

Council, 22 March 2016

Budget for 2016-17

Executive summary and recommendations

Introduction

HCPC's proposed budget for the year ending 31 March 2017 is attached, including the calculation of the target minimum level of cash in accordance with the Reserves Policy.

Decision

The Council is asked to approve the budget for the year ending 31 March 2017.

Background information

See Appendix 1

Resource implications

None.

Financial implications

HCPC income and expenditure for the year ending 31 March 2017.

Appendices

Appendix 1 Background information

Appendix 2 Budget schedules for the year ending 31 March 2017

Date of paper

11 March 2016

Appendix 1: Background information

1. Process for development of the budget

- 1.1. EMT met to discuss outline workplans and major projects for 2016-17 in November 2015. Based on those plans, first draft budgets were prepared, and delivered to Finance in mid December. The first draft expenditure budgets and the initial income estimates were reviewed before Christmas, and an iterative process followed to refine departmental budget bids leading up to an EMT off site meeting in January 2016 at which the departmental budgets were agreed for submission to Council.
- 1.2. The budget should be reviewed alongside departmental workplans which set out the objectives and priorities for each department, and the required resources.

2. Income

- 2.1. Budgeted fee income is £31.1m, which is a £3.1m / 11% increase on the 2015-16 Month 9 forecast. Budgeted income is a product of the registrant number forecast last updated in January 2016 and the fees applicable to each profession.
- 2.2. Although the new fee structure applied to all new entrants to the Register after 1 August 2015, professionals who were already on the Register before 1 August 2015 only start to pay the new fee with effect from the first biennial renewal date after 1 August. Only three professions (Biomedical Scientists, Occupational Therapists and Radiographers) began paying the new fees on renewal in 2015-16. Seven more professions will begin paying the new fees on renewal during 2016-17, and two of those (Arts Therapists and Physiotherapists) will go straight from the pre-April 2014 fee of £76 to the new fee of £90. The remaining six professions will not start paying the new fees until renewal during 2017-18.
- 2.3. Budgeted income has been analysed by profession and by income type, to enable validation of budgeted renewal fees against a simple expected percentage change generated from the change in the weighted fee payable by profession plus the simple change in profession numbers. That validation is shown in the table on page [12] in Appendix 2.
- 2.4. As in previous years, we have not budgeted for investment income. This provides a form of contingency. Other than Major Projects and a small contingency within the HR budget, departments do not hold explicit contingency budgets, and there is no central expenditure contingency.

3. Expenditure

- 3.1. The budget shows a £2.9m / 10% overall increase in operating costs, from £28.5m in the 2015-16 Month 9 forecast to £31.4m.
- 3.2. The 2016-17 budget for expenditure includes the full year effect of the PSA levy and the rent and other premises costs of 405 Kennington Road (within the Facilities department budget). Both of those costs were only incurred for part of

2015-16: the PSA levy was charged for eight months of the year, and rent was payable on 405 Kennington Road from December onwards. The PSA levy and 405 Kennington Road contribute in aggregate £984k of the overall £2.9m increase in operating costs from the 2015-16 Month 9 forecast to 2016-17 budget.

3.3. The operating cost element of the Major Projects budget for 2016-17 is £1,357k. The 2015-16 Month 9 forecast operating costs on Major Projects was £782k, so Major Projects represent a further £575k of the year on year increase in total expenditure. The main elements within the Major Projects budget for 2016-17 are as follows. An outline of each of the projects is included in the Operations Department workplan.

Name	2016-17 Budget			2015-16 Month 9 Forecast		
	Opex £000	Capex £000	Total £000	Opex £000	Capex £000	Total £000
405 Kennington Road Fit Out	-	-	-	224	952	1,176
HR & Partners	166	304	470	79	103	182
Registration Transformation	503	850	1,354	75	262	337
Website review and build	30	385	415	-	-	-
Establishing new Tribunal Service	102	118	220	14	40	54
186 KPR Refurbishment	465	573	1,038	171	13	184
Other projects	91	208	298	159	420	579
Total	1,357	2,438	3,796	722	1,790	2,512

3.4. As has been noted in previous Council meetings, the budgets for Major Projects are inherently uncertain, and more likely to be overstated (relative to actual costs) than understated. Unlike departmental budgets, there is no business as usual baseline to use in setting project budgets. Project budgets are prepared before the procurement process has started. Project budgets include a 15% contingency. The phasing of project costs is based on the best case scenario for the project timetable, so as to ensure that funds are available if all projects proceed to the best case timetable; but this means that when project timetables slip, the overall project budget for the year will be underspent.

3.5. Other departments whose budgets are increasing by more than £100k are:

3.5.1. Education - £142k increase relative to 2015-16 Month 9 forecast. This includes a £105k increase in payroll costs, due to the filling of posts which were budgeted but vacant during 2015-16.

3.5.2. Facilities - £962k increase relative to 2015-16 Month 9 forecast. £714k of the Facilities increase is the full year effect of 405 Kennington Road costs, explained above. The budget also includes an extra £112k on printing and

postage, compared to the Month 9 forecast, because of an expected increase in postage rates. Longer term, we expect to reduce our postage costs through switching to electronic communication.

3.5.3. Fitness to Practise - £342k increase relative to 2015-16 Month 9 forecast. The overall increase is only 3%, and this includes the £219k cost of 7 new posts, showing that non-payroll costs are being held almost flat.

3.5.4. Human Resources - £108k increase relative to 2015-16 Month 9 forecast. This includes the full year effect of the Learning and Development Manager post added during 2015-16, the part year effect of a new HR/Learning and Development Officer post to be added in 2016-17 and expected increases in recruitment and pension administration costs.

3.5.5. IT - £141k increase relative to 2015-16 Month 9 forecast. This includes £116k increase in licencing fees primarily as a result of the Education system going live.

3.5.6. Operations - £157k increase relative to 2015-16 Month 9 forecast. This includes £118k increase in payroll costs due to the filling of previously vacant posts during 2015-16, and the addition of a new Trainee Project Manager post.

3.5.7. Registration - £204k increase relative to 2015-16 Month 9 forecast. The new Registration Appeals team was set up with effect from January 2016, creating four new posts, and the full year cost of the new team is expected to be £201k. Registration Appeals were previously handled within the Fitness to Practise department.

3.6. Salary costs assume a 1.9% pay award. Actual pay awards as approved by the Remuneration Committee range from 0% to 2.75% dependent on the individual's position on the pay scale for his/her grade, and the average award is 2%; the difference between the 1.9% assumed and the average 2% approved is about £10k.

3.7. Other key assumptions used in setting departmental budgets are as follows. For further explanation see the Fitness to Practise and Education department workplans.

	Budget assumption 2016-17	Budget assumption 2015-16
Fitness to Practise		
Complaints received, as a percentage of the register	0.62%	0.65%
Case to answer rate: percentage of cases reviewed by an Investigating Committee Panel which the Panel concludes should proceed to a final hearing	58%	52%
Cases considered	1933	1558
Average length of final hearing	3	2.75 days
Education		
Approval visits	60	46
Annual monitoring assessment days	14	11
Major change submissions	163	127
Concerns submissions	10	10

3.8. No adjustments have been made to either income or planned expenditure as a result of the government's announcement that it intends over time to transfer regulation of Social Workers in England to a new body, because the government has not yet provided detail of its proposals. Because of the need for legislation, any impact of this change is very unlikely to be felt during 2016-17. However, we will continue to liaise closely with the government over their proposals through the year and monitor the potential impact on the budget.

4. Surplus / (deficit)

4.1. The overall position is a budgeted deficit for 2016-17 of £298k. This is more favourable than the deficit of £652k for 2016-17 indicated in the Five Year Plan presented to Council in September 2015. The Five Year Plan also indicated a surplus of £428k in 2017-18, when most of the benefit of the August 2015 fee increase will be received. The Five Year Plan will next be reviewed at the Council's July meeting, when it will cover the period to 31 March 2021.

4.2. We had previously budgeted for a deficit in 2015-16, and the Month 9 forecast for 2015-16 also indicated a deficit, but due mainly to stronger than expected income and slippage on key projects, the actual result for 2015-16 is now likely to be a small surplus.

5. Capital expenditure

5.1. Total budgeted capital expenditure is £2,522k, including £2,438k on projects, detailed in the table at point 3.3 above.

6. Cash flow and balance sheet

6.1. The cashflow forecast shows a net cash outflow for the year of £920k. The cash flow graph shows that the expected low point of the cash balance during 2016-17 is £11.4m, in July 2016.

6.2. We have based the forecast balance sheets at 31 March 2016 and 31 March 2017 on the 2015-16 month 9 forecast (reported to Council in February 2016) which showed an expected deficit for 2015-16 of £314k.

6.3. We are required to revalue freehold land and buildings each year for our statutory accounts. The valuation as at 31 March 2016 has been commissioned but is not yet available, and the balance sheets include no adjustment to the 31 March 2015 valuation.

7. Reserves

7.1. HCPC's Reserves Policy, approved at the May 2014 Council meeting, is as follows:

HCPC is required to meet its costs from the fees charged to registrants and so must manage its finances on a sustainable basis. In order to ensure financial

sustainability, HCPC will hold a minimum level of cash. The target minimum level of cash will represent 3 months of budgeted operating expenses.

The minimum level of cash will inform the annual budget setting process, helping to ensure that budgets are sustainable, and will be reported to Council as part of the proposed budget for each financial year.

7.2. Based on the 2016-17 budget, three months operating expenditure (excluding depreciation) is £7.6m.

7.3. The forecast cash flow chart indicates that we will be comfortably above the minimum level of cash required by the reserves policy throughout 2016-17.

8. Conclusions and recommendation

8.1. The budgeted deficit for 2016-17 of £298k is less than the deficit previously indicated in the Five Year Plan, and includes prudent estimates of project costs. Cash balances will remain comfortably above the reserves policy minimum throughout the year.

8.2. The deficit in 2016-17 is expected to be followed by a surplus in each of the next three years, as the full effect of the registrant fee increase comes through. The forecast cash balance does not fall below £11m during 2016-17, which is comfortably above reserves policy cash minimum. Therefore the budget meets the requirement to manage our finances sustainably.

8.3. The Executive recommends that Council approves the budget.

APPENDIX 2

HEALTH AND CARE PROFESSIONS COUNCIL

2016-17 DRAFT BUDGET BUDGET SCHEDULES

HEALTH AND CARE PROFESSIONS COUNCIL 2016-17 DRAFT BUDGET

CONTENTS

Summary

- Income and Expenditure	9
- Income by Profession	10
- Renewal Fee Income	11-12
- Readmission fee income	13
- International scrutiny fee income	14
- UK scrutiny fee income	15
- Payroll Summary	16
- Headcount Summary	17
- Expenditure by Cost Type	18
- Capital Expenditure	19
- Cashflow	20
- Cashflow Graph	21
- Statement of Financial Position	22

Departmental Expenditure

- Chair	23
- Chief Executive	24
- Council and Committees	25
- Communications	26-27
- Education	28-29
- Facilities	30-32
- Finance	33-34
- Fitness to Practise	35-36
- Human Resources	37-38
- Human Resources - Partners	39
- Information Technology	40-41
- Major Projects	42-44
- Operations Office	45-46
- Policy and Standards	47
- Registration	48-49
- Secretariat	50

