

Board Paper

for Open session

Subject: **Performance Monitoring Update**

To receive an update on the performance data for Q4 of 2025.

Board meeting:

19 March 2026

Agenda item:

08

Action:

- For noting
- For discussion
- For decision

Purpose

To provide the Board with an overview of operational performance for Q4 of 2025.

Recommendations

The Board is asked to note and comment on the operational performance of ARB as set out in the Annexe to this paper.

Annexes

Annexe A: Q4 Performance Monitoring Report.

Annexe B: Management Accounts and 2025 Full Year Reforecast

Author/Key Contact

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1. Open Session

1.1. This item will be noted in the open session of the Board meeting.

2. Background and key points

Operations

Professional Standards

Case Load

Conduct complaints

- 2.1. The number of conduct complaints during 2025 was as predicted, with an anticipated increase during the reinstatement period. This year-end peak is consistent with 2024; it is a result of architects declaring reportable incidents when renewing their registration. This is positive news; the policy behind requiring architects to make positive declarations as part of the renewal process was to capture reportable incidents, such as criminal convictions.
- 2.2. Looking at longer term trends, complaint numbers continue to increase steadily over time, with around 15% more cases in 2024/25 when compared with 2022/23.
- 2.3. Referrals to the IP and PCC were higher in 2025 than in 2024. This was largely due to the increased declarations during the 2024 reinstatement process, alongside a targeted action plan to improve case progression and KPI performance. That action plan has seen a reduction in early-stage caseloads and the elimination of bottlenecks in the system. It has resulted in an increased PCC caseload, and we recognise the costs and resources associated with PCC activity. We are planning our resources carefully for the rest of the year and looking to 2027.

Misuse of title

- 2.4. For misuse of title cases, numbers returned to usual levels in Q4 after the completion of the Strike Off Audit (SOA).
- 2.5. Title investigations are processed under a RAG system, ensuring that our regulatory response is proportionate to the risk presented in each case. During 2025 45% of cases fell into the most serious category, followed by 40% deemed moderate risk. Around 1% of cases investigated were referred to our external legal providers following persistent title misuse. We did not see any title prosecutions during 2025; the actions taken by our solicitors are highly effective in resolving outstanding misuse with over 80% complying once they receive contact.

- 2.6. We dealt with an unprecedented number of cases in 2025 due to the largest ever SOA. The changes to the reinstatement process in 2024 resulted in a substantial increase in individuals falling within the scope of the SOA last year. The SOA saw 614 individuals screened for title misuse and 364 investigations carried out. That was around three times more investigations when compared with 2024. When the audit closed in Q4, over 50% of those contacted via the SOA had been reinstated to the Register. 97% of investigations were resolved and closed.

KPI Performance

Conduct complaints

- 2.7. We met the cumulative KPI for conduct complaints in Q4. Compliance increased from below 60% in Q4 2024 to 80% a year later. That improvement was a direct result of a targeted action plan introduced in December 2024.
- 2.8. The most challenging KPI remains at the IP stage; this part of the process involves multiple external stakeholders, including associates, witnesses, experts and legal firms, and is therefore more susceptible to delay. Delays at this stage of the process were examined carefully during 2025 and that work has led to the development and proposal of the new investigations model.

Misuse of title

- 2.9. Misuse of title investigations continue to meet the KPI target and have done so consistently since 2024. This is despite the unprecedented number of cases opened during the SOA.

Registration and Accreditation

- 2.10. We continue to positively exceed the existing KPIs in all Registration routes. For architects joining the Register for the first time, through a UK, EU or MRA route, 97% of the 1561 applications were processed within the 15 day KPI. The average time for processing was 4.9 days from receipt.
- 2.11. For those rejoining the Register, after removal for non-payment, or following a previous resignation, 98% of the 1214 applications was processed under the 5 day KPI. The average time was 1.8 days from receipt of the application via the MyARB online portal
- 2.12. For those who used the Competency Standards Group route, either because they were joining the Register for the first time more than two years after completing their Part 3, or re-joining more than two years after leaving, the KPI was also positively exceeded. For the 42 people joining for the first time, 100% of them were processed within the 45 day KPI, with an average time of 16.3 days. Of the 52 people re-joining, 49 (94%) joined within the KPI, or a slightly higher average of 20.8 days. The difference is due to requesting

additional CPD activity information after the application, and assessment by the CSG panel.

- 2.13. The volumes of applications, with the exception of the UK Adaptation Assessment route and MRA certificates, also compared favourably with the budget and income forecast, with every other route matching or exceeding the volumes predicted.
- 2.14. Prescribed exam activity was also as planned, with 104 Part 1 exams held, and 32 Part 2 exams held, making a total of 136 exams in the period February to October 2025. This compared against 140 planned, with the difference being last minute cancellations due to illness or personal circumstances of either the candidates or examiners.
- 2.15. The initial pass rate for Part 1 exams was 55%, with a further 18% being referred to the Lead Examiner for additional submissions. This means 27% of those taking the Part 1 exam failed or did not meet the criteria to be examined by the panel. This rate is similar to last year.
- 2.16. At Part 2, 56% of the candidates passed, with a further 10% being referred to the Lead Examiner. This means that 34% of those Part 2 candidates failed, or did not meet the criteria to be examined. Again, this is similar to 2024.
- 2.17. We held 15 UK Adaptation Assessments in 2025, lower than the 50 planned for. Of these 67% passed.
- 2.18. As discussed at previous Board meetings and Workshops, the changes in international application route volumes and compliance, continues. There were 231 applications using the EU or mixed qualifications routes, of which only 159 were successful in joining the Register. There were 76 successful applications using the MRA routes, and a further 78 applications from those who had previously sat a Prescribed Exam, meaning there is parity between EU and internationally trained architects.
- 2.19. In Accreditation, as part of the Transition Plan to December 2028, we continue to carry out regular review visits, targeted on those Providers who either have identified risks or special conditions, or who have not had a regular visit for some time. We remain on track to have visited all Providers by the end of 2026.
- 2.20. We are also on track to receive the data for the Board's Standards for Providers, with all Providers submitting standards 3 (Governance and Leadership) and 6 (Student Support) in 2025. The Accreditation Committee will consider these in the first part of 2026. Similarly, all Providers are now starting to submit standards 4 (Human Resources) and standard 5 (Teaching and Learning Resources) in 2026.
- 2.21. We now have formal applications from 25 of the 67 existing Providers, with more expected once the Board has discussed the PPE Commission and practical experience elements. We have had extensive pre-submission conversations with almost all of the existing Part 3 Providers, to understand their intentions, and to plan the programme of applications expected in later 2026.
- 2.22. The breakdown of the new qualifications is: 5 new Masters level academic outcomes qualifications, 19 integrated undergraduate and masters level qualifications, and 1 combined academic and practice outcomes qualification. At time of writing, we have scheduled planning meetings with two further institutions for combined academic and

practice qualifications. We anticipate a rapid acceleration of practice outcomes qualification later in 2026, after the Board makes a decision about the PPE Commission workstreams.

External

Policy and Communications

- 2.23. As with Q3, in Q4 our events continued to focus on our education reforms and included further focus groups and reference group meetings for developing our PPE recommendations. We also held a conference in October culture and competence. This helped inform our education reforms but also our wider work, such as our upcoming guidance under the Code of Conduct. During this period, we completed a targeted survey for educators to share their views on our ideas for PPE changes. As was expected from the nature of the survey, respondents were almost all educators (either individuals or providers), including APSA and SCOSA.
- 2.24. We received slightly less media coverage in Q4 2025 than in previous months, and there were more negative stories (10) than in previous 2025 quarters. This was largely due to the RIBA President's resignation from the Register. Impressions and engagement were both up on social media from the previous two quarters, with content relating to the proposals for new registration routes and the RAP proving especially popular. We published two editions of ARB Insight in Q4, and both editions showed good open rates and levels of engagement, being the two best performing editions in this regard for 2025.

Freedom of Information and Subject Access Requests, Whistleblowing and Service Complaints

- 2.25. During 2025 we received 33 Freedom of Information requests and ten Subject Access requests. The Freedom of Information requests have covered areas including commercial information and contract details, professional conduct cases, staff expenses and air travel, and AI provision amongst other things.
- 2.26. 41 out of 43 data requests we received in 2025 were responded to within the deadline. 2 responses to data requests were sent outside the deadline. This was due to staff absences and the complexity of the requests. Whilst we met the relevant deadlines in terms of responding to subject access requests, we have observed that subject access requests are becoming more frequent and complex in nature.
- 2.27. We were notified of one complaint to the Information Commissioner's Office about ARB's handling of a data request during 2025. The complaint was not upheld.
- 2.28. There were no instances of whistleblowing during 2025.
- 2.29. We received four service complaints in 2025, all of which have progressed to the review stage. Further details, including an overview of the lessons learned are set out within the slides which are annexed to this paper.

Internal

Human Resources

- 2.30. Headcount was in line with the budget assumptions and establishment figures for 2025. Turnover statistics and sickness absence remains as expected for Q4 but as we look across the year the high level of sickness absence is due to a small number of long-term sickness absence.

Financial Performance & outlook

- 2.31. Information on financial performance is set out separately relating to the management accounts for 2025.
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3. Risk Implications

- 3.1 There are no risk implications specifically relating to this paper, although organisational performance directly relates to the delivery of our corporate strategy and our Business Plan.
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4. Equality and diversity implications

- 4.1 There are no EDI implications specifically relating to this paper.
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5. Recommendations

- 5.1 The Board is asked to note and comment on the operational performance of ARB as set out in the paper.



Architects
Registration
Board

Performance Monitoring Report: 2025, Quarter 4



Contents

1. Balanced scorecard
 - a) Operations: Professional Standards, Registration and Accreditation
 - b) External: Communications, Freedom of Information and Subject Access Requests
 - c) Internal: Human Resources
 - d) Finance: Financial performance and outlook

1. Balanced scorecard

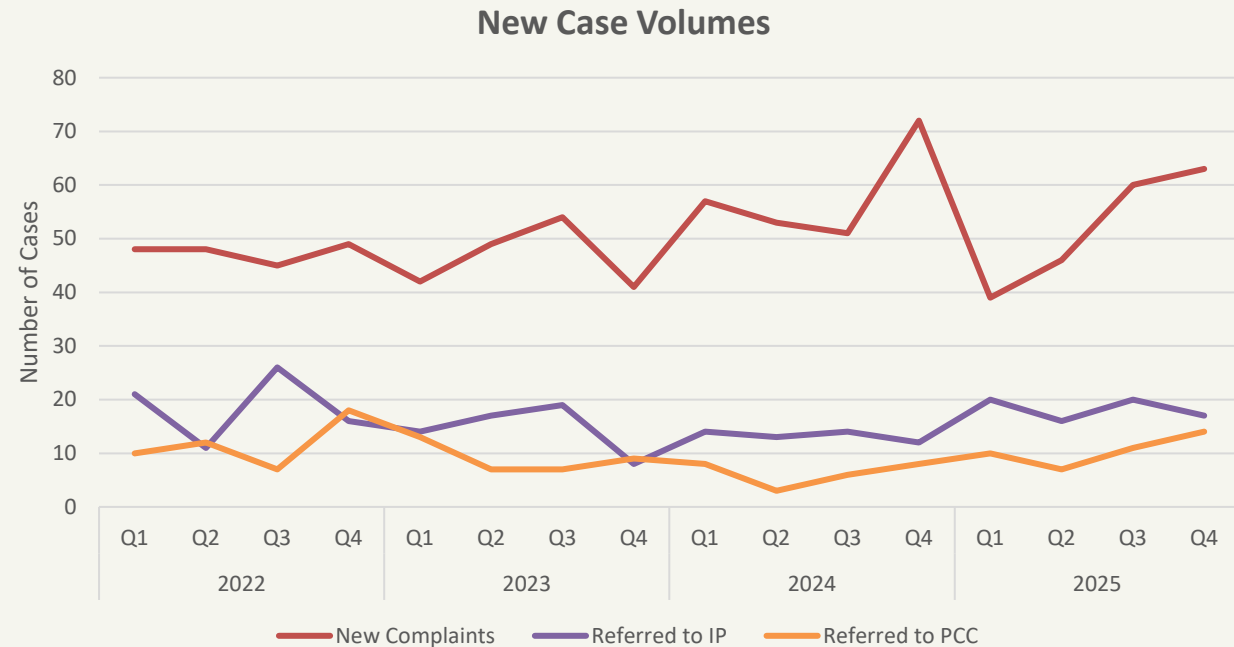
a. Operations

Professional Standards

Professional Standards: New case volumes

Complaint numbers tracked as predicted during 2025 with an expected increase in Q4 due to declarations made during the reinstatement process.

