

SCRUTINY SCORECARD 2023/24 Q2

Presented by Corporate Director

SUMMARY

This report provides Members with a detailed breakdown of the Authority's performance against its Key Performance Indicators, Corporate Performance Indicators and site/venue performance up to the end of the second quarter of 2023/24. The report covers actual performance from 1 April to 30 September 2023. 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, which excludes the six Leisure Service Contract (LSC) venues that passed to Greenwich Leisure Ltd (GLL) on 1 April 2022.

The scorecard is divided into four sections:

- Financial;
- Customer;
- Internal Business; and
- Innovation and Learning.

A summary of the Authority's key achievements up to the end of the second quarter of 2023/24:

- reportable KPI's are, in the main, on target, with the majority expected to hit target at year-end;
- 3.9 million visits to-date to the Park and Facilities with a year-end target of 7 million. Though the number of visits to the parklands is slightly lower than last year, it is still an increase on pre-Covid years;
- the approved levy of £10.647m (34.1% of the maximum chargeable) is on target;
- the new Lee Valley Ice Centre opened to the public on 17 June 2023. The state of the art centre is offering a range of new biodiversity habitats and increasing visitors to the area;
- Quest Accreditations remain on target with all LSC facilities retaining their Quest accreditation. Lee Valley Ice Centre will undergo Quest in July 2024;
- the Authority has maintained its Learning Outside the Classroom Quality Badge;
- 8 sites received the London in Bloom Gold Award with Walthamstow Marshes-Lee Valley Ice Centre landscape and Waltham Abbey Gardens also achieving best in category. All 9 Green Flag sites retained their accreditation, with Myddelton House Gardens also retaining its Green Heritage award.

Factors impacting performance:

- the excessive heat during June followed by the wettest July on record affected the monthly number of visitors to the open spaces, however overall, usage numbers are similar to the last equivalent;
- Web hits – a successful summer marketing campaign led to targets being exceeded;
- Myddelton House Gardens closed at weekends for several weeks through the winter, however overall, the Q2 usage figure is higher than the equivalent period last year;
- 6 new PI's have been introduced this quarter related to data protection, to measure and improve performance in this area.

RECOMMENDATION

Members Note: (1) the report.

BACKGROUND

- 1 At the Scrutiny Committee on 15 October 2009 (Paper S/02/09), it was agreed that a performance scorecard should be developed for the Authority and that this should act as a starting point for discussion that may initiate scrutiny reviews to investigate areas of concern or future development.
- 2 At the Scrutiny Committee on 27 January 2010, a scorecard for the whole Authority was presented and discussed. This resulted in a revised scorecard, incorporating Members' comments and was agreed at the Scrutiny Committee on 7 April 2010. It was agreed that officers would provide an update of the scorecard each quarter to Scrutiny Committee.
- 3 At the Scrutiny Committee on 22 February 2018, an update to the scorecard was proposed and this was agreed at Executive Committee on 22 March 2018 (Paper E/550/18).
- 4 The balanced scorecard for the Authority is shown in detail at Appendix A to this report and contains data up to 30 September 2023. The following paragraphs summarise the key messages from the data with further explanation.

FINANCIAL PERSPECTIVE INDICATORS – (KPI and PI)

5 KPI 1: Levy Contribution

Members agreed in January 2023 (Paper A/4329/23) that the levy for 2023/24 would be increased by 9%. The levy is now set at 34.1% of the maximum chargeable levy.

6 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. The finance status of the six venues within the LSC contract will be discussed by the Executive Committee separately.

7 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.

- An external funding opportunity through the Levelling Up Fund in partnership with the London Borough of Tower Hamlets for East India Dock Basin was identified and submitted but was unsuccessful; a subsequent Heritage Lottery Fund (HLF) bid was also submitted but was also unsuccessful. Officers are discussing options and progress will continue to be reported to Members through the Capital Programme Budget Monitoring reports and Project Update presentations.
- £150,000 of funding was received from British Canoeing as their contribution towards the Slalom Ramp at Lee Valley White Water Centre, the total cost of which is reported in the Capital Outturn report as £318,000.
- Active Communities were also successful in obtaining several smaller revenue funding pots, totalling £43,250 from London Marathon, British Canoeing, Herts Sports Partnership, Herts County Council, Lawn Tennis Association and National Grid. This funding supported, among other things, community health initiatives, tennis for people with additional needs and targeting access for girls to canoeing.

CUSTOMER PERSPECTIVE INDICATORS - (KPI and PI)

8 KPI 2: Customer Satisfaction

The Authority's budget restraints, caused by the Covid-19 pandemic resulted in the Visitor Tracking contract being held in abeyance preventing visitor surveys from taking place in previous years. However, this was re-instated and we now enter our third year of visitor tracking since 2019. Customer satisfaction for Quarter 2 of this year is 86%, which equals last year's performance and slightly exceeds target.

9 KPI 3: Usage

3.9 million visits were made to the Authority's open spaces and facilities up to the end of Q2 2023/24. This is 144,697 less visits (3.6%) than by the same period last year, although figures are still higher than pre-Covid levels. This reduction is due to a previous error with the visitor counter at Waltham Abbey Gardens. If this anomaly is removed, the figures show a 0.6% increase in visitors this year.

