

To: Paul Osborn (Chairman) Chris Kennedy  
Derrick Ashley (Vice Chairman) Heather Johnson  
David Andrews Valerie Metcalfe  
Ross Houston Syd Stavrou

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

**THURSDAY, 19 DECEMBER 2019 AT 11:30**

at which the following business will be transacted:

## **AGENDA**

### **Part I**

1 To receive apologies for absence

2 **DECLARATION OF INTERESTS**

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

3 **MINUTES OF LAST MEETING**

To approve the Minutes of the meeting held on 21 November 2019 (copy herewith).

4 **PUBLIC SPEAKING**

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

5 **PROPOSED CAPITAL PROGRAMME 2019/20  
(REVISED) TO 2023/24**

Paper E/646/19

Presented by Simon Sheldon, Director of Finance  
& Resources

- 6 CAPITAL STRATEGY AND PRUDENTIAL INDICATORS 2019/20 to 2023/24 Paper E/647/19

Presented by Keith Kellard, Chief Accountant

- 7 LEISURE SERVICES CONTRACT MONITORING REPORT Q2 2019/20 Paper E/648/19

Presented by Simon Sheldon, Director of Finance & Resources

- 8 FEES & CHARGES REVIEW 2020/21 Paper E/650/19

Presented by Simon Sheldon, Director of Finance & Resources

- 9 SUBJECT OF NEXT SCRUTINY COMMITTEE REVIEW

To note that Scrutiny Committee's next review will focus on the Authority's future office accommodation requirements

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

- 11 Consider passing a resolution based on the principles of Section 100A(4) of the Local Government Act 1972, excluding the public and press from the meeting for the items of business listed on Part II of the Agenda, on the grounds that they involve the likely disclosure of exempt information as defined in those sections of Part I of Schedule 12A of the Act specified beneath each item.

**AGENDA  
Part II  
(Exempt Items)**

- 12 EXPIRY OF THE TWO FIXED TERM PROJECT CONSULTANT POSTS Paper E/651/19

Presented by Shaun Dawson, Chief Executive

[Not for publication following the principles of the Local Government Act 1972, Schedule 12A, Part I, Section 3]

- 13 EMPLOYEE REQUEST FOR CONSENT UNDER THE RULE OF 85 Paper E/652/19

Presented by Shaun Dawson, Chief Executive

[Not for publication following the principles of the Local Government Act 1972, Schedule 12A, Part I, Section 3]

**14 A PROPOSED NEW SENIOR MANAGEMENT  
STRUCTURE**

**Paper E/649/19**

**Presented by Shaun Dawson, Chief Executive**

**[Not for publication following the principles of the Local Government Act  
1972, Schedule 12A, Part I, Section 3]**

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

**11 December 2019**

**Shaun Dawson  
Chief Executive**

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**LEE VALLEY REGIONAL PARK AUTHORITY**

**EXECUTIVE COMMITTEE  
21 NOVEMBER 2019**

Members Present: Paul Osborn (Chairman) Chris Kennedy  
Derrick Ashley (Vice Chairman) Valerie Metcalfe  
Heather Johnson Mary Sartin (Sub for Syd Stavrou)

Apologies Received From: David Andrews, Ross Houston, Syd Stavrou

In Attendance: John Bevan, Nigel Quinton

Officers Present: Shaun Dawson - Chief Executive  
Beryl Foster - Director of Corporate Services  
Simon Sheldon - Director of Finance & Resources  
Dan Buck - Head of Sport & Leisure  
Stephen Bromberg - Head of Communications  
Alice Akillian - Solicitor  
Sandra Bertschin - Committee & Members' Services Manager

Part I

804 DECLARATIONS OF INTEREST

There were no declarations of interest.

805 MINUTES OF LAST MEETING

**THAT the minutes of the meeting held on 17 October 2019 be approved and signed.**

806 PUBLIC SPEAKING

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

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Chairman

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Date

The meeting started at 11.25am and ended at 11.27am.

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**PROPOSED CAPITAL PROGRAMME  
2019/20 (REVISED) TO 2023/24**

Presented by the Director of Finance & Resources

**EXECUTIVE SUMMARY**

The last review of the capital programme was undertaken in December 2018 and the current programme was approved at the Executive Committee meeting on 13 December 2018 (Paper E/600/18). This report brings together revisions and refinements to that programme and the latest information on the estimated total cost and timing of projects through to 2023/24.

The Authority's capital development programme is geared to the management and development of its existing assets, legacy venues on its land and business development schemes to generate further income for the Regional Park. The capital programme beyond this period is yet to be fully determined with major investment schemes identified at particular sites, for example, Lee Valley Ice Centre and potential new investment following the re-letting of the new Leisure Services Contract post 2020 and this will impact the future direction of the capital programme and its financing requirements.

In terms of overall financial provision, the proposed capital programme provides for total investment by the Authority of £45.9 million to 31 March 2024, as set out in Table 2 (paragraph 15 of this report).

**RECOMMENDATIONS**

- Members Approve:
- (1) the revised capital programme for 2019/20 (revised) to 2023/24 as set out in Appendix A to this report; and
  - (2) the proposed capital funding to meet the planned capital programme as set out in Table 2 (paragraph 15 of this report).

**BACKGROUND**

- 1 A significant programme of capital development and investment is an important part of the Authority's statutory remit, whether funded directly by the Authority or with other partners. The capital programme reflects the Authority's key role as a development and enabling organisation and includes a number of projects which

are crucial in achieving the objectives set out in the Strategic Business Plan. Major capital projects have and will continue to determine the character of the Regional Park for the foreseeable future.

- 2 During the course of this year some existing projects have been the subject of reports to Committee and, where appropriate, these reports have sought Member approval to add to/or amend the capital programme. In addition the Authority has a Member led Land and Property Review Working Group that has identified potential land acquisitions/disposals to enable future additional resources for capital investment. The Authority is also considering a major replacement and reinvestment in its Ice Centre provision as well as significant third party investment at Picketts Lock and Eton Manor and these areas will impact on the future capital programme.
- 3 This report brings together the results of known approved changes and the latest information on estimated costs and timing of existing individual projects. It proposes a revised capital programme for the period 2019/20 (revised) to 2023/24 for Members' consideration. This is summarised in Table 2 (paragraph 15) in this report and further detailed in Appendix A to this report.
- 4 One of the key developments in the programme is to provide an asset management programme for the Authority's estate. This work is on-going but a major condition survey of the Authority's venues ahead of the Leisure Services Contract (LSC) retender has provided clarity on the investment sums required by the Authority to maintain this part of the estate. Estimated figures have been incorporated into the revised capital programme attached at Appendix A to this report – with an additional £1m included in 2019/20 and 2020/21 for the additional venues investment within the new LSC.

Other key developments included are the Ice Centre project with £30m earmarked for 2020 to 2022; the new Bittern Information Point (£0.8m); and the potential for new business development investment (up to £4.5m) at the venues as part of the new LSC contract.

Underpinning these key developments is the planning work of the Land and Property Review Working Group as receipts from potential disposals are a cornerstone for funding the programme in the longer term.

By their very nature land acquisition opportunities in particular tend to be market led and the Authority has in the past found itself reacting to these, rather than planning ahead for them, in terms of resourcing strategic requirements and in the context of other demands on the capital programme.

The Member led Land and Property Review Working Group has reviewed the estate in its widest sense, in terms of maximising the return, both in terms of how the land is used, new land purchases and potential land disposals where land can be identified as no longer required for Park purposes, alongside its strategic and financial viability.

This approach provides a more strategic overview to the capital programme of which land disposal/acquisition is a key aspect. The proposed capital programme includes a Land Acquisition and Remediation provision.

## **STATUS OF THE CAPITAL PROGRAMME**

- 5 **The capital programme is principally a planning document.** It matches the



Authority's investment plans to its estimated projected capital resources over the medium term and enables officers to undertake planning and feasibility work for projects which often have long lead times.

- 6 **Inclusion of a project in the capital programme does not, in itself, commit the Authority or constitute approval to incur expenditure.** For all major projects a full business case based on the Prudential Code including detailed briefs, scheme designs, project costs, funding arrangements and on-going revenue costs (including the cost of capital) will be the subject of specific reports for Member approval.

Likewise, **inclusion of work from the Land and Property Review Working Group in the capital programme funding schedule does not, in itself, commit the Authority to dispose of any areas of land.** For all decisions concerning potential disposal a full appraisal must be carried out covering a strategic evaluation of the disposal which must in the first instance be identified as no longer required for Park purposes. Each area of land considered for disposal will be the subject of a specific report for Member approval which will include the financial, legal, planning and risk implications of doing so.

- 7 In some cases inclusion of financial provision in the programme reflects an identified or expected need for investment. Although the exact nature and scope of any project may yet need to be determined. In these cases, both the level and timing of expenditure are clearly subject to change.
- 8 The Authority's capital development programme is geared to the management and development of its existing assets, legacy venues on its land and business development schemes to generate further income for the Park. The capital programme beyond this period is yet to be determined with major investment schemes identified at particular sites. Future major investments e.g. the Ice Centre and venue investment will require separate business cases and funding plans to be in place before committing to the project, but indicative figures are included in the plan.

## **PROJECTED AVAILABLE CAPITAL FUNDING**

- 9 Initial indications are that existing capital reserves together with projected new capital inflows from land sales could generate funds of **£66.5 million** to 31 March 2024.
- 10 A key feature of the Business Plan is the recognition of the need to work in partnership with other organisations and sectors in order to deliver the Authority's vision for the Park. One strand of this approach has been to maximise the opportunities for external funding, using the Authority's resources to attract contributions from partners and funding bodies. **Since 2005/06** the Authority has attracted significant external grant funding/investment towards the capital programme.

In recent years the ability to attract external grant funding to support the capital programme has become very limited. The Authority has therefore shifted its strategic approach to realising more of its funding from utilising its own asset base through the work carried out by the Land & Property Review Working Group. This has identified key areas where land is no longer required for Park purposes as well as key strategic sites for investment. This is now generating additional funds that can be used to develop the Park further through the capital programme.

A summary of the funding achieved to date is shown in Table 1 below.

**Table 1: External funding/Land Sale Income secured by the Authority**

	Grant Received (Actual)	Grant Received as a % of capital expenditure	Land Sale Income (Actual)
	£M	%	£M
2005/06	6.8	57	0.00
2006/07	4.3	48	0.00
2007/08	1.6	43	0.00
2008/09	0.8	42	0.00
2009/10	0.4	22	0.00
2010/11	2.0	16	0.00
2011/12	0.5	19	0.00
2012/13*	1.0	14	17.45
2013/14	0.9	11	0.00
2014/15	0.3	10	0.00
2015/16	0.5	14	0.00
2016/17	0.4	10	0.00
2017/18	0.4	6	0.08
2018/19	0.2	12	0.08
2019/20**	0.0	0	1.08
<b>Total</b>	<b>20.1</b>		<b>18.69</b>
<p>*The period around 2011 to 2013 was an exceptional period surrounding the development of Olympic assets primarily in Queen Elizabeth Olympic Park resulting in the external investment which yielded assets to the Authority worth £120 million through the Authority's own land contributions as well as the sale of land adjacent to these venues. This delivered Lee Valley White Water Centre, Lee Valley VeloPark and Lee Valley Hockey &amp; Tennis Centre.</p>			
<p>** Estimated value</p>			

- 11 Currently forward projections for partnership funding against major schemes are not included, although officers are working closely with partners to seek external funding for major projects, for example, the Ice Centre.
- 12 The proposed revised capital programme is detailed at Appendix A to this report; the financial provision shown represents the Authority's own capital investment alongside any anticipated grant funding. The total net funding requirements of the revised capital programme proposals are **£45.9 million** to 31 March 2024.
- 13 Appendix A to this report does not include the potential impact from any new work undertaken through the Park Development Framework (PDF) or works resulting due to contaminated land. Further investment across the themed categories of the PDF and decontamination works may be needed in the longer term and where this occurs officers will need to identify resources required through the normal capital programming process.

