

# Heathrow Airport Limited 2020 actual income variance analysis for Specified Facilities

Year ended 31 December  
2020

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## 1. Introduction

This report provides users with explanations of variances between 2020 actual results for 'Specified facilities – transparency and trading statements' document to those in the preceding regulatory year in 2019, per condition C2.6 of Heathrow's economic Licence.

In previous regulatory years (2014-2018) actual results have been compared to those included within the CAA forecast for specified facilities outlined in table G.4, page 278, 'Economic regulation at Heathrow from April 2014: Notice granting the licence'.

However, given that there is no 2020 CAA forecast for specified facilities, actual results for 2020 have been compared to the actual results in 2019.

The designation of specified facilities for Q6 is derived from Annex G in the Q6 decision as follows:

- Check-in desks
- Baggage systems
- Passengers requiring support (PRS)
- Staff car parking
- Staff ID cards
- Fixed electrical ground power (FEGP)
- Pre-conditioned air (PCA)
- Airside licences
- Waste, recycling and refuse collection
- Taxi feeder park
- Heating & Gas
- Electricity
- Water and sewerage
- Bus and coach facilities
- Common I.T. infrastructure
- HAL's contribution to the funding of the Heathrow Airline Operators Committee (AOC)

The variance analysis has been made against customer share elements of the actuals for the year ended 31 December 2020.

## 2. Summary

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	133,641	163,941	158,011	158,364	159,097		
Annuity	27,876	35,022	33,133	31,713	30,337		
Allocated Costs	12,691	15,463	14,825	14,875	14,887		
<b>Total Income to be recovered</b>	<b>174,209</b>	<b>214,427</b>	<b>205,969</b>	<b>204,953</b>	<b>204,321</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	144,573	178,745	175,319	181,989	188,934		
Annuity	30,157	38,152	36,730	36,413	35,996		
Allocated Costs	13,729	16,851	16,440	17,085	17,670		
<b>Total Income to be recovered</b>	<b>188,459</b>	<b>233,748</b>	<b>228,489</b>	<b>235,488</b>	<b>242,600</b>		
<b>Prior Year Actuals</b>							
Direct Costs						194,089	203,753
Annuity						35,996	36,919
Allocated Costs						17,669	18,121
<b>Total Income to be recovered</b>						<b>247,754</b>	<b>258,793</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>177,484</b>	<b>242,344</b>	<b>233,511</b>	<b>241,539</b>	<b>244,032</b>	<b>240,628</b>	<b>114,076</b>
<b>Variance</b>	<b>(10,974)</b>	<b>8,596</b>	<b>5,022</b>	<b>6,051</b>	<b>1,432</b>	<b>(7,126)</b>	<b>(144,717)</b>
Adjustments in Scope	(1,050)	(4,950)	(17,428)	(14,021)	(6,785)	0	0
Over/(under) recovery b/f from prior year	6,594	3,564	5,499	(1,730)	(1,082)	(5,330)	(24,022)
(Over)/under recovery to cfwd	(3,564)	(5,499)	1,730	1,082	5,330	24,022	130,833
<b>Variance to explain</b>	<b>(8,994)</b>	<b>1,710</b>	<b>(5,177)</b>	<b>(8,617)</b>	<b>(1,105)</b>	<b>11,566</b>	<b>(37,906)</b>
<b>2014 Commentary:</b>	Driven pre-dominantly by Baggage and partly Electricity.						
<b>2015 Commentary:</b>	Driven pre-dominantly by Baggage and partly Electricity.						
<b>2016 Commentary:</b>	Driven pre-dominantly by Baggage.						
<b>2017 Commentary:</b>	Driven pre-dominantly by Baggage.						
<b>2018 Commentary:</b>	Driven pre-dominantly by PRS.						
<b>2019 Commentary:</b>	Driven pre-dominantly by PRM, Baggage & PCA						
<b>2020 Commentary:</b>	Driven pre-dominantly by Baggage, PRS, Electricity & Staff Car Parking						

### 3. Check-in Desks

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	2,943	4,008	3,997	3,739	3,751		
Annuity	463	548	518	504	358		
Allocated Costs	409	547	542	509	493		
<b>Total Income to be recovered</b>	<b>3,815</b>	<b>5,103</b>	<b>5,056</b>	<b>4,752</b>	<b>4,602</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	3,184	4,367	4,431	4,293	4,451		
Annuity	500	597	574	578	424		
Allocated Costs	442	596	601	585	585		
<b>Total Income to be recovered</b>	<b>4,127</b>	<b>5,559</b>	<b>5,605</b>	<b>5,456</b>	<b>5,460</b>		
<b>Prior Year Actuals</b>							
Direct Costs						4,921	6,219
Annuity						424	435
Allocated Costs						585	600
<b>Total Income to be recovered</b>						<b>6,432</b>	<b>7,254</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>4,237</b>	<b>5,603</b>	<b>5,435</b>	<b>5,557</b>	<b>6,432</b>	<b>7,047</b>	<b>3,784</b>
<b>Variances (Actuals less CAA Forecast)</b>	<b>110</b>	<b>44</b>	<b>(170)</b>	<b>101</b>	<b>972</b>	<b>615</b>	<b>(3,470)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	254	89	44	193	80	582	375
(Over)/under recovery to cfwd	(89)	(44)	(193)	(80)	(582)	(375)	2,045
<b>Variance to explain</b>	<b>275</b>	<b>89</b>	<b>(320)</b>	<b>214</b>	<b>469</b>	<b>822</b>	<b>(1,050)</b>

**2014 Commentary:**

Driven by higher number of CUSS kiosks deployed in T2, and associated costs.

