

# **Professional Standards Authority Business Plan 2022/23**

**(incorporating the Strategic Plan  
2021-2024)**

SG/2022/107



## Professional Standards Authority for Health and Social Care Business Plan 2022/23 incorporate strategic plan

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# 1. About the Professional Standards Authority

- 1.1 The Professional Standards Authority for Health and Social Care promotes the health, safety and wellbeing of patients, service users and the public by raising standards of regulation and voluntary registration of people working in health and care. We are an independent body, accountable to the UK Parliament, and work closely with the devolved administrations in Northern Ireland, Scotland and Wales.
- 1.2 We oversee the work of 10 statutory bodies that regulate health professionals in the UK and social workers in England. We review the regulators' performance and audit and scrutinise their decisions about whether people on their registers are fit to practise.
- 1.3 We also set standards for organisations holding registers for people in unregulated health and care occupations and accredit those organisations that meet our standards.
- 1.4 To encourage improvement, we share good practice and knowledge, conduct research and introduce new ideas including our concept of right-touch regulation. We monitor policy developments in the UK and internationally and provide advice to governments and others on matters relating to people working in health and care.
- 1.5 We also undertake some international commissions, which are paid for by the commissioners, to extend our understanding of regulation of a global workforce.

## 2. Status and funding

- 2.1 The Authority operates as an independent body with statutory duties. It is accountable to Parliament.
- 2.2 The Authority is funded through:
  - Fees collected from the regulatory bodies that we oversee, which fund the costs of its regulation and standards functions
  - Income arising from the accreditation of voluntary registers. This activity is on a cost-recovery basis and is accounted for separately from the regulation and standards work
  - Income for advice and investigations that are commissioned by the Secretary of State and/or the Devolved Administrations. These commissions are funded by fees set by the Authority
  - Income from other activities, for example, fees from the provision of advice and advisory services to governments, regulatory bodies and other similar organisations in the UK and abroad.
- 2.3 The Authority is required by the Health and Social Care Act 2012 to consult with the regulatory bodies advising them of its proposed budget requirement for the regulation and standards functions. This consultation is provided in the annexe to the business plan.

## 3. Our purpose

3.1 The Authority has been established to:

- promote the interest of patients and other members of the public in relation to the performance of the regulatory bodies
- promote best practice in the performance of professional regulation functions
- formulate principles of good regulation and encourage regulatory bodies to conform
- promote cooperation between regulatory bodies.

3.2 The work we undertake to fulfil our overall purpose and duties to which the Professional Standards Authority for Health and Social Care (Fees) Regulations 2015 apply has not changed in the last 12 months and is:

- Reviewing fitness to practise cases under Section 29 of our legislation and referring cases to the relevant Courts if we consider a decision about a practitioner's fitness to practise is not sufficient to protect the public
- Investigating and reporting on the performance of each regulatory body
- Making recommendations to a regulatory body to change the way it performs its functions
- Providing advice to the regulatory bodies in relation to their statutory functions, based on research and our work to improve and develop standards
- Assisting the Privy Council with its appointments functions in relation to the regulatory bodies
- Seeking the views of members of the public and bodies which appear to represent the interests of service users on matters relevant to our functions
- Providing the views and opinions of the Authority about regulatory matters to others, developing, gathering and synthesising evidence in support of that, and responding to those consulting on such issues
- Organising meetings and other events to facilitate debate, discussion, cooperation and improvement and participating in seminars and conferences in the UK and elsewhere
- Undertaking anything we believe to be necessary or expedient for the performance of our functions
- Reporting on any matter as requested by the UK Government, the Northern Ireland Assembly Government, the Welsh Assembly Government or the Scottish Government
- Supporting the work of the Health Select Committee
- Undertaking the accounting, reporting, planning and legislative requirements necessary for the running of the Authority
- Publishing information about the Authority and the exercise of its functions.

