

## **SCRUTINY SCORECARD 2022/23 Q3**

Presented by Corporate Director

### **SUMMARY**

This report provides Members with a detailed breakdown of the Authority's performance against its Key Performance Indicators, Corporate Performance Indicators and site/venue performance up to the end of the third quarter of 2022/23. The report covers actual performance from 1 April 2022 to 31 December 2022. This incorporates financial, customer, internal process and sustainability measures that have been agreed with Members. This performance report incorporates all facilities / venues and parklands currently operated in-house by the Authority, which excludes the six Leisure Service Contract venues that passed to Greenwich Leisure Ltd (GLL) on 1 April 2022.

The scorecard is divided into four sections:

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

A summary of the Authority's key achievements up to the end of the third quarter of 2022/23:

- reportable KPI's are, in the main, on target, with the majority expected to hit target at year-end;
- 5.4 million visits to-date to the Park and Facilities with an original year-end target of 8.5 million which has been revised down to 8 million. Though the number of visits to the parklands is lower than last year, it is still an increase on pre-Covid years;
- the approved levy of £9.768m (35.3% of the maximum chargeable) is on target;
- construction of the new Ice Centre is progressing which, when finalised, will offer a range of new biodiversity habitats and will increase visitors;
- Quest Accreditations remain on target with all LSC facilities retaining their Quest accreditation;
- the Authority has maintained its Learning Outside the Classroom Quality Badge; and
- 7 sites received the London in Bloom Gold Award with Bow Creek also achieving best in category. All 9 Green Flag sites retained their accreditation, with Myddelton House Gardens also retaining its Green Heritage award.

## Scorecard presentation

Members suggested at the last Scrutiny Committee meeting that the method of showing performance monitoring on the scorecard was not clear. Previously, the traffic light system of colours was used to show how performance compared to annual target. Alongside this, a direction of travel arrow indicated performance compared to the same period last year. This scorecard now only has an arrow showing the direction of travel compared to the previous year. The annual target is still shown for each PI on the scorecard for reference.

Factors impacting performance:

- the excessive heat during parts of the summer affected the number of visitors to the open spaces with those more at risk (the elderly and children) avoiding direct exposure to the sun;
- weather later in the year including snowfall and extreme cold also had an effect on the number of visitors to open spaces;
- Web hits — with the promotion of the visits to the sporting facility web sites being the responsibility of the Leisure Service Contractor (GLL), there is a drop in the numbers visiting the Authority web sites, where the focus is mainly on the campsites/open spaces.

## RECOMMENDATION

Members Note: (1) the report.

## BACKGROUND

- 1 At the Scrutiny Committee on 15 October 2009 (Paper S/02/09), it was agreed that a performance scorecard should be developed for the Authority and that this should act as a starting point for discussion that may initiate scrutiny reviews to investigate areas of concern or future development.
- 2 At the Scrutiny Committee on 27 January 2010, a scorecard for the whole Authority was presented and discussed. This resulted in a revised scorecard, incorporating Members' comments and was agreed at the Scrutiny Committee on 7 April 2010. It was agreed that officers would provide an update of the scorecard each quarter to Scrutiny Committee.
- 3 At the Scrutiny Committee on 22 February 2018, an update to the scorecard was proposed and this was agreed at Executive Committee on 22 March 2018 (Paper E/550/18).
- 4 The balanced scorecard for the Authority is shown in detail at Appendix A to this report and contains data up to 30 September 2022. The following paragraphs summarise the key messages from the data with further explanation.

## FINANCIAL PERSPECTIVE INDICATORS - (KPI and PI)

### 5 KPI 1: Levy Contribution

Members agreed in January 2022 (Paper A/4312/22) that the levy for 2022/23 would be frozen. The levy is now set at 35.3% of the maximum chargeable levy.

### 6 Total Income Generation PI

A full breakdown of Income & Budget Variance will no longer be reported in the

Authority Scorecard report as it is outlined in the Revenue Budget Monitoring Report included as Appendix B to this report (Paper E/799/23). The finance status of the 6 venues within the Leisure Service Contract (LSC) will be discussed by the Executive Committee separately.

## 7 External Capital Funding PI

In recent years the ability to attract external grant funding to support the capital programme has become limited. However, external funding opportunities have been identified for capital schemes at East India Dock Basin and Waltham Abbey Gardens. Officers are progressing with applications and progress will continue to be reported to Members through the Capital Programme Budget Monitoring reports and project update presentations.

## CUSTOMER PERSPECTIVE INDICATORS - (KPI and PI)

### 8 KPI 2: Customer Satisfaction

Last year was the first full year of Visitor Tracking since 2019-20. This was due to the restrictions on the Authority's budget caused by the Covid-19 pandemic causing the Visitor Tracking contract to be held in abeyance preventing visitor surveys from taking place. Customer satisfaction for Quarter 3 of this year is 87%, which is slightly higher than last year's figure of 86% and slightly exceeds target.

### 9 KPI 3: Usage

5.4 million visits were made to the Authority open spaces and facilities up to the end of the third quarter of 2022/23. This is 1.4 million less visits (21%) than by the same period last year. Although figures are still higher than pre-Covid levels, some of the reduction from last year may be attributable to the excessive heat experienced in the summer months, which kept some of the more at risk users at home. In London, requests for 'Cool spaces' was at an all-time high.

<https://www.london.gov.uk/programmes-and-strategies/environment-and-climate-change/climate-change/climate-adaptation/cool-spaces>

Weather later in the year including snowfall and extreme cold also affected the number of visitors to open spaces

#### Q1

April began cold with early frosts and showers in the south. Mid-April saw a warmer spell in eastern counties but temperatures fell back towards the end of the month. It was however a drier than average month with most of the rainfall in the early parts. April was sunnier than average with temperatures reaching 24°C. May was mostly warm with temperatures 1.2 degrees above average with showery rain and thunderstorms. The latter part of the month was cooler. June was relatively uneventful though with a warm spell in the middle, peaking with the hottest day of the year so far on 17 June (32.7°C) before cooling slightly towards the end of the month. There was rainfall at the start and the end of the month but below average.

