Lee Valley Regional Park Authority **LEE VALLEY REGIONAL PARK AUTHORITY** **SCRUTINY COMMITTEE** **22 JUNE 2023 AT 13:00**	**Agenda Item No:** 6 **Report No:** **S/63/23**

SCRUTINY SCORECARD 2022/23 Q4

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 final quarter of 2022/23. The report covers actual performance from 1 April 2022 to 31 March 2023. This incorporates financial, customer, internal process and sustainability measures that have been agreed with Members. This performance report incorporates all facilities / venues and parklands currently operated in-house by the Authority, which excludes the six Leisure Service Contract venues that passed to Greenwich Leisure Ltd 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 final quarter of 2022/23

- Reportable KPI's are lower than the expected end of year target though are still higher than previous years.
- 6.8 million visits to-date to the Park and Facilities with an original year-end target of 8.5 million which had 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.
- The new Ice Centre was handed over to the Authority on 9 May with an opening date to the public of 17 June. The state of the art centre will also offer a range of new biodiversity habitats and will increase visitors to the area.
- Quest accreditations remain on target with all Leisure Service Contract facilities retaining their Quest accreditation.
- The Authority has maintained its Learning Outside the Classroom Quality Badge.
- 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 September Scrutiny Committee 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. The scorecard was amended for Qtr 3 to have only an arrow showing the direction of travel compared to the previous year. At February Scrutiny Committee a member suggested they would prefer to have the traffic light system re-instated. Qtr 4 shows a revised method, advising of both direction of travel against annual target as well as period performance.

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; and
- with promotion of visits to the sporting facilities web sites being the responsibility of the Leisure Service Contract (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 31 March 2023. The following paragraphs summarise the key messages from the data with further explanation.

FINANCIAL PERSPECTIVE INDICATORS - (KPI and PI)

5 **KPI 1: Levy Contribution**

Members agreed in January 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. 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, an external funding opportunity has been identified. A Levelling Up Fund bid for East India Dock Basin was unsuccessful; however, a Heritage Lottery Fund bid is now being submitted. Officers are progressing with the application 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**

The Authority's budget restraints, caused by the Covid-19 pandemic, resulted in the Visitor Tracking contract being held in abeyance preventing visitor surveys from taking place in previous years. However, this was reinstated and we now have our second full year of visitor tracking since 2019. Customer satisfaction for Qtr 4 of this year is 86%, which equals last year's performance and slightly exceeds target.

9 **KPI 3: Usage**

6.8 million visits were made to the Authority open spaces and facilities up to the end of the year 2022/23. This is 761,000 less visits (10%) 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. 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 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 the 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 17th 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.

Q4

The first half of January was mild, unsettled and wet. We experienced some snow and flooding in some areas, however the second half of the month was particularly sunny with temperatures nearer to average. February was drier and milder than average, with rainfall below average. It was cooler towards the end of the month. March began dry and cold early in the month but the warming temperatures mid-month brought a lot of rainfall. There were frosty nights and temperatures not exceeding 16 degrees.

	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%

	2022/23	2021/22		
	Q4	**Q4**	Change	%
Mean Temp.	**6.2**	6.7	-0.47	-7%
Ave Rainfall	**78.5**	42.8	35.67	83%
Ave Sunshine	**72.57**	109	-36.4	-33%

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 was 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 2022/23 was cancelled, though confirmation has been received that it is expected to take place this year (2023/24). Other options were presented to Members at February's Scrutiny Committee, in case the Summit doesn't proceed this year.

11 Usage PI

Usage has decreased by 794,411 (10.6%) compared to the previous year across the open spaces; however there has been an increase within Authority facilities and services of 32,783 (27%). 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.

- 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. This year, despite the removal of Covid-19 restrictions, 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 86% at the end of 2022-23 is consistent with the year-end score in 2021-22 (86%).

13 **Formal Complaints PI**

The number of formal complaints received in 2022-23 has increased from 131 last year to 149 this year. Complaints included the lack of cleanliness at Sewardstone Campsite and vermin present, which has now been rectified. Open spaces complaints included Bow Creek gate locking, fly tipping at Cheshunt and Nursery Road, flooding at Turnford, overflowing dog bins and litter at Walthamstow Marsh and tree obstruction due to bad weather.

14 **Formal Compliments PI**

The number of formal compliments received for the full year has increased from 49 last year to 82 this year; the notable increases in compliments have been staff friendliness at the Wildlife Discovery Centre and the Volunteers Award Ceremony, coffee morning and team tasks, volunteer photos being shared with the volunteers and volunteer uniform.

15 **Regionality PI**

Data from the visitor tracking contractor indicates that regionality for this year shows that numbers from outside the region (3 mile radius of sites) is lower than the previous year but still exceeding the target of 38%. This high figure may be attributed to the continued impact of the pandemic and the current cost of living concerns where UK residents continue to avoid travelling abroad for holidays.

