

## 2021/22 DCUSA Approved Budget

# 2021/22 DCUSA Draft Budget Agreed by the DCUSA Panel

### Purpose of this document:

This document sets out the Draft Budget for DCUSA Ltd for the financial year from 01 April 2021 to 31 March 2022. Supporting commentary is provided to enable Parties to understand the rationale behind the inclusion of various items in the Draft Budget.

The Draft Budget was approved by the DCUSA Panel on 16 December 2020.



In accordance with Clause 8.2 of the DCUSA, Parties were given the opportunity, between 13 January 2021 and 10 February 2021, to provide comments on the Draft Budget for consideration by the Panel during their meeting on 17 February 2021.

The comments received were not material in nature and no amendments were made to the Draft Budget that was consulted on.



**Impacted Parties:** All Parties

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## 1 Summary

- 1.1 The purpose of this document is to highlight the material costs and key considerations which needed to be assessed as part of the preparation of the 2021/22 Draft Budget. The 2021/22 Draft Budget is set against a column showing the 2020/21 Approved Budget for comparison purposes. As can be seen in the table below, the significant costs in the DCUSA budget are TRAS, ETOS, secretarial services, professional fees, legal fees, project costs, meetings costs and contingency allowance.
- 1.2 The remaining costs are either fixed contractual costs or are not material in the context of the budget. The Panel have considered the objectives and key deliverables of DCUSA Ltd for the financial year and identify the level of resource required to deliver those objectives.
- 1.3 It should be noted that the current rate of regulatory change is unprecedented and as such the budget has identified and allocated sums to numerous activities that either support or and/are required to implement such changes. There are also sums set aside as contingencies for the yet to be defined support and impacts that DCUSA will be required to deliver and implement.
- 1.4 The draft 2021/22 budget does show a decrease of c.£3,723,000 when compared to the approved 2020/21 budget. The primary drivers for the decrease are due to a significant reduction in the theft related costs between the Budget years due to the winding down of theft activities after 1 April 2021. All budgeted theft related activities have been reviewed and agreed by the Theft Steering Group.
- 1.5 The Panel recognises its obligations to manage costs effectively and the sections below outline the actions and principles the Panel will adopt to deliver these obligations. These include only billing certain costs if they are committed to, continual dynamic assessment of quarterly actual spend and adjusting subsequent billing to reflect any under-spends, and effective management of variable cost drivers such as meeting costs.

## 2 Key Cost Considerations

- 2.1 The table below provides a summary of the budgeted costs, grouped into specific 'Reporting Pots', that have been agreed by the DCUSA Panel. The key cost considerations for the coming year are set out directly below this table.

Budget Items	Apr 21 - Mar 22	Apr 20 - Mar 21	Variance
	Budget	Budget	
DCUSA Agreement charges	£2,068,021	£2,020,617	£47,404
TRAS Charges	£433,500	£4,204,586	-£3,771,086
Other	£0	£0	£0
	<b>£2,501,521</b>	<b>£6,225,203</b>	<b>-£3,723,682</b>
Legal fees	£60,000	£60,000	£0
Insurance	£19,996	£12,996	£7,000
Audit fees	£12,360	£10,274	£2,086
Other	£20,300	£10,800	£9,500
Overheads	<b>£112,656</b>	<b>£94,070</b>	<b>£18,586</b>
Main Contract	£909,356	£945,855	-£36,499
Regulatory	£449,000	£168,128	£280,872
External Contracts	£207,540	£207,540	£0
Charging Methodology Models	£39,500	£183,500	-£144,000
Technology	£160,619	£200,300	-£39,681
Stakeholder Engagement	£73,800	£106,124	-£32,324
Contingency	£100,000	£100,000	£0
Misc. Projects	£15,550	£15,100	£450
General	<b>£1,955,365</b>	<b>£1,926,547</b>	<b>£28,818</b>
Theft Overheads	£6,000	£14,332	-£8,332
ElectraLink Secretariat & Contract Management	£143,200	£444,223	-£301,023
External Contracts - Theft	£129,000	£2,666,377	-£2,537,377
TRAS Closedown	£12,000	£0	£12,000
Meetings	£6,000	£30,000	-£24,000
Theft Transition to REC	£70,800	£70,000	£800
Future of TRAS	£0	£388,604	-£388,604
Strategic Review	£2,500	£138,650	-£136,150
Audit	£13,000	£55,000	-£42,000
Contingency -theft	£50,000	£350,000	-£300,000
Misc. Projects-theft	£1,000	£47,400	-£46,400
Theft	<b>£433,500</b>	<b>£4,204,586</b>	<b>-£3,771,086</b>
Total costs	<b>£2,501,521</b>	<b>£6,225,203</b>	<b>-£3,723,682</b>
Under/(Over) Spend	<b>£0</b>	<b>£0</b>	<b>£0</b>

