

Finance and Resources Committee 15 March 2012

Five Year Plan

Executive summary and recommendations

Introduction

The Five Year Plan attached has been significantly reformatted since last circulated in November 2011. Additional information around assumptions has been included for each section where appropriate after discussion with members of Executive Management Team, Cross Department Team and then the Chief Executive.

Income is based around the registrant numbers forecast, and any significant Department of Health grant, such as might be obtained in relation to the project to transfer regulatory functions from the General Social Care Council. Detailed assumptions on the registration numbers are therefore not included in the Five Year Plan.

Note the registration income calculation is based on the Finance Department model. This is not currently included as a stand-alone item in the report.

Decision

The Committee is asked to discuss the Five Year Plan.

Background information

Registrant numbers forecast 2012-1017.

Resource implications

None.

Financial implications

None.

Appendices

Five Year plan 2012-2017 – Version 15

Date of paper

5 March 2012.

Five year plan 2012-2017

Marc Seale, Chief Executive & Registrar

28th February 2012



Contents

	Page		Page
Key Assumptions	3		
1.0 Financial Overview	5	* Departments	
- Income & Expenditure	6	> Chief Executive	44
- Income & Expenditure assumptions	7	> Chief Executive assumptions	45
- Income by Profession	8	> Secretariat	46
- Income by Profession assumptions	9	> Secretariat assumptions	47
- Operating Expenses Overview	10	> Education	48
- Operating Expenses Overview assumptions	11	> Education assumptions	49
- Capital Expenditure & Depreciation	12	> Registration	50
- Capital Expenditure & Depreciation assumptions	13	> Registration assumptions	51
- Fees & Allowances	14	> Operations	52
- Fees & Allowances assumptions	15	> Operations assumptions	53
- Summary Cash Flow	16	> Information Technology	54
- Summary Cash Flow assumptions	17	> Information Technology assumptions	55
		> Finance	56
2.0 Operational Overview	19	> Finance assumptions	57
- Operational Events	20	> Facilities	58
- Operational Events assumptions	21	> Facilities assumptions	59
- FTP Model	22	> Fitness to Practice	60
- FTP Model Assumptions	23	> Fitness to Practice assumptions	61
		> Human Resources	62
3.0 Operational Information	25	> Human Resources assumptions	63
- Council & Committee Meetings	26	> Human Resources - Partners	64
- Council & Committee Meetings assumptions	27	> Human Resources - Partners assumptions	65
- Employee Numbers Overview	28	> Communications	66
- Employee Numbers Overview assumptions	29	> Communications assumptions	67
- Partners & Legal Cases	30	> Policy	68
- Partners & Legal Cases assumptions	31	> Policy assumptions	69
- Registrant Total	32		
- Registrant Total assumptions	33	5.0 Additional Information	71
		- Key Ratios	72
4.0 Financial Information	35	- Inflation	73
- Employee - Wages & Other Costs	36		
- Employee - Wages & Other Costs assumptions	37		
- Partner Costs	38		
- Partner Costs assumptions	39		
- Departmental Operating Expenses			
* Governance			
> Council & Professional Liaison Groups	40		
> Council & Professional Liaison Groups assumptions	41		
> Committees	42		
> Committees assumptions	43		

Key Assumptions

- The register for the social workers will open on 1st August 2012
- F2P allegations per 1,000 registrants remains constant
- No voluntary registers open
- No grant income from the Department of Health
- Consumer Price Index will be higher than predicted initially, falling toward 3.1% averaged over the 2012-13 FY?
- The plan assumes any new professions required by government will be facilitated by DH grants
- No decrease in numbers of professions regulated by HPC/HPCPC
- Occupational groups funded by DH Grants
- Registration numbers calculated in the registration numbers forecast document

Year 1

- Pay balance for 186 Kennington Park Road building purchase
- Possible minor networking in 186 Kennington Park Road to allow immediate enhanced use by HPC
- Evaluate options for HR & Partner systems, integrating with payroll systems in finance
- Design and requirements finalised for Education IT system

Year 2

- Paperless direct debits for registrants and applicants
- eExpenses submission for employees
- Full PRS and Sage upgrade
- New Council/Committee structures based on CHRE recommendations. Smaller Council, and longer meetings?
- Commence build for new Education IT system
- Requirements and design finalised for HR & Partners IT systems
- Requirements and design finalised for web portal systems, FTP and Education systems

Year 3

- Demolish and rebuild parts of the 186 buildings
- Hold some London FTP Hearings away from Park House during rebuild
- New pension scheme legislation (Auto-enrolment) comes into force, requiring recording of Pension Scheme opt outs, or growth in pension payments.
- Delivery of web portal systems

This page deliberately blank

1.0 Financial Overview

Income & Expenditure Overview

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income	14,869	16,845	17,209	21,584	24,479	25,574	27,642	28,673
Operating Expenses	14,630	15,738	16,669	21,184	22,044	22,553	23,414	23,914
Depreciation	376	526	660	762	1,073	1,465	1,798	1,989
CHRE (PSAHSC) Levy				63	298	334	341	355
Total Expenses	15,007	16,264	17,329	22,010	23,415	24,353	25,553	26,258
Surplus / (Deficit)	(138)	582	(120)	(426)	1,063	1,222	2,088	2,415
Net Assets	946	1,744	1,624	1,198	2,262	3,483	5,571	7,987

Income is excluding any investments

Key Assumptions

- The plan assumes any new professions required by government will be facilitated by DH grants
- There is an unquantifiable increase in part-time working in the NHS
- There will be no decrease in numbers of regulated professions impacting HPC / HCPC
- There will be a gradual improvement in renewal rate for new professions, from about 10% toward 5% in the first complete renewal cycle
- No transfer of regulatory functions from other statutory regulators except GSCC to HPC/HCPC

Income by Profession

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Current Professions								
Arts Therapists	192	217	220	250	256	271	300	321
Biomedical Scientists	1,729	1,783	1,800	1,753	1,812	1,867	2,034	2,036
Chiropodists	919	972	992	986	1,001	1,026	1,086	1,144
Clinical Scientists	336	358	354	362	380	402	435	440
Dietitians	509	586	586	610	624	651	704	745
Hearing Aid Dispensers	0	86	133	145	135	145	152	167
Occupational Therapists	2,347	2,492	2,553	2,533	2,671	2,808	3,060	3,096
Operating Departmental Practitioners	701	765	821	838	861	899	935	1,032
Orthoptists	98	99	101	113	104	110	117	118
Paramedics	1,117	1,206	1,282	1,349	1,431	1,546	1,675	1,716
Physiotherapists	3,346	3,585	3,570	3,621	3,691	3,805	4,147	4,285
Practitioner Psychologists	576	1,497	1,471	1,496	1,353	1,306	1,346	1,459
Prosthetists & Orthotists	72	69	70	69	72	76	82	82
Radiographers	1,968	2,114	2,214	2,144	2,177	2,186	2,266	2,471
Speech & Language Therapists	959	1,015	1,043	1,046	1,097	1,165	1,262	1,282
Sub Total	14,869	16,845	17,209	17,314	17,665	18,262	19,602	20,394
New Professions								
Social Workers	0	0	0	2,519	6,457	6,969	7,677	7,927
Herbal Practitioners	0	0	0	0	357	343	363	352
Public Health Specialists							45	45
Sub Total	0	0	0	2,519	6,814	7,312	8,040	8,279
Grant income	360	0	387	1,750				
Total	14,869	16,845	17,209	21,584	24,479	25,574	27,642	28,673

