

**Agenda Item 10 (i)**

**Enclosure 8**

**Health and Care Professions Council  
21 March 2018**

**Five Year Plan**

**For discussion**

**From Andy Gillies, Director of Finance**

Council, 21 March 2018

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 presented to Council at least annually.

### **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, summary and conclusions

Appendix 2: Five year plan tables

### **Date of paper**

14 March 2018

## Appendix 1: Background information, summary and conclusions

### 1. Background information

- 1.1. The Plan was last reviewed by Council in a private paper to the meeting of 20 September 2017, covering the years 2017-18 to 2021-22 (budget and forecast) plus actual data for the years 2011-12 to 2016-17.
- 1.2. This iteration of the Plan is rolled forward to cover the years 2012-13 to 2022-23. Since financial year 2017-18 is not complete, the month 9 forecast outturn for 2017-18 is used as an approximation for the actual results.
- 1.3. The September 2017 iteration of the Plan had as its base case scenario that the transfer of regulation of social workers to Social Work England would take place with effect from September 2020. The Department for Education has now consulted on the secondary legislative framework for SWE, and remains committed to a transfer date of 1 September 2019. We have therefore used 1 September 2019 as our assumed transfer date.
- 1.4. We have agreed in principle with DfE how we will work with them to transfer the register of social workers in England to SWE. A draft grant agreement between DfE and HCPC is on the agenda for the March 2018 Council meeting. The agreed principle is that HCPC's direct costs incurred in supporting the transfer will be reimbursed, up to a cap of £2.4m, so the transfer project should not impose a net cost on HCPC's remaining 15 professions. We have not included either the extra costs of the transfer project or the grant income in the Plan.
- 1.5. Separately, we expect to agree with SWE that from the transfer date, we will manage to conclusion, on behalf of SWE, all social worker FTP cases that have been found to have a case to answer at Investigating Committee Panel. Social worker cases that have not reached the ICP stage at the transfer date will be passed to SWE. As with the costs of the project to transfer the register, we expect to agree a funding arrangement that means that there is no net cost to HCPC's remaining professions. Therefore we have not included any FTP costs in relation to social workers after 1 September 2019, or any related cost recovery income.
- 1.6. The Department of Health and Social Care has recently consulted on the regulation of medical associate professions, and on its broader proposals for reforming regulation. Both consultations are closed and the Department is currently analysing the responses.
- 1.7. The consultation on medical associate professions included as one of the options that MAPs would be regulated by HCPC. There are currently less than 1000 MAP practitioners UK, although numbers are expected to rise significantly in future. Because of uncertainty as to the outcome of the consultation and the availability of Parliamentary time to make non-Brexit related legislative changes, we have not included any income from MAPs in the Plan.
- 1.8. The reforming regulation proposals included a reduction in the number of regulators which, if implemented, could financially benefit HCPC. The consultation document also asks whether currently regulated professions should be reassessed; a

reassessment could in due course lead to deregulation of some of HCPC's professions. Because of the uncertainties as to whether and when these proposals would be implemented, we have not assumed any professions other than social workers in England will be transferred in or out of HCPC's regulation during the period of the Plan.

- 1.9. The Plan includes income from the lease of office space within 186 Kennington Park Road to a tenant from July 2018.
- 1.10. As in the previous iteration, we assume that a section 60 order enables us to dispose of FTP cases via undertakings, with effect from September 2020, saving 10% on panel costs.
- 1.11. The possibility of charging for Education services has been raised in previous discussions on the Plan, and was referred to the Education and Training Committee, who considered it at their November meeting. The Committee's initial conclusion was that the time was not right to consider introducing fees for approvals. The Committee is due to discuss a further paper on possible charging at their June 2018 meeting. In the meantime, this iteration of the Plan does not include any income from charging for Education services.
- 1.12. The Plan does not include the costs of the proposed EMT restructure, or the expected savings if the initial proposals were implemented, since those values and the new departmental structure are subject to the outcome of the consultation. The one off cost, which will be charged in the 2017-18 financial year, is likely to be in the range £300k to £500k, and the annual saving (compared to the current structure assumed in the 2018-19 budget and the Plan) is likely to be in the range £150k to £250k.
- 1.13. Expenditure assumptions in the base case are unchanged from the September iteration of the Plan. However, as noted in September, our base assumptions for inflation (payroll inflation of 1.9%, non-payroll inflation of 2%) may no longer be prudent. Inflation as measured by the Consumer Price Index was 2.7% in January, and the Bank of England's latest inflation report<sup>1</sup> forecasts that it will remain above 2% until 2020. As in September, we have modelled an alternative scenario with payroll and non-payroll inflation assumed at 3%.
- 1.14. The 5 year plan paper for the March 2017 Council meeting analysed three sets of proposals for reducing the cost base following the transfer out of social workers:
  - maintaining the existing scope and quality of services, and maintaining our aim "to be recognised nationally and internationally as a model of good practice". This means making the reductions in complement and non-payroll costs that follow from the reduction in workload, together with any other efficiency/procurement gains that can be delivered without reducing the existing scope and quality of service;
  - some reductions in scope / service standards. This would mean reducing complement further than the capacity released by the transfer of social workers; and

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<sup>1</sup> <https://www.bankofengland.co.uk/inflation-report/2018/february-2018>

- more extensive reductions in scope / service standards. This would mean doing the minimum to protect the public. It would involve acceptance that we might fail more Professional Standards Authority (PSA) standards.

1.15. This iteration of the Plan applies the cost reductions in the middle scenario “some reductions in scope / service standards”, and does not assume any increase in fees. The Executive has proposed a project to review HCPC’s cost base and fee rates, which would report to Council in July, and form the basis for a decision on whether to consult on a fee increase.

1.16. Pending that project, the outcome of this iteration of the Plan is

- in the base case with pay inflation at 1.9% and non-pay inflation at 2%, deficits of £2.4m in 2019-20, dropping to £1.5m in 2022-23; and
- in the alternative scenario with pay and non-pay inflation at 3%, deficits of between £2.4m and £2.8m each year from 2019-20 onwards.

1.17. The Plan is based on the updated Registrant numbers forecast, which is also to be presented to the March 2018 Council meeting.

1.18. The Plan is prepared on a Microsoft Excel workbook built to the FAST<sup>2</sup> standard. The workbook contains the registrant numbers model, the income model and the Fitness to Practise (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.

1.19. Grant Thornton reviewed the overall coherence of the Plan model as part of their 2015-16 internal audit programme. Their overall conclusion was 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. Summary and conclusions**

2.1. As previously noted, the key financial impact of the transfer of social workers to SWE is lost contribution. Social workers provide £9m of fee income but regulation of them only incurs about £3m of direct variable<sup>3</sup> non-payroll costs, so they provide around £6m of contribution towards HCPC’s salaries and fixed costs.

2.2. Organic growth in the number of registrants in our remaining 15 professions should not be seen as replacing the income and contribution lost from social workers. So long as our fees remain unchanged, growth in registrant numbers only funds price and wage inflation in our cost base.

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<sup>2</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)

<sup>3</sup> Direct variable costs in this context means costs that are directly linked to the level of activity, for instance panel fees and expenses. Payroll costs of operational teams are fixed in the short term but variable in the medium term. Premises and support/overhead costs are fixed in the medium to long term

- 2.3. The Plan shows that our current cost base combined with our current fee structure is not sustainable in the long term. Our reserves policy<sup>4</sup> aims to ensure HCPC's financial sustainability, and financial fairness between current and future registrants. The policy sets a target range of free reserves of between negative three and zero months' operating costs, which is considered to balance those two objectives. In the base case, our free reserves fall below negative three months of operating costs by the end of 2019-20. To ensure sustainability, either costs will have to be significantly reduced, or fees will have to be increased, or a combination of both.
- 2.4. The project to review the cost base, which will report to the July Council meeting including an update of the Plan, will provide a basis for discussion on the options for reducing costs and the associated risks.
- 2.5. The Plan does demonstrate that HCPC will be solvent and a going concern through 2019-20 and beyond, because of the substantial cash balances we hold. We do therefore have time to review costs and fees as planned, and take decisions at the July Council meeting. We should not delay decisions long beyond the July meeting, as those cash balances are prepayments of fees by our current registrants, and when we finance deficits from those cash balances, we are effectively subsidising current registrants at the expense of future registrants.

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<sup>4</sup> <http://www.hcpc-uk.org/assets/documents/100053BCEnc12-ReservesPolicy.pdf>

# Five year plan 2018-2023

Andy Gillies, Finance Director

14 March 2018

# 1. Financial Overview



# Financial Overview

Last actuals date **31 Mar 18**

## INCOME AND EXPENDITURE SUMMARY

|                                   | 01 Apr 13       | 01 Apr 14       | 01 Apr 15       | 01 Apr 16       | 01 Apr 17       | 01 Apr 18       | 01 Apr 19       | 01 Apr 20       | 01 Apr 21       | 01 Apr 22       |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                                   | 31 Mar 14       | 31 Mar 15       | 31 Mar 16       | 31 Mar 17       | 31 Mar 18       | 31 Mar 19       | 31 Mar 20       | 31 Mar 21       | 31 Mar 22       | 31 Mar 23       |
|                                   | 2014            | 2015            | 2016            | 2017            | 2018            | 2019            | 2020            | 2021            | 2022            | 2023            |
| (In £'000)                        | Actuals         | Actuals         | Actuals         | Actuals         | Actuals         | Budget          | LT Forecast     | LT Forecast     | LT Forecast     | LT Forecast     |
| Total fee income                  | 25,141          | 26,303          | 28,310          | 31,449          | 33,407          | 34,509          | 30,104          | 27,030          | 27,809          | 28,461          |
| Total other income                | 330             | 303             | 135             | 130             | 149             | 131             | 175             | 175             | 186             | 189             |
| <b>Total income</b>               | <b>25,471</b>   | <b>26,606</b>   | <b>28,444</b>   | <b>31,578</b>   | <b>33,556</b>   | <b>34,640</b>   | <b>30,279</b>   | <b>27,205</b>   | <b>27,994</b>   | <b>28,650</b>   |
| Payroll costs                     | (8,343)         | (9,481)         | (10,426)        | (11,456)        | (12,087)        | (12,832)        | (13,314)        | (11,355)        | (11,529)        | (11,748)        |
| Non-payroll costs                 | (14,813)        | (16,002)        | (16,449)        | (17,882)        | (19,705)        | (19,933)        | (17,827)        | (16,006)        | (16,232)        | (15,980)        |
| Total depreciation                | (1,463)         | (682)           | (566)           | (1,097)         | (854)           | (996)           | (808)           | (860)           | (1,246)         | (1,672)         |
| PSA Levy                          | -               | -               | (589)           | (859)           | (912)           | (975)           | (718)           | (742)           | (765)           | (779)           |
| <b>Total operating expenses</b>   | <b>(24,619)</b> | <b>(26,165)</b> | <b>(28,030)</b> | <b>(31,293)</b> | <b>(33,558)</b> | <b>(34,736)</b> | <b>(32,668)</b> | <b>(28,963)</b> | <b>(29,772)</b> | <b>(30,178)</b> |
| <b>Retained surplus/(deficit)</b> | <b>852</b>      | <b>441</b>      | <b>414</b>      | <b>285</b>      | <b>(2)</b>      | <b>(95)</b>     | <b>(2,389)</b>  | <b>(1,758)</b>  | <b>(1,778)</b>  | <b>(1,528)</b>  |
| Revaluation gain                  |                 | 104             | 486             | 261             | -               | -               | -               | -               | -               | -               |
| <b>Total movement on reserves</b> | <b>852</b>      | <b>545</b>      | <b>900.40</b>   | <b>546</b>      | <b>(2)</b>      | <b>(95)</b>     | <b>(2,389)</b>  | <b>(1,758)</b>  | <b>(1,778)</b>  | <b>(1,528)</b>  |

# Financial Overview

Last actuals date

31 Mar 18

## BALANCE SHEET

|   | 01 Apr 13       | 01 Apr 14       | 01 Apr 15       | 01 Apr 16       | 01 Apr 17       | 01 Apr 18       | 01 Apr 19       | 01 Apr 20       | 01 Apr 21       | 01 Apr 22       |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|   | 31 Mar 14       | 31 Mar 15       | 31 Mar 16       | 31 Mar 17       | 31 Mar 18       | 31 Mar 19       | 31 Mar 20       | 31 Mar 21       | 31 Mar 22       | 31 Mar 23       |
|   | 2014            | 2015            | 2016            | 2017            | 2018            | 2019            | 2020            | 2021            | 2022            | 2023            |
| (In £'000)  | Actuals         | Actuals         | Actuals         | Actuals         | Actuals         | Budget          | LT Forecast     | LT Forecast     | LT Forecast     | LT Forecast     |
| Non current assets                                | 4,746           | 5,205           | 6,454           | 6,943           | 7,674           | 9,518           | 10,203          | 10,576          | 10,596          | 10,218          |
| Debtors and prepayment:                           | 625             | 758             | 1,598           | 1,991           | 1,930           | 1,948           | 1,948           | 1,948           | 1,948           | 1,948           |
| Cash & equivalent                                 | 16,038          | 18,048          | 17,615          | 19,529          | 18,841          | 15,550          | 11,723          | 7,859           | 9,001           | 5,882           |
| <b>Total assets</b>                               | <b>21,409</b>   | <b>24,011</b>   | <b>25,668</b>   | <b>28,463</b>   | <b>28,445</b>   | <b>27,017</b>   | <b>23,874</b>   | <b>20,383</b>   | <b>21,546</b>   | <b>18,048</b>   |
| Other current liabilities                         | (2,578)         | (2,957)         | (2,408)         | (2,708)         | (1,765)         | (1,765)         | (1,765)         | (1,765)         | (1,765)         | (1,765)         |
| Deferred income                                   | (15,815)        | (17,493)        | (18,800)        | (20,749)        | (21,676)        | (20,343)        | (19,589)        | (17,855)        | (20,795)        | (18,826)        |
| <b>Total liabilities</b>                          | <b>(18,393)</b> | <b>(20,450)</b> | <b>(21,207)</b> | <b>(23,457)</b> | <b>(23,441)</b> | <b>(22,108)</b> | <b>(21,354)</b> | <b>(19,621)</b> | <b>(22,561)</b> | <b>(20,592)</b> |
| <b>Net assets</b>                                 | <b>3,016</b>    | <b>3,561</b>    | <b>4,460</b>    | <b>5,006</b>    | <b>5,004</b>    | <b>4,909</b>    | <b>2,520</b>    | <b>763</b>      | <b>(1,015)</b>  | <b>(2,543)</b>  |
| General fund c/fwd                                | 3,016           | 3,457           | 3,871           | 4,154           | 4,153           | 4,058           | 1,669           | (88)            | (1,866)         | (3,394)         |
| Revaluation reserve                               |                 | 104             | 590             | 851             | 851             | 851             | 851             | 851             | 851             | 851             |
| <b>Reserves</b>                                   | <b>3,016</b>    | <b>3,561</b>    | <b>4,460</b>    | <b>5,006</b>    | <b>5,004</b>    | <b>4,909</b>    | <b>2,520</b>    | <b>763</b>      | <b>(1,015)</b>  | <b>(2,543)</b>  |
| <b>Free reserves</b>                              | <b>(1,730)</b>  | <b>(1,644)</b>  | <b>(1,994)</b>  | <b>(1,937)</b>  | <b>(2,670)</b>  | <b>(4,610)</b>  | <b>(7,683)</b>  | <b>(9,813)</b>  | <b>(11,611)</b> | <b>(12,761)</b> |
| <b>Free reserves as months of operating costs</b> | <b>(0.8)</b>    | <b>(0.7)</b>    | <b>(0.8)</b>    | <b>(0.7)</b>    | <b>(0.9)</b>    | <b>(1.7)</b>    | <b>(3.3)</b>    | <b>(4.1)</b>    | <b>(4.9)</b>    | <b>(5.4)</b>    |

# Financial Overview

Last actuals date

31 Mar 18

## CASH FLOW

|                               | 01 Apr 13       | 01 Apr 14       | 01 Apr 15       | 01 Apr 16       | 01 Apr 17       | 01 Apr 18       | 01 Apr 19       | 01 Apr 20       | 01 Apr 21       | 01 Apr 22       |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                               | 31 Mar 14       | 31 Mar 15       | 31 Mar 16       | 31 Mar 17       | 31 Mar 18       | 31 Mar 19       | 31 Mar 20       | 31 Mar 21       | 31 Mar 22       | 31 Mar 23       |
|                               | 2014            | 2015            | 2016            | 2017            | 2018            | 2019            | 2020            | 2021            | 2022            | 2023            |
| (In £'000)                    | Actuals         | Actuals         | Actuals         | Actuals         | Actuals         | Budget          | LT Forecast     | LT Forecast     | LT Forecast     | LT Forecast     |
| Fees received                 | 24,818          | 27,715          | 28,938          | 33,398          | 34,333          | 33,176          | 29,350          | 25,296          | 30,749          | 26,492          |
| Other receipts                | 330             | 303             | 141             | 130             | 149             | 131             | 175             | 175             | 186             | 189             |
| <b>Total cash receipts</b>    | <b>25,148</b>   | <b>28,018</b>   | <b>29,079</b>   | <b>33,528</b>   | <b>34,482</b>   | <b>33,308</b>   | <b>29,525</b>   | <b>25,471</b>   | <b>30,935</b>   | <b>26,681</b>   |
| Payroll payments              | (8,343)         | (9,636)         | (10,539)        | (11,456)        | (12,087)        | (12,832)        | (13,314)        | (11,355)        | (11,529)        | (11,748)        |
| Sub-total non-payroll pay     | (14,516)        | (15,332)        | (17,055)        | (17,975)        | (20,586)        | (19,952)        | (17,827)        | (16,006)        | (16,232)        | (15,980)        |
| PSA levy payments             | -               | -               | (589)           | (859)           | (912)           | (975)           | (718)           | (742)           | (765)           | (779)           |
| Exceptional, eg GSCC tra      | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               |
| <b>Operating payments</b>     | <b>(22,859)</b> | <b>(24,968)</b> | <b>(28,183)</b> | <b>(30,289)</b> | <b>(33,585)</b> | <b>(33,759)</b> | <b>(31,859)</b> | <b>(28,102)</b> | <b>(28,526)</b> | <b>(28,507)</b> |
| Capital payments              | (1,835)         | (1,040)         | (1,329)         | (1,326)         | (1,586)         | (2,840)         | (1,493)         | (1,234)         | (1,266)         | (1,294)         |
| <b>Total payments</b>         | <b>(24,694)</b> | <b>(26,008)</b> | <b>(29,512)</b> | <b>(31,615)</b> | <b>(35,171)</b> | <b>(36,599)</b> | <b>(33,352)</b> | <b>(29,336)</b> | <b>(29,792)</b> | <b>(29,800)</b> |
| <b>Net cash flow for year</b> | <b>454</b>      | <b>2,010</b>    | <b>(433)</b>    | <b>1,913</b>    | <b>(688)</b>    | <b>(3,291)</b>  | <b>(3,827)</b>  | <b>(3,864)</b>  | <b>1,142</b>    | <b>(3,119)</b>  |