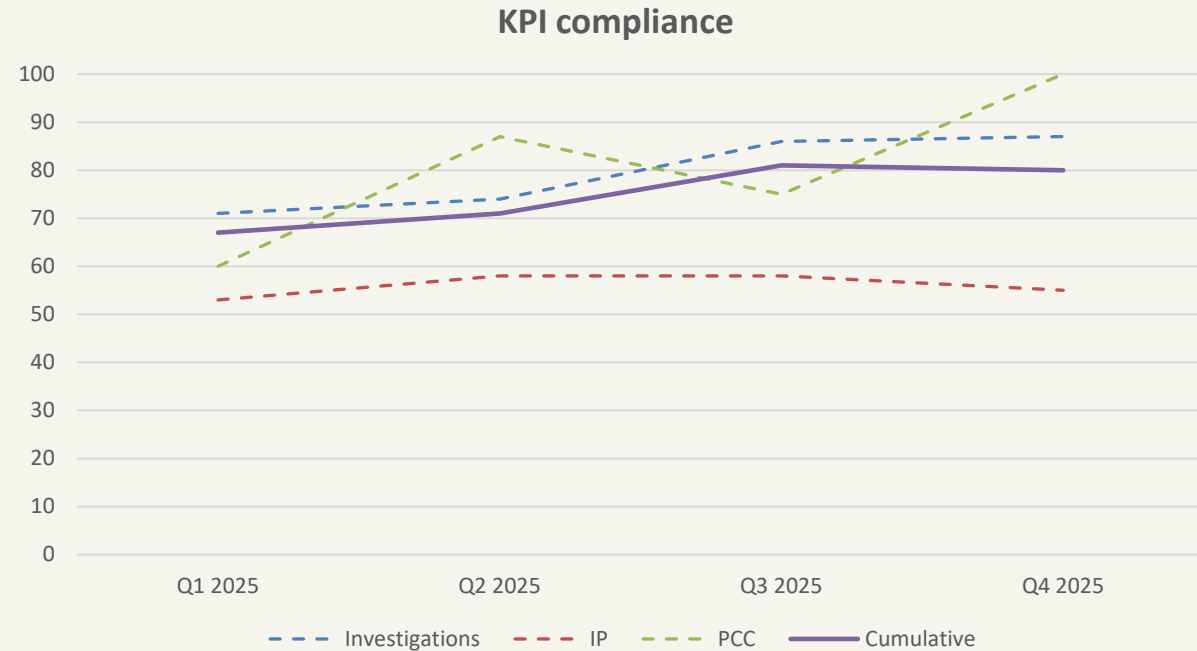
Referrals to the Investigations Panel (IP) and Professional Conduct Committee (PCC) were also as predicted in Q4. There was a higher rate of IP and PCC referrals across the year when compared with 2024. This was driven by the spike in declarations made during the 2024 reinstatement process, along with targeted work to progress cases under a KPI improvement plan established in December 2024



Professional Standards: KPI compliance

The cumulative measure (in purple) measures the number of cases meeting KPIs across all stages of the disciplinary process. We continue to meet the target of 80% for that cumulative measure, with both investigations and PCC stages exceeding the target in Q4.

The IP KPI remains the most challenging, where performance sits between 50-60%. The challenges in this area drove the research and development of the new investigations model.



Screening and Investigations:

- Complaint received to screening closure: 12 weeks
- Acceptance criteria met to IP or Registrar: 12 weeks

IP and PCC preparation:

- Case closures: 12 weeks (case to IP to closure);
- PCC referrals: 28 weeks (standard case) 34 weeks (Complex case) (date sent to IP, to agreement of solicitor's report.)

PCC listing and closure:

- 18 weeks (Approval of PCC report to last day of hearing)

Professional Standards: Misuse of title

We saw a substantial peak in new cases in Q2. This was due to the initiation of the Strike Off Audit (SOA).

Case numbers have now returned to normal, and we are working with the Registration Team on the timing and format of the 2026 SOA.

Number of new title cases



Professional Standards: Misuse of title

We continually met the misuse of title KPI across 2025, and it remained above 80% despite the unprecedentedly high number of SOA cases.

Percentage of cases meeting Title KPI



KPI: From receipt to closure or referral to solicitor: 14 weeks

a. Operations

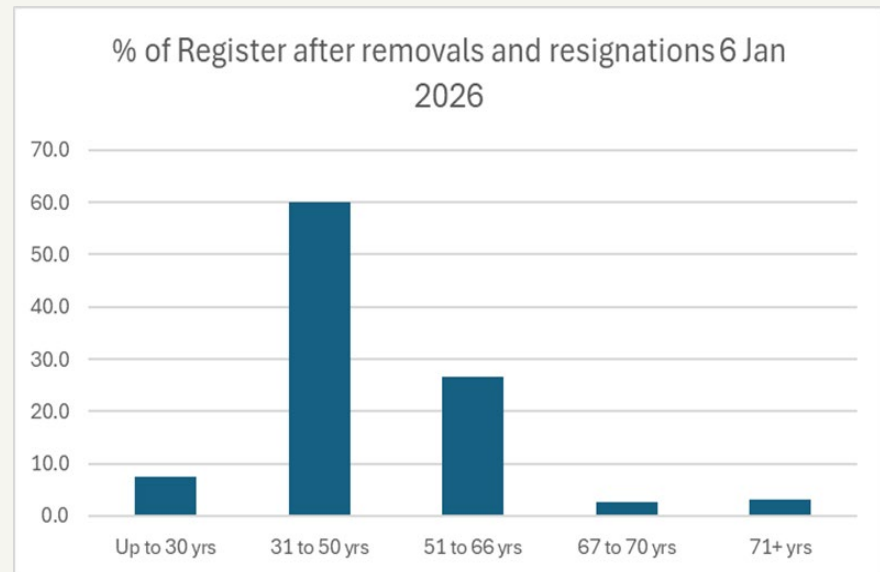
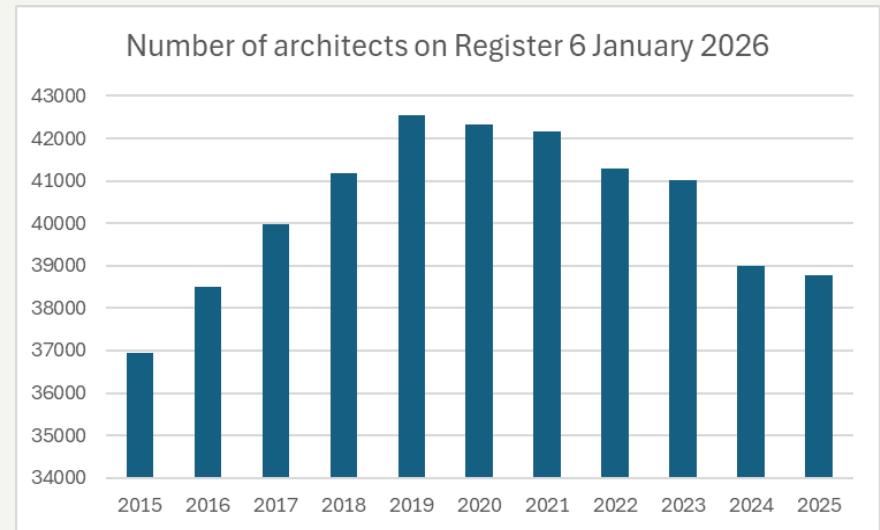
Registration and Accreditation

Operations delivery: The Register

The Register ended 2025 as planned in the budget and income planning, and the number of architects removed was lower than the previous year.

Themes from the previous year continued, with a reduction in those remaining registered at the higher age ranges. On 6 January, 5.6% of the Register was over the UK retirement age, compared to 11% in 2024.

The expected number of re-joins after non-payment of the 2025 fee also occurred, and were processed within KPI.



Reasons for resignations

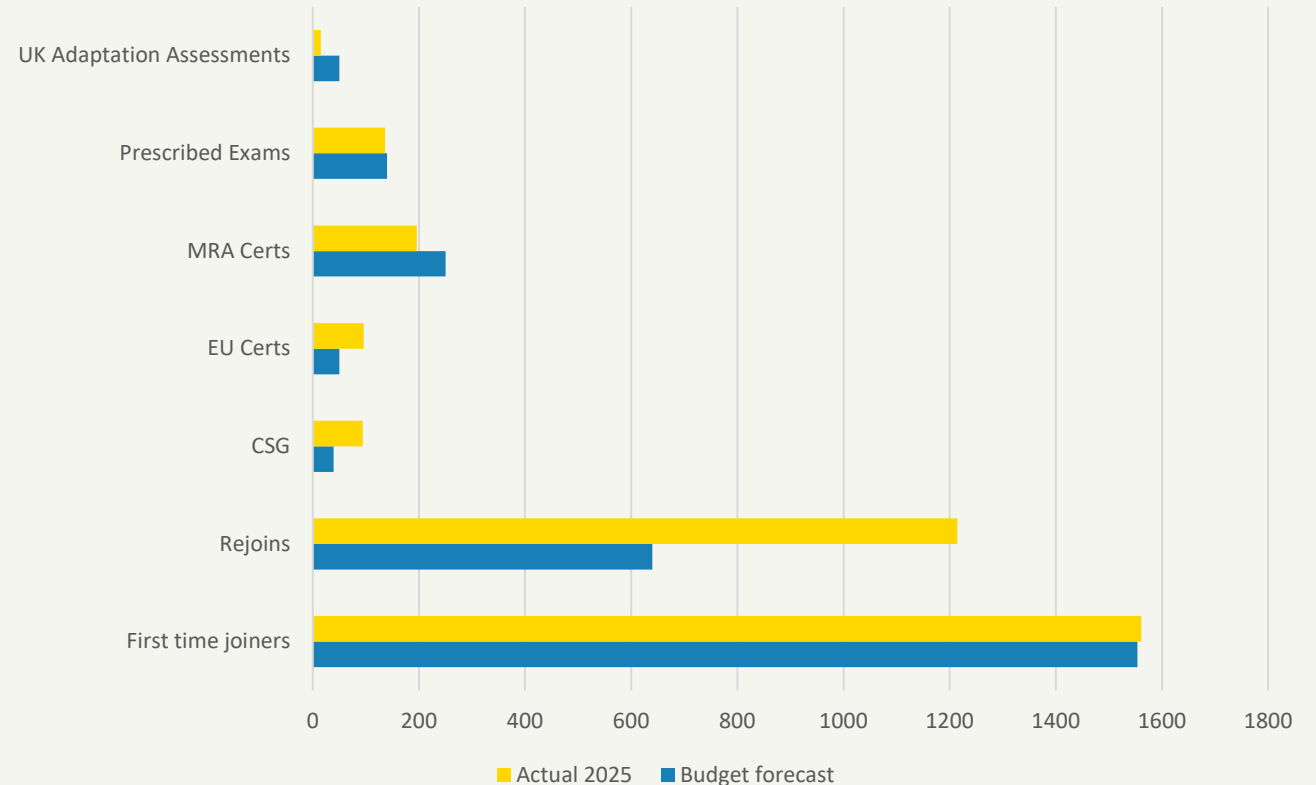
Headline reason	Number	% of Resignations
Temporary circumstances resignations	194	13.5
Not in sector and/or UK	405	28.3
Ill health	24	1.7
Retirement	704	49.2
Other reasons	105	7.3
	1432	100.0

As previously reported to the Board, at the January workshop, the number of resignations was within income projections, and – whilst retirement is still the most common reason offered – it shows a move to those who are not in the UK or the build environment sector leaving the Register. This is likely as a result of a combination of economic and political circumstances, and our improved communications about who need to be registered.