## 4. Strategic Plan 2021-24

4.1 The Professional Standards Authority has four key functions.

1. We drive improvements in the ten statutory regulators in health and social care by undertaking annual reviews of effectiveness.
2. We provide a safety net for any fitness to practise decisions that are insufficient to protect the public.
3. We raise standards in health and social care professionals in non-statutory roles through our accredited registers programme.
4. We use research and policy development to improve regulation and registration to better protect patients, service users and the public.

### Our operating context

4.2 The independence and expertise of the Authority put us in a unique position to respond to regulatory challenges in health and social care. These challenges include:

- the professional regulation response to the Covid-19 emergency and learning from this to improve regulation in the future;
- working with the UK governments to shape the reform of professional regulation;
- working with regulators to implement reform during 2021-24, ensuring that the changes provide effective public protection;
- improving collaboration between regulators to better protect the public;
- working with regulators and stakeholders to undertake research and share good practice to improve regulation;
- ensuring that regulation provides appropriate protection for the most vulnerable;
- assessing the risks of different health systems and regulatory approaches in the four countries of the UK;
- planning for the regulatory challenges brought by technological changes.

### Vision

4.3 Safe care through high standards of conduct and competence in health and social care professionals.

### Mission

4.4 To protect patients, service users and the public by improving the regulation and registration of health and social care professionals.

### Values

4.5 Our values describe how we work with colleagues and external stakeholders. We strive to promote, develop and demonstrate these values in everything we do. A positive culture leads to better performance and better outcomes for patients and the public.

4.6 Our values are:

- Integrity – we will be open, honest and trust each other.

- Transparency – we will be clear about our performance and the reasons for our decisions with all stakeholders.
- Respect – we will treat each other, and those we work with outside the organisation, with respect at all times.
- Fairness – we will strive to be fair in all our decision-making.
- Teamwork – we will work in partnership to deliver better outcomes for patients and the public.

#### Our approach

- 4.7 The Professional Standards Authority was established in 2003 and recognises the improvements made in regulation and registration since that time. The Authority continues to review and improve its core processes to reflect these improvements and to respond to our operating environment.
- 4.8 We introduced a new accredited registers programme in 2021/22 which is financially sustainable, cost effective, robust and better meets the needs of employers, patients and the public. We will also be making changes to our performance review processes to make the reviews more timely, proportionate and effective in bringing about improvements in regulation.
- 4.9 We will focus more on how we can use the unique role of the Authority to promote and support improvements in regulation and registration for the benefit of patients and the wider public. This will include promoting, shaping and supporting regulatory reform, recognising our key role during a period of significant change over the next few years.

#### Strategic aim 1

- 4.10 To protect the public by delivering highly effective oversight of regulation and registration.
- To deliver our statutory duties, targeting our resources where there is greatest risk to the public.
  - To be transparent in our decision-making and reporting, recognising those who are committed to achieving high standards and being rigorous, clear and fair when reporting non-compliance with our standards.
  - To support improvement and high standards in health and social care regulation and registration through the effective use of information, data and intelligence.
  - To lead the development of more effective regulation through reviewing our standards, research, policy advice and improvement activities; and by promoting, shaping and supporting regulatory reform.
- 4.11 In 2021-23 we will:
- Deliver robust and fair performance reviews of the statutory regulators; use our Section 29 powers to review the outcomes of fitness to practise panels; manage the accredited registers programme; and report our findings to Parliament.
  - Implement our improved accredited registers programme and complete the work on reviewing our performance review processes to ensure they are proportionate, timely and effective.



- Contribute to improvements in regulation through research, policy advice and implementation of our new performance review processes, including the sharing of good practice.
- Promote the importance of equality, diversity and inclusion in the regulators and accredited registers we oversee.

