

SCRUTINY SCORECARD 2024/25 Q2

Presented by the Corporate Director

SUMMARY

This report provides Members with a detailed breakdown of the Authority's performance against its Key Performance Indicators (KPIs), Corporate Performance Indicators and site/venue performance up to the end of the second quarter of 2024/25.

The report covers actual performance from 1 April 2024 to 30 September 2024. This incorporates financial, customer, internal process and sustainability measures that have been agreed with Members. This performance report incorporates all facilities / venues and parklands currently operated in-house by the Authority and a summary of performance for the six Leisure Service Contract (LSC) venues that passed to Greenwich Leisure Ltd (GLL) on 1 April 2022.

The scorecard is divided into three sections:

- summary of LSC and Authority performance overall;
- LSC reportable KPIs; and
- Authority reportable KPIs.

RECOMMENDATION

Members Note: (1) the report

SUMMARY OF OVERALL PERFORMANCE

The following is a summary of the overall performance up to the end of Quarter 2 of 2024/25 with the specific details within the relevant section of this report.

- 1 Authority reportable KPIs mostly achieved target with just a few KPIs falling short (as detailed in the scorecard).

The LSC venues achieved target on some of their KPIs, Health and Safety audit scores are improving and usage has improved from last year. Environmental Management has also improved with the installation of LED lighting now showing a reduction in electricity usage, however income, Quality Service, Quality Assessment, Complaints and the Net Promoter Score are falling behind and there are concerns around how maintenance issues have been recorded.

- 2 3.9 million visits to-date to the Park and Facilities (operated by the Authority) against a target of 7 million. This is almost the same as last year and still an increase on pre-Covid years.

LSC venues have seen 1 million visits to the end of Q2. This is an increase on last year's performance; however, Lee Valley Ice Centre did not open until June of 2023.

- 3 Authority customer satisfaction levels are achieving target at 85%.

LSC venue customer satisfaction levels at 82% are slightly below target. Compliments for LSC venues are lower than the same period last year but exceeding target. This is attributable to a push by GLL to have more surveys completed.

Authority compliments are the same as the same period last year and very slightly below year-end target.

- 4 Media articles for both Authority and LSC venues are on target and those received are 99% positive.

- 5 Quest Accreditations remain on target with all LSC facilities retaining their Quest accreditation. The Lee Valley White Water Centre is one of only two venues in the country which has achieved "outstanding" in their assessment. This is currently suspended but will be re-instated as soon as some awaited outstanding paperwork is completed. The Lee Valley Ice Centre is still to undergo Quest.

The Authority has maintained its Learning Outside the Classroom Quality Badge.

Seven sites received the London in Bloom Gold Award with Tottenham Marshes and Waltham Abbey Gardens also achieving best in category. The Authority also received ten Green Flag awards including one in conjunction with the London Legacy Development Corporation (LLDC) for the Queen Elizabeth Olympic Park. Myddelton House Gardens was awarded Green Heritage status.

- 6 The approved levy is £10.966m (32.3% of the maximum chargeable).

LSC REPORTABLE KPIs

- 7 **KPI 1: Overall Customer Satisfaction**

Customer satisfaction is 82% with a target of 85%, increased from 81% last year. 1187 compliments have been received which is a decrease on last year's figure of 1632, however an improvement on year 1 of the contract. This is attributable to more customer satisfaction surveys being received. Complaints at 316 to date are lower than last year's figure of 393 but exceeding target. Common themes were catering, facility maintenance, service and staff.

Satisfaction levels by event organisers at 95% and contractors at 100% are exceeding target, however the sample sizes are very small. Officers are working with GLL to ensure as per the contractual requirements, more surveys are completed, to give a more accurate representation. The Net Promoter

Score of 42% falls short of the 50% target, however it exceeds the industry standard figure of 24%

8 KPI 2: Overall usage

1.0 million visits have been made to the LSC venues to Q2 2024/25. This exceeds last year's figure of 0.89 million, however the new Lee Valley Ice Centre did not open until June 2023 so we would expect last year's visitor figure to be lower.

The overall regionality score of 30% is lower than last year's equivalent of 35% but achieves target. However, only Lee Valley Hockey & Tennis Centre and Lee Valley White Water Centre are exceeding the target. All other venues are reporting 10-29% regionality.

9 KPI 3: External Quality Assessment Scores

Quarterly Health and Safety audits are carried out at the venues by the Authority appointed Health and Safety Contractor, Right Directions. Performance has improved with the average score to Q2 being 86%, however this still falls short of the target of 95%. Three venues (Lee Valley Ice Centre, Lee Valley Athletics Centre and Lee Valley Riding Centre) are currently considerably below target and an action plan to address this is in place.

Quality audits and Mystery Visits are also carried out by Right Directions and the score to date is 86% against a target of 95%.

This gives an overall Quality score of 86% with a 95% target, showing an improvement to the 79% score at Q2 23-24.

10 KPI 4: Quality Service

Monitoring of the venues and their contract performance is carried out by Authority officers to ensure standards outlined in the LSC contract are maintained. Q1 showed only 77% but the improvement to 85% in Q2 has given an overall figure of 81% against a target of 85%.

Performance of the Active Communities Delivery Plans PIs and Health and Wellbeing Delivery Plans PIs are considerably below target, and immediate attention has been requested in this area. GLL have adjusted their Health and Well-Being Delivery Plans, so they are more realistic and more focussed, these have been agreed and signed off by Authority officers. It is now up to GLL to deliver on these agreed targets, and they are well aware of how important this area of work is to the Authority. On-going reviews will continue.

The average Quality Service score, incorporating the above three performance indicators, is 68%, falling short of the 85% target.

11 KPI 5: Environmental Management

Utility consumption is higher than last year but does include the newly opened Lee Valley Ice Centre. Lee Valley VeloPark is showing a consistent level of electricity usage to last year, following the installation of LED lighting and other management measures. Lee Valley Hockey & Tennis Centre and Lee Valley White Water Centre are also showing a reduction. Water consumption is reported as a 75% increase at Q2, but this is due to an extraordinary reading

at Lee Valley Riding Centre, likely to be a leak, which is being investigated. We can see an improvement in the percentage of waste being recycled at 42% this year compared to 40% last year. The repair of the compactor at Lee Valley Riding Centre has given a very high recycling score for that venue (95%). Only Lee Valley White Water Centre and Lee Valley Ice Centre are also achieving the recycling target of 50%. This meets target overall but measures will need to be put in place to meet next year's higher target of 60%.

Methodology is being reviewed to take into consideration the increase in usage due to increase in activity and income.