Operations delivery: applications

- With the exception of UK Adaptation Assessments and MRA certificates, all areas of Registration activity is on track, or has already exceeded, the expected volumes.
- Notably, the volume of reinstatements has exceeded budget by 50% compared to last year

Actual applications versus projected volumes at year end

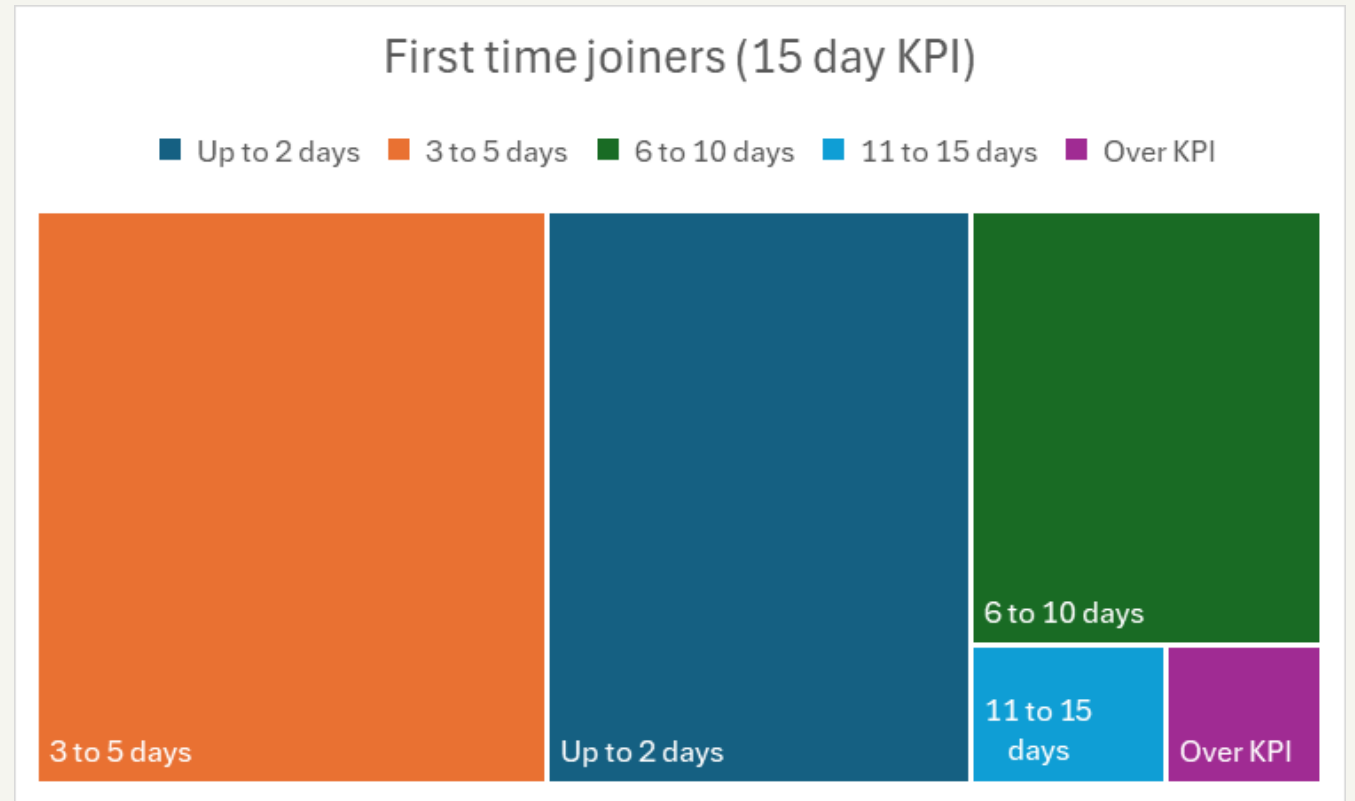


Operations Delivery: Time to join the Register

The volume of first time joins was as predicted in our income assumptions, and the processing times continue to be exceeded, with the efficiencies gained by using CRM.

These efficiencies allowed us to provide good customer service, but also take on additional work to prepare for and run the CPD submission process within existing resources.

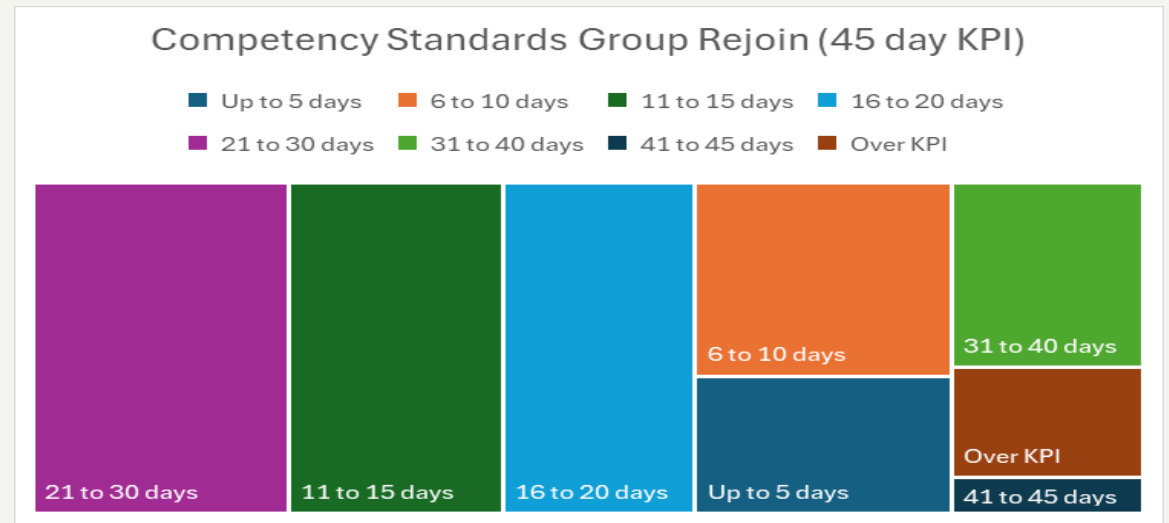
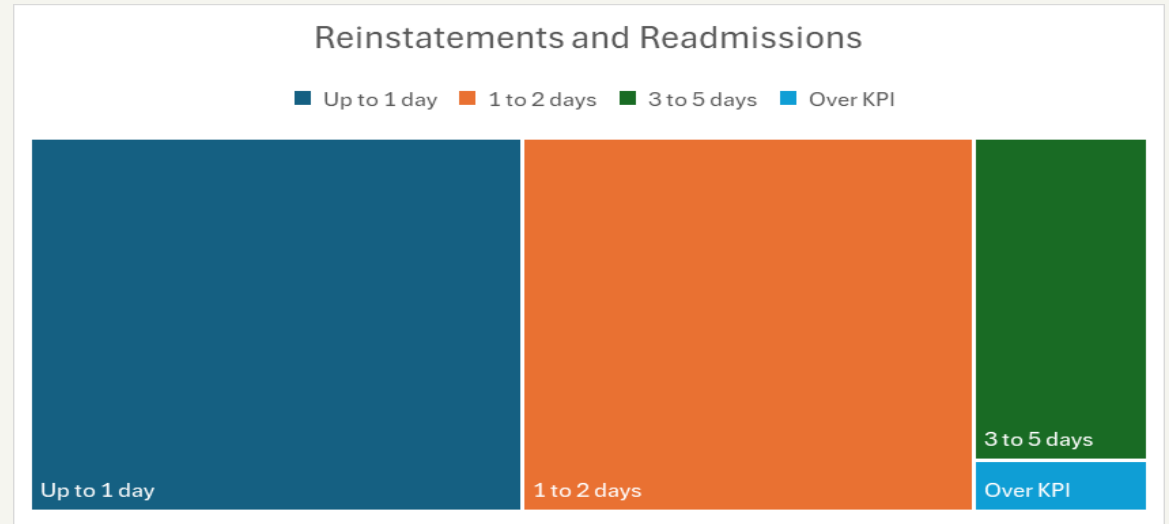
We will build in new KPI measures, including complexity, once agreed as part of our strategic performance measurement work.



Operations Delivery: Time to Re-join the Register

Reinstatements after removal for non-payment were high due to large numbers removed in January 2025. We were able to process these with no impact on customer service or KPI times, due to efficiencies of CRM.

