

Council, 7 July 2016

Three year plan

Executive summary and recommendations

Introduction

The three 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 also supports Council's approval of the Annual Report and Accounts. In approving the accounts, Council are required to consider whether the HCPC is a going concern; the Plan is part of the information on which that assessment is based.

The plan normally covers a five year period but, because of the uncertainty around the detail and timing of the government's plans to create a new regulator for social workers in England, this iteration of the Plan only covers three future years, to 31 March 2019. The Executive will update the Plan to cover the full five year period when the likely impact on the HCPC of the creation of the new regulator is clearer.

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: Three year plan tables

Date of paper

15 June 2016

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

1. Background information

- 1.1. The Plan was last reviewed by Council in September 2015, covering the years 2015-16 to 2019-20 (budget and forecast) plus actual data for the years 2011-12 to 2014-15.
- 1.2. This iteration of the Plan covers the years 2016-17 to 2018-19 (budget and forecast) plus actual data for the years 2011-12 to 2015-16.
- 1.3. The Plan includes registrant numbers data from the updated Registrant numbers forecast (agenda item 4).
- 1.4. 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.
- 1.5. Grant Thornton reviewed the overall coherence of the Plan model as part of their 2015-16 internal audit programme. Their overall conclusion is that the model is fit for purpose. This provides assurance that the model will correctly calculate income, expenditure and cash flows based on the inputs and assumptions entered. However, as with any model of this sort, the quality of the outputs is dependent on the quality of the inputs.

2. Creation of a new regulator for social workers in England

- 2.1. In January 2016, the government announced its intention to create a new regulator for social workers in England, and provisions to implement that policy were included in the Children and Social Work bill, which is part of the government's legislative programme for the 2016-17 session of Parliament.
- 2.2. The transfer of social workers would have a major operational and financial impact on HCPC. Social workers represent more than a quarter of our overall registrants and therefore more than a quarter of our total income. The growth of our register, including the transfer in of social workers and other professions, has enabled all our registrants to benefit from efficiencies through economies of scale; conversely, the transfer out of social workers threatens diseconomies of scale, and increases in unit costs and fees.
- 2.3. Some of our costs associated with the regulation of social workers are variable and would therefore reduce when social workers transfer out. But many costs, for example the costs of our buildings and our IT function, are effectively fixed. The

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

difference between the fee income that would be lost and the variable costs that will be saved is lost **contribution** towards fixed costs.

- 2.4. However, these actual impact and the timing of any impact are still (as at June 2016) inherently uncertain because the government has not yet published detailed plans, and the implementation of those plans will be subject to consultation, legislative approval and other internal and external risks associated with any major project. For this reason the Executive does not consider that the Five year plan can reliably quantify the financial impact of the transfer of social workers.
- 2.5. Therefore the Plan only covers the three year period up to 31 March 2019. The Executive does not consider any change is likely to take effect before that date, allowing for the time that will be required for the primary and secondary legislation to pass, the establishment of the new body, and the process of transferring the register. The Executive continues to liaise with the government over the creation of the new regulator. When more detail of the government's plans emerges enabling a sufficiently reliable estimate of the impact on the HCPC, the Executive will update the Plan and extend it to cover the full five year period. We expect to be able to present the updated and extended Plan to Council in either September or December 2016.

3. Revised registrant number growth assumptions

- 3.1. The Plan includes revised assumptions, as detailed in paper 4. These new assumptions mean that the Plan now forecasts average annual growth in the register (excluding any changes in the professions regulated) of 3.5%, compared to 3.1% average annual growth under the previous assumptions.
- 3.2. Growth in the register has a net positive effect on the HCPC's finances, as the marginal income exceeds the marginal costs of regulation.

4. HCPC fees

- 4.1. Income reflects the fee structure applicable from 1 August 2015. We have not included any fee increase in the period covered by the Plan. The last fee increase, with effect from 1 August 2015, applies to existing HCPC registrants from the first renewal of their two year professional cycle following 1 August 2015. By October 2017 all HCPC registrants will be paying the August 2015 fees.
- 4.2. As noted above, the transfer of social workers in England to a new regulator would mean a loss of contribution towards the HCPC's fixed costs. We will review the impact of the changes on the HCPC when we update and extend the Plan, in September or December 2016.

5. Possible changes in payment frequency

- 5.1. 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.

- 5.2. 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.
 - 5.3. Our feedback indicates that quarterly or monthly direct debit options would probably be welcomed by registrants. The Registration Transformation project could include rules and process changes to enable more frequent direct debit payment, which would keep us in line with other services and authorities. The GMC has provided annual, quarterly and monthly direct debit options since 2011, but from July 2016 is adding an £8 surcharge for the quarterly and annual options and a 1.5% surcharge for all credit card payments. The NMC has enabled quarterly direct debit since May 2016.
 - 5.4. 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.
 - 5.5. The previous iteration of the Plan included initial modelling of the cash flow impact of introducing monthly direct debit. The Executive does not propose to make any changes to registrants' payment options at least until the uncertainty over the timing and impact of the transfer out of social workers is resolved, so this iteration of the Plan assumes the current payment options of 2 years up front or 6 monthly direct debit continue throughout the period.
- 6. Other key assumptions** (detailed assumptions are listed at the end of Appendix 2)
- 6.1. Registration department printing and postage costs reflect the expected savings in unit costs through the new print framework agreement and the expected increase in electronic communication enabled through the Registration Transformation project, from 2018-19 onwards.
 - 6.2. IT department costs reflect an expected increase in costs in 2017-18 and continuing through 2018-19, while licence fees are required for both the old and the new registration systems. Licence fees would return to current levels when the old system is decommissioned after the new system goes live.
 - 6.3. Project expenditure in 2017-18 includes £753k of operating expenditure on the refurbishment of 186 Kennington Park Road, in addition to the £1,052k allocated in the 2016-17 budget. The new costs are based on professional advisers' estimates but are subject to tendering.
 - 6.4. The levy payable to the Professional Standards Authority is based on the invoiced amount for 2016-17 plus inflation up to 2018-19.

- 6.5. Employee costs are based on the 2016-17 budgeted employee numbers, with no further headcount increases in 2017-18 or 2018-19, other than an assumed one additional employee in the IT department. Average pay awards of 1.9% each year from 2017-18 are assumed.
- 6.6. Partner costs are based on the fee structure agreed by Council in December 2014.
- 6.7. Other non-payroll costs in the departments that are not directly activity-driven are normally based on the 2016-17 budget plus assumed non-pay inflation of 2% each year. In reality some departments' costs may increase by more than inflation while others can be held flat, but this is covered through the annual budget setting process, and 2% overall inflation is a reasonable assumption for the purpose of the Plan.
- 6.8. 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 transfer of social workers to a new regulator, we assume that grant funding would be available to cover the extra costs of implementation, so that the costs do not fall on our existing/ongoing registrants.

7. Sensitivity analysis

- 7.1. The Plan presents 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.
- 7.2. 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.
- 7.3. 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 2.89% 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.
- 7.4. 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.
- 7.5. 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.
- 7.6. 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. 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.

8. Summary and conclusions

- 8.1. The Plan forecasts that HCPC will record surpluses of £992k in 2017-18 and £1.808m in 2018-19, as a result of the full effect of the August 2015 fee increase coming through, and continued organic growth in registrant numbers. Those surpluses will helpfully strengthen HCPC's balance sheet prior to the transfer out of social workers, which is likely to happen at some time after 31 March 2019. Forecast reserves at 31 March 2019 are £6.96m, but that is still only £18.35 per registrant. Council therefore can be confident that the HCPC is financially sustainable at least until 31 March 2019.
- 8.2. As soon as the financial impact of the transfer of social workers to a new regulator can be reliably quantified, the Executive will update and extend the Plan, and bring it back to Council for discussion. Thereafter, 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 numbers	<p>The registrant numbers model forecasts registrant numbers growth averaging 2.89% per annum over the 3 year period. 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 1.89% per annum (1% slower than the base case)</p> <p>2: Average registrant growth of 0.89% per annum (2% slower than the base case)</p>	<p><u>Cum'tive effect 2016-17 to 2018-19 compared to base case</u></p> <p>Loss of income (3 yrs): £568k Savings on costs: £24k Cum'tive net loss: £544k</p> <p>Loss of income: £1.241k Savings on costs: £41k Cum'tive net loss: £1.201m</p>
Salaries	We assume annual pay awards averaging 1.9%	Additional 0.25% per annum pay award	Each additional 0.25% adds cumulatively £31k
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 £32k
FTP case costs	We assume that final hearings last an average of 3.2 days.	Additional 0.25 days	An increase of 0.25 average days adds £427k in panel costs over the 3 years.