12 **KPI 6: Asset Protection and Maintenance**

Performance indicators within this KPI are in place to measure the number of Maintenance Performance Guide (MPG) tasks completed each month and response times to reactive/emergency works. Measurement of this KPI is taken from issues logged on the Computer Aided Facility Management (CAFM) system and shows that all indicators are reaching or exceeding target. MPG tasks are 97% completed each month. 95% of reactive/emergency works are completed in a month and response times are 100% for priority issues. Officers however raised concerns that were not being logged or measured and steps have being taken to ensure GLL rectify this and provide a more realistic performance score for Q3.

AUTHORITY REPORTABLE KPIs

FINANCIAL PERSPECTIVE INDICATORS - (KPI and PI)

13 **KPI 1: Levy Contribution**

Members agreed in January 2024 (Paper A/4346/24) that the levy for 2024/25 would be increased by 3%. This equates to 32.3% of the maximum chargeable levy.

14 **Total Income Generation PI**

A full breakdown of Income & Budget Variance will no longer be reported in the Authority Scorecard report as it is outlined in the Revenue Budget Monitoring Report included as Appendix B to this report.

15 **External Capital Funding PI**

In recent years, the ability to attract substantial external grant funding to support the larger capital programme projects has remained limited:

- £60,000 has been secured by LLDC for the next phase of the North Wall Road project. £10,000 each match funding from LLDC and LVRPA has secured an additional £40,000 from the LLDC CIL funding. The Authority will not receive this as a capital receipt as the second phase of the project will be managed and run by LLDC, but it has secured another significant proportion of the funding for the development works for North Wall Road. The project will now deliver RIBA Stage 3 and potentially some of the RIBA Stage 4 designs. On achieving RIBA Stage 4 a further funding bid for delivery will be considered by the partnership of LLDC and LVRPA; and

- outside of the capital programme, Active Communities received an additional £2,000 from the Lawn Tennis Association for Active Communities delivery.

CUSTOMER PERSPECTIVE INDICATORS - (KPI and PI)

16 KPI 2: Customer Satisfaction

Customer satisfaction to Q2 2024-25 is 85%, whilst 1% lower than the equivalent period last year, still equals target.

17 KPI 3: Usage

3.92 million Visits were made to the Authority open spaces and facilities up to the end of Q2 2024/25. This is only 3000 fewer visits (0.08%) than last year. We saw that visit numbers in 2024-25 were 5.5% higher than the previous year, however they were 6% lower in Q2. This led to a levelling out of visit numbers so far this year, probably caused by the weather and they are still higher than pre-Covid levels.

Spring was the warmest on record, though dull. It was also wetter than average with twice as much rainfall than average in some areas. Summer was the coolest we have seen since 2015. The variation of weather over Spring and Summer led to a levelled-out number of visits.

18 KPI 4: Stakeholder Perception

This indicator is generated by asking a set of stakeholder questions to assess their perception of the Authority. Surveys had been carried out at the annual London Councils Summit which gave useful data from borough councillors from across the capital. However, because of the timing of elections and the Covid-19 pandemic, the summit has not taken place in recent years. Officers have costed up options to generate a new stakeholder perception measure and this will be carried out in early 2025.

19 Usage PI

In open spaces usage has increased by 113,814 (5.6%). In Authority facilities and services usage has decreased by 825 (2.1%) compared to previous year in Q1.

In open spaces usage has decreased by 107,789 (5.9%). In Authority facilities and services usage has decreased by 8430 (16%) compared to previous year in Q2.

Overall, to the end of Q1, open space usage has increased 0.15% on the same period last year and Authority facilities and services usage has decreased by 10%.

The reduction in usage at Authority facilities and services over the two quarters this year is attributable to a high level of volunteer hours in Q1 due to the Hockey Pro League and also campsite occupancy has been impacted by the cool and wet weather which slows bookings for touring, cabins and cocoons. Open space usage was higher in Q1 due to the warmer spring weather and wetter and cooler summer weather. This year has seen the Authority move to a new visitor counting

system and this first year will be used for baselining. Any anomalies are being investigated to improve reporting.

20 Customer Satisfaction PI

Customer satisfaction surveys are carried out throughout the open spaces and Authority venues. A customer satisfaction score of 85% at Q2 is only slightly lower than the previous year's score of 86%.

21 Formal Complaints PI

The number of formal complaints received in Q1 2024-25 reduced from 65 last year to 51 this year. In Q2 2024-25 formal complaints increased from 43 last year to 58 this year.

The total to the end of Q2 is 109 formal complaints this year compared to 108 last year. A common theme for complaints has been the poor condition of Edmonton Golf Course, overflowing dog bins, poor grounds maintenance, and Showground festival noise. Grounds maintenance is being addressed with the contractor.

22 Formal Compliments PI

The number of formal compliments received in Q1 2024/25 increased from 15 last year to 21 this year. In Q2 2024/25 compliments decreased from 12 last year to 5 this year. The total to the end of Q2 is 26 compliments this year compared to 27 last year. Compliments are from volunteers, regarding the media coverage of Lee Valley White Water Centre and also for uniform. There was one compliment regarding Myddelton House Open Day.

23 Regionality PI

Data from the visitor tracking contractor indicates that at Q2, the 53% regionality for this year shows that numbers from outside the region (3-mile radius of sites) is higher than the previous year (44%) and still exceeding the target of 38%. This is due in the main to an improved method of data analysis giving a more accurate figure. We are, in addition, taking positive measures through targeted initiatives (such as the Community Access Fund (CAF)), to increase our regional reach, combined with active marketing.

24 Visitor Profiling PI

The profiling at the end of Q2 shows all areas are meeting or exceeding targets. There is a significant increase in visits from black and ethnic minority groups, whilst disabled and the over 60 age groups have shown a decline on last year's score. Visits from the most deprived socio-economic groups are lower than last year but still achieving the 10% target.

25 Website Hits PI

The website hits target for Q2 was 150,000 with 92,796 being achieved against a figure of 143,648 for the same period last year. This is due to the successful brand awareness summer campaign that was run in summer 2023, not being run in 2024 because the team had other priorities and were focussing on the launch of the new website. In Q1 80,502 website hits were made which slightly

exceeded the 80,000 target. The total to date is 173,298, 32% lower than the 254,524 achieved last year.

26 Media Articles/Percentage Positive Media Articles PI

The scorecard is focussed primarily on the Authority, however there is an exception within the media section. This measure records coverage for all elements of LVRPA activity – this includes the six sports venues in the LSC. Authority and LSC media articles are reported on separate lines and are also totalled up. Coverage fluctuates through the year and often depends on events at our venues, launches, programmes which run, the news agenda etc. Q2 coverage for the Authority was concentrated on securing a number of highly impactful broadcast pieces linked to our Olympic legacy story, particularly around the success of athletes based at Lee Valley White Water Centre. We expect the target for Authority coverage to be met by the end of the year. Positivity of coverage remains very high.

