

To: Paul Osborn (Chairman) Heather Johnson
David Andrews (Vice Chairman) Chris Kennedy
Susan Barker Graham McAndrew
Ross Houston Gordon Nicholson

A meeting of the **EXECUTIVE COMMITTEE** (Quorum – 4) will be held at Myddelton House on:

THURSDAY, 19 DECEMBER 2024 AT 10:30

at which the following business will be transacted:

AGENDA

Part I

1 To receive apologies for absence

2 DECLARATION OF INTERESTS

Members are asked to consider whether or not they have disclosable pecuniary, other pecuniary or non-pecuniary interests in any item on this Agenda. Other pecuniary and non-pecuniary interests are a matter of judgement for each Member. (Declarations may also be made during the meeting if necessary.)

3 MINUTES OF LAST MEETING

To approve the Minutes of the meeting held on 21 November 2024 (copy herewith)

4 PUBLIC SPEAKING

To receive any representations from members of the public or representative of an organisation on an issue which is on the agenda of the meeting. Subject to the Chairman's discretion a total of 20 minutes will be allowed for public speaking and the presentation of petitions at each meeting.

5 Q2 REVENUE BUDGET MONITORING 2024/25

Paper E/869/24

Presented by Keith Kellard, Head of Finance

6 Q2 CAPITAL PROGRAMME BUDGET MONITORING 2024/25 Paper E/872/24

Presented by Keith Kellard, Head of Finance

7 FEES & CHARGES REVIEW 2025/26 Paper E/873/24

Presented by Jon Carney, Corporate Director

8 FLEXIBLE WORKING POLICY Paper E/871/24

Presented by Victoria Yates, Head of Human Resources

9 UPDATED SAFEGUARDING POLICY AND DISCLOSURE & BARRING SERVICE (DBS) POLICY Paper E/870/24

Presented by Victoria Yates, Head of Human Resources

10 Such other business as in the opinion of the Chairman of the meeting is of sufficient urgency by reason of special circumstances to warrant consideration.

11 Consider passing a resolution based on the principles of Section 100A(4) of the Local Government Act 1972, excluding the public and press from the meeting for the items of business listed on Part II of the Agenda, on the grounds that they involve the likely disclosure of exempt information as defined in those sections of Part I of Schedule 12A of the Act specified beneath each item. (There are no items currently listed for consideration in Part II.)

11 December 2024

Shaun Dawson
Chief Executive

LEE VALLEY REGIONAL PARK AUTHORITY

**EXECUTIVE COMMITTEE
21 NOVEMBER 2024**

Members Paul Osborn (Chairman) Ross Houston
in remote presence: David Andrews (Vice Chairman) Chris Kennedy
Susan Barker Gordon Nicholson

Apologies Received From: Graham McAndrew, Heather Johnson

In remote attendance: John Bevan, David Gardner

Officers Shaun Dawson - Chief Executive
in remote presence: Keith Kellard - Head of Finance
Victoria Yates - Head of Human Resources
Julie Smith - Head of Legal
Sandra Bertschin - Committee & Members' Services Manager

Part I

360 DECLARATIONS OF INTEREST

There were no declarations of interest.

361 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 24 October 2024 be approved and signed.

362 PUBLIC SPEAKING

No requests from the public to speak or present petitions had been received for this meeting.

363 2024/25 PAY AWARD

Paper E/868/24

The report was introduced by the Head of Human Resources.

- (1) **the 2024/25 pay award for officers on the National Joint Council scale as described in paragraphs 1 to 3 of Paper E/868/24;**
- (2) **the 2024/25 pay award for the Chairman and Vice Chairman in line with the National Joint Council pay award as described in paragraph 14 of Paper E/868/24 was noted; and**
- (3) **the 2024/25 pay award for officers on pay point 44 and above in line with the National Joint Council pay award as described in paragraphs 10 to 12 of Paper E/868/24 was approved.**

Chairman

Date

The meeting started at 10.01am and ended at 10.04am



LEE VALLEY REGIONAL PARK AUTHORITY

EXECUTIVE COMMITTEE

19 DECEMBER 2024 AT 10:30

Agenda Item No:

5

Report No:

E/869/24

Q2 REVENUE BUDGET MONITORING 2024/25

Presented by the Head of Finance

EXECUTIVE SUMMARY

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

The year-end position shows a projected net under spend of £566,000 against the net revenue budget deficit of £166,000. The net surplus for the year is forecast as £400,000. The major variations currently projected are summarised in the table below.

Description	Annual Budget	Forecast Outturn	Variance
Interest Payable / Receivable	928	836	-92
Minimum Revenue Provision	1,148	992	-156
Campsites	-574	-689	-115
Property	-1,462	-1,544	-82
Marinas	-452	-482	-30
Sport & Leisure	1,122	1,169	47
Parklands and Open Spaces	3,232	3,256	24
Leisure Services Contract	683	730	47
Asset Protection, Maintenance & Development	298	408	110
Other	5,884	5,897	13
Levies	-10,966	-10,966	0
Marina Growth Provisional Budget	300	50	-250
LSC Expired Voucher Provision	0	-57	-57
SUB-TOTAL	141	-400	-541
General Contingency	25	0	-25
TOTAL	166	-400	-566

RECOMMENDATIONS

- Members Note:
- (1) the report; and
 - (2) the loss of income payment of £8,834 for the Lee Valley VeloPark barrier remedial works to be paid to Greenwich Leisure Limited as detailed in paragraph 17 of this report.

BACKGROUND

- 1 The Executive Committee recommended a budget for 2024/25 at its meeting in January 2024 (Paper E/838/24). Members approved this at the Authority meeting on 18 January 2024 (Paper A/4346/24). This report compares forecast income and expenditure to 31 March 2025 with the budget.
- 2 The summary financial position of each Authority service or facility is shown in Appendix A to this report.
- 3 The net revenue budget, which included £155,000 of budget carried forward from 2023/24, was set at a deficit of £166,000. The year-end position is forecast as £400,000 surplus, which is a £566,000 improvement on budget.

GENERAL ECONOMIC FACTORS

4 Inflation

October's inflation for the Retail Price Index (RPI) stood at 3.4% and Consumer Price Index (CPI) at 2.3%. The Bank of England expect inflation to rise slightly again this year to around 2.75% before settling back down again to its 2% target next year (Bank of England Monetary Policy Committee Report August 2024). The Bank of England reduced the base rate to 5.00% on 1 August and then to 4.75% on 7 November. Any further rate cuts are expected to be introduced slowly to keep inflation under control.

5 Energy Costs

The Authority purchases energy through the Laser framework that has secured energy prices below market rates and has protected the Authority from the worst of the energy price increases over the last year. The current agreement started in October 2024 and has fixed prices until September 2025.

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

Consumption across Authority venues is being monitored closely and overall there has been slightly reduced consumption compared to last year. The new tariffs for October 2024 to September 2025 have now been received and are better than the forecasts used when building the budget. Electricity prices have reduced by 25% to an average of 21p per kwh and gas prices by nearly 50% to 4p per kwh. Overall this is forecast to save £60,000, which is included within the outturn.

As part of the shared risk position for utilities at the Leisure Services Contract (LSC) venues, the Authority takes the risk for tariff and Greenwich Leisure Ltd (GLL) takes the risk for utility consumption. This arrangement ended after the

first two contract years, however both parties would like to extend this for the remainder of the contract. A deed of variation is currently being drafted to give effect to this revision of the utilities provisions in the LSC, as approved by Members in June 2024 (Paper E/859/24).

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

6 Pay Award

In May the National Employers made a full and final offer for the 2024/25 pay award of an increase of £1,290 on all National Joint Council (NJC) pay points 2 to 43, an increase of 2.5% on London Weighting, with a recommendation of an increase of 2.5% on all pay points above 43. Unison and Unite members initially voted to reject the offer, but following strike ballots in October Unison members joined GMB members in accepting the offer, giving the necessary majority for the offer to be accepted.

Members approved the 2.5% pay rise for senior officers at Executive Committee on 21 November 2024 (Paper E/868/24).

The 2024/25 budget included provision for a 4% pay award. The offer represents an approximate 3.4% increase, which equates to a saving of £41,800 against the approved budget.

MAIN VARIANCES FROM BUDGET

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

FINANCING

8 Interest Receivable (£100,000 additional income)

Interest receivable has been increased due to a higher than anticipated cash holding, interest rates remaining higher than forecast for the year, as well as effective treasury management. The cash holding included money that will be paid to GLL for years 1 and 2 utility risk share that, as at Q2, had not yet been invoiced for.

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

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

The savings against the budget are threefold:

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

of **£64,000**. This will, however, now occur at a higher amount from 2025/26 and the following six years of the LSC;

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

CORPORATE SERVICES

10 Property Management (£82,000 additional income)

The Authority has leased land in Cheshunt to the Youth Hostel Association since 2004 when they built their 'London Lee Valley' hostel. The Authority receives a fixed rental and profit share arrangement. Due to restrictions in place during the Covid pandemic no profit share payments were due. Their business has now recovered and the Authority will be receiving a profit share this year, including some back dated payments.

11 Asset Protection, Maintenance & Development (£110,000 additional expenditure)

The additional expenditure is mainly for a contract that has been awarded for asset condition surveys that will inform the 20-year asset management programme. Once these surveys have been delivered, it will subsequently feed into the medium-term financial plan to forecast annual requirements and the necessary contributions.

SPORT AND LEISURE

12 Policy and Performance (£41,000 additional expenditure)

This additional expenditure is mainly for a business support post that was not included within the budget, which was brought in to support the non-LSC venues, predominately Marinas but also Campsites, and help to raise standards of quality and health and safety. This has contributed towards the positive financial performance at the venues.

PARKLANDS AND OPEN SPACES

13 Countryside Areas (£49,000 additional expenditure)

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

SMALL VENUES

14 Marinas (£30,000 budget surplus - £482,000 net income)

Both marinas are performing well, forecast to achieve £482,000 net income, which is £30,000 better than budget. At Springfield we have benefitted from commission on a good level of customer boat sales. At Stanstead the

rechargeable works business is performing well, where there has been a focus on accepting smaller jobs with a quicker turnaround to maximise engineer productivity.

15 Marina Review Growth Budget (£250,000 budget saving)

In November 2023 Members were presented with an initial review of the marinas that aimed to ensure a sustainable business model that can meet quality and health and safety standards and continue to deliver a surplus for the Authority. It proposed a growth in staffing at both marinas to enable these objectives. A £300,000 growth budget was included in the 2024/25 budget, but officers were asked to review the proposed restructure and make savings.

The review has now been completed and was presented to Members in October 2024. The impact during 2024/25 is only expected to be £50,000 mainly due to the implementation of the new structure coming late in the financial year. It is estimated that the cost in 2025/26 will be around £160,000.

16 Campsites (£115,000 budget surplus - £688,000 net income)

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

The budget for caravan sales was set prudently as no Authority direct caravan sales could be reasonably foreseen during the year, with an assumption that there would be some commission from customer pre-owned caravan resales. Two direct sales have now been completed and they are reflected in the additional income. More sales are anticipated this year and will be included in future outturn reports when they are confirmed.

Members approved a project to create additional visitor accommodation at Sewardstone Campsite in April (Paper A/4351/24). This project is currently at the planning stage, which once completed will allow for 10 additional holiday home pitches to be built. The sales of 10 new holiday homes on these pitches will generate funds that will be used to finance capital expenditure for new holiday pods and a woodland zone at the campsite. The outturn does not currently include the income from caravan sales, corresponding capital financing or site fees from the new pitches as the delays in planning mean that these are now expected during the 2025/26 financial year.

LEISURE SERVICES CONTRACT

17 Management Fee (£47,000 additional expenditure)

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

In July 2023 Members approved a capital project to refurbish the track wall and safety barrier at Lee Valley VeloPark (Paper A/4340/23). This was originally planned for December 2023 but was pushed back to August 2024. Members approved a loss of income figure of £23,743 based on the December dates (Paper A/4341/23), but the revised timeline has resulted in a reduced loss of income of £18,774, as reported to Executive in September (Paper E/860/24).

The contractor was required to return to complete remedial works in October, for which a loss of income has been agreed with GLL at £8,834. This is expected to be covered by the contractor but is currently shown in the outturn until finalised.

Additional costs have also been incurred for electricity to feeder pillars in Queen Elizabeth Olympic Park that are outside of the red lines of the venues, which includes back dated invoices.

FURTHER MOVEMENTS TO THE GENERAL FUND

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

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

19 Legacy Donation

Members were advised in September that a legacy donation had been left to the Authority. The donation of £268,000 has now been received. Officers are considering an appropriate use of this money and will report back to Members.

