

Council, 25 March 2015

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 for approval.

The Plan has previously been presented to Council in the summer or autumn, after the approval of the budget. This year, we are presenting the Plan to Council alongside the budget, to show the longer term financial impact of the key decisions we are asking Council to take on registrant fee levels and accommodation for HCPC's Tribunal Services, as well as the unavoidable impact of the PSA levy, and to provide assurance to Council on the sustainability of HCPC's finances, despite the significant deficit in the proposed 2015-16 budget.

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

18 March 2015

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

1. Background information

- 1.1. The Plan was last reviewed by Council in September 2014, covering the years 2014-15 to 2018-19 (budget and forecast) plus actual data for the years 2011-12 to 2013-14. It has been rolled forward to cover 2015-16 to 2019-20. The “actual” data for 2014-15 is the month 9 forecast data for 2014-15 as reported to Council in February. The budget data for 2015-16 matches the 2015-16 budget paper (Agenda item 9).
- 1.2. The Plan uses the registrant numbers data from the Registrant numbers forecast (Agenda item 5).
- 1.3. The Plan is prepared on a Microsoft Excel workbook built to the FAST¹ standard. The workbook contains the Registrant numbers model, the income model and the FTP model as separable modules, which can be worked on independently by the module owners and then reintegrated into the Plan workbook. The integration means that the impact of changes in registrant numbers, for example, can be seen on both income and FTP and Registration department costs, and the whole of HCPC’s financial planning can be based on consistent inputs and assumptions. The Executive will continue to develop the Plan and its modules to refine the assumptions and make full use of it in operational financial planning.

2. Key assumptions (detailed assumptions are listed at the end of Appendix 2)

- 2.1. The Plan uses the latest Registrant numbers forecast per Agenda item 5, which links to forecast activity levels in FTP and Registration as well as income.
- 2.2. Income is based on the proposed fee increases per Agenda item 8. The fee increases have a relatively limited impact on income in 2015-16, increasing it by £422k compared to the current fee structure, because the new fees only apply to professions when they start a new two year cycle.
- 2.3. Employee costs are based on the 2015-16 budgeted employee numbers, with no further headcount increases. Average pay awards of 1.9% each year from 2016-17 are assumed.
- 2.4. FTP case costs are drawn from the FTP FAST module of the model, which forecasts costs based on assumed complaint rates, case to answer rates and the flow of cases through the various stages of the process, and assumed unit costs.
- 2.5. Education department non-payroll costs assume a 2% per annum increase in numbers of approval visits and major change submissions.
- 2.6. Partner costs are based on the fee structure agreed by Council in December 2014.

¹ Flexible, Appropriate, Structured and Transparent. For more information on the FAST standard see http://www.fast-standard.org/document/FASTStandard_02a.pdf

- 2.7. Other non-payroll costs are normally based on the 2015-16 budget plus assumed non-pay inflation of 2% each year.
- 2.8. In January, we secured planning permission for the redevelopment of 186 Kennington Park Road, but we have paused the project for 2015-16. The Plan assumes that we retain 186 Kennington Park Road in its current unrefurbished state throughout the period. In fact our current intention is to redevelop it in stages, but we do not yet have firm proposals or costings. Any proposal for the substantial redevelopment of 186 Kennington Park Road would be brought to the Council for approval, together with an analysis of the reasonable alternative options.
- 2.9. The Plan shows the PSA levy and the proposed lease of 405 Kennington Park Road (Agenda item 7) as separate line items below the existing operational cost base.
- 2.10. The PSA levy is based on the indicated rate of £3 per registrant for 2015-16. The charge will start from 1 August 2015 so eight twelfths of the full annual charge is payable in 2015-16. It is not yet clear how the PSA will set future levy rates, but for the purpose of the Plan we have assumed that the levy will be held flat for 2016-17, and then rise at 2% per annum. We have applied the charge to registrant numbers at the end of the previous financial year.
- 2.11. Registration department costs include estimated savings arising from the Rule changes proposed in Agenda item 8.
- 2.12. The terms of the proposed lease on 405 Kennington Park Road include a break clause after 6 years and a 4 month rent free period at the start of the lease. Accounting standards require that the benefit of the rent free period is spread over the 6 years up to the break clause. Capital expenditure in 2015-16 includes the estimated fit out costs of £834k including VAT. The fit out costs will be depreciated over the 6 year period up to the break clause.
- 2.13. Forecast cash flows assume that 80% of registrants pay their fees by 6 monthly direct debit, with 20% opting to pay the full two years' fees of the professional cycle up front, in line with current patterns. Expenditure items are assumed to be paid in the month in which they are incurred. As noted in the consultation document on the proposed fee increase, we are considering offering registrants the option of paying by monthly direct debit. Our current cash balances are a product of the requirement for registrants to pay in advance. If a large proportion of registrants switched to paying by monthly direct debit, we would see a very large reduction in our cash balances (not modelled within the Plan). Therefore, in order to be able to offer monthly direct debit as intended, we may have to accumulate cash through budget surpluses.
- 2.14. The Plan assumes no other major changes in the scope of our work or in our business processes. If new legislation were to require 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.

2.15. 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.

3. Sensitivity analysis

- 3.1. 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.
- 3.2. 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.
- 3.3. The sensitivity analysis shows that the variable with the largest potential impact on our budget is the rate of growth in registrant numbers. Our base case assumes registrant numbers growing on average by 3.1% each year, including the two assumed new professions. Slower than anticipated growth in registrant numbers – which could result from a variety of economic/demographic factors – would have a negative impact on our budget.
- 3.4. Our budget is also sensitive to the FTP complaint rate, the FTP case to answer rate, and the average length of hearings. Other factors such as the wage inflation rate or the general inflation rate have a relatively minor impact.
- 3.5. 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.
- 3.6. 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.

4. Summary and conclusions

- 4.1. The two year renewal cycle means that only three professions will start paying the proposed new renewal fee during 2015-16, and six professions will not start paying it until 2017-18. So it is only in 2018-19 that the full benefit of the proposed fee increases is felt.
- 4.2. The additional income, compared to the current fee structure and our previous intention to increase the renewal fee by 12.5% with effect from 1 August 2015 and a further increase from 1 April 2019 is £422k in 2015-16, £1,796k in 2016-17, and £2,527 in 2017-18.
- 4.3. On our baseline assumptions, the extra costs of the PSA levy and the proposed lease of 405 Kennington Park Road, combined with the lagging effect on income of the two year renewal cycle, means that the budget for 2015-16 shows a deficit of £1,522k, and the forecast for 2016-17 is a deficit of £452k. By 2017-18, the extra fee income combined with forecast growth in registrant numbers is enough to return us to surplus.
- 4.4. On the baseline 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 £10.3m, in August 2016. The surpluses in 2017-18 onwards lead to an increase in cash balances, with cash reaching £17.2m in March 2020. However, as noted above, we are considering offering monthly direct debit as a means of payment of the registrant fee, which would lead to a large reduction in our cash balances.
- 4.5. The Plan gives assurance that the HCPC's finances are sustainable, while confirming the need for the fee increase. The Plan will continue to be presented to Council annually, or more frequently if necessary to assess the financial consequences of a major decision.

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 12.5% increases in Registrant fees with effect from 1 August 2015, and a further increase with effect from 1 April 2019, as follows:</p> <table border="1"> <thead> <tr> <th></th> <th>From (current) £</th> <th>To (wef 01-08-15) £</th> <th>To (wef 01-04-19) £</th> </tr> </thead> <tbody> <tr> <td>Graduate scrutiny fee</td> <td>56</td> <td>63</td> <td>69</td> </tr> <tr> <td>Readmission</td> <td>120</td> <td>135</td> <td>149</td> </tr> <tr> <td>Renewal</td> <td>80</td> <td>90</td> <td>96</td> </tr> <tr> <td>International scrutiny/G'pting</td> <td>440</td> <td>495</td> <td>545</td> </tr> </tbody> </table>		From (current) £	To (wef 01-08-15) £	To (wef 01-04-19) £	Graduate scrutiny fee	56	63	69	Readmission	120	135	149	Renewal	80	90	96	International scrutiny/G'pting	440	495	545	<p><u>Alternative scenario</u></p> <p>Do not increase Registrant fees with effect from 1 August 2015 or a further increase at 1 April 2019</p>	<p>Scenario decreases income compared to base case by £422k in 2015-16, £1,796k in 2016-17, £2,527k in 2017-18, £2,274k in 2018-19 and £2,760k in 2019-20 altogether £9,778k.</p>
	From (current) £	To (wef 01-08-15) £	To (wef 01-04-19) £																				
Graduate scrutiny fee	56	63	69																				
Readmission	120	135	149																				
Renewal	80	90	96																				
International scrutiny/G'pting	440	495	545																				
Registrant numbers	<p>The registrant numbers model forecasts registrant numbers growth averaging [3.1%] per annum over the 5 year period, including new professions.</p> <p>The two assumed new professions contribute £1,584k 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 2.1% per annum (1% slower than the base case)</p> <p>2: Average registrant growth of 1.1% per annum (2% slower than the base case)</p>	<p><u>Cum'tive effect 2015-16 to 2019-20 compared to base case</u></p> <p>Loss of income (5 yrs): £2,141k Savings on costs: £774k Cum'tive net loss: £1,367k</p> <p>Loss of income: £4,799k Savings on costs: £1,600k Cum'tive net loss: £3,199k</p>																				

Variable	Baseline assumption	Change modeled	Cumulative effect on surplus/deficit over the 4 forecast years £000
Salaries	We assume annual pay awards averaging 1.9%	Additional 0.25% per annum pay award	Each additional 0.25% adds cumulatively £292k
Non-payroll costs excluding partner fees	Except where specified otherwise, we assume non-payroll, non-partner fee costs are subject to inflation of 2%	Additional 0.25% per annum inflation rate on all non-payroll costs excluding partner fees	Each additional 0.25% adds cumulatively £181k
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 February is 0.64%)	Additional 0.5% on the complaint rate	An increase to 0.7% adds £1,286k 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
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 52% of complaints (rate in 2014-15 to end February is 53%)	Additional 5% of complaints have a case to answer	An increase to 57% adds £1,623k 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
FTP case costs	We assume that final hearings last an average of 2.75 days.	Additional 0.25 days	An increase of 0.25 days adds £634k in panel costs over the 4 years.