27 Response Time – Complaints PI

The response time for complaints remains consistent with last year, at 2 days.

28 Response Time – FOI/EIR Requests PI

The response time for FOI/EIR requests has increased to an average of 13 working days in both Q1 and Q2 2024/25, whilst higher than the 9 days reported in the same period last year, this is still exceeding the target of 20 days. In Q1 there was 1 request and in Q2 there were 3 requests dealt with under the Authority's commitment to deal with other requests in accordance with FOI. One request under EIR was dealt with in Q1. The requests received are summarised in the table below.

Information requested on:	EIR/FOI
Q1- Financial information regarding filming for films and TV on Authority land	FOI
Q1- River Lea water quality information	EIR
Q2- Contract with Gemini Parking Solutions	FOI
Q2- Request for details of Authority banking and insurance providers	FOI
Q2- Full list of all the contractors/sub-contractors that were involved in the construction of Lee Valley Ice Centre	FOI

29 Cleanliness PI

The average cleanliness score of 92% is just below last year's equivalent score of 93% and exceeds target, which is excellent. The continued use of volunteers as an added resource has enabled the contractor and Ranger teams to keep abreast of the litter generated. Any areas of unacceptable cleanliness are reported to the grounds maintenance contractor and are monitored using Park Reporter to ensure any concerns are acted upon.

INTERNAL BUSINESS PERSPECTIVE

30 Open Space Quality Awards (Green Flag, London in Bloom) PI

In 2024 all 7 submitted sites for London in Bloom were awarded Gold and Tottenham Marshes was also awarded category winner for London for the Large Conservation Area category, with Waltham Abbey Gardens being the award winner for London for the Large Park category. The Authority also received ten Green Flag awards including one in conjunction with the LLDC for the Queen Elizabeth Olympic Park. Myddelton House Gardens was awarded Green Heritage status.

31 Service Quality Awards (Quest, Learning Outside The Classroom) PI

The programmed Quest assessments were undertaken last year and currently Lee Valley VeloPark, Lee Valley Riding Centre and Lee Valley Hockey & Tennis Centre hold Quest Plus - Excellent. Lee Valley Athletics Centre holds Quest Plus - Very Good. Once some outstanding paperwork is supplied by Lee Valley White Water Centre, they will return to Quest-outstanding. The new Lee Valley Ice Centre has not yet undergone Quest assessment. Learning and Engagement (formerly Youth and Schools) retains its Learning Outside the Classroom accreditation.

32 Staff Turnover PI

Staff turnover for Q2 2024/25 is 6.35%. Q1 was 4.58%, giving a cumulative figure to the end of Q2 of 10.93% against a year-end target of 15%. In Q2 this equates to 8 staff in total, three resignations, one failed probation and 4 end of contract. In Q1 there were 3 resignations, one death in service, one failed probation and one end of contract, a total of 6 staff. The total to date is six resignations, two failed probations, five end of contracts, one death in service,

33 Staff Sickness PI

Up to the end of Q2 2024/25 the average sick days per FTE was 0.84 days with an annual target of 3.0. This continues to be lower than the national average and exceeding target.

Please note that the sickness target for 2024/25 of 3 days per FTE only includes short term sickness, which is sickness under 4 weeks in length; this is comparable to the method used in 2023/24.

Q1 – 0.42 sick days per FTE. This relates to 54.5 days sickness with the top three reasons being stomach upset, anxiety and viral infection.

Q2 – 0.42 sick days per FTE. This relates to 53.5 days sickness with the top three reasons being Covid-19, coughs/colds/influenza and other.

34 Percentage Waste Recycled PI

The amount of waste collected and recycled in Q2 2024-25 was 73% which equals the percentage recycled in the same period last year. In Q1 the figure was 71% compared to 68% the previous year. This is below the target of 90% and is mainly due to the increase in fly tipping which had to be dealt with plus a change in regulations around recycling soft furnishings. The contractor advises us that some of the waste has not yet been processed so the Q2 figure will be updated in Q3.

INNOVATION AND LEARNING PERSPECTIVE

35 Staff Satisfaction Survey – Annual PI

A Health, Safety and Wellbeing Survey took place in September 2024 and the actions from this are being worked through with our Health & Safety contractors, Right Directions, line managers and Human Resources.

36 Staff Training PI

To the end of Q2 2024/25, 220 staff attended training. In terms of eLearning, this was 79 staff in Q1 and 91 staff in Q2. A further 25 staff attended face-to-face training in Q1 and 25 attended face to face training in Q2. This total training figure of 220 staff is on target to exceed the annual target of 260 and is slightly higher than the equivalent figure last year of 224.

A new PI relating to General Data Processing Regulations (GDPR) training was introduced in 2023-24. This new course is mandatory for employees and casual workers. By the end of Q2 52% of staff, which consists of 73 out of 126 permanent and 24 of 61 casual staff, have completed the training. The casual staff will take longer to complete this training as many of them are only at work a few days per year. Those who have not completed their GDPR training will be contacted individually.

Training courses in Q2 have included First Aid, updated Corporate Induction, Environmental Awareness and GDPR awareness.

Training courses in Q1 included IOSH Managing Safely, Manual Handling and Fire Training, Environmental Awareness and GDPR awareness.

37 Health and Safety Audit PI

The average audit score to the end of Q2 2024/25 is 84% against a target of 95%. Q1 showed a lower figure of 75% due to some departments not completing previous audit actions, this however was rectified by Q2 and the average score for Q2 was 93%. The completed audits were carried out by Right Directions, the Authority's H&S contractor. Right Directions were appointed after a procurement process, with a focus on a forensic approach to audits and a higher level of support and guidance for sites. All departments and venues showed an improvement on the previous year, with noticeably, Dobbs Weir Caravan Park showing a 34% increase on the same period last year and 3 out of 5 departmental audits achieving a 100% score.

38 Health & Safety Accidents and Incidents (Internal/External) PI

There has been a decrease in the number of public accidents and incidents reported in Q2, compared to the equivalent period last year. Due to slightly more incidents in Q1 we see that to date accidents and incident reports are 286 compared to 237 last year. It is to be noted that this is mainly incidents such as by-law offences and accidents remain low. There is a small increase in the number of staff/contractor accidents and incidents. This is also mainly incidents with a low number of accidents. Staff only accidents were minor injuries and there is now better reporting of accidents, incidents and near misses. Park Guard reports have improved although some reports are from patrol logs with nothing happening/no incidents which has affected the number. Right Directions (the

Authority H&S contractor) will be addressing reporting methods with Park Guard to reduce these issues in the future.