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 DRAFT BUDGET
INCOME AND EXPENDITURE**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015- 16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
INCOME								
Registration & Renewal fees	28,229,788	25,258,533	25,162,453	24,894,467	3,335,321	13%	2,971,255	12%
Readmission fees	356,752	212,697	320,465	313,948	42,804	14%	144,055	68%
International scrutiny fees	1,544,684	1,531,866	1,354,077	1,096,143	448,541	41%	12,818	1%
UK scrutiny fees	959,823	1,016,284	983,012	890,858	68,965	8%	(56,461)	(6%)
TOTAL INCOME	31,091,047	28,019,380	27,820,007	27,195,416	3,895,631	14%	3,071,667	11%
EXPENDITURE								
Department Expenses								
Chair	96,999	98,719	112,654	90,707	(6,292)	(7%)	1,720	2%
Chief Executive	379,573	371,638	372,238	365,180	(14,393)	(4%)	(7,936)	(2%)
Council, Committees & PLG	222,963	173,424	199,992	247,954	24,992	10%	(49,539)	(29%)
Communications	1,285,841	1,454,572	1,498,709	1,283,061	(2,780)	(0%)	168,731	12%
Education	1,229,017	1,086,869	1,101,654	1,142,769	(86,248)	(8%)	(142,148)	(13%)
Facilities Management	2,710,638	1,748,726	1,927,732	1,950,114	(760,524)	(39%)	(961,913)	(55%)
Finance	856,356	778,420	805,667	844,386	(11,970)	(1%)	(77,936)	(10%)
Fitness to Practise	13,351,668	13,009,483	13,055,383	12,958,935	(392,733)	(3%)	(342,186)	(3%)
Human Resources	900,693	792,292	891,083	733,627	(167,066)	(23%)	(108,401)	(14%)
Human Resources Partners	379,757	323,514	454,971	492,354	112,597	23%	(56,243)	(17%)
IT Department	2,026,822	1,885,597	1,767,916	1,816,464	(210,358)	(12%)	(141,225)	(7%)
Operations Office	794,171	637,149	746,193	716,378	(77,793)	(11%)	(157,022)	(25%)
Policy & Standards	451,531	412,057	439,593	441,309	(10,222)	(2%)	(39,474)	(10%)
Major Projects	1,357,298	781,982	745,808	833,552	(523,746)	(63%)	(575,316)	(74%)
Registration	3,446,833	3,242,862	3,086,003	3,024,085	(422,748)	(14%)	(203,971)	(6%)
Secretariat	242,828	243,110	230,819	246,350	3,522	1%	282	0%
Other Expenses								
Depreciation Expense	796,319	850,423	931,530	869,954	73,635	8%	54,104	6%
PSA Levy	860,000	590,000	590,000	660,000	(200,000)	(30%)	(270,000)	(46%)
Operating Expenses	31,389,307	28,480,835	28,957,945	28,717,179	(2,672,128)	(9%)	(2,908,472)	(10%)
Operating Surplus/(Deficit)	(298,260)	(461,455)	(1,137,938)	(1,521,763)	1,223,503	80%	163,195	(11%)
Other Income								
Investment Income		147,424	147,424				(147,424)	
TOTAL SURPLUS/(DEFICIT)	(298,260)	(314,031)	(990,514)	(1,521,763)	1,223,503	80%	15,771	1%

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
INCOME BY PROFESSION**

	Budget 2016-17 £	Month 9 Reforecast 2015-16 £	Month 6 Reforecast 2015-16 £	Budget 2015-16 £	Variance 2016-17 Budget to 2015-16 Budget		Variance 2016-17 Budget to 2015-16 Reforecast	
					£	%	£	%
Arts Therapists	339,938	284,215	279,246	278,076	61,862	22%	55,723	20%
Biomedical Scientists	2,201,226	1,924,891	1,947,743	1,904,480	296,746	16%	276,335	14%
Chiropodists	1,155,974	1,048,988	1,041,946	1,033,003	122,971	12%	106,986	10%
Clinical Scientists	457,303	430,466	430,059	421,194	36,108	9%	26,837	6%
Dieticians	860,769	760,479	749,025	720,297	140,473	20%	100,290	13%
Hearing Aid Dispensers	214,345	189,599	182,979	168,834	45,511	27%	24,746	13%
Occupational Therapists	3,492,170	3,098,471	3,144,504	3,093,799	398,372	13%	393,699	13%
Operating Department Practitioners	1,067,825	989,498	993,524	974,118	93,707	10%	78,327	8%
Orthoptists	113,333	107,970	108,448	108,029	5,304	5%	5,363	5%
Paramedics	1,941,213	1,798,918	1,710,310	1,618,853	322,360	20%	142,295	8%
Physiotherapists	5,028,000	4,245,332	4,168,877	4,079,555	948,445	23%	782,668	18%
Practitioner Psychologists	1,835,850	1,749,512	1,722,808	1,711,604	124,246	7%	86,338	5%
Prosthetists & Orthotists	85,859	82,196	84,437	81,227	4,632	6%	3,663	4%
Radiographers	2,997,758	2,583,359	2,524,546	2,384,275	613,483	26%	414,399	16%
Speech & Language Therapists	1,323,350	1,251,452	1,258,105	1,199,514	123,836	10%	71,898	6%
Social Workers	7,976,133	7,474,024	7,473,451	7,418,559	557,574	8%	502,109	7%
TOTAL INCOME	31,091,047	28,019,370	27,820,008	27,195,416	3,895,631	14%	3,071,677	11%

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
REGISTRATION AND RENEWAL FEE INCOME BY PROFESSION**

	Budget 2016-17 £	Month 9 Reforecast 2015-16 £	Budget 2015-16 £	Variance 2016-17 Budget to 2015-16 Budget £	Variance 2016-17 Budget to 2015-16 Budget %	Variance 2016-17 Budget to 2015-16 Reforecast £	Variance 2016-17 Budget to 2015-16 Reforecast %
Arts Therapists	311,839	258,849	252,023	59,816	24%	52,991	20%
Biomedical Scientists	2,025,956	1,773,299	1,770,521	255,435	14%	252,658	14%
Chiropodists	1,094,207	1,005,415	994,848	99,360	10%	88,793	9%
Clinical Scientists	408,672	384,317	378,223	30,449	8%	24,355	6%
Dieticians	744,645	662,128	648,054	96,591	15%	82,517	12%
Hearing Aid Dispensers	184,777	162,405	152,855	31,922	21%	22,372	14%
Occupational Therapists	3,239,645	2,838,351	2,834,761	404,884	14%	401,294	14%
Operating Department Practitioners	1,010,634	936,940	926,734	83,900	9%	73,694	8%
Orthoptists	107,380	102,262	100,966	6,414	6%	5,118	5%
Paramedics	1,655,651	1,569,798	1,519,003	136,648	9%	85,854	5%
Physiotherapists	4,432,268	3,720,621	3,661,747	770,521	21%	711,647	19%
Practitioner Psychologists	1,652,162	1,575,877	1,564,968	87,194	6%	76,285	5%
Prosthetists & Orthotists	79,564	74,447	73,822	5,743	8%	5,117	7%
Radiographers	2,643,034	2,251,792	2,166,095	476,939	22%	391,242	17%
Speech & Language Therapists	1,170,645	1,113,736	1,088,321	82,324	8%	56,909	5%
Social Workers	7,468,706	6,828,287	6,761,515	707,192	10%	640,419	9%
TOTAL INCOME	28,229,787	25,258,533	24,894,467	3,335,321	13%	2,971,254	12%

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
REGISTRATION AND RENEWAL FEE INCOME BY PROFESSION**

Validation of registration and renewal income budget

	Weighted fee 2016-17	Weighted fee 2015-16	Change in weighted fee %	Registrant numbers 31/3/17	Registrant numbers 31/3/16	Simple change in Registrant numbers %	Combined simple expectation of change in income %	Actual change in budgeted income %
Arts Therapists	£ 87.67	£ 76.00	15%	4072	3915	4%	19%	20%
Biomedical Scientists	£ 90.00	£ 80.67	12%	23590	23119	2%	14%	14%
Chiropodists	£ 86.67	£ 80.00	8%	13248	13167	1%	9%	9%
Clinical Scientists	£ 80.00	£ 78.00	3%	5764	5584	3%	6%	6%
Dieticians	£ 87.50	£ 80.00	9%	9208	8947	3%	12%	12%
Hearing Aid Dispensers	£ 86.67	£ 80.00	8%	2524	2366	7%	15%	14%
Occupational Therapists	£ 90.00	£ 81.83	10%	38452	37309	3%	13%	14%
Operating Department Practitioners	£ 83.33	£ 80.00	4%	13015	12675	3%	7%	8%
Orthoptists	£ 80.00	£ 78.33	2%	1465	1421	3%	5%	5%
Paramedics	£ 80.00	£ 78.33	2%	23060	22018	5%	7%	5%
Physiotherapists	£ 88.83	£ 76.00	17%	52744	51736	2%	19%	19%
Practitioner Psychologists	£ 80.00	£ 79.33	1%	22412	21735	3%	4%	5%
Prosthetists & Orthotists	£ 80.00	£ 78.00	3%	1092	1050	4%	7%	7%
Radiographers	£ 90.00	£ 77.17	17%	32118	30943	4%	20%	17%
Speech & Language Therapists	£ 80.00	£ 78.00	3%	16182	15608	4%	6%	5%
Social Workers	£ 83.33	£ 80.00	4%	96238	92904	4%	8%	9%

This table validates the budgeted registration and renewal fee income for 2016-17 by comparing it to a simple expectation made up of the percentage change in the weighted fee (3rd column from left) plus the approximate change in registrant numbers (3rd column from right - change in number during 2016-17 as a percentage of number at 31/3/16).

That combined percentage, the simple expectation, is shown in the 2nd column from the right, and the actual change in budgeted income is shown in the right hand column. The two percentages are within 1% of each other in all cases except Paramedics and Radiographers.

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
READMISSION FEE INCOME BY PROFESSION**

	Budget	Month 9 Reforecast	Budget	Variance 2016-17 Budget to		Variance 2016-17 Budget to	
	2016-17	2015-16	2015-16	2015-16 Budget		2015-16 Reforecast	
	£	£	£	£	%	£	%
Arts Therapists	5,196	3,060	2,341	2,855	122%	2,136	91%
Biomedical Scientists	15,551	6,675	29,390	(13,840)	(47%)	8,876	30%
Chiropodists	17,755	5,205	8,397	9,358	111%	12,550	149%
Clinical Scientists	3,688	1,290	6,841	(3,152)	(46%)	2,398	35%
Dieticians	12,097	3,765	5,533	6,564	119%	8,332	151%
Hearing Aid Dispensers	3,185	1,635	1,386	1,799	130%	1,550	112%
Occupational Therapists	25,064	22,140	46,856	(21,792)	(47%)	2,924	6%
Operating Department Practitioners	17,148	7,515	7,896	9,252	117%	9,633	122%
Orthoptists	956	630	1,789	(833)	(47%)	326	18%
Paramedics	14,917	4,065	27,431	(12,514)	(46%)	10,852	40%
Physiotherapists	69,728	21,880	32,222	37,505	116%	47,848	148%
Practitioner Psychologists	14,585	12,420	27,265	(12,680)	(47%)	2,165	8%
Prosthetists & Orthotists	707	255	1,316	(609)	(46%)	452	34%
Radiographers	20,850	49,192	38,624	(17,774)	(46%)	(28,342)	(73%)
Speech & Language Therapists	10,471	8,595	19,436	(8,966)	(46%)	1,876	10%
Social Workers	124,855	64,375	57,224	67,631	118%	60,480	106%
TOTAL INCOME	356,752	212,697	313,948	42,804	14%	144,055	68%

The budget assumption for readmission fees is that at the end of the 2 year cycle, 4% of registrants will be removed from the register, while at the mid point of the 2 year cycle, 2% of registrants will be removed. In either case, half of those removed will rejoin, and half of those rejoining will do so outside the 1 month window for free readmission, therefore paying the readmission fee.

Therefore readmission fees have a wave effect from year to year for each profession, where the peak year is approximately double the trough year. This effect can be seen in the percentages changes from budget to budget. Actual readmission income is below budget in 2015-16, suggesting that the budgeting assumptions are overoptimistic, but the value of any overstatement is small relative to total income.

