

	11 months to 28 February 2021					11 months to 28 February 2020				12 months to 31 March 2021		
	Actual	Q3	Budget	Variance to	Variance to	Actual	Budget	Variance to	Variance to	Full year	Full year	Forecast
	£'000	Forecast	£'000	forecast	budget	£'000	£'000	19/20 budget	20/21 actual	Q3 Forecast	Budget	under/(over) spend
Colleague Costs	2,268	2,271	2,310	3	43	2,135	2,141	6	133	2,533	2,528	(5)
LSB Board	174	175	196	1	22	185	197	11	(11)	192	213	21
OLC costs	109	109	115	0	6	339	366	26	(230)	119	126	6
Research	107	108	100	1	(7)	106	79	(27)	1	193	218	25
Accommodation	243	244	211	1	(32)	86	63	(23)	157	266	231	(35)
Outsourced services & IT costs	115	119	148	4	33	89	86	(3)	26	125	103	(22)
Office costs	65	69	66	4	1	53	64	11	12	74	72	(2)
Governance & support services	83	81	48	(2)	(34)	72	57	(15)	11	86	59	(27)
Legal costs	39	47	47	8	8	48	79	31	(9)	51	51	1
Consumer Panel	177	176	185	(2)	7	178	175	(3)	(0)	192	193	2
Depreciation	86	85	60	(1)	(26)	117	117	0	(31)	93	130	37
Total costs	3,467	3,484	3,486	18	19	3,408	3,425	17	59	3,923	3,923	0
FTE	34.3	34.4	34.0	0.1	-0.3					34.3	34.0	-0.3