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 40% decrease in disabled users for this year, although this figure is still on target. There is also a small 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 to the end of the year 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 majority of press coverage throughout the year was positive, however 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;
- 10 Years On - exhibition at Lee Valley VeloPark;
- neutral coverage included incidents out of the Authority's control, such as the cycling incident at Lee Valley VeloPark during the Commonwealth Games, or crime committed in our open spaces.

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 a mean average of 34.5 days for the equivalent period, which breaks down as follows.

Response time	Number of requests
20 working days or less	3
20 – 30 working days	5
30 – 40 working days	3
>40 working days	4

The reason for the increase in response time is the diversion of legal resource during the first three quarters of the year to dealing with litigation with Lee Valley Leisure Trust. Therefore, response times are expected to reduce going forward and to meet prescribed timescales for response providing there are not an excessive number of requests.

There were 9 requests under EIR and 6 requests dealt with under the Authority's commitment to deal with other requests in accordance with FOI. The requests received are summarised in the table below.

Information requested on	EIR/FOI
Installation of signage and complaints in relation to the mobile payment system at Abbey Gardens Car Park.	FOI
Remedial works on Three Mills and copy ecological surveys	EIR
Lee Valley Park Boundary	FOI
Re-wetting of Middlesex Filter Beds and water leak	EIR
Business plan produced by UCL in relation to the redevelopment of part of Eton Manor	EIR
National Grid Reinforcement project at Lee Valley Ice Centre	EIR
Correspondence, notes, minutes, reports and any documents with	EIR

London Borough of Waltham Forest regarding Suitable Alternative Natural Greenspace (SANGS)	
Herts County Council Minerals Local Plan and Tarmac	EIR
Payment to suppliers list August 2022	FOI
Windmill Lane Level Crossing	FOI
Composition of the Authority's in house Legal Services team	FOI
Expenditure on Equality, Diversity and Inclusion training	FOI
Holyfield and Glen Faba contour maps	EIR
Expressions of interest in and soft marketing of Authority land	EIR
Re-wetting of Middlesex Filter Beds and a back-up plan following an Authority meeting in October 2022	EIR

Cleanliness PI

21

The average cleanliness score of 96% is consistent with the equivalent period last year and exceeds target, which is excellent. The continued use of volunteers as an added resource has enabled the contractor and Ranger teams to keep abreast of the litter generated. Any areas of unacceptable cleanliness are reported to the grounds maintenance contractor and are monitored using 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 year have been undertaken or are programmed in, with Quest assessments at the 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 the 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 Qtr 4 of 3.30% is lower than the equivalent period last year and below the annual target of 10-20%. This equates to 4 staff in total, three resignations and one retirement. All were permanent staff. The annual average is 3.88%, which is a total of 19 leavers; comprising 17 resignations, one retirement and one end of contract.

25 **Staff Sickness PI**

Up to the end of the year, there were an average of 3.22 days sickness with a target of 3.0. Although slightly higher than the target, this continues to be lower than the private sector or other comparable public bodies and has been consistently low over the last three years.

Please note that the sickness target for 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.

Qtr 1 – 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.

Qtr 2 – 0.59 sick days per FTE – this relates to 73 days sickness with the top three reasons being Covid-19, headaches/migraine and coughs/colds.

Qtr 3 – 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.

Qtr 4 - 1.16 sick days per FTE - this related to 140 days sickness with the top three reasons being coughs/colds, headaches/migraines and chest infections.

26 **Percentage Waste Recycled PI**

The amount of waste produced and collected up to the end of the year is showing a small increase on the previous year. The Grounds Maintenance contractor has recycled 92% of the waste collected, an increase of 1% on the previous year (91%). The 1% increase is due to a larger proportion of the waste collected being recycled.

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 consider how the LSC has affected them. 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 and 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**

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

2022/23 has seen 369 staff attend training. In terms of eLearning, this was 39 staff in Qtr 1 and 29 staff in Qtr 2. A further 81 staff attended face-to-face training in Qtr 2. In Qtr 3 108 staff attended training; with 61 of these being face-to-face and 47 were eLearning. In Qtr 4 90 staff attended face to face training sessions with a further 22 completing eLearning.

29 **Health and Safety Audit PI**

The average audit score for this year is 88%. The completed audits were carried out by RDHS, the Authority's Health and Safety contractor during Qtr 1 and Qtr 2, with the Qtr 3 and Qtr 4 Audits completed by the Authority's new Health and Safety 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 has as expected resulted in a lower score than previously due to the improved approach.

