



THE ASSOCIATION FOR PROJECT SAFETY

STRATEGY 2015 – 2019

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1. EXECUTIVE SUMMARY

The Directors and Council of the Association for Project Safety have developed this new five year Strategy (2015 – 2019) in order to provide a clear strategic direction for APS, within which decision-making can be made, both by the Board and also by the Operational Management Team in the course of implementation of the Strategy.

The strategy development process has identified five key Strategic Priorities for the APS over the next five years; these being:

- To strengthen and refresh member skills and competence
- To increase advocacy and have more impact
- To grow membership numbers and the range of profitable products and services
- To work in partnership with other institutions and stakeholders
- To strengthen the APS infrastructure, resources and governance

Each of these five Strategic Priorities are explained more fully in section 8 of this document, together with examples of specific projects and activities that APS will undertake in order to deliver the Strategy throughout the five year period. The Board of Directors has also worked closely with the OMT in identifying Key Performance Indicators (KPIs) that will be used by the Board to measure progress against each of the five Strategic Priorities.

It has been agreed that the objective of Chartered status is, for the period of this Strategy, not one of the key Strategic Priorities; however, this does not preclude such an objective being pursued again at some point in the future, once this five year Strategy has been successfully implemented.

2. INTRODUCTION

2.1 History

Arising from a study of over 750,000 construction accidents that occurred in the 1980's The EU Commission introduced, across all member states, a mandatory "Temporary Mobile Construction Sites" Directive: 92/57/EEC. Its purpose focused all minds on planning and organising (construction) safety be it in the preparation or design stage or the execution or construction phase of a project. Within the Directive, the responsibility for such matters is given to a co-ordinator. With differing levels of implementation across all member states, there has been progress but not as much as intended. Working in the construction industry remains a high risk activity with much still to achieve. Across the EU28 countries there are no uniform standards, and within each member state, we even implement the Directive differently from one another. Even the standards and qualifications for safety and health construction co-ordinators vary considerably.

Known within the UK as the Construction (Design & Management) Regulations the UK's interpretation of the Directive was firstly introduced into the UK in 1994, revised in 2007 and now faces a further revision planned for 2015.

In 1994, the health and safety co-ordinator function within the UK was initially entrusted to a Planning Supervisor for the preparation or design stage of a project, and for the execution or construction phase of a project, to a Principal Contractor. Changes in 2007 kept the Principal Contractor as the co-ordinator of the execution or construction phase, but re-titled the co-ordinator for the preparation or design phase to that of a CDM co-ordinator (CDM-C). Proposals for 2015 retain the Principal Contractor as co-ordinator for the execution or construction phase, but remove the CDM-C role and introduce a Principal Designer as the new co-ordinator for the preparation or design phase.

As the UK's current interpretation has always been at variance with the Directive, the backdrop and reason for further change being introduced in 2015 is that the UK is fending off non-compliance legal proceedings being brought by the EU Commission.

At the time of writing, the detail of the changes being proposed for adoption in 2015 are being considered by the construction industry as part of an HSE consultation process.

The Association for Planning Supervisors was founded in 1995 before changing its name in 2004 to become the Association for Project Safety (APS) with the key objectives of:

- providing a forum and setting standards of excellence for and to promote, encourage and advance the continuing education of Planning Supervisors (PS);
- offering opportunities to APS members to develop and strengthen their health and safety work in projects; and
- encouraging and fostering new initiatives with other organisations and institutions with a shared interest in health and safety in construction.

2.2 Current ambition and mission

The APS currently espouses the following ambition, mission, positioning statement and corporate objectives:

Ambition

To be *the* authoritative membership body in the field of construction health and safety

Mission

To continuously improve and promote the practice of construction health and safety risk management by:-

- Setting standards;
- Raising performance;
- Providing guidance;
- Education and training; and
- Working with others.

Positioning Statement

Shaping and sharing best practice in construction health and safety risk management.

Corporate Objectives

The APS also currently has seven Corporate Objectives:

1. Increase Membership
2. Raise Profile and Influence
3. Grow Products and Services
4. Shaping and Sharing Best Practice
5. Deliver a Consistent Standard of Services
6. Continuously Improve
7. Great Organisation to Work With

2.3 Strategy development process

The Association has previously developed 5-year business plans; the most recent was for the period 2010 – 2015. An Action Plan was also prepared for “2014 onwards”.