# Financial Overview - alternative scenario with 3% inflation

## INCOME AND EXPENDITURE SUMMARY

|                                   | 01 Apr 13       | 01 Apr 14       | 01 Apr 15       | 01 Apr 16       | 01 Apr 17       | 01 Apr 18       | 01 Apr 19       | 01 Apr 20       | 01 Apr 21       | 01 Apr 22       |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                                   | 31 Mar 14       | 31 Mar 15       | 31 Mar 16       | 31 Mar 17       | 31 Mar 18       | 31 Mar 19       | 31 Mar 20       | 31 Mar 21       | 31 Mar 22       | 31 Mar 23       |
|                                   | 2014            | 2015            | 2016            | 2017            | 2018            | 2019            | 2020            | 2021            | 2022            | 2023            |
| (In £'000)                        | Actuals         | Actuals         | Actuals         | Actuals         | Actuals         | Budget          | LT Forecast     | LT Forecast     | LT Forecast     | LT Forecast     |
| Total fee income                  | 25,141          | 26,303          | 28,310          | 31,449          | 33,407          | 34,509          | 30,104          | 27,030          | 27,809          | 28,461          |
| Total other income                | 330             | 303             | 135             | 130             | 149             | 131             | 175             | 175             | 191             | 197             |
| <b>Total income</b>               | <b>25,471</b>   | <b>26,606</b>   | <b>28,444</b>   | <b>31,578</b>   | <b>33,556</b>   | <b>34,640</b>   | <b>30,279</b>   | <b>27,205</b>   | <b>28,000</b>   | <b>28,658</b>   |
| Payroll costs                     | (8,343)         | (9,481)         | (10,426)        | (11,456)        | (12,087)        | (12,832)        | (13,595)        | (11,719)        | (12,027)        | (12,388)        |
| Non-payroll costs                 | (14,813)        | (16,002)        | (16,449)        | (17,882)        | (19,705)        | (19,933)        | (18,004)        | (16,295)        | (16,657)        | (16,539)        |
| Total depreciation                | (1,463)         | (682)           | (566)           | (1,097)         | (854)           | (996)           | (808)           | (860)           | (1,246)         | (1,672)         |
| Exceptional, eg GSCC transf       | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               |
| PSA Levy                          | -               | -               | (589)           | (859)           | (912)           | (975)           | (718)           | (742)           | (766)           | (780)           |
| <b>Total operating expenses</b>   | <b>(24,619)</b> | <b>(26,165)</b> | <b>(28,030)</b> | <b>(31,293)</b> | <b>(33,558)</b> | <b>(34,736)</b> | <b>(33,126)</b> | <b>(29,616)</b> | <b>(30,696)</b> | <b>(31,378)</b> |
| <b>Retained surplus/(deficit)</b> | <b>852</b>      | <b>441</b>      | <b>414</b>      | <b>285</b>      | <b>(2)</b>      | <b>(95)</b>     | <b>(2,847)</b>  | <b>(2,411)</b>  | <b>(2,697)</b>  | <b>(2,721)</b>  |
| Revaluation gain                  |                 | 104             | 486             | 261             | -               | -               | -               | -               | -               | -               |
| <b>Total movement on reserve</b>  | <b>852</b>      | <b>545</b>      | <b>900</b>      | <b>546</b>      | <b>(2)</b>      | <b>(95)</b>     | <b>(2,847)</b>  | <b>(2,411)</b>  | <b>(2,697)</b>  | <b>(2,721)</b>  |

## Financial Overview - alternative scenario with 3% inflation

### BALANCE SHEET

|   | 01 Apr 13       | 01 Apr 14       | 01 Apr 15       | 01 Apr 16       | 01 Apr 17       | 01 Apr 18       | 01 Apr 19       | 01 Apr 20       | 01 Apr 21       | 01 Apr 22       |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|   | 31 Mar 14       | 31 Mar 15       | 31 Mar 16       | 31 Mar 17       | 31 Mar 18       | 31 Mar 19       | 31 Mar 20       | 31 Mar 21       | 31 Mar 22       | 31 Mar 23       |
|   | 2014            | 2015            | 2016            | 2017            | 2018            | 2019            | 2020            | 2021            | 2022            | 2023            |
| (In £'000)  | Actuals         | Actuals         | Actuals         | Actuals         | Actuals         | Budget          | LT Forecast     | LT Forecast     | LT Forecast     | LT Forecast     |
| Non current assets                                | 4,746           | 5,205           | 6,454           | 6,943           | 7,674           | 9,518           | 10,203          | 10,576          | 10,596          | 10,219          |
| Debtors and prepayment:                           | 625             | 758             | 1,598           | 1,991           | 1,930           | 1,948           | 1,948           | 1,948           | 1,948           | 1,948           |
| Cash & equivalent                                 | 16,038          | 18,048          | 17,615          | 19,529          | 18,841          | 15,550          | 11,265          | 6,748           | 6,971           | 2,659           |
| <b>Total assets</b>                               | <b>21,409</b>   | <b>24,011</b>   | <b>25,668</b>   | <b>28,463</b>   | <b>28,445</b>   | <b>27,017</b>   | <b>23,416</b>   | <b>19,272</b>   | <b>19,515</b>   | <b>14,826</b>   |
| Other current liabilities                         | (2,578)         | (2,957)         | (2,408)         | (2,708)         | (1,765)         | (1,765)         | (1,765)         | (1,765)         | (1,765)         | (1,765)         |
| Deferred income                                   | (15,815)        | (17,493)        | (18,800)        | (20,749)        | (21,676)        | (20,343)        | (19,589)        | (17,855)        | (20,795)        | (18,826)        |
| <b>Total liabilities</b>                          | <b>(18,393)</b> | <b>(20,450)</b> | <b>(21,207)</b> | <b>(23,457)</b> | <b>(23,441)</b> | <b>(22,108)</b> | <b>(21,354)</b> | <b>(19,621)</b> | <b>(22,561)</b> | <b>(20,592)</b> |
| <b>Net assets</b>                                 | <b>3,016</b>    | <b>3,561</b>    | <b>4,460</b>    | <b>5,006</b>    | <b>5,004</b>    | <b>4,909</b>    | <b>2,062</b>    | <b>(349)</b>    | <b>(3,045)</b>  | <b>(5,766)</b>  |
| General fund c/fwd                                | 3,016           | 3,457           | 3,871           | 4,154           | 4,153           | 4,058           | 1,211           | (1,200)         | (3,897)         | (6,617)         |
| Revaluation reserve                               |                 | 104             | 590             | 851             | 851             | 851             | 851             | 851             | 851             | 851             |
| <b>Reserves</b>                                   | <b>3,016</b>    | <b>3,561</b>    | <b>4,460</b>    | <b>5,006</b>    | <b>5,004</b>    | <b>4,909</b>    | <b>2,062</b>    | <b>(349)</b>    | <b>(3,045)</b>  | <b>(5,766)</b>  |
| <b>Free reserves</b>                              | <b>(1,730)</b>  | <b>(1,644)</b>  | <b>(1,994)</b>  | <b>(1,937)</b>  | <b>(2,670)</b>  | <b>(4,610)</b>  | <b>(8,141)</b>  | <b>(10,925)</b> | <b>(13,642)</b> | <b>(15,985)</b> |
| <b>Free reserves as months of operating costs</b> | <b>(0.8)</b>    | <b>(0.7)</b>    | <b>(0.8)</b>    | <b>(0.7)</b>    | <b>(0.9)</b>    | <b>(1.7)</b>    | <b>(3.4)</b>    | <b>(4.5)</b>    | <b>(5.5)</b>    | <b>(6.5)</b>    |

## Financial Overview - alternative scenario with 3% inflation

### CASH FLOW

|                               | 01 Apr 13       | 01 Apr 14       | 01 Apr 15       | 01 Apr 16       | 01 Apr 17       | 01 Apr 18       | 01 Apr 19       | 01 Apr 20       | 01 Apr 21       | 01 Apr 22       |
|-------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
|                               | 31 Mar 14       | 31 Mar 15       | 31 Mar 16       | 31 Mar 17       | 31 Mar 18       | 31 Mar 19       | 31 Mar 20       | 31 Mar 21       | 31 Mar 22       | 31 Mar 23       |
|                               | 2014            | 2015            | 2016            | 2017            | 2018            | 2019            | 2020            | 2021            | 2022            | 2023            |
| (In £'000)                    | Actuals         | Actuals         | Actuals         | Actuals         | Actuals         | Budget          | LT Forecast     | LT Forecast     | LT Forecast     | LT Forecast     |
| Fees received                 | 24,818          | 27,715          | 28,938          | 33,398          | 34,333          | 33,176          | 29,350          | 25,296          | 30,749          | 26,492          |
| Other receipts                | 330             | 303             | 141             | 130             | 149             | 131             | 175             | 175             | 191             | 197             |
| <b>Total cash receipts</b>    | <b>25,148</b>   | <b>28,018</b>   | <b>29,079</b>   | <b>33,528</b>   | <b>34,482</b>   | <b>33,308</b>   | <b>29,525</b>   | <b>25,471</b>   | <b>30,940</b>   | <b>26,689</b>   |
| Payroll payments              | (8,343)         | (9,636)         | (10,539)        | (11,456)        | (12,087)        | (12,832)        | (13,595)        | (11,719)        | (12,027)        | (12,388)        |
| Sub-total non-payroll pay     | (14,516)        | (15,332)        | (17,055)        | (17,975)        | (20,586)        | (19,952)        | (18,004)        | (16,295)        | (16,657)        | (16,539)        |
| PSA levy payments             | -               | -               | (589)           | (859)           | (912)           | (975)           | (718)           | (742)           | (766)           | (780)           |
| Exceptional, eg GSCC tr:      | -               | -               | -               | -               | -               | -               | -               | -               | -               | -               |
| <b>Operating payments</b>     | <b>(22,859)</b> | <b>(24,968)</b> | <b>(28,183)</b> | <b>(30,289)</b> | <b>(33,585)</b> | <b>(33,759)</b> | <b>(32,317)</b> | <b>(28,756)</b> | <b>(29,450)</b> | <b>(29,707)</b> |
| Capital payments              | (1,835)         | (1,040)         | (1,329)         | (1,326)         | (1,586)         | (2,840)         | (1,493)         | (1,234)         | (1,267)         | (1,294)         |
| <b>Total payments</b>         | <b>(24,694)</b> | <b>(26,008)</b> | <b>(29,512)</b> | <b>(31,615)</b> | <b>(35,171)</b> | <b>(36,599)</b> | <b>(33,810)</b> | <b>(29,989)</b> | <b>(30,717)</b> | <b>(31,001)</b> |
| <b>Net cash flow for year</b> | <b>454</b>      | <b>2,010</b>    | <b>(433)</b>    | <b>1,913</b>    | <b>(688)</b>    | <b>(3,291)</b>  | <b>(4,285)</b>  | <b>(4,518)</b>  | <b>223</b>      | <b>(4,312)</b>  |

# Fee Income Summary

31 Mar 18

| Report Date Start                             | 01 Apr 15     | 01 Apr 16     | 01 Apr 17     | 01 Apr 18     | 01 Apr 19     | 01 Apr 20     | 01 Apr 21     | 01 Apr 22     |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Report Date End                               | 31 Mar 16     | 31 Mar 17     | 31 Mar 18     | 31 Mar 19     | 31 Mar 20     | 31 Mar 21     | 31 Mar 22     | 31 Mar 23     |
| Financial Year Ending<br>(In £'000)           | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          |
|   | Actuals       | Actuals       | Forecast      | Budget        | LT Forecast   | LT Forecast   | LT Forecast   | LT Forecast   |
| <b>INCOME BY PROFESSION</b>                   |               |               |               |               |               |               |               |               |
| Arts Therapists                               | 286           | 344           | 371           | 396           | 420           | 444           | 466           | 491           |
| Biomedical Scientists                         | 1,923         | 2,116         | 2,152         | 2,114         | 2,178         | 2,215         | 2,277         | 2,313         |
| Chiropodists                                  | 1,057         | 1,141         | 1,184         | 1,206         | 1,218         | 1,237         | 1,250         | 1,272         |
| Clinical Scientists                           | 430           | 465           | 506           | 547           | 569           | 586           | 606           | 621           |
| Dieticians                                    | 776           | 858           | 913           | 935           | 959           | 986           | 1,009         | 1,037         |
| Hearing Aid Dispensers                        | 197           | 225           | 253           | 270           | 291           | 313           | 333           | 354           |
| Occupational Therapists                       | 3,099         | 3,479         | 3,562         | 3,597         | 3,719         | 3,798         | 3,917         | 3,994         |
| Operating Departmental Practitioners          | 992           | 1,073         | 1,189         | 1,241         | 1,270         | 1,315         | 1,343         | 1,385         |
| Orthoptists                                   | 108           | 115           | 125           | 133           | 138           | 142           | 147           | 151           |
| Paramedics                                    | 1,907         | 2,044         | 2,257         | 2,463         | 2,581         | 2,679         | 2,793         | 2,882         |
| Physiotherapists                              | 4,349         | 5,125         | 5,299         | 5,515         | 5,632         | 5,748         | 5,855         | 5,987         |
| Prosthetists & Orthotists                     | 82            | 90            | 101           | 102           | 106           | 109           | 113           | 116           |
| Practitioner Psychologists                    | 1,761         | 1,880         | 2,076         | 2,191         | 2,260         | 2,323         | 2,390         | 2,441         |
| Radiographers                                 | 2,630         | 3,141         | 3,323         | 3,341         | 3,467         | 3,532         | 3,654         | 3,724         |
| Speech & Language Therapists                  | 1,257         | 1,325         | 1,399         | 1,511         | 1,565         | 1,603         | 1,656         | 1,691         |
| Social Workers                                | 7,455         | 8,030         | 8,698         | 8,947         | 3,731         | -             | -             | -             |
| <b>Total income by profession</b>             | <b>28,310</b> | <b>31,449</b> | <b>33,407</b> | <b>34,509</b> | <b>30,104</b> | <b>27,030</b> | <b>27,809</b> | <b>28,461</b> |
| <b>INCOME BY TYPE</b>                         |               |               |               |               |               |               |               |               |
| Scrutiny Fee - UK Route                       | 977           | 1,003         | 1,104         | 979           | 816           | 727           | 727           | 727           |
| Scrutiny Fee - International & Grandparenting | 1,777         | 1,936         | 1,779         | 1,642         | 1,369         | 1,157         | 1,041         | 937           |
| Registration Fees & Initial Fees - Graduates  | 1,594         | 1,683         | 1,763         | 1,805         | 1,511         | 1,332         | 1,332         | 1,332         |
| Initial Payments International & Renewal Fees | 23,728        | 26,568        | 28,559        | 29,851        | 26,220        | 23,653        | 24,508        | 25,259        |
| Readmission Fees                              | 233           | 259           | 203           | 232           | 187           | 162           | 200           | 206           |
| <b>Total income by type</b>                   | <b>28,310</b> | <b>31,449</b> | <b>33,407</b> | <b>34,509</b> | <b>30,104</b> | <b>27,030</b> | <b>27,809</b> | <b>28,461</b> |

# Payroll Summary

Last actuals date 31 Mar 18

## Annual Summary

| Report Date Start                           | 01 Apr 13 | 01 Apr 14 | 01 Apr 15 | 01 Apr 16 | 01 Apr 17 | 01 Apr 18 | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-------------|-------------|-------------|
| Report Date End                             | 31 Mar 14 | 31 Mar 15 | 31 Mar 16 | 31 Mar 17 | 31 Mar 18 | 31 Mar 19 | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
| Financial Year Ending                       | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                                  | Actuals   | Actuals   | Actuals   | Actuals   | Actuals   | Budget    | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Chief Executive Department                  |           |           | 280       | 257       | 267       | 237       | 243         | 247         | 252         | 257         |
| Communications Department                   |           |           | 628       | 644       | 649       | 633       | 695         | 649         | 662         | 674         |
| Education Department                        |           |           | 780       | 865       | 868       | 923       | 945         | 805         | 820         | 836         |
| Facilities Department                       |           |           | 280       | 311       | 304       | 338       | 318         | 324         | 330         | 336         |
| Finance Department                          |           |           | 503       | 488       | 487       | 495       | 507         | 517         | 526         | 536         |
| Fitness to Practise, including Adjudication |           |           | 3,837     | 4,383     | 4,797     | 5,083     | 5,276       | 3,844       | 3,876       | 3,949       |
| Human Resources Department                  |           |           | 505       | 566       | 683       | 700       | 808         | 661         | 674         | 687         |
| HR - Partners                               |           |           | 119       | 129       | 134       | 157       | 131         | 134         | 136         | 139         |
| Information Technology Department           |           |           | 609       | 758       | 892       | 936       | 973         | 992         | 1,011       | 1,030       |
| Operations Department                       |           |           | 523       | 532       | 536       | 681       | 686         | 680         | 693         | 706         |
| Policy and Standards Department             |           |           | 279       | 265       | 279       | 283       | 290         | 296         | 302         | 307         |
| Registration Department                     |           |           | 1,889     | 2,048     | 1,964     | 2,135     | 2,201       | 1,962       | 2,000       | 2,038       |
| Secretariat Department                      |           |           | 193       | 209       | 226       | 231       | 239         | 244         | 248         | 253         |
| <b>Total payroll costs</b>                  | -         | -         | 10,426    | 11,456    | 12,087    | 12,832    | 13,314      | 11,355      | 11,529      | 11,748      |



# Opex Summary

Last actuals date 31 Mar 18

## Annual Summary

| Report Date Start                   | 01 Apr 13       | 01 Apr 14       | 01 Apr 15       | 01 Apr 16       | 01 Apr 17       | 01 Apr 18      | 01 Apr 19           | 01 Apr 20           | 01 Apr 21           | 01 Apr 22           |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|---------------------|---------------------|---------------------|---------------------|
| Report Date End                     | 31 Mar 14       | 31 Mar 15       | 31 Mar 16       | 31 Mar 17       | 31 Mar 18       | 31 Mar 19      | 31 Mar 20           | 31 Mar 21           | 31 Mar 22           | 31 Mar 23           |
| Financial Year Ending<br>(In £'000) | 2014<br>Actuals | 2015<br>Actuals | 2016<br>Actuals | 2017<br>Actuals | 2018<br>Actuals | 2019<br>Budget | 2020<br>LT Forecast | 2021<br>LT Forecast | 2022<br>LT Forecast | 2023<br>LT Forecast |
| Chair, Council & Cttees             | 321             | 295             | 242             | 291             | 367             | 333            | 370                 | 346                 | 383                 | 360                 |
| Chief Executive                     | 427             | 387             | 404             | 378             | 381             | 309            | 316                 | 322                 | 329                 | 335                 |
| Communications                      | 1,106           | 1,141           | 1,378           | 1,054           | 1,114           | 1,041          | 1,111               | 1,048               | 1,118               | 1,089               |
| Education                           | 874             | 889             | 1,046           | 1,113           | 1,135           | 1,217          | 1,180               | 1,044               | 1,065               | 1,085               |
| Office Services                     | 1,675           | 1,470           | 1,440           | 1,483           | 1,662           | 2,211          | 2,074               | 2,065               | 2,106               | 2,148               |
| 405 Kennington Road                 | -               | -               | 313             | 887             | 884             | 692            | 706                 | 720                 | 735                 | 749                 |
| Finance                             | 812             | 775             | 762             | 703             | 765             | 720            | 730                 | 725                 | 727                 | 732                 |
| FTP incl Adjudication               | 11,564          | 12,880          | 13,158          | 14,937          | 15,550          | 15,770         | 14,556              | 11,719              | 11,824              | 12,010              |
| Human Resources                     | 656             | 560             | 728             | 750             | 1,048           | 1,274          | 1,394               | 1,134               | 1,093               | 1,140               |
| HR - Partners                       | 345             | 461             | 349             | 349             | 406             | 466            | 401                 | 406                 | 457                 | 423                 |
| Information Technology              | 1,466           | 1,659           | 1,804           | 1,951           | 2,263           | 2,532          | 2,602               | 2,653               | 2,705               | 2,549               |
| Major Projects                      | 186             | 652             | 657             | 461             | 1,451           | 1,265          | 746                 | 567                 | 583                 | 597                 |
| Operations                          | 592             | 608             | 700             | 618             | 635             | 769            | 776                 | 752                 | 767                 | 781                 |
| Policy & Standards                  | 315             | 382             | 430             | 395             | 417             | 416            | 425                 | 402                 | 410                 | 418                 |
| Registration                        | 2,544           | 3,105           | 3,210           | 3,732           | 3,463           | 3,494          | 3,489               | 3,186               | 3,185               | 3,032               |
| Secretariat                         | 275             | 218             | 255             | 237             | 252             | 255            | 264                 | 269                 | 274                 | 279                 |
| Depreciation                        | 1,463           | 682             | 566             | 1,097           | 854             | 996            | 808                 | 860                 | 1,246               | 1,672               |
| Exceptional costs                   | -               | -               | -               | -               | -               | -              | -                   | -                   | -                   | -                   |
| PSA Levy & App'shp Levy             | -               | -               | 589             | 859             | 912             | 975            | 718                 | 742                 | 765                 | 779                 |
| <b>Total operating expenses</b>     | <b>24,619</b>   | <b>26,165</b>   | <b>28,030</b>   | <b>31,293</b>   | <b>33,558</b>   | <b>34,736</b>  | <b>32,668</b>       | <b>28,963</b>       | <b>29,772</b>       | <b>30,178</b>       |

