

Council, 24 September 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 was last approved by Council at the March 2015 meeting. The purpose of updating the Plan at this stage is to enable the Executive to assess the impact of the Registration Transformation and Improvement Project on HCPC's finances.

### **Decision**

Council is asked to discuss 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**

14 September 2015

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

### 1. Background information

- 1.1. The Plan was last reviewed by Council in March 2015, covering the years 2015-16 to 2019-20 (budget and forecast) plus actual data for the years 2011-12 to 2013-14, and the month 9 forecast for 2014-15.
- 1.2. This iteration of the Plan covers the same period, but now includes the expected operating expenditure and cash flow impacts of the Registration Transformation and Improvement Project (“the Project”), as set out in section 2.
- 1.3. The Plan therefore fulfils the financial case within the Project business case; that is, the assessment of the affordability of the Project.
- 1.4. In addition, the 2014-15 figures are now the actual results for that year, and other figures have been updated as detailed in section 3.
- 1.5. The Plan uses the registrant numbers data from the updated Registrant numbers forecast (Agenda item 5, Council meeting 24 September 2015).
- 1.6. The Plan is prepared on a Microsoft Excel workbook built to the FAST<sup>1</sup> 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.

### 2. Impact of the Registration Transformation and Improvement Project

- 2.1. The Plan includes the expected operating expenditure and cash flow impacts of the Registration Transformation and Improvement Project. The amounts included in the Plan are the undiscounted capital expenditure and net operating cost amounts from the preferred option for the Project as set out in more detail in the Project business case (Agenda item 7), plus the depreciation that follows from the capital expenditure. Those amounts have replaced the previously forecast values for spending on the Project over the Plan period.
- 2.2. Registration department costs in the Plan previously included estimated savings in “business as usual” operating costs arising from the Rule changes discussed within the consultation on the fee increase (removing the requirement to issue registration certificates and enabling electronic communication about renewals). Those changes are part of the Project and have been included within the updated savings expected from the Project. The expected savings from the Project have been applied to the relevant departmental budgets (mainly the Registration

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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)

department; also IT and Finance). The Plan does not include any of the non-cash releasing savings of the Project, or any unquantified or non-financial benefits.

### **Cash flow impact of monthly direct debit**

- 2.3. At present, registrants have the option to pay the renewal fee by six monthly direct debit, or to pay the whole fee for the two year renewal cycle in advance, by debit/credit card or cheque. We assume that 80% of registrants pay their fees by direct debit, with the other 20% opting to pay the full two years' fees up front. The direct debit collections take place two months before and four months after the start of each professional year.
- 2.4. Our current cash balances and the approximately matching deferred income liability are a product of the requirement for registrants to pay in advance. The effect of the current payment options and the current split between direct debit and up front payers is that on average over the renewal cycle, about eight months' worth of income is held in advance. If monthly direct debit was not introduced and the current payment options and pattern continued, our cash balance would rise to around £23m by 31 March 2020.
- 2.5. In contrast, if all registrants had **always** paid by monthly direct debit, our only sources of cash would be accumulated reserves and trade creditors. Based on current reserves and fixed asset levels, that would mean we would have no cash and would need loan and overdraft facilities for working capital.
- 2.6. The Plan includes an initial estimate of the cash flow impact that would result from the introduction of monthly direct debit. We have assumed that monthly direct debits would be collected in the month to which they apply, and that monthly direct debit would be rolled out to the professions at the first point at which they respectively renew following completion of the second phase of the Project (the replacement of the core Register functionality).
- 2.7. As expected, modelling the introduction of monthly direct debit in the Plan shows a substantial reduction in cash balances over the two years from the point of introduction until all professions have made the transition. Assuming no change in the current 80/20 split between direct debit and up front payers, we could expect our cash balance to reduce to around £1m by 31 March 2020 and to be eliminated the following year.

### **3. Other changes from the previous iteration of the Plan**

- 3.1. 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. Registrant numbers at 31 March 2015 are now the actual numbers (in the previous iteration we used the 28 February numbers). We have put back by one year the addition of Public Health Specialists to the register, since the necessary legislation has been delayed. And following the report on the regulation of herbal medicines and practitioners in March 2015<sup>2</sup>, which recommended against regulation, we have removed herbal practitioners from the forecast. The net effect of the changes is to slightly increase total registrant numbers, and to increase forecast

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<sup>2</sup> Council May 2015, Agenda item 19

total income in aggregate over the five year period to 31 March 2020 by £0.6m, including an extra £114k in 2015-16.

- 3.2. 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. The FTP assumptions have been reviewed against actual experience in the first four months of 2015-16 and they are still appropriate. The caseload has been updated for the actual caseload at 1 April 2015, which is slightly lower than the forecast caseload previously used. Together with the changes in registrant numbers, the net effect is a net £67k increase in FTP costs over the forecast period.
- 3.3. The budget for the 405 Kennington Road fit out project has been updated. The 2015-16 budget approved in March used initial estimates, but the project initiation process identified further costs that had not been considered within the initial estimate. The budgeted capital expenditure in 2015-16 has increased from £834k to £1,084k. The increased capital expenditure has a knock on effect on depreciation in 2016-17 onwards. The fit out costs will be depreciated over the 6 year period up to the break clause in the lease.
- 3.4. The previous iteration of the Plan showed the (then) proposed lease of 405 Kennington Road as a separate line item below the existing operational cost base on the Income and Expenditure summary. 405 Kennington Road has now been incorporated within operating costs.
- 3.5. The Plan previously assumed that we retain 186 Kennington Park Road in its current unrefurbished state throughout the period, but noted our intention to redevelop 186 KPR in stages. The Registration Transformation and Improvement Project is likely to mean that we do not have sufficient funds or capacity for other large scale projects during the period of the Project. Therefore our current intention is to carry out more limited redecoration of 186 KPR, spending up to £100k a year over the period of the Plan.

#### **4. Other key assumptions** (detailed assumptions are listed at the end of Appendix 2)

- 4.1. We have not yet received the Professional Standards Authority's invoice for the levy for 2015-16, so the levy is still based on the previously indicated rate of £3 per registrant. The charge applies from 1 August 2015 so eight twelfths of the full annual charge is payable in 2015-16. 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.
- 4.2. 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. These assumptions and total salary costs in the model are unchanged from the previous version of the Plan presented in March.

- 4.3. Education department non-payroll costs assume a 2% per annum increase in numbers of approval visits and major change submissions (unchanged from previous version of the Plan).
- 4.4. Partner costs are based on the fee structure agreed by Council in December 2014. The fee rates are unchanged.
- 4.5. Other non-payroll costs are normally based on the 2015-16 budget plus assumed non-pay inflation of 2% each year (unchanged).
- 4.6. 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.

## **5. Sensitivity analysis**

- 5.1. 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.
- 5.2. To test the sensitivity of the income and expenditure totals to the main variables, we change a given variable while leaving all other variables unchanged at their estimated most likely values. The effects are set out in the following table.

### **Registration Project sensitivities**

- 5.3. The Project business case assesses the impact of possible cost and time overruns, and underachievement of benefits. The combined effect of those was modelled as an alternative scenario in the Plan and the results are summarised in the table.
- 5.4. The availability of monthly direct debit may encourage a larger proportion of registrants to choose direct debit rather than paying two years up front. If 90% opted to pay by monthly direct debit, our expected cash balance at 31 March 2020 would be an overdraft of £29k (£1,486k less cash than under the default assumption of 80% paying by direct debit); if 100% opted to pay by monthly direct debit, it would be an overdraft of £819k (£2,276k less).

### **Other sensitivities**

- 5.5. As before, 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. 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.
- 5.6. 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.

- 5.7. 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.
- 5.8. 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. 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.

## **6. Summary and conclusions**

- 6.1. The Registration Project has a significant but manageable impact on HCPC's finances.
- 6.2. The previous iteration of the Plan showed expected reserves at 31 March 2020 of £4,394k and expected cash at the same date of £17,169k. Including the estimated costs, cash releasing benefits and cash flows of the preferred option for the Project, the Plan now shows reserves and cash at 31 March 2020 of £4,708k and £1,457k respectively.
- 6.3. The Plan previously indicated a deficit in 2015-16 of £1,522k followed by a deficit of £452k, then surpluses of £683k, £1,424k and £1,337k. This iteration shows a deficit of £1,233k in 2015-16 (mainly due to increased income) followed by a deficit of £652k, then surpluses of £428k, £1,034k and £1,570k.
- 6.4. The changes are not all attributable to the Project: the 2014-15 actual result was £635k better than forecast, and the updated registration numbers forecast has a net positive effect on income and reserves of £633k in the years from 2015-16 to 2019-20 inclusive. The previous iteration of the Plan included estimates for the capital costs and benefits of the Project. The updated costs and benefits of the Project have the effect of reducing reserves by about £900k by 2020. At that point, more than £1m of the capital costs of the new system will remain to be depreciated, but we would also expect at least a further two years of benefits.
- 6.5. The main impact of the Project will be on HCPC's cash balances, if we introduce monthly direct debit as an option for registrants. The cash flow chart at page 11 of Annex 2 shows the expected cash outflow expected to start from late 2018 and continue for two years until all professions have renewed, shifting from six monthly to monthly direct debits. Based on projected reserve levels, our cash balance would stabilise at around zero<sup>3</sup> so we would require a borrowing facility. A borrowing facility would incur fees and interest charges but we have the power in our legislation to borrow and we would expect to be able to arrange relatively favourable terms.