**2015 Commentary:**

Driven by higher number of CUSS kiosks deployed in T2, and associated costs, offset partially by early T1 closure.

**2016 Commentary:**

Driven by lower CUSS management charges and closure of T1.

**2017 Commentary**

Driven by higher number of CUSS kiosks

**2018 Commentary**

Driven by higher number of CUSS kiosks

**2019 Commentary**

Driven by higher number of CUSS kiosks & increased services

**2020 Commentary**

Driven by lower number of CUSS kiosks & reduced services due to COVID-19

## 4. Baggage Systems

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	85,587	100,549	95,311	97,730	98,845		
Annuity	0	0	0	0	0		
Allocated Costs	8,388	9,854	9,341	9,578	9,687		
<b>Total Income to be recovered</b>	<b>93,974</b>	<b>110,403</b>	<b>104,652</b>	<b>107,308</b>	<b>108,532</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	92,588	109,531	105,655	112,207	117,277		
Annuity	0	0	0				
Allocated Costs	9,074	10,734	10,354	10,996	11,493		
<b>Total Income to be recovered</b>	<b>101,661</b>	<b>120,265</b>	<b>116,010</b>	<b>123,203</b>	<b>128,770</b>		
<b>Prior Year Actuals</b>							
Direct Costs						119,158	123,940
Annuity						0	0
Allocated Costs						11,493	11,787
<b>Total Income to be recovered</b>						<b>132,441</b>	<b>135,727</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>91,547</b>	<b>126,670</b>	<b>124,883</b>	<b>136,318</b>	<b>132,441</b>	<b>129,748</b>	<b>40,432</b>
<b>Variances (Actuals less CAA Forecast)</b>	<b>(10,114)</b>	<b>6,405</b>	<b>8,873</b>	<b>13,115</b>	<b>3,671</b>	<b>(2,693)</b>	<b>(95,295)</b>
Adjustments in Scope	(1,050)	(4,950)	(16,100)	(12,257)	(3,327)		
Over/(under) recovery b/f from prior year	5,436	1,550	(1,161)	(4,638)	3,532	5,323	(669)
(Over)/under recovery to cfwd	(1,550)	1,161	4,638	(3,532)	(5,323)	669	77,790
<b>Variance to explain</b>	<b>(7,278)</b>	<b>4,166</b>	<b>(3,749)</b>	<b>(7,312)</b>	<b>(1,446)</b>	<b>3,300</b>	<b>(18,174)</b>

### **2014 Commentary:**

Driven primarily by O&M Tender savings, and in addition negotiations on cleaning contract, rates and T3IB costs delay.

### **2015 Commentary:**

Tender savings have continued and are included in both Actuals and CAA Forecast. Variance driven primarily by agreed recovery of baggage resilience costs, out of guage scope and gainshare on O&M Tender savings.

### **2016 Commentary:**

Variance driven primarily by agreed recovery of baggage resilience costs, out of guage scope and gainshare on O&M Tender savings.

### **2017 Commentary:**

Variance driven primarily by agreed recovery of baggage resilience costs & O&M Tender savings.

### **2018 Commentary:**

Variance driven primarily by agreed recovery of incremental IT costs

### **2019 Commentary:**

Variance driven primarily by agreed recovery of incremental IT costs

### **2020 Commentary**

Variance driven primarily by maintenance savings and terminal consolidation

## 5. Passengers requiring service (PRS)

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	12,648	16,587	15,924	14,275	14,138		
Annuity	0	0	0	0	0		
Allocated Costs	506	663	637	571	566		
<b>Total Income to be recovered</b>	<b>13,154</b>	<b>17,250</b>	<b>16,561</b>	<b>14,846</b>	<b>14,704</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	13,682	18,068	17,653	16,390	16,775		
Annuity	0	0	0	0	0		
Allocated Costs	547	723	706	656	671		
<b>Total Income to be recovered</b>	<b>14,230</b>	<b>18,791</b>	<b>18,359</b>	<b>17,046</b>	<b>17,446</b>		
<b>Prior Year Actuals</b>							
Direct Costs						23,498	24,383
Annuity						0	0
Allocated Costs						671	688
<b>Total Income to be recovered</b>						<b>22,020</b>	<b>25,071</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>16,233</b>	<b>20,673</b>	<b>19,782</b>	<b>21,589</b>	<b>22,020</b>	<b>23,792</b>	<b>8,572</b>
<b>Variances (Actuals less CAA Forecast)</b>	<b>2,003</b>	<b>1,882</b>	<b>1,423</b>	<b>4,543</b>	<b>4,574</b>	<b>1,772</b>	<b>(16,499)</b>
Adjustments in Scope			(1,328)	(1,764)	(3,458)		
Over/(under) recovery b/f from prior year	(2,310)	(608)	(41)	(278)	(242)	(2,391)	(3,670)
(Over)/under recovery to cfwd	608	41	278	242	2,391	3,670	13,113
<b>Variance to explain</b>	<b>301</b>	<b>1,315</b>	<b>332</b>	<b>2,743</b>	<b>3,265</b>	<b>3,051</b>	<b>(7,056)</b>

### **2014 Commentary:**

Higher costs driven by additional T2 transitioning costs and higher PRS volumes.