## Opex Summary - alternative scenario with 3% inflation

### Annual Summary

| Report Date Start               | 01 Apr 13     | 01 Apr 14     | 01 Apr 15     | 01 Apr 16     | 01 Apr 17     | 01 Apr 18     | 01 Apr 19     | 01 Apr 20     | 01 Apr 21     | 01 Apr 22     |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Report Date End                 | 31 Mar 14     | 31 Mar 15     | 31 Mar 16     | 31 Mar 17     | 31 Mar 18     | 31 Mar 19     | 31 Mar 20     | 31 Mar 21     | 31 Mar 22     | 31 Mar 23     |
| Financial Year Ending           | 2014          | 2015          | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          |
| (In £'000)                      | Actuals       | Actuals       | Actuals       | Actuals       | Actuals       | Budget        | LT Forecast   | LT Forecast   | LT Forecast   | LT Forecast   |
| Chair, Council & Cttees         | 321           | 295           | 242           | 291           | 367           | 333           | 373           | 353           | 394           | 375           |
| Chief Executive                 | 427           | 387           | 404           | 378           | 381           | 309           | 322           | 332           | 342           | 352           |
| Communications                  | 1,106         | 1,141         | 1,378         | 1,054         | 1,114         | 1,041         | 1,130         | 1,077         | 1,160         | 1,143         |
| Education                       | 874           | 889           | 1,046         | 1,113         | 1,135         | 1,217         | 1,202         | 1,073         | 1,104         | 1,136         |
| Office Services                 | 1,675         | 1,470         | 1,440         | 1,483         | 1,662         | 2,211         | 2,098         | 2,110         | 2,173         | 2,238         |
| 405 Kennington Road             | -             | -             | 313           | 887           | 884           | 692           | 713           | 735           | 757           | 779           |
| Finance                         | 812           | 775           | 762           | 703           | 765           | 720           | 743           | 744           | 754           | 767           |
| FTP incl Adjudication           | 11,564        | 12,880        | 13,158        | 14,937        | 15,550        | 15,770        | 14,777        | 12,004        | 12,223        | 12,531        |
| Human Resources                 | 656           | 560           | 728           | 750           | 1,048         | 1,274         | 1,415         | 1,163         | 1,132         | 1,192         |
| HR - Partners                   | 345           | 461           | 349           | 349           | 406           | 466           | 405           | 414           | 467           | 436           |
| Information Technology          | 1,466         | 1,659         | 1,804         | 1,951         | 2,263         | 2,532         | 2,639         | 2,718         | 2,799         | 2,666         |
| Major Projects                  | 186           | 652           | 657           | 461           | 1,451         | 1,265         | 746           | 567           | 583           | 597           |
| Operations                      | 592           | 608           | 700           | 618           | 635           | 769           | 791           | 776           | 799           | 823           |
| Policy & Standards              | 315           | 382           | 430           | 395           | 417           | 416           | 433           | 414           | 427           | 439           |
| Registration                    | 2,544         | 3,105         | 3,210         | 3,732         | 3,463         | 3,494         | 3,542         | 3,258         | 3,284         | 3,157         |
| Secretariat                     | 275           | 218           | 255           | 237           | 252           | 255           | 269           | 278           | 286           | 294           |
| Depreciation                    | 1,463         | 682           | 566           | 1,097         | 854           | 996           | 808           | 860           | 1,246         | 1,672         |
| Exceptional costs               | -             | -             | -             | -             | -             | -             | -             | -             | -             | -             |
| PSA Levy & App'shp Levy         | -             | -             | 589           | 859           | 912           | 975           | 718           | 742           | 766           | 780           |
| <b>Total operating expenses</b> | <b>24,619</b> | <b>26,165</b> | <b>28,030</b> | <b>31,293</b> | <b>33,558</b> | <b>34,736</b> | <b>33,126</b> | <b>29,616</b> | <b>30,696</b> | <b>31,378</b> |

# Major Projects Summary

Last actuals date

31 Mar 18

## Annual Summary

|  | 01 Apr 13  | 01 Apr 14  | 01 Apr 15  | 01 Apr 16  | 01 Apr 17    | 01 Apr 18    | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|--|------------|------------|------------|------------|--------------|--------------|-------------|-------------|-------------|-------------|
|  | 31 Mar 14  | 31 Mar 15  | 31 Mar 16  | 31 Mar 17  | 31 Mar 18    | 31 Mar 19    | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
|  | 2014       | 2015       | 2016       | 2017       | 2018         | 2019         | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                                       | Actuals    | Actuals    | Actuals    | Actuals    | Actuals      | Budget       | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| <b>Major Projects operating expenditure</b>      |            |            |            |            |              |              |             |             |             |             |
| 186 Kennington Park Road - PRO                   | -          | 337        | -          | 26         | 1,087        | 420          | -           | -           | -           | -           |
| 405 Kennington Road Fitout - PRO                 | -          | -          | 318        | 0          | -            | -            | -           | -           | -           | -           |
| Public Health Specialists - PRO                  | -          | 6          | 1          | -          | -            | -            | -           | -           | -           | -           |
| Domino to Exchange migration - PRO               | 96         | 101        | 5          | -          | -            | -            | -           | -           | -           | -           |
| Education System Build - PRO                     | -          | -          | 27         | -          | -            | -            | -           | -           | -           | -           |
| Education System changes - PRO                   | -          | -          | -          | -          | -            | 3            | -           | -           | -           | -           |
| Fees Review and Annotation of the Register T     | -          | -          | 0          | -          | -            | 3            | -           | -           | -           | -           |
| Finance Systems Review - PRO                     | -          | -          | -          | -          | -            | 77           | -           | -           | -           | -           |
| FTP Changes - PRO                                | -          | -          | -          | -          | -            | -            | -           | -           | -           | -           |
| FTP system review - PRO                          | -          | -          | -          | -          | -            | 182          | -           | -           | -           | -           |
| HR & Partners Phase 1 - PRO                      | -          | 48         | -          | -          | -            | -            | -           | -           | -           | -           |
| HR & Partners Phase 2 - PRO                      | -          | 0          | 80         | 137        | 50           | -            | -           | -           | -           | -           |
| HR & Partners systems changes - PRO              | 76         | -          | -          | -          | -            | 1            | -           | -           | -           | -           |
| NetRegulate changes - PRO                        | -          | (0)        | (0)        | 1          | -            | 20           | -           | -           | -           | -           |
| PCI / DSS - PRO                                  | -          | 8          | 2          | 2          | -            | -            | -           | -           | -           | -           |
| Online Services ( EDU & FTP portals) etc - PF    | -          | -          | -          | -          | -            | -            | -           | -           | -           | -           |
| Telephone credit card automation and hosting     | -          | -          | 25         | 14         | -            | -            | -           | -           | -           | -           |
| Registrations Systems Review Phase 1 - PRO       | -          | 1          | -          | -          | -            | -            | -           | -           | -           | -           |
| Registrations Process and Systems Build Proj     | -          | -          | 26         | -          | -            | -            | -           | -           | -           | -           |
| Registration Transformation Project - PRO        | -          | 63         | 29         | 109        | 229          | 348          | -           | -           | -           | -           |
| SAGE & PRS upgrade - PRO                         | -          | 22         | 6          | -          | -            | -            | -           | -           | -           | -           |
| Stakeholder Contact management system - PI       | -          | -          | 17         | -          | -            | -            | -           | -           | -           | -           |
| Professional Qualifications Directive Implemer   | -          | -          | 2          | -          | -            | -            | -           | -           | -           | -           |
| Establishing the New Tribunal Service - PRO      | -          | 43         | 7          | 69         | (5)          | -            | -           | -           | -           | -           |
| Website Build and Review - PRO                   | -          | 24         | -          | 96         | 89           | 104          | -           | -           | -           | -           |
| Small projects - PRO                             | 15         | -          | -          | -          | -            | -            | -           | -           | -           | -           |
| Other major projects, incl projects not yet iden | -          | -          | 112        | 7          | -            | -            | 746         | 567         | 583         | 597         |
| <b>Major Projects operating expenditure</b>      | <b>186</b> | <b>652</b> | <b>657</b> | <b>461</b> | <b>1,451</b> | <b>1,481</b> | <b>746</b>  | <b>567</b>  | <b>583</b>  | <b>597</b>  |

|  | 01 Apr 13    | 01 Apr 14  | 01 Apr 15    | 01 Apr 16    | 01 Apr 17    | 01 Apr 18    | 01 Apr 19    | 01 Apr 20    | 01 Apr 21    | 01 Apr 22    |
|--|--------------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | 31 Mar 14    | 31 Mar 15  | 31 Mar 16    | 31 Mar 17    | 31 Mar 18    | 31 Mar 19    | 31 Mar 20    | 31 Mar 21    | 31 Mar 22    | 31 Mar 23    |
|  | 2014         | 2015       | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         |
|  | Actuals      | Actuals    | Actuals      | Actuals      | Actuals      | Budget       | LT Forecast  | LT Forecast  | LT Forecast  | LT Forecast  |
| <b>Major Projects capital expenditure</b>        |              |            |              |              |              |              |              |              |              |              |
| 186 Kennington Park Road Capex                   | 895          | -          | -            | 240          | 909          | 630          | -            | -            | -            | -            |
| 405 Kennington Road Fitout Capex                 | -            | -          | 902          | -            | -            | -            | -            | -            | -            | -            |
| Public Health Specialists Capex                  | -            | 4          | -            | -            | -            | -            | -            | -            | -            | -            |
| Domino to Exchange Migration Capex               | -            | 137        | 53           | -            | -            | -            | -            | -            | -            | -            |
| Education System Build Capex                     | 270          | 387        | 127          | 4            | -            | -            | -            | -            | -            | -            |
| Education System Changes Capex                   | -            | -          | -            | -            | -            | 169          | -            | -            | -            | -            |
| Fees Review and Annotation of the Register T     | 3            | -          | 2            | 0            | -            | 6            | -            | -            | -            | -            |
| Finance Systems Review Capex                     | -            | -          | -            | -            | -            | -            | -            | -            | -            | -            |
| FTP Changes Capex                                | -            | -          | -            | -            | -            | -            | -            | -            | -            | -            |
| FTP System Review Capex                          | -            | -          | -            | -            | -            | 275          | -            | -            | -            | -            |
| HR & Partners Phase 1 Capex                      | 51           | 1          | -            | -            | -            | -            | -            | -            | -            | -            |
| HR & Partners Phase 2 Capex                      | -            | 90         | 54           | 132          | 82           | -            | -            | -            | -            | -            |
| HR & Partners Systems Changes Capex              | -            | -          | -            | -            | -            | 26           | -            | -            | -            | -            |
| NetRegulate Changes Capex                        | 202          | 21         | -            | 48           | -            | -            | -            | -            | -            | -            |
| PCI / DSS Capex                                  | -            | -          | -            | -            | -            | -            | -            | -            | -            | -            |
| Online Services ( EDU & FTP Portals) etc Cap     | -            | -          | -            | -            | -            | -            | -            | -            | -            | -            |
| Telephone Credit Card Automation and Hostir      | -            | -          | 26           | (1)          | -            | -            | -            | -            | -            | -            |
| Registrations Systems Review Phase 1 Capex       | -            | -          | 33           | -            | -            | -            | -            | -            | -            | -            |
| Registrations Process and Systems Build Proj     | -            | 112        | 80           | 568          | -            | 882          | -            | -            | -            | -            |
| Registrations System Changes Capex               | -            | -          | -            | -            | 195          | 48           | -            | -            | -            | -            |
| SAGE & PRS Upgrade Capex                         | -            | -          | (16)         | -            | -            | -            | -            | -            | -            | -            |
| Stakeholder Contact Management System Ca         | -            | 79         | -            | -            | -            | -            | -            | -            | -            | -            |
| Professional Qualifications Directive Implemer   | -            | 12         | -            | -            | -            | -            | -            | -            | -            | -            |
| Establishing the New Tribunal Service Capex      | -            | -          | -            | 66           | (2)          | -            | -            | -            | -            | -            |
| Website Build and Review Capex                   | -            | -          | -            | -            | 269          | 348          | -            | -            | -            | -            |
| Other major projects, incl projects not yet iden | -            | -          | -            | -            | -            | -            | 1,493        | 1,134        | 1,166        | 1,194        |
| <b>Major Projects capital expenditure</b>        | <b>1,421</b> | <b>842</b> | <b>1,259</b> | <b>1,058</b> | <b>1,453</b> | <b>2,384</b> | <b>1,493</b> | <b>1,134</b> | <b>1,166</b> | <b>1,194</b> |

|  | 01 Apr 13    | 01 Apr 14    | 01 Apr 15    | 01 Apr 16    | 01 Apr 17    | 01 Apr 18    | 01 Apr 19    | 01 Apr 20    | 01 Apr 21    | 01 Apr 22    |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | 31 Mar 14    | 31 Mar 15    | 31 Mar 16    | 31 Mar 17    | 31 Mar 18    | 31 Mar 19    | 31 Mar 20    | 31 Mar 21    | 31 Mar 22    | 31 Mar 23    |
|  | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         |
|  | Actuals      | Actuals      | Actuals      | Actuals      | Actuals      | Budget       | LT Forecast  | LT Forecast  | LT Forecast  | LT Forecast  |
| <b>Major Projects total expenditure</b>          |              |              |              |              |              |              |              |              |              |              |
| 186 Kennington Park Road - PRO                   | 895          | 337          | -            | 266          | 1,997        | 1,050        | -            | -            | -            | -            |
| 405 Kennington Road Fitout - PRO                 | -            | -            | 1,220        | 0            | -            | -            | -            | -            | -            | -            |
| Public Health Specialists - PRO                  | -            | 9            | 1            | -            | -            | -            | -            | -            | -            | -            |
| Domino to Exchange migration - PRO               | 96           | 238          | 58           | -            | -            | -            | -            | -            | -            | -            |
| Education System Build - PRO                     | 270          | 387          | 154          | 4            | -            | -            | -            | -            | -            | -            |
| Education System changes - PRO                   | -            | -            | -            | -            | -            | 172          | -            | -            | -            | -            |
| Fees Review and Annotation of the Register T     | 3            | -            | 2            | 0            | -            | 8            | -            | -            | -            | -            |
| Finance Systems Review - PRO                     | -            | -            | -            | -            | -            | 77           | -            | -            | -            | -            |
| FTP Changes - PRO                                | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| FTP system review - PRO                          | -            | -            | -            | -            | -            | 457          | -            | -            | -            | -            |
| HR & Partners Phase 1 - PRO                      | 51           | 49           | -            | -            | -            | -            | -            | -            | -            | -            |
| HR & Partners Phase 2 - PRO                      | -            | 90           | 134          | 269          | 133          | -            | -            | -            | -            | -            |
| HR & Partners systems changes - PRO              | 76           | -            | -            | -            | -            | 27           | -            | -            | -            | -            |
| NetRegulate changes - PRO                        | 202          | 21           | (0)          | 49           | -            | 20           | -            | -            | -            | -            |
| PCI / DSS - PRO                                  | -            | 8            | 2            | 2            | -            | -            | -            | -            | -            | -            |
| Online Services ( EDU & FTP portals) etc - PF    | -            | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Telephone credit card automation and hosting     | -            | -            | 51           | 13           | -            | -            | -            | -            | -            | -            |
| Registrations Systems Review Phase 1 - PRO       | -            | 1            | 33           | -            | -            | -            | -            | -            | -            | -            |
| Registrations Process and Systems Build Proj     | -            | 112          | 106          | 568          | -            | 882          | -            | -            | -            | -            |
| Registration Transformation Project - PRO        | -            | 63           | 29           | 109          | 423          | 396          | -            | -            | -            | -            |
| SAGE & PRS upgrade - PRO                         | -            | 22           | (10)         | -            | -            | -            | -            | -            | -            | -            |
| Stakeholder Contact management system - PI       | -            | 79           | 17           | -            | -            | -            | -            | -            | -            | -            |
| Professional Qualifications Directive Implemer   | -            | 12           | 2            | -            | -            | -            | -            | -            | -            | -            |
| Establishing the New Tribunal Service - PRO      | -            | 43           | 7            | 135          | (7)          | -            | -            | -            | -            | -            |
| Website Build and Review - PRO                   | -            | 24           | -            | 96           | 358          | 452          | -            | -            | -            | -            |
| Small projects - PRO                             | 15           | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| Other major projects, incl projects not yet iden | -            | -            | 112          | 7            | -            | -            | 2,239        | 1,700        | 1,750        | 1,791        |
| <b>Major Projects - total</b>                    | <b>1,607</b> | <b>1,494</b> | <b>1,916</b> | <b>1,519</b> | <b>2,904</b> | <b>3,865</b> | <b>2,239</b> | <b>1,700</b> | <b>1,750</b> | <b>1,791</b> |

# Capex & Depr'n Summary

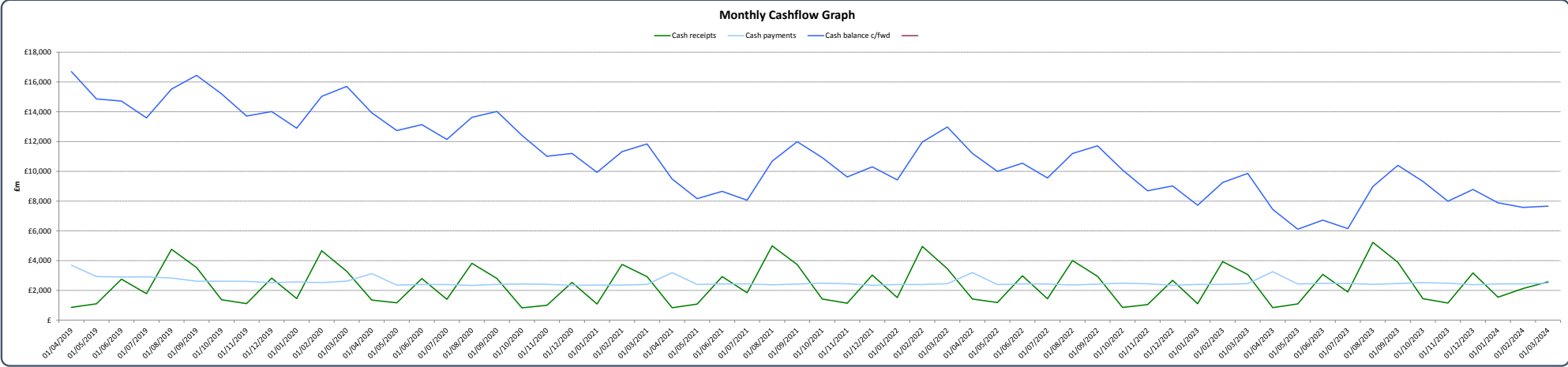
Last actuals date

31 Mar 18

## Annual Summary

| Report Date Start                         | 01 Apr 13 | 01 Apr 14 | 01 Apr 15 | 01 Apr 16 | 01 Apr 17 | 01 Apr 18 | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-------------|-------------|-------------|
| Report Date End                           | 31 Mar 14 | 31 Mar 15 | 31 Mar 16 | 31 Mar 17 | 31 Mar 18 | 31 Mar 19 | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
| Financial Year Ending                     | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                                | Actuals   | Actuals   | Actuals   | Actuals   | Actuals   | Budget    | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| <b>Major Projects capital expenditure</b> | 1,421     | 842       | 1,259     | 1,058     | 1,453     | 2,384     | 1,493       | 1,134       | 1,166       | 1,194       |
| Total leasehold improvements              | 3         | -         | 902       | -         | -         | -         | -           | -           | -           | -           |
| Other computer licences/software          | 77        | -         | -         | -         | 40        | -         | -           | -           | -           | -           |
| Additions to Office equipment             | 150       | -         | -         | -         | -         | -         | -           | -           | -           | -           |
| Sundry Items                              | 40        | 46        | -         | -         | -         | -         | -           | -           | -           | -           |
| <b>Other capital expenditure</b>          | 415       | 46        | 902       | -         | 40        | -         | -           | -           | -           | -           |
| <b>Capital expenditure - total</b>        | 1,835     | 888       | 2,161     | 1,058     | 1,493     | 2,384     | 1,493       | 1,134       | 1,166       | 1,194       |
| <b>Depreciation</b>                       |           |           |           |           |           |           |             |             |             |             |
| Property Depreciation                     | 28        | 31        | 34        | 41        | 46        | 46        | 52          | 54          | 54          | 54          |
| Leasehold Improvements Depreciation       | 15        | -         | 63        | 192       | 164       | 157       | 137         | 132         | 131         | 130         |
| Computer Equipment Depreciation           | 41        | 87        | 156       | 95        | 67        | 40        | 90          | 81          | 68          | 85          |
| Office Equipment Depreciation             | 42        | 47        | 39        | 5         | 8         | 7         | 1           | 1           | 1           | -           |
| Computer Software Depreciation            | 594       | 602       | 439       | 708       | 529       | 698       | 527         | 592         | 993         | 1,403       |
| Software Licences Depreciation            | -         | -         | 91        | 62        | 40        | 47        | -           | -           | -           | -           |
| Impairment on Freehold land and buildings | -         | -         | (267)     | (6)       | -         | -         | -           | -           | -           | -           |
| Impairment of Intangible Assets           | -         | -         | 11        | -         | -         | -         | -           | -           | -           | -           |
| <b>Depreciation - total</b>               | 720       | 767       | 566       | 1,097     | 854       | 996       | 808         | 860         | 1,246       | 1,672       |