Q1

April was predominantly unsettled and rather wet with some frosts. Mid-month saw some high rainfall and strong winds but at the end of the month temperatures rose to low 20's Celsius. May started quite settled but changed on the 4th to heavy rain and thunderstorms. Temperatures were generally above average and remained dry and warm to the end of the month. From 9th June it became warm and humid with thunderstorms. This was recorded as the hottest June on record

Q2

July was an unsettled month, dull, windy and with a lot of rainfall, in stark contrast to June. Records show this as the wettest July since 2009. August

had mixed and unsettled weather, being unseasonably cool, wet and windy with two named storms affecting the country mid-month. The first half of September was unseasonably warm with temperatures exceeding 30°, however there were several thunderstorms and flash flooding mid to late September

	2023/24	2022/23		
	Q1	Q1	Change	%
Mean Temp.	13.07	12.70	0.37	2.89%
Ave Rainfall	48.73	33.67	15.07	44.75%
Ave Sunshine	222.7	205.03	7.67	8.62%

	2023/24	2022/23		
	Q2	Q2	Change	%
Mean Temp.	17.13	17.80	0.67	-3.75%
Ave Rainfall	74.93	40.57	34.37	84.7%
Ave Sunshine	176.1	212.43	-36.33	-17.1%

10 **KPI 4: Stakeholder Perception**

This indicator is generated by asking a set of stakeholders 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 have included the costs in the budget submission for 2024/25 and will – subject to budget approval - carry this out in the next financial year.

11 **Usage PI**

Usage has decreased by 148,513 (3.7%) compared to the previous year across the open spaces; there has been an increase within Authority facilities and services of 3,816 (6.4%):

- the reduction in open space usage is attributable to an error in the visitor counter at Waltham Abbey Gardens, providing erroneously high figures. This is now rectified. All other open spaces are showing usage comparable to the previous year;
- campsite usage for the previous year to date has been amended from 2022-23 scorecards. This is due to figures being taken directly from booking systems in a way that couldn't be done before and a more accurate figure is now being produced.

12 **Customer Satisfaction PI**

Customer Satisfaction surveys are carried out throughout the open spaces and Authority venues. A customer satisfaction score of 86% at the end of Q2 2023/24 is consistent with the previous year.

13 **Formal Complaints PI**

The number of formal complaints received to the end of Q2 2023/24 has increased from 93 last year to 108 this year. A common theme for complaints has been litter and fly-tipping in the open spaces, poor grounds maintenance

across the Park, overgrown vegetation and graffiti.

14 Formal Compliments PI

The number of formal compliments received to the end of Q2 2023/24 has decreased from 40 last year to 27 this year; the majority of compliments are from volunteers, regarding the Ranger led tasks, volunteer led walks, volunteer discounts and friendly volunteers at the Wildlife Discovery Centre.

15 Regionality PI

Data from the visitor tracking contractor indicates that the 44% regionality for this year shows that numbers from outside the region (3-mile radius of sites) is lower than the previous year, but 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.

16 Visitor Profiling PI

The profiling for this year shows an increase in visits from black & ethnic minority groups, disabled and the over 60 age group. There is a small decrease in the most deprived socio-economic groups but this figure still exceeds target.

17 Website Hits PI

A new target was set taking into account the loss of web hits for LSC venues that are now hosted by GLL. In addition, the Authority has reduced from having four websites to two. This is the first year we can compare figures against the new targets and to Q2 2023/24 there has been an 18% increase in web hits compared to the same period last year, attributable to a very successful summer marketing campaign.

18 Media Articles/Percentage Positive Media Articles PI

With the scorecard focussed primarily on the Authority, there is an exception within the media section. The Authority monitors all media activity for LSC venues, so the Authority and LSC media articles will be reported on separate lines. The number of articles is lower than last year's high figure, some of which was attributable to the Commonwealth Games. The percentage of positive articles exceeds target.

The majority of press coverage to the end of Q2 was positive, however the neutral articles relate to:

- three boats set on fire at Stanstead Marina (1 piece);
- 10 Years Go This Week – objections to the proposed WaterWorks campsite.

19 Response Time – Complaints PI

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

20 Response Time – FOI/EIR Requests PI

The response time for FOI/EIR requests has decreased to 9 working days, exceeding the target. This is due to increased capacity in the Legal Team. In Q2 there were three requests under EIR and three requests dealt with under the Authority's commitment to deal with other requests in accordance with FOI. The requests received are summarised in the table below.

Information requested on	EIR/FOI
Car park management contract	FOI
Update on hydrology strategy relating to Leyton Marshes	EIR
Request for information regarding investigation of a party on CRT land next to MFB, referred to in a CRT tweet	EIR
Request for update on MFB pump installation	EIR
Details of IT equipment and procurement as requested on questionnaire attached to request	FOI
Three Mills Access Correspondence with CRT and Crown Estates	FOI

21 Cleanliness PI

The average cleanliness score of 93% is slightly lower than the equivalent period last year but exceeds target. 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 Tracker to ensure any concerns are acted upon. From November 2023 Park Tracker will be replaced by ESRI but the data collection will remain consistent.

INTERNAL BUSINESS PERSPECTIVE**22 Open Space Quality Awards (Green Flag, London in Bloom) PI**

In 2022 all seven submitted sites for London in Bloom were awarded Gold and Bow Creek was the overall winner in the Conservation Area category. In 2023 eight sites were awarded Gold, with Waltham Abbey Gardens being the category winner and the newly opened Lee Valley Ice Centre was honoured with a special award for Best Biodiversity and Environmental innovation. The Authority also received nine Green Flag awards and one Green Heritage award

23 Service Quality Awards (Quest, Learning Outside the Classroom) PI

The programmed Quest assessments for the first half of the year have been undertaken, with Quest assessments at Lee Valley Athletics Centre, Lee Valley White Water Centre, Lee Valley Riding Centre and Lee Valley Hockey and Tennis Centre. Learning and Engagement (formerly Youth and Schools) retains its Learning Outside the Classroom accreditation.