Whilst this will initially be classed as a revenue receipt, it has not been included within the General Fund outturn position, but has been ring-fenced pending the decision on its use.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive Committee	E/860/24	Q1 Revenue Budget Monitoring 2024/25	19 September 2024
Authority	A/4346/23	2023/24 Revenue Budget & Levy	18 January 2024
Executive Committee	E/838/24	2023/24 Revenue Budget & Levy	18 January 2024

APPENDIX ATTACHED

Appendix A Detailed outturn forecast

LIST OF ABBREVIATIONS

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

YEAR 2024/25

PERIOD: 07 (October 2024)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
OPERATIONAL SERVICES							
Chief Executive	0	368	368	675	672	-3	(0%)
Corporate Services	-1,247	742	-505	-319	-280	39	12%
Business Support Services	-28	1,174	1,146	2,719	2,721	2	0%
Sport and Leisure	-234	784	550	1,122	1,169	47	4%
Parklands and Open Spaces	-433	2,250	1,817	3,232	3,257	25	1%
Small Venues	-3,439	2,631	-808	-928	-1,073	-145	(16%)
Leisure Services Contract	0	-1,902	-1,902	683	730	47	7%
	-5,381	6,047	666	7,184	7,196	12	0%
FINANCING							
Interest Receivable	-203	0	-203	-200	-300	-100	(50%)
Interest Payable & Bank Charges	0	119	119	1,128	1,136	8	1%
Contributions to/from Earmarked Reserves	0	1,545	1,545	1,547	1,547	0	0%
Financing of Capital Expenditure	0	71	71	71	71	0	0%
Minimum Revenue Provision (Pre-2007)	0	351	351	413	351	-62	(15%)
Minimum Revenue Provision (Ice Centre)	0	570	570	600	570	-30	(5%)
Minimum Revenue Provision (Velo)	0	0	0	64	0	-64	(100%)
Levies on Local Authorities	-6,397	0	-6,397	-10,966	-10,966	0	0%
Marina Growth Provisional Budget	0	0	0	300	50	-250	(83%)
General Contingency	0	0	0	25			
Movement in General Fund				166	-345	-511	(308%)
LSC Expired Voucher Provision					-57		
Provision for Bad Debts					2		
TOTAL MOVEMENT IN GENERAL FUND					-400		

YEAR 2024/25

PERIOD: 07 (October 2024)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance		
	Income	Expenditure	Net			£000s	%	
CHIEF EXECUTIVE								
Chief Executive	0	138	138	243	245	2	1%	
PR / Communications	0	230	230	432	427	-5	(1%)	
TOTAL CHIEF EXECUTIVE	0	368	368	675	672	-3	(0%)	
CORPORATE SERVICES								
Legal Service	0	268	268	549	584	35	6%	
Property Management	-1,246	191	-1,055	-1,462	-1,544	-82	(6%)	
Planning and Strategic Partnerships	0	64	64	158	134	-24	(15%)	
Asset Protection, Maintenance & Development	-1	144	144	298	408	110	37%	
Committee Service	0	75	75	138	138	0	0%	
TOTAL CORPORATE SERVICES	-1,247	742	-505	-319	-280	39	12%	
BUSINESS SUPPORT SERVICES								
Financial Management	0	248	248	536	539	3	1%	
Human Resources Management	0	132	132	232	233	1	0%	
Information Technology	-4	403	399	959	956	-3	(0%)	
Corporate Insurances	-15	239	224	514	514	0	0%	
Audit / Health & Safety	-9	22	13	248	248	0	0%	
Non Distributed Costs	0	26	26	62	62	0	0%	
Corporate Training / Apprenticeships	0	40	40	60	60	0	0%	
Project & Funding Delivery	0	64	64	108	109	1	1%	
TOTAL FINANCIAL SERVICES	-28	1,174	1,146	2,719	2,721	2	0%	
SPORT AND LEISURE								
Events	-185	175	-9	78	83	5	6%	
Sports Development	-20	57	37	107	107	0	0%	
Policy and Performance	0	414	414	712	753	41	6%	
Learning & Engagement Service	-28	89	62	145	146	1	1%	
Community Access	-1	49	48	80	80	0	0%	
TOTAL SPORT AND LEISURE	-234	784	550	1,122	1,169	47	4%	

YEAR 2024/25

PERIOD: 07 (October 2024)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance		
	Income	Expenditure	Net			£000s	%	
PARKLANDS AND OPEN SPACES								
Management								
Operational Management	0	178	178	318	318	0	0%	
Myddelton House Management	-11	254	243	370	368	-2	(1%)	
Parklands								
River Lee Country Park	-39	181	142	361	330	-31	(9%)	
Gunpowder Park	-2	55	52	84	90	6	7%	
Countryside Areas	-109	951	842	1,605	1,654	49	3%	
Abbey Gardens	-2	43	42	86	85	-1	(1%)	
Three Mills	-3	12	9	25	22	-3	(12%)	
East India Dock and Bow Creek	0	15	15	26	28	2	8%	
Leyton Marsh	0	0	0	0	0	0	0%	
Broxbourne Riverside	0	11	11	19	20	1	5%	
Fisheries	-33	31	-2	-73	-97	-24	(33%)	
Visitor Attractions								
Myddelton House	-114	229	114	195	229	34	17%	
Rye House Gatehouse	0	2	2	7	7	0	0%	
Park Projects								
Volunteers	0	31	31	57	57	0	0%	
Biodiversity Management	0	71	71	126	127	1	1%	
Farms								
Lee Valley Farm, Holyfieldhall	-60	176	115	80	73	-7	(9%)	
Initiatives and Partnerships								
King George Reservoir South	-11	10	0	-1	-1	0	0%	
Lee Valley Boat Centre	-41	0	-41	-41	-41	0	0%	
Broxbourne Chalets	-8	0	-8	-12	-12	0	0%	
TOTAL PARKLAND AND OPEN SPACES	-433	2,250	1,817	3,232	3,257	25	1%	
Small Venues								
Lee Valley Marina Springfield	-708	399	-309	-431	-454	-23	(5%)	
Lee Valley Marina Stanstead	-546	490	-56	-21	-28	-7	(33%)	
Lee Valley Waterworks Centre	-2	48	45	79	87	8	10%	
Lee Valley Campsite (Sewardstone)	-530	326	-204	-128	-137	-9	(7%)	
Lee Valley Caravan Park (Dobbs Weir)	-809	483	-326	-343	-350	-7	(2%)	
Lee Valley Leisure Centre Campsite	-403	305	-98	-76	-80	-4	(5%)	
Lee Valley Leisure Centre Golf Course	-98	87	-10	19	10	-9	(47%)	
Almost Wild Campsite	-35	22	-13	-16	-21	-5	(31%)	
Caravan Sales	-308	471	163	-11	-100	-89	(809%)	
TOTAL SMALL VENUES	-3,439	2,631	-808	-928	-1,073	-145	(16%)	

YEAR 2024/25

PERIOD: 07 (October 2024)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
LEISURE SERVICES CONTRACT							
Management Fee	0	-2,036	-2,036	-576	-549	27	5%
LSC Venues Direct Costs	0	134	134	309	329	20	6%
LSC Contingency (Utilities)	0	0	0	950	950	0	0%
TOTAL LSC VENUES AND BUSINESS SUPPORT	0	-1,902	-1,902	683	730	47	7%
TOTAL OPERATIONAL SERVICES	-5,381	6,047	666	7,184	7,196	12	0%



LEE VALLEY REGIONAL PARK AUTHORITY
EXECUTIVE COMMITTEE
19 DECEMBER 2024 AT 10:30

Agenda Item No:

6

Report No:

E/872/24

Q2 CAPITAL PROGRAMME BUDGET MONITORING 2024/25

Presented by Head of Finance

EXECUTIVE SUMMARY

This report summarises capital spending in 2024/25 compared to the current capital programme.

Appendix A to this report provides a financial summary of current schemes within the capital programme and shows that overall capital expenditure for the year-end is currently projected to be £6.286 million, with £0.026 million of capital receipts.

RECOMMENDATION

Members Note: (1) the report.

BACKGROUND

- 1 Authority initially approved the capital programme for 2024/25 at its meeting on 19 January 2023 (Paper A/4330/23). Additional approvals for investment at Lee Valley Campsite Sewardstone (Paper A/4351/24) has updated the programme. This report compares the actual spend with the current programme.
- 2 Where there is a significant variance, resulting in a projected under or over spend for a particular project, a brief explanation for the variance is provided below by the Accountable Officer for that scheme.
- 3 Where slippage is projected and reported, those resources remain earmarked for the particular schemes in question in future years. Where an under spend is reported these savings are added back into capital funds.
- 4 The original annual budget for 2024/25 was **£3.284 million** net expenditure. However, reprofiling due to prior year slippage, along with the inclusion of other identified schemes, has meant the profiled capital budget for 2024/25 is now **£6.875 million**. The projected capital expenditure for the year is **£6.286 million**.

Project phasing and delivery profiling account for the majority of the movement against the original 2024/25 budget profile, with some projects (Hostile Vehicle Mitigation, Middlesex Filter Beds, St Pauls Field, Lee Valley VeloPark Safety Barrier) along with completion of remaining works at Lee Valley Ice Centre scheduled for delivery in 2024/25.

There is also a budget provision for works at East India Dock Basin, which is discussed later in the paper, although as this is not a fully approved project it has not been included in the 2024/25 budget.

SPECIFIC SCHEMES

5 The review of major schemes in 2024/25 is detailed below.

6 Lee Valley Ice Centre Redevelopment

Following the practical completion of Lee Valley Ice Centre in May 2023, and subsequent administration of Buckingham Group Contracting Limited (BGCL) in September 2023, there remained a number of snagging/defects that needed to be remedied.

Members approved the recommendations within Paper E/820/23 to make a claim for the outstanding liquidated damages owed to the Authority, terminate the contract with BGCL and, following the termination, where possible to require BGCL's sub-contractors to remedy defects under collateral warranties and to employ third parties to undertake any remaining outstanding snagging and defect works.

Officers have undertaken all of the above and the process for rectification of the snagging and defects continues to be undertaken and is near completion. The final project cost is forecast to be under the approved budget of £30million, including all the operational fit out costs as well as capitalisation of development borrowing costs.

We haven't had any contact with the administrators since November 2023. A letter was sent to the administrators setting out the Authority's position with regard to BCGL's liability for sums due to the Authority in respect of rectification works and liquidated damages.

Officers will update Members if any further progress with the administrators is made.

7 Lee Valley Ice Centre Funding

The redevelopment of Lee Valley Ice Centre has always been anticipated to be fully funded from external borrowing, with the original strategy one of short-term loans during the construction phase, to be converted to long-term loans on completion. This was subsequently amended to allow greater flexibility with borrowing due to the increase in lending rates.

Officers have continued to adopt the more cash and affordability efficient approach of short-term loans, rather than locking in long-term debt, and have to date borrowed £23 million on terms of up to two years.

Due to the current volatility in rates we have continued with this approach as it gives the Authority greater freedom and flexibility to respond should rates drop. Over the last few weeks we have seen Public Works Loans Board (PWL) long term rates at around **5.5%**. Our Medium Term Financial Forecast is currently based on rates being around **5.00%**, and reducing in line with base rate forecasts. The rates in the short-term market are around **5.00%**, although our current

borrowing is between **4.22% and 5.23%**. It would therefore be prudent to wait for when it may be appropriate to take longer-term borrowing.

Having short-term borrowing also allows us to easily apply and repay loans should we benefit from future capital receipts, without charges that would be associated with repaying long-term loans.

We continue to be supported by the London Borough of Enfield, via the Section 151 Officer, along with their external treasury advisors, Arlingclose, in adopting this approach to borrowing.

The Authority has two loans of £5million each that are due for refinancing in December this year.

We will continue to update Members on borrowing in future quarterly Capital Outturn reports.

8 Asset Maintenance

The Authority has developed an Asset Maintenance (AM) programme across the assets and open spaces that it is directly responsible for. This is a rolling programme of major one-off and planned/cyclical maintenance over a 10 year period. The programme is funded by annual direct contributions from revenue to ensure that the programme is fully funded to cover both lower and higher maintenance years.

The annual AM budget is amended each year to take into account where additional maintenance is required, or is deferred to future years.

The annual AM profiled budget spend is expected to be around £1.4 million, and includes schemes carried over from the prior year. Main areas included in the programme for 2024/25 are:

- replacement Ground Source Heat Pumps at Lee Valley White Water Centre;
- Marina lighting upgrades;
- footpath maintenance throughout the Regional Park, including phased replacement of gold top on Queen Elizabeth Olympic Park;
- repairs to East India Dock Basin river walls;
- bridge maintenance and repairs; and
- Abbey Gardens monastic wall repairs.

Where AM works can be identified as capital in nature, these can then be capitalised, although the revenue funding will be assigned to these schemes so as not to further increase the charge to revenue that would occur with an unfinanced capital spend.

9 Hostile Vehicle Mitigation

This project has seen a number of delays due to both the planning process and a significant increase in material costs. This has seen a significant rise in costs above the current approved budget. The scheme has now been fully redesigned with support from counter terrorism experts and the changes have achieved the project requirements whilst reducing the overall scheme costs. The project has been procured, planning has been granted and works are due to start in early 2025, and complete within this financial year.

10 **Lee Valley Park Farm, Holyfield Hall**

A paper giving an update on the change of operation at the Farm was presented to Members in October (Paper E/825/23). We are still experiencing difficulty in disposing of some machinery relating to the milking parlour, although we have made some headway in selling some machinery bringing in £7,500. However, the remaining equipment, valued at around £7,500, has still had no interest and the Authority may have to consider scrapping this due to the reduction of dairy farms over the last few years. Scrap value is estimated at £1,000 - £2,000.

On the back of this, we have not yet fully invested in all the livestock, fencing, nor the baler, due in part to the delays in the Government rolling out the Stewardship Agreement that the Farm has applied for.

The capital received for the sale of livestock and machinery has been ring-fenced for reinvestment in the Farm, which is now expected to complete in this financial year.

11 **Landscape, Open Spaces and Investment Projects**

Middlesex Filter Beds

Neilcott have now completed the works and practical completion was issued in early August 2024. A new generator has been installed with a steel cage and reinforced locks and systems to stop theft of the generator. A steel bar has been added so it is considered to be impossible to lift the generator out of the compound and the amount of time and kit required to disassemble has increased considerably. New pumps have also been fitted and tested and the site has now been re-wetted. The option of a suitable electric feed is being reviewed with the consultant Pick Everard and we will decide if this is worth continuing to look at. Final minor habitat improvement works were completed during August.

East India Dock Basin (EIDB)

Final sampling points have now been agreed with the Marine Management Organisation (MMO) and Port of London Authority (PLA) and we are seeking value for money options from the consultants to complete this final element of the sampling stage. This will allow the application for a licence to disperse silt into the Thames. The Orchard Wharf planning application has now been submitted and the Authority is commenting in its statutory role as planning consultee. Officers are discussing the S106 and we may seek to put forward a case to ask for S106 to desilt the Basin.

The Authority has also been approached by the London Borough of Tower Hamlets (LBTH) who are working up a project for which they are committing capital funding to deliver a community space/visitor centre with café and toilets. Officers have been considering a proposal to lease an area of land within EIDB where the Authority has considered locating a visitor centre. This could potentially deliver a facility that meets both the Authority's and LBTH objectives and would be funded and managed by LBTH.

The Authority has advised LBTH that any investment on the EIDB site needs to be linked to the wider regeneration of the site i.e. resolving the siltation and restoring the lock gates. LBTH is driving to deliver its investment over the next 18 months and officers are concerned that this timeline may not work alongside the wider considerations for the site. There is also a concern that the budget provision for the facility is insufficient to deliver LBTH's ambition.

Officers are currently in discussions with LBTH and a paper will be brought to Members for consideration when more information is available.

St Pauls Field

The St Paul's Field project will deliver 3.25km of new footpath from Meadgate Road in Nazeing to Dobbs Weir Road. This will open up an area of the Park which has been inaccessible to the public, delivering a countryside and lakeland pathway for pedestrians and cyclists.

Hugh Pearl were the successful company winning the tender to construct the path.

Contractors have started construction and the majority of the path base has now been laid. New fencing has been erected, the fishing platform replacements have started and a new bridge is in the process of being constructed. The project is on track to programme and the projected completion date is still on track for March 2025.