#### Q2

The weather during July was dominated by dry spells and generally above-average temperatures. The south and east of England were exceptionally dry. Record-breaking temperatures were recorded on the 18th and 19th reaching 40.3°C (Lincs.) The heatwave was foreseen with 6 days of amber warnings highlighted 6 days ahead, and red warnings for the days around 18th and 19th.

Travel was disrupted on rail lines and at airports. Rainfall was below normal with very little in the south and east. The month finished showery in the north but generally clearing before it reached the south.

August was dominated by high pressure in the first half of the month, becoming very hot in the last 2 weeks. The hot spell was less extreme than July but was longer in duration. On the 17<sup>th</sup> heavy rain caused severe flooding, especially in London. August was a drier than average month.

The first few days of September were fine and warm, the middle was cooler but drier and the latter part of the month was more autumnal with lower temperatures and further rain.

### Q3

October was warmer than average and England's fourth warmest since 1884. The first week of October was warm, but rather unsettled at times. Temperatures were lower during the second week, especially by night, with a few drier days for many areas. The second half of the month became increasingly unsettled, but it remained very mild, with ample sunny periods in between the rain. November was also warmer than average, mostly at the start of the month. The first half of the month was mild and unsettled with no more than 4 consecutive dry days. Overall, rainfall was above average. The first half of December was very cold, settled, with sunshine at times, and little rain, and there were some hard frosts. After mid-month milder air took over and brought regular falls of rain.

	2022/23	2021/22		
	Q1	Q1	Change	%
Mean Temp.	12.70	11.1	1.6	+14.41%
Ave Rainfall	33.67	64.6	-30.9	-47.86 %
Ave Sunshine	205.03	192.2	12.8	+6.66 %

	2022/23	2021/22		
	Q2	Q2	Change	%
Mean Temp.	17.80	16.80	0.97	5.74%
Ave Rainfall	40.57	59.90	-19.33	-32.3%
Ave Sunshine	212.43	164.80	47.6	28.9%

	2022/23	2021/22		
	Q3	Q3	Change	%
Mean Temp.	9.13	8.9	0.2	2%
Ave Rainfall	122.50	77.3	45.15	58%
Ave Sunshine	87.9	67.6	20.27	30%

## 10 KPI 4: Stakeholder Perception

The perception score was originally generated by asking a set of stakeholders questions to assess their overall perception of the Authority. The last survey had been carried out at the annual London Councils Summit in 2018/19. The next survey was to have been held in Q3 of the 2019/20 year, but the event was cancelled due to the General Election and the events scheduled for 2020/21 and 2021/22 were cancelled due to the Covid-19 pandemic. The London Councils Summit for this year has again been cancelled, though confirmation has been received that it is expected to take place next year (2023/24).

## 11 Usage PI

Usage has decreased by 484,744 (8.4%) compared to the previous year across the open spaces; however there has been an increase within Authority facilities and services of 27,134 (25.9%). This period last year, facilities had re-opened from the Covid-19 lockdown, so this corresponding period is showing a substantial year on year increase. Hayes Hill Farm is now leased to an external operator.

- Open spaces usage had shown a major increase over the previous two years due to the Covid-19 lockdowns, which encouraged more visitors to the parklands. HM Government's suggestion that exercising in parklands during the initial phases of lockdown had a far-reaching effect of visitor numbers during this period. This year, despite the removal of Covid-19 restrictions and the good weather overall, visitor numbers have dropped, but are still higher in general than in previous years. The excessive heat may have affected visitor numbers in the summer months, with those most at risk avoiding direct exposure to the sun. Weather later in the year including snowfall and extreme cold also affected the number of visitors to open spaces.
- The Almost Wild Campsite usage data has been added to this scorecard for the first time and is listed within the venues section, which includes the campsites and marinas.
- Hayes Hill Farm had previously been factored in to the usage figures; this facility has been removed from this year's calculations as it is now leased to a third party.

## 12 Customer Satisfaction PI

Due to the decision not to award the Visitor Tracking contract to minimise the impact on the budget of the Covid-19 pandemic and the closure of the facilities / venues, customer satisfaction surveys were not resumed until 2021-22. Customer satisfaction score of 87% up to the end of the third quarter of 2022-23 is consistent with the year-end score of 2021-22 (86%).

## 13 Formal Complaints PI

The number of formal complaints received up to the end of the third quarter has increased from 164 last year to 204 this year. The majority of complaints were focused on the lack of cleanliness at Sewardstone campsite and vermin present. Open spaces complaints were mainly about Bow Creek gate locking, fly tipping at Cheshunt and Nursery Road and tree obstruction due to bad weather.

## 14 Formal Compliments PI

The number of formal compliments received up to the end of the third quarter has decreased from 97 last year to 55 this year; however, the notable increases in compliments have been staff friendliness at the Wildlife Discovery Centre and the Volunteers Award Ceremony, coffee morning and team tasks.

## 15 Regionality PI

The new visitor-tracking contract was held in abeyance during the Covid-19 pandemic but commenced in April 2021. The Regionality for this year shows

numbers from outside the region (3 mile radius of sites) is lower than the previous year but exceeding the target of 38%. This high figure may be attributed to the continued pandemic situation where UK residents continue to holiday in the UK.

#### **16 Visitor Profiling PI**

The profiling for this year shows an increase in visits from black & ethnic minority groups and the most deprived socio-economic groups. There is a 38% decrease in disabled users for this period, although this figure is still on target and a reduction in visits from the over 60's, although this figure still exceeds the target of 25%.

#### **17 Website Hits PI**

There has been a drop in website hits up to the end of the third quarter of 2022-23 compared to the equivalent period last year. A new target was set taking into account the loss of web hits for LSC venues that are now hosted by GLL. In addition, the Authority has reduced from having four websites to two.

#### **18 Media Articles/Percentage Positive Media Articles PI**

With the scorecard focussed primarily on the Authority, there is an exception within the Media section. The Authority monitors all media activity for LSC venues, so the Authority and LSC media articles will be reported on separate lines. Due to the new figures and targets, a comparison on last year is unavailable, however the number of articles and percentage of positive comments exceeds target. Many of the LSC articles noted are attributable to the Commonwealth Games.