30 **Health and Safety Accidents and Incidents (Internal/External) PI**

There has been a decrease in the number of accidents and incidents reported during the year. There is a small increase 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/61/23	Scrutiny Scorecard 2021/22 Q3	23/02/23
Scrutiny	S/60/22	Scrutiny Scorecard 2021/22 Q4	23/06/22
Scrutiny	S/58/21	Scrutiny Scorecard 2021/22 Q2	18/11/21
Scrutiny	S/57/20	Scrutiny Scorecard 2019/20 Q4	25/06/20
Scrutiny	S/55/20	Scrutiny Scorecard 2019/20 Q3	27/02/20
Scrutiny	S/54/19	Scrutiny Scorecard 2019/20 Q2	21/11/19
Scrutiny	Sent Via Email	Scrutiny Scorecard 2019/20 Q1	09/19
Scrutiny	S/49/19	Scrutiny Scorecard 2018/19 Q4	20/06/19
Scrutiny	S/48/19	Scrutiny Scorecard 2018/19 Q3	25/04/19
Scrutiny	S/47/18	Scrutiny Scorecard 2018/19 Q2	22/11/18
Scrutiny	S/50/19	Holyfield Hall Farm Update	20/06/19
Scrutiny	S/51/19	Community Access Fund	20/06/19
Scrutiny	S/43/18	Scrutiny Scorecard – Indicator Review	22/02/18

APPENDICES ATTACHED

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

LIST OF ABBREVIATIONS

KPI	Key Performance Indicator
PI	Performance Indicator
LVWWC	Lee Valley White Water Centre
LVVP	Lee Valley VeloPark
LVHTC	Lee Valley Hockey & Tennis Centre
LSC	Leisure Service Contract
GLL	Greenwich Leisure Ltd
FOI	Freedom of Information
EIR	Environmental Information Regulations
Qtr	Quarter

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Financial Perspective	KPI/PI	Target	Last Equivalent	This Period	Direction of Travel	P.A.T	Expectation
Levy Contribution	KPI 1	35.3%	37.0%	35.3%	↓		35.3%
Total income generation	PI	£8,917,800	£12,672,937	£8,992,232	↓		£8.9 Million
External Capital Funding	PI	0%	5%	1%	↓		1%

Income (£000's)	PI	Budget Target	Last Equivalent	This Period	Direction of Travel	P.A.T
	Abbey Gardens	0	11	2	↓	
	Bow Creek / EIDB	2	6	10	↑	
	Gunpowder Park	0	2	4	↑	
	River Lee Country Park	1	18	8	↓	
	Rye House Gatehouse	0	0	0	↔	
	Three Mills	0	0	1	↑	
	Countryside Areas	133	157	216	↑	
	Myd Hse Gardens & Vis Cntr	152	121	150	↑	
	Hayes Hill Farm					
	Holyfield Farm	479	562	729	↑	
	Fisheries	126	148	107	↓	
	Learning & Engagement (Y&S)	33	21	32	↑	
	Events	120	145	224	↑	
	Sport and Active Recreation	0	0	0	↔	
	Volunteers	0	0	0	↔	
	LV Campsite Sewardstone	517	423	503	↑	
	LV Caravan Park Dobbs Weir	986	838	840	↑	
	LV Camping and Caravan Park Edmonton	269	267	497	↑	
	LV Almost Wild Campsite	57	47	42	↓	
	LV Golf Course	152	109	101	↓	
			829	816	↓	
	LV Marina Springfield	752	1005	1060	↑	
	LV WaterWorks Centre	2	0	10	↑	

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

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

Appendix A to Paper S/63/23

Customer Perspective	KPI/PI	Annual Target	Last Equivalent	This Period	Direction of Travel	P.A.T.	Expectation
Customer Satisfaction (Overall)	KPI 2	85%	86%	86%	⇔		85%
Usage	KPI 3	8.5m	7,555,414	6,793,786	↓		8m
Stakeholders Perception	KPI 4	75%	74%	74%	⇔		74%
Complaints	PI	104	131	149	↑		200
Compliments	PI	98	49	82	↓		50
Regionality	PI	38%	63%	53%	↓		N/A
Visitor Profiling	PI						
- from the most deprived socio-economic groups		10%	13%	16%	↑		N/A
		30%	32%	39%	↑		N/A
- aged over 60yrs		25%	33%	32%	↓		N/A
- disabled		5%	8%	5%	↓		N/A
Website Hits	PI	450,000	854,880	331,251	↓		380,000
Media articles for all Authority-led areas (responsibility of LVRPA	PI	360	1,510	3,337	↑		2,950
%age positive articles	PI	95%	67%	73%	↑		65%
Media articles for LSC venues (responsibility of GLL)	PI	1,200	N/A	1,576	⇔		2,100
%age positive articles	PI	95%	N/A	99.9%	⇔		95%
Total Media Articles	PI	1,550	1,510	4,913	↑		5,071
Total %age positive articles	PI	95%	94%	82%	↓		95%
Response times to all communications (excluding FOI/EIR)	PI	10	2	2	⇔		3
Response Times to FOI/EIR	PI	20	20	34.5	↓		20