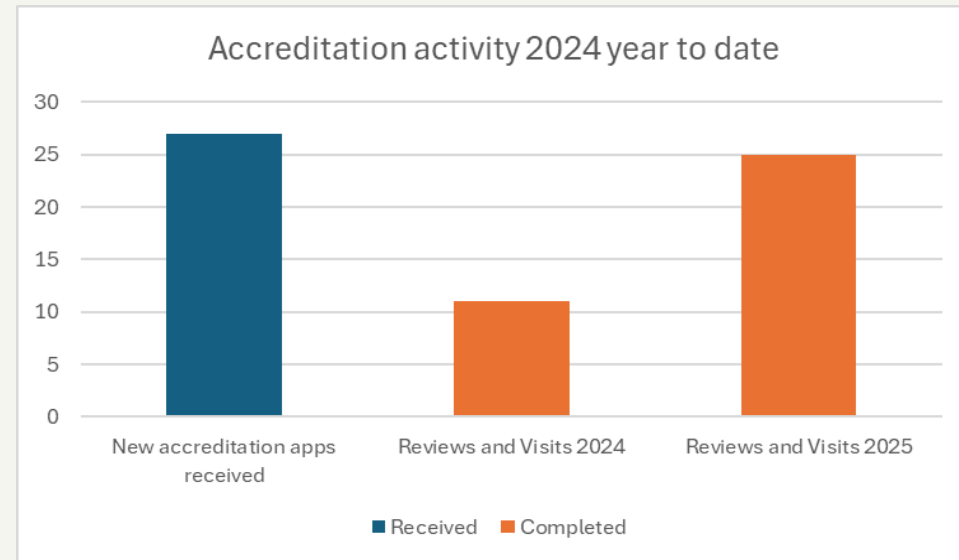
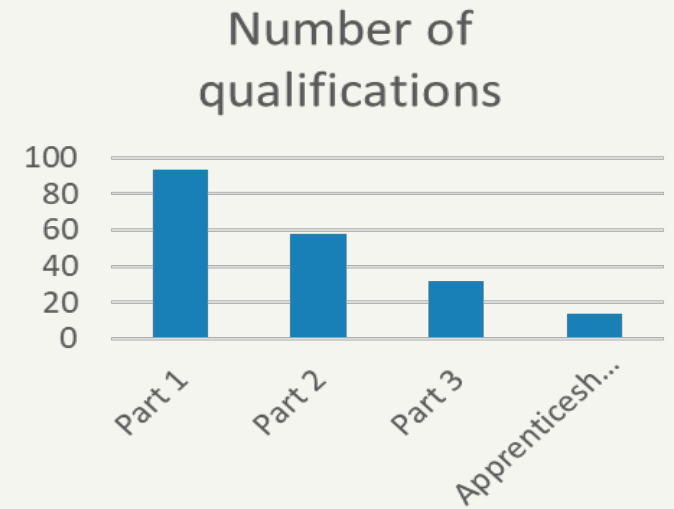
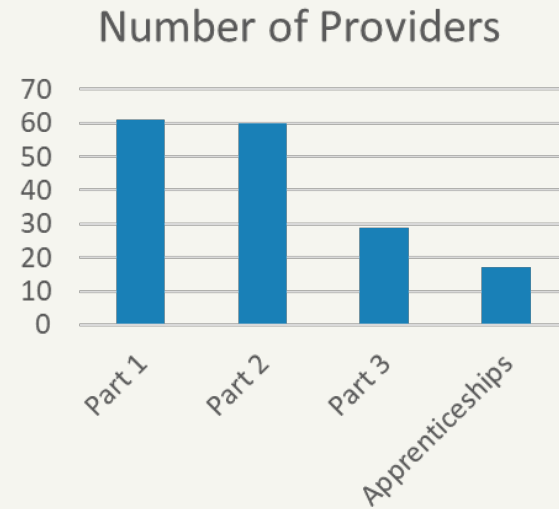
CSG re-joins continue to be processed within KPI, but breaches are due to architects having to re-work, or submit, CPD related information and then the Panel review the additional materials. We are looking at our guidance to enhance this, though it is likely to be improved over time, as architects become familiar with what the Board's requirements for reflection consist of.



Accreditation

The number of Providers and qualifications remains stable.

We have received 27 formal applications for new qualifications, and continue to complete planned reviews in order to have reviewed all Providers by the end of 2026



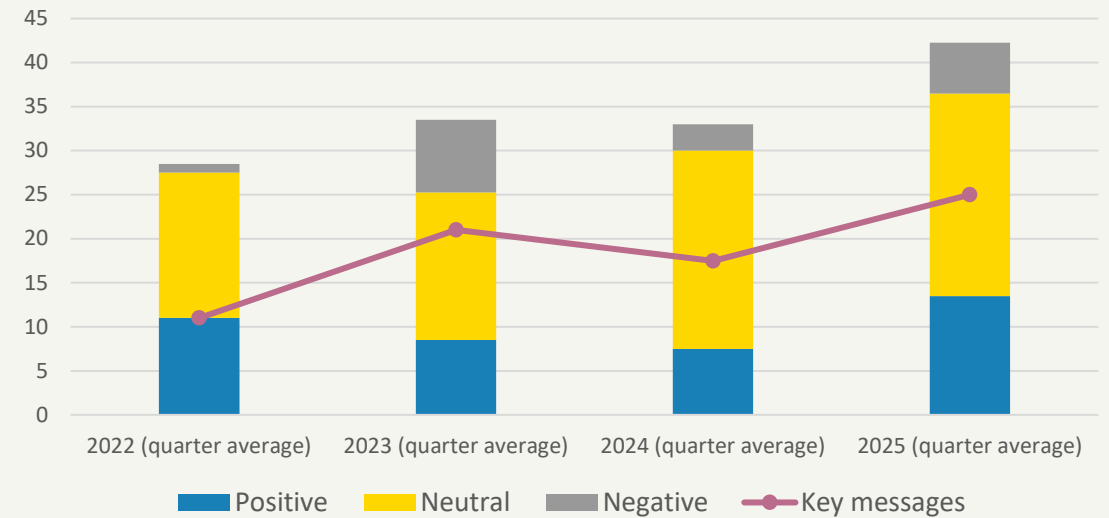
b. External

Communications

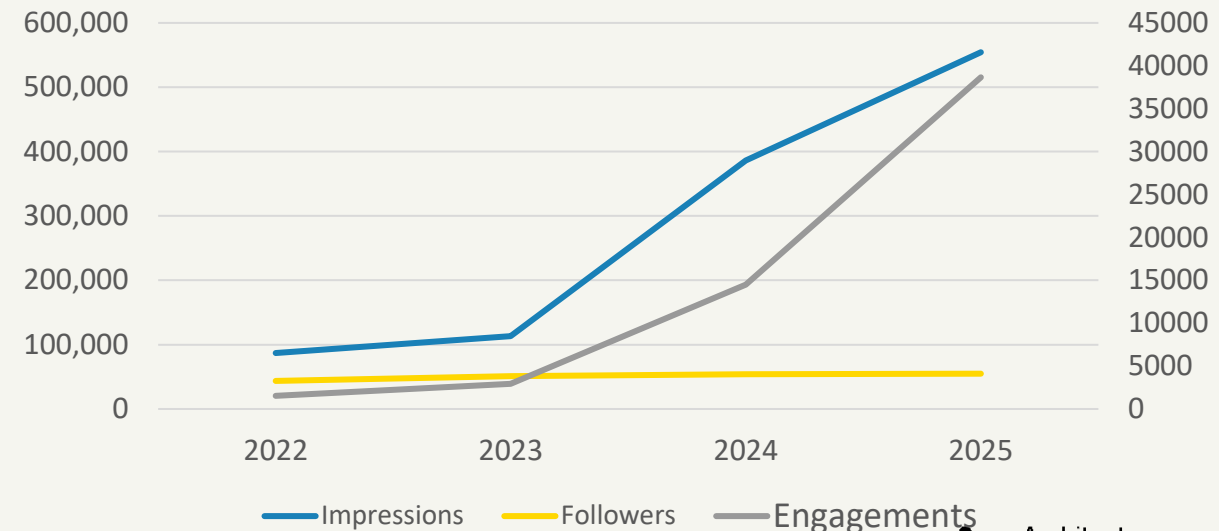
Media and social media

- We evaluate our media coverage by the number of stories that include our key messages (as a proxy for stakeholders reading about and understanding our role) and their sentiment (as a proxy for understanding stakeholder perceptions of whether we are expert and purposeful). We evaluate social media by the number of people choosing to stay informed about our work.
- We track the number of stories and their sentiment (average for earlier years, real for in-year quarter). The sentiment is tracked manually; a monitoring service alerts us to mentions, but we read each story mentioning ARB and record the sentiment in it.
- Social media shows total number of followers and number of impressions across all channels together. Followers carry over year on year, but 'impressions' are tracked on an annual basis and will cumulate as we post over the year. These are tracked on the *left* axis. We also track 'engagements' (reactions, shares, clicks and views). Engagements are tracked against the *right* vertical axis.
- Our best performing content in Q4 2025 related to the consultation on the new registration routes.

Media stories and Sentiment

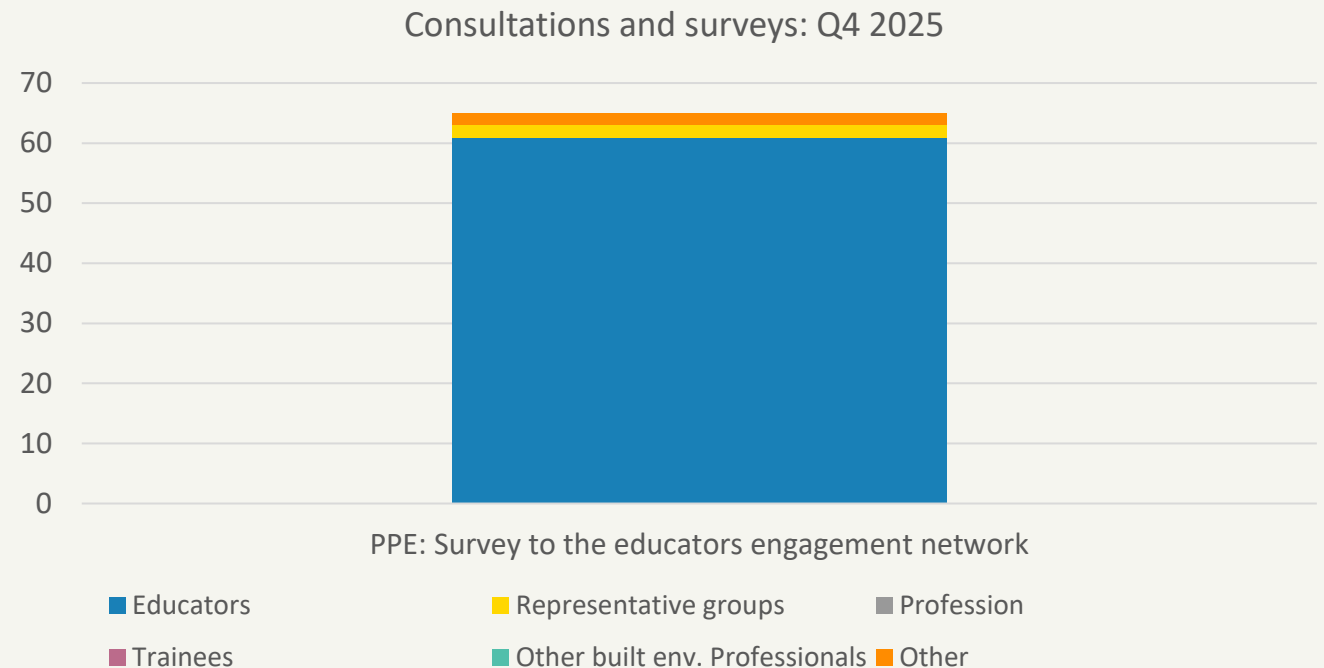
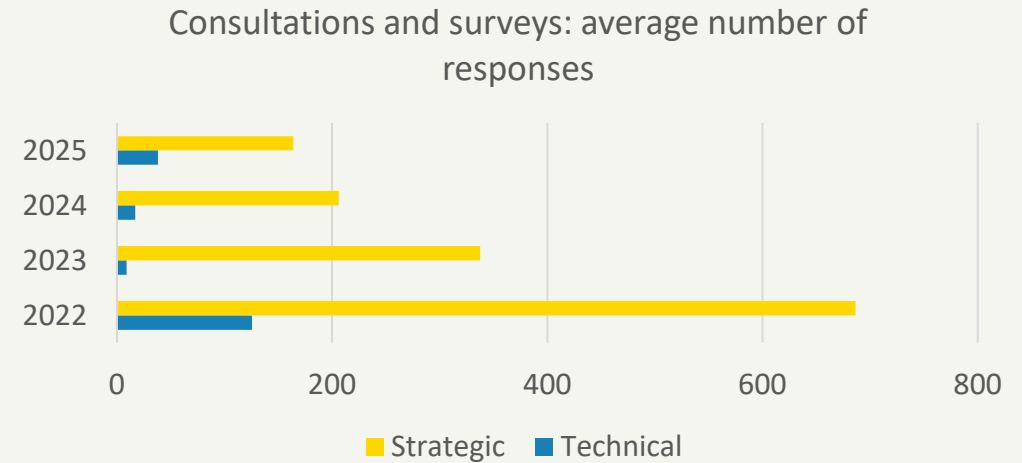