24 Staff Turnover PI

Staff turnover in Quarter 2 of 3.94% is lower than the equivalent period last year and below the annual target of 15%. This equates to five staff in total, four resignations and one retirement. All were permanent staff. The year to date average is 4.42%, which is a total of eleven leavers; comprising seven

resignations, one retirement, two dismissals and one end of contract.

25 Staff Sickness PI

Up to the end of Q2 2023/24, there were an average of 1.54 days sickness with a target of 3.0 days. Although slightly higher than the target, this continues to be lower than the private sector or other comparable public bodies and has been consistently low over the last three years.

Please note that the sickness target for 2023/24 of 3 days per FTE now only includes short term sickness, which is sickness under 4 weeks in length. This is comparable to the method used in 2022/23.

Q1 – 0.9 sick days per FTE – this related to 110 days sickness with the top three reasons being, stomach upset, coughs/colds and other.

Q2 – 0.64 sick days per FTE – this relates to 81 days sickness with the top three reasons being non-work related stress, chest infections and Covid-19.

26 Percentage Waste Recycled PI

The amount of waste produced and collected up to the end of the year is showing a small increase on the previous year. The grounds maintenance contractor has recycled 71% of the waste collected. This is a decrease on the previous year's recycling figure and below target, due mainly to the increase in fly-tipping removal and disposal.

INNOVATION AND LEARNING PERSPECTIVE

27 Staff Satisfaction Survey – Annual PI

A Health, Safety and Wellbeing Survey took place in July 2022 (with a follow up in August 2022) and the actions from this are still being worked through with our Health & Safety contractors, Right Directions. Another Health, Safety and Wellbeing Survey will be going out to staff in 2024.

In addition, a number of Focus Groups have been held to discuss with staff their feedback on specific areas such as flexible working and wellbeing. The use of face to face focus groups has been welcomed by staff and officers will continue with these for feedback on specific areas/projects.

28 Staff Training PI

In 2021/22 face-to-face training resumed where feasible after the reduction in this training approach caused by the Covid-19 pandemic, though remote training and eLearning continued where necessary.

To the end of Q2 2023/24, 224 staff attended training. In terms of eLearning, this was 45 staff in Q1 and 48 staff in Q2. A further 61 staff attended face-to-face training in Q1 and 70 attended face to face training in Q2.

A new PI relating to GDPR training has been introduced. This mandatory new course is available to employees and casual staff.

29 Health and Safety Audit PI

The average audit score to the end of Q2 2023/24 is 71%. The completed audits were carried out by Right Directions, the Authority's new 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. This has as expected resulted in a lower score than previously due to the improved approach.

30 H & S Accidents and Incidents (Internal/External) PI

There has been a decrease in the number of accidents and incidents reported during the first half of the year. It is to be noted that this is mainly incidents such as bye 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

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 IOSH Managing Safely trained member of staff with an in depth knowledge on assessing risks, controlling risks, understanding hazards and continually reviewing performance in these areas.

31 Data Protection PI

This quarter sees some additional PIs being added, relating to data protection to improve our monitoring in this area. These PIs relate to the percentage of staff having up-to-date training in data protection, the number of subject access requests received and the percentage of those requests responded to within statutory timescales and the number of personal data incidents, near misses and breaches.

There were two personal data breaches during the period July to September 2023, neither of which were high risk or required reporting to the Information Commissioner's Office. They both involved errors in addressing e-mails that resulted in personal data being shared incorrectly. In one case personal information was shared with one recipient incorrectly and in the other 68 e-mail addresses were revealed as a result of an e-mail being copied rather than blind copied to recipients. The recipients of the information were contacted and asked to delete the e-mails sent in error and the data subjects were informed about what had happened.

FINANCIAL IMPLICATIONS

- 32 There are no financial implications arising directly out of the recommendations in this report.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Scrutiny	S/61/23	Scrutiny Scorecard 2021/22 Q3	23/02/23
Scrutiny	S/60/22	Scrutiny Scorecard 2021/22 Q4	23/06/22
Scrutiny	S/58/21	Scrutiny Scorecard 2021/22 Q2	18/11/21
Scrutiny	S/57/20	Scrutiny Scorecard 2019/20 Q4	25/06/20
Scrutiny	S/55/20	Scrutiny Scorecard 2019/20 Q3	27/02/20
Scrutiny	S/54/19	Scrutiny Scorecard 2019/20 Q2	21/11/19
Scrutiny	Sent Via Email	Scrutiny Scorecard 2019/20 Q1	09/19
Scrutiny	S/49/19	Scrutiny Scorecard 2018/19 Q4	20/06/19
Scrutiny	S/48/19	Scrutiny Scorecard 2018/19 Q3	25/04/19
Scrutiny	S/47/18	Scrutiny Scorecard 2018/19 Q2	22/11/18
Scrutiny	S/50/19	Holyfield Hall Farm Update	20/06/19
Scrutiny	S/51/19	Community Access Fund	20/06/19
Scrutiny	S/43/18	Scrutiny Scorecard – Indicator Review	22/02/18

APPENDICES ATTACHED

Appendix A	Authority Scrutiny Scorecard
Appendix B	Revenue Monitoring Report and appendices

