

SCRUTINY SCORECARD 2015/16 Q4

Presented by Head of Sport and Leisure

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 for the final quarter of 2015/16. The report covers actual performance from April 2015 to 31 March 2016. This incorporates financial, customer, internal process and sustainability measures that have been agreed with Members. This performance report incorporates all venues and parklands operated both in-house by the Authority and contracted out to Lee Valley Leisure Trust Ltd (the Trust). The Trust report and venue scorecard were presented to the Trust Board on 9 May 2016 and is attached at Appendices C and D for information.

A summary of the Authority's key achievements up to the final quarter of 2015/16:

- all KPI's have hit or exceeded target at the year end with the exception of CO2 reductions;
- 6.6 million visits to the Park in the first year of the Leisure Services Contract (LSC) - exceeding the year-end target of 6.3 million;
- the levy reduction to 47.9% of the maximum chargeable for 2015/16 achieved target following a 2% reduction in January 2015;
- average customer satisfaction score for the Trust and Authority combined was 85% which met the target of 85%, though the score for the Authority only was 87%;
- British Safety Council 5* Health & Safety rating following external assessment in March 2016;
- Quest and Green Flag accreditations have met target;
- the Authority has also improved its score at London in Bloom from Silver-Gilt to Gold at both submitted sites, with Gunpowder Park winning Country Park of the Year, and has submitted an additional 3 sites for the next financial year.

Major factors impacting performance:

- weather can have an impact on visitor numbers. Compared to last year the average temperature was the same (summer was colder, winter was warmer), there was 2% more rainfall (the summer months experienced twice as much rain

- as last year, while the winter months saw less rainfall) and 6% less sunshine;
- carbon emissions have increased compared to the same period last year, however, this was due to the staging of Canoe Slalom World Championships which generated 1500 more users, but has been slightly offset by a reduction at Holyfield Farm following installation of photovoltaic cells at this site.

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 The balanced scorecard for the Authority is shown in detail at Appendix A to this report and contains data up to 31 March 2016. The following paragraphs summarise the key messages from the data with further explanation.

KEY PERFORMANCE INDICATORS (KPI)

4 KPI 1: Levy Contribution

The levy for 2015/16 was 47.9% of the maximum that could legally be charged. This has exceeded the target, achieving the reduction to 53% of the maximum chargeable by 2020 in line with the Strategic Business Plan 2010-20. A further 2% reduction in the levy was approved by Authority in January 2016 and will take the levy to 46.5% of the maximum chargeable in 2016/17.

5 KPI 2: Service Plan Progress

The Authority's remaining current Service Plan targets were carried forward from 2014/15 whilst a new Service Plan was developed. The Authority prepared a new business plan (2016-2019) which was agreed alongside the 2016/17 budget and the revised Medium Term Financial Plan in January 2016. In addition the Trust is developing their contract specific service plans for 2016/17 which were presented to the Authority in November 2015. Reporting of this KPI is currently against the remaining 2014/15 service plan actions to be completed. Of these 94% of actions are on target.

6 KPI 3: Customer Satisfaction

The average customer satisfaction score for the final quarter of 2015/16 is 85% which is on target. This is Trust & Authority combined, with the Authority showing an average customer satisfaction score of 87%.

This score was generated from a sample of surveys carried out between April

2015 and March 2016 with visitors to the Park, either through face to face interviews via our research agency or through self-completion surveys. The score achieved is above the overall UK customer satisfaction index (UKCSI) of 76% and the individual scores for the UK leisure (78%) and tourism (79%) sectors. The score is based on 1,800 surveys with 95% confidence in the scoring (within a confidence interval of +/-3%). Within individual venues the confidence level is higher as the sample population is smaller.

7 KPI 4: Stakeholder Perception

The stakeholder perception score is generated by asking a range of stakeholders a set of standard questions to assess their overall perception of the Authority. Based on results from the London Councils Summit in Q3, this score has achieved target for the first time since the KPI was set 10 years ago. 63 Councillors from 28 London Boroughs scored their overall perception of Lee Valley Regional Park Authority at 71%, up from 67% last year. This, combined with feedback from sports development stakeholders, has given an overall score of 75%, up from 73% last year.

8 KPI 5: CO2 Reductions from Authority Operations

Carbon emissions have increased to 6,128 tonnes compared to 5,615 tonnes for the same period last year. This increase has been caused specifically by increased use of the pumps at Lee Valley White Water Centre for the Canoe Slalom World Championships, where pumps were turned on for both courses for 13 hours a day for two weeks.

Following the installation of photovoltaic cells at Holyfield Farm during 2014/15 (Paper E/390/15), there has been a 36% reduction of carbon at this site compared to the previous year.

9 KPI 6: Business Priorities Progress

38 (93%) of the 41 actions in the three year Business Plan (2013/14-2015/16) have been completed or are on target. The three actions not delivered are the IT infrastructure review, review of the Biodiversity Action Plan and securing naming rights for Lee Valley VeloPark. These have been incorporated into the new 2016/17 service plan that will stem from the recently presented approved 2016-19 Business Plan by Authority (Paper A/4221/16).

10 KPI 7: Usage

6.6m million visits were made to the Regional Park in 2015/16. This is 0.4 million (6.5%) more visits than by the same period last year and is an increase of 0.1 million visits on the target of 6.3m visits.

This current increase is made up of 148,289 (4%) additional visits to Parklands; 107,466 additional visits to the Hockey & Tennis Centre due to the venue being fully open to the public this year (centre originally opened in June 2014), which included a major international event, the Unibet EuroHockey Championships with 35,690 spectators; and 214,414 visits to Lee Valley VeloPark a 35% increase in visits as the venue has established and developed its programme attracting more visitors. Lee Valley White Water Centre increased usage by 39,000 (13%) compared to last year. Lee Valley Riding Centre increased usage by 5,000 (3%) compared to last year. This has

been due to significant increases in group and adult lesson bookings.

Weather can have an impact on visitor numbers. Compared to last year the average temperature was the same (summer was colder, winter was warmer), there was 2% more rainfall (the summer months experienced twice as much rain as last year, while the winter months saw less rainfall) and 6% less sunshine. (See table below.)

	Q1	Q2	Q3	Q4
Mean Temp	12.1	15.6	10.6	5.7
Ave Rainfall	36.5	81.4	73.7	93.3
Ave Sunshine	224.7	180.2	53.5	95.2

Performance is in line with industry trends, with Visit England's latest findings showing that both the attractions and accommodation markets continue to grow compared to last year. Large attractions and those with both indoor and outdoor provision have seen the most growth, although the wet summer had an impact on those with an outdoor element to the experience. Nationally, campsites have seen growth, but have been outperformed by all other types of accommodation.

AUTHORITY PARKLANDS SCORECARD

11 Overall

Performance across Authority sites is achieving or exceeding target for budget variance, usage, customer satisfaction, net promoter score, compliments, complaints and utility consumption. The following paragraphs explain the main outlying scores.

12 Income and Budget Variance

Overall budget variance is within the target range, with all services achieving or narrowly behind budgeted income. The revenue monitoring report is presented to Executive Committee on a quarterly basis and is attached at Appendix B to this report for reference.