North Wall Road

North Wall Road is north of Lee Valley VeloPark and jointly owned with the London Legacy Development Corporation (LLDC). It is a hard landscape which has had little value for either organisation. We now have a set of RIBA Stage 2 concept designs and a projected cost plan for this site. Further design funding for RIBA Stage 3 and 4 has been secured by LLDC from their Community Infrastructure Levy (CIL) funding and LLDC will manage the next phase of developing this project up to Stages 3 and 4. Officers will report back to Members on the designs, costs and outcome of the further development work in 2025.

12 Venue Investment Projects

Main updates since the last outturn report in May are as follows.

Lee Valley VeloPark Spectator Barrier

The scheme was to remove the current track barrier and handrail around the indoor velodrome track and replace it with a clear perspex screen. This is after a review by UCI into the major incident when a rider and bike traversed the old barrier and injured a spectator during a UCI event held at the velodrome last year. The scheme is now complete, awaiting final payment of contract sums.

Installation was completed between 12 and 29 August 2024, with the loss of income calculated at £18,774 for this revised date.

Leisure Services Contract (LSC) Venues LED Lighting

The installation of LED lighting at the LSC venues has now been completed with just some snagging work to the main pitch floodlights at Lee Valley Hockey & Tennis Centre which is currently being reviewed by Federation of International Hockey.

Lee Valley VeloPark Health & Fitness Offer

The works on conversion of meeting rooms under the concourse at Lee Valley VeloPark to a Gym are largely completed and the facility opened successfully on 1 May 2024. There are still some works required to finalise the external areas which will continue over the next few months as planning permission is required. A design has been developed and dialogue with the LB Newham has started.

The works have now been completed to create two flexible enclosed meeting pods on the main concourse of the arena next to the café.

As with the LED lighting projects, this is being procured and delivered by Greenwich Leisure Limited (GLL) with the Authority providing the funding, with the costs falling due following completion of works once invoiced.

Sewardstone Campsite Investment

Members approved an investment scheme at Sewardstone (Paper A/4351/24) which involved a three phase project of:

- expansion of static pitches;
- creation of outdoor learning and activity zone; and
- four unique hotel pods.

The separate phases are dependent on the completion of the first phase, and will be fully self-funded from the sale of holiday homes.

We are in the process of drawing together the required reports to obtain planning consent. The Preliminary Ecological Appraisal identified the need for further protected species surveys, which as a material consideration need to be undertaken prior to submitting the application. A Biodiversity Net Gain Assessment has also been completed as part of the application process. This is for the creation of ten additional hard standing pitches, together with the hotel pods and associated facilities.

CAPITAL RECEIPTS

- 13 We expect to receive a small receipt from disposal of encroached land at Hawes Lane, Waltham Abbey (as set out in Paper E/840/24), which is expected imminently as Secretary of State consent to the disposal is currently in hand. Once received, it will be added to the general usable capital receipts reserve.

ENVIRONMENTAL IMPLICATIONS

- 14 There are no direct environmental implications arising from the recommendations in this report. However, within each project a full evaluation of environmental implications is undertaken and reported to Members as part of the overall project brief.

EQUALITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 16 A variance during the year on the capital programme can result in additional/reduced investment income being earned in the year as cash balances deposited in the Authority's approved bank accounts change.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 19 Failure to deliver a capital project within an agreed timescale could lead to adverse publicity. It may also mean that the Authority fails to achieve its corporate objectives within the time span that was originally anticipated and/or result in revenue budget variations as part of the Medium Term Financial Plan where the investment is intended to generate new income streams.

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APPENDIX ATTACHED

Appendix A Capital Monitoring 2024/25 Q1 Outturn

PREVIOUS COMMITTEE REPORTS

Executive Committee	E/854/23	Q4 Capital Programme Budget Monitoring 2023/24	23 May 2024
Executive Committee	E/842/24	Q3 Capital Programme Budget Monitoring 2023/24	29 February 2024
Authority	A/4348/24	Proposed Capital Programme 2023/24 (Revised) to 2027/28	18 January 2024
Executive Committee	E/828/23	Q2 Capital Programme Budget Monitoring 2023/24	23 November 2023
Executive Committee	E/817/23	Q1 Capital Programme Budget Monitoring 2023/24	21 September 2023
Executive Committee	E/810/23	Q4 Capital Programme Budget Monitoring 2022/23	24 May 2023

ABBREVIATIONS

AM	Asset Maintenance
LLDC	London Legacy Development Corporation
MMO	Marine Management Organisation
PLA	Port of London Authority
RIBA	Royal Institute of British Architects
LSC	Leisure Services Contract
BGCL	Buckingham Group Contracting Ltd
UCI	Union Cycliste Internationale
EIDB	East India Dock Basin
LBTH	London Borough of Tower Hamlets
GLL	Greenwich Leisure Ltd

LEE VALLEY REGIONAL PARK AUTHORITY
CAPITAL PROGRAMME MONITORING 2024/25 QUARTER 2

Project Name	Full Scheme Budget £000s	Prior Years Spend To Date £000s	Profiled Budget 2024/25 £000s	Actual to 30 Oct 2024 £000s	Projected Outturn at 31/03/2025 £000s	Projected Variance 2024/25 £000s	Comment
ANNUAL EARMARKED RESERVES							
Biodiversity Action Plan	-	-	75	12	62	-13	Programme Delivery Profiling
IT Infrastructure & Communications	-	-	140	131	153	13	Programme Delivery Profiling
Asset Management	-	-	1,350	426	1,407	57	Programme Delivery Profiling
PROJECT SPECIFIC BUDGETS							
Lee Valley Ice Centre Redevelopment	30,000	28,832	1,168	165	791	-377	Programme Delivery Profiling
Olympic Park Hostile Vehicle Mitigation	495	22	473	82	365	-108	Revised Project Cost
White Water Pumps Replacement	1,040	1,034	6	14	14	8	Final Retention - Scheme Complete
Holyfieldhall Farm Operational Change	155	59	96	26	96	0	In progress
LANDSCAPE, OPEN SPACE & INVESTMENT PROJECTS							
East India Dock Basin - Feasibility & Surveys	125	94	31	0	32	1	In progress
East India Dock Basin - De-silting works	0	0	0	0	0	0	Provisional Budget of £0.5m
Middlesex Filter Beds Sluice	240	0	240	63	240	0	Slippage/In Progress
St Pauls Field (inc Feasibility)	450	75	375	27	360	-15	In progress
North Wall Road	60	47	0	8	0	0	On target
VENUES INVESTMENT PROJECTS							
Non-Sports Venues							
Workshop Extension (Springfield)	100	0	100	0	0	-100	Deferred
Scout Hut Refurbishment (Springfield)	50	0	50	0	0	-50	Deferred
Sewardstone Development	450	0	450	0	450	0	In the planning process
Sports Venues							
WhiteWater - Offices/Meeting Rooms	500	519	0	13	13	13	Final Retention - Scheme Complete
WhiteWater - Slalom Ramp	340	371	0	9	9	9	Final Retention - Scheme Complete
LSC LED Lighting	1,522	0	1,522	1,088	1,366	-156	In Progress
Velo Spectator Barrier	300	9	291	209	290	-1	Scheme Complete - awaiting payment
Velopark Health & Fitness Offer	508	0	508	1	508	0	Scheme Complete - awaiting payment
Land Disposal Costs							
Rammey Marsh West	0	57	0	20	130	130	In progress
TOTAL PROGRAMME			6,875	2,294	6,286	-589	
Capital Receipts							
Holyfieldhall Farm Livestock/Machinery	-200	-195	-15	-8	-10	5	In Progress
Land at Hawes Lane	-16	0	-16	0	-16	0	In Progress
TOTAL INCOME			(31)	(8)	(26)	5	
CAPITAL PROGRAMME FINANCING							
Debt			1,476		1,099		
External Grant Funding			200		200		
Revenue Contribution			521		521		
AM Reserve			1,350		1,407		
Earmarked Reserves			215		215		
Retained in Revenue			0		130		
Capital Receipts			3,113		2,714		
TOTAL FINANCING			6,875		6,286		



LEE VALLEY REGIONAL PARK AUTHORITY
EXECUTIVE COMMITTEE
19 DECEMBER 2024 AT 10:30

Agenda Item No:

7

Report No:

E/873/24

FEES & CHARGES REVIEW 2025/26

Presented by the Corporate Director

EXECUTIVE SUMMARY

Fees and charges are reviewed annually as part of the budget process. This report sets out the proposed charges for 2025/26 for the sites and services that are within the direct control of the Authority:

- Myddelton House & Gardens;
- Green Spaces;
- Car Parking;
- Learning & Engagement;
- Campsites;
- Golf Course;
- Marinas;
- Allotments; and
- Access to Information fees.

RECOMMENDATION

Members Approve: (1) the Authority's proposed 2025/26 fees and charges as summarised in paragraphs 7-15 and set out in detail in Appendix A to this report.

BACKGROUND

- 1 The updated fees and charges policy was approved by Members at Authority in October 2022 (Paper A/4324/22).
- 2 The Authority's approach to fees and charges is based on its business philosophy of being *community focused and commercially driven*. Pricing is reviewed annually to consider inflation, historic performance, customer feedback, the competitive market and comparators. Pricing is set at the market level. Concessionary groups identified in the policy are eligible for discounts, and mechanisms such as the Community Access Fund (CAF) can be used to provide targeted support to key groups to encourage access.
- 3 The annual review of fees and charges feeds into the budget process, directly impacting income and therefore the levy.

- 4 As set out in the fees and charges policy, the Retail Price Index (RPI) as of September is used as the basis for price changes before considering market factors. The RPI for September stood at 2.7% (CPI 1.7%). This was a temporarily lower rate of inflation, with August's RPI at 3.5% and October's at 3.4%.
- 5 This year's review of fees and charges has been a balance between increasing prices in line with inflation, whilst being cognisant of each venue and service's market and customers, and the cost of living. Whilst increases have generally been in line with inflation, there are products where we believe the market will not take these increases and proposed prices have been set at a level that we believe will generate the most income through optimum take up and occupancy.
- 6 Appendix A to this report sets out proposed charges for the financial year 2025/26 for sites and services operated by the Authority. On average prices have been increased by 2.8%. When each increase is applied to the base budget this is forecast to increase the relevant income budgets by approximately 3.8% (£139,000). This has been built into the medium term financial forecast. The full explanations of the charges are included in Appendix A to this report; a summary of these is given in paragraphs 7-15.

EXPLANATION OF CHARGES

7 MYDDELTON HOUSE & GARDENS

- Private guided walks and guided tours delivering 'Walking in the Footsteps of Bowles' will be re-introduced now that we have a Head Gardener.
- A group fee for guided walks is being introduced to cater for coach parties and groups to take a larger group on a botanical tour.
- Wreath making has been introduced and the Head Gardener will manage this trial.
- Events and Wedding charges are proposed to rise in line with inflation. Various different spaces have been costed according to demand, capacity and attractiveness and continue to be monitored for interest.
- Hire of the courtyard gallery space has been increased significantly as the gallery area has been made larger and more attractive. Prices have been increased by more than inflation as this is a popular hire out space.
- Car Park charges are proposed to remain the same as income from parking has not increased in the last year and we are keen to encourage more visitors.

8 GREEN SPACES

- Interest in Community Event bookings has dropped off slightly, with many community organisations experiencing financial challenges. To support this, we have frozen fees and charges for small and medium community events, and for larger community events increased by less than inflation. Commercial event fees and charges will increase in line with inflation.
- Workshop Events - following price increases in recent years we propose a price freeze to encourage uptake.
- Guided Walks - we have re-started group guided walks led by Rangers and the Biodiversity team. We propose to keep the price at £3.50 per head while we build interest and are conscious that volunteer led events are free of

charge so do not want to price too high.

9 CAR PARKING

- The overall average increase in parking charges is in line with inflation
- The price of permits is being frozen after an increase last year. As new car parks are added to the parking contract the permits will also include these, so we anticipate a future price increase in line with a greater choice of locations.
- We propose an increase in parking charges that is slightly above inflation once fees have been rounded.

10 LEARNING & ENGAGEMENT

- Due to current fees being at the top end of the market, and feedback from schools that they are struggling with limited budgets and also parents' ability to pay due to the cost of living crisis, there is a real risk of schools looking for alternative providers. It is proposed that a modest, slightly lower than inflation, increase be introduced for 2025/26.

11 CAMPSITES

- We have generally proposed price increases in line with inflation where we believe that the market can take them.
- Holiday home pitch fees have been increased above inflation as demand is strong.
- We propose price freezes for cabins, cocoons, wigwams and safari tents to maintain the current occupancy levels. The safari tents are not expected to achieve income targets this year and require refurbishment to bring them up to the standard to compete with similar accommodation. The cabins, cocoons and wigwams are looking tired and will need to be replaced with newer products over the next few years.
- At Almost Wild Campsite occupancy levels have dropped from last year and we have had to offer discounts and promotions. The product is very responsive to weather and there is new competition in the area. We propose to reduce prices with the aim of bringing occupancy levels back up, which will enable us to benefit from secondary spend. There is demand for site hire and the price has been increased significantly.
- The wi-fi service for customers has not performed as expected, with issues over reliability. We propose a price freeze while these issues are resolved and we build up a solid customer base.
- After significant increases in caravan storage fees at Dobbs Weir in recent years we have been unable to fill all the spaces. We propose a price freeze to help fill these vacant spaces.
- We propose freezing the charge for car parking spaces at Dobbs Weir as we currently have vacant spaces that we are aiming to fill. We are concerned that if we increase prices customers may choose to not pay for a space and use the public car park that is already over-used.
- Pods, Air BnB accommodation and Lodges are being marketed and sold through Hoseasons who set optimum dynamic pricing based on the market, so are not included in this list. These products are performing well through Hoseasons where we benefit from the exposure of over 200,000 hits per day on their website and links to other major third party booking engines. We anticipate further improvements next year as we take advantage of

more of the benefits they offer.

12 GOLF COURSE

- All fees and charges are proposed to increase, generally in line with inflation. This reflects good levels of demand.
- In line with the fees and charges policy, the concession rate for non-members gives a discount of 40% compared to the standard price.