### Strategic aim 2

- 4.12 To ensure an effective and coherent approach to protecting the public from harm by promoting and facilitating cooperation and collaboration between regulators.
- To maintain strong relationships with statutory regulators, organisations with accredited registers and other stakeholders to improve standards in professional practice and to promote equality, diversity and inclusion.
  - To work collaboratively with professional and system regulators in health and social care to better protect the public.
  - To ensure that the accredited registers programme and other forms of assurance in health and social care complement statutory regulation to provide a coherent approach to safe care.
  - To provide support and guidance to regulators and accredited registers to improve their work in the interest of public protection.
- 4.13 In 2021-23 we will:
- Continue to deliver our stakeholder engagement strategy and use this to share knowledge, learning and good practice and to promote, shape and support regulatory reform.
  - Engage with patient groups and the public to promote the interests of users of healthcare, social care and social work in the work of regulators and accredited registers.
  - Review the communication, cooperation and collaboration between professional regulators, and with system regulators, in order to bring about improvements.
  - Engage with regulators and accredited registers to promote and monitor equality, diversity and inclusion.

### Strategic aim 3

- 4.14 To ensure the Authority is well led, with a clear focus on quality improvement, effective financial management, equality and diversity, and investment in our people.
- To promote and monitor equality, diversity and inclusion within the Authority and in those we oversee.
  - To maintain and improve cost-effectiveness and quality by systematically reviewing systems, processes and procedures and by working with others.
  - To retain and develop our staff and to maintain a positive working culture.
  - To improve expertise and support delivery through high quality learning and development.
- 4.15 In 2021-23 we will:
- Deliver our finance, ICT and people strategies.

- Improve our effectiveness and increase our value for money.
- Deliver the action plan arising from our equality, diversity and inclusion project.
- Provide a wide range of relevant and useful professional development opportunities for all staff.

## Covid-19

- 4.16 The Covid-19 pandemic has had a significant impact on the work of the Authority since March 2020 and will continue to do so in 2022/23. The Authority has worked closely with the regulators, organisations holding accredited registers and other stakeholders to support the response of the health and care sector to the pandemic. In addition, in April 2021 the Authority published ‘Learning from Covid-19: a case-study review’, outlining the lessons that professional regulation can learn from the pandemic.
- 4.17 We expect the impact of Covid-19 on the Authority in the coming year to reduce as many return to some office-based working. However, we recognise that the risks of disruption to work activities due to staff illness and further travel/work restrictions could increase again. This could result in: changes to timetables of performance reviews and accreditation decisions due to work pressures and/or disruptions; further disruption to research work; and possible changes in the number and type of fitness to practise decisions reviewed by the Authority due to backlogs in cases from 2020/21 and 2021/22.
- 4.18 We recognise that the Covid-19 pandemic will continue to have an impact on the work of the regulators and accredited registers in 2022/23, as well as on the professionals working in health and social care. The Authority is committed to supporting the regulators and accredited registers throughout this period and will take into account the operating context in performance reviews and accreditation decisions.

## Reform of professional regulation

- 4.19 Professional regulation in health and social care faces two significant sources of reform. The first follows the government consultation between March and June 2021 (*Regulating Healthcare Professionals, Protecting the Public*), which outlined policy proposals for the reform of nine of the ten regulators overseen by the Authority (not Social work England). It is expected that these proposals will form the basis of changes to each of the regulators in turn, starting with the General Medical Council. These are major changes in the legislation and operating practices of the regulators and it may be several years before all the changes are implemented.
- 4.20 The second source of potential reform relates to proposals in the Health and Care Bill to review the number of regulators and which professions should be statutorily regulated. A review, commissioned by the DHSC and led by KPMG, is taking place in the second half of 2021 and may lead to proposals for changes to the regulatory landscape over and above those planned as part of *Regulating Healthcare Professionals, Protecting the Public*.
- 4.21 These two sources of reform are generating a considerable body of work for the Authority as it strives to ensure that any changes made maintain and enhance public protection. The Authority will also be adapting its own processes to support the reforms effectively. There may also be further regulatory risks associated with this period of major change over the next few years, which will require proportionate oversight by the Authority.