- Holyfield Farm 74% - forecasting £43k overspend on annual net budget of £58k. As reported previously to Members this is due to the low milk prices currently being paid and was made worse than reported as a further reduction was levied by the milk processor for the final years quarter. As noted in other reports the Farm is in the top quartile for efficacies in the UK and officers are looking at other revenue streams.
- Myddelton House Gardens/Visitor Centre -25% - forecasting £70k underspend on annual budget of £276k. Myddelton House Gardens is the combined budgets of the Gardens and the Visitor Centre. The main variance was in the Visitor Centre Café which proactively managed staffing rotas with one less full time seasonal member of staff and only covered peak periods with casuals. This has resulted in a saving in employee costs, which has been built into the 2016/17 budget. Income in from the Gardens budget has also improved.

13 Usage

Usage has increased by 148,289 (4%) across parklands and sites compared to the previous year.

- Fisheries usage has increased by 409 (13%) which has been due to an improvement on permit sales. Due to high profile fish having been caught on all waters permit sales have picked up. Day ticket sales were reduced as we had to close a lake due to an oxygen level drop, this has been reopened and investment in equipment to reduce this risk has been installed. This reduction in usage has been addressed and the budget was achieved.

14 Customer Satisfaction

Overall satisfaction across parklands is 87%, which is an improvement on last year's score of 85%, and above target. Youth and Schools, Myddelton House and Abbey Gardens all scored 90% or higher.

15 Net Promoter Score

The Net Promoter Score has increased to 62% from 45% last year which is a significant improvement, in line with improved customer satisfaction scores, and is based on 1,800 responses. The scores at River Lee Country Park and north sites have both fallen, however they both still score 77% which is a very good score and way above the leisure industry average of 24%.

16 Utility Consumption

Utility consumption has been reduced by 110kwh (26%) compared to last year. This is due to the installation of photovoltaic cells at Holyfield Farm, where carbon has been reduced by 36%. Myddelton House has seen a big reduction in both gas and electric use, mainly due to much warmer temperatures than last year in Q3 (1.3 degrees / 14% warmer). The installation of the biomass boiler has also resulted in reduced utility consumption due to biomass being more efficient than gas.

17 Cleanliness

The average cleanliness score of 87% has remained the same as last year, and is just below the target of 90%. Three Mills continues to be the only site to score significantly below the target. An adjacent Free School is still using the site regularly causing a significant increase in litter deposit. Management are in liaison with the school to agree a solution. Litter collections have been increased to deal with the issue. All areas of unacceptable cleanliness are reported to the grounds maintenance contractor.

CORPORATE SCORECARD

- 18 The Authority's Corporate Scorecard performance shows that 13 measures have achieved or exceeded target. Explanation is given below for the measure where the target has not been met.
- 19 The percentage of visitors from Black and Minority Ethnic Groups has fallen from 35% last year to 28%. Within this fall we have looked for any trends within specific venues or parklands – we found a wide variation in scores across them

and no specific area of significant change:

- overall average is 28%;
- average score across venues is 28%;
 - within this average is a range from 10% at Lee Valley White Water Centre to 45% at Lee Valley Riding Centre;
- average score across parklands is 28%;
 - within this average there is a range from 5% at Abbey Gardens to 83% at Middlesex Filter Beds;
 - other lowest scoring sites were River Lee Country Park (9%) and Gunpowder Park (6%).

The sickness figures are above the stretch target, i.e., 4.8 days (4.8 days in 2014/15) compared to the 3 days stretch target and are lower than the private sector or other comparable public bodies and have been consistently low over the last three years.

The response time for complaints has dropped slightly as more of the complaints received are requiring a greater depth in response to satisfy the complainant.

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Scrutiny	S/32/15	Scrutiny Scorecard 2014/15 Q4	18/06/15
Scrutiny	S/27/14	Scrutiny Scorecard 2013/14 Q4	16/06/14

Scrutiny S/02/09 Scrutiny: Discussion Paper 15/10/09

APPENDICES ATTACHED

Appendix A	Authority Scrutiny Scorecard
Appendix B	Revenue Monitoring Report
Appendix C	LVRPA Contract - 2015/16 Q4 Performance Report
Appendix D	Trust Scorecard

LIST OF ABBREVIATIONS

ABBREVIATION	IN FULL
KPI	Key Performance Indicator
the Trust	Lee Valley Leisure Trust Ltd
LVRPA	Lee Valley Regional Park Authority

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Reporting Period		2015/16 Q4	
Key Performance Indicators	14/15 Q4 Actual	Annual Target	Q4 Actual
Levy contribution	49.9%	47.9%	47.9%
Service Plan Progress	82%	90%	94%
Customer satisfaction	84%	85%	85%
Stakeholder perception	73%	75%	75%
CO2 reductions from Authority Operations	5,615	5,531*	6,128
Business Priorities Progress	73%	90%	93%
Usage	6.2m	6.3m	6.6m
			Trust & Authority combined
			Trust & Authority combined

Performance	Comments
↑	
↑	
↑	Trust & Authority combined
↑	
↓	Trust & Authority. *Adjusted for HTC
↑	
↑	Trust & Authority combined

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

N/A

Performance against target
Achieving or exceeding target
Just missed target
Below target
Financial Measure
Customer Measure
Internal Process Measure
Sustainability Measure

2015/16 Q4

Performance Indicators

Authority	Income (£000's)		Budget Variance		Usage		Customer Satisfaction		Net Promoter Score		Regularity		Formal Complaints		Formal Compliments		Quality Score		H&S Audit		Utility Consumption (000 kwh)		Cleanliness	
	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16
Overall Target							3,934,413	4,167,802	85%	45%	36%	66	102	80%	80%	95%	778	90%						
Abbey Gardens	1		0%		245,610		85%	47%	21%	2	1						88%							
Bow Creek / EIDB	3		0%		115,150		79%	12%	45%	0	0						88%							
Gunpowder Park	5		0%		335,999		85%	41%	40%	2	1						84%							
River Lea Country Park	32		0%		1,409,437		89%	87%	42%	20	46						84%							
Rye House Gatehouse	0		0%		27,481		n/a	n/a	n/a	0	0						87%							
Three Mills	2		0%		36,188		n/a	n/a	n/a	0	0						87%							
Tottenham Marshes	n/a		n/a		330,067		75%	-5%	23%	1	2						89%							
Waterworks Nature Reserve	n/a		n/a		328,094		79%	18%	26%	0	1						94%							
North Sites	60		0%		484,614		88%	91%	77%	5	0						88%							
South Sites	4		0%		757,760		82%	24%	25%	8	2						91%							
Myd Hee Gardens & Vis Cntr	171		-3%		49,735		92%	81%	49%	17	40						97%							
Holyfield Farm	555		14%		3,216		85%	13%	1%	2	5						92%							
Fisheries	158		-6%		20,719		95%	81%	45%	0	0						95%							
Education	37		3%		24,132		85%	87%	22%	0	0						94%							
Volunteers	1		1%		4,167,802		85%	45%	36%	57	90						95%							
ALL PARKLANDS	1,028		1%																					

Performance against target	
Achieving or exceeding target	Green
Just missed target	Yellow
Below target	Red
N/A for site	Grey

Fisheries: permits sold plus day tickets
 Education: no. children on programmes
 Volunteers: volunteer hours worked

Education & Volunteers report non-regular usage

Financial Measure
 Customer Measure
 Internal Process Measure
 Sustainability Measure

North Sites	
Arnewell	
Dobbs Weir	
Glen Faba	
Nazeing Meads / Nazeing Marsh / Green Lane	
Spitalbrook	
Starstead Riverside / Innings	

