

**Q4 REVENUE BUDGET MONITORING 2022/23**

Presented by the Head of Finance

**EXECUTIVE SUMMARY**

This report summarises service spending for 2022/23 compared to budget. Figures are 'near final' and are only likely to be the subject of small changes during the remainder of the closure of accounts process. The overall net operational expenditure at the year-end is expected to be £7,000, which is £130,000 under the approved budget for 2022/23.

This represents an improvement on the position reported to Members at Quarter 3 (Paper E/799/23) with explanations provided within this report. The year-end position shows this improvement as actual energy bills have come in lower than forecast thanks to reduced energy consumption and further efficiency savings have been found across the Authority's services and departments.

Service Description	Annual Net Budget	Proposed Net Outturn	Variance £000s
Leisure Services Contract	2,681	3,420	739
Events (incl Commonwealth Games)	31	-209	-240
Legal	417	661	244
Property	-1,142	-1,407	-265
Parklands and Open Spaces	2,605	2,402	-203
Small Venues	-1,004	-632	341
Corporate Insurance	594	493	-101
Chief Executive	682	625	-57
Finance & Support Services (excl Insurance)	1,772	1,715	-57
Other	1,483	1,352	-131
Financing	1,786	1,386	-400
Levy	-9,768	-9,768	0
	<b>137</b>	<b>7</b>	<b>-130</b>

## **RECOMMENDATION**

Members Note: (1) the report.

## **BACKGROUND**

- 1 The Executive Committee recommended a budget for 2022/23 at its meeting in January 2022 (Paper E/767/22). Members approved this at the Authority meeting on 20 January 2022 (Paper A/4312/22). This report compares income and expenditure to 31 March 2023 with the budget.
- 2 The summary financial position of each Authority service or facility is shown in Appendix A to this report.
- 3 The year-end position shows a projected net under spend of £130,000 against the net revenue budget deficit of £137,000. The net deficit for the year is expected to be £7,000.

## **GENERAL ECONOMIC FACTORS**

### **4 Inflation**

March's inflation for the Retail Price Index (RPI) stood at 13.5% and Consumer Price Index (CPI) at 10.1%.

In their May 2023 Monetary Policy Report the Bank of England stated that whilst inflation is higher than anticipated in their February report, due to the higher increases in core good and food prices, they are expecting to see a sharp fall from April as past year price rises drop out of the annual comparison. In addition the extension of the Energy Price Guarantee and decline in wholesale energy prices will lower CPI. However, the model predicts a slower decline with expectations of inflation at around 5% by the end of 2023.

The Bank of England base rate was increased at the May 2023 MPC meeting to 4.50% in response to high inflation.

The April inflation figures are due for release on 24 May 2023.

### **5 Energy Costs**

In line with our signed contracts for accessing the 2020-2024 Laser framework, our initial contract period was secured with fixed prices. We agreed to this fixed cost for 24 months, so the market price movements of wholesale electricity and gas prices did not affect us until October 2022.

This price increase was considered as part of the 2022/23 budget process, with an expectation at that time of around 50% increase for gas and 20% for electricity built into the budget.

The revenue monitoring report presented to Executive Committee in November assumed the high-end price increase forecast by Laser. Our new prices for October 2022-September 2023 were confirmed in late November, and although they are considerable increases on previous prices (100% for electricity and 400% for gas), they are lower than feared. Laser were able to secure these prices at or below the Government's current Energy Bill Relief Scheme.

As part of the shared risk position for utility pricing at the Leisure Services Contract (LSC) venues (for the first 2 years only), with Greenwich Leisure Ltd (GLL) taking the risk for utility consumption for the entirety of the contract, we expect to see a substantial increase to the Management Fee for the first two years. After this, we are required to rebase the utility position for year 3 onwards, when GLL will take on both the cost and consumption risk, but the current Management Fee position for years 3-10 will likely be affected. The Authority has supported GLL in obtaining the same basket prices as us, however their prices from October 2022 have been confirmed at a higher rate. GLL have been unable to negotiate better rates with Laser. At quarter three we forecasted an additional cost of £200,000 in addition to the £310,000 contingency for this energy price risk. These confirmed prices mean the increase in utility costs for the LSC will be £745,000 up from £510,000.

