

## **SCRUTINY SCORECARD 2023/24 Q4**

Presented by the 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 final quarter of 2023/24.

The report covers actual performance from 1 April 2023 to 31 Mar 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 the final quarter of 2023/24 with the specific details within the relevant section of this report.

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

The LSC venues achieved target with the majority of their KPIs, with Internal Quality Service and Waste Recycled falling behind.

- 2 6.5 million visits to-date to the Park and Facilities (operated by the Authority) against a 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. LSC venues have seen 1.82 million visits to the end of the year. This is an increase on last year's performance.

- 3 Authority customer satisfaction levels are slightly above target at 87%.  

LSC venue customer satisfaction levels showed an increase in Q4 bringing them almost to target at year end. Compliments have seen a steep increase for LSC venues but a reduction for the Authority. This is attributable to a push by GLL to have more surveys completed.
- 4 Media articles for both Authority and LSC venues are 33% below target but those received are 99% positive.
- 5 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. Visitor numbers for 2023/24 are over 420,000 against a year one pro-rata target of 412,500 and the revised late opening budget of £1.5million income has been exceeded, achieving £1.8 million.
- 6 Quest Accreditations remain on target with all LSC facilities retaining their Quest accreditation. The Lee Valley White Water Centre (LVWWC) is one of only two venues in the country achieving "outstanding" in their assessment. The Lee Valley Ice Centre (LVIC) 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.
- 7 The approved levy is £10.647m (34.1% of the maximum chargeable).

## **LSC REPORTABLE KPIS**

### **8 KPI 1: Overall Customer Satisfaction**

Customer satisfaction is 84% with a target of 85%. Increased from 75% last year. 2,466 compliments have been received and this is a sharp increase on last year's figure of 705. This is attributable to more customer satisfaction surveys being received. Complaints at 548 to date are also higher than last year's figure of 185. Common themes were the booking process and communications and cleanliness.

Satisfaction levels by event organisers at 95% and contractors at 96% are exceeding target. The net promoter score of 55% exceeds the 50% target.

### **9 KPI 2: Overall usage**

1.82 million visits have been made to the LSC venues to Q4 2023/24. This exceeds last year's figure of 1.36 million. The Lee Valley Ice Centre is exceeding business plan targets but has not yet been open for a full year. Excluding the Lee Valley Ice Centre the comparative visit numbers are 1.4 million, which still exceeds last year's 1.36 million.

Regionality of 36% is lower than last year's equivalent of 42% but exceeds target.

**10 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 requires some improvement with the average score to Q4 being 80% against a target of 95%. Only Lee Valley VeloPark is on target and three venues (Lee Valley Ice Centre, Lee Valley Athletics Centre and Lee Valley White Water 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 84% against a target of 85%.

This gives an overall Quality score of 83% with an 85% target.

**11 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. To Q4 the performance score is just slightly below the 85% target with an 81% score.

Performance of the Active Communities Delivery Plans PIs are relatively in line with what is expected considering new five-year plans were adopted at the start of this year. 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 Wellbeing 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.

**12 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 54% reduction in electricity due to LED lighting and other management measures. All other venues are showing a slight decrease in consumption, ranging from 1 to 13%. The Lee Valley Ice Centre opened this year, so its consumption has increased the overall usage figure. Water consumption is reported as a 17% decrease at Q4. We can see an improvement in the percentage of waste being recycled at 34% this year compared to 25% last year. This is still below the 40% target set for year 2 but a plan is in place to meet target in future years.

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

**13 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. All indicators are reaching or exceeding target. MPG tasks are 96% completed each month. 95% of reactive emergency works are completed in a month and response times are 100% for priority issues.

## **AUTHORITY REPORTABLE KPIS**

### **FINANCIAL PERSPECTIVE INDICATORS - (KPI and PI)**

#### **14 KPI 1: Levy Contribution**

Members agreed in January 2023 (Paper A/4329/23) that the levy for 2023/24 would be increased by 9%. This equates to 34.1% of the maximum chargeable levy.

#### **15 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.

#### **16 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 (via UK Sport) 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.
- £48,500 has been received for the North Wall Road project. £8,500 from London Legacy Development Corporation (LLDC) and £40,000 from the Greater London Authority, with an additional £8,500 LVRPA match funding. The project delivered RIBA Stage 2 concept designs and a cost plan for a rewilding project along the length of North Wall Road, plus an extension of the mountain bike course south of the A12. The next stage is to develop the concept proposals to RIBA Stage 4 and a further funding bid is being developed by LLDC in partnership with the LVRPA.

Outside of the capital programme, 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)**

#### **17 KPI 2: Customer Satisfaction**

Customer satisfaction for the year 2023/24 is 87%, which exceeds last year's performance and also exceeds target.

**18 KPI 3: Usage**

6.5 million visits were made to the Authority open spaces and facilities up to the end of 2023/24. This is 262,546 fewer visits (3.9%) than last year, although figures are still higher than pre-Covid levels. A previous error with the visitor counter at Waltham Abbey Gardens has contributed to this reduction.

The weather in 2023/24 was considerably wetter than 2022/23, particularly in the summer months, with a higher than usual number of named storms and associated flooding. Although June was the hottest on record, overall, the weather has contributed to the fall in visits to the Regional Park.

**19 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. This will be carried out in the next financial year.

**20 Usage PI**

Usage has decreased by 291,893 (4.4%) compared to the previous year across the open spaces; there has been an increase within Authority facilities and services of 29,707 (20%).

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.

In Q2 we reported a change of process in usage data collection at the campsites. Anomalies have been addressed and are accurate by end Q4.

**21 Customer Satisfaction PI**

Customer Satisfaction surveys are carried out throughout the open spaces and Authority venues. A customer satisfaction score of 87% at the end of 2023/24 is slightly higher than the previous year's score of 85%.

**22 Formal Complaints PI**

The number of formal complaints received to the end of Q4 2023/24 has increased from 149 last year to 160 this year. A common theme for complaints has been litter and fly-tipping in the open spaces, grounds maintenance across the Park, overgrown vegetation, graffiti, noisy scramble bikes at Wharf Road plus the cost of parking or faulty machines and dirty toilets at Fishers Green. These are cleaned daily and any issues are addressed at the monthly contractor meeting.

**23 Formal Compliments PI**

The number of formal compliments received to the end of Q4 2023/24 has decreased from 82 last year to 63 this year; the majority of compliments are from volunteers, regarding the Volunteer Party, Ranger led tasks, volunteer led walks, conservation tasks, volunteer discounts and friendly volunteers at the Wildlife Discovery Centre.