Three year plan 2016-2019

Andy Gillies, Finance Director

7 July 2016

1.0 Financial Overview

Financial Overview

Last actuals date

31 Mar 16

Annual Summary

INCOME AND EXPENDITURE SUMMARY

	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
(In £'000)	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Income accrued	17,403	20,152	25,141	26,303	28,310	31,091	33,558	34,691
Grant income	469	1,643	126	186	-	-	-	-
Pension income	85	46	-	-	-	-	-	-
Investment income, net of tax	92	115	204	117	135	-	-	-
Total income	18,049	21,956	25,471	26,606	28,445	31,091	33,558	34,691
Total payroll costs	(5,813)	(7,167)	(8,343)	(9,481)	(10,426)	(11,390)	(11,822)	(12,047)
Total cost excluding payroll	(11,002)	(12,027)	(14,813)	(16,002)	(16,449)	(18,343)	(19,062)	(18,472)
Total depreciation	(577)	(980)	(1,463)	(578)	(81)	(796)	(811)	(1,486)
Exceptional, eg GSCC transfer	(481)	(1,537)	-	-	-	-	-	-
Total operating expenses	(17,873)	(21,711)	(24,619)	(26,061)	(26,956)	(30,529)	(31,695)	(32,004)
PSA Levy	-	-	-	-	(589)	(860)	(884)	(910)
Total Expenses	(17,873)	(21,711)	(24,619)	(26,061)	(27,545)	(31,389)	(32,579)	(32,915)
Surplus/(deficit)	176	245	852	545	899	(299)	979	1,776

Financial Overview

Last actuals date

31 Mar 16

Annual Summary

BALANCE SHEET

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals			Actuals	Actuals	Budget	LT Forecast	LT Forecast
Non current assets	4,970	4,556	4,746	5,205	6,454	8,179	9,061	8,522
Trade & other receivable	520	561	625	758	1,598	1,598	1,598	1,598
Cash & equivalent	8,709	15,584	16,038	18,048	17,615	16,695	18,354	15,040
Total assets	14,199	20,701	21,409	24,011	25,667	26,472	29,013	25,160
Other current liabilities	(1,807)	(2,399)	(2,578)	(2,957)	(2,408)	(2,408)	(2,408)	(2,408)
Deferred income	(10,473)	(16,138)	(15,815)	(17,493)	(18,800)	(19,903)	(21,465)	(15,836)
Total liabilities	(12,280)	(18,537)	(18,393)	(20,450)	(21,207)	(22,311)	(23,872)	(18,244)
Reserves	(1,919)	(2,164)	(3,016)	(3,561)	(4,460)	(4,161)	(5,140)	(6,917)
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
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Income received	18,548	25,817	24,818	27,715	28,938	32,195	35,120	29,062
Other receipts	646	1,804	330	303	141	-	-	-
Total cash receipts	19,194	27,621	25,148	28,018	29,079	32,195	35,120	29,062
Cost excl. payroll paid	(11,139)	(11,433)	(14,516)	(15,332)	(17,055)	(18,343)	(19,062)	(18,472)
Payroll cost paid	(5,887)	(7,167)	(8,343)	(9,636)	(10,539)	(11,390)	(11,822)	(12,047)
PSA Levy	-	-	-	-	(589)	(860)	(884)	(910)
Other costs	(481)	(1,537)	-	-	-	-	-	-
Operating payments	(17,507)	(20,137)	(22,859)	(24,968)	(28,183)	(30,593)	(31,768)	(31,429)
Total capital expenditure	(1,685)	(609)	(1,835)	(1,040)	(1,329)	(2,522)	(1,693)	(947)
Total payments	(19,192)	(20,746)	(24,694)	(26,008)	(29,512)	(33,115)	(33,461)	(32,376)
Net cash flow for year	2	6,875	454	2,010	(433)	(920)	1,659	(3,314)

Income Summary

Last actuals date

31 Mar 16

Annual Summary

Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
Report Date End	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Financial Year Ending (In £'000)	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
INCOME BY PROFESSION								
Arts Therapists	258	237	253	273	286	340	372	394
Biomedical Scientists	1,784	1,748	1,766	1,797	1,923	2,201	2,191	2,212
Chiropodists	993	986	985	1,028	1,057	1,156	1,215	1,234
Clinical Scientists	361	374	389	413	430	457	502	544
Dieticians	619	629	661	709	776	861	920	948
Hearing Aid Dispensers	135	142	152	170	197	214	251	272
Occupational Therapists	2,564	2,605	2,693	2,785	3,099	3,492	3,573	3,643
Operating Departmental Practitioners	817	838	862	926	992	1,068	1,198	1,252
Orthoptists	92	100	102	104	108	113	126	134
Paramedics	1,278	1,393	1,450	1,608	1,907	1,941	2,254	2,416
Physiotherapists	3,794	3,792	3,950	4,093	4,349	5,028	5,231	5,347
Prosthetists & Orthotists	48	73	73	78	82	86	95	102
Practitioner Psychologists	1,429	1,619	1,520	1,620	1,761	1,836	2,070	2,157
Radiographers	2,201	2,171	2,287	2,410	2,630	2,998	3,224	3,272
Speech & Language Therapists	1,030	1,093	1,124	1,182	1,257	1,323	1,446	1,560
Social Workers	-	2,352	6,873	7,107	7,455	7,976	8,892	9,205
Current Professions	17,403	20,152	25,141	26,303	28,310	31,091	33,558	34,691
New Professions	-	-	-	-	-	-	-	-
Total income by profession	17,403	20,152	25,141	26,303	28,310	31,091	33,558	34,691
Income by type								
Scrutiny Fee - UK Route	582	805	889	880	977	960	984	932
Scrutiny Fee - International & Grandparenting	817	964	975	1,165	1,777	1,545	1,560	1,404
Registration Fees & Initial Fees - Graduates	288	1,070	1,230	1,565	1,594	1,411	1,751	1,722
Initial Payments International & Renewal Fees	15,571	17,156	21,849	22,521	23,728	26,819	28,914	30,250
Readmission Fees	145	157	198	172	233	357	349	383
Total income by type	17,403	20,152	25,141	26,303	28,310	31,091	33,558	34,691

OpEx Summary

Last actuals date

31 Mar 16

Annual Summary

Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
Report Date End	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019
(In £'000)	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Chair, Council & Committees	409	284	321	295	242	320	326	333
Chief Executive Department	318	411	427	387	393	380	387	394
Communications Department	1,096	1,047	1,106	1,141	1,374	1,286	1,311	1,336
Education Department	784	841	874	889	1,045	1,229	1,228	1,255
Facilities Department	840	1,056	1,675	1,470	1,440	1,669	1,702	1,736
405 Kennington Road	-	-	-	-	313	1,042	1,063	1,084
Finance Department	654	1,033	812	775	762	856	887	906
Fitness to Practise	7,491	8,460	11,564	12,875	13,186	13,352	13,829	13,909
Human Resources Department	448	494	656	560	728	901	918	936
HR - Partners	405	271	345	461	349	380	387	395
Information Technology Department	1,153	1,310	1,466	1,659	1,804	2,027	2,444	2,492
Major Projects	345	255	186	652	657	1,357	1,302	778
Operations Department	445	721	592	608	699	794	809	825
Policy and Standards Department	274	257	315	382	419	452	460	469
Registration Department	1,908	2,534	2,544	3,104	3,210	3,447	3,582	3,419
Secretariat Department	245	221	275	218	255	243	247	252
Depreciation	577	980	1,463	578	81	796	811	1,486
Exceptional costs	481	1,537	-	-	-	-	-	-
PSA Levy	-	-	-	-	589	860	884	910
Total operating expenses	17,873	21,711	24,619	26,061	27,545	31,389	32,579	32,915

Major Projects Summary

Last actuals date

31 Mar 16

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 Actuals	01 Apr 16 31 Mar 17 2017 Budget	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
186 Kennington Park Road - PRO	4	-	-	337	71	465	753	-
Allowance for other major projects, not yet identified	-	-	-	-	-	-	250	450
Domino to Exchange Migration - PRO	-	-	-	6	5	-	-	-
Education System Build - PRO	-	22	96	101	27	-	-	-
Education System Changes - PRO	8	9	-	-	-	-	-	5
Enhancement OF Online Register - PRO	9	-	-	-	-	-	-	-
Fees Review - PRO	-	-	-	-	0	-	-	2
FTP Changes - PRO	121	-	-	-	-	-	-	5
FTP Systems Review - PRO	185	-	-	-	-	-	25	13
HR & Partners Phase 1 - PRO	-	-	-	48	-	-	-	-
HR & Partners Phase 2 - PRO	-	24	-	0	80	-	-	-
HR & Partners Systems Changes - PRO	-	-	76	-	-	-	-	5
NetRegulate Changes - PRO	8	27	-	(0)	-	-	-	-
Online Renewals Review & Change of Payment Prov	5	8	-	8	-	-	-	-
Professional Indemnity - PRO	-	-	-	1	-	-	-	-
Professional Qualifications Directive Implementation	-	-	-	-	2	-	-	-
Public Health Specialists - PRO	-	-	-	63	42	-	-	-
Registrations Process and Systems Review Phase 1	-	117	-	22	-	-	-	-
Registrations Process and Systems Build - PRO	-	-	-	-	-	-	262	299
Registrations Systems Changes - PRO	-	-	-	-	26	-	-	-
Revalidation Project - PRO	-	-	-	43	-	-	-	-
SAGE & PRS Upgrade - PRO	-	-	-	24	6	-	-	-
Telephone Credit Card Automation and Hosting Char	-	-	-	-	25	-	-	-
Name Change - PRO	5	-	-	-	-	-	-	-
Web Deployment - PRO	-	48	15	-	-	-	-	-
HR and Partners Build - PRO	-	-	-	-	-	166	-	-
Stakeholder Relationship Management system - PRO	-	-	-	-	17	22	-	-
Registrations Transformation and Improvement proje	-	-	-	-	29	503	-	-
Establishing the new Tribunal service - PRO	-	-	-	-	7	102	-	-
PCI / DSS project - PRO	-	-	-	-	2	50	-	-
HCPC website review and build - PRO	-	-	-	-	-	30	12	-
Net Regulate changes - PRO	-	-	-	-	(0)	2	-	-
405 Kennington Road Fit Out - PRO	-	-	-	-	318	-	-	-
FTP CMS review - PRO	-	-	-	-	-	17	-	-
Major Projects operating expenditure	345	255	186	652	657	1,357	1,302	778

