Lee Valley Regional Park Authority **LEE VALLEY REGIONAL PARK AUTHORITY** **SCRUTINY COMMITTEE** **19 JUNE 2025 AT 14:00**	**Agenda Item No:** 5 **Report No:** **S/75/25**

SCRUTINY SCORECARD 2024/25 Q4

Presented by the Corporate Director

SUMMARY

This report provides Members with a breakdown of the Authority's performance against its Key Performance Indicators (KPIs), Corporate Performance Indicators and site/venue performance up to the end of Quarter 4 of 2024/25.

The report covers actual performance from 1 April 2024 to 31 March 2025. This incorporates financial, customer, internal process and sustainability measures that have been agreed with Members. This performance report incorporates all facilities/ venues and parklands currently operated in-house by the Authority and a summary of performance for the six Leisure Service Contract (LSC) venues that are operated by Greenwich Leisure Ltd (GLL) on the Authority's behalf. Please note that the Authority Scorecard now includes a cumulative column to show annual position as well as the quarter scores.

The scorecard is divided into three sections:

- summary of LSC and Authority performance overall;
- LSC reportable KPIs; and
- Authority reportable KPIs.

RECOMMENDATION

Members Note: (1) the report

SUMMARY OF OVERALL PERFORMANCE

The following is a summary of the overall performance up to the end of Quarter 4 of 2024/25 with the specific details within the relevant section of this report.

1 **Overall performance**
Authority reportable KPIs mostly achieved target with just a few PIs falling short, as detailed in Appendix A to this report.

LSC venues achieved target on 4 of their 6 KPI's, Health and Safety audit scores are improving, and usage has improved from last year but is below target. Environmental Management has also improved with the installation of LED lighting now showing a reduction in electricity usage, however, Quality

Assessment, Active Communities Health and Wellbeing plans, Complaints, and the Net Promoter Score are falling behind. Previous concerns about the reporting of maintenance issues are continuing to improve and are monitored on a monthly basis.

2 **Visitor numbers**
Authority operated facilities and parklands saw 5.9 million visits to-date against a year-end target of 7 million. This is still an increase on pre-Covid years, but this year was impacted by poor weather. Also, the introduction of a new visitor counting system is showing some changes which are being monitored. As previously discussed with Members, this year is a baselining year.

LSC venues have seen 1.9 million visits to the end of Q4. This is an increase on last year's performance; however, Lee Valley Ice Centre did not open until June of 2023, so if Lee Valley Ice Centre is excluded then usage is almost the same year on year.

3 **Customer satisfaction**
Authority customer satisfaction levels are achieving target at 85%. Authority compliments are higher than last year and exceeding year-end target.

LSC venue customer satisfaction levels at 83% are slightly below target of 85%. Compliments for LSC venues are also higher than last year and exceeding target.

4 **Media**
Authority media articles are 80% positive to end Q4 2024-25.
LSC media articles are 100% positive to end Q4 2024-25.

The average overall is 89% compared to 99% the previous year and just below the 90%target.

5 **Awards and accreditations**
The Authority has maintained its Learning Outside the Classroom Quality Badge and the Investors in Volunteer's accreditation.

Seven sites received the London in Bloom Gold Award with Tottenham Marshes and Waltham Abbey Gardens also achieving best in category. The Authority also received ten Green Flag awards including one in conjunction with the London Legacy Development Corporation (LLDC) for the Queen Elizabeth Olympic Park. Myddelton House Gardens was awarded Green Heritage status.

LSC Quest Accreditations remain on target with 5 of the 6 venues retaining their Quest accreditation. The Lee Valley White Water Centre is one of only two venues in the country which has achieved "outstanding" in their assessment. The Lee Valley Ice Centre is to undergo Quest in summer 2025.

6 **Authority levy**
The approved levy is £10.966m (32.3% of the maximum chargeable).

LSC REPORTABLE KPIs

7 **KPI 1: Overall Customer Satisfaction**
The overall customer satisfaction score for 2024-25 is 83% with a target of 85%, equalling 83% last year. 2047 compliments have been received which also

equals last year's figure of 2048. This is attributable to more customer satisfaction surveys being received. Main themes are around staff, service, and facilities. Complaints at 662 to date are higher than last year's figure of 548 and exceeding target. The main themes are booking and communications.