Monthly Cashflow Graph



# Ratios

Last actuals date [31 Mar 18](#)

## Annual Summary

| Report Date Start                            | 01 Apr 13 | 01 Apr 14 | 01 Apr 15 | 01 Apr 16 | 01 Apr 17 | 01 Apr 18    | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|--|-----------|-----------|-----------|-----------|-----------|--------------|-------------|-------------|-------------|-------------|
| Report Date End                              | 31 Mar 14 | 31 Mar 15 | 31 Mar 16 | 31 Mar 17 | 31 Mar 18 | 31 Mar 19    | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
| Financial Year Ending                        | 2014      | 2015      | 2016      | 2017      | 2018      | 2019         | 2020        | 2021        | 2022        | 2023        |
|  | Actuals   | Actuals   | Actuals   | Actuals   | Actuals   | Budget Fcast | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Average income per registrant                | £ 78.07   | £ 79.49   | £ 82.84   | £ 89.77   | £ 92.00   | £ 91.76      | £ 105.27    | £ 91.40     | £ 91.37     | £ 91.04     |
| Average operating costs per registrant       | £ 76.45   | £ 78.76   | £ 80.30   | £ 86.87   | £ 89.91   | £ 89.77      | £ 111.72    | £ 95.42     | £ 95.31     | £ 94.04     |
| Wages costs per registrant                   | £ 25.87   | £ 28.65   | £ 41.74   | £ 45.21   | £ 46.50   | £ 47.63      | £ 65.01     | £ 51.39     | £ 50.61     | £ 50.21     |
| Capital costs per registrant                 | £ 5.70    | £ 2.68    | £ 6.32    | £ 3.02    | £ 4.11    | £ 6.34       | £ 5.22      | £ 3.83      | £ 3.83      | £ 3.82      |
| Reserves per registrant                      | £ 9.37    | £ 10.76   | £ 13.05   | £ 14.29   | £ 13.78   | £ 13.05      | £ 8.81      | £ 2.58      | -£ 3.34     | -£ 8.14     |
| No of registrants per employee               | 1,643     | 1,421     | 1,744     | 1,511     | 1,520     | 1,454        | 1,047       | 1,324       | 1,369       | 1,406       |
| Registration department costs per registrant | £ 7.90    | £ 9.38    | £ 9.39    | £ 10.65   | £ 9.54    | £ 9.29       | £ 12.20     | £ 10.77     | £ 10.47     | £ 9.70      |
| FTP department costs per registrant          | £ 33.84   | £ 36.77   | £ 38.50   | £ 42.64   | £ 42.82   | £ 41.93      | £ 50.90     | £ 39.63     | £ 38.85     | £ 38.42     |



## 2. Cost Drivers

## Drivers - Number of Registrants

| Timeline label - annual             | Actuals        | Actuals        | Actuals        | Actuals        | Actuals        | Budget Fcast   | LT Forecast    | LT Forecast    | LT Forecast    | LT Forecast    | LT Forecast    |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Financial year ending date - annual | 31 Mar 2014    | 31 Mar 2015    | 31 Mar 2016    | 31 Mar 2017    | 31 Mar 2018    | 31 Mar 2019    | 31 Mar 2020    | 31 Mar 2021    | 31 Mar 2022    | 31 Mar 2023    | 31 Mar 2024    |
| AS                                  | 3,451          | 3,620          | 3,897          | 4,026          | 4,337          | 4,592          | 4,888          | 5,130          | 5,419          | 5,704          | 5,985          |
| BS                                  | 21,901         | 22,640         | 22,154         | 22,902         | 22,337         | 23,144         | 23,685         | 24,441         | 24,922         | 25,380         | 25,815         |
| CH                                  | 13,031         | 12,911         | 13,121         | 12,931         | 13,200         | 13,342         | 13,612         | 13,739         | 14,000         | 14,256         | 14,507         |
| CS                                  | 4,930          | 5,296          | 5,376          | 5,663          | 5,817          | 6,086          | 6,287          | 6,545          | 6,731          | 6,912          | 7,086          |
| DT                                  | 8,372          | 8,528          | 8,986          | 9,107          | 9,613          | 9,941          | 10,349         | 10,636         | 11,013         | 11,377         | 11,728         |
| HAD                                 | 2,010          | 2,151          | 2,442          | 2,593          | 2,912          | 3,147          | 3,408          | 3,630          | 3,883          | 4,132          | 4,378          |
| OT                                  | 34,145         | 36,128         | 36,272         | 38,080         | 38,226         | 39,749         | 40,818         | 42,262         | 43,234         | 44,166         | 45,062         |
| ODP                                 | 11,881         | 12,182         | 12,811         | 13,052         | 13,688         | 14,036         | 14,522         | 14,852         | 15,329         | 15,801         | 16,268         |
| OR                                  | 1,316          | 1,379          | 1,385          | 1,451          | 1,447          | 1,509          | 1,556          | 1,617          | 1,661          | 1,704          | 1,746          |
| PA                                  | 20,100         | 21,185         | 22,380         | 23,992         | 25,518         | 27,072         | 28,306         | 29,782         | 30,917         | 32,010         | 33,064         |
| PH                                  | 48,908         | 49,685         | 51,662         | 52,915         | 55,479         | 57,162         | 59,290         | 60,719         | 62,651         | 64,496         | 66,262         |
| PO                                  | 948            | 1,011          | 1,005          | 1,063          | 1,058          | 1,113          | 1,154          | 1,205          | 1,243          | 1,279          | 1,313          |
| PYL                                 | 19,908         | 20,996         | 21,470         | 22,604         | 23,197         | 24,192         | 24,920         | 25,870         | 26,538         | 27,183         | 27,805         |
| RA                                  | 28,058         | 29,786         | 30,244         | 32,072         | 33,208         | 34,829         | 36,012         | 37,499         | 38,534         | 39,509         | 40,427         |
| SL                                  | 14,129         | 14,992         | 15,199         | 15,935         | 15,969         | 16,661         | 17,162         | 17,820         | 18,278         | 18,718         | 19,142         |
| SW                                  | 88,949         | 88,397         | 93,341         | 91,944         | 97,105         | 99,524         | -              | -              | -              | -              | -              |
| <b>Existing professions</b>         | <b>322,037</b> | <b>330,887</b> | <b>341,745</b> | <b>350,330</b> | <b>363,111</b> | <b>376,098</b> | <b>285,969</b> | <b>295,748</b> | <b>304,356</b> | <b>312,627</b> | <b>320,589</b> |
| NP1                                 | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| NP2                                 | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              | -              |
| <b>New professions</b>              | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       |
| <b>All professions</b>              | <b>322,037</b> | <b>330,887</b> | <b>341,745</b> | <b>350,330</b> | <b>363,111</b> | <b>376,098</b> | <b>285,969</b> | <b>295,748</b> | <b>304,356</b> | <b>312,627</b> | <b>320,589</b> |

## Drivers - Fees

| Financial year ending date - annual          | 31 Mar 14 | 31 Mar 17 | 31 Mar 18 | 31 Mar 19    | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   | 31 Mar 24   |
|--|-----------|-----------|-----------|--------------|-------------|-------------|-------------|-------------|-------------|
| Model timeline label                         | Actuals   | Actuals   | Actuals   | Budget Fcast | LT Forecast | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Financial year ending                        | 2014      | 2017      | 2018      | 2019         | 2020        | 2021        | 2022        | 2023        | 2024        |
| <b>Registrant Fees</b>                       |           |           |           |              |             |             |             |             |             |
| Graduate scrutiny - fees                     | 53        | 56        | 63        | 63           | 63          | 63          | 63          | 63          | 63          |
| Readmission - fees                           | 115       | 120       | 135       | 135          | 135         | 135         | 135         | 135         | 135         |
| Renewal                                      | 76        | 90        | 90        | 90           | 90          | 90          | 90          | 90          | 90          |
| International scrutiny - fees                | 420       | 440       | 495       | 495          | 495         | 495         | 495         | 495         | 495         |
| Grandparenting scrutiny - fees               | 420       | 440       | 495       | 495          | 495         | 495         | 495         | 495         | 495         |
| <b>Partner fees (per day or per case)</b>    |           |           |           |              |             |             |             |             |             |
| Council and Committee members                | 310       | 310       | 320       | 327          | 334         | 341         | 348         | 355         | 362         |
| Panel member                                 | 180       | 180       | 190       | 194          | 198         | 202         | 206         | 210         | 214         |
| Visitors                                     | 180       | 180       | 194       | 198          | 202         | 206         | 210         | 214         | 218         |
| Panel chair                                  | 310       | 310       | 320       | 327          | 334         | 341         | 348         | 355         | 362         |
| Legal assessor                               | 580       | 580       | 590       | 602          | 614         | 626         | 639         | 652         | 665         |
| <b>Per case</b>                              |           |           |           |              |             |             |             |             |             |
| Assessors - international                    | 72        | 72        | 79        | 81           | 83          | 85          | 87          | 89          | 91          |
| Assessors - grandparenting                   | 72        | 72        | 79        | 81           | 83          | 85          | 87          | 89          | 91          |
| Assessors - CPD                              | 20        | 20        | 20        | 20           | 20          | 20          | 20          | 20          | 20          |
| Assessors - annual monitoring & major / minc | 72        | 72        | 77        | 79           | 81          | 83          | 85          | 87          | 89          |

## Drivers - Operational Events

| Financial year ending date - annual | 31 Mar 14 | 31 Mar 15 | 31 Mar 16 | 31 Mar 17 | 31 Mar 18 | 31 Mar 19    | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   | 31 Mar 24   |
|-------------------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-------------|-------------|-------------|-------------|-------------|
| Model timeline label                | Actuals   | Actuals   | Actuals   | Actuals   | Actuals   | Budget Fcast | LT Forecast | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Financial year ending               | 2014      | 2015      | 2016      | 2017      | 2018      | 2019         | 2020        | 2021        | 2022        | 2023        | 2024        |
| <b>Fitness to Practise</b>          |           |           |           |           |           |              |             |             |             |             |             |
| Allegations received                | 925       | 1,653     | 2,069     | 2,170     | 2,125     | 2,301        | 1,667       | 1,223       | 1,270       | 1,311       | 1,354       |
| Complaint rate: Social Workers      |           |           |           |           |           | 1.25%        | 1.25%       | 1.25%       | 1.25%       | 1.25%       | 1.25%       |
| Complaint rate: other professions   | 0.43%     | 0.62%     | 0.65%     | 0.66%     | 0.62%     | 0.45%        | 0.45%       | 0.45%       | 0.45%       | 0.45%       | 0.45%       |
| Case to answer rate                 | 51%       | 58%       | 53%       | 55%       | 63%       | 65%          | 65%         | 65%         | 65%         | 65%         | 65%         |
| Days per final hearing panel        | -         | -         | -         | 2.8       | 3.0       | 3.0          | 3.0         | 3.0         | 3.0         | 3.0         | 3.0         |
| <b>Education</b>                    |           |           |           |           |           |              |             |             |             |             |             |
| Approval visits                     | 66        | 58        | 42        | 69        | 58        | 72           | 50          | 50          | 50          | 50          | 50          |
| Major change submissions            | 87        | 112       | 112       | 114       | 199       | 207          | 175         | 175         | 175         | 175         | 175         |
| Concerns submissions                | 10        | 7         | 5         | 5         | 4         | 8            | 6           | 6           | 6           | 6           | 6           |
| <b>Escalation drivers</b>           |           |           |           |           |           |              |             |             |             |             |             |
| Non-payroll costs inflation rate    | -         | -         | -         | -         | -         | 2.0%         | 2.0%        | 2.0%        | 2.0%        | 2.0%        | 2.0%        |
| Payroll costs inflation rate        | -         | -         | -         | -         | -         | 1.9%         | 1.9%        | 1.9%        | 1.9%        | 1.9%        | 1.9%        |

## 3.0 Department Forecasts

## Departmental expenditure Last actuals date 31/03/2018

| Report Date Start     | 01 Apr 13 | 01 Apr 14 | 01 Apr 15 | 01 Apr 16 | 01 Apr 17 | 01 Apr 18 | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-------------|-------------|-------------|
| Report Date End       | 31 Mar 14 | 31 Mar 15 | 31 Mar 16 | 31 Mar 17 | 31 Mar 18 | 31 Mar 19 | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
| Financial Year Ending | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 2020        | 2021        | 2022        | 2023        |
| (In £'000)            | Actuals   | Actuals   | Actuals   | Actuals   | Actuals   | Budget    | LT Forecast | LT Forecast | LT Forecast | LT Forecast |

### CHAIR, COUNCIL & PLGs

|                                 | 01 Apr 13  | 01 Apr 14  | 01 Apr 15  | 01 Apr 16  | 01 Apr 17  | 01 Apr 18  | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|---------------------------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
|                                 | 31 Mar 14  | 31 Mar 15  | 31 Mar 16  | 31 Mar 17  | 31 Mar 18  | 31 Mar 19  | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
|                                 | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                      | Actuals    | Actuals    | Actuals    | Actuals    | Actuals    | Budget     | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Chair Fee                       | 63         | 69         | 60         | 87         | 70         | 70         | 71          | 73          | 74          | 76          |
| Chair Fares & Subsistence       | 16         | 11         | 24         | 24         | 21         | 25         | 26          | 26          | 27          | 27          |
| Conferences                     | 3          | 5          | -          | -          | 1          | 3          | 3           | 3           | 3           | 3           |
| Taxation                        | -          | -          | 13         | -          | -          | -          | -           | -           | -           | -           |
| <b>Chair fees</b>               | <b>82</b>  | <b>86</b>  | <b>97</b>  | <b>112</b> | <b>93</b>  | <b>98</b>  | <b>100</b>  | <b>102</b>  | <b>104</b>  | <b>106</b>  |
| Mobile Phone & Blackberry       | 1          | 0          | 1          | 0          | 0          | 0          | 0           | 0           | 0           | 0           |
| Other Professional Fees         | 8          | -          | -          | 1          | -          | -          | -           | -           | -           | -           |
| <b>Office services costs</b>    | <b>8</b>   | <b>0</b>   | <b>1</b>   | <b>1</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>    | <b>0</b>    | <b>0</b>    | <b>0</b>    |
| Conferences                     | 1          | 1          | 0          | 4          | 1          | 4          | 4           | 4           | 4           | 4           |
| Council Meetings Fee            | 108        | 87         | 74         | 85         | 103        | 82         | 84          | 85          | 87          | 89          |
| Council Meetings T&S            | 73         | 42         | 41         | 43         | 51         | 45         | 46          | 47          | 48          | 49          |
| Council & Committee Training    | 3          | 1          | 6          | 10         | 6          | 5          | 5           | 5           | 5           | 5           |
| Taxation                        | 9          | 35         | 2          | 15         | 32         | 40         | 41          | 42          | 43          | 44          |
| Appointments                    | 33         | 36         | 18         | 14         | 30         | -          | 30          | 0           | 30          | 0           |
| Other Professional Fees         | -          | 4          | -          | 1          | -          | 3          | 3           | 3           | 3           | 3           |
| Internal Audit                  | -          | -          | -          | -          | 49         | 55         | 56          | 57          | 58          | 60          |
| Catering                        | 3          | 3          | 3          | 5          | 3          | -          | -           | -           | -           | -           |
| <b>Council fees</b>             | <b>230</b> | <b>209</b> | <b>144</b> | <b>178</b> | <b>275</b> | <b>235</b> | <b>269</b>  | <b>244</b>  | <b>279</b>  | <b>254</b>  |
| <b>Total Operating Expenses</b> | <b>321</b> | <b>295</b> | <b>242</b> | <b>291</b> | <b>367</b> | <b>333</b> | <b>370</b>  | <b>346</b>  | <b>383</b>  | <b>360</b>  |

## CHIEF EXECUTIVE

|                                     | 01 Apr 13  | 01 Apr 14  | 01 Apr 15  | 01 Apr 16  | 01 Apr 17  | 01 Apr 18  | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|-------------------------------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
|                                     | 31 Mar 14  | 31 Mar 15  | 31 Mar 16  | 31 Mar 17  | 31 Mar 18  | 31 Mar 19  | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
|                                     | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                          | Actuals    | Actuals    | Actuals    | Actuals    | Actuals    | Budget     | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Basic Pay-Permanent                 | 195        | 200        | 215        | 218        | 227        | 206        | 212         | 216         | 220         | 225         |
| NI ER-Permanent                     | 25         | 27         | 28         | 28         | 30         | 25         | 23          | 24          | 24          | 25          |
| Pension ER-Permanent                | 31         | 32         | 33         | -          | 8          | 1          | 2           | 2           | 2           | 2           |
| Medical Insurance                   | 2          | 4          | 4          | 4          | 3          | 5          | 5           | 5           | 5           | 5           |
| Temporary Staff                     | -          | -          | 1          | 6          | -          | -          | -           | -           | -           | -           |
| <b>Payroll</b>                      | <b>253</b> | <b>262</b> | <b>280</b> | <b>257</b> | <b>267</b> | <b>237</b> | <b>243</b>  | <b>247</b>  | <b>252</b>  | <b>257</b>  |
| <b>Travel and subsistence costs</b> | <b>40</b>  | <b>33</b>  | <b>63</b>  | <b>29</b>  | <b>25</b>  | <b>22</b>  | <b>23</b>   | <b>23</b>   | <b>24</b>   | <b>24</b>   |
| <b>Office services costs</b>        | <b>5</b>   | <b>0</b>   | <b>7</b>   | <b>6</b>   | <b>6</b>   | <b>3</b>   | <b>3</b>    | <b>3</b>    | <b>4</b>    | <b>4</b>    |
| Mobile Phone & Blackberry           | 1          | 1          | 1          | 1          | 1          | 1          | 1           | 1           | 2           | 2           |
| Other Professional Fees             | 23         | 2          | 5          | -          | -          | 8          | 8           | 8           | 8           | 8           |
| Subscriptions                       | 1          | 1          | 1          | 3          | 4          | 4          | 4           | 4           | 4           | 4           |
| Training                            | -          | 3          | 20         | -          | 0          | -          | -           | -           | -           | -           |
| Legal Advice                        | 91         | 59         | 26         | 51         | 70         | 34         | 35          | 35          | 36          | 37          |
| EMT Training                        | 13         | 25         | -          | 30         | 6          | -          | -           | -           | -           | -           |
| <b>Specific department costs</b>    | <b>129</b> | <b>91</b>  | <b>53</b>  | <b>85</b>  | <b>82</b>  | <b>47</b>  | <b>47</b>   | <b>48</b>   | <b>49</b>   | <b>50</b>   |
| <b>Total Operating Expenses</b>     | <b>427</b> | <b>387</b> | <b>404</b> | <b>378</b> | <b>381</b> | <b>309</b> | <b>316</b>  | <b>322</b>  | <b>329</b>  | <b>335</b>  |