All social media channels



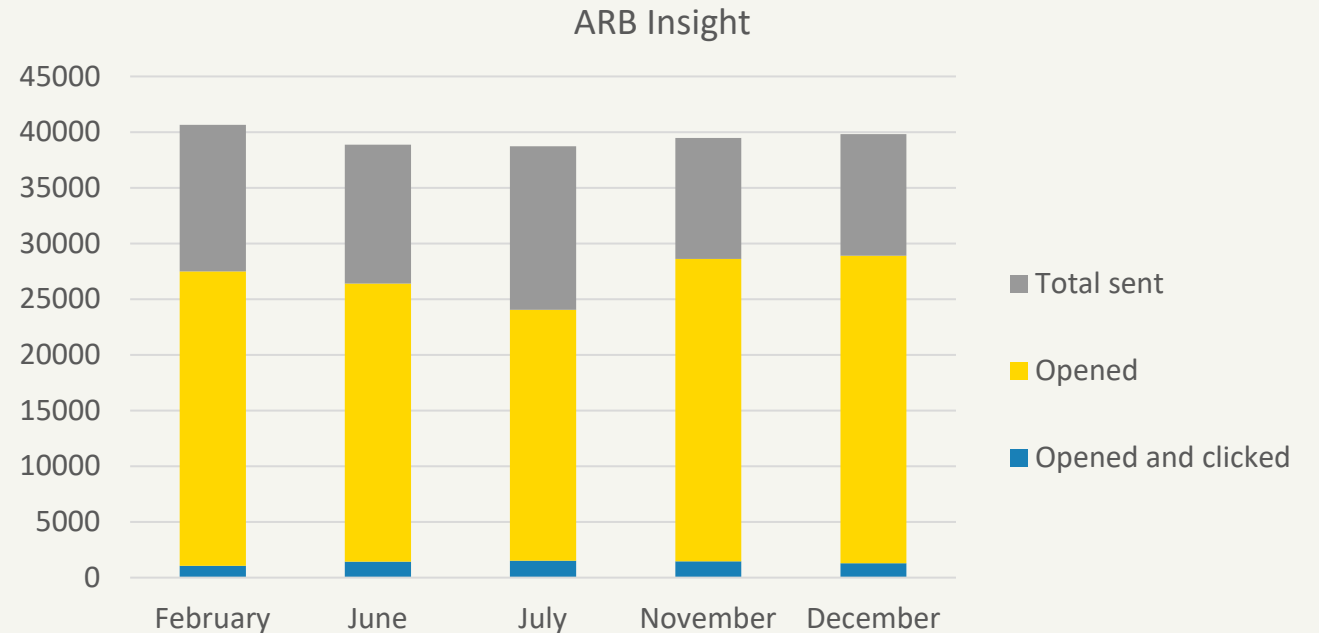
Engagement: surveys and consultations

- We evaluate our consultations and surveys by the response rate (as this indicates how many stakeholders we hear from), the range of stakeholders reached, and whether we gathered useful insights that led to changes or developments in our proposals.
- The first graph shows the average number of responses annually across all our consultations and surveys, split between technical (which have a limited scope of interest and/or audiences) and strategic.
- During Q4 we held a targeted survey for educators to share their views on our ideas for professional practical experience. Respondents were almost all educators (either individuals or providers), including APSA and SCOSA.



Engagement: ARB Insight

- We evaluate the success of ARB Insight by whether registrants are opening (reading) the email and whether they click on links to access more information. These measures are a proxy for evaluating whether stakeholders understand our role and their responsibilities.
- ARB Insight is sent out after each Board meeting.
- Open rates for ARB Insight in Q4 were good, and showed an increase on editions sent in previous quarters.

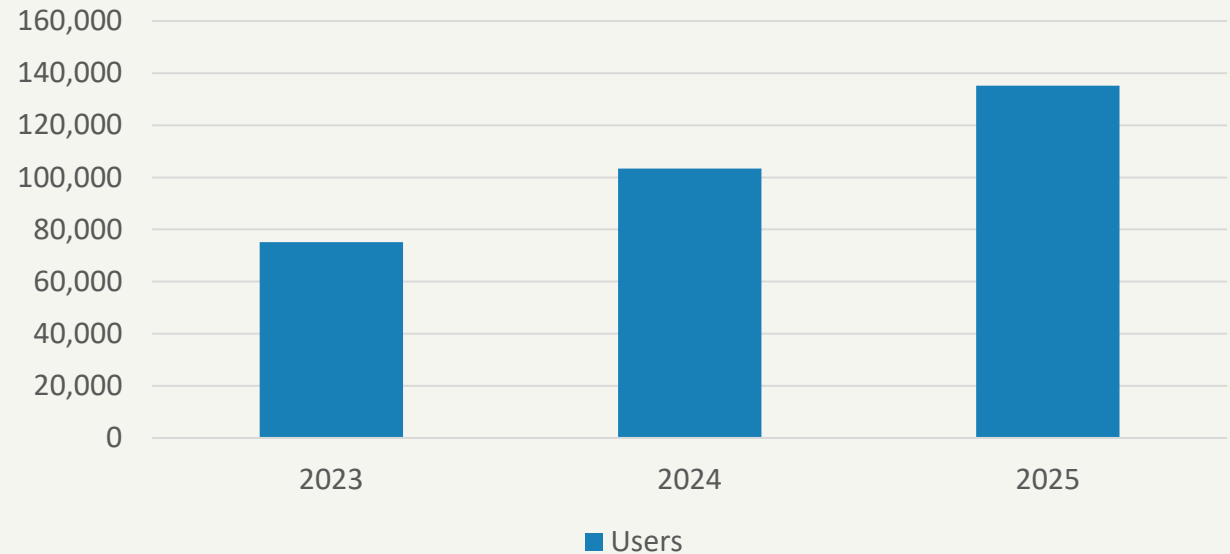


Most popular links (Q4 2025)	November	December
	CPD landing page (764 clickers)	CPD landing page (639 clickers)
	Annual retention fee (274 clickers)	MyARB login page (241 clickers)
	MyARB login page (210 clickers)	Annual retention fee (188 clickers)

Register of Architects

- A key metric of our success in raising awareness of the title 'architect' is the extent to which consumers will check the Register.
- While we are unable to distinguish the type of user or their purpose for checking the online Register, users continue to grow year on year

Architects Register | Annual visitors



b. External

Freedom of Information and Subject Access Requests

Freedom of Information Requests (FOIs) and Subject Access Requests (SARs) - Statistics 2021-2025 (YTD)

Key Insights for Q4 2025:

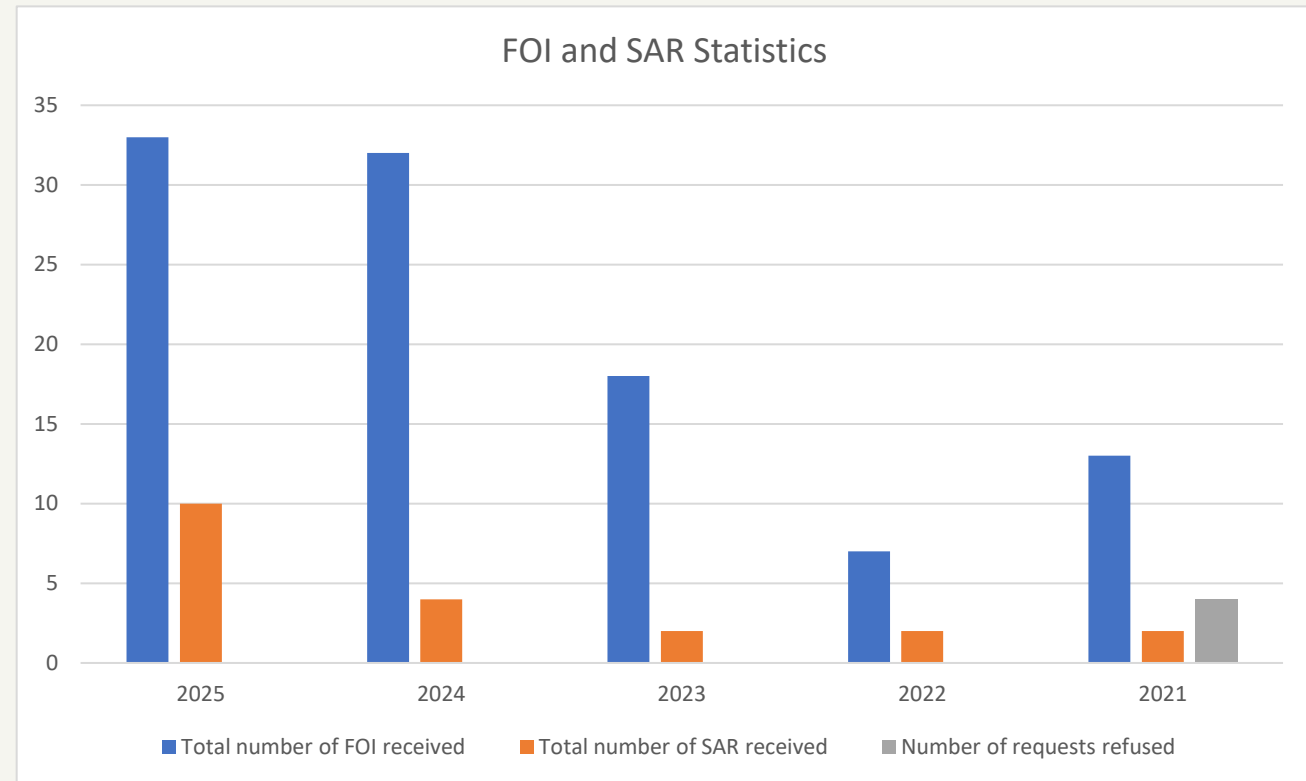
Total FOI requests received = 8

Total Subject Access Requests = 0

- 15% of all FOI requests in 2025 sought commercial information relating to various operational needs/contract details of ARB.
- 27% of all FOI requests in 2025 sought information related to Professional Conduct cases.