Satisfaction levels by event organisers at 95% and contractors at 98% are exceeding target. Although overall the figures are showing improvement in responses, as a proportion of events held this is still low at some venues and officers are working with GLL to ensure that as per the contractual requirements, more surveys are completed, to give a more accurate representation.

The net promoter score of 46% is slightly below the 50% target. Lee Valley Hockey & Tennis Centre, Lee Valley Ice Centre and Lee Valley Athletics Centre are below target. The very poor survey response rate and complaints about Lee Valley Hockey & Tennis Centre catering have brought their scores down. GLL are addressing this with the venues.

8 **KPI 2: Overall usage**

1.9 million visits have been made to the LSC venues to Q4 2024/25. This exceeds last year's figure of 1.8 million, however this is still 600,000 under target. The new Lee Valley Ice Centre did not open until June 2023 so we would expect last year's visitor figure to be lower.

The overall regionality score of 31% is lower than last year's equivalent of 36% but meets the 30% target. However, only Lee Valley Hockey & Tennis Centre and Lee Valley White Water Centre are exceeding the target. An increase in local users at the gyms in Lee Valley VeloPark, Lee Valley Ice Centre and Lee Valley Athletics Centre and local initiatives at Lee Valley Ice Centre have impacted this score. All other venues are reporting 16-28% regionality. GLL are exploring how to capture data from one-off visits to gain a more representative measure of regional usage. Officers are also discussing the need to increase regionality outside of local usage in order to meet contract targets

9 **KPI 3: External Quality Assessment Scores**

Quarterly Health and Safety audits are carried out at the venues by the Authority appointed external Health and Safety Contractor, Right Directions. Performance has improved since last year with the average score to Q4 being 88%, however this still falls short of the target of 95%. Two venues (Lee Valley VeloPark and Lee Valley White Water Centre) are exceeding the target. An action plan to address those below target is in place and the 3 venues with low scores by Q3 have improved in Q4.

Quality audits and Mystery Visits are also carried out by Right Directions and the score to date is 87% against a target of 95%.

This gives an overall Quality score of 88% with a 95% target, showing an improvement to the 82% score at Q4 2023-24.

10 **KPI 4: Quality Service**

Quality service is measured by three PIs, namely, the Quality service score, Active Communities Delivery Plans and Active Communities Health and

Wellbeing plans. The average Quality Service score, incorporating the above three performance indicators, is 76%, falling short of the 85% target.

Monitoring of the venues and their contract performance is carried out by Authority officers to ensure standards outlined in the LSC contract are maintained. Q4 achieved a score of 89% giving an average to date of 84%.

Performance of the Active Communities Delivery Plans PI moved towards the required 90%, however not all venues achieved this. PI completion is as follows:

- Lee Valley Athletics Centre (100%);
- Lee Valley Ice Centre (92%);
- Lee Valley VeloPark (83%);
- Lee Valley Riding Centre (100%);
- Lee Valley White Water Centre (70%); and
- Lee Valley Hockey and Tennis Centre (72%).

The Health and Wellbeing Delivery Plan has stalled slightly in the final quarter to bring the current score to 58% across all venues, falling short of the required 90% target by year end. This is in part due to an initiative being held up by a third party and pushed back to Q1 2025-26. The Authority has requested that GLL submit a revised Health and Wellbeing Delivery Plan for 2025/26 (to be approved by the Head of Active Communities). The plan will include quarterly targets so that closer monitoring can be achieved and to ensure targets are met.

11 **KPI 5: Environmental Management**

This KPI measures utility consumption, water, and waste recycling.

Utility consumption to end Q4 is 7.3 million KWh compared to 7.4million KWh last year. This is a 1.8% decrease. We do not have a full year comparative figure for Lee Valley Ice Centre but if this venue were discounted then we would see a 11.5% reduction on last year. The annual target is 7.4 million KWh. Following the installation of LED lighting and other management measures, three of the venues are showing a reduction:

- Lee Valley Hockey & Tennis Centre is down 34% from 515,133 KWh last year to 340,211 KWh this year;
- Lee Valley Athletics Centre is down 23% from 259,687 KWh last year to 200,650 KWh this year; and
- Lee Valley White Water Centre is down 14% from 3,649,439 KWh last year to 3,137,776 KWh this year.