The 2023/24 budget was built around expected higher prices for utility costs from October 2023, and included an overall increase to LSC energy prices of £1.43million. There is also a general contingency, for both utility pricing and income for £600,000. Based on our current understanding of consumption and pricing, and the reduction to consumption as a result of the LED projects at the venues, we are anticipating there will be sufficient coverage within the budget for this.

## 6 Pay Award

The Pay Award for 2022/23 was agreed by employers and unions in November 2022, and represented an increase of £1,925 on all pay points 1-43. Members further agreed that employees on pay point 44 and above should receive the same award.

The 2022/23 budget included provision for a 2% pay award, but this award averages a 5% increase and has increased costs by £168,000.

Negotiations are ongoing with regards the 2023/24 pay award.

## BUDGET CHALLENGES AND SAVINGS

- 7 As reported to Executive Committee in October, the increased utilities prices and pay award detailed above posed a significant challenge to this year's budget. Mitigating actions were taken through the year to reduce the deficit position to one of a more manageable position.
- 8 As reported to Executive Committee in November, significant savings were identified to reduce the deficit.
- 9 This report reflects those savings, along with additional savings achieved through staff vacancies, increased income and a reduction in discretionary spending across the Authority following staff briefings and communications to help with the financial situation.

## OPERATIONS OVERVIEW

- 10 The main variances against this year's budget are described below, including more detail on savings.

## FINANCING

### 11 Contributions to/from Earmarked Reserves (£250,000 saving)

The budget includes a £1million contribution to the Asset Management fund. This fund is used to deliver the asset management programme that has been profiled over the next ten years to deliver all scheduled work. The fund is at a healthy level and the planned programme can be delivered without variation with this reduced contribution.

### 12 Interest Receivable (£99,000 increased Income) / Payable (£51,000 reduced expenditure)

In line with accounting practices, we are able to capitalise the cost of any borrowing for capital projects during the construction phase of the scheme. The approved budget had included provision for borrowing costs of £50,000 in the budget. However, these costs which actually amounted to £19,200 on the five loans taken during 2022/23, along with interest costs of £383,600 will be charged against the capital project.

Following this we are also required to offset the capital charge with any investment income received in advance of need. As the Authority initially utilised its own cash reserves, rather than borrow, the actual amount of interest that related to advanced borrowing was on £446. In total, the Authority received £107,200 in investment income, and all but the small amount capitalised is regarded as revenue income.

## CORPORATE SERVICES

### 13 Legal Service (£244,000 overspend)

Additional expenditure on external legal support has been required to defend the dispute with Lee Valley Leisure Trust Limited (in administration) (the Trust) regarding the 2019/20 Management Fee payment and end of contract liabilities. Additional external support has also been required in relation to the new LSC and in dealing with other legal matters in particular following the departure of the Locum Property Solicitor in March 2022.

### 14 Property Management (£265,000 surplus)

Additional rental income has been achieved across the Authority's commercial accommodation and countryside areas, including Abercrombie Lodge, College World of Sport at Lee Valley VeloPark and successful rent reviews. This includes both one-off sums received this year for backdated rental payments as well as ongoing income that has been built into the 2023/24 budget and medium term financial plan.

## FINANCE AND SUPPORT SERVICES

### 15 Finance and Human Resources (£93,000 overspend)

There has been a requirement for additional external financial support from KPMG with regards to the Sporting Income VAT claim; London Pension Fund Authority with regards to the Pension Fund agreement with GLL; and Montagu Evans in regards to Business Rates.

**16 Information Technology (£95,000 underspend)**

Efficiency savings have been made throughout the year, this includes reduced expenditure related to the transfer of the LSC venues which have been reflected as ongoing savings in the 2023/24 budget.

**17 Corporate Insurances (£101,000 underspend)**

A significant saving has been made following the removal of the majority of the risk from LSC venues from the Authority's insurance policies, in line with the Authority's responsibilities under the contract.

**SPORT & LEISURE**

**18 Events (£240,000 surplus)**

Lee Valley VeloPark hosted the track cycling events of the 2022 Commonwealth Games. This required exclusive hire of the venue for four weeks during July and August. The Authority received a net income from this hire which was not included in the budget. The Management Fee agreed with GLL reflects a loss of income during this period, although the hire period was for a longer period than originally budgeted by GLL. Officers are currently confirming the final position with GLL, which is anticipated to result in a payment to GLL to cover loss of income, a provision for which is reflected in the outturn.