**24 Regionality PI**

Data from the visitor tracking contractor indicates that the 43% 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.

**25 Visitor Profiling PI**

The profiling for this year shows an increase in visits from disabled and the over 60 age groups. The most deprived socio-economic groups and the black and ethnic minority groups are comparable with last year and still exceeding target.

**26 Website Hits PI**

A new target was set because the six LSC venues web presences are now hosted by GLL, which resulted in a shift of web hits to the BETTER website. This is the first year we can compare figures against the new targets and to Q4 2023/24 there has been an 11% increase in web hits compared to last year, attributable to a successful summer marketing campaign.

**27 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. This year, the total number of press mentions has fallen short of target. The target accounts for all press mentions (not just those we are responsible for), was established based on press mentions from previous years. While there isn't a specific explanation for this decrease, the number of media articles can fluctuate annually due to various factors, such as major events hosted (such as the Commonwealth Games), the current news agenda, and occurrences within the Park. The quantity of media mentions is unpredictable and beyond our control. However, we can report that the sentiment expressed in these articles has been overwhelmingly positive and that the percentage of positive articles exceeds target.

**28 Response Time – Complaints PI**

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

**29 Response Time – FOI/EIR Requests PI**

The response time for FOI/EIR requests has decreased to an average of 15 working days in 2023-24, exceeding the target. The response time for Q4 alone

was 12.5 days. This is due to increased capacity in the Legal Team. In Q4 there was 1 request under EIR and 1 request 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
Information regarding the proposed new secure children's home on the Thames Water Depot Site off Lea Bridge Road	EIR
Information regarding Rye House Stadium Speedway, consultation with the governing body for Speedway, the Authority's Members meeting with Carter & Bailey, and support given to international canoeing events at the Lee Valley White Water Centre and the Lee Valley Lions at the Lee Valley Ice Centre	FOIA

**30 Cleanliness PI**

The average cleanliness score of 96% is the same as last year 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**

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

In 2022 all 7 submitted sites for London in Bloom were awarded Gold and Bow Creek was the overall winner in the Conservation Area category. In 2023 8 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.

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

The programmed Quest assessments for this year have been undertaken, with Quest assessments at Lee Valley VeloPark, 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 (LOtC) accreditation.

**33 Staff Turnover PI**

Staff turnover for 2023/24 was 13.57% which is below the target of 15%. For Q4 this equates to 2 staff in total, one resignation and one dismissal (failed probation). All were permanent staff. The total for 2023/24 is 17 leavers: comprising 10 resignations, 1 retirement, 5 dismissals and 1 end of contract.

### **34 Staff Sickness PI**

Up to the end of Q4 2023/24, the average days sick per FTE was 3.02 days sickness with a target of 3.0. This continues to be lower than the national average.

Please note that the sickness target for 2023/24 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 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.

Q3 – 0.78 sick days per FTE. This related to 98.5 days sickness with the top reasons being colds, flu, Covid, stomach upset and migraine.

Q4 - 0.7 sick days per FTE. This related to 89.5 days sickness with the top reasons being coughs, colds, flu, headaches, migraine and other.

### **35 Percentage Waste Recycled PI**

The amount of waste collected and recycled up to the end of 2023/24 is showing a decrease on the previous year and is below the target of 90%. The Grounds Maintenance contractor has recycled 79% of the waste collected. This a decrease on the previous year's recycling figure due to an increased amount of unexpected fly-tipping that had to be dealt with plus a change in regulations around recycling soft furnishings.

## **INNOVATION AND LEARNING PERSPECTIVE**

### **36 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.

### **37 Staff Training PI**

To the end of Q4 2023/24, 775 staff attended training. In terms of eLearning, this was 45 staff in Q1, 48 staff in Q2, 120 staff in Q3 and 108 staff in Q4. A further 61 staff attended face-to-face training in Q1, 70 attended face to face training in Q2, 128 in Q3 and 195 staff in Q4. This figure is higher than previous years due to the introduction of mandatory General Data Protection Regulation (GDPR) training.

A new PI relating to GDPR training has been introduced. This new course is mandatory for employees and casual workers. By the end of Q4 48% of staff,



which consists of 66 out of 127 permanent and 20 of 53 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 Q4 have included Equality, Diversity and Inclusion and Conducting Effective Appraisals.

### **38 Health and Safety Audit PI**

The average audit score to the end of Q4 2023/24 is 75%. 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. This has as expected resulted in a lower score than previously due to the improved and more forensic approach, but scores have improved as the year has progressed. This is the first full year of Right Directions audit format and will be a benchmark for 2024/25.

### **39 H & S Accidents and Incidents (Internal/External) PI**

There has been an increase in the number of accidents and incidents reported to the end of Q4. 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.

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 an in-depth knowledge on assessing risks, controlling risks, understanding hazards and continually reviewing performance in these areas.

### **40 Data Protection PI**

Quarter 2 saw 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 four personal data breaches, two in Q3 and two in Q4. None of these were high risk and therefore they were not reported to the Information Commissioner's Office Those in Q3 related to errors in addressing e-mails. Those in Q4 related to renewal of mooring and storage agreements at the marinas. A new process was adopted to send out links to electronic documents rather than hard copies; some incorrect links were sent resulting in names and addresses of ten customers being shared. This process has been reviewed to avoid similar issues with next year's renewals.

There was one subject access requests in Q3 and one in Q4, both of which were responded to within statutory timescales.

**FINANCIAL IMPLICATIONS**

- 41 There are no financial implications arising directly from the recommendations in this report.