LIST OF ABBREVIATIONS

KPI	Key Performance Indicator
LSC	Leisure Service Contract
GLL	Greenwich Leisure Ltd
LWWC	Lee Valley White Water Centre
LVVP	Lee Valley VeloPark
LVHTC	Lee Valley Hockey & Tennis Centre

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Financial Perspective	KPI/PI	Target	Last Equivalent	This Period	Direction of Travel	P.A.T	Expectation
Levy Contribution	KPI 1	34.1%	35.3%	34.1%	↑		34.1%
Total income generation	PI	£7,260,400	£5,189,934	£6,479,480	↑		£7,260,400
External Capital Funding	PI	2%	1%	8%	↑		2%

Income (£000's)	Budget Target	Last Equivalent	This Period	Direction of Travel
Abbey Gardens	1	2	2	↔
Bow Creek / EIDB	2	5	4	↓
Gunpowder Park	1	0	0	↔
River Lee Country Park	1	7	4	↓
Rye House Gatehouse	0	0	0	↔
Three Mills	0	1	1	↔
Countryside Areas	171	84	104	↑
Myd Hse Gardens & Vis Cntr	165	85	102	↑
Myd House	16	4	7	↑
Hayes Hill Farm				
Holyfield Farm	260	246	258	↑
Fisheries	130	28	32	↑
Learning & Entertainment (Y&S)	26	17	17	↔
Events	120	93	98	↑
Sport and Active Recreation	0	36	9	↓
Volunteers	0	0	0	↔
LV Campsite Sewardstone	720	376	508	↑
LV Caravan Park Dobbs Weir	1084	571	663	↑
LV Camping and Caravan Park Edmonton	559	354	425	↑
LV Almost Wild Campsite	51	40	45	↑
LV Golf Course	114	63	77	↑
LV Marina Stanstead	903	412	429	↑
LV Marina Springfield	1114	543	552	↑
LV WaterWorks Centre	2	1	1	↔

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

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

Customer Perspective	KPI/PI	Annual Target	Last Equivalent	This Period	Direction of Travel	P.A.T.	Expectation
Customer Satisfaction (Overall)	KPI 2	86%	86%	86%	↔		85%
Usage	KPI 3	7 million	4,023,802	3,879,105	↓		7 million
Stakeholders Perception	KPI 4	75%	74%	74%	↔		75%
Complaints	PI	148	93	108	↓		148
Compliments	PI	81	40	27	↓		81
Regionality	PI	38%	53%	44%	↓		N/A
Visitor Profiling	PI						
- from the most deprived socio-economic groups		10%	18%	17%	↓		N/A
- from black & minority ethnic groups		30%	35%	38%	↑		N/A
- aged over 60yrs		25%	30%	33%	↑		N/A
- disabled		5%	5%	8%	↑		N/A
Website Hits	PI	320,000	207,440	254,524	↑		320,000
Media articles for all Authority-led areas (responsibility of GLL)	PI	2,800	2,770	770	↓		320,000
% age positive articles	PI	95%	67.9%	99%	↑		98%
Media articles for LSC venues (responsibility of GLL)	PI	1,200	1,519	438	↓		1,000
% age positive articles	PI	95%	99.9%	96.3%	↓		95%
Total Media Articles	PI	4,000	4,289	1,208	↓		2,400
Total % age positive articles	PI	95%	79%	98%	↑		97%
Response times to all communications (excluding FOI/EIR)	PI	10	2	2	↔		3
Response Times to FOI/EIR	PI	20	30	9	↑		20
No. of SARS received	PI	NA	NA	0	↔		NA
% SARS responded to within statutory timescales	PI	100%	NA	NA	↔		100%
No. of personal data breaches	PI	0	NA	2	↔		0
No. of personal data near misses	PI	0	NA	0	↔		0
No. of personal data incidents	PI	0	NA	1	↔		0

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

Tolerance Performance against target (P.A.T)



Customer Perspective

PI	Usage		Customer Satisfaction		Complaints		Compliments		Regionality		H & S Quarterly Audit (cumulative annual)		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		#REF!												
Abbey Gardens	251,415	80,248 ↓	85%	86%	8 ↑	3 ↑	0	0	26%	38%	95%	100%	100%	90%
Bow Creek / EIDB	258,350	245,693 ↓	83%	86%	1	2	0	0	30%	23%		100%	100%	100%
Gunpowder Park	198,218	211,174 ↑	80%	87%	2	4	0	0	31%	11%		93%	100%	100%
River Lee Country Park	1,257,309	1,304,943 ↑	84%	88%	13	27	3	0	52%	37%		96%	92%	92%
Rye House Gatehouse	22,885	14,358 ↓			0	1	0	0				95%	NA	NA
Three Mills	112,680	150,846 ↑	76%	80%	3	6	0	0	33%	4%		83%	80%	80%
Tottenham Marshes	614,441	627,337 ↑	81%	85%	0	5	0	0	14%	11%		97%	93%	93%
Waterworks Nature Reserve	198,450	199,076 ↑	87%	85%	0	2	0	0	19%	11%		100%	83%	83%
North Sites	248,639	230,129 ↓	82%	85%	29	13	0	2	65%	56%		98%	100%	100%
South Sites	787,811	731,334 ↓	89%	89%	17	25	0	0	11%	10%		96%	100%	100%
Myd Hse Gardens	17,533	24,082 ↑	90%	91%	4	4	9	0	63%	42%			96%	93%
Myddelton House & Vfs Centre	combined	combined	N/A	combined	combined	combined	combined	combined	N/A	N/A				
Holyfield Farm														
Learning & Engagement (Y&S)	3,972	6,235 ↑	100%	100%	1	0	1	0	97%	88%		95%	74%	74%
Events			N/A	N/A	N/A	0	N/A	0	N/A	N/A		N/A	67%	67%
Sport and Active Recreation			N/A	N/A	N/A	0	N/A	0	N/A	N/A		N/A	70%	70%
Volunteers	8,931	10,075 ↑	N/A	N/A	2	0	28	23	N/A	N/A		N/A	85%	85%
LV Camisite Sewardstone	12,399	14,673 ↑	82%	86%	5	2	0	0	97%	96%		88%	71%	71%
LV Caravan Park Dobbs Weir	7,556	8,411 ↑	89%	90%	0	4	0	0	96%	96%		80%	62%	62%
LV Camping and Caravan Park Edmonton	15,752	15,204 ↓	84%	82%	5	2	0	0	96%	98%		87%	72%	72%
LV Golf Course	6,148	3,908 ↓	82%	71%	3	3	0	0	64%	51%		68%	57%	57%
Almost Wild Camisite	1,313	1,381 ↑	N/A	N/A	0	0	1	0	N/A	N/A		N/A	77%	77%
LV Marina Stanstead			98%	98%	0	2	0	0	59%	N/A		95%	70%	70%
LV Marina Springfield			94%	94%	0	2	0	0	43%	N/A		70%*	79%	79%
LV WaterWorks Centre					0	0	0	0				95%	NA	NA
LVP as a whole					NA	1	NA	0						
Totals	4,023,802	3,379,105 ↓	86%	86%	93	108	40	27	53%	44%		87%	71%	71%