The neutral and negative articles relate to:

- Walthamstow Marshes;
  - being used by criminals to dispose of evidence;
  - reports of a sex offender approaching women;
- Lee Valley Ice Centre redevelopment – articles/blogs opposing the development, though most coverage has been positive;
- Rye House Speedway's removal – objections to changes;
- River Lea – pollution. It was not obvious in the article that LVRPA are not responsible for the waterways;
- a mugging taking place in East London, which drew comparisons between this and a mugging that took place at Walthamstow Marshes in September 2022.

#### **19 Response Time – Complaints PI**

The response time for complaints remains consistent with last year, at 2 days for the equivalent period. However, there has been a continued increase in FOI requests with the range of projects in progress by the Authority. FOI/EIR targets are reported separately.

#### **20 Response Time – FOI/EIR Requests PI**

The response time for FOI/EIR requests has increased from 20 to 35 days for the equivalent period. There has been a continued increase in FOI requests focussing on the range of projects in progress by the Authority, with many of the responses required being similar in content, covering such subjects as:

• Eton Manor	EIR
• National Grid Reinforcement Project	EIR
• Correspondence with London Borough of Waltham Forest regarding SANGS (Suitable Alternative Natural Green Space)	EIR
• Herts County Council minerals and tarmac	EIR
• Payment to suppliers list August 2022	FOI
• Windmill Lane	FOI
• LVRPA in-house Legal Dept	FOI
• Expenditure on Equality, Diversity & Inclusion training	FOI
• Holyfield and Glen Faba contour maps	EIR
• Expressions of interest in and soft marketing LVRPA	EIR

## 21 Cleanliness PI

The average cleanliness score of 95% is consistent with the equivalent period last year and is above target, which is excellent when taking into account the vastly increased amounts of litter produced during this period. The continued use of volunteers as an added resource has enabled the contractor and Ranger teams to keep abreast of the litter generated. Any areas of unacceptable cleanliness are reported to the grounds maintenance contractor and are monitored using ParkTracker to ensure any concerns are acted upon.

## INTERNAL BUSINESS PERSPECTIVE

### 22 Open Space Quality Awards (Green Flag, London In Bloom) PI

With the budget constraints in place due to the Covid-19 pandemic a decision was made not to submit sites for London in Bloom in 2021. However, in 2022 all 7 sites were awarded Gold and Bow Creek was the overall winner in the Conservation Area category. All sites retained the Green Flag and will be re-submitted for the 2023/24 year.

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

The programmed Quest Assessments up to the end of the third quarter of the year have been undertaken or are programmed in, with Quest assessments at Lee Valley Riding Centre, Lee Valley White Water Centre, Lee Valley Athletics Centre, Lee Valley Hockey and Tennis Centre and Lee Valley VeloPark. The Quest accreditation process assesses business planning processes, their implementation and the quality of their delivery. Timings of the assessments were delayed to factor in commencement of the LSC. Learning and Engagement (formerly Youth and Schools) retains its Learning Outside the Classroom (LoTC) accreditation.

### 24 Staff Turnover PI

Staff turnover in Quarter 3 is lower than the equivalent period last year and below the annual target of 10-20%. This equates to 3 staff in total, all of whom were resignations. Two were permanent staff and one a fixed term contract that ended. The total by end of quarter 3 is 15 leavers; comprising 14 resignations and one end of contract.

**25 Staff Sickness PI**

Up to the end of the third quarter of the year there were an average of 0.70 days sickness with a target of 2.25, which would lead to an end of year figure of 1.75 days compared to the 3 days stretch target. This continues to be lower than the private sector or other comparable public bodies and has been consistently low over the last three years.

Please note that the sickness target for 2022/23 of 3 days per FTE now only includes short term sickness, which is sickness under 4 weeks in length, whereas previously this target was for all sickness, both short term and long term. Therefore, this will affect comparisons with previous year's sickness statistics.

Q1 – 0.35 sick days per FTE – this related to 44 days sickness with the top three reasons being headache/migraine, stomach upset, and coughs/colds.

Q2 – 0.59 sick days per FTE – this related to 73 days sickness with the top three reasons being Covid-19, headaches/migraine, and coughs/colds.

Q3 – 1.12 sick days per FTE - this related to 135 days sickness with the top three reasons being Covid-19, coughs/colds and other/unknown sickness.

**26 Percentage Waste Recycled PI**

The amount of waste produced and collected up to the end of the third quarter is equivalent to the previous year; however the grounds maintenance contractor has recycled 93% of the waste collected, an increase of 6% on the previous year (87.25%). The 6% increase is due to a larger proportion of the waste collected being recyclable.

**INNOVATION AND LEARNING PERSPECTIVE****27 Staff Satisfaction Survey – Annual PI**

A staff satisfaction survey that was planned for this year has been put on hold to allow time for Authority staff to understand the ramifications of the LSC, however, Health, Safety and Wellbeing Surveys took place in July 2022 (with a follow up in August 2022) to supplement the survey carried out in June 2020.

The health, safety and wellbeing of our staff is vital, so the initial June 2020 survey was revised for the subsequent surveys this year after the worst of the pandemic, to discover how staff were feeling, how they have managed home working, to get their feedback on communications during this period and any feedback on anything they would like to see from the Authority or anything we can improve on, This would allow the Authority's Senior Management Team and Heads of Service to identify how best the Authority could continue to support its staff.

There are some areas that need consideration and a follow up response to staff is being developed by the new Health & Safety contractors (Right Directions) and will form part of the support provided. In addition, Flexible Working Focus Groups have been held to discuss with staff their feedback on areas such as working from home and levels of support required.

The feedback on the Chief Executive's remote briefings was very positive, so



these will continue on a regular basis to keep staff up to date and give the opportunity to ask any questions they may have, either remotely or in a hybrid fashion.