The newly opened Gym at Lee Valley VeloPark and the 3-day event in October have led to an increase in usage at this venue.

Water consumption to end Q4 is showing a 5% decrease on last year. The Lee Valley Ice Centre opened later in 2023-24 so there is not a full year to compare. If Lee Valley Ice Centre is excluded, then the decrease is 17%.

To the end of Q4, 45% of all waste collected is being recycled, which is an improvement on the 34% equivalent last year. The target for recycling is 40%. Three of the venues are falling behind target but Lee Valley Riding Centre has the highest score with 79% to date.

Methodology for scoring is being reviewed to take into consideration the increase in usage due to increase in activity and income.

12 **KPI 6: Asset Protection and Maintenance**

Performance indicators within this KPI are in place to measure the number of Maintenance Performance Guide (MPG) tasks completed each month and response times to reactive/emergency works. Measurement of this KPI is taken from issues logged on the Computer Aided Facility Management (CAFM) system and shows that nearly all indicators are reaching or exceeding target. MPG tasks are 96% completed each month. An average of 94% of reactive/emergency works were completed in Q4 compared to 86% in Q3. Officers had raised concerns that not all issues were being logged or measured, this is continuing to improve and is monitored on a monthly basis. Response times are 100% for priority issues and 83% to 97% for emergency works.

AUTHORITY REPORTABLE KPIs

FINANCIAL PERSPECTIVE INDICATORS - (KPI and PI)

13 **KPI 1: Levy Contribution**

Members agreed in January 2024 (Paper A/4346/24) that the levy for 2024/25 would be increased by 3%. This equates to 32.3% of the maximum chargeable levy.

14 **Total Income Generation PI**

A full breakdown of Income & Budget Variance will no longer be reported in the Authority Scorecard report as it is outlined in the Revenue Budget Monitoring Report included at Appendix B to this report.

15 **External Capital Funding PI**

In recent years, the ability to attract substantial external grant funding to support the larger capital programme projects has remained limited:

- £60,000 has been secured by LLDC for the next phase of the North Wall Road project. £10,000 each match funding from LLDC and LVRPA has secured an additional £40,000 from the LLDC Community Infrastructure Levy (CIL) funding;
- £200,000 grant funding from London Borough of Waltham Forest for Lee Valley Ice Centre – part of a 5 year £1m funding agreement to support community and social initiatives at the new venue;
- outside of the capital programme, Active Communities received an additional £2,000 from the Lawn Tennis Association for Active Communities delivery.

CUSTOMER PERSPECTIVE INDICATORS - (KPI and PI)

16 **KPI 2: Customer Satisfaction**

Customer satisfaction to Q4 2024-25 is 85%, whilst 2% lower than the equivalent period last year, still equals target.

17 **KPI 3: Usage**

5.9 million Visits were made to the Authority open spaces and facilities up to the end of Q4 2024/25, (a 10.7% decrease) compared to 6.5 million the previous year. Q4 saw 1,071,718 visits compared to 1,394,918 the previous year, (a 23% decrease).

Spring was the warmest on record, though dull. It was also wetter than average with twice as much rainfall than average in some areas. Summer was the coolest we have seen since 2015. The variation of weather over Spring and Summer led to a levelled-out number of visits. Q3 however was dominated by storms, strong winds, rain and flooding and led to fewer visits. Q4 saw equally bad weather with more named storms, flooding and below average temperatures. The end of March saw a change with high temperatures and reduced rainfall.

18 **KPI 4: Stakeholder Perception**

Members have approved a carry forward to this financial year for a stakeholder perception survey which will give us crucial new baseline information. We are making this part of a retendered stakeholder communications brief which will bind the supplier into implementing actions from the findings of the survey. The brief is about to be tendered, and we expect the survey to be carried out in Q2 2025-26.

19 **Usage PI**

In Q1 open spaces usage has increased by 56,883 (3.0%). In Authority facilities and services usage has decreased by 534 (1.3%) compared to the previous year.

In Q2 open spaces usage has decreased by 105,449 (5.8%). In Authority facilities and services usage has decreased by 8301 (15.7%) compared to the previous year.

In Q3 open spaces usage has decreased by 289,213 (24.25%). In Authority facilities and services usage has decreased by 8877 (26.5%) compared to the previous year.