## Overheads

2.2 **Legal Fees – General:** An allowance of £66k has been made for legal fees to cover development within the DCUSA. These costs are for legal consultation required in relation to the operation of the DCUSA – primarily review of Change Proposals.

- 2.3 **Audit:** Audit costs have been budgeted at £12k which represents a 3% inflationary increase on the 2020/21 cost. The costs include statutory audit and corporation tax compliance.

## General

### Main Contract

- 2.4 **Secretarial services:** The agreement makes provision for “RPI+1%; provided that in any event such increase shall not be less than 3% or exceed 4%”. The recommendation is to apply an increase of 3% based on latest RPI data for the budget.
- 2.5 **Secretarial services – Quality Bonus:** The Panel have budgeted for the quality bonus provision as contained within the Secretariat and Administration agreement with ElectraLink. The agreement makes provision for a 4% Quality Bonus based upon the contract value in the event of achievement of meeting all of its quality targets. It is recommended this is provided for in full for prudence.
- 2.6 **Website Support and Maintenance:** allowance for the provision of support and maintenance of the DCUSA website has been budgeted at £10.6k.
- 2.7 **Physical Meeting costs:** COVID-19 is likely to reduce the use of physical meetings for the foreseeable future. The Panel have included an allowance assuming a return to physical meetings from October 2021 i.e. for 50% of a full year at £30k based upon:
- internal meeting rooms per month @ £500 per room
  - 1 external event per month @ £3,500
- 2.8 **DCUSA Parties’ Training:** An allowance of £8k has been included which will cover external venues for 2 training sessions, this assumes physical meetings will resume from October 2021. Delivery of the training material itself is included within the Secretarial Services provision.
- 2.9 **CACoP Meetings Attendance:** The 2021/22 budget includes £10k for attendance at CACoP meetings charged on a time and material basis.
- 2.10 **Supporting the DNO-DSO transition:** As the pace of DNO-DSO transition activities increase, the Panel consider it prudent to set aside £25K to ensure appropriate support is provided for any impacts to DCUSA.

### Regulatory

- 2.11 **Regulatory and Code Governance Change:** There is a great deal of regulatory and code governance change anticipated in 2021/22 and not all of it can be accurately forecast and therefore the Panel believe it to be prudent to build in an additional £400K of contingency specifically in this area. This is a significant increase on 2020/21 that in particular recognises the enhanced levels of support and activities anticipated in implementing the outcome of the Access SCR, including the need for new charging methodology models.

- 2.12 **BEIS/Ofgem Energy Codes Review:** Work is expected to recommence in supporting and implementing the outcome of this review in 2021/22 and as such it is considered appropriate to set aside a sum of £25K for this requirement.

### External (Non-Electralink administration) Contracts

- 2.13 **DCUSA Modelling Support Contract Charges:** The 2021/22 budget includes an allowance of £208k reflecting a full year of the CEPA/TNEI charge for this.

Additional Modelling Support provision for Access SCR: The 2020/2021 included £120k specifically for DCUSA Modelling in Support of the Access SCR. This has been absorbed into the Regulatory Contingency in 2021/2022.

### Technology

- 2.14 **Digitalisation of DCUSA:** Following the work to digitise the DCUSA document, a total of £100K is included to add a range of new functionalities that digitisation allows that will enhance the user experience.
- 2.15 **Supporting Innovation Sandbox Applications/Projects:** The Secretariat are beginning to see increased level of interest in this area and the Panel believe it is appropriate to retain the budget value of £25K as per 2020/21 at this time.
- 2.16 **DCUSA Website Continuous Improvement:** An allowance of £25k is included to enable additional improved functionality, including any required as result of newly implemented Change Proposals.