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<sup>3</sup> We would have approximately £8m of fixed assets financed by £5m of reserves and £3m of trade creditors, hence nil cash

- 6.6. Our current reserves policy requires three months' worth of operating costs to be held in cash. That target would not be sustainable after introducing monthly direct debit and would need to be reconsidered. The objectives of liquidity and sustainability can be achieved via a borrowing facility, so the current reserves policy need not be an absolute barrier to introducing monthly direct debit.
- 6.7. The Plan gives assurance that the HCPC's finances are sustainable including the expected impact of the Registration Project. 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
<p>Registration Project overruns on cost and time, underachieves on benefits</p>	<p>The Plan includes the expected costs and benefits of the preferred option from the Project business case, phased over the expected timescale.</p>	<p>The Project business case assessed the sensitivity of the case to possible cost and time overruns and underachievement of benefits.</p> <p>The combined effect of all the downside risks was input into the Plan as an alternative scenario.</p>	<p>The scenario actually appears to have a positive effect on the results for each year, and reserves and cash balances (£296k more reserves at 31 March 2020; cash balance £20.8m at 31 March 2020), but only because the expenditure including depreciation has been pushed outside the 5 year forecast period, and the switch to monthly direct debit would not be implemented till after the end of the forecast period.</p> <p>The long term effect of the scenario would be to reduce reserves and cash by approximately £1.5m (the difference between the project NPV in the base case, and in the negative alternative scenario). This impact would be serious, but could be absorbed.</p>

Variable	Baseline assumption	Change modeled	Cumulative effect on surplus/deficit over the 4 forecast years £000
Increased takeup of monthly direct debit	<p>80% of registrants pay by direct debit, 20% pay the full 2 years' fees for the professional cycle in advance, by credit card/debit card/cheque.</p> <p>The availability of monthly direct debit may lead to a higher percentage of registrants choosing direct debit</p>	<p><u>Alternative scenarios</u></p> <p>1: From the point at which monthly direct debit becomes available, percentage choosing direct debit increases to 85%</p> <p>2: Percentage choosing direct debit increases to 90%</p>	<p><u>Cum'tive effect on cash balance by 31 March 2020 compared to base case</u></p> <p>1: Reduction of £743k</p> <p>2: Reduction of £1,486k</p>
Registrant numbers	<p>The registrant numbers model forecasts registrant numbers growth averaging 3.1% per annum over the 5 year period, excluding new professions. That forecast growth rate is consistent with the actual rate for the past two years.</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): £3,280k Savings on costs: £859k Cum'tive net loss: £2,229k</p> <p>Loss of income: £5,948k Savings on costs: £1,608k Cum'tive net loss: £4,069k</p>
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 £180k

Variable	Baseline assumption	Change modeled	Cumulative effect on surplus/deficit over the 4 forecast years £000
FTP case costs	We assume FTP complaints received at a rate of 6.5 per thousand registrants per year, or 0.65% (actual rate in 2015-16 to end July is 0.64%)	Additional 0.05% on the complaint rate	An increase to 0.7% adds £1,302k 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	<p>The first stage in the process for FTP complaints received is to assess whether they meet the Standard of Acceptance. Those complaints that do meet the SoA go on to an Investigating Committee Panel.</p> <p>We assume that each month, 11% of the brought forward stock of pre-Investigating Committee Panel complaints received will be closed because they do not meet the SoA.</p> <p>The SoA test is applied by FTP staff and does not normally incur partners' or external legal costs, so maximizing the number of complaints that are properly concluded at this stage minimizes costs.</p>	1% reduction in the pre-ICP closure rate, to 10% of the stock of complaints each month	A reduction to 10% adds £915k in panel costs over the 4 years.
FTP case costs	We assume that of the complaints that pass SoA and reach an Investigating Committee Panel, the panel will decide that there is a case to answer in 52% (actual rate in 2015-16 to end July is 52%)	Additional 5% of complaints have a case to answer	An increase to 57% adds £1,638k 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 average days adds £640k in panel costs over the 4 years.

# Five year plan 2015-2020

Andy Gillies, Finance Director

14 September 2015



## 1.0 Financial Overview

# Financial Overview

Last actuals date

31 Mar 15

## Annual Summary

### INCOME AND EXPENDITURE SUMMARY

	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)									
Income accrued	17,403	20,152	25,141	26,303	27,309	30,380	32,721	33,775	35,109
Grant income	469	1,643	126	186	-	-	-	-	-
Pension income	85	46	-	-	-	-	-	-	-
Investment income, net of tax	92	115	204	117	-	-	-	-	-
<b>Total income</b>	<b>18,049</b>	<b>21,956</b>	<b>25,471</b>	<b>26,606</b>	<b>27,309</b>	<b>30,380</b>	<b>32,721</b>	<b>33,775</b>	<b>35,109</b>
Total payroll costs	(5,813)	(7,167)	(8,343)	(9,481)	(10,526)	(10,726)	(10,927)	(11,135)	(11,346)
Total cost excluding payroll	(11,002)	(12,027)	(14,813)	(16,002)	(16,509)	(18,280)	(19,028)	(19,197)	(19,407)
Total depreciation	(577)	(980)	(1,463)	(578)	(847)	(993)	(1,244)	(1,259)	(1,580)
Exceptional, eg GSCC transfer	(481)	(1,537)	-	-	-	-	-	-	-
<b>Total operating expenses</b>	<b>(17,873)</b>	<b>(21,711)</b>	<b>(24,619)</b>	<b>(26,061)</b>	<b>(27,882)</b>	<b>(29,999)</b>	<b>(31,199)</b>	<b>(31,591)</b>	<b>(32,334)</b>
PSA Levy	-	-	-	-	(660)	(1,033)	(1,093)	(1,151)	(1,205)
<b>Total Expenses</b>	<b>(17,873)</b>	<b>(21,711)</b>	<b>(24,619)</b>	<b>(26,061)</b>	<b>(28,542)</b>	<b>(31,032)</b>	<b>(32,292)</b>	<b>(32,742)</b>	<b>(33,539)</b>
<b>Surplus/(deficit)</b>	<b>176</b>	<b>245</b>	<b>852</b>	<b>545</b>	<b>(1,233)</b>	<b>(652)</b>	<b>428</b>	<b>1,034</b>	<b>1,570</b>

# Financial Overview

Last actuals date

31 Mar 15

## Annual Summary

### BALANCE SHEET

	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)									
Non current assets	4,970	4,556	4,746	5,205	7,063	7,298	7,949	8,179	7,776
Trade & other receivable	520	561	625	758	758	758	758	758	758
Cash & equivalent	8,709	15,584	16,038	18,048	17,374	17,614	18,758	9,270	1,457
<b>Total assets</b>	<b>14,199</b>	<b>20,701</b>	<b>21,409</b>	<b>24,011</b>	<b>25,195</b>	<b>25,670</b>	<b>27,465</b>	<b>18,207</b>	<b>9,991</b>
Other current liabilities	(1,807)	(2,399)	(2,578)	(2,957)	(2,957)	(2,957)	(2,957)	(2,957)	(2,957)
Deferred income	(10,473)	(16,138)	(15,815)	(17,493)	(19,911)	(21,037)	(22,404)	(12,112)	(2,326)
<b>Total liabilities</b>	<b>(12,280)</b>	<b>(18,537)</b>	<b>(18,393)</b>	<b>(20,450)</b>	<b>(22,868)</b>	<b>(23,994)</b>	<b>(25,361)</b>	<b>(15,069)</b>	<b>(5,283)</b>
Reserves	(1,919)	(2,164)	(3,016)	(3,561)	(2,328)	(1,676)	(2,104)	(3,138)	(4,708)
<b>Total assets less liabilities less reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### CASH FLOW

	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)									
Income received	18,548	25,817	24,818	27,715	29,727	31,507	34,088	23,483	25,323
Other receipts	646	1,804	330	303	-	-	-	-	-
<b>Total cash receipts</b>	<b>19,194</b>	<b>27,621</b>	<b>25,148</b>	<b>28,018</b>	<b>29,727</b>	<b>31,507</b>	<b>34,088</b>	<b>23,483</b>	<b>25,323</b>
Cost excl. payroll paid	(11,139)	(11,433)	(14,516)	(15,332)	(17,169)	(19,314)	(20,121)	(20,348)	(20,612)
Payroll cost paid	(5,887)	(7,167)	(8,343)	(9,636)	(10,526)	(10,726)	(10,927)	(11,135)	(11,346)
Other costs	(481)	(1,537)	-	-	-	-	-	-	-
<b>Operating payments</b>	<b>(17,507)</b>	<b>(20,137)</b>	<b>(22,859)</b>	<b>(24,968)</b>	<b>(27,695)</b>	<b>(30,040)</b>	<b>(31,048)</b>	<b>(31,482)</b>	<b>(31,958)</b>
Total capital expenditure	(1,685)	(609)	(1,835)	(1,040)	(2,705)	(1,228)	(1,895)	(1,488)	(1,178)
<b>Total payments</b>	<b>(19,192)</b>	<b>(20,746)</b>	<b>(24,694)</b>	<b>(26,008)</b>	<b>(30,400)</b>	<b>(31,268)</b>	<b>(32,944)</b>	<b>(32,971)</b>	<b>(33,136)</b>
<b>Net cash flow for year</b>	<b>2</b>	<b>6,875</b>	<b>454</b>	<b>2,010</b>	<b>(674)</b>	<b>239</b>	<b>1,144</b>	<b>(9,487)</b>	<b>(7,813)</b>