Five year plan 2015-2020

Andy Gillies, Finance Director

18 March 2015



1.0 Financial Overview

Financial Overview

Last actuals date

31 Mar 15

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	01 Apr 19
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	31 Mar 20
Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019	2020
(In £'000)	Actuals	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	01 Apr 19
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Income accrued	17,403	20,152	25,141	25,927	27,195	30,188	32,657	33,928	34,694
Grant income	469	1,643	126	114	-	-	-	-	-
Pension income	85	46	-	-	-	-	-	-	-
Investment income, net of tax	92	115	204	102	-	-	-	-	-
Total income	18,049	21,956	25,471	26,143	27,195	30,188	32,657	33,928	34,694
Total payroll costs	(5,813)	(7,167)	(8,343)	(9,643)	(10,526)	(10,726)	(10,930)	(11,138)	(11,349)
Total cost excluding payroll	(11,002)	(12,027)	(14,813)	(15,824)	(16,107)	(16,819)	(17,630)	(17,929)	(18,424)
Total depreciation	(577)	(980)	(1,463)	(767)	(870)	(951)	(1,191)	(1,125)	(1,198)
Exceptional, eg GSCC transfer	(481)	(1,537)	-	-	-	-	-	-	-
Total operating expenses	(17,873)	(21,711)	(24,619)	(26,233)	(27,503)	(28,496)	(29,752)	(30,192)	(30,971)
PSA Levy	-	-	-	-	(660)	(1,027)	(1,082)	(1,149)	(1,200)
405 Kennington Park Road	-	-	-	-	(554)	(1,117)	(1,140)	(1,162)	(1,186)
Total Expenses	(17,873)	(21,711)	(24,619)	(26,233)	(28,717)	(30,640)	(31,974)	(32,504)	(33,357)
Surplus/(deficit)	176	245	852	(90)	(1,522)	(452)	683	1,424	1,337

Financial Overview

Last actuals date

31 Mar 15

Annual Summary

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Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019	2020
(In £'000)	Actuals	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	01 Apr 19
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Non current assets	4,970	4,556	4,746	5,059	6,782	6,747	6,152	5,923	5,550
Trade & other receivable	520	561	625	326	326	326	326	326	326
Cash & equivalent	8,709	15,584	16,038	14,087	13,069	13,225	15,854	16,722	17,169
Total assets	14,199	20,701	21,409	19,472	20,177	20,298	22,333	22,971	23,046
Other current liabilities	(1,807)	(2,399)	(2,578)	(2,626)	(2,626)	(2,626)	(2,626)	(2,626)	(2,626)
Deferred income	(10,473)	(16,138)	(15,815)	(13,922)	(16,149)	(16,722)	(18,073)	(17,288)	(16,026)
Total liabilities	(12,280)	(18,537)	(18,393)	(16,548)	(18,775)	(19,348)	(20,699)	(19,914)	(18,652)
Reserves	(1,919)	(2,164)	(3,016)	(2,924)	(1,402)	(950)	(1,633)	(3,057)	(4,394)
Total assets less liabilities less reserves	-	-	-	-	-	-	-	-	-

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	01 Apr 19
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Income received	18,548	25,817	24,818	24,034	29,423	30,760	34,008	33,143	33,431
Other receipts	646	1,804	330	216	-	-	-	-	-
Total cash receipts	19,194	27,621	25,148	24,250	29,423	30,760	34,008	33,143	33,431
Cost excl. payroll paid	(11,139)	(11,433)	(14,516)	(15,479)	(17,321)	(18,963)	(19,852)	(20,241)	(20,810)
Payroll cost paid	(5,887)	(7,167)	(8,343)	(9,643)	(10,526)	(10,726)	(10,930)	(11,138)	(11,349)
Other costs	(481)	(1,537)	-	-	-	-	-	-	-
Operating payments	(17,507)	(20,137)	(22,859)	(25,122)	(27,847)	(29,689)	(30,782)	(31,379)	(32,159)
Total capital expenditure	(1,685)	(609)	(1,835)	(1,079)	(2,593)	(916)	(597)	(896)	(825)
Total payments	(19,192)	(20,746)	(24,694)	(26,201)	(30,441)	(30,605)	(31,379)	(32,274)	(32,984)
Net cash flow for year	2	6,875	454	(1,951)	(1,018)	156	2,629	868	447

Income Summary

Last actuals date 31 Mar 15

Annual Summary

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(In £'000)	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast

INCOME BY PROFESSION

Arts Therapists	258	237	253	271	278	341	367	388	400
Biomedical Scientists	1,784	1,748	1,766	1,782	1,904	2,133	2,184	2,193	2,265
Chiropodists	993	986	985	1,015	1,033	1,139	1,187	1,207	1,209
Clinical Scientists	361	374	389	408	421	446	495	536	574
Dieticians	619	629	661	699	720	817	856	882	891
Hearing Aid Dispensers	135	142	152	165	169	200	220	235	244
Occupational Therapists	2,564	2,605	2,693	2,744	3,094	3,465	3,589	3,639	3,782
Operating Departmental Practitioners	817	838	862	913	974	1,057	1,156	1,202	1,215
Orthoptists	92	100	102	131	108	112	125	134	143
Paramedics	1,278	1,393	1,450	1,535	1,619	1,714	1,908	2,037	2,175
Physiotherapists	3,794	3,792	3,950	4,032	4,080	4,851	4,987	5,089	5,111
Prosthetists & Orthotists	48	73	73	76	81	85	94	101	108
Practitioner Psychologists	1,429	1,619	1,520	1,606	1,712	1,779	2,011	2,085	2,129
Radiographers	2,201	2,171	2,287	2,367	2,384	2,815	2,933	2,982	3,111
Speech & Language Therapists	1,030	1,093	1,124	1,153	1,200	1,260	1,384	1,487	1,582
Social Workers	-	2,352	6,873	7,031	7,419	7,945	8,758	9,095	9,214
Current Professions	17,403	20,152	25,141	25,927	27,195	30,158	32,254	33,290	34,152
Herbal Practitioners	-	-	-	-	-	0	348	582	492
Public Health Specialists	-	-	-	-	-	30	55	56	51
New Professions	-	-	-	-	-	30	403	638	542
Total income by profession	17,403	20,152	25,141	25,927	27,195	30,188	32,657	33,928	34,694

Income by type

Registration & Renewal Fee (incl Graduates)	15,859	18,225	23,079	23,710	24,894	28,083	30,538	31,867	32,695
Readmission Fee	145	157	198	172	314	356	353	383	409
Grandparenting Fee	50	142	0	0	0	2	104	104	0
UK Scrutiny Fee	582	805	889	880	891	901	862	802	817
International Scrutiny Fee	767	822	974	1,165	1,096	846	800	772	773
Total income by type	17,403	20,152	25,141	25,927	27,195	30,188	32,657	33,928	34,694

OpEx Summary

Last actuals date

31 Mar 15

Annual Summary

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Financial Year Ending (In £'000)	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Chair, Council & Committees	409	284	321	305	339	348	354	361	367
Chief Executive Department	318	411	427	404	365	372	379	387	394
Communications Department	1,096	1,047	1,106	1,222	1,283	1,308	1,334	1,359	1,386
Education Department	784	841	874	910	1,143	1,184	1,209	1,235	1,261
Facilities Department	840	1,056	1,495	1,481	1,396	1,421	1,447	1,474	1,501
Finance Department	654	720	812	777	844	861	877	894	912
Fitness to Practise	7,491	8,460	11,564	12,615	12,959	13,838	14,595	14,867	15,312
Human Resources Department	448	494	656	638	734	748	762	777	792
HR - Partners	405	271	345	448	492	502	512	522	532
Information Technology Department	1,153	1,310	1,466	1,683	1,816	1,823	1,859	1,896	1,933
Major Projects	345	255	186	660	834	528	581	614	663
Operations Department	445	721	592	643	716	727	741	755	769
Policy and Standards Department	274	257	315	425	441	450	459	467	476
Registration Department	1,908	2,534	2,544	3,036	3,024	3,184	3,195	3,199	3,208
Secretariat Department	245	221	275	218	246	251	256	261	266
Depreciation	577	980	1,463	767	870	951	1,191	1,125	1,198
Exceptional costs	481	1,537	-	-	-	-	-	-	-
Total operating expenses	17,873	21,399	24,439	26,233	27,503	28,496	29,752	30,192	30,971