## EDUCATION

|   | 01 Apr 13<br>31 Mar 14<br>2014<br>(In £'000)<br>Actuals | 01 Apr 14<br>31 Mar 15<br>2015<br>Actuals | 01 Apr 15<br>31 Mar 16<br>2016<br>Actuals | 01 Apr 16<br>31 Mar 17<br>2017<br>Actuals | 01 Apr 17<br>31 Mar 18<br>2018<br>Actuals | 01 Apr 18<br>31 Mar 19<br>2019<br>Budget | 01 Apr 19<br>31 Mar 20<br>2020<br>LT Forecast | 01 Apr 20<br>31 Mar 21<br>2021<br>LT Forecast | 01 Apr 21<br>31 Mar 22<br>2022<br>LT Forecast | 01 Apr 22<br>31 Mar 23<br>2023<br>LT Forecast |
|---|---|---|---|---|---|--|---|---|---|---|
| Basic Pay-Permanent                     | 523   | 534                                       | 643                                       | 693                                       | 603                                       | 725                                      | 799   | 679   | 692   | 706   |
| NI ER-Permanent                         | 56  | 57  | 73  | 77  | 67  | 87                                       | 88  | 75  | 76  | 78  |
| Pension ER-Permanent                    | 44  | 49  | 59  | 53  | 52  | 44                                       | 56  | 48  | 48  | 49  |
| Temporary Staff                         | 10  | 1   | 5   | 17  | 11  | -  | -   | -   | -   | -   |
| Basic Pay-Fixed Term Contract           | -   | -   | -   | 23  | 116                                       | 54                                       | -   | -   | -   | -   |
| NI ER-Fixed Term Contract               | -   | -   | -   | 2   | 13  | 7  | -   | -   | -   | -   |
| Pension ER-Fixed Term Contract          | -   | -   | -   | 1   | 5   | 3  | -   | -   | -   | -   |
| <b>Payroll</b>                          | <b>633</b>  | <b>642</b>                                | <b>780</b>                                | <b>865</b>                                | <b>868</b>                                | <b>923</b>                               | <b>945</b>                                    | <b>805</b>                                    | <b>820</b>                                    | <b>836</b>                                    |
| Fares                                   | 14  | 11  | 11  | 8   | 13  | 14                                       | 15  | 15  | 15  | 16  |
| Accommodation                           | -   | 18  | 6   | 9   | 12  | 15                                       | 15  | 15  | 16  | 16  |
| Subsistence                             | 14  | 5   | 3   | 2   | 2   | 3  | 3   | 3   | 3   | 3   |
| EMT Travel and Subsistence              | -   | -   | 1   | 3   | 1   | 2  | 2   | 2   | 2   | 2   |
| Conferences                             | 1   | 1   | -   | 1   | -   | 1  | 1   | 1   | 1   | 1   |
| <b>Travel and subsistence costs</b>     | <b>29</b>   | <b>35</b>                                 | <b>21</b>                                 | <b>23</b>                                 | <b>28</b>                                 | <b>34</b>                                | <b>35</b>                                     | <b>36</b>                                     | <b>37</b>                                     | <b>37</b>                                     |
| Printing & Stationery                   | 8   | 12  | 9   | 9   | 3   | 6  | 6   | 6   | 6   | 6   |
| Room Hire                               | -   | 0   | 2   | 2   | 2   | -  | -   | -   | -   | -   |
| Catering                                | 1   | 1   | 1   | 1   | 1   | -  | -   | -   | -   | -   |
| <b>Office services costs</b>            | <b>9</b>  | <b>12</b>                                 | <b>12</b>                                 | <b>12</b>                                 | <b>6</b>                                  | <b>6</b>                                 | <b>6</b>                                      | <b>6</b>                                      | <b>6</b>                                      | <b>6</b>                                      |
| Small Project Costs                     | 1   | -   | -   | 2   | 2   | 2  | 2   | 2   | 2   | 2   |
| Partners Subsistence                    | -   | -   | 3   | 5   | 3   | 6  | 56  | 57  | 58  | 59  |
| Approvals                               | 71  | 67  | 70  | 55  | 75  | 104                                      | 63  | 65  | 66  | 67  |
| Annual Monitoring                       | 15  | 9   | 21  | 29  | 22  | 23                                       | 26  | 26  | 27  | 28  |
| Major/Minor Change                      | 10  | 16  | 19  | 32  | 22  | 22                                       | 23  | 23  | 24  | 24  |
| Partners Travel                         | 67  | -   | 38  | 31  | 31  | 43                                       | 17  | 17  | 18  | 18  |
| Partners Accommodation                  | 18  | 66  | 39  | 31  | 43  | 47                                       | -   | -   | -   | -   |
| Complaints                              | -   | 0   | -   | -   | -   | -  | 1   | 1   | 1   | 1   |
| <b>Partners costs</b>                   | <b>180</b>  | <b>159</b>                                | <b>190</b>                                | <b>184</b>                                | <b>199</b>                                | <b>248</b>                               | <b>188</b>                                    | <b>191</b>                                    | <b>195</b>                                    | <b>199</b>                                    |
| Mobile Phone & Blackberry Subscriptions | 5   | 5   | 4   | 3   | 2   | 2  | 2   | 2   | 2   | 2   |
| Subscriptions                           | -   | 1   | 1   | 1   | 0   | 1  | 1   | 1   | 1   | 1   |
| Training                                | 17  | 33  | 30  | 21  | 26  | -  | -   | -   | -   | -   |
| Legal Advice                            | -   | 3   | 7   | 5   | 6   | 4  | 4   | 4   | 4   | 4   |
| <b>Specific department costs</b>        | <b>22</b>   | <b>42</b>                                 | <b>43</b>                                 | <b>29</b>                                 | <b>34</b>                                 | <b>6</b>                                 | <b>6</b>                                      | <b>7</b>                                      | <b>7</b>                                      | <b>7</b>                                      |
| <b>Total Operating Expenses</b>         | <b>874</b>  | <b>889</b>                                | <b>1,046</b>                              | <b>1,113</b>                              | <b>1,135</b>                              | <b>1,217</b>                             | <b>1,180</b>                                  | <b>1,044</b>                                  | <b>1,065</b>                                  | <b>1,085</b>                                  |



**SECRETARIAT**

|                                     | 01 Apr 13<br>31 Mar 14<br>2014<br>(In £'000)<br>Actuals | 01 Apr 14<br>31 Mar 15<br>2015<br>Actuals | 01 Apr 15<br>31 Mar 16<br>2016<br>Actuals | 01 Apr 16<br>31 Mar 17<br>2017<br>Actuals | 01 Apr 17<br>31 Mar 18<br>2018<br>Actuals | 01 Apr 18<br>31 Mar 19<br>2019<br>Budget | 01 Apr 19<br>31 Mar 20<br>2020<br>LT Forecast | 01 Apr 20<br>31 Mar 21<br>2021<br>LT Forecast | 01 Apr 21<br>31 Mar 22<br>2022<br>LT Forecast | 01 Apr 22<br>31 Mar 23<br>2023<br>LT Forecast |
|-------------------------------------|---|---|---|---|---|--|---|---|---|---|
| Basic Pay-Permanent                 | 165   | 143                                       | 163                                       | 170                                       | 181                                       | 196                                      | 203   | 206   | 210   | 214   |
| NI ER-Permanent                     | 19  | 16  | 18  | 19  | 20  | 23                                       | 22  | 23  | 23  | 24  |
| Pension ER-Permanent                | 11  | 11  | 11  | 12  | 12  | 12                                       | 14  | 14  | 15  | 15  |
| Temporary Staff                     | 27  | -   | -   | -   | -   | -  | -   | -   | -   | -   |
| Basic Pay-Fixed Term Contract       | 2   | -   | -   | 7   | 12  | -  | -   | -   | -   | -   |
| Overtime-Fixed Term Contract        | -   | -   | -   | -   | -   | -  | -   | -   | -   | -   |
| NI ER-Fixed Term Contract           | 0   | -   | -   | 1   | 1   | -  | -   | -   | -   | -   |
| Pension ER-Fixed Term Contract      | -   | -   | -   | 0   | 0   | -  | -   | -   | -   | -   |
| <b>Payroll</b>                      | <b>223</b>  | <b>170</b>                                | <b>193</b>                                | <b>209</b>                                | <b>226</b>                                | <b>231</b>                               | <b>239</b>                                    | <b>244</b>                                    | <b>248</b>                                    | <b>253</b>                                    |
| EMT Travel & Subsistence            | -   | -   | 1   | 2   | 1   | 2  | 2   | 2   | 2   | 2   |
| Fares                               | 3   | 3   | 1   | 1   | 1   | 2  | 2   | 2   | 2   | 2   |
| Accommodation                       | -   | 1   | 1   | 1   | 0   | 2  | 2   | 2   | 2   | 2   |
| Subsistence                         | 1   | 1   | 0   | 0   | 0   | 2  | 2   | 2   | 2   | 2   |
| Conferences & Lecturing             | 1   | -   | -   | -   | -   | 1  | 1   | 1   | 1   | 1   |
| <b>Travel and subsistence costs</b> | <b>5</b>  | <b>4</b>                                  | <b>4</b>                                  | <b>3</b>                                  | <b>3</b>                                  | <b>7</b>                                 | <b>7</b>                                      | <b>7</b>                                      | <b>8</b>                                      | <b>8</b>                                      |
| Printing & Stationery               | 24  | 9   | 14  | 9   | 0   | 0  | 0   | 0   | 0   | 0   |
| Postage                             | -   | -   | -   | -   | 0   | -  | -   | -   | -   | -   |
| <b>Office services costs</b>        | <b>24</b>   | <b>9</b>                                  | <b>14</b>                                 | <b>9</b>                                  | <b>1</b>                                  | <b>0</b>                                 | <b>0</b>                                      | <b>0</b>                                      | <b>0</b>                                      | <b>0</b>                                      |
| Mobile Phone & Blackberry           | 1   | 1   | 1   | 1   | 1   | 1  | 1   | 1   | 1   | 1   |
| Other Professional Fees             | 0   | 3   | 3   | 10  | 0   | 0  | 0   | 0   | 0   | 0   |
| Training                            | 11  | 10  | 13  | 5   | 6   | -  | -   | -   | -   | -   |
| Public Law                          | 10  | 21  | 27  | -   | 15  | 16                                       | 16  | 17  | 17  | 17  |
| Small Project Costs                 | -   | -   | -   | -   | -   | -  | -   | -   | -   | -   |
| <b>Specific department costs</b>    | <b>22</b>   | <b>35</b>                                 | <b>44</b>                                 | <b>16</b>                                 | <b>22</b>                                 | <b>17</b>                                | <b>18</b>                                     | <b>18</b>                                     | <b>18</b>                                     | <b>19</b>                                     |
| <b>Total Operating Expenses</b>     | <b>275</b>  | <b>218</b>                                | <b>255</b>                                | <b>237</b>                                | <b>252</b>                                | <b>255</b>                               | <b>264</b>                                    | <b>269</b>                                    | <b>274</b>                                    | <b>279</b>                                    |

## REGISTRATION

|                                       | 01 Apr 13<br>31 Mar 14<br>2014<br>(In £'000) | 01 Apr 14<br>31 Mar 15<br>2015<br>Actuals | 01 Apr 15<br>31 Mar 16<br>2016<br>Actuals | 01 Apr 16<br>31 Mar 17<br>2017<br>Actuals | 01 Apr 17<br>31 Mar 18<br>2018<br>Actuals | 01 Apr 18<br>31 Mar 19<br>2019<br>Budget | 01 Apr 19<br>31 Mar 20<br>2020<br>LT Forecast | 01 Apr 20<br>31 Mar 21<br>2021<br>LT Forecast | 01 Apr 21<br>31 Mar 22<br>2022<br>LT Forecast | 01 Apr 22<br>31 Mar 23<br>2023<br>LT Forecast |
|---------------------------------------|--|---|---|---|---|--|---|---|---|---|
| Basic Pay-Permanent                   | 1,023  | 1,258                                     | 1,410                                     | 1,541                                     | 1,248                                     | 1,682                                    | 1,789   | 1,585   | 1,615   | 1,646   |
| Overtime-Permanent                    | 55   | 41  | 64  | 66  | 60  | 89                                       | 90  | 92  | 94  | 96  |
| NI ER-Permanent                       | 107  | 131                                       | 147                                       | 162                                       | 133                                       | 202                                      | 197   | 174   | 178   | 181   |
| Pension ER-Permanent                  | 58   | 72  | 92  | 90  | 85  | 101                                      | 125   | 111   | 113   | 115   |
| Temporary Staff                       | 52   | 189                                       | 102                                       | 106                                       | 145                                       | -  | -   | -   | -   | -   |
| Basic Pay-Fixed Term Contract         | 102  | 78  | 62  | 72  | 259                                       | 52                                       | -   | -   | -   | -   |
| Overtime-Fixed Term Contract          | 4  | 4   | 5   | 3   | 5   | -  | -   | -   | -   | -   |
| NI ER-Fixed Term Contract             | 9  | 8   | 6   | 7   | 23  | 6  | -   | -   | -   | -   |
| Pension ER-Fixed Term Contract        | -  | 1   | 1   | 1   | 6   | 3  | -   | -   | -   | -   |
| <b>Payroll</b>                        | <b>1,410</b>                                 | <b>1,781</b>                              | <b>1,889</b>                              | <b>2,048</b>                              | <b>1,964</b>                              | <b>2,135</b>                             | <b>2,201</b>                                  | <b>1,962</b>                                  | <b>2,000</b>                                  | <b>2,038</b>                                  |
| Fares                                 | 8  | 2   | 4   | 6   | 2   | 3  | 3   | 3   | 3   | 3   |
| Accommodation                         | -  | 2   | 5   | 3   | 4   | 3  | 3   | 3   | 3   | 3   |
| Subsistence                           | 5  | 1   | 1   | 1   | 2   | 2  | 2   | 2   | 2   | 2   |
| Conferences & Lecturing               | 2  | 1   | 4   | 1   | 4   | 5  | 5   | 5   | 5   | 5   |
| <b>Travel and subsistence costs</b>   | <b>15</b>                                    | <b>5</b>                                  | <b>15</b>                                 | <b>11</b>                                 | <b>11</b>                                 | <b>13</b>                                | <b>13</b>                                     | <b>13</b>                                     | <b>13</b>                                     | <b>14</b>                                     |
| Printing & Stationery                 | 357  | 377                                       | 369                                       | 390                                       | 493                                       | 438                                      | 394   | 381   | 393   | 242   |
| Room Hire                             | -  | -   | -   | 0   | 2   | 5  | 5   | 6   | 6   | 6   |
| Postage                               | 200  | 230                                       | 251                                       | 232                                       | 5   | -  | -   | -   | -   | -   |
| <b>Office services costs</b>          | <b>558</b>                                   | <b>607</b>                                | <b>620</b>                                | <b>622</b>                                | <b>500</b>                                | <b>443</b>                               | <b>400</b>                                    | <b>386</b>                                    | <b>398</b>                                    | <b>248</b>                                    |
| Registration Appeals - Panel Chair    | -  | -   | -   | 5   | 6   | 5  | 5   | 5   | 5   | 6   |
| Registration Appeals - Panel Members  | -  | -   | -   | 6   | 7   | 9  | 9   | 9   | 10  | 10  |
| Registration Appeals - T&S            | -  | -   | -   | 6   | 9   | 9  | 9   | 10  | 10  | 10  |
| Transcript Writer                     | -  | -   | -   | 2   | 2   | 2  | 2   | 2   | 3   | 3   |
| Registration Appeals - Legal Assessor | -  | -   | -   | 6   | 7   | 9  | 10  | 10  | 10  | 10  |
| Partners Subsistence                  | -  | -   | 2   | 1   | 4   | 4  | 4   | 4   | 4   | 4   |
| Partners Accommodation                | -  | -   | 9   | 10  | 14  | 17                                       | 17  | 17  | 18  | 18  |
| Partners Travel                       | -  | -   | 22  | 24  | 30  | 30                                       | 31  | 31  | 32  | 33  |
| International Assessors Fees          | 324  | 413                                       | 448                                       | 668                                       | 588                                       | 506                                      | 459   | 397   | 366   | 337   |
| Grandparenting Assessments            | (1)  | 0   | -   | -   | -   | -  | -   | -   | -   | -   |
| CPD Assessments                       | 119  | 175                                       | 91  | 150                                       | 136                                       | 165                                      | 179   | 185   | 162   | 146   |
| Test of Competence                    | 10   | 6   | 6   | 6   | 17  | 20                                       | 21  | 21  | 21  | 22  |
| Catering                              | 17   | 27  | -   | 1   | 1   | -  | -   | -   | -   | -   |
| Small Project Costs                   | 2  | 2   | -   | (1)                                       | 14  | 38                                       | 39  | 40  | 40  | 41  |
| <b>Partners costs</b>                 | <b>471</b>                                   | <b>623</b>                                | <b>577</b>                                | <b>884</b>                                | <b>835</b>                                | <b>815</b>                               | <b>785</b>                                    | <b>732</b>                                    | <b>680</b>                                    | <b>638</b>                                    |

**REGISTRATION (cont'd)**

|                                  | 01 Apr 13    | 01 Apr 14    | 01 Apr 15    | 01 Apr 16    | 01 Apr 17    | 01 Apr 18    | 01 Apr 19    | 01 Apr 20    | 01 Apr 21    | 01 Apr 22    |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                  | 31 Mar 14    | 31 Mar 15    | 31 Mar 16    | 31 Mar 17    | 31 Mar 18    | 31 Mar 19    | 31 Mar 20    | 31 Mar 21    | 31 Mar 22    | 31 Mar 23    |
|                                  | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         |
| (In £'000)                       | Actuals      | Actuals      | Actuals      | Actuals      | Actuals      | Budget       | LT Forecast  | LT Forecast  | LT Forecast  | LT Forecast  |
| Mobile Phone & Blackberry        | 3            | 4            | 5            | 5            | 4            | 5            | 5            | 5            | 5            | 5            |
| Other Professional Fees          | 3            | -            | 0            | -            | 27           | 28           | 29           | 29           | 30           | 30           |
| Subscriptions                    | 14           | 11           | 4            | 6            | 8            | 9            | 9            | 9            | 9            | 10           |
| Training                         | 42           | 67           | 89           | 76           | 53           | -            | -            | -            | -            | -            |
| Public Law                       | 27           | 6            | 10           | 46           | 29           | 15           | 15           | 16           | 16           | 16           |
| Other Legal Cost                 | -            | -            | -            | 34           | 31           | 31           | 32           | 33           | 33           | 34           |
| <b>Specific department costs</b> | <b>89</b>    | <b>87</b>    | <b>108</b>   | <b>167</b>   | <b>152</b>   | <b>88</b>    | <b>90</b>    | <b>92</b>    | <b>94</b>    | <b>95</b>    |
| <b>Total Operating Expenses</b>  | <b>2,544</b> | <b>3,104</b> | <b>3,210</b> | <b>3,732</b> | <b>3,463</b> | <b>3,494</b> | <b>3,489</b> | <b>3,186</b> | <b>3,185</b> | <b>3,032</b> |