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
INTERNATIONAL SCRUTINY FEE INCOME BY PROFESSION**

	Budget	Month 9 Reforecast	Budget	Variance 2016-17 Budget to		Variance 2016-17 Budget to	
	2016-17	2015-16	2015-16	2015-16 Budget		2015-16 Reforecast	
	£	£	£	£	%	£	%
Arts Therapists	3,801	4,268	6,006	(2,205)	(37%)	(467)	(11%)
Biomedical Scientists	117,219	100,281	67,353	49,866	74%	16,938	17%
Chiropodists	22,181	17,611	8,151	14,030	172%	4,570	26%
Clinical Scientists	23,866	25,006	18,018	5,848	32%	(1,140)	(5%)
Dieticians	80,919	70,679	45,045	35,874	80%	10,240	14%
Hearing Aid Dispensers	13,494	11,066	3,003	10,491	349%	2,428	22%
Occupational Therapists	128,700	139,425	122,027	6,673	5%	(10,725)	(8%)
Operating Department Practitioners	3,465	3,227	5,243	(1,778)	(34%)	238	7%
Orthoptists	990	1,430	1,430	(440)	(31%)	(440)	(31%)
Paramedics	204,629	142,192	14,586	190,043	1303%	62,437	44%
Physiotherapists	419,754	394,974	287,859	131,895	46%	24,779	6%
Practitioner Psychologists	108,081	96,127	65,208	42,873	66%	11,954	12%
Prosthetists & Orthotists	2,395	4,447	3,003	(608)	(20%)	(2,053)	(46%)
Radiographers	251,427	204,549	100,815	150,612	149%	46,878	23%
Speech & Language Therapists	96,192	83,439	51,909	44,283	85%	12,753	15%
Social Workers	67,572	233,145	296,487	(228,915)	(77%)	(165,573)	(71%)
TOTAL INCOME	1,544,684	1,531,866	1,096,143	448,542	41%	12,818	1%

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
UK SCRUTINY FEE INCOME BY PROFESSION**

	Budget	Month 9 Reforecast	Budget	Variance 2016-17 Budget to		Variance 2016-17 Budget to	
	2016-17	2015-16	2015-16	2015-16 Budget		2015-16 Reforecast	
	£	£	£	£	%	£	%
Arts Therapists	19,102	18,039	17,705	1,397	8%	1,063	6%
Biomedical Scientists	42,501	44,636	37,215	5,285	14%	(2,136)	(5%)
Chiropodists	21,831	20,758	21,607	224	1%	1,073	5%
Clinical Scientists	21,076	19,853	18,113	2,963	16%	1,223	6%
Dieticians	23,108	23,907	21,665	1,443	7%	(799)	(3%)
Hearing Aid Dispensers	12,890	14,493	11,590	1,300	11%	(1,604)	(11%)
Occupational Therapists	98,761	98,555	90,156	8,606	10%	207	0%
Operating Department Practitioners	36,578	41,816	34,245	2,333	7%	(5,238)	(13%)
Orthoptists	4,006	3,648	3,844	162	4%	359	10%
Paramedics	66,015	82,863	57,832	8,183	14%	(16,848)	(20%)
Physiotherapists	106,251	107,856	97,727	8,525	9%	(1,605)	(1%)
Practitioner Psychologists	61,022	65,088	54,163	6,859	13%	(4,066)	(6%)
Prosthetists & Orthotists	3,193	3,047	3,087	107	3%	146	5%
Radiographers	82,446	77,827	78,740	3,706	5%	4,620	6%
Speech & Language Therapists	46,042	45,681	39,836	6,206	16%	362	1%
Social Workers	315,000	348,217	303,333	11,667	4%	(33,217)	(10%)
TOTAL INCOME	959,823	1,016,284	890,858	68,965	8%	(56,460)	(6%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
PAYROLL SUMMARY**

	Budget	Month 9	Month 6	Budget	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
	2016-17 £	Reforecast 2015-16 £	Reforecast 2015-16 £	2015-16 £	Variance £	Variance %	Variance £	Variance %
Chief Executive	288,873	280,578	279,976	278,184	(10,689)	(4%)	(8,296)	(3%)
Communications	654,841	626,542	662,684	674,900	20,059	3%	(28,299)	(5%)
Education	904,734	799,639	803,160	875,483	(29,252)	(3%)	(105,095)	(13%)
Facilities Management	327,464	243,506	243,752	247,513	(79,951)	(32%)	(83,958)	(34%)
Finance	526,877	505,043	503,878	528,758	1,881	0%	(21,833)	(4%)
Fitness to Practise	4,099,815	3,870,860	3,719,556	3,728,817	(370,998)	(10%)	(228,955)	(6%)
Human Resources	597,553	499,115	513,351	505,927	(91,626)	(18%)	(98,438)	(20%)
Human Resource Partners	132,760	122,311	120,744	135,364	2,604	2%	(10,449)	(9%)
IT Department	654,953	611,122	608,975	634,595	(20,358)	(3%)	(43,831)	(7%)
Operations Office	613,689	496,097	564,396	557,402	(56,287)	(10%)	(117,592)	(24%)
Policy & Standards	284,987	280,003	280,955	282,519	(2,468)	(1%)	(4,984)	(2%)
Registration	2,101,744	1,969,299	1,876,211	1,891,046	(210,698)	(4%)	(132,445)	1%
Secretariat	201,393	194,008	192,110	198,550	(2,843)	(1%)	(7,385)	(4%)
	11,389,683	10,498,123	10,369,748	10,539,058	(850,625)	(8%)	(891,559)	(8%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
PAYROLL SUMMARY - HEADCOUNT**

	Budget	No. of new posts	Cost of New Posts	Budget	Actual
	2016-17	2016-17	2016-17	2015-16	Dec-15
	£	£	£	£	£
Chief Executive	2.00	0.00	-	2.00	2.00
Communications	14.00	0.00	-	15.00	12.99
Education	18.84	0.00	-	18.30	17.17
Facilities Management	7.00	0.00	-	7.00	7.00
Finance	11.00	0.00	-	11.20	8.00
Fitness to Practise	100.42	7.00	219,000	91.60	93.42
Human Resources	7.70	1.00	14,583	5.70	6.68
Human Resources Partners	3.40	0.00	-	3.60	3.40
IT Department	11.50	0.00	-	11.50	10.50
Operations Office	9.30	1.00	25,625	8.30	7.33
Policy & Standards	5.00	0.00	-	5.00	5.00
Major projects	2.00	0.00	-	2.30	2.30
Registration	60.86	0.00	-	56.90	56.86
Secretariat	4.39	0.57	16,000	3.90	3.82
	257.41	9.57	275,208	242.30	236.47

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 DRAFT BUDGET
EXPENSES BY COST TYPE**

	Budget	M9 Reforecast	M6 Reforecast	Budget	Variance 2016-17 budget to 2015-16		Variance 2016-17 budget to M9	
	2016-17 £	2015-16 £	2015-16 £	2015-2016 £	budget £	%	Reforecast 2015-16 £	%
Payroll	11,389,683	10,498,123	10,369,748	10,539,058	(850,625)	(8%)	(891,559)	(8%)
Non-Payroll Costs								
Communications Subtotal	616,000	767,548	821,667	609,715	(6,285)	(1%)	151,548	20%
Computer Costs Subtotal	1,201,701	1,082,854	999,097	1,028,644	(173,057)	(17%)	(118,848)	(11%)
Council Comm. Costs Subtotal	201,023	156,547	178,924	219,364	18,342	8%	(44,476)	(28%)
Major Projects	1,357,298	722,411	686,237	693,552	(663,746)	(96%)	(634,887)	(88%)
Office Services Subtotal	1,719,209	1,659,570	1,701,278	1,572,669	(146,391)	(9%)	(59,490)	(4%)
Partners Subtotal	4,480,051	4,281,330	4,524,277	4,184,453	(313,475)	(7%)	(229,767)	(5%)
Professional Fees Subtotal	5,752,540	5,563,612	5,669,599	5,708,158	(44,156)	(1%)	(168,326)	(3%)
Property Services Subtotal	1,858,224	1,079,511	1,181,239	1,347,925	(510,299)	(38%)	(771,931)	(71%)
Small Projects Subtotal	155,500	187,079	176,808	220,565	65,065	29%	31,579	17%
Specific Dept Costs Subtotal	792,719	775,705	834,691	715,119	(57,600)	(8%)	(11,003)	(1%)
Travel & Subsistence Subtotal	209,039	206,552	233,280	208,004	(3,535)	(2%)	(4,988)	(2%)
	18,343,304	16,482,717	17,007,097	16,508,168	(1,835,137)	(11%)	(1,860,587)	(11%)
Total Costs	29,732,988	26,980,841	27,376,845	27,047,226	(2,685,762)	(19%)	(2,752,147)	(10%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 DRAFT BUDGET**

CAPITAL EXPENDITURE

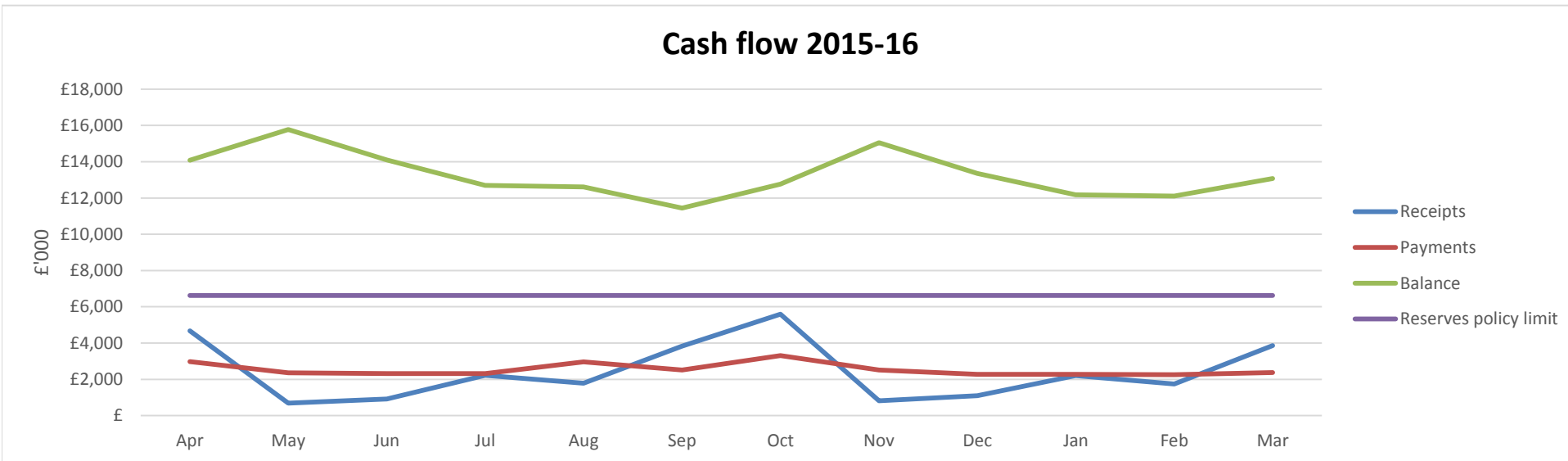
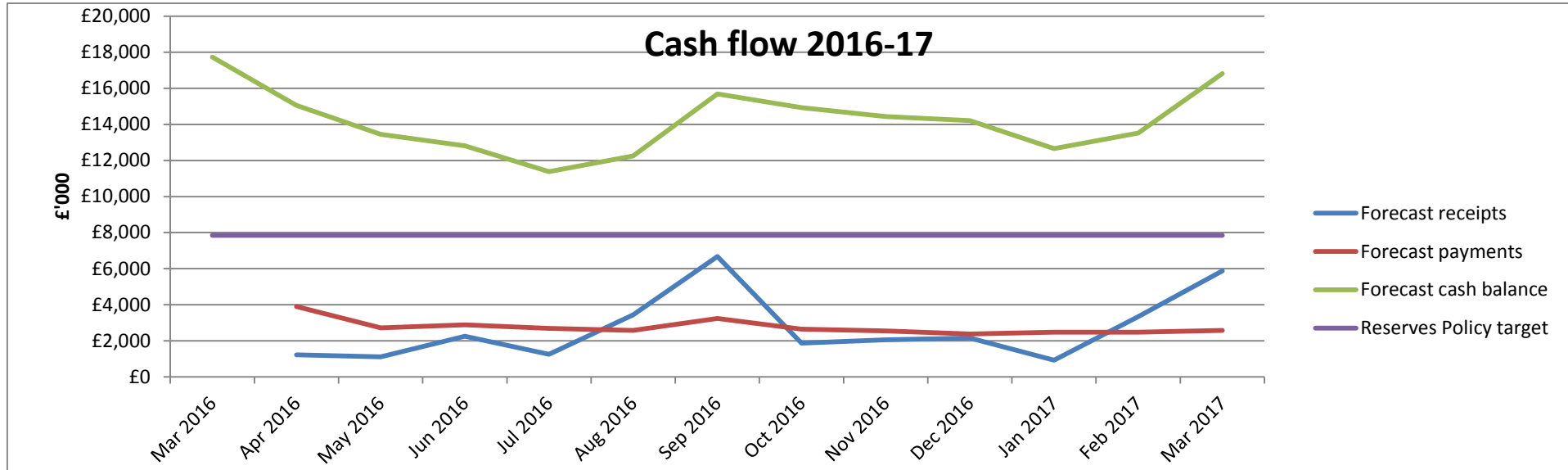
	Budget 2016-17 £	Forecast 2015-16 £	Budget 2015-16 £
<u>Project expenditure</u>	2,438,289	1,789,957	2,441,670
<u>Computer Equipment</u>			
Software licences upgrades, new starters, new software	13,570	34,780	50,277
Software licences new/replacement services	-	-	50,000
Hardware new services	-	51,500	51,500
Department Projects - IT	70,000	-	
	83,570	86,280	151,777
 Total Capital expenditure	2,521,859	1,876,237	2,593,447