South Sites	
Rainey Marsh	
Sewardstone Marshes / Paddocks	
Swan & Pike Pool	
Walthamstow Marshes	

CORPORATE PERFORMANCE INDICATORS		2015/16 Q4		Comments
	14/15 Q4 Actual	Annual Target	Performance	Q4 Actual
Website hits (distinct visits to the site)	2,248,637	2.5m	↔	2,604,166
No. articles	4,861	3,000	↑	4,966
% articles that are positive	99%	95%	↑	93%
Green Flags achieved (Number / Score)	11	11	↔	11
NI 197 Improved local biodiversity – active management of local sites	60%	60%	↔	60%
Guest accreditations (Number / Score)	4	4	↔	4
External Capital Funding	9%	19%	↑	14%
Total Income Generation	n/a	£2.3m	↑	£3.1m
Staff Satisfaction	72%	75%	↔	72%
No. Days Sickness	4.8	3	↔	4.8
Visitor Profiling				
- from the most deprived socio-economic groups	11%	11%	↓	10%
- from black & minority ethnic groups	35%	35%	↓	28%
- aged over 60yrs	17%	17%	↑	23%
- disabled	6%	6%	↑	8%
% Regional Users	34%	34%	↑	35%
Waste per head	0.01	0.01	↔	0.01
% Waste recycled	58%	58%	↔	58%
% staff turnover	21%	10-20%	↔	20%
Average response time to complaints, enquiries and suggestions (days)	4.7	4	↓	5.4


Performance Indicators

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

Tolerance	Performance against target
<5%	Achieving or exceeding target
5-10%	Just missed target
>10%	Below target

Financial Measure
Customer Measure
Internal Process Measure
Sustainability Measure

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 <p>Lee Valley Regional Park Authority</p> <p>LEE VALLEY REGIONAL PARK AUTHORITY</p> <p>EXECUTIVE COMMITTEE</p> <p>26 MAY 2016 AT 11:30</p>	<p>Agenda Item No:</p> <p style="text-align: center;">6</p> <p>Report No:</p> <p style="text-align: center;">E/452/16</p>
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REVENUE BUDGET 2015/16 PERFORMANCE – PROVISIONAL OUTTURN

Presented by the Director of Finance & Resources

EXECUTIVE SUMMARY

This report summarises service spending for 2015/16 compared to the budget. Figures are 'near final' and are only likely to be the subject of minor changes during the remainder of the closure of accounts process.

Overall net service spending is £364,000 (3.2%) below the budget for 2015/16 of which £209,000 relates to specific work that has slipped over into the next financial year and is requested/approved to be carried forward to enable project completion. The net service under spend compares to a projected under spend of £440,000 reported to Executive Committee at its meeting in February (Paper E/437/16).

The major reasons for this under spend were mostly anticipated and reported to Members during the year as part of quarterly monitoring reports to the Executive Committee. Members have already committed £209,000 of this under spend in approved/requested carry forwards to complete specific project work in 2016/17.

Final figures will be incorporated into the un-audited accounts which are to be reported to the Audit Committee on 16 June 2016.

Service Description	Variance 2015/16	Impact in 2016/17
	£	£
PR/Communications	(29,000)	15,000
Lee Valley Ice Centre Feasibility Study	(13,000)	33,000
Legal Services	(35,000)	0
Property Management	(209,000)	(165,000)
Planning & Strategic Partnerships	(22,000)	0
Finance management	(24,000)	0
Operational Management	(23,000)	23,000
Leyton Marsh	(16,000)	16,000
Myddelton House	(70,000)	(18,000)
Community Access Fund	(84,000)	84,000
Lee Valley Farm Holyfield Hall	43,000	63,000
Old Year Transactions Pre Trust Transfer	118,000	0
Investment Income	25,000	0
Other (Net)	(25,000)	0
Total Estimated Under Spend:	(364,000)	51,000

RECOMMENDATIONS

- Members Approve (1) the carry forwards as requested/approved within the report and summarised in paragraph 28; and
- Members Note: (2) the report.

BACKGROUND

- 1 The Executive Committee recommended a budget for 2015/16 at its meeting in January 2015 (Paper E/389/15). This was approved by Members at the Authority meeting on 22 January 2015 (Paper A/4200/15). This report compares actual income and expenditure to 31 March 2016 with the budget.
- 2 Details of the financial position of each service or facility are shown in Appendix A to this report.
- 3 Currently it is estimated that at the year-end there will be a projected under spend of £364,000.
- 4 Where significant over/under spends have occurred for particular facilities/services a brief explanation is provided below.

GENERAL ECONOMIC FACTORS

- 5 Certain financial and economic factors have impacted on the budget during 2015/16 and will impact into the next financial year and these are summarised in the following paragraphs.
- 6 Members received a paper in December 2014 (Paper E/381/14) which set out that agreement had been reached by employers and the relevant unions in respect of the pay award for National Joint Council (NJC) for local government services.

The agreed pay award of 2.2% formed part of a national agreement and was applied to all officers up to scale point 49 with effect from 1 January 2015. In addition Members approved that posts above scale point 49 would also receive this inflationary increase. These increases have been met from the original 1% provision in 2014/15 as the increase only applied for a part year and an additional 1.2% was built in to the 2015/16 budget to cover the increased costs. There were no further pay award impacts during the year.

For future years the Chancellor announced in his budget a public sector pay freeze at 1% for the next four years. The Local Government Association's National Employers group employers offer for a 1% increase for most staff in 2016-17 and 2017-18 has now been accepted by Unison and the GMB and this is in line with the Authority's budget approved in January 2016.

In addition the Chancellor announced a new living wage for those over 25 rising to £7.20 per hour from April 2016 to a minimum of £9.00 per hour by 2020 subject to sustained economic growth. These changes have also been factored into and approved as part of the 2016/17 budget approved by Members at full Authority in January 2016.

- 7 Continued uncertainty in the banking sector and world/european markets have

had an impact on investment returns and certainty around where investments are deposited. The Authority has significantly adjusted its base level of investment income downwards for this year and this formed part of the budget setting process for 2015/16. The 2015/16 target rate of return agreed by Members as part of the Annual Report on Treasury Management was approved at 1.0% (Paper A/4214/15). The annual report on Treasury Management for 2015/16 is shown elsewhere on this agenda with a new proposed target of 0.9% for 2016/17.

The Director of Finance & Resources continues to monitor Authority investments and the institutions that they are invested and will keep Members updated on this position through the quarterly monitoring reports in 2016/17.

- 8 Locally the Authority is still awaiting the outcome of the 2010/17 rating appeal for some of its facilities, specifically in relation to the Lee Valley White Water Centre. It is possible that this could lead to a reduction in the rateable value (RV). Negotiations are ongoing between the Valuation Office and the Authority's retained consultant with an appeal hearing scheduled in June 2016 as a back stop date for conclusion. Our rates consultant has advised that a significant rebate is not currently on offer. In addition the Valuation Office is aware of the significant and costly improvements carried out by the Authority post Olympics without a change occurring in the current assessment.

On 10 April 2015 the Authority received the rating valuation for 2015/16 for the Lee Valley VeloPark (RV £2,040,000) with a gross rates bill of £1,046,550. The 2015/16 bill was received shortly after (£1.046m) against a current budget of £1million. A small adjustment to the Management Fee of £9,300 (20% of £46,550) was approved to cover this budgeted sum. The Authority will be appealing the valuation although this may not be a quick negotiation for this very specialist venue.