**INFORMATION TECHNOLOGY**

|  | 01 Apr 13    | 01 Apr 14    | 01 Apr 15    | 01 Apr 16    | 01 Apr 17    | 01 Apr 18    | 01 Apr 19    | 01 Apr 20    | 01 Apr 21    | 01 Apr 22    |
|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|  | 31 Mar 14    | 31 Mar 15    | 31 Mar 16    | 31 Mar 17    | 31 Mar 18    | 31 Mar 19    | 31 Mar 20    | 31 Mar 21    | 31 Mar 22    | 31 Mar 23    |
|  | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         |
| (In £'000)                             | Actuals      | Actuals      | Actuals      | Actuals      | Actuals      | Budget       | LT Forecast  | LT Forecast  | LT Forecast  | LT Forecast  |
| Basic Pay-Permanent                    | 372          | 466          | 497          | 487          | 694          | 761          | 792          | 807          | 822          | 838          |
| Overtime-Permanent                     | 15           | 12           | 15           | 29           | 37           | 38           | 39           | 39           | 40           | 41           |
| NI ER-Permanent                        | 43           | 54           | 59           | 59           | 86           | 91           | 87           | 89           | 90           | 92           |
| Pension ER-Permanent                   | 30           | 33           | 37           | 32           | 44           | 46           | 55           | 56           | 58           | 59           |
| Temporary Staff                        | 40           | -            | 1            | 151          | 30           | -            | -            | -            | -            | -            |
| <b>Payroll</b>                         | <b>500</b>   | <b>565</b>   | <b>609</b>   | <b>758</b>   | <b>892</b>   | <b>936</b>   | <b>973</b>   | <b>992</b>   | <b>1,011</b> | <b>1,030</b> |
| Fares                                  | 7            | 2            | 2            | 1            | 1            | 1            | 1            | 1            | 1            | 1            |
| Accommodation                          | -            | 1            | 1            | 0            | 0            | 2            | 2            | 2            | 2            | 2            |
| Subsistence                            | -            | 1            | 0            | 0            | 0            | 1            | 1            | 1            | 1            | 1            |
| EMT Travel & Subsistence               |              |              |              | 1            | 1            | 1            | 1            | 1            | 1            | 1            |
| <b>Travel and subsistence costs</b>    | <b>11</b>    | <b>3</b>     | <b>3</b>     | <b>2</b>     | <b>2</b>     | <b>4</b>     | <b>4</b>     | <b>4</b>     | <b>4</b>     | <b>4</b>     |
| Printing & Stationery                  | 3            | 1            | 24           | 17           | 22           | 26           | 27           | 27           | 28           | 28           |
| <b>Office services costs</b>           | <b>3</b>     | <b>1</b>     | <b>24</b>    | <b>17</b>    | <b>22</b>    | <b>26</b>    | <b>27</b>    | <b>27</b>    | <b>28</b>    | <b>28</b>    |
| Hardware <£1000                        | 82           | 83           | 133          | 34           | 23           | 23           | 24           | 24           | 25           | 25           |
| Hardware Maintenance                   | 43           | 56           | 71           | 95           | 108          | 135          | 138          | 141          | 143          | 146          |
| General Software Support & Maintenance | 200          | 284          | 325          | 318          | 524          | 672          | 686          | 699          | 713          | 727          |
| NetRegulate software support and mair  | 185          | 176          | 191          | 205          | 191          | 194          | 197          | 201          | 205          | 0            |
| Managed Web/Internet Services          | 289          | 338          | 313          | 378          | 257          | 287          | 292          | 298          | 304          | 310          |
| IT Consumables                         | 14           | 6            | 2            | 4            | 0            | 2            | 2            | 2            | 3            | 3            |
| Offsite Tape Data Archive              | -            | 1            | 2            | 2            | 2            | 2            | 2            | 2            | 3            | 3            |
| IT Hardware Disposals                  | -            | -            | 0            | 0            | -            | 1            | 1            | 1            | 1            | 1            |
| Specialist External Support IT         | 26           | 9            | 26           | 23           | 40           | 27           | 27           | 28           | 28           | 29           |
| <b>Computer services</b>               | <b>839</b>   | <b>953</b>   | <b>1,064</b> | <b>1,059</b> | <b>1,145</b> | <b>1,342</b> | <b>1,369</b> | <b>1,397</b> | <b>1,425</b> | <b>1,244</b> |
| Small Project Costs                    | 54           | 85           | 45           | 46           | 148          | 186          | 190          | 194          | 198          | 202          |
| Mobile Phone & Blackberry              | 2,652        | 3            | 4            | 3            | 2            | 2            | 2            | 2            | 3            | 3            |
| Training                               | 21           | 18           | 27           | 27           | 22           | -            | -            | -            | -            | -            |
| Public Law                             | 4            | -            | -            | -            | -            | 1            | 1            | 1            | 1            | 1            |
| Telephone                              | 30           | 29           | 27           | 38           | 29           | 35           | 36           | 36           | 37           | 38           |
| <b>Specific department costs</b>       | <b>112</b>   | <b>135</b>   | <b>104</b>   | <b>115</b>   | <b>201</b>   | <b>225</b>   | <b>229</b>   | <b>234</b>   | <b>238</b>   | <b>243</b>   |
| <b>Total Operating Expenses</b>        | <b>1,466</b> | <b>1,659</b> | <b>1,804</b> | <b>1,951</b> | <b>2,263</b> | <b>2,532</b> | <b>2,602</b> | <b>2,653</b> | <b>2,705</b> | <b>2,549</b> |

## OPERATIONS

|                                     | 01 Apr 13  | 01 Apr 14  | 01 Apr 15  | 01 Apr 16  | 01 Apr 17  | 01 Apr 18  | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|-------------------------------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
|                                     | 31 Mar 14  | 31 Mar 15  | 31 Mar 16  | 31 Mar 17  | 31 Mar 18  | 31 Mar 19  | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
|                                     | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                          | Actuals    | Actuals    | Actuals    | Actuals    | Actuals    | Budget     | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Basic Pay-Permanent                 | 338        | 378        | 387        | 427        | 387        | 431        | 581         | 577         | 587         | 599         |
| NI ER-Permanent                     | 38         | 44         | 46         | 50         | 46         | 52         | 64          | 63          | 65          | 66          |
| Pension ER-Permanent                | 37         | 35         | 37         | 41         | 36         | 26         | 41          | 40          | 41          | 42          |
| Temporary Staff                     | -          | -          | 39         | -          | -          | -          | -           | -           | -           | -           |
| Basic Pay-Fixed Term Contract       | 17         | -          | 13         | 13         | 58         | 146        | -           | -           | -           | -           |
| NI ER-Fixed Term Contract           | 2          | -          | 1          | 1          | 7          | 18         | -           | -           | -           | -           |
| Pension ER-Fixed Term Contract      | -          | -          | 1          | 0          | 1          | 9          | -           | -           | -           | -           |
| <b>Payroll</b>                      | <b>432</b> | <b>458</b> | <b>523</b> | <b>532</b> | <b>536</b> | <b>681</b> | <b>686</b>  | <b>680</b>  | <b>693</b>  | <b>706</b>  |
| Accommodation                       | -          | -          | 0          | 1          | 1          | 2          | 2           | 2           | 2           | 2           |
| Fares                               | 8          | 2          | 3          | 2          | 4          | 3          | 3           | 3           | 3           | 4           |
| Subsistence                         | 3          | 1          | 1          | 1          | 1          | -          | -           | -           | -           | -           |
| EMT Travel & Subsistence            | -          | -          | 1          | 1          | 5          | 5          | 5           | 5           | 5           | 5           |
| Conferences & Lecturing             | -          | 2          | 1          | -          | -          | -          | -           | -           | -           | -           |
| <b>Travel and subsistence costs</b> | <b>11</b>  | <b>5</b>   | <b>6</b>   | <b>5</b>   | <b>10</b>  | <b>10</b>  | <b>10</b>   | <b>10</b>   | <b>10</b>   | <b>11</b>   |
| Printing & Stationery               | 0          | 6          | 0          | 0          | -          | -          | -           | -           | -           | -           |
| <b>Office services costs</b>        | <b>0</b>   | <b>6</b>   | <b>0</b>   | <b>0</b>   | <b>-</b>   | <b>-</b>   | <b>-</b>    | <b>-</b>    | <b>-</b>    | <b>-</b>    |
| Small Project Costs                 | 3          | 12         | 32         | 5          | 22         | -          | -           | -           | -           | -           |
| Mobile Phone & Blackberry           | 2          | 3          | 3          | 2          | 1          | 2          | 2           | 2           | 2           | 2           |
| Subscriptions                       | 2          | -          | 1          | 1          | 2          | 0          | 0           | 0           | 0           | 0           |
| Training                            | 12         | 24         | 16         | 15         | 6          | -          | -           | -           | -           | -           |
| Public Law                          | 43         | 29         | 41         | -          | 4          | 4          | 4           | 4           | 4           | 4           |
| Archive Storage                     | 21         | 18         | 20         | 16         | 16         | 18         | 18          | 18          | 19          | 19          |
| ISO 9001 Certification              | 5          | 7          | 18         | 3          | 9          | 6          | 6           | 4           | 4           | 4           |
| ISO 27001 Certification             | 43         | 28         | -          | 5          | 7          | 8          | 8           | 8           | 9           | 9           |
| Disaster Contingency Plan           | 17         | 17         | 26         | 20         | 13         | 19         | 19          | 20          | 20          | 21          |
| Information Security                | -          | -          | 13         | 6          | 4          | 18         | 18          | 2           | 2           | 2           |
| ISO 10002 Certification             | -          | -          | -          | 8          | 4          | 3          | 3           | 3           | 3           | 3           |
| <b>Specific department costs</b>    | <b>148</b> | <b>139</b> | <b>171</b> | <b>80</b>  | <b>89</b>  | <b>78</b>  | <b>80</b>   | <b>62</b>   | <b>63</b>   | <b>64</b>   |
| <b>Total Operating Expenses</b>     | <b>592</b> | <b>608</b> | <b>700</b> | <b>618</b> | <b>635</b> | <b>769</b> | <b>776</b>  | <b>752</b>  | <b>767</b>  | <b>781</b>  |

**FINANCE**

|                                     | 01 Apr 13  | 01 Apr 14  | 01 Apr 15  | 01 Apr 16  | 01 Apr 17  | 01 Apr 18  | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|-------------------------------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
|                                     | 31 Mar 14  | 31 Mar 15  | 31 Mar 16  | 31 Mar 17  | 31 Mar 18  | 31 Mar 19  | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
|                                     | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                          | Actuals    | Actuals    | Actuals    | Actuals    | Actuals    | Budget     | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Basic Pay-Permanent                 | 356        | 366        | 337        | 397        | 403        | 408        | 418         | 426         | 434         | 443         |
| Overtime-Permanent                  | 2          | 1          | 4          | 1          | 1          | 3          | 3           | 3           | 3           | 3           |
| NI ER-Permanent                     | 38         | 41         | 37         | 44         | 45         | 49         | 46          | 47          | 48          | 49          |
| Pension ER-Permanent                | 14         | 24         | 24         | 24         | 28         | 25         | 29          | 30          | 30          | 31          |
| Temporary Staff                     | 129        | 107        | 90         | 21         | 10         | 10         | 10          | 10          | 11          | 11          |
| Basic Pay-Fixed Term Contract       | -          | 20         | 8          | -          | -          | -          | -           | -           | -           | -           |
| NI ER-Fixed Term Contract           | -          | 2          | 1          | -          | -          | -          | -           | -           | -           | -           |
| <b>Payroll</b>                      | <b>538</b> | <b>561</b> | <b>503</b> | <b>488</b> | <b>487</b> | <b>495</b> | <b>507</b>  | <b>517</b>  | <b>526</b>  | <b>536</b>  |
| Fares                               | 1          | 0          | 1          | 0          | 0          | 0          | 0           | 0           | 0           | 0           |
| Subsistence                         |            |            | 1          | 1          | 0          | 1          | 1           | 1           | 1           | 1           |
| EMT Travel and Subsistence          |            |            | -          | 1          | 0          | -          | -           | -           | -           | -           |
| Accommodation                       | -          | 1          | -          | 1          | -          | 0          | 0           | 0           | 0           | 0           |
| <b>Travel and subsistence costs</b> | <b>1</b>   | <b>1</b>   | <b>2</b>   | <b>3</b>   | <b>1</b>   | <b>2</b>   | <b>2</b>    | <b>2</b>    | <b>2</b>    | <b>2</b>    |
| Printing & Stationery               | 13         | 20         | 10         | 7          | 5          | 7          | 7           | 7           | 7           | 7           |
| Room Hire                           | 1          | 0          | 2          | 1          | -          | -          | -           | -           | -           | -           |
| Postage                             | 4          | 1          | 4          | 6          | 4          | 7          | 7           | 5           | 5           | 5           |
| Couriers                            | 1          | 1          | 1          | 0          | 0          | 1          | 1           | 1           | 1           | 1           |
| <b>Office services costs</b>        | <b>18</b>  | <b>22</b>  | <b>16</b>  | <b>15</b>  | <b>9</b>   | <b>14</b>  | <b>15</b>   | <b>13</b>   | <b>13</b>   | <b>13</b>   |
| Small Project Costs                 | 3          | 2          | -          | -          | 17         | -          | -           | 3           | 3           | 3           |
| Procurement - Legal Advice          | -          | -          | 11         | 1          | 4          | 6          | 6           | 4           | 4           | 4           |
| Other Professional Fees             | 22         | 24         | 32         | 14         | 31         | 14         | 14          | 6           | 6           | 6           |
| Mobile Phone & Blackberry           | 1          | 1          | 1          | 1          | 1          | 2          | 2           | 2           | 2           | 2           |
| Subscriptions                       | -          | 2          | 1          | 1          | 1          | 1          | 1           | 1           | 1           | 1           |
| Training                            | 6          | 5          | 11         | 10         | 3          | -          | -           | -           | -           | -           |
| Internal Audit                      | 24         | 23         | 32         | 51         | 3          | -          | -           | -           | -           | -           |
| External Audit Fees                 | 39         | 39         | 39         | 39         | 29         | 31         | 31          | 32          | 33          | 33          |
| Bank Charges                        | 103        | 98         | 91         | 87         | 93         | 83         | 79          | 82          | 71          | 64          |
| Pension Administration              | 4          | (55)       | (37)       | (73)       | 2          | 2          | 2           | 2           | 3           | 3           |
| Taxation Advice                     | 2          | 1          | -          | -          | -          | -          | -           | -           | -           | -           |
| General Insurance                   | 51         | 50         | 60         | 65         | 83         | 70         | 71          | 61          | 63          | 64          |
| <b>Specific department costs</b>    | <b>254</b> | <b>190</b> | <b>241</b> | <b>197</b> | <b>268</b> | <b>209</b> | <b>207</b>  | <b>194</b>  | <b>186</b>  | <b>181</b>  |
| <b>Total Operating Expenses</b>     | <b>812</b> | <b>775</b> | <b>762</b> | <b>703</b> | <b>765</b> | <b>720</b> | <b>730</b>  | <b>725</b>  | <b>727</b>  | <b>732</b>  |

**OFFICE SERVICES**

|                                      | 01 Apr 13  | 01 Apr 14  | 01 Apr 15  | 01 Apr 16  | 01 Apr 17  | 01 Apr 18    | 01 Apr 19    | 01 Apr 20    | 01 Apr 21    | 01 Apr 22    |
|--------------------------------------|------------|------------|------------|------------|------------|--------------|--------------|--------------|--------------|--------------|
|                                      | 31 Mar 14  | 31 Mar 15  | 31 Mar 16  | 31 Mar 17  | 31 Mar 18  | 31 Mar 19    | 31 Mar 20    | 31 Mar 21    | 31 Mar 22    | 31 Mar 23    |
|                                      | 2014       | 2015       | 2016       | 2017       | 2018       | 2019         | 2020         | 2021         | 2022         | 2023         |
| (In £'000)                           | Actuals    | Actuals    | Actuals    | Actuals    | Actuals    | Budget       | LT Forecast  | LT Forecast  | LT Forecast  | LT Forecast  |
| Basic Pay-Permanent                  | 141        | 146        | 173        | 202        | 191        | 223          | 250          | 255          | 260          | 265          |
| Overtime-Permanent                   | 8          | 10         | 11         | 17         | 15         | 14           | 14           | 15           | 15           | 15           |
| NI ER-Permanent                      | 15         | 16         | 19         | 23         | 21         | 27           | 28           | 28           | 29           | 29           |
| Pension ER-Permanent                 | 17         | 12         | 14         | 10         | 12         | 13           | 18           | 18           | 18           | 19           |
| Temporary Staff                      | -          | 2          | 64         | 53         | 46         | 2            | 2            | 2            | 2            | 2            |
| Basic Pay-Fixed Term Contract        | -          | 14         | -          | 6          | 15         | 44           | -            | -            | -            | -            |
| Overtime-Fixed Term Contract         | -          | 1          | -          | 0          | 2          | 6            | 6            | 6            | 6            | 6            |
| NI ER-Fixed Term Contract            | -          | 1          | -          | 1          | 2          | 5            | -            | -            | -            | -            |
| Pension ER-Fixed Term Contract       | -          | 0          | -          | 0          | 0          | 3            | -            | -            | -            | -            |
| <b>Payroll</b>                       | <b>182</b> | <b>201</b> | <b>280</b> | <b>311</b> | <b>304</b> | <b>338</b>   | <b>318</b>   | <b>324</b>   | <b>330</b>   | <b>336</b>   |
| Fares                                | 4          | 1          | 0          | 0          | 0          | 1            | 1            | 1            | 1            | 1            |
| <b>Travel and subsistence costs</b>  | <b>4</b>   | <b>1</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>1</b>     | <b>1</b>     | <b>1</b>     | <b>1</b>     | <b>1</b>     |
| Business Rates                       | 64         | 118        | 144        | 145        | 264        | 421          | 430          | 438          | 447          | 456          |
| Water                                | -          | 2          | 5          | 3          | 3          | 7            | 7            | 7            | 8            | 8            |
| Electricity                          | 44         | 53         | 62         | 40         | 29         | 54           | 55           | 56           | 57           | 58           |
| Gas                                  | 19         | 22         | 12         | 12         | 6          | 8            | 9            | 9            | 9            | 9            |
| Cleaning Materials                   | 27         | 16         | 5          | 8          | 7          | 13           | 13           | 14           | 14           | 14           |
| Cleaning Contractors                 | 51         | 80         | 102        | 92         | 81         | 150          | 153          | 156          | 159          | 162          |
| Cleaning-33 Stannary Street          | 7          | 6          | 4          | 7          | 7          | -            | -            | -            | -            | -            |
| Waste Disposal                       | -          | 11         | 11         | 9          | 20         | 36           | 37           | 37           | 38           | 39           |
| Waste Disposal                       | 4          | 3          | (0)        | 2          | 3          | -            | -            | -            | -            | -            |
| Repairs & Maintenance                | 185        | 134        | 68         | 110        | 59         | 62           | 64           | 0            | 0            | 0            |
| Repairs&Maintenance-33 Stannary Stre | 10         | 12         | 4          | 6          | 12         | -            | -            | -            | -            | -            |
| Maintenance Contracts                | 28         | 62         | 55         | 45         | 85         | 120          | 122          | 125          | 127          | 130          |
| Security                             | 184        | 56         | 25         | 21         | 48         | 57           | 58           | 59           | 60           | 62           |
| Relocation costs                     |            |            | -          | -          | -          | 40           | 0            | 0            | 0            | 0            |
| Dilapidation - 33 Stannary Street    |            |            | -          | -          | 5          | -            | -            | -            | -            | -            |
| Building Refurbishment               | 192        | 59         | 21         | (8)        | 74         | 98           | 100          | 102          | 104          | 106          |
| <b>Property costs</b>                | <b>814</b> | <b>635</b> | <b>518</b> | <b>491</b> | <b>700</b> | <b>1,067</b> | <b>1,048</b> | <b>1,004</b> | <b>1,024</b> | <b>1,045</b> |