## **28 Staff Training PI**

Throughout the pandemic all face-to-face training (with a few exceptions) was cancelled, though staff working from home and furloughed were able to continue training through e-learning modules.

In 2021/22 face-to-face training resumed where necessary, but remote training and e-learning has taken place too.

2022/23 has seen 257 staff attend training. In terms of e-learning, this was 39 staff in Q1 and 29 staff in Q2. A further 81 staff attended face-to-face training in Q2. In Q3 108 staff attended training; with 61 of these being face-to-face and 47 were e-learning.

In terms of face-to-face courses in Q3, 3 training sessions were cancelled due to trainer illness, but these courses have been rescheduled for January/February 2023.

## **29 Health and Safety Audit PI**

The average audit score for those completed over the first three quarters is 87%. The completed audits were carried out by RDHS, the Authority's H&S contractor during Quarter 1 and Quarter 2, with the Quarter 3 audits completed by the Authority's new H&S contractor, Right Directions. Right Directions were appointed after a procurement process, with a focus on a forensic approach to audits and a higher level of support and guidance for sites. This may result in a lower score than previously due to the improved approach.

The score for the Myddelton House facility and the Gardens was averaged, with the Gardens having a lower score due to the long term absence of the Head Gardener.

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

There has been a decrease in the number of accidents and incidents reported during the first three quarters of 2022/23. There is also a marked decrease in the number of staff/contractor accidents and incidents. Site-specific staff training was increased to ensure a reduction of staff accidents.

## **FINANCIAL IMPLICATIONS**

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

## **HUMAN RESOURCE IMPLICATIONS**

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

## **LEGAL IMPLICATIONS**

- 33 There are no legal implications arising directly from the recommendations in this

report.

## **RISK MANAGEMENT IMPLICATIONS**

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

## **EQUALITY IMPLICATIONS**

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

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## **PREVIOUS COMMITTEE REPORTS**

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

## **APPENDICES ATTACHED**

Appendix A	Authority Scrutiny Scorecard
Appendix B	Revenue Monitoring Report and appendices (Paper E/799/23)

## **LIST OF ABBREVIATIONS**

FOI	Freedom of Information
EIR	Environmental Information Regulations
SANGS	Suitable Alternative Natural Green Space
LSC	Leisure Service Contract
GLL	Greenwich Leisure Ltd
FTE	Full Time Equivalent

Financial Perspective	KPI/PI	Target	Last Equivalent	This Period	Direction of Travel	Expectation
Levy Contribution	KPI 1	35.3%	37.0%	35.3%	↑	35.3%
Total income generation	PI	£6,917,800	£9,362,229	£7,515,085	↑	£9,937,085
External Capital Funding	PI	0%	5%	1%	↓	1%

Income (£000's)	Budget Target	Last Equivalent	This Period	Direction of Travel
Abbey Gardens	0	10	2	↓
Bow Creek / EIDB	2	5	9	↑
Gunpowder Park	0	22	4	↓
River Lee Country Park	1	10	7	↓
Rye House Gatehouse	0	0	0	↔
Three Mills	0	0	1	↑
Countryside Areas	95	177	118	↓
Mvd Hse Gardens & Vis Cntr	92	55	83	↑
Hayes Hill Farm				
Holyfield Farm	359	381	455	↑
Fisheries	94	138	56	↓
Learning & Engagement (Y&S)	25	17	27	↑
Events	90	144	220	↑
Sport and Active Recreation	0	2	37	↑
Volunteers	0	0	0	↔
LV Campsite Sewardstone	457	378	463	↑
LV Caravan Park Dobbs Weir	912	752	704	↓
LV Camping and Caravan Park Edmonton	222	220	400	↑
LV Almost Wild Campsite	57	48	43	↓
LV Golf Course	120	80	121	↑
LV Marina Stansted	636	629	636	↑
LV Marina Springfield	752	773	841	↑
LV WaterWorks Centre	2	0	3	↑

Direction of travel
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Performance has improved

Performance has worsened

Performance has remained the same

Customer Perspective	KPI/PI	Annual Target	Last Equivalent	This Period	Direction of Travel	Expectation
<b>Customer Satisfaction (Overall)</b>	KPI 2	85%	86%	87%	↑	85%
Usage	KPI 3	8.5m	8,800,046	5,387,683	↑	8m
Stakeholders Perception	KPI 4	75%	74%	74%	↔	74%
Complaints	PI	104	164	204	↑	200
Compliments	PI	98	97	55	↓	50
Regionality	PI	38%	64%	53%	↓	N/A
Visitor Profiling	PI					
- from the most deprived socio-economic groups		10%	10%	18%	↑	N/A
- from black & minority ethnic groups		30%	33%	36%	↑	N/A
- aged over 65yrs		25%	33%	30%	↓	N/A
- disabled		5%	6%	5%	↓	N/A
Website Hits	PI	450,000	670,046	262,367	↓	390,000
Media articles for all Authority-led areas (responsibility of LVRPA)	PI	360	1,232	3,136	↑	2,950
%age positive articles	PI	95%	93.3%	71.6%	↓	65%
Media articles for LSC venues (responsibility of GLL)	PI	1,200	N/A	1,573		2,100
%age positive articles	PI	95%	N/A	98.9%		95%
Total Media Articles	PI	1,550	1,232	4,709	↑	5,071
Total %age positive articles	PI	95%	93.30%	81.1%	↓	95%
Response times to all communications (excluding FOI/EIR)	PI	10	2.5	2	↓	3
Response Times to FOI/EIR	PI	20	20	35	↑	20

Direction of travel
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Performance has improved  
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Customer Perspective