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 DRAFT BUDGET
Cash Flow Statement**

	Budget 2016-17 £	Forecast 2015-16 £	Budget 2015-16 £
Cash flows from operating activities			
Operating surplus/(deficit)	(298,260)	(314,031)	(1,521,763)
Depreciation and amortisation	796,319	850,423	869,954
(Decrease)/increase in deferred income	1,103,462	2,141,997	2,388,742
Net cash in/(out)flow from operating activities	<u>1,601,521</u>	<u>2,678,389</u>	<u>1,736,933</u>
 Capital expenditure and financial investments			
Purchase of tangible and intangible assets	(2,521,859)	(1,876,237)	(2,593,447)
Increase in cash	<u>(920,338)</u>	<u>802,152</u>	<u>(856,514)</u>
 Opening cash	18,849,764	18,047,612	17,922,402
Closing cash	17,929,426	18,849,764	17,065,888
Cash movement	<u>(920,338)</u>	<u>802,152</u>	<u>(856,514)</u>

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 DRAFT BUDGET**

Cash Flow Graph



**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
STATEMENT OF FINANCIAL POSITION AT 31 MARCH**

	Budget 2017 £000	Forecast 2016 £000	Budget 2016 £000	Actual 2015 £000
Non current assets	7,957	6,231	6,782	5,205
Current assets				
Other current assets	758	758	326	758
Cash and cash equivalents	17,929	18,850	13,069	18,048
Total assets	26,644	25,839	20,177	24,011
Current liabilities				
Trade and other payables	965	965	2,626	965
Other liabilities	2,153	2,153		2,153
Deferred income	20,577	19,474	16,149	17,332
Total liabilities	23,695	22,592	18,775	20,450
Total assets less liabilities	2,949	3,247	1,402	3,561
General Fund				
Brought forward	(3,247)	(3,561)	(2,924)	
Period result	298	314	1,522	
Grant income				
Carried forward	(2,949)	(3,247)	(1,402)	(3,561)

HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: CHAIR

	Budget	M9 Reforecast	M6 Reforecast	Budget	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
	2016-17 £	2015-16 £	2015-16 £	2015-2016 £	£	%	£	%
Conferences	2,500	0	2,500	6,000	3,500	58%	(2,500)	0%
Chair Fee	69,899	60,267	69,847	58,880	(11,019)	(19%)	(9,632)	(16%)
Chair Fares & Subsistence	24,000	24,499	23,949	15,000	(9,000)	(60%)	499	2%
Taxation	0	13,169	15,642	10,227	10,227	100%	13,169	100%
Council Committee Costs Subtotal	96,399	97,935	111,938	90,107	(6,292)	(7%)	1,536	2%
Mobile Phone & Blackberry	600	784	716	600	0	0%	184	23%
Office Services Subtotal	600	784	716	600	0	0%	184	23%
Grand Total:	96,999	98,719	112,654	90,707	(6,292)	(7%)	1,720	2%

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: CHIEF EXECUTIVE**

	Budget 2016-17	M9 Reforecast 2015-16	M6 Reforecast 2015-16	Budget 2015-2016	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
	£	£	£	£	£	%	£	%
Basic Pay-Permanent	219,272	215,237	215,237	212,885	(6,387)	(3.0%)	(4,034)	(1.9%)
Medical Insurance	6,000	3,725	3,725	4,627	(1,373)	(29.7%)	(2,275)	(61.1%)
NI ER-Permanent	30,260	27,980	27,980	25,546	(4,714)	(18.5%)	(2,279)	(8.1%)
Pension ER-Permanent	33,342	33,635	33,034	35,126	1,784	5.1%	293	0.9%
Payroll Subtotal	288,873	280,578	279,976	278,184	(10,689)	(3.8%)	(8,296)	(3.0%)
Accommodation	5,000	4,427	4,592	3,000	(2,000)	(66.7%)	(573)	(12.9%)
Conferences & Lecturing	2,000	580	2,296	2,500	500	20.0%	(1,420)	(244.7%)
Entertaining Chief Executive	2,000	2,002	2,460	4,000	2,000	50.0%	2	0.1%
Fares	20,000	24,832	18,508	9,996	(10,004)	(100.1%)	4,832	19.5%
Subsistence & Others	2,000	783	1,440	2,000	0	0.0%	(1,217)	(155.4%)
EMT Travel & Subsistence	0	1,688	0	0	0	0.0%	1,688	100.0%
Travel Subsistence Subtotal	31,000	34,313	29,296	21,496	(9,504)	(44.2%)	3,313	9.7%
Mobile Phone & Blackberry	1,200	1,314	1,126	1,000	(200)	(20.0%)	114	8.7%
Office Artwork	5,000	4,060	4,060	0	(5,000)	0.0%	(940)	(23.2%)
Postage	0	0	0	0	0	0.0%	0	0.0%
Printing & Stationery	5,000	6,977	1,772	0	(5,000)	0.0%	1,977	28.3%
Office Services Subtotal	11,200	12,350	6,958	1,000	(10,200)	(1020.0%)	1,150	9.3%
Legal Advice	20,000	20,804	22,599	30,000	10,000	33.3%	804	3.9%
Other Professional Fees	5,000	764	5,762	10,000	5,000	50.0%	(4,236)	(554.6%)
Professional Fees Subtotal	25,000	21,568	28,361	40,000	15,000	37.5%	(3,432)	(15.9%)
PSA Levy	0	0	0	0	0	0.0%	0	0.0%
EMT Training	20,000	18,331	24,725	21,000	1,000	4.8%	(1,669)	(9.1%)
Subscriptions	1,500	1,252	1,500	1,500	0	0.0%	(248)	(19.8%)
Training	2,000	3,247	1,422	2,000	0	0.0%	1,247	38.4%
Specific Department Costs Subtotal	23,500	22,830	27,647	24,500	1,000	4.1%	(670)	(2.9%)
Grand Total:	379,573	371,638	372,238	365,180	(14,393)	(4%)	(7,936)	(2%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: COUNCIL**

	Budget	M9 Reforecast	M6 Reforecast	Budget	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
	2016-17	2015-16	2015-16	2015-2016	£	%	£	%
	£	£	£	£				
Conferences	2,500	2,640	3,390	2,500	0	0%	140	5%
Council & Committee Training	5,000	6,063	5,063	5,000	0	0%	1,063	18%
Council Meetings Fee	97,248	77,460	79,900	99,168	1,920	2%	(19,788)	(26%)
Council Meetings T&S	51,900	50,943	37,211	62,750	10,850	17%	(957)	(2%)
Taxation	44,375	19,441	53,360	49,946	5,572	11%	(24,934)	(128%)
Council Committee Costs Subtotal	201,023	156,547	178,924	219,364	18,342	8%	(44,476)	(28%)
Catering	2,440	3,160	3,110	2,750	310	11%	720	23%
Office Services Subtotal	2,440	3,160	3,110	2,750	310	11%	720	23%
Other Professional Fees	3,000	0	0	3,000	0	0%	(3,000)	0%
Professional Fees Subtotal	3,000	0	0	3,000	0	0%	(3,000)	0%
Appointments	16,500	13,641	17,958	22,840	6,340	28%	(2,859)	(21%)
Annual General Meeting	0	76	0	0	0	0%	76	100%
Specific Department Costs Subtotal	16,500	13,717	17,958	22,840	6,340	28%	(2,783)	(20%)
Grand Total:	222,963	173,424	199,992	247,954	24,992	10%	(49,539)	(29%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: COMMUNICATIONS**

	Budget	M9 Reforecast	M6 Reforecast	Budget	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
	2016-17 £	2015-16 £	2015-16 £	2015-2016 £	£	%	£	%
Basic Pay-Fixed Term Contract	0	9,578	9,578	0	0	0%	9,578	100%
Basic Pay-Permanent	550,983	495,097	519,789	563,791	12,808	2%	(55,886)	(11%)
NI ER-Fixed Term Contract	0	1,166	1,166	0	0	0%	1,166	100%
NI ER-Permanent	66,118	54,436	60,492	67,655	1,537	2%	(11,682)	(21%)
Overtime-Permanent	0	452	291	0	0	0%	452	100%
Pension ER-Fixed Term Contract	0	214	214	0	0	0%	214	100%
Pension ER-Permanent	37,740	32,561	39,175	43,454	5,714	13%	(5,179)	(16%)
Temporary Staff	0	33,038	31,979	0	0	0%	33,038	100%
Payroll Subtotal	654,841	626,542	662,684	674,900	20,059	3%	(28,299)	(5%)
Accommodation	12,000	13,239	11,962	11,000	(1,000)	(9%)	1,239	9%
Fares	15,000	16,536	14,366	14,000	(1,000)	(7%)	1,536	9%
Subsistence & Others	5,000	4,076	4,437	4,750	(250)	(5%)	(924)	(23%)
EMT Travel & Subsistence	2,000	2,564	830	0	(2,000)	0%	564	22%
Travel Subsistence Subtotal	34,000	36,415	31,595	29,750	(4,250)	(14%)	2,415	7%
Couriers	10,000	10,806	8,835	19,000	9,000	47%	806	7%
Mobile Phone & Blackberry	6,000	6,730	5,782	3,996	(2,004)	(50%)	730	11%
Postage	500	0	0	0	(500)	0%	(500)	0%
Printing & Stationery	2,500	5,024	2,534	1,800	(700)	(39%)	2,524	50%
Office Services Subtotal	19,000	22,560	17,151	24,796	5,796	23%	3,560	16%

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: COMMUNICATIONS**

	Budget	M9 Reforecast	M6 Reforecast	Budget	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
	2016-17 £	2015-16 £	2015-16 £	2015-2016 £	£	%	£	%
Annual Reports	1,500	1,235	1,235	1,267	(233)	(18%)	(265)	(21%)
Brochures	50,000	214,732	212,574	44,538	(5,462)	(12%)	164,732	77%
Campaigns	75,000	68,314	72,009	69,600	(5,400)	(8%)	(6,686)	(10%)
Conferences & Exhibitions	15,000	14,583	15,050	15,000	0	0%	(417)	(3%)
Internal Communications	98,000	93,188	109,578	98,230	230	0%	(4,812)	(5%)
Market Research	0	41,174	55,000	45,000	45,000	100%	41,174	100%
Marketing & Promotions	5,500	5,739	5,463	5,500	0	0%	239	4%
Media Relations	15,000	15,706	15,000	15,000	0	0%	706	4%
Meet the HPC events	95,000	96,256	93,638	75,850	(19,150)	(25%)	1,256	1%
Public Affairs & Stakeholder	45,000	42,858	40,116	43,730	(1,270)	(3%)	(2,142)	(5%)
Translations	3,000	0	3,000	3,000	0	0%	(3,000)	
Web	85,000	86,348	85,870	65,000	(20,000)	(31%)	1,348	2%
Communications Subtotal	488,000	680,133	708,533	481,715	(6,285)	(1%)	192,133	28%
Subscriptions	65,000	64,547	54,233	52,300	(12,700)	(24%)	(453)	(1%)
Training	25,000	24,375	24,513	19,600	(5,400)	(28%)	(625)	(3%)
Specific Department Costs Subtotal	90,000	88,922	78,746	71,900	(18,100)	(25%)	(1,078)	(1%)
Grand Total:	1,285,841	1,454,572	1,498,709	1,283,061	(2,780)	(0%)	168,731	12%