Key Assumptions

Income based on registration numbers forecast

Operating Expenses Overview

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Governance								
Council	45	191	277	259	238	243	247	250
Committees	106	101	106	135	107	66	67	67
Professional Liaison Groups	25	23	25	36	10	10	10	10
Departments								
Chief Executive *	353	471	313	322	330	337	344	351
Secretariat	264	249	245	275	269	275	281	287
Education	674	721	784	1,013	1,225	1,311	1,388	1,425
Registration	1,859	1,715	1,908	2,348	2,033	2,095	2,079	2,156
Information Technology	771	938	1,152	1,228	1,281	1,376	1,386	1,444
Operations Office	452	494	445	587	602	672	689	765
Finance	640	628	654	728	632	656	671	688
Facilities Management	834	870	839	1,185	1,081	1,108	1,136	1,164
Fitness to Practice	6,192	7,203	7,492	9,932	11,085	10,849	11,367	11,532
Human Resources	426	349	447	463	569	583	597	595
Human Resources - Partners	329	338	405	397	524	497	543	502
Communications	1,114	987	1,131	1,133	1,256	1,473	1,539	1,574
Policy & Standards	248	217	286	340	401	453	470	502
Other expenditure								
Major Projects	298	241	162	257	250	300	300	300
Small projects	0	0	0	100	150	250	300	300
Additional FTP work w.r.t. GSCC				447				
Total	14,630	15,738	16,669	21,184	22,044	22,553	23,414	23,914

* Excludes CHRE/PSAHSC Levy

Key Assumptions

- For each category see the separate section

Capital Expenditure and Depreciation

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Major Investment (£50K+ Individual Item)								
Online Applications/Renewals	302	524			250			
Online Services (EDU & FTP Portals) etc					500	500	250	
Registration system	73	245	169	120	100	250	1,000	250
Education system			137	100	400	125		
FTP Case management system (CMS)	53		249	65	100	100	100	100
HR - Partners systems and process review				90				
Student Registration				50				
Small Projects		140	5	50	70	100	70	100
Contingency for NetRegulate projects				100	100	100	100	100
Renovation of 22/26 Stannary Street	612	11						
33 Stannary Street Phase 2 (Suites1&2)				27				
Purchase of additional Office Space/refurbishment	8		1,000	725	0	1,000	1,000	0
Rolling Building/Office Maintenance Programme		6	50	75	75	75	75	75
Name change HPC > HCPC				142				
Major Investment Total	1,047	925	1,610	1,544	1,595	2,250	2,595	625
Minor Investment (less than £50K individually)								
Furniture & Equipment (incl EA & 33 SS s1&2 Yr 1)	48	18		34	10	10	10	10
Licences	0	0	0	120	50	50	50	50
PCs, Laptops and Servers (incl EA & 33 SS s1&2 Yr 1)	64	18	20	140	140	75	70	85
Sundry Items	5	11	10	15	20	20	25	20
Minor Investment Total	117	47	30	309	220	155	155	165
Capital Expenditure Total	1,164	973	1,640	1,853	1,815	2,405	2,750	790
Depreciation								
Building	43	0	32	31	0	0	0	0
Office Equipment	21	51	20	27	64	74	89	98
Information Technology	312	475	608	705	1,009	1,391	1,709	1,891
Depreciation Total	376	526	660	762	1,073	1,465	1,798	1,989

EA & 33 SS s1&2 = additional office space

* does not include any disposals

Key Assumptions

- Complete purchase of Whitfield House in April 2013 for £1.725m
- Refurbishment of Whitfield House in year 3 & 4
- Expenditure required to upgrade newly acquired premises not yet determined
- Education IT system, research & design, into year 1, then build and test over next two years?
- NetRegulate (Registrations System) ongoing programme of annual upgrades
- Fitness to Practise Case Management System ongoing plan of annual upgrades
- Education IT system ongoing programme of annual upgrades
- PC refresh project
- Laptop refresh project
- Software licences - upgrades support and maintenance

Fees & Allowances

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£	£	£	£	£	£	£	£
Fees								
Full Year Registration (Graduates)	53	53	53	53	53	58	58	58
Full Year Registration (Non Graduates)	53	53	53	53	53	58	58	58
Readmission	115	115	115	115	115	126	126	130
Renewal	76	76	76	76	76	84	84	86
International Scrutiny Fees	420	420	420	420	420	460	460	480
Grandparenting Scrutiny Fees	420	420	420	420	420	460	460	480
Allowances (VAT Inclusive)								
<u>Day Rates</u>								
Council	310	310	310	310	320	320	340	340
Panel Members	180	180	180	180	190	190	200	200
Vistor	180	180	180	180	190	190	200	200
	310	310	310	310	320	320	330	330
Legal Assessor	580	580	580	580	610	610	630	630
CPD Assessor			140	140				
<u>Per Case</u>								
Assessors - International	72	72	72	72	74	74	76	76
Assessors - Grandparenting	72	72	72	72	74	74	76	76
Assessors - CPD	20	20	20	20	20	20	20	20
Annual Monitoring & Major / Minor Change	72	72	72	72	74	74	76	76

Key Assumptions

- No fee increase in Year 1 or Year 2
- Fee change model to be examined?
- Allowances increase not linked to fee increase after Year 2