### Stakeholder Engagement

- 2.17 **Stakeholder Engagement Plan:** Building on the experience of 2020/21, a total allowance of £50K has been included to continue with stakeholder engagement activities to be designed and delivered for the benefit of DCUSA Parties.
- 2.18 **Strategy Day 2021:** An allowance of £10k has been included to organise, run and host a strategy day in October 2021.

### Contingency

- 2.19 **General Project Contingency:** As per last year, £100k has been included in the 2021/22 budget to cover any unforeseen costs which may arise during 2021/22.

Billing of the Contingency sums within the Budget - Please note that DCUSA Limited will not invoice Parties for the Contingency sums shown in the budget unless it believes there is a strong likelihood of some or all of the Contingency sum being called upon to cover appropriate and approved expenditure. This decision is taken in advance of each quarterly invoice being raised. Please also note that in the event a contingent sum is invoiced in advance and does not subsequently materialise, any excess will be refunded to Parties as part of the year end re-conciliation.

## Theft

- 2.20 2021/22 will see a significant reduction in Theft projects due to the closure of all theft activities as they move over to the Retail Energy Code (REC) in a staggered way from 01 April 2021. Activities within this budget relate to the period April to September 2021. The Experian and Secretariat costs for the TRAS and ETTOS will cease in March 21. A year-on-year budget comparison is therefore not appropriate. **Detailed below is what each category includes whilst the Theft services transition to close during 2021/22.**
- 2.21 **ElectraLink Secretariat & Contract Management:** Secretariat and Contract management costs of £143k to cover activities associated with the management of activities including TSG and TIG meetings, Incentive Schemes and general administration associated with the Theft of Electricity Code of Practice.
- 2.22 **External Contracts:** Includes an amount for TRAS Contract Termination Assistance Support to close down the TRAS. Experian's costs are £128k.
- 2.23 **Theft Meetings:** An amount of £6k has been included to ensure availability as required for a minimal number of any additional meetings.
- 2.24 **TRAS Closedown:** Includes £12k for ElectraLink's oversight and management of Experian's TRAS termination assistance project.
- 2.25 **Theft Transition to REC:** An amount of £70k has been included to support additional transition and closedown activities including, stakeholder engagement, theft expert support of the redeveloped TRAS solution (TRAS2), and handover activities.
- 2.26 **Audit:** £13k has been included for the final audit of the 2020/21 Electricity Theft Detection Incentive Scheme.
- 2.27 **Theft Contingency:** An amount of £50k is provided for unforeseen costs.

## 3 The 2021/22 Draft Budget

- 3.1 The itemised budget costs have been split into 'general and 'theft' costs, with theft related costs only being recoverable from Supplier Parties. A column has been added to indicate whether each item is considered to be an 'operating cost' or a 'project cost'. Under the latter, project costs will only be recovered from Parties if the projects are initiated. The table on the following page details the estimated 2021/22 costs as agreed by the Panel members with a point of reference against the main cost headings for the company. A column showing the 2020/21 Approved Budget has been provided for comparison purposes.

Income & Expenditure Account	2021-2022	2020-21	-
2021/2022 vs. 2020-2021	Budget	Budget	Variance
<b>DCUSA Agreement Charges</b>	£2,068,021	£2,020,617	£47,404
<b>Theft Charges</b>	£433,500	£4,204,586	-£3,771,086
<b>TOTAL CHARGES</b>	£2,501,521	£6,225,203	-£3,723,682