With Human Resources and Right Directions working closely together to assess training needs, a more comprehensive schedule of health and safety training has been developed both corporately and site/role specific to ensure staff are competent to carry out their roles. For example, every venue/section now has an Institute of Occupational Safety and Health Managing Safely trained member of staff with a greater knowledge on assessing risks, controlling risks, understanding hazards and continually reviewing performance in these areas.

39 Data Protection PI

There were three personal data breaches in Q1. None of these were high risk and therefore they were not reported to the Information Commissioner's Office. Two of the breaches in Q1 related to errors in addressing e-mails. The third breach related to uploading of information to a file sharing site based outside of the European Economic Area (EEA). The information was removed the same day and a secure file sharing site based in the EEA has since been identified. There was one incident in Q2, relating to phishing addressed to publicly available Authority e-mail addresses; the IT team has made some changes to the e-mail protection system to prevent this type of e-mail getting through in the future.

There were two subject access requests in Q1, both of which were responded to within statutory timescales. There were no subject access requests in Q2.

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PREVIOUS COMMITTEE REPORTS

Scrutiny	S/68/24	Scrutiny Scorecard 2023/24 Q4	20/06/24
Scrutiny	S/68/24	Scrutiny Scorecard 2023/24 Q3	29/02/24

APPENDICES ATTACHED

Appendix A	Authority Scrutiny Scorecard
Appendix B	Revenue Monitoring Report and appendices
Appendix C	Leisure Service Contract Scrutiny Scorecard

LIST OF ABBREVIATIONS

KPI	Key Performance Indicator
LWWWC	Lee Valley White Water Centre
LVVP	Lee Valley VeloPark
LVHTC	Lee Valley Hockey & Tennis Centre
LSC	Leisure Service Contract
GLL	Greenwich Leisure Ltd
LLDC	London Legacy Development Corporation
MPG	Maintenance Performance Guide
FTE	Full Time Equivalent
GDPR	General Data Protection Regulations
EEA	European Economic Area

Innovation and Learning Perspective	KPI/PI	Annual Target	Q2 profiled target	Last Equivalent	This Period	Direction of Travel	P.A.T	Expectation
Staff satisfaction Survey Annually (six monthly)	PI	75%	NA	75%	75%	↔		75%
Staff Training Attendance	PI	260	NA	118	116	↓		260
H & S Quarterly Audit (cumulative annual)	PI	95%	95%	71%	93%	↑		95%
H & S Accidents and Incidents (Internal/External)	PI	322	161	214	138	↑		322
H & S Accidents and Incidents (Staff/Volunteer/Contractor)	PI	30	15	18	31	↓		30
Staff Training - Data Protection	PI	100%	100%	13.09%	52%	↑		100%

Direction of travel	
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

Tolerance	Performance against profiled target (P.A.T)
	< -5% or excess
	5-10% missed target
	> 10% below target

	KPI/PI	Annual Target	Q2 Profilled Target	Last Equivalent	This Period	Direction of Travel	P.A.T	Expectation
Internal Business Perspective		17	NA	18	18	↔		17
Open Space Quality Awards (Green Flag, LIB)	PI	6	NA	6	6	↔		6
Service Quality Awards (Quest, LOTC)	PI	15%	NA	3.94%	6.35%	↓		15.0%
Staff Turnover	PI	3	NA	0.64	0.42	↑		3
Staff Sickness	PI	90%	NA	73%	73%	↔		90%
%age Waste Recycled	PI							

Direction of travel	
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

Tolerance	
>5%	Performance against profiled target (P.A.T) Achieving or exceeding target
5-10%	Just missed target
<5%	Below target

Customer Perspective

PI	Usage		Customer Satisfaction		Complaints		Compliments		Regionality		H & S Quarterly Audit - This period		Cleanliness	
	Last Equivalent	This Period	Last Equivalent	This Period	Last Equivalent	This Period	Last Equivalent	This Period	Last Equivalent	This Period	Last Equivalent	This Period	Last Equivalent	This Period
Overall Target	7 million				-1		1		36%					90%
Abbey Gardens	39,408	55,239 ↑	86%	86% ↓	1	1	0	0	23%	29%			100%	100%
Bow Creek / EIDB	120,282	84,960 ↓	86%	86% ↑	0	1	0	0	11%	26%			100%	87%
Gumdown Park	95,183	108,791 ↑	87%	87% ⊕	3	2	0	0	20%	45%			100%	90%
River Lee Country Park	659,177	638,911 ↓	86%	86% ↓	14	22	0	0	37%	39%			92%	92%
Rye House Gatehouse	20,361	28,573 ↑			0	0	0	0					NA	100%
Three Mills	67,666	48,155 ↓	80%	79% ↓	1	1	0	0	4%	3%			80%	86%
Tottenham Marshes	282,852	252,421 ↓	85%	88% ↑	0	2	0	0	11%	19%			93%	100%
Waterworks Nature Reserve	88,382	85,956 ↓	85%	90% ↑	1	2	0	0	11%	33%			83%	90%
North Sites	113,888	134,846 ↑	85%	78% ↓	5	10	1	0	56%	75%			100%	97%
South Sites	323,612	267,824 ↓	89%	87% ↓	10	6	0	0	10%	16%			93%	97%
Myrd Hse Gardens	10,815	10,161 ↑	91%	84% ↓	3	0	0	0	42%	45%			88%	89%
Myddleton House & V/s Centre	combined		combined		0	0	0	0						
Holyfield Farm					0	0	0	0						
Learning & Engagement (Y&S)	545	681 ↑	100%	98% ↓	0	0	0	0						
Events			N/A	N/A	0	0	1	0	88%	90%				
HR			N/A	N/A	0	0	0	0	N/A	N/A				
Sport and Active Recreation			N/A	N/A	0	0	0	0	N/A	N/A				
Volunteers	10,075	5,955 ↓	N/A	N/A	0	0	10	4	N/A	N/A				
LV Campus Sewardstone	14,673	12,702 ↓	86%	87% ↑	0	2	0	0	96%	94%				
LV Caravan Park Dobbs Weir	8,411	8,290 ↓	90%	85% ↓	2	4	0	0	96%	97%				
LV Camling and Caravan Park Edmonton	15,204	13,681 ↓	82%	79% ↓	1	1	0	0	98%	100%				
LV Golf Course	2,101	1,529 ↓	71%	75% ↑	0	4	0	0	51%	89%				
Almost Wild Campsite	1,381	1,123 ↓	N/A	N/A	0	0	0	0	N/A	N/A				
LV Marina Stanstead					1	0	0	0						
LV Marina Springfield					0	0	0	0						
LV WaterWorks Centre					0	0	0	0						
LVP as a whole					1	0	0	0						
Totals	1,874,016	1,757,798	86%	85% ↓	43	58	12	5	44%	53%				95%