Summary Cash Flow

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income	14,869	16,845	17,209	21,584	24,479	25,574	27,642	28,673
Deferred Income Movements	1,708	528	1,510	677	767	802	867	899
Total Cash Received	16,577	17,373	18,719	22,260	25,246	26,376	28,508	29,572
Operating Expenses	14,630	15,738	16,669	21,184	22,013	22,520	23,380	23,875
Movement in Debtors	147	(294)	0	0	0	0	0	0
Movement in Creditors	(1,063)	442	0	0	0	0	0	0
Depreciation	(376)	(526)	(660)	(762)	(1,073)	(1,465)	(1,798)	(1,989)
	1,164	973	1,640	1,853	1,815	2,405	2,750	790
Total Cash Spent	14,503	16,331	17,649	22,275	22,754	23,460	24,332	22,676
Cash Movement - Increase / (Decrease)	2,074	1,042	1,070	(15)	2,491	2,916	4,176	6,896
Opening Balance - Cash Not Investment	5,342	7,415	8,457	9,527	9,512	12,003	14,920	19,096
Closing Balance	7,415	8,457	9,527	9,512	12,003	14,920	19,096	25,992

This page deliberately blank

This page deliberately blank

2.0 Operational Overview

Operational Events

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	No.	No.	No.	No.	No.	No.	No.	No.
Registrants								
- Existing Professions	160,660	215,083	220,178	226,751	230,704	235,223	238,950	242,654
- New Professions	-	-	-	84,700	90,010	93,240	96,602	99,220
Employee Numbers Overview (FTE)	137	143	149	192	201	209	211	213
Hearings (days of)	513	721	945	1,300	1,339	1,100	1,078	1,090
Fitness to Practise Cases	382	476	583	651	670	887	922	960
Education approval. visits	38	58	68	129	133	139	118	125
Council Meetings (days)	10	11	10	10	10	10	10	10
*Committee Meetings or **Organisational Group (Days)	26	26	22	23	21	20	20	20

*Committee Meetings up to Constitution Order

**Organisational Group post Constitution Order

This page deliberately blank

FTP Events

Panels
(no. of days)

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	No.	No.	No.	No.	No.	No.	No.	No.
Allegations received	772	759	933	1,458	1,608	1,620	1,632	1,645
Investigating	53	78	80	115	123	101	102	104
Interim Orders	40	53	49	106	115	108	94	95
Review Hearings	41	38	60	88	101	83	67	68
Full Hearing	369	546	745	913	909	744	749	758
Protection of title cases	316		260	334	347	349	352	355
Registration Appeals	10	6	10	18	26	26	27	27
CPD appeals								
	829	721	1,204	1,574	1,621	1,411	1,391	1,407

Key Assumptions

- Case Management System (CMS) live in April 2012
- Maintain current service levels
- Number of cases per Case Manager = 38
- Number of Case Managers per Case Support Officer = 5
- Mean case length, allegation to final decision = 15 months
- Median case length, allegation to final decision = 14 months
- 0.51% FTP cases; 0.34% H&C; 0.11% POT; of current registrants
- 75% Allegations go to Investigation
- 15% Allegations require Interim Orders
- 45% Allegations require full Hearings
- 0.05% applications for registration go to appeal
- 85% of English cases held in London Park House or adjacent buildings
- No HPC solicitors employed directly
- FTP Department structure April 2012 onwards as illustrated;
 - Case Management team #1 = 5 FTE
 - Case Management team #2 = 5 FTE
 - Case Management team #3 = 5 FTE
 - Case Management team #4 = 5 FTE
 - Case support = 3 FTE
 - Hearings team = 12 FTE
 - Administration team = 4 FTE
- FTP - areas of responsibility as indicated;
 - Management of complaints and hearings
 - Registration appeals
 - Protection of title
 - Character & health declarations

This page deliberately blank

3.0 Operational Information

Council & Committee Meetings

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
No. of Meetings	No.	No.	No.	No.	No.	No.	No.	No.
Council	8	7	8	8	8	8	8	8
Council - Away Days	2	4	2	2	2	2	2	2
Total	10	11	10	10	10	10	10	10
Statutory								
FTP	2	3	3	3	3	3	3	3
Education & Training	6	9	4	4	4	4	4	4
Non - Statutory								
Audit	4	4	4	3	3	3	3	3
Approvals Panels	3	0	1	2	2	2	2	2
Communications	3	3	3	3	1	0	0	0
FTP					3	3	3	3
	8	7	7	8	8	8	8	8
Total	26	26	22	23	21	20	20	20

Key Assumptions

- Constitution Order implimented July 2013
- Council & Committee structure merged
- Education and Training Committee replaced by Non statutory arrangements

Employee - Numbers (Overview)

Absolute at end of Financial Year

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	No.	No.	No.	No.	No.	No.	No.	No.
Education	13	13	15	20	22	24	26	26
Chief Executive	2	2	2	2	2	2	2	2
Communications	9	10	10	11	13	13	13	13
Finance	8	9	9	11	11	11	11	11
Human Resources & Partners	6	7	8	9	9	10	10	10
Registration	37	37	37	40	40	40	40	40
Information Technology	6	6	6	7	7	8	8	8
Fitness to Practise	35	40	43	73	76	79	79	81
Facilities Management	6	6	6	5	5	5	5	5
Operations	6	6	6	7	8	8	8	8
	4	3	3	3	3	3	3	3
Policy & Standards	5	4	4	4	5	6	6	6
	137	143	149	192	201	209	211	213

This is the number of posts available at HPC and includes any vacant posts, as at 31 March in each year.

Changes

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	No.	No.	No.	No.	No.	No.	No.	No.
Education		0	2	5	2	2	2	0
Chief Executive		0	0	0	0	0	0	0
Communications		1	0	1	2	0	0	0
Finance		1	0	2	0	0	0	0
Human Resources & Partners		1	1	1	0	1	0	0
Registration		0	0	3	0	0	0	0
Information Technology		0	0	1	0	1	0	0
Fitness to Practise		5	3	30	3	3	0	2
Facilities Management		0	0	-1	0	0	0	0
Operations		0	0	1	1	0	0	0
Secretariat		-1	0	0	0	0	0	0
Policy & Standards		-1	0	0	1	1	0	0
		6	6	43	9	8	2	2

Key Assumptions

- See individual departments' information
-
-
-
-
-

Partners - Number of Assessments/Panels/Approva

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17	
	No.	No.	No.	No.	No.	No.	No.	No.	
Assessments	Registrant - International	1,401	1,705	925	646	429	303	205	148
	Registrant - Grandparenting	9	69	150	338	0	0	0	0
	CPD	855	2,351	2,771	2,558	3,111	4,849	3,241	5,073
		2,265	4,125	3,846	3,543	3,540	5,152	3,446	5,221
Test of Competence	Various Professions	8	8	15	15	15	15	15	15
Panels (no. of days)	Investigating	53	78	80	107	125	101	102	103
	Interim Orders	40	53	49	115	116	108	94	95
	Review Hearings	41	38	60	88	107	86	71	71
	Full Hearing	369	546	745	871	965	778	784	794
	Registration Appeals	10	6	10	18	26	26	27	27
		513	721	944	1,199	1,339	1,100	1,078	1,090
Education	Approval visits	38	58	68	129	133	139	118	125
	Annual Monitoring days	3	7	5	8	9	11	13	14
	Major Change (assessments)	76	69	77	63	69	74	105	111
		117	134	150	200	211	224	236	250