New major developments e.g. the Ice Centre will require significant funding and Members will need to consider borrowing options as well as utilising any existing unapplied capital receipts/new land sales, attracting additional third party funding or increasing the levy to secure the resources which projects may require. The programme also includes a provision for investment in sites operated under the LSC after 2020 with the aim to generate further improvements, efficiencies,

income, usage and enhance the customer experience at these venues.

- 14 Members have previously agreed that a **£1.190 million** annual investment would be made from revenue to enable the Capital Programme to be delivered. This currently represents 12.4% of the existing levy (£9.576m). The work of the Land and Property Review/Levy Strategy Working Groups seek to utilise receipts generated from any land disposals to support funding for future capital investment whilst placing less reliance in generating these resources from the tax payer via the levy. The proposed future revenue funding to support the capital programme is **£1.190 million** (increasing to £1.690m from 2022/23) with the remaining capital resources generated from land sale receipts and potentially borrowing if the Ice Centre project proceeds.
- 15 The estimated and proposed capital resources available to fund the capital programme proposals are set out in **Table 2** below:

**Table 2: Estimated capital resources available to fund the proposed capital programme**

	Balance B/F	2019/20 Revised	2020/21	2021/22	2022/23	2023/24	Total
	£m	£m	£m	£m	£m	£m	£m
<b>Capital Financing</b>							
Unapplied Receipt	(13.9)	(1.1)	(3.7)	(5.2)	(5.0)	(29.0)	(57.9)
Capital Fund	(1.3)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(2.8)
Major Repairs Fund	(0.3)	(0.5)	(0.5)	(0.5)	(1.0)	(1.0)	(3.8)
Revenue	0.0	(0.4)	(0.4)	(0.4)	(0.4)	(0.4)	(2.0)
<b>Total for Year</b>	<b>(15.5)</b>	<b>(2.3)</b>	<b>(4.8)</b>	<b>(6.4)</b>	<b>(6.7)</b>	<b>(30.7)</b>	<b>(66.5)</b>
<b>Net Capital Allocation</b>							
Balance B/Fwd		(15.5)	(12.5)	(6.3)	13.6	8.5	
Annual Capital Funds	(15.5)	(2.3)	(4.8)	(6.4)	(6.7)	(30.7)	(66.5)
Less: Capital Programme requirements		5.3	11.0	26.3	1.6	1.6	45.9
<b>Balance C/fwd</b>		<b>(12.5)</b>	<b>(6.3)</b>	<b>13.6</b>	<b>8.5</b>	<b>(20.6)</b>	<b>(20.6)</b>

- 16 Table 2 shows that at the end of the five year period to 31 March 2024 capital reserves would be £20.6 million, but this is subject to all estimated land sales being achieved to the estimated values shown and projects not exceeding their budgetary provision. It also shows that to proceed with the Ice Centre project Members will need to consider borrowing options (at least in the short term) from 2021 to ensure sufficient cash flow is available ahead of land sale receipts being achieved from 2023/24.

## **ENVIRONMENTAL IMPLICATIONS**

- 17 There are no environmental implications arising directly from the recommendations in the report. However, the schemes contained in the programme clearly have significant environmental implications. These will be considered as part of the detailed development of each scheme/sale and will feature in the individual reports to Members on each proposal.

## **FINANCIAL IMPLICATIONS**

- 18 As part of the budget process over the last couple of years Members have reviewed the annual revenue contribution to capital reducing it from £1.8 million in 2014/15 to £1.2 million. This recognised that the contribution to capital has a direct impact on the levy (12.4%). The work of the Land & Property Review Working Group has identified potential new capital resources to support the funding of the programme going forward therefore placing less reliance on the levy for capital investment. This is however reliant on achieving the necessary sales within any given year.

## **HUMAN RESOURCE IMPLICATIONS**

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

## **LEGAL IMPLICATIONS**

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

## **RISK MANAGEMENT IMPLICATIONS**

- 21 There are no risk management implications arising directly from the recommendations in this report. The assumptions for future investment and funding rely predominantly on the rationalisation of the Authority's estate to enable re-investment in development and/or improvement in other areas of the Regional Park and therefore to deliver the corporate priorities going forward. Failure to achieve these disposals may mean major investment projects, for example the Ice Centre, are either pared back to match available resources, deferred until new resources become available or funded by borrowing (which would have a direct impact on the levy). Failure to invest in major repairs may also lead to a deterioration of the existing asset base. Land disposals may result in adverse publicity or potential legal challenge where local stakeholders/residents/interest groups do not agree with an Authority decision to dispose of areas of land.

## **EQUALITY IMPLICATIONS**

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

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## **PREVIOUS COMMITTEE REPORTS**

Executive Committee E/600/18 Proposed Capital Programme 13 December 2018  
2018/19 Revised To 2022/23

**APPENDIX ATTACHED**

Appendix A Capital Development Programme Revised 2019/20 to 2023/24

**LIST OF ABBREVIATIONS**

PDF	Park Development Framework
LSC	Leisure Services Contract

## LVRPA CAPITAL PROGRAMME 2019/20 REVISED TO 2023/24

Project Name	Accountable Officer	Project Manager	Cumulative to 31/03/2019	2019/20					2020/21					2021/22					2022/23					2023/24					Total Budget
				£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000				
Land Acquisition & Remediation	Director Corp Ser	Head of Property	2,871	450	614	450	450	450	450	450	450	450	450	450	450	450	450	450	450	450	450	450	450	2,414					
Signage	Chief Executive	Head of Comms	555	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5					
Park Development Proposals	Director Corp Ser	Head of Parklands	234	36	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	36					
BAP	Director Corp Ser	Head of Parklands	974	58	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	258					
IT Infrastructure & Communications	Director of Finance	IT Manager	2,729	185	210	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	745					
Asset Management	Director Corp Ser	AMPD Manager	10,311	1,564	1,500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	6,084					
Olympic Park Hostile Vehicle Mitigation	Chief Executive	Head of Sport/Leisure	0	20	230	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	250					
Landscaping ( Eton Manor Allotments Site)	Director Corp Ser	Head of Parklands	431	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	14					
Dobbs Weir Composite Final Phase	Director Finance	AMPD Manager	4,202	120	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	120					
Bittern Information Point	Director Corp Ser	Volunteers Manager	2	568	230	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	798					
Major Events Infrastructure - LVH&TC	Chief Executive	Head of Sport/Leisure	611	21	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	21					
VetoPark Pods Refurbishment	Chief Executive	Property manager	0	480	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	480					
Lee Valley Ice Centre Redevelopment	Chief Executive	Head of Sport/Leisure	308	1,700	6,000	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	22,400	30,100					
New LSC Contract Investment Variant Bid	Chief Executive	Head of Sport/Leisure	0	0	2,200	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	4,500					
LVWVC Extend Boundary Fence	Director Corp Ser	AMPD Manager	57	87	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	87					
LVWVC Area 4 Infrastructure	Chief Executive	MD Trust	10	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15					
Net Programme			31,447	5,326	11,041	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	45,907					
Total Capital Expenditure			32,019	5,326	11,041	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	45,907					
Total Capital Income			(629)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0					
Net Programme			31,390	5,326	11,041	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	26,340	45,907					
Estimated Land Sales Total			(£13,963)	(£1,081)	(£3,660)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£5,250)	(£57,954)					
Revenue Contribution to Capital/Capital Fund			(£1,584)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£1,190)	(£8,534)					
Total Estimated Resources			(£15,547)	(£12,492)	(£6,301)	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	£13,599	(£20,581)					

**CAPITAL STRATEGY AND PRUDENTIAL INDICATORS  
2019/20 TO 2023/24**

Presented by the Chief Accountant

**EXECUTIVE SUMMARY**

This paper sets out a Capital Strategy that gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services. This Strategy integrates the Capital Programme, the Annual Investment Strategy and the Land and Property Strategy.

It also includes the Prudential Indicators to be approved by the Authority.

**RECOMMENDATIONS**

- Members Approve:
- (1) the Capital Strategy which encompasses the Capital Programme, Land & Property Strategy and Annual Investment Strategy; and
  - (2) the Prudential Indicators for 2019/20 to 2023/24 as set out in paragraphs 4 to 20 of this report.

**BACKGROUND**

- 1 Publication of CIPFA's Prudential Code 2017 and Treasury Management Code 2017 introduced a change to the reporting requirements around investment within local authorities.
- 2 The Capital Strategy is an overarching document with a simple guide on the capital programme, borrowing, investments, and sets out the Prudential Indicators that the Authority defines as parameters to work within when setting a prudent and sustainable approach to its investment to meet service needs.
- 3 The Capital Programme provides more details on capital expenditure and financing from the information provided in the Capital Strategy.

## PRUDENTIAL INDICATORS

- 4 The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) requires a range of Prudential Indicators which provide assurance that the Authority's capital expenditure plans are affordable and proportionate.
- 5 There are five Prudential Indicators which are defined and quantified within this strategy.

The Prudential Indicators are:

- Estimates of Capital Expenditure;
- Estimates of Capital Financing Requirement;
- Gross Debt and the Capital Financing Requirement;
- Authorised Limit and Operational Boundary for Borrowing; and
- Proportion of Financing Costs to Net Revenue Stream.

## CAPITAL EXPENDITURE AND FINANCING

- 6 Capital expenditure is the money the Authority spends on assets, such as equipment, property and vehicles, which will be used for more than one year. The Authority's capital development programme is geared to the management and development of its existing assets, legacy venues on its land and business development schemes to generate further income for the Regional Park. The capital programme reflects the Authority's key role as a development and enabling organisation and includes a number of projects which are crucial in achieving the objectives set out in the Strategic Business Plan.
- 7 The current projected capital programme and financing is shown elsewhere on this agenda (Paper E/646/19) and is summarised below. It includes current estimates for capital expenditure for 2019/20 and beyond.

*Table 1 : Prudential Indicator: Estimates of Capital Expenditure*

	2018/19 Actual	2019/20 Revised Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
<b>Capital Expenditure</b>	<b>£2.6m</b>	<b>£5.3m</b>	<b>£11.0m</b>	<b>£26.3m</b>	<b>£1.6m</b>	<b>£1.6m</b>
<b>Financed by</b>						
External resources*	£0.1m	£0.0m	£0.0m	£0.0m	£0.0m	£0.0m
Internal resources*	£2.5m	£5.3m	£11.0m	£12.7m	£1.6m	£1.6m
Debt	£0.0m	£0.0m	£0.0m	£13.6m	£0.0m	£0.0m
<b>Total Financing</b>	<b>£2.6m</b>	<b>£5.3m</b>	<b>£11.0m</b>	<b>£26.3m</b>	<b>£1.6m</b>	<b>£1.6m</b>

- 8 External resources are principally from grants made to the Authority. Internal resources include capital receipts, existing capital reserves, and revenue.

Debt is where the Authority does not fully finance capital expenditure in year, but uses its own cash reserves, which is termed as internal borrowing or external borrowing from loans. However, all debt must be repaid and this is therefore replaced over time by other forms of financing, usually from revenue which is known as the minimum revenue provision (MRP), or from capital receipts used



to finance external debt.