At its meeting on 26 November 2013 the APS Council reviewed the “Executive Summary of the SWOT Analysis undertaken at the CDM2014 Planning Meeting held on 5 November 2013” and, after discussion, they remitted the document to the Board of Directors for further development into a new, full Strategy for the future.

The Board believed it was timely to take a new look at the Association’s strategy because:

- The current 5 year business plan had almost run its course.
- There have been, and will be, significant changes in the Association’s operating environment.
- A new Chief Executive (CEO) started in post in May 2014.

This new strategy is for the 4-year period 1 February 2015 – 31 January 2019.

The process for producing this working draft has included a full-day strategy workshop between 2 & 3 April 2014 involving the Board and senior staff. The Board of Directors (BoD) and Operational Management Team (OMT) provided comments and input on an earlier draft, before the Board approved this working draft for consultation with Council at its meeting on 14 May 2014. The Board then considered feedback from Council and built in some refinements and changes. The outline Strategy was circulated to all members via a lengthy article in *Digest* and comments were welcomed from any member on the draft Strategy.

Key steps in the ongoing process to refine and approve the strategy then included:

June/July	Further work by OMT e.g. • Consultation with Regions/members. • Consultation with selected external stakeholders. • Assessment of resource and cost issues arising, including the first year's Budget. • Updated draft.
7 August	BoD considered consultation feedback and latest draft
August/ September	Refined strategy and added key performance indicators Outline budgets for 2015
19 November	Council approves
November	Implementation begins Communication of strategy to members and externally as appropriate

It is anticipated that there will be an annual “light touch” review of the changing environment and the Association’s progress so that the strategy can be updated and extended as appropriate. A more thorough and complete review of the Association’s strategy is likely to take place every 3 years (i.e. in 2017) unless circumstances call for an earlier reassessment.

3. APS PERFORMANCE, ACHIEVEMENTS AND CHALLENGES

The recent performance of the APS and its achievements provide a context and platform for the Association's strategy. In recent years The Association can claim significant **achievements**. Some of these include, for example:

- The Association for Project Safety is the UK's largest multi-disciplinary membership body for individuals and organisations involved in the design, planning and managing of construction projects as defined in the Construction (Design and Management) Regulations.
- There is a high level of respect for the Association's registers. (APS is the only organisation that sets Performance Standards for its Registered Members. With regard to the CDM Co-ordinator Register, the entrance criteria required to join is based upon the National Occupational Standard for co-ordination).
- The Association enjoys a sound financial position with a strong balance sheet.
- Membership has grown consistently, there being c.5,300 individual members and c.500 corporate members. See also Appendix I.
- APS is currently the leading provider of construction health and safety risk management specific CPD events and the quality is recognised by our member and non-member delegates who consistently rate the speakers and content as Very Good or Excellent. In addition our publications are recognised for their quality of advice and guidance.
- The staff team, based in Edinburgh, has developed a reputation for its efficiency and effectiveness. A new and highly experienced CEO, Rob Strange OBE, joined the Association in May 2014.
- APS has a presence, either directly or through members, on some key industry bodies e.g. CIC, CONIAC, HSE Asbestos Liaison Group, CITB Safety & Health Environment Committee, ICE Health & Safety Panel and others.
- SSIP: APS Registered Practices are automatically accredited under the Safety Schemes in Procurement. In addition, APS manage the SSIP Accredited Scheme for the construction industry.
- The APS Membership process has been certified to ISO 9001 standards.

However, the Association has also faced some significant **challenges**:

- The staff resources have sometimes been insufficient to cope adequately with delivering effectively against a wide range of initiatives and projects.
- There is room for improvement in both Internal and external communications.
- APS has not created strong enough and mutually beneficial relationships with some other key organisations operating in the same or over-lapping spheres.
- Keeping up with the pace of change with information/communications technology, and associated new opportunities, has been a struggle.

- The Association's governance systems and structure have not always been implemented or interpreted correctly and have created some inefficiency.
- Members' needs for new and refreshed skills and CPD generally are continually growing and changing. The Association needs to be able to address these changing needs cost effectively.
- The development and growth of sources of income, beyond membership subscriptions, has not received the attention it needs due to other pressures.
- We were unsuccessful in achieving Chartered status, and failed to get external support for it.
- We continue to have a number of Un-registered members who do not meet our Registered Member criteria and we have avoided moving them to a lower, Associate level, status.
- We do not effectively enforce our requirement for members to undertake sufficient CPD activity each year.