# Income 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

### INCOME BY PROFESSION

Arts Therapists	258	237	253	273	281	344	373	396	416
Biomedical Scientists	1,784	1,748	1,766	1,797	1,912	2,148	2,210	2,229	2,329
Chiropodists	993	986	985	1,028	1,034	1,141	1,190	1,209	1,217
Clinical Scientists	361	374	389	413	426	453	506	552	610
Dieticians	619	629	661	709	724	821	864	892	915
Hearing Aid Dispensers	135	142	152	170	171	203	225	242	257
Occupational Therapists	2,564	2,605	2,693	2,785	3,107	3,494	3,711	3,699	3,894
Operating Departmental Practitioners	817	838	862	926	978	1,065	1,181	1,216	1,240
Orthoptists	92	100	102	104	108	113	127	135	147
Paramedics	1,278	1,393	1,450	1,608	1,632	1,732	1,939	2,087	2,282
Physiotherapists	3,794	3,792	3,950	4,093	4,102	4,881	5,038	5,157	5,266
Prosthetists & Orthotists	48	73	73	78	81	86	95	102	111
Practitioner Psychologists	1,429	1,619	1,520	1,620	1,720	1,789	2,033	2,130	2,212
Radiographers	2,201	2,171	2,287	2,410	2,399	2,838	2,967	3,024	3,205
Speech & Language Therapists	1,030	1,093	1,124	1,182	1,208	1,275	1,408	1,520	1,658
Social Workers	-	2,352	6,873	7,107	7,426	7,966	8,800	9,130	9,301
<b>Current Professions</b>	<b>17,403</b>	<b>20,152</b>	<b>25,141</b>	<b>26,303</b>	<b>27,309</b>	<b>30,350</b>	<b>32,666</b>	<b>33,719</b>	<b>35,058</b>
Herbal Practitioners	-	-	-	-	-	-	-	-	-
Public Health Specialists	-	-	-	-	-	30	55	56	51
<b>New Professions</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30</b>	<b>55</b>	<b>56</b>	<b>51</b>
<b>Total income by profession</b>	<b>17,403</b>	<b>20,152</b>	<b>25,141</b>	<b>26,303</b>	<b>27,309</b>	<b>30,380</b>	<b>32,721</b>	<b>33,775</b>	<b>35,109</b>

### Income by type

Registration & Renewal Fee (incl Graduates)	15,859	18,225	23,079	24,086	24,948	28,213	30,584	31,842	33,143
Readmission Fee	145	157	198	172	315	358	353	384	411
Grandparenting Fee	50	142	0	0	0	3	5	5	0
UK Scrutiny Fee	582	805	889	880	950	960	914	847	864
International Scrutiny Fee	767	822	974	1,165	1,096	846	865	698	691
<b>Total income by type</b>	<b>17,403</b>	<b>20,152</b>	<b>25,141</b>	<b>26,303</b>	<b>27,309</b>	<b>30,380</b>	<b>32,721</b>	<b>33,775</b>	<b>35,109</b>

# OpEx 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 (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	295	339	348	354	361	367
Chief Executive Department	318	411	427	387	365	372	379	387	394
Communications Department	1,096	1,047	1,106	1,141	1,283	1,308	1,334	1,359	1,386
Education Department	784	841	874	889	1,143	1,184	1,209	1,235	1,261
Facilities Department	840	1,056	1,495	1,470	1,396	1,421	1,447	1,474	1,501
405 Kennington Road	-	-	-	-	554	1,117	1,140	1,162	1,186
Finance Department	654	720	812	775	844	861	877	872	874
Fitness to Practise	7,491	8,460	11,564	12,881	12,959	13,807	14,607	14,902	15,363
Human Resources Department	448	494	656	560	734	748	759	774	789
HR - Partners	405	271	345	461	492	502	512	522	532
Information Technology Department	1,153	1,310	1,466	1,659	1,816	1,784	1,819	1,855	1,891
Major Projects	345	255	186	652	681	892	799	863	737
Operations Department	445	721	592	608	716	727	741	755	769
Policy and Standards Department	274	257	315	382	441	450	459	467	476
Registration Department	1,908	2,534	2,544	3,104	3,024	3,234	3,262	3,083	2,961
Secretariat Department	245	221	275	218	246	251	256	261	266
Depreciation	577	980	1,463	578	847	993	1,244	1,259	1,580
Exceptional costs	481	1,537	-	-	-	-	-	-	-
<b>Total operating expenses</b>	<b>17,873</b>	<b>21,399</b>	<b>24,439</b>	<b>26,061</b>	<b>27,882</b>	<b>29,999</b>	<b>31,199</b>	<b>31,591</b>	<b>32,334</b>

# 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	-	-	337	-	-	-	-	-
Allowance for other major projects, not yet identified -	-	-	-	-	-	250	250	500	600
Domino to Exchange Migration - MP	-	-	-	6	15	-	-	-	-
Education System Build - MP	-	22	96	101	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	-	-	-	48	-	-	-	-	-
HR & Partners Phase 2 - MP	-	24	-	0	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	-	-	-	63	140	8	-	-	-
Registrations Process and Systems Review Phase 1	-	117	-	22	38	-	-	-	-
Registrations Process and Systems Build - MP	-	-	-	-	164	415	218	249	74
Registrations Systems Changes - MP	-	-	-	-	-	-	-	-	-
Revalidation Project - MP	-	-	-	43	-	-	-	-	-
SAGE & PRS Upgrade - MP	-	-	-	24	-	-	-	-	-
Stakeholder Contact Management System - MP	-	-	-	-	24	-	-	-	-
Telephone Credit Card Automation and Hosting Char	-	-	-	-	7	-	-	-	-
Name Change - MP	5	-	-	-	-	-	-	-	-
Web Deployment - MP	-	48	15	-	-	-	-	-	-
<b>Major Projects operating expenditure</b>	<b>345</b>	<b>255</b>	<b>186</b>	<b>652</b>	<b>681</b>	<b>892</b>	<b>799</b>	<b>863</b>	<b>737</b>

# 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
<b>Major Projects capital expenditure</b>									
186 Kennington Park Road	1,022	83	895	-	-	100	100	100	100
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	-	-	-	-	345	575	1,198	492	253
Registrations system changes	-	-	-	-	-	87	-	-	-
SAGE & PRS upgrade	-	-	-	79	7	-	-	-	-
Stakeholder Contact management system	-	-	-	12	138	-	-	-	-
Telephone credit card automation and hosting chang	-	-	-	-	89	-	-	-	-
<b>Major Projects capital expenditure</b>	<b>1,619</b>	<b>214</b>	<b>1,421</b>	<b>842</b>	<b>1,470</b>	<b>1,015</b>	<b>1,731</b>	<b>1,323</b>	<b>1,013</b>

# Major Projects Summary

Last actuals date **31 Mar 15**

## Major Projects total 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 - MP	1,026	83	895	337	-	100	100	100	100
Allowance for other major projects, not yet identified -	-	-	-	4	-	300	500	850	1,100
Domino to Exchange Migration - MP	-	-	-	143	69	-	-	-	-
Education System Build - MP	56	54	366	487	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	49	-	-	-	-	-
HR & Partners Phase 2 - MP	-	24	-	90	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	-	-	-	63	258	8	-	-	-
Registrations Process and Systems Review Phase 1	-	117	-	134	105	-	-	-	-
Registrations Process and Systems Build - MP	-	-	-	-	509	990	1,416	742	327
Registrations Systems Changes - MP	-	-	-	-	-	87	-	-	-
Revalidation Project - MP	-	-	-	43	-	-	-	-	-
SAGE & PRS Upgrade - MP	-	-	-	103	7	-	-	-	-
Stakeholder Contact Management System - MP	-	-	-	12	162	-	-	-	-
Telephone Credit Card Automation and Hosting Char	-	-	-	-	96	-	-	-	-
Name Change - MP	5	-	-	-	-	-	-	-	-
Web Deployment - MP	-	48	15	-	-	-	-	-	-
<b>Major Projects - total</b>	<b>1,964</b>	<b>469</b>	<b>1,607</b>	<b>1,494</b>	<b>2,151</b>	<b>1,908</b>	<b>2,531</b>	<b>2,186</b>	<b>1,750</b>