Other FOI requests covered:

- Staff expenses and air travel
- Generative AI
- CPD Requirements
- Expenditure on EDI projects



Freedom of Information Requests (FOIs) and Subject Access Requests (SARs) - Statistics 2021-2025

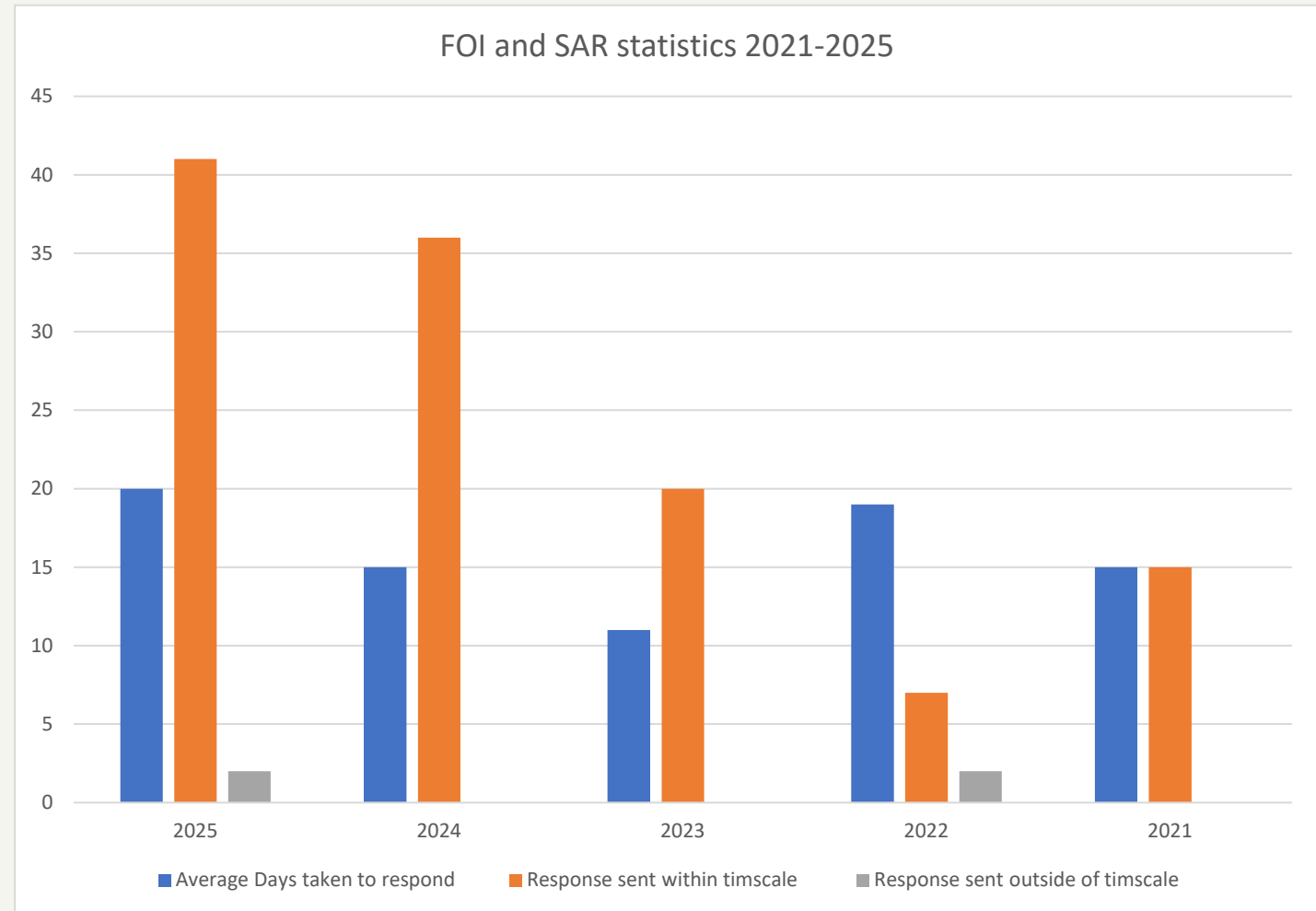
Statutory timeline for responses to requests:

Freedom of Information Requests	28 working days
Subject Access Requests	30 Calendar days

41 out of 43 data requests in 2025 were responded to within the deadline. 2 responses to data requests were sent outside the deadline; this was due to staff absences and the complexity of the requests. To our knowledge one complaint was made to the Information Commissioner's Office (ICO) about ARB in 2025. The complaint against ARB was not upheld.

What information we collect overall for Freedom of Information Requests (FOIs)/Subject Access Requests (SARs):

Date of request
Requestor
Deadline
Days taken to respond
Response sent within timscale (Y/N)
Time Taken
Reponse Accepted/Refused
Follow-up complaint
Reasons for failing to Comply/Refusing the request



Whistleblowing and Service Complaints Statistics

- Whistleblowing instances for 2025 = 0
- Service Complaints for 2025 = 4

Following its introduction in 2025, we have provided regular reports under our revised service complaints handling policy to SLG, the Finance, Risk and Audit Committee and the Board. The Governance team will capture the following data:

- Department for complaint
- Response rates (Days taken to respond, deadline for acknowledgement)
- Review Stage
- Lessons learned
- Whether the complaint is upheld

Acknowledgement of Service Complaint	3 days
Deadline to respond to the Complaint	20 working days
Deadline to respond to the Review	20 working days

Service Complaints Statistics

- Based on the 4 complaints received in 2025, we can report the following:
 - **Departments which received the initial complaints** – Registration (2 cases) and Professional Standards (2 cases)
 - **Response rates** – All complaints acknowledged within **3 working days**. The average number of days taken to respond was **18 working days**
 - **Review Stage** – All four complaints progressed to review stage
 - **Final Outcome** – None of the four complaints were upheld following review

Service Complaints Details and Lessons Learned

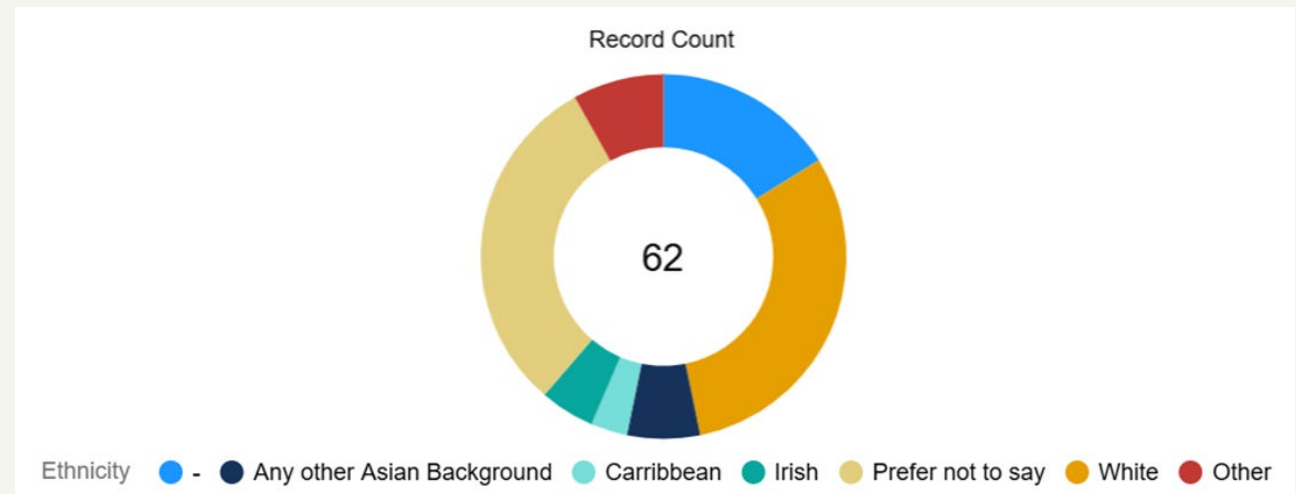
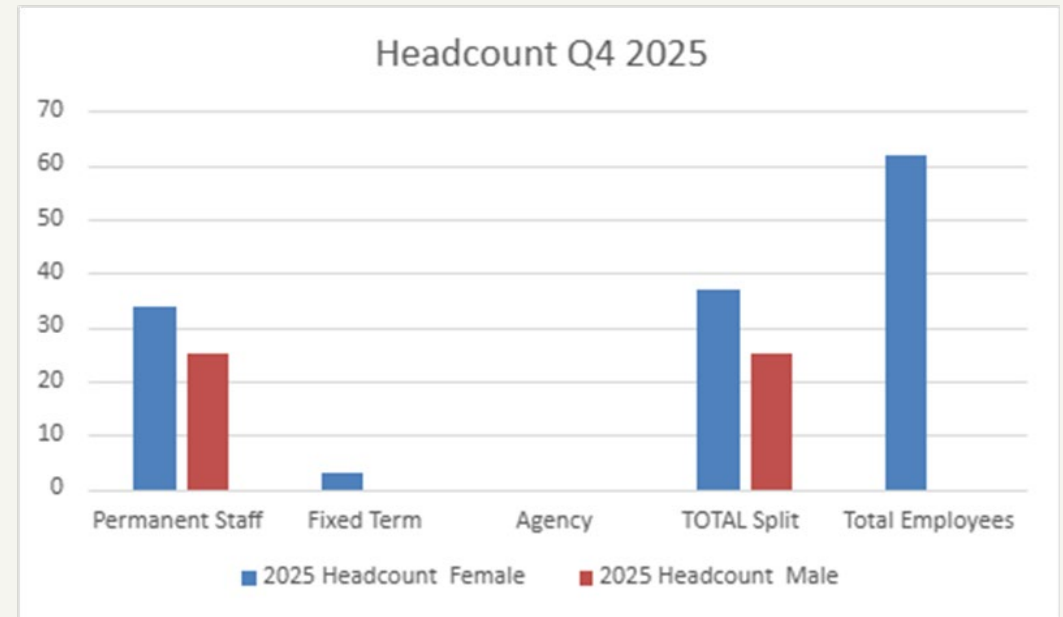
Nature of Service Complaint	Key elements covered by ARB's response/s	Lessons learned, Actions and Timelines
General (ARB's fees, turnover, value for money, accountability)	<ul style="list-style-type: none"> • Clarifications of ARB's role, responsibilities, relationship with MHCLG, budget and fees 	N/A
MyARB Portal/CRM System (fee letters, reminders not received and subsequent removal from Register)	<ul style="list-style-type: none"> • Audit trail of fee and declaration reminders and communications sent; user error identified 	<p>Executive exploring whether email verifications systems can be built into the MyARB Portal</p> <p>These areas will have been explored by the end of Q1 2026</p>
Handling of a complaint against an architect	<ul style="list-style-type: none"> • Clarification of complaints process and parameters of the Architects Act 1997 	All team members have been reminded of progressing cases expeditiously
Review of a decision provided by the Standards team	<ul style="list-style-type: none"> • Clarification of the investigations process and the Investigations panel's decision; relevant evidences provided 	N/A