Major Projects Summary

Last actuals date

31 Mar 15

Major Projects operating expenditure

(In £'000)

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
186 Kennington Park Road - MP	4	-	-	290	-	-	-	-	-
Allowance for other major projects, not yet identified -	-	-	-	-	-	250	250	500	600
Domino to Exchange Migration - MP	-	-	-	30	15	-	-	-	-
Education System Build - MP	-	22	96	124	38	-	-	-	-
Education System Changes - MP	8	9	-	-	-	53	54	55	56
Enhancement OF Online Register - MP	9	-	-	-	-	80	-	-	-
Fees Review - MP	-	-	-	-	18	-	-	2	-
Finance Systems Review - MP	-	-	-	-	-	-	20	50	-
FTP Changes - MP	121	-	-	-	2	5	5	5	5
FTP Systems Review - MP	185	-	-	-	-	20	200	-	-
HR & Partners Phase 1 - MP	-	-	-	42	-	-	-	-	-
HR & Partners Phase 2 - MP	-	24	-	39	135	2	2	2	2
HR & Partners Systems Changes - MP	-	-	76	-	-	-	-	-	-
NetRegulate Changes - MP	8	27	-	(0)	3	-	-	-	-
Online Renewals Review & Change of Payment Prov	5	8	-	8	-	50	50	-	-
Online Services (EDU & FTP Portals) etc - MP	-	-	-	-	-	-	-	-	-
PCI/DSS - MP	-	-	-	-	50	-	-	-	-
Professional Indemnity - MP	-	-	-	1	-	-	-	-	-
Professional Qualifications Directive Implementation	-	-	-	-	46	10	-	-	-
Public Health Specialists - MP	-	-	-	39	140	8	-	-	-
Registrations Process and Systems Review Phase 1	-	117	-	53	38	-	-	-	-
Registrations Process and Systems Build - MP	-	-	-	-	317	50	-	-	-
Registrations Systems Changes - MP	-	-	-	-	-	-	-	-	-
SAGE & PRS Upgrade - MP	-	-	-	29	-	-	-	-	-
Stakeholder Contact Management System - MP	-	-	-	5	24	-	-	-	-
Telephone Credit Card Automation and Hosting Char	-	-	-	-	7	-	-	-	-
Name Change - MP	5	-	-	-	-	-	-	-	-
Web Deployment - MP	-	48	15	-	-	-	-	-	-
Major Projects operating expenditure	345	255	186	660	834	528	581	614	663

Major Projects Summary

Last actuals date

31 Mar 15

Major Projects capital expenditure

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
186 Kennington Park Road	1,022	83	895	-	-	-	-	-	-
Other major projects, incl projects not yet identified	-	-	-	4	-	50	250	350	500
Domino to Exchange migration	-	-	-	137	55	-	-	-	-
Education System Build	56	32	270	387	106	-	-	-	-
Education System changes	-	-	-	-	-	53	54	55	56
Fees Review and Annotation of the Register Technol	-	-	3	-	40	-	8	8	-
Finance Systems Review	-	-	-	-	-	-	20	215	-
FTP Changes	489	(18)	-	-	69	50	51	53	54
FTP system review	-	-	-	-	-	-	-	-	-
HR & Partners Phase 1	-	18	51	1	-	-	-	-	-
HR & Partners Phase 2	-	-	-	90	320	50	50	50	50
HR & Partners systems changes	-	-	-	-	-	-	-	-	-
NetRegulate changes	52	99	202	21	48	-	-	-	-
Online Services (EDU & FTP portals) etc	-	-	-	-	-	-	-	-	-
PCI / DSS	-	-	-	-	50	-	-	-	-
Professional Qualifications Directive Implementation	-	-	-	-	17	50	-	-	-
Public Health Specialists	-	-	-	-	118	-	-	-	-
Registrations Systems Review Phase 1	-	-	-	112	67	-	-	-	-
Registrations Process and Systems Build Project	-	-	-	-	482	150	-	-	-
Registrations system changes	-	-	-	-	-	300	-	-	-
SAGE & PRS upgrade	-	-	-	79	7	-	-	-	-
Stakeholder Contact management system	-	-	-	12	138	-	-	-	-
Telephone credit card automation and hosting chang	-	-	-	-	89	-	-	-	-
Major Projects capital expenditure	1,619	214	1,421	842	1,608	703	433	731	660

Major Projects Summary

Last actuals date **31 Mar 15**

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
Major Projects total expenditure									
186 Kennington Park Road - MP	1,026	83	895	290	-	-	-	-	-
Allowance for other major projects, not yet identified -	-	-	-	4	-	300	500	850	1,100
Domino to Exchange Migration - MP	-	-	-	167	69	-	-	-	-
Education System Build - MP	56	54	366	511	145	-	-	-	-
Education System Changes - MP	8	9	-	-	-	106	108	110	112
Enhancement OF Online Register - MP	9	-	-	-	-	80	-	-	-
Fees Review - MP	-	-	3	-	59	-	8	10	-
Finance Systems Review - MP	-	-	-	-	-	-	40	265	-
FTP Changes - MP	610	(18)	-	-	71	55	56	58	59
FTP Systems Review - MP	185	-	-	-	-	20	200	-	-
HR & Partners Phase 1 - MP	-	18	51	43	-	-	-	-	-
HR & Partners Phase 2 - MP	-	24	-	129	455	52	52	52	52
HR & Partners Systems Changes - MP	-	-	76	-	-	-	-	-	-
NetRegulate Changes - MP	60	126	202	21	51	-	-	-	-
Online Renewals Review & Change of Payment Prov	5	8	-	8	-	50	50	-	-
Online Services (EDU & FTP Portals) etc - MP	-	-	-	-	-	-	-	-	-
PCI/DSS - MP	-	-	-	-	100	-	-	-	-
Professional Indemnity - MP	-	-	-	1	-	-	-	-	-
Professional Qualifications Directive Implementation	-	-	-	-	63	60	-	-	-
Public Health Specialists - MP	-	-	-	39	258	8	-	-	-
Registrations Process and Systems Review Phase 1	-	117	-	165	105	-	-	-	-
Registrations Process and Systems Build - MP	-	-	-	-	799	200	-	-	-
Registrations Systems Changes - MP	-	-	-	-	-	300	-	-	-
SAGE & PRS Upgrade - MP	-	-	-	108	7	-	-	-	-
Stakeholder Contact Management System - MP	-	-	-	16	162	-	-	-	-
Telephone Credit Card Automation and Hosting Char	-	-	-	-	96	-	-	-	-
Name Change - MP	5	-	-	-	-	-	-	-	-
Web Deployment - MP	-	48	15	-	-	-	-	-	-
Major Projects - total	1,964	469	1,607	1,502	2,441	1,231	1,014	1,345	1,323