# Capex & Depr'n Summary

Last actuals date

31 Mar 15

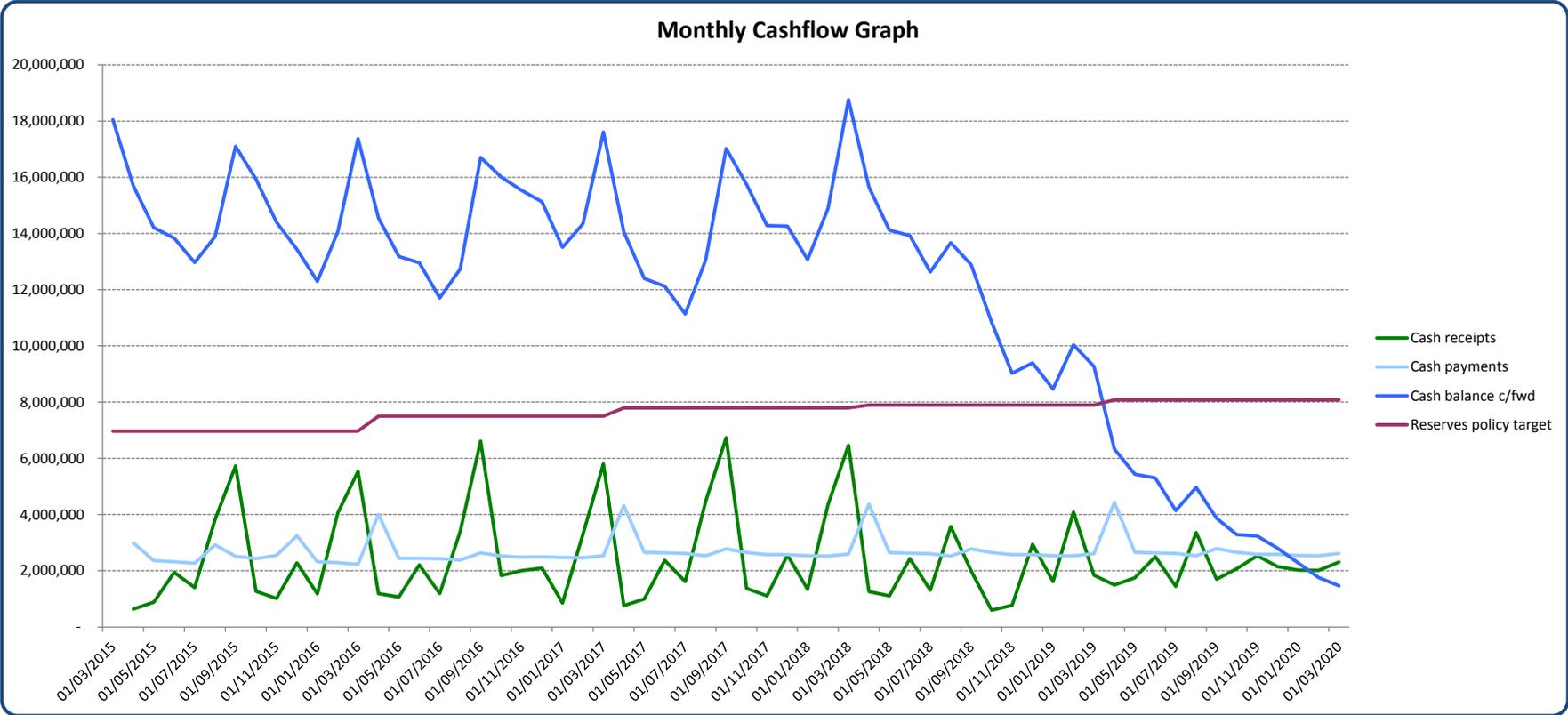
## Annual Summary

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
<b>Major Projects capital expenditure</b>	1,619	214	1,421	842	1,470	1,015	1,731	1,323	1,013
Addition to freehold building	-	97	3	-	-	-	-	-	-
Additions to Leasehold improvements	-	-	77	-	1,084	-	-	-	-
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	-	-	-	-	-	-	-	-	-
<b>Other capital expenditure</b>	66	395	415	46	1,235	213	164	165	165
<b>Capital expenditure - total</b>	1,685	609	1,835	888	2,705	1,228	1,895	1,488	1,178
<b>Depreciation</b>									
Freehold building - total depreciation	32	30	28	31	32	32	86	132	132
Leasehold improvements - total depreciation	-	-	15	-	84	200	200	185	181
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	862	824	1,150
<b>Depreciation - total</b>	660	855	720	767	847	993	1,244	1,259	1,580

# Monthly Cashflow Graph



## Ratios

Last actuals date

31 Mar 15

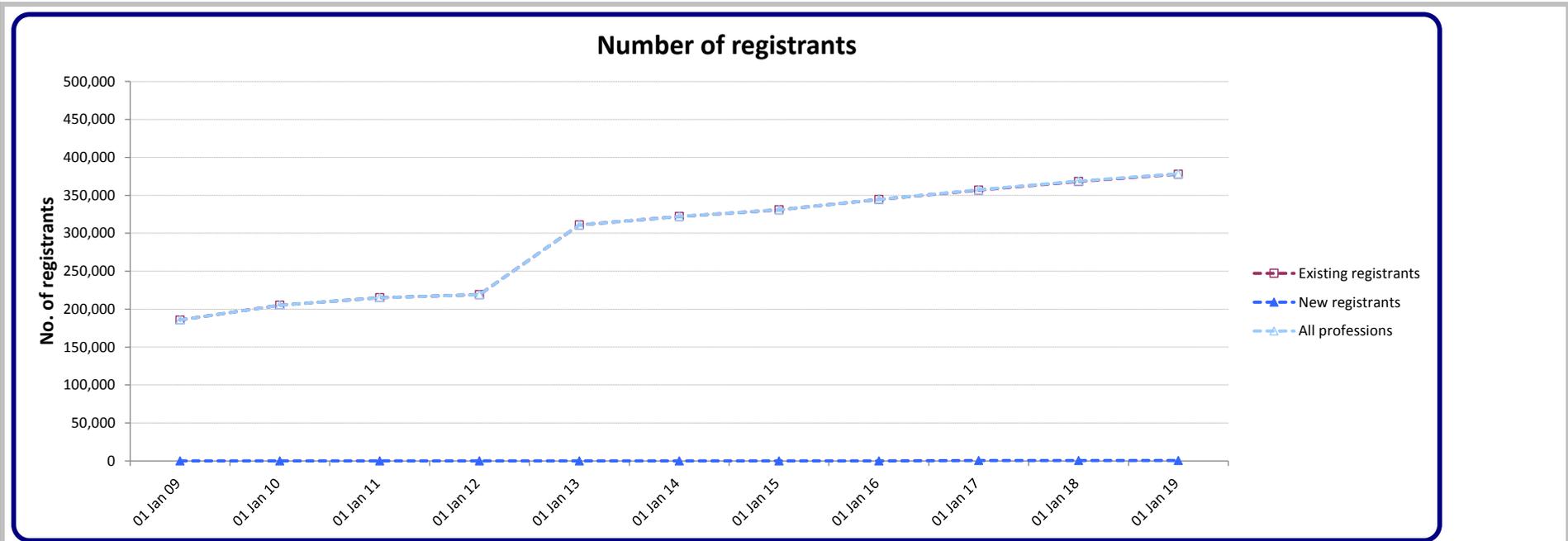
## Annual Summary

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	£ 79.49	£ 79.27	£ 85.02	£ 88.74	£ 89.26	£ 90.71
Average operating costs per registrant	£ 81.55	£ 69.82	£ 76.45	£ 78.76	£ 80.94	£ 83.96	£ 84.61	£ 83.48	£ 83.54
Wages costs per registrant	£ 26.66	£ 23.64	£ 25.87	£ 28.65	£ 30.55	£ 30.02	£ 29.63	£ 29.43	£ 29.31
Capital costs per registrant	£ 7.69	£ 1.96	£ 5.70	£ 2.68	£ 7.85	£ 3.44	£ 5.14	£ 3.93	£ 3.04
Reserves per registrant	£ 8.76	£ 6.96	£ 9.37	£ 10.76	£ 6.76	£ 4.69	£ 5.71	£ 8.29	£ 12.16
No of registrants per employee	1,471	1,737	1,643	1,421	1,436	1,490	1,537	1,578	1,614
Registration department costs per registrant	£ 8.71	£ 8.15	£ 7.90	£ 9.38	£ 8.78	£ 9.05	£ 8.85	£ 8.15	£ 7.65
FTP department costs per case	£ 15.74	£ 14.97	£ 16.66	£ 19.61	£ 19.81	£ 19.31	£ 18.88	£ 19.35	£ 19.52
FTP cases per FTP department employee	11.1	9.0	9.6	7.5	7.1	7.8	8.5	8.4	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	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	3,620	3,915	4,153	4,415	4,617	4,849
BS	22,381	21,894	22,627	21,886	22,402	21,901	22,640	23,119	23,768	24,126	24,674	24,927
CH	12,581	12,897	12,734	13,005	12,754	13,031	12,911	13,167	13,272	13,491	13,558	13,745
CS	4,405	4,444	4,621	4,665	4,847	4,930	5,296	5,584	5,903	6,142	6,422	6,619
DT	6,700	7,160	7,322	7,782	7,890	8,372	8,528	8,947	9,244	9,603	9,838	10,144
HAD	-	-	1,587	1,722	1,806	2,010	2,151	2,366	2,544	2,733	2,884	3,051
OT	30,122	30,351	32,126	31,946	33,717	34,145	36,128	37,309	38,748	39,697	40,943	41,689
ODP	9,587	10,085	10,313	10,929	11,246	11,881	12,182	12,675	13,011	13,446	13,720	14,103
OR	1,278	1,260	1,303	1,286	1,329	1,316	1,379	1,421	1,473	1,507	1,552	1,580
PA	15,019	15,766	16,782	17,913	19,373	20,100	21,185	22,018	22,994	23,674	24,523	25,068
PH	42,676	44,651	45,002	46,516	46,842	48,908	49,685	51,736	53,100	54,828	55,863	57,315
PO	877	869	901	893	936	948	1,011	1,050	1,095	1,127	1,167	1,192
PYL	-	15,583	17,165	17,845	19,341	19,908	20,996	21,735	22,621	23,220	23,990	24,466
RA	25,318	25,195	26,615	26,480	27,820	28,058	29,786	30,943	32,294	33,220	34,378	35,104
SL	12,169	12,371	13,086	13,173	14,033	14,129	14,992	15,608	16,323	16,823	17,442	17,841
SW	-	-	-	-	83,421	88,949	88,397	92,904	96,238	100,123	102,276	104,794
<b>Existing professions</b>	<b>185,689</b>	<b>205,311</b>	<b>215,083</b>	<b>219,162</b>	<b>310,942</b>	<b>322,037</b>	<b>330,887</b>	<b>344,496</b>	<b>356,780</b>	<b>368,177</b>	<b>377,846</b>	<b>386,486</b>
HMTCM	-	-	-	-	-	-	-	-	-	-	-	-
PHS	-	-	-	-	-	-	-	-	535	550	554	559
<b>New professions</b>	<b>-</b>	<b>-</b>	<b>535</b>	<b>550</b>	<b>554</b>	<b>559</b>						
<b>All professions</b>	<b>185,689</b>	<b>205,311</b>	<b>215,083</b>	<b>219,162</b>	<b>310,942</b>	<b>322,037</b>	<b>330,887</b>	<b>344,496</b>	<b>357,315</b>	<b>368,727</b>	<b>378,400</b>	<b>387,045</b>