### **2015 Commentary:**

Higher costs driven by higher PRS

### **2016 Commentary:**

Higher costs driven by higher PRS volumes and associated costs. Also due to airline moves.

### **2017 Commentary:**

Higher costs driven by higher PRS

### **2018 Commentary:**

Higher costs driven by significantly higher PRS volumes.

### **2019 Commentary:**

Higher costs driven by higher PRS volumes

### **2020 Commentary**

Lower costs driven by lower PRS volumes, primarily due to COVID-19

## 6. Staff car parking

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	6,780	9,191	9,105	9,071	9,023		
Annuity	2,970	3,737	3,610	3,369	3,258		
Allocated Costs	1,053	1,396	1,373	1,343	1,326		
<b>Total Income to be recovered</b>	<b>10,802</b>	<b>14,325</b>	<b>14,088</b>	<b>13,783</b>	<b>13,607</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	7,334	10,012	10,093	10,415	10,705		
Annuity	3,212	4,071	4,001	3,868	3,865		
Allocated Costs	1,139	1,521	1,522	1,542	1,574		
<b>Total Income to be recovered</b>	<b>11,686</b>	<b>15,604</b>	<b>15,617</b>	<b>15,824</b>	<b>16,144</b>		
<b>Prior Year Actuals</b>							
Direct Costs						11,533	12,341
Annuity						3,865	3,964
Allocated Costs						1,574	1,614
<b>Total Income to be recovered</b>						<b>16,315</b>	<b>17,919</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>13,072</b>	<b>17,748</b>	<b>16,326</b>	<b>14,588</b>	<b>16,315</b>	<b>15,685</b>	<b>10,954</b>
<b>Variations (Actuals less CAA Forecast)</b>	<b>1,387</b>	<b>2,144</b>	<b>709</b>	<b>(1,236)</b>	<b>171</b>	<b>(630)</b>	<b>(6,965)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	325	755	1,943	674	(801)	(1,458)	(3,691)
(Over)/under recovery to cfwd	(755)	(1,943)	(674)	801	1,458	3,691	6,312
<b>Variance to explain</b>	<b>956</b>	<b>956</b>	<b>1,978</b>	<b>239</b>	<b>828</b>	<b>1,603</b>	<b>(4,344)</b>

### **2014 Commentary:**

Driven by phasing of the savings which will be realised later in the Q, resulting from negotiation of the Bussing and Management contracts.

### **2015 Commentary:**

CAA stretch for Travel Services (including non-ORC) applied fully to Staff car parking. Variance offset in Commercial Income.

### **2016 Commentary:**

CAA stretch for Travel Services (including non-ORC) applied fully to Staff car parking. Variance offset in Commercial Income.

### **2017 Commentary:**

CAA stretch for Travel Services (including non-ORC) applied fully to Staff car parking. Variance offset in Commercial Income.

### **2018 Commentary:**

CAA stretch for Travel Services (including non-ORC) applied fully to Staff car parking. Variance offset in Commercial Income.

### **2019 Commentary:**

Driven by year on year costs of running the service

### **2020 Commentary**

Direct costs lower due to contract negotiation and terminal consolidation



## 7. Staff ID cards

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	710	923	912	905	898		
Annuity	66	83	81	78	76		
Allocated Costs	93	121	119	118	117		
<b>Total Income to be recovered</b>	<b>869</b>	<b>1,128</b>	<b>1,112</b>	<b>1,102</b>	<b>1,091</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	769	1,006	1,011	1,039	1,065		
Annuity	71	91	89	90	91		
Allocated Costs	101	132	132	136	139		
<b>Total Income to be recovered</b>	<b>940</b>	<b>1,228</b>	<b>1,233</b>	<b>1,265</b>	<b>1,295</b>		
<b>Prior Year Actuals</b>							
Direct Costs						1,684	1,732
Annuity						91	93
Allocated Costs						139	142
<b>Total Income to be recovered</b>						<b>1,581</b>	<b>1,967</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>1,784</b>	<b>1,134</b>	<b>1,264</b>	<b>1,711</b>	<b>1,581</b>	<b>1,595</b>	<b>1,062</b>
<b>Variances (Actuals less CAA Forecast)</b>	<b>844</b>	<b>(94)</b>	<b>31</b>	<b>446</b>	<b>286</b>	<b>14</b>	<b>(905)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	92	869	496	364	416	83	(289)
(Over)/under recovery to cfwd	(869)	(496)	(364)	(416)	(83)	289	929
<b>Variance to explain</b>	<b>67</b>	<b>278</b>	<b>163</b>	<b>394</b>	<b>619</b>	<b>386</b>	<b>(265)</b>

### **2014 Commentary:**

Driven by costs associated with higher number of ID passes issued for T2.

