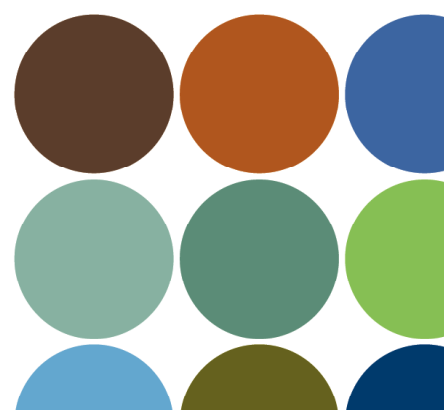


Three Year Forecast Report covering

2019 - 2020

2020- 21

2021 - 22



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Income and Expenditure Accounts

	Year 1	Year 2	Year 3
	2019-20	2020-21	2021-22
	Q3 19-20 Forecast	20-21 Draft Budget	Q3 21-22 Forecast
	£'000	£'000	£'000
Income			
Registration	9,322	9,844	10,349
Dividend Income	252	250	210
Bank & Deposit Interest	28	20	20
Other Income	21	26	20
Total Income	9,623	10,140	10,599
Expenditure			
CEO's Office	225	320	325
Strategy			
Director of Strategy	153	145	152
Governance	696	579	623
Policy	187	240	273
Communications	210	222	192
CET&Standards	455	447	432
Education	710	792	855
Total Strategy	2,412	2,424	2,527
FTP			
Director of FTP	133	138	129
Case Progression	2,066	1,831	1,559
Legal	362	397	417
Hearings	1,291	1,383	1,284
Total FTP	3,851	3,749	3,390
Resources			
Director of Resources	228	140	154
Facilities	1,019	1,078	1,094
Human Resources	529	468	408
Finance	348	475	469
IT	592	843	591
Registration	526	541	485
Total Resources	3,241	3,544	3,201
Depreciation & Amortisation	131	136	129
Total Expenditure	9,859	9,973	9,572

Income and Expenditure Accounts (Contd.)

	Year 1	Year 2	Year 3
	2019-20	2020-21	2021-22
	Q3 19-20 Forecast	20-21 Draft Budget	Q3 21-22 Forecast
	£'000	£'000	£'000
Surplus / (Deficit) before reserve expenditure	(236)	167	1,027
Project Expenditure			
CET Evaluation Project	73	148	81
Education Strategic Review project	128	282	167
Standards Project	51	0	0
CRM Amortisation	15	0	0
IT Strategy Implementation	220	328	100
Total Project expenditure	487	759	348
Surplus / (Deficit) after project expenditure	(723)	(592)	680
Surplus / Deficit	(723)	(592)	680
Unrealised Investment gains	234	232	269
Surplus / (Deficit)	(489)	(360)	949

G O C :- Reserve Projection

	Actual 31/03/2019 £'000	Forecast 31/03/2020 £'000	Draft Budget 31/03/2021 £'000	Forecast 31/03/2022 £'000
Reserves				
Legal Costs Reserve	1,624	1,624	1,624	1,624
Strategic Reserve	2,984	2,984	2,984	2,984
General Reserve b/f	2,424	2,424	1,935	1,575
Result for year	0	(489)	(360)	949
Total	7,032	6,543	6,183	7,132

Headcount Projection (FTE's)

	2019-20		2020-21		2021-22	
	Apr-19	Mar-20	Apr-20	Mar-21	Apr-21	Mar-22
Chief Executive Total	2	2	2	2	2	2
Strategy Total	26	24	25	25	25	25
FTP Total	36.5	34.5	35.5	34.5	32.5	32.5
Resources Total	21.5	26	26	25	22	22
Projects Total	3	6	4	4	3	1
Total Headcount	89	92.5	92.5	90.5	84.5	82.5