**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

## Drivers - Fees

Financial year ending date - annual  
 Model timeline label  
 Financial year ending  
 Model column counter

Errors  
 No Alerts  
 Changes  
 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				
		2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>FEEES</b>										
<b>Registrant Fees</b>										
	Graduate scrutiny - fees	GBP	53	53	53	56	61	63	63	69
	Readmission - fees	GBP	115	115	115	120	130	135	135	149
	Renewal	GBP	76	76	76	80	90	90	90	96
	International scrutiny - fees	GBP	420	420	420	440	477	495	495	545
	Grandparenting scrutiny - fees	GBP	420	420	420	440	477	495	495	545
<b>Partner fees (per day or per case)</b>										
	Council and Committee members	GBP	310	310	310	320	326	333	340	354
	Panel members	GBP	180	180	180	180	190	194	198	206
	Visitors	GBP	180	180	180	190	194	198	202	210
	Panel chair	GBP	310	310	310	310	320	326	333	347
	Legal assessor	GBP	580	580	580	580	590	602	614	639
<b>Per case</b>										
	Assessors - international	GBP	72	72	72	75	77	79	81	85
	Assessors - grandparenting	GBP	72	72	72	75	77	79	81	85
	Assessors - CPD	GBP	20	20	20	20	20	20	20	20
	Assessors - annual monitoring & major / minor change	GBP	72	72	72	75	77	79	81	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				
		2012	2013	2014	2015	2016	2017	2018	2019	2020
<b>OPERATIONAL EVENTS</b>										
<b>Fitness to Practise</b>										
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	-	-	-	2.75	2.75	2.75	2.75	2.75	2.75
FTP cases heard	#	476	565	694	657	654	715	774	770	787
<b>Education</b>										
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
<b>Escalation drivers</b>										
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				
Financial year ending	2012	2013	2014	2015	2016	2017	2018	2019	2020
Model column counter									
[Start of range]									
<b>EMPLOYEE NUMBERS</b>									
<b>Full Time Equivalents (not Headcount)</b>									
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
<b>Total Full Time Equivalents (not Headcount)</b>	<b>149</b>	<b>179</b>	<b>196</b>	<b>233</b>	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>	<b>240</b>
<b>Change In Year</b>									
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	-	-	-	-	-	-
<b>Total Full Time Equivalents Change (not Headcount)</b>	<b>6</b>	<b>30</b>	<b>17</b>	<b>37</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 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	69	59	60	61	62	64
Chair Fares & Subsistence	17	16	16	11	15	15	16	16	16
Conferences	3	1	3	5	6	6	6	6	6
Taxation	-	-	-	-	10	10	11	11	11
<b>Chair fees</b>	<b>67</b>	<b>73</b>	<b>82</b>	<b>86</b>	<b>90</b>	<b>92</b>	<b>94</b>	<b>96</b>	<b>98</b>
Mobile Phone & Blackberry	2	1	1	0	1	1	1	1	1
Internet/3G	-	0	0	0	-	-	-	-	-
Other Professional Fees	3	-	8	-	-	-	-	-	-
<b>Office services costs</b>	<b>5</b>	<b>1</b>	<b>8</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
Conferences	5	1	1	1	3	3	3	3	3
Council & Committee Members' Fees	122	63	108	87	99	102	104	106	108
Council & Committee Members' T&S	-	44	73	42	63	64	65	67	68
Council & Committee Training	55	0	3	1	5	5	5	5	5
Taxation	16	16	10	35	50	51	52	53	54
Appointments	25	(8)	33	36	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
<b>Council fees</b>	<b>337</b>	<b>210</b>	<b>230</b>	<b>209</b>	<b>248</b>	<b>255</b>	<b>260</b>	<b>264</b>	<b>269</b>
<b>Total Operating Expenses</b>	<b>409</b>	<b>284</b>	<b>321</b>	<b>295</b>	<b>339</b>	<b>348</b>	<b>354</b>	<b>361</b>	<b>367</b>

**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	200	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
<b>Payroll</b>	<b>244</b>	<b>273</b>	<b>253</b>	<b>262</b>	<b>278</b>	<b>283</b>	<b>289</b>	<b>294</b>	<b>300</b>
Fares	15	24	25	21	10	10	10	11	11
Accommodation	-	-	-	4	3	3	3	3	3
Subsistence & Others	6	-	12	2	2	2	2	2	2
Conferences & Lecturing	1	-	1	3	3	3	3	3	3
Entertaining Chief Executive	4	-	1	3	4	4	4	4	4
<b>Travel and subsistence costs</b>	<b>26</b>	<b>24</b>	<b>40</b>	<b>33</b>	<b>21</b>	<b>22</b>	<b>22</b>	<b>23</b>	<b>23</b>
Printing & Stationery	1	2	5	0	-	-	-	-	-
<b>Office services costs</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Mobile Phone & Blackberry	1	1	1	1	1	1	1	1	1
Internet/3G	0	0	0	0	-	-	-	-	-
Other Professional Fees	-	(0)	23	2	10	10	10	11	11
Subscriptions	3	-	1	1	2	2	2	2	2
Training	5	4	-	3	2	2	2	2	2
Legal Advice	30	97	91	59	30	31	31	32	32
EMT Training	8	10	13	25	21	21	22	22	23
<b>Specific department costs</b>	<b>48</b>	<b>111</b>	<b>129</b>	<b>91</b>	<b>66</b>	<b>67</b>	<b>68</b>	<b>70</b>	<b>71</b>
<b>Total Operating Expenses</b>	<b>318</b>	<b>411</b>	<b>427</b>	<b>387</b>	<b>365</b>	<b>372</b>	<b>379</b>	<b>387</b>	<b>394</b>

**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	534	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	1	17	18	18	18	19
<b>Payroll</b>	<b>524</b>	<b>635</b>	<b>633</b>	<b>642</b>	<b>875</b>	<b>892</b>	<b>909</b>	<b>926</b>	<b>944</b>
Fares	18	17	14	11	12	12	12	12	13
Accommodation	-	-	-	18	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
<b>Travel and subsistence costs</b>	<b>40</b>	<b>31</b>	<b>29</b>	<b>35</b>	<b>31</b>	<b>32</b>	<b>33</b>	<b>33</b>	<b>34</b>
Printing & Stationery	14	16	8	12	1	2	2	2	2
Room Hire	5	5	-	0	2	2	2	2	2
Publications	3	0	0	-	20	20	21	21	22
Catering	2	2	1	1	1	1	1	1	1
<b>Office services costs</b>	<b>24</b>	<b>23</b>	<b>9</b>	<b>12</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>27</b>
Small Project Costs	-	-	1	-	10	10	10	11	11
Approvals (fees)	138	91	71	67	51	47	49	51	53
Annual Monitoring (fees)	19	20	15	9	23	30	30	31	32
Major Change (fees)	11	13	10	16	16	19	20	21	21
Approvals - Travel & Subsistence	5	-	67	-	65	45	47	49	51
Annual Monitoring - Travel & Subsistence	-	-	18	66	-	36	37	38	39
Concerns (fees)	-	-	-	0	0	1	1	1	1
<b>Partners costs</b>	<b>172</b>	<b>124</b>	<b>180</b>	<b>159</b>	<b>166</b>	<b>188</b>	<b>194</b>	<b>201</b>	<b>207</b>
Mobile Phone & Blackberry	2	2	5	5	5	5	5	5	5
Subscriptions	-	-	-	1	1	1	1	1	1
Training	19	26	17	33	38	38	39	40	41
Legal Advice	1	-	-	3	2	2	2	3	3
<b>Specific department costs</b>	<b>23</b>	<b>29</b>	<b>22</b>	<b>42</b>	<b>45</b>	<b>46</b>	<b>47</b>	<b>48</b>	<b>49</b>
<b>Total Operating Expenses</b>	<b>784</b>	<b>841</b>	<b>874</b>	<b>889</b>	<b>1,143</b>	<b>1,184</b>	<b>1,209</b>	<b>1,235</b>	<b>1,261</b>

**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	143	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	-	-	-	-	-	-	-	-	-
<b>Payroll</b>	<b>154</b>	<b>164</b>	<b>223</b>	<b>170</b>	<b>199</b>	<b>202</b>	<b>206</b>	<b>210</b>	<b>214</b>
Fares	1	18	3	3	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
<b>Travel and subsistence costs</b>	<b>5</b>	<b>18</b>	<b>5</b>	<b>4</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
Printing & Stationery	28	31	24	9	8	9	9	9	9
Postage	-	-	-	-	-	-	-	-	-
<b>Office services costs</b>	<b>28</b>	<b>31</b>	<b>24</b>	<b>9</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>
Mobile Phone & Blackberry	0	0	1	1	2	2	2	2	2
Other Professional Fees	0	0	0	3	-	-	-	-	-
Training	8	6	11	10	8	8	8	8	9
Legal Advice	49	2	10	21	24	24	25	25	26
Small Project Costs	-	-	-	-	-	-	-	-	-
<b>Specific department costs</b>	<b>58</b>	<b>9</b>	<b>22</b>	<b>35</b>	<b>34</b>	<b>34</b>	<b>35</b>	<b>36</b>	<b>37</b>
<b>Total Operating Expenses</b>	<b>245</b>	<b>221</b>	<b>275</b>	<b>218</b>	<b>246</b>	<b>251</b>	<b>256</b>	<b>261</b>	<b>266</b>