**OFFICE SERVICES (cont'd)**

|                                       | 01 Apr 13    | 01 Apr 14    | 01 Apr 15    | 01 Apr 16    | 01 Apr 17    | 01 Apr 18    | 01 Apr 19    | 01 Apr 20    | 01 Apr 21    | 01 Apr 22    |
|---------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                       | 31 Mar 14    | 31 Mar 15    | 31 Mar 16    | 31 Mar 17    | 31 Mar 18    | 31 Mar 19    | 31 Mar 20    | 31 Mar 21    | 31 Mar 22    | 31 Mar 23    |
|                                       | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         |
| (In £'000)                            | Actuals      | Actuals      | Actuals      | Actuals      | Actuals      | Budget       | LT Forecast  | LT Forecast  | LT Forecast  | LT Forecast  |
| Mobile Phone & Blackberry             | 1            | 1            | 1            | 1            | 2            | 2            | 2            | 2            | 2            | 2            |
| Printing & Stationery                 | 78           | 55           | 76           | 32           | 39           | 42           | 43           | 44           | 45           | 45           |
| Room Hire                             | -            | -            | -            | 1            | 9            | 4            | 4            | 4            | 4            | 4            |
| Photocopying                          | 14           | 14           | 1            | -            | -            | -            | -            | -            | -            | -            |
| Postage                               | 156          | 201          | 226          | 255          | 222          | 190          | 194          | 211          | 215          | 220          |
| Telephone                             | -            | -            | 1            | -            | -            | 4            | 4            | 4            | 4            | 4            |
| Office Equipment < £1000              | 147          | 48           | 53           | 34           | 16           | 150          | 40           | 42           | 42           | 43           |
| Office Equipment rental               | 12           | 10           | 4            | 2            | 3            | 4            | 4            | 4            | 4            | 4            |
| Catering                              | 37           | 46           | 36           | 82           | 77           | 140          | 143          | 146          | 149          | 152          |
| Other Office Services                 | 27           | 28           | 17           | 14           | 0            | -            | -            | -            | -            | -            |
| Office Equipment Disposals            | -            | 2            | -            | -            | 3            | 6            | 6            | 6            | 6            | 6            |
| <b>Office services costs</b>          | <b>471</b>   | <b>406</b>   | <b>414</b>   | <b>422</b>   | <b>369</b>   | <b>542</b>   | <b>440</b>   | <b>463</b>   | <b>473</b>   | <b>482</b>   |
| Other Professional Fees               | 8            | 12           | 1            | 4            | 14           | 35           | 36           | 36           | 37           | 38           |
| Other Professional Fees-33 Stannary S | 11           | -            | 14           | -            | -            | -            | -            | -            | -            | -            |
| Subscriptions                         | -            | 0            | -            | 0            | -            | 2            | 2            | 2            | 2            | 2            |
| Training                              | -            | 6            | 0            | 1            | 9            | -            | -            | -            | -            | -            |
| Managers Training                     | -            | -            | -            | 2            | -            | -            | -            | -            | -            | -            |
| Books and Publications                | -            | -            | -            | -            | -            | 2            | 2            | 2            | 2            | 2            |
| Health & Safety                       | 8            | 19           | 17           | 36           | 64           | 64           | 65           | 67           | 68           | 69           |
| Public Law                            | -            | -            | 19           | 2            | 4            | 6            | 6            | 6            | 6            | 6            |
| Public Law-33 Stannary St             | (4)          | -            | -            | -            | -            | -            | -            | -            | -            | -            |
| <b>Specific department costs</b>      | <b>23</b>    | <b>38</b>    | <b>52</b>    | <b>45</b>    | <b>91</b>    | <b>108</b>   | <b>110</b>   | <b>113</b>   | <b>115</b>   | <b>117</b>   |
| Rent-33 Stannary Street               | 118          | 118          | 113          | 138          | 136          | 136          | 138          | 141          | 144          | 147          |
| Service Charge-33 Stannary Street     | 8            | 7            | 14           | 16           | 21           | 18           | 18           | 19           | 19           | 19           |
| Business Rates-33 Stannary Street     | 36           | 37           | 38           | 38           | 33           | -            | -            | -            | -            | -            |
| Water-33 Stannary Street              | 2            | 2            | 1            | 1            | (0)          | -            | -            | -            | -            | -            |
| Electricity-33 Stannary Street        | 16           | 21           | 8            | 19           | 6            | -            | -            | -            | -            | -            |
| Gas-33 Stannary Street                | 2            | 3            | 2            | 0            | 1            | -            | -            | -            | -            | -            |
| <b>Additional office space</b>        | <b>183</b>   | <b>188</b>   | <b>176</b>   | <b>213</b>   | <b>197</b>   | <b>154</b>   | <b>157</b>   | <b>160</b>   | <b>163</b>   | <b>166</b>   |
| <b>Total Operating Expenses</b>       | <b>1,675</b> | <b>1,470</b> | <b>1,440</b> | <b>1,483</b> | <b>1,662</b> | <b>2,211</b> | <b>2,074</b> | <b>2,065</b> | <b>2,106</b> | <b>2,148</b> |



**FITNESS TO PRACTISE (incl ADJUDICATION)**

|                                     | 01 Apr 13    | 01 Apr 14    | 01 Apr 15    | 01 Apr 16    | 01 Apr 17    | 01 Apr 18    | 01 Apr 19    | 01 Apr 20    | 01 Apr 21    | 01 Apr 22    |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                     | 31 Mar 14    | 31 Mar 15    | 31 Mar 16    | 31 Mar 17    | 31 Mar 18    | 31 Mar 19    | 31 Mar 20    | 31 Mar 21    | 31 Mar 22    | 31 Mar 23    |
|                                     | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         |
| (In £'000)                          | Actuals      | Actuals      | Actuals      | Actuals      | Actuals      | Budget       | LT Forecast  | LT Forecast  | LT Forecast  | LT Forecast  |
| Basic Pay-Permanent                 | 2,278        | 2,638        | 2,866        | 3,180        | 3,054        | 3,853        | 4,227        | 3,009        | 3,031        | 3,088        |
| Overtime-Permanent                  | 27           | 9            | 13           | 20           | 16           | -            | -            | -            | -            | -            |
| NI ER-Permanent                     | 245          | 278          | 306          | 341          | 339          | 464          | 465          | 331          | 333          | 340          |
| Pension ER-Permanent                | 80           | 132          | 153          | 160          | 169          | 234          | 296          | 211          | 212          | 216          |
| Temporary Staff                     | 198          | 326          | 421          | 523          | 552          | 283          | 288          | 294          | 299          | 305          |
| Basic Pay-Fixed Term Contract       | 55           | 55           | 67           | 142          | 579          | 211          | -            | -            | -            | -            |
| NI ER-Fixed Term Contract           | 5            | 7            | 8            | 15           | 62           | 25           | -            | -            | -            | -            |
| Pension ER-Fixed Term Contract      | -            | 1            | 2            | 3            | 19           | 13           | -            | -            | -            | -            |
| <b>Payroll</b>                      | <b>2,888</b> | <b>3,445</b> | <b>3,837</b> | <b>4,383</b> | <b>4,797</b> | <b>5,083</b> | <b>5,276</b> | <b>3,844</b> | <b>3,876</b> | <b>3,949</b> |
| Accommodation                       | -            | -            | 10           | 16           | 3            | -            | -            | -            | -            | -            |
| Travel                              | 89           | 88           | 52           | 50           | 42           | 61           | 66           | 62           | 63           | 65           |
| Subsistence                         | -            | -            | 6            | 5            | 3            | -            | -            | -            | -            | -            |
| <b>Travel and subsistence costs</b> | <b>89</b>    | <b>88</b>    | <b>68</b>    | <b>70</b>    | <b>48</b>    | <b>61</b>    | <b>66</b>    | <b>62</b>    | <b>63</b>    | <b>65</b>    |
| Mobile Phone & Blackberry           | 4            | 7            | 9            | 12           | 10           | 10           | 10           | 10           | 10           | 10           |
| Printing & Stationery               | 150          | 240          | 235          | 206          | 173          | 237          | 153          | 128          | 126          | 123          |
| Room Hire                           | 218          | 249          | 296          | 321          | 321          | 268          | 120          | 95           | 98           | 100          |
| Postage                             | 2            | 8            | 2            | 1            | 0            | 2            | 2            | 2            | 3            | 3            |
| Catering                            | 74           | 61           | 39           | 42           | 44           | -            | 25           | 20           | 21           | 21           |
| Video Conferencing                  | -            | 0            | 3            | 44           | 59           | 42           | 43           | 44           | 45           | 45           |
| Couriers                            | -            | -            | 9            | 19           | 14           | 14           | 14           | 14           | 15           | 15           |
| <b>Office services costs</b>        | <b>448</b>   | <b>566</b>   | <b>594</b>   | <b>643</b>   | <b>622</b>   | <b>572</b>   | <b>367</b>   | <b>313</b>   | <b>316</b>   | <b>318</b>   |
| <b>Partners cost</b>                | <b>2,863</b> | <b>3,188</b> | <b>3,272</b> | <b>4,027</b> | <b>4,316</b> | <b>3,866</b> | <b>4,106</b> | <b>3,581</b> | <b>3,569</b> | <b>3,599</b> |

**FITNESS TO PRACTISE (incl ADJUDICATION) (cont'd)**

|                                  | 01 Apr 13     | 01 Apr 14     | 01 Apr 15     | 01 Apr 16     | 01 Apr 17     | 01 Apr 18     | 01 Apr 19     | 01 Apr 20     | 01 Apr 21     | 01 Apr 22     |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
|                                  | 31 Mar 14     | 31 Mar 15     | 31 Mar 16     | 31 Mar 17     | 31 Mar 18     | 31 Mar 19     | 31 Mar 20     | 31 Mar 21     | 31 Mar 22     | 31 Mar 23     |
|                                  | 2014          | 2015          | 2016          | 2017          | 2018          | 2019          | 2020          | 2021          | 2022          | 2023          |
| (In £'000)                       | Actuals       | Actuals       | Actuals       | Actuals       | Actuals       | Budget        | LT Forecast   | LT Forecast   | LT Forecast   | LT Forecast   |
| Annual Reports                   | -             | -             | 1             | 4             | -             | 4             | 4             | 4             | 4             | 4             |
| Brochures                        | 9             | 11            | -             | 0             | -             | -             | -             | -             | -             | -             |
| Small Project Costs              | -             | -             | 26            | 7             | 0             | 6             | 6             | 6             | 6             | 6             |
| Other Legal Costs                | 22            | 49            | 85            | 23            | 2             | 30            | 31            | 47            | 48            | 49            |
| FTP Presentation and Preparation | 3,900         | 3,966         | 4,093         | 4,366         | 4,467         | 4,821         | 3,529         | 2,986         | 3,046         | 3,107         |
| Public Law                       | 664           | 876           | 660           | 847           | 809           | 812           | 828           | 606           | 618           | 630           |
| Training                         | -             | -             | 64            | 77            | 52            | -             | -             | -             | -             | -             |
| Transcript Writer                | 40            | 135           | 418           | 494           | 437           | 515           | 342           | 269           | 278           | 283           |
| Reg Appeals                      | 106           | 119           | 36            | (5)           | -             | -             | -             | -             | -             | -             |
| <b>Specific department costs</b> | <b>4,742</b>  | <b>5,158</b>  | <b>5,387</b>  | <b>5,813</b>  | <b>5,767</b>  | <b>6,189</b>  | <b>4,740</b>  | <b>3,918</b>  | <b>4,000</b>  | <b>4,080</b>  |
| <b>Total Operating Expenses</b>  | <b>11,030</b> | <b>12,446</b> | <b>13,158</b> | <b>14,937</b> | <b>15,550</b> | <b>15,770</b> | <b>14,556</b> | <b>11,719</b> | <b>11,824</b> | <b>12,010</b> |

## HUMAN RESOURCES

|                                     | 01 Apr 13<br>31 Mar 14<br>2014<br>(In £'000)<br>Actuals | 01 Apr 14<br>31 Mar 15<br>2015<br>Actuals | 01 Apr 15<br>31 Mar 16<br>2016<br>Actuals | 01 Apr 16<br>31 Mar 17<br>2017<br>Actuals | 01 Apr 17<br>31 Mar 18<br>2018<br>Actuals | 01 Apr 18<br>31 Mar 19<br>2019<br>Budget | 01 Apr 19<br>31 Mar 20<br>2020<br>LT Forecast | 01 Apr 20<br>31 Mar 21<br>2021<br>LT Forecast | 01 Apr 21<br>31 Mar 22<br>2022<br>LT Forecast | 01 Apr 22<br>31 Mar 23<br>2023<br>LT Forecast |
|-------------------------------------|---|---|---|---|---|--|---|---|---|---|
| Basic Pay-Permanent                 | 185   | 161                                       | 251                                       | 333                                       | 317                                       | 323                                      | 467   | 407   | 415   | 423   |
| Overtime-Permanent                  | -   | -   | -   | 0   | -   | -  | -   | -   | -   | -   |
| NI ER-Permanent                     | 21  | 19  | 28  | 37  | 36  | 36                                       | 51  | 45  | 46  | 47  |
| Pension ER-Permanent                | 14  | 15  | 16  | 19  | 22  | 18                                       | 33  | 29  | 29  | 30  |
| Staff Recruitment                   | 160   | 121                                       | 167                                       | 163                                       | 186                                       | 228                                      | 232   | 154   | 158   | 161   |
| Temporary Staff                     | -   | 6   | 15  | 11  | 23  | -  | -   | -   | -   | -   |
| Payroll Contingency                 | 23  | -   | 24  | (11)                                      | 20  | 25                                       | 25  | 26  | 26  | 27  |
| Basic Pay-Fixed Term Contract       | 20  | 52  | 4   | 13  | 69  | 60                                       | -   | -   | -   | -   |
| NI ER-Fixed Term Contract           | 2   | 6   | 0   | 2   | 8   | 7  | -   | -   | -   | -   |
| Pension ER-Fixed Term Contract      | -   | 2   | 0   | 0   | 3   | 3  | -   | -   | -   | -   |
| <b>Payroll</b>                      | <b>426</b>  | <b>381</b>                                | <b>505</b>                                | <b>566</b>                                | <b>683</b>                                | <b>700</b>                               | <b>808</b>                                    | <b>661</b>                                    | <b>674</b>                                    | <b>687</b>                                    |
| Fares                               | 0   | 8   | 1   | 0   | 0   | 0  | 0   | 0   | 0   | 0   |
| EMT Travel & Subsistence            |   |   | 0   | 2   | 0   | 1  | 1   | 1   | 1   | 1   |
| <b>Travel and subsistence costs</b> | <b>1</b>  | <b>8</b>                                  | <b>1</b>                                  | <b>2</b>                                  | <b>1</b>                                  | <b>1</b>                                 | <b>1</b>                                      | <b>1</b>                                      | <b>1</b>                                      | <b>1</b>                                      |
| Mobile Phone & Blackberry           | 1   | 1   | 1   | 1   | 1   | 1  | 1   | 1   | 1   | 1   |
| Printing & Stationery               | 1   | 1   | 0   | 0   | 1   | 1  | 1   | 1   | 1   | 1   |
| Room Hire                           | -   | -   | 0   | 0   | 6   | 7  | 7   | 7   | 7   | 7   |
| <b>Office services costs</b>        | <b>2</b>  | <b>2</b>                                  | <b>1</b>                                  | <b>2</b>                                  | <b>8</b>                                  | <b>9</b>                                 | <b>9</b>                                      | <b>9</b>                                      | <b>9</b>                                      | <b>10</b>                                     |
| Other Professional Fees             | 33  | 35  | 28  | 25  | 44  | 65                                       | 66  | 68  | 69  | 70  |
| Legal Expenses                      | 90  | 30  | 61  | 3   | 18  | 30                                       | 31  | 31  | 32  | 32  |
| Subscriptions                       | 2   | 2   | 1   | 1   | 0   | 2  | 2   | 2   | 2   | 2   |
| Training                            | 4   | 17  | 17  | 13  | 8   | -  | -   | -   | -   | -   |
| Organisational Training             | 71  | 57  | 82  | 73  | 219                                       | 369                                      | 377   | 260   | 265   | 271   |
| Employee Assistance Programme       | 8   | 13  | 9   | 9   | 11  | 13                                       | 13  | 14  | 14  | 14  |
| Reward Data                         | 19  | 16  | 23  | 31  | 23  | 60                                       | 61  | 62  | 0   | 26  |
| Pension Administration              | -   | -   | -   | 18  | 32  | 25                                       | 26  | 26  | 27  | 27  |
| Managers Training                   | -   | -   | -   | 7   | -   | -  | -   | -   | -   | -   |
| <b>Specific department costs</b>    | <b>228</b>  | <b>170</b>                                | <b>221</b>                                | <b>180</b>                                | <b>356</b>                                | <b>564</b>                               | <b>576</b>                                    | <b>463</b>                                    | <b>408</b>                                    | <b>443</b>                                    |
| <b>Total Operating Expenses</b>     | <b>656</b>  | <b>560</b>                                | <b>728</b>                                | <b>750</b>                                | <b>1,048</b>                              | <b>1,274</b>                             | <b>1,394</b>                                  | <b>1,134</b>                                  | <b>1,093</b>                                  | <b>1,140</b>                                  |

## HR - PARTNERS

|                                     | 01 Apr 13  | 01 Apr 14  | 01 Apr 15  | 01 Apr 16  | 01 Apr 17  | 01 Apr 18  | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|-------------------------------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
|                                     | 31 Mar 14  | 31 Mar 15  | 31 Mar 16  | 31 Mar 17  | 31 Mar 18  | 31 Mar 19  | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
|                                     | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                          | Actuals    | Actuals    | Actuals    | Actuals    | Actuals    | Budget     | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Basic Pay-Permanent                 | 101        | 112        | 99         | 108        | 85         | 108        | 111         | 113         | 115         | 118         |
| Overtime-Permanent                  | -          | 1          | -          | -          | 1          | -          | -           | -           | -           | -           |
| NI ER-Permanent                     | 10         | 11         | 9          | 10         | 9          | 13         | 12          | 12          | 13          | 13          |
| Pension ER-Permanent                | -          | 2          | 2          | 2          | 4          | 6          | 8           | 8           | 8           | 8           |
| Temporary Staff                     | 10         | 7          | 9          | 7          | 3          | -          | -           | -           | -           | -           |
| Basic Pay-Fixed Term Contract       | -          | -          | -          | 1          | 29         | 25         | -           | -           | -           | -           |
| NI ER-Fixed Term Contract           | -          | -          | -          | 0          | 2          | 3          | -           | -           | -           | -           |
| <b>Payroll</b>                      | <b>121</b> | <b>132</b> | <b>119</b> | <b>129</b> | <b>134</b> | <b>157</b> | <b>131</b>  | <b>134</b>  | <b>136</b>  | <b>139</b>  |
| <b>Travel and subsistence costs</b> | <b>1</b>   | <b>1</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>   | <b>0</b>    | <b>0</b>    | <b>1</b>    | <b>1</b>    |
| Mobile Phone & Blackberry           | 0          | 1          | 1          | 0          | 0          | 0          | 0           | 0           | 0           | 0           |
| Printing & Stationery               | 3          | 1          | 3          | 0          | 0          | 5          | 5           | 5           | 5           | 5           |
| Room Hire                           | -          | 2          | 0          | 0          | -          | 6          | 7           | 7           | 7           | 7           |
| <b>Office services costs</b>        | <b>3</b>   | <b>4</b>   | <b>3</b>   | <b>1</b>   | <b>1</b>   | <b>11</b>  | <b>12</b>   | <b>12</b>   | <b>12</b>   | <b>12</b>   |
| Partners Recruitment & Interviews   | 18         | 58         | 22         | 37         | 38         | 49         | 50          | 51          | 52          | 53          |
| Partners Training                   | 123        | 163        | 116        | 115        | 160        | 167        | 125         | 125         | 170         | 130         |
| Partners travel                     | 78         | 92         | 31         | 27         | 33         | 39         | 39          | 40          | 41          | 42          |
| Partners Accommodation              | -          | -          | 25         | 20         | 31         | 28         | 28          | 29          | 29          | 30          |
| Partners Subsistence                | -          | -          | 3          | 2          | 3          | 3          | 3           | 3           | 3           | 3           |
| <b>Partners costs</b>               | <b>219</b> | <b>313</b> | <b>198</b> | <b>202</b> | <b>265</b> | <b>285</b> | <b>245</b>  | <b>248</b>  | <b>295</b>  | <b>258</b>  |
| Public Law                          | -          | -          | 22         | 16         | 3          | 12         | 12          | 12          | 13          | 13          |
| Training                            | 1          | 12         | 6          | 1          | 2          | -          | -           | -           | -           | -           |
| <b>Specific department costs</b>    | <b>1</b>   | <b>12</b>  | <b>28</b>  | <b>17</b>  | <b>5</b>   | <b>12</b>  | <b>12</b>   | <b>12</b>   | <b>13</b>   | <b>13</b>   |
| <b>Total Operating Expenses</b>     | <b>345</b> | <b>461</b> | <b>349</b> | <b>349</b> | <b>406</b> | <b>466</b> | <b>401</b>  | <b>406</b>  | <b>457</b>  | <b>423</b>  |