Direction of travel
 ↑ Performance has improved
 ↓ Performance has worsened
 ⊕ Performance has remained the same

Customer Perspective	KPI/PI	Annual Target	Q2 profiled target	Last Equivalent	This Period	Direction of Travel	P.A.T.	Expectation
Customer Satisfaction (Overall)	KPI 2	85%	NA	86%	85%	↓		85%
Usage	KPI 3	7 million	1,750,000	1,874,016	1,757,798	↓		7 million
Stakeholders Perception	KPI 4	75%	NA	74%	74%	↔		75%
Complaints	PI	159	40	43	58	↑		159
Compliments	PI	64	32	12	5	↓		64
Regionality	PI	38%	38%	44%	53%	↑		38%
Visitor Profiling	PI							
- from the most deprived socio-economic groups		10%	10%	17%	10%	↓		10%
- from black & minority ethnic groups		30%	30%	38%	43%	↑		30%
- aged over 60yrs		25%	25%	33%	26%	↓		25%
- disabled		5%	5%	8%	5%	↓		5%
Website Hits	PI	350,000	150,000	143,648	92,796	↓		350,000
Media articles for all Authority-led areas (responsibility of LVRPA)	PI	1,200	NA	770	670	↓		1,200
% age positive articles	PI	NA	NA	99%	95%	↓		NA
Media articles for LSC venues (responsibility of GLL)	PI	1,600	NA	438	885	↑		1,600
% age positive articles	PI	NA	NA	96.3%	99.9%	↑		NA
Total Media Articles	PI	2,800	NA	1,208	1,555	↑		2,800
Total % age positive articles	PI	NA	NA	98%	97.6%	↔		NA
Response times to all communications (excluding FOI/EIR)	PI	10	NA	2	2	↔		10
Response Times to FOI/EIR	PI	20	NA	9	13	↓		20
No. of SARS received	PI	NA	NA	0	0	↔		NA
% SARS responded to within statutory timescales	PI	100%	100%	100%	100%	↔		100%
No. of personal data breaches	PI	0	0	2	0	↑		0
No. of personal data near misses	PI	0	0	0	0	↔		0
No. of personal data incidents	PI	0	0	1	1	↔		0

Direction of travel	
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same


Tolerance	
<5%	Performance against profiled target (P.A.T)
5-10%	Leaving or exceeding target
>10%	Just missed target
	Below target

Financial Perspective	KPI/PI	Target	Q2 profilled target	Last Equivalent	This Period	Direction of Travel	P.A.T	Expectation
Levy Contribution	KPI 1	32.3%	32.3%	34.1%	32.3%	↑		32.3%
Total income generation	PI	£7,562,200	£1,953,670	£1,740,640	£1,912,602	↑		£7,562,200
External Capital Funding	PI	2%	2%	5%	0%	↓		0%
Income (£000's)	PI	Budget Target	Q2 profilled	Last Equivalent	This Period			
	Abbey Gardens	1	0	0	0	↔		
	Bow Creek / EIDB	2	0	4	0	↓		
	Gunpowder Park	1	0	0	2	↑		
	River Lee Country Park	1	0	7	29	↑		
	Rye House Gatehouse	0	0	0	0	↔		
	Three Mills	0	0	0	3	↑		
	Countryside Areas	180	47	43	54	↑		
	Myd Hee Gardens & Vis Cntr	182	50	51	48	↓		
	Myd House	16	4	3	5	↑		
	Hayes Hill Farm							
	Holyfield Farm	266	67	43	27	↓		
	Fisheries	130	32	1	1	↔		
	Learning & Engagement (Y&S)	28	7	5	7	↑		
	Events	109	27	2	6	↑		
	Sport and Active Recreation	0	0	3	8	↑		
	Volunteers	0	0	0	0	↔		
	LV Campsite Sewardstone	718	208	213	191	↓		
	LV Caravan Park Dobbs Weir	1119	232	214	239	↑		
	LV Camping and Caravan Park Edmonton	560	198	203	178	↓		
	LV Almost Wild Campsite	54	22	22	17	↓		
	LV Golf Course	129	45	44	36	↓		
	LV Marina Stanstead	895	224	233	237	↑		
	LV Marina Springfield	1125	281	281	306	↑		
	LV WaterWorks Centre	2	0	1	2	↑		

Direction of travel	
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same
↓	Performance has worsened
↔	Performance has remained the same

Tolerance	Performance against profilled target (P.A.T)
<5%	Achieving or exceeding target
5-10%	Just missed target
>10%	Below target

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 LEE VALLEY REGIONAL PARK AUTHORITY EXECUTIVE COMMITTEE 19 SEPTEMBER 2024 AT 10:30	Agenda Item No: Report No: E/860/24
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Q1 REVENUE BUDGET MONITORING 2024/25

Presented by the Head of Finance

EXECUTIVE SUMMARY

This report summarises monitoring of revenue expenditure to July 2024. It compares income and expenditure to the approved budget and includes a projection indicating the likely outturn position against the annual budget for the year ended 31 March 2025.

The early year-end position shows a projected net under spend of £247,000 against the net revenue budget deficit of £166,000. The net surplus for the year is forecast as £81,000. The major variations currently projected are summarised in the table below.

Description	Annual Budget	Forecast Outturn	Variance
Interest Payable / Receivable	928	863	-65
Campsites	-573	-583	-10
Marinas	-452	-499	-47
Parklands and Open Spaces	3,232	3,269	37
Leisure Services Contract	683	707	24
Minimum Revenue Provision	1,148	992	-156
Sport & Leisure	1,122	1,177	55
Other	4,719	4,716	-3
Levies	-10,966	-10,966	0
Marina Growth Provisional Budget	300	300	0
LSC Expired Voucher Provision	0	-57	-57
SUB-TOTAL	141	-81	-222
General Contingency	25	0	-25
TOTAL	166	-81	-247

RECOMMENDATIONS

- Members Note:
- (1) the report;
 - (2) the revision to the agreed loss of income payment relating to the barrier installation at Lee Valley VeloPark, to be paid to Greenwich Leisure Limited as detailed in paragraph 14 of this report; and
 - (3) the loss of income payment relating the Kayak Slalom Ramp at Lee Valley White Water Centre, to be paid to Greenwich Leisure Limited as detailed in paragraph 14 of this report.