PI	Usage		Customer Satisfaction		Complaints		Compliments		Regionality		H & S Quarterly Audit (cumulative annual)		Cleanliness	
	Last Equivalent	This Period	Last Equivalent	This Period	Last Equivalent	This Period	Last Equivalent	This Period	Last Equivalent	This Period	Last Equivalent	This Period	Last Equivalent	This Period
Overall Target	5,825,203	5,825,203	85%	85%	-1	1	N/A	N/A	N/A	N/A	96%	96%	100%	96%
Abley Gardens	364,177	306,014	↓	80%	0	1	↓	41%	28%	↓	100%	100%	100%	83%
Bow Creek / EIDB	436,385	342,003	↓	83%	1	0	↔	34%	30%	↓	100%	100%	100%	83%
Gloucester Park	346,090	268,188	↓	80%	5	0	↔	68%	31%	↓	100%	100%	100%	88%
River Lea Country Park	1,507,020	1,586,773	↑	84%	31	4	↔	77%	52%	↓	96%	96%	96%	83%
Rye House Gatehouse	32,801	29,734	↓		0	0	↔				95%	95%	100%	100%
Three Mills	204,415	158,059	↓	79%	12	0	↔	33%	33%	↔	82%	82%	82%	88%
Tottenham Marshes	735,320	811,325	↑	88%	2	0	↔	39%	14%	↓	97%	97%	97%	100%
Waterworks Nature Reserve	266,542	271,300	↑	87%	1	0	↔	17%	19%	↑	83%	83%	83%	100%
North Sites	365,924	367,392	↓	84%	34	6	↔	74%	65%	↓	100%	100%	100%	95%
South Sites	1,436,132	999,158	↓	88%	9	0	↔	22%	11%	↓	92%	92%	92%	98%
Mid Hise Gardens & Vis Cntr	22,738	23,354	↓	90%	0	1	↑	71%	63%	↓	Q4	Q4	Q4	73%
Hollyfield Farm											Q4	Q4	Q4	93%
Learning & Employment (V&S)	2,260	5,049	↑	92%	0	0	↔	93%	97%	↑	Q4	Q4	Q4	N/A
Events	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Sport and Active Recreation	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Volunteers	11,540	13,021	↑	N/A	9	0	↓	N/A	N/A	N/A	N/A	N/A	N/A	N/A
LV Camille Sewardstone	17,989	24,460	↑	84%	1	1	↔	1	0	↓	97%	97%	97%	91%
LV Caravan Park Dobbs Weir	18,315	18,846	↑	85%	2	1	↓	1	0	↓	96%	96%	96%	88%
LV Camping and Caravan Park Edmonton	15,956	33,730	↑	84%	4	0	↓	1	0	↓	88%	88%	88%	88%
LV Golf Course	11,692	7,432	↓	73%	1	1	↔	0	0	↔	77%	77%	77%	84%
Almost Wild Campsite	N/A	2,255	↑	N/A	0	0	↔	NA	0	↔	N/A	N/A	N/A	N/A
LV Merris - Starfield				82%	0	0	↔	0	0	↔	80%	80%	80%	87%
LV Merris Sprungfield				82%	3	0	↓	0	0	↔	66%	66%	66%	43%
LV WaterWorks Centre	0	0	↔		0	0	↔	0	0	↔				
Totals	5,825,203	5,367,593	↓	85%	115	17	↓	63	15	↔	N/A	N/A	95%	95%

Direction of travel
↑
↔
↓

Performance has improved  
Performance has worsened  
Performance has remained the same

Internal Business Perspective	KPI/PI	Annual	Last Equivalent	This Period	Direction of Travel	Expectation
Open Space Quality Awards (Green Flag, LB)	PI	17	N/A	17	↔	9
Service Quality Awards (Quiet, LOTC)	PI	8	9	6	↓	8
Staff Turnover	PI	10.20%	7.00%	2.48%	↓	10.0%
Staff Absences	PI	3	1.72	0.7	↓	1.75
Waste Recycled	PI	85%	66%	93%	↑	90%


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

Innovation and Learning Perspective	KPI/PI	Target	Last Equivalent	This Period	Direction of Travel	Expectation
Staff satisfaction Survey Annually (six months)	PI	75%	75%	75%	↔	75%
Staff Training Attendance	PI	160	451	257	↓	350
H & S Quarterly Audit (cumulative annual)	PI	95%	94%	87%	↓	95%
H & S Accidents and Incidents (Internal/External)	PI	550	370	283	↓	300
H & S Accidents and Incidents (Staff/Volunteer/Contractor)	PI	30	22	12	↓	20

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

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 <p><b>LEE VALLEY REGIONAL PARK AUTHORITY</b></p> <p><b>EXECUTIVE COMMITTEE</b></p> <p><b>23 FEBRUARY 2023 AT 10:30</b></p>	<p><b><u>Agenda Item No:</u></b></p> <p><b><u>Report No:</u></b></p> <p><b>E/799/23</b></p>
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## Q3 REVENUE BUDGET MONITORING 2022/23

Presented by the Head of Finance

### EXECUTIVE SUMMARY

This report summarises monitoring of revenue expenditure to December 2022. 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 2023.

The Executive Committee received a report at its meeting on 20 October 2022 (Paper E/781/22) outlining the budget challenges being faced this year, notably the increases in energy costs and inflation impacting all areas of expenditure. The net deficit for 2022/23 was forecast at £818,000. A further report received on 17 November 2022 (Paper E/789/22) outlined the mitigating actions being taken to minimise the deficit position, reducing the net deficit forecast to £283,000. Since that report the new energy prices for October 2022–September 2023 were confirmed in late November and are lower than anticipated, which has improved the year-end outturn to a deficit of £126,000. The major variations currently projected are summarised in the table below.

Service Description	Annual Net Budget	Proposed Net Outturn	Variance £000s
Events (incl Commonwealth Games)	31	-282	-313
Legal	417	674	257
Property	-1,142	-1,296	-154
Leisure Services Contract	2,681	3,263	582
Parklands and Open Spaces	2,605	2,524	-81
Small Venues	-1,005	-806	199
Corporate Insurance	594	490	-104
Other	3,937	3,791	-156
Financing	1,787	1,536	-251
Levy	-9,768	-9,768	0
	<b>137</b>	<b>126</b>	<b>-11</b>

## RECOMMENDATION

Members Note: (1) the report.