**HUMAN RESOURCE IMPLICATIONS**

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

**LEGAL IMPLICATIONS**

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

**RISK MANAGEMENT IMPLICATIONS**

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

**EQUALITY IMPLICATIONS**

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

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**PREVIOUS COMMITTEE REPORTS**

Scrutiny	S/68/24	Scrutiny Scorecard 2023/24 Q3	29/02/24
Scrutiny	S/66/23	Scrutiny Scorecard 2023/24 Q2	23/11/23
Scrutiny	S/63/23	Scrutiny Scorecard 2022/23 Q4	22/06/23

**APPENDICES ATTACHED**

Appendix A	Authority Scrutiny Scorecard
Appendix B	Revenue Monitoring Report and appendices
Appendix C	Leisure Service Contract Scrutiny Scorecard
Appendix D	ActiveXchange visitor counting system summary

**LIST OF ABBREVIATIONS**

KPI	Key Performance Indicator
LWWC	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
GDPR	General Data Protection Regulations

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%	↑	
Total income generation	PI	£8,052,000	£8,215,000	£8,329,000	↑	
External Capital Funding	PI	2%	1%	5%	↑	
<b>Income (£000's)</b>	<b>PI</b>	<b>Budget Target</b>	<b>Last Equivalent</b>	<b>This Period</b>	<b>Direction of Travel</b>	<b>P.A.T. Expectation</b>
	Abbey Gardens	1	2	2	↔	
	Bow Creek / EIDB	2	10	6	↓	
	Gunpowder Park	1	5	2	↓	
	River Lee Country Park	1	8	10	↑	
	Five House Gatehouse	0	0	0	↔	
	Three Mills	0	1	2	↑	
	Countryside Access	170	214	208	↓	
	Myd Hse Gardens & Vis Cntr	185	150	174	↑	
	Myd House	16	14	22	↑	
	Hawks Hill Farm					
	Knollyfield Farm	260	729	772	↓	
	Fisheries	130	107	119	↑	
	Learning & Employment (Y&S)	26	32	28	↓	
	Events	120	224	112	↓	
	Sport and Active Recreation	0	36	5	↓	
	Volunteers	0	0	0	↔	
	LV Composite Swardsstone	720	503	675	↑	
	LV Caravan Park Dobbs Weir	1094	941	927	↑	
	LV Camping and Caravan Park Edmonton	559	497	606	↑	
	LV Almost Wild Carrisale	51	42	52	↑	
	LV Golf Course	114	101	129	↑	
	LV Marina Stansted	903	834	856	↑	
	LV Marina Springfield	1114	1119	1193	↑	
	LV WaterWorks Centre	2	10	11	↑	

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

Tolerance	Performance against target (P.A.T.)
Green	Achieving or exceeding target
Yellow	5-10% just missed target
Red	Below target

Customer Perspective	KPI/PI	Annual Target	Last Equivalent	This Period	Direction of Travel	P.A.T.	Expectation
Customer Satisfaction (Overall)	KPI 2	85%	85%	87%	↑	Green	85%
Usage	KPI 3	7 million	6,792,940	6,530,294	↓	Orange	7 million
Stakeholders Perception	KPI 4	75%	74%	74%	↔	Green	75%
Complaints	PI	148	149	160	↓	Orange	148
Compliments	PI	81	82	83	↓	Red	81
Responsibility	PI	30%	54%	43%	↓	Green	N/A
Visitor Profiling	PI	10%	16%	16%	↔	Green	N/A
- from the most deprived socio-economic groups		30%	39%	39%	↔	Green	N/A
- from black & minority ethnic groups		25%	32%	33%	↑	Green	N/A
- aged over 65yrs		5%	5%	8%	↑	Green	N/A
- disabled		320,000	331,251	370,859	↑	Green	320,000
Website Hits	PI	2,800	3,337	1,636	↓	Red	2,800
Media articles for all Authority-led areas (responsibility of LVRPA)	PI	95%	73.0%	99%	↑	Green	95%
%age positive articles	PI	1,200	1,576	1,034	↓	Red	1,200
Media articles for LSC venues (responsibility of G&L)	PI	95%	99.9%	100.0%	↑	Green	95%
%age positive articles	PI	4,000	4,913	2,670	↓	Red	4,000
Total Media Articles	PI	95%	82%	96%	↑	Green	95%
Total %age positive articles	PI	10	2	2	↔	Green	3
Response times to all communications (excluding FOMER)	PI	20	34.5	15	↑	Green	20
Response Times to FOMER	PI	NA	NA	2	↔	Green	NA
No. of SARS received	PI	100%	NA	100%	↔	Green	100%
% SARS responded to within statutory timescales	PI	0	NA	4	**	Red	0
No. of personal data breaches	PI	0	NA	0	**	Red	0
No. of personal data near misses	PI	0	NA	0	**	Red	0
No. of personal data incidents	PI	0	NA	1	**	Red	0

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

Tolerance	
Green	Performance against profiled target (P.A.T)
Orange	Achieving or exceeding target
Yellow	Just missed target
Red	Below target