Key Assumptions

- CPD model ratio for audit is maintained at 2.5%

Registrants*

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	No.	No.	No.	No.	No.	No.	No.	No.
Current Professions:								
Art Therapists	2,785	2,899	3,103	3,271	3,427	3,548	3,703	3,803
Biomedical Scientists	21,894	22,627	22,753	23,268	23,467	23,801	23,921	24,189
Chiropodists	12,897	12,734	12,972	13,092	13,253	13,298	13,429	13,446
Clinical Scientists	4,444	4,621	4,702	4,861	4,949	5,063	5,129	5,226
Dietitians	7,160	7,322	7,701	7,985	8,251	8,431	8,654	8,794
Hearing Aid Dispensers	0	1,587	1,676	1,712	1,800	1,837	1,955	2,061
Occupational Therapists	30,351	32,126	32,817	34,031	34,713	35,570	36,088	36,811
Operating Department Practitioners	10,085	10,313	10,773	11,122	11,469	11,705	12,005	12,194
Orthoptists	1,260	1,303	1,308	1,337	1,350	1,372	1,381	1,398
Paramedics	15,766	16,782	17,352	18,202	18,752	19,394	19,846	20,404
Practitioner Psychologists	15,583	17,165	17,126	17,544	17,165	17,560	17,800	18,087
Physiotherapists		45,002	46,568	47,603	48,636	49,196	50,034	50,418
Prosthetists and Orthotists	869	901	907	929	939	955	962	975
Radiographers	25,195	26,615	27,005	27,840	28,265	28,841	29,149	29,629
Speech and Language Therapists	12,371	13,086	13,415	13,954	14,268	14,652	14,894	15,219
Total	160,660	215,083	220,178	226,751	230,704	235,223	238,950	242,654
New Professions:								
Social Workers	0	0	0	84,700	85,400	88,400	91,400	94,100
Herbal Practitioners	0	0	0	0	4,610	4,840	4,661	4,588
Public Health Specialists						0	541	532
Total	0	0	0	84,700	90,010	93,240	96,602	99,220
Total Registrants	160,660	215,083	220,178	311,451	320,714	328,463	335,552	341,874

* new and renewing

Key Assumptions

- **SEE REGISTRATION NUMBERS FORECAST DOCUMENT FOR FORECAST DETAIL**
- There will be a gradual improvement in renewal rate for new professions, from about 10% toward 5% in the first complete renewal cycle

This page deliberately blank

3.0 Financial Information

Employee - Wages & Other Costs

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Wages	4,061	4,439	4,831	5,809	6,521	6,866	7,080	7,301
National Insurance Cost	424	465	517	744	835	879	906	935
Pension	314	332	296	350	389	411	424	440
Temporary Employees	272	150	97	457	271	276	282	287
Other Payroll	166	77	110	125	129	132	135	121
Travel	124	134	144	139	152	154	145	149
Subsistence	76	57	61	69	87	88	77	81
Accommodation / Conferences	7	10	15	22	23	23	24	24
Total	5,444	5,662	6,070	7,715	8,406	8,829	9,074	9,339

Key Assumptions

- National Insurance costs stay constant
- No compulsory pensions costs imposed by legislation
- No significant increase in the use of temporary employees as a percentage of all employees

Partners - Costs

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Recruitment	24	33	44	98	33	52	30	33
Training	218	175	206	161	350	300	364	320
Assessors								
Registrants - International	209	302	133	187	63	45	31	22
Registrants - Grandparenting	13	12	49	49	0	0	0	0
CPD	115	82	167	111	124	194	130	203
Test of Competence								
Intern'l / Grandp'g Applications	3	7	13	17	2	2	2	2
Panel Members								
Investigating	155	172	145	244	286	231	241	244
Interim Orders	117	117	89	203	221	206	185	186
Review Hearings	120	84	109	167	205	165	138	140
Full Hearing	1,081	1,202	1,354	1,664	1,843	1,487	1,537	1,555
Registration Appeals	8	11	29	32	46	47	49	49
	1,482	1,585	1,726	2,311	2,602	2,136	2,150	2,175
Education								
Visits	81	95	137	144	173	181	158	168
Annual Monitoring	16	25	19	22	17	21	26	28
Major Change	7	11	10	12	10	11	16	17
	1,087	1,125	1,149	1,447	1,532	1,455	1,370	1,412

Key Assumptions

- Numbers of partners for social workers' FTP based on assumptions of cases per 1000 registrants could require different ratios to existing prof'ns
- No changes to ratios of partners required for social worker profession
- Partner recruitment costs only grow by inflation and number of registrants per year

For departmental detail see Education, FTP and Registration Department pages

Chair, Council & PLG's

			Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Chair	Fees & Allowances		50	47	47	56	51	51	54	54
	Expenses	Travel & Subsistence	7	11	17	17	4	4	4	4
		Conferences	1	1	3	3	2	3	2	3
Office Services		Mobile Internet/3G	1	1	2	2	2	2	2	2
		Other Professional Fees	1	2	3	3	3	3	3	3
		Total	60	62	71	80	61	63	65	66
Council	Fees		58	56	67	56	58	58	61	61
	Expenses	Travel & Subsistence	49	33	39	54	54	58	58	58
			5	1	6	5	5	5	5	5
	Catering		6	0	11	5	6	6	6	6
	Training		2	0	20	8	10	10	10	10
	Appointments		77	12	25	10	20	20	20	20
	Annual General Meeting		1	3	1	3	3	3	1	3
	NI/PAYE		(213)	23	36	36	20	20	20	20
	Legal Advice		0	0	0	0	0	0	0	0
		Total	-15	129	205	177	175	179	181	183
PLG		25	23	25	36	10	10	10	10	
Other		0	0	1	1	1	1	1	1	
	Total	26	23	26	37	11	11	12	12	
	Total	70	215	302	294	248	252	257	260	

Key Assumptions

- Decrease in Council members from 20 to 8 - 12 (as per CHRE recommendation)