Major Projects Summary

Last actuals date 31 Mar 16

	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 Actuals	01 Apr 16 31 Mar 17 2017 Budget	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
Major Projects capital expenditure								
186 Kennington Park Road	1,022	83	895	-	-	587	-	-
405 Kennington Road Fitout	-	-	-	-	902	-	-	-
Other major projects, incl projects not yet identified	-	-	-	4	-	-	300	300
Domino to Exchange migration	-	-	-	137	53	-	-	-
Education System Build	56	32	270	387	127	-	-	-
Education System changes	-	-	-	-	-	15	-	55
Fees Review and Annotation of the Register Techno	-	-	3	-	2	-	5	-
Finance Systems Review	-	-	-	-	-	-	-	-
FTP Changes	489	(18)	-	-	-	99	-	-
FTP system review	-	-	-	-	-	-	60	-
HR & Partners Phase 1	-	18	51	1	-	304	-	-
HR & Partners Phase 2	-	-	-	90	54	-	-	-
HR & Partners systems changes	-	-	-	-	-	-	30	-
NetRegulate changes	52	99	202	21	-	80	-	-
Online Services (EDU & FTP portals) etc	-	-	-	-	-	-	-	-
PCI / DSS	-	-	-	-	-	-	-	-
Professional Qualifications Directive Implementation	-	-	-	-	-	-	-	-
Public Health Specialists	-	-	-	-	-	-	-	-
Registrations Systems Review Phase 1	-	-	-	112	33	-	-	-
Registrations Process and Systems Build Project	-	-	-	-	80	850	1,198	492
Registrations system changes	-	-	-	-	-	-	-	-
SAGE & PRS upgrade	-	-	-	79	(16)	-	-	-
Stakeholder Contact management system	-	-	-	12	-	-	-	-
Telephone credit card automation and hosting chang	-	-	-	-	26	-	-	-
Establishing the New Tribunal	-	-	-	-	-	118	-	-
Website Build and Review	-	-	-	-	-	385	-	-
Major Projects capital expenditure	1,619	214	1,421	842	1,259	2,438	1,593	847

Major Projects Summary

Last actuals date **31 Mar 16**

	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 Actuals	01 Apr 16 31 Mar 17 2017 Budget	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
Major Projects total expenditure								
186 Kennington Park Road - PRO	1,026	83	895	337	71	1,052	753	-
Allowance for other major projects, not yet identified	-	-	-	4	-	-	550	750
Domino to Exchange Migration - PRO	-	-	-	143	58	-	-	-
Education System Build - PRO	56	54	366	487	154	-	-	-
Education System Changes - PRO	8	9	-	-	-	15	-	60
Enhancement OF Online Register - PRO	9	-	-	-	-	-	-	-
Fees Review - PRO	-	-	3	-	2	-	5	2
FTP Changes - PRO	610	(18)	-	-	-	99	-	5
FTP Systems Review - PRO	185	-	-	-	-	-	85	13
HR & Partners Phase 1 - PRO	-	18	51	49	-	304	-	-
HR & Partners Phase 2 - PRO	-	24	-	90	134	-	-	-
HR & Partners Systems Changes - PRO	-	-	76	-	-	-	30	5
NetRegulate Changes - PRO	60	126	202	21	-	80	-	-
Online Renewals Review & Change of Payment Prov	5	8	-	8	-	-	-	-
Professional Indemnity - PRO	-	-	-	1	-	-	-	-
Professional Qualifications Directive Implementation	-	-	-	-	2	-	-	-
Public Health Specialists - PRO	-	-	-	63	42	-	-	-
Registrations Process and Systems Review Phase 1	-	117	-	134	33	-	-	-
Registrations Process and Systems Build - PRO	-	-	-	-	80	850	1,460	791
Registrations Systems Changes - PRO	-	-	-	-	26	-	-	-
Revalidation Project - PRO	-	-	-	43	-	-	-	-
SAGE & PRS Upgrade - PRO	-	-	-	103	(10)	-	-	-
Stakeholder Contact Management System - PRO	-	-	-	12	-	-	-	-
Telephone Credit Card Automation and Hosting Cha	-	-	-	-	51	-	-	-
Name Change - PRO	5	-	-	-	-	-	-	-
Web Deployment - PRO	-	48	15	-	-	-	-	-
HR and Partners Build - PRO	-	-	-	-	-	166	-	-
Stakeholder Relationship Management system - PRO	-	-	-	-	17	22	-	-
Registrations Transformation and Improvement proje	-	-	-	-	29	503	-	-
Establishing the new Tribunal service - PRO	-	-	-	-	7	220	-	-
HCPC website review and build - PRO	-	-	-	-	-	415	12	-
PCI / DSS project - PRO	-	-	-	-	2	50	-	-
Professional Qualifications Directive - PRO	-	-	-	-	-	2	-	-
405 Kennington Road Fit Out - PRO	-	-	-	-	1,220	-	-	-
FTP CMS review - PRO	-	-	-	-	-	17	-	-
Major Projects - total	1,964	469	1,607	1,494	1,916	3,796	2,895	1,626

Capex & Depr'n Summary

Last actuals date

31 Mar 16

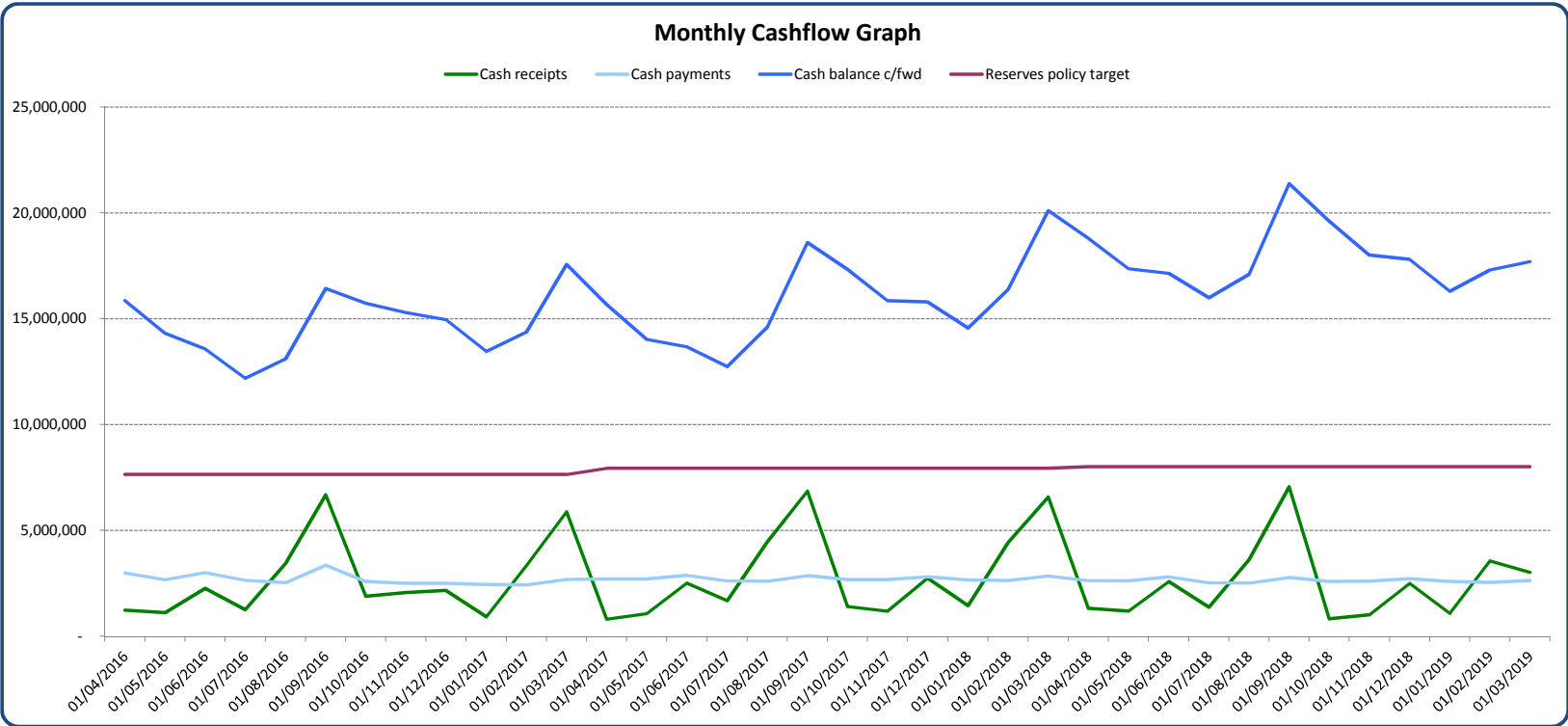
Annual Summary

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

CAPEX AND DEPRECIATION SUMMARY

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Major Projects capital expenditure	1,619	214	1,421	842	1,259	2,438	1,593	847
Addition to freehold building	-	97	3	-	22	-	-	-
Additions to Leasehold improvements	-	-	77	-	10	-	-	-
Additions to Computer hardware	14	138	145	-	-	70	100	100
Other computer licences/software	45	113	150	-	39	14	-	-
Additions to Office equipment	7	47	40	46	-	-	-	-
Sundry Items	-	-	-	-	-	-	-	-
Other capital expenditure	66	395	415	46	71	84	100	100
Capital expenditure - total	1,685	609	1,835	888	1,331	2,522	1,693	947
Depreciation								
Freehold building - total depreciation	32	30	28	31	34	34	50	45
Leasehold improvements - total depreciation	-	-	15	-	64	198	137	132
Computer equipment - total depreciation	-	67	41	87	156	83	96	102
Office equipment - total depreciation	20	37	42	47	37	4	1	1
Intangible asset (s/w) - total depreciation	608	721	594	602	531	478	527	597
Impairment Loss (Gain) on Fixed Assets	-	-	-	-	(741)	-	-	609
Depreciation - total	660	855	720	767	81	796	811	1,486