Customer Perspective

PI	Usage			Customer Satisfaction			Complaints			Compliments			Regionality			H & S Quarterly Audit (cumulative annual)			Cleanliness						
	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel				
Overall Target	7 million			-1			1		38%			95%		90%											
Abbey Gardens	338,814	124,145	↓	10	8	↑	1	0	↓	44%	↓	85%	↑	85%	↑	100%	100%	↑	100%	100%	↑	90%	↑		
Bow Creek / EIDB	473,078	388,442	↓	2	4	↓	0	0	↓	24%	↓	83%	↑	85%	↑	0	0	↓	24%	24%	↓	100%	↑		
Gunsdown Park	342,173	360,525	↑	2	5	↓	0	0	↓	56%	↓	82%	↑	85%	↑	0	0	↓	56%	20%	↓	100%	↑		
River Lee Country Park	2,168,114	2,111,559	↓	21	42	↓	3	2	↓	55%	↓	85%	↑	85%	↑	3	0	↓	55%	33%	↓	97%	↑		
Rye House Gatehouse	36,811	28,632	↓	0	1	↓	0	0	↓	33%	↓	80%	↑	80%	↑	0	0	↓	33%	4%	↓	100%	↑		
Three Mills	195,168	262,659	↑	3	6	↓	0	0	↓	18%	↓	78%	↑	80%	↑	0	0	↓	18%	10%	↓	94%	↑		
Tottenham Marshes	1,029,180	1,039,414	↑	3	9	↓	0	0	↓	21%	↓	83%	↑	83%	↑	0	0	↓	21%	10%	↓	84%	↑		
Waterworks Nature Reserve	364,581	328,430	↓	0	2	↓	0	0	↓	87%	↓	86%	↑	86%	↑	0	0	↓	87%	93%	↑	93%	↑		
North Sails	446,502	398,803	↓	56	23	↑	3	2	↓	87%	↓	85%	↑	86%	↑	3	2	↓	87%	52%	↑	95%	↑		
South Sails	1,283,874	1,283,850	↓	25	34	↓	6	0	↓	10%	↓	88%	↑	88%	↑	6	0	↓	10%	9%	↓	100%	↑		
Mud Hse Gardens	38,829	49,850	↑	5	6	↓	9	0	↓	48%	↓	90%	↑	92%	↑	0	0	↓	48%	46%	↓	94%	↑		
Myddelton House & Vis Centre	combined	combined		combined	combined		combined	combined				N/A		87%	↑	87%	↑					87%	↑		
Hollyhill Farm	5,539	9,761	↑	1	0	↑	0	2	↑	80%	↑	98%	↑	100%	↑	0	2	↑	80%	77%	↓	94%	↑		
Maintenance & Entertainment (V&S) Events				N/A			N/A					N/A		N/A									84%	↑	
Sport and Active Recreation				N/A			N/A					N/A		N/A									96%	↑	
Volunteers	11,124	41,317	↑	4	0	↑	66	58	↓	N/A		N/A		N/A									N/A	NA	
LV Carmelite Sewardstone	27,218	32,184	↑	6	2	↑	0	0	↓	98%	↓	86%	↑	86%	↑	0	0	↓	98%	98%	↓	88%	↑		
LV Caravan Park Dobbs Weir	17,848	20,427	↑	0	4	↓	0	0	↓	77%	↓	83%	↑	80%	↑	0	0	↓	77%	97%	↑	85%	↑		
LV Caravan and Caravan Park Edmonton	30,114	36,509	↓	6	0	↑	0	0	↓	97%	↑	83%	↑	81%	↑	0	0	↓	97%	95%	↑	89%	↑		
LV Golf Course	8,915	7,780	↓	3	3	↑	0	0	↓	56%	↑	80%	↑	76%	↓	0	0	↓	56%	66%	↑	74%	↑		
Almest Wood Campsite	2,280	2,867	↑	0	0	↓	0	1	↑	N/A		N/A		N/A									75%	↑	
LV Marina Stanstead				0	3	↓	0	0	↓	68%	NA	90%	↑	90%	↑	0	0	↓	68%	68%	NA		76%	↑	
LV Marina Snettisham				0	2	↓	0	0	↓	58%	NA	81%	↑	81%	↑	0	0	↓	58%	58%	NA		78%	↑	
LV WaterWorks Centre				0	0	↓	0	0	↓																
LVP as a whole				3	3	↑	0	0	↓																
Totals	6,712,480	6,500,294	↓	149	160	↓	82	63	↓	54%	↓	85%	↑	87%	↑	149	160	↓	54%	43%	↓	87%	↑	96%	↑

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

Internal Business Perspective	KPI/PI	Annual Target	Last Equivalent	This Period	Direction of Travel	P.A.T	Expectation
Open Space Quality Awards (Green Flag, LB)	PI	17	17	18	↑		17
Service Quality Awards (Quest, LQTC)	PI	6	6	6	**		6
Staff Turnover	PI	16%	15.51%	13.67%	↑		16.0%
Staff Sickness	PI	3	3.22	3.02	↑		3
Waste Waste Recycled	PI	80%	82%	79%	↓		80%

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

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

	KPI/PI	Annual Target	Last Equivalent	This Period	Direction of Travel	P.A.T	Expenditure
<b>Innovation and Learning Perspective</b>							
Staff satisfaction Survey Annually (six monthly)	PI	75%	75%	75%	↔	Green	75%
Staff Training Attendance	PI	280	388	775	↑	Green	280
H & S Quarterly Audit (cumulative annual)	PI	95%	88%	75%	↓	Red	95%
H & S Accidents and Incidents (Internal/External)	PI	322	323	465	↓	Red	322
H & S Accidents and Incidents (Staff/Volunteer/Contractor)	PI	30	31	43	↓	Red	30
Staff Training - Data Protection	PI	100%	NA	48%	↔	Red	100%


Tolerance	Performance against profiled target (P.A.T.)
Green	Achieving or exceeding target
Yellow	Just missed target
Orange	5-10% below target
Red	Below target

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

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 <p><b>LEE VALLEY REGIONAL PARK AUTHORITY</b></p> <p><b>EXECUTIVE COMMITTEE</b></p> <p><b>23 MAY 2024 AT 10:30</b></p>	<p><b><u>Agenda Item No:</u></b></p> <p><b><u>Report No:</u></b></p> <p><b>E/853/24</b></p>
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## Q4 REVENUE BUDGET MONITORING 2023/24

Presented by the Head of Finance

### EXECUTIVE SUMMARY

This report summarises service spending for 2023/24 compared to budget. Figures are 'near final' and are only likely to be the subject of small changes during the remainder of the closure of accounts process. The overall net operational surplus at the year-end is expected to be £236,000.

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, without which the net budget would have been a £144,000 surplus, so the reported outturn is an improvement of £92,000 against this.

This represents an improvement on the position reported to Members at Quarter 3 (Paper E/841/24) with explanations provided within this report. This improvement is mainly due to works that were scheduled for late 2023/24 not being able to take place until 2024/25 due to unsuitable weather conditions, savings made against consultant budgets and from staff vacancies, increased interest income, and some business areas outperforming income expectations. Budget totalling £155,000 is requested to be carried forward to 2024/25, which effectively reduces the net surplus to £81,000.

Description	Annual	Forecast	
	Budget	Outturn	Variance
Interest Payable	828	1,023	195
Interest Receivable	-30	-675	-645
Campsites	-911	-639	272
Marinas	-479	-516	-37
Parklands and Open Spaces	2,825	2,693	-132
Leisure Services Contract	2,274	2,574	300
Minimum Revenue Provision (Ice)	700	646	-54
Corporate Services	-295	-395	-100
Business Support Services	2,487	2,698	211
Sport & Leisure	988	945	-43

Other	2,116	2,057	-59
Levies	-10,647	-10,647	0
<b>SUB-TOTAL</b>	<b>-144</b>	<b>-236</b>	<b>-92</b>
Budget Carry Forward to 24/25		155	
<b>TOTAL</b>	<b>-144</b>	<b>-81</b>	

## RECOMMENDATIONS

- Members Note: (1) the report; and
- Members Approve: (2) the budget carry forward as stated in paragraph 21 of this 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 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 year-end position shows a projected total net under spend of £692,000 against the net revenue budget deficit of £456,000, which included the £600,000 contingency. The net surplus for the year is expected to be £236,000.