Capex & Depr'n Summary

Last actuals date

31 Mar 15

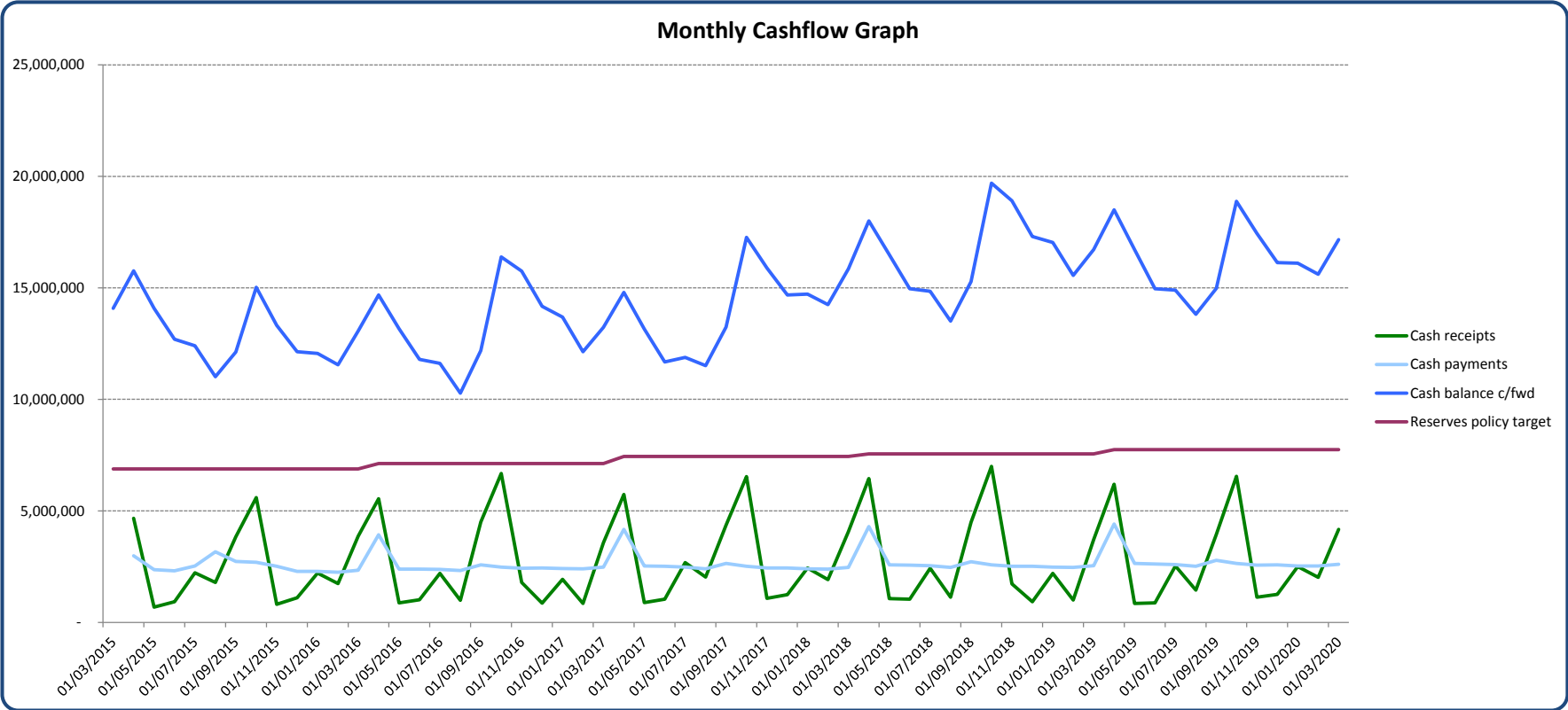
Annual Summary

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	01 Apr 19
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	31 Mar 20
Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019	2020
(In £'000)	Actuals	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	01 Apr 19
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Major Projects capital expenditure	1,619	214	1,421	842	1,608	703	433	731	660
Addition to freehold building	-	97	3	-	-	-	-	-	-
Additions to Leasehold improvements	-	-	77	-	834	-	-	-	-
Additions to Computer hardware	14	138	145	-	52	160	110	110	110
Other computer licences/software	45	113	150	-	100	53	54	55	55
Additions to Office equipment	7	47	40	46	-	-	-	-	-
Sundry Items	-	-	-	-	-	-	-	-	-
Other capital expenditure	66	395	415	46	986	213	164	165	165
Capital expenditure - total	1,685	609	1,835	888	2,593	916	597	896	825
Depreciation									
Freehold building - total depreciation	32	30	28	31	32	32	32	32	32
Leasehold improvements - total depreciation	-	-	15	-	106	158	158	144	139
Computer equipment - total depreciation	-	67	41	87	87	104	90	118	118
Office equipment - total depreciation	20	37	42	47	25	17	6	-	-
Intangible asset (s/w) - total depreciation	608	721	594	602	620	640	905	832	909
Depreciation - total	660	855	720	767	870	951	1,191	1,125	1,198

Monthly Cashflow Graph



Ratios

Last actuals date

31 Mar 15

Annual Summary

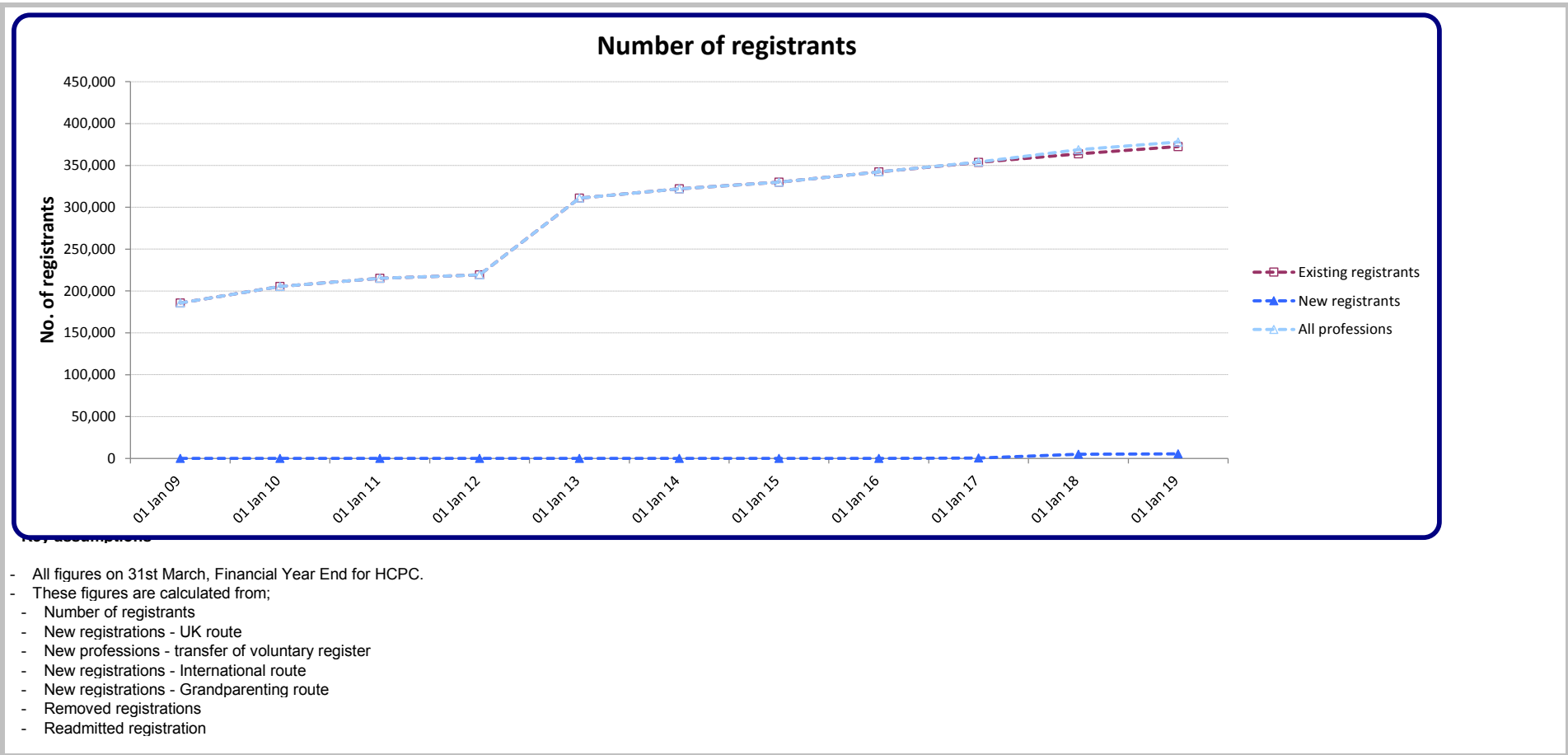
Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18	01 Apr 19
Report Date End	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Average income per registrant	£ 79.41	£ 64.81	£ 78.07	£ 78.58	£ 79.44	£ 85.27	£ 88.52	£ 89.72	£ 89.86
Average operating costs per registrant	£ 81.55	£ 69.82	£ 76.45	£ 79.51	£ 80.34	£ 80.49	£ 80.64	£ 79.84	£ 80.21
Wages costs per registrant	£ 26.66	£ 23.64	£ 25.87	£ 29.22	£ 30.75	£ 30.30	£ 29.63	£ 29.45	£ 29.39
Capital costs per registrant	£ 7.69	£ 1.96	£ 5.70	£ 2.69	£ 7.58	£ 2.59	£ 1.62	£ 2.37	£ 2.14
Reserves per registrant	£ 8.76	£ 6.96	£ 9.37	£ 8.86	£ 4.09	£ 2.68	£ 4.43	£ 8.08	£ 11.38
No of registrants per employee	1,471	1,737	1,643	1,417	1,427	1,476	1,538	1,577	1,610
Registration department costs per registrant	£ 8.71	£ 8.15	£ 7.90	£ 9.20	£ 8.83	£ 8.99	£ 8.66	£ 8.46	£ 8.31
FTP department costs per case	£ 15.74	£ 14.97	£ 16.66	£ 19.20	£ 19.46	£ 18.99	£ 18.68	£ 19.19	£ 19.39
FTP cases per FTP department employee	11.1	9.0	9.6	7.5	7.3	8.0	8.5	8.5	8.6

2.0 Cost Drivers

Drivers - Number of registrants

	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Year 0 Actuals	Year 1 Budget Fcast	Year 2 LT Forecast	Year 3 LT Forecast	Year 4 LT Forecast	Year 5 LT Forecast
Model timeline label	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast	LT Forecast	LT 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	3,602	3,871	4,085	4,324	4,505	4,716
BS	22,381	21,894	22,627	21,886	22,402	21,901	22,608	22,970	23,510	23,768	24,220	24,388
CH	12,581	12,897	12,734	13,005	12,754	13,031	12,919	13,168	13,266	13,480	13,541	13,723
CS	4,405	4,444	4,621	4,665	4,847	4,930	5,262	5,493	5,759	5,950	6,182	6,337
DT	6,700	7,160	7,322	7,782	7,890	8,372	8,512	8,898	9,165	9,495	9,704	9,986
HAD	-	-	1,587	1,722	1,806	2,010	2,133	2,324	2,480	2,648	2,779	2,927
OT	30,122	30,351	32,126	31,946	33,717	34,145	36,043	37,058	38,339	39,145	40,250	40,871
ODP	9,587	10,085	10,313	10,929	11,246	11,881	12,147	12,598	12,895	13,293	13,532	13,882
OR	1,278	1,260	1,303	1,286	1,329	1,316	1,376	1,415	1,464	1,496	1,539	1,564
PA	15,019	15,766	16,782	17,913	19,373	20,100	21,101	21,771	22,594	23,133	23,846	24,270
PH	42,676	44,651	45,002	46,516	46,842	48,908	49,573	51,409	52,576	54,119	54,988	56,279
PO	877	869	901	893	936	948	1,012	1,049	1,092	1,122	1,160	1,184
PYL	-	15,583	17,165	17,845	19,341	19,908	20,973	21,589	22,359	22,851	23,516	23,898
RA	25,318	25,195	26,615	26,480	27,820	28,058	29,711	30,762	32,012	32,849	33,922	34,574
SL	12,169	12,371	13,086	13,173	14,033	14,129	14,951	15,452	16,056	16,456	16,977	17,289
SW	-	-	-	-	83,421	88,949	88,037	92,507	95,848	99,849	102,107	104,715
Existing professions	185,689	205,311	215,083	219,162	310,942	322,037	329,960	342,334	353,504	363,978	372,771	380,604
HMTCM	-	-	-	-	-	-	-	-	-	4,405	4,829	4,938
PHS	-	-	-	-	-	-	-	-	535	551	554	559
New professions	-	-	-	-	-	-	-	-	535	4,956	5,383	5,497
All professions	185,689	205,311	215,083	219,162	310,942	322,037	329,960	342,334	354,039	368,934	378,154	386,102