## 5. Business Plan 2022/23

### Standards and Policy

- 5.1 We will carry out the policy and research programme approved by the Board, including research with the public. This will include essential projects to support regulatory reform and our commitment to improving equality, diversity and inclusion.
- 5.2 We will continue to pursue our Bridging the Gap project to encourage better coordination, co-operation and collaboration across the regulatory and patient safety system; and the Future Workforce project to develop regulatory approaches that reflect working practices in health and care.
- 5.3 We will provide advice to the Secretaries of State and Ministers as required. We will provide leadership, guidance and advice to regulators and DHSC to help them implement reforms successfully. We will support improvement of Authority processes that underpin the implementation of the reforms and seek opportunities to use reform to further improve regulation and registration.
- 5.4 We will continue to monitor and respond to consultations, and to monitor the impact of regulatory policy.

### Communications and engagement

- 5.5 We will implement our stakeholder engagement strategy and plans. We will carry out any communications and engagement arising from the Health and Care Bill and associated work.
- 5.6 We will hold our annual events, both online and in-person, including an autumn symposium, academic conference and seminars in Scotland and Wales and possibly Northern Ireland. We will review and update our website which has been operating in the current format for a few years now to optimise its performance and improve our accessibility for diverse audiences.
- 5.7 We will commission a perception audit and conduct a publications audit to check and improve the accessibility of our work to our different audiences and implementing actions in accordance with our EDI action plan. We will continue to provide communication and engagement support for regulation and registration improvement activities.

### Accredited registers (AR)

- 5.8 During the year we will continue to assess new applications and applications for renewal, including carrying out in-year monitoring and any targeted reviews. The changes we made during 2021/22 will be reviewed and further improvements will be made.
- 5.9 Depending on the success of the AR safeguarding pilot during 2021/22 we expect to oversee the transition of all registers to carrying out DBS checks on any registrants not already covered by employer checks.
- 5.10 We anticipate that there will be internal audit of AR in 2022/23 to check on the implementation of the new approach introduced in 2021/22.

## Scrutiny and Quality

- 5.11 The work of the Scrutiny and Quality directorate covers three of the Authority's statutory functions: reporting to Parliament on the work of the regulators (performance review); reviewing regulators' final fitness to practise decisions (section 29); and advising the Privy Council about regulators' appointments to their Councils. In addition, it deals with concerns raised generally about regulators.

### Performance review

- 5.12 The performance review team will continue to review all ten regulators and report to Parliament on their performance.
- 5.13 In 2020/21, we consulted on whether we should amend the performance review process. Following that consultation, we decided that we would aim to focus more of our work on monitoring the regulators in-year so that we could produce our reports on a more timely basis after the year-end. We also decided to further improve our engagement with stakeholders and other improvements to our internal processes. We are currently looking at further changes to our processes which will make performance reviews more proportionate and more effective at driving improvements in regulation.
- 5.14 We will be developing these changes during the 2021/22 business year and will be implementing them in the course of 2022/23.
- 5.15 The team will be monitoring the reforms that will be implemented following the Government's recent consultation on regulatory reform and be considering whether its own processes need to be amended in the light of that and the implementation of those reforms by the regulators.
- 5.16 The recent audit of Equality, Diversity and Inclusion (EDI) identified the need for the team to gain a greater understanding of EDI within the health and social care sector and how we can best ensure that the regulators are appropriately promoting and monitoring EDI.