## ESTIMATE OF CAPITAL FINANCING REQUIREMENT

- 9 The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and any capital receipts used to replace debt. The CFR is expected to decrease by £0.5m during 2019/20. The Authority's estimated CFR is as follows:

*Table 2 : Prudential Indicator: Estimates of Capital Financing Requirement*

	2018/19 Actual	2019/20 Revised Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Opening CFR	£13.2m	£12.7m	£12.2m	£11.7m	£24.8m	£18.8m
Debt	£0.0m	£0.0m	£0.0m	£13.6m	£0.0m	£0.0m
Capital Receipts	£0.0m	£0.0m	£0.0m	£0.0m	(£5.0m)	(£8.6m)
Minimum Revenue Provision	(£0.5m)	(£0.5m)	(£0.5m)	(£0.5m)	(£1.0m)	(£0.7m)
<b>Closing CFR</b>	<b>£12.7m</b>	<b>£12.2m</b>	<b>£11.7m</b>	<b>£24.8m</b>	<b>£18.8m</b>	<b>£9.5m</b>

- 10 MRP is calculated at 4% of the closing CFR from the previous year.

## ASSET DISPOSALS

- 11 When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Authority, via the Land and Property Review/Levy Strategy Working Groups, has identified a number of opportunities for disposal of assets, and seeks to utilise receipts generated from these disposals to support funding for future capital investment, whilst placing less reliance in generating these resources from the tax payer via the levy.

*Table 3 : Estimate of Capital Receipts*

	2018/19 Actual	2019/20 Revised Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital Receipts	£0.1m	£1.1m	£3.7m	£5.2m	£5.0m	£29.0m

- 12 The Authority's capital programme will utilise land sales being achieved to the estimated values shown, and received as per the budgeted provision. Any variation to this (due to timing or value of sale) could impact on the programme, so it would be prudent to make provision for external borrowing to allow the programme to continue.

## BORROWING STRATEGY

- 13 The Authority currently has no external borrowing, and has been free from external debt since March 2016. Should the Authority find itself in a position where it needs to borrow, its main objectives would be to achieve low, but a certain cost of finance, whilst retaining flexibility, should plans change. These objectives are often conflicting, and the Authority would seek to strike a balance

between cheap short-term loans (currently available at around 1.0%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0% to 3.0%).

- 14 Projected levels of Authority outstanding debt, based upon a possible need to borrow up to £25m in the latter part of 2020/21 or early 2021/22 (subject to decisions regarding the Ice Centre redevelopment), for cash flow purposes to fund capital expenditure are shown below, compared with the projected capital financing requirement.

*Table 4 : Prudential Indicator: Gross Debt and the Capital Financing Requirement*

	2018/19 Actual	2019/20 Revised Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
External debt	£0.0m	£0.0m	£25.0m	£24.4m	£23.8m	£23.1m
Capital financing requirement	£12.7m	£12.2m	£11.7m	£24.8m	£18.8m	£9.5m

- 15 Capital expenditure is usually financed from existing reserves and capital receipts. However, the proposed timing of capital receipts and potential expenditure from the latter part of 2020/21 indicate a need for external borrowing which, in turn, will have an impact on the CFR. The financing of debt, and thus CFR, will be reduced by applying the capital receipts, but the external borrowing liability will remain.

#### **AFFORDABLE BORROWING LIMIT**

- 16 Irrespective of plans to borrow or not, the Authority is required to set an affordable borrowing limit (also known as the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit. Although no borrowing is currently planned, limits are set in case a need develops from 2020/21. The limit reflects the possible need to borrow, subject to timing of capital receipts, to finance the capital programme. It does not mean that the Authority will actually borrow, rather that it is authorised, subject to further Member approval, to borrow up to that limit.

*Table 5 : Prudential Indicator: Authorised Limit and Operational Boundary for Borrowing*

	2020/21 Limit	2021/22 Limit	2022/23 Limit	2023/24 Limit
Authorised limit	£25.0m	£25.0m	£25.0m	£25.0m
Operational limit	£2.0m	£2.0m	£2.0m	£2.0m

#### **TREASURY INVESTMENT STRATEGY**

- 17 Treasury management investments arise from the Authority receiving cash (from, for example, the levy and income from fees and charges) before it is required to pay for its expenditure in cash (e.g. paying staff and suppliers).
- 18 The Authority's treasury management investments range from overnight investments in interest bearing current bank accounts to longer term investments with established financial institutions. The principles which underpin these investments are contained within the Treasury Management Report and Annual Investment Strategy which is approved each year by Executive Committee.

- 19 Decisions on treasury management investment and borrowing are made daily and are delegated to the Director of Finance & Resources and specifically nominated finance staff, who must act in line with the treasury management policy and Annual Investment Strategy.

## REVENUE BUDGET IMPLICATIONS

- 20 Although capital expenditure is not charged directly to the revenue budget, the MRP, and if applicable, interest payable on loans, are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount of revenue budget to be met from the levy.
- 21 Currently the Authority does not have any external borrowing, so the financing costs for 2019/20 are made up of the MRP and investment interest received. The potential change in financing costs from 2021/22 is based on the Authority borrowing £25m in the latter part of 2020/21, with the repayments commencing in 2021/22, and with the receipts from disposals being achieved.

*Table 6 : Prudential Indicator: Proportion of Financing Costs to Net Revenue Stream*

	2018/19 Actual	2019/20 Revised Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Financing Costs	£0.4m	£0.4m	£0.4m	£1.1m	£1.6m	£1.3m
Proportions of net revenue cost %	4.7%	4.5%	3.8%	11.5%	17.5%	13.5%

## KNOWLEDGE AND SKILLS

- 22 The Authority employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Authority has a training panel which identifies and pays for staff to study towards relevant professional qualifications including CIPFA and AAT for example.
- 23 Where Authority staff do not have the knowledge and skills required, or where further support is needed, use is made of external advisors and consultants that are specialists in their field. The Authority currently employs Tullet Prebon as treasury management advisors.

## ENVIRONMENTAL IMPLICATIONS

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

## FINANCIAL IMPLICATIONS

- 25 These are dealt with within the body of the report.

## HUMAN RESOURCE IMPLICATIONS

- 26 There are no human resource implications arising directly from the

recommendations in this report.

## **LEGAL IMPLICATIONS**

27 These are dealt with within the body of the report.

## **RISK MANAGEMENT IMPLICATIONS**

28 There are no risk management implications arising directly from the recommendations in this report. However future capital expenditure and its phasing may require support from borrowing as the level of cash receipts is dependent on future land sales that are yet to be fully determined in both terms of value and timing.

## **EQUALITY IMPLICATIONS**

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

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## **BACKGROUND REPORTS**

Executive	E/646/19	Proposed Capital Programme 2019/20 (Revised) to 2023/24	19 December 2019
Executive	E/625/19	Annual Report on Treasury Management Activity 2018/19 and Annual Investment Strategy 2019/20	23 May 2019

## **PREVIOUS COMMITTEE REPORTS**

Executive	E/601/18	Borrowing Limits and Prudential Indicators 2018/19 (Revised) – 2022/23	13 December 2018
Executive	E/536/17	Borrowing Limits and Prudential Indicators 2017/18 (Revised) – 2021/22	14 December 2019

## **LIST OF ABBREVIATIONS**

CIPFA	Chartered Institute of Public Finance and Accountancy
AAT	Association of Accounting Technicians
CFR	Capital Financing Requirement
MRP	Minimum Revenue Provision

**LEISURE SERVICES CONTRACT  
MONITORING REPORT – Q2 2019/20**

Presented by the Director of Finance & Resources

**EXECUTIVE SUMMARY**

The purpose of this report is to provide the Executive Committee with a breakdown of Lee Valley Leisure Trust Ltd's performance against its Key Performance Indicators during the second quarter of the final year of the current Leisure Services Contract. This incorporates financial, customer, internal process and sustainability measures that have been agreed with Lee Valley Leisure Trust Ltd as part of the Leisure Services Contract.

A summary of the key achievements (reported by Lee Valley Leisure Trust Ltd (the Trust) against the Key Performance Indicators following the first quarter of 2019/20:

- a reported shortfall of £550,000 against the Trust's operational budget;
- a high level of customer satisfaction has been maintained across the venues (84%), in line with last year's score (86%) and above the overall UK customer satisfaction index (UKCSI) of 77% and the individual scores for the UK leisure (80%) and tourism (81%) sectors;
- the net promoter score (NPS) gives an indication of the relationship that customers have with the venues, asking customers how likely they would be to recommend the venue they visited to friends or colleagues. The score can range from -100% to +100%, with a leisure industry average of 24%. Across all venues the average score for 2019/20 is 52% - up from 50% in 2018/19 and is on target;
- 28% of all visits were calculated as regional compared to 29% last year. This equates to 419,000 visits which is a decrease from 472,000 visits last year;
- there were 1,496,000 visits to the venues – an 11% decrease from the same period last year. This is mainly attributed to the Shell Campsite not returning to the WaterWorks this year, the decline in rafting and track cycling customers and 100,000 less visits at Lee Valley Hockey and Tennis Centre which hosted the World Cup during the summer of 2018.

## **RECOMMENDATION**

Members Note: (1) the report.

## **BACKGROUND**

- 1 As part of the Leisure Services Contract (LSC) between the Authority and the Trust it was agreed that a range of (Key Performance Indicators (KPIs) should be used for the Authority to monitor the Trust's performance and that this should act as a method by which the Authority can ensure that the broad standards within the contract are achieved.
- 2 Commencing on 1 April 2015, the LSC included KPIs based on the KPIs originally set and agreed by the Scrutiny Committee as part of the balanced scorecard which provided an overview of performance across the Authority. It was agreed that officers from the Trust would provide an update of the KPIs to the Authority to report to the Executive Committee on a quarterly basis.

## **FINANCIAL IMPLICATIONS**

- 3 Based on performance to date and projections to year-end it is anticipated that there may be a potential net budget shortfall of approximately £550,000 to 31 March 2020 before adjustment for any approved clause 14 claims.

Potential clause 14 events for 2019/20 have been identified to the Authority by the Trust through the approved process and include the delay in opening the lodges at Dobbs Weir (currently estimated at £5-10K); excavation works at the golf course (currently estimated at £45-47K) and the campsite (currently estimated at £50K). These claims will be calculated based on analysis of the overall venue actual performance throughout the year and be brought to Members for consideration in the latter part of the year.

The Authority and Trust have both experienced an increase in anti-social behaviour especially during periods of extreme hot weather and this has necessitated increased security costs. Although the Trust made Authority officers aware of the anti-social behaviour at Lee Valley White Water Centre officers are of the view that in general this is something that should be managed through the normal operational budgets of a venue or site.

- 4 The performance report confirms that the remainder of expenditure variations will be covered from the Trust's contingency and accumulated reserves.

## **HUMAN RESOURCE IMPLICATIONS**

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

## **LEGAL IMPLICATIONS**

- 6 Clause 14 of the LSC enables adjustments to the approved Management Fee subject to certain conditions, which include the following:

- 14.1.1 (a) The specification may require variation due to elements of the services not being set out accurately in the specification;
- 14.1.1 (b) The Trust may identify that the Management Fee is

- insufficient to allow the Trust to provide elements of the Services and/or perform elements of its obligations pursuant to the Agreement;
- 14.1.2 The matters in clause 1 (Utilities) may arise;
  - 14.1.3 An Adverse Right may arise; and or
  - 14.1.4 The circumstances set out in clause 27.7.11 arise. Clause 27.7.1 relates to the Trust's obligation under the agreement to carry out any measure recommended by the Authority's auditor or (as and when relevant) the Charity Commission deemed properly necessary to achieve value for money.
- 14.2 Upon the occurrence of an Adjustment Event the Trust shall issue to the Authority an Adjustment Notice setting out:
- 14.2.1 the proposed amendments required to the Agreement (including but not limited to the Specification);
  - 14.2.2 any proposed amendment to the Management Fee
  - 14.2.3 any interim amendment to the Management Fee to address the unexpected cost of the Adjustment Event;
  - 14.2.4 the steps the Trust can take to mitigate any costs or other consequences of an Adjustment Event which may include (but not limited to) proposals to reprioritise the Services in order to resolve and/or any insufficiency in the Management Fee; and
  - 14.2.5 evidence that the Adjustment Event cannot be accommodated on a temporary basis using the Management Fee payments previously received by the Trust.
- 14.3 As soon as reasonably practicable after submission of the Adjustment Notice the Authority and the Trust shall meet and in good faith seek to agree:
- 14.3.1 the extent of the Adjustment Event;
  - 14.3.2 which mitigation steps set out in the Adjustment Notice need to be undertaken by the Trust; and
  - 14.3.3 the extent of the amendments required to the Agreement and Management Fee (if any) as set out in the Adjustment Notice (including any steps required to be undertaken by the Authority to comply with its own financial regulations prior to any increase in the Management Fee).