## GENERAL ECONOMIC FACTORS

### 4 Inflation

March's inflation for the Retail Price Index (RPI) stood at 4.3% and Consumer Price Index (CPI) at 3.2%. The Bank of England expect inflation to fall to 2% in the Spring before rising slightly (Bank of England Monetary Policy Committee Report May 2024). The Bank of England increased the base rate to 5.25% on 3 August in an effort to try to control inflation and voted on 9 May to hold the base rate at this level.

### 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 recent years. The current agreement started in October 2023 and has fixed prices until September 2024.

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 there has been 7% reduced consumption compared to last year. The new tariffs from October 2023 to September 2024 were received in November. Electricity tariffs increased by less than expected, and gas tariffs reduced. Overall these

tariffs are a 7% saving compared to the budget assumption, and combined with consumption levels we have achieved a **£150,000 (20%) 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. Consumption savings of 7% have been achieved across the LSC venues due to the LED investment at Lee Valley VeloPark and good management practices across the venues. Consumption savings from the further LED investment projects across other LSC venues, as agreed by Executive in February 2023 (Paper E/802/23), will be seen in 2024/25. GLL have also received better than anticipated tariffs, and combined with reduced consumption the Authority will make an estimated **saving of £120,000** against this budget, which will be confirmed with GLL in line with the contract.

## **MAIN VARIANCES FROM BUDGET**

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

## **FINANCING**

- 7 **Interest Receivable (£645,000 Additional Income) and Interest Payable (£195,000 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 and effective treasury management. Interest received on the VAT rebate, detailed in paragraph 20, is included within this figure. The Treasury Management Report (Paper E/855/24) on the same agenda sets out the total investment income received in the year.

- 8 **Minimum Revenue Provision / Contribution to Capital (£54,000 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 the 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, £28million with the venue coming into operation in February 2023.

Members also agreed (Paper A/4330/23) that £5million 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 Ice Centre redevelopment based on the balance sheet was £NIL with no statutory requirement for any MRP. Whilst the operational CFR for the Ice Centre is £0 for 2023/24, we still do have this external borrowing that requires financing. Therefore, we have included the £575,000 (based on a £23 million cost over 40 years life) 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.

An additional £71,000 contribution to capital has been funded from the returns delivered by the investment projects at Lee Valley Athletics Centre and Lee Valley Riding Centre, and as agreed by Executive Committee (9 January 2023, Paper E/797/23) is a contribution to replacing the capital the Authority directly invested in the schemes.

## **CORPORATE SERVICES**

### **9 Legal Service (£94,000 Reduced Expenditure)**

In recent years the Authority has needed significant external legal support due to the scale and complexity of litigation and legal matters. This year there has been a saving against the budget in this area where this level of external support has not been required. However, with the uncertainty around the Buckingham contract this may be required in future years. However, this will be managed/reported in year if required, rather than carrying a budget provision forward.

### **10 Planning and Strategic Partnerships (£55,000 Reduced Expenditure)**

The budget included an additional planning officer post which was not recruited to during the year.

### **11 Asset Protection, Maintenance & Development (£71,000 Additional Expenditure)**

Additional support from external consultants has been required due to the volume of planned, reactive and investment work. This has included support for energy reduction projects across the venues.

## **BUSINESS SUPPORT SERVICES**

### **12 Financial Management (£214,000 Additional Expenditure)**

Additional consultancy support has been required which includes support from KPMG that resulted in the VAT rebate detailed in paragraph 20 of this report.

## **SPORT AND LEISURE**

### **13 Sports Development (£32,000 Reduced Expenditure)**

The Ice Centre Transition Fund was established to support coaches and clubs in the period from the closure of the old Ice Centre until they had reestablished themselves at the new Ice Centre (Paper A/4300/21). This fund has been used to support a number of coaches and clubs this year, but as yet has not been

fully utilised and there is a requirement for £30,000 remaining budget to be carried forward into 2024/25.

## **PARKLANDS AND OPEN SPACES**

### **14 Parklands (£105,000 Reduced Expenditure)**

Parklands and open spaces were reported as an expected overspend at Q3 due to additional costs for security and meadow cut contracts, additional staffing costs to cover long term illness, increased arboriculture works following storms and major instances of fly tipping.

However, the outturn position is now an underspend. Large scale fly tipping has occurred this year and a provision had been included at Q3 for removal. A further large scale fly tipping incident that occurred in February 2024 was not able to be removed until early April 2024 due to the size and nature of the waste. Budget of £100,000 is requested to be carried forward to cover this expenditure. Officers will continue to monitor and record levels of fly-tipping and cost involved in subsequent clear ups, including those that do not require third-party waste management.

Works to install electricity at Authority car parks for parking meters did not take place and £25,000 budget will need to be carried forward so that this work can be completed in 2024/25.

There were also a number of arboriculture, habitat and grounds maintenance works that were planned for the fourth quarter of the year have been delayed until 2024/25 due to unsuitable weather conditions. The costs of these will be managed within approved budgets while works to establish future requirements are ongoing.

## **SMALL VENUES**

### **15 Marinas (£37,000 Increased Income / Reduced Expenditure)**

The marinas continue to operate profitably, generating an overall surplus of £516,000, which is an improvement from £380,000 in 2022/23.

At Stanstead Marina the cost of living has had a more noticeable impact, with a higher turnover of moorers than in previous years. There is demand to replace these moorings, with just a few vacant hardstanding moorings during the summer. Demand for rechargeable works is down on previous years. This is 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.

Springfield Marina exceeded income targets in the mooring and chandlery areas of the business. Some expenditure savings were due to insufficient staffing resources to manage contractors to complete works, and these works will need to be completed in future years.

We are currently carrying out a review at both marinas, and following a presentation to Members in November a report will be brought back to Executive once officers have been able to fully assess requirements.

**16 Campsites (£272,000 Reduced Income / Increased Expenditure)**

The campsites generated an overall surplus of £639,000, which includes £282,000 from caravan sales. This is an improvement from £339,000 in 2022/23 which included £141,000 from caravan sales. However, this is £272,000 (30%) behind the annual net budget of £911,000.

Income from the investment projects (Pods, customer Wi-Fi and Airbnb offer) at Dobbs Weir, and to a lesser extent Sewardstone, has not achieved the budget targets. We have experienced some delays in delivery, and demand is building more slowly than hoped. These are now more established and we anticipate achieving the revised budget targets for 2024/25.

Across the campsites occupancy levels for touring and rental accommodation have generally been in line with last year, with Sewardstone performing particularly well.