All eligible centres that transferred to the Trust received 80% mandatory relief for 2015/16. This amounted to a saving of £1.7million and this was built into the 2015/16 budget and Trust management fee.

- 9 Inflation rates have remained low so far during the year. April inflation for the Retail Price Index stood at 1.3% and Consumer Price Index at 0.3%.
- 10 Variances against this year's budget are described in more detail below.

CHIEF EXECUTIVE

11 PR/Communications (£29,000 under spend)

This underspend has mainly been achieved through savings by amalgamating and changing some printed materials, particularly the merging of the events guide with the main destination guide. Members approved a carry forward of £15,000 into 2016/17 from the Communications budget to offset the cost of the proposed piece of research linked to the Authority's 50th anniversary.

12 Lee Valley Ice Centre – Feasibility Study (£13,000 underspend)

Members approved a one-off budget of £50,000 to complete the next phase of the Ice Centre feasibility; currently £13,000 has crossed the financial year and will be paid in 2016/17. Members are requested to carry forward this sum into 2016/17 to allow completion of phase 1 and Phase 2. In addition two additional

items of work regarding the brief were requested by Members. It is estimated that this will cost a further £20,000 for which there is no budgetary provision. Members are also requested to carry forward an additional £20,000 from the overall under spend to meet these costs

DIRECTOR OF CORPORATE SERVICES

13 Legal Services (£35,000 Under spend)

This budget has been carrying a vacancy following the retirement of a Management Support Officer on 31 March 2015. This post supported the property, planning and legal functions. In addition, different ways of working have been tested and the legal service has been engaging a legal support officer via an agency and a property solicitor 2 days a week via a secondment arrangement with the London Borough of Barking and Dagenham. Due to the split in the organisation it was also necessary to re-assess the needs of the legal service. The intention is to recruit a legal support officer who will also offer some support to the property team and explore the possibility of a shared property solicitor post with a local authority.

14 Property Management (£260,000 Increased Income, £51,000 Increased Expenditure)

The Authority has settled the Three Mills rent review due from December 2014. The rent previously paid was £240,000 pa, and a new rent of £425,000 pa has been negotiated. This settlement therefore results in increased income for Three Mills in 2015/16 of £211,000 against budget (including arrears for the last quarter of 2014/15) with an ongoing saving of £165,000 from 2016/17 against the base budget. Also the Authority received additional one-off back rent related to turnover from the Youth Hostel Association following receipt of their 2015/16 accounts. Off-setting this increased income, costs of £51,000 incurred in relation to land valuations, agency staff cover and management fees for rental lettings have reduced the favourable projected net variance to £209,000.

15 Planning & Strategic Partnerships (£22,000 Under spend)

Underspends on the Planning budget of £47,000 in the main have been caused by two staff vacancies and delayed consultancy costs following the decision by this Committee (Minute 671) to delay work on the Park Development Framework. The staff underspends were utilised in 2015/16 to fund legal fees to support the Authority's action in the Court of Appeal.

In addition some of the remaining under spend (£7,000) relates to Land Contamination Work. A report to Executive Committee in April (Paper E/442/16) set out the need to utilise this under spend to complete these identified works at a total cost of £13,000. Members approved this carry forward from the 2015/16 under spend.

DIRECTOR OF FINANCE & RESOURCES

16 Finance Management (£24,000 Under spend)

This underspend on general consultancy relates to specific project work related to accounting support related to the transfer of the Trust and to consultancy work related to Business Continuity training which will now progress in the first quarter in 2016/17. The underspend has in part been utilised to offset the

increased costs of the Policy and Performance team brought about through the significant increase in officer time and travel related to major events.

PARKLANDS & OPEN SPACES

17 Operational Management (Under spend £23,000)

As part of the split between the Authority and Trust and the subsequent senior management restructuring, a one-off sum of £80,000 was set aside to allow consultancy support against specific projects, which included, but was not limited to, the Ice Centre development and the reinstatement of the former allotment site at Eton Manor. £23,000 of the original £80,000 will remain unspent at the year end and is required in 2016/17 to complete the briefs in both project areas. Members approved to carry forward this sum into 2016/17 to allow completion in these and other areas.

18 Leyton Marsh (£16,000 Under spend)

Two expenditure items that were planned for this year's spend can now only be delivered in 2016/17. These are:

1. £6,000 for screening planting to the Ice Centre boundary with Leyton Marsh. This is on hold pending decision on the future of the Ice Centre;
2. £10,000 for an art project to improve the Lea Bridge Road underpass:
 - selection of the winning artist to do the work was carried out by a panel made up of Save Leyton Marsh, Friends of Walthamstow Marsh and Lee Valley staff;
 - this process was drawn out due to the logistics of involving the panel and due to the type of tender process agreed on – i.e., a two stage process;
 - the winning artist was selected unanimously by the panel due mainly to their robust engagement process which was inclusive of the whole community and would ensure a genuine connection and learning about the site;
 - the engagement process will last for a year to take in all the four seasons so would need to run well in to 2016/17.

To ensure completion of the above, Members approved a carry forward of up to £16,000.

19 Myddelton House Gardens & Heritage Centre (£70,000 Under spend)

The Visitor Centre Café has proactively managed staffing rotas with one less full time seasonal member of staff and only covering peak periods with casuals. This has resulted in an under spend against the approved budget, which is an approach and saving that has been built into future years budget projections.

20 Community Access Fund (CAF) (£84,000 Under spend)

Members of this Committee received an update report in November 2015 (Paper E/426/15) regarding the CAF. At this meeting details of progress to date and potential outcomes up to the end of the summer were discussed. As initial progress was developing it was agreed to carry forward any under spent sums in 2015/16 to 2016/17 with a full review brought back to Executive Committee following a review by Scrutiny. Members approved the carry forward of £84,000

into 2016/17.

21 Lee Valley Farm – Holyfield Hall (£43,000 Reduced Income)

The milk market price continues to be volatile with another recent price reduction keeping the price under 24ppl (pence per litre), therefore the income of the Farm is still under budget with reduced total milk income receipts of £69,000. Remedial measures to mitigate this impact included reduction of production costs and increased yield per cow.

The national cost of production is 28p per litre whilst the Farm is 26.7p per litre, placing it in the top quartile in the UK. Average yield per cow in the UK is 7,600 litres whilst the Farm is averaging 9,200 per cow - again placing it in the top quartile for the UK. Feed prices are constantly monitored for best value and dialogue with our feed suppliers and milk contractor continues.

Officers have been exploring measures to mitigate the shortfall in income through the sale of our milk direct to the public to maximize potential added value. A possible solution has come on the market known as direct milk vending. A system to the scale we could operate has become available and a small number of dairy farmers have introduced the system, with very positive results.

The machine and associated equipment would cost an estimated £25,000 with an estimated payback on investment of less than a year. Members approved that part of the overall under spend from the Authority's current budget is used to fund this investment. As this project is so new officers are currently working on the detailed business case. Initial estimates are it would return £30,000 - £40,000 per annum once established.

22 Leisure Trust Venues (£118,000 Over spend)

Both Marinas are operated under external licence to Thames Water and the Canal & River Trust totalling £41,000 – these sums were originally transferred as part of the Management Fee to the Trust. The agreements are however with the Authority and subsequently have meant transferring both the budget (circa £50,000) and the liability back to the Authority for accounting purposes.