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

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

Customer Perspective

PI	Usage			Customer Satisfaction			Complaints			Compliments			Regionality			H & S Quarterly Audit (cumulative annual)			Cleanliness		
		This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel
Overall Target		7,555,414			85%			-1			1			N/A			95%			90%	
Abbey Gardens	465,797	339,914	↓	90%	86%	↓	4	10	↓	1	1	●	41%	44%	↑	94%	94%	↔	97%	100%	↑
Bow Creek / EIDB	544,264	423,078	↓	88%	83%	↓	1	2	↓	0	0	●	46%	24%	↓				91%	100%	↑
Gunpowder Park	429,365	342,473	↓	86%	82%	↓	5	2	↑	0	0	●	68%	56%	↓				100%	100%	●
River Lee Country Park	1,981,843	2,168,314	↑	86%	86%	●	34	21	↑	0	3	↑	67%	55%	↓				96%	97%	↓
Rye House Gatehouse	41,414	36,811	↓				0	0	●	0	0	●							99%	100%	↑
Three Mills	265,368	198,186	↓	79%	76%	↓	0	3	↓	0	0	●	42%	33%	↓				95%	94%	↓
	961,843	1,029,780	↑	88%	83%	↓	3	3	●	0	0	●	38%	19%	↓				98%	94%	↓
Waterworks Nature Reserve	374,503	364,581	↓	90%	86%	↓	2	0	↑	0	0	●	19%	21%	↓				88%	83%	↓
North Sites	497,125	446,502	↓	84%	83%	↓	44	58	↓	1	3	↑	71%	67%	↓				99%	95%	↓
South Sites	1,884,671	1,283,874	↓	88%	88%	●	17	25	↓	0	0	●	18%	10%	↓				96%	93%	↓
Myd Hse Gardens & Vis Cntr	30,660	38,929	↑	90%	90%	●	1	5	↓	0	9	↑	66%	59%	↓	95%	87%	↓			
Holyfield Farm																97%	94%	↓			
Learning & Engagement (Y&S)	4,500	6,539	↑	100%	98%	↓	0	1	↓	4	0	↓	93%	80%	↓	98%	96%	↓			
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	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	N/A	N/A	N/A	N/A			
Volunteers	17,110	18,124		N/A	N/A	N/A	6	4	↑	38	66	↑	N/A	N/A	N/A	N/A	N/A	N/A			
LV Campsite Sewardstone	19,837	26,663	↑	85%	86%	↑	3	6	↓	1	0	↓	94%	98%	↑	98%	89%	↓			
LV Caravan Park Dobbs Weir	19,686	19,965	↑	84%	83%	↓	3	0	↑	1	0	↓	95%	77%	↓	90%	85%	↓			
LV Camping and Caravan Park Edmonton	19,130	38,882	↑	83%	83%	●	4	6	↓	3	0	↓	94%	97%	↑	94%	89%	↓			
LV Golf Course	8,298	8,915	↑	72%	80%	↑	1	3	↓	0	0	●	61%	58%	↓	82%	74%	↓			
Almost Wild Campsite	N/A	2,256	↑	N/A	N/A	N/A	0	0	●	NA	0	●	N/A	N/A	N/A	N/A	N/A				
LV Marina Stanstead				77%	90%	↑	3	0	↑	0	0	●	90%	68%	↓	97%	90%	↓			
LV Marina Springfield				82%	81%	↓	0	0	●	0	0	●	61%	58%	↓	94%	82%	↓			
LV WaterWorks Centre	0	0						0		0	0										
Totals	7,555,414	6,793,786		85%	86%	N/A	131	149		49	82		N/A	54%		94%	88%		96%	96%	

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

Appendix A to Paper S/63/23

Internal Business Perspective	KPI/PI	Annual	Last Equivalent	This Period	Direction of Travel	P.A.T	Expectation
Open Space Quality Awards (Green Flag, LiB)	PI	17	9	17	↑		9
Service Quality Awards (Quest, LOTC)	PI	6	8	6	↓		8
Staff Turnover	PI	10-20%	5.91%	3.30%	↓		10.0%
Staff Sickness	PI	3	5.62	3.22	↑		3
%age Waste Recycled	PI	85%	91%	92%	↑		90%