BACKGROUND

- 1 The Executive Committee recommended a budget for 2024/25 at its meeting in January 2024 (Paper E/838/24). Members approved this at the Authority meeting on 18 January 2024 (Paper A/4346/24). This report compares forecast income and expenditure to 31 March 2025 with the budget.
- 2 The summary financial position of each Authority service or facility is shown in Appendix A to this report.
- 3 The net revenue budget, which included £155,000 of budget carried forward from 2023/24, was set at a deficit of £166,000. The year-end position is forecast as £81,000 surplus, which is a £247,000 improvement on budget.

GENERAL ECONOMIC FACTORS

4 Inflation

July's inflation for the Retail Price Index (RPI) stood at 3.6% and Consumer Price Index (CPI) at 2.2%. The Bank of England expect inflation to rise slightly in the second half of the year to around 2.75% before settling back down again to its 2% target next year (Bank of England Monetary Policy Committee Report, May 2024). The Bank of England reduced the base rate to 5.00% on 1 August, the first cut in rates for four years. Any further rate cuts are expected to be introduced slowly to keep inflation under control.

5 Energy Costs

The Authority purchases energy through the Laser framework that has secured energy prices below market rates and has protected the Authority from the worst of the energy price increases over the last year. The current agreement started in October 2023 and has fixed prices until September 2024.

The 2024/25 energy budgets were built based on actual energy consumption, energy tariffs secured to September 2024, and Laser's forecast at that time for the new tariff from October 2024.

Consumption across Authority venues is being monitored closely and overall there has been slightly reduced consumption compared to last year. The latest forecast from Laser for the October tariff provides a positive outlook with both gas and electricity prices now expected to fall more than anticipated when setting the budget.

As part of the shared risk position for utilities at the Leisure Services Contract (LSC) venues, the Authority takes the risk for tariff and Greenwich Leisure Ltd (GLL) takes the risk for utility consumption. This arrangement ended after the first two contract years, however both parties would like to extend this for the remainder of the contract. A deed of variation is currently being drafted to give effect to this revision of the utilities provisions in the LSC, as approved by Members in June 2024 (Paper E/859/24).

The 2024/25 budget includes £950,000 to cover this tariff risk. To date consumption savings have been achieved across the LSC venues due to the LED investment projects and good management practices across the venues. The new arrangement will take these LED savings into account as part of a consumption benchmarking process and will benefit the Authority.

6 Pay Award

In May the National Employers made a full and final offer for the 2024/25 pay award of an increase of £1,290 on all National Joint Council (NJC) pay points 2 to 43, an increase of 2.5% on all pay points above 43, and an increase of 2.5% on London Weighting. Unison and Unite members voted to reject the offer, GMB members voted to accept the offer.

The 2024/25 budget included provision for a 4% pay award. The current offer represents an approximate 3.5% increase, which equates to a saving of £45,000 against the approved budget. This is not yet reflected in the outturn.

MAIN VARIANCES FROM BUDGET

- 7 The main variances against this year's budget are described below.

FINANCING

8 Interest Receivable (£65,000 additional income)

Interest receivable has been increased due to a higher than anticipated cash holding and effective treasury management. This includes money that will be owed to GLL that they have not yet invoiced for (Management Fee, Year 1 and Year 2 Utilities risk share and investment projects at venues).

9 Minimum Revenue Provision (£156,000 saving against budget)

Under the Prudential Code we are required to make a statutory provision for repayment of debt, be that external or internal, used to finance capital expenditure. This is based on a calculation of the Capital Financing Requirement (CFR) as at the prior year balance sheet date, and is known as Minimum Revenue Provision (MRP). Each capital project that is not fully financed will have its own CFR, and the calculation of MRP will be different. In addition, there is also a legacy CFR for capital expenditure prior to regulation changes in 2007.

The savings against the budget are threefold:

- expected expenditure on Lee Valley VeloPark Gym did not occur in 2023/24 and therefore there is no MRP charge in 2024/25, with a saving

- of **£64,000**. This will, however, now occur at a higher amount from 2025/26 and the following six years of the LSC;
- expenditure on Lee Valley Ice Centre redevelopment to March 2024 was around £1million less than budgeted, the majority relating to the retention sums withheld due to the Buckingham administration, as well as fit out costs. The majority of this will be expended in 2024/25. This resulted in a reduction in MRP of **£30,000**; and
 - a review of the pre-2007 CFR and MRP identified an error in the budget calculation whereby Lee Valley Ice Centre and Long Term Asset CFR has been incorrectly included. The correction results in a saving against the budget of **£62,000**.

SPORT AND LEISURE

10 Policy and Performance (£55,000 additional expenditure)

This additional expenditure is mainly for a business support post that was not included within the budget, which was brought in to support the non-LSC venues, predominately Marinas but also Campsites, and help to raise standards of quality and health & safety. This has contributed towards the positive financial performance at the venues. This expenditure will be incorporated within the £300,000 included in the budget for the marina review once that has been concluded.

PARKLANDS AND OPEN SPACES

11 Countryside Areas (£37,000 additional expenditure)

Additional expenditure relates to fly tipping, increased cost of meadow cuts, and electrical installation to allow three new car parks to be added to the car parking management contract.

SMALL VENUES

12 Marinas (£47,000 additional income)

Both marinas are performing well. At Springfield the chandlery business continues to grow, and we have benefitted from commission on a good level of customer boat sales. At Stanstead the rechargeable works business is performing well, where there has been a focus on accepting smaller jobs with a quicker turnaround to maximise engineer productivity.

We are currently carrying out a review at both marinas, and following a presentation to Members in November 2023 a report will be brought back to Executive. The budget includes £300,000 for the impact of this review, which is unlikely to all be spent as any agreed changes will take effect midway through the year.

13 Campsites (£10,000 additional income)

Occupancy levels across the campsites have been down on last year which has impacted income. This is linked to the wetter and colder start to the year and has particularly impacted touring pitches. The rental units, including lodges, pods and Airbnb accommodation, have proved more resilient to the weather and are more in line with last year.

The budget for caravan sales was set prudently as no Authority direct caravan sales could be reasonably foreseen during the year, with an assumption that there would be some commission from customer pre-owned caravan resales. An additional £34,000 is now forecast to be generated through sales of caravans on existing plots. More sales are anticipated this year and will be included in future outturn reports when they are confirmed.

Members approved a project to create additional visitor accommodation at Sewardstone Campsite in April (Paper A/4351/24). This project is currently at the planning stage, which once completed will allow for 10 additional holiday home pitches to be built. The sales of 10 new holiday homes on these pitches will generate funds that will be used to finance capital expenditure for new holiday pods and a woodland zone at the campsite. The income from these planned sales is shown in the outturn, along with the corresponding capital financing, as detailed in the capital budget monitoring report (Paper E/861/24). Site fees from these new pitches will be shown in the revenue outturn if that stage is completed before March 2025.