## BACKGROUND

- 1 The Executive Committee recommended a budget for 2022/23 at its meeting in January 2022 (Paper E/767/22). Members approved this at the Authority meeting on 20 January 2022 (Paper A/4312/22). This report compares income and expenditure to 31 March 2023 with the budget.
- 2 The summary financial position of each Authority service or facility is shown in Appendix A to this report.
- 3 The year-end position shows a projected net under spend of £11,000 against the net revenue budget deficit of £137,000. The net deficit for the year is forecast as £126,000.

## GENERAL ECONOMIC FACTORS

### 4 Inflation

December's inflation for the Retail Price Index (RPI) stood at 13.4% and Consumer Price Index (CPI) at 10.5%. Inflation was expected to rise to around 11% in the final quarter of 2022, with the Bank of England forecasting a decline towards the target rate of 2% in the medium term (Bank of England Monetary Policy Committee (MPC) Report November 2022). The Bank of England increased the base rate to 4.0% on 2 February as it continues to try to control inflation.

### 5 Energy Costs

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

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

The revenue monitoring report presented to Executive Committee in November assumed the high-end price increase forecast by Laser. Our new prices for October 2022-September 2023 were confirmed in late November, and although they are considerable increases on previous prices (100% for electricity and 400% for gas), they are lower than feared. Laser were able to secure these prices at or below the Government's current Energy Bill Relief Scheme. These new prices mean the increase in utility costs for the Authority will be £260,000, down from £365,000.

As part of the shared risk position for utility pricing at the Leisure Services Contract (LSC) venues (for the first 2 years only), with Greenwich Leisure Ltd (GLL) taking the risk for utility consumption for the entirety of the contract, we expect to see a substantial increase to the Management Fee for the first two

years. After this, we are required to rebase the utility position for year 3 onwards, when GLL will take on both the cost and consumption risk, but the current Management Fee position for years 3-10 will likely be affected. The Authority has supported GLL in obtaining the same basket prices as us, which are fixed on the same tariff terms as we are. At quarter two we forecasted an additional cost of £395,000 in addition to the £310,000 contingency for this energy price risk. These new prices mean the increase in utility costs for the LSC will be £510,000, down from £705,000.

Gas at Dobbs Weir Caravan Park is supplied by Avanti, and we have a fixed price contract with them until the end of March 2023, so we will not see these prices increase until 2023/24 financial year.

## 6 Pay Award

The Authority was notified on 1 November 2022 that agreement had been reached by employers and the relevant unions in respect of the 2022/23 pay award for National Joint Council (NJC) for local government services. The agreed pay award effective 1 April 2022 is an increase of £1,925 on all NJC pay points 1 to 43. Part of this national agreement is to also pay an increased London Weighting Rate for Outer London Allowance (currently £2,011 per annum) with a 4.04% increase to be applied to all officers up to pay point 43 with effect from 1 April 2022.

Members agreed in November (Paper E/787/22) that the Authority should set a pay award for 2022/23 for officers on pay point 44 and above in line with the NJC scale.

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

## BUDGET CHALLENGES AND SAVINGS

- 7 As reported to Executive Committee in October, the increased utilities prices and pay award detailed above pose a significant challenge to this year's budget. Mitigating actions continue to be taken to reduce the deficit position to one of a more manageable position.
- 8 As reported to Executive Committee in November, the following savings were identified to reduce the deficit.

Contributions to/from Earmarked Reserves	(250)	Reduced Asset Management Contributions
PR / Communications	(21)	Savings on discretionary budgets
Property Management	(64)	Increased income Identified
Asset Protection, Maintenance & Development	(88)	Revenue expenditure identified as capital
Sports Development	(18)	Saving (Sports Development Grants)
Community Access	(27)	Saving (Community Access Fund)
Countryside Areas	(58)	Increased income (Car Parking)
Other	(9)	Net impact of all other cost centres
<b>Total Savings</b>	<b>(535)</b>	

- 9 This report reflects these savings as well as additional savings achieved through staff vacancies, increased income and a reduction in discretionary spending across the Authority following staff briefings and communications to help with the financial situation.

## **OPERATIONS OVERVIEW**

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

## **FINANCING**

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

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

## **CORPORATE SERVICES**

### **12 Legal Service (£257,000 deficit)**

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

### **13 Property Management (£154,000 surplus)**

Additional rental income has been achieved across the Authority's commercial accommodation and countryside areas. This includes both one-off sums received this year for backdated rental payments as well as ongoing income that will be built into future years budgets.

### **14 PR / Communications (£12,000 surplus)**

Savings have been identified across several budget areas including a reduced spend on the 10 years Olympic anniversary campaign, not attending events as exhibitors, reducing tourist board memberships, reducing new artwork and photography and savings on our press cuttings contract.

## **FINANCE AND SUPPORT SERVICES**

### **15 Finance and Human Resources (£98,000 deficit)**

An additional HR Advisor has been recruited to meet the Authority's needs, which had not been initially budgeted for in 2022/23. There has been a requirement for additional external financial support from KPMG with regards to the Sporting Income VAT claim; London Pension Fund Authority with regards to the Pension Fund agreement with GLL; and Montagu Evans in regards to Business Rates.

**16 Corporate Insurances (£104,000 surplus)**

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

**SPORT & LEISURE**

**17 Events (£313,000 surplus)**

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

**18 Active Communities (£65,000 underspend)**

Officers had previously identified £45,000 saving through the saving exercise in November, which came from reductions to sports development grants, and community access savings due to the later opening of the Ice Centre. This has now increased to £65,000 through further delay to the Ice Centre, with handover now expected early March. This budget saving has been incorporated into the 2023/24 budget.

All allocated grants will be spent, but no further grants will be offered this year. The saving is against a total community programmes budget of circa £300,000 for 2022/23.

**PARKLANDS AND OPEN SPACES**

**19 Countryside Areas (£66,000 underspend)**

There have been a number of vacancies within the Ranger team this year which has led to savings. These vacant positions are being recruited to.

Income received for the Broxbourne Station car park managed by Broxbourne Council is higher than anticipated.

**SMALL VENUES**

**20 Campsites (£152,000 over budget)**

Campsites have been heavily impacted by the increase in utility costs, with a significant impact of around £120,000 additional costs for the year.