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



Drivers - Fees

		31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
		Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast	LT Forecast	LT Forecast	LT Forecast
		2012	2013	2014	2015	2016	2017	2018	2019	2020
		Unit								
FEEES										
Registrant Fees										
Graduate scrutiny - fees	GBP	53	53	53	56	61	63	63	63	69
Readmission - fees	GBP	115	115	115	120	130	135	135	135	149
Renewal	GBP	76	76	76	80	90	90	90	90	96
International scrutiny - fees	GBP	420	420	420	440	477	495	495	495	545
Grandparenting scrutiny - fees	GBP	420	420	420	440	477	495	495	495	545
Partner fees (per day or per case)										
Council and Committee members	GBP	310	310	310	320	326	333	340	347	354
Panel members	GBP	180	180	180	180	190	194	198	202	206
Visitors	GBP	180	180	180	190	194	198	202	206	210
Panel chair	GBP	310	310	310	310	320	326	333	340	347
Legal assessor	GBP	580	580	580	580	590	602	614	626	639
Per case										
Assessors - international	GBP	72	72	72	75	77	79	81	83	85
Assessors - grandparenting	GBP	72	72	72	75	77	79	81	83	85
Assessors - CPD	GBP	20	20	20	20	20	20	20	20	20
Assessors - annual monitoring & major / minor change	GBP	72	72	72	75	77	79	81	83	85

Drivers - Operational Events

Financial year ending date - annual *Errors*
 Model timeline label *No Alerts*
 Financial year ending *Changes*
 Model column counter **Unit**

		31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
		Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast	LT Forecast	LT Forecast	LT Forecast
		2012	2013	2014	2015	2016	2017	2018	2019	2020
OPERATIONAL EVENTS										
Fitness to Practise										
FTP allegations	#	925	1,653	2,069	2,164	2,140	2,219	2,290	2,353	2,458
FTP complaint rate	%	0.43%	0.62%	0.65%	0.65%	0.65%	0.65%	0.65%	0.65%	0.65%
FTP case to answer rate	%	51.00%	58.00%	53.00%	50.00%	52.00%	52.00%	52.00%	52.00%	52.00%
Average days of final hearings	days	-	-	-	2.50	2.75	2.75	2.75	2.75	2.75
FTP cases heard	#	476	565	694	657	666	729	781	775	790
Education										
Approval visits	#	66	58	42	43	44	44	45	46	47
Major change submissions	#	87	112	112	114	116	119	121	124	126
Concerns submissions	#	10	7	5	5	5	5	5	5	5
Escalation drivers										
Non-payroll costs inflation rate	%	-	-	-	-	2.00%	2.00%	2.00%	2.00%	2.00%
Payroll costs inflation rate	%	-	-	-	-	1.90%	1.90%	1.90%	1.90%	1.90%

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	31 Mar 20
Model timeline label	Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Financial year ending	2012	2013	2014	2015	2016	2017	2018	2019	2020
Model column counter									
[Start of range]									
EMPLOYEE NUMBERS									
Full Time Equivalents (not Headcount)									
Education - employee no.	15	17	17	17	18	18	18	18	18
Chief Executive - employee no.	2	2	2	2	2	2	2	2	2
Communications - employee no.	10	11	12	15	15	15	15	15	15
Finance - employee no.	9	10	10	11	11	11	11	11	11
Human Resources & Partners - employee no.	8	8	9	8	9	9	9	9	9
Registration - employee no.	37	41	44	57	57	57	57	57	57
Information Technology - employee no.	6	7	8	12	12	12	12	12	12
Fitness to Practise - employee no.	43	63	72	88	92	92	92	92	92
Facilities Management - employee no.	6	5	5	7	7	7	7	7	7
Operations - employee no.	6	7	8	7	8	8	8	8	8
Secretariat - employee no.	3	4	4	4	4	4	4	4	4
Policy & Standards - employee no.	4	4	5	5	5	5	5	5	5
Total Full Time Equivalents (not Headcount)	149	179	196	233	240	240	240	240	240
Change In Year									
Education - employee no.	2	2	-	0	1	-	-	-	-
Chief Executive - employee no.	-	-	-	-	-	-	-	-	-
Communications - employee no.	-	1	1	3	-	-	-	-	-
Finance - employee no.	-	1	-	1	-	-	-	-	-
Human Resources & Partners - employee no.	1	-	1	(1)	1	-	-	-	-
Registration - employee no.	-	4	3	13	-	-	-	-	-
Information Technology - employee no.	-	1	1	4	-	-	-	-	-
Fitness to Practise - employee no.	3	20	9	16	4	-	-	-	-
Facilities Management - employee no.	-	(1)	-	2	-	-	-	-	-
Operations - employee no.	-	1	1	(1)	1	-	-	-	-
Secretariat - employee no.	-	1	-	(0)	-	-	-	-	-
Policy & Standards - employee no.	-	-	1	-	-	-	-	-	-
Total Full Time Equivalents Change (not Headcount)	6	30	17	37	7	0	0	0	0

3.0 Department Forecasts

Departmental expenditure detail

Last actuals date

31 Mar 15

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	01 Apr 19
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	31 Mar 20
Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019	2020
(In £'000)	Actuals	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	01 Apr 19
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Chair Fee	47	57	63	67	59	60	61	62	64
Chair Fares & Subsistence	17	16	16	10	15	15	16	16	16
Conferences	3	1	3	6	6	6	6	6	6
Taxation	-	-	-	-	10	10	11	11	11
Chair fees	67	73	82	83	90	92	94	96	98
Mobile Phone & Blackberry	2	1	1	0	1	1	1	1	1
Internet/3G	-	0	0	0	-	-	-	-	-
Other Professional Fees	3	-	8	3	-	-	-	-	-
Office services costs	5	1	8	3	1	1	1	1	1
Conferences	5	1	1	2	3	3	3	3	3
Council & Committee Members' Fees	122	63	108	84	99	102	104	106	108
Council & Committee Members' T&S	-	44	73	49	63	64	65	67	68
Council & Committee Training	55	0	3	1	5	5	5	5	5
Taxation	16	16	10	41	50	51	52	53	54
Appointments	25	(8)	33	33	23	25	25	25	25
Other Professional Fees	103	92	-	4	3	3	3	3	3
Catering	11	1	3	3	3	3	3	3	3
Council fees	337	210	230	218	248	255	260	264	269
Total Operating Expenses	409	284	321	305	339	348	354	361	367

CHIEF EXECUTIVE

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	188	212	195	209	213	217	221	225	230
NI ER-Permanent	24	26	25	27	26	26	27	27	28
Pension ER-Permanent	32	35	31	32	35	36	36	37	38
Medical Insurance	1	-	2	4	5	5	5	5	5
Payroll	244	273	253	272	278	283	289	294	300
Fares	15	24	25	15	10	10	10	11	11
Accommodation	-	-	-	3	3	3	3	3	3
Subsistence & Others	6	-	12	3	2	2	2	2	2
Conferences & Lecturing	1	-	1	3	3	3	3	3	3
Entertaining Chief Executive	4	-	1	10	4	4	4	4	4
Travel and subsistence costs	26	24	40	34	21	22	22	23	23
Printing & Stationery	1	2	5	0	-	-	-	-	-
Office services costs	1	2	5	0	-	-	-	-	-
Mobile Phone & Blackberry	1	1	1	1	1	1	1	1	1
Internet/3G	0	0	0	0	-	-	-	-	-
Other Professional Fees	-	(0)	23	17	10	10	10	11	11
Subscriptions	3	-	1	2	2	2	2	2	2
Training	5	4	-	3	2	2	2	2	2
Legal Advice	30	97	91	49	30	31	31	32	32
EMT Training	8	10	13	27	21	21	22	22	23
Specific department costs	48	111	129	99	66	67	68	70	71
Total Operating Expenses	318	411	427	404	365	372	379	387	394