### Section 29

- 5.17 The section 29 (s.29) team reviews the decisions of the regulators' fitness to practise panels to consider whether these are sufficient to protect the public. If it considers that they are insufficient then the Authority can refer the case to the relevant court.
- 5.18 The Authority receives all decisions which fall within our jurisdiction. We do not review cases where the registrant has been removed from the register or some others (e.g. further suspension) where in our view the decision is likely to be sufficient to protect the public. In practice, this means that around 30% of cases are closed without review.
- 5.19 For the remainder, we undertake an initial review to establish whether there are concerns about the decision. If there are, we seek further information (typically, the papers before the panel and a transcript of the hearing) so that we can assess whether those concerns suggest that the decision may be insufficient to protect the public. If the concerns remain, then we hold a case meeting with advice from external lawyers before we decide whether to refer the case.
- 5.20 In 2020/21, the Authority received 2018 cases. This was a significant reduction on the numbers in previous years, reflecting the fact that there had been a fall in the number of hearings as a result of the Covid-19 pandemic. While the number of cases being

heard has increased in 2021/22, we are aware that many regulators have a substantial backlog of cases. We would, therefore, expect that number to be significantly higher in 2022/23 and have estimated 3500 cases. We believe that our existing resources will be able to accommodate the increase in cases.

- 5.21 The team will be considering how we approach the proposals in the Government consultation on regulatory reform that the Authority should be able to refer cases which fall outside our s.29 jurisdiction to the Registrar of the relevant regulator.
- 5.22 We are aware of significant and long-standing concerns about the number of BAME registrants within the fitness to practise processes of some regulators. Our equality, diversity and inclusion audit in early 2021 recommended that we consider how far regulatory decision-making impacts on individuals with different protected characteristics and whether this can provide learning for our own processes and decision-making. We will be undertaking work in this area in 2021/22 and 2022/23.

#### **Appointments to the regulators' governing bodies**

- 5.23 The Authority reviewed 14 appointments processes in 2020/21. We expect that number to be similar in 2022/23.
- 5.24 We will be reviewing our processes and guidance for appointments following our EDI audit.

#### **Concerns**

- 5.25 The Authority continues to receive a growing number of concerns about the regulators. In 2020/21 there were 551, which represented an increase of over 30% on the previous year. At present this volume of work can be managed within our existing resources.

#### **Equality Diversity and Inclusion (EDI)**

- 5.26 In 2020/21 the Authority commissioned an audit of its approach to EDI which made a number of recommendations in respect of its processes both internally and externally. The Authority will be appointing a fixed-term contractor to assist it to implement these recommendations.
- 5.27 In 2021/22, we will be undertaking training and doing further work to articulate the Authority's vision and improve its understanding of EDI issues. In 2022/23, we will be addressing our processes both internally and externally.

#### **Corporate Services**

- 5.28 The team provides the following services: finance, human resources (HR), information and communications technology (ICT), information security, information governance, risk management, audit, facilities, health and safety, business continuity, procurement and office administration.
- 5.29 The team works to ensure that the Authority is an independent, effective, value for money organisation. It supports the Board and executive in delivering the functionality and smooth operation of the organisation.

#### **Work for 2022/23**

- 5.30 In the coming year the team will continue to support the general operation of the Authority while looking to identify further improvements and efficiencies.

- 5.31 Particular projects for 2022/23 will include monitoring and managing our post-Covid working patterns, implementing our ICT development programme; planning and implementing the office relocation; and reviewing our membership of the NHS Pension Scheme.
- 5.32 HR and Governance continue to provide day-to-day support and respond to all staffing issues and HR matters. The team will be supporting the Nominations Committee in the Board appointments process for upcoming 2022/23 appointments. They will work closely with our recently appointed EDI consultant to help deliver our action plan, ensuring EDI is at the centre of what we do. They will also deliver year three of the People Strategy and deliver the service development plan.
- 5.33 Finance will continue to provide effective day-to-day running of the finance function, overseeing all financial transactions, procurement and payroll. They will deliver year three of the Finance Strategy and the service development plan for 2022/23, building on the recent well received improvements to financial reporting.
- 5.34 ICT will continue to provide effective day-to-day helpdesk support, contract management and cyber security. Their main focus will be implementing the ICT developments to coincide with the office move in 2022.