The campsites continue to recover from the impact of Covid restrictions, which led to a loss of business from European visitors, and reduction in visitors staying to visit and work in London. Edmonton Campsite has seen a particularly strong recovery this year after a slower recovery than the other campsites who benefited more from the staycation trend last year.

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

Despite this, the Campsite continue to return an overall surplus of around £500,000.

**21 Marinas (£50,000 over budget)**

The marinas have been impacted by the increased energy prices, expected to cost an additional £35,000. Springfield is exceeding income targets, but Stanstead has started to see the impact of the cost of living crisis, with demand for rechargeable works dropping off over the winter.

The Marinas also continue to return a profit for the Authority.

**LEISURE SERVICES CONTRACT (£582,000 deficit)**

- 22 The LSC commenced on 1 April 2022, with the transfer of the operation of the six major sporting venues to GLL. In the first two years of the contract the Authority will make a Management Fee payment to GLL. From year three onwards, this becomes a payment to the Authority.

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

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

The budget includes £310,000 contingency for the LSC for increased utility costs. It is anticipated that an additional £200,000 will be required in addition to this contingency to cover the higher than expected price rises.

A further issue is around the handover of Lee Valley Ice Centre, and the earliest operational date. As handover is likely to be March, this will have an impact on the 2022/23 Management Fee. The position won't be known until the financial year-end, but officers are discussing with GLL to fully assess any implications for both this year and 2023/24. A provision of £270,000 impact on the Management Fee has been included in the forecast.

## **FURTHER ISSUES**

### **23 VAT Claim on Sporting Income**

We await further information with regard to the “distortions of competition” issue in relation to the VAT claim on sporting income. Whilst we understand that HMRC may now concede on this point, the full details of the outcome, and the implications relating to both past claims and further treatment have not yet been released.

We are awaiting further details from KPMG, Chelmsford City Council, and HMRC on how this will be taken forward.

## **ENVIRONMENTAL IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

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

## **HUMAN RESOURCE IMPLICATIONS**

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

## **LEGAL IMPLICATIONS**

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

## **RISK MANAGEMENT IMPLICATIONS**

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

## **EQUALITY IMPLICATIONS**

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

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## **PREVIOUS COMMITTEE REPORTS**

Executive Committee	E/789/22	Q2 Revenue Budget Monitoring Update 2022/23	17 November 2022
Executive Committee	E/781/22	Q2 Revenue Budget Monitoring 2022/and Budget Challenges	20 October 2022
Executive Committee	E/774/22	Q1 Revenue Budget Monitoring 2022/23	22 September 2022

Executive Committee	E/767/22	Q4 Revenue Budget Monitoring 2021/22	26 May 2022
Executive Committee	E/765/22	Annual Report on Treasury Management Activity 2021/22	26 May 2022
Authority	A/4312/22	2022/23 Revenue Budget & Levy	20 January 2022
Executive Committee	E/751/22	2022/23 Revenue Budget & Levy	20 January 2022

**APPENDIX ATTACHED**

Appendix A            Detailed outturn forecast

**LIST OF ABBREVIATIONS**

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



## OPERATIONAL OUTTURN SUMMARY

## LEE VALLEY REGIONAL PARK AUTHORITY

YEAR 2022/23

PERIOD: 09 (December 2022)

	Actual To Date		Net	Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure				£000s	%
<b>OPERATIONAL SERVICES</b>							
Chief Executive	(4)	492	488	682	642	(40)	(6%)
Corporate Services	(1,816)	1,321	(494)	(194)	(95)	99	51%
Finance and Support Services	(45)	1,182	1,137	2,366	2,245	(121)	(5%)
Sport and Leisure	(1,298)	1,520	223	983	586	(397)	(40%)
Parklands and Open Spaces	(850)	2,589	1,739	2,605	2,524	(81)	(3%)
Small Venues	(3,472)	2,570	(902)	(1,004)	(806)	198	20%
Leisure Services Contract	(1)	217	216	2,681	3,263	582	22%
	<b>(7,486)</b>	<b>9,891</b>	<b>2,407</b>	<b>8,119</b>	<b>8,359</b>	<b>240</b>	<b>3%</b>
<b>FINANCING</b>							
Interest Receivable	(31)	0	(31)	(8)	(35)	(27)	(338%)
Interest Payable & Bank Charges	0	58	58	56	82	26	46%
Contributions to/from Earmarked Reserves	0	0	0	1,000	750	(250)	(25%)
Financing of Capital Expenditure	0	0	0	290	290	0	0%
Minimum Revenue Provision	0	0	0	448	448	0	0%
Levies on Local Authorities	(7,326)	0	(7,326)	(9,768)	(9,768)	0	0%
<b>Movement in General Fund</b>				<b>137</b>	<b>126</b>	<b>(11)</b>	<b>(8%)</b>