Direction of travel

- ↑ Performance has improved
- ↓ Performance has worsened
- ↔ Performance has remained the same

Internal Business Perspective	KPI/PI	Annual	Last Equivalent	This Period	Direction of Travel	P.A.T	Expectation
Open Space Quality Awards (Green Flag, LiB)	PI	17	17	18	↑		17
Service Quality Awards (Quest, LOTC)	PI	6	6	6	↔		6
Staff Turnover	PI	15%	6.50%	3.94%	↑		15.0%
Staff Sickness	PI	3	0.5	0.64	↓		3
%age Waste Recycled	PI	90%	92%	71%	↓		90%

Tolerance

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

Direction of travel

↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same


Innovation and Learning Perspective	KPI/PI	Target	Last Equivalent	This Period	Direction of Travel	P.A.T	Expectation
Staff satisfaction Survey Annually (six monthly)	PI	75%	75%	75%	↔		75%
Staff Training Attendance	PI	260	149	224	↑		260
H & S Quarterly Audit (cumulative annual)	PI	95%	87%	71%	↓		95%
H & S Accidents and Incidents (Internal/External)	PI	322	223	214	↑		322
H & S Accidents and Incidents (Staff/Volunteer/Contractor)	PI	30	7	18	↓		30
Staff Training - Data Protection	KPI	100%	NA	13.09%	↔		100%

Tolerance	Performance against target (P.A.T)
0-5%	Performance against target (P.A.T)
5-10%	Achieving or exceeding target
10-15%	Just missed target
15-20%	Below target

Direction of travel

↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

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 <p>LEE VALLEY REGIONAL PARK AUTHORITY</p> <p>EXECUTIVE COMMITTEE</p> <p>23 NOVEMBER 2023 AT 11:00</p>	<p><u>Agenda Item No:</u></p> <p><u>Report No:</u></p> <p>E/827/23</p>
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Q2 REVENUE BUDGET MONITORING 2023/24

Presented by the Head of Finance

EXECUTIVE SUMMARY

This report summarises monitoring of revenue expenditure to September 2023. 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 ending 31 March 2024.

The budget was set in the context of high energy prices that were expected to rise again in October, and high inflation and cost of living pressures on customers that were anticipated to negatively impact income. A contingency of £600,000 was included within the budget to mitigate these risks.

The year-end position shows a projected net under spend of £119,000 against the net revenue budget deficit of £456,000. The net deficit for the year is forecast as £337,000. The major variations currently projected are summarised in the table below.

Description	Annual	Forecast	Variance
	Budget	Outturn	
Interest Payable	828	1,010	182
Interest Receivable	-30	-370	-340
Campsites	-911	-684	227
Marinas	-479	-397	82
Parklands and Open Spaces	2,825	2,870	45
Leisure Services Contract	2,274	2,599	325
Minimum Revenue Provision (Ice)	700	575	-125
Other	5,296	5,291	-5
Levies	-10,647	-10,647	0
SUB-TOTAL	-144	247	391
Energy and General Contingency	600	0	-600
Pay Award (Above 4% included in Budget)	0	90	90
TOTAL	456	337	-119

RECOMMENDATION

Members Note: (1) the report.

BACKGROUND

- 1 The Executive Committee recommended a budget for 2023/24 at its meeting in January 2023 (Paper E/795/23). Members approved this at the Authority meeting on 19 January 2023 (Paper A/4329/23). This report compares forecast income and expenditure to 31 March 2024 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 was set at a deficit of £456,000. The year-end position is forecast as £337,000 deficit, which is a £119,000 improvement on budget.

GENERAL ECONOMIC FACTORS

4 Inflation

September's inflation for the Retail Price Index (RPI) stood at 8.9% and Consumer Price Index (CPI) at 6.7%. The Bank of England expect inflation to fall to around 4.5% this year and meet their target rate of 2% by early 2025 (Bank of England Monetary Policy Committee Report November 2023). The Bank of England increased the base rate to 5.25% on 3 August as it continues to try to control inflation.

