of each for 2016-17 onwards to cover increased requirements

Policy & Standards – standards of proficiency baseline set at £8k from 2015-16, subject to 2.5% inflation per annum

Policy & Standards - Legal advice nil from 2015-16

Secretariat - temporary staff 2015-16 is £10k, then inflated at 3% per annum

Projects - forecasts include costs of current and planned projects, plus an allowance for as yet unidentified projects in the later years

### Depreciation

Useful lives of assets per accounting policies in statutory accounts: freehold buildings 50 years; leasehold improvements over the lease term; office equipment 4 years; computer hardware and software 3 years

IT software, which represents most of the major projects capital spend, is assumed to take 2 years to bring into use and start depreciation from the point of cash outflow.

Useful life 3 years from the point of being brought into use

Budgeted capital spend on 186 KPR project in 2014-15 is assumed to be written off (within the freehold buildings depreciation charge) in 2015-16 and 2016-17. Those costs will be written off if we decide not to proceed with the 186 KPR redevelopment, but in that event the write off will actually be made in full in the 2014-15 accounts. If we do proceed with the 186 KPR project, the costs will form part of the cost of the new building and will be written off over 50 years, subject to revaluations. No other impairments are forecast

### Cash flow

80% of registrants are assumed to pay their renewal fee in 6 monthly instalments by direct debit, 20% pay for 2 years up front. The cash received from the 20% that pay up front is spread equally over the 3 months of the renewal window

Capital expenditure cash outflows are assumed to occur in even twelfths through the financial year

Operating expenditure cash outflows are treated as occurring in the month in which the expenditure accrues. In reality PAYE payments and non-payroll costs are paid one month in arrears.

## List of acronyms

AS	Arts therapists
BS	Biomedical scientists
CH	Chiropodists and podiatrists
CS	Clinical scientists
DH	Dept of Health
DT	Dietitian
HAD	Hearing aid dispensers
HMTCM	Herbal Medicine and Traditional Chinese Medicine practitioners
OT	Occupational therapists
ODP	Operating department practitioners
OR	Orthoptists
PA	Paramedics
PH	Physiotherapists
PHS	Public Health Specialists
PO	Prosthetists and orthotists
PYL	Psychologists
RA	Radiographers
SL	Speech and language therapists
SW	Social Workers in England
BPS	British Psychological Society
HESA	Higher Education Statistics Authority
CFWI	Council for Workforce Intelligence