Committees

			Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Statutory	Education & Training	Fees & Allowances	21	22	22	29	22	22	23	23
		Travel & Subsistence	18	12	13	20	17	17	17	17
	Total		40	34	35	49	39	39	40	40
Non-Statutory	Education Panels	Fees & Allowances	0	1	2	2	3	3	3	3
		Travel & Subsistence	1	0	0	1	2	2	2	2
	Total		1	1	2	3	5	5	5	5
Finance & Resources	Fees & Allowances		17	22	20	27	20	-	-	-
		Travel & Subsistence	17	18	18	21	18	-	-	-
	Total		35	39	38	48	38	-	-	-
Communications	Fees & Allowances		6	3	5	5	2	-	-	-
		Travel & Subsistence	4	2	3	5	1	-	-	-
	Total		10	5	8	10	3	-	-	-
Audit	Fees & Allowances		5	4	5	6	4	4	4	4
		Travel & Subsistence	3	2	2	4	2	2	2	2
	Total		8	6	7	10	6	6	6	6
FTP	Fees & Allowances		5	9	8	8	9	9	9	9
		Travel & Subsistence	7	6	8	7	7	7	7	7
	Total		12	15	16	15	16	16	16	16
Total		106	101	106	135	107	66	67	67	

Key Assumptions

- Finance & Resources and Communications Committees subsummed into smaller Council

Chief Executive Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	178	187	187	190	195	198	202	206
National Insurance	22	32	23	24	25	25	26	27
Pension cost	31	31	31	31	32	33	33	34
Medical Insurance	2	2	1	1	1	1	2	2
Temporary Staff	0	0	0	0	0	0	0	0
Travel & Subsistence								
Travel	13	14	15	15	15	16	16	17
Subsistence	6	8	6	6	6	6	6	7
Entertaining	0	1	1	1	1	1	1	1
Conferences	1	1	2	2	2	2	2	2
Office Services								
Printing & Stationery	0	1	0	0	0	0	0	0
Room Hire	1	0	0	0	0	0	0	0
Specific Departmental costs								
Mobile Telephone Internet/3G	1	2	1	1	1	1	1	1
Other Professional fees	3	0	2	6	7	7	7	7
Subscriptions to professional bodies	1	3	2	2	2	2	2	2
Training	0	1	5	5	5	5	5	6
Legal Advice	80	180	30	30	31	32	32	33
EMT Training	14	8	8	8	8	8	8	8
	353	471	313	322	330	337	344	351
Regulator levy								
PSAHSC (CHRE) Levy				63	298	334	341	355
	353	471	313	385	628	671	685	706

Key Assumptions

- No additional employees in Department
- PSAHSC (CHRE) levy based on 1.245% of renewal fee income on 1st April each financial year (total registrants x cost per registrant x levy rate)

Secretariat department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	144	125	127	129	132	135	137	140
National Insurance	16	14	15	15	15	16	16	16
Pension cost	11	13	12	12	12	13	13	13
Temporary Staff	0	0	0	0	0	0	0	0
Travel & Subsistence								
Fares	2	1	1	2	2	2	2	2
Subsistence	1	1	1	1	1	1	1	1
Conferences	1	1	1	1	1	1	1	1
Office Services								
Printing & Stationery	47	39	28	32	20	21	21	22
Room Hire	0	4	4	0	0	0	0	0
Project Costs								
Small Project costs	0	0	0	0	0	0	0	0
Specific Departmental costs								
Mobile Telephone	0	0	0	0	0	0	0	0
Subscriptions to professional bodies	0	0	0	0	0	0	0	0
Legal Advice	35	43	48	75	77	79	81	83
DPA / FOI legal advice								
Training	8	9	8	8	8	8	9	9
	264	249	245	275	269	275	281	287

Key Assumptions

- Changes to Council and Committee structures based on CHRE recommendations alters dynamics of governance processes
- Increased length of council & committee meetings with requirement for faster turn around of papers and minutes may require additional resources
- Gradual ongoing move to 100% online delivery of Council and Committee papers to members, cutting print and distribution costs
- No additional employees
- Freedom of Information requests to registrants numbers ratio stays constant

Education department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	378	408	428	596	740	804	897	915
National Insurance	39	43	46	65	81	88	99	101
Pension cost	35	37	37	35	36	39	44	45
Temporary Staff	17	18	11	13	16	18	16	16
Travel & Subsistence								
Fares	17	14	18	24	30	30	20	22
Subsistence	15	19	21	28	45	45	33	36
Conferences	1	2	1	1	0	0	0	0
Council & Committee								
Profession Specific Training	0	0	2	0	2	0	2	0
Office Services								
Printing and Stationery	17	22	14	18	14	14	14	14
Postage	0	0	3	7	3	3	3	3
Room Hire	3	2	5	10	5	5	5	5
Catering	1	1	2	3	2	2	2	2
Project Costs								
Small Project costs	18	0	0	0	10	10	11	11
Partners								
Approvals	81	95	137	144	173	181	158	168
Annual Monitoring	16	25	19	22	17	21	26	28
Major Change Assessments	7	11	10	12	10	11	16	17
Complaints				0	1	1	1	1
Specific Departmental costs								
Mobile Telephone 3G/Internet	2	2	4	5	3	3	3	3
Subscriptions to professional bodies	0	0	0	0	0	0	0	0
Legal Advice	10	11	10	5	10	11	11	11
Training	16	11	19	24	25	26	26	27
Translation				0	0	0	0	0
	674	721	784	1,013	1,225	1,311	1,388	1,425

Key Assumptions

- Education IT system (database) allows increased communication and development work with programme providers once implemented
- Funding / Commissioning model changes may initiate peaks of activity around some professions;
 - Educational Psychologists
 - Operating Department Practitioners
 - Clinical Scientists & Biomedical Scientists
- Peak of Social Worker approval activity in Yrs 2 & 3
- Peak of Social Worker monitoring and change activity in Yrs 4 & 5 (once initial visit concluded)
- See page 28 for detail on changes in numbers of employees

Registration Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	831	863	924	1,008	961	981	1,000	1,020
Overtime	37	19	24	48	49	50	52	53
National Insurance	84	86	91	100	94	97	99	102
Pension cost	50	51	45	44	47	48	49	50
Temporary Staff	66	12	15	201	206	212	217	222
Travel & Subsistence								
Fares	2	4	3	3	3	3	3	3
Subsistence	5	3	3	4	4	4	4	4
Conferences	0	2	4	4	4	4	4	5
Office Services								
Printing & Stationery	384	235	382	494	395	375	405	384
Partners								
International Assessors Fees	209	302	133	187	63	45	31	22
Grandparenting Assessors Fees	13	12	49	49	0	0	0	0
Aptitude Tests	0	0	1	11	12	12	12	13
Test of Competence	3	7	13	17	2	2	2	2
CPD Assessors	115	82	167	111	124	194	130	203
Small Project costs	32	8	1	1	0	0	0	0
Specific Departmental costs								
Mobile Telephone & internet	1	1	1	2	2	2	2	2
Other Professional Fees	0	0	0	5	5	5	5	6
Subscriptions to Professional Bodies	1	5	7	8	8	8	8	8
Legal Advice	4	0	4	8	8	8	9	9
Training	22	24	42	42	43	44	46	47
	1,859	1,715	1,908	2,348	2,033	2,095	2,079	2,156