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 has fixed prices until September 2023, with new tariffs from October 2023.

The 2023/24 energy budgets were built based on actual energy consumption, energy tariffs secured to September 2023, and Laser's forecast at that time for the new tariff from October 2023.

Consumption across Authority venues is being monitored closely and overall is in line with last year. The new tariffs from October 2023 to September 2024 were received in early November. Electricity tariffs have increased by less than expected and gas tariffs have reduced. Overall these tariffs are a 7% saving compared to the budget assumption, and combined with consumption levels we forecast a £40,000 saving across energy budgets, spread across the venues.

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 is due to end after the first two contract years, however both parties are discussing an amendment to the contract to agree the most beneficial risk profile.

The 2023/24 budget includes £1.43 million to cover this tariff risk. To date consumption savings have been achieved across the LSC venues due to the LED investment at Lee Valley VeloPark and good management practices across the venues. Anticipated consumption savings from the further LED

investment projects across other LSC venues, as agreed by Executive in February 2023 (Paper E/802/23), have not yet been factored in until these projects are agreed with timelines for installation. GLL have yet to inform us of their new tariffs, but a conservative forecast of a £70,000 saving against this budget has been included in the outturn.

6 Pay Award

In February the National Employers made a full and final offer for the 2023/24 pay award of an increase of £1,925 on all National Joint Council (NJC) pay points 1 to 43, an increase of 3.88% on all pay points above 43, and an increase of 3.88% on London Weighting. Initially the unions rejected the offer, but it was announced on 1 November 2023 that Unison and GMB have accepted the offer and, whilst Unite have refused, a majority decision has been reached to accept the offer.

A separate paper will be presented to Members on this agenda as to whether the Authority should set a pay award for 2023/24 for officers on pay point 44 and above in line with the NJC scale.

The 2023/24 budget included provision for a 4% pay award. The current offer represents an approximate 5% increase, which equates to £90,000 additional expenditure against the approved budget.

MAIN VARIANCES FROM BUDGET

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

FINANCING

- 8 **Interest Receivable (£340,000 additional income) and Interest Payable (£180,000 additional expenditure)**

The increased rates of interest have impacted both the income received on investments and interest payable on loans. Interest receivable has been significantly increased due to a higher than anticipated cash holding. This includes money that will be owed to GLL that they have not yet invoiced for (Management Fee, Year 1 Utilities risk share and investment projects at venues). This interest figure will increase with further investments to year end.

- 9 **Minimum Revenue Provision (£125,000 saving against budget)**

Under the Prudential Code, we are required to make a statutory provision for repayment of debt, be that external or internal. This is based on a calculation of the Capital Financing Requirement (CFR) as at the prior year balance sheet date.

The redevelopment of Lee Valley Ice Centre is our one area of external borrowing, and the 2023/24 budget was built on the expectation that we would have borrowed, and thus have an obligation to repay, £28 million with the venue coming into operation in February 2023.

Members also agreed (Paper A/4330/23) that £5 million of the capital receipt for Mile and Langley Nursery should be used to finance the Ice Centre redevelopment scheme rather than using external borrowing. This would have reduced the Minimum Revenue Provision (MRP) to £575,000 for 2023/24.

However, with the delay to the handover until May 2023, the CFR for the Lee Valley Ice Centre redevelopment based on the balance sheet was £NIL with no statutory requirement for any MRP. Whilst the CFR for Lee Valley Ice Centre is £0 for 2023/24, we still do have this external borrowing that requires financing. Therefore, we have included the £575,000 as a voluntary contribution to fund capital and thus reduce the future requirement for external borrowing. Without this voluntary contribution, repayment of borrowing would be extended by a year, along with the associated interest costs.

SPORT & LEISURE

10 Events (£30,000 reduced income)

In 2021 Three Mills Green suffered a significant amount of damage and required remediation works to address drainage issues and restore the site fully. Due to the significant expenditure, and the need to let the site settle before it has any further heavy footfall, it has been agreed to not use the site again for large scale events in 2023 to allow for reinstatement, which in turn will impact income levels this year.

PARKLANDS AND OPEN SPACES

11 Countryside Areas (£48,000 additional expenditure)

Meadow cuts sit outside of the main grounds maintenance contract and actual costs for this year have come back higher than anticipated in the budget. Ranger staffing has been brought back up to the required level this year. Due to long term staff sickness there has been a requirement for additional staffing expenditure to maintain service delivery.

SMALL VENUES

12 Marinas (£82,000 overspend)

The cost of living is having an impact at the marinas, with a higher turnover of moorers than in previous years. There is demand to replace these moorings, with just a few vacant hardstanding moorings at Stanstead during the summer. The chandlery at Stanstead has seen a slight downturn in trade. Demand for rechargeable works started the year down on previous years, but it has picked up over the summer. This was mainly attributed to the cost of living, with customers looking to delay works, carry them out themselves, or use cheaper competitors where available for smaller jobs.

We are currently carrying out a review at both marinas, focussing on all operations, but primarily on efficiency around the chandlery and rechargeable business.

Also at Stanstead, the lease for land rented at Rye House for moorings has been completed. The rent to be paid this year is £20,000, which was not included in the budget.