LEISURE SERVICES CONTRACT

14 Management Fee (£18,000 additional expenditure)

The third year of the LSC commenced on 1 April 2024. The Authority is due to receive a Management Fee payment of £576,000 from GLL this year. Adjustments to the Management Fee are explained below.

In July 2023 Members approved the capital project to refurbish the track wall and safety barrier at Lee Valley VeloPark (Paper A/4340/23). This was originally planned for December 2023 but was pushed back to August 2024. Members approved a loss of income figure of £23,743 based on the December dates (Paper A/4341/23), but the revised timeline has resulted in a reduced loss of income of **£18,774**. Members are asked to note this revision to the payment to GLL.

The Executive Committee (Paper E/743/21) approved the capital project to build a new Kayak Slalom Ramp at Lee Valley White Water Centre. This was completed in May 2023. The contractors were required to return to site in January 2024 to carry out remedial work which meant that the Olympic Course could not be used for four days. A loss of income payment is due to GLL, and a figure of **£7,500** has been agreed. This has already been accrued for in the 2023/24 accounts but has not yet been paid to GLL, Members are asked to note this payment to GLL.

FURTHER MOVEMENTS TO THE GENERAL FUND

15 LSC Expired Voucher Provision (£57,000 reduced expenditure)

When the LSC commenced in April 2022 there were a high number of unredeemed gift vouchers which had been extended during the periods of restrictions due to Covid-19. The LSC allowed for the Authority to reimburse GLL for any voucher redemptions. A provision of £150,000 was made in the accounts for the expected value of voucher redemptions, based on historic redemption rates. The actual redemption rates were lower, and vouchers to the value of £93,000 were redeemed. All of these vouchers had expired by the end of March 2024, so the remaining balance of £57,000 will be moved back to the general fund.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

17 These are dealt with in the body of the report.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Authority	A/4346/23	2023/24 Revenue Budget & Levy	18 January 2024
Executive Committee	E/838/24	2023/24 Revenue Budget & Levy	18 January 2024

APPENDIX ATTACHED

Appendix A Detailed outturn forecast

LIST OF ABBREVIATIONS

LSC	Leisure Services Contract
GLL	Greenwich Leisure Limited
NJC	National Joint Council
CFR	Capital Financing Requirement
MRP	Minimum Revenue Provision

YEAR 2024/25

PERIOD: 04 (July 2024)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
OPERATIONAL SERVICES							
Chief Executive	0	195	195	675	673	(2)	(0%)
Corporate Services	(785)	413	(372)	(319)	(325)	(6)	(2%)
Business Support Services	(12)	737	725	2,719	2,720	1	0%
Sport and Leisure	(198)	451	253	1,122	1,177	55	5%
Parklands and Open Spaces	(251)	1,298	1,047	3,232	3,269	37	1%
Small Venues	(2,073)	1,549	(524)	(928)	(1,433)	(505)	(54%)
Leisure Services Contract	0	(1,985)	(1,985)	683	707	24	4%
	(3,319)	2,658	(661)	7,184	6,788	(396)	(6%)
FINANCING							
Interest Receivable	(125)	0	(125)	(200)	(273)	(73)	(37%)
Interest Payable & Bank Charges	0	(103)	(103)	1,128	1,136	8	1%
Contributions to/from Earmarked Reserves	0	1,545	1,545	1,547	1,547	0	0%
Financing of Capital Expenditure	0	71	71	71	71	0	0%
Financing of Capital Expenditure (Sewardstone)	0	0	0	0	450	450	0%
Minimum Revenue Provision (Pre-2007)	0	351	351	413	331	(62)	(15%)
Minimum Revenue Provision (Ice Centre)	0	570	570	600	570	(30)	(5%)
Minimum Revenue Provision (Velo)	0	0	0	64	0	(64)	(100%)
						0	
Levies on Local Authorities	(3,655)	0	(3,655)	(10,966)	(10,966)	0	0%
Marina Growth Provisional Budget	0	0	0	300	300		
General Contingency	0	0	0	25			
Movement in General Fund				166	(26)	(192)	(116%)
LSC Expired Voucher Provision					(57)		
Provision for Bad Debts					2		
TOTAL MOVEMENT IN GENERAL FUND					(81)		

YEAR 2024/25

PERIOD: 04 (July 2024)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
CHIEF EXECUTIVE							
Chief Executive	0	78	78	249	245	2	1%
PR / Communications	0	117	117	492	428	(4)	(1%)
TOTAL CHIEF EXECUTIVE	0	195	195	675	673	(2)	(0%)
CORPORATE SERVICES							
Legal Service	0	155	155	549	548	(1)	(0%)
Property Management	(784)	115	(668)	(1,462)	(1,452)	10	1%
Planning and Strategic Partnerships	0	98	98	158	194	(24)	(15%)
Asset Protection, Maintenance & Development	(1)	69	62	298	907	9	3%
Committee Service	0	42	42	138	198	0	0%
TOTAL CORPORATE SERVICES	(785)	419	(572)	(919)	(325)	(6)	(2%)
BUSINESS SUPPORT SERVICES							
Financial Management	0	130	130	536	536	0	0%
Human Resources Management	0	77	77	232	232	0	0%
Information Technology	(3)	295	292	959	957	(2)	(0%)
Corporate Insurances	0	299	299	514	514	0	0%
Audit / Health & Safety	(9)	(15)	(24)	248	248	0	0%
Non Distributed Costs	0	17	17	62	62	0	0%
Corporate Training / Apprenticeships	0	15	15	60	61	1	2%
Project & Funding Delivery	0	99	99	108	110	2	2%
TOTAL FINANCIAL SERVICES	(12)	797	725	2,719	2,720	1	0%
SPORT AND LEISURE							
Events	(163)	125	(38)	78	92	14	18%
Sports Development	(13)	83	20	107	107	0	0%
Policy and Performance	0	238	238	712	759	41	6%
Learning & Engagement Service	(21)	46	25	145	145	0	0%
Community Access	(1)	9	8	80	80	0	0%
TOTAL SPORT AND LEISURE	(198)	491	253	1,122	1,177	55	5%