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: EDUCATION**

	Budget 2016-17	M9 Reforecast 2015-16	M6 Reforecast 2015-16	Budget 2015-2016	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
	£	£	£	£	£	%	£	%
Basic Pay-Fixed Term Contract	25,830	0	0	0	(25,830)	0%	(25,830)	0%
Basic Pay-Permanent	707,020	652,363	658,883	708,181	1,161	0%	(54,657)	(8%)
NI ER-Fixed Term Contract	3,100	0	0	0	(3,100)	0%	(3,100)	0%
NI ER-Permanent	86,152	72,745	72,511	84,982	(1,171)	(1%)	(13,408)	(18%)
Overtime-Fixed Term Contract	1,680	860	2,245	0	(1,680)	0%	(820)	(95%)
Pension ER-Fixed Term Contract	1,550	0	0	0	(1,550)	0%	(1,550)	0%
Pension ER-Permanent	59,002	63,922	59,120	64,890	5,887	9%	4,919	8%
Temporary Staff	20,400	9,750	10,400	17,430	(2,970)	(17%)	(10,650)	(109%)
Payroll Subtotal	904,734	799,639	803,160	875,483	(29,252)	(3%)	(105,095)	(13%)
Accommodation	11,570	8,454	7,939	11,200	(370)	(3%)	(3,116)	(37%)
Conferences	2,000	0	2,455	1,200	(800)	(67%)	(2,000)	0%
Fares	12,600	10,736	11,465	11,620	(980)	(8%)	(1,864)	(17%)
Subsistence	2,720	3,742	3,871	7,400	4,680	63%	1,022	27%
EMT Travel & Subsistence	2,580	1,663	2,403	0	(2,580)	0%	(917)	(55%)
Travel Subsistence Subtotal	31,470	24,595	28,133	31,420	(50)	(0%)	(6,875)	(28%)
Catering	1,442	1,274	1,442	1,328	(114)	(9%)	(168)	(13%)
Mobile Phone & Blackberry	4,296	4,108	4,167	4,524	228	5%	(188)	(5%)
Printing & Stationery	17,000	12,085	11,344	1,480	(15,520)	(1049%)	(4,915)	(41%)
Room Hire	0	4,044	2,000	2,000	2,000	100%	4,044	100%
Publications	0	0	0	20,000	20,000	100%	0	0%
Office Services Subtotal	22,738	21,511	18,953	29,332	6,594	22%	(1,227)	(6%)
Annual Monitoring	28,371	24,034	28,629	23,280	(5,091)	(22%)	(4,337)	(18%)
Approvals	74,960	65,905	68,775	51,300	(23,660)	(46%)	(9,055)	(14%)
Complaints	156	0	150	300	144	48%	(156)	0%
Major/Minor Change	20,842	18,378	19,351	16,200	(4,642)	(29%)	(2,464)	(13%)
Partners travel	41,503	38,270	40,995	64,620	23,117	36%	(3,233)	(8%)
Partners accommodation	38,280	40,616	36,852	0	(38,280)	0%	2,336	6%
Partners subsistence	6,790	4,937	6,411	0	(6,790)	0%	(1,853)	(38%)
Partners Subtotal	210,901	192,141	201,163	155,700	(55,201)	(35%)	(18,761)	(10%)
Legal Advice	6,000	6,586	1,800	2,400	(3,600)	(150%)	586	9%
Professional Fees Subtotal	6,000	6,586	1,800	2,400	(3,600)	(150%)	586	9%

HEALTH AND CARE PROFESSIONS COUNCIL
 2016-17 BUDGET
 DEPARTMENT: EDUCATION

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Small Project Costs	15,000	10,000	10,000	10,000	(5,000)	(50%)	(5,000)	(50%)
Small Projects Subtotal	15,000	10,000	10,000	10,000	(5,000)	(50%)	(5,000)	(50%)
Subscriptions	738	720	735	724	(14)	(2%)	(18)	(2%)
Training	37,435	31,676	37,710	37,710	275	1%	(5,759)	(18%)
Specific Department Costs Subtotal	38,173	32,397	38,445	38,434	261	1%	(5,776)	(18%)
Grand Total:	1,229,017	1,086,869	1,101,654	1,142,769	(86,248)	(8%)	(142,148)	(13%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: FACILITIES**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Park House, 186 KPR and core team costs								
Basic Pay-Fixed Term Contract	0	0	0	21,399	21,399	100%	0	0%
Basic Pay-Permanent	183,760	168,069	164,395	159,190	(24,570)	(15%)	(15,691)	(9%)
NI ER-Fixed Term Contract	0	0	0	2,568	2,568	100%	0	0%
NI ER-Permanent	22,051	18,711	16,073	19,103	(2,948)	(15%)	(3,340)	(18%)
Overtime-Permanent	12,000	11,573	10,802	12,000	0	0%	(427)	(4%)
Pension ER-Fixed Term Contract	0	0	0	1,498	1,498	100%	0	0%
Pension ER-Permanent	18,453	14,376	13,488	17,755	(698)	(4%)	(4,077)	(28%)
Temporary Staff	91,200	30,777	30,327	1,000	(90,200)	(9020%)	(60,423)	(196%)
Payroll Subtotal	327,464	243,506	235,085	234,513	(92,951)	(40%)	(83,958)	(34%)
Fares	0	172	132	0	0	0%	172	100%
Subsistence & Others	150	126	6	120	(30)	(25%)	(24)	(19%)
Travel Subsistence Subtotal	150	298	138	120	(30)	(25%)	148	50%
Catering	47,400	32,080	28,910	45,000	(2,400)	(5%)	(15,320)	(48%)
Mobile Phone & Blackberry	900	1,312	833	600	(300)	(50%)	412	31%
Office equipment < £1000	50,400	48,203	57,356	20,000	(30,400)	(152%)	(2,197)	(5%)
Office equipment rental	15,000	3,610	14,156	18,000	3,000	17%	(11,390)	(316%)
Other Office Services	24,000	54,699	13,344	20,000	(4,000)	(20%)	30,699	56%
Photocopying	0	736	736	0	0	0%	736	100%
Postage	270,000	220,184	264,163	163,996	(106,004)	(65%)	(49,816)	(23%)
Printing & Stationery	84,000	21,539	77,686	60,000	(24,000)	(40%)	(62,461)	(290%)
Telephone	0	729	729	0	0	0%	729	100%
Office Services Subtotal	491,700	383,093	457,913	327,596	(164,104)	(50%)	(108,607)	(28%)
Building Refurbishment	0	51,029	36,000	36,000	36,000	100%	51,029	100%
Business Rates	151,992	144,343	144,343	120,000	(31,992)	(27%)	(7,649)	(5%)
Cleaning Contractors	91,992	103,971	86,056	87,000	(4,992)	(6%)	11,979	12%

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: FACILITIES**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Cleaning Materials	8,640	4,228	8,217	17,000	8,360	49%	(4,412)	(104%)
Electricity	72,000	67,054	70,499	78,000	6,000	8%	(4,946)	(7%)
Gas	18,000	8,975	17,137	21,000	3,000	14%	(9,025)	(101%)
Maintenance contracts	55,200	53,825	53,487	48,000	(7,200)	(15%)	(1,375)	(3%)
Repairs & Maintenance	90,000	71,473	120,544	150,000	60,000	40%	(18,527)	(26%)
Security	72,000	42,261	16,510	28,000	(44,000)	(157%)	(29,739)	(70%)
Waste Disposal	12,000	10,867	13,967	21,000	9,000	43%	(1,133)	(10%)
Water	12,000	8,066	11,965	3,000	(9,000)	(300%)	(3,934)	(49%)
Property Services Subtotal	583,824	566,092	578,725	609,000	25,176	4%	(17,732)	(3%)
Legal Advice	0	16,603	16,603	1,000	1,000	100%	16,603	100%
Other Professional Fees	0	906	(94)	0	0	0%	906	100%
Professional Fees Subtotal	0	17,510	16,509	1,000	1,000	100%	17,510	100%
Health & Safety	30,000	26,332	26,735	20,000	(10,000)	(50%)	(3,668)	(14%)
Subscriptions	200	181	0	460	260	57%	(19)	(10%)
Training	5,000	298	3,450	6,000	1,000	17%	(4,702)	(1576%)
Specific Department Costs Subtotal	35,200	26,811	30,185	26,460	(8,740)	(33%)	(8,389)	(31%)
Total: Park House, 186 KPR and team	1,438,338	1,237,310	1,318,555	1,198,689	(239,649)	(20%)	(201,028)	(16%)
33 Stannary Street								
Business Rates	39,996	37,838	37,838	37,000	(2,996)	(8%)	(2,158)	(6%)
Cleaning	10,200	7,839	9,639	8,500	(1,700)	(20%)	(2,361)	(30%)
Electricity	13,992	4,722	12,000	12,000	(1,992)	(17%)	(9,270)	(196%)
Gas	4,200	5,985	7,778	4,000	(200)	(5%)	1,785	30%
Rent	135,708	106,547	162,925	110,000	(25,708)	(23%)	(29,161)	(27%)
Repairs&Maintenance	10,200	5,077	9,625	8,000	(2,200)	(28%)	(5,123)	(101%)
Service Charge	12,000	15,312	9,191	12,000	0	0%	3,312	22%
Waste Disposal	3,000	314	0	3,000	0	0%	(2,686)	(855%)
Water	1,200	460	546	1,000	(200)	(20%)	(740)	(161%)
Property Services Subtotal	230,496	184,094	249,542	195,500	(34,996)	(18%)	(46,402)	(25%)
Legal Advice	0	0	0	1,500	1,500	100%	0	0%
Professional Fees Subtotal	0	0	0	1,500	1,500	100%	0	0%
Total: 33 Stannary Street	230,496	184,094	249,542	197,000	(33,496)	(17%)	(46,402)	(25%)

HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: FACILITIES

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget £	%	Variance 2016-17 budget to M9 Reforecast 2015-16 £	%
405 Kennington Road								
Basic Pay-Fixed Term Contract	0	0	8,667	13,000	13,000	100%	0	0%
Payroll Subtotal	0		8,667	13,000	13,000	100%	0	0%
Business Rates	109,992	35,000	40,000	60,000	(49,992)	(83%)	(74,992)	(214%)
Cleaning	39,060	9,765	12,000	18,000	(21,060)	(117%)	(29,295)	(300%)
Electricity	42,000	10,500	36,667	55,000	13,000	24%	(31,500)	(300%)
Rent	673,608	224,536	242,301	336,805	(336,803)	(100%)	(449,072)	(200%)
Repairs&Maintenance	7,200	1,400	3,333	5,000	(2,200)	(44%)	(5,800)	(414%)
Security	21,996	5,499	10,000	15,000	(6,996)	(47%)	(16,497)	(300%)
Service Charge	9,600	2,400	0	4,620	(4,980)	(108%)	(7,200)	(300%)
Maintenance contracts	50,400	12,600	6,667	10,000	(40,400)	(404%)	(37,800)	(300%)
Gas	12,000	1,500	0	0	(12,000)	0%	(10,500)	(700%)
Waste Disposal	2,340	585	0	0	(2,340)	0%	(1,755)	(300%)
Water	12,000	3,000	0	0	(12,000)	0%	(9,000)	(300%)
Dilapidations	61,608	20,536	0	37,000	(24,608)	(67%)	(41,072)	(200%)
Property Services Subtotal	1,041,804	327,321	350,968	541,425	(500,379)	(92%)	(714,483)	(218%)
Total: 405 Kennington Road	1,041,804	327,321	359,635	554,425	(487,379)	(88%)	(714,483)	(218%)
Grand Total Facilities	2,710,638	1,748,726	1,927,732	1,950,114	(760,524)	(39%)	(961,913)	(55%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: FINANCE**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Basic Pay-Fixed Term Contract	0	8,200	8,200	4,076	4,076	100%	8,200	100%
Basic Pay-Permanent	428,720	341,957	361,316	429,482	762	0%	(86,763)	(25%)
NI ER-Fixed Term Contract	0	758	758	489	489	100%	758	100%
NI ER-Permanent	51,446	37,716	41,657	51,538	92	0%	(13,730)	(36%)
Overtime-Permanent	3,500	1,771	1,639	2,000	(1,500)	(75%)	(1,729)	(98%)
Pension ER-Fixed Term Contract	0	164	164	82	82	100%	164	100%
Pension ER-Permanent	30,010	24,279	25,411	35,091	5,081	14%	(5,731)	(24%)
Temporary Staff	13,200	90,197	64,733	6,000	(7,200)	(120%)	76,997	85%
Payroll Subtotal	526,877	505,043	503,878	528,758	1,881	0%	(21,833)	(4%)
EMT Travel & Subsistence	0	1,311	275	0	0	0%	1,311	100%
Fares	0	77	32	0	0	0%	77	100%
Subsistence & Others	1,500	173	355	1,500	0	0%	(1,327)	(768%)
Travel Subsistence Subtotal	1,500	1,561	662	1,500	0	0%	61	4%
Couriers	1,000	809	828	1,000	0	0%	(191)	(24%)
Mobile Phone & Blackberry	1,800	1,044	1,200	1,200	(600)	(50%)	(756)	(72%)
Postage	3,000	4,421	1,913	0	(3,000)	0%	1,421	32%
Printing & Stationery	15,000	11,564	13,127	24,000	9,000	38%	(3,436)	(30%)
Room Hire	500	1,380	880	500	0	0%	880	64%
Office Services Subtotal	21,300	19,218	17,948	26,700	5,400	20%	(2,082)	(11%)
External Audit Fees	39,000	39,000	39,000	39,000	0	0%	0	0%
Internal Audit	53,988	33,520	46,228	46,228	(7,760)	(17%)	(20,468)	(61%)
Legal Advice	0	0	0	10,000	10,000	100%	0	0%
Other Professional Fees	28,992	18,927	27,904	16,000	(12,992)	(81%)	(10,065)	(53%)
Pension Administration	4,000	2,297	2,297	4,000	0	0%	(1,703)	(74%)
Taxation Advice	0	0	0	2,000	2,000	100%	0	0%
Professional Fees Subtotal	125,980	93,743	115,429	117,228	(8,752)	(7%)	(32,236)	(34%)
Small Project Costs	5,000	0	0	10,000	5,000	50%	(5,000)	0%
Small Projects Subtotal	5,000	0	0	10,000	5,000	50%	(5,000)	0%

HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: FINANCE

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Bank Charges	83,200	79,124	85,177	98,000	14,800	15%	(4,076)	(5%)
General Insurance	56,000	53,713	53,713	49,000	(7,000)	(14%)	(2,287)	(4%)
Subscriptions	1,500	1,312	1,257	1,200	(300)	(25%)	(188)	(14%)
Training	15,000	7,525	12,774	12,000	(3,000)	(25%)	(7,475)	(99%)
Managers Training	0	3,192	3,192	0	0	0%	3,192	100%
Procurement - legal advice	20,000	13,989	11,637	0	(20,000)	0%	(6,011)	(43%)
Specific Department Costs Subtotal	175,700	158,854	167,750	160,200	(15,500)	(10%)	(16,846)	(11%)
Grand Total:	856,356	778,420	805,667	844,386	(11,970)	(1%)	(77,936)	(10%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: FITNESS TO PRACTICE**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Basic Pay-Fixed Term Contract	48,000	66,762	53,984	41,779	(6,221)	(15%)	18,762	28%
Basic Pay-Permanent	3,371,239	2,883,024	2,845,946	3,062,189	(309,050)	(10%)	(488,214)	(17%)
NI ER-Fixed Term Contract	5,808	7,644	6,408	5,013	(795)	(16%)	1,836	24%
NI ER-Permanent	398,233	305,224	327,457	368,257	(29,976)	(8%)	(93,008)	(30%)
Overtime-Fixed Term Contract	0	1,019	244	0	0	0%	1,019	100%
Overtime-Permanent	0	30,772	1,372	0	0	0%	30,772	100%
Pension ER-Fixed Term Contract	2,904	1,510	1,056	2,507	(397)	(16%)	(1,394)	(92%)
Pension ER-Permanent	199,832	149,766	138,364	209,072	9,240	4%	(50,066)	(33%)
Temporary Staff	73,800	425,137	344,725	40,000	(33,800)	(85%)	351,337	83%
Payroll Subtotal	4,099,815	3,870,860	3,719,556	3,728,817	(370,998)	(10%)	(228,955)	(6%)
Travel	55,519	44,892	81,440	66,694	11,175	17%	(10,627)	(24%)
Accommodation	6,000	7,804	5,714	0	(6,000)	0%	1,804	23%
Conferences & Lecturing	500	0	450	0	(500)	0%	(500)	0%
Subsistence	1,200	3,366	1,605	0	(1,200)	0%	2,166	64%
EMT Travel & Subsistence	600	917	699	0	(600)	0%	317	35%
Travel Subsistence Subtotal	63,819	56,978	89,908	66,694	2,875	4%	(6,840)	(12%)
Catering	64,402	44,711	61,523	67,289	2,887	4%	(19,691)	(44%)
Mobile Phone & Blackberry	7,500	7,444	7,316	7,800	300	4%	(56)	(1%)
Postage	1,200	2,644	1,404	0	(1,200)	0%	1,444	55%
Printing & Stationery	197,855	228,873	208,847	200,463	2,608	1%	31,018	14%
Room Hire	171,057	252,359	251,529	213,661	42,604	20%	81,303	32%
Video Conferencing	1,470	827	1,277	0	(1,470)	0%	(643)	(78%)
Courier	1,200	5,223	259	0	(1,200)	0%	4,023	77%
Office Services Subtotal	444,684	542,083	532,155	489,213	44,529	9%	97,398	18%
Security	2,100	2,004	2,004	2,000	(100)	(5%)	(96)	(5%)
Property Services Subtotal	2,100	2,004	2,004	2,000	(100)	(5%)	(96)	(5%)
Annual Reports	6,500	0	6,000	12,000	5,500	46%	(6,500)	0%
Brochures	7,500	3,134	5,000	12,000	4,500	38%	(4,366)	(139%)
Communications Subtotal	14,000	3,134	11,000	24,000	10,000	42%	(10,866)	(347%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: FITNESS TO PRACTICE**

	Budget 2016-17	M9 Reforecast 2015-16	M6 Reforecast 2015-16	Budget 2015-2016	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
	£	£	£	£	£	%	£	%
Panel Fees - Panel Members	2,045,779	1,037,196	1,368,379	2,044,360	(1,419)	(0%)	(1,008,584)	(97%)
Panels Fees - Legal Assessor	0	651,309	464,314	0	0	0%	651,309	100%
Panels Fees - Panel chair	0	389,593	277,774	0	0	0%	389,593	100%
Registration Appeals Travel & Subsistence	0	9,968	18,386	10,125	10,125	100%	9,968	100%
Registration Appeals - Fees chair	0	3,540	2,580	0	0	0%	3,540	100%
Registration Appeals - Panel member	0	8,059	16,223	22,200	22,200	100%	8,059	100%
Registration Appeals - Legal Assessor	0	8,471	8,616	0	0	0%	8,471	100%
Witness Costs	234,000	176,349	217,572	257,130	23,130	9%	(57,651)	(33%)
Witness Experts	12,000	27,369	10,836	0	(12,000)	0%	15,369	56%
Partners travel	1,021,942	230,634	701,332	824,688	(197,254)	(24%)	(791,308)	(343%)
Partners Accommodation	0	631,694	243,876	0	0	0%	631,694	100%
Partners Subsistence	0	41,030	28,693	0	0	0%	41,030	100%
Partners Subtotal	3,313,721	3,215,212	3,358,581	3,158,503	(155,218)	(5%)	(98,509)	(3%)
FTP Preparation and Presentation	4,198,952	4,271,541	4,078,722	4,109,000	(89,952)	(2%)	72,589	2%
Transcription Writer	576,197	458,130	566,231	571,874	(4,323)	(1%)	(118,068)	(26%)
Public Law	480,000	489,842	609,787	582,029	102,029	18%	9,842	2%
Other Legal Costs	36,000	(3,626)	(33,865)	60,000	24,000	40%	(39,626)	1093%
Professional Fees Subtotal	5,291,149	5,215,887	5,220,875	5,322,903	31,754	1%	(75,262)	(1%)
Small Project Costs	48,000	39,415	46,930	81,115	33,115	41%	(8,585)	(22%)
Small Projects Subtotal	48,000	39,415	46,930	81,115	33,115	41%	(8,585)	(22%)
Counselling	1,000	989	989	0	(1,000)	0%	(11)	(1%)
Training	73,380	62,920	73,385	85,690	12,310	14%	(10,460)	(17%)
Specific Department Costs Subtotal	74,380	63,909	74,374	85,690	11,310	13%	(10,471)	(16%)
Grand Total:	13,351,668	13,009,483	13,055,383	12,958,935	(392,733)	(3%)	(342,186)	(3%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: HUMAN RESOURCES**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Basic Pay-Fixed Term Contract	0	4,223	4,223	8,240	8,240	100%	4,223	100%
Basic Pay-Permanent	322,926	261,882	248,774	260,056	(62,870)	(24%)	(61,045)	(23%)
NI ER-Fixed Term Contract	0	396	396	1,055	1,055	100%	396	100%
NI ER-Permanent	38,751	28,580	28,595	31,207	(7,544)	(24%)	(10,171)	(36%)
Payroll Contingency	35,000	12,000	35,000	35,000	0	0%	(23,000)	(192%)
Pension ER-Fixed Term Contract	0	84	84	165	165	100%	84	100%
Pension ER-Permanent	19,376	17,817	17,673	18,204	(1,172)	(6%)	(1,558)	(9%)
Staff Recruitment	174,000	150,572	150,545	150,000	(24,000)	(16%)	(23,428)	(16%)
Temporary Staff	7,500	23,561	28,061	2,000	(5,500)	(275%)	16,061	68%
Payroll Subtotal	597,553	499,115	513,351	505,927	(91,626)	(18%)	(98,438)	(20%)
Accommodation	700	213	213	500	(200)	(40%)	(487)	(229%)
Fares	200	275	150	1,150	950	83%	75	27%
Subsistence & Others	120	307	157	500	380	76%	187	61%
EMT Travel & Subsistence	1,000	396	325	0	(1,000)	0%	(604)	(153%)
Travel Subsistence Subtotal	2,020	1,191	845	2,150	130	6%	(829)	(70%)
Couriers	300	102	204	200	(100)	(50%)	(198)	(194%)
Mobile Phone & Blackberry	2,220	1,089	1,101	1,900	(320)	(17%)	(1,131)	(104%)
Printing & Stationery	1,200	421	766	900	(300)	(33%)	(779)	(185%)
Office Services Subtotal	3,720	1,612	2,071	3,000	(720)	(24%)	(2,108)	(131%)
Employee Assistance Programme	11,000	12,640	8,883	12,500	1,500	12%	1,640	13%
Legal Expenses	45,000	62,450	72,236	38,000	(7,000)	(18%)	17,450	28%
Other Professional Fees	54,000	27,047	64,427	56,000	2,000	4%	(26,953)	(100%)
Reward Data	30,000	18,758	17,000	17,000	(13,000)	(76%)	(11,242)	(60%)
Pension Administration	25,000	0	0	0	(25,000)	0%	(25,000)	0%
Professional Fees Subtotal	165,000	120,895	162,546	123,500	(41,500)	(34%)	(44,105)	(36%)