Monthly Cashflow Graph



Ratios

Last actuals date

31 Mar 16

Annual Summary

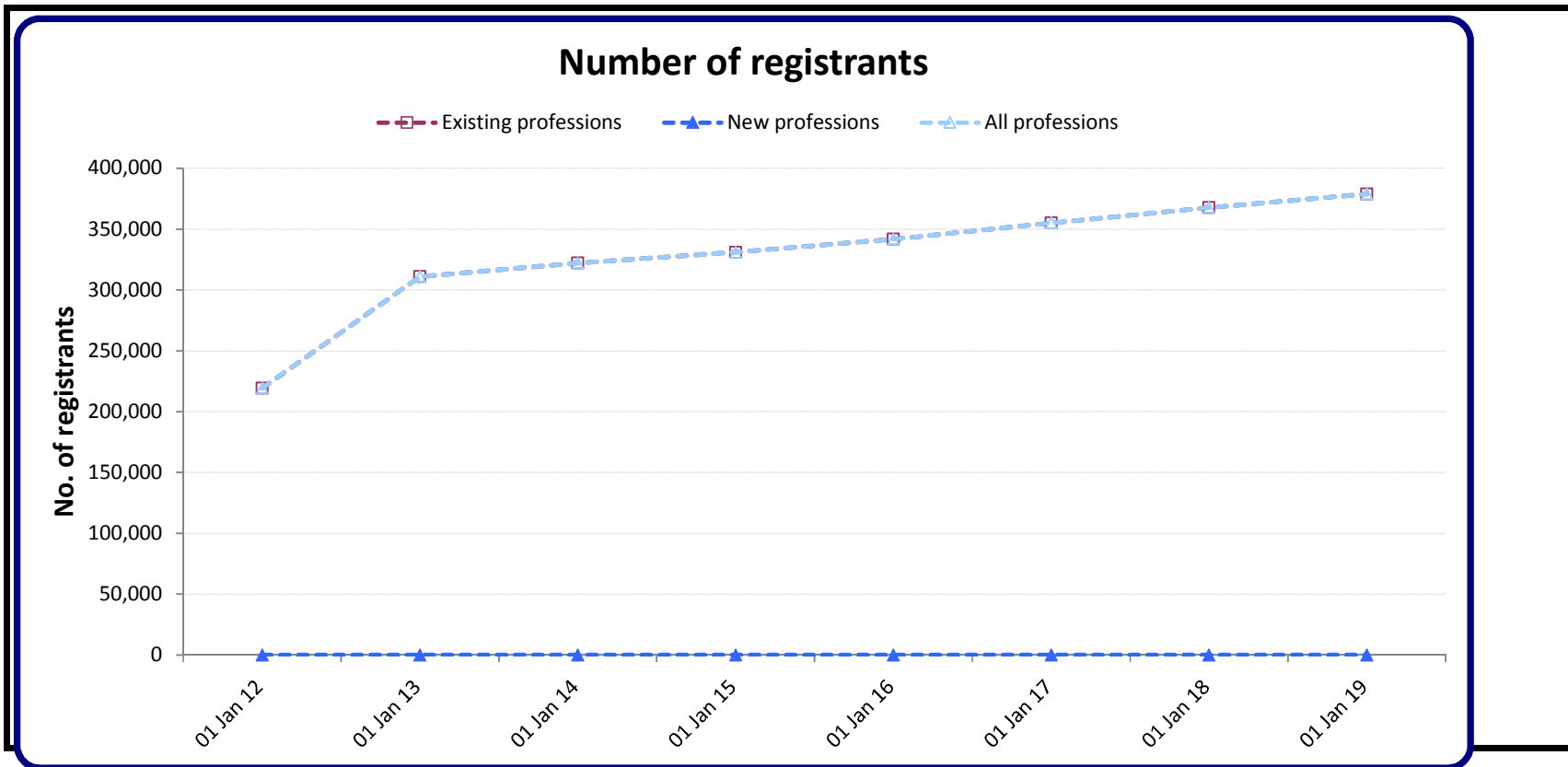
Report Date Start	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
Report Date End	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Financial Year Ending	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Average income per registrant	£ 79.41	£ 64.81	£ 78.07	£ 79.49	£ 82.84	£ 87.57	£ 91.27	£ 91.58
Average operating costs per registrant	£ 81.55	£ 69.82	£ 76.45	£ 78.76	£ 78.88	£ 85.99	£ 86.20	£ 84.49
Wages costs per registrant	£ 26.66	£ 23.64	£ 25.87	£ 28.65	£ 30.51	£ 32.08	£ 32.15	£ 31.80
Capital costs per registrant	£ 7.69	£ 1.96	£ 5.70	£ 2.68	£ 3.89	£ 7.10	£ 4.60	£ 2.50
Reserves per registrant	£ 8.76	£ 6.96	£ 9.37	£ 10.76	£ 13.05	£ 11.72	£ 13.98	£ 18.26
No of registrants per employee	1,471	1,737	1,643	1,421	1,431	1,372	1,421	1,464
Registration department costs per registrant	£ 8.71	£ 8.15	£ 7.90	£ 9.38	£ 9.39	£ 9.71	£ 9.74	£ 9.02
FTP department costs per case	£ 15.74	£ 14.97	£ 16.66	£ 19.60	£ 19.39	£ 17.46	£ 15.83	£ 16.78
FTP cases per FTP department employee	11.1	9.0	9.6	7.5	7.4	7.5	8.6	8.1

2.0 Cost Drivers

Drivers - Number of registrants

						Year 1	Year 2	Year 3
Model timeline label	Actuals	Actuals	Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast
Model period ending	31 Mar 2012	31 Mar 2013	31 Mar 2014	31 Mar 2015	31 Mar 2016	31 Mar 2017	31 Mar 2018	31 Mar 2019
AS	3,121	3,185	3,451	3,620	3,897	4,109	4,353	4,547
BS	21,886	22,402	21,901	22,640	22,154	22,889	23,359	24,026
CH	13,005	12,754	13,031	12,911	13,121	13,243	13,488	13,587
CS	4,665	4,847	4,930	5,296	5,376	5,634	5,827	6,067
DT	7,782	7,890	8,372	8,528	8,986	9,316	9,718	10,004
HAD	1,722	1,806	2,010	2,151	2,442	2,680	2,934	3,151
OT	31,946	33,717	34,145	36,128	36,272	37,759	38,810	40,187
ODP	10,929	11,246	11,881	12,182	12,811	13,230	13,763	14,143
OR	1,286	1,329	1,316	1,379	1,385	1,434	1,467	1,514
PA	17,913	19,373	20,100	21,185	22,380	23,918	25,145	26,546
PH	46,516	46,842	48,908	49,685	51,662	53,070	54,895	56,073
PO	893	936	948	1,011	1,005	1,052	1,086	1,129
PYL	17,845	19,341	19,908	20,996	21,470	22,386	23,044	23,896
RA	26,480	27,820	28,058	29,786	30,244	31,672	32,714	34,010
SL	13,173	14,033	14,129	14,992	15,199	15,965	16,539	17,243
SW	-	83,421	88,949	88,397	93,341	96,666	100,547	102,692
Existing professions	219,162	310,942	322,037	330,887	341,745	355,023	367,688	378,816
NP1	-	-	-	-	-	-	-	-
NP2	-	-	-	-	-	-	-	-
New professions	-	-	-	-	-	-	-	-
All professions	219,162	310,942	322,037	330,887	341,745	355,023	367,688	378,816

Drivers - Number of registrants



Drivers - Fees

Financial year ending date - annual		31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
Model timeline label		Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast	LT Forecast	LT Forecast
Financial year ending		2012	2013	2014	2015	2016	2017	2018	2019
Model column counter	Unit								
FEES									
Registrant Fees									
Graduate scrutiny - fees	GBP	53	53	53	56	63	63	63	63
Readmission - fees	GBP	115	115	115	120	135	135	135	135
Renewal	GBP	76	76	76	80	90	90	90	90
International scrutiny - fees	GBP	420	420	420	440	495	495	495	495
Grandparenting scrutiny - fees	GBP	420	420	420	440	495	495	495	495
Partner fees (per day or per case)									
Council and Committee members	GBP	310	310	310	310	320	327	334	341
Panel members	GBP	180	180	180	180	190	194	198	202
Visitors	GBP	180	180	180	180	190	194	198	202
Panel chair	GBP	310	310	310	310	320	327	334	341
Legal assessor	GBP	580	580	580	580	590	602	614	626
Per case									
Assessors - international	GBP	72	72	72	72	75	77	79	81
Assessors - grandparenting	GBP	72	72	72	72	75	77	79	81
Assessors - CPD	GBP	20	20	20	20	20	20	20	20
Assessors - annual monitoring & major / minor change	GBP	72	72	72	72	75	77	79	81

Drivers - Operational Events

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

Unit

OPERATIONAL EVENTS

Fitness to Practise

FTP allegations #
 FTP complaint rate %
 FTP case to answer rate %
 Average days of final hearings days
 FTP cases heard #