### **2015 Commentary:**

Driven by higher number of ID passes and associated costs, as well as additional compliance training and staff training.

### **2016 Commentary:**

Driven by higher number of full ID and temporary passes, as well as reduction in costs due to consolidation of ID centre.

### **2017 Commentary:**

Driven by higher number of full ID and temporary passes

### **2018 Commentary:**

Driven by increase in resource costs to support pass issuing

### **2019 Commentary:**

Driven by change in pass application rules

### **2020 Commentary**

Driven by lower number of full ID and temporary passes

## 8. Fixed electrical ground power (FEGP)

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	4,678	5,940	5,678	5,587	5,560		
Annuity	2,854	3,631	3,380	3,106	3,000		
Allocated Costs	301	383	362	348	342		
<b>Total Income to be recovered</b>	<b>7,832</b>	<b>9,955</b>	<b>9,420</b>	<b>9,041</b>	<b>8,903</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	5,060	6,471	6,294	6,415	6,597		
Annuity	3,087	3,956	3,747	3,566	3,560		
Allocated Costs	326	417	402	399	406		
<b>Total Income to be recovered</b>	<b>8,473</b>	<b>10,844</b>	<b>10,442</b>	<b>10,380</b>	<b>10,563</b>		
<b>Prior Year Actuals</b>							
Direct Costs						6,609	6,512
Annuity						3,560	3,651
Allocated Costs						406	417
<b>Total Income to be recovered</b>						<b>10,392</b>	<b>10,580</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>7,988</b>	<b>10,554</b>	<b>9,890</b>	<b>8,818</b>	<b>10,392</b>	<b>10,782</b>	<b>8,412</b>
<b>Variiances (Actuals less CAA Forecast)</b>	<b>(485)</b>	<b>(290)</b>	<b>(552)</b>	<b>(1,562)</b>	<b>(171)</b>	<b>390</b>	<b>(2,168)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	(68)	377	768	1,088	(14)	(197)	5
(Over)/under recovery to cfwd	(377)	(768)	(1,088)	14	197	(5)	1,104
<b>Variance to explain</b>	<b>(930)</b>	<b>(680)</b>	<b>(872)</b>	<b>(460)</b>	<b>12</b>	<b>188</b>	<b>(1,059)</b>

### **2014 Commentary:**

Driven by lower consumption and lower maintenance and parts costs.

### **2015 Commentary:**

Driven by lower consumption and lower maintenance and parts costs.

### **2016 Commentary:**

Driven by lower consumption and lower maintenance and parts costs.

### **2017 Commentary:**

Driven by lower consumption and lower maintenance and parts costs.

### **2018 Commentary:**

Driven by lower consumption and lower maintenance and parts costs.

### **2019 Commentary:**

Driven by electricity price rise year on year

### **2020 Commentary**

Driven by lower consumption and lower maintenance and parts costs.

## 9. Pre-conditioned air (PCA)

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	1,340	1,649	1,449	1,355	1,260		
Annuity	2,767	3,605	3,588	3,595	3,500		
Allocated Costs	164	210	201	198	190		
<b>Total Income to be recovered</b>	<b>4,271</b>	<b>5,464</b>	<b>5,239</b>	<b>5,148</b>	<b>4,950</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	1,450	1,797	1,606	1,556	1,495		
Annuity	2,993	3,927	3,978	4,128	4,153		
Allocated Costs	178	229	223	227	226		
<b>Total Income to be recovered</b>	<b>4,621</b>	<b>5,952</b>	<b>5,807</b>	<b>5,911</b>	<b>5,873</b>		
<b>Prior Year Actuals</b>							
Direct Costs						1,004	377
Annuity						4,153	4,259
Allocated Costs						226	232
<b>Total Income to be recovered</b>						<b>2,281</b>	<b>4,868</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>3,595</b>	<b>5,368</b>	<b>5,314</b>	<b>4,485</b>	<b>2,281</b>	<b>369</b>	<b>175</b>
<b>Variances (Actuals less CAA Forecast)</b>	<b>(1,026)</b>	<b>(584)</b>	<b>(493)</b>	<b>(1,426)</b>	<b>(3,592)</b>	<b>(1,912)</b>	<b>(4,693)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	0	(394)	(318)	(434)	(1,720)	(4,822)	(9,321)
(Over)/under recovery to cfwd	394	318	434	1,720	4,822	9,321	13,899
<b>Variance to explain</b>	<b>(632)</b>	<b>(660)</b>	<b>(377)</b>	<b>(140)</b>	<b>(490)</b>	<b>2,587</b>	<b>(115)</b>

### **2014 Commentary:**

Driven by lower consumption and lower maintenance and parts costs.