c. Internal

Human Resources

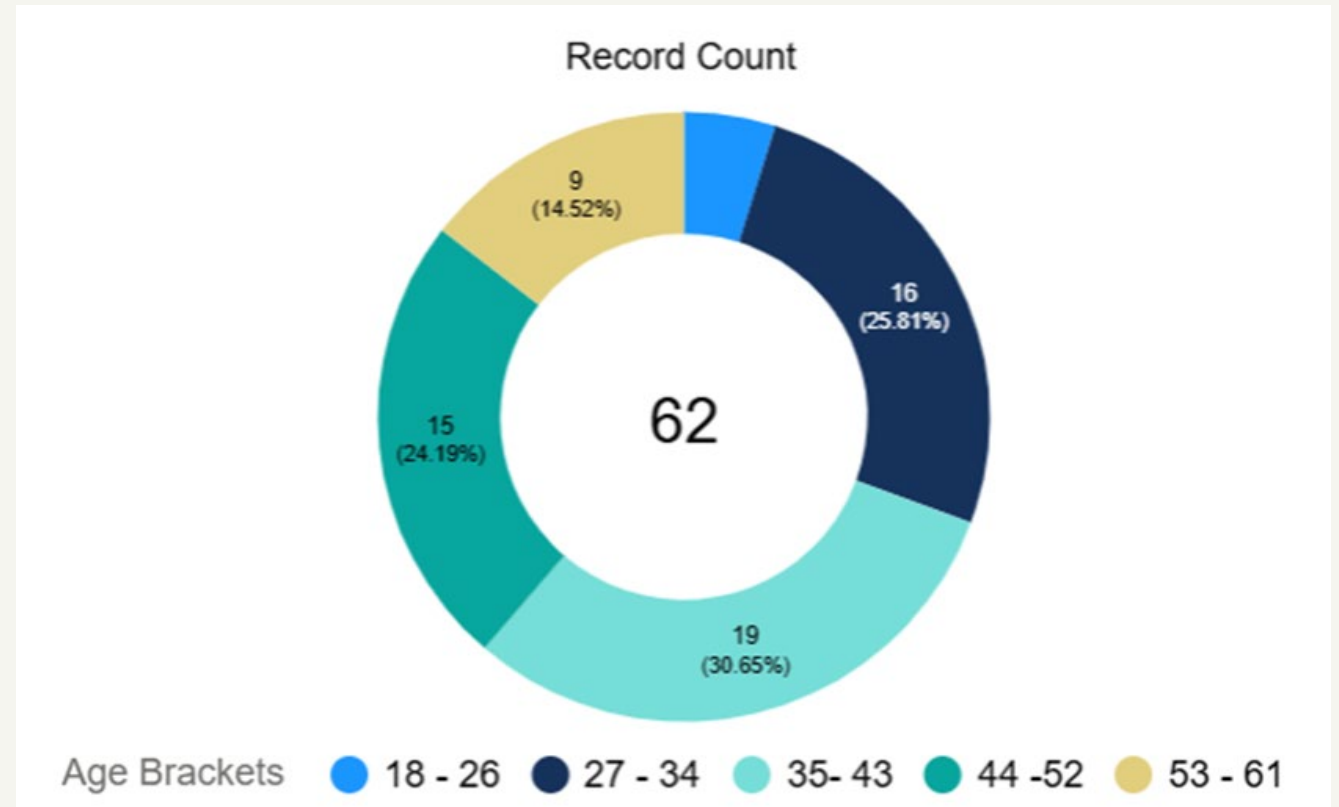
Headcount by Gender and Ethnicity

- The budgeted headcount for 2025 was 63, the total headcount at the end of December was 62.
- The % headcount split is 60:40 female to male, where the % of male employees has increased since 2024.
- On the ethnicity data collection, we continue to work with the new Sage People system to reduce the numbers around those who “prefer not to say” and those who have not completed the information which is recorded as undisclosed (blue).



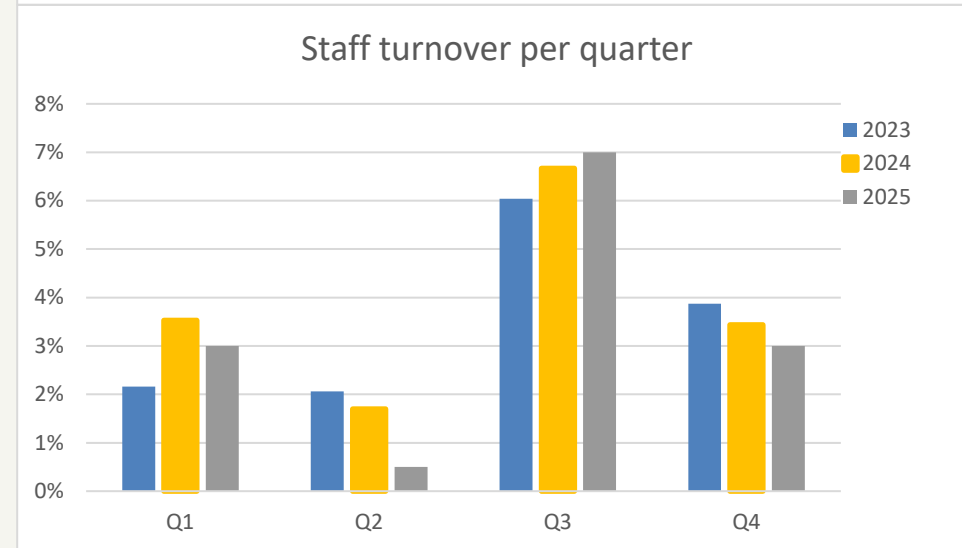
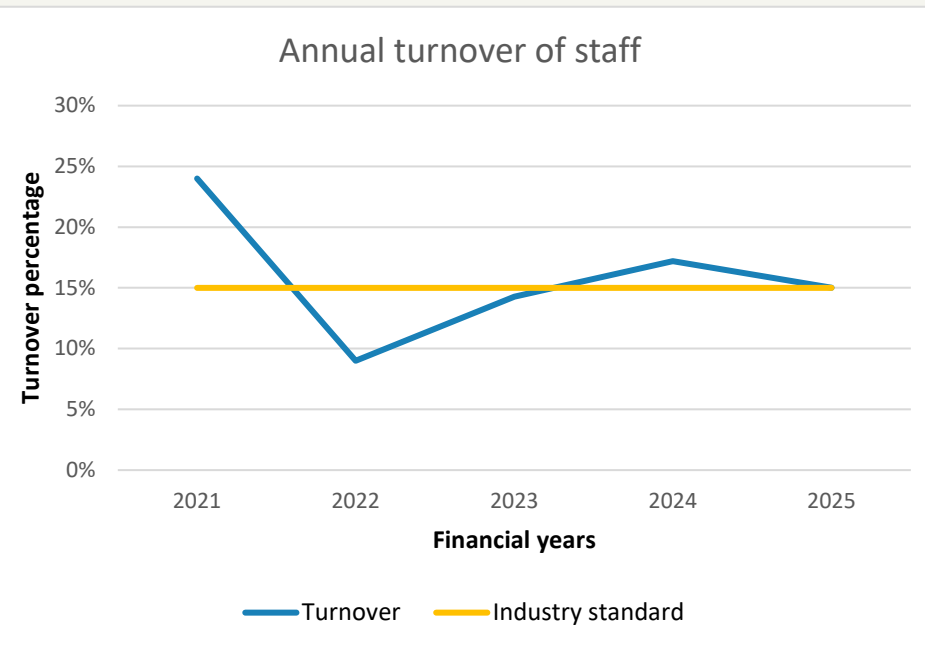
Age Profile for current Staff

- The age profile has changed slightly from 2024 these changes are attributed to staff moving age brackets and appointments taking place in the higher age brackets.
- The average age of staff as at end of December is 42.
- As we embed the new reporting approach, we will consider further analysis on the impact of age profile on for example length of service etc.



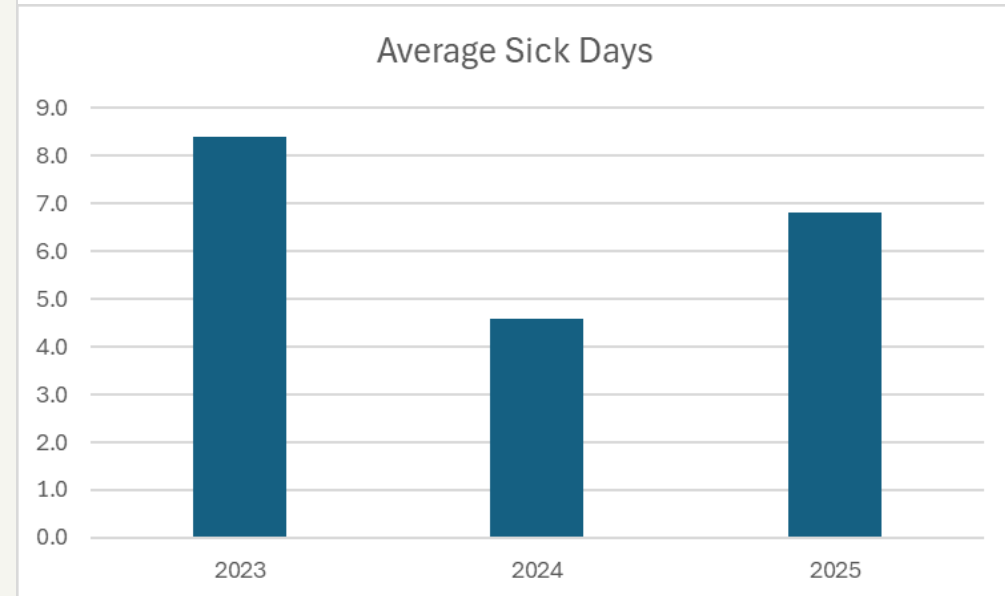
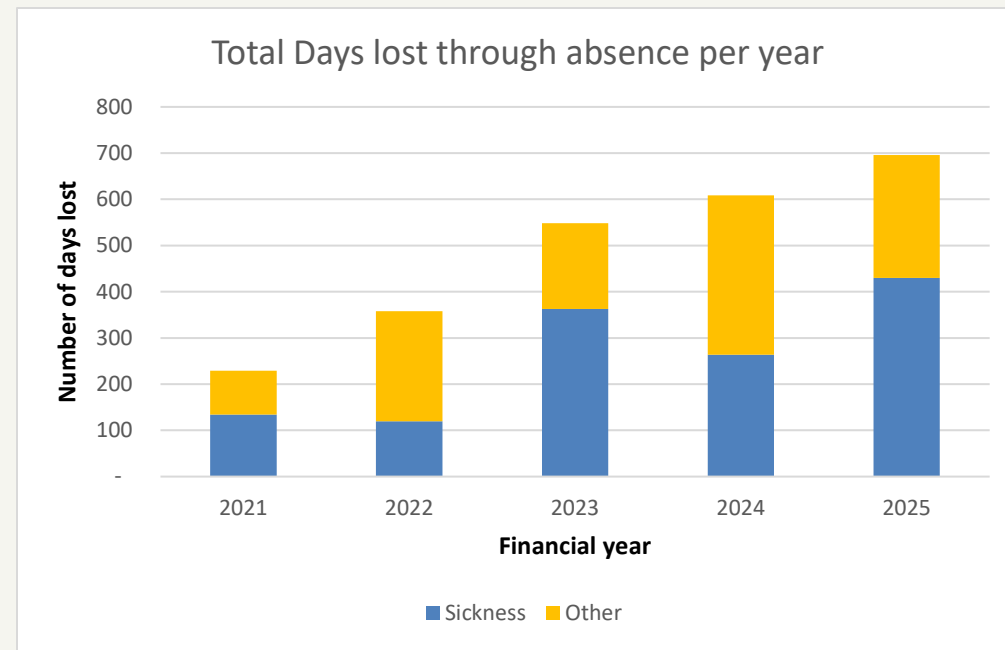
Staff turnover

- Turnover has reduced since our previous quarter reporting, and we stand at 15% which is the current public sector standard.
- We will continue to complete exit interviews to gather intelligence and information on the reasons that staff leave.



Absence levels

- Absence levels for Q4 have reduced following an employee returning from maternity and the management of long-term sickness absence.
- Looking across 2025, the number of sickness absence days were high compared to 2024, linked to a couple of long-term sickness absences of cases
- In taking these days out this equates to 3.8 sickness absence days per employee per year.
- Whilst the average sick days has increased this has not impacted on operational delivery.