YEAR 2024/25

PERIOD: 04 (July 2024)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
PARKLANDS AND OPEN SPACES							
Management							
Operational Management	0	102	102	318	318	0	0%
Myddelton House Management	(8)	165	157	370	380	10	3%
Parklands							
River Lee Country Park	(32)	102	70	361	336	(25)	(7%)
Gunpowder Park	(2)	22	20	84	82	(2)	(2%)
Countryside Areas	(49)	547	498	1,605	1,642	37	2%
Abbey Gardens	(2)	22	20	86	85	(1)	(1%)
Three Mills	(3)	6	3	25	22	(3)	(12%)
East India Dock and Bow Creek	0	8	8	26	28	2	8%
Leyton Marsh	0	0	0	0	0	0	0%
Broxbourne Riverside	0	5	5	19	19	0	0%
Fisheries	(31)	22	(9)	(73)	(77)	(4)	(5%)
Visitor Attractions							
Myddelton House	(71)	143	73	195	223	28	14%
Rye House Gatehouse	0	2	2	7	7	0	0%
Park Projects							
Volunteers	0	19	19	57	57	0	0%
Biodiversity Management	0	40	40	126	126	0	0%
Farms							
Lee Valley Farm, Holyfieldhall	(21)	86	65	80	75	(5)	(6%)
Initiatives and Partnerships							
King George Reservoir South	(7)	7	0	(1)	(1)	0	0%
Lee Valley Boat Centre	(21)	0	(21)	(41)	(41)	0	0%
Broxbourne Chalets	(4)	0	(4)	(12)	(12)	0	0%
TOTAL PARKLAND AND OPEN SPACES	(251)	1,298	1,047	3,232	3,269	37	1%
Small Venues							
Lee Valley Marina Springfield	(433)	229	(204)	(431)	(454)	(23)	(5%)
Lee Valley Marina Stanstead	(317)	304	(13)	(21)	(45)	(24)	(114%)
Lee Valley Waterworks Centre	(2)	29	27	79	87	8	10%
Lee Valley Campsite (Sewardstone)	(366)	182	(184)	(128)	(127)	1	1%
Lee Valley Caravan Park (Dobbs Weir)	(583)	263	(320)	(343)	(318)	25	7%
Lee Valley Leisure Centre Campsite	(259)	167	(91)	(76)	(80)	(4)	(5%)
Lee Valley Leisure Centre Golf Course	(65)	52	(13)	19	13	(6)	(32%)
Almost Wild Campsite	(24)	18	(6)	(16)	(14)	2	13%
Caravan Sales	(24)	305	281	(11)	(495)	(484)	(4400%)
TOTAL SMALL VENUES	(2,073)	1,549	(524)	(928)	(1,433)	(505)	(54%)

YEAR 2024/25

PERIOD: 04 (July 2024)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
LEISURE SERVICES CONTRACT							
Management Fee	0	(2,069)	(2,069)	(576)	(558)	18	3%
LSC Venues Direct Costs	0	78	78	909	315	6	2%
LSC Contingency (Utilities)	0	0	0	950	950	0	0%
TOTAL LSC VENUES AND BUSINESS SUPPORT	0	(1,991)	(1,991)	683	707	24	4%
TOTAL OPERATIONAL SERVICES	(3,319)	2,658	(661)	7,184	6,788	(396)	(6%)

PI	KPI	OVERALL TARGET	ACTUAL TO DATE	PERFORMANCE AGAINST OVERALL TARGET	Q1	LAST EQUIVALENT	Q2	LAST EQUIVALENT	Q3	LAST EQUIVALENT	Q4	LAST EQUIVALENT
	Income											
23	total operational income by facility	£ million	5,982,545		2,782,531	1,877,932	3,200,014	2,539,801		2,588,149		2,137,763
24	Income per head	budget	£5.96		£5.12	£4.29	£5.96	£5.18		£5.86		£4.84
	KPI 1 Overall Customer Satisfaction											
	How users rate their satisfaction with visit											
1	Customer Satisfaction	85%	82%		83%	84%	81%	78%		84%		90%
2	Formal Complaints	250	316		131	118	185	275		66		89
3	Formal compliments	1,200	1,187		467	510	720	1,122		416		418
4	Net Promoter Score	50%	42%		35%	52%	48%	41%		66%		73%
17	Active Communities- User Satisfaction	>75%	83%		96%	95%	91%	75%		80%		90%
20	Events- Organiser satisfaction	90%	95%		92%	96%	98%	93%		93%		95%
21	Events- Contractor-supplier satisfaction	100%	100%		100%	95%	100%	90		97%		100%
22	Events- Spectator satisfaction	75%	87%		87%	N/A	N/A	N/A		90%		90%
	KPI2 Overall Usage											
	number of people using the facility											
5	Regionality	30%	30%		31%	35%	28%	35%		35%		37%
8	Usage	2.5m	1,003,107		543,648	438,039	459,269	459,477		408,165		518,527
	KPI 3 External Quality Assessment Scores											
	score obtained from a combination of quality assessments at facilities											
	KPI 3 overall average score (average of P17 and P18 below)											
7	H&S audit	95%	96%		94%	97%	87%	77%		91%		85%
8	External Quality Assessment	95%	86%		81%	80%	90%	74%		85%		83%
	KPI 4 Quality Service (internal)											
	score obtained from monitoring facilities and contract performance											
	KPI 4 overall average score (average of P16, 18 and 19 below)	85% overall	86%		83%	86%	69%	73%		78%		71%
9	Quality Service Score	85%	81%		77%	79%	85%	80%		83%		81%
18	Active Communities- Deliver Plans	90%	73%		81%	80%	73%	65%		70%		81%
19	Active Communities- Health and Wellbeing	90% completed	50%		50%	67%	50%	74%		81%		50%
	KPI 5 Environmental Management											
	score obtained from measurement of range of environmental factors	85%										
10	Utility consumption	7,398,038	4,108,042		1,863,173	1,786,741	2,242,868	2,187,364		1,737,515		1,778,148
11	water usage	47,745	22,478		11,277	6,982	11,201	11,858		15,240		10,394
17	noise included	40%	42%		37%	42%	46%	37%		26%		32%
	KPI 6 Asset Protection and Maintenance											
	% of jobs completed on reactive/emergency works	95% overall	86%		95%	96%	95%	95%		96%		86%
13	MPS tasks	95% completed	97%		96%	96%	97%	97%		96%		86%
14	number reactive/emergency jobs raised and number completed in month	90 % completed	95%		96%	92%	94%	98%		92%		96%
15	Response times within agreed limits for reactive works. Priority 1-4	Priority 1- 100%	100%		100%	100%	100%	99%		100%		100%
		Priority 2- 85%	100%		100%	99%	100%	97%		99%		98%
		Priority 3- 80%	87%		87%	95%	89%	76%		92%		78%
		Priority 4- 80%	88%		89%	82%	86%	64%		86%		70%