**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	1,258	1,413	1,439	1,467	1,495	1,523
Overtime-Permanent	24	38	55	41	61	62	63	64	66
NI ER-Permanent	91	95	107	131	170	173	176	179	183
Pension ER-Permanent	45	53	58	72	109	111	113	116	118
Temporary Staff	15	303	52	189	-	-	-	-	-
Basic Pay-Fixed Term Contract	-	59	102	78	118	120	122	124	127
Overtime-Fixed Term Contract	-	0	4	4	-	-	-	-	-
NI ER-Fixed Term Contract	-	5	9	8	14	14	15	15	15
Pension ER-Fixed Term Contract	-	-	-	1	7	7	7	7	8
<b>Payroll</b>	<b>1,099</b>	<b>1,470</b>	<b>1,410</b>	<b>1,781</b>	<b>1,891</b>	<b>1,927</b>	<b>1,964</b>	<b>2,001</b>	<b>2,039</b>
Fares	4	2	8	2	3	3	4	4	4
Accommodation	-	-	-	2	-	-	-	-	-
Subsistence & Others	3	5	5	1	5	5	5	5	5
Conferences & Lecturing	4	2	2	1	4	4	4	4	4
<b>Travel and subsistence costs</b>	<b>11</b>	<b>9</b>	<b>15</b>	<b>5</b>	<b>12</b>	<b>12</b>	<b>13</b>	<b>13</b>	<b>13</b>
Printing & Stationery	382	528	357	377	305	311	317	114	(34)
Room Hire	0	-	-	-	-	-	-	-	-
Postage	-	-	200	230	271	276	282	288	293
<b>Office services costs</b>	<b>382</b>	<b>528</b>	<b>558</b>	<b>607</b>	<b>576</b>	<b>587</b>	<b>599</b>	<b>401</b>	<b>259</b>
International Assessors Fees	133	324	324	413	260	371	343	316	291
Grandparenting Assessments	49	51	(1)	0	2	-	-	-	-
CPD Assessments	167	81	119	175	142	178	184	189	193
Test of Competence & Aptitude Test	13	10	10	6	16	28	28	28	28
CPD Travel & Subsistence	-	-	17	27	43	44	45	46	47
Small Project Costs	-	-	2	2	6	6	6	6	6
<b>Partners costs</b>	<b>362</b>	<b>466</b>	<b>471</b>	<b>623</b>	<b>468</b>	<b>628</b>	<b>607</b>	<b>586</b>	<b>566</b>

**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	4	4	4	4	4	4
Internet/3G	0	0	0	0	-	-	-	-	-
Other Professional Fees	1	0	3	-	-	-	-	-	-
Subscriptions	7	17	14	11	7	7	7	7	7
Training	42	42	42	67	66	68	69	71	72
Legal Advice	4	-	27	6	-	-	-	-	-
<b>Specific department costs</b>	<b>54</b>	<b>61</b>	<b>89</b>	<b>87</b>	<b>77</b>	<b>79</b>	<b>80</b>	<b>82</b>	<b>84</b>
Total Operating Expenses	1,908	2,534	2,544	3,104	3,024	3,234	3,262	3,083	2,961

**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	466	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	-	-	-	-	-	-
<b>Payroll</b>	<b>319</b>	<b>413</b>	<b>500</b>	<b>565</b>	<b>635</b>	<b>647</b>	<b>659</b>	<b>671</b>	<b>684</b>
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
<b>Travel and subsistence costs</b>	<b>4</b>	<b>3</b>	<b>11</b>	<b>3</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Printing & Stationery	-	0	3	1	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>	<b>1</b>
Hardware <£1000	14	60	82	83	28	-	-	-	-
Hardware Maintenance	34	44	43	56	113	115	117	120	122
General Software Support & Maintenance	146	191	200	284	289	306	312	318	324
NetRegulate Support and Maintenance	177	171	185	176	206	160	163	166	170
Managed Web/Internet Services	346	307	289	338	374	381	389	397	404
IT Consumables	5	4	14	6	4	4	4	4	4
Offsite Tape Data Archive	1	1	-	1	2	2	2	2	2
IT Hardware Disposals	-	45	-	-	2	2	2	2	2
Specialist External Support IT	12	13	26	9	12	12	12	13	13
<b>Computer services</b>	<b>736</b>	<b>837</b>	<b>839</b>	<b>953</b>	<b>1,029</b>	<b>981</b>	<b>1,001</b>	<b>1,021</b>	<b>1,041</b>
Small Project Costs	26	8	54	85	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	18	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
<b>Specific department costs</b>	<b>95</b>	<b>58</b>	<b>112</b>	<b>135</b>	<b>148</b>	<b>151</b>	<b>154</b>	<b>157</b>	<b>161</b>
<b>Total Operating Expenses</b>	<b>1,153</b>	<b>1,310</b>	<b>1,466</b>	<b>1,659</b>	<b>1,816</b>	<b>1,784</b>	<b>1,819</b>	<b>1,855</b>	<b>1,891</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	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	289	334	338	378	460	468	477	486	495
NI ER-Permanent	34	39	38	44	55	56	57	58	59
Pension ER-Permanent	24	41	37	35	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	-	-	-	-	-	-	-
<b>Payroll</b>	<b>347</b>	<b>475</b>	<b>432</b>	<b>458</b>	<b>557</b>	<b>568</b>	<b>579</b>	<b>590</b>	<b>601</b>
Fares	5	3	8	2	4	4	5	5	5
Subsistence & Others	4	-	3	1	3	3	3	3	3
Conferences & Lecturing	1	15	-	2	2	2	2	2	2
<b>Travel and subsistence costs</b>	<b>10</b>	<b>18</b>	<b>11</b>	<b>5</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
Printing & Stationery	0	3	0	6	5	5	5	5	5
Postage	-	-	-	-	-	-	-	-	-
<b>Office services costs</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>6</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>
Small Project Costs	15	7	3	12	25	26	26	27	27
Mobile Phone & Blackberry	1	3	2	3	2	2	2	2	2
Internet/3G	1	1	1	0	0	0	0	1	1
Subscriptions	1	-	2	-	2	2	2	2	2
Training	9	35	12	24	24	24	25	25	26
Legal Advice	15	136	43	29	14	15	15	15	16
Archive Storage	14	19	21	18	22	19	19	19	19
ISO 9001 Certification	15	5	5	7	8	8	8	8	9
ISO 27001 Certification	0	2	43	28	30	31	31	32	32
Disaster Contingency Plan	17	18	17	17	17	17	17	18	18
<b>Specific department costs</b>	<b>88</b>	<b>224</b>	<b>148</b>	<b>140</b>	<b>145</b>	<b>145</b>	<b>147</b>	<b>150</b>	<b>152</b>
<b>Total Operating Expenses</b>	<b>445</b>	<b>721</b>	<b>592</b>	<b>608</b>	<b>716</b>	<b>727</b>	<b>741</b>	<b>755</b>	<b>769</b>

**FINANCE**

(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	292	249	356	366	429	438	446	454	463
Overtime-Permanent	1	2	2	1	2	2	2	2	2
NI ER-Permanent	32	26	38	41	52	53	54	55	56
Pension ER-Permanent	25	12	14	24	35	36	36	37	38
Temporary Staff	18	119	129	107	6	6	6	6	6
Basic Pay-Fixed Term Contract	-	2	-	20	4	4	4	4	4
Overtime-Fixed Term Contract	-	-	-	0	-	-	-	-	-
NI ER-Fixed Term Contract	-	0	-	2	0	0	1	1	1
Pension ER-Fixed Term Contract	-	-	-	0	0	0	0	0	0
<b>Payroll</b>	<b>368</b>	<b>410</b>	<b>538</b>	<b>561</b>	<b>529</b>	<b>539</b>	<b>549</b>	<b>559</b>	<b>570</b>
Fares	2	0	1	0	-	-	-	-	-
Subsistence & Others	1	-	-	1	2	2	2	2	2
<b>Travel and subsistence costs</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Printing & Stationery	5	8	13	20	24	24	25	25	26
Room Hire	3	0	1	0	1	1	1	1	1
Postage	-	-	4	1	-	-	-	-	-
Couriers	2	1	1	1	1	1	1	1	1
<b>Office services costs</b>	<b>10</b>	<b>10</b>	<b>18</b>	<b>22</b>	<b>26</b>	<b>26</b>	<b>27</b>	<b>27</b>	<b>28</b>
Small Project Costs	5	16	3	2	10	10	10	11	11
Other Professional Fees	15	7	22	24	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	5	12	12	12	13	13
Legal Advice	-	-	-	-	10	10	10	11	11
Internal Audit	25	27	24	23	46	47	48	49	50
External Audit Fees	36	42	39	39	39	40	41	41	42
Bank Charges	39	109	103	98	98	100	102	82	68
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
<b>Specific department costs</b>	<b>273</b>	<b>614</b>	<b>254</b>	<b>190</b>	<b>289</b>	<b>294</b>	<b>300</b>	<b>284</b>	<b>274</b>
<b>Total Operating Expenses</b>	<b>654</b>	<b>1,033</b>	<b>812</b>	<b>775</b>	<b>844</b>	<b>861</b>	<b>877</b>	<b>872</b>	<b>874</b>