GENERAL COSTS (2021/2022)	2021 - 2022 Draft Budget	2020 - 2021 Approved Budget	Variance	Cost Area
<b>General Overheads</b>				-
Legal Fees - General	£60,000	£60,000	£0	Operating Cost
Bad Debts	£20,000	£10,000	£10,000	Operating Cost
Bank Charges	£300	£300	£0	Operating Cost
Insurance	£19,996	£12,996	£7,000	Operating Cost
Audit Fees	£12,360	£10,274	£2,086	Operating Cost
Subsistence & Travel	£0	£500	-£500	Operating Cost
<b>TOTAL GENERAL OVERHEADS</b>	<b>£112,656</b>	<b>£94,070</b>	<b>£18,586</b>	-
<b>Theft Overheads</b>				-
TRAS Legal Fees	£6,000	£10,000	-£4,000	Operating Cost
Theft Insurance	£0	£4,332	-£4,332	Operating Cost
<b>TOTAL THEFT OVERHEADS</b>	<b>£6,000</b>	<b>£14,332</b>	<b>-£8,332</b>	-
<b>*Main Contract</b>				-
Secretarial Services	£814,188	£769,092	£45,096	Operating Cost
Contract Bonus	£32,168	£30,763	£1,405	Operating Cost
Meeting Costs	£30,000	£60,000	-£30,000	Operating Cost
DNO - DSO Project(s)	£25,000	£25,000	£0	Project Cost
DCUSA Parties Training	£8,000	£16,000	-£8,000	Operating Cost
Code Administrator to Code Manager Transition - Additional Duties	£0	£25,000	-£25,000	Project Cost
CFF Continued Attendance and Support	£0	£20,000	-£20,000	Project Cost
<b>SUBTOTAL</b>	<b>£909,356</b>	<b>£945,855</b>	<b>-£36,499</b>	-
<b>*Regulatory</b>				-
Regulatory & Code Governance Changes	£400,000	£0	£400,000	Project Cost
HH Settlement Code Change and Development Group	£10,000	£50,985	-£40,985	Project Cost
BEIS Energy Codes Review: Workshop	£25,000	£25,000	£0	Project Cost
Ongoing Access SCR Delivery Group Attendance	£6,000	£17,143	-£11,143	Project Cost
Ongoing Charging Futures Forum and Charging Delivery Board	£6,000	£0	£6,000	Project Cost
Incident Mngt Scenarios Contacts Maintenance/audit	£2,000	£5,000	-£3,000	Operating Cost
REC SCR and Consequential Changes to DCUSA	£0	£50,000	-£50,000	Project Cost
Other Regulatory Change Support Projects	£0	£20,000	-£20,000	Project Cost
<b>SUBTOTAL</b>	<b>£449,000</b>	<b>£168,128</b>	<b>£280,872</b>	-
<b>*Charging Methodology Modelling</b>				-
Ongoing Modelling Support Contract Management	£39,500	£39,500	£0	Operating Cost
DCUSA Modelling Support - Access SCR (incl. £24k Contract Mgmt.)	£0	£144,000	-£144,000	Project Cost
<b>SUBTOTAL</b>	<b>£39,500</b>	<b>£183,500</b>	<b>-£144,000</b>	-
<b>*Technology</b>				-
Digitalisation Project(s)	£100,000	£60,000	£40,000	Project Cost
Innovation Sandbox Project(s)	£25,000	£25,000	£0	Project Cost
Website Improvements	£25,000	£25,000	£0	Project Cost
Web-site Support & Maintenance	£10,619	£10,300	£319	Operating Cost
Digitisation Project	£0	£80,000	-£80,000	Project Cost
<b>SUBTOTAL</b>	<b>£160,619</b>	<b>£200,300</b>	<b>-£39,681</b>	-
<b>*Stakeholder Engagement</b>				-
Stakeholder Engagement Delivery	£50,000	£75,000	-£25,000	Project Cost
Monthly DCUSA e Bulletin	£10,800	£11,124	-£324	Operating Cost
2020 Strategy Day	£10,000	£10,000	£0	Project Cost
Director Training	£3,000	£5,000	-£2,000	Project Cost
DCUSA Stakeholder Engagement Plan 2020-21	£0	£5,000	-£5,000	Project Cost
<b>SUBTOTAL</b>	<b>£73,800</b>	<b>£106,124</b>	<b>-£32,324</b>	-
<b>*Misc. Projects</b>				-
London Gazette	£500	£1,000	-£500	Project Cost
CACoP Secretariat and Chairing	£0	£8,100	-£8,100	Project Cost
Significant Code Review Support	£0	£5,000	-£5,000	Project Cost
DCUSA Training to a Wider Stakeholder Group	£0	£1,000	-£1,000	Project Cost
New Processes for DCP	£15,050	£0	£15,050	Project Cost
<b>SUBTOTAL</b>	<b>£15,550</b>	<b>£15,100</b>	<b>£450</b>	-
<b>*Contingency</b>	<b>£100,000</b>	<b>£100,000</b>	<b>£0</b>	Project Cost
<b>*DCUSA Modelling Support Contract</b>	<b>£207,540</b>	<b>£207,540</b>	<b>£0</b>	Operating Cost
<b>TOTAL GENERAL COSTS</b>	<b>£2,068,021</b>	<b>£2,020,617</b>	<b>£47,404</b>	-