**19 Active Communities (£89,000 underspend)**

Due to delay in the opening of Lee Valley Ice Centre, £50,000 allocated for the Ice Transition Fund will not be spent in this year, and has been incorporated into the 2023/24 budget.

Savings have been achieved against the sports development grant budget and Community Access Fund which were identified and reported to Executive Committee in November.

**PARKLANDS AND OPEN SPACES**

**20 Countryside Areas (£108,000 underspend)**

There have been a number of vacancies within the Ranger team this year which has led to savings. These vacant positions are being recruited to, with some key vacancies now filled. Overall, Ranger services were £16,000 under budget.

Car park income continues to exceed budget expectations, and income received across the Park was £92,000 above initial budget forecasts for the year.

**SMALL VENUES**

**21 Lee Valley Marinas (net £2,000 deficit)**

Demand for moorings at both marinas has remained strong and the additional income generated outweighed the additional utilities and staffing costs.

The outturn reflects the need to make provision, as a result of the Settlement

Agreement with the Trust, for mooring deposits for customers that transferred back to the Authority in April 2020. Whilst these form a portion of our counter-claim against the Trust, there is an accounting requirement for us to now cash back these historic deposits.

In total, this represents £79,000 and without this, both marinas would show a healthy surplus against approved budget.

**22 Lee Valley Campsite, Sewardstone (£99,000 deficit) and Lee Valley Caravan Park, Dobbs Weir (£277,000 deficit)**

The campsites continue to recover from the impact of Covid restrictions, which led to a loss of business from European visitors, and reduction in visitors staying to visit and work in London. Touring income was generally in line with budget at Sewardstone and Dobbs Weir.

Members agreed investment into new glamping units at Sewardstone and Dobbs Weir in November 2021 (Paper E/743/21), and the additional income they were forecast to generate was built into the 2022/23 budget. Installation was delayed by a few months which has impacted this year's income. Units are now available to book at both campsites and are expected to achieve good occupancy rates all year round due to their self-contained nature.

Campsites have also been heavily impacted by the increases in utility and staffing costs.

**23 Lee Valley Camping and Caravan Park, Edmonton (£120,000 surplus)**

Edmonton Campsite has seen a particularly strong recovery this year after a slower recovery than the other campsites who benefited more from the staycation trend last year. Edmonton's core customers stay for work or leisure in London and they have returned to pre-Covid levels.

**24 Lee Valley Golf Course (£30,000 deficit)**

Demand for golf has not returned to pre-Covid levels and did not achieve budget. The uncertain future of the golf course has had an impact on memberships. However, short term certainty over the Golf Course has been confirmed, and it will remain as an operational venue for at least the whole of the 2023/24 financial year. This should give a boost to income over the next year.

**25 Caravan Sales (£66,000 deficit)**

Historically there has been no budget set for caravan sales as we are unable to reliably forecast the opportunities that may arise in the coming year for sales. However a contingency income budget of £207,000 was included in the 2022/23 budget as a stretch target to reduce the budget deficit. A good net income of £141,000 was achieved. The budget for 2023/24 has been set at a more realistic level that factors in known opportunities for sales on new pitches at Dobbs Weir.

**LEISURE SERVICES CONTRACT (£739,000 deficit)**

**26 The LSC commenced on 1 April 2022, with the transfer of the operation of the**

six major sporting venues to GLL. In the first two years of the contract the Authority will make a Management Fee payment to GLL. From year three onwards, this is budgeted to change to a payment to the Authority. However, the contract does stipulate the need to a utility benchmarking exercise after the first two years of operations. We will be working with GLL on setting the consumption and price targets later in this calendar year, and it may result in a change to the Management Fee flow between us.

In addition to the Management Fee there has been some additional expenditure in the first year. The Authority has picked up costs for some repair and maintenance work which wasn't possible to complete prior to commencement of the LSC, notably repairs to the pumps at Lee Valley White Water Centre. Due to a delay in the transfer of the venues to GLL's own booking system there was a cost for the short term extension of the software licence for Clarity, which was the Authority's booking system, to continue to manage venue bookings and payments.

Investment projects at the venues that were scheduled to be completed during 2022/23 have been budgeted to increase income and achieve cost savings. These include the meeting room development at Lee Valley White Water Centre and LED lighting at Lee Valley VeloPark. Due to planning delays with the Lee Valley White Water Centre project the forecast for this year reflects a reduced period of achieving these savings. Initial consumption savings from the LED lighting are encouraging and are reducing the utilities payment to GLL.

