

|                                | 9 months to 31 December 2021 |                         |                 |  |  | 9 months to 31 December 2020 |                 |  |  |  | 12 months to 31 March 2022 |                     |  |  |  |
|--------------------------------|------------------------------|-------------------------|-----------------|--|--|------------------------------|-----------------|--|--|--|----------------------------|---------------------|--|--|--|
|                                | Actual<br>£'000              | Q2<br>Forecast<br>£'000 | Budget<br>£'000 |  |  | Actual<br>£'000              | Budget<br>£'000 |  |  |  | Full year<br>Q2 Forecast   | Full year<br>Budget |  |  |  |
| Colleague Costs                | 1,899                        | 1,929                   | 1,971           |  |  | 1,857                        | 1,898           |  |  |  | 2,643                      | 2,655               |  |  |  |
| LSB Board                      | 152                          | 153                     | 155             |  |  | 143                          | 160             |  |  |  | 207                        | 207                 |  |  |  |
| OLC costs                      | 94                           | 93                      | 91              |  |  | 90                           | 94              |  |  |  | 127                        | 122                 |  |  |  |
| Research                       | 189                          | 199                     | 152             |  |  | 52                           | 30              |  |  |  | 313                        | 232                 |  |  |  |
| Accommodation                  | 67                           | 70                      | 123             |  |  | 202                          | 173             |  |  |  | 98                         | 164                 |  |  |  |
| Outsourced services & IT costs | 88                           | 89                      | 100             |  |  | 95                           | 121             |  |  |  | 118                        | 130                 |  |  |  |
| Office costs                   | 50                           | 45                      | 49              |  |  | 59                           | 54              |  |  |  | 61                         | 65                  |  |  |  |
| Governance & support services  | 69                           | 68                      | 65              |  |  | 60                           | 41              |  |  |  | 86                         | 78                  |  |  |  |
| Legal costs                    | 14                           | 20                      | 36              |  |  | 37                           | 39              |  |  |  | 31                         | 48                  |  |  |  |
| Consumer Panel                 | 146                          | 147                     | 148             |  |  | 144                          | 152             |  |  |  | 197                        | 198                 |  |  |  |
| Depreciation                   | 152                          | 152                     | 149             |  |  | 70                           | 49              |  |  |  | 204                        | 200                 |  |  |  |
| Contingency                    |                              | 5                       |                 |  |  |                              |                 |  |  |  | 13                         |                     |  |  |  |
| <b>Total costs</b>             | <b>2,919</b>                 | <b>2,963</b>            | <b>3,039</b>    |  |  | <b>2,807</b>                 | <b>2,812</b>    |  |  |  | <b>4,098</b>               | <b>4,098</b>        |  |  |  |
| <b>Average FTE</b>             | <b>33.2</b>                  | <b>33.3</b>             | <b>32.3</b>     |  |  |                              |                 |  |  |  | <b>33.9</b>                | <b>32.3</b>         |  |  |  |