## **EQUALITY IMPLICATIONS**

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

## **RISK MANAGEMENT IMPLICATIONS**

- 8 Failure to deliver the contract in all aspects is a major risk for both the Authority and the Trust. As well as Executive Committee, contract compliance and performance is checked regularly and scrutinised through the Authority's own performance monitoring team and through planned audits as part of the internal audit contract.

- 9 Financial performance is a key performance indicator and risk as variations from the agreed Management Fee can result in a negative financial impact on the Authority in the current and future financial years.
- 10 Clause 14 which allows for adjustment in the Management Fee requires the Trust to clearly set out not only the specific "event" that is likely to cause a negative impact on the Management Fee but also those measures it has taken to mitigate the impact of the adjustment event.
- 11 It is therefore important for the Trust to set out clearly at the earliest opportunity how it intends to manage in-year variations within the existing Management Fee and/or evidence that any future adjustment event cannot be accommodated on a temporary basis using the Management Fee payments previously received by the Trust as a pre-requisite of any approved clause 14 adjustment.

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#### **LIST OF ABBREVIATIONS**

KPI	Key Performance Indicator
LSC	Leisure Services Contract
NPS	Net Promoter Score
the Trust	Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)



## **FEES & CHARGES REVIEW 2020/21**

Presented by the Director of Finance & Resources

### **EXECUTIVE SUMMARY**

This report sets out the proposed charges for 2020/21 for the sites/venues that are within the direct control of the Authority. These are:

- Fisheries;
- Myddelton House & Gardens;
- Green Spaces;
- Youth and Schools;
- Campsites (from 1 April 2020);
- Marinas (from 1 April 2020);
- Hayes Hill Farm (from 1 April 2020);
- Golf Course (from 1 April 2020);
- Allotments;
- Access to information fees; and
- Car Parking.

The Authority is estimating that it will collect £4.6m from fees and charges in 2020/21. The fees and charges are reviewed annually as part of the budget process. The proposals for sporting venue fees and charges for 2020/21 will be those included within the new Leisure Services Contract bid and will be brought for information purposes to Members prior to the contract start in the new year.

### **RECOMMENDATION**

Members Approve: (1) the Authority's proposed 2020/21 fees and charges as summarised from paragraph 7 and set out in detail in Appendix A to this report.

### **BACKGROUND**

- 1 Fees and Charges within the Authority are budgeted to generate £4.6m in 2020/21. At the October Authority meeting (paper A/4273/19) Members agreed to bring the non-Leisure Services Contract (LSC) venues back in to Lee Valley Regional Park Authority control and management commencing 1 April 2020.

These venues are:

- Hayes Hill Farm;
  - Dobbs Weir Caravan Park;
  - Sewardstone Campsite;
  - Picketts Lock Camping and Caravan Park;
  - Picketts lock Golf Course;
  - Springfield Marina;
  - Stanstead Marina; and
  - Waterworks Nature Reserve and Visitor Centre.
- 2 These venues are within the LSC until 31 March 2020 and the Authority does not have access to all the detailed financial/usage records of the current year's performance, although maintains a good communication level with those venue managers.

Through discussions with those managers and our own historical data these venues are estimated to deliver a minimum net surplus across the 8 venues of £750k for next year.

With regards to setting fees and charges for these venues ahead of 2020/21, it is proposed that due to the limited financial information currently available, the process of transferring venues back, (during what will already be a busy period of transfer of operational controls) that most prices will increase by inflation unless there are exceptions as set out in the paragraphs below. This will allow a period of consolidation during the first year of the venues returning and then allow focus on the next stage of business development, which will include reviewing pricing strategies and policies across the Park.

- 3 The Authority reviews all its fees and charges annually and the impact of any proposals are fed into the annual budget process. These have a direct impact on income and therefore the levy.
- 4 Appendix A to this report sets out proposed charges for the financial year 2020/21 for sites, facilities and heritage attractions operated by the Authority. In summary:

	2020/21 Estimated Income
Lee Valley Fisheries	£165,800
Myddelton House Gardens	£20,400
Green Spaces	£156,700
Lee Valley Youth & Schools	£49,900
Campsites	£1,856,600
Marinas	£1,460,000
Hayes Hill Farm	£491,000
Golf Course	£216,000
Allotments	£9,300
Car Parking	£204,500
Access to Information	0
<b>Total</b>	<b>£4,630,200</b>

- 5 The Retail Price Index (RPI) for October stood at 2.1% and the Consumer Price Index (CPI) stood at 1.5%.
- 6 The overriding principles in setting charges are set out in the approved fees and charges policy and are:
  - i. venues should aim to break even (excluding overheads);
  - ii. sustainably improve market share/usage; and
  - iii. equality through concessionary pricing.

## **EXPLANATION OF CHARGES**

### **7 FISHERIES**

Where the demand for permits is currently still strong officers are recommending an increase in line with inflation but where demand has decreased a proposed freeze to the charges for 2020/21 is recommended.

### **8 MYDDELTON HOUSE GARDENS**

The majority of the fees and charges are proposed to be frozen apart from the private guided walks and a number of "new lines" have been created to increase footfall and interest in visiting the gardens.

### **9 GREEN SPACES**

A general freeze on the proposed charges with a few exceptions namely commercial dog walking licence, Almost Wild Camping and events as officers believe these are unlikely to impact upon demand.

### **10 YOUTH & SCHOOLS SERVICE**

The Service has to ensure it keeps prices to a level where it can maintain and grow its customer base, continue to attract groups from across the region and continue to achieve high customer satisfaction scores. One of the Service's Unique Selling Points is catering for large groups and now that parental contributions cannot be compulsory it must ensure schools and other educational establishments can afford the service offered.

### **11 CAMPSITES/CARAVAN PARKS**

The campsite/caravan parks main sources of income are touring customers who pitch a tent, camper van or caravan, the fixed accommodation such as wigwams, cocoons, pods and static caravans for short term hire, and also static holiday home annual rents.

The proposal for next year is to raise most prices at Sewardstone Campsite and Picketts Lock Campsite by inflation and to freeze the short-term visitor accommodation options at Dobbs Weir, as it has become apparent that the local competition camping sites to Dobbs Weir (such as '3 Lakes') are charging less for touring camping and it is believed that this is drawing campers away from the Dobbs Weir site. The negative impact of this was only overcome in the current year by adopting a competitive promotional pricing regime throughout much of the season to increase occupancy with reduced and more comparable

pricing.

Annual rental fees for the Holiday Home owners is proposed to increase by more than inflation because there continues to be a healthy demand for holiday home accommodation at both Dobbs Weir and Sewardstone Campsites.

## **12 MARINAS**

For the next financial year (2020/21) the focus will be on improving the financial performance of the rechargeable works, which is the repair/ maintenance service the marinas provide where customers have a wide range of repairs and improvements carried out on their boats. The proposal is for many of these individual works prices to be increased by above inflation, which the Marinas' Manager believes will be palatable to customers and will improve the overall bottom line.

## **13 HAYES HILL FARM**

The Farm will see increases in most admission prices that were frozen in the current year (2019/20). The Farm manager believes that a price rise of £1 for standard day visitor admission (plus £0.50 for off-peak admission) will not adversely affect demand. It is also proposed that on event days and historically high attendance days (such as the Easter weekend) that a temporary higher day price is introduced which is £3 additional to the current price. There are no planned major investment projects improving the offer at the Farm for next season so this will be challenging.

## **14 GOLF COURSE**

As a part of the disruption due to the exploratory ground investigation works being carried out across the Picketts Lock golf course, Trust officers used this period to make some wide-ranging improvements to the course, which had previously lapsed into poor condition and this had affected income. These works included improvements to the greens, fairways, bunkers and tees. For this reason it is suggested that 2020/21 prices are increased by inflation for regular season ticket holders but more for casual peak and off-peak customers.

## **15 WATERWORKS**

Most of the income for this venue derives from one off event bookings. The day-to-day operation of this venue and its capacity for improvement and development will be explored further by officers after March 2020 when it returns to Authority management. Until this time it is suggested that prices are frozen and a more detailed range of options for the Waterworks are discussed and agreed going forwards.

## **16 ALLOTMENTS**

Recommended charges are just above inflation even though the allotments are more highly priced compared with other local Borough allotments. However East Hale Allotments do provide a higher quality of management, security and common area maintenance.

**17 ACCESS TO INFORMATION**

Members agreed the 'Access to Information Fees and Information Security Policy' in October 2013 (paper E/298/13) which included the related fees. Since setting these fees they have not yet been applied to a relevant request, and as an inflationary increase would be rounded it is recommended that these charges are kept at the same level for 2019/20.

**18 CAR PARKING**

Car park charges continues to be challenging and as such Officers are recommending a price freeze on the ParkingEye car parks. Members have already approved that the car parks run by Broxbourne Borough Council will follow their charging policy and these will be approved at their committee in February 2020.

**19 IMPLEMENTATION**

The approved fees and charges will generally come into effect from 1 April 2020, but will be dependent on seasonal opening and operating periods. The estimated impact of the approved fees and charges has been incorporated into the 2020/21 Budget and Levy proposals.

**ENVIRONMENTAL IMPLICATIONS**

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

**FINANCIAL IMPLICATIONS**

- 21 Estimated income from the proposed fees and charges will be incorporated within the budget setting process for 2020/21 and monitored through monthly and quarterly monitoring reported to Members.

**HUMAN RESOURCE IMPLICATIONS**

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

**LEGAL IMPLICATIONS**

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

**RISK MANAGEMENT IMPLICATIONS**

- 24 The Authority's net budget and therefore levy depends on income generated from fees and charges. Income can be adversely or favourably affected by weather, market demand factors and pricing in the wider economy as a whole. To mitigate this risk it is important that reserves are set aside at a prudent level (the current minimum reserve policy is £4m and this will be reviewed as part of the 2020/21 budget process) and that business interruption insurance is in place.

- 25 Increased complaints and negative publicity from the implementation of car

parking charges (as it directly impacts on users of the open spaces) are difficult to mitigate. This policy should be seen in the context of the balance the Authority is trying to achieve between the regional tax payer contribution to the levy (subsidising the Park as a whole) and the users of more local open spaces that the Park funds and manages.