13 Campsites (£227,000 overspend)

Across the campsites occupancy levels for touring and rental accommodation have generally been in line with last year. However, the introduction of the

extended ULEZ zone from August has had an impact. Edmonton Campsite is inside the zone, and Sewardstone is just outside. Touring bookings have dropped significantly at Edmonton and although we have been able to re-direct most impacted bookings to Sewardstone, where we have seen increased occupancy, there is a risk that overall income will be down.

Income from new investment projects at Dobbs Weir and Sewardstone (Pods, customer Wi-Fi and Holiday Homes) is not expected to achieve budget targets. We have experienced some delays in delivery and demand is building more slowly than hoped. Marketing campaigns are being used to push these products and demand is expected to pick up during the year.

There has been additional spend on casual staffing and overtime to provide sufficient operational cover, and additional spend related to health and safety recommendations.

Caravan sales are forecast to achieve budget, with sales expected for the five new plots at Dobbs Weir.

LEISURE SERVICES CONTRACT

14 Management Fee

The second year of the LSC commenced on 1 April 2023. The Authority is due to make a management fee payment to GLL this year, then from year three onwards this becomes a payment to the Authority. Adjustments to the management fee and other payments to GLL are explained below.

15 Efficiencies / Increased Income (£125,000 savings not achieved)

The Authority is working with GLL on a number of planned investment projects across the venues. Members approved two projects in January 2023 (Paper E/796/23). The health and fitness redevelopment at Lee Valley Athletics Centre is underway and the mechanical horse at Lee Valley Riding Centre has been installed and is open for bookings. These projects will generate an additional income which will adjust the management fee by £75,000 this year. Once these two projects have reached full maturity, the annual return will be around £220,000.

Following investment in the LED lighting project at Lee Valley VeloPark, Members approved further spend to save LED investment at Lee Valley Hockey and Tennis Centre, Lee Valley Athletics Centre, Lee Valley Riding Centre and Lee Valley White Water Centre (Paper E/802/23). Authority and GLL officers are working together to agree the project timeline and legals, once in place the projected consumption savings will be fed into the outturn.

Members also approved the new barrier at Lee Valley VeloPark (Paper A/4340/23). The installation work was expected to be undertaken in December, with a loss of income payment approved by Members in October (Paper A/4341/23). Unfortunately, supply issues with specially fabricated and cut Perspex has meant there will be a delay to this project. We are discussing with GLL to identify a suitable date for installation and will have to revisit the loss of income calculation.

16 Utilities (£70,000 reduced expenditure)

As explained earlier in this report we forecast a £70,000 saving against the LSC Utilities budget. However, this still represents a payment of £1.36 million in respect of the tariff risk element of total LSC utility costs.

17 Ice Centre (£270,000 additional expenditure)

The new Lee Valley Ice Centre opened to the public in June 2023, later than originally planned. A management fee adjustment of £520,000 has been agreed that reflects the loss of income associated with the delay. This reflects the longer than expected delay assumed at the time of setting the £250,000 budget provision.

Members received a report in October 2023 (Paper A/4341/23) that detailed this and a number of other management fee adjustments and approved the values for payment to GLL. This additional expenditure will be covered by the budget contingency.

FURTHER ISSUES

18 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 and the Authority. The Authority has now received a refund from HMRC along with accrued interest, which after fees for KPMG have been deducted results in a net receipt of £1.8 million.

Members received a report in October 2023 (Paper E/821/23) that set out options for how best to use this receipt. These options will be fully explored by officers and Members as part of the 2024/25 budget process. This has not yet been included in the outturn.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 20 These are dealt with in the body of the report.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive Committee	E/816/23	Q1 Revenue Budget Monitoring 2023/24	21 September 2023
Executive Committee	E/812/23	Q4 Revenue Budget Monitoring 2022/23	25 May 2023
Authority	A/4329/23	2023/24 Revenue Budget & Levy	19 January 2023
Executive Committee	E/795/23	2023/24 Revenue Budget & Levy	19 January 2023

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

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OPERATIONAL OUTTURN SUMMARY

LEE VALLEY REGIONAL PARK AUTHORITY

YEAR 2023/24

PERIOD: 06 (September 2023)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
OPERATIONAL SERVICES							
Chief Executive	0	286	286	609	604	-5	(1%)
Corporate Services	-835	628	-207	-295	-316	-21	(7%)
Business Support Services	-12	1,278	1,266	2,487	2,491	4	0%
Sport and Leisure	-247	576	329	988	1,004	16	2%
Parklands and Open Spaces	-572	1,667	1,095	2,825	2,870	45	2%
Small Venues	-2,749	2,044	-705	-1,253	-943	310	25%
Leisure Services Contract	0	0	0	2,274	2,599	325	14%
	-4,415	6,478	2,064	7,695	8,309	614	9%
FINANCING							
Interest Receivable	-318	0	-318	-30	-370	-340	(1133%)
Interest Payable & Bank Charges	0	-48	-48	828	1,010	182	22%
Contributions to/from Earmarked Reserves	0	0	0	940	940	0	0%
Financing of Capital Expenditure	0	0	0	0	575	575	0%
Minimum Revenue Provision (Pre-2007)	0	0	0	430	430	0	0%
Minimum Revenue Provision (Ice Centre)	0	0	0	700	0	-700	(100%)
						0	
Levies on Local Authorities	-5,323	0	-5,323	-10,647	-10,647	0	0%
Income And Energy Contingency	0	0	0	600	0	-600	(100%)
Pay Award (Above 4% Included In Budget)	0	0	0	0	90	90	0%
						0	
Movement In General Fund				456	397	-119	(26%)

