

|                                | 11 mths to 29 February 2020 |                   |                 |                                  |                                | 11 mths to 28 February 2019 |                 |                                      |                                      | 12 months to 31 March 2020 |                     |                                   |
|--------------------------------|-----------------------------|-------------------|-----------------|----------------------------------|--------------------------------|-----------------------------|-----------------|--------------------------------------|--------------------------------------|----------------------------|---------------------|-----------------------------------|
|                                | Actual<br>£'000             | Forecast<br>£'000 | Budget<br>£'000 | Variance to<br>forecast<br>£'000 | Variance to<br>budget<br>£'000 | Actual<br>£'000             | Budget<br>£'000 | Variance to<br>18/19 budget<br>£'000 | Variance to<br>19/20 actual<br>£'000 | Full year<br>forecast      | Full year<br>budget | Forecast<br>under/(over)<br>spend |
| Colleague Costs                | 2,135                       | 2,135             | 2,141           | 0                                | 6                              | 2,123                       | 2,165           | 42                                   | (12)                                 | 2,330                      | 2,356               | 26                                |
| LSB Board                      | 185                         | 189               | 197             | 3                                | 11                             | 174                         | 187             | 13                                   | (11)                                 | 207                        | 215                 | 8                                 |
| OLC costs                      | 117                         | 116               | 117             | (1)                              | 0                              | 115                         | 119             | 4                                    | (2)                                  | 126                        | 128                 | 2                                 |
| Research                       | 48                          | 50                | 79              | 3                                | 31                             | 82                          | 87              | 5                                    | 34                                   | 93                         | 100                 | 7                                 |
| Accommodation                  | 339                         | 334               | 366             | (5)                              | 26                             | 275                         | 286             | 11                                   | (64)                                 | 369                        | 388                 | 19                                |
| Outsourced services & IT costs | 106                         | 103               | 79              | (3)                              | (27)                           | 106                         | 102             | (4)                                  | (0)                                  | 111                        | 86                  | (26)                              |
| Office costs                   | 86                          | 91                | 63              | 5                                | (23)                           | 57                          | 74              | 17                                   | (29)                                 | 98                         | 71                  | (27)                              |
| Governance & support services  | 82                          | 85                | 86              | 4                                | 4                              | 119                         | 126             | 7                                    | 37                                   | 92                         | 90                  | (2)                               |
| Legal costs                    | 53                          | 55                | 64              | 1                                | 11                             | 76                          | 87              | 11                                   | 23                                   | 58                         | 69                  | 11                                |
| Consumer Panel                 | 178                         | 176               | 175             | (1)                              | (3)                            | 193                         | 189             | (4)                                  | 15                                   | 235                        | 234                 | (1)                               |
| Depreciation                   | 72                          | 70                | 57              | (2)                              | (15)                           | 33                          | 36              | 3                                    | (39)                                 | 79                         | 62                  | (17)                              |
| <b>Total costs</b>             | <b>3,401</b>                | <b>3,404</b>      | <b>3,425</b>    | <b>4</b>                         | <b>24</b>                      | <b>3,353</b>                | <b>3,458</b>    | <b>105</b>                           | <b>(48)</b>                          | <b>3,798</b>               | <b>3,798</b>        | <b>0</b>                          |