13 MARINAS

- At both marinas we propose increasing moorings in line with inflation – demand is good with waiting lists so we are confident that the market can take these increases despite competition with better facilities.
- The temporary mooring rate at Springfield, which is used for customers who are staying whilst they have work completed on their boat, is being increased below inflation. This fee is considered high and has put off some customers.
- The powerwash rate at Springfield has been frozen as customers are using their own pressure washers instead, which is not allowed, but is hard to police, so we are aiming to encourage them to use the service.
- Use of the slipway at both marinas has reduced over time as leisure boat use has decreased. The price has been increased at Springfield following a reduction in previous years when access to the site was harder due to the state of Sandy Lane. This has now improved, and although demand is low it is believed that this is not due to pricing, and customers will pay this amount for the service. At Stanstead we propose a price freeze as they have had little use due to the awkward access to the water caused by silt, weeds and the island, and feedback from customers when applying has been that the price is high.
- Both marinas will freeze pump out and elsan disposal charges to encourage customers to use these services, which can bring customers into the chandlery for secondary spend.
- At Springfield trailer storage has been increased above inflation in line with what the market will take.
- The craning charges at Stanstead are based on boat size. These have been reviewed based on the costs involved and simplified. The ‘from’ prices (for the smallest boats) are shown in the table, but the percentage change figure reflects the overall average change across all boat sizes.

14 ALLOTMENTS

- In recent years we have benchmarked with London boroughs, and especially the neighbouring boroughs of Haringey and Waltham Forest which is where most of our plot holders live.
- It is our intention to stay aligned with pricing in neighbouring boroughs.
- The proposed fees and charges increase is in line with inflation.

15 ACCESS TO INFORMATION

Since setting these fees in 2013 they have not yet been applied to a relevant request. As the current fees and charges will cover the associated costs it is recommended that these charges are kept at the same level for 2025/26.

16 IMPLEMENTATION

The approved fees and charges will generally come into effect from 1 April 2025, but will be dependent on seasonal opening and operating periods. The estimated impact of the approved fees and charges will be incorporated into the 2025/26 Budget and Levy proposals.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

18 Estimated income from the proposed fees and charges will be incorporated within the budget setting process for 2025/26 and monitored monthly, with quarterly monitoring reported to Members. The proposed changes to fees and charges are anticipated to generate an additional £139,000 in 2025/26.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

21 The Authority's net budget and therefore Levy depends on income generated from fees and charges. Income can be adversely or favourably affected by weather, market demand factors and pricing in the wider economy as a whole. To mitigate this risk it is important that reserves are set aside at a prudent level and that business interruption insurance is in place.

EQUALITY IMPLICATIONS

22 The Authority's Fees and Charges Policy sets out criteria to ensure access to services are available to disadvantaged groups through a concessionary pricing structure that considers income and ability to pay.

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PREVIOUS COMMITTEE REPORTS

Executive Committee	E/823/23	Fees and Charges Review 2024/25	23 November 2023
Executive Committee	E/791/22	Fees and Charges Review 2023/24	15 December 2022

Authority	A/4324/22	Fees and Charges Policy	20 October 2022
Executive Committee	E/746/21	Fees and Charges Review 2022/23	16 December 2021
Executive Committee	E/717/21	Fees and Charges Review 2021/22	25 March 2021
Executive Committee	E/705/20	Fees and Charges Review 2021/22	17 December 2020

APPENDIX ATTACHED

Appendix A Proposed Authority Fees and Charges 2025/26

LIST OF ABBREVIATIONS

the Authority	Lee Valley Regional Park Authority
RPI	Retail Price Index

MYDDELTON HOUSE

Market Dynamics

- Myddelton House is primarily office accommodation for Lee Valley Regional Park Authority.
- Two meeting rooms and kitchen space are not used at weekends but are occasionally rented out for use on a daily basis – often partners for an agreed one-off fee.
- The two rooms are still licenced for weddings and marketing continues to be sporadic in success due in the main to being too small.
- The hard standing behind the main house is also an option for a marquee and services can be taken from either the main house or the Billiard Room. This could also be an offer for a potential hire out space for a larger reception or event. Prices have been developed for this area as further interest has been shown again for other types of event.
- The two meeting rooms can also be offered out for external hire to generate income.
- The House and Gardens teams continue to work together to manage any hire out options.
- All hire out activity will be as a dry hire and customers hiring will need to arrange all other suppliers for their event.

Financial information

Year	Operational Income	Net operational (income) / expenditure*
2022/23 Actual	(£14,300)	n/a
2023/24 Actual	(£21,900)	n/a
2024/25 Budget	(£15,500)	n/a
2024/25 Actual (forecast at P6)	(£20,000)	n/a

* Expenditure is included within the cost centre of Myddelton House as Head Office, and cannot be easily split out for hire activity

Proposed charges

- Prices have been increased in line with inflation.

MYDDELTON HOUSE

All charges per hire out except where otherwise stated		2024/25 Fee	Proposed Fee 2025/26	% Increase
Wedding Hire Myddelton House	Day rate - 9am to 11pm	£1,800.00	£1,870.00	3.9%
Wedding Hire Hard standing behind House	Day rate – 9am to 11pm	£1,800.00	£1,870.00	3.9%
Commercial Hire Hard standing behind House	Day rate - 9am to 11pm	£2,700.00	£2,800.00	3.7%
Room Hire (week rate)	1 Hour hire rate 9pm to 5pm	£53.00	£55.00	3.8%
Room Hire (week rate)	1 Hour hire rate 5pm to 11pm	£80.00	£83.00	3.8%
Room Hire (weekend rate)	1 Hour hire rate 9am to 5pm	£80.00	£83.00	3.8%
Room Hire (weekend rate)	1 Hour hire rate 5am to 11pm	£125.00	£130.00	4.0%
Audio Visual Package: TV monitor	Full Day	£105.00	£109.00	3.8%
	Half Day	£53.00	£55.00	3.8%
Flipchart Pad and Pen	Per Flipchart	£23.00	£24.00	4.3%
Tea/Coffee	Per Head (unlimited)	£1.90	£2.00	5.3%
Biscuits	Per Head	£1.00	£1.05	5.0%

MYDDELTON HOUSE GARDENS

Market Dynamics

- The Heritage Lottery Funding agreement has now expired, officers feel the Gardens should remain free to access for the public as this generates more income in the Café. Introducing visitor charges would reduce footfall and cause issues for the Café.
- Officers feel this model suits the operation well as it encourages secondary spend in the visitor centre and repeat visits. Parking on site is charged for at the rates set out below.

Financial information

Year	Operational Income	Net operational (income) / expenditure*
2022/23 Actual	(£34,500)	£135,500
2023/24 Actual	(£33,700)	£137,300
2024/25 Budget	(£45,000)	£157,800
2024/25 Actual (forecast at P6)	(£32,000)	£181,000

* Figures do not include operational income and operational cost for catering

Proposed charges

- Private Guided Walks / Guided tours delivering Walking in the footsteps of Bowles will be re-introduced now that we have a Head Gardener.
- A group fee for guided walks is being introduced to cater for coach parties and groups to take a larger group on a botanical tour.
- Wreath making has been introduced and the new Head Gardener will manage this trial.
- Events and Wedding charges are proposed to rise in line with inflation. Various different spaces have been costed according to demand, capacity and attractiveness and continue to be monitored for interest.
- Hire of the courtyard gallery space has been increased significantly as the gallery area has been made larger and more attractive. Prices have been increased by more than inflation as this is a popular hire out space.
- Car Park charges are proposed to remain the same as income from parking has not increased in the last year and we are keen to encourage more visitors.
- If an activity has an * against it this means it is currently not running but will possibly run in the future.

MYDDELTON HOUSE GARDENS

		2024/25 Fee	Proposed Fee 2025/26	% Increase
All charges per person except where otherwise stated				
Garden Entry	Entrance to the gardens at all times	£0.00	£0.00	N/A
Group guided Walks/Group Tours (max 20 people)		N/A	£7.00	N/A
Walking in The Footsteps of Bowles (4 times a year max 15 people)		£15.00	£15.50	3.3%
Events	Music and Theatre	£15.00	£15.50	3.3%
	Entry on the door	£17.00	£17.50	2.9%
	*Pumpkin Carving	£6.00	£6.00	0.0%
	Wreath Making	N/A	£50.00	N/A
	*Plant hunters Fair (e.g. Snowdrop Day etc)	£6.00	£6.50	8.3%
Weddings	*Wedding site hire (Day) (Bowling Green Lawn)	£1,800.00	£1,900.00	5.6%
	*Wedding site hire (Day) (New River Lawn)	£1,600.00	£1,700.00	6.3%
	*Wedding site hire (Day) (Ark Lawn)	£1,000.00	£1,100.00	10.0%
	*Wedding photographs	£300.00	£350.00	16.7%
Courtyard Gallery/Charity/Display Space	Garage Space weekday (Day)	£30.00	£40.00	33.3%
	Garage Space weekend (Day)	£37.00	£45.00	21.6%
	Stable Space weekday (Day)	£32.00	£45.00	40.6%
	Stable Space weekend (Day)	£37.00	£50.00	35.1%
Courtyard Space Commercial	Garage Space weekday (Day)	£55.00	£60.00	9.1%
	Garage Space weekend (Day)	£65.00	£70.00	7.7%
	Stable Space weekday (Day)	£55.00	£60.00	9.1%
	Stable Space weekend (Day)	£65.00	£70.00	7.7%
Car Park charges	Cars	£3.00	£3.00	0.0%
	Minibuses (under 16 seats)	£13.00	£13.00	0.0%
	Coaches	£27.00	£27.00	0.0%
	EA Bowles Society Annual Pass	£22.00	£22.00	0.0%
	Annual Pass	£32.00	£35.00	9.4%

LEE VALLEY GREEN SPACES

Market Dynamics

- Lee Valley Regional Park is a 26 mile stretch made up of a diverse mix of countryside, urban green spaces, country parks, nature reserves and riverside trails. Opportunities for generating income such as licensing, entry fees, festivals, events and hires are ways in which funding from the private sector and users of green spaces can be sourced.
- Generating additional income provides long-term investment and can encourage the involvement of local businesses.

Financial information

Year	Operational Income	Net operational (income) / expenditure*
2022/23 Actual	(£118,200)	n/a
2023/24 Actual	(£120,800)	n/a
2024/25 Budget	(£111,000)	n/a
2024/25 Actual (forecast at P6)	(£144,000)	n/a

* Income is from various cost centres (open spaces and events) and relevant expenditure cannot be easily split out

Proposed charges

- **Workshop Events**
Following price increases in recent years we propose a price freeze to encourage uptake.
- **Guided Walks**
We have re-started group guided walks led by rangers and the biodiversity team. We propose to keep the price at £3.50 while we build interest, and are conscious that volunteer led events are free of charge so do not want to price too high.
- **Events**
Interest in Community Event bookings has dropped off slightly, with many community organisations experiencing financial challenges. To support this, we have frozen fees and charges for small and medium community events, and for larger community events increased by less than inflation. Commercial event fees and charges will increase in line with inflation.

LEE VALLEY GREEN SPACES

			2024/25 Fee	Proposed Fee 2025/26	% Increase
Licenses	Commercial Dog Walker	Annual Licence per walker	£300	£310.00	3.3%
	Commercial Dog Training	Annual for weekly activity per site	£250-£1100	£250-£1100	0.0%
	Commercial Fitness Classes	Per session, per trainer	£22.00	£25.00	13.6%
In House Events and Activities	Workshop Events	Half Day	£25.00	£25.00	0.0%
		Full Day	£50-100	£50-£100	0.0%
	Guided Walks - Ranger / Biodiversity led	Per person	£3.50	£3.50	0.0%
Community Events	Damage Deposit		Dependent on scale of event	Dependent on scale of event	N/A
	Non-refundable deposit		25% of total hire fire	25% of total hire fire	N/A
	Small Event - Basic Hire Fee (up to 500 people)	Per day	£545.00	£545.00	0.0%
	Medium Event - Basic Hire Fee (500 - 1999 people)	Per day	£1,363.00	£1,363.00	0.0%
	Large Event (1) - Basic Hire Fee (2000 – 3499 people)	Per day	£2,580.00	£2,626.00	1.8%
	Large Event (2) – Basic Hire Fee (3500 – 4999 people)	Per day	£3,800.00	£3,868.00	1.8%
	Large Event (3) – Basic Hire Fee (over 5000 people)		By Negotiation	By Negotiation	N/A
	Additional Rig Day		50% of Event Day hire fee	50% of Event Day hire fee	N/A
Commercial Events	Small Event – Basic Hire Fee (up to 499 people)	Per day	£1,000.00	£1,036.00	3.6%
	Medium Event - Basic Hire Fee (500 – 1999 people)	Per day	£2,312.00	£2,395.00	3.6%
	Large Event (1) - Basic Hire Fee (2000 – 3499 people)	Per day	£3,998.00	£4,142.00	3.6%
	Large Event (2) - Basic Hire Fee (3500 – 4999 people)	Per day	£5,623.00	£5,825.00	3.6%
	Large Event (3) – Basic Hire Fee (over 5000 people)		By Negotiation	By Negotiation	N/A
	Car Boot Sales		New	£550.00	N/A
	Fun Fairs		New	£700.00	N/A
Memorials	Rig Day Hire Fee		50% of Event day hire fee	50% of Event day hire fee	N/A
	Damage Deposit		Dependent on scale of event	Dependent on scale of event	N/A
	WDC Memorial Duck Engraving		£250	£300.00	20.0%
<i>We offer a range of memorial options starting with memorial engravings through to plaques, benches and tree option and differing timescale of memorial. These start at £300 for a basic engraving but are then priced depending on individual requirements and wishes.</i>					

LEE VALLEY CAR PARK CHARGES

Market Dynamics

- Charging in open space car parks is managed in partnership with Parking Eye who won the competitive tender process in 2021.
- Part of the contact offering makes most of the car parks automated and controlled via APNR technology removing much of the human element out of the parking process and customers are now required to pay on exiting rather than arrival. New machines to help streamline the payment process have also been installed whilst PayByPhone and Parking Eye's pre-payment option Evology Pay to Park are alternative options.
- We have budgeted this year to install the necessary infrastructure to install parking machines at additional locations, which will then be included in the car parking contract when re-tendered next year.
- Broxbourne still currently manage the former Lido car park under a separate lease outside of the main car park management contract and these car park charges are set by and reflect the Broxbourne car parking charges they set on an annual basis.