OPERATIONAL OUTTURN SUMMARY

LEE VALLEY REGIONAL PARK AUTHORITY

YEAR 2023/24

PERIOD: 06 (September 2023)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
CHIEF EXECUTIVE							
Chief Executive	0	111	111	234	234	0	0%
PR / Communications	0	175	175	375	370	-5	(1%)
TOTAL CHIEF EXECUTIVE	0	286	286	609	604	-5	(1%)
CORPORATE SERVICES							
Legal Service	-2	212	211	539	532	-7	(1%)
Property Management	-833	170	-663	-1,406	-1,414	-8	(1%)
Planning and Strategic Partnerships	0	51	51	155	135	-20	(13%)
Asset Protection, Maintenance & Development	0	134	134	292	307	15	5%
Committee Service	0	61	61	125	124	-1	(1%)
TOTAL CORPORATE SERVICES	-835	628	-207	-295	-316	-21	(7%)
BUSINESS SUPPORT SERVICES							
Financial Management	0	386	386	502	508	1	0%
Human Resources Management	0	119	119	217	229	12	6%
Information Technology	-12	383	371	871	859	-12	(1%)
Corporate Insurances	0	217	217	489	489	0	0%
Audit / Health & Safety	0	72	72	206	206	0	0%
Non Distributed Costs	0	21	21	62	62	0	0%
Corporate Training / Apprenticeships	0	30	30	42	43	1	2%
Project & Funding Delivery	0	50	50	98	100	2	2%
TOTAL FINANCIAL SERVICES	-12	1,278	1,266	2,487	2,491	4	0%
SPORT AND LEISURE							
Events	-221	152	-70	41	71	30	73%
Sports Development	-6	20	14	89	85	-4	(4%)
Policy and Performance	0	327	327	682	683	1	0%
Learning & Engagement Service	-17	70	53	136	128	-8	(6%)
Community Access	-3	7	4	40	37	-3	(8%)
TOTAL SPORT AND LEISURE	-247	576	329	988	1,004	16	2%

OPERATIONAL OUTTURN SUMMARY

LEE VALLEY REGIONAL PARK AUTHORITY

YEAR: 2023/24

PERIOD: 06 (September 2023)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
PARKLANDS AND OPEN SPACES							
Management							
Operational Management	0	141	141	294	294	0	0%
Myddelton House Management	-7	248	241	371	367	-4	(1%)
Parklands							
River Lee Country Park	-4	166	162	356	369	13	4%
Gunpowder Park	0	39	39	89	92	3	3%
Countryside Areas	-106	611	506	1,250	1,298	48	4%
Abbey Gardens	-2	39	37	81	83	2	2%
Three Mills	0	11	11	25	26	1	4%
East India Dock and Bow Creek	-4	14	9	27	24	-3	(11%)
Leyton Marsh	0	0	0	0	0	0	0%
Broxbourne Riverside	0	11	11	18	21	3	17%
Fisheries	-32	8	-24	-72	-78	-6	(8%)
Visitor Attractions							
Myddelton House	-102	158	55	178	167	-11	(6%)
Rye House Gatehouse	0	1	1	5	5	0	0%
Park Projects							
Volunteers	0	21	21	46	46	0	0%
Biodiversity Management	0	56	56	118	118	0	0%
Farms							
Lee Valley Farm, Holyfieldhall	-264	136	-128	93	92	-1	(1%)
Initiatives and Partnerships							
King George Reservoir South	-7	7	0	-1	-1	0	0%
Lee Valley Boat Centre	-34	0	-34	-41	-41	0	0%
Broxbourne Chalets	-10	0	-10	-12	-12	0	0%
TOTAL PARKLAND AND OPEN SPACES	-572	1,667	1,095	2,825	2,870	45	2%
Small Venues							
Lee Valley Marina Springfield	-551	320	-231	-391	-378	13	3%
Lee Valley Marina Stanstead	-430	492	62	-88	-19	69	78%
Lee Valley Waterworks Centre	-1	33	33	84	85	2	2%
Lee Valley Campsite (Sewardstone)	-508	265	-242	-154	-129	25	16%
Lee Valley Caravan Park (Dobbs Weir)	-663	350	-313	-391	-258	133	34%
Lee Valley Leisure Centre Campsite	-425	231	-194	-108	-34	74	69%
Lee Valley Leisure Centre Golf Course	-77	70	-8	53	52	-1	(2%)
Almost Wild Campsite	-45	24	-22	-15	-18	-3	(20%)
Caravan Sales	-49	259	210	-243	-245	-2	(1%)
TOTAL SMALL VENUES	-2,749	2,044	-705	-1,253	-943	310	25%

OPERATIONAL OUTTURN SUMMARY

LEE VALLEY REGIONAL PARK AUTHORITY

YEAR 2023/24

PERIOD: 06 (September 2023)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance		
	Income	Expenditure	Net			£000s	%	
LEISURE SERVICES CONTRACT								
Management Fee	0	0	0	561	561	0	0%	
Efficiencies / Increased Income	0	0	0	-200	-75	125	63%	
LSC Support	0	0	0	0	0	0	0%	
LSC Venues Direct Costs	0	0	0	233	233	0	0%	
LSC Contingency (Utilities)	0	0	0	1,430	1,360	-70	(5%)	
LSC Operations (Ice Centre)	0	0	0	250	520	270	108%	
TOTAL LSC VENUES AND BUSINESS SUPPORT	0	0	0	2,274	2,599	325	14%	
TOTAL OPERATIONAL SERVICES	-4,415	6,479	2,064	7,635	8,309	674	9%	