Education

Approval visits #
 Major change submissions #
 Concerns submissions #

Escalation drivers

Non-payroll costs inflation rate %
 Payroll costs inflation rate %

	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast
	2012	2013	2014	2015	2016	2017	2018	2019
OPERATIONAL EVENTS								
Fitness to Practise								
FTP allegations	925	1,653	2,069	2,164	2,126	2,271	2,356	2,352
FTP complaint rate	0.43%	0.62%	0.65%	0.66%	0.62%	0.65%	0.65%	0.40%
FTP case to answer rate	51.0%	58.0%	53.0%	55.0%	63.0%	55.0%	60.0%	60.0%
Average days of final hearings	-	-	-	2.75	2.40	3.00	3.00	3.00
FTP cases heard	476	565	694	657	680	765	874	829
Education								
Approval visits	66	58	42	69	58	60	47	48
Major change submissions	87	112	112	114	199	163	165	168
Concerns submissions	10	7	5	5	4	8	5	5
Escalation drivers								
Non-payroll costs inflation rate	-	-	-	-	-	2.00%	2.00%	2.00%
Payroll costs inflation rate	-	-	-	-	-	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
Model timeline label	Actuals	Actuals	Actuals	Actuals	Actuals	Budget Fcast	LT Forecast	LT Forecast
Financial year ending	2012	2013	2014	2015	2016	2017	2018	2019
Model column counter								
[Start of range]								
EMPLOYEE NUMBERS								
Full Time Equivalents (not Headcount)								
Education - employee no.	15	17	17	17	18	19	19	19
Chief Executive - employee no.	2	2	2	2	2	2	2	2
Communications - employee no.	10	11	12	14	14	14	14	14
Finance - employee no.	9	10	10	11	11	10	10	10
Human Resources & Partners - employee no.	8	8	9	8	9	12	12	12
Registration - employee no.	37	41	44	57	57	63	63	63
Information Technology - employee no.	6	7	8	12	12	12	12	12
Fitness to Practise - employee no.	43	63	72	88	92	102	102	102
Facilities Management - employee no.	6	5	5	7	7	8	8	8
Operations - employee no.	6	7	8	7	8	8	8	8
Secretariat - employee no.	3	4	4	4	4	4	4	4
Policy & Standards - employee no.	4	4	5	5	5	5	5	5
Total Full Time Equivalents (not Headcount)	149	179	196	232	239	259	259	259
Change In Year								
Education - employee no.	2	2	-	0	1	1	-	-
Chief Executive - employee no.	-	-	-	-	-	-	-	-
Communications - employee no.	-	1	1	2	-	-	-	-
Finance - employee no.	-	1	-	1	-	(1)	-	-
Human Resources & Partners - employee no.	1	-	1	(1)	1	3	-	-
Registration - employee no.	-	4	3	13	-	6	-	-
Information Technology - employee no.	-	1	1	4	-	-	-	-
Fitness to Practise - employee no.	3	20	9	16	4	10	-	-
Facilities Management - employee no.	-	(1)	-	2	-	1	-	-
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	36	7	20	0	0

3.0 Department Forecasts

Annual Summary

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

CHAIR, COUNCIL & PLGs

	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
(In £'000)	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Chair Fee	47	57	63	69	60	70	71	73
Chair Fares & Subsistence	17	16	16	11	24	24	24	25
Conferences	3	1	3	5	-	3	3	3
Taxation	-	-	-	-	13	-	-	-
Chair fees	67	73	82	86	97	96	98	100
Mobile Phone & Blackberry	2	1	1	0	1	1	1	1
Internet/3G	-	0	0	0	-	-	-	-
Other Professional Fees	3	-	8	-	-	-	-	-
Office services costs	5	1	8	0	1	1	1	1
Conferences	5	1	1	1	0	3	3	3
Council Meetings Fee	122	63	108	87	74	97	99	101
Council Meetings T&S	-	44	73	42	41	52	53	54
Council & Committee Training	55	0	3	1	6	5	5	5
Taxation	16			35	2	44	45	46
Appointments	25	(8)	33	36	18	17	17	17
Other Professional Fees	103	92	-	4	-	3	3	3
Catering	11	1	3	3	3	2	2	3
Council fees	337	210	230	209	144	223	227	232
Total Operating Expenses	409	284	321	295	242	320	326	333

CHIEF EXECUTIVE

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12 2012 Actuals	31 Mar 13 2013 Actuals	31 Mar 14 2014 Actuals	31 Mar 15 2015 Actuals	31 Mar 16 2016 Actuals	31 Mar 17 2017 Budget	31 Mar 18 2018 LT Forecast	31 Mar 19 2019 LT Forecast
Basic Pay-Permanent	188	212	195	200	215	219	223	228
NI ER-Permanent	24	26	25	27	28	30	31	31
Pension ER-Permanent	32	35	31	32	33	33	34	35
Medical Insurance	1	-	2	4	4	6	6	6
Payroll	244	273	253	262	280	289	294	300
Fares	15	24	25	21	44	20	20	21
Accommodation	-	-	-	4	4	5	5	5
Subsistence	10	-	14	6	1	2	2	2
Conferences & Lecturing	1	-	1	3	1	2	2	2
Hospitality	-	-	-	-	2	2	2	2
Travel and subsistence costs	26	24	40	33	53	31	32	32
Printing & Stationery	1	2	5	0	7	5	5	5
Office services costs	1	2	5	0	7	5	5	5
Mobile Phone & Blackberry	1	1	1	1	1	1	1	1
Internet/3G	0	0	0	0	-	-	-	-
Other Professional Fees	-	(0)	23	2	5	10	10	10
Subscriptions	3	-	1	1	1	2	2	2
Training	5	4	-	3	20	2	2	2
Legal Advice	30	97	91	59	26	20	20	21
EMT Training	8	10	13	25	-	20	20	21
Specific department costs	48	111	129	91	53	55	56	57
Total Operating Expenses	318	411	427	387	393	380	387	394

EDUCATION

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12 2012 Actuals	31 Mar 13 2013 Actuals	31 Mar 14 2014 Actuals	31 Mar 15 2015 Actuals	31 Mar 16 2016 Actuals	31 Mar 17 2017 Budget	31 Mar 18 2018 LT Forecast	31 Mar 19 2019 LT Forecast
Basic Pay-Permanent	428	517	523	534	643	707	728	742
NI ER-Permanent	47	56	56	57	73	86	88	89
Pension ER-Permanent	38	39	44	49	59	59	60	61
Temporary Staff	11	23	10	1	5	20	21	21
Payroll	524	635	633	642	780	905	930	948
Fares	18	17	14	11	11	15	15	16
Accommodation	-	-	-	18	6	12	12	12
Subsistence	21	13	14	5	3	3	3	3
Conferences	1	1	1	1	-	2	2	2
Travel and subsistence costs	40	31	29	35	20	31	32	33
Printing & Stationery	14	16	8	12	9	17	17	18
Room Hire	5	5	-	0	2	-	-	-
Publications	3	0	0	-	-	-	-	-
Catering	2	2	1	1	1	1	1	2
Office services costs	24	23	9	12	12	18	19	19
Small Project Costs	-	-	1	-	-	15	15	16
Partners Subsistence	-	-	-	-	3	7	-	-
Approvals	138	91	71	67	70	75	58	61
Annual Monitoring	19	20	15	9	21	28	28	29
Major/Minor Change	11	13	10	16	19	21	21	22
Partners Travel	5	-	67	-	38	42	74	77
Partners Accommodation	-	-	18	66	39	38	-	-
Complaints	-	-	-	0	-	0	1	1
Partners costs	172	124	180	159	190	226	198	205
Mobile Phone & Blackberry	2	2	5	5	4	4	4	4
Subscriptions	-	-	-	1	1	1	1	1
Training	19	26	17	33	30	37	38	39
Legal Advice	1	-	-	3	7	6	6	6

Sheet:Departmental expenditure detail

Specific department costs	23	29	22	42	43	48	49	50
Total Operating Expenses	784	841	874	889	1,045	1,229	1,228	1,255

SECRETARIAT

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Basic Pay-Permanent	128	124	165	143	163	170	173	176
NI ER-Permanent	15	14	19	16	18	20	21	21
Pension ER-Permanent	12	12	11	11	11	11	12	12
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	170	193	201	205	209
EMT Travel & Subsistence	-	-	-	-	-	-	-	-
Fares	1	18	3	3	2	2	2	2
Accommodation	-	-	-	1	1	1	1	1
Subsistence	-	-	1	1	0	1	1	1
Conferences & Lecturing	4	-	1	-	-	1	1	1
Travel and subsistence costs	5	18	5	4	4	4	4	4
Printing & Stationery	28	31	24	9	14	10	10	11
Postage	-	-	-	-	-	-	-	-
Office services costs	28	31	24	9	14	10	10	11
Mobile Phone & Blackberry	0	0	1	1	1	1	1	1
Other Professional Fees	0	0	0	3	3	0	0	0
Training	8	6	11	10	13	8	8	8
Public Law	49	2	10	21	27	18	18	19
Small Project Costs	-	-	-	-	-	-	-	-
Specific department costs	58	9	22	35	44	27	27	28
Total Operating Expenses	245	221	275	218	255	243	247	252