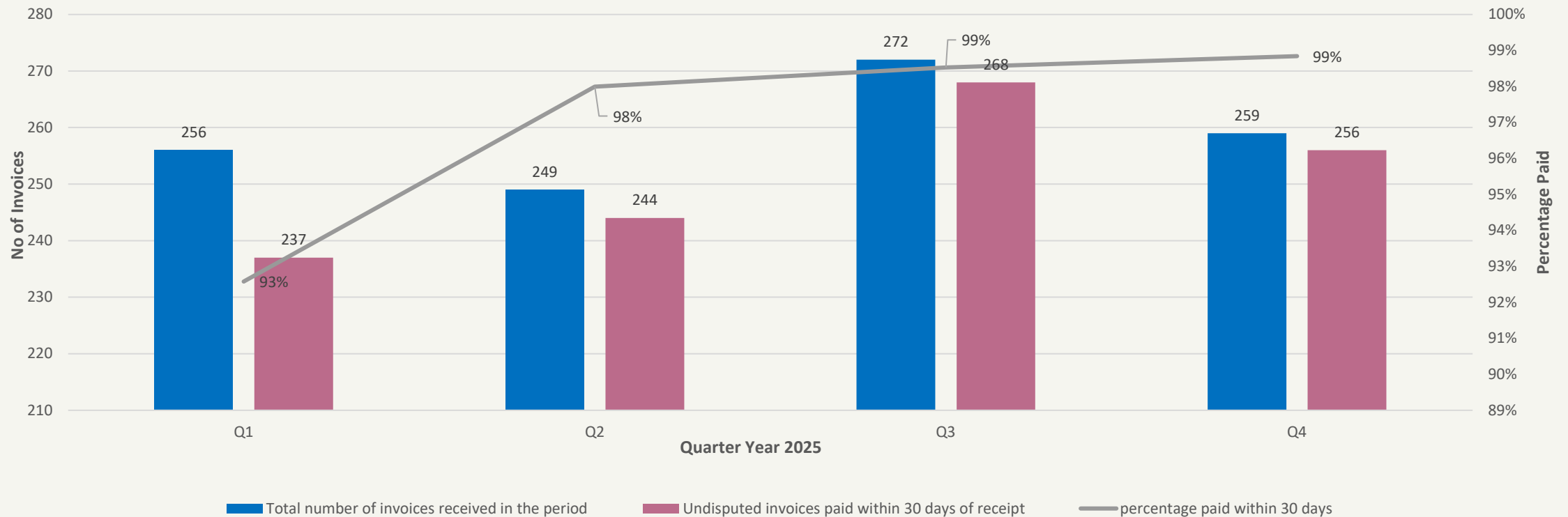
d. Finance

Financial performance and outlook

Invoice payments

The introduction of a new PO system in January 2025 has delivered a clear improvement in ARB's payment performance; the proportion of undisputed invoices paid within 30 days rose from 93% in Q1 to 99% by Q3, and held at that level through Q4, compared to an average of 92% across 2024. This reflects the practical benefits the new system has brought to invoice processing and approval, with fewer invoices falling outside the 30-day window as the year progressed.

Undisputed invoices paid within 30 days of receipt



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Architects
Registration
Board

Architects Registration Board: 2025 Management Accounts

06/03/2025



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Executive Summary

This report presents the full-year 2025 financial outturn across departments, compared to the original 2025 budget.

Key Highlights:

Full-Year Actuals vs. Budget Analysis

- Operating revenue for the full year was £9,505k, down 4% (£437k) against budget, driven primarily by lower-than-budgeted registration numbers reducing retention fee income.
- Operating expenditure of £9,119k was 10% (£974k) below budget, with significant savings across employee costs (£287k), office and administrative costs (£302k), and associate costs (£265k).
- Investment and bank interest income of £158k was £22k below budget following a 30% downward adjustment to reflect current portfolio performance.
- IT project costs for legacy systems decommissioning and Windows 11 replacement did not proceed in 2025 and will be budgeted for in 2026.
- The full-year outturn for 2025 is a surplus of £544k, representing a favourable variance of £505k against the budgeted surplus of £29k.

Full-Year vs. Total Full-Year Budget

Full-Year Actuals vs. Total Full-Year Budget - Summary

Budget Heading	Full year actuals 2025							2025 ACTUAL TOTAL	2025 Budget	Variances
	CEO Office	Corporate	Policy and Communications	Governance and International	Registration	Accreditation	Standards			
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Total Operating Income	-	-	-	17	8,914	574	-	9,505	9,942	(437)
Total Income	-	157	-	17	8,914	574	-	9,663	10,122	(459)
Total Operating Expenditure	(455)	(3,449)	(557)	(819)	(994)	(506)	(2,338)	(9,119)	(10,093)	974
Operating Surplus/(Deficit)	(455)	(3,292)	(557)	(802)	7,920	68	(2,338)	544	29	515
Total Project Costs	-	-	-	-	-	-	(10)	-	-	-
Total Operating Surplus/(Deficit)	(455)	(3,292)	(557)	(802)	7,920	68	(2,348)	534	29	505

The full-year outturn is a surplus of £544k against a budgeted surplus of £29k, a favourable variance of £515k.

The main drivers of the surplus are:

- Significant savings in operating expenditure (£974k below budget), driven by employee costs (£287k), office and admin (£302k), associate costs (£265k), and IT (£142k).
- This has been partly offset by downside in operating income (£437k below budget) due to lower registration numbers, and an adverse variance on investment income (£22k).

Full-Year Actuals vs. Total Full-Year Budget - Income

Budget Heading	Full Year Actuals 2025								2025 Budget	Variances
	CEO Office	Corporate	Policy and Communications	Governance and International	Registration	Accreditation	Standards	2025 ACTUAL TOTAL		
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Operating Income	-	-	-	-	8,593	-	-	8,593	8,361	232
Annual Retention Fees	-	-	-	-	-	-	-	-	-	-
Entry/re-entry to the Register	-	2	-	-	263	-	-	262	293	(31)
Prescribed Examination	-	-	-	-	35	-	-	35	148	(113)
International Assessment	-	-	-	-	-	574	-	574	551	23
Charges for Accreditation	-	-	-	15	-	-	-	15	-	15
Government Funding	-	-	-	3	23	-	-	26	34	(8)
EU Certificates & Sundry Receipts	-	-	-	17	8,914	574	-	9,505	9,942	(437)
Total Operating Income	-	-	-	17	8,914	574	-	9,505	9,942	(437)
Income from investments and bank interest	-	158	-	-	-	-	-	158	180	(22)
TOTAL INCOME	-	157	-	17	8,914	574	-	9,663	10,122	(459)

- Entry/re-entry to the Register (including retention fees) - the full-year actual of £8,593k is £232k above the retention budget of £8,361k. The Sage P&L combines retention and new entry income into a single line.
- Prescribed Examination - actual income of £262k was £31k below the budgeted £293k, reflecting lower-than-anticipated candidate numbers.
- International Assessment - actual income of £35k was £113k below the budgeted £148k, due to a lower-than-anticipated pipeline from the US.
- Charges for Accreditation - actual of £574k was £23k above the budgeted £551k due to additional applications received.
- Government Funding - £15k received to support the Governance and International team's trip to New York.
- Investment income - reduced by 30% from £225k to £158k to reflect taxes still to be paid, resulting in £22k adverse variance against the £180k budget.
- Total income of £9,663k is £459k (5%) below the budget of £10,122k.

Full-Year Actuals vs. Total Full-Year Budget - Operating Costs

Budget Heading	Full Year Actuals 2025							2025 ACTUAL TOTAL	2025 Budget	Variances
	CEO Office	Corporate	Policy and Communications	Governance and International	Registration	Accreditation	Standards			
Operating Expenditure	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Employee Costs	(357)	(1,198)	(420)	(429)	(666)	(417)	(886)	(4,373)	(4,660)	287
Office & Administrative Expenses	(11)	(599)	(11)	(93)	-	-	(7)	(721)	(1,023)	302
Policy Development, Research and Comms	-	-	(9)	-	(19)	-	-	(28)	(57)	29
Board and Committee Expenses	-	-	-	(208)	-	(2)	-	(210)	(268)	58
Professional Services & Legal Advice	(88)	(119)	(74)	(16)	-	-	(909)	(450)	(581)	131
Prof. Conduct, Title Misuse and Regulation	-	-	-	-	-	-	-	(756)	(515)	(241)
Associate Costs Excl. Board	-	-	(37)	(35)	(281)	(84)	(536)	(972)	(1,237)	265
IT & Digital	-	(1,532)	(6)	(39)	(29)	(3)	-	(1,609)	(1,751)	142
Total Operating Expenditure	(455)	(3,449)	(557)	(819)	(994)	(506)	(2,338)	(9,119)	(10,093)	974

Total operating expenditure of £9,119k was £974k (10%) below the budget of £10,093k.

Key variances:

- Employee costs (£4,373k) were £287k below budget, reflecting savings from recruitment timing, interim staff costs not utilised, and training deferred to 2026.
- Office and administrative expenses (£721k) were £302k below budget, primarily due to lower-than-estimated building and facilities costs.
- Professional services and legal advice had savings of £131k as savings related to MRA work not yet undertaken are realised. Further savings have been made as allocative budgets which will not be required in 2025 have now been removed from the forecast.
- Prof. Conduct, Title Misuse and Regulation costs have been increased by £241k. This is due to changing contracts with our legal services providers, moving to a variable fee model. This is further impacted by our case load which has increased in both volume and complexity.
- Associate costs (£972k) were £265k below budget following a remodelling of CPD and Examination assumptions, and a high number of consent order cases reducing hearing costs.
- IT and digital costs (£1,609k) were £142k below budget, with savings from deferred project activity.

Full-Year Actuals vs. Total Full-Year Budget - Project Costs

Budget Heading	Full Year Actuals 2025							2025 ACTUAL TOTAL	2025 Budget	Variances
	CEO Office	Corporate	Policy and Communications	Governance and International	Registration	Accreditation	Standards			
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Project Costs										
PPE Commission	-	-	(30)	-	-	-	-	30	30	-
International Routes Review	-	-	(15)	-	-	-	-	15	15	-
Equality, Diversity and Inclusion	-	-	(10)	-	-	-	-	10	10	-
High profile PCC case	-	-	-	-	-	-	(80)	70	69	(1)
IT Transformation	-	-	-	-	-	-	-	-	-	-
Legacy systems decommissioning	-	-	-	-	-	-	-	-	210	210
Windows 11 and laptop replacement	-	-	-	-	-	-	-	-	140	140
Education access evaluation	-	-	(50)	-	-	-	-	50	50	-
New PPE recording work	-	-	(20)	-	-	-	-	20	20	-
Use of Reserves	-	-	25	-	-	-	70	(95)	(444)	(349)
2024 Carried Forward Expenditure	-	-	100	-	-	-	-	(100)	(100)	-
Total Project Costs	-	-	-	-	-	-	(10)	(10)	-	(10)

- Legacy systems decommissioning (£210k budget) and Windows 11/laptop replacement (£140k budget) did not proceed in 2025 due to IT transformation and Power Platform tender resource requirements. These costs will be budgeted for in 2026.
- The high-profile PCC case is reported as £10k over its £69k budget.