## 6. Finance and Resources

- 6.1 The Authority operates as an independent body with statutory duties. It is accountable to Parliament.
- 6.2 The Authority is funded through:
- Fees collected from the regulatory bodies that it oversees, which fund the costs of its regulatory and standards functions
  - Income arising from the accreditation of voluntary registers.
  - Income for advice and investigations that are specifically commissioned by the Secretary of State and/or the Devolved Administrations.
  - Income from other activities, for example, fees from the provision of advice and advisory services to governments, regulatory bodies and other similar organisations in the UK and abroad.
- 6.3 The Authority is required by the Health and Social Care Act 2012 to consult with the regulatory bodies advising them of its proposed budget requirement. This consultation is found in the annexe to this document.

### **Value for Money**

- 6.4 The Authority is committed to delivering value for money. It aims to do so in three ways: carefully reviewing expenditure and controlling costs; systematically evaluating core processes to identify improvements in effectiveness and efficiency; and maximising the benefits of our work in the interests of better regulation and registration.
- 6.5 In 2021/22 we are carrying out a review of our pensions arrangements so that we can consider if there is a more suitable, cost efficient, alternative to the current NHS defined benefit scheme.
- 6.6 As for many other organisations, the Authority has made savings in some office costs as a result of remote working during the Covid-19 pandemic. Although most staff returned to office-based working in September 2021 for 2-3 days each week, we expect to continue to make some savings in office costs. Furthermore, we will continue to have virtual meetings for our Scrutiny and Finance Committees, which will reduce travel and subsistence costs for Board members.
- 6.7 We have to relocate to alternative accommodation in 2022 as our lease is not being renewed after October 2022. We are considering cost efficient alternatives, including significantly reducing our space requirement. Our current accommodation costs are relatively low (although are likely to have risen significantly if the lease had been renewed) and therefore the cost per unit area of new office space is likely to be notably higher. In reducing our space requirements we aim to have accommodation costs in the new office facilities that are no more than our current costs, and will strive for savings if this is possible.
- 6.8 The Authority is conscious of the financial pressures faced by many registrants working in health and social care. The average cost per registrant (based on registrant numbers on 1 January 2021) of the Authority's regulation and standard-setting work in 2022/23 will be £2.75. This compares with £2.72 in 2021/22, £2.68 in 2020/21 and £2.70 in 2019/20, as shown below.



- 6.9 In preparing the proposed budget for 2022/23 the Authority aimed to deliver a similar budget for the third year in a row by controlling costs and making savings in the areas where costs are not fixed. Two exceptional items are the loss of rental income from our subtenant (£63K) from 31 March 2022 and the cost of the temporary part-time Equality, Diversity and Inclusion consultant in 2022/23 (£39K). Together with increased staff costs and inflationary increases on some non-staff costs, the overall increase is £155K. The use of reserves will mitigate these additional costs and the expected fee increase for the regulators in 2022/23 will be 0.985%.
- 6.10 In 2020/21 and 2021/22 the Authority has undertaken work to review its core processes relating to our accredited registers function and performance reviews. The accredited registers function is now based on a self-funding model and has a revised set of standards and operational processes, further improving the effectiveness of the programme. Our work in appraising the performance review processes will conclude in 2022 and will lead to a more proportionate approach that more effectively promotes and supports improvements in the regulators.
- 6.11 In addition to delivering the objectives in our business plans, the Authority strives to deliver additional benefits by responding to issues within health and social care. For example, in 2020/21 we produced guidance on virtual fitness to practise hearings for the regulators in the light of the pandemic, and we undertook a review of learning from the regulatory response to Covid-19, published in April 2021. We also commissioned Professor Deborah Bowman to undertake research on how the pandemic shaped and altered the ethical experiences of practitioners (*Ethics in extraordinary times – practitioner experiences during the pandemic*). In addition, we have been very active in engaging with all aspects of regulatory reform.
- 6.12 The Authority's strategic plan for 2021-24 makes clear our plans to maximise the benefits of our work, with a particular focus on contributing to improvements in regulation through research, policy advice, and the sharing of good practice. This includes our Bridging the Gap and Future Workforce projects. The Authority will also be doing more to promote the importance of equality, diversity and inclusion in the regulators and accredited registers we oversee.