Financial information

Year	Operational Income	Net operational (income) / expenditure
2022/23 Actual	(£190,000)	(£186,600)
2023/24 Actual	(£184,300)	(£180,300)
2024/25 Budget	(£186,000)	(£158,000)
2024/25 Actual (forecast at P6)	(£186,000)	(£148,000)

Proposed charges

- The overall average increase in parking charges is in line with inflation
- The price of permits is being frozen after an increase last year. As the new car parks are added to the parking contract the permits will also include these, so we anticipate a future price increase in line with a greater choice of locations.
- We propose an increase in parking charges that is slightly above inflation once fees have been rounded.
- As agreed previously the Authority absorbs any additional payment for the use of Apps and phones thereby not passing these costs on to the public which will minimise one source of complaints.

CAR PARK CHARGES				
		2024/25 Fee	Proposed Fee 2025/26	% Change
Annual Permits		£80.00	£80.00	0.0%
Annual Club and Angling Permits		£25.00	£25.00	0.0%
Pindar Cheshunt Broxbourne Mill & Meadows Gunpowder Park Hooks Marsh Waltham Abbey Gardens Clayton Hill Cornmill Meadows Fishers Green	Up to 1 Hour	£1.30	£1.40	7.7%
	Up to 2 hours	£2.50	£2.60	4.0%
	Up to 3 hours	£3.75	£4.00	6.7%
	Up to 4 hours	£5.00	£5.25	5.0%
	Over 4 hours	£6.00	£6.00	0.0%

LEE VALLEY LEARNING & ENGAGEMENT TEAM

Market Dynamics

- The Learning & Engagement Team provides outdoor learning programmes to over 6,000 people (on average) of all ages and abilities annually from across the region. The Service works with all ages from pre-school to adults. Primary schools provide by far the majority of the income.
- Learning & Engagement usage comes from our outdoor learning programmes engaging schools, colleges, pre-schools and youth groups. The aim of the Team is to engage people in the Park and outdoor activity, whilst raising the profile and future support for the Park by introducing the public to the Park's biodiversity and venues.
- A key focus for the service has been to engage a wider range of ages and more hard to reach community groups and SEN clients, and encourage them to use the Park and wider services as a gateway to health and wellness.
- The Team has a strong customer base of schools and other community groups.
- The Service has higher charges than other providers in the area (London Wildlife Trust, Hudnall Park, RHS Hyde Hall and RSPB Rye Meads, as examples).
- Nearly all delivery to schools are full day programmes (only a handful of shorter programmes) so customers are already paying more on average than they did in the past when attending half days.
- Schools have fed back that their budgets are under immense pressure, with parents feeling the cost of living crisis and coach company fees increasing due to fuel price and other rising costs.
- Officers raised valid concerns that customers might seek alternative provision due to price comparisons with other similar outdoor learning providers
- The quality of the delivery spaces and access to good toilet provision has diminished when compared to other providers, therefore this needs to be considered with any potential fees and charges increases
- Using the Community Access Fund (CAF) fund to support access for those in deprived areas across the region by covering coach costs so they only pay session fees has proved very successful. However in the current climate many schools not eligible for the CAF funds are still struggling to get sufficient parental contributions to pay for visits. CAF funding returned to normal levels in 24/25 after a temporary reduction in 23/24 to help balance the Authority's budget.

Financial information

Year	Operational Income	Net operational (income) / expenditure
2022/23 Actual	(£32,100)	£124,000
2023/24 Actual	(£26,100)	£126,300
2024/25 Budget	(£28,000)	£145,000
2024/25 Actual (forecast at P6)	(£28,000)	£145,400

Proposed charges

- Due to current fees being at the top end of the market, and feedback from schools that they are struggling with limited budgets and also parents' ability to pay due to the cost of living crisis, there is a real risk of schools looking for alternative providers. It is proposed that a modest, slightly lower than inflation, increase be introduced for 2025/26.

LEARNING & ENGAGEMENT TEAM

		2024/25 Fee	Proposed Fee 2025/26	% Change
Standard park based schools programme	Half day price for 30 students	£205	£210	2.4%
	Full day price for 30 pupils	£285	£290	1.8%
Special rates for SEN and youth groups (Minimum charge for 10 SEN, minimum charge for 15 youth)	Half Day per participant	£6.90	£7.05	2.2%
	Full Day per participant	£9.50	£9.70	2.1%

LEE VALLEY CAMPSITES

Market Dynamics

- The generally wetter spring and summer has had an impact on occupancy across the campsites, mostly impacting touring customers.
- Last year's expansion of the ULEZ zone has meant that Edmonton Campsite is now just inside the zone, whereas Sewardstone is just outside. Dobbs Weir and Almost Wild are comfortably outside. The initial negative impact on bookings at Edmonton and positive impact at Sewardstone has become less significant over time.

Financial information

	Year	Operational Income	Net operational (income) / expenditure
Sewardstone	2022/23 Actual	(£503,000)	£10,800
	2023/24 Actual	(£675,200)	(£111,900)
	2024/25 Budget	(£717,500)	(£128,200)
	2024/25 Actual (forecast at P6)	(£704,000)	(£121,900)
Dobbs Weir	2022/23 Actual	(£840,800)	(£132,000)
	2023/24 Actual	(£926,600)	(£116,600)
	2024/25 Budget	(£1,119,300)	(£342,500)
	2024/25 Actual (forecast at P6)	(£1,120,000)	(£351,500)
Edmonton	2022/23 Actual	(£497,300)	(£66,700)
	2023/24 Actual	(£608,400)	(£102,400)
	2024/25 Budget	(£559,800)	(£75,600)
	2024/25 Actual (forecast at P6)	(£570,100)	(£71,300)
Almost Wild	2022/23 Actual	(£41,600)	(£9,600)
	2023/24 Actual	(£51,600)	(£19,300)
	2024/25 Budget	(£54,100)	(£15,600)
	2024/25 Actual (forecast at P6)	(£50,600)	(£21,600)

Proposed charges

- We have generally proposed price increases in line with inflation where we believe that the market can take them.
- Holiday home pitch fees have been increased above inflation as demand is strong.
- We propose price freezes for cabins, cocoons, wigwams and safari tents to maintain the current occupancy levels. The safari tents are not expected to achieve income targets this year and require refurbishment to bring them up to the standard to compete with similar accommodation. The cabins, cocoons and wigwams are looking tired and will need to be replaced with newer products over the next few years.
- At Almost Wild Campsite occupancy levels have dropped from last year and we have had to offer discounts and promotions. The product is very responsive to weather and there is new competition in the area. We propose to reduce prices with the aim of bringing occupancy levels back up, which will enable us to benefit from secondary spend. There is demand for site hire and the price has been increased significantly.
- The wi-fi service for customers has not performed as expected, with issues over reliability. We propose a price freeze while these issues are resolved and we build up a solid customer base.
- After significant increases in caravan storage fees at Dobbs Weir in recent years we have been unable to fill all the spaces. We propose a price freeze to help fill these vacant spaces.
- We propose freezing the charge for car parking spaces at Dobbs Weir as we currently have vacant spaces that we are aiming to fill. We are concerned that if we increase prices customers may choose to not pay for a space and use the public car park that is already over-used.
- Pods, Air BnB accommodation and Lodges are being marketed and sold through Hoseasons who set optimum dynamic pricing based on the market, so are not included in this list.
- Where customers choose to pay annual pitch fees by Direct Debit (DD), the sum of the monthly DD payments will total 6.45% more than the annual sum agreed. This additional charge covers the administrative costs of managing DD payments.

LEE VALLEY CAMPSITE – SEWARDSTONE				
		2024/25 Fee	Proposed Fee 2025/26	% Change
Low Season Prices (per night)	Pitch Fee Minimum Charge	£19.00	£19.50	2.6%
	Adult	£9.50	£10.00	5.3%
	Junior – Under 18	£5.25	£5.50	4.8%
	Backpacker	£13.00	£13.50	3.8%
	Cocoon - 2 people	£36.00	£36.00	0.0%
	Woodland Cabin – 4 People	£53.00	£53.00	0.0%
Mid-Season Prices (per night)	Pitch Fee Minimum Charge	£24.00	£24.50	2.1%
	Adult	£12.00	£12.50	4.2%
	Junior – Under 18	£6.25	£6.50	4.0%
	Backpacker	£15.00	£15.50	3.3%
	Cocoon - 2 people	£42.00	£42.00	0.0%
	Woodland Cabin – 4 People	£63.00	£63.00	0.0%
High Season Prices (per night)	Pitch Fee Minimum Charge	£32.00	£32.50	1.6%
	Adult	£16.00	£16.50	3.1%
	Junior – Under 18	£7.25	£7.50	3.4%
	Backpacker	£17.00	£17.50	2.9%
	Cocoon - 2 people	£42.00	£42.00	0.0%
	Woodland Cabin – 4 People	£63.00	£63.00	0.0%
Additional Charges	Service pitch charge	£7.50	£7.75	3.3%
	Awning	£4.50	£4.65	3.3%
	Dog	£3.50	£3.75	7.1%
	Day visitors - adult	£6.50	£6.75	3.8%
	Large Tent Surcharge	£13.50	£14.00	3.7%
	Premium Pitch	£5.50	£5.75	4.5%
	Wifi Charge (per month)	£25.00	£25.00	0.0%
Early Arrival / Late Departure (subject to availability)	Low Season	£11.00	£11.50	4.5%
	Mid-Season	£13.00	£13.50	3.8%
	High Season	£15.00	£15.50	3.3%
	Late Arrival	£40.00	£41.00	2.5%
Holiday Homes Pitch Fee	Standard Pitch	£3,470.00	£3,645.00	5.0%
	Premium	£3,800.00	£3,990.00	5.0%
Decking	Decking Fee	£360.00	£375.00	4.2%
Admin Charge	Applied when customers are sent a formal letter regarding non-compliance with agreements	£30.00	£35.00	16.7%

LEE VALLEY CARAVAN PARK - DOBBS WEIR				
		2024/25 Fee	Proposed Fee 2025/26	% Change
Low Season Prices (per night)	Pitch Fee Minimum Charge	£19.00	£19.50	2.6%
	Adult	£9.50	£10.00	5.3%
	Junior – Under 18	£5.25	£5.50	4.8%
	Backpacker	£13.00	£13.50	3.8%
	Wigwams - Big Chief	£65.00	£65.00	0.0%
	Wigwams - Wee Brave	£55.00	£55.00	0.0%
	Safari Tents	£70.00	£70.00	0.0%
Mid-Season Prices (per night)	Pitch Fee Minimum Charge	£24.00	£24.50	2.1%
	Adult	£12.00	£12.50	4.2%
	Junior – Under 18	£6.25	£6.50	4.0%
	Backpacker	£15.00	£15.50	3.3%
	Wigwams - Big Chief	£70.00	£70.00	0.0%
	Wigwams - Wee Brave	£60.00	£60.00	0.0%
High Season Prices (per night)	Pitch Fee Minimum Charge	£32.00	£32.50	1.6%
	Adult	£16.00	£16.50	3.1%
	Junior – Under 18	£7.25	£7.50	3.4%
	Backpacker	£17.00	£17.50	2.9%
	Wigwams - Big Chief	£70.00	£70.00	0.0%
	Wigwams - Wee Brave	£60.00	£60.00	0.0%
	Safari Tents	£70.00	£70.00	0.0%
Additional Charges	Service pitch charge	£7.50	£7.75	3.3%
	Gazebo / Awning	£4.50	£4.65	3.3%
	Dog	£3.50	£3.75	7.1%
	Day visitors - adult	£6.50	£6.75	3.8%
	Large Tent Surcharge	£13.50	£14.00	3.7%
	Wifi Charge (per month)	£25.00	£25.00	0.0%
Early Arrival / Late Departure (subject to availability)	Low Season	£11.00	£11.50	4.5%
	Mid-Season	£13.00	£13.50	3.8%
	High Season	£15.00	£15.50	3.3%
	Late arrival	£40.00	£41.00	2.5%
Holiday Home Pitch Fee	Bronze	£3,205.00	£3,365.00	5.0%
	Silver	£3,895.00	£4,090.00	5.0%
	Gold	£4,770.00	£5,010.00	5.0%
	Decking Fee	£360.00	£375.00	4.2%
Caravan Storage	Annual	£725.00	£725.00	0.0%
Additional Car Parking	Annual	£185.00	£185.00	0.0%
Admin Charge	Applied when customers are sent a formal letter regarding non-compliance with agreements	£30.00	£35.00	16.7%

LEE VALLEY CAMPING AND CARAVAN PARK – EDMONTON

		2024/25 Fee	Proposed Fee 2025/26	% Change
Low Season Prices (per night)	Pitch Fee Minimum Charge	£19.00	£19.50	2.6%
	Adult	£9.50	£10.00	5.3%
	Junior – Under 18	£5.25	£5.50	4.8%
	Backpacker	£13.00	£13.50	3.8%
	Cocoon - 2 people	£36.00	£36.00	0.0%
	Woodland Cabin – 4 People	£53.00	£53.00	0.0%
Mid-Season Prices (per night)	Pitch Fee Minimum Charge	£24.00	£24.50	2.1%
	Adult	£12.00	£12.50	4.2%
	Junior – Under 18	£6.25	£6.50	4.0%
	Backpacker	£15.00	£15.50	3.3%
	Cocoon - 2 people	£42.00	£42.00	0.0%
	Woodland Cabin – 4 People	£63.00	£63.00	0.0%
High Season Prices (per night)	Pitch Fee Minimum Charge	£32.00	£32.50	1.6%
	Adult	£16.00	£16.50	3.1%
	Junior – Under 18	£7.25	£7.50	3.4%
	Backpacker	£17.00	£17.50	2.9%
	Cocoon - 2 people	£42.00	£42.00	0.0%
	Woodland Cabin – 4 People	£63.00	£63.00	0.0%
Additional Charges	Service pitch charge	£7.50	£7.75	3.3%
	Gazebo / Awning	£4.50	£4.65	3.3%
	Dog	£3.50	£3.75	7.1%
	Day visitors - adult	£6.50	£6.75	3.8%
	Large Tent Surcharge	£13.50	£14.00	3.7%
Early Arrival / Late Departure (subject to availability)	Low Season	£11.00	£11.50	4.5%
	Mid-Season	£13.00	£13.50	3.8%
	High Season	£15.00	£15.50	3.3%
	Late Arrival	£40.00	£41.00	2.5%

ALMOST WILD CAMPSITE

	2024/25 Fee	Proposed Fee 2025/26	% Change
Almost Wild Camping Per Person Per Night	£24.00	£15.00	-37.5%
Site Hire	£125.00	£150.00	20.0%
Safari Tent	£70.00	£70.00	0.0%

LEE VALLEY GOLF COURSE

Market Dynamics

- Over the last few years there has been some disruption to the golf course due to ground investigations in preparation for the developing Wave project. The course is now fully open and demand for pay and play golf is good. However, sales of memberships are down on previous years due to customers moving to other golf courses because of uncertainty over the future of the golf course due to plans for The Wave development.
- There have been problems with the course condition this year. Additional staff have been recruited which will mean the course will be very well presented throughout the year, and will be in good condition when new prices come into effect.