OPERATIONAL OUTFURN SUMMARY

LEE VALLEY REGIONAL PARK AUTHORITY

YEAR 2022/23

PERIOD: 09 (December 2022)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
<b>CHIEF EXECUTIVE</b>							
Chief Executive	0	171	171	256	228	(28)	(11%)
PR / Communications	(4)	321	317	426	414	(12)	(3%)
<b>TOTAL CHIEF EXECUTIVE</b>	<b>(4)</b>	<b>492</b>	<b>488</b>	<b>682</b>	<b>642</b>	<b>(40)</b>	<b>(6%)</b>
<b>CORPORATE SERVICES</b>							
Legal Service	(3)	551	549	417	674	257	62%
Property Management	(1,811)	279	(1,533)	(1,142)	(1,296)	(154)	(13%)
Planning and Strategic Partnerships	0	78	78	141	102	(39)	(28%)
Asset Protection, Maintenance & Development	(2)	327	325	278	309	31	11%
Committee Service	0	86	86	112	116	4	4%
<b>TOTAL CORPORATE SERVICES</b>	<b>(1,816)</b>	<b>1,321</b>	<b>(494)</b>	<b>(194)</b>	<b>(95)</b>	<b>99</b>	<b>51%</b>
<b>FINANCE AND SUPPORT SERVICES</b>							
Finance and Human Resources	0	566	566	618	716	98	16%
Information Technology	(45)	407	362	710	659	(51)	(7%)
Corporate Insurances	0	0	0	594	490	(104)	(18%)
Audit / Health & Safety	0	72	72	219	176	(43)	(20%)
Non Distributed Costs	0	48	48	69	69	0	0%
Corporate Training / Apprenticeships	0	19	19	71	48	(28)	(39%)
Project & Funding Delivery	0	70	70	85	92	7	8%
<b>TOTAL FINANCIAL SERVICES</b>	<b>(45)</b>	<b>1,182</b>	<b>1,137</b>	<b>2,966</b>	<b>2,245</b>	<b>(721)</b>	<b>(24%)</b>
<b>SPORT AND LEISURE</b>							
Events	(1,234)	874	(360)	31	(282)	(313)	(1010%)
Sports Development	(37)	41	4	123	58	(65)	(53%)
Policy and Performance	0	466	466	601	638	34	6%
Learning & Engagement Service	(27)	118	92	148	192	(16)	(11%)
Community Access	0	21	21	80	43	(37)	(46%)
<b>TOTAL SPORT AND LEISURE</b>	<b>(1,298)</b>	<b>1,520</b>	<b>222</b>	<b>863</b>	<b>586</b>	<b>(277)</b>	<b>(32%)</b>

## OPERATIONAL OUTTURN SUMMARY

## LEE VALLEY REGIONAL PARK AUTHORITY

YEAR 2022/23

PERIOD: 09 (December 2022)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
<b>PARKLANDS AND OPEN SPACES</b>							
<b>Management</b>							
Operational Management	0	214	214	275	285	10	4%
Myddelton House Management	(12)	236	223	293	391	98	13%
<b>Parklands</b>							
River Lee Country Park	(7)	230	223	439	423	(16)	(4%)
Gunpowder Park	(4)	47	43	88	82	(6)	(7%)
Countryside Areas	(118)	839	715	1,055	989	(66)	(6%)
Abbey Gardens	(2)	58	56	94	82	(12)	(13%)
Three Mills	(1)	16	16	31	27	(4)	(13%)
East India Dock and Bow Creek	(9)	35	26	45	40	(5)	(11%)
Broxbourne Riverside	(52)	18	(34)	21	25	4	19%
Fisheries	(56)	3	(53)	(69)	(109)	(40)	(58%)
<b>Visitor Attractions</b>							
Myddelton House	(110)	255	145	183	182	(1)	(1%)
Rye House Gatehouse	0	3	3	5	8	3	60%
<b>Park Projects</b>							
Volunteers	0	32	32	42	44	2	5%
Biodiversity	0	83	83	106	112	6	6%
<b>Farms</b>							
Lee Valley Farm, Holyfieldhall	(455)	512	57	38	56	18	47%
<b>Initiatives and Partnerships</b>							
King George Reservoir South	(11)	14	3	(1)	(1)	0	0%
Lee Valley Boat Centre	0	0	0	(41)	(41)	0	0%
Broxbourne Chalets	(13)	0	(13)	1	(11)	(12)	(1200%)
<b>TOTAL PARKLAND AND OPEN SPACES</b>	<b>(850)</b>	<b>2,589</b>	<b>1,739</b>	<b>2,605</b>	<b>2,524</b>	<b>(81)</b>	<b>(3%)</b>
<b>SMALL VENUES</b>							
Lee Valley Marina Springfield	(841)	489	(352)	(345)	(357)	(12)	(3%)
Lee Valley Marina Stanstead	(637)	557	(80)	(58)	4	62	107%
Lee Valley Waterworks Centre	(3)	44	41	82	75	(7)	(9%)
Lee Valley Farm Hayes Hill	0	2	2	0	2	2	0%
Lee Valley Campsite (Sewardstone)	(463)	333	(130)	(91)	(67)	24	26%
Lee Valley Caravan Park (Dobbs Weir)	(704)	435	(269)	(409)	(211)	198	48%
Lee Valley Leisure Centre Campsite	(400)	303	(98)	39	(26)	(65)	(167%)
Lee Valley Leisure Centre Golf Course	(121)	101	(20)	1	2	1	100%
Almost Wild Campsite	(43)	24	(19)	(16)	(21)	(5)	(31%)
Caravan Sales	(260)	282	23	(207)	(207)	0	0%
<b>TOTAL SMALL VENUES</b>	<b>(3,472)</b>	<b>2,570</b>	<b>(902)</b>	<b>(1,004)</b>	<b>(805)</b>	<b>198</b>	<b>20%</b>

OPERATIONAL OUTTURN SUMMARY

LEE VALLEY REGIONAL PARK AUTHORITY

YEAR 2022/23

PERIOD: 08 (December 2022)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
<b>LEISURE SERVICES CONTRACT</b>							
Management Fee	0	0	0	2,261	2,261	0	0%
Efficiencies / Increased Income	0	0	0	(60)	(14)	90	50%
LSC Support	0	39	39	0	99	39	0%
LSC Venues Direct Costs	(1)	178	177	170	219	49	25%
LSC Contingency (Utilities)	0	0	0	310	510	200	65%
LSC Operations (Ice Centre)	0	0	0	0	270	270	0%
<b>TOTAL LSC VENUES AND BUSINESS SUPPORT</b>	<b>(1)</b>	<b>217</b>	<b>216</b>	<b>2,681</b>	<b>3,265</b>	<b>582</b>	<b>22%</b>
<b>OTHER OPERATIONAL SERVICES COSTS/INCOME</b>							
Budget Growth (Pay Rise)	0	0	0	0	0	0	0%
s106 Expenditure/Income	0	1	1	0	0	0	0%
<b>TOTAL OPERATIONAL SERVICES</b>	<b>(7,486)</b>	<b>9,882</b>	<b>2,896</b>	<b>8,119</b>	<b>8,359</b>	<b>240</b>	<b>3%</b>