REGISTRATION

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Basic Pay-Permanent	924	917	1,023	1,258	1,410	1,693	1,725	1,757
Overtime-Permanent	24	38	55	41	64	79	80	82
NI ER-Permanent	91	95	107	131	147	203	207	211
Pension ER-Permanent	45	53	58	72	92	127	130	132
Temporary Staff	15	303	52	189	102	-	-	-
Basic Pay-Fixed Term Contract	-	59	102	78	62	-	-	-
Overtime-Fixed Term Contract	-	0	4	4	5	-	-	-
NI ER-Fixed Term Contract	-	5	9	8	6	-	-	-
Pension ER-Fixed Term Contract	-	-	-	1	1	-	-	-
Payroll	1,099	1,470	1,410	1,781	1,889	2,102	2,142	2,182
Fares	4	2	8	2	4	3	3	4
Accommodation	-	-	-	2	5	0	0	0
Subsistence	3	5	5	1	1	5	5	5
Conferences & Lecturing	4	2	2	1	4	5	5	5
Travel and subsistence costs	11	9	15	5	15	14	14	14
Printing & Stationery	382	528	357	377	369	317	494	317
Room Hire	0	-	-	-	-	2	2	2
Postage	-	-	200	230	251	260	-	-
Office services costs	382	528	558	607	620	579	496	320
Registration Appeals - Panel Chair	-	-	-	-	-	4	5	5
Registration Appeals - Panel Members	-	-	-	-	-	8	8	8
Registration Appeals - T&S	-	-	-	-	-	11	11	12
Transcript Writer	-	-	-	-	-	2	2	2
Registration Appeals - Legal Assessor	-	-	-	-	-	8	8	9
Partners Subsistence	-	-	-	-	2	10	10	10
Partners Accommodation	-	-	-	-	9	20	21	21
Partners Travel	-	-	-	-	22	31	32	33
International Assessors Fees	133	324	324	413	448	351	498	459
Grandparenting Assessments	49	51	(1)	0	-	-	-	-
CPD Assessments	167	81	119	175	91	157	184	189
Test of Competence	13	10	10	6	6	26	26	27
Catering	-	-	17	27	-	0	0	0
Small Project Costs	-	-	2	2	-	-	-	-
Partners costs	362	466	471	623	577	631	806	776

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 Actuals	01 Apr 16 31 Mar 17 2017 Budget	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
(In £'000)								
Mobile Phone & Blackberry	0	2	3	4	5	5	5	5
Managers Training	0	0	0	0	-	12	12	13
Other Professional Fees	1	0	3	-	0	-	-	-
Subscriptions	7	17	14	11	4	8	8	9
Training	42	42	42	67	89	64	65	66
Public Law	4	-	27	6	10	15	15	16
Other Legal Cost	-	-	-	-	-	18	19	19
Specific department costs	54	61	89	87	108	122	124	127
Total Operating Expenses	1,908	2,534	2,544	3,104	3,210	3,447	3,582	3,419

INFORMATION TECHNOLOGY

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Basic Pay-Permanent	265	322	372	466	497	540	625	637
Overtime-Permanent	4	7	15	12	15	12	13	13
NI ER-Permanent	31	37	43	54	59	65	66	67
Pension ER-Permanent	16	27	30	33	37	38	39	39
Temporary Staff	2	20	40	-	1	-	-	-
Payroll	319	413	500	565	609	655	742	757
Fares	1	2	7	2	2	1	1	1
Accommodation	-	-	-	1	1	2	2	2
Subsistence	3	1	4	1	0	1	1	1
Travel and subsistence costs	4	3	11	3	3	4	4	4
Printing & Stationery	-	0	3	1	24	33	33	34
Office services costs	-	0	3	1	24	33	33	34
Hardware <£1000	14	60	82	83	133	18	19	19
Hardware Maintenance	34	44	43	56	71	107	109	112
General Software Support & Maintenance	146	191	200	284	325	414	422	431
NetRegulate software support and maintenance	177	171	185	176	191	227	534	545
Managed Web/Internet Services	346	307	289	338	313	413	421	429
IT Consumables	5	4	14	6	2	2	2	2
Offsite Tape Data Archive	1	1	-	1	2	2	2	2
IT Hardware Disposals	-	45	-	-	0	1	1	1
Specialist External Support IT	12	13	26	9	26	18	18	18
Computer services	736	837	839	953	1,064	1,202	1,528	1,559
Small Project Costs	26	8	54	85	45	68	69	70
Mobile Phone & Blackberry	3	3	3	3	4	2	2	2
Internet/3G	1	0	0	0	-	-	-	-
Training	10	23	21	18	27	29	30	30
Public Law	5	1	4	-	-	1	1	1
Telephone	50	23	30	29	27	34	35	35
Specific department costs	95	58	112	135	104	133	136	139
Total Operating Expenses	1,153	1,310	1,466	1,659	1,804	2,027	2,444	2,492

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 Actuals	01 Apr 16 31 Mar 17 2017 Budget	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
(In £'000)								
Basic Pay-Permanent	289	334	338	378	387	489	498	507
NI ER-Permanent	34	39	38	44	46	59	60	61
Pension ER-Permanent	24	41	37	35	37	42	43	43
Temporary Staff	-	-	-	-	39	25	25	26
Basic Pay-Fixed Term Contract	-	51	17	-	13	-	-	-
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	-	6	2	-	1	-	-	-
Pension ER-Fixed Term Contract	-	4	-	-	1	-	-	-
Payroll	347	475	432	458	523	614	625	637
Accommodation	-	-	-	-	-	2	2	2
Fares	5	3	8	2	3	7	7	7
Subsistence	4	-	3	1	1	2	2	2
Conferences & Lecturing	1	15	-	2	1	2	2	2
Travel and subsistence costs	10	18	11	5	4	11	12	12
Printing & Stationery	0	3	0	6	0	1	1	1
Postage	-	-	-	-	-	-	-	-
Office services costs	0	3	0	6	0	1	1	1
Small Project Costs	15	7	3	12	32	20	20	21
Mobile Phone & Blackberry	1	3	2	3	3	6	6	6
Internet/3G	1	1	1	0	-	-	-	-
Subscriptions	1	-	2	-	1	0	0	0
Training	9	35	12	24	16	19	19	20
Public Law	15	136	43	29	41	35	36	36
Archive Storage	14	19	21	18	20	20	20	21
ISO 9001 Certification	15	5	5	7	18	5	5	5
ISO 27001 Certification	0	2	43	28	-	5	5	5
Disaster Contingency Plan	17	18	17	17	26	30	31	31
Information Security	-	-	-	-	13	19	19	20
ISO 10002 Certification	-	-	-	-	-	4	4	4
Other Professional Fees	-	-	-	-	-	5	5	5
Specific department costs	88	224	148	140	171	168	172	175
Total Operating Expenses	445	721	592	608	699	794	809	825

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
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Basic Pay-Permanent	292	249	356	366	337	429	437	445
Overtime-Permanent	1	2	2	1	4	4	4	4
NI ER-Permanent	32	26	38	41	37	51	52	53
Pension ER-Permanent	25	12	14	24	24	30	31	31
Temporary Staff	18	119	129	107	90	13	13	14
Basic Pay-Fixed Term Contract	-	2	-	20	8	-	-	-
Overtime-Fixed Term Contract	-	-	-	0	-	-	-	-
NI ER-Fixed Term Contract	-	0	-	2	1	-	-	-
Pension ER-Fixed Term Contract	-	-	-	0	0	-	-	-
Payroll	368	410	538	561	503	527	537	547
Fares	2	0	1	0	1	-	-	-
Subsistence	1	-	-	1	1	2	2	2
Travel and subsistence costs	3	0	1	1	2	2	2	2
Printing & Stationery	5	8	13	20	10	15	15	16
Room Hire	3	0	1	0	2	1	1	1
Postage	-	-	4	1	4	3	3	3
Couriers	2	1	1	1	1	1	1	1
Office services costs	10	10	18	22	16	19	20	20
Small Project Costs	5	16	3	2	-	5	5	5
Procurement - Legal Advice	-	-	-	-	11	20	20	21
Other Professional Fees	15	7	22	24	32	29	30	30
Mobile Phone & Blackberry	1	1	1	1	1	2	2	2
Subscriptions	2	316	-	2	1	2	2	2
Training	9	5	6	5	11	15	15	16
Public Law	-	-	-	-	1	-	-	-
Internal Audit	25	27	24	23	32	54	55	56
External Audit Fees	36	42	39	39	39	39	40	41
Bank Charges	39	109	103	98	91	83	99	102
Pension Administration	81	44	4	(55)	(37)	4	4	4
Taxation Advice	8	6	2	1	-	-	-	-
General Insurance	52	42	51	50	60	56	57	58
Specific department costs	273	614	254	190	241	308	329	337
Total Operating Expenses	654	1,033	812	775	762	856	887	906

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 Actuals	01 Apr 16 31 Mar 17 2017 Budget	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
(In £'000)								
Basic Pay-Permanent	152	133	141	146	173	184	187	191
Overtime-Permanent	6	13	8	10	11	12	12	12
NI ER-Permanent	15	15	15	16	19	22	22	23
Pension ER-Permanent	21	18	17	12	14	18	19	19
Temporary Staff	8	-	-	2	64	91	93	95
Basic Pay-Fixed Term Contract	-	-	-	14	-	-	-	-
Overtime-Fixed Term Contract	-	-	-	1	-	-	-	-
NI ER-Fixed Term Contract	-	-	-	1	-	-	-	-
Pension ER-Fixed Term Contract	-	-	-	0	-	-	-	-
Payroll	202	179	182	201	280	327	334	340
Fares	3	2	4	1	0	-	-	-
Subsistence	2	-	-	0	0	0	0	0
Car Expenses & Car Parking	0	0	0	-	-	-	-	-
Travel and subsistence costs	5	3	4	1	0	0	0	0
Business Rates	116	122	64	118	144	152	155	158
Water	3	-	-	2	5	12	12	12
Electricity	52	37	44	53	62	72	73	75
Gas	9	4	19	22	12	18	18	19
Cleaning Materials	-	9	27	16	5	9	9	9
Cleaning Materials	-	-	-	-	-	3	3	3
Cleaning Contractors	60	42	51	80	102	92	94	96
Cleaning-33 Stannary Street	-	12	7	6	4	10	10	11
Waste Disposal	21	-	-	11	11	12	12	12
Waste Disposal	-	1	4	3	(0)	10	10	11
Repairs & Maintenance	32	59	185	134	68	90	92	94
Repairs&Maintenance-33 Stannary Street	-	10	10	12	4	-	-	-
Maintenance Contracts	21	23	28	62	55	55	56	57
Security	21	-	180	51	25	72	73	75
Security-33 Stannary Street	-	0	4	5	-	-	-	-
Building Refurbishment	32	63	192	59	21	-	-	-
Property costs	367	381	814	635	518	607	619	632