Financial information

Year	Operational Income	Net operational (income) / expenditure
2022/23 Actual	(£101,200)	£44,500
2023/24 Actual	(£128,900)	£29,200
2024/25 Budget	(£129,000)	£18,900
2024/25 Actual (forecast at P6)	(£135,900)	£10,900

Proposed charges

- All fees and charges are proposed to increase slightly above inflation. This reflects good levels of demand.
- In line with the fees and charges policy, the concession rate for non-members gives a discount of 40% compared to the standard price.

LEE VALLEY GOLF COURSE				
		2024/25 Fee	Proposed Fee 2025/26	% Change
Season Ticket	7 Day Adult	£550.00	£575.00	4.5%
	5 Day (Weekday) Adult	£440.00	£480.00	9.1%
	7 Day Cadet '19-21'	£340.00	£345.00	1.5%
	5 Day (Weekday) Cadet '19-21'	£165.00	£175.00	6.1%
	Unlimited Golf Junior/ 18 and under	£57.00	£65.00	14.0%
Non-Member Charges	Monday to Friday	£21.00	£22.00	4.8%
	Monday to Friday: Concessions	£12.50	£13.00	4.0%
	Sat/Sun/Bank Holidays	£30.00	£31.50	5.0%
Golf Buggy	Weekday	£19.00	£20.00	5.3%
	Weekend/Bank Holiday	£22.00	£25.00	13.6%

LEE VALLEY MARINAS

Market Dynamics

- The marinas continue to perform well, despite the impact of the increased cost of living on customers.
- We have seen some customers struggling to pay their mooring fees, with more direct debit failures than ever before, although this is generally related to cash flow each month and debts are managed.
- The operations at both marinas have been reviewed which identified the need for additional support and investment. Central support for health and safety and quality has been provided, and investment has gone into both sites to improve facilities for staff and customers.

Financial information

Stanstead:

Year	Operational Income	Net operational (income) / expenditure
2022/23 Actual	(£834,400)	(£42,900)
2023/24 Actual	(£857,600)	(£56,100)
2024/25 Budget	(£895,000)	(£21,000)
2024/25 Actual (forecast at P6)	(£909,400)	(£39,300)

Springfield:

Year	Operational Income	Net operational (income) / expenditure
2022/23 Actual	(£1,120,180)	(£356,800)
2023/24 Actual	(£1,193,600)	(£455,300)
2024/25 Budget	(£1,125,000)	(£431,400)
2024/25 Actual (forecast at P6)	(£1,226,300)	(£463,300)

Proposed charges

- At both marinas we propose increasing moorings in line with inflation – demand is good with waiting lists so we are confident that the market can take these increases despite competition with better facilities.
- The temporary mooring rate at Springfield, which is used for customers who are staying whilst they have work completed on their boat, is being increased below inflation. This fee is considered high and has put off some customers.
- The powerwash rate at Springfield has been frozen as customers are using their own pressure washers instead, which is not allowed, but is hard to police, so we are aiming to encourage them to use the service.
- Use of the slipway at both marinas has reduced over time as leisure boat use has decreased. The price has been increased at Springfield following a reduction in previous years when access to the site was harder due to the state of Sandy Lane. This has now improved, and although demand is low it is believed that this is not due to pricing, and customers will pay this amount for the service. At Stanstead we propose a price freeze as they have had little use due to the awkward access to the water caused by silt, weeds and the island, and feedback from customers when applying has been that the price is high.
- Both marinas will freeze pump out and elsan disposal charges to encourage customers to use these services, which can bring customers into the chandlery for secondary spend.
- At Springfield trailer storage has been increased above inflation in line with what the market will take.
- The craning charges at Stanstead are based on boat size. These have been reviewed based on the costs involved and simplified. The 'from' prices (for the smallest boats) are shown in the table, but the percentage change figure reflects the overall average change across all boat sizes.

LEE VALLEY MARINA – STANSTEAD ABBOTS					
			2024/25 Fee	Proposed Fee 2025/26	% Change
Moorings: Marina (per metre/ per month)		Monthly - Late Payment	£44.00	£45.50	3.4%
		Direct Debit	£21.50	£22.50	4.7%
Moorings: Hard standing (per metre/ per month)	Large Boats (10m+)	Monthly - Late Payment	£44.00	£45.50	3.4%
		Direct Debit	£18.50	£19.20	3.8%
	Medium Boats (Under 10m)	Monthly - Late Payment	£44.00	£45.50	3.4%
		Direct Debit	£17.50	£18.20	4.0%
	Small Boats (Under 6m)	Monthly - Late Payment	£44.00	£45.50	3.4%
		Direct Debit	£14.50	£15.10	4.1%
Moorings: Rye House (per metre / per month)		Direct Debit	£17.20	£17.80	3.5%
Trailer Hire		Price per week	£165.00	£170.00	3.0%
Visitor Temporary Mooring Rate	Per 24 hour (max. 1 week stay)		£40.95	£42.50	3.8%
	Per metre / per month (max 3 months stay)	Water	£30.00	£31.10	3.7%
		Hard Standing (10m+)	£30.00	£31.10	3.7%
		Hard Standing (Under 10m)	£30.00	£31.10	3.7%
		Hard Standing (Under 6m)	£30.00	£31.10	3.7%
		Rye House	£30.00	£31.10	3.7%
Craning Boats		Single lift (from)	£210.00	£250.00	7.1%
		Double lift (from)	£405.00	£480.00	6.8%
		Survey	New	£550.00	14.6%
		Additional cost crane off lorry + a cost for wide beam (from)	£335.00	£380.00	5.1%
Slipping - Small Boats		Use of slipway	£30.00	£30.00	0.0%
Workshop Services		Pump Out (Self Service)	£20.50	£20.50	0.0%
		Labour rate per hour incl. VAT	£70.00	£71.50	2.1%
Storage	Caravan	Monthly - Direct Debit	£70.00	£72.50	3.6%
	Undercover Charge	Per calendar month - added to mooring cost	£165.00	£170.00	3.0%
	Boat Trailer Storage	Price per year	£245.00	£255.00	4.1%
Admin Charge	Applied when customers are sent a formal letter regarding non-compliance with agreements		£30.00	£35.00	16.7%

LEE VALLEY MARINA – SPRINGFIELD				
		2024/25 Fee	Proposed Fee 2025/26	% Change
Marina Moorings: (per metre / per month)	Monthly - Late Payment	£40.35	£41.80	3.6%
	Direct Debit	£34.00	£35.20	3.5%
Marina Basin Moorings Widebeam: (per metre / per month)	Monthly - Late Payment	£56.95	£59.00	3.6%
	Direct Debit	£44.50	£46.10	3.6%
Hard standing Moorings: (per metre / per month)	Monthly - Late Payment	£40.35	£41.80	3.6%
	Direct Debit	£28.10	£29.10	3.6%
Riverbank Moorings: (per metre / per month)	Monthly - Late Payment	£33.60	£34.80	3.6%
	Direct Debit	£28.10	£29.10	3.6%
Leyton Marsh Moorings: (per metre / per month)	Monthly - Late Payment	£30.85	£32.00	3.7%
	Direct Debit	£25.00	£26.00	4.0%
Visitor Temporary Mooring Rate	per 24 hours (serviced)	£44.90	£45.00	0.2%
	per 24 hours (non-serviced)	£39.30	£40.00	1.8%
Power Wash	Up to 9 metres	£100.00	£100.00	0.0%
	9 metres to 15 metres	£145.00	£145.00	0.0%
	15 metres to 22 metres	£175.00	£175.00	0.0%
Hydro-Lift - Launching and/or Recovering	Single Lift per metre	£33.80	£35.10	3.8%
	Double Lift per metre	£60.80	£63.00	3.6%
	Small Boat per metre	£33.80	£35.10	3.8%
Slipping	Use of slipway	£30.00	£35.00	16.7%
Workshop	Pump Out (attended)	£23.00	£23.00	0.0%
	Elsan disposal	£5.75	£5.75	0.0%
	Base Labour Rate	£70.00	£71.50	2.1%
Storage (per month)	Canoe	£35.00	£36.25	3.6%
	Row boat	£62.50	£64.70	3.5%
	Boats on trailer (max 6m)	£70.00	£75.00	7.1%
Admin Charge	Applied when customers are sent a formal letter regarding non-compliance with agreements	£30.00	£35.00	16.7%

ALLOTMENTS

Market Dynamics

- In recent years we have benchmarked with London boroughs, and especially the neighbouring boroughs of Haringey and Waltham Forest which is where most of our plot holders live.
- Although fees vary across different boroughs depending on several factors, we are in line with plots of a similar standard in the nearby boroughs.

Financial Information

Year	Operational Income	Net operational (income) / expenditure
2022/23 Actual	(£7,800)	n/a
2023/24 Actual	(£11,600)	n/a
2024/25 Budget	(£11,600)	n/a
2024/25 Actual (forecast at P6)	(£12,800)	n/a

* Relevant expenditure cannot be easily split out from the wider cost centre

Proposed charges

- It is our intention to stay aligned with pricing in neighbouring boroughs.
- The proposed fees and charges increase is in line with inflation.
- In addition to the annual rent and parking charges below, plot holders also pay charges for water and insurance which are set by the East Hale Allotments Committee who receive the income from these charges to offset their costs for water and insurance.

ALLOTMENTS				
		2024/25 Fee	Proposed Fee 2025/26	% Change
Allotments	*Rent - per 10 pole plot (25m ²)	£120.00	£124.50	3.8%
	Car park charge	£11.00	£11.50	4.5%

ACCESS TO INFORMATION

Description of Charges

Members agreed the 'Access to Information Policy' in January 2023 (A/4326/23).

- The policy states that wherever possible the Authority will provide information free of charge.
- Where we charge for information the charge will be reasonable, having regard for the costs incurred in providing that information. The proposed charges are set out below.
- We recommend a price freeze as these fees will cover the associated costs.

ACCESS TO INFORMATION				
		2024/25 Fee	Proposed Fee 2025/26	% Change
A4/A3 Sheet or smaller	Black & white (per copy)	£0.10	£0.10	0.0%
A4/A3 Sheet or smaller	Colour (per copy)	£0.50	£0.50	0.0%
A2 Sheet	Black & white or colour (per copy)	£0.50	£0.50	0.0%
A1 and A0 Sheet	Black & white or colour (per copy)	£0.50	£0.50	0.0%
CD/DVD	Per disk	£2.00	£2.00	0.0%
Postage costs	Variable (weight and size)	Costs based on Royal Mail Standard 2nd Class	Costs based on Royal Mail Standard 2nd Class	N/A



LEE VALLEY REGIONAL PARK AUTHORITY
EXECUTIVE COMMITTEE
19 DECEMBER 2024 AT 10:30

Agenda Item No:

8

Report No:

E/871/24

FLEXIBLE WORKING POLICY

Presented by the Head of Human Resources

EXECUTIVE SUMMARY

The purpose of this report is to seek Member approval for the Flexible Working Policy. This policy has been updated to take account of legislative changes, best practice and the Authority's business objectives.

RECOMMENDATION

Members Recommend to Authority: (1) the Flexible Working Policy attached at Appendix A of this report.

BACKGROUND

- 1 The Authority has a register of policies that ensure the organisation works efficiently and consistently towards delivering its Business Strategy. These policies are reviewed to ensure they are relevant and up to date with legislation and best practice.
- 2 It should be noted that the Authority implements legislative changes from the date they are introduced and there may be a time lag between this and the relevant policies being updated.

FLEXIBLE WORKING POLICY

- 3 A draft of the Flexible Working Policy is attached at Appendix A of this report for Members' consideration and recommendation to Authority.
- 4 Since the Covid-19 pandemic more employees are looking to work flexibly and the Authority values where practicable a flexible approach in the work environment and recognises the importance of supporting our employees in balancing their work and personal life, as well as helping to attract and retain talent.
- 5 The Authority recognises the benefits and positive impact of flexible working arrangements to:
 - improve health, wellbeing and work-life balance;

- reduce stress, creating a happier and more productive workforce;
 - create a more agile workforce which will in turn improve efficiency, outputs and successful delivery of our strategic objectives;
 - create a positive and inclusive working environment; and
 - reduce the need to travel, save on energy consumption and enable more effective workspace management.
- 6 We trust in our staff to deliver our services flexibly, meeting the changing needs of our business and customers and ensuring that we continue to deliver industry leading quality services.
- 7 This policy sets out the ways in which the Authority will strive to positively support all employees seeking to improve their work-life balance.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

- 10 The new policy will be communicated to all staff and the Authority will ensure that managers are adequately trained to implement the procedures in accordance with this policy.

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

Author: Victoria Yates, 07739 852 235, vyates@leevalleypark.org.uk

APPENDIX ATTACHED

Appendix A Flexible Working Policy

Flexible Working Policy

December 2024

Reference: [Version 1]



This document is controlled by Lee Valley Regional Park Authority.

Status: Draft

Current Version: v1.0

Author	Victoria Yates Head of Human Resources ✉ vyates@leevalleypark.org.uk ☎ 07739 852235
Sponsor	Beryl Foster Deputy Chief Executive ✉ bfoster@leevalleypark.org.uk ☎ (01992) 709836
Consultation:	SMT, Policy & Procedure Review Group
Approved	Approved by: Authority Approval Date: January 2025 Review Frequency: Every 5 years or earlier if there is a change in Government legislation Next Review: January 2030

Version History		
Version	Date	Description
1.0	April 2024	New legislation and code of practice reviewed
1.0	August 2024	Initial draft
1.0	November 2024	Circulated to policy and procedure review group
1.0	December 2024	Circulated to SMT

ii Contents

Preliminary Pages		
Section	Title	Page
Cover	Title Page	1
i	Document Information	2
ii	Contents	3

Main Body		
Section	Title	Page
1	Introduction	4
2	Policy Aims	4
3	Policy Scope	5
4	Statutory Provisions	5
5	Flexible Working at Lee Valley Regional Park Authority	5
6	Informal Flexible Working	6
7	Formal Flexible Working	6
8	Responsibilities	7
9	Legal Considerations	7
10	Relevant Policy & Procedures	7
11	Monitoring & Evaluation	7

1. Introduction

The Authority acknowledges that effective flexible working can lead to improved employee wellbeing, engagement and job satisfaction. As an employer, the Authority also recognises that enabling employees to satisfactorily balance their work and personal lives may have a positive impact on staff productivity, retention and delivery of strategic objectives.