### **2015 Commentary:**

Driven by lower consumption and lower maintenance and parts costs.

### **2016 Commentary:**

Driven by lower consumption and lower maintenance and parts costs.

### **2017 Commentary:**

Driven by lower consumption

### **2018 Commentary:**

Driven by lower consumption

### **2019 Commentary:**

Driven by notably lower consumption of the service

### **2020 Commentary**

Driven by notably lower consumption of the service

## 10. Airside Licences

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	611	796	793	794	795		
Annuity	25	27	27	26	25		
Allocated Costs	76	99	98	98	98		
<b>Total Income to be recovered</b>	<b>712</b>	<b>923</b>	<b>918</b>	<b>919</b>	<b>919</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	661	867	879	912	944		
Annuity	27	30	29	30	30		
Allocated Costs	83	108	109	113	117		
<b>Total Income to be recovered</b>	<b>771</b>	<b>1,005</b>	<b>1,017</b>	<b>1,055</b>	<b>1,090</b>		
<b>Prior Year Actuals</b>							
Direct Costs						828	1,288
Annuity						30	31
Allocated Costs						117	120
<b>Total Income to be recovered</b>						<b>750</b>	<b>1,439</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>922</b>	<b>917</b>	<b>1,082</b>	<b>804</b>	<b>750</b>	<b>924</b>	<b>1,058</b>
<b>Variances (Actuals less CAA Forecast)</b>	<b>152</b>	<b>(88)</b>	<b>65</b>	<b>(251)</b>	<b>(340)</b>	<b>174</b>	<b>(381)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	(27)	157	195	548	204	(106)	(666)
(Over)/under recovery to cfwd	(157)	(195)	(548)	(204)	106	666	660
<b>Variance to explain</b>	<b>(33)</b>	<b>(126)</b>	<b>(288)</b>	<b>93</b>	<b>(30)</b>	<b>734</b>	<b>(387)</b>

**2014 Commentary:**

Driven by lower staff costs following a re-structure.

**2015 Commentary:**

Driven by lower staff costs following a re-structure.

**2016 Commentary:**

Driven by lower staff costs following a re-structure.

**2017 Commentary:**

Driven by increased volume of licences

**2018 Commentary:**

Driven by headcount changes

**2019 Commentary:**

Driven by headcount changes

**2020 Commentary**

Driven by headcount changes

## 11. Waste, recycling and refuse collection

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	1,775	2,513	2,580	2,598	2,624		
Annuity	288	357	126	122	118		
Allocated Costs	83	115	108	109	110		
<b>Total Income to be recovered</b>	<b>2,146</b>	<b>2,984</b>	<b>2,814</b>	<b>2,828</b>	<b>2,852</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	1,921	2,737	2,860	2,983	3,114		
Annuity	312	389	140	140	140		
Allocated Costs	89	125	120	125	130		
<b>Total Income to be recovered</b>	<b>2,322</b>	<b>3,251</b>	<b>3,120</b>	<b>3,248</b>	<b>3,384</b>		
<b>Prior Year Actuals</b>							
Direct Costs						2,689	2,634
Annuity						140	144
Allocated Costs						130	133
<b>Total Income to be recovered</b>						<b>2,979</b>	<b>2,911</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>2,026</b>	<b>2,689</b>	<b>2,196</b>	<b>2,584</b>	<b>2,979</b>	<b>2,400</b>	<b>2,442</b>
<b>Variiances (Actuals less CAA Forecast)</b>	<b>(296)</b>	<b>(562)</b>	<b>(924)</b>	<b>(664)</b>	<b>(405)</b>	<b>(579)</b>	<b>(469)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year -		(12)	159	7	35	55	(456)
(Over)/under recovery to cfwd	12	(159)	(7)	(35)	(55)	456	563
<b>Variance to explain</b>	<b>(284)</b>	<b>(733)</b>	<b>(772)</b>	<b>(692)</b>	<b>(425)</b>	<b>(68)</b>	<b>(363)</b>

### **2014 Commentary:**

Direct costs lower due to contract negotiation.

### **2015 Commentary:**

Direct costs lower due to contract negotiation.

### **2016 Commentary:**

Direct costs lower due to contract negotiation.

### **2017 Commentary:**

Direct costs lower due to contract negotiation.

### **2018 Commentary:**

Direct costs lower due to contract negotiation.

### **2019 Commentary:**

Direct costs lower due to contract negotiation.