EDUCATION

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	428	517	523	531	708	722	735	749	764
NI ER-Permanent	47	56	56	57	85	87	88	90	92
Pension ER-Permanent	38	39	44	49	65	66	67	69	70
Temporary Staff	11	23	10	6	17	18	18	18	19
Payroll	524	635	633	644	875	892	909	926	944
Fares	18	17	14	13	12	12	12	12	13
Accommodation	-	-	-	16	11	11	12	12	12
Subsistence & Others	21	13	14	5	7	8	8	8	8
Conferences	1	1	1	1	1	1	1	1	1
Travel and subsistence costs	40	31	29	34	31	32	33	33	34
Printing & Stationery	14	16	8	11	1	2	2	2	2
Room Hire	5	5	-	1	2	2	2	2	2
Publications	3	0	0	-	20	20	21	21	22
Catering	2	2	1	1	1	1	1	1	1
Office services costs	24	23	9	13	25	25	26	26	27
Small Project Costs	-	-	1	-	10	10	10	11	11
Approvals (fees)	138	91	71	0	51	47	49	51	53
Annual Monitoring (fees)	19	20	15	9	23	30	30	31	32
Major Change (fees)	11	13	10	10	16	19	20	21	21
Approvals - Travel & Subsistence	5	-	67	45	65	45	47	49	51
Annual Monitoring - Travel & Subsistence	-	-	18	70	-	36	37	38	39
Concerns (fees)	-	-	-	38	0	1	1	1	1
Partners costs	172	124	180	173	166	188	194	201	207
Mobile Phone & Blackberry	2	2	5	5	5	5	5	5	5
Subscriptions	-	-	-	1	1	1	1	1	1
Training	19	26	17	37	38	38	39	40	41
Legal Advice	1	-	-	3	2	2	2	3	3
Specific department costs	23	29	22	46	45	46	47	48	49
Total Operating Expenses	784	841	874	910	1,143	1,184	1,209	1,235	1,261

SECRETARIAT

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	128	124	165	149	167	170	173	177	180
NI ER-Permanent	15	14	19	16	20	20	21	21	22
Pension ER-Permanent	12	12	11	11	12	12	12	12	13
Temporary Staff	-	-	27	-	-	-	-	-	-
Basic Pay-Fixed Term Contract	-	12	2	-	-	-	-	-	-
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	-	1	0	-	-	-	-	-	-
Pension ER-Fixed Term Contract	-	-	-	-	-	-	-	-	-
Payroll	154	164	223	176	199	202	206	210	214
Fares	1	18	3	2	2	2	2	2	2
Accommodation	-	-	-	1	2	2	2	2	2
Subsistence & Others	-	-	1	1	2	2	2	2	2
Conferences & Lecturing	4	-	1	-	1	1	1	1	1
Travel and subsistence costs	5	18	5	4	6	6	6	6	6
Printing & Stationery	28	31	24	9	8	9	9	9	9
Postage	-	-	-	-	-	-	-	-	-
Office services costs	28	31	24	9	8	9	9	9	9
Mobile Phone & Blackberry	0	0	1	1	2	2	2	2	2
Other Professional Fees	0	0	0	3	-	-	-	-	-
Training	8	6	11	11	8	8	8	8	9
Legal Advice	49	2	10	15	24	24	25	25	26
Small Project Costs	-	-	-	-	-	-	-	-	-
Specific department costs	58	9	22	29	34	34	35	36	37
Total Operating Expenses	245	221	275	218	246	251	256	261	266

REGISTRATION

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	924	917	1,023	1,214	1,413	1,439	1,467	1,495	1,523
Overtime-Permanent	24	38	55	114	61	62	63	64	66
NI ER-Permanent	91	95	107	129	170	173	176	179	183
Pension ER-Permanent	45	53	58	70	109	111	113	116	118
Temporary Staff	15	303	52	227	-	-	-	-	-
Basic Pay-Fixed Term Contract	-	59	102	72	118	120	122	124	127
Overtime-Fixed Term Contract	-	0	4	3	-	-	-	-	-
NI ER-Fixed Term Contract	-	5	9	8	14	14	15	15	15
Pension ER-Fixed Term Contract	-	-	-	1	7	7	7	7	8
Payroll	1,099	1,470	1,410	1,838	1,891	1,927	1,964	2,001	2,039
Fares	4	2	8	3	3	3	4	4	4
Accommodation	-	-	-	2	-	-	-	-	-
Subsistence & Others	3	5	5	3	5	5	5	5	5
Conferences & Lecturing	4	2	2	4	4	4	4	4	4
Travel and subsistence costs	11	9	15	11	12	12	13	13	13
Printing & Stationery	382	528	357	272	305	295	282	260	241
Room Hire	0	-	-	-	-	-	-	-	-
Postage	-	-	200	212	271	276	282	288	293
Office services costs	382	528	558	484	576	572	564	548	535
International Assessors Fees	133	324	324	381	260	339	313	288	266
Grandparenting Assessments	49	51	(1)	2	2	-	-	-	-
CPD Assessments	167	81	119	155	142	177	182	186	190
Test of Competence & Aptitude Test	13	10	10	10	16	28	28	28	28
CPD Travel & Subsistence	-	-	17	53	43	44	45	46	47
Small Project Costs	-	-	2	-	6	6	6	6	6
Partners costs	362	466	471	602	468	594	574	555	538

REGISTRATION (cont'd)

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Mobile Phone & Blackberry	0	2	3	3	4	4	4	4	4
Internet/3G	0	0	0	0	-	-	-	-	-
Other Professional Fees	1	0	3	5	-	-	-	-	-
Subscriptions	7	17	14	8	7	7	7	7	7
Training	42	42	42	70	66	68	69	71	72
Legal Advice	4	-	27	16	-	-	-	-	-
Specific department costs	54	61	89	102	77	79	80	82	84
Total Operating Expenses	1,908	2,534	2,544	3,036	3,024	3,184	3,195	3,199	3,208

INFORMATION TECHNOLOGY

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	265	322	372	467	519	529	539	549	559
Overtime-Permanent	4	7	15	12	12	12	13	13	13
NI ER-Permanent	31	37	43	54	62	63	65	66	67
Pension ER-Permanent	16	27	30	33	41	42	43	44	45
Temporary Staff	2	20	40	-	-	-	-	-	-
Payroll	319	413	500	565	635	647	659	671	684
Fares	1	2	7	2	1	1	1	1	2
Accommodation	-	-	-	1	2	2	2	2	2
Subsistence & Others	3	1	4	1	1	1	1	1	1
Travel and subsistence costs	4	3	11	4	4	4	4	4	4
Printing & Stationery	-	0	3	1	1	1	1	1	1
Office services costs	-	0	3	1	1	1	1	1	1
Hardware <£1000	14	60	82	80	28	-	-	-	-
Hardware Maintenance	34	44	43	62	113	115	117	120	122
General Software Support & Maintenance	146	191	200	283	289	295	301	307	313
NetRegulate Support and Maintenance	177	171	185	198	206	210	214	218	223
Managed Web/Internet Services	346	307	289	335	374	381	389	397	404
IT Consumables	5	4	14	7	4	4	4	4	4
Offsite Tape Data Archive	1	1	-	2	2	2	2	2	2
IT Hardware Disposals	-	45	-	2	2	2	2	2	2
Specialist External Support IT	12	13	26	12	12	12	12	13	13
Computer services	736	837	839	981	1,029	1,020	1,041	1,062	1,083
Small Project Costs	26	8	54	83	88	90	92	94	96
Mobile Phone & Blackberry	3	3	3	3	3	3	3	3	3
Internet/3G	1	0	0	0	-	-	-	-	-
Training	10	23	21	16	26	27	27	28	28
Legal Advice	5	1	4	-	1	1	1	1	1
Telephone	50	23	30	29	30	31	31	32	32
Specific department costs	95	58	112	132	148	151	154	157	161
Total Operating Expenses	1,153	1,310	1,466	1,683	1,816	1,823	1,859	1,896	1,933

OPERATIONS

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	289	334	338	390	460	468	477	486	495
NI ER-Permanent	34	39	38	48	55	56	57	58	59
Pension ER-Permanent	24	41	37	32	43	44	44	45	46
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	-	-	-	-	-	-	-
Payroll	347	475	432	470	557	568	579	590	601
Fares	5	3	8	6	4	4	5	5	5
Subsistence & Others	4	-	3	3	3	3	3	3	3
Conferences & Lecturing	1	15	-	1	2	2	2	2	2
Travel and subsistence costs	10	18	11	9	9	10	10	10	10
Printing & Stationery	0	3	0	5	5	5	5	5	5
Postage	-	-	-	-	-	-	-	-	-
Office services costs	0	3	0	5	5	5	5	5	5
Small Project Costs	15	7	3	27	25	26	26	27	27
Mobile Phone & Blackberry	1	3	2	2	2	2	2	2	2
Internet/3G	1	1	1	0	0	0	0	1	1
Subscriptions	1	-	2	2	2	2	2	2	2
Training	9	35	12	39	24	24	25	25	26
Legal Advice	15	136	43	16	14	15	15	15	16
Archive Storage	14	19	21	20	22	19	19	19	19
ISO 9001 Certification	15	5	5	6	8	8	8	8	9
ISO 27001 Certification	0	2	43	30	30	31	31	32	32
Disaster Contingency Plan	17	18	17	17	17	17	17	18	18
Specific department costs	88	224	148	159	145	145	147	150	152
Total Operating Expenses	445	721	592	643	716	727	741	755	769