GOC Cash Projection 2019-20

Month ending	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Full year 2019-20
	Actual £'000's	Actual £'000's	Actual £'000's	Actual £'000's	Actual £'000's	Actual £'000's	Actual £'000's	Actual £'000's	Actual £'000's	Q3 Forecast £'000's	Q3 Forecast £'000's	Q3 Forecast £'000's	Budget £'000's
Opening Balance	1,997	724	419	512	692	744	894	685	716	967	237	352	1,997
Income													
Registration	315	46	52	166	116	20	118	20	15	140	1,492	7,505	10,006
Investment income	27	1	21	2	28	23	37	20	16	18	21	21	236
Other	3	1	0	1	0	1	3	0	313	1	2	2	327
Transfers from Deposit Account	600	600	900	700	700	1,100	700	800	700	0	0	0	6,800
Transfers from Investment	0	0	0	0	0	0	0	0	200	0	200	0	400
Total Cash Inflow	945	648	974	869	844	1,144	859	841	1,244	159	1,715	7,528	17,770
Expenditure													
Staff payroll	320	230	243	225	238	246	246	259	241	247	243	243	2,982
Council / Members payroll	38	40	37	33	29	34	55	42	47	50	71	76	551
HMRC	123	150	135	140	129	134	211	144	152	133	144	147	1,742
Pension Contributions	40	88	42	-	133	0	44	46	48	43	41	41	566
Approvers and advisors	9	6	7	7	10	9	10	11	8	7	13	9	107
Rent and service charge	-	-	200	-	-	187	0	0	187	-	-	187	762
Corporate credit cards	22	15	10	30	19	24	37	31	34	16	30	30	297
Supplier payments	151	419	189	245	217	345	247	261	262	380	141	458	3,315
Direct Debits	15	7	17	10	16	16	17	16	15	13	16	16	173
Fixed assets	-	-	-	-	-	0	0	0	0	-	-	-	0
Transfers to Deposit Account	1,500	-	-	-	-	0	200	0	0	-	900	6,300	8,900
Total Cash outflow	2,218	954	880	689	792	994	1,068	810	993	888	1,600	7,507	19,394
Net Cash in / (outflow)	(1,273)	(305)	94	180	52	150	(209)	31	251	(729)	115	21	(1,624)
Closing Balance	724	419	512	692	744	894	685	716	967	237	352	373	373
On Deposit													
Opening balance	5,100	6,000	5,400	4,500	3,800	3,100	2,000	1,500	700	(0)	(0)	900	
Deposited	1,500	0	0	0	0	0	200	0	0	0	900	6,300	
Withdrawn	(600)	(600)	(900)	(700)	(700)	(1,100)	(700)	(800)	(700)	0	0	0	
Closing Balance	6,000	5,400	4,500	3,800	3,100	2,000	1,500	700	(0)	(0)	900	7,200	
Brewin Dolphin Investment													
Opening balance	8,035	8,035	8,035	8,326	8,326	8,326	8,311	8,311	8,311	8,541	8,541	8,341	
Unrealised Gains	0	0	321	0	0	73	0	0	173	0	0	59	
Share transactions			(30)			(88)			257				
Deposited	0	0	0	0	0	0	0	0	0	0	0	0	
Withdrawn	0	0	0	0	0	0	0	0	(200)	0	(200)	0	
Closing Balance	8,035	8,035	8,326	8,326	8,326	8,311	8,311	8,311	8,541	8,541	8,341	8,400	

GOC Cash Projection 2020-21 and 2021-22

Month ending	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Full year 2020-21	Full year 2021-22
	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's	Budget £'000's
Opening Balance	373	316	330	343	377	378	325	320	337	314	380	342	373	377
Income														
Registration	40	40	155	97	69	62	38	38	38	282	1,563	7,869	10,290	10,632
Investment income	23	23	23	23	23	23	23	23	23	23	23	23	270	230
Other	2	2	2	2	2	2	2	2	2	2	2	2	20	20
Transfers from Deposit Account	750	800	900	750	700	1,000	850	800	650	0	0	0	7,200	7,600
Transfers from Investment	0	0	0	0	0	0	0	0	250	650	0	0	900	200
Total Cash Inflow	814	864	1,079	872	793	1,086	912	862	962	956	1,588	7,893	18,680	18,682
Expenditure														
Staff payroll	259	257	259	260	258	258	254	257	252	250	250	250	3,064	3,281
Council / Members payroll	100	84	97	77	73	104	97	98	76	76	91	78	1,051	619
HMRC	164	156	163	155	152	165	161	163	151	150	156	151	1,886	1,741
Pension Contributions	44	44	44	44	44	44	43	44	43	42	42	42	519	556
Approvers and advisors	10	13	12	9	11	10	8	11	12	14	15	15	142	146
Rent and service charge	-	-	200	-	-	200	-	-	200	-	-	200	799	823
Corporate credit cards	30	30	30	30	30	30	30	30	30	30	30	30	360	371
Supplier payments	245	248	243	243	207	312	305	223	203	309	122	374	3,033	2,127
Direct Debits	16	16	16	16	16	16	16	16	16	16	16	16	192	198
Fixed assets	3	3	3	3	3	3	3	3	3	3	3	3	31	32
Transfers to Deposit Account											900	6700	7,600	8,500
Total Cash outflow	871	850	1,066	838	792	1,140	917	844	985	890	1,626	7,858	18,677	18,393
Net Cash in / (outflow)	(57)	14	13	34	1	(54)	(5)	17	(23)	66	(38)	35	3	289
Closing Balance	316	330	343	377	378	325	320	337	314	380	342	377	377	666
On Deposit														
Opening balance	7,200	6,450	5,650	4,750	4,000	3,300	2,300	1,450	650	(0)	(0)	900	7,200	7,600
Deposited	0	0	0	0	0	0	0	0	0	0	900	6,700	7,600	8,500
Withdrawn	(750)	(800)	(900)	(750)	(700)	(1,000)	(850)	(800)	(650)	0	0	0	(7,200)	(7,600)
Closing Balance	6,450	5,650	4,750	4,000	3,300	2,300	1,450	650	(0)	(0)	900	7,600	7,600	8,500
Brewin Dolphin Investment														
Opening balance	8,400	8,400	8,400	8,458	8,458	8,458	8,516	8,516	8,516	8,324	7,674	7,674	8,400	7,732
Unrealised Gains	0	0	58	0	0	58	0	0	58	0	0	58	232	269
Share transactions			0			0			0			0	0	0
Deposited	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0	0	0	(250)	(650)	0	0	(900)	(200)
Closing Balance	8,400	8,400	8,458	8,458	8,458	8,516	8,516	8,516	8,324	7,674	7,674	7,732	7,732	7,801