## **EQUALITY IMPLICATIONS**

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

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## **PREVIOUS COMMITTEE REPORTS**

Executive Committee	E/596/18	Fees and Charges Review 2018/19	22 November 2018
Executive Committee	E/528/17	Fees and Charges Review 2018/19	23 November 2017
Executive Committee	E/466/16	Fees & Charges Review 2017/18	20 October 2016
Executive Committee	E/430/15	Fees & Charges Review 2015/16	18 December 2015
Authority	A/4161/13	Fees and Charges Policy	24 January 2013

## **APPENDIX ATTACHED**

Appendix A Proposed Authority Fees and Charges 2020/21

## **LIST OF ABBREVIATIONS**

the Authority	Lee Valley Regional Park Authority
the Trust	Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)
LSC	Leisure Services Contract

## LEE VALLEY FISHERIES

### 1. Market Dynamics

- The current portfolio of angling venues includes 27 gravel pits and 18 stretches of River/Flood Channel that facilitate coarse angling comprising of 30 different venues of which 15 are directly managed by the Fisheries department, 14 are licensed to Angling Clubs, Societies and Consortia and one which is jointly managed.
- As the vast majority of our Angling Venues are large gravel pits, with the number of fish and the high standard offered, our fisheries are suited to experienced anglers.
- Due to the fisheries facilitating 'multi-use' – anglers have to share the Park with a range of other leisure users including: Sailing clubs, dog walkers, runners, cyclists. Furthermore, levels of disturbance to both angler and fish is increasing to the point now where this has influence on renewal and take up of angling permits.
- The previous two angling seasons have seen elongated heatwave periods which has exasperated our footfall issue with numerous ASB incidents occurring regularly, primarily swimming and the use of inflatables on angling venues.
- In contrast, the majority of commercial providers offer exclusive, non-public access to fisheries, additional secure parking and up to date facilities, e.g., Wi-Fi, USB points and power – factors that are increasingly important to modern anglers, which affects the flexibility of prices.
- Carp fishing continues in popularity sustaining the highest level of demand; however, many anglers are joining exclusive syndicates, commercial fisheries and or taking additional French/European trips, in contrast, there has been a notable decline in other traditional types of angling as a result. It has been suggested that the social aspect associated with carp fishing has been a significant contributor to its success.

### 2. Venue visitor and financial information

Year	Visitor numbers	Customer satisfaction	Operational Income	Net operational (Income) / expenditure	Net cost/ Income per visitor
2013/14	2,906	79%	(£144,256)	(£14,777)	(£5.08)
2014/15	3,216	85%	(£157,865)	(£25,124)	(£7.81)
2015/16	3,625	85%	(£155,919)	(18,614)	(£5.13)
2016/17	4,392	82%	(£164,124)	(£24,908)	(£5.67)
2017/18	4,175	82%	(£165,452)	(£26,963)	(£6.46)
2018/19	3,586	82%	(£170,500)	(£20,100)	(£5.61)

### 3. Impact of Last year's charges/ customer comments

- Very few customer comments and feedback regarding last year's charges.
- Bowyers Water, North Met Pit and Glen Faba no longer sustain waiting lists due to the escalation of anti-social behaviour in these areas whereby the permit allocation has not completely sold out at this point.

### 4. Proposed charges for 2020/21: Variance from Inflation

- **Day Tickets:**
  - Above inflationary increase is proposed for both Banjo Lake and Stock Pit on the 24 hour tickets; the effects of the mortality can still be felt, whereby rationalisation and re-stocking is planned this Spring. The demand for secure car parking either behind swims or in very near proximity is increasingly deterring anglers, who are un-willing to use the public car park.

- After inflationary increase a price freeze is recommended at Mill Stream due to the very low demand on this low key alternative on-site.
- **Season Permits:**
  - Abbots Lake and Nazeing Meads continue to perform well against their budgets sustaining demand, this is clearly due to the Carp stocked and car parking facilitated on these venues, Abbots Lake continues with a full waiting list and has experienced little ASB.
  - Admirals Walk has interest still due to our stocked Carp, but has neither any car parking nor night fishing which will always nullify its potential.
  - Walton's Walk: Has seen a slight decline in membership primarily due to increased public footfall on site.
  - A fourth year price freeze on both Ashley and Slipe Lane pits where Railway Pit is once again closed this summer/Autumn due to insufficient safe water levels. Ashley has received many likes on our newly launched Facebook page which has resulted in a few new members, however the distance from the car park continues as a deterrent.

**5. Proposed charges for 2020/21: Estimated Income\***

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● 2019/20 Budgeted Income	£172.5k
● 2019/20 Estimated Income	£164k
● 2020/21 Estimated Income	£165.8k



<b>LEE VALLEY FISHERIES</b>			<b>Fee 2019/20</b>	<b>Proposed Fee 2020/21</b>	<b>% Increase</b>
<b>Day Tickets</b>	<b>Banjo Lake</b>	(12 Hour) Adult	£16.50	£16.50	0.0%
		(12 Hour) Concession	£12.50	£12.50	0.0%
		(24 Hour) Adult	£22.00	£23.00	4.6%
		(24 Hour) Concession	£16.00	£17.00	6.2%
	<b>Stock Pit</b>	(12 Hour) Adult	£16.50	£16.50	0.0%
		(12 Hour) Concession	£12.50	£12.50	0.0%
		(24 Hour) Adult	£22.00	£23.00	4.6%
		(24 Hour) Concession	£16.00	£17.00	6.2%
	<b>Mill Stream</b>	(12 Hour) Adult	£6.50	£6.50	0.0%
		(12 Hour) Concession	£5.50	£5.50	0.0%
<b>Season Permits</b>	<b>Walton's Walk</b>	(Day & Night) Adult	£70.00	£73.00	4.3%
		(Day & Night) Concession	£60.00	£63.00	5.0%
	<b>Admirals Walk</b>	(Day Only) Adult	£70.00	£73.00	4.3%
		(Day Only) Concession	£60.00	£63.00	5.0%
	<b>Bowyers Water</b>	(Day & Night) Adult	£260.00	£260.00	0.0%
		(Day & Night) Concession	£230.00	£230.00	0.0%
	<b>Slipe Lane Pits</b>	(Day Only) Adult	£42.00	£42.00	0.0%
		(Day only) Concession	£32.00	£32.00	0.0%
		(Day & Night) Adult	£60.00	£60.00	0.0%
		(Day & Night) Concession	£40.00	£40.00	0.0%
	<b>Nazeing Meads</b>	(Day Only) Adult	£120.00	£126.00	5.0%
		(Day only) Concession	£110.00	£115.00	4.6%
		(Day & Night) Adult	£175.00	£184.00	5.2%
		(Day & Night) Concession	£130.00	£136.00	4.6%
	<b>North Met Pit</b>	(Day Only) Adult	£135.00	£135.00	0.0%
		(Day only) Concession	£120.00	£120.00	0.0%
		(Day & Night) Adult	£200.00	£200.00	0.0%
		(Day & Night) Concession	£145.00	£145.00	0.0%
	<b>Ashley</b>	(Day & Night) Adult	£175.00	£175.00	0.0%
		(Day & Night) Concession	£140.00	£140.00	0.0%
<b>Glen Faba</b>	Adult	£200.00	£200.00	0.0%	
	Concession	£150.00	£150.00	0.0%	
<b>Abbott's Lake</b>	Adult	£330.00	£350.00	6.1%	
	Concession	£300.00	£315.00	5.0%	
Anglers with Disabilities – 8 sites permit			£26.50	£28.00	5.7%
Key purchase; required to gain access to certain Fisheries			£17.00	£18.00	5.9%

## MYDDELTON HOUSE GARDENS

### 1. Market Dynamics

- As part of the funding agreement, the Gardens must be free to access for the public until at least 2021.
- Officers feel this model suits the operation well as it encourages secondary spend in the visitor centre and repeat visits. Parking on site is charged for at the rates set out below.
- Gardening in the UK is the most popular outdoor activity, with over 27 million active participants. Yet, the gardens tourism market has not had the high profile enjoyed by walking, for example, and for many tourism operators this niche product is not yet significant to their business.

### 2. Venue visitor and financial information

#### Myddelton House Gardens

Year	Visitor numbers	Customer satisfaction	Operational Income*	Net operational (Income) / expenditure*	Net cost per visitor*
2013/14	53,927	91%	(£13,901)	£209,344	£3.88
2014/15	49,735	92%	(£32,217)	£181,237	£3.64
2015/16	47,824	91%	(£44,428)	£187,530	£3.92
2016/17	43,158	89%	(£52,087)	£200,215	£4.64
2017/18	42,268	90%	(£47,230)	£180,356	£4.27
2018/19	63,859	88%	(£37,400)	£199,000	£3.12
<b>2019/20 Budget</b>			(£37,400)	£192,200	-
<b>2020/21 Budget</b>			(£45,400)	£189,200	-

\* Figures do not include operational income and operational cost for catering but do include £25,000 of budgeted car parking income

### 3. Impact of Last year's charges / customer comments

- There have been 3 complaints in 2019 so far with regards to charges. All of these have been due to the parking charge. They seem to be from visitors who wish to visit the visitor centre only and not the gardens. They have been made aware that if they visit regularly they could save by purchasing an annual parking permit.

### 4. Proposed charges for 2020/21: Variance from Inflation

- Private Guided Walks**
  - Proposed is an above inflationary price increase on private guided walks during opening hours; the price fee is still very competitive and the demand remains high.
- Day Courses**
  - These weren't run throughout 2019/20 due to the absence of a Head Gardener. These will include educational lectures and short courses which some may include a light lunch. Minimum capacity is 20 persons. So the proposal is to freeze these charges due to the fact that this a trial for 2020/21
- Head Gardener's Coffee Morning**
  - These are to be reinstated in 2020/21 after being replaced in 2019/20 by seasonal tours. The increase in cost when compared to 2018/19 is due to it including light refreshments and running slightly longer. These are to run every month March – October (max 16 persons)
- Walking In The Footsteps of Bowles**
  - Replacing the Head Gardener seasonal tour that was proposed for 2019/20 this tour gives customers a chance to explore the gardens through Bowles' eyes with the main body of the tour based on EA Bowles seasonal books. The tour also provides additional opportunities to tie in with E. A. Bowles's book sales and to increase secondary spend at the visitor centre.
- Events**
  - \*BOOtanical** – A Halloween event that will encourage local people to visit the garden and help broaden the target market as well as generate an income. This event will also encourage more sales for the visitor centre.
  - \*Santa's Grotto** - A Christmas event Intended to boost the income for the gardens during an otherwise quiet period.
  - Music and Theatre** – These events will run at least 3 times per year accumulatively. Each event holds a minimum target audience of 100 visitors per event.

- **\*Tulip Tea Party** – An event which was held traditionally by EA Bowles. This event was held as a free entry event in 2018/19. As well various stalls there will be one or two small traditional fair rides and games included in the 2020/21 entry fee.
- **\*Plant hunters Fair** – A rare opportunity for local people to find a wide selection of specialist plant breeders in one place. This event will also generate sales for the visitor centre and car park.
- **\* New event/activity**
- **Car Parking charges**  
A price freeze is proposed with a view to increasing in 2020/21 (potentially above RPI). During next year officers will look at the cost of adding card payment facilities to remove the issue of requiring that visitors have the right loose change. This will also enable more accurate recording of car usage.