THEFT COSTS (2021/2022)	2021-2022 Draft Budget	2020-21 Approved Budget	Variance	Cost Area
<b>*ELECTRALINK SECRETARIAT &amp; CONTRACT MANAGEMENT</b>				
<b>TRAS Charges</b>				-
2021 Theft Performance Assurance Reporting (Annual)	£45,300	£45,000	£300	Operating Cost
ElectraLink Theft Admin/Secretariat TRAS	£35,400	£271,743	-£236,343	Operating Cost
EMI Data for Setting ETDIS Target 21/22 (DCUSA Only)	£15,000	£0	£15,000	Operating Cost
Incentive Scheme Audit 2020/21 Management	£8,000	£0	£8,000	Operating Cost
2021 Theft Performance Assurance Reporting (Quarterly)	£7,000	£0	£7,000	Operating Cost
TRAS 1 Contract Management Support (TSG / General)	£6,000	£0	£6,000	Operating Cost
TRAS Additional CCNs/CPs	£5,000	£25,000	-£20,000	Operating Cost
ETDIS/GTDIS Closure 2020/21	£5,000	£0	£5,000	Project Cost
TDIS Guidance Document Review	£4,000	£5,000	-£1,000	Project Cost
EDTIS/GTDIS 2021/22 Target Setting	£4,000	£0	£4,000	Operating Cost
Theft Best Practice Guidelines	£3,000	£5,000	-£2,000	Project Cost
Theft Website Support	£2,000	£5,000	-£3,000	Operating Cost
Training	£1,500	£5,000	-£3,500	Operating Cost
Theft Calculator Support	£1,000	£10,000	-£9,000	Operating Cost
TRAS Data Storage	£1,000	£0	£1,000	Project Cost
ETDIS Code Administrator	£0	£25,000	-£25,000	Operating Cost
TRAS Escalation Process	£0	£14,500	-£14,500	Operating Cost
Focus Group Running Costs	£0	£12,980	-£12,980	Project Cost
Theft Website Development	£0	£10,000	-£10,000	Project Cost
Theft Directors Training	£0	£5,000	-£5,000	Project Cost
Theft Calculator Enhancements	£0	£5,000	-£5,000	Project Cost
<b>SUBTOTAL</b>	<b>£143,200</b>	<b>£444,223</b>	<b>-£301,023</b>	-
<b>*THEFT EXTERNAL CONTRACTS</b>				
TRAS Contract (Termination Assistance Support Experian)	£128,000	£2,331,377	-£2,203,377	Operating Cost
EST Calculator Contract	£1,000	£0	£1,000	Operating Cost
ETTOS Live Operation	£0	£210,000	-£210,000	Operating Cost
ETTOS Marketing	£0	£125,000	-£125,000	Operating Cost
<b>SUBTOTAL</b>	<b>£129,000</b>	<b>£2,666,377</b>	<b>-£2,537,377</b>	-
<b>*THEFT TRANSITION TO REC</b>				
Theft Transition to REC (Contingency)	£50,000	£70,000	-£20,000	Project Cost
TRAS 2 Future Design Support	£10,000	£0	£10,000	Project Cost
Provision of Detailed TDIS Theft Data 2020/21	£6,000	£0	£6,000	Project Cost
Stakeholder Engagement Plan	£4,800	£0	£4,800	Project Cost
<b>SUBTOTAL</b>	<b>£70,800</b>	<b>£70,000</b>	<b>£800</b>	-
<b>*STRATEGIC REVIEW</b>				
Theft Strategic Review	£2,500	£0	£2,500	Project Cost
Strategic Review: NRPS	£0	£76,700	-£76,700	Project Cost
Strategic Review: Incentive Scheme	£0	£20,060	-£20,060	Project Cost
Strategic Review: Theft Amnesty	£0	£11,800	-£11,800	Project Cost
Strategic Review: Project Management	£0	£11,682	-£11,682	Project Cost
Strategic Review: Focus Group Support	£0	£7,788	-£7,788	Project Cost
Strategic Review: Performance Assurance	£0	£5,310	-£5,310	Project Cost
Strategic Review: Vulnerability Charter	£0	£5,310	-£5,310	Project Cost
<b>SUBTOTAL</b>	<b>£2,500</b>	<b>£138,650</b>	<b>-£136,150</b>	-
<b>*AUDIT</b>				
Incentive Scheme Audit 2020/21 Auditor	£13,000	£0	£13,000	Operating Cost
ETDIS & GTDIS Audit 19-20 Proposal & 18-19 Follow-up	£0	£21,000	-£21,000	Project Cost
ETTOS Audit	£0	£19,000	-£19,000	Operating Cost
Theft Experian Audit	£0	£15,000	-£15,000	Operating Cost
<b>SUBTOTAL</b>	<b>£13,000</b>	<b>£55,000</b>	<b>-£42,000</b>	-
<b>*MISC. THEFT PROJECTS</b>				
Supporting UKRPA / Energy Ombudsman / CAB	£1,000	£0	£1,000	Project Cost
Theft Contacts Review	£0	£6,000	-£6,000	Project Cost
Theft Best Practice Forum	£0	£12,000	-£12,000	Project Cost
EMI Data for Setting ETDIS Target	£0	£10,000	-£10,000	Project Cost
ETTOS Escalation Process	£0	£8,500	-£8,500	Project Cost
Increase Supplier Engagement	£0	£5,000	-£5,000	Project Cost
TRAM Review Group Output Progression	£0	£3,540	-£3,540	Project Cost
Third Party Use of TRAS/ETTOS Data	£0	£2,360	-£2,360	Project Cost
<b>SUBTOTAL</b>	<b>£1,000</b>	<b>£47,400</b>	<b>-£46,400</b>	-
<b>OTHER</b>				
<b>*ElectraLink Support - TRAS Contract Termination</b>	<b>£12,000</b>	<b>£0</b>	<b>£12,000</b>	Operating Cost
<b>*TRAS Meeting Costs</b>	<b>£6,000</b>	<b>£30,000</b>	<b>-£24,000</b>	Operating Cost
<b>*TRAS and ETTOS Re-procurement</b>	<b>£0</b>	<b>£388,604</b>	<b>-£388,604</b>	Operating Cost
<b>*General Theft Contingency</b>	<b>£50,000</b>	<b>£350,000</b>	<b>-£300,000</b>	Project Cost
<b>TOTAL THEFT CHARGES</b>	<b>£433,500</b>	<b>£4,204,586</b>	<b>-£3,771,086</b>	-