### **2020 Commentary**

Direct costs lower due to contract negotiation and terminal consolidation

## 12. Taxi feeder park

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	1,007	1,291	1,286	1,253	1,252		
Annuity	315	413	412	413	413		
Allocated Costs	159	204	204	200	200		
<b>Total Income to be recovered</b>	<b>1,481</b>	<b>1,909</b>	<b>1,902</b>	<b>1,865</b>	<b>1,865</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	1,090	1,407	1,426	1,439	1,486		
Annuity	341	450	457	474	490		
Allocated Costs	172	223	226	229	237		
<b>Total Income to be recovered</b>	<b>1,602</b>	<b>2,079</b>	<b>2,108</b>	<b>2,142</b>	<b>2,213</b>		
<b>Prior Year Actuals</b>							
Direct Costs						1,366	1,486
Annuity						490	503
Allocated Costs						236	243
<b>Total Income to be recovered</b>						<b>2,320</b>	<b>2,232</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>2,228</b>	<b>1,886</b>	<b>1,896</b>	<b>2,205</b>	<b>2,320</b>	<b>2,405</b>	<b>524</b>
<b>Variiances (Actuals less CAA Forecast)</b>	<b>626</b>	<b>(193)</b>	<b>(212)</b>	<b>63</b>	<b>107</b>	<b>85</b>	<b>(1,708)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	(484)	(6)	(161)	(323)	(311)	(83)	90
(Over)/under recovery to cfwd	6	161	323	311	83	(90)	1,374
<b>Variance to explain</b>	<b>148</b>	<b>(38)</b>	<b>(50)</b>	<b>51</b>	<b>(121)</b>	<b>(88)</b>	<b>(244)</b>

### **2014 Commentary:**

Driven by re-surfacing repairs not forecasted.

### **2015 Commentary:**

Broadly in line with CAA forecast.

### **2016 Commentary:**

Driven by lower number of movements.

### **2017 Commentary:**

Driven by higher number of movements.

### **2018 Commentary:**

Driven by lower number of movements.

### **2019 Commentary:**

Driven by number of movements.

### **2020 Commentary**

Driven by lower number of movements and terminal consolidation.

## 13. Heating and Gas

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	855	970	966	968	969		
Annuity	1	0	0	0	0		
Allocated Costs	4	0	0	0	0		
<b>Total Income to be recovered</b>	<b>860</b>	<b>970</b>	<b>966</b>	<b>968</b>	<b>969</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	925	1,217	1,230	1,277	1,319		
Annuity	1	2	2	2	2		
Allocated Costs	5	6	6	7	7		
<b>Total Income to be recovered</b>	<b>931</b>	<b>1,225</b>	<b>1,238</b>	<b>1,286</b>	<b>1,328</b>		
<b>Prior Year Actuals</b>							
Direct Costs						1,365	1,416
Annuity						2	2
Allocated Costs						7	7
<b>Total Income to be recovered</b>						<b>1,359</b>	<b>1,425</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>961</b>	<b>1,182</b>	<b>1,185</b>	<b>1,278</b>	<b>1,359</b>	<b>1,363</b>	<b>1,472</b>
<b>Variiances (Actuals less CAA Forecast)</b>	<b>30</b>	<b>(43)</b>	<b>(53)</b>	<b>(8)</b>	<b>31</b>	<b>4</b>	<b>47</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	110	104	50	26	18	3	(59)
(Over)/under recovery to cfwd	(104)	(50)	(26)	(18)	(3)	59	61
<b>Variance to explain</b>	<b>36</b>	<b>11</b>	<b>(29)</b>	<b>(0)</b>	<b>46</b>	<b>66</b>	<b>49</b>

**2014 Commentary:**

Driven by higher consumption of gas and heating.

**2015 Commentary:**

Driven by higher consumption of gas and heating.

**2016 Commentary:**

Driven by lower customer share.

**2017 Commentary:**

N/A

**2018 Commentary:**

Driven by higher consumption of gas and heating.

**2019 Commentary:**

Driven by higher consumption of gas and heating.

**2020 Commentary**

Driven by higher cost of sustainable supply.

## 14. Electricity

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	12,551	16,915	17,418	17,492	17,400		
Annuity	14,608	18,145	17,095	16,374	15,645		
Allocated Costs	1,086	1,402	1,381	1,355	1,322		
<b>Total Income to be recovered</b>	<b>28,245</b>	<b>36,463</b>	<b>35,894</b>	<b>35,220</b>	<b>34,366</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	13,577	18,426	19,309	20,083	20,644		
Annuity	15,803	19,766	18,951	18,799	18,562		
Allocated Costs	1,175	1,528	1,530	1,555	1,568		
<b>Total Income to be recovered</b>	<b>30,555</b>	<b>39,720</b>	<b>39,790</b>	<b>40,437</b>	<b>40,775</b>		
<b>Prior Year Actuals</b>							
Direct Costs						14,969	17,017
Annuity						18,562	19,037
Allocated Costs						1,568	1,608
<b>Total Income to be recovered</b>						<b>35,665</b>	<b>37,662</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>25,269</b>	<b>37,458</b>	<b>34,508</b>	<b>34,230</b>	<b>35,665</b>	<b>35,265</b>	<b>29,385</b>
<b>Variiances (Actuals less CAA Forecast)</b>	<b>(5,287)</b>	<b>(2,262)</b>	<b>(5,282)</b>	<b>(6,207)</b>	<b>(5,110)</b>	<b>(400)</b>	<b>(8,277)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	3,182	232	2,200	(691)	(2,062)	(1,914)	(4,781)
(Over)/under recovery to cfwd	(232)	(2,200)	691	2,062	1,914	4,781	8,993
<b>Variance to explain</b>	<b>(2,336)</b>	<b>(4,230)</b>	<b>(2,390)</b>	<b>(4,836)</b>	<b>(5,258)</b>	<b>2,467</b>	<b>(4,065)</b>

### **2014 Commentary:**

Lower direct costs driven by lower electricity prices and lower consumption offset by (£595k) backbilling cost adjustment

### **2015 Commentary:**

Lower direct costs driven by lower electricity prices and lower consumption offset by (£920k) backbilling cost adjustment.