### Assumptions

- 6.13 The assumptions for business as usual in 2022/23 that we will build our budget on are as follows:
- An ongoing 5% vacancy rate.

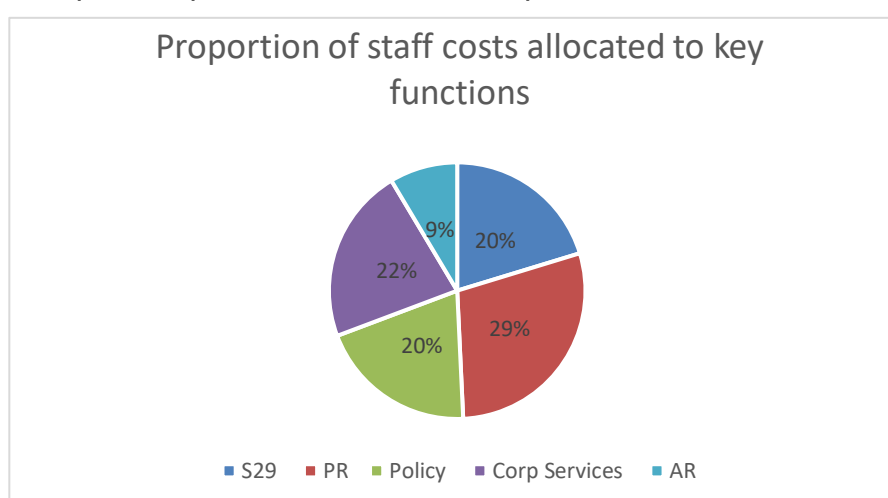


- A 'cost of living' pay increase for staff and Board members of 1%. There was no increase in 2021/22.
- The relevant progression increments for some staff within salary bands.
- Inflation at 1% on some non-staff costs.
- That based on the recovery costs averaged over the last three years, the Authority will recover 25% of its total expenditure on legal advice related to Section 29 cases.
- That the total cost of legal action will remain at the same level as present.
- That no legislative changes that amend the duties of the Authority to an extent that will impact on our costs, will be introduced during the year<sup>1</sup>.
- That the number of fitness to practise cases will be approximately 3,500, a higher level than in 2020/21 and 2021/22 because the regulators will have a backlog of work following the Covid-19 pandemic.
- That the accredited registers programme will cover its costs.
- That the Authority will relocate to a new office that will have equivalent costs to the current accommodation (noting that additional one-off costs are likely to be associated with relocation).

6.14 The staffing establishment as budgeted for is unchanged from 2021/22:

Posts	2022/23	2021/22
Chief executive	1	1
Directors	3	3
Assistant directors	2	2
Heads of functions	4	4
Managers	6	6
Technical specialists	4	4
Officers and advisers	17	17
Administrators	3	3
<b>Total</b>	<b>40</b>	<b>40</b>

6.15 These 40 posts equate to 38.6 full-time equivalents.<sup>2</sup>



<sup>1</sup> It is too early to assess the possible impact of secondary legislation reforms and the Health and Care Bill.

<sup>2</sup> AR costs are not funded from the fees collected from regulators.