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 Actuals	01 Apr 16 31 Mar 17 2017 Budget	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
(In £'000)								
Mobile Phone & Blackberry	-	0	1	1	1	1	1	1
Printing & Stationery	42	61	78	55	76	84	86	87
Room Hire	49	26	-	-	-	-	-	-
Photocopying	10	11	14	14	1	-	-	-
Postage	90	160	156	201	226	270	275	281
Telephone	-	-	-	-	1	-	-	-
Couriers	-	-	-	-	-	-	-	-
Office Equipment < £1000	11	15	147	48	53	50	51	52
Office Equipment <£1000-33 Stannary Street	-	1	-	-	-	-	-	-
Office Equipment rental	13	13	12	10	4	15	15	16
Catering	20	36	37	46	36	47	48	49
Other Office Services	20	21	27	28	17	24	24	25
Office Equipment Disposals	-	-	-	2	-	-	-	-
Office services costs	255	345	471	406	414	492	502	512
Other Professional Fees	-	0	8	12	1	-	-	-
Other Professional Fees-33 Stannary Street	-	2	11	-	14	-	-	-
Training	-	-	-	6	0	5	5	5
Health & Safety	11	4	8	19	17	30	31	31
Public Law	-	0	-	-	19	-	-	-
Public Law-33 Stannary St	-	3	(4)	-	-	-	-	-
Specific department costs	11	11	23	38	52	35	36	37
Rent-33 Stannary Street	-	82	118	118	113	136	138	141
Service Charge-33 Stannary Street	-	2	8	7	14	12	12	12
Business Rates-33 Stannary Street	-	31	36	37	38	40	41	42
Water-33 Stannary Street	-	2	2	2	1	1	1	1
Electricity-33 Stannary Street	-	15	16	21	8	14	14	15
Gas-33 Stannary Street	-	5	2	3	2	4	4	4
Insurance-33 Stannary Street	-	-	-	-	-	-	-	-
Additional office space	-	138	183	188	176	207	211	215
Total Operating Expenses	840	1,056	1,675	1,470	1,440	1,669	1,702	1,736

FITNESS TO PRACTISE

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Basic Pay-Permanent	1,307	1,811	2,278	2,638	2,866	3,371	3,525	3,592
Overtime-Permanent	10	2	27	9	13	-	-	-
NI ER-Permanent	139	191	245	278	306	398	423	431
Pension ER-Permanent	41	64	80	132	153	200	229	234
Temporary Staff	29	32	198	326	421	74	75	77
Basic Pay-Fixed Term Contract	-	35	55	55	67	48	49	50
NI ER-Fixed Term Contract	-	4	5	7	8	6	6	6
Pension ER-Fixed Term Contract	-	74	-	1	2	3	3	3
Payroll	1,526	2,214	2,888	3,445	3,837	4,100	4,311	4,393
Accommodation	-	-	-	-	10	6	6	6
Travel	54	0	88	85	50	56	35	35
Conferences & Lecturing	-	1	1	4	-	1	1	1
Subsistence	-	-	-	-	6	1	1	1
Travel and subsistence costs	54	1	89	88	67	64	43	43
Mobile Phone & Blackberry	2	3	4	7	9	8	8	8
Internet/3G	2	1	0	0	-	-	-	-
Printing & Stationery	93	139	150	240	235	198	400	400
Room Hire	175	131	218	249	296	171	168	168
Postage	-	-	2	8	2	2	2	2
Catering	37	50	74	61	39	64	67	67
Video Conferencing	-	4	-	0	3	1	1	2
Couriers	-	-	-	-	9	-	-	-
Office services costs	309	327	448	566	594	445	647	646
Panel Fees - Panel Members	1,697	1,811	1,687	2,038	2,136	2,046	2,344	2,390
Panels (T&S)	-	13	933	907	-	-	763	762
Witness Experts	29	-	12	-	108	12	-	-
Partners Travel	-	-	21	-	897	1,022	-	-
Witness Costs	180	-	231	243	162	234	233	233
Security	5	-	-	0	2	2	2	2
Partners cost	1,911	1,824	2,884	3,188	3,304	3,316	3,342	3,387
Annual Reports	11	-	9	11	1	7	7	7
Brochures	5	90	-	-	-	8	8	8
Communication costs	16	90	9	11	1	14	14	15

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
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Small Project Costs	32	41	40	135	26	48	49	50
Registration Appeals - Fees Chair	-	-	-	-	36	-	-	-
Counselling	2	42	-	-	1	1	1	1
Legal Insurance	25	-	51	-	-	-	-	-
Other Legal Costs	30	25	22	49	85	36	37	37
FTP Presentation and Preparation	2,910	3,089	3,900	3,966	4,093	4,199	4,284	4,224
Public Law	255	388	664	876	660	480	490	499
Training	48	71	106	119	64	73	75	76
Transcript Writer	373	347	462	428	418	576	537	537
Specific department costs	3,675	4,004	5,245	5,575	5,384	5,414	5,473	5,425
Total Operating Expenses	7,491	8,460	11,564	12,875	13,186	13,352	13,829	13,909

HUMAN RESOURCES

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Basic Pay-Permanent	174	148	185	161	251	323	329	335
Overtime-Permanent	1	-	-	-	-	-	-	-
NI ER-Permanent	20	17	21	19	28	39	39	40
Pension ER-Permanent	6	12	14	15	16	19	20	20
Staff Recruitment	94	130	160	121	167	174	177	181
Temporary Staff	4	-	-	6	15	8	8	8
Payroll Contingency	15	-	23	-	24	35	36	36
Basic Pay-Fixed Term Contract	-	25	20	52	4	-	-	-
NI ER-Fixed Term Contract	-	1	2	6	0	-	-	-
Pension ER-Fixed Term Contract	-	-	-	2	0	-	-	-
Payroll	314	333	426	381	505	598	609	620
Fares	2	-	0	8	1	1	1	1
Accommodation	-	-	-	0	0	1	1	1
Subsistence	1	-	0	0	0	0	0	0
Travel and subsistence costs	3	-	1	8	1	2	2	2
Mobile Phone & Blackberry	1	1	1	1	1	2	2	2
Internet/3G	-	-	-	-	-	-	-	-
Printing & Stationery	1	1	1	1	0	1	1	1
Couriers	-	0	0	-	-	0	0	0
Office services costs	2	1	2	2	1	4	4	4
Other Professional Fees	14	32	33	35	28	54	55	56
Legal Expenses	28	59	90	30	61	45	46	47
Subscriptions	1	-	2	2	1	2	2	2
Training	5	11	4	17	17	18	18	19
Organisational Training	60	41	71	57	82	105	107	109
Employee Assistance Programme	10	9	8	13	9	11	11	11
Reward Data	11	7	19	16	23	30	31	31
Pension Administration	-	-	-	-	-	25	26	26
Managers Training	-	-	-	-	-	7	7	7
Specific department costs	129	159	228	170	221	297	303	309
Total Operating Expenses	448	494	656	560	728	901	918	936

HR - PARTNERS

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12 2012 Actuals	31 Mar 13 2013 Actuals	31 Mar 14 2014 Actuals	31 Mar 15 2015 Actuals	31 Mar 16 2016 Actuals	31 Mar 17 2017 Budget	31 Mar 18 2018 LT Forecast	31 Mar 19 2019 LT Forecast
Basic Pay-Permanent	121	98	101	112	99	113	115	117
Overtime-Permanent	-	-	-	1	-	-	-	-
NI ER-Permanent	13	10	10	11	9	14	14	14
Pension ER-Permanent	-	-	-	2	2	7	7	7
Temporary Staff	4	-	10	7	9	-	-	-
Basic Pay-Fixed Term Contract	-	9	-	-	-	-	-	-
NI ER-Fixed Term Contract	0	1	-	-	-	-	-	-
Payroll	138	117	121	132	119	133	135	138
Fares	1	0	0	1	0	1	1	1
Subsistence	-	-	0	0	-	0	0	0
Travel and subsistence costs	1	0	1	1	0	1	1	1
Mobile Phone & Blackberry	-	0	0	1	1	1	1	1
Printing & Stationery	5	2	3	1	3	5	5	5
Room Hire	1	-	-	2	0	-	-	-
Office services costs	6	2	3	4	3	5	6	6
Partners Recruitment & Interviews	44	19	18	58	22	49	50	51
Partners Training	206	129	123	163	116	123	125	128
Partners travel	-	-	78	92	31	34	35	35
Partners Accommodation	-	-	-	-	25	19	19	20
Partners Subsistence	-	-	-	-	3	7	7	7
Partners costs	250	148	219	313	198	231	235	240
Public Law	5	1	-	-	22	5	5	5
Training	5	3	1	12	6	5	5	5
Specific department costs	10	4	1	12	28	10	10	10
Total Operating Expenses	405	271	345	461	349	380	387	395