HEALTH AND CARE PROFESSIONS COUNCIL
 2016-17 BUDGET
 DEPARTMENT: HUMAN RESOURCES

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Organisational Training	105,000	151,348	192,666	79,250	(25,750)	(32%)	46,348	31%
Subscriptions	2,400	1,064	1,664	1,800	(600)	(33%)	(1,336)	(126%)
Training	18,000	17,067	17,940	18,000	0	0%	(933)	(5%)
Managers Training	7,000	0	0	0	(7,000)	0%	(7,000)	0%
Specific Department Costs Subtotal	132,400	169,479	212,270	99,050	(33,350)	(34%)	37,079	22%
Grand Total:	900,693	792,292	891,083	733,627	(167,066)	(23%)	(108,401)	(14%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: PARTNERS**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Basic Pay-Permanent	112,508	100,867	100,235	110,642	(1,866)	(2%)	(11,641)	(12%)
NI ER-Permanent	13,501	9,482	9,760	13,277	(224)	(2%)	(4,019)	(42%)
Pension ER-Permanent	6,751	2,985	1,772	7,745	994	13%	(3,766)	(126%)
Temporary Staff	0	8,977	8,977	3,700	3,700	100%	8,977	100%
Payroll Subtotal	132,760	122,311	120,744	135,364	2,604	2%	(10,449)	(9%)
Accommodation	0	289	289	0	0	0%	289	100%
Fares	500	0	250	500	0	0%	(500)	0%
Subsistence & Others	250	0	100	250	0	0%	(250)	0%
Travel Subsistence Subtotal	750	289	639	750	0	0%	(461)	(160%)
Mobile Phone & Blackberry	900	678	820	720	(180)	(25%)	(222)	(33%)
Postage	0	102	0	0	0	0%	102	100%
Printing & Stationery	4,500	2,975	2,158	5,000	500	10%	(1,525)	(51%)
Room Hire	0	0	1,102	6,000	6,000	100%	0	0%
Office Services Subtotal	5,400	3,755	4,080	11,720	6,320	54%	(1,645)	(44%)
Partners Recruitment & Interviews	48,590	21,513	41,310	55,000	6,410	12%	(27,077)	(126%)
Partners Training	122,727	110,309	180,305	182,520	59,793	33%	(12,418)	(11%)
Partners Travel	34,100	29,251	59,400	97,000	62,900	65%	(4,849)	(17%)
Partners Accommodation	18,850	27,257	29,700	0	(18,850)	0%	8,407	31%
Partners Subsistence	6,580	2,981	11,880	0	(6,580)	0%	(3,599)	(121%)
Partners Subtotal	230,847	191,311	322,595	334,520	103,673	31%	(39,536)	(21%)
Legal Advice	5,000	2,489	5,000	5,000	0	0%	(2,511)	(101%)
Professional Fees Subtotal	5,000	2,489	5,000	5,000	0	0%	(2,511)	(101%)
Training	5,000	3,359	1,913	5,000	0	0%	(1,641)	(49%)
Specific Department Costs Subtotal	5,000	3,359	1,913	5,000	0	0%	(1,641)	(49%)
Grand Total:	379,757	323,514	454,971	492,354	112,597	23%	(56,243)	(17%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: IT**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Basic Pay-Permanent	539,709	503,094	501,840	518,801	(20,908)	(4%)	(36,615)	(7%)
NI ER-Permanent	64,765	58,517	59,618	62,256	(2,509)	(4%)	(6,248)	(11%)
Overtime-Permanent	12,480	10,965	10,280	12,240	(240)	(2%)	(1,515)	(14%)
Pension ER-Permanent	37,999	38,546	37,237	41,298	3,299	8%	547	1%
Payroll Subtotal	654,953	611,122	608,975	634,595	(20,358)	(3%)	(43,831)	(7%)
Accommodation	1,810	1,150	1,150	1,810	0	0%	(660)	(57%)
Fares	1,390	1,125	4,431	1,390	0	0%	(265)	(24%)
Subsistence & Others	720	427	242	720	0	0%	(293)	(69%)
EMT Travel & Subsistence	0	448	187	0	0	0%	448	100%
Travel Subsistence Subtotal	3,920	3,150	6,010	3,920	0	0%	(770)	(24%)
General software support & maintenance	414,140	297,493	297,493	289,169	(124,971)	(43%)	(116,647)	(39%)
Hardware <£1000	18,358	129,423	13,467	28,162	9,804	35%	111,065	86%
Hardware maintenance	107,326	115,640	115,640	112,640	5,314	5%	8,314	7%
IT Consummerables	1,600	1,103	1,603	4,000	2,400	60%	(497)	(45%)
IT Hardware Disposals	1,000	150	500	1,500	500	33%	(850)	(567%)
Managed Web/Internet Services	412,755	313,158	364,836	373,654	(39,101)	(10%)	(99,598)	(32%)
NetRegulate software support and maintenance	227,222	198,757	198,756	205,719	(21,503)	(10%)	(28,466)	(14%)
Offsite tape data archive	1,800	1,562	1,506	1,800	0	0%	(238)	(15%)
Software Licences	0	3,841	0	0	0	0%	3,841	100%
Specialist External Support IT	17,500	21,728	5,296	12,000	(5,500)	(46%)	4,228	19%
Computer Costs Subtotal	1,201,701	1,082,854	999,097	1,028,644	(173,057)	(17%)	(118,848)	(11%)
Mobile Phone & Blackberry	1,980	3,353	3,095	3,055	1,075	35%	1,373	41%
Printing & Stationery	32,767	20,880	7,364	1,000	(31,767)	(3177%)	(11,887)	(57%)
Telephone	34,000	31,499	35,760	30,000	(4,000)	(13%)	(2,501)	(8%)
Office Services Subtotal	68,747	55,732	46,219	34,055	(34,692)	(102%)	(13,015)	(23%)
Legal Advice	1,000	0	500	1,000	0	0%	(1,000)	0%
Professional Fees Subtotal	1,000	0	500	1,000	0	0%	(1,000)	0%

HEALTH AND CARE PROFESSIONS COUNCIL
 2016-17 BUDGET
 DEPARTMENT: IT

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Small Project Costs	67,500	108,904	81,518	88,250	20,750	24%	41,404	38%
Small Projects Subtotal	67,500	108,904	81,518	88,250	20,750	24%	41,404	38%
Training	29,000	23,835	25,597	26,000	(3,000)	(12%)	(5,165)	(22%)
Specific Department Costs Subtotal	29,000	23,835	25,597	26,000	(3,000)	(12%)	(5,165)	(22%)
Grand Total:	2,026,822	1,885,597	1,767,916	1,816,464	(210,358)	(12%)	(141,225)	(7%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: PROJECTS**

	Prior Years Expenditure	Budget 2016-17	Expected Costs 2017-18 Onwards	Total Expected Project Cost
	£	£	£	£
Opex				
MP64 Education System Build Opex	203,509	-	-	203,509
MP 74 SAGE and PRS upgrade Opex	30,981	-	-	30,981
MP 76 Domino to Exchange migration Opex	9,590	-	-	9,590
MP78 HR and Partners Build Opex	78,745	165,838	-	244,583
MP80 Stakeholder Relationship Management system Opex	1,881	21,906	-	23,787
MP 81 Professional Qualifications Directive Opex	7,972	-	-	7,972
MP 82 Telephone Credit card automation and hosting change Opex	31,953	-	-	31,953
MP 84 405 Kennington Road Fit Out Opex	224,464	-	-	224,464
MP85 Registrations Transformation and Improvement project Opex	75,436	503,481	541,174	1,120,091
MP86 Establishing the new Tribunal service Opex	14,048	102,023	-	116,071
MP87 PCI / DSS project Opex	-	50,000	-	50,000
MP88 HCPC website review and build project Opex	-	30,333	12,167	42,500
MP90 Net Regulate changes 2016-17 Opex	-	2,000	-	2,000
FTP CMS review Opex	-	16,750	25,000	41,750
Restack Opex	79,654	-	-	79,654
Refurbishment of 186 KPR Opex	-	464,966	-	464,966
Regulation of Public Health Specialists	-	-	-	-
Total Opex	758,233	1,357,298	578,341	2,693,871

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: PROJECTS**

	Prior Years Expenditure	Budget 2016-17	Expected Costs 2017-18 Onwards	Total Expected Project Cost
	£	£	£	£
Capex				
MP64 Education System Build Capex	892,094	15,000	-	907,094
MP 74 SAGE and PRS upgrade Capex	57,188	-	-	57,188
MP 76 Domino to Exchange migration Capex	108,510	-	-	108,510
MP78 HR and Partners Build Capex	150,314	304,003	-	454,317
MP80 Stakeholder Relationship Management system Capex	20,199	-	-	20,199
MP 82 Telephone Credit card automation and hosting change Capex	40,204	-	-	40,204
MP 84 405 Kennington Road Fit Out Capex	951,805	-	-	951,805
MP85 Registrations Transformation and Improvement project Capex	261,923	850,226	1,943,537	3,055,686
MP86 Establishing the new Tribunal service Capex	40,328	118,068	-	158,396
MP87 PCI / DSS project Capex	25,000	-	-	25,000
MP88 HCPC website review and build project Capex	-	385,156	263,984	649,140
MP90 Net Regulate changes 2016-17 Capex	-	80,000	-	80,000
FTP CMS review Capex	-	98,850	60,000	158,850
Restack Capex	6,130	13,955	-	20,085
Refurbishment of 186 KPR Capex	-	573,031	-	573,031
Total Capex	2,553,695	2,438,289	2,267,521	7,259,505

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: PROJECTS**

	Prior Years Expenditure	Budget 2016-17	Expected Costs 2017-18 Onwards	Total Expected Project Cost
	£	£	£	£
Opex plus Capex				
MP64 Education System Build	1,095,603	15,000	-	1,110,603
MP 74 SAGE and PRS upgrade	88,169	-	-	88,169
MP 76 Domino to Exchange migration	118,100	-	-	118,100
MP78 HR and Partners Build	229,059	469,841	-	698,900
MP80 Stakeholder Relationship Management system	22,080	21,906	-	43,986
MP 81 Professional Qualifications Directive	7,972	-	-	7,972
MP 82 Telephone Credit card automation and hosting change	72,157	-	-	72,157
MP 84 405 Kennington Road Fit Out	1,176,269	-	-	1,176,269
MP85 Registrations Transformation and Improvement project	337,359	1,353,707	2,484,711	4,175,777
MP86 Establishing the new Tribunal service	54,376	220,091	-	274,467
MP87 PCI / DSS project	25,000	50,000	-	75,000
MP88 HCPC website review and build project	-	415,490	276,150	691,640
MP90 Net Regulate changes 2016-17	-	82,000	-	82,000
FTP CMS review	-	115,600	85,000	200,600
Restack	85,784	13,955	-	99,739
Refurbishment of 186 KPR	-	1,037,997	-	1,037,997
Regulation of Public Health Specialists	-	-	-	-
Grand Total:	3,311,928	3,795,587	2,845,861	9,953,376