**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	146	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	-	-	2	1	1	1	1	1
Basic Pay-Fixed Term Contract	-	-	-	14	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
<b>Payroll</b>	<b>202</b>	<b>179</b>	<b>182</b>	<b>201</b>	<b>235</b>	<b>239</b>	<b>244</b>	<b>248</b>	<b>253</b>
Fares	3	2	4	1	-	-	-	-	-
Subsistence & Others	2	-	-	0	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>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Business Rates	116	122	64	118	120	122	125	127	130
Water	3	-	-	2	3	3	3	3	3
Electricity	52	37	44	53	78	80	81	83	84
Gas	9	4	19	22	21	21	22	22	23
Cleaning Materials	-	9	27	16	17	17	18	18	18
Cleaning Materials	-	-	-	-	-	-	-	-	-
Cleaning Contractors	60	42	51	80	87	89	91	92	94
Cleaning-33 Stannary Street	-	12	7	6	8	9	9	9	9
Waste Disposal	21	-	-	11	21	21	22	22	23
Waste Disposal	-	1	4	3	3	3	3	3	3
Repairs & Maintenance	32	59	185	134	150	153	156	159	162
Repairs&Maintenance-33 Stannary Street	-	10	10	12	8	8	8	8	9
Maintenance Contracts	21	23	28	62	48	49	50	51	52
Security	21	-	180	51	28	29	29	30	30
Security-33 Stannary Street	-	0	4	5	-	-	-	-	-
Building Refurbishment	32	63	192	59	36	37	37	38	39
<b>Property costs</b>	<b>367</b>	<b>381</b>	<b>814</b>	<b>635</b>	<b>629</b>	<b>641</b>	<b>654</b>	<b>667</b>	<b>680</b>

**FACILITIES (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
Mobile Phone & Blackberry	-	0	1	1	1	1	1	1	1
Printing & Stationery	42	61	78	55	60	61	62	64	65
Room Hire	49	26	-	-	-	-	-	-	-
Photocopying	10	11	14	14	-	-	-	-	-
Postage	90	160	156	201	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	10	18	18	19	19	19
Catering	20	36	37	46	45	46	47	48	49
Other Office Services	20	21	27	28	20	20	21	21	22
Office Equipment Disposals	-	-	-	2	-	-	-	-	-
<b>Office services costs</b>	<b>255</b>	<b>345</b>	<b>471</b>	<b>406</b>	<b>328</b>	<b>334</b>	<b>341</b>	<b>348</b>	<b>355</b>
Other Professional Fees	-	0	8	12	-	-	-	-	-
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
<b>Specific department costs</b>	<b>11</b>	<b>11</b>	<b>23</b>	<b>38</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>31</b>	<b>31</b>
Rent-33 Stannary Street	-	82	118	118	110	110	110	110	110
Service Charge-33 Stannary Street	-	2	8	7	12	12	12	13	13
Business Rates-33 Stannary Street	-	31	36	37	37	38	38	39	40
Water-33 Stannary Street	-	2	2	2	1	1	1	1	1
Electricity-33 Stannary Street	-	15	16	21	12	12	12	13	13
Gas-33 Stannary Street	-	5	2	3	4	4	4	4	4
Insurance-33 Stannary Street	-	-	-	-	-	-	-	-	-
<b>Additional office space</b>	<b>-</b>	<b>138</b>	<b>183</b>	<b>188</b>	<b>176</b>	<b>177</b>	<b>179</b>	<b>180</b>	<b>181</b>
<b>Total Operating Expenses</b>	<b>840</b>	<b>1,056</b>	<b>1,675</b>	<b>1,470</b>	<b>1,396</b>	<b>1,421</b>	<b>1,447</b>	<b>1,474</b>	<b>1,501</b>

**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	2,638	3,062	3,120	3,180	3,240	3,302
Overtime-Permanent	10	2	27	9	-	-	-	-	-
NI ER-Permanent	139	191	245	278	368	375	382	390	397
Pension ER-Permanent	41	64	80	132	209	213	217	221	225
Temporary Staff	29	32	198	326	40	41	42	42	43
Basic Pay-Fixed Term Contract	-	35	55	55	42	43	43	44	45
NI ER-Fixed Term Contract	-	4	5	7	5	5	5	5	5
Pension ER-Fixed Term Contract	-	74	-	1	3	3	3	3	3
<b>Payroll</b>	<b>1,526</b>	<b>2,214</b>	<b>2,888</b>	<b>3,445</b>	<b>3,729</b>	<b>3,800</b>	<b>3,872</b>	<b>3,945</b>	<b>4,020</b>
Fare & Subsistence	54	0	88	85	67	55	61	62	64
Conferences & Lecturing	-	1	1	4	-	-	-	-	-
<b>Travel and subsistence costs</b>	<b>54</b>	<b>1</b>	<b>89</b>	<b>88</b>	<b>67</b>	<b>55</b>	<b>61</b>	<b>62</b>	<b>64</b>
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	240	200	211	223	228	237
Room Hire	175	131	218	249	214	245	271	269	276
Postage	-	-	2	8	-	-	-	-	-
Catering	37	50	74	61	67	64	71	70	72
Video Conferencing	-	4	-	0	-	-	-	-	-
<b>Office services costs</b>	<b>309</b>	<b>327</b>	<b>448</b>	<b>566</b>	<b>489</b>	<b>528</b>	<b>572</b>	<b>576</b>	<b>593</b>
Panels (Fees)	1,697	1,811	1,687	2,038	2,044	2,068	2,330	2,365	2,472
Panels (T&S)	-	13	933	907	825	1,220	1,351	1,368	1,422
Registration Appeals (T&S)	29	-	12	2	10	18	18	19	19
Registration Appeals (Fees)	-	-	21	5	22	8	8	8	9
Witness Costs	180	-	231	243	257	265	308	310	325
Security	5	-	-	0	2	2	2	2	2
<b>Partners cost</b>	<b>1,911</b>	<b>1,824</b>	<b>2,884</b>	<b>3,195</b>	<b>3,161</b>	<b>3,582</b>	<b>4,017</b>	<b>4,073</b>	<b>4,249</b>
Annual Reports	11	-	9	11	12	12	12	13	13
Brochures	5	90	-	-	12	12	12	13	13
<b>Communication costs</b>	<b>16</b>	<b>90</b>	<b>9</b>	<b>11</b>	<b>24</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>26</b>

**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	135	81	83	84	86	88
Counselling	2	42	-	-	-	-	-	-	-
Legal Insurance	25	-	51	-	-	-	-	-	-
Other Legal Costs	30	25	22	49	60	61	62	64	65
FTP Preparation and Presentation	2,910	3,089	3,900	3,966	4,109	4,232	4,359	4,490	4,625
Legal Advice	255	388	664	876	582	594	606	618	630
Training	48	71	106	119	86	87	89	91	93
Transcription	373	347	462	428	572	761	859	871	910
<b>Specific department costs</b>	<b>3,675</b>	<b>4,004</b>	<b>5,245</b>	<b>5,575</b>	<b>5,490</b>	<b>5,818</b>	<b>6,060</b>	<b>6,220</b>	<b>6,410</b>
<b>Total Operating Expenses</b>	<b>7,491</b>	<b>8,460</b>	<b>11,564</b>	<b>12,881</b>	<b>12,959</b>	<b>13,807</b>	<b>14,607</b>	<b>14,902</b>	<b>15,363</b>

**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	161	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	121	150	153	153	156	159
Temporary Staff	4	-	-	6	2	2	2	2	2
Payroll Contingency	15	-	23	-	35	36	36	37	38
Basic Pay-Fixed Term Contract	-	25	20	52	8	8	9	9	9
NI ER-Fixed Term Contract	-	1	2	6	1	1	1	1	1
Pension ER-Fixed Term Contract	-	-	-	2	0	0	0	0	0
<b>Payroll</b>	<b>314</b>	<b>333</b>	<b>426</b>	<b>381</b>	<b>506</b>	<b>516</b>	<b>522</b>	<b>532</b>	<b>543</b>
Fares	2	-	0	8	1	1	1	1	1
Accommodation	-	-	-	0	1	1	1	1	1
Subsistence & Others	1	-	0	0	1	1	1	1	1
<b>Travel and subsistence costs</b>	<b>3</b>	<b>-</b>	<b>1</b>	<b>8</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
Mobile Phone & Blackberry	1	1	1	1	1	1	1	1	2
Internet/3G	-	-	-	-	1	1	1	1	1
Printing & Stationery	1	1	1	1	1	1	1	1	1
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>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
Other Professional Fees	14	32	33	35	56	57	58	59	61
Legal Expenses	28	59	90	30	38	39	40	40	41
Subscriptions	1	-	2	2	2	2	2	2	2
Training	5	11	4	17	18	18	19	19	19
Organisational Training	60	41	71	57	79	81	82	84	86
Employee Assistance Programme	10	9	8	13	13	13	13	13	14
Reward Data	11	7	19	16	17	17	18	18	18
<b>Specific department costs</b>	<b>129</b>	<b>159</b>	<b>228</b>	<b>170</b>	<b>223</b>	<b>227</b>	<b>232</b>	<b>236</b>	<b>241</b>
<b>Total Operating Expenses</b>	<b>448</b>	<b>494</b>	<b>656</b>	<b>560</b>	<b>734</b>	<b>748</b>	<b>759</b>	<b>774</b>	<b>789</b>