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

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

Innovation and Learning Perspective	KPI/PI	Target	Last Equivalent	This Period	Direction of Travel	P.A.T	Expectation
Staff satisfaction Survey Annually (six monthly)	PI	75%	75%	75%	⇔		75%
Staff Training Attendance	PI	160	588	369	↓		350
H & S Quarterly Audit (cumulative annual)	PI	95%	94%	88%	↓		95%
H & S Accidents and Incidents (Internal/External)	PI	550	450	323	↑		300
H & S Accidents and Incidents (Staff/Volunteer/Contractor)	PI	30	28	31	↓		20

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

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

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Lee Valley Regional Park Authority	**Agenda Item No:**
LEE VALLEY REGIONAL PARK AUTHORITY	**5**
EXECUTIVE COMMITTEE	**Report No:**
25 MAY 2023 AT 10:30	**E/812/23**

Q4 REVENUE BUDGET MONITORING 2022/23

Presented by the Head of Finance

EXECUTIVE SUMMARY

This report summarises service spending for 2022/23 compared to budget. Figures are 'near final' and are only likely to be the subject of small changes during the remainder of the closure of accounts process. The overall net operational expenditure at the year-end is expected to be £7,000, which is £130,000 under the approved budget for 2022/23.

This represents an improvement on the position reported to Members at Quarter 3 (Paper E/799/23) with explanations provided within this report. The year-end position shows this improvement as actual energy bills have come in lower than forecast thanks to reduced energy consumption and further efficiency savings have been found across the Authority's services and departments.

Service Description	Annual Net Budget	Proposed Net Outturn	Variance £000s
Leisure Services Contract	2,681	3,420	739
Events (Incl Commonwealth Games)	31	-209	-240
Legal	417	661	244
Property	-1,142	-1,407	-265
Parklands and Open Spaces	2,605	2,402	-203
Small Venues	-1,004	-632	341
Corporate Insurance	594	493	-101
Chief Executive	682	625	-57
Finance & Support Services (excl Insurance)	1,772	1,715	-57
Other	1,483	1,352	-131
Financing	1,786	1,386	-400
Levy	-9,768	-9,768	0
	137	**7**	**-130**

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 £130,000 against the net revenue budget deficit of £137,000. The net deficit for the year is expected to be £7,000.

GENERAL ECONOMIC FACTORS

4 **Inflation**

March's inflation for the Retail Price Index (RPI) stood at 13.5% and Consumer Price Index (CPI) at 10.1%.

In their May 2023 Monetary Policy Report the Bank of England stated that whilst inflation is higher than anticipated in their February report, due to the higher increases in core good and food prices, they are expecting to see a sharp fall from April as past year price rises drop out of the annual comparison. In addition the extension of the Energy Price Guarantee and decline in wholesale energy prices will lower CPI. However, the model predicts a slower decline with expectations of inflation at around 5% by the end of 2023.

The Bank of England base rate was increased at the May 2023 MPC meeting to 4.50% in response to high inflation.

The April inflation figures are due for release on 24 May 2023.

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.

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, however their prices from October 2022 have been confirmed at a higher rate. GLL have been unable to negotiate better rates with Laser. At quarter three we forecasted an additional cost of £200,000 in addition to the £310,000 contingency for this energy price risk. These confirmed prices mean the increase in utility costs for the LSC will be £745,000 up from £510,000.

The 2023/24 budget was built around expected higher prices for utility costs from October 2023, and included an overall increase to LSC energy prices of £1.43million. There is also a general contingency, for both utility pricing and income for £600,000. Based on our current understanding of consumption and pricing, and the reduction to consumption as a result of the LED projects at the venues, we are anticipating there will be sufficient coverage within the budget for this.

6 **Pay Award**

The Pay Award for 2022/23 was agreed by employers and unions in November 2022, and represented an increase of £1,925 on all pay points 1-43. Members further agreed that employees on pay point 44 and above should receive the same award.

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

Negotiations are ongoing with regards the 2023/24 pay award.

BUDGET CHALLENGES AND SAVINGS

7 As reported to Executive Committee in October, the increased utilities prices and pay award detailed above posed a significant challenge to this year's budget. Mitigating actions were taken through the year to reduce the deficit position to one of a more manageable position.

8 As reported to Executive Committee in November, significant savings were identified to reduce the deficit.

9 This report reflects those savings, along with 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.

12 **Interest Receivable (£99,000 increased income) / Payable (£51,000 reduced expenditure)**

In line with accounting practices, we are able to capitalise the cost of any borrowing for capital projects during the construction phase of the scheme. The approved budget had included provision for borrowing costs of £50,000 in the budget. However, these costs which actually amounted to £19,200 on the five loans taken during 2022/23, along with interest costs of £383,600 will be charged against the capital project.

Following this we are also required to offset the capital charge with any investment income received in advance of need. As the Authority initially utilised its own cash reserves, rather than borrow, the actual amount of interest that related to advanced borrowing was on £446. In total, the Authority received £107,200 in investment income, and all but the small amount capitalised is regarded as revenue income.