Two employees left the Authority prior to the venues transfer; one through an ill health retirement which was approved by Members (Part II Paper E/400/15) and one moved on to a new job in another organisation. These were Authority liabilities at the time they were incurred and were not part of the Management Fee calculation. This is a one-off transaction and a liability that will not recur in future years.

As part of the year end process there have been numerous small transactions totalling £97,000 (net - credits and debits) relating to 2014/15. Although these transactions relate to Leisure Trust venues they were liabilities incurred before the transfer to the Trust, examples are over-provided creditors where subsequent bills have not materialised, outstanding utility and other bills at 31 March 2015 where a creditor has not been provided. These sums relate to the Authority's liability at 31 March 2015 and were not part of the Management Fee calculation. This is a one-off transaction and a liability that will not recur in future years.

TRUST BUDGET

- 23 Within the budget there has been a degree of uncertainty around the level of VAT benefits that would accrue from the transfer to the Trust, mainly due to the amount of exempt VAT income collected by the Authority following the opening of Lee Valley VeloPark and due to the level of uncertainty around the level of standard rated expenditure the Trust was likely to incur going forward that could potentially be reclaimed. The VAT benefit was also intrinsically linked to the volume and type of sales that are transacted over the year.

Analysis of irrecoverable VAT and increased income achieved through exempt VAT (previously standard rated) provides a calculated net VAT position of £437,000 compared to the estimated £519,000 included in the Management Fee. Extra income received by the Trust, for example, through the sale of caravans at Dobbs Weir, has meant that there is no need to adjust the current Management Fee. Going forward into 2016/17 the budget (and therefore Management Fee) has been set to reflect known expenditure and income levels and therefore this level of uncertainty in VAT that existed at the start of the contract has been broadly removed.

- 24 The impact of budget adjustments on the Leisure Services Contract Management Fee were reported and approved as part of the first quarter's revenue monitoring to Executive Committee and is repeated below for information. Further adjustments have been made between the two organisations (lines four to eight in the table below) during the year and as part of the year end process. These adjustments included apprenticeship/training/insurance and rent budgets.

	Identified Commitments	Estimated £'000
1.	Management Fee 1 April 2015	3,539
2.	Management Fee Adjustments (approved July 2015)	68
3.	Revised management Fee	3,607
	Reductions in the Management Fee.	
4.	Dual Running Costs relating to Marketing	(50)
5.	Insurance Premiums Authority Responsibility	(164)
6.	Marina Rents	(50)
7.	Apprenticeships	(36)
8.	Corporate Training Panel Budget	(5)
9.	Revised management Fee 31 March 2016	3,302

- 25 Recharges between the Authority and Trust regarding centrally provided services are being completed as part of the final accounts process. These recharges won't affect the total budget (as approved by Members in January 2015), but could result in the Management Fee either increasing or decreasing, depending on the outcome of the analysis.

The Management Fee budgeted for 2016/17 is currently estimated at £3.2m but with the rent, apprenticeship and training budget adjustments identified as part of the year end process it will reduce to a base of £3.1m.

ENVIRONMENTAL IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 28 These are dealt with in the body of the report. A summary of approved/requested carry forwards is set out in the table below.

Para	Description	Amount £	Approved/Requested
11	Research re Authority's 50 th anniversary	15,000	Paper E/437/16
12	Ice Centre Feasibility	33,000	Requested
15	Land Contamination Works	13,000	Paper E/442/16
17	Consultancy	23,000	Paper E/437/16
18	Leyton Marsh	16,000	Paper E/437/16
20	Community Access Fund	84,000	Paper E/437/16
21	Holyfield Hall Farm Milk Vending	25,000	Paper E/437/16
	Total	209,000	

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 31 Spending of the budget is important in achieving the Authority's corporate objectives. The projected spend to the end of this financial year will have an impact on the Authority's budget in future years and will be incorporated into future resource planning.

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PREVIOUS COMMITTEE REPORTS

Executive Committee	E/437/16	Revenue Budget 2015/16	25 February 2016
Executive Committee	E/426/15	Performance Monitoring	26 November 2015
Executive Committee	E/421/15	Community Access Fund	26 November 2015
Executive Committee	E/421/15	Revenue Budget 2015/16	22 October 2015
Executive Committee	E/411/15	Performance Monitoring	30 July 2015
Executive Committee	E/411/15	Revenue Budget 2015/16	30 July 2015
Executive Committee	E/408/15	Performance Monitoring	21 May 2015
Executive Committee	E/408/15	Revenue Budget 2014/15	21 May 2015
		Performance Provisional Outturn	

Authority	A/4214/15	Annual Report on Treasury Management Activity 2014/15 and Annual Investment Strategy 2015/16	09 July 2015
Authority	A/4201/15	Leisure Services Contract For the Operation & Delivery of Services at Authority Venues.	5 February 2015
Authority	A/4200/15	Proposed Budget & Levy 2015/2016	22 January 2015
Executive Committee	E/389/15	Proposed Budget & Levy 2015/2016	22 January 2015
Executive Committee	E/381/14	2014/16 Pay Award	18 December 2014

APPENDIX ATTACHED

Appendix A Details of the financial position of each service or facility

LIST OF ABBREVIATIONS

RV	Rateable Value
the Trust	Lee Valley Leisure Trust Ltd
CAF	Community Access Fund

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OPERATIONAL OUTTURN SUMMARY

LEE VALLEY REGIONAL PARK AUTHORITY

42510.491328

YEAR 2015/16

PERIOD: 13 (March 2016)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
OPERATIONAL SERVICES							
Chief Executive	(15)	754	739	781	739	(42)	(5%)
Corporate Services	(1,302)	1,543	241	524	241	(283)	(54%)
Financial Services	(509)	1,599	1,090	1,108	1,090	(18)	(2%)
Parklands and Open Spaces	(1,158)	4,568	3,410	3,456	3,410	(46)	(1%)
Leisure Trust Contract	0	3,539	3,539	3,302	3,302	0	0%
FINANCING							
Interest Receivable	(140)	0	(140)	(165)	(140)	25	15%
Interest Payable	0	32	32	32	32	0	0%
Contributions to Earmarked Reserves	0	0	0	832	832	0	0%
Financing of Capital Expenditure	0	0	0	1,550	1,550	0	0%
Levies on Local Authorities	(11,058)	0	(11,058)	(11,058)	(11,058)	0	0%
Movement in General Fund				362	(2)	(364)	(101%)
General Fund Balance Brought Forward					(4,805)		
General Fund Balance Carried Forward					(4,807)		

YEAR 2015/16

PERIOD: 13 (March 2016)