**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	-	-	-	-	-	-	-
<b>Payroll</b>	<b>138</b>	<b>117</b>	<b>121</b>	<b>132</b>	<b>135</b>	<b>138</b>	<b>141</b>	<b>143</b>	<b>146</b>
Fares	1	0	0	1	1	1	1	1	1
Subsistence & Others	-	-	0	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>	<b>1</b>
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	-	-	2	6	6	6	6	6
<b>Office services costs</b>	<b>6</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>13</b>
Partners Recruitment & Interviews	44	19	18	58	55	56	57	58	60
Partners Training	206	129	123	163	183	186	190	194	198
Partners Training - Travel & Subsistence	-	-	78	92	97	99	101	103	105
<b>Partners costs</b>	<b>250</b>	<b>148</b>	<b>219</b>	<b>313</b>	<b>335</b>	<b>341</b>	<b>348</b>	<b>355</b>	<b>362</b>
Legal Advice	5	1	-	-	5	5	5	5	5
Training	5	3	1	12	5	5	5	5	5
<b>Specific department costs</b>	<b>10</b>	<b>4</b>	<b>1</b>	<b>12</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>
<b>Total Operating Expenses</b>	<b>405</b>	<b>271</b>	<b>345</b>	<b>461</b>	<b>492</b>	<b>502</b>	<b>512</b>	<b>522</b>	<b>532</b>

**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	481	564	575	585	597	608
Overtime-Permanent	1	1	2	2	-	-	-	-	-
NI ER-Permanent	40	42	46	52	68	69	70	72	73
Pension ER-Permanent	22	33	35	34	43	44	45	46	47
Temporary Staff	-	-	3	28	-	-	-	-	-
Basic Pay-Fixed Term Contract	-	-	-	16	-	-	-	-	-
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	-	-	-	3	-	-	-	-	-
Pension ER-Fixed Term Contract	-	-	-	0	-	-	-	-	-
<b>Payroll</b>	<b>427</b>	<b>465</b>	<b>503</b>	<b>615</b>	<b>675</b>	<b>688</b>	<b>701</b>	<b>714</b>	<b>728</b>
Fares	26	13	17	17	14	14	15	15	15
Accommodation	-	-	-	9	11	11	11	12	12
Subsistence & Others	15	11	12	4	5	5	5	5	5
<b>Travel and subsistence costs</b>	<b>41</b>	<b>24</b>	<b>29</b>	<b>29</b>	<b>30</b>	<b>30</b>	<b>31</b>	<b>32</b>	<b>32</b>
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	14	19	19	20	20	21
Internet/3G	-	1	1	0	-	-	-	-	-
<b>Office services costs</b>	<b>28</b>	<b>16</b>	<b>28</b>	<b>21</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>27</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>-</b>

**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	76	70	71	72	74	75
Annual Reports	3	(5)	1	1	1	1	1	1	1
Brochures	65	40	49	42	45	45	46	47	48
Meet the HPC events	48	24	69	40	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	28	44	45	45	46	47
Web	67	43	60	40	65	66	68	69	70
Marketing & Promotions	7	4	2	5	6	6	6	6	6
Conferences & Exhibitions	50	39	41	17	15	15	16	16	16
Media Relations	25	2	12	2	15	15	16	16	16
Internal Communications	45	86	87	92	98	100	102	104	106
<b>Communication costs</b>	<b>556</b>	<b>480</b>	<b>481</b>	<b>396</b>	<b>482</b>	<b>491</b>	<b>501</b>	<b>511</b>	<b>521</b>
Subscriptions	36	-	44	59	52	53	54	56	57
Training	8	18	22	20	20	20	20	21	21
<b>Specific department costs</b>	<b>44</b>	<b>18</b>	<b>66</b>	<b>79</b>	<b>72</b>	<b>73</b>	<b>75</b>	<b>76</b>	<b>78</b>
<b>Total Operating Expenses</b>	<b>1,096</b>	<b>1,047</b>	<b>1,106</b>	<b>1,141</b>	<b>1,283</b>	<b>1,308</b>	<b>1,334</b>	<b>1,359</b>	<b>1,386</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	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	218	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
<b>Payroll</b>	<b>181</b>	<b>203</b>	<b>220</b>	<b>267</b>	<b>283</b>	<b>288</b>	<b>293</b>	<b>299</b>	<b>305</b>
Fares	13	5	5	6	9	9	9	9	9
Accommodation	-	-	-	1	7	7	7	7	7
Subsistence & Others	7	4	3	0	2	2	2	2	2
Conferences & Lecturing	3	-	1	1	1	1	1	1	1
<b>Travel and subsistence costs</b>	<b>23</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>17</b>	<b>17</b>	<b>18</b>	<b>18</b>	<b>18</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>	<b>-</b>
Mobile Phone & Blackberry	1	0	0	1	1	1	1	1	1
Printing & Stationery	21	6	7	8	23	23	24	24	25
Room Hire	1	2	2	1	1	1	1	1	1
Postage	-	-	-	-	-	-	-	-	-
<b>Office services costs</b>	<b>23</b>	<b>8</b>	<b>10</b>	<b>9</b>	<b>24</b>	<b>25</b>	<b>25</b>	<b>26</b>	<b>26</b>
Research	25	29	66	82	100	102	104	106	108
Standards of Proficiency	-	9	7	8	4	4	4	4	4
<b>Communication costs</b>	<b>25</b>	<b>38</b>	<b>74</b>	<b>90</b>	<b>104</b>	<b>106</b>	<b>108</b>	<b>110</b>	<b>113</b>
Legal Advice	7	(4)	-	-	4	4	4	4	4
Training	9	4	2	7	9	9	9	9	9
Subscriptions	1	-	1	1	1	1	1	1	1
<b>Specific department costs</b>	<b>17</b>	<b>(0)</b>	<b>3</b>	<b>8</b>	<b>13</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>
<b>Total Operating Expenses</b>	<b>274</b>	<b>257</b>	<b>315</b>	<b>382</b>	<b>441</b>	<b>450</b>	<b>459</b>	<b>467</b>	<b>476</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 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)									
186 Kennington Park Road	4	-	-	337	-	-	-	-	-
Allowance for other major projects, not yet identified	-	-	-	-	-	250	250	500	600
Domino to Exchange Migration	-	-	-	6	15	-	-	-	-
Education System Build	-	22	96	101	38	-	-	-	-
Education System Changes	8	9	-	-	-	53	54	55	56
Enhancement OF Online Register	9	-	-	-	-	80	-	-	-
Fees Review	-	-	-	-	18	-	-	2	-
Finance Systems Review	-	-	-	-	-	-	20	50	-
FTP Changes	121	-	-	-	2	5	5	5	5
FTP Systems Review	185	-	-	-	-	20	200	-	-
HR & Partners Phase 1	-	-	-	48	-	-	-	-	-
HR & Partners Phase 2	-	24	-	0	135	2	2	2	2
HR & Partners Systems Changes	-	-	76	-	-	-	-	-	-
NetRegulate Changes	8	27	-	(0)	3	-	-	-	-
Online Renewals Review & Change of Payment Prov	5	8	-	8	-	50	50	-	-
Online Services (EDU & FTP Portals) etc	-	-	-	-	-	-	-	-	-
PCI/DSS	-	-	-	-	50	-	-	-	-
Professional Indemnity	-	-	-	1	-	-	-	-	-
Professional Qualifications Directive Implementation	-	-	-	-	46	10	-	-	-
Public Health Specialists	-	-	-	63	140	8	-	-	-
Registrations Process and Systems Review Phase 1	-	117	-	22	38	-	-	-	-
Registrations Process and Systems Build	-	-	-	-	164	415	218	249	74
Registrations Systems Changes	-	-	-	-	-	-	-	-	-
Revalidation Project	-	-	-	43	-	-	-	-	-
SAGE & PRS Upgrade	-	-	-	24	-	-	-	-	-
Stakeholder Contact Management System	-	-	-	-	24	-	-	-	-
Telephone Credit Card Automation and Hosting Char	-	-	-	-	7	-	-	-	-
Name Change	5	-	-	-	-	-	-	-	-
Web Deployment	-	48	15	-	-	-	-	-	-
<b>Major Project costs</b>	<b>345</b>	<b>255</b>	<b>186</b>	<b>652</b>	<b>681</b>	<b>892</b>	<b>799</b>	<b>863</b>	<b>737</b>
Total Operating Expenses	345	255	186	652	681	892	799	863	737

**PSA LEVY & 405 KENNINGTON ROAD**

	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)									
PSA Levy	-	-	-	-	660	1,033	1,093	1,151	1,205
<b>PSA Levy</b>	-	-	-	-	660	1,033	1,093	1,151	1,205
Basic Pay-Fixed Term Contract -	-	-	-	-	13	26	27	28	28
Rent and service charge -	-	-	-	-	341	683	697	710	725
Business Rates -	-	-	-	-	60	122	125	127	130
Cleaning Materials -	-	-	-	-	18	37	37	38	39
Electricity -	-	-	-	-	55	112	114	117	119
Maintenance Contracts -	-	-	-	-	10	20	21	21	22
Repairs & Maintenance incl dilapidations -	-	-	-	-	42	86	87	89	91
Security -	-	-	-	-	15	31	31	32	32
<b>405 Kennington Road costs</b>	-	-	-	-	554	1,117	1,140	1,162	1,186
Total Operating Expenses	-	-	-	-	1,214	2,151	2,233	2,313	2,390

# 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.