### **2016 Commentary:**

Lower direct costs driven by lower electricity prices and lower consumption offset by (£461k) backbilling cost adjustment.

### **2017 Commentary:**

Lower direct costs driven by lower electricity prices and lower consumption offset by (£654k) backbilling cost adjustment.

### **2018 Commentary:**

Lower consumption driven by removal of NATS & APCOA from the 3rd party share

### **2019 Commentary:**

Driven by higher year on year electricity prices offset by consumption reductions

### **2020 Commentary**

Mainly driven by consumption reductions



## 15. Water and sewerage

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	758	766	758	770	751		
Annuity	2,877	3,658	3,517	3,390	3,280		
Allocated Costs	145	177	171	166	161		
<b>Total Income to be recovered</b>	<b>3,781</b>	<b>4,602</b>	<b>4,447</b>	<b>4,327</b>	<b>4,192</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	820	835	840	884	892		
Annuity	3,112	3,985	3,899	3,893	3,891		
Allocated Costs	157	193	190	191	191		
<b>Total Income to be recovered</b>	<b>4,090</b>	<b>5,013</b>	<b>4,929</b>	<b>4,968</b>	<b>4,974</b>		
<b>Prior Year Actuals</b>							
Direct Costs						1,203	1,568
Annuity						3,891	3,991
Allocated Costs						191	196
<b>Total Income to be recovered</b>						<b>5,131</b>	<b>5,755</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>4,416</b>	<b>6,511</b>	<b>5,570</b>	<b>3,054</b>	<b>5,131</b>	<b>5,668</b>	<b>3,142</b>
<b>Variiances (Actuals less CAA Forecast)</b>	<b>326</b>	<b>1,498</b>	<b>641</b>	<b>(1,914)</b>	<b>157</b>	<b>537</b>	<b>(2,613)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	85	503	1,832	2,074	(59)	(213)	(300)
(Over)/under recovery to cfwd	(503)	(1,832)	(2,074)	59	213	300	2,163
<b>Variance to explain</b>	<b>(92)</b>	<b>170</b>	<b>399</b>	<b>219</b>	<b>311</b>	<b>624</b>	<b>(750)</b>

### **2014 Commentary:**

Lower direct costs driven by lower prices and lower consumption.

### **2015 Commentary:**

Higher direct costs driven by higher customer share.

### **2016 Commentary:**

Higher direct costs driven by higher customer share.

### **2017 Commentary:**

Higher direct costs driven by higher customer share.

### **2018 Commentary:**

Higher direct costs driven by higher customer share.

### **2019 Commentary:**

Higher direct costs driven by higher customer share.

### **2020 Commentary**

Lower direct costs driven by lower consumption

## 16. Bus and Coach

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	1,100	1,454	1,450	1,443	1,445		
Annuity	396	503	478	445	385		
Allocated Costs	180	235	231	227	219		
<b>Total Income to be recovered</b>	<b>1,676</b>	<b>2,192</b>	<b>2,159</b>	<b>2,115</b>	<b>2,049</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	1,190	1,584	1,607	1,657	1,714		
Annuity	429	548	530	511	456		
Allocated Costs	194	256	256	260	260		
<b>Total Income to be recovered</b>	<b>1,813</b>	<b>2,387</b>	<b>2,393</b>	<b>2,428</b>	<b>2,431</b>		
<b>Prior Year Actuals</b>							
Direct Costs						2,487	2,194
Annuity						456	468
Allocated Costs						260	267
<b>Total Income to be recovered</b>						<b>3,241</b>	<b>2,929</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>2,586</b>	<b>3,185</b>	<b>3,273</b>	<b>3,351</b>	<b>3,241</b>	<b>2,776</b>	<b>2,356</b>
<b>Variances (Actuals less CAA Forecast)</b>	<b>773</b>	<b>798</b>	<b>880</b>	<b>923</b>	<b>810</b>	<b>(465)</b>	<b>(573)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	-	4	(355)	(318)	(39)	(26)	(179)
(Over)/under recovery to cfwd	(4)	355	318	39	26	179	841
<b>Variance to explain</b>	<b>769</b>	<b>1,157</b>	<b>843</b>	<b>644</b>	<b>797</b>	<b>(311)</b>	<b>89</b>

### **2014 Commentary:**

The Trading Statement includes notional public buses income giving 100% customer share. The CAA settlement applies 60% customer share and excludes the public buses.

### **2015 Commentary:**

The Trading Statement includes notional public buses income giving 100% customer share. The CAA settlement applies 60% customer share and excludes the public buses.

### **2016 Commentary:**

The Trading Statement includes notional public buses income giving 100% customer share. The CAA settlement applies 60% customer share and excludes the public buses.