	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
CHIEF EXECUTIVE							
Chief Executive	(4)	257	253	256	253	(3)	(1%)
Committee Service	0	100	100	97	100	3	3%
PR / Communications	(11)	360	349	378	349	(29)	(8%)
Lee Valley Ice Centre - Feasibility Study	0	37	37	50	37	(13)	(26%)
TOTAL CHIEF EXECUTIVE	(15)	754	739	781	739	(42)	(5%)
CORPORATE SERVICES							
Legal Service	(7)	321	314	349	314	(35)	(10%)
Property Management	(1,295)	475	(820)	(611)	(820)	(209)	(34%)
Planning and Strategic Partnerships	0	363	363	385	363	(22)	(6%)
Asset Protection, Maintenance & Development	0	384	384	401	384	(17)	(4%)
TOTAL CORPORATE SERVICES	(1,302)	1,543	241	524	241	(283)	(54%)
FINANCIAL SERVICES							
Finance Management	(449)	713	264	288	264	(24)	(8%)
Audit	0	99	99	97	99	2	2%
Non Distributed Costs	0	76	76	77	76	(1)	(1%)
Sports Development	(60)	127	67	75	67	(8)	(11%)
Policy and Performance	0	457	457	444	457	13	3%
Leisure Contract Venues Insurance	0	127	127	127	127	0	0%
TOTAL FINANCIAL SERVICES	(509)	1,599	1,090	1,108	1,090	(18)	(2%)
PARKLANDS AND OPEN SPACES							
Management							
Operational Management	0	237	237	260	237	(23)	(9%)
Myddelton House Management	(14)	345	331	328	331	3	1%
Parklands							
River Lee Country Park	(30)	771	741	741	741	0	0%
Gunpowder Park	(2)	194	192	192	192	0	0%
Countryside Areas	(61)	872	811	810	811	1	0%
Abbey Gardens	(1)	152	151	152	151	(1)	(1%)
Three Mills	(1)	32	31	31	31	0	0%
East India Dock and Bow Creek	(1)	52	51	51	51	0	0%
Leyton Marsh	0	27	27	43	27	(16)	(37%)
Broxbourne Riverside	(54)	52	(2)	(4)	(3)	1	25%
Fisheries	(156)	137	(19)	(18)	(19)	(1)	(6%)
Visitor Attractions							
Myddelton House	(172)	378	206	276	206	(70)	(25%)
Rye House Gatehouse	(1)	9	8	9	8	(1)	(11%)

YEAR 2015/15

PERIOD: 13 (March 2016)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
Park Projects							
Youth & Schools Service	(48)	217	169	173	169	(4)	(2%)
Volunteers	(2)	99	97	103	97	(6)	(6%)
Biodiversity	0	97	97	97	97	0	0%
Countryside Live	0	17	17	20	17	(3)	(15%)
Community Access	0	29	29	113	29	(84)	(74%)
Farms							
Lee Valley Farm, Holyfieldhall	(587)	688	101	58	101	43	74%
Initiatives and Partnerships							
King George Reservoir South	(11)	10	(1)	0	0	0	0%
Lee Valley Boat Centre	(38)	4	(34)	(31)	(34)	(3)	(10%)
Broxbourne Chalets	0	2	2	2	2	0	0%
Leisure Trust Venues and Services							
Springfield Marina	0	16	16	15	16	1	7%
Stanstead Abbots	0	25	25	35	25	(10)	(29%)
Riding Centre Employees	0	23	23	0	23	23	0%
White Water Employees	0	7	7	0	7	7	0%
2014/15 Pre Transfer Liabilities	21	76	97	0	97	97	0%
TOTAL PARKLAND AND OPEN SPACES	(1,158)	4,568	3,410	3,456	3,410	(46)	(1%)

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 <p>VIBRANT PARTNERSHIPS</p> <p>BOARD MEETING</p> <p><i>9 MAY 2016</i></p>	<p><u>Agenda Item No:</u></p>
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LVRPA Contract - 2015/16 Provisional Outturn

Presentation by Managing Director

SUMMARY

This report presents the full year performance for 2015/16 across the 14 venues the Trust manages on behalf of the Lee Valley Regional Park Authority (LVRPA).

The report reflects a positive first year of delivering the contract with a number of highlights:

- Visitor numbers have increased across the venues from 1.9m in 2014/15 to 2.3m in 2015/16. This has been as a result of adding to the offer to ensure increased appeal to attract new customer groups.
- All phase two caravans have been sold at Lee Valley Caravan Park, Dobbs Weir; two years ahead of schedule.
- Income has increased by £800,000 at the Lee Valley VeloPark as a result of tapping into the corporate market.
- Income at Lee Valley White Water Centre has increased by £350,000, with food and beverage income increased by 40% as a result of a shift to a better quality food offer.
- A high level of customer satisfaction has been maintained across the venues.

This good work will be built upon in the second year of the contract.

RECOMMENDATIONS

Trustees note: (1) The report.

BACKGROUND

- 1 Performance of the Lee Valley Regional Park Authority venues has been reported quarterly to its Scrutiny Committee since 2010.
- 2 This report was based on the Authority's performance framework, which included key performance indicators (KPIs) and a venue scorecard.
- 3 As part of the Lee Valley Leisure Services Contract, performance of the LVRPA venues

managed by the LVLTT is to be reported quarterly to Authority Members.

- 4 The data included in this report to Trustees will form the basis of the report that Authority officers will present to Authority Members.
- 5 The scorecard in Appendix A to this report contains data for the full year 2015/16 (April 2015 – March 2016). The following paragraphs summarise the key messages from the data.

LV LEISURE SERVICES CONTRACT KEY PERFORMANCE INDICATORS (KPIs)

6 KPI 1: Management Fee

The adjusted management fee for the first year of the contract is £3.4m. The original management fee of £3.61m included a number of estimates which have been adjusted throughout the year. The adjustment of £210,000 consists of £50,000 dual running costs and £160,000 insurance. Indications are that the original management fee may still need further adjustment (circa £250K) for any level of VAT benefits that may not accrue from the transfer. The VAT benefit is also intrinsically linked to the volume and type of sales that are transacted over the year. Certainty in this area is only likely to materialise as the Trust submits its quarterly VAT claims over the next quarter.

Eighty per cent mandatory business rate relief on all the eligible venues has been secured from the 1 April 2015 achieving the target saving of circa £1.7m as set out in the financial model.

Work is continuing in a number of areas including staff training and development, food and beverage offer, customer experience/service, marketing, packaging of products/services, cross selling and developing partnerships. This will enable the shift from sporting venues to leisure destinations and assist in increasing footfall, participation and income.

Financial figures in this report are based on period 12 and as such are provisional until final period 13 figures are produced, which will be reported to Trustees in due course. Overall financial performance across venues is good; and is broadly on budget to hit its management fee. The following venues are worthy of note:

Lee Valley VeloPark is forecast to over achieve budget by £207,000 through additional income. This is predominantly from major one off events including the Track World Championships and Bradley Wiggins' one hour record attempt, as well as conferences, exhibitions and other events together with community use of the Velodrome for taster sessions.

Lee Valley White Water Centre is projected to under achieve budget by £393,000. This includes a £150,000 over estimation of VAT savings/income as explained above. Food and beverage income has increased by approx. 36% compared to the same period last year. This is as a result of the introduction of a new menu, look and feel and staff training. Managers are carrying out further work on improving cost of sales, portion control, staffing levels, stock control, procurement and counter display to encourage impulse buys which should improve profit margins in the coming season. The food and beverage operation is forecast to generate a projected £20,000 surplus (2014/15 £15,000). Electricity costs are projected to be £550,000 against a budget of

£396,000 and a previous year actual of £487,000. This overspend is due to a 6% increase in supply cost along with increased pump running time predominately as a result of the recent World Championships and pre-tournament team training and selection event.

Lee Valley Ice Centre is projected to over achieve budget by £16,000 through additional income and reduced expenditure. The centre is following the trend of recent years and continues to operate at capacity. However, the building and infrastructure is over 30 years old. Managers have been able to successfully carry out remedial works to the brine pipe failure reported to November board meeting with minimal impact on programme and without requiring a full shut down. It should be noted that due to the age of the venue there are other areas of infrastructure risk for example within the plant and the ice rink surround barriers.