Key Assumptions

- Temporary employee numbers may be impacted by protracted onboarding of social workers
- Difficult to determine if social workers registration characteristics match model developed for health related professions
- Current HPC professions renewal and application processes requirements are known and predictable
- Take up of online renewals continues to gradually improve
- Take up of online applications gradually increases once implimented to 70% within 3 years
- CPD audit sample may increase percentage from 2.5% of profession due to research
- Contact centre open 10 hours per day, 5 days per week
- Extended hours for processing applications and renewals if required, outside Contact Centre hours
- ICR enabled readmission form replaces lapsing letter from 2012/13 renewal cycle onwards
- Cut renewal forms to 1 per registrant from 2012/13 renewal cycle onwards
- Temporary and eccasional (professional qualifications Directive) registrants 350 per year for 4-12 months, 1 FTE to process
- No social workers CPD process requiremnt until 2014/15
- Higher than usual lapse rate for social workers initially (up to 25% in initial cycle?)
- Online applications project and CPD portal project require backfilling when in progress
- Internal redeployment as move from data input to more value added transactions

Operations Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	271	283	289	365	374	428	439	498
National Insurance	31	32	34	43	44	51	53	61
Pension cost	31	30	24	32	33	37	38	44
Temporary Staff	0	0	0	0	0	0	0	0
Travel & Subsistence								
Fares	8	5	5	5	6	6	6	6
Subsistence	6	3	4	4	4	4	4	4
Conferences	1	0	1	1	1	1	1	1
Office Services								
Printing & Stationery	2	1	1	1	1	1	1	1
Project costs								
Small projects	4	5	15	51	52	53	55	56
Specific Departmental costs								
Mobile Telephone	0	2	1	1	1	1	1	1
Internet/3G	1	1	1	1	1	1	1	1
Subscriptions to professional services	0	0	1	1	1	1	1	1
Other Professional Fees	4	4	0	0	0	0	0	0
Legal Advice	14	68	15	15	16	16	16	17
ISO 9001 Certification	4	3	5	5	5	6	6	6
ISO 27001 Certification	0	0	10	10	10	11	11	11
Disaster Recovery	18	15	17	17	17	18	18	19
Archive Storage	37	22	14	17	17	18	18	19
Training	20	20	9	20	21	21	22	22
	452	494	445	587	602	672	689	765

Key Assumptions

- No growth in business continuity provision required with growth of HCPC employee numbers initially
- No growth in audit charges associated with ISO9001 other than inflation
- ISO27001 charges will be constrained by combining audits with ISO9001 activity

Information Technology Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	219	234	265	311	318	368	378	387
Overtime	9	5	4	5	3	3	3	3
National Insurance	24	26	31	36	37	43	44	46
Pension cost	20	22	16	19	19	22	23	24
Contractor	50	0	0	0	0	0	0	0
Temporary Staff	0	42	2	2	0	0	0	0
Travel & Subsistence								
Fares	2	1	1	1	1	1	1	1
Subsistence	2	2	3	2	2	2	2	2
Office Services								
Printing & Stationery	0	0	0	1	1	1	1	1
Computer Services								
Hardware < £1,000	20	12	14	33	34	35	36	37
Hardware Maintenance	17	34	34	42	43	44	45	46
Software Purchase	-76	0	0	0	0	0	0	0
Software Maintenance & licences	55	76	146	96	98	101	103	106
NetRegulate Systems Support	120	159	177	182	187	192	196	201
FTP CMS Systems Support				73	75	77	79	81
Edu IT Systems Support						15	16	16
Managed Web/Internet Services	222	232	346	325	335	343	352	361
IT Consummerbles	4	2	5	3	3	3	3	3
Office tape data archive	1	1	1	2	2	2	2	2
Secure hardware disposals	5	0	1	2	2	2	2	2
Specialist external support	6	12	12	10	10	11	11	11
Telephone	0	37	50	40	41	42	43	44
Project Costs								
Small Project costs	59	29	26	26	50	50	26	50
Specific Departmental costs								
Mobile Telephone	0	2	2	3	3	3	3	3
Internet/3G	3	1	1	1	1	1	1	1
Legal Advice	4	5	5	5	5	5	5	5
Training	4	4	10	9	10	10	10	10
	771	938	1,152	1,228	1,281	1,376	1,386	1,444

Key Assumptions

- New systems delivered through major projects result in increased support and maintenance costs.
- IT operations support and maintenance delivered through a blend on in house and outsourced services.
- High level of IT involvement in all major projects
- IT systems are proportionate and appropriate to the size and type of organisation
- Consistent set of employees software delivered across HPC / HCPC
- Virtualization technologies are used to constrain infrastructure capacity costs.
- System hardware refresh every 4 years.

Finance Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	278	271	292	318	328	335	342	351
Overtime	2	1	1	1	2	2	2	2
National Insurance	30	29	32	34	35	36	37	38
Pension cost	25	25	25	22	23	23	23	24
Temporary Staff	27	1	18	66	5	5	5	5
Travel & Subsistence								
Fares	2	1	2	2	2	2	2	2
Subsistence	1	0	1	1	1	1	1	1
Office Services								
Printing & Stationery	6	5	5	5	5	5	6	6
Room Hire	0	2	3	3	3	3	3	3
Couriers	3	1	2	1	4	4	4	4
Computer Services								
Systems support	14	0	0	0	0	0	0	0
Project Costs								
Small Project costs	3	8	5	5	5	5	5	6
Specific Departmental costs								
Mobile telephone	1	1	1	1	1	1	1	1
Internal Audit	34	32	25	24	24	25	25	26
Auditors Fees	68	30	36	36	37	38	39	40
Bank charges	66	79	39	76	78	80	82	84
Credit Card / Cheque write offs				3	3	3	3	3
Other Professional fees	15	14	15	12	12	13	13	13
Legal Advice	2	0	1	1	1	1	1	1
Pension Administration	38	71	81	56	*56	5	5	5
Subs to professional bodies	1	1	2	2	2	2	2	2
Taxation advice	14	6	8	6	6	6	6	7
Training	9	4	9	9	9	13	13	14
General Insurance	0	47	52	47	48	49	51	52
	640	628	654	728	632	656	671	688

*Flexiplan Pension scheme judgement due March 2012 may decrease costs

Key Assumptions

- General financial instability may increase the numbers of nonpayments to be chased from registrants
- General financial instability may increase the numbers of cheques from registrants increasing costs and processing time
- Supplier monitoring costs may increase if global / European recession continues
- No currently planned changes to the way HCPC files accounts information following migration to IFRES
- Increased use of online services may improve take up of automated payment systems cutting processing time.
- Employee to transactions ratio is constant
- Transaction numbers will increase with additional profession in August 2012 (social workers)
- Bank charges increase with growth in registrant numbers (social workers)
- Increase in Insurance requirement to reflect increased property ownership
- Paperless direct debit project in 2013/14 cuts dd mandate input in registrations but major project for online services
- Increased use of couriers to reflect increased manual payment volumes from new profession.