COMMUNICATIONS

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Basic Pay-Permanent	364	389	417	481	493	551	561	572
Overtime-Permanent	1	1	2	2	0	-	-	-
NI ER-Permanent	40	42	46	52	55	66	67	69
Pension ER-Permanent	22	33	35	34	34	38	38	39
Temporary Staff	-	-	3	28	36	-	-	-
Basic Pay-Fixed Term Contract	-	-	-	16	10	-	-	-
Overtime-Fixed Term Contract	-	-	-	-	-	-	-	-
NI ER-Fixed Term Contract	-	-	-	3	1	-	-	-
Pension ER-Fixed Term Contract	-	-	-	0	0	-	-	-
Payroll	427	465	503	615	628	655	667	680
Fares	26	13	17	17	19	17	17	18
Accommodation	-	-	-	9	11	12	12	12
Subsistence	15	11	12	4	3	5	5	5
Travel and subsistence costs	41	24	29	29	33	34	35	35
Mobile Phone & Blackberry	2	3	3	4	6	6	6	6
Printing & Stationery	3	1	1	2	4	2	3	3
Postage	-	-	4	1	-	1	1	1
Couriers	23	11	19	14	8	10	10	10
Internet/3G	-	1	1	0	-	-	-	-
Office services costs	28	16	28	21	18	19	19	20
Other Professional Fees	-	44	-	-	-	-	-	-
Public Law	-	-	-	-	-	-	-	-
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
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Campaigns	135	146	86	76	63	75	77	78
Annual Reports	3	(5)	1	1	1	2	2	2
Brochures	65	40	49	42	243	50	51	52
Meet the HPC events	48	24	69	40	72	95	97	99
Market Research	40	34	-	51	31	-	-	-
Translations	10	9	1	3	2	3	3	3
Public Affairs & Stakeholder	61	59	73	28	27	45	46	47
Web	67	43	60	40	48	85	87	88
Marketing & Promotions	7	4	2	5	4	5	6	6
Conferences & Exhibitions	50	39	41	17	16	15	15	16
Media Relations	25	2	12	2	5	15	15	16
Internal Communications	45	86	87	92	96	98	100	102
Communication costs	556	480	481	396	609	488	498	508
Subscriptions	36	-	44	59	57	65	66	68
Training	8	18	22	20	29	25	25	26
Specific department costs	44	18	66	79	86	90	92	94
Total Operating Expenses	1,096	1,047	1,106	1,141	1,374	1,286	1,311	1,336

POLICY & STANDARDS

(In £'000)	01 Apr 11	01 Apr 12	01 Apr 13	01 Apr 14	01 Apr 15	01 Apr 16	01 Apr 17	01 Apr 18
	31 Mar 12	31 Mar 13	31 Mar 14	31 Mar 15	31 Mar 16	31 Mar 17	31 Mar 18	31 Mar 19
	2012	2013	2014	2015	2016	2017	2018	2019
	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	LT Forecast	LT Forecast
Basic Pay-Permanent	148	162	178	218	227	231	235	239
Overtime-Permanent	-	-	-	-	-	-	-	-
NI ER-Permanent	17	18	20	25	26	28	28	29
Pension ER-Permanent	16	22	22	24	26	27	27	28
Payroll	181	203	220	267	279	285	290	296
Fares	13	5	5	6	16	7	7	7
Accommodation	-	-	-	1	1	2	2	2
Subsistence	7	4	3	0	1	1	1	1
Conferences & Lecturing	3	-	1	1	1	1	1	1
Travel and subsistence costs	23	8	8	9	20	11	11	11
Council & Committee Fees	3	-	-	-	-	-	-	-
Council & Committee Travel	2	-	-	-	-	-	-	-
Council costs	5	-	-	-	-	-	-	-
Mobile Phone & Blackberry	1	0	0	1	1	1	1	1
Printing & Stationery	21	6	7	8	9	24	24	25
Room Hire	1	2	2	1	1	1	1	1
Postage	-	-	-	-	-	-	-	-
Office services costs	23	8	10	9	11	26	26	27
Research	25	29	66	82	92	110	112	114
Standards of Proficiency	-	9	7	8	2	4	4	4
Communication costs	25	38	74	90	94	114	116	119
Managers Training	-	-	-	-	-	2	2	2
Public Law	7	(4)	-	-	11	4	4	4
Training	9	4	2	7	5	9	9	9
Subscriptions	1	-	1	1	0	1	1	1
Specific department costs	17	(0)	3	8	16	16	16	16
Total Operating Expenses	274	257	315	382	419	452	460	469

MAJOR PROJECTS

(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 Actuals	01 Apr 16 31 Mar 17 2017 Budget	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
186 Kennington Park Road	4	-	-	337	71	465	753	-
Allowance for other major projects, not yet identified	-	-	-	-	-	-	250	450
Domino to Exchange Migration	-	-	-	6	5	-	-	-
Education System Build	-	22	96	101	27	-	-	-
Education System Changes	8	9	-	-	-	-	-	5
Enhancement OF Online Register	9	-	-	-	-	-	-	-
Fees Review	-	-	-	-	0	-	-	2
Finance Systems Review	-	-	-	-	-	-	-	-
FTP Changes	121	-	-	-	-	-	-	5
FTP Systems Review	185	-	-	-	-	-	25	13
HR & Partners Phase 1	-	-	-	48	-	-	-	-
HR & Partners Phase 2	-	24	-	0	80	-	-	-
HR & Partners Systems Changes	-	-	76	-	-	-	-	5
NetRegulate Changes	8	27	-	(0)	-	-	-	-
Online Renewals Review & Change of Payment Prov	5	8	-	8	-	-	-	-
Online Services (EDU & FTP Portals) etc	-	-	-	-	-	-	-	-
PCI/DSS	-	-	-	-	-	-	-	-
Professional Indemnity	-	-	-	1	-	-	-	-
Professional Qualifications Directive Implementation	-	-	-	-	2	-	-	-
Public Health Specialists	-	-	-	63	42	-	-	-
Registrations Process and Systems Review Phase 1	-	117	-	22	-	-	-	-
Registrations Process and Systems Build	-	-	-	-	-	-	262	299
Registrations Systems Changes	-	-	-	-	26	-	-	-
Revalidation Project	-	-	-	43	-	-	-	-
SAGE & PRS Upgrade	-	-	-	24	6	-	-	-
Stakeholder Contact Management System	-	-	-	-	-	-	-	-
Telephone Credit Card Automation and Hosting Cha	-	-	-	-	25	-	-	-
Name Change	5	-	-	-	-	-	-	-
Web Deployment	-	-	-	-	-	-	-	-
HR and Partners Build	-	-	-	-	-	166	-	-
Stakeholder Relationship Management system	-	-	-	-	17	22	-	-
Registrations Transformation and Improvement proje	-	-	-	-	29	503	-	-
Establishing the new Tribunal service	-	-	-	-	7	102	-	-
PCI / DSS project	-	-	-	-	2	50	-	-
HCPC website review and build	-	-	-	-	-	30	12	-
Online expenses implementation	-	-	-	-	-	-	-	-
Net Regulate changes	-	-	-	-	(0)	2	-	-
Professional Qualifications Directive	-	-	-	-	-	-	-	-
405 Kennington Road Fit Out	-	-	-	-	318	-	-	-
FTP CMS review	-	-	-	-	-	17	-	-
Restack	-	-	-	-	-	-	-	-
Refurb	-	-	-	-	-	-	-	-

Sheet:Departmental expenditure detail

Major Project costs	345	255	186	652	657	1,357	1,302	778
Total Operating Expenses	345	255	186	652	657	1,357	1,302	778

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 Actuals	01 Apr 16 31 Mar 17 2017 Budget	01 Apr 17 31 Mar 18 2018 LT Forecast	01 Apr 18 31 Mar 19 2019 LT Forecast
(In £'000)								
Service Charge-405 Kennington Road	-	-	-	-	5	10	10	10
Rent-405 Kennington Road	-	-	-	-	222	674	687	701
Business Rates-405 Kennington Road	-	-	-	-	34	110	112	114
Cleaning Materials-405 Kennington Road	-	-	-	-	5	39	40	41
Electricity-405 Kennington Road	-	-	-	-	10	42	43	44
Maintenance Contracts-405 Kenninton Road	-	-	-	-	4	50	51	52
Repairs&Maintenance-405 Kennington Road	-	-	-	-	3	7	7	7
Security-405 Kennington Road	-	-	-	-	3	22	22	23
Gas-405 Kennington Road	-	-	-	-	2	12	12	12
Waste Disposal-405 Kennington Road	-	-	-	-	0	2	2	2
Water-405 Kennington Road	-	-	-	-	1	12	12	12
Dilapidation-Kennington Road	-	-	-	-	25	62	63	64
405 Kennington Road costs	-	-	-	-	314	1,042	1,063	1,084
Total Operating Expenses	-	-	-	-	314	1,042	1,063	1,084

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 2016-17 baseline
Employer's pension contribution rates and employer's national insurance rates are assumed to remain constant at 2016-17 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 2016-17 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.
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, except that all social workers are assumed to pay by direct debit from their 2018 renewal onwards. 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.

Professional renewal periods

Years	2013/15/17/19/21												2012/14/16/18/20											
Months	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			PYL			OR/PA		BS			RA		AS					ODP						
						PO/SLT/CS								PH		CH/HAD								
						OT										DT								
																					SW			