### **2017 Commentary:**

The Trading Statement includes notional public buses income giving 100% customer share. The CAA settlement applies 60% customer share and excludes the public buses.

### **2018 Commentary:**

The Trading Statement includes notional public buses income giving 100% customer share. The CAA settlement applies 60% customer share and excludes the public buses.

### **2019 Commentary:**

The Trading Statement includes notional public buses income giving 100% customer share. The CAA settlement applies 60% customer share and excludes the public buses.

### **2020 Commentary**

The Trading Statement includes notional public buses income giving 100% customer share. The CAA settlement applies 60% customer share and excludes the public buses.

## 17. Common IT infrastructure

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	20	26	26	26	26		
Annuity	248	313	301	292	280		
Allocated Costs	11	14	13	13	12		
<b>Total Income to be recovered</b>	<b>279</b>	<b>353</b>	<b>340</b>	<b>331</b>	<b>319</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	22	29	29	30	31		
Annuity	268	341	334	336	332		
Allocated Costs	12	15	15	15	15		
<b>Total Income to be recovered</b>	<b>302</b>	<b>385</b>	<b>377</b>	<b>381</b>	<b>378</b>		
<b>Prior Year Actuals</b>							
Direct Costs						1	1
Annuity						332	341
Allocated Costs						15	15
<b>Total Income to be recovered</b>						<b>110</b>	<b>357</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>230</b>	<b>284</b>	<b>388</b>	<b>454</b>	<b>110</b>	<b>75</b>	<b>87</b>
<b>Variiances (Actuals less CAA Forecast)</b>	<b>(72)</b>	<b>(101)</b>	<b>11</b>	<b>73</b>	<b>(268)</b>	<b>(35)</b>	<b>(270)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	0	(51)	(124)	(28)	16	(222)	(504)
(Over)/under recovery to cfwd	51	124	28	(16)	222	504	779
<b>Variance to explain</b>	<b>(21)</b>	<b>(27)</b>	<b>(85)</b>	<b>29</b>	<b>(30)</b>	<b>247</b>	<b>5</b>

**2014 Commentary:**

Managed Service costs not recovered through Passive LAN.

**2015 Commentary:**

Managed Service costs not recovered through Passive LAN.

**2016 Commentary:**

Managed Service costs not recovered through Passive LAN.

**2017 Commentary:**

More ports installed

**2018 Commentary:**

Variance in recovery between Active & Passive Lan

**2019 Commentary:**

Variance in recovery between Active & Passive Lan

**2020 Commentary**

Variance in recovery between Active & Passive Lan

## 18. Airline Operators Committee (AOC)

	9 months Apr to Dec 2014 £'000s	12 months Jan to Dec 2015 £'000s	12 months Jan to Dec 2016 £'000s	12 months Jan to Dec 2017 £'000s	12 months Jan to Dec 2018 £'000s	12 months Jan to Dec 2019 £'000s	12 months Jan to Dec 2020 £'000s
<b>CAA Forecast (11/12 Prices)</b>							
Direct Costs	277	361	358	358	358		
Annuity	0	0	0	0	0		
Allocated Costs	33	43	43	43	43		
<b>Total Income to be recovered</b>	<b>310</b>	<b>404</b>	<b>401</b>	<b>401</b>	<b>401</b>		
<b>CAA Forecast (nominal prices)</b>							
Direct Costs	300	393	397	411	425		
Annuity	0	0	0	0	0		
Allocated Costs	36	47	48	49	51		
<b>Total Income to be recovered</b>	<b>336</b>	<b>440</b>	<b>444</b>	<b>460</b>	<b>476</b>		
<b>Prior Year Actuals</b>							
Direct Costs						774	645
Annuity						0	0
Allocated Costs						51	52
<b>Total Income to be recovered</b>						<b>1,015</b>	<b>697</b>
<b>Actual (Trading Statements)</b>							
<b>Total Income recovered</b>	<b>389</b>	<b>482</b>	<b>519</b>	<b>513</b>	<b>1,015</b>	<b>734</b>	<b>219</b>
<b>Variiances (Actuals less CAA Forecast)</b>	<b>53</b>	<b>42</b>	<b>75</b>	<b>53</b>	<b>539</b>	<b>(281)</b>	<b>(478)</b>
Adjustments in Scope							
Over/(under) recovery b/f from prior year	-	(6)	(27)	7	(135)	55	92
(Over)/under recovery to cfwd	6	27	(7)	135	(55)	(92)	207
<b>Variance to explain</b>	<b>59</b>	<b>63</b>	<b>41</b>	<b>195</b>	<b>349</b>	<b>(318)</b>	<b>(179)</b>

**2014 Commentary:**

Driven by higher rent costs.

**2015 Commentary:**

Driven by higher rent costs.

**2016 Commentary:**

Driven by higher rent costs.

**2017 Commentary:**

Driven by increased scope and resource

**2018 Commentary:**

Driven by increased scope and resource

**2019 Commentary:**

Driven by increased scope and resource

**2020 Commentary**

Driven by reduced scope and resource