Lee Valley Riding Centre is projected to over achieve budget by £23,000 through increased income and reduced expenditure following a restructure in 2014/15. This includes an improvement in income of £99,000 compared to the previous year. The majority of centre's activities were already VAT exempt due to their educational nature and so this has been achieved through increased usage and new activities. One-off savings have arisen this year due to difficulties in recruiting instructors through the first 6 months of the year. Through a focus on continuing professional development opportunities for instructors, including mentoring opportunities with industry recognised leading instructors, managers have been successful in attracting additional instructors and are currently considering a proposal to increase the pay of instructors with advanced qualifications.

Lee Valley Caravan Park, Dobbs Weir is projected to over achieve budget by £138,000. This has been achieved through the sale of caravans ahead of schedule with 34 sold against a target of 10, which has resulted in additional site rents being collected. In addition, it was anticipated that a net profit of 25% would be achieved per caravan sale, currently an average net profit of 34% is being realised per sale.

Lee Valley Marina, Springfield is projected to over achieve budget by £10,000. This is through increased mooring income - as part of the pontoon replacement works there has been a reconfiguration of moorings to create a small increase in capacity.

Lee Valley Marina, Stanstead is projected to achieve a £57,000 net surplus. This is an improvement of £41,700 compared to the previous year, but falls short of the stretch target budgeted net surplus of £87,000. Whilst there has been continued growth in the rechargeable works and chandlery operations there was a delay in being granted planning consent for the extended chandlery operation. The introduction of the first phase Rye House Gate House was also implemented later than planned. The combined delayed introduction of the extended chandlery operation and the Rye House Gate House moorings will result in a one-off budget variance.

Lee Valley WaterWorks Centre is projected to over achieve budget by £22,000 which is due to efficiencies generated by sharing staff with Lee Valley Ice

Centre.

7 KPI 2: Customer Satisfaction

Across all venues the average customer satisfaction score was 83%. This is the same as last year and is on target. This score is captured through a robust sample of exit surveys undertaken by an external research agency and self-completion surveys. The score achieved is above the overall UK customer satisfaction index (UKCSI) of 77% and the individual scores for the UK leisure (79%) and tourism (80%) sectors.

The highest scoring venues were Lee Valley Athletics Centre, Lee Valley Riding Centre and Lee Valley White Water Centre, all scoring 90% or above.

As Trustees are aware, the Picketts Lock site is under review and no improvements have been made to Lee Valley Golf Course facilities since last year. As a result, satisfaction has fallen below target, with negative feedback from customers regarding the lack of a clubhouse and catering / changing facilities. Expressions of interest from partners interested in the development platform have been received, and it is envisaged that any new development would include facilities for golfers.

Scores at both marinas reflect the most up to date survey results which are from 2014/15. Surveys during 2015/16 did not generate a sufficient sample size to provide a reliable score. New surveys are currently being undertaken and results will be reported in Q1.

8 KPI 3: Net Promoter Score

The net promoter score gives an indication of the relationship that customers have with our venues, with a higher score potentially indicating positive future business through repeat visits and recommendations. It is generated by asking customers how likely they would be to recommend the venue they visited to friends or colleagues. This categorises customers into 'promoters', 'neutrals' and 'detractors'. The score can range from 100% to -100%, with a leisure industry average of 24% and highest performance of 76%.

There has been a slight upward trend in net promoter score across the venues from 44% last year to 46%, which is ahead of the target of 44%.

Lee Valley Golf Course saw a fall in its score from last year. This can be attributed to the reasons above, and also because regular users of the course gave more positive feedback last year when they were concerned about the closure of the course and perhaps wanted to show their support to keep it open.

Lee Valley Park Farms has seen a slight fall in its score from 67% last year to 59%. Last year's score was one of the highest of all the venues. This year's score is still relatively high, but customers have raised some issues about certain parts of their experience. Managers have identified actions to improve the areas and are implementing them.

9 KPI 4: Regionality

The regionality of the venues is measured by capturing postcodes across bookings, memberships and surveys – the sample size for 2015/16 has grown significantly to

65,000 which gives a reliable score.

In 2015/16, 29% of all visits were defined as regional – where the visitor lives within the London, Hertfordshire and Essex region, but lives outside of the riparian boroughs whose boundaries cross into the Lee Valley Regional Park. Visitors from these riparian boroughs are defined as ‘local’. This performance of 29% is a slight fall from 31% last year. However when viewed as actual visit numbers this is an increase from 589,000 to 667,000. This shift in percentage has been caused by slightly more visitors being defined as ‘national’ – coming from outside of London, Hertfordshire and Essex. This has been caused by the wider attraction of activities and national and international events.

10 KPI 5: Usage

There were 2.3 million visits to the Trust’s venues during the year – a 20% increase from last year. This has mainly been the result of Lee Valley Hockey and Tennis Centre being fully open to the public this year, and a 35% increase in visits to Lee Valley VeloPark as the venue has established and developed its programme attracting more visitors.

The remaining increase was spread across other venues, where there is a focus on increasing and widening the appeal, notably:

Lee Valley White Water Centre increased usage by 39,000 (13%) compared to last year. This increase has come from efforts to widen the appeal of the venue. This included 3,000 visitors on the 19th July, at its first Family Fun Day. Feedback was very positive from visitors and managers are looking to build on this next year.

Lee Valley Riding Centre increased usage by 5,000 (3%) compared to last year. This has been due to significant increases in group and adult lesson bookings, reflected in the £132,000 (15%) increase in income compared to last year.

Lee Valley Caravan Park, Dobbs Weir has increased usage by 6,000 (38%) compared to last year. The touring business has been grown with income up 26% on last year.

Weather can have an impact on visitor numbers. Compared to last year the average temperature was the same (summer was colder, winter was warmer), there was 2% more rainfall (the summer months experienced twice as much rain as last year, while the winter months saw less rainfall) and 6% less sunshine.

Performance is in line with industry trends, with Visit England’s latest findings showing that both the attractions and accommodation markets continue to grow compared to last year. Large attractions and those with both indoor and outdoor provision have seen the most growth, although the wet summer had an impact on those with an outdoor element to the experience. Nationally, campsites have seen growth, but have been outperformed by other types of accommodation.

OTHER VENUE PERFORMANCE

11 Compliments

The number of formal compliments received has increased from 1,052 last year to

1,507. The majority of this increase in compliments was received at Lee Valley VeloPark, Lee Valley White Water Centre, Lee Valley Hockey and Tennis Centre and Lee Valley Park Farms and can be attributed to increased usage and greater engagement with social media.

12 Complaints

In the context of increased visitor numbers and positive feedback, it is notable that the number of formal complaints has decreased from 162 last year to 140.

Lee Valley Park Farms received 24 formal complaints compared to 12 last year. Dobbs Weir Campsite received 7 formal complaints compared to 2 last year. These complaints were about a range of operational issues which were responded to and dealt with in line with the Trust's complaints procedure.

These increases at Lee Valley Park Farms and Lee Valley Caravan Park, Dobbs Weir should be viewed in the context of an increase in visitor numbers, increase in compliments (see above), increased engagement with customers through social media where feedback (positive and negative) is more easily given, and the achievement of the TripAdvisor certificate of excellence at Lee Valley Park Farms - awarded to attractions that consistently achieve outstanding reviews.

13 Health and Safety Audits

Health and safety audits are carried out at every venue by RDHS, our external health and safety contractor. The scores at each venue are on target, with an average of 95%.