Facilities Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	148	152	152	133	137	140	143	147
Overtime	6	6	6	7	2	2	2	2
National Insurance	15	16	15	14	14	14	15	15
Pension cost	22	23	21	22	22	22	23	24
Temporary Staff	2	25	8	3	3	3	3	3
Travel & Subsistence								
Fares	2	2	3	3	3	3	3	3
Car expenses & car parking	1	1	2	2	2	2	2	2
Subsistence				0	0	0	0	0
Property Services								
Business rates	83	98	115	121	124	127	130	134
Water	2	2	3	4	4	4	4	4
Electricity	48	36	52	49	50	51	53	54
Gas	-1	5	9	8	8	8	8	8
Cleaning contractors	62	72	60	69	71	72	74	76
Cleaning materials				8	8	8	9	9
Waste disposal	10	15	21	21	22	23	23	24
Repairs & Maintenance	22	24	32	45	46	47	48	50
Maintenance contracts	22	24	21	22	22	23	23	24
Security	33	20	21	22	23	23	24	24
Building refurbishment	34	52	32	33	34	35	36	36
Office Services								
Mobile Telephone	0	0	0	0	0	0	0	0
Printing & Stationery	33	32	42	48	49	50	51	53
Photocopying	8	8	10	18	18	18	19	19
Postage	98	100	90	115	118	121	124	127
Couriers				0				
Telephone	38	0	0	0	0	0	0	0
Office equipment <£1000	32	19	10	12	12	13	13	13
Office equipment rental	8	7	5	10	10	10	11	11
Catering	13	15	20	20	21	21	22	22
Other Office Services	10	23	20	53	55	56	57	59
*Room Hire	42	88	49	120	0	0	0	0
Specific Departmental Costs								
Other Profession Fees	1	2	6	1	0	0	0	0
General Insurance	34	0	0	0	0	0	0	0
Health & Safety	4	3	11	12	12	12	13	13
Legal Advice/Training	2	1	6	4	4	4	5	5
Additional Office Space								
Office Rent	0	0	0	99	102	104	107	109
Service Charge	0	0	0	11	11	12	12	12
Business Rates	0	0	0	22	23	23	24	25
Water				4				
Cleaning Contractors	0	0	0	20	21	21	22	22
Cleaning Materials	0	0	0	2	2	2	2	2
Electricity	0	0	0	9	9	10	10	10
Gas	0	0	0	4	4	4	4	4
Repairs and Maintenance	0	0	0	14	15	15	16	16
Waste Disposal	0	0	0	3	3	3	3	3
	834	870	839	1,185	1,081	1,108	1,136	1,164

*Room Hire includes EA in 2012-13

Key Assumptions

- Does not include costs of EA building use currently
- No additional office space required for next 5 years (over and above purchase of EA building & refurbishment, plus 33 Stannary St)
- Majority of services (cleaning, catering etc) contracted out
- Numbers of employees reduced due to introduction of drinks vending machines

Fitness to Practise Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	893	1,133	1,307	1,948	2,406	2,539	2,590	2,721
Overtime	8	1	10	18	120	127	129	136
National Insurance	93	116	139	208	259	274	281	297
Pension cost	39	46	41	70	101	107	109	114
Temporary Staff	58	38	29	174	40	40	40	40
Travel & Subsistence								
Fares	34	68	54	45	50	50	50	50
Subsistence	13	0	0	0	0	0	0	0
Conferences	0	0	0	12	13	13	13	14
Property Services								
Security	0	1	5	10	10	10	10	10
Catering	49	32	37	60	62	63	65	66
Office Services								
Printing & Stationery	61	78	93	160	164	168	172	177
Room Hire	149	181	175	263	500	250	250	250
Video Conferencing	0	0	0	10	10	11	11	11
Partners								
Panels	1,494	1,574	1,697	1,863	2,556	2,089	2,101	1,604
Registration Appeals	8	11	29	57	46	47	49	49
Witness	113	124	180	214	72	58	59	60
Communications								
Annual reports	13	10	10	12	12	13	13	13
Brochures	2	10	5	5	5	5	5	6
Project Costs								
Project costs	38	10	32	45	0	0	0	0
Specific departmental costs								
Mobile telephone	1	2	2	5	5	5	5	6
Internet/3G	1	1	2	2	2	2	2	2
Counselling	2	0	2	5	5	5	5	5
Other Professional fees	0	0	0	58	59	61	62	64
Legal insurance	32	27	25	42	28	28	28	28
Legal expenses	2,332	2,795	2,910	3,508	3,588	3,983	4,421	4,907
Legal advice	178	359	255	438	350	350	350	350
Other legal costs	144	60	30	58	60	70	70	70
Staff training	58	42	48	92	94	96	99	101
Disc Trans Writer	376	485	373	550	469	385	377	381
	6,192	7,203	7,492	9,932	11,085	10,849	11,367	11,532

Key Assumptions

- The plan assumes the case per 1000 registrants will remain constant after 5 years of HPCP regulation
- There is an increase in productivity with roll out of new Case Management system
- There will be improved reporting and prediction based on the Case Management system
- FTP workload for social workers same as existing professions

Human Resources Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	130	150	174	165	169	174	178	182
Overtime	0	0	1	0	0	0	0	0
National Insurance	15	17	20	19	19	20	20	21
Pension cost	5	7	6	10	10	10	11	11
Staff Recruitment	157	75	94	110	113	116	118	121
Temporary Staff	0	0	4	0	0	0	0	0
Other Payroll costs	7	0	15	15	16	16	17	0
Travel & Subsistence								
Fares	0	0	2	2	2	2	2	2
Subsistence	0	0	1	1	1	1	1	1
Office Services								
Printing & Stationery	0	0	1	1	1	1	1	1
Room Hire	1	0	0	0	0	0	0	0
Courier Charges	0	0	0	0	0	0	0	0
Computer Services								
Systems Support	0	0	0	0	0	0	0	0
Internet/3G				0	0	0	0	0
Specific departmental costs								
Mobile telephone	1	1	1	1	1	1	1	1
Other professional fees	34	20	14	18	8	8	8	8
Legal expenses	15	9	28	28	29	29	30	31
Legal advice	3	2	0	0	0	0	0	0
Training	8	3	5	13	13	13	13	14
Subscriptions to professional bodies	1	1	1	1	1	1	1	1
Organisation training	25	45	60	54	160	164	168	172
Employee Assistance Programme	9	7	10	15	15	15	16	16
Reward data	13	11	11	13	13	13	13	14
	426	349	447	463	569	583	597	595