## Indicative budgets

<b>Regulation and standards</b>	<b>2022/23 £'000</b>	<b>2021/22 £'000</b>
Net operating expenditure (excluding depreciation for assets purchased during the year and database amortisation)	4,725	4,520
Capital expenditure	50	100
<b>Subtotal</b>	<b>4,775</b>	<b>4,620</b>
Reserves refunded	(216)	(105)
<b>Total funding requirement</b>	<b>4,559</b>	<b>4,515</b>

### Expenditure breakdown

	<b>2022/23 £'000</b>	<b>2021/22 £'000</b>
<b>Expenditure</b>		
Staff costs	3,112	3,046
Other administrative costs	1,724	1,635
<b>Income</b>		
Operating income	(111)	(161)
<b>Net operating expenditure</b>	<b>4,725</b>	<b>4,520</b>

<b>Capital expenditure</b>	<b>2022/23 £'000</b>	<b>2021/22 £'000</b>
Information technology	40	90
Fixtures and fittings	10	10
<b>Capital expenditure</b>	<b>50</b>	<b>100</b>

### Administrative costs

	2022/23 £'000	2021/22 £'000
Members' remuneration	95	93
Legal and professional fees	582	519
Premises and fixed plant	602	591
Training and recruitment	130	125
Communications and conferences	132	132
Establishment expenses	75	73
External audit fee	29	23
Other costs	79	79
Depreciation	0	0
<b>Total administrative costs</b>	<b>1,724</b>	<b>1,635</b>

### Operating Income

	2022/23 £'000	2021/22 £'000
Section 29 cost recoveries	99	86
Sub-tenancy income	0	63
Other operating income	12	12
<b>Total operating income</b>	<b>111</b>	<b>161</b>

### Accredited registers

	2021/22 Budget £'000	2022/23 Budget £'000
<b>Income</b>		
Previous fee model	157	0
New fee model	429	561
Other Income	0	
<b>Total</b>	<b>586</b>	<b>561</b>
<b>Expenditure</b>		
Pay costs	321	337
Non pay costs	220	224
<b>Total</b>	<b>541</b>	<b>561</b>
<b>Total surplus/(deficit)</b>	<b>45</b>	<b>0</b>
<b>DHSC funding</b>	<b>0</b>	<b>-</b>
<b>Net surplus/(deficit)</b>	<b>45</b>	<b>0</b>

## 7. KPIs

Area of work	Key performance indicators
Finance	<ul style="list-style-type: none"> <li>• To pay undisputed invoices:100% in 10 days</li> <li>• Budgeted income / expenditure variance less than 5% (excluding Section 29 that is outside our control)</li> <li>• Payment error rate less than 3%</li> <li>• Late purchase order rate less than 10%</li> </ul>
HR	<ul style="list-style-type: none"> <li>• Staff sickness no more than 2%</li> <li>• Staff turnover to be less than 15%</li> <li>• Average recruitment process less than 12 weeks</li> </ul>
ICT	<ul style="list-style-type: none"> <li>• 85% of helpdesk calls to be closed within 1 day</li> <li>• System unavailability in business hours does not exceed 10 hours in any month</li> </ul>
Information security	No incidents reported to the Information Commissioner's Office
Information requests (FOI / SAR / EIR)	<ul style="list-style-type: none"> <li>• 100% Subject Access Requests dealt with within statutory deadlines</li> <li>• 100% Freedom of Information Act requests dealt with within statutory deadlines</li> </ul>
Audit – external	Unqualified opinion received for accounts
Audit – internal	100% of planned reviews completed within that financial year
Complaints	<ul style="list-style-type: none"> <li>• 100% of complaints acknowledged in five days</li> <li>• Response to all complaints to be completed within 28 days</li> </ul>
Health and safety	No reported incidents causing harm
Section 29 decisions	100% of relevant decisions considered within statutory deadline
Performance Reviews	100% of 2022/23 initial assessments completed on time 100% of 2022/23 performance reviews published within three months of initial indicative timescale

Public concerns about Regulatory bodies	100% of concerns acknowledged within five working days
Accredited Registers	<ul style="list-style-type: none"> <li>▪ 90% of registers have a full assessment within three years of previous assessment.</li> <li>▪ 90% of decisions are made on the annual check within one year of the previous assessment.</li> <li>▪ 90% of full assessments are undertaken within one year of a Condition being issued.</li> <li>▪ 95% of targeted reviews are completed within three months of the date initiated</li> </ul>

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