This policy sets out the ways in which the Authority will strive to positively support **all** employees, whether they are working parents, carers or simply seeking an alternative working pattern to improve their own work-life balance.

Flexible working can vary in shape and form. Effective flexible working is dependent upon both the employee and employer working together to meet the mutual needs of the individual and the organisation.

Good communication, planning and trust are all key components to developing successful flexible working arrangements.

All flexible working requests will be treated positively and in a constructive manner.

At the same time, it is recognised that not all flexible working patterns will be able to be accommodated. Where a formal request cannot be agreed, the employee will receive written confirmation and, providing that the request is made under the statutory provisions, they will have the right to appeal the decision in line with the Authority's Appeals Procedure.

Managers should consult with Human Resources for information and support on flexible working.

This policy is supported by a Flexible Working Requests Procedure which provides in-depth guidance about the process for requesting and approving flexible working requests.

2. Policy Aims

The Authority continues to develop a working culture which is flexible about the ways in which work is delivered, whilst supporting employees to balance their work and home life.

Where individual requests for flexible working are made, that these are handled in a fair, reasonable and timely manner.

In the Authority's approach to flexible working, it is a diverse, inclusive, fair and flexible employer that attracts and retains diverse and high calibre talent, whilst also supporting the career progression of all staff during their employment.

3. Policy Scope

This policy applies to all employees. The section below (Statutory Provisions) sets out the statutory context for flexible working requests.

Managers are also encouraged to consider flexible working opportunities during the recruitment process, including incorporating flexible working options into job design, and having discussions about flexible working possibilities with both internal and external candidates.

4. Statutory Provisions

This policy is written in accordance with the [Acas Code of Practice on requests for flexible working](#). Under The Children and Families Act (2014), and the subsequent Employment Relations (Flexible Working) Act 2023, **all** employees are able to apply for flexible working, which is defined as a permanent change to their terms and conditions.

From 6 April 2024, employees are able to request flexible working from their first day of employment.

An employee is entitled to submit two statutory flexible working requests in a 12 month period.

Under the Equality Act 2010, it is considered unlawful discrimination to decline a flexible working request due to a protected characteristic (race, disability, age, sex, sexual orientation, gender reassignment, religion or belief, marriage and civil partnership, pregnancy and maternity).

In line with its obligations under the Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000, the Authority will ensure that part-time workers do not receive less favourable access to flexible working or unfavourable treatment as a result of a flexible working request, unless it can be justified on wholly objective grounds.

5. Flexible Working at Lee Valley Regional Park Authority

The Authority endeavours to create a working culture which is positive about flexible working. Information about flexible working will be made available to new starters as part of their induction and regular discussions are encouraged throughout employment.

Flexible working arrangements may be formal or informal.

Where an employee wishes to request a permanent (i.e. ongoing) and contractual change to their working pattern, location and/or hours, they should submit a formal request under the Flexible Working Requests Procedure.

Alternatively, informal flexible working arrangements can be agreed locally between the line manager and employee. Informal arrangements do not constitute a contractual change to the employee's terms and conditions, and are typically agreed where a change is for a temporary period or is relatively minor.

A number of good examples of flexible working arrangements already exist in the Authority, both formal and informal. The Authority's introduction of informal hybrid working may mean that individual staff are working a flexible arrangement (e.g. part-time hours, compressed hours such as 9 day fortnight or 4 day week) alongside a hybrid approach in their team (i.e. a mix of in the office/site and remote or home working).

Managers are encouraged to be open to the prospect of employees working flexibly and all parties should be creative in thinking about ways in which flexibility can be achieved without a negative impact upon the work of the individual, the wider team or the organisation.

Managers should appreciate that employees can face challenging decisions about how best to balance their work with outside commitments.

6. Informal flexible working

Where an employee is not seeking to permanently alter their working arrangements, but a situation arises that requires a degree of flexibility, they should speak with their line manager about informal (temporary) arrangements. While informal flexible working may be agreed locally, line managers must always discuss the implications of an informal flexible working request with HR to ensure consistency and equity.

7. Formal Flexible Working

The Authority will consider all formal flexible working requests in a fair and consistent way. All employees who submit a formal request will have the opportunity of a meeting to discuss the implications of their request (with their line manager and HR) and to which the employee may be accompanied, except where their request is approved without the need for such a meeting.

Managers can only consider a request in the context of how readily it can be accommodated at that point in time and in the immediate future. As such, approved requests will not set a precedent that all similar future requests will also be accommodated.

Where it is not possible for a request to be approved, a business reason will be provided and the right to appeal will be offered (where the request being made is covered by the statutory provisions).

It is advisable that all formal flexible working arrangements should have a trial period built into the agreement, usually of up to six months. Once the arrangements have been confirmed, they will become a permanent change to the individual's terms and conditions of employment.

The Flexible Working Requests Procedure accompanies this policy and outlines the statutory requirements and process for considering such formal requests.

For employees looking at flexible retirement, please refer to the Authority's Retirement Policy and Procedure.

8. Responsibilities

Managers must ensure that all employees are able to readily access copies of this Policy, when the employee does not have access to the Authority's intranet.

The Senior Management Team are accountable for ensuring that this policy is implemented across the Authority, ensuring it is communicated and understood, translated into practice and enforcing its content

The Human Resources Team are responsible for implementing this policy across the Authority.

9. Legal Considerations

- ACAS Code of Practice on requests for flexible working
- Employment Rights Act 1996
- Employment Relations (Flexible Working) Act 2023
- Equality Act 2010
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations 2000
- The Flexible Working (Amendment) Regulations 2023

10. Relevant Policy & Procedures

- Flexible Working Requests Procedure
- Appeals Procedure
- Equality, Diversity and Inclusion Policy

11. Monitoring & Evaluation

The policy will be monitored and evaluated on effectiveness periodically.

This policy will be reviewed in light of any new legislation/regulation or every five years, whichever is the earlier.

UPDATED SAFEGUARDING POLICY & DISCLOSURE AND BARRING SERVICE POLICY

Presented by the Head of Human Resources

EXECUTIVE SUMMARY

The purpose of this report is to seek Member approval for the revised Safeguarding Policy and Disclosure and Barring Service (DBS) Policy that have been updated as part the Authority's policy review programme. The policies have been updated to take account of any legislative changes and best practice.

RECOMMENDATIONS

- Members Recommend to Authority:
- (1) the Safeguarding Policy attached at Appendix A of this report; and
 - (2) the Disclosure and Barring Service (DBS) Policy attached at Appendix B of this report.

BACKGROUND

- 1 The Authority has a register of policies that ensure the organisation works efficiently and consistently towards delivering its Business Strategy. These policies are reviewed to ensure they are relevant and up to date with legislation and best practice.
- 2 It should be noted that the Authority implements legislative changes from the date they are introduced; and there may be a time lag between this and the relevant policies being updated.

SAFEGUARDING POLICY

- 3 A draft of the Safeguarding Policy is attached at Appendix A of this report for Members' consideration and recommendation to Authority.
- 4 The changes made to the policy are highlighted in yellow.
- 5 Although the Lee Valley Regional Park Authority is not a Local Authority for the purposes of the Children Act 1989 and 2004, it recognises that all organisations that work with children share a commitment to safeguarding and promoting their

welfare. Therefore, the Authority aims to comply with the recommendations of the Working Together to Safeguard Children (2018) guidance.

The Authority shall also apply these arrangements to vulnerable adults by way of ensuring best practice.

- 6 The Safeguarding Policy aims to ensure the Authority has systems in place to:
 - have regard to the need to safeguard children and members of vulnerable groups when carrying out its services and functions;
 - have employees who are adequately trained and supported to achieve this; and
 - that the good name and integrity of the Authority and the services they provide are maintained.
- 7 This policy in conjunction with the safeguarding procedure and training that takes place will ensure that the welfare of children and members of vulnerable groups is paramount to the Authority.

DISCLOSURE AND BARRING SERVICE POLICY

- 8 A draft of the Disclosure and Barring Service (DBS) Policy is attached at Appendix B of this report for Members' consideration and recommendation to Authority.
- 9 The changes made to the policy are highlighted in yellow.
- 10 The DBS Policy aims to ensure that the Authority is undertaking DBS checks in line with the DBS Code of Practice in terms of the recruitment of ex-offenders, correct handling of data, safe keeping of disclosure information and re-checks.
- 11 This policy in conjunction with the DBS Checking Procedure will ensure that all employees working with children and vulnerable groups have the appropriate level of DBS Disclosure.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

- 14 The new policies will be communicated to all staff and the Authority will ensure that managers are adequately trained to implement the procedures in accordance with this policy.

LEGAL IMPLICATIONS

- 15 The legal implications are set out in the body of this report.

RISK MANAGEMENT IMPLICATIONS

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

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APPENDICES ATTACHED

Appendix A Safeguarding Policy
Appendix B Disclosure and Barring Service (DBS) Policy

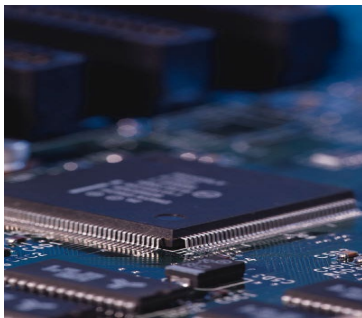
LIST OF ABBREVIATIONS

HR Human Resources
DBS Disclosure and Barring Service

Safeguarding Policy

December 2024

Reference: [Version 4.0]



Status: **Draft**

Current Version: **v4.0**

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Consultation:	Senior Management Team, Senior Safeguarding Officers, Policy/Procedure Review Group
Approved	Approved by: Authority Approval Date: January 2025 Review Frequency: Every 5 Years Next Review: January 2030

Version History		
Version	Date	Description
0.1	26 Jan 2010	Initial draft, circulated to Performance Team
0.2		
1	21 April 2011	Authority meeting approved. Paper A/4118/11
0.3	27 Jul 2015	New Draft circulated to Policy & Procedure Review Group
2	24 Sept 2015	New Draft circulated to Policy & Procedure Review Group
2.1	09 June 2016	New Draft circulated to Policy & Procedure Review Group
2.2	March 2017	New draft circulated to Policy & Procedure Review Group
2.3	13 July 2017	Final Draft circulated to Policy & Procedure Review Group
3.0	July 2021	Sponsor updated
3.0	July 2021	Legislation updated
3.0	July 2021	Related policies/procedures updated
3.0	July 2021	Links to procedures updated
3.0	September 2021	Reviewed at Executive Committee paper E/736/21
3.0	October 2021	Signed off at Authority paper A/4306/21
	September 2024	Relevant legislation checked
4.0	September 2024	Updated author details
4.0	September 2024	Updated relevant policies and procedures

		section
4.0	September 2024	Updated review period
4.0	September 2024	Removed old hyper links

ii Contents

Preliminary Pages		
Section	Title	Page
Cover	Title Page	1
I	Document Information	2
ii	Contents	3
Main Body		
Section	Title	Page
1	Context	4
2	Policy Aims	4
3	Content	4
4	Responsibilities	5
5	Legal Considerations	6
6	Relevant Policies & Procedures	7
7	Monitoring & Evaluation	7
8	Review	7
9	Glossary of Terms	7
10	Appendices	9

1. Context

- 1.1 Although the Lee Valley Regional Park Authority is not a Local Authority for the purposes of the Children Act 1989 and 2004, it recognises that all organisations that work with children share a commitment to safeguarding and promoting their welfare. Therefore, the Authority aims to comply with the recommendations of the Working Together to Safeguard Children (2018) guidance and implement the 10 mandatory arrangements to be in place in any organisation that provides services for, or works with children (as set out in this Policy). This will also apply to any Contractor appointed by LVRPA to manage its facilities under a Leisure Service Contract.
- 1.2 The Authority shall also apply these arrangements to vulnerable adults by way of ensuring best practice.
- 1.3 The welfare of children and members of vulnerable groups is paramount.

2. Policy Aims

- 2.1 The Lee Valley Regional Park Authority have systems in place to ensure:
 - That it has regard to the need to safeguard children and members of vulnerable groups when carrying out its services and functions.
 - Employees are adequately supported to achieve this.
 - That the good name and integrity of the Authority and the services they provide are maintained.

3. Safeguarding Children and Vulnerable Groups

3.1 Introduction

- 3.1.1 All children and members of vulnerable groups whatever their age, culture, disability, gender, language, racial origin, religious belief and/or sexual identity, have the right to protection from abuse.
- 3.1.2 The Authority is committed to providing a safe environment in which children, families and members of vulnerable groups can use and enjoy its services and facilities.
- 3.1.3 All suspicions and allegations or suspicions of inappropriate behaviour will be taken seriously and responded to promptly and appropriately **in line with safeguarding guidelines and best practice.**
- 3.1.4 Abuse can and does occur outside the family setting. As such the Authority recognises that appropriate safeguarding is not just about preventing abuse but providing the best environment for children and vulnerable groups to enjoy themselves and the Authority's facilities.

3.2 Designated Officers

- 3.2.1 The Authority and the Contractor will appoint at least one Senior Safeguarding Officer (SSO) with responsibility for implementing the above points and for the application of this policy and procedures relating to Safeguarding Children & Vulnerable Adults.
- 3.2.2 There will be a Designated Safeguarding Officer (DSO) and Deputy Designated Safeguarding Officer (DDSO) at all Authority and Contractor Facilities responsible for supporting the delivery of this policy.

3.3 Disclosure and Barring Service

- 3.3.1 The Authority undertake to treat all applicants for positions fairly. They undertake not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed, but reserves the right not to recruit on disclosures not exempt under the Rehabilitation of Offenders Act 1974 (as amended).
- 3.3.2 For further information please see the Disclosure and Barring Service Policy.

3.4 Accusations against employees and partners associated with Lee Valley Regional Park

- 3.4.1 Accusations of inappropriate behaviour involving children or members of vulnerable groups are very serious and the Authority will deal with any accusations promptly and involve other organisations, for example the police, as appropriate.
- 3.4.2 The process for this is detailed within the Safeguarding Procedure in the Lee Valley Quality Management System (LVQMS).