#### 5. Proposed charges for 2020/21: Estimated additional Income\*

- 2018/19 Budgeted Income: £37.4k
- 2019/20 Estimated income: £37.5k
- 2020/21 Estimated income: £45.4K

<b>MYDDELTON HOUSE GARDENS</b>				
All charges per person except where otherwise stated		2019/20 Fee	Proposed Fee 2020/21	% Increase
<b>Garden Entry</b>	Entrance to the gardens at all times	Free	Free	n/a
<b>Private Guided Walks.</b> (Price per person, min. 16 people)	1 Hour - during opening hours	£5.00	£5.50	10%
<b>Day Courses</b> (Wreath making, Fungi, Medicinal plants, Pruning techniques etc.)	Half day (minimum price)	New Line	£20.00	-
	Full day (minimum price)	New Line	£40.00	-
<b>Head Gardeners' coffee morning (1 hour)</b>		Replaced	£12.50	-
<b>Walking In The Footsteps of Bowles (4 times a year max 15 people, replacing HG seasonal tour)</b>		New Line	£12.50	-
<b>Events</b>	Music and Theatre	£10.00	£10.00	0.0%
	Entry on the door	£12.00	£12.50	4.1%
	*BOOtanical	New Line	£6.00	-
	*Santa's Grotto	New Line	£7.50	-
	*Tulip Tea Party	-	£5.00	-
	*Plant hunters Fair	New Line	£2.00	-
<b>Courtyard Gallery Space</b>	Per Hire (1 week)	£100.00	£100.00	0.0%
<b>Car Park charges</b>	Cars	£2.50	£2.50	0.0%
	Minibuses (under 16 seats)	£10.00	£10.00	0.0%
	Coaches	£20.00	£20.00	0.0%
	EA Bowles Society Annual Pass	£19.00	£19.00	0.0%
	Annual Pass	£25.00	£25.00	0.0%

## LEE VALLEY GREEN SPACES

### 1. Market Dynamics

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

### 2. Venue visitor and financial information

Year	Operational Income	Net operational (Income) / expenditure	Net cost/ Income per visitor
2017/18 Budget	(£30 000)	n/a	n/a
2108/19 Budget	(£30 000)	n/a	n/a
2019/20 Budget	(£156 700)	n/a	n/a
2020/21 Budget	(£156 700)	n/a	n/a

### 3. Proposed charges for 2020/21

Since the introduction of Green Spaces fees and charges in 2017/18, there has been relatively low uptake and the operation so far has been used to understand whether or not charges are appropriate. It is proposed that the majority of charges remain unchanged to allow for growth and products to be developed.

- **Licenses:**
  - Licenses are required for commercial activities under the byelaws. The price of charges is based on benchmarking with comparable organisations such as HACO, and guidance from London Parks and Green Spaces Forum. The fees are also influenced by the location of the site and the number of sessions held. We have received no adverse feedback this year so officers are recommending an increase and to introduce pro-rata charging to allow for future year on year increases.
  - These are currently small scale income generators e.g. we only have 12 commercial dog walking licences issued. We are encouraging a better uptake from the users by increasing engagement and if required enforcement.
- **In House Events and Activities:**
  - Both the Guided Cycle Rides and the Guided Walks are offered as free activities and are volunteer led, take up of these has been mixed with attendees ranging from 3-11 participants but this is still an increase in use compared to the ranger lead activities that were chargeable.
  - Seasonal event – price freeze is recommended to encourage usage, allow the growth and product to be developed.
  - Almost Wild camping – small price increase only is recommended as usage and increase product development.
- **External Events and Activities**

The fees and charges have been benchmarked against other similar providers and organisations including all London Boroughs, London Legacy Development Corporation and the Royal Parks and more commercial organisations, and continues to be communicated to the London Park's Coordination Group for consistency. The small and medium community rates are proposed to increase slightly by 2%. These organisations often find it slightly more difficult to cover the fees and charges, due to their voluntary nature, so a very slight increase is recommended. For larger charity and commercial rates it is proposed that fees and charges are increased by £50- £250 (5.7% to 6.7%) in line with income targets, and further benchmarking across the commercial events industry. Commercial events over 5000 people will remain by negotiation to help provide greater flexibility when pricing up these sorts of event space hires



<b>LEE VALLEY GREEN SPACES</b>					
			<b>2019/20 Fee</b>	<b>2020/21</b>	<b>% Increase</b>
<b>Licenses</b>	<b>Commercial Dog Walker</b>	Annual Licence per walker	£55.00	£60.00	9.0%
	<b>Commercial Dog Training</b>	Annual for weekly activity per site	£200.00 - £1000.00	£200.00 - £1000.00	0.0%
	<b>Commercial Fitness Classes</b>	Per session, per trainer	£10.00	£10.00	0.0%
<b>In House Events and Activities</b>	<b>Guided Walks – Volunteer Led</b>	1 – 2 hours	£0.00	£0.00	0.0%
	<b>Guided Cycle Rides (Volunteer Led)</b>		£0.00	£0.00	0.0%
	<b>Workshop Events</b>	Half Day	£15.00	£15.00	0.0%
		Full Day: Woodland Craft	£30.00	£30.00	0.0%
		Full Day: Bushcraft	Range £40.00 - £80.00	Range £40.00 - £80.00	0.0%
	<b>Seasonal Events</b>	Price per attendee (Adult or Child)	£5.00 - £10.00	£5.00 - £10.00	0.0%
<b>Almost Wild Camping</b>	Per person per night	£13.00	15.00	15.0%	
	Site hire)	£50.00	Dependent on event min £60	20.0%	
<b>External Events and Activities</b>	<b>Paranormal Investigations</b>	Rye House Gate House (Event Company for Profit)	From £250.00	From £250.00	0.0%
		Rye House Gate House (Non-Profit Company) Max 6 People	From £150.00	From £150.00	0.0%
<b>Community Events</b>	<b>Damage Deposit</b>		Dependent on event	Dependent on event	0.0%
	<b>Non-refundable deposit</b>		25% of total hire fee	25% of total hire fee	0.0%
	<b>Small Event - Basic Hire Fee (up to 500 people)</b>		£500.00 per day	£500.00 per day	0.0%
	<b>Medium Event - Basic Hire Fee (500 - 1999 people)</b>		£1,250.00 per day	£1,250.00 per day	0.0%
	<b>Large 1 - Basic Hire Fee (2000 – 3499 people)</b>		£2,250.00 per day	£2,295.00 per day	2.0%
	<b>Large 2 – Basic Hire Fee (3500 – 4999 people)</b>		£3,250.00 per day	£3,315.00 per day	2.0%
	<b>Large 3 – Basic Hire Fee (over 5000 people)</b>		By Negotiation	By Negotiation	0.0%
	<b>Additional Rig Day</b>		50% of 'Event day hire fee'	50% of 'Event day hire fee'	0.0%
<b>Commercial Events</b>	<b>Small Event – Basic Hire Fee (up to 499 people)</b>		£750.00 per day	£800.00 per day	6.7%
	<b>Medium Event - Basic Hire Fee (500 – 1999 people)</b>		£1,750.00 per day	£1,850.00 per day	5.7%
	<b>Large Event - Basic Hire Fee (2000 – 3499 people)</b>		£3,000.00 per day	£3,200.00 per day	6.7%
	<b>Large (2) Event Basic Hire Fee (3500 – 4999 people)</b>		£4,250.00 per day	£4,500.00 per day	5.9%
	<b>Large (3) Event – Basic Hire Fee (over 5000 people)</b>		By negotiation	By negotiation	0.0%
	<b>Rig Day Hire Fee</b>		50% of 'Event day hire fee'	50% of 'Event day hire fee'	0.0%
	<b>Damage Deposit</b>		Dependent on scale of event	Dependent on scale of event	0.0%

## LEE VALLEY YOUTH AND SCHOOLS SERVICE

### 1. Market Dynamics

- The Youth & Schools Service provides outdoor learning and heritage education programmes to over 20,000 people of all ages and abilities annually from across the region. The Service works with all ages from pre-school to adults. Primary schools provide by far the majority of the income,
- Youth and Schools usage comes from our outdoor learning programmes engaging schools, colleges, pre-schools and youth groups. Our events programme engages family groups and schools in the Park and schools at external regional events. The aim of the Service is to engage young people in the park and outdoor activity, whilst raising the profile and future support for the Park and educating people on topics such as biodiversity.
- The Service has a very strong customer base, demand for outdoor learning is high and there is particular interest in Forest Schools and mindfulness in the outdoors both of which the Service offer.
- Despite challenging school, family and youth group budgets, the Service has managed to maintain and grow its customer base through ensuring price increases near inflation and greater increases on half day than full programmes to encourage a shift in demand increasing spend per visit.

### 2. Venue visitor and financial information

Year	Visitor Numbers	Customer Satisfaction	Operational Income	Net operational (Income) / expenditure
2016/17	21,307	95%	(£43,838)	£190,904
2017/18	20,341 <sup>ab</sup>	95%	(£56,188)	£195,913
2018/19	20,486 <sup>b</sup>	96%	(£52,477)	£195,797
2019/20 Budget (predicted)			(£91,000) <sup>c</sup>	£193,000 <sup>c</sup>
2020/21 Proposed Budget			(£49,900)	£204,400

<sup>an</sup> In 2017/18 a project with L&Q provided £5687 in external funding

<sup>b</sup> Usage appears reduced due to movement of customers to full days rather than two half days

<sup>c</sup> In 2019/20 a project (L&Q) provided £37,700 of external funding providing coach & engagement costs for over 500 young people.

### 3. Impact of Last year's charges/customer comments

- Income has been maintained partly by keeping full day price increases to inflation or freezing prices when near a price point. This has helped shift groups onto full rather than half day programmes which has also helped increase income. (Full days are more efficient for Service operations in addition to creating a greater spend per group.)
- Coach travel costs are a key issue, using the CAF fund to support access for those in deprived areas across the region by providing coach costs so they only pay session fees has proved very successful.

### 4. Proposed charges for 2020/21: Variance from Inflation

- The majority of schools accept the rising session cost, however a minority of schools that have been using our services for years have had to cancel due to the rising cost. In addition schools are now not able to make parental contributions compulsory. This means many schools are having to fund visits themselves, as our USP is catering for multiple classes on average most visits they are paying for 60 students but many bring 90 plus students. For clarity this cost is reflected in the table below.
- The Service keeps prices to a level where it can maintain and grow its customer base and continue to achieve high customer satisfaction scores. However the Service is mindful of the pressures on the Authority, including its Services so has proposed price increases that are higher than normal.
- For simplicity to avoid customer confusion, complaints and misquoting of prices, fees for secondary education remain as they are for primary.

## YOUTH AND SCHOOLS SERVICE

		2019/20 Fee	Proposed Fee 2020/21	% Change
<b>Schools/ Youth Programme</b>	Half Day per pupil Half day price for 60 students	£5.40 £324	£5.60 £336	3.7%
	Full Day per pupil Full day price for 60 pupils	£8.40 £504	£8.60 £516	2.3%

## LEE VALLEY CAMPSITES

### 1. Market Dynamics

- With regards to setting the pricing for the campsites for 2020/21, it is proposed that due to the limited financial information currently available, the process of transferring venues back, (during what will already be a busy period of transfer of operational controls), that most prices will increase by inflation.