4. EXTERNAL FACTORS

The APS strategy has been developed in response to and in anticipation of a variety of external forces which could have significant implications for the Association in the future. An overview of key forces and their potential implications is summarised below:

4.1 The UK economy.

It is assumed that the UK economy will continue the positive trend from 2013 with steady growth and with inflation remaining under control. With current forecasts predicting a 4.9% rise in construction activity in 2014, there is every reason to be optimistic. The overall implication for the APS and the space in which it operates will be positive in terms of potential for growth in membership. Another outcome is likely to be a demand from industry for skilled and qualified people, which should create opportunities for APS.

4.2 BIM (Business Information Modelling).

The Government Construction Strategy (GCS) requires that Government will require fully collaborative 3D BIM (with all project and asset information, documentation and data being electronic) as a minimum by 2016. This is likely eventually to have an effect on all projects. The key consequence will be a necessity to enhance skills amongst some APS members..

4.3 Technological change.

The pace of change in information and communications technology (ICT) will create both opportunities and challenges. The opportunities will include scope for improved efficiency (eg less paper) and new media for learning. There will also be challenges for APS members and APS itself to keep up-to-date with technology (in terms of applications, skills and investment) let alone get ahead.

4.4 Demographics.

The UK's population is growing and is expected to reach 70 million by 2027. Although the overall age profile is increasing, particularly as the post-war "baby boomers" reach retirement age, the number of people under 65 will also increase. Some of the implications for APS are that it can expect the average age of its membership to increase but also there should be opportunities, and a need, to attract younger professionals.

4.5 Politics.

There will be a general election in the UK in May 2015. On balance the outcome, whatever the composition and orientation of the government, is likely to be broadly neutral for the APS. There will continue to be a focus on construction health & safety and the growth in construction sector will be supported in one way or another by any government whether it be for housing, infrastructure or for business.

4.6 International.

The UK is becoming more of a force and influential globally in construction health & safety. This should create opportunities for APS in terms of promoting health & safety, attracting new members and providing education and training services (either directly and/or with members and/or third parties).

4.7 Other players.

There is a wide variety of other professional bodies in the UK which have visions, roles and activities which overlap with the interests and activities of APS. Whilst some of these might position themselves as competitors to APS, there is probably significant scope for further collaboration with many of these and to work in partnership to work towards a shared vision and to the benefit of all concerned.

At the time of writing (April 2014) there are also a number of external factors which could have significant implications for APS but the direction of change is uncertain. These include:

4.7.1 CDM 2015 proposals.

The HSE's draft regulations have recently been issued and are subject to consultation. Depending on one's position and point of view, the proposed changes could be either positive and/or negative. For example, some potential positives are that there could be new opportunities as the Regulations become more accessible and relevant to those involved in small projects, and the proposed removal of the domestic client exemption could open up a new market. On the negative side, the proposed replacement of the CDM-C role with the new role of Principal Designer could pose a threat to some members. But whatever the final outcome of the consultation, it is likely that there will be changes in the regulations, including reduced prescription, which will require APS members and those in related professions to enhance their skills in certain areas: APS will need to respond swiftly and effectively to the changes and to the opportunities and threats which could materialise.

4.7.2 Referendum on Scottish independence.

The referendum will be on 18 September 2014. The implications for APS of a "yes" vote for independence are difficult to assess. There would also be likely to be some debate about where to locate the APS head office and whether it continues to be appropriate to base it in Scotland when c.90% of its membership would be from elsewhere. *[NB: The outcome of the Scottish Referendum was a "No" vote – September 2014]*

4.7.3 UK and the European Union.

The Conservatives have promised an in/out referendum before the end of 2017. Labour and the Liberal Democrats seem to propose a referendum if there is some further transfer of powers from London to Brussels. UKIP want an immediate referendum. Thus there is a scenario that towards the end of this strategy (ie towards 2019) the UK could feasibly be withdrawing to some degree from the European Union. The long term implications of this for the APS are difficult to anticipate; the situation will need ongoing monitoring and reassessment.