The replacement of the indoor athletics track at Lee Valley Athletics Centre was completed in September 2022. Officers are confirming any loss of income to be paid to GLL.

The other approved projects at Lee Valley Athletics Centre, Lee Valley Riding Centre, LED lighting at the other four venues, and the slalom ramp at Lee Valley White Water Centre will be delivered in 2023/24, and will result in a change to the Management Fee for the next financial year.

The budget included a £310,000 contingency for the LSC for increased utility costs. An additional £435,000 has been forecasted to be required in addition to this contingency to cover the higher than expected price rises. We are working together with GLL to confirm final consumption figures for the year, so we can then finalise the adjustment required.

The handover and opening of the new Lee Valley Ice Centre has been delayed by several months. Handover took place on 10 May with an anticipated opening in June. This has had an impact on the 2022/23 Management Fee which is close to being agreed with GLL, a provision of £128,000 for this is included in the outturn. The impact for 2023/24 is being agreed with GLL with an anticipated £500,000 impact on the Management Fee. We have already built a provision of £250,000 into the 2023/24 budget, and with the reduction from the anticipated £270,000 in 2022/23 as reported in Q3, this increase will be covered by a combination of use of contingency and reserves.

## **FURTHER ISSUES**

### **27 VAT Claim on Sporting Income**

The legal case led by Chelmsford City Council, and supported by the Authority,

regarding treating leisure services as non-business for VAT purposes has been concluded and found in the favour of local authorities.

Officers have submitted the claim to HMRC to reclaim historic overpaid VAT, along with an updated claim to cover the period from April 2020 when the operational venues transferred back to the Authority. HMRC are currently reviewing this, and we will update Members on the position once we have further details.

Going forward this has a beneficial impact for leisure services delivered by the Authority, and we are working with KPMG to confirm the services that fall under this broad definition of leisure services.

## **ENVIRONMENTAL IMPLICATIONS**

- 28 There are no environmental implications arising directly from the recommendations in this report.

## **FINANCIAL IMPLICATIONS**

- 29 Whilst this reports presents a near final operational outturn position, there are likely to be a small number of changes to the final outturn during the year end closedown period. These are likely to revolve around movements for assets and liabilities, but are expected to be minimal.

The final General Fund balance is expected to be around £2.96million at the end of March 2023 from the previous forecast of £2.80million, just slightly below the approved level of between £3-4million.

The budget for 2023/24 was set with a deficit of £0.46million, which would see our General Reserves position decrease to £2.50million at March 2024. However, the trajectory as per the Medium Term Financial Forecast, is for reserves to return above £3million in 2025/26.

## **HUMAN RESOURCE IMPLICATIONS**

- 30 There are no human resource implications arising directly from the recommendations in this report.

## **LEGAL IMPLICATIONS**

- 31 There are no legal implications arising directly from the recommendations in this report.

## **RISK MANAGEMENT IMPLICATIONS**

- 32 There are no risk management implications arising directly from the recommendations in this report.

## **EQUALITY IMPLICATIONS**

- 33 There are no equality implications arising directly from the recommendations in this report.



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## PREVIOUS COMMITTEE REPORTS

Executive Committee	E/799/23	Q3 Revenue Budget Monitoring 2022/23	23 February 2023
Executive Committee	E/789/22	Q2 Revenue Budget Monitoring Update 2022/23	17 November 2022
Executive Committee	E/781/22	Q2 Revenue Budget Monitoring 2022/and Budget Challenges	20 October 2022
Executive Committee	E/774/22	Q1 Revenue Budget Monitoring 2022/23	22 September 2022
Executive Committee	E/767/22	Q4 Revenue Budget Monitoring 2021/22	26 May 2022
Executive Committee	E/765/22	Annual Report on Treasury Management Activity 2021/22	26 May 2022
Authority	A/4312/22	2022/23 Revenue Budget & Levy	20 January 2022
Executive Committee	E/751/22	2022/23 Revenue Budget & Levy	20 January 2022

## APPENDIX ATTACHED

Appendix A Detailed outturn forecast

## LIST OF ABBREVIATIONS

LSC	Leisure Services Contract
GLL	Greenwich Leisure Limited
the Trust	Lee Valley Leisure Trust Ltd (t/a Vibrant Partnerships)
NJC	National Joint Council

