

<u>Three Year Budget</u>	Budget for 2019/20	Forecast 2019/20	Budget 2020/21	Budget 2021/22	Budget 2022/23
	£	£	£	£	£
Investment Expenses	23,043	23,043	28,280	23,746	24,221
Administration Costs	79,050	78,030	109,147	72,530	73,941
Communication Costs	74,071	116,892	133,053	87,064	88,805
Payroll Communication Costs	170,689	102,670	140,689	143,003	145,363
Information Systems	289,637	361,637	332,841	318,698	324,672
Salaries	2,400,942	2,053,167	2,620,255	2,870,660	2,922,073
Central Allocated Costs	527,700	527,700	538,652	549,425	560,414
IT Strategy	72,202	72,202	0	0	0
Miscellaneous Recoveries/Income	(196,000)	(196,000)	(220,500)	(224,910)	(229,408)
Total Administration	3,441,335	3,139,340	3,682,416	3,840,215	3,910,079
Governance Costs	415,170	415,170	555,800	544,516	453,406
- Members' Allowances	39,025	39,025	42,080	42,922	43,780
- Independent Members' Costs	65,000	65,000	58,000	58,960	59,939
Compliance Costs	931,500	932,520	567,930	579,289	940,874
Brunel Expenses	25,000	25,000	25,000	25,000	25,000
Compliance Costs recharged	(225,000)	(225,000)	(200,000)	(204,000)	(208,080)
Governance & Compliance	1,250,695	1,251,715	1,048,810	1,046,686	1,314,920
Pensions Board	20,000	20,000	45,000	20,400	20,808
Global Custodian Fees	0	0	67,000	50,000	50,000
Brunel Management Fees	1,477,000	1,477,000	1,635,000	1,635,000	1,635,000
<u>Investment Manager Fees</u>					
Annual Management Fees	19,832,956	19,910,129	19,484,891	19,874,589	20,272,081
Performance Related Fees	9,083,313	8,262,955	9,366,369	9,553,696	9,744,770
Investment Fees	30,393,269	29,650,084	30,553,260	31,113,286	31,701,851
TOTAL COST TO FUND	35,105,299	34,061,140	35,329,487	36,020,587	36,947,658

<u>Cash Flow Forecast</u>		<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>
(Excluding Administration and Investment costs)		£'000	£'000	£'000
<u>Benefits Outflows</u>				
Benefits	Pensions	(156,044)	(162,910)	(166,295)
	Lump sums	(30,777)	(32,598)	(34,955)
Total Benefits Outflows		(186,821)	(197,731)	(207,852)
<u>Inflows</u>				
Deficit recovery		48,888	11,511	11,961
Future service Contributions		141,638	146,005	149,544
Total Contributions		190,525	157,515	161,504
Net Cash Flow (excluding Administration & Investment costs)		3,704	(40,216)	(46,348)
Divestments & Investment income received as cash		7,000	49,000	51,000
Net Pension Transfers In / Out		0	0	0
Cash outflow due to administration of the Fund		(10,420)	(10,628)	(10,841)
Net Cash Flow (Out-Flow)		448	283	901
<u>Notes</u>				
- Net cash requirements will be met from divestments and cash balances				
- Transfers in and out are assumed to net to zero				
- The cash outflow due to administration includes Investment Management Fees that are invoiced to the Fund.				
- The forecast for 2020/21 includes the assumption that employers will not make up front three year deficit payments in advance. The deficit payments in 2019/20 and 2021/22 are smaller due to some employers making three year advance deficit payments.				