4.8 Summary of external factors.

4.8.1 Opportunities.

Overall this analysis of external factors suggests that there should be significant opportunities for APS over the next few years, some with scope for income generation. These could include:

- Expansion/development of CPD services coupled with making our CPD events generate more income
- Training services: new products and new media
- Development and promotion of qualifications
- The Principal Designer role could be an opportunity for some members and for the development of training services by APS
- Growing membership (including younger generations)
- Collaborating with other institutions to achieve shared visions
- Broadening the geographic scope of APS beyond the UK

4.8.2 Threats/challenges.

There will also be threats and challenges which will need to be managed. Apart from the uncertainties from the political environment, key threats and challenges are likely to include:

- Loss of membership if APS and its members do not respond positively and swiftly to the CDM 2015 Proposals (eg persuading HSE to change proposals or members up-skilling with APS support).
- Direct competition in the CHRSM market from other institutions if APS is not active in developing mutually beneficial relationships and partnerships.
- Lost and/or under-exploited opportunities if APS doesn't embrace change and act determinedly to develop and enhance its offering.

5. CURRENT STRATEGIC POSITION

5.1 Strengths.

APS has some significant strengths which it can use as a platform and leverage in the future. These include:

- External recognition as a specialist and professional organisation.
- The only body setting standards for construction health and safety risk management within the industry
- APS has benchmarked competence. CDM practitioners seek APS membership to demonstrate that competence
- SSIP accreditation
- Sound financial situation
- Large (5,800), stable, competent and diverse membership (regarding diversity, the membership includes architects, engineers, designers, CDMC, safety practitioners etc)
- The membership model i.e. APS has a very thorough and rigorous joining procedure but it is very well organised and efficient.
- The quality of the staff team
- Information/knowledge assets e.g. Guides, Practice Notes, Digest magazine, Working With Guidance
- CIC membership
- ISHCCO membership

5.2 Weaknesses.

The Association also has some weaknesses and challenges which will need to be recognised and addressed:

- Communication with members could be improved.
- External communications (need to be more proactive and targeted)
- Relatively small size compared to some other players means APS's voice is not always heard
- Over-stretched technical resources/staff
- Over-reliant on membership subscriptions for income
- Too many members are unregistered and there are questions about the capability of some to perform the CDM role
- Too reactive rather than anticipating issues and being proactive
- Scope to strengthen competence of some members

- Need to improve effectiveness of implementation of projects/initiatives
- Need to demonstrate more clearly the value added of the co-ordination role and of APS itself
- Governance needs to become more efficient and streamlined to enable faster and better decision-making

6. PROPOSED VISION AND MISSION

6.1 Vision

This proposed APS vision summarises **why** APS exists:

A safe, healthy and sustainable built environment

This new APS vision (which would replace the current Aim, which has a more internal and institutional focus) provides the context for working in partnership and collaboration with other organisations which have similar and overlapping visions.

6.2 Mission

The APS mission summarises **how** APS will contribute to this vision:

As a leading professional institution in the field of construction health and safety risk management, The Association for Project Safety strives to continuously improve and promote the professional practice of design and construction health and safety risk management by:-

- ***Setting standards;***
- ***Raising performance;***
- ***Providing guidance;***
- ***Educating and training; and***
- ***Working in partnership with others***
- ***with the aim of construction workers and others returning home safely.***

6.3 Positioning statement

The APS positioning statement aims to communicate succinctly what APS does:

Shaping and sharing good practice in design and construction health and safety risk management.

7. THE ASSOCIATION IN 2019

The successful APS of 2019 will have had a significant variety of achievements. These will include

- APS will have made material contributions to a decrease in construction fatalities, serious injuries and ill health in areas it can influence.
- APS will be recognised as the leading UK authority on design and construction health and safety risk management.
- APS will have constructive and positive relationships with an array of institutions and organisations with shared interests.
- CPD, training and education activities will have evolved and expanded to meet the changing and new needs of both members and others involved with construction health and safety risk management.
- More of APS operations, business and services will be digital and online with a website which reflects APS aspirations and the expectations of users.
- Membership will have increased from c.5,500, after an initial dip, and will also reflect APS's engagement with younger generations and its increasing international scope.
- APS will be financially strong with assets available for investment. More of its income will derive from products/services and there will consequently be less reliance on membership subscriptions.