**LEISURE SERVICES CONTRACT**

**17 Management Fee (£161,000 Additional Expenditure / Savings not Achieved)**

The second year of the LSC commenced on 1 April 2023. The Authority has paid 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.

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 ramp was used for the Kayak Cross events at the 2023 Canoe Slalom World Championships held at the venue in September 2023. During the build there were restrictions to the programme on the Olympic Course, and a loss of income payment of £16,745 was agreed by Authority (Paper A/4341/23).

The contractors were required to return to site in January to carry out remedial work which meant that the Olympic Course could not be used for four days. A further loss of income payment is due to GLL, and a figure of £7,500 has been agreed.

Additionally, Members approved (Authority A/4341/23) an additional £23,400 be added to the LOBTA for an engineer at the Lee Valley Ice Centre to ensure that the building and plant is maintained to a high standard

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 and the mechanical horse at Lee Valley Riding Centre have both been completed. 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). These projects are underway

and consumption savings will benefit future years' utility risk share expenditure. There is also an associated saving on lighting lifecycle replacement costs, with a £10,000 saving this year.

#### 18 Utilities (£120,000 Reduced Expenditure)

As explained earlier in this report we forecast a £120,000 saving against the LSC Utilities budget. However, this still represents a payment of £1.31million in respect of the tariff risk element of total LSC utility costs.

#### 19 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

#### 20 VAT Claim on Sporting Income

Following the conclusion of the legal case around VAT on local authority non-business income, the Authority received a refund from HMRC along with accrued interest, which after fees for KPMG have been deducted results in a net receipt of £1.8m.

In January Members approved the 2024/25 Budget (Paper A/4346/24) and for the £1.818m refund to be held in the General Fund. The accrued interest and KPMG fees are included within the outturn within Investment income, and Business Support Services appropriately.

### BUDGET CARRY FORWARDS

21 The following budgets are requested to be carried forward to 2024/25:

Description	Budget Carry Forward
Countryside Areas – Fly Tip	100
Countryside Areas – Car Parking Electric	25
Ice Centre Transition Fund	30
<b>Total Impact on 2024/25 Budget</b>	<b>155</b>

### ENVIRONMENTAL IMPLICATIONS

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

## FINANCIAL IMPLICATIONS

- 23 As a result of the reported surplus of £2.052m (this includes the £1.818m VAT rebate) for 2023/24, the Unallocated General Fund balance will increase to £4.993m as at 31/03/2024. This also includes two other adjustments that are currently charged to revenue, but not reported in the outturn. These are a £52,000 cost relating to Rammey Marsh studies (reported in Q4 Capital Outturn E854/24), which would be capitalised in the result of a capital receipt, and £29,000 relating to year end stock valuations at Holyfieldhall Farm which fluctuates year-on-year.

The Authority's approved minimum reserve balance is £3m (Authority A4346/24), but with a recommended level at, or above £4m to allow for any short term annual fluctuations that may materialise.

## HUMAN RESOURCE IMPLICATIONS

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

## LEGAL IMPLICATIONS

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

## RISK MANAGEMENT IMPLICATIONS

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

## EQUALITY IMPLICATIONS

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

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## PREVIOUS COMMITTEE REPORTS

Executive Committee	E/841/24	Q3 Revenue Budget Monitoring 2023/24	29 February 2024
Executive Committee	E/827/23	Q2 Revenue Budget Monitoring 2023/24	23 November 2023
Executive Committee	E/816/23	Q1 Revenue Budget Monitoring 2023/24	21 September 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
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**LIST OF ABBREVIATIONS**

<b>LSC</b>	<b>Leisure Services Contract</b>
<b>GLL</b>	<b>Greenwich Leisure Limited</b>
<b>CFR</b>	<b>Capital Financing Requirement</b>
<b>MRP</b>	<b>Minimum Revenue Provision</b>
<b>RPI</b>	<b>Retail Price Index</b>
<b>CPI</b>	<b>Consumer Price Index</b>
<b>LOBTA</b>	<b>Leisure Operator Base Trading Account</b>

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	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
<b>OPERATIONAL SERVICES</b>							
Chief Executive	-5	602	597	609	597	-12	(2%)
Corporate Services	-1,829	1,433	-396	-295	-396	-101	(34%)
Business Support Services	-48	2,748	2,700	2,487	2,699	212	9%
Sport and Leisure	-267	1,211	944	988	945	-43	(4%)
Parklands and Open Spaces	-911	3,605	2,694	2,825	2,693	-132	(5%)
Small Venues	-5,268	4,196	-1,072	-1,253	-1,070	183	15%
Leisure Services Contract	0	2,574	2,574	2,274	2,574	300	13%
	<b>-8,328</b>	<b>16,369</b>	<b>8,041</b>	<b>7,635</b>	<b>8,042</b>	<b>407</b>	<b>5%</b>
<b>FINANCING</b>							
Interest Receivable	-675	0	-675	-30	-675	-645	(2150%)
Interest Payable & Bank Charges	0	1,023	1,023	828	1,023	195	24%
Contributions to/from Earmarked Reserves	0	945	945	940	945	5	1%
Financing of Capital Expenditure	0	646	646	0	646	646	0%
Minimum Revenue Provision (Pre-2007)	0	430	430	430	430	0	0%
Minimum Revenue Provision (Ice Centre)	0	0	0	700	0	-700	(100%)
						0	
Levies on Local Authorities	-10,647	0	-10,647	-10,647	-10,647	0	0%
Income And Energy Contingency	0	0	0	600	0		
<b>Movement in General Fund</b>				<b>456</b>	<b>-236</b>	<b>-692</b>	<b>(152%)</b>
VAT refund - allocated to General Fund	-1,818	0	-1,818	0	-1,818		
<b>TOTAL MOVEMENT IN GENERAL FUND</b>					<b>-2,052</b>		

