

Developmental spend																	
Task Force support	5,007	k	5,000	3,517	k	5,000	3,626	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
IT and web - developmental activ	11,815	g	10,000	5,880	g	10,000	5,160	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000		
Support for poor Member Associations			2,000			2,000		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000		
Specific grants for Commissions			5,000	7,381		5,000	3,152	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000		
	16,822		22,000	16,778		22,000	11,938	22,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000		
RESULT																	
Overall surplus/deficit in the year - norma	37,473		3,250	64,543		-12,250	3,024	-2,250	6,750	3,750	3,750	3,750	750	10,250	750	-6,250	-12,750
[Key measure 2 - this to be positive in total over the term of the 4 year budget period]																	
Exceptional items																	
Total reserves at year end																	
General reserve	537,121		540,371	601,664		589,414	604,688		593,164	593,164		593,914	603,414	594,664	588,414	575,664	
Events reserve	462,121		485,371	501,664		489,414	504,688		493,164	493,164		493,914	503,414	494,664	488,414	475,664	
IT Development Reserve	25,000		25,000	50,000		50,000	50,000		50,000	50,000		50,000	50,000	50,000	50,000	50,000	
	50,000		30,000	50,000	n	50,000	50,000		50,000	50,000		50,000	50,000	50,000	50,000	50,000	
Total reserves as a % of regular	134%		129%	150%		147%	153%		143%	135%		143%	137%	137%	133%	130%	
General reserve as a % of regula	115%	l	116%	125%	l	122%	128%		119%	112%		119%	155%	154%	110%	108%	
General reserve as a % of regula	122%		119%	145%		107%	117%		116%	116%		115%	117%	115%	110%	102%	
[Key measure 3 - this to be within the range 90-100%]																	

Notes:

- a Decrease in number of members in particular, member associations; application of new subscription framework for academic members; level of subscription held at 2014 level
 - b Estimate based on anticipated expulsions; global financial situation requires to keep expulsions higher
 - c Interest rates forecast to remain lower
 - d Provided for 'old' banking fees not paid that are written off
 - e As agreed based on revised model for events organization
 - f Based on estimated level of engagements and activities for the year
 - g Major platform change plus subsequent enhancements to the system
 - j Provision of returns for administrative backstopping for collaborative activities
 - k A provision to support task force activities
 - l Currently required to be in 90-100% range
- Note that the formula allows for the cycle of expenditure over a 4-year period as the reserve is divided by the annual average expenditure over 4 years (2011-14 for those years; 2013-16 for 2015 and 2016)
- m Reserve introduced in 2012
 - n IT reserved introduced in 2013, increased in 2014 and decreased in 2015

xx Savings in office salary costs