8. STRATEGIC PRIORITIES

Based on the proposed direction for 2019 and the analysis of external factors and of the Association's strengths and weaknesses, APS has determined some strategic priorities for moving forward towards 2019. The priorities are:

- Strengthen and refresh member skills and competence
- Increase advocacy and have more impact
- Grow the range of profitable products & services and membership
- Work in partnership with other institutions and stakeholders
- Strengthen APS infrastructure, resources and governance

8.1 Strategic Priority 1: Strengthen and refresh member skills and competence

Why is this a priority?

Our members are intrinsic to improving and promoting construction health and safety risk management. Thus it is essential that members are supported to develop their competence, particularly in the context of any changes in regulations ie CDM 2015.

Members should also gain commercial benefits from enhancing and refreshing their skills through raised standards of performance, increased confidence and maintaining their relevance, but without having the statutory CDM-C role as a fall-back.

What APS will do & KPIs

APS will:

	2014	2015	2016	2017	2018	2019
Provide members with more resources to help them to undertake CPD flexibly and efficiently.						
<i>No. of online CPD events available:</i>	14	16	22	28	34	40
Develop and introduce more online learning and training resources.						
<i>No. of online training modules developed/ launched:</i>	0	1	3	5	7	9
Review its CPD requirements and processes so that they are more rigorous without becoming onerous and bureaucratic.						
<i>No. of Membership Renewal CPD 'fails' p.a. as % of those analysed:</i>	19%	15%	10%	10%	5%	5%
<i>Develop and implement online CPD recording:</i>	-	Complete	Review	-	Review	-
Work with other organisations and institutions so that good practice is disseminated and costs can be shared.						
<i>No. of organisations we joint-badged CPD events and publications with:</i>	4	6	6	8	8	10
Look to continually improve the professional standards of its membership.						
<i>No. of unregistered members:</i>	770	620	460	300	150	0
Ensure that what it offers and how it is made available is appropriate to the style and preferences of all members including new and existing and the younger generations i.e. professionals in the earlier stages of their						

careers.						
<i>No. of student members (year on year):</i>	18	36	54	72	90	108
<i>No. of Twitter Followers:</i>	343	500	750	1250	1500	2000
<i>No. of tweets posted (total):</i>	280	500	700	900	1100	1300
<i>No. of LinkedIn contacts (Members only):</i>	910	1200	1500	1800	2100	2400

8.2 Strategic Priority 2: Increase advocacy and have more impact

Why is this a priority?

APS has a role and responsibility to be a voice for promoting standards and good practice in the industry and amongst stakeholders (eg government and agencies). Advocacy will be an important tool for working towards our vision. It is also important that APS represents its members' interests.

What APS will do & KPIs

APS will:

	2014	2015	2016	2017	2018	2019
Develop and implement an advocacy and communications strategy, including communicating with members).						
<i>Develop and implement an advocacy and communications strategy:</i>	Complete	Review	Review	Review	Review	Review
Take a targeted and structured approach to developing constructive relationships with key stakeholders.						
<i>Prioritise and agree stakeholders:</i>	Complete	Review	Review	Review	Review	Review
Ensure that it is represented on relevant bodies, committees and working groups.						
<i>Prioritise, list and review:</i>	Complete	Review	Review	Review	Review	Review
Disseminate relevant and useful information and guidance, particularly ensuring that this is easily available online and mobile						
<i>No. of Practice Notes issued each year:</i>	6	6	6	6	6	6
<i>No. of Digests issued each year:</i>	6	6	6	6	6	6
<i>No. of Working With Guidance documents issued each year:</i>	3	8	8	8	8	8

8.3 Strategic Priority 3: Grow membership numbers and the range of profitable products & services

Why is this a priority?

APS can work towards its vision, and enhance its status in the industry, by providing both practitioners and non-practitioners with a range of products and services in relation to education, training, networking and knowledge. Satisfying market needs with profitable products and services will also create the financial resources needed to enable APS to fulfil its aims and obligations.

What APS will do & KPIs

APS will:

	2014	2015	2016	2017	2018	2019
Develop and implement processes, including campaigns, aimed at increasing the number of new members and increasing the retention of existing members.						
<i>No. of new Individual members:</i>	150	250	250	350	350	400
<i>No. of new corporate members:</i>	10	20	25	30	35	40
<i>Individual member Retention Rate:</i>	97.4%	96%	96.5%	97%	98%	98%
<i>Corporate member Retention Rate:</i>	95.4%	96%	96.5%	97%	98%	98%
Review and research the potential markets and opportunities and devise a programme of product/service development and commercialisation.						
<i>Carry out membership surveys:</i>	Survey		Survey		Survey	
Review its range of products/services covering training, qualifications, events, publications and online/telephone advice and support.						
<i>Review the range of products/services:</i>		Review		Review		Review

8.4 Strategic Priority 4: Work in partnership with other institutions and stakeholders

Why is this a priority?