YEAR 2023/24

PERIOD: 13 (March 2024)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
<b>CHIEF EXECUTIVE</b>							
Chief Executive	0	230	230	234	230	-4	(2%)
PR / Communications	-5	372	367	375	367	-8	(2%)
<b>TOTAL CHIEF EXECUTIVE</b>	<b>-5</b>	<b>602</b>	<b>597</b>	<b>609</b>	<b>597</b>	<b>-12</b>	<b>(2%)</b>
<b>CORPORATE SERVICES</b>							
Legal Service	-5	450	445	539	445	-94	(17%)
Property Management	-1,824	392	-1,432	-1,406	-1,432	-26	(2%)
Planning and Strategic Partnerships	0	100	100	155	100	-55	(35%)
Asset Protection, Maintenance & Development	0	363	363	292	363	71	24%
Commktee Service	0	128	128	125	128	3	2%
<b>TOTAL CORPORATE SERVICES</b>	<b>-1,829</b>	<b>1,433</b>	<b>-396</b>	<b>-295</b>	<b>-396</b>	<b>-101</b>	<b>(34%)</b>
<b>BUSINESS SUPPORT SERVICES</b>							
Financial Management	2	714	715	502	715	213	42%
Human Resources Management	0	231	231	217	231	14	6%
Information Technology	-33	901	868	871	868	-3	(0%)
Corporate Insurances	0	456	456	489	456	-33	(7%)
Audit / Health & Safety	-17	231	214	206	214	8	4%
Non Distributed Costs	0	62	62	62	62	0	0%
Corporate Training / Apprenticeships	0	53	53	42	53	11	26%
Project & Funding Delivery	0	100	100	98	100	2	2%
<b>TOTAL FINANCIAL SERVICES</b>	<b>-48</b>	<b>2,748</b>	<b>2,700</b>	<b>2,487</b>	<b>2,699</b>	<b>212</b>	<b>9%</b>
<b>SPORT AND LEISURE</b>							
Events	-233	290	58	41	58	17	41%
Sports Development	-5	62	57	89	57	-32	(36%)
Policy and Performance	0	659	659	682	659	-23	(3%)
Learning & Engagement Service	-26	156	130	136	130	-6	(4%)
Community Access	-3	44	41	40	41	1	3%
<b>TOTAL SPORT AND LEISURE</b>	<b>-267</b>	<b>1,211</b>	<b>944</b>	<b>988</b>	<b>945</b>	<b>-43</b>	<b>(4%)</b>

PERIOD: 13 (March 2024)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
<b>PARKLANDS AND OPEN SPACES</b>							
<b>Management</b>							
Operational Management	0	296	296	294	296	2	1%
Myddelton House Management	-22	408	387	371	387	16	4%
<b>Parklands</b>							
River Lee Country Park	-32	328	295	356	295	-61	(17%)
Gunpowder Park	-2	84	81	89	81	-8	(9%)
Countryside Areas	-211	1,449	1,239	1,250	1,239	-11	(1%)
Abbey Gardens	-2	72	70	81	70	-11	(14%)
Three Mills	-2	23	21	25	21	-4	(16%)
East India Dock and Bow Creek	-6	22	16	27	16	-11	(41%)
Leyton Marsh	0	0	0	0	0	0	0%
Broxbourne Riverside	-1	20	19	18	19	1	6%
Fisherles	-119	27	-92	-72	-92	-20	(28%)
<b>Visitor Attractions</b>							
Myddelton House	-174	353	179	178	179	1	1%
Rye House Gatehouse	0	2	2	5	2	-3	(60%)
<b>Park Projects</b>							
Volunteers	0	48	48	46	48	2	4%
Biodiversity Management	0	117	117	118	117	-1	(1%)
<b>Farms</b>							
Lee Valley Farm, Holyfieldhall	-272	342	70	93	70	-23	(25%)
<b>Initiatives and Partnerships</b>							
King George Reservoir South	-14	14	-1	-1	-1	0	0%
Lee Valley Boat Centre	-41	0	-41	-41	-41	0	0%
Broxbourne Chalets	-13	0	-13	-12	-13	-1	(8%)
<b>TOTAL PARKLAND AND OPEN SPACES</b>	<b>-911</b>	<b>3,605</b>	<b>2,694</b>	<b>2,825</b>	<b>2,693</b>	<b>-132</b>	<b>(5%)</b>
<b>Small Venues</b>							
Lee Valley Marina Springfield	-1,194	736	-457	-391	-457	-66	(17%)
Lee Valley Marina Stanstead	-858	798	-59	-88	-59	29	33%
Lee Valley Waterworks Centre	-11	68	57	84	57	-27	(32%)
Lee Valley Campsite (Sewardstone)	-675	559	-117	-154	-117	37	24%
Lee Valley Caravan Park (Dobbs Weir)	-927	809	-117	-391	-117	274	70%
Lee Valley Leisure Centre Campsite	-608	505	-104	-108	-104	4	4%
Lee Valley Leisure Centre Golf Course	-129	157	28	53	28	-25	(47%)
Almost Wild Campsite	-52	32	-19	-15	-19	-4	(27%)
Caravan Sales	-814	532	-282	-243	-282	-39	(16%)
<b>TOTAL SMALL VENUES</b>	<b>-5,268</b>	<b>4,196</b>	<b>-1,072</b>	<b>-1,253</b>	<b>-1,070</b>	<b>183</b>	<b>15%</b>

YEAR 2023/24

PERIOD: 13 (March 2024)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
<b>LEISURE SERVICES CONTRACT</b>							
Management Fee	0	522	522	361	522	161	45%
Efficiencies / Increased Income	0	0	0	0	0	0	0%
LSC Support	0	0	0	0	0	0	0%
LSC Venues Direct Costs	0	222	222	233	222	-11	(5%)
LSC Contingency (Utilities)	0	1,310	1,310	1,430	1,310	-120	(8%)
LSC Operations (Ice Centre)	0	520	520	250	520	270	108%
<b>TOTAL LSC VENUES AND BUSINESS SUPPORT</b>	<b>0</b>	<b>2,574</b>	<b>2,574</b>	<b>2,274</b>	<b>2,574</b>	<b>300</b>	<b>13%</b>
<b>TOTAL OPERATIONAL SERVICES</b>	<b>-8,328</b>	<b>16,369</b>	<b>8,041</b>	<b>7,635</b>	<b>8,042</b>	<b>407</b>	<b>5%</b>