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# Appendix A to Paper E/812/23

## OPERATIONAL OUTTURN SUMMARY

## LEE VALLEY REGIONAL PARK AUTHORITY

## APPENDIX A

YEAR 2022/23

PERIOD: 12 (March 2023)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
<b>OPERATIONAL SERVICES</b>							
Chief Executive	(4)	629	625	682	625	(57)	(8%)
Corporate Services	(2,306)	1,580	(727)	(194)	(227)	(33)	(17%)
Finance and Support Services	(50)	2,143	2,093	2,366	2,208	(158)	(7%)
Sport and Leisure	(1,308)	1,831	524	983	624	(359)	(37%)
Parklands and Open Spaces	(1,313)	3,713	2,400	2,605	2,402	(203)	(8%)
Small Venues	(4,484)	3,743	(742)	(1,004)	(663)	341	34%
Leisure Services Contract	(1)	2,548	2,547	2,681	3,420	739	28%
	(9,466)	16,187	6,720	8,119	8,389	270	3%
<b>FINANCING</b>							
Interest Receivable	(107)	0	(107)	(8)	(107)	(99)	(1238%)
Interest Payable & Bank Charges	0	82	82	56	5	(51)	(91%)
Contributions to/from Earmarked Reserves	0	1	1	1,000	750	(250)	(25%)
Financing of Capital Expenditure	0	0	0	290	290	0	0%
Minimum Revenue Provision	0	0	0	448	448	0	0%
Levies on Local Authorities	(9,768)	0	(9,768)	(9,768)	(9,768)	0	0%
<b>Movement in General Fund</b>				<b>137</b>	<b>7</b>	<b>(130)</b>	<b>(95%)</b>

YEAR 2022/23

PERIOD: 12 (March 2023)

	Actual To Date		Net	Annual	Proposed	Variance	
	Income	Expenditure		Net Budget	Net Outturn	£000s	%
<b>CHIEF EXECUTIVE</b>							
Chief Executive	0	227	227	256	227	(29)	(11%)
PR / Communications	(4)	402	398	426	398	(28)	(7%)
<b>TOTAL CHIEF EXECUTIVE</b>	<b>(4)</b>	<b>629</b>	<b>625</b>	<b>682</b>	<b>625</b>	<b>(57)</b>	<b>(8%)</b>
<b>CORPORATE SERVICES</b>							
Legal Service	(3)	664	661	417	661	244	59%
Property Management	(2,303)	397	(1,907)	(1,142)	(1,407)	(265)	(23%)
Planning and Strategic Partnerships	0	100	100	141	100	(41)	(29%)
Asset Protection, Maintenance & Development	0	303	303	278	303	25	9%
Committee Service	0	116	116	112	116	4	4%
<b>TOTAL CORPORATE SERVICES</b>	<b>(2,306)</b>	<b>1,580</b>	<b>(727)</b>	<b>(194)</b>	<b>(227)</b>	<b>(33)</b>	<b>(17%)</b>
<b>FINANCE AND SUPPORT SERVICES</b>							
Finance and Human Resources	0	746	746	618	711	33	15%
Information Technology	(50)	565	515	710	615	(95)	(13%)
Corporate Insurances	0	493	493	594	493	(101)	(17%)
Audit / Health & Safety	0	146	146	219	196	(23)	(11%)
Non Distributed Costs	0	68	68	69	68	(1)	(1%)
Corporate Training / Apprenticeships	0	33	33	71	33	(38)	(54%)
Project & Funding Delivery	0	92	92	85	92	7	8%
<b>TOTAL FINANCIAL SERVICES</b>	<b>(50)</b>	<b>2,143</b>	<b>2,093</b>	<b>2,366</b>	<b>2,208</b>	<b>(158)</b>	<b>(7%)</b>
<b>SPORT AND LEISURE</b>							
Events	(1,238)	928	(309)	31	(269)	(240)	(774%)
Sports Development	(38)	72	34	123	34	(89)	(72%)
Policy and Performance	0	630	630	601	630	29	5%
Learning & Engagement Service	(32)	158	126	148	126	(22)	(15%)
Community Access	0	43	43	80	43	(37)	(46%)
<b>TOTAL SPORT AND LEISURE</b>	<b>(1,308)</b>	<b>1,831</b>	<b>524</b>	<b>983</b>	<b>624</b>	<b>(359)</b>	<b>(37%)</b>