CORPORATE SERVICES

13 **Legal Service (£244,000 overspend)**

Additional expenditure on external legal support has been required to defend the dispute with Lee Valley Leisure Trust Limited (in administration) (the Trust) 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 2022.

14 **Property Management (£265,000 surplus)**

Additional rental income has been achieved across the Authority's commercial accommodation and countryside areas, including Abercrombie Lodge, College World of Sport at Lee Valley VeloPark and successful rent reviews. This includes both one-off sums received this year for backdated rental payments as well as ongoing income that has been built into the 2023/24 budget and medium term financial plan.

FINANCE AND SUPPORT SERVICES

15 **Finance and Human Resources (£93,000 overspend)**

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 **Information Technology (£95,000 underspend)**

Efficiency savings have been made throughout the year, this includes reduced expenditure related to the transfer of the LSC venues which have been reflected as ongoing savings in the 2023/24 budget.

17 **Corporate Insurances (£101,000 underspend)**

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

18 **Events (£240,000 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 confirming the final position with GLL, which is anticipated to result in a payment to GLL to cover loss of income, a provision for which is reflected in the outturn.

19 **Active Communities (£89,000 underspend)**

Due to delay in the opening of Lee Valley Ice Centre, £50,000 allocated for the Ice Transition Fund will not be spent in this year, and has been incorporated into the 2023/24 budget.

Savings have been achieved against the sports development grant budget and Community Access Fund which were identified and reported to Executive Committee in November.

PARKLANDS AND OPEN SPACES

20 **Countryside Areas (£108,000 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, with some key vacancies now filled. Overall, Ranger services were £16,000 under budget.

Car park income continues to exceed budget expectations, and income received across the Park was £92,000 above initial budget forecasts for the year.

SMALL VENUES

21 **Lee Valley Marinas (net £2,000 deficit)**

Demand for moorings at both marinas has remained strong and the additional income generated outweighed the additional utilities and staffing costs.

The outturn reflects the need to make provision, as a result of the Settlement

Agreement with the Trust, for mooring deposits for customers that transferred back to the Authority in April 2020. Whilst these form a portion of our counter-claim against the Trust, there is an accounting requirement for us to now cash back these historic deposits.

In total, this represents £79,000 and without this, both marinas would show a healthy surplus against approved budget.

22 **Lee Valley Campsite, Sewardstone (£99,000 deficit) and Lee Valley Caravan Park, Dobbs Weir (£277,000 deficit)**

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. Touring income was generally in line with budget at Sewardstone and Dobbs Weir.

Members agreed investment into new glamping units at Sewardstone and Dobbs Weir in November 2021 (Paper E/743/21), and the additional income they were forecast to generate was built into the 2022/23 budget. Installation was 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.

Campsites have also been heavily impacted by the increases in utility and staffing costs.

23 **Lee Valley Camping and Caravan Park, Edmonton (£120,000 surplus)**

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. Edmonton's core customers stay for work or leisure in London and they have returned to pre-Covid levels.

24 **Lee Valley Golf Course (£30,000 deficit)**

Demand for golf has not returned to pre-Covid levels and did not achieve budget. The uncertain future of the golf course has had an impact on memberships. However, short term certainty over the Golf Course has been confirmed, and it will remain as an operational venue for at least the whole of the 2023/24 financial year. This should give a boost to income over the next year.

25 **Caravan Sales (£66,000 deficit)**

Historically there has been no budget set for caravan sales as we are unable to reliably forecast the opportunities that may arise in the coming year for sales. However a contingency income budget of £207,000 was included in the 2022/23 budget as a stretch target to reduce the budget deficit. A good net income of £141,000 was achieved. The budget for 2023/24 has been set at a more realistic level that factors in known opportunities for sales on new pitches at Dobbs Weir.

LEISURE SERVICES CONTRACT (£739,000 deficit)

26 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 is budgeted to change to a payment to the Authority. However, the contract does stipulate the need to a utility benchmarking exercise after the first two years of operations. We will be working with GLL on setting the consumption and price targets later in this calendar year, and it may result in a change to the Management Fee flow between us.

In addition to the Management Fee there has been 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 was 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. Initial consumption savings from the LED lighting are encouraging and are reducing the utilities payment to GLL.

The replacement of the indoor athletics track at Lee Valley Athletics Centre was completed in September 2022. Officers are confirming any loss of income to be paid to GLL.

The other approved projects at Lee Valley Athletics Centre, Lee Valley Riding Centre, LED lighting at the other four venues, and the slalom ramp at Lee Valley White Water Centre will be delivered in 2023/24, and will result in a change to the Management Fee for the next financial year.