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: OPERATIONS**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Basic Pay-Permanent	488,658	385,388	470,346	459,512	(29,146)	(6%)	(103,270)	(27%)
NI ER-Permanent	58,639	45,282	56,053	55,141	(3,498)	(6%)	(13,357)	(29%)
Pension ER-Permanent	41,821	37,827	37,997	42,749	928	2%	(3,994)	(11%)
Temporary Staff	24,570	27,600	0	0	(24,570)	0%	3,030	11%
Payroll Subtotal	613,689	496,097	564,396	557,402	(56,287)	(10%)	(117,592)	(24%)
Accommodation	1,840	864	1,130	0	(1,840)	0%	(976)	(113%)
Conferences & Lecturing	1,500	948	948	2,000	500	25%	(552)	(58%)
Fares	4,000	2,233	1,412	4,400	400	9%	(1,767)	(79%)
Subsistence & Others	1,500	1,545	524	3,000	1,500	50%	45	3%
EMT Travel & Subsistence	2,500	1,623	1,207	0	(2,500)	0%	(877)	(54%)
Travel Subsistence Subtotal	11,340	7,214	5,221	9,400	(1,940)	(21%)	(4,126)	(57%)
Mobile Phone & Blackberry	6,000	3,007	5,742	2,676	(3,324)	(124%)	(2,993)	(100%)
Printing & Stationery	1,000	114	714	4,800	3,800	79%	(886)	(780%)
Room Hire	0	(240)	(240)	0	0	0%	(240)	100%
Office Services Subtotal	7,000	2,881	6,216	7,476	476	6%	(4,119)	(143%)
Information Security	19,000	13,090	21,878	30,000	11,000	37%	(5,910)	(45%)
ISO 9001 Certification	5,000	13,688	6,707	8,000	3,000	38%	8,688	63%
Legal Advice	35,000	24,509	35,923	14,400	(20,600)	(143%)	(10,491)	(43%)
ISO 27001 Certification	5,000	0	0	0	(5,000)	0%	(5,000)	0%
ISO 10002 Certification	4,000	0	0	0	(4,000)	0%	(4,000)	0%
BSI Membership and Standards	1,000	0	0	0	(1,000)	0%	(1,000)	0%
Auditing external sites/suppliers	4,000	0	0	0	(4,000)	0%	(4,000)	0%
Professional Fees Subtotal	73,000	51,287	64,508	52,400	(20,600)	(39%)	(21,713)	(42%)

HEALTH AND CARE PROFESSIONS COUNCIL
 2016-17 BUDGET
 DEPARTMENT: OPERATIONS

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Small Project Costs	20,000	28,760	38,360	25,200	5,200	21%	8,760	30%
Small Projects Subtotal	20,000	28,760	38,360	25,200	5,200	21%	8,760	30%
Archive Storage	19,992	18,550	18,362	21,700	1,708	8%	(1,442)	(8%)
Disaster Contingency Plan	30,000	25,765	29,634	16,800	(13,200)	(79%)	(4,235)	(16%)
Subscriptions	150	813	1,013	2,000	1,850	93%	663	82%
Training	19,000	5,783	18,483	24,000	5,000	21%	(13,217)	(229%)
Specific Department Costs Subtotal	69,142	50,910	67,492	64,500	(4,642)	(7%)	(18,232)	(36%)
Grand Total:	794,171	637,149	746,193	716,378	(77,793)	(11%)	(157,022)	(25%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: POLICY**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Basic Pay-Permanent	230,628	227,337	230,464	228,044	(2,584)	(1%)	(3,292)	(1%)
NI ER-Permanent	27,675	25,775	26,207	27,365	(310)	(1%)	(1,900)	(7%)
Pension ER-Permanent	26,683	0	24,284	27,110	427	2%	(26,683)	0%
Temporary Staff	0	26,891	0	0	0	0%	26,891	100%
Payroll Subtotal	284,987	280,003	280,955	282,519	(2,468)	(1%)	(4,984)	(2%)
Accommodation	2,100	888	1,541	6,500	4,400	68%	(1,212)	(137%)
Conferences & Lecturing	500	1,306	1,017	500	0	0%	806	62%
Fares	3,600	6,177	6,892	8,504	4,904	58%	2,577	42%
Subsistence & Others	1,200	818	1,365	1,500	300	20%	(382)	(47%)
EMT Travel & Subsistence	3,600	9,837	7,383	0	(3,600)	0%	6,237	63%
Travel Subsistence Subtotal	11,000	19,025	18,198	17,004	6,004	35%	8,025	42%
Mobile Phone & Blackberry	696	980	924	696	0	0%	284	29%
Printing & Stationery	24,000	18,796	24,399	22,750	(1,250)	(5%)	(5,204)	(28%)
Room Hire	1,000	1,138	1,576	1,000	0	0%	138	12%
Office Services Subtotal	25,696	20,914	26,899	24,446	(1,250)	(5%)	(4,782)	(23%)
Research	110,000	81,901	99,791	100,000	(10,000)	(10%)	(28,099)	(34%)
Standards of Proficiency	4,000	2,380	2,343	4,000	0	0%	(1,620)	(68%)
Communications Subtotal	114,000	84,281	102,134	104,000	(10,000)	(10%)	(29,720)	(35%)
Legal Advice	4,000	1,788	2,988	4,000	0	0%	(2,212)	(124%)
Professional Fees Subtotal	4,000	1,788	2,988	4,000	0	0%	(2,212)	(124%)
Subscriptions	852	260	455	840	(12)	(1%)	(592)	(228%)
Training	8,996	5,786	7,964	8,500	(496)	(6%)	(3,210)	(55%)
Managers Training	2,000	0	0	0	(2,000)	0%	(2,000)	0%
Specific Department Costs Subtotal	11,848	6,046	8,419	9,340	(2,508)	(27%)	(5,802)	(96%)
Grand Total:	451,531	412,057	439,593	441,309	(10,222)	(2%)	(39,474)	(10%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: REGISTRATIONS**

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Basic Pay-Fixed Term Contract	0	61,501	60,737	117,629	117,629	100%	61,501	100%
Basic Pay-Permanent	1,692,558	1,460,463	1,386,749	1,412,633	(279,925)	(20%)	(232,095)	(16%)
NI ER-Fixed Term Contract	0	6,320	6,206	14,116	14,116	100%	6,320	100%
NI ER-Permanent	203,107	151,900	156,022	169,516	(33,591)	(20%)	(51,207)	(34%)
Overtime-Fixed Term Contract	0	6,206	3,855	0	0	0%	6,206	100%
Overtime-Permanent	78,963	73,979	60,394	60,912	(18,051)	(30%)	(4,984)	(7%)
Pension ER-Fixed Term Contract	0	760	762	7,058	7,058	100%	760	100%
Pension ER-Permanent	127,116	102,729	101,383	109,182	(17,934)	(16%)	(24,387)	(24%)
Temporary Staff	0	105,441	100,103	0	0	0%	105,441	100%
Payroll Subtotal	2,101,744	1,969,299	1,876,211	1,891,046	(210,698)	(11%)	(132,445)	(7%)
Accommodation	300	5,485	3,463	0	(300)	0%	5,185	95%
Conferences & Lecturing	5,000	6,045	8,510	4,000	(1,000)	(25%)	1,045	17%
Fares	3,400	4,523	3,403	3,400	0	0%	1,123	25%
Subsistence & Others	5,070	2,099	1,758	4,800	(270)	(6%)	(2,971)	(142%)
Travel Subsistence Subtotal	13,770	18,152	17,134	12,200	(1,570)	(13%)	4,382	24%
Mobile Phone & Blackberry	4,800	5,059	4,187	4,080	(720)	(18%)	259	5%
Postage	259,555	245,479	249,879	271,054	11,499	4%	(14,076)	(6%)
Printing & Stationery	317,182	304,994	300,341	304,651	(12,531)	(4%)	(12,188)	(4%)
Room Hire	2,000	0	0	0	(2,000)	0%	(2,000)	0%
Catering	348	0	0	0	(348)	0%	(348)	0%
Office Services Subtotal	583,884	555,532	554,407	579,785	(4,099)	(1%)	(28,352)	(5%)

**HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: REGISTRATIONS**

	Budget 2016-17	M9 Reforecast 2015-16	M6 Reforecast 2015-16	Budget 2015-2016	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
	£	£	£	£	£	%	£	%
CPD Assessments	157,493	112,477	115,810	141,606	(15,887)	(11%)	(45,016)	(40%)
Grandparenting Assessments	0	0	0	1,500	1,500	100%	0	0%
International Assessors Fees	351,450	433,859	381,650	259,788	(91,662)	(35%)	82,409	19%
Test of Competence & Aptitude Test	25,912	7,030	9,230	15,756	(10,156)	(64%)	(18,882)	(269%)
Partners Travel	31,416	19,035	21,362	0	(31,416)	0%	(12,381)	(65%)
Partners Accommodation	20,328	9,297	13,576	43,200	22,872	53%	(11,031)	(119%)
Partners Subsistence	9,856	3,033	6,514	0	(9,856)	0%	(6,823)	(225%)
Appeals Legal Assessor	8,256	-	-	-	(8,256)	0%	(8,256)	0%
Appeals Chair	4,476	-	-	-	(4,476)	0%	(4,476)	0%
Appeals Lay Member	2,652	-	-	-	(2,652)	0%	(2,652)	0%
Appeals Registrant Member	5,172	-	-	-	(5,172)	0%	(5,172)	0%
Appeals Travel and Subsistence	11,172	-	-	-	(11,172)	0%	(11,172)	0%
Partners Subtotal	628,183	584,731	548,142	461,850	(166,333)	(36%)	(43,452)	(7%)
Legal Advice	0	0	5,586	0	0	0%	0	0%
Other Professional Fees	0	152	152	0	0	0%	152	100%
Public Law	15,000	13,026	0	0	(15,000)	0%	(1,974)	(15%)
Appeals BDB	18,144	-	-	-	(18,144)	0%	(18,144)	0%
Transcriber	2,232	-	-	-	(2,232)	0%	(2,232)	0%
Professional Fees Subtotal	35,376	13,178	5,738	0	(35,376)	0%	(22,198)	(168%)
Small Project Costs	0	0	0	6,000	6,000	100%	0	0%
Small Projects Subtotal	0	0	0	6,000	6,000	100%	0	0%
Subscriptions	8,288	7,470	7,170	6,735	(1,553)	(23%)	(818)	(11%)
Training	63,512	94,500	77,201	66,469	2,957	4%	30,988	33%
Managers Training	12,076	0	0	0	(12,076)	0%	(12,076)	0%
Specific Department Costs Subtotal	83,876	101,970	84,371	73,204	(10,672)	(15%)	18,094	18%
Grand Total:	3,446,833	3,242,862	3,086,003	3,024,085	(422,748)	(14%)	(203,971)	(6%)

HEALTH AND CARE PROFESSIONS COUNCIL
2016-17 BUDGET
DEPARTMENT: SECRETARIAT

	Budget 2016-17 £	M9 Reforecast 2015-16 £	M6 Reforecast 2015-16 £	Budget 2015-2016 £	Variance 2016-17 budget to 2015-16 budget		Variance 2016-17 budget to M9 Reforecast 2015-16	
					£	%	£	%
Basic Pay-Permanent	169,650	164,738	163,142	166,849	(2,801)	(2%)	(4,912)	(3%)
NI ER-Permanent	20,358	18,036	18,036	20,022	(336)	(2%)	(2,322)	(13%)
Pension ER-Permanent	11,385	11,234	10,932	11,679	294	3%	(151)	(1%)
Payroll Subtotal	201,393	194,008	192,110	198,550	(2,843)	(1%)	(7,385)	(4%)
Accommodation	500	1,230	173	1,500	1,000	67%	730	59%
Conferences & Lecturing	1,000	0	250	1,000	0	0%	(1,000)	0%
Fares	700	788	522	1,500	800	53%	88	11%
Subsistence & Others	1,200	418	1,342	1,600	400	25%	(782)	(187%)
EMT Travel & Subsistence	900	935	714	0	(900)	0%	35	4%
Travel Subsistence Subtotal	4,300	3,371	3,001	5,600	1,300	23%	(929)	(28%)
Mobile Phone & Blackberry	900	903	824	1,800	900	50%	3	0%
Printing & Stationery	10,200	13,482	5,658	8,400	(1,800)	(21%)	3,282	24%
Office Services Subtotal	11,100	14,385	6,482	10,200	(900)	(9%)	3,285	23%
Legal Advice	18,000	15,890	15,275	24,000	6,000	25%	(2,111)	(13%)
Other Professional Fees	35	2,791	2,791	0	(35)	0%	2,756	99%
Professional Fees Subtotal	18,035	18,681	18,066	24,000	5,965	25%	646	3%
Training	8,000	12,666	11,160	8,000	0	0%	4,666	37%
Specific Department Costs Subtotal	8,000	12,666	11,160	8,000	0	0%	4,666	37%
Grand Total:	242,828	243,110	230,819	246,350	3,522	1%	282	0%