YEAR 2022/23

PERIOD: 12 (March 2023)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
<b>PARKLANDS AND OPEN SPACES</b>							
<b>Management</b>							
Operational Management	0	287	287	275	287	12	4%
Myddelton House Management	(14)	303	289	293	289	(4)	(1%)
<b>Parklands</b>							
River Lee Country Park	(8)	422	414	439	414	(25)	(6%)
Gunpowder Park	(4)	75	71	88	71	(17)	(19%)
Countryside Areas	(216)	1,163	947	1,055	947	(108)	(10%)
Abbey Gardens	(2)	85	83	94	83	(11)	(12%)
Three Mills	(1)	24	23	31	23	(8)	(26%)
East India Dock and Bow Creek	(10)	46	36	45	36	(9)	(20%)
Broxbourne Riverside	0	23	23	21	23	2	10%
Fisheries	(107)	10	(97)	(69)	(97)	(28)	(41%)
<b>Visitor Attractions</b>							
Myddelton House	(150)	339	189	183	189	6	3%
Rye House Gatehouse	0	4	4	5	4	(1)	(20%)
<b>Park Projects</b>							
Volunteers	0	43	43	42	43	1	2%
Biodiversity	0	112	112	106	112	6	6%
<b>Farms</b>							
Lee Valley Farm, Holyfieldhall	(729)	763	35	38	35	(3)	(8%)
<b>Initiatives and Partnerships</b>							
King George Reservoir South	(14)	14	(1)	(1)	(1)	0	0%
Lee Valley Boat Centre	(41)	0	(41)	(41)	(41)	0	0%
Broxbourne Chalets	(17)	0	(17)	1	(15)	(16)	(1600%)
<b>TOTAL PARKLAND AND OPEN SPACES</b>	<b>(1,313)</b>	<b>3,713</b>	<b>2,400</b>	<b>2,605</b>	<b>2,402</b>	<b>(203)</b>	<b>(8%)</b>
<b>SMALL VENUES</b>							
Lee Valley Marina Springfield	(1,120)	703	(417)	(345)	(357)	(12)	(3%)
Lee Valley Marina Stanstead	(835)	772	(63)	(58)	(44)	14	24%
Lee Valley Waterworks Centre	(10)	70	60	82	60	(22)	(27%)
Lee Valley Farm Hayes Hill	0	3	3	0	3	3	0%
Lee Valley Campsite (Sewardstone)	(503)	511	8	(91)	8	99	109%
Lee Valley Caravan Park (Dobbs Weir)	(840)	708	(132)	(409)	(132)	277	68%
Lee Valley Leisure Centre Campsite	(497)	417	(81)	39	(81)	(120)	(308%)
Lee Valley Leisure Centre Golf Course	(101)	132	31	1	31	30	3000%
Almost Wild Campsite	(42)	32	(10)	(16)	(10)	6	38%
Caravan Sales	(536)	395	(141)	(207)	(141)	66	32%
<b>TOTAL SMALL VENUES</b>	<b>(4,484)</b>	<b>3,743</b>	<b>(742)</b>	<b>(1,004)</b>	<b>(663)</b>	<b>341</b>	<b>34%</b>

YEAR 2022/23

PERIOD: 12 (March 2023)

	Actual To Date		Net	Annual Net Budget	Proposed Net Outturn	Variance		
	Income	Expenditure				£000s	%	
<b>LEISURE SERVICES CONTRACT</b>								
Management Fee	0	2,261	2,261	2,261	2,261	0	0%	
Efficiencies / Increased Income	0	0	0	(60)	0	60	100%	
LSC Support	0	39	39	0	39	39	0%	
LSC Venues Direct Costs	(1)	248	247	170	247	77	45%	
LSC Contingency (Utilities)	0	0	0	310	745	435	140%	
LSC Operations (Ice Centre)	0	0	0	0	128	128	0%	
<b>TOTAL LSC VENUES AND BUSINESS SUPPORT</b>	<b>(1)</b>	<b>2,548</b>	<b>2,547</b>	<b>2,681</b>	<b>3,420</b>	<b>739</b>	<b>28%</b>	
<b>TOTAL OPERATIONAL SERVICES</b>	<b>(9,466)</b>	<b>16,187</b>	<b>7,345</b>	<b>8,119</b>	<b>8,389</b>	<b>270</b>	<b>3%</b>	