The budget included a £310,000 contingency for the LSC for increased utility costs. An additional £435,000 has been forecasted to be required in addition to this contingency to cover the higher than expected price rises. We are working together with GLL to confirm final consumption figures for the year, so we can then finalise the adjustment required.

The handover and opening of the new Lee Valley Ice Centre has been delayed by several months. Handover took place on 10 May with an anticipated opening in June. This has had an impact on the 2022/23 Management Fee which is close to being agreed with GLL, a provision of £128,000 for this is included in the outturn. The impact for 2023/24 is being agreed with GLL with an anticipated £500,000 impact on the Management Fee. We have already built a provision of £250,000 into the 2023/24 budget, and with the reduction from the anticipated £270,000 in 2022/23 as reported in Q3, this increase will be covered by a combination of use of contingency and reserves.

FURTHER ISSUES

27 VAT Claim on Sporting Income

The legal case led by Chelmsford City Council, and supported by the Authority, regarding treating leisure services as non-business for VAT purposes has been concluded and found in the favour of local authorities.

Officers have submitted the claim to HMRC to reclaim historic overpaid VAT, along with an updated claim to cover the period from April 2020 when the operational venues transferred back to the Authority. HMRC are currently reviewing this, and we will update Members on the position once we have further details.

Going forward this has a beneficial impact for leisure services delivered by the Authority, and we are working with KPMG to confirm the services that fall under this broad definition of leisure services.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

29 Whilst this reports presents a near final operational outturn position, there are likely to be a small number of changes to the final outturn during the year end closedown period. These are likely to revolve around movements for assets and liabilities, but are expected to be minimal.

The final General Fund balance is expected to be around £2.96million at the end of March 2023 from the previous forecast of £2.80million, just slightly below the approved level of between £3-4million.

The budget for 2023/24 was set with a deficit of £0.46million, which would see our General Reserves position decrease to £2.50million at March 2024. However, the trajectory as per the Medium Term Financial Forecast, is for reserves to return above £3million in 2025/26.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive Committee	E/799/23	Q3 Revenue Budget Monitoring 2022/23	23 February 2023
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

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OPERATIONAL OUTTURN SUMMARY | LEE VALLEY REGIONAL PARK AUTHORITY | APPENDIX A

YEAR 2022/23

PERIOD: 12 (March 2023)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
OPERATIONAL SERVICES							
Chief Executive	(4)	629	625	682	625	(57)	(8%)
Corporate Services	(2,306)	1,580	(727)	(194)	(227)	(33)	(17%)
Finance and Support Services	(50)	2,143	2,093	2,366	2,208	(158)	(7%)
Sport and Leisure	(1,308)	1,831	524	983	624	(359)	(37%)
Parklands and Open Spaces	(1,313)	3,713	2,400	2,605	2,402	(203)	(8%)
Small Venues	(4,484)	3,743	(742)	(1,004)	(663)	341	34%
Leisure Services Contract	(1)	2,548	2,547	2,681	3,420	739	28%
	(9,466)	16,187	6,720	8,119	8,389	270	3%
FINANCING							
Interest Receivable	(107)	0	(107)	(8)	(107)	(99)	(1238%)
Interest Payable & Bank Charges	0	82	82	56	5	(51)	(91%)
Contributions to/from Earmarked Reserves	0	1	1	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	(9,768)	0	(9,768)	(9,768)	(9,768)	0	0%
Movement in General Fund				137	7	(130)	(95%)

OPERATIONAL OUTTURN SUMMARY **LEE VALLEY REGIONAL PARK AUTHORITY** **APPENDIX A**

YEAR 2022/23

PERIOD: 12 (March 2023)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
CHIEF EXECUTIVE							
Chief Executive	0	227	227	256	227	(29)	(11%)
PR / Communications	(4)	402	398	426	398	(28)	(7%)
TOTAL CHIEF EXECUTIVE	(4)	629	625	682	625	(57)	(8%)
CORPORATE SERVICES							
Legal Service	(3)	664	661	417	661	244	59%
Property Management	(2,303)	397	(1,907)	(1,142)	(1,407)	(265)	(23%)
Planning and Strategic Partnerships	0	100	100	141	100	(41)	(29%)
Asset Protection, Maintenance & Development	0	303	303	278	303	25	9%
Committee Service	0	116	116	112	116	4	4%
TOTAL CORPORATE SERVICES	(2,306)	1,580	(727)	(194)	(227)	(33)	(17%)
FINANCE AND SUPPORT SERVICES							
Finance and Human Resources	0	746	746	618	711	93	15%
Information Technology	(50)	565	515	710	615	(95)	(13%)
Corporate Insurances	0	493	493	594	493	(101)	(17%)
Audit / Health & Safety	0	146	146	219	196	(23)	(11%)
Non Distributed Costs	0	68	68	69	68	(1)	(1%)
Corporate Training / Apprenticeships	0	33	33	71	33	(38)	(54%)
Project & Funding Delivery	0	92	92	85	92	7	8%
TOTAL FINANCIAL SERVICES	(50)	2,143	2,093	2,366	2,208	(158)	(7%)
SPORT AND LEISURE							
Events	(1,238)	928	(309)	31	(209)	(240)	(774%)
Sports Development	(38)	72	34	123	34	(89)	(72%)
Policy and Performance	0	630	630	601	630	29	5%
Learning & Engagement Service	(32)	158	126	148	126	(22)	(15%)
Community Access	0	43	43	80	43	(37)	(46%)
TOTAL SPORT AND LEISURE	(1,308)	1,831	524	983	624	(359)	(37%)