## COMMUNICATIONS

|                                     | 01 Apr 13  | 01 Apr 14  | 01 Apr 15  | 01 Apr 16  | 01 Apr 17  | 01 Apr 18  | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|-------------------------------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
|                                     | 31 Mar 14  | 31 Mar 15  | 31 Mar 16  | 31 Mar 17  | 31 Mar 18  | 31 Mar 19  | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
|                                     | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                          | Actuals    | Actuals    | Actuals    | Actuals    | Actuals    | Budget     | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Basic Pay-Permanent                 | 417        | 481        | 493        | 545        | 524        | 536        | 589         | 550         | 561         | 571         |
| Overtime-Permanent                  | 2          | 2          | 0          | 0          | 0          | -          | -           | -           | -           | -           |
| NI ER-Permanent                     | 46         | 52         | 55         | 59         | 57         | 64         | 65          | 61          | 62          | 63          |
| Pension ER-Permanent                | 35         | 34         | 34         | 32         | 32         | 32         | 41          | 39          | 39          | 40          |
| Temporary Staff                     | 3          | 28         | 36         | 2          | 11         | -          | -           | -           | -           | -           |
| Basic Pay-Fixed Term Contract       | -          | 16         | 10         | 5          | 21         | -          | -           | -           | -           | -           |
| NI ER-Fixed Term Contract           | -          | 3          | 1          | 0          | 2          | -          | -           | -           | -           | -           |
| <b>Payroll</b>                      | <b>503</b> | <b>615</b> | <b>628</b> | <b>644</b> | <b>649</b> | <b>633</b> | <b>695</b>  | <b>649</b>  | <b>662</b>  | <b>674</b>  |
| Fares                               | 17         | 17         | 19         | 11         | 11         | 10         | 10          | 10          | 11          | 11          |
| Accommodation                       | -          | 9          | 11         | 11         | 11         | 10         | 10          | 10          | 11          | 11          |
| Subsistence                         | 12         | 4          | 3          | 4          | 4          | 4          | 4           | 4           | 4           | 4           |
| EMT Travel and Subsistence          |            |            | 4          | 4          | 2          | 3          | 3           | 3           | 3           | 3           |
| <b>Travel and subsistence costs</b> | <b>29</b>  | <b>29</b>  | <b>37</b>  | <b>30</b>  | <b>28</b>  | <b>27</b>  | <b>27</b>   | <b>28</b>   | <b>28</b>   | <b>29</b>   |
| Mobile Phone & Blackberry           | 3          | 4          | 6          | 3          | 2          | 2          | 2           | 2           | 2           | 2           |
| Printing & Stationery               | 1          | 2          | 4          | 1          | 0          | 1          | 1           | 1           | 1           | 1           |
| Postage                             | 4          | 1          | -          | -          | -          | -          | -           | -           | -           | -           |
| Couriers                            | 19         | 14         | 8          | 11         | 20         | 18         | 18          | 19          | 19          | 19          |
| <b>Office services costs</b>        | <b>28</b>  | <b>21</b>  | <b>18</b>  | <b>15</b>  | <b>22</b>  | <b>21</b>  | <b>22</b>   | <b>22</b>   | <b>22</b>   | <b>23</b>   |
| Other Professional Fees             | -          | -          | -          | -          | -          | -          | -           | -           | -           | -           |
| <b>Professional cost</b>            | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>-</b>   | <b>-</b>    | <b>-</b>    | <b>-</b>    | <b>-</b>    |

**COMMUNICATIONS (cont'd)**

|                                  | 01 Apr 13    | 01 Apr 14    | 01 Apr 15    | 01 Apr 16    | 01 Apr 17    | 01 Apr 18    | 01 Apr 19    | 01 Apr 20    | 01 Apr 21    | 01 Apr 22    |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                  | 31 Mar 14    | 31 Mar 15    | 31 Mar 16    | 31 Mar 17    | 31 Mar 18    | 31 Mar 19    | 31 Mar 20    | 31 Mar 21    | 31 Mar 22    | 31 Mar 23    |
|                                  | 2014         | 2015         | 2016         | 2017         | 2018         | 2019         | 2020         | 2021         | 2022         | 2023         |
| (In £'000)                       | Actuals      | Actuals      | Actuals      | Actuals      | Actuals      | Budget       | LT Forecast  | LT Forecast  | LT Forecast  | LT Forecast  |
| Campaigns                        | 86           | 76           | 63           | 73           | 48           | 52           | 54           | 55           | 56           | 57           |
| Annual Reports                   | 1            | 1            | 1            | 1            | 3            | 3            | 3            | 3            | 3            | 3            |
| Brochures                        | 49           | 42           | 243          | 60           | 63           | 54           | 55           | 36           | 37           | 38           |
| Meet the HPC events              | 69           | 40           | 72           | 31           | 55           | 50           | 51           | 62           | 64           | 65           |
| Market Research                  | -            | 51           | 31           | -            | -            | -            | -            | -            | 50           | 0            |
| Translations                     | 1            | 3            | 2            | 3            | 4            | 3            | 3            | 3            | 3            | 3            |
| Public Affairs & Stakeholder     | 73           | 28           | 27           | 30           | 53           | 41           | 42           | 26           | 27           | 27           |
| Web                              | 60           | 40           | 48           | 3            | 16           | 35           | 36           | 36           | 37           | 38           |
| Marketing & Promotions           | 2            | 5            | 4            | 1            | 2            | -            | -            | -            | -            | -            |
| Conferences & Exhibitions        | 41           | 17           | 16           | 25           | 22           | 25           | 26           | 26           | 27           | 27           |
| Media Relations                  | 12           | 2            | 5            | -            | 0            | -            | -            | -            | -            | -            |
| Internal Communications          | 87           | 92           | 96           | 85           | 16           | 17           | 17           | 18           | 18           | 18           |
| <b>Communication costs</b>       | <b>481</b>   | <b>396</b>   | <b>609</b>   | <b>311</b>   | <b>279</b>   | <b>279</b>   | <b>285</b>   | <b>265</b>   | <b>320</b>   | <b>276</b>   |
| Subscriptions                    | 44           | 59           | 57           | 37           | 64           | 66           | 67           | 69           | 70           | 71           |
| Training                         | 22           | 20           | 29           | 17           | 12           | -            | -            | -            | -            | -            |
| Small Project Costs              | -            | -            | -            | -            | 60           | 15           | 15           | 16           | 16           | 16           |
| <b>Specific department costs</b> | <b>66</b>    | <b>79</b>    | <b>86</b>    | <b>53</b>    | <b>136</b>   | <b>81</b>    | <b>83</b>    | <b>84</b>    | <b>86</b>    | <b>88</b>    |
| <b>Total Operating Expenses</b>  | <b>1,106</b> | <b>1,141</b> | <b>1,378</b> | <b>1,054</b> | <b>1,114</b> | <b>1,041</b> | <b>1,111</b> | <b>1,048</b> | <b>1,118</b> | <b>1,089</b> |

**POLICY & STANDARDS**

|                                     | 01 Apr 13  | 01 Apr 14  | 01 Apr 15  | 01 Apr 16  | 01 Apr 17  | 01 Apr 18  | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|-------------------------------------|------------|------------|------------|------------|------------|------------|-------------|-------------|-------------|-------------|
|                                     | 31 Mar 14  | 31 Mar 15  | 31 Mar 16  | 31 Mar 17  | 31 Mar 18  | 31 Mar 19  | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
|                                     | 2014       | 2015       | 2016       | 2017       | 2018       | 2019       | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                          | Actuals    | Actuals    | Actuals    | Actuals    | Actuals    | Budget     | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Basic Pay-Permanent                 | 178        | 218        | 227        | 214        | 193        | 240        | 246         | 251         | 256         | 260         |
| NI ER-Permanent                     | 20         | 25         | 26         | 24         | 23         | 29         | 27          | 28          | 28          | 29          |
| Pension ER-Permanent                | 22         | 24         | 26         | 26         | 24         | 14         | 17          | 18          | 18          | 18          |
| <b>Payroll</b>                      | <b>220</b> | <b>267</b> | <b>279</b> | <b>265</b> | <b>279</b> | <b>283</b> | <b>290</b>  | <b>296</b>  | <b>302</b>  | <b>307</b>  |
| Fares                               | 5          | 6          | 16         | 2          | 1          | 2          | 2           | 2           | 2           | 2           |
| Accommodation                       | -          | 1          | 1          | 1          | 1          | 2          | 2           | 2           | 2           | 2           |
| Subsistence                         | 3          | 0          | 1          | 0          | 1          | 1          | 1           | 1           | 1           | 1           |
| EMT Travel & Subsistence            |            |            | 10         | 7          | 18         | 5          | 5           | 5           | 6           | 6           |
| Conferences & Lecturing             | 1          | 1          | 1          | -          | -          | 2          | 2           | 2           | 2           | 2           |
| <b>Travel and subsistence costs</b> | <b>8</b>   | <b>9</b>   | <b>30</b>  | <b>10</b>  | <b>21</b>  | <b>11</b>  | <b>11</b>   | <b>11</b>   | <b>11</b>   | <b>12</b>   |
| Mobile Phone & Blackberry           | 0          | 1          | 1          | 0          | 0          | 1          | 1           | 1           | 1           | 1           |
| Printing & Stationery               | 7          | 8          | 9          | 10         | 21         | 11         | 11          | 11          | 11          | 11          |
| Room Hire                           | 2          | 1          | 1          | 0          | 0          | 1          | 1           | 1           | 1           | 1           |
| <b>Office services costs</b>        | <b>10</b>  | <b>9</b>   | <b>11</b>  | <b>10</b>  | <b>22</b>  | <b>12</b>  | <b>12</b>   | <b>12</b>   | <b>13</b>   | <b>13</b>   |
| Research                            | 66         | 82         | 92         | 93         | 76         | 100        | 102         | 73          | 74          | 76          |
| Standards of Proficiency            | 7          | 8          | 2          | 2          | -          | -          | -           | -           | -           | -           |
| <b>Communication costs</b>          | <b>74</b>  | <b>90</b>  | <b>94</b>  | <b>95</b>  | <b>76</b>  | <b>100</b> | <b>102</b>  | <b>73</b>   | <b>74</b>   | <b>76</b>   |
| Managers Training                   | -          | -          | 1          | -          | -          | -          | -           | -           | -           | -           |
| Public Law                          | -          | -          | 11         | 10         | 10         | 9          | 9           | 9           | 10          | 10          |
| Training                            | 2          | 7          | 4          | 3          | 8          | -          | -           | -           | -           | -           |
| Subscriptions                       | 1          | 1          | 0          | 1          | 2          | 1          | 1           | 1           | 1           | 1           |
| <b>Specific department costs</b>    | <b>3</b>   | <b>8</b>   | <b>16</b>  | <b>14</b>  | <b>20</b>  | <b>10</b>  | <b>10</b>   | <b>10</b>   | <b>11</b>   | <b>11</b>   |
| <b>Total Operating Expenses</b>     | <b>315</b> | <b>382</b> | <b>430</b> | <b>395</b> | <b>417</b> | <b>416</b> | <b>425</b>  | <b>402</b>  | <b>410</b>  | <b>418</b>  |

## MAJOR PROJECTS

|   | 01 Apr 13  | 01 Apr 14  | 01 Apr 15  | 01 Apr 16  | 01 Apr 17    | 01 Apr 18    | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|---|------------|------------|------------|------------|--------------|--------------|-------------|-------------|-------------|-------------|
|   | 31 Mar 14  | 31 Mar 15  | 31 Mar 16  | 31 Mar 17  | 31 Mar 18    | 31 Mar 19    | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
|   | 2014       | 2015       | 2016       | 2017       | 2018         | 2019         | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                                | Actuals    | Actuals    | Actuals    | Actuals    | Actuals      | Budget       | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| 186 Kennington Park Road                  | -          | 337        | -          | 26         | 1,087        | 420          | -           | -           | -           | -           |
| 405 Kennington Road Fitout                | -          | -          | 318        | 0          | -            | -            | -           | -           | -           | -           |
| Public Health Specialists                 | -          | 6          | 1          | -          | -            | -            | -           | -           | -           | -           |
| Domino to Exchange migration              | 96         | 101        | 5          | -          | -            | -            | -           | -           | -           | -           |
| Education System Build                    | -          | -          | 27         | -          | -            | -            | -           | -           | -           | -           |
| Education System changes                  | -          | -          | -          | -          | -            | 3            | -           | -           | -           | -           |
| Fees Review and Annotation of the Reg     | -          | -          | 0          | -          | -            | 3            | -           | -           | -           | -           |
| Finance Systems Review                    | -          | -          | -          | -          | -            | 77           | -           | -           | -           | -           |
| FTP Changes                               | -          | -          | -          | -          | -            | -            | -           | -           | -           | -           |
| FTP system review                         | -          | -          | -          | -          | -            | 182          | -           | -           | -           | -           |
| HR & Partners Phase 1                     | -          | 48         | -          | -          | -            | -            | -           | -           | -           | -           |
| HR & Partners Phase 2                     | -          | 0          | 80         | 137        | 50           | -            | -           | -           | -           | -           |
| HR & Partners systems changes             | 76         | -          | -          | -          | -            | 1            | -           | -           | -           | -           |
| NetRegulate changes                       | -          | (0)        | (0)        | 1          | -            | 20           | -           | -           | -           | -           |
| PCI / DSS                                 | -          | 8          | 2          | 2          | -            | -            | -           | -           | -           | -           |
| Online Services ( EDU & FTP portals) e    | -          | -          | -          | -          | -            | -            | -           | -           | -           | -           |
| Telephone credit card automation and f    | -          | -          | 25         | 14         | -            | -            | -           | -           | -           | -           |
| Registrations Systems Review Phase 1      | -          | 1          | -          | -          | -            | -            | -           | -           | -           | -           |
| Registrations Process and Systems Bui     | -          | -          | 26         | -          | -            | -            | -           | -           | -           | -           |
| Registration Transformation Project       | -          | 63         | 29         | 109        | 229          | 348          | -           | -           | -           | -           |
| SAGE & PRS upgrade                        | -          | 22         | 6          | -          | -            | -            | -           | -           | -           | -           |
| Stakeholder Contact management syst       | -          | -          | 17         | -          | -            | -            | -           | -           | -           | -           |
| Professional Qualifications Directive Im  | -          | -          | 2          | -          | -            | -            | -           | -           | -           | -           |
| Establishing the New Tribunal Service     | -          | 43         | 7          | 69         | (5)          | -            | -           | -           | -           | -           |
| Website Build and Review                  | -          | 24         | -          | 96         | 89           | 104          | -           | -           | -           | -           |
| Small projects                            | -          | -          | -          | -          | -            | -            | -           | -           | -           | -           |
| Other major projects, incl projects not y | -          | -          | 112        | 7          | -            | -            | 746         | 567         | 583         | 597         |
| <b>Total Operating Expenses</b>           | <b>186</b> | <b>652</b> | <b>657</b> | <b>461</b> | <b>1,451</b> | <b>1,481</b> | <b>746</b>  | <b>567</b>  | <b>583</b>  | <b>597</b>  |



#### 405 KENNINGTON ROAD

|  | 01 Apr 13 | 01 Apr 14 | 01 Apr 15 | 01 Apr 16 | 01 Apr 17 | 01 Apr 18 | 01 Apr 19   | 01 Apr 20   | 01 Apr 21   | 01 Apr 22   |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-------------|-------------|-------------|-------------|
|  | 31 Mar 14 | 31 Mar 15 | 31 Mar 16 | 31 Mar 17 | 31 Mar 18 | 31 Mar 19 | 31 Mar 20   | 31 Mar 21   | 31 Mar 22   | 31 Mar 23   |
|  | 2014      | 2015      | 2016      | 2017      | 2018      | 2019      | 2020        | 2021        | 2022        | 2023        |
| (In £'000)                             | Actuals   | Actuals   | Actuals   | Actuals   | Actuals   | Budget    | LT Forecast | LT Forecast | LT Forecast | LT Forecast |
| Service Charge-405 Kennington Road     | -         | -         | 4         | 14        | 14        | 14        | 14          | 14          | 14          | 15          |
| Rent-405 Kennington Road               | -         | -         | 222       | 674       | 659       | 674       | 687         | 701         | 715         | 729         |
| Business Rates-405 Kennington Road     | -         | -         | 34        | 110       | 124       | -         | -           | -           | -           | -           |
| Cleaning Materials-405 Kennington Road | -         | -         | 1         | 1         | 6         | -         | -           | -           | -           | -           |
| Cleaning Contracts-405 Kennington Road | -         | -         | 3         | 38        | 27        | -         | -           | -           | -           | -           |
| Electricity-405 Kennington Road        | -         | -         | 10        | 27        | 9         | -         | -           | -           | -           | -           |
| Maintenance Contracts-405 Kennington   | -         | -         | 4         | 7         | 12        | -         | -           | -           | -           | -           |
| Repairs&Maintenance-405 Kennington     | -         | -         | 3         | 5         | 6         | -         | -           | -           | -           | -           |
| Security-405 Kennington Road           | -         | -         | 3         | 24        | 17        | -         | -           | -           | -           | -           |
| Gas-405 Kennington Road                | -         | -         | 2         | 5         | 1         | -         | -           | -           | -           | -           |
| Waste Disposal-405 Kennington Road     | -         | -         | 0         | 1         | 6         | -         | -           | -           | -           | -           |
| Water-405 Kennington Road              | -         | -         | 1         | 1         | 3         | -         | -           | -           | -           | -           |
| Dilapidation-Kennington Road           | -         | -         | 25        | (19)      | -         | 5         | 5           | 5           | 6           | 6           |
| <b>Total Operating Expenses</b>        | -         | -         | 313       | 887       | 884       | 692       | 706         | 720         | 735         | 749         |

## 4.0 Appendices

# List of assumptions

## Income

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

## Operating costs

### Payroll

Salaries including employer's national insurance and pension costs assumed to increase by 1.9% annually on 2018-19 baseline  
Employer's pension contribution rates and employer's national insurance rates are assumed to remain constant at 2018-19 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 2018-19 baseline except as noted below  
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.

# List of acronyms

|     |                                    |
|-----|------------------------------------|
| AS  | Arts therapists                    |
| BS  | Biomedical scientists              |
| CH  | Chiropodists and podiatrists       |
| CS  | Clinical scientists                |
| DT  | Dietitian                          |
| HAD | Hearing aid dispensers             |
| OT  | Occupational therapists            |
| ODP | Operating department practitioners |
| OR  | Orthoptists                        |
| PA  | Paramedics                         |
| PH  | Physiotherapists                   |
| PO  | Prosthetists and orthotists        |
| PYL | Psychologists                      |
| RA  | Radiographers                      |
| SL  | Speech and language therapists     |
| SW  | Social Workers in England          |

## 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 |     |     |       | OT  |     |     |     |     |     |                  | PH  |     | CH/HAD |     |     |     |     |     |     |     |     |
|        |                  |     |           |     |     |       |     |     |     |     |     |     |                  |     |     | DT     |     |     |     |     |     | SW  |     |     |