PI	KPI	OVERALL TARGET	ACTUAL TO DATE	PERFORMANCE AGAINST OVERALL TARGET	Q1	LAST EQUIVALENT	Q2	LAST EQUIVALENT	Q3	LAST EQUIVALENT	Q4	LAST EQUIVALENT
23	Income	8 million	8,834,847		1,877,932	1,817,932	2,532,801	5,072,810	2,286,149	6,696,982	2,337,765	1,586,846
24	Income per head	Budget	£4.84		£4.29	£7.09	£5.18	£9.53	£3.80	£11.55 (3M GO)	£4.84	£0.00
<b>KPI 1 Overall Customer Satisfaction</b>												
New users rate their satisfaction with visit												
1	Customer Satisfaction	85%	84%		84%	N/A	79%	75%	82%	74%	90%	77%
2	Formal Complaints	250	548		118	33	275	104	66	48	89	79
3	Formal comments	1,200	2,468		510	207	1,122	262	416	170	418	192
4	Net Promoter Score	>75%	87%		52%	N/A	41%	18%	65%	12%	73%	20%
17	Active Communities- User Satisfaction	90%	90%		95%	N/A	75%	N/A	90%	85%	89%	91%
20	Events- Organiser satisfaction	90%	90%		95%	N/A	97%	84%	93%	85%	95%	91%
21	Events- Contractor-supplier satisfaction	90%	90%		95%	N/A	90%	N/A	97%	100%	100%	100%
22	Events- Satisfactor satisfaction	90%	90%		N/A	N/A	N/A	N/A	90%	100%	100%	100%
<b>KPI 2 Overall Usage</b>												
number of people using the facility												
5	Regularity	30%	36%		36%	42%	35%	41%	35%	42%	37%	40%
6	Usage	2.5m	1,814,208		430,039	411,799	459,477	381,000	408,165	380,832	518,527	399,790
<b>KPI 3 External Quality Assessment Scores</b>												
score obtained from a combination of quality assessments at facilities												
KPI 3 overall average score (average of P7 and P18 below)		85%	83%		83%	80%	77%	86%	91%	83%	88%	92%
7	H&S audit	95%	80%		80%	80%	74%	86%	80%	83%	83%	80%
8	External Quality Assessment	85%	84%		83%	79%	79%	86%	91%	80%	88%	92%
<b>KPI 4 Quality Service (internal)</b>												
score obtained from monitoring facilities and contract performance												
KPI 4 overall average score (average of P8, 18 and 19 below)		65% overall	71%		68%	91%	73%	77%	78%	77%	71%	71%
9	Quality Service Score	85%	81%		79%	91%	80%	81%	83%	81%	81%	78%
16	Active Communities- Delivery Plan	90%	81%		60%	N/A	65%	63%	70%	63%	81%	79%
19	Active Communities- Health and Wellbeing	90% completed	52%		67%	N/A	74%	N/A	81%	N/A	52%	50%
<b>KPI 5 Environmental Management</b>												
score obtained from measurement of range of environmental factors												
10	Utility consumption	6,548,327	7,472,768		1,780,741	1,545,025	2,167,364	2,377,181	1,797,515	1,434,217	1,778,148	1,537,106
11	water usage	47,745	44,474		6,982	12,347	11,858	11,528	15,240	9,297	10,394	12,065
12	waste recycled	40%	34%		42%	22%	37%	24%	26%	28%	32%	37%
<b>KPI 6 Asset Protection and Maintenance</b>												
% of jobs completed on reactive/emergency works												
13	% of jobs completed on reactive/emergency works	>85% completed	96%		96%	92%	85%	94%	96%	80%	95%	96%
14	number reactive/emergency jobs raised and number completed in month	90 % completed	95%		92%	91%	98%	87%	92%	93%	96%	75%
15	Response times within agreed limits for reactive works. Priority 1-4	Priority 1- 100%	100%		N/A	100%	100%	98%	100%	100%	100%	100%
		Priority 2- 95%	100%		100%	99%	100%	97%	100%	100%	100%	98%
		Priority 3- 90%	95%		100%	95%	88%	76%	94%	95%	100%	98%
		Priority 4- 80%	86%		88%	82%	93%	84%	85%	89%	87%	70%
16	Number of customer complaints related to asset condition	<10 p.p.a / 1000 visitors	47		12	9	4	15	15	30	16	15

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## **Active Xchange visitor counting system**

### **Background**

The Authority monitors the number of visits made to the Regional Park and considers it a key indicator of how well it is delivering its vision of being a *world class leisure destination for nature, sport and discovery*.

### **Previous System for Visitor Counting**

For many years this data has been based on visitor counters located throughout the Park in areas that were chosen to best capture a picture of visitor numbers. When installed this was innovative in the parks and open spaces industry, and benchmarking with other local authorities over the years has shown our approach to be best practice. These counters consisted of 55 pedestrian and 14 vehicle counters; of these pedestrian counters 41 were located in parklands and 14 were located in or around entrances to venues.

Over the years we have come to understand the relative strengths and weaknesses of this method of monitoring visitor numbers. They give a consistent methodology allowing monitoring of trends at a whole Park and local level. However, the counters are at risk of vandalism or requiring maintenance which disrupts data collection, and they require ongoing costs for maintenance and capital contributions for full replacement of the counter system. This system, whilst more effective for venues or places with only one or limited access points, was not as effective in capturing data for open spaces with multiple access points.

### **New System**

We reviewed the market for new technology but as recently as 2019 when the previous contract was awarded there were no better alternatives. Since then, technology has moved on considerably, with more than one provider now offering a visitor counting solution based upon tracking movement of mobile phones, using billions of daily location updates from apps such as Strava, National Geographic and Booking.com. This provides a better solution for parks and open spaces and means that we are not dependent upon physical counters. Officers reviewed the solutions and have entered into a contract with ActiveXchange, who provided the best value for money solution based on our requirements. It was decided to also retain a small number of door counters at venues, where that methodology is better suited, and to enable reporting in line with the Leisure Services Contract.

ActiveXchange are a global organisation who have successfully harnessed big data to enable those in the sport, leisure and parks industries to make evidence-based decisions to grow active and healthy communities. The Authority are one of a growing number of forward-thinking organisations who are working with ActiveXchange – these include National Park Authorities, Local Authorities, Sport National Governing Bodies and organisations focussed on ecology. A benefit of the system is the opportunity for benchmarking with these organisations, and this has already opened up useful contacts, conversations and opportunities for collaboration. The system roadmap includes a number of exciting developments, including tracking the origin of visitors i.e. are they visiting from across the region of London, Hertfordshire and Essex or further afield; and profiling visitors.

Officers are currently working with ActiveXchange to map the Regional Park on the system so that we are able to analyse visits at a relatively local level as well as across the whole Park. We can access data on the system for the whole of the UK going back to 2022 so we are able to calibrate against the previous counter system to ensure some consistency of figures. However, this will be a year of re-baselining as it is inevitable that the change in system will throw up some differences from previous years. The scrutiny scorecard report for quarter one 2024/25 will include data from this new system.

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