OPERATIONAL OUTTURN SUMMARY **LEE VALLEY REGIONAL PARK AUTHORITY** **APPENDIX A**

YEAR 2022/23

PERIOD: 12 (March 2023)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
PARKLANDS AND OPEN SPACES							
Management							
Operational Management	0	287	287	275	287	12	4%
Myddelton House Management	(14)	303	289	293	289	(4)	(1%)
Parklands							
River Lee Country Park	(8)	422	414	439	414	(25)	(6%)
Gunpowder Park	(4)	75	71	88	71	(17)	(19%)
Countryside Areas	(216)	1,163	947	1,055	947	(108)	(10%)
Abbey Gardens	(2)	85	83	94	83	(11)	(12%)
Three Mills	(1)	24	23	31	23	(8)	(26%)
East India Dock and Bow Creek	(10)	46	36	45	36	(9)	(20%)
Broxbourne Riverside	0	23	23	21	23	2	10%
Fisheries	(107)	10	(97)	(69)	(97)	(28)	(41%)
Visitor Attractions							
Myddelton House	(150)	339	189	183	189	6	3%
Rye House Gatehouse	0	4	4	5	4	(1)	(20%)
Park Projects							
Volunteers	0	43	43	42	43	1	2%
Biodiversity	0	112	112	106	112	6	6%
Farms							
Lee Valley Farm, Holyfieldhall	(729)	763	35	38	35	(3)	(8%)
Initiatives and Partnerships							
King George Reservoir South	(14)	14	(1)	(1)	(1)	0	0%
Lee Valley Boat Centre	(41)	0	(41)	(41)	(41)	0	0%
Broxbourne Chalets	(17)	0	(17)	1	(15)	(16)	(1600%)
TOTAL PARKLAND AND OPEN SPACES	**(1,313)**	**3,713**	**2,400**	**2,605**	**2,402**	**(203)**	**(8%)**
SMALL VENUES							
Lee Valley Marina Springfield	(1,120)	703	(417)	(345)	(357)	(12)	(3%)
Lee Valley Marina Stanstead	(835)	772	(63)	(58)	(44)	14	24%
Lee Valley Waterworks Centre	(10)	70	60	82	60	(22)	(27%)
Lee Valley Farm Hayes Hill	0	3	3	0	3	3	0%
Lee Valley Campsite (Sewardstone)	(503)	511	8	(91)	8	99	109%
Lee Valley Caravan Park (Dobbs Weir)	(840)	708	(132)	(409)	(132)	277	68%
Lee Valley Leisure Centre Campsite	(497)	417	(81)	39	(81)	(120)	(308%)
Lee Valley Leisure Centre Golf Course	(101)	132	31	1	31	30	3000%
Almost Wild Campsite	(42)	32	(10)	(16)	(10)	6	38%
Caravan Sales	(536)	395	(141)	(207)	(141)	66	32%
TOTAL SMALL VENUES	**(4,484)**	**3,743**	**(742)**	**(1,004)**	**(663)**	**341**	**34%**

OPERATIONAL OUTTURN SUMMARY **LEE VALLEY REGIONAL PARK AUTHORITY** **APPENDIX A**

YEAR 2022/23

PERIOD: 12 (March 2023)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
LEISURE SERVICES CONTRACT							
Management Fee	0	2,261	2,261	2,261	2,261	0	0%
Efficiences / Increased Income	0	0	0	(60)	0	60	100%
LSC Support	0	39	39	0	39	39	0%
LSC Venues Direct Costs	(1)	248	247	170	247	77	45%
LSC Contingency (Utilities)	0	0	0	310	745	435	140%
LSC Operations (Ice Centre)	0	0	0	0	128	128	0%
TOTAL LSC VENUES AND BUSINESS SUPPORT	(1)	2,548	2,547	2,681	3,420	739	28%
TOTAL OPERATIONAL SERVICES	(9,466)	16,187	7,345	8,119	8,389	270	3%