## 4 Recoverable Costs and Amendments to Budgets

- 4.1 Budgeted costs are recovered quarterly in advance and split into ‘operational’ and ‘project’ costs, with project related costs only being recovered from Parties if the projects are initiated. This option allows the Panel to give foresight to Parties of what they might be expected to pay in the year but not recover costs unless they are going to be utilised. In short, Parties essentially approve the costs up front, thereby allowing the Panel, without further consultation, to decide whether to initiate a project and thus recover any associated costs from Parties.
- 4.2 Clause 8.6 of the DCUSA, details the Panel’s ability to revise the budget part way through the year, providing the Panel with the option to wait until there is more certainty around potential costs before putting them into the Budget. However, it should be noted that a revised budget requires the same approval process as the original budget, i.e., further consultation with Parties.

## 5 Cost Recovery Invoicing

- 5.1 In accordance with the DCUSA, the Panel is required to provide its good-faith estimate of the Recoverable Costs that it anticipates will be invoiced in each Quarter of the Financial Year to which the Draft Budget relates, split between each Party Category. It should be noted that theft related costs are only recoverable from Supplier Parties. The Panel must also provide its best estimate of the dates on which it will raise invoices for each Quarter of the Financial Year. The following table sets out this information.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Year
<b>Invoice Date</b>	31-Mar-21	30-Jun-21	30-Sep-21	31-Dec-21	<b>Totals</b>
<b>Total amount recoverable from Distributors</b>	£259,253	£259,253	£259,253	£259,253	<b>£1,037,012</b>
<b>Total amount recoverable from Suppliers</b>	£473,003	£473,003	£259,253	£259,253	<b>£1,464,512</b>
<b>Total</b>	<b>£732,255</b>	<b>£732,255</b>	<b>£518,505</b>	<b>£518,505</b>	<b>£2,501,520</b>

***NB. Theft costs fall away from September 2021 therefore all theft budget costs are incurred and billed in Q1 and Q2.***