14 Quality Scores

A programme of activity takes place throughout the year at each venue to monitor and improve quality, including quality audits, mystery visits and venue audits. Results for this year were on target across all venues except Lee Valley Hockey and Tennis Centre. This low score is the result of audits early in the year identifying a number of systems and processes that had not yet been implemented. Scores in the second half of the year have improved as these audit recommendations have been implemented.

During the first year of the Trust's operation there has been a review of this approach to ensure the methods used are fit for purpose. The revised programme will be trialled from the start of 2016/17.

15 Utility Consumption

Utility consumption has increased by 10% across all the venues compared to last year. This should be seen in the context of usage increasing by 20%. This increase has mainly been caused by increased use of the pumps at Lee Valley White Water Centre for the World Championships where pumps were turned on for both courses for 13 hours a day for two weeks. The associated cost is being charged to British Canoeing. There has also been an increase in utility consumption at Lee Valley Hockey and Tennis Centre in line with being open to the public for the whole year and 265% increase in visits. The Trust is looking at ways of increasing energy efficiency.

16 Asset Protection

An agreed performance indicator of 'Asset Protection' is included within the venue scorecard. This is defined as the percentage of tasks completed in the maintenance performance guides (MPGs). These MPGs are written by the LVRPA Asset Protection, Maintenance and Development (APMD) team. During 2015/16 the APMD team have monitored asset protection across all venues and have reported that compliance to MPGs is on target. This year no formal scores have been recorded. In 2016/17 these scores will be reported formally at the end of the year.

2016/17 TARGETS

17 The Authority sets KPI targets for the Leisure Services Contract. Below are targets that the Trust propose to the Authority for 2016/17:

KPI Description	2015/16 Target	2015/16 Actual	Proposed 2016/17 Target
Management Fee	£3,607,000	£3.4m	TBC
Customer Satisfaction	83%	83%	80-85%
Net Promoter Score	44%	46%	40-50%
Regionality (No. visits)	31% (589,000)	29% (667,000)	31% (651,000)
Usage	1.9m	2.3m	2.1m*

*Usage in 2014/15 was 1.9m. The increase to 2.3m in 2015/16 included 300,000 visits to major events that will not be held again in 2016/17. Therefore the proposed target of 2.1m in 2016/17 reflects growth across the venues based on normal operation.

ENVIRONMENTAL IMPLICATIONS

18 There are no environmental implications arising directly out of the recommendations in this report.

EQUALITY IMPLICATIONS

19 There are no equality implications arising directly out of the recommendations in this report.

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

21 There are no human resource implications arising directly out of the recommendations in this report.

LEGAL IMPLICATIONS

22 There are no legal implications arising directly out of the recommendations in this report.

RISK MANAGEMENT IMPLICATIONS

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

AUTHORITY IMPLICATIONS

- 24 There are no Authority implications arising directly out of the recommendations in this report.

Author: Michael Sterry, Performance & Information Manager

APPENDICES ATTACHED

Appendix A Trust KPI and Venue Scorecard

LIST OF ABBREVIATIONS

ABBREVIATION	IN FULL
KPI	Key Performance Indicator

Reporting Period		2015/16 Q4					
Key Performance Indicators		14/15 Q4 Actual	Annual Target	Stretch Target	Performance	Q4 Actual	Comments
Management Fee		n/a	£3,607,000	£3,607,000		£3.4m	
Customer satisfaction		83%	83%	85%	↔	83%	
Net promoter Score		44%	44%	46%	↑	46%	
Regionality (non-riparian)		31% (589,000)	31% (589,000)	33%	↓	29% (667,000)	
Usage		1.9m	1.9m	1.95m	↑	2.3m	

Performance against target
Achieving or exceeding target
Just missed target
Below target

Financial Measure
Customer Measure
Internal Process Measure
Sustainability Measure

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

N/A

Reporting Period: 2016/16 Q4

Venues	Income (£000's)		Usage		Customer Satisfaction		Net Promoter Score		Regionality		Formal Complaints		Formal Compliments		H&S Audit		Quality Score		Utility Consumption (000 kwh)		Asset Protection	
	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16
Overall Target				1.9m		83%	44%	31%	162	1,052	95%	80%	11,061	95%								
Lee Valley VeloPark	2,213	3,058	607,996	817%	81%	62%	47%	65	565	71%	96%	91%	1,898	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Hockey & Tennis Centre	294	170	65,128	81%	81%	16%	33%	11	22	112	92%	80%	611	83%	83%	80%	611	83%	83%	80%	83%	83%
Lee Valley White Water Centre	2,553	2,553	299,260	91%	91%	99%	38%	14	212	431	96%	81%	4,086	n/a	n/a	81%	4,086	4,087	n/a	n/a	n/a	n/a
Lee Valley Athletics Centre	625	811	194,649	89%	89%	73%	38%	1	21	39	90%	83%	603	n/a	n/a	83%	603	603	n/a	n/a	n/a	n/a
Lee Valley Ice Centre	1,228	1,172	342,220	82%	82%	42%	43%	8	30	15	96%	87%	2,316	n/a	n/a	87%	2,316	2,316	n/a	n/a	n/a	n/a
Lee Valley Riding Centre	884	1,534	153,610	89%	89%	56%	35%	7	7	13	85%	74%	161	n/a	n/a	74%	161	161	n/a	n/a	n/a	n/a
Lee Valley WaterWorks Centre	20	29	35,508					2	16	24	88%	73%	159	n/a	n/a	73%	159	159	n/a	n/a	n/a	n/a
Lee Valley Golf Course	192	223	16,000	86%	78%	70%	22%	15	1	1	85%	77%	97	n/a	n/a	77%	97	107	n/a	n/a	n/a	n/a
Lee Valley Camping & Caravan Park, Edmonton	560	597	48,337	87%	87%	43%	9%	5	10	7	98%	77%	602	n/a	n/a	77%	602	602	n/a	n/a	n/a	n/a
Lee Valley Campsite, Sewardstone	550	407	35,645	85%	83%	48%	12%	6	8	3	97%	79%	138	n/a	n/a	79%	138	138	n/a	n/a	n/a	n/a
Lee Valley Caravan Park, Dobbs Weir	363	303	15,452	85%	81%	50%	38%	2	7	21	83%	n/a	136	n/a	n/a	n/a	136	136	n/a	n/a	n/a	n/a
Lee Valley Park Farms	533	514	109,385	85%	85%	67%	33%	12	24	41	86%	64%	152	n/a	n/a	64%	152	152	n/a	n/a	n/a	n/a
Lee Valley Marina, Springfield	656	814		62%	57%	-44%	25%	11	0	7	87%	85%	352	n/a	n/a	85%	352	352	n/a	n/a	n/a	n/a
Lee Valley Marina, Stanstead	571	913		68%	68%	-11%	34%	0	1	1	91%	85%	150	n/a	n/a	85%	150	150	n/a	n/a	n/a	n/a
ALL VENUES	11,242	10,556	1,921,190	83%	83%	44%	31%	162	1,052	1,052	91%	80%	11,461	79%	80%	79%	11,461	12,624	n/a	n/a	n/a	n/a

Performance against target	Tolerance
Achieving or exceeding target	<5%
Just missed target	5-10%
Below target	>10%

INCOME FIGURES ARE P13 PROVISIONAL

Measure	14/15	15/16
Financial Measure	1,052	1,052
Customer Measure	162	162
Internal Process Measure	95%	95%
Sustainability Measure	80%	79%