### 2. Proposed charges for 2020/21:

- It is proposed that touring (or short term camping) accommodation charges are frozen for 2020/2021, as it has become apparent that the local competition to Dobbs Weir are charging less and it is believed that this may be drawing income away from the Dobbs Weir site. Holiday Home prices will rise by more than inflation to reflect the good demand and strong product offer at Dobbs Weir

## LEE VALLEY CARAVAN PARK - DOBBS WEIR

pitch fees include the £4.00 daily electric charge.		2019/20 Fee	Proposed 2020/21	% Change
Low Season Prices (per night)	Pitch Fee Minimum Charge	£15.00	£15.00	0.0%
	Adult	£7.50	£7.50	0.0%
	Junior – Under 18	£4.00	£4.00	0.0%
	Backpacker	£10.00	£10.00	0.0%
	Wigwams - Big Chief	£85.00	£85.00	0.0%
	Wigwams - Wee Brave	£75.00	£75.00	0.0%
Mid-Season Prices (per night)	Safari Tents	£103.00	£103.00	0.0%
	Pitch Fee Minimum Charge	£19.00	£19.00	0.0%
	Adult	£9.50	£9.50	0.0%
	Junior – Under 18	£5.00	£5.00	0.0%
	Backpacker	£12.00	£12.00	0.0%
	Wigwams - Big Chief	£85.00	£85.00	0.0%
High Season Prices (per night)	Wigwams - Wee Brave	£75.00	£75.00	0.0%
	Safari Tents	£103.00	£103.00	0.0%
	Pitch Fee Minimum Charge	£24.00	£24.00	0.0%
	Adult	£12.00	£12.00	0.0%
	Junior – Under 18	£6.00	£6.00	0.0%
	Backpacker	£14.00	£14.00	0.0%
Additional Charges	Wigwams - Big Chief	£85.00	£85.00	0.0%
	Wigwams - Wee Brave	£75.00	£75.00	0.0%
	Safari Tents	£103.00	£103.00	0.0%
	Service pitch charge	£4.00	£4.00	0.0%
	Gazebo / Awning	£3.00	£3.00	0.0%
	Dog	£2.00	£2.00	0.0%
Early Arrival / Late Departure (subject to availability)	Day visitors - adult	£5.00	£5.00	0.0%
	Large Tent Surcharge	£10.00	£10.00	0.0%
	Low Season	£8.00	£8.00	0.0%
	Mid-Season	£10.00	£10.00	0.0%
Holiday Home Pitch Fee	High Season	£12.00	£12.00	0.0%
	Late arrival	30.00	£30.00	0.0%
	Bronze	£2,375.00	£2,460.00	3.6%
	Silver	£2,900.00	£2,990.00	3.1%
Caravan Storage	Gold	£3,550.00	£3,655.00	3.0%
	Decking Fee	£260.00	£275.00	5.8%
Additional Car Parking	Annual	£700.00	£700.00	0.0%
	Annual	£170.00	£170.00	0.0%



<b>LEE VALLEY CAMPSITE - SEWARDSTONE</b>				
		<b>2019/20 Fee</b>	<b>Proposed Fee 2020/21</b>	<b>% Change</b>
<b>Low Season Prices per night</b>	Pitch Fee Minimum Charge	£15.00	£15.30	2.0%
	Adult	£7.50	£7.60	1.3%
	Junior – Under 18	£4.00	£4.10	2.5%
	Backpacker	£10.00	£10.20	2.0%
	Cocoon - 2 people	£35.00	£35.50	1.4%
	Woodland Cabin – 4 People	£50.00	£51.00	2.0%
<b>Mid-Season Prices per night</b>	Pitch Fee Minimum Charge	£19.00	£19.30	1.6%
	Adult	£9.50	£9.70	2.1%
	Junior – Under 18	£5.00	£5.1	2.0%
	Backpacker	£12.00	£12.20	1.7%
	Cocoon - 2 people	£40.00	£40.50	1.25%
	Woodland Cabin 4 People	£60.00	£61.00	1.7%
<b>High Season Prices per night</b>	Pitch Fee Minimum Charge	£24.00	£24.50	2.1%
	Adult	£12.00	£12.20	1.7%
	Junior – Under 18	£6.00	£6.10	1.7%
	Backpacker	£14.00	£14.20	1.5%
	Cocoon - 2 people	£45.00	£46.00	2.2%
	Woodland Cabin – 4 People	£65.00	£66.00	1.5%
<b>Additional Charges</b>	Service pitch charge	£4.00	£4.10	2.5%
	Awning	£3.00	£3.10	3.3%
	Dog	£2.00	£2.00	0.0%
	Day visitors - adult	£5.00	£5.00	0.0%
	Large Tent Surcharge	£10.00	£10.20	2.0%
	Premium Pitch	£3.50	£3.60	2.9%
<b>Early Arrival / Late Departure (subject to availability)</b>	Low Season	£8.00	£8.20	2.5%
	Mid-Season	£10.00	£10.20	2.0%
	High Season	£12.00	£12.20	1.7%
	Late Arrival	£30.00	£30.00	New line
<b>Holiday Homes Pitch Fee</b>	Sewardstone only	£2,575.00	£2,665.00	3.0%
	Premium	N/A	£2,900.00	0.0%
<b>Decking</b>	Decking Fee	N/A	£275	0.0%

## LEE VALLEY CAMPING AND CARAVAN PARK - EDMONTON

		2019/20 Fee	Proposed Fee 2020/21	% Change
<b>Low Season Prices</b> (per night)	Pitch Fee Minimum Charge	£15.00	£15.30	2.0%
	Adult	£7.50	£7.60	1.3%
	Junior – Under 18	£4.00	£4.10	2.5%
	Backpacker	£10.00	£10.20	2.0%
	Cocoon - 2 people	£35.00	£35.50	1.4%
<b>Mid-Season Prices</b> (per night)	Woodland Cabin – 4 People	£50.00	£51.00	2.0%
	Pitch Fee Minimum Charge	£19.00	£19.30	1.6%
	Adult	£9.50	£9.70	2.1%
	Junior – Under 18	£5.00	£5.10	2.0%
	Backpacker	£12.00	£12.20	1.7%
<b>High Season Prices</b> (per night)	Cocoon - 2 people	£40.00	£40.50	1.3%
	Woodland Cabin – 4 People	£60.00	£61.00	1.7%
	Pitch Fee Minimum Charge	£24.00	£24.50	2.1%
	Adult	£12.00	£12.20	1.7%
	Junior – Under 18	£6.00	£6.10	1.7%
<b>Additional Charges</b>	Backpacker	£14.00	£14.20	1.5%
	Cocoon - 2 people	£45.00	£46.00	2.2%
	Woodland Cabin – 4 People	£65.00	£66.00	1.5%
	Service pitch charge	£4.00	£4.10	2.5%
	Gazebo / Awning	£3.00	£3.10	3.3%
<b>Additional Charges</b>	Dog	£2.00	£2.00	0.0%
	Day visitors - adult	£5.00	£5.00	0.0%
	Large Tent Surcharge	£10.00	£10.20	2.0%
<b>Early Arrival / Late Departure (subject to availability)</b>	Low Season	£8.00	£8.20	2.5%
	Mid-Season	£10.00	£10.20	2.0%
	High Season	£12.00	£12.20	1.7%
	Late Arrival	£30.00	£30.00	0.0%

## LEE VALLEY MARINAS

### 1. Market Dynamics

With regards to setting the pricing for the Marinas for 2020/21, It is proposed that due to the limited financial information currently available, the process of transferring venues back, (during what will already be a busy period of transfer of operational controls), that most prices will increase by inflation.

### 2. Proposed charges for 2020/21:

- Most prices below have been increased by inflation, however, specific focus on charging for rechargeable works services will continue in 2020 and there will be rises across most rechargeable works services to reflect the demand and costs for providing this service to boat owners.

LEE VALLEY MARINA – STANSTEAD ABBOTS					
			2019/20 Fee	Proposed Fee 2020/21	% Change
<b>Moorings: Marina</b> (per metre/ per month)		Monthly - Late Payment	£33.00	£33.65	2.0%
		Direct Debit	£18.00	£18.35	1.9%
<b>Moorings: Hard standing</b> (per metre/ per month)	<b>Large Boats (10m+)</b>	Monthly - Late Payment	£33.00	£33.65	2.0%
		Direct Debit	£15.50	£15.80	1.9%
	<b>Medium Boats (Under 10m)</b>	Monthly - Late Payment	£33.00	£33.65	2.0%
		Direct Debit	£14.50	£14.75	1.7%
	<b>Small Boats (Under 6m)</b>	Monthly - Late Payment	£33.00	£33.65	2.0%
		Direct Debit	£11.00	£11.25	2.5%
<b>Trailer Rental</b>		Price per week	£100.00	£105.00	5.0%
<b>Visitor Temporary Mooring Rate</b>		Per 24 hour (max. 1 week stay)	£33.00	£33.65	2.0%
<b>Craning Boats</b>		Single lift	From £70.00	From 71.50	2.1%
		Double lift	From £350.00	From 357.00	2.0%
		Additional cost crane off lorry + a cost for wide beam	From £280.00	From £295.00	5.4%
<b>Slipping - Small Boats</b>		Use of slipway	£20.00	£25.00	25.0%
<b>Workshop Services</b>		Pump Out (Self Service)	£18.00	£18.00	0.0%
		Pump Out (attended)	£26.00	£26.00	0.0%
		Labour rate per hour incl. VAT	£58.00	£60.00	3.4%
		Call out fees	From £155.00	From £170.00	9.7%
		Trailer Hire (per week)	£135.00	£148.50	10.0%
<b>Storage</b>	<b>Caravan</b>	Direct debit	£58.50	£59.65	2.0%
	<b>Undercover Charge</b>	per calendar month - added to mooring cost	£132.00	£158.40	1.8%
	<b>Boat Trailer Storage</b>	Price per year	£175.00	£178.50	2.0%

<b>LEE VALLEY MARINA - SPRINGFIELD</b>				
		<b>2019/20 Fee</b>	<b>Proposed Fee 2020/21</b>	<b>% Change</b>
<b>Marina Moorings:</b> (per metre / per month)	Monthly - Late Payment	£33.00	£33.65	2.3%
	Direct Debit	£28.50	£30.00	5.3%
<b>Marina Basin Moorings Widebeam:</b> (per metre / per month)	Monthly - Late Payment	£46.50	£47.50	2.2%
	Direct Debit	£38.50	£39.25	1.9%
<b>Hard standing Moorings:</b> (per metre / per month)	Monthly - Late Payment	£33.00	£33.65	2.0%
	Direct Debit	24.25	£24.75	2.1%
<b>Riverbank Moorings:</b> (per metre / per month)	Monthly - Late Payment	£27.50	£28.00	1.8%
	Direct Debit	£24.25	£24.75	2.1%
<b>Leyton Marsh Moorings:</b> (per metre / per month)	Monthly - Late Payment	£25.25	£25.75	2.0%
	Direct Debit	£21.50	£22.00	2.3%
<b>Visitor Temporary Mooring Rate</b>	per 24 hours (service)	£36.00	£36.75	2.1%
	per 24 hours (non-service)	£33.00	£33.75	2.3%
<b>Power Wash</b>	Up to 9 metres	£74.00	£80.00	8.1%
	9 metres to 15 metres	£112.00	£125.00	11.6%
	15 metres to 22 metres	£147.00	£155.00	5.4%
<b>Hydro-Lift - Launching and/or Recovering</b>	Single Lift per metre	£25.00	£25.00	0.0%
	Double Lift per metre	£45.00	£45.00	0.0%
	Small Boat per metre	£20.00	£20.00	0.0%
<b>Slipping</b>	Use of slipway	£34.00	£40.00	17.6%
<b>Workshop</b>	Pump Out (attended)	£20.00	£20.00	0.0%
	Elsan disposal	5.00	£5.00	0.0%
	Base Labour Rate	£58.50	£60.00	2.6%
	Call out fees	From £155.00	From £175.00	12.9%
<b>Storage (per month)</b>	Canoe	£25.00	£30.00	20.0%
	Row boat	£48.00	£60.00	25.0%

<b>RYE HOUSE WATER MOORINGS</b>					
		<b>2019/20 Fee</b>	<b>Proposed Fee 2020/21</b>	<b>% Change</b>	
<b>Moorings:</b> (per metre / per month)	(per	Direct Debit	£15.50	£15.80	1.9%



## LEE VALLEY PARK FARM

### 1. Market Dynamics

- The visitor farm at Hayes Hill will have no significant investment during 2020/2021 and the focus will be on maximising efficiency within operations whilst maintaining high levels of customer service. Officers will be working with the team at the farm to streamline where possible all resources to aim for a break-even position.

### 2. Proposed charges for 2020/21:

- Most prices at the farm, particularly the entry fees, were frozen for the current financial year, therefore an increase of £1 is proposed for the standard entry price and a new price of +£3 proposed for 2020/2021, for exceptionally busy days such as the Easter opening period and special event days when there is high demand. Annual pass prices have been either frozen or reduced slightly to make this product a more attractive financial option to drive up numbers for regular customers.