APS cannot deliver by itself its vision or its aspirations regarding decreases in construction deaths, ill health and reportable accidents. There are many other institutions and organisations which share part or all our vision.

APS should collaborate and share and combine resources so that its vision and mission can be pursued as cost effectively as possible.

What APS will do & KPIs

APS will:

	2014	2015	2016	2017	2018	2019
Take a targeted and structured approach to developing constructive relationships with other institutions						
<i>Produce and prioritise targeted list of other institutions:</i>	Done	Review	Review	Review	Review	Review
Identify opportunities to develop symbiotic relationships whilst also maintaining APS independence and unique positioning						
<i>No. of Memoranda of Understanding:</i>	3	5	7	9	11	13

8.5 Strategic Priority 5: Strengthen APS infrastructure, resources and governance

Why is this a priority?

APS will need to ensure that its infrastructure, resources and organisation are suitable for the changing environment and to deliver this strategy efficiently and effectively. The scope of this priority covers members, staff, ICT, organisation and governance, volunteers and finances.

Members are both customers of and a very important resource for APS; they are key to APS achieving its vision and they are an essential source of income. Whilst membership is likely to grow as a consequence of the outputs and impacts of Strategic Priorities 1 – 4, it will also be important for APS to take a targeted and planned approach to increasing the number of members, particularly people in earlier stages of their careers.

What APS will do & KPIs

APS will:

	2014	2015	2016	2017	2018	2019
Undertake an immediate (May – July 2014) review of the organisation structure and resources so as to enable efficient and timely development of the early period of this Strategy.						
<i>Carry out and implement review of the organisation structure and resources:</i>	Complete	Review	Review	Review	Review	Review
Plan and initiate a membership programme.						
<i>Plan and initiate a membership programme:</i>		Done	Review	Review	Review	Review
Undertake a review of its governance structures during 2015. <i>Carry out and implement review of Governance</i>						

9. ORGANISATION AND RESOURCES

The CEO carried out a review of the staffing structure and needs in mid-2014 and changes were approved and implemented, including the recruitment of a new Technical and Standards Manager.

Implementation of this new Strategy will take place over the next four years and the annual budgeting process will include regular appraisals of the resources required, and affordable, to implement the full Strategy over that period.

APPENDIX A: KEY STATISTICS

Total number of members

	Individual	Corporate
1999	3511	522
2004	4156	583
2009	5042	589
2014	5303	513

Types of member

The table below shows the percentage distribution for 2011 and 2014 which shows a small rise in the number of CDMCs and Construction H&S professionals.

	2011	2014
Architects and Technologists	13.88%	11.88%
Civil/Structural Engineers	15.06%	14.78%
Building surveyors	17.05%	18.14%
QS	10.25%	9.11%
Project Managers	6.33%	6.36%
M&E Engineers	2.01%	3.23%
CDM Co-ordinator	6.80%	10.49%
Construction Health & Safety	20.30%	23.86%
Contractors	0.97%	1.19%
Others	7.37%	0.96%

Financial Performance

Year	Turnover	Types of Income	Net Surplus (Deficit)	Staff Nos	Staff Costs
1999	£492,523	Members' Subscriptions, Exam Fees, Publications & Royalties, CPD Courses, AGM/Conference Income, Bank Interest	£6,753	N/A	£118,399
2004	£730,595	Members' Subscriptions, Exam, Accreditation & Fellowship Fees, Publications & Royalties, CPD Courses, AGM/Conference Income, Bank Interest	£55,907	N/A	£204,915
2009	£1,172,146	Members' Subscriptions, Exam, Accreditation & Fellowship Fees, Publications & Royalties, CPD Courses, AGM/Conference Income, Bank Interest	£132,049	7	£292,646
2014	£1,138,012	Members' Subscriptions, Registered Practice Audit Fees, Exam, Accreditation & Fellowship Fees, Publications & Royalties, CPD Courses, AGM/Conference Income, SSIP Income, Bank Interest, Advertising	(£18,190)	8	£390,266