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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	292	249	356	371	429	438	446	454	463
Overtime-Permanent	1	2	2	2	2	2	2	2	2
NI ER-Permanent	32	26	38	41	52	53	54	55	56
Pension ER-Permanent	25	12	14	25	35	36	36	37	38
Temporary Staff	18	119	129	99	6	6	6	6	6
Basic Pay-Fixed Term Contract	-	2	-	20	4	4	4	4	4
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	-	0	-	2	0	0	1	1	1
Pension ER-Fixed Term Contract	-	-	-	0	0	0	0	0	0
Payroll	368	410	538	560	529	539	549	559	570
Fares	2	0	1	0	-	-	-	-	-
Subsistence & Others	1	-	-	1	2	2	2	2	2
Travel and subsistence costs	3	0	1	1	2	2	2	2	2
Printing & Stationery	5	8	13	22	24	24	25	25	26
Room Hire	3	0	1	0	1	1	1	1	1
Postage	-	-	4	0	-	-	-	-	-
Couriers	2	1	1	1	1	1	1	1	1
Office services costs	10	10	18	24	26	26	27	27	28
Small Project Costs	5	16	3	2	10	10	10	11	11
Other Professional Fees	15	7	22	19	16	16	17	17	17
Mobile Phone & Blackberry	1	1	1	1	1	1	1	1	1
Subscriptions	2	316	-	2	1	1	1	1	1
Training	9	5	6	7	12	12	12	13	13
Legal Advice	-	-	-	-	10	10	10	11	11
Internal Audit	25	27	24	25	46	47	48	49	50
External Audit Fees	36	42	39	39	39	40	41	41	42
Bank Charges	39	109	103	102	98	100	102	104	106
Pension Administration	81	44	4	(55)	4	4	4	4	4
Taxation Advice	8	6	2	1	2	2	2	2	2
General Insurance	52	42	51	50	49	50	51	52	53
Specific department costs	273	614	254	192	289	294	300	306	312
Total Operating Expenses	654	1,033	812	777	844	861	877	894	912

FACILITIES

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	152	133	141	149	159	162	165	168	172
Overtime-Permanent	6	13	8	10	12	12	12	13	13
NI ER-Permanent	15	15	15	16	19	19	20	20	21
Pension ER-Permanent	21	18	17	12	18	18	18	19	19
Temporary Staff	8	-	-	1	1	1	1	1	1
Basic Pay-Fixed Term Contract	-	-	-	16	21	22	22	23	23
Overtime-Fixed Term Contract	-	-	-	1	-	-	-	-	-
NI ER-Fixed Term Contract	-	-	-	1	3	3	3	3	3
Pension ER-Fixed Term Contract	-	-	-	0	1	2	2	2	2
Payroll	202	179	182	205	235	239	244	248	253
Fares	3	2	4	1	-	-	-	-	-
Subsistence & Others	2	-	-	0	0	0	0	0	0
Car Expenses & Car Parking	0	0	0	-	-	-	-	-	-
Travel and subsistence costs	5	3	4	1	0	0	0	0	0
Business Rates	116	122	64	118	120	122	125	127	130
Water	3	-	-	1	3	3	3	3	3
Electricity	52	37	44	70	78	80	81	83	84
Gas	9	4	19	27	21	21	22	22	23
Cleaning Materials	-	9	27	19	17	17	18	18	18
Cleaning Materials	-	-	-	-	-	-	-	-	-
Cleaning Contractors	60	42	51	98	87	89	91	92	94
Cleaning-33 Stannary Street	-	12	7	6	8	9	9	9	9
Waste Disposal	21	-	-	19	21	21	22	22	23
Waste Disposal	-	1	4	3	3	3	3	3	3
Repairs & Maintenance	32	59	185	99	150	153	156	159	162
Repairs&Maintenance-33 Stannary Street	-	10	10	22	8	8	8	8	9
Maintenance Contracts	21	23	28	46	48	49	50	51	52
Security	21	-	180	66	28	29	29	30	30
Security-33 Stannary Street	-	0	4	7	-	-	-	-	-
Building Refurbishment	32	63	192	75	36	37	37	38	39
Property costs	367	381	814	679	629	641	654	667	680

FACILITIES (cont'd)

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Mobile Phone & Blackberry	-	0	1	1	1	1	1	1	1
Printing & Stationery	42	61	78	57	60	61	62	64	65
Room Hire	49	26	-	-	-	-	-	-	-
Photocopying	10	11	14	9	-	-	-	-	-
Postage	90	160	156	200	164	167	171	174	178
Telephone	-	-	-	-	-	-	-	-	-
Couriers	-	-	-	-	-	-	-	-	-
Office Equipment < £1000	11	15	147	48	20	20	21	21	22
Office Equipment <£1000-33 Stannary Street	-	1	-	-	-	-	-	-	-
Office Equipment rental	13	13	12	13	18	18	19	19	19
Catering	20	36	37	45	45	46	47	48	49
Other Office Services	20	21	27	20	20	20	21	21	22
Office Equipment Disposals	-	-	-	-	-	-	-	-	-
Office services costs	255	345	471	393	328	334	341	348	355
Other Professional Fees	-	0	8	0	-	-	-	-	-
Other Professional Fees-33 Stannary Street	-	2	11	-	-	-	-	-	-
Training	-	-	-	6	6	6	6	6	6
Health & Safety	11	4	8	19	20	20	21	21	22
Legal Advice	-	0	-	-	1	1	1	1	1
Legal Advice-33 Stannary St	-	3	(4)	-	2	2	2	2	2
Specific department costs	11	11	23	25	29	30	30	31	31
Rent-33 Stannary Street	-	82	118	110	110	110	110	110	110
Service Charge-33 Stannary Street	-	2	8	11	12	12	12	13	13
Business Rates-33 Stannary Street	-	31	36	37	37	38	38	39	40
Water-33 Stannary Street	-	2	2	1	1	1	1	1	1
Electricity-33 Stannary Street	-	15	16	14	12	12	12	13	13
Gas-33 Stannary Street	-	5	2	5	4	4	4	4	4
Insurance-33 Stannary Street	-	-	-	-	-	-	-	-	-
Additional office space	-	138	183	177	176	177	179	180	181
Total Operating Expenses	840	1,056	1,675	1,481	1,396	1,421	1,447	1,474	1,501

FITNESS TO PRACTISE

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	1,307	1,811	2,278	2,642	3,062	3,120	3,180	3,240	3,302
Overtime-Permanent	10	2	27	15	-	-	-	-	-
NI ER-Permanent	139	191	245	287	368	375	382	390	397
Pension ER-Permanent	41	64	80	128	209	213	217	221	225
Temporary Staff	29	32	198	314	40	41	42	42	43
Basic Pay-Fixed Term Contract	-	35	55	43	42	43	43	44	45
NI ER-Fixed Term Contract	-	4	5	5	5	5	5	5	5
Pension ER-Fixed Term Contract	-	74	-	0	3	3	3	3	3
Payroll	1,526	2,214	2,888	3,434	3,729	3,800	3,872	3,945	4,020
Fare & Subsistence	54	0	88	98	67	56	61	61	64
Conferences & Lecturing	-	1	1	-	-	-	-	-	-
Travel and subsistence costs	54	1	89	98	67	56	61	61	64
Mobile Phone & Blackberry	2	3	4	7	7	7	7	8	8
Internet/3G	2	1	0	0	1	1	1	1	1
Printing & Stationery	93	139	150	247	200	213	223	228	236
Room Hire	175	131	218	203	214	246	270	268	273
Postage	-	-	2	7	-	-	-	-	-
Catering	37	50	74	65	67	64	70	70	71
Video Conferencing	-	4	-	0	-	-	-	-	-
Office services costs	309	327	448	528	489	531	572	574	590
Panels (Fees)	1,697	1,811	1,687	2,170	2,044	2,081	2,323	2,349	2,449
Panels (T&S)	-	13	933	690	825	1,227	1,348	1,360	1,411
Registration Appeals (T&S)	29	-	12	5	10	18	18	19	19
Registration Appeals (Fees)	-	-	21	12	22	8	8	8	9
Witness Costs	180	-	231	259	257	267	306	307	321
Security	5	-	-	0	2	2	2	2	2
Partners cost	1,911	1,824	2,884	3,137	3,161	3,604	4,007	4,046	4,210
Annual Reports	11	-	9	13	12	12	12	13	13
Brochures	5	90	-	-	12	12	12	13	13
Communication costs	16	90	9	13	24	24	25	25	26

FITNESS TO PRACTISE (cont'd)

(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	01 Apr 19
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Small Project Costs	32	41	40	85	81	83	84	86	88
Counselling	2	42	-	-	-	-	-	-	-
Legal Insurance	25	-	51	-	-	-	-	-	-
Other Legal Costs	30	25	22	127	60	61	62	64	65
FTP Preparation and Presentation	2,910	3,089	3,900	2,992	4,109	4,232	4,359	4,490	4,625
Legal Advice	255	388	664	1,483	582	594	606	618	630
Training	48	71	106	117	86	87	89	91	93
Transcription	373	347	462	601	572	766	857	866	902
Specific department costs	3,675	4,004	5,245	5,404	5,490	5,823	6,058	6,214	6,402
Total Operating Expenses	7,491	8,460	11,564	12,615	12,959	13,838	14,595	14,867	15,312