LEE VALLEY PARK FARMS				
		2019/20 Fee	Proposed Fee 2020/21	% Increase
<b>Event Day Price</b> (Easter, Summer, May & October Half term Holidays)	Entry	New Line	£13.00	New Line
	Group Rate (7 people +)			
<b>Standard Prices</b> (School holidays/ weekends)	Entry	£10.00	£11.00	10.0%
	Group Rate (7 people +)	£9.00	£10.00	11.1%
<b>Off Peak Charges</b> (Term time weekdays)	Entry	£6.50	£7.00	7.7%
	Group Rate (7 people +)	£5.50	£6.00	9.1%
	Schools (Self-Led Visits)	£5.50	£6.00	9.1%
<b>Annual Passes</b>	Standard - Adult	£42.00	£39.00	-7.1%
	Standard - Child/Concession (2-18 or senior citizen)	£42.00	£39.00	-7.1%
	Off Peak - Adult	£30.00	£30.00	0.0%
	Off Peak - Child/Concession (2-18 or senior citizen)	£30.00	£30.00	0.0%
	Summer Pass	£18.00	£18.00	0.0%
Birthday Parties		From £18.00	From £18.00	0.0%
<b>Child Minder Passes</b>	1 adult + 3 children	£110.00	£112.00	1.85%
	1 adult + 6 children	£190.00	£195.00	2.6%
Off-Peak Annual Pass Entry on Standard Days		£5.00	£5.50	10.0%

## LEE VALLEY GOLF COURSE

### 1. Market Dynamics

The Picketts Lock golf course has undergone an extensive period of disruption throughout the current financial year, with ground investigations covering all of the back 9 holes in preparation for the developing Wave project. During this period of closure of the back 9 holes, extensive improvements were carried out across all areas of the golf courses to improve all of the playing areas such as the tees, greens, fairways and bunkers. The works are now complete, the course is recovering, and all 18 holes are available to the public again.

### 2. Proposed charges for 2020/21:

In recognition of the significant disruption to the regular users of the golf course, especially the Leaside Golf Club, however that the standard of the course is improving, the proposed price rises are in line with inflation for the season ticket members, but more for pay and play users. Foot golf prices are suggested to be frozen as this product is becoming less popular at the Picketts Lock site and this may help to stimulate demand

LEE VALLEY GOLF COURSE - EDMONTON				
		2019/20 Fee	Proposed Fee 2020/21	% Change
<b>Season Ticket</b>	7 Day Adult	£475.00	£485.00	2.1%
	5 Day (Weekday) Adult	£375.00	£385.00	2.7%
	7 Day Cadet '19-21'	£260.00	£265.00	1.9%
	5 Day (Weekday) Cadet '19-21'	£130.00	£135.00	3.8%
	Unlimited Golf Junior/ 17 and under	£25.00	£25.00	0.0%
<b>Non Members Charges Practice Hole</b>	Monday to Friday	£15.00	£16.00	6.7%
	Monday to Friday: Concessions	£10.00	£11.00	10.0%
	Sat/Sun/Bank Holidays	£18.50	£19.50	5.4%
	Practice hole - 1 Hour	£5.50	£5.50	0.0%
<b>Foot Golf</b>	Adult	£12.50	£12.50	0.0%
	Junior – 17 and Under Concessions	£6.50	£6.50	0.0%
<b>Golf Buggy</b>	Weekday	£12.50	£13.50	8.0%
	Weekend/Bank Holiday	£15.00	£16.00	6.7%

## ALLOTMENTS

### 1. Market Dynamics

#### Description of Charges

- Allotments: Rent - per 10 pole plot (25 sq. m):
  - Allotment prices do not include £20 water charge and £3.50 insurance which the Authority does not set and is administered and collected by East Hale Allotments Association.

#### Competitor Prices

- East Hale Allotments provide a better quality of security and common area maintenance.

### 2. Allotment Plots Financial Information

Year	Visitor Numbers	Operational Income	Net operational (Income) / expenditure*	Net cost per visitor*
2013/14	n/a	£6,867	n/a	n/a
2014/15	n/a	£6,959	n/a	n/a
2015/16	n/a	£6,959	n/a	n/a
2016/17	n/a	£7,251	n/a	n/a
2017/18	n/a	£8,000	n/a	n/a
2018/19	n/a	£8,911	n/a	n/a
2019/20 Budget		£9,077	n/a	n/a
2020/21 Budget		£9,300	n/a	n/a

### 3. Impact of Last year's charges/ customer comments

None made.

### 4. Proposed charges for 2020/21: Variance from Inflation

Recommended charges are in line with RPI as the allotments are highly priced compared with other local Borough allotments. Although East Hale Allotments do provide a better quality of security and common area maintenance it is not felt that a higher increase should be put in place at this time

### 5. Proposed charges for 2020/21: Estimated additional Income\*

- 2019/20 Budgeted Income: £9,077
- 2020/21 Estimated income: £9,300

ALLOTMENTS				
		2019/20 Fee	Proposed Fee 2019/20	% Increase
Allotments	*Rent - per 10 pole plot (25m <sup>2</sup> )	£82.25	£ 84.00	2.1%

\*Prices do not include £20 water charge and £3.50 insurance

## ACCESS TO INFORMATION

### Description of Charges

Members agreed the 'Access to Information Fees and Information Security Policy' in October 2013 (E/298/13).

- The policy sets out the conditions that must be met for charging to apply to information requests and the charges that may be made.
- In reality the majority of information requests are made electronically (via e-mail) and responses made likewise therefore there is negligible demand for paper correspondence.
- Recommend price freeze as there has been no uptake of these services to date.

<b>ACCESS TO INFORMATION</b>				
		<b>2019/20 Fee</b>	<b>Proposed Fee 2020/21</b>	<b>% Increase</b>
<b>A4/A3 Sheet or smaller</b>	<b>Black &amp; white (per copy)</b>	<b>£0.10</b>	<b>£0.10</b>	<b>0.0%</b>
<b>A4/A3 Sheet or smaller</b>	<b>Colour (per copy)</b>	<b>£0.50</b>	<b>£0.50</b>	<b>0.0%</b>
<b>A2 Sheet</b>	<b>Black &amp; white or colour (per copy)</b>	<b>£0.50</b>	<b>£0.50</b>	<b>0.0%</b>
<b>A1 and A0 Sheet</b>	<b>Black &amp; white or colour (per copy)</b>	<b>£0.50</b>	<b>£0.50</b>	<b>0.0%</b>
<b>CD/DVD</b>	<b>Per disk</b>	<b>£2.00</b>	<b>£2.00</b>	<b>0.0%</b>
<b>Postage costs</b>	<b>Variable (weight and size).</b>	<b>Costs based on Royal Mail Standard 2<sup>nd</sup> Class</b>	<b>Costs based on Royal Mail Standard 2<sup>nd</sup> Class</b>	<b>0.0%</b>



## LEE VALLEY CAR PARK CHARGES

### 1. Market Dynamics

- Members approved as part of the levy strategy that a roll out of charging across our car parks would be implemented.
- Therefore, Officers have been working with various agencies implementing this scheme. Members are aware this has proven difficult, and continues to have a negative impact on officer time, but the first car parks came on line 23<sup>rd</sup> October 2017 under the management of a private company – ParkingEye.
- The 3 car parks in Broxbourne (Pindar, Cheshunt and Mill & Meadows) started charging on 22<sup>nd</sup> October 2018.
- Due to the fact that two pricing structures are in place as a result of different operators, officers continue to review the usage and customer feedback of both charging rates to establish the most appropriate option across the board ahead of the contract re tender due in 2021. Therefore it is not proposed at this stage to standardise charging across the Park which may remain (in the long term) an aim for ease of visitor use and understanding and would be part of the re tendering exercise.

### 2. Venue visitor and financial information

Year	Visitor numbers	Customer satisfaction	Operational Income	Net operational (income) / expenditure	Net cost/ income per visitor
2018/19 Budget			(£130,000)	n/a	n/a
2019/20 Budget			(£137,000)		

### 3. Proposed charges for 2020/21

- Where car-park charges are introduced then visitor numbers do decrease in the short term but over a period of time do start to recover as demonstrated in the table below:

Name	2019	2018	2017
Pindar Car Park Entrance	88,165	81,021	81,873
Turnford	110,525	84,363	80,095
Broxbourne Mill & Meadows	74,625	69,883	75,498
Gunpowder Park	50,548	42,567	41,777
Waltham Abbey Gardens	72,909	58,855	71,277
Hooks Marsh	23,598	18,390	25,275
Fishers Green	43,906	43,121	45,299
Clayton Hill	34,272	32,028	35,216
Tottenham Marshes	55,280	27,931	55,585

- The car parks without cameras continue to result in a net cost to the Authority due to management and income collection costs, however as usage/demand and visitors adapt to the new charging regime, income levels should rise. Officers are also investigating the potential of implementing cameras at these sites to further reduce these costs in the medium term. Where a power connection is possible, a single card only machine will be installed to reduce vandalism and theft.
- The car parks where the installation of electricity is too expensive (i.e. Hooks Marsh), officers propose that these will become cashless and have no machines. This removes the management fee (£475.00 per month) and also the cash collection fees and leaves nothing to be vandalised.
- Officers are also proposing that if machines are removed the Authority absorbs any additional payment for the use of the Apps and phones as it would be the only payment method available. To not pass these costs on to the public will minimise one source of complaints. This would result in the income per visit reducing from £2.00 to £1.70 as use of Apps and phones incurs an additional charge of 30p. Members will wish to consider how these car parks sit within the wider strategy for charging against the potential longer term financial benefits.

- The costs and income to October 2019 are detailed below. Parking Eye are also rolling out their own telephone payment system called Good to Go which works similar to the Dart Charge where you register either a card or account in advance and the APNR camera's automatically debit this with the correct charge without the need to do anything on the day, this will be going live from 1<sup>st</sup> January 2020 in all Parking Eye controlled Car Parks where electricity and APNR cameras are present.
- From 1<sup>st</sup> April 2019 to 31<sup>st</sup> October 2019 total Income across all car parks (other than those detailed below) generated £56,474, of which £13,620 relates to Parking Permits, Expenditure incurred to October 2019 £36,319 – giving total net Income of £20,155
- Other established car parks (Myddelton House Gardens and Broxbourne Riverside not included in above figures) already generate income of £25,000 and £43,300 respectively.
- The total income included in the budget for car parking in all venues is £204,500. It is forecast that in 2019/20 potentially half of this Income target will be achieved.
- Members agreed to follow the "local" charges set and managed in Broxbourne and officers are recommending that we continue with this approach, until the whole contract is retendered in 2021.
- Officers propose leaving the cost of the Annual Permit the same for a further 12 months at £50 (264 sold to end October) and £20 for Licensed Clubs (116 sold to end October).

<b>CAR PARK CHARGES</b>			
<b>Site</b>		<b>2019/20</b>	<b>Proposed Fee 2020/21</b>
<b>Annual Permits</b>		<b>£50.00</b>	<b>£50.00</b>
<b>Annual Club and Angling Permits</b>		<b>£20.00</b>	<b>£20.00</b>
<b>Pindar Cheshunt Broxbourne Mill &amp; Meadows (these will be set by Broxbourne In Feb 2020)</b>	<b>Up to 2 hours</b>	<b>£1.60</b>	<b>TBD</b>
	<b>Up to 3 hours</b>	<b>£2.40</b>	<b>TBD</b>
	<b>Up to 4 hours</b>	<b>£3.40</b>	<b>TBD</b>
	<b>Over 4 hours</b>	<b>£4.40</b>	<b>TBD</b>
<b>Gunpowder Park Waltham Abbey Gardens Hooks Marsh Fishers Green Clayton Hill Cornmill</b>	<b>Up to 1 Hour</b>	<b>£1.00</b>	<b>£1.00</b>
	<b>All Day</b>	<b>£2.00</b>	<b>£2.00</b>

**Tottenham Marshes - Not cost effective to introduce power therefore officers recommend at present that this car park is not added to the chargeable ones.**