4. Responsibilities

4.1 Who is responsible for Safeguarding?

- 4.1.1 'Working Together to Safeguard Children (2018)' states; "Whilst it is parents and carers who have primary care for their children, local authorities (LA), working with partner organisations and agencies, have specific duties to safeguard and promote welfare of all children in their area".
- 4.1.2 Clear priorities for safeguarding and promoting the welfare of children and members of vulnerable groups, which are to be explicitly, stated in strategic policy documents;
- 4.1.3 As an organisation and as employees we have a duty of care to report safeguarding incidents and deal with them in accordance with our Safeguarding Procedure.

4.2 Management Responsibilities

- 4.2.1 The Authority's Senior Management Team are accountable for the policy's implementation across the Authority and ensuring it is communicated, translated into practice and enforcing its content.
- 4.2.2 It is the responsibility of the Authority to ensure that all employees working with children and vulnerable adults have the appropriate level of Disclosure and Barring Service Disclosure (DBS) check.

Line managers must ensure their staff have submitted their documents for a DBS check during the recruitment or re-check process within one month of the employee receiving notification that a check is required.

It will be the responsibility of the Line Manager to ensure all staff requiring a DBS check have an up to date check recorded. Any discrepancies are to be immediately reported to the HR section for suitable action to be taken.

In the event of a member of staff being employed prior to a DBS check being completed; the Line Manager will carry out a risk assessment for the employee ensuring that the employee is supervised at all times when it involves children or vulnerable adults. The SSO will formally approve the Risk Assessment prior to the member of staff starting work to ensure that the staff member is being adequately supervised and that the Risk Assessment meets the Authorities protocols for safe working practices.

- 4.2.3 The Authority and Line managers will be responsible to ensure that all employees working directly with or who may come in to contact with children and members of vulnerable groups have the appropriate knowledge/skills and are managed and supported.
- 4.2.4 It is the responsibility of all managers whose employees work with or around children or members of vulnerable groups to ensure they know whom to contact to express concern regarding a child's or a members of vulnerable groups' welfare.
- 4.2.5 Line managers should seek specialist advice in liaison with Human Resources and the Senior Safeguarding Officer (SSO).

4.3 Employee Responsibilities

- 4.3.1 It is the responsibility of all Authority employees working with or around children or vulnerable groups to ensure they are familiar with the Authority's procedures and know whom to contact to express concern about a child's, or member(s) of vulnerable groups, welfare.

4.3.2 Employees who work directly or come into contact with children or member(s) of a vulnerable group have a specific role to play in relation to protection and will be briefed and trained accordingly.

4.4 Role of Human Resources

4.4.1 Human Resources (HR) will provide clear safeguarding policies and procedures, ensuring they are effectively communicated and implemented. Training to designated officers will also be arranged by HR.

4.4.2 HR will provide regular monitoring information to the Senior Management Team (as necessary).

4.4.3 HR will assist managers by providing appropriate recruitment and people management procedures that reinforce the safeguarding policy; providing letter templates; attending as the organisation's witness during formal meetings (as necessary) and providing advice on the procedures, especially if the Authority are contemplating dismissing or relevant formal action against an employee.

4.4.4 HR will maintain personnel and up-to-date DBS records to ensure appropriate vetting has taken place.

4.5 Role of Senior Safeguarding Officer (SSO)

4.5.1 To act as the point of contact for all Safeguarding issues raised by Designated Safeguarding Officers (DSO's) and to be available for Contractor Officers in the event they cannot contact their Senior Safeguarding Officer or Deputy.

4.5.2 To ensure the necessary internal and external bodies are informed of any Safeguarding issues within the timescales set by the relevant legislation.

4.5.3 To chair the Safeguarding working group meetings, which take place quarterly with the SSO and both DSSO's. Legislation, referrals, training and policy and procedure are discussed at each of these meetings.

4.5.4 The Deputy Senior Safeguarding Officer has the same level of responsibility as the Senior Safeguarding Officer in their absence.

4.5.5 It is the responsibility of Line Managers to notify the SSO when a DSO or DDSO steps down from this role at their site and to confirm who the replacement will be.

5. Legal Considerations

5.1 This policy is written considering the following legislation and or guidance:

- The Children Act 1989 & 2004
- The Sex Offenders Act 1997

- The Sexual Offences Act 2003
- Safeguarding Vulnerable Groups Act 2006
- The Rehabilitation of Offenders Act 1974
- Statutory guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004.
- Working Together 2018
- Keeping Children Safe in Education **2023**
- Care Act 2014 (updated 2018)
- Care and Support Statutory Guidance 2021
- Mental Capacity Act 2005
- **Mental Capacity Amendment Act 2019**
- Making Arrangements to Safeguard and Promote the Welfare of Children
- ISA Vetting and Barring Scheme 2009
- DBS Code of Practice 2015

5.2 If there is any conflict between the supporting procedures and statutory provisions, the latter will prevail.

6. Relevant Policy & Procedures

6.1 This policy is under-pinned by the Safeguarding Procedure.

6.2 This policy operates in conjunction with the following policies procedures:

- Safeguarding Procedure
- Disclosure and Barring Service Policy
- Disclosure and Barring Service Procedure
- Recruitment Policy
- Recruitment Procedure
- **Induction Procedure**
- Training & Development Policy
- Equality, Diversity and Inclusion Policy
- Whistleblowing Policy
- Counter Fraud, Bribery and Corruption Policy
- Performance & Conduct Policy
- Disciplinary Procedure

7. Monitoring & Evaluation

7.1 The implementation of this policy will be monitored through the HR team's regular reporting to the Senior Management Team highlighting areas that have not been fully implemented or issues preventing implementation and providing recommendations to remedy.

8. Review

8.1 This policy will be reviewed in light of significant experience or new legislation, every **five** years or whichever is the earlier.

9. Glossary of Terms

- 9.1 The key definitions and concepts shown below are taken from the “Working Together to Safeguard Children 2018” government guidance on inter-agency working to safeguard and promote the welfare of children.

Term	Definition
Children	Anyone who has not yet reached their 18th birthday. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Safeguarding and promoting the welfare of children	Defined for the purposes of the guidance as: a. protecting children from maltreatment b. preventing impairment of children's health or development c. ensuring that children are growing up in circumstances consistent with the provision of safe and effective care d. taking action to enable all children to have the best outcomes
Child Protection	Child protection is a part of safeguarding and promoting welfare. This refers to the activity that is undertaken to protect specific children who are suffering, or are likely to suffer, significant harm. Effective child protection is essential as part of wider work to safeguard and promote the welfare of children. However, all agencies and individuals should proactively aim to safeguard and promote the welfare of children so that the need for action to protect children from harm is reduced
Worker	Permanent and temporary employee, agency worker, casual worker and volunteers
Vulnerable groups	Include those who are likely to have additional needs and experience poorer outcomes if these are needs are not met

10. Appendices

Appendix A – Safeguarding Procedure – Found on LV QMS

Appendix B – List of Designated Safeguarding Officers – Found on LV QMS

Disclosure and Barring Service (DBS) Policy

December 2024

Reference: [Version 4]



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i Document Information

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Version	Date	Description
V2.00	March 2017	Changes made due to change in name from CRB to DBS and updating of Safeguarding Policy
3	July 2021	Sponsor updated
3	July 2021	Legislation updated
3	July 2021	Related policies/procedures updated
4	September 2024	Phone numbers updated
4	September 2024	Legislation updated
4	September 2024	Types of check updated

ii Contents

Preliminary Pages		
Section	Title	Page
Cover	Title Page	1
i	Document Information	3
ii	Contents	4

Main Body		
Section	Title	Page
1	Context	5
2	Policy Aims	5
3	Protocols	5
4	Responsibilities Line managers Management Team Human Resources	7
5	Legal Considerations	8
6	Relevant Policies & Procedures	8
7	Policy Implementation	9
8	Monitoring & Evaluation	9
9	Review	9
10	Glossary of Terms	9

1. Context

- 1.1 The Disclosure and Barring Service (DBS) replaced the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) in December 2012.
- 1.2 As an organisation using the Disclosure and Barring service (DBS) to assess applicant's suitability for positions of authority, through the use of an Umbrella Body the Authority undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed.
- 1.3 This policy also applies to employees, people undertaking volunteer work for the Authority and casual workers.

2. Policy Aims

- 2.1 The aim of this policy is to ensure that the Authority are undertaking DBS checks in line with the DBS code of Practice in terms of the recruitment of ex-offenders, correct handling of data, safe keeping of disclosure information and re-checks.

3. Protocols

3.1 Recruitment

- 3.1.1 A Disclosure is only requested after an assessment of the duties of the post has indicated that one is both proportionate and relevant to the position concerned. This assessment is carried out by the line manager and Human Resources (HR). There are **three** types of DBS check that could be carried out; standard and enhanced:

- **Basic DBS Check**
- Standard DBS Check
- Enhanced DBS Check
 - with a children's barred list check
 - without a children's barred list check

A further assessment takes place to indicate the type of check required.

- 3.1.2 Where a Disclosure is to form part of the recruitment process, we encourage all applicants called for interview to provide details of their criminal record at an early stage in the application process.

3.1.3 Unless the nature of the position allows the Authority to ask questions about an applicant's entire criminal record we only ask about "unspent" convictions on our application form as defined in the Rehabilitation of Offenders Act 1974.

3.1.4 Once a DBS check has been completed we undertake to discuss any matter revealed in a Disclosure with the person seeking the position before offering or withdrawing a conditional offer of employment. **Having a criminal record will not necessarily exclude an individual from working with us.** This will depend on the nature of the position and the circumstances and background of the offences. We reserve the right to make a decision on an individual basis.

3.2 Frequency of Re-checks

3.2.1 All positions that require Disclosure will be subject to re-checks every three years or sooner if required. In the event that a Disclosure with content is obtained for an employee we will discuss any matter revealed with the employee before taking any action. The action taken may be disciplinary and will depend on the nature of the position and the circumstances and background of the offences.

3.2.2 If a DBS re-check does not take place within one month of the re-check date due to forms and documents not being completed by an employee, the Authority may, dependant on the circumstances, take disciplinary action.

3.3 Storage and Access

3.3.1 Once a DBS check is obtained through the Authority's Umbrella Body, the date, type of disclosure and reference number only will be input onto the HR database.

3.4 Handling

3.4.1 In accordance with section 124 of the Police Act 1997, Disclosure information is only passed to those who are authorised to receive it in the course of their duties. We maintain a record of all those to whom Disclosures or Disclosure information has been revealed and we recognise that it is a criminal offence to pass this information to anyone who is not entitled to receive it.

3.5 Usage

3.5.1 Disclosure information is only used for the specific purpose for which it was requested and for which the applicant's full consent has been given.

3.6 Retention

3.6.1 Once a recruitment (or other relevant) decision has been made, we do not keep Disclosure information for any longer than is absolutely necessary. This is generally for a period of up to six months, to allow for the consideration and resolution of any disputes or complaints. If, in very exceptional circumstances, it is considered necessary to keep Disclosure information for longer than six-months, we will consult the DBS about this and will give full consideration to the Data Protection and Human Rights individual subject before doing so. Throughout this time, the usual conditions regarding safe storage and strictly controlled access will prevail.

3.7 Disposal

3.7.1 Once the retention period has elapsed, we will ensure that any Disclosure information is immediately suitably destroyed by secure means, i.e. by shredding. While awaiting destruction, Disclosure information will not be kept in any insecure receptacle (e.g. waste bin or confidential waste sack). We will not keep any photocopy or other image of the Disclosure or any copy or representation of the contents of a Disclosure.

3.7.2 However, notwithstanding the above, we will keep a record of the date of issue of a Disclosure, the name of the subject, the type of Disclosure requested, the position for which the Disclosure was requested, the unique reference number of the Disclosure and the details of the recruitment decision taken on our HR system

3.8 Breaches of Policy

3.8.1 Anyone found to have breached any aspect of this entire policy will be subject to disciplinary action, which may result in dismissal.

4. Responsibilities

4.1 Employee Responsibilities

It is the responsibility of all Authority employees working with or around children or vulnerable groups to ensure they complete their DBS check application forms in a timely manner for re-checks as stated in 3.2.2.

4.3 Management Responsibilities

4.3.1 The Senior Management Team are accountable for the policy's implementation across the Authority and ensuring it is communicated, translated into practice and enforcing its content.

4.3.2 It is the responsibility of the Authority, line managers and the Senior Safeguarding Officers (SSO) to ensure that all employees working with children and vulnerable groups have the appropriate level of Disclosure and Barring Service Disclosure.

4.3.3 The line manager will be responsible to ensure that all employees working directly with or who may come in to contact with children and vulnerable groups have the appropriate knowledge/skills and are managed and supported.

4.4 Role of Human Resources

4.4.1 Human Resources (HR) or the Volunteers Section will apply for all necessary DBS checks during the recruitment process and for re-checks.

4.4.2 HR will provide regular monitoring information to the Senior Management Team and Senior Safeguarding Officers and line managers (as necessary).

4.4.3 HR will maintain personnel and up-to-date DBS records to ensure appropriate vetting has taken place.

5. Legal Considerations

5.1 This policy is written considering the following legislation and or guidance:

- The Children Act 1989
- The Children Act 2004
- Police Act 1997
- The Sex Offenders Act 1997
- The Sexual Offences Act 2003
- Safeguarding Vulnerable Groups Act 2006
- The Rehabilitation of Offenders Act 1974
- Working Together to Safeguard Children 2018
- ISA Vetting and Barring Scheme 2009
- DBS Code of Practice 2016
- Keeping Children Safe in Education 2023
- Care Act 2014
- [Care and Support Statutory Guidance 2023](#)
- Mental Capacity Act 2005

6. Relevant Policy & Procedures

6.1 This policy operates in conjunction with the following policies, procedures and statements:

- DBS Checking Procedure
- Safeguarding Policy
- Safeguarding Children and Other Vulnerable Groups Procedure
- Recruitment Policy
- Recruitment Procedure
- Induction Procedure
- Training & Development Policy
- Equality, Diversity and Inclusion Policy
- Performance & Conduct Policy
- Disciplinary Procedure

7. Policy Implementation

- 7.1 This policy will be available on the intranet (Compass) for all employees to access. Once the policy has been approved HR and line managers will be responsible for ensuring on behalf of the Authority's Senior Management Team that this is carried out.

8. Monitoring & Evaluation

- 8.1 The policy will be monitored and evaluated on effectiveness periodically.

9. Review

- 9.1 This policy will be reviewed in light of any new legislation/regulations, every **five** years or whichever is the earlier.

10. Glossary of Terms

Term	Definition
DBS	Disclosure and Barring Service
CRB	Criminal Records Bureau
HR	Human Resources
ISA	Independent Safeguarding Authority