HUMAN RESOURCES

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	174	148	185	168	260	265	270	275	280
Overtime-Permanent	1	-	-	-	-	-	-	-	-
NI ER-Permanent	20	17	21	19	31	32	32	33	34
Pension ER-Permanent	6	12	14	15	18	19	19	19	20
Staff Recruitment	94	130	160	140	150	153	156	159	162
Temporary Staff	4	-	-	2	2	2	2	2	2
Payroll Contingency	15	-	23	35	35	36	36	37	38
Basic Pay-Fixed Term Contract	-	25	20	53	8	8	9	9	9
NI ER-Fixed Term Contract	-	1	2	5	1	1	1	1	1
Pension ER-Fixed Term Contract	-	-	-	3	0	0	0	0	0
Payroll	314	333	426	440	506	516	525	535	545
Fares	2	-	0	0	1	1	1	1	1
Accommodation	-	-	-	-	1	1	1	1	1
Subsistence & Others	1	-	0	0	1	1	1	1	1
Travel and subsistence costs	3	-	1	0	2	2	2	2	2
Mobile Phone & Blackberry	1	1	1	1	1	1	1	1	2
Internet/3G	-	-	-	-	1	1	1	1	1
Printing & Stationery	1	1	1	0	1	1	1	1	1
Couriers	-	0	0	0	0	0	0	0	0
Office services costs	2	1	2	2	3	3	3	3	3
Other Professional Fees	14	32	33	42	56	57	58	59	61
Legal Expenses	28	59	90	40	38	39	40	40	41
Subscriptions	1	-	2	2	2	2	2	2	2
Training	5	11	4	16	18	18	19	19	19
Organisational Training	60	41	71	64	79	81	82	84	86
Employee Assistance Programme	10	9	8	14	13	13	13	13	14
Reward Data	11	7	19	17	17	17	18	18	18
Specific department costs	129	159	228	195	223	227	232	236	241
Total Operating Expenses	448	494	656	638	734	748	762	777	792

HR - PARTNERS

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	121	98	101	112	111	113	115	117	119
Overtime-Permanent	-	-	-	1	-	-	-	-	-
NI ER-Permanent	13	10	10	11	13	14	14	14	14
Pension ER-Permanent	-	-	-	2	8	8	8	8	8
Temporary Staff	4	-	10	7	4	4	4	4	4
Basic Pay-Fixed Term Contract	-	9	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	0	1	-	-	-	-	-	-	-
Payroll	138	117	121	132	135	138	141	143	146
Fares	1	0	0	0	1	1	1	1	1
Subsistence & Others	-	-	0	0	0	0	0	0	0
Travel and subsistence costs	1	0	1	0	1	1	1	1	1
Mobile Phone & Blackberry	-	0	0	1	1	1	1	1	1
Printing & Stationery	5	2	3	1	5	5	5	5	5
Room Hire	1	-	-	-	6	6	6	6	6
Office services costs	6	2	3	2	12	12	12	12	13
Partners Recruitment & Interviews	44	19	18	60	55	56	57	58	60
Partners Training	206	129	123	159	183	186	190	194	198
Partners Training - Travel & Subsistence	-	-	78	89	97	99	101	103	105
Partners costs	250	148	219	307	335	341	348	355	362
Legal Advice	5	1	-	2	5	5	5	5	5
Training	5	3	1	5	5	5	5	5	5
Specific department costs	10	4	1	7	10	10	10	11	11
Total Operating Expenses	405	271	345	448	492	502	512	522	532

COMMUNICATIONS

	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 Actuals	01 Apr 15 31 Mar 16 2016 Budget	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	01 Apr 19 31 Mar 20 2020 LT Forecast
(In £'000)									
Basic Pay-Permanent	364	389	417	499	564	575	585	597	608
Overtime-Permanent	1	1	2	2	-	-	-	-	-
NI ER-Permanent	40	42	46	54	68	69	70	72	73
Pension ER-Permanent	22	33	35	35	43	44	45	46	47
Temporary Staff	-	-	3	34	-	-	-	-	-
Basic Pay-Fixed Term Contract	-	-	-	15	-	-	-	-	-
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	-	-	-	3	-	-	-	-	-
Pension ER-Fixed Term Contract	-	-	-	0	-	-	-	-	-
Payroll	427	465	503	642	675	688	701	714	728
Fares	26	13	17	15	14	14	15	15	15
Accommodation	-	-	-	8	11	11	11	12	12
Subsistence & Others	15	11	12	4	5	5	5	5	5
Travel and subsistence costs	41	24	29	27	30	30	31	32	32
Mobile Phone & Blackberry	2	3	3	4	4	4	4	4	4
Printing & Stationery	3	1	1	2	2	2	2	2	2
Postage	-	-	4	1	-	-	-	-	-
Couriers	23	11	19	17	19	19	20	20	21
Internet/3G	-	1	1	0	-	-	-	-	-
Office services costs	28	16	28	23	25	25	26	26	27
Other Professional Fees	-	44	-	-	-	-	-	-	-
Legal Advice	-	-	-	-	-	-	-	-	-
Professional cost	-	44	-	-	-	-	-	-	-

COMMUNICATIONS (cont'd)

(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	01 Apr 19
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Campaigns	135	146	86	75	70	71	72	74	75
Annual Reports	3	(5)	1	2	1	1	1	1	1
Brochures	65	40	49	45	45	45	46	47	48
Meet the HPC events	48	24	69	52	76	77	79	80	82
Market Research	40	34	-	51	45	46	47	48	49
Translations	10	9	1	3	3	3	3	3	3
Public Affairs & Stakeholder	61	59	73	45	44	45	45	46	47
Web	67	43	60	48	65	66	68	69	70
Marketing & Promotions	7	4	2	6	6	6	6	6	6
Conferences & Exhibitions	50	39	41	16	15	15	16	16	16
Media Relations	25	2	12	23	15	15	16	16	16
Internal Communications	45	86	87	87	98	100	102	104	106
Communication costs	556	480	481	454	482	491	501	511	521
Subscriptions	36	-	44	54	52	53	54	56	57
Training	8	18	22	22	20	20	20	21	21
Specific department costs	44	18	66	75	72	73	75	76	78
Total Operating Expenses	1,096	1,047	1,106	1,222	1,283	1,308	1,334	1,359	1,386

Sheet:Departmental expenditure detail

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	01 Apr 19
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Basic Pay-Permanent	148	162	178	216	228	232	237	241	246
Overtime-Permanent	-	-	-	-	-	-	-	-	-
NI ER-Permanent	17	18	20	25	27	28	28	29	30
Pension ER-Permanent	16	22	22	24	27	28	28	29	29
Payroll	181	203	220	264	283	288	293	299	305
Fares	13	5	5	6	9	9	9	9	9
Accommodation	-	-	-	2	7	7	7	7	7
Subsistence & Others	7	4	3	1	2	2	2	2	2
Conferences & Lecturing	3	-	1	1	1	1	1	1	1
Travel and subsistence costs	23	8	8	10	17	17	18	18	18
Council & Committee Fees	3	-	-	-	-	-	-	-	-
Council & Committee Travel	2	-	-	-	-	-	-	-	-
Council costs	5	-	-	-	-	-	-	-	-
Mobile Phone & Blackberry	1	0	0	1	1	1	1	1	1
Printing & Stationery	21	6	7	10	23	23	24	24	25
Room Hire	1	2	2	1	1	1	1	1	1
Postage	-	-	-	-	-	-	-	-	-
Office services costs	23	8	10	11	24	25	25	26	26
Research	25	29	66	121	100	102	104	106	108
Standards of Proficiency	-	9	7	8	4	4	4	4	4
Communication costs	25	38	74	129	104	106	108	110	113
Legal Advice	7	(4)	-	2	4	4	4	4	4
Training	9	4	2	8	9	9	9	9	9
Subscriptions	1	-	1	1	1	1	1	1	1
Specific department costs	17	(0)	3	10	13	14	14	14	14
Total Operating Expenses	274	257	315	425	441	450	459	467	476

PSA LEVY & 405 KENNINGTON PARK ROAD

(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	01 Apr 19
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19	31 Mar 20
	2012	2013	2014	2015	2016	2017	2018	2019	2020
	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast	LT Forecast	LT Forecast
PSA Levy	-	-	-	-	660	1,027	1,082	1,149	1,200
PSA Levy	-	-	-	-	660	1,027	1,082	1,149	1,200
Basic Pay-Fixed Term Contract - 4	-	-	-	-	13	26	27	28	28
Rent and service charge - 4	-	-	-	-	341	683	697	710	725
Business Rates - 4	-	-	-	-	60	122	125	127	130
Cleaning Materials - 4	-	-	-	-	18	37	37	38	39
Electricity - 4	-	-	-	-	55	112	114	117	119
Maintenance Contracts - 4	-	-	-	-	10	20	21	21	22
Repairs & Maintenance incl dilapidations - 4	-	-	-	-	42	86	87	89	91
Security - 4	-	-	-	-	15	31	31	32	32
405 Kennington Park Road costs	-	-	-	-	554	1,117	1,140	1,162	1,186
Total Operating Expenses	-	-	-	-	1,214	2,144	2,222	2,312	2,386

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 1.9% annually on 2015-16 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. Maternity cover and long term sickness cover are not budgeted for.

Non-payroll costs

Non-payroll costs are assumed to inflate by 2% annually on the 2015-16 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

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, multiplied by the applicable fee.

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

All FTP non-payroll case costs are drawn from the FAST FTP model.

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)

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

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.