Key Assumptions

- FTE to increase by 2 over next five years
- Stable department in terms of costs
- A step increase in employee training to be implimented in 2013/14

Human Resources - Partners Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	70	103	121	104	106	109	112	114
Overtime	0	0	0	0	0	0	0	0
National Insurance	7	10	13	10	10	10	11	11
Pension cost	0	0	0	4	4	5	5	5
Temporary Staff	3	0	4	4	4	4	4	0
Travel & Subsistence								
Fares	0	0	1	1	1	1	1	1
Subsistence	0	0	0	0	0	0	0	0
Office Services								
Printing & Stationery	3	4	5	5	5	5	5	5
Room hire	0	0	1	1	1	1	1	1
Partners								
Partners Recruitment & Interviews	24	33	44	98	33	52	30	33
Partners Training	218	175	206	161	350	300	364	320
Specific Departmental Costs								
Mobile Telephone	0	0	0	0	0	0	0	0
Legal expenses	0	0	0	0	0	0	0	0
Legal advice	4	9	5	5	5	5	5	6
Training	1	4	5	5	5	5	5	6
	329	338	405	397	524	497	543	502

Key Assumptions

- A step increase in Partner training to be implemented in 2013/14

Communications Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	310	346	364	398	378	416	424	432
Overtime	2	1	1	2	1	1	1	1
National Insurance	33	37	40	45	40	45	46	47
Pension cost	23	28	22	28	26	29	30	30
Temporary Staff	34	14	35	0	0	0	0	0
Travel & Subsistence								
Fares	30	16	26	26	27	27	28	29
Subsistence	20	16	15	15	16	16	17	17
Conferences	0	0	0	0	0	0	0	0
Office Services								
Printing & Stationery	8	1	3	3	3	3	3	3
Couriers	19	23	23	26	27	27	28	29
Communications								
Campaigns	183	206	135	135	300	500	500	513
Annual reports	3	2	3	3	3	3	3	3
Brochures	95	39	65	50	51	52	53	55
Meet the HPC (Listening) Events	42	31	48	38	39	40	40	42
Market Research	41	0	40	50	40	0	40	41
Translations	-2	9	10	10	10	11	11	11
Public Affairs & Stakeholder	52	42	61	57	58	60	61	63
Web	35	35	67	34	34	35	36	37
Social Media				0	30	30	35	35
Marketing & Promotions	19	6	7	7	7	8	8	8
Conferences & Exhibitions	42	56	50	73	75	77	79	81
General events (external)	0	0	0	0	0	0	0	0
Media relations	23	0	25	20	21	21	22	22
Student Information Packs	0	0	0	0	0	0	0	0
Internal Communications	50	51	45	59	15	15	16	16
Specific Departmental Costs								
Mobile telephone Internet/3G	3	3	2	3	3	3	3	3
Professional Fees	0	0	0	0	0	0	0	0
Legal advice	1	0	0	0	0	0	0	0
Subscriptions	33	18	36	36	37	38	39	40
Training	15	7	8	16	16	17	17	18
	1,114	987	1,131	1,133	1,256	1,473	1,539	1,574

Key Assumptions

- FTE to increase by 3
- Static department in terms of costs
- Once social workers have joined the register, there is a planned increase in the Communications budget currently allocated to campaigns

Policy and Standards Department

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Payroll								
Basic Pay	131	137	148	157	224	229	234	238
Overtime	1	0	0	0	2	2	2	2
National Insurance	13	15	17	18	26	26	26	27
Pension cost	20	18	16	20	22	22	23	23
Temporary Staff	7	0	0	0	0	0	0	0
Travel & Subsistence								
Fares	10	8	13	12	12	13	13	13
Subsistence	5	3	7	6	6	6	6	7
Conferences	1	3	3	3	3	3	3	3
Council & Committee								
Fees	0	2	3	1	0	0	0	0
Travel	0	0	2	0	0	0	0	0
Office Services								
Printing & Stationery	37	13	21	22	22	23	23	24
Room Hire	1	0	1	2	0	0	0	0
Communications								
Standards of Proficiency	0	0	7	30	10	27	11	11
General Events	2	2	7	7	7	7	7	8
Research	6	0	25	45	46	75	100	125
Specific departmental costs								
Legal Advice	5	7	7	7	7	8	8	8
Mobile phone	0	0	1	1	2	2	2	2
Training	9	9	9	9	9	9	10	10
Subscriptions	0	0	1	1	1	1	1	1
	248	217	286	340	401	453	470	502

Key Assumptions

This page deliberately blank

5.0 Additional Information

Ratios

	Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
Costs per Registrant (£)	91.06	73.17	75.71	68.02	68.64	68.56	69.68	69.83
Wages Costs per Registrant (£)	29.9	24.3	25.6	22.2	24.1	24.7	25.0	25.3
No of Registrants per Employee	1,173	1,504	1,478	1,622	1,596	1,572	1,590	1,605
Capital Expenditure per Employee (£'000)	2.7	3.7	4.4	4.0	5.3	7.0	8.5	9.3
Communications Costs per Registrant (£)	6.9	4.6	5.1	3.6	3.9	4.4	4.5	4.6
Fitness to Practice (FTP) Costs per Case (£'000)	16.2	15.1	12.9	15.3	16.5	12.2	12.3	12.0
	10.9	11.9	13.6	8.9	8.8	11.2	11.7	11.9
No of FTP Cases per 10,000 registrants	23.8	22.1	26.5	20.9	20.9	27.0	27.5	28.1

Inflation

		Actual 2009/10	Actual 2010/11	Budget 2011/12	Year 1 Forecast 2012/13	Year 2 Forecast 2013/14	Year 3 Forecast 2014/15	Year 4 Forecast 2015/16	Year 5 Forecast 2016/17
Inflation	Wages	2.0%	1.5%	2.0%	2.0%	2.5%	2.5%	2.5%	2.5%
	Other Expenses	3.0%	2.0%	2.0%	2.0%	3.1%	2.5%	2.5%	2.5%

Source:IDS Data Check, Pay Report 1091. February 2012. CPI predictions p27

Source: Overview of the Inflation Report - February 2012, Bank of England target inflation rate = 2%
<http://www.bankofengland.co.uk/publications/inflationreport/infrep.htm>