In Q4 open spaces usage has decreased by 39,372 (23.3%). In Authority facilities and services usage has decreased by 3828 (14.9%) compared to the previous year.

Overall, to the end of Q4, open space usage has decreased 10% and Authority facilities and services usage has decreased by 14%.

The reduction in usage at Authority facilities and services over the four quarters this year is attributable to campsite occupancy being impacted by the cool and wet weather which slows bookings for touring, cabins and cocoons. Open space usage was higher in Q1 than the previous year due to the warmer spring weather but a poor summer and a stormy Q3 and a cold and wet Q4 showed a reduction in visits. This year has seen the Authority move to a new visitor counting system and this first year will be used for baselining. Any anomalies are being investigated to improve reporting.

20 **Customer Satisfaction PI**

Customer satisfaction surveys are carried out throughout the open spaces and Authority venues. A customer satisfaction score of 85% at Q4 is only slightly lower than the previous year's score of 87% but achieves target.

21 **Formal Complaints PI**

The number of formal complaints in Q4 increased from 32 last year to 35 this year. The overall total to the end of Q4 has increased slightly from 160 to 174.

22 **Formal Compliments PI**

The number of formal compliments received In Q4 increased from 15 last year to 22 this year. The total to the end of Q4 is 66 compliments this year compared to 63 last year. Compliments in Q4 are from volunteers, regarding retention of the Investing in Volunteers Accreditation and general thank you's.

23 **Regionality PI**

Data from the visitor tracking contractor indicates that at Q4 the 52% regionality for this year shows that numbers from outside the region (3-mile radius of sites) is higher than the previous year (43%) and still exceeding the target of 38%. This is due in the main to an improved method of data analysis giving a more accurate figure. We are, in addition, taking positive measures through targeted initiatives such as the Community Access Fund (CAF) to increase our regional reach, combined with active marketing.

24 **Visitor Profiling PI**

The profiling at the end of Q4 2024-25 shows most areas are meeting targets. There is a significant increase in visits from black and ethnic minority groups, whilst disabled visitors have shown a decline against last year's score, although still achieving target. Visits from the most deprived socio-economic groups are lower than last year but still achieving the 10% target. We are seeing a reduction in the over 60 age groups from 33% last year to 25% this year, which is slightly below the 25% target.

25 **Website Hits PI**

Q4 reached 97,980 hits which boosted the total to 330,294, 6% shy of the 350,000 target. Compared to the previous year, this quarter grew considerably, due to successful advertising activity for both the regional destination offer and our camping portfolio. We expect new campaigns to increase the total for the coming year.

Q3 was close to reaching its 60,000 target (59,016). The introduction of the new website, the use of paid for ads for camping special offers and Myddelton House Gardens events in December boosted the web hits compared to November. Q2 was down due to the team prioritising the launch of the new website and Q1 achieved target.

26 **Media Articles/Percentage Positive Media Articles PI**

In 2024/25 2,275 pieces of media coverage were delivered against a target of

2,800. Coverage fluctuates throughout the year, with Q4 quieter though still providing impactful stories across broadcast, print and online. Key areas included The Wave's public consultation, which we worked closely on gaining widespread positive coverage, plus the regular Snowdrop Sale at Myddelton House Gardens and Wassailing at Waltham Abbey Gardens. The UCI's decision to end the Track Champions League was reported widely and referenced Lee Valley VeloPark.

Across the year, although below the target of 2800 pieces, many of the 2275 pieces contained messaging that reflected the Authority's Business Plan and objectives, and the Paris Olympic Games provided opportunities to highlight the legacy story of our 2012 venues.

Hockey Pro League, The London 3 Day, and the British Open showcased the venues and attracted strong media interest. Open spaces and Authority-led initiatives like the Middlesex Filter Beds restoration, Green Flag and London in Bloom Awards, and the Robbie Lea Water Safety Partnership, also received positive coverage. 89% of media was positive against a 90% target, though slightly down from the previous year due to the December UCI incident. A mid-year change in coverage categorisation now better reflects consumer perception and how stakeholders may view the coverage.

27 **Response Time – Complaints PI**

The response time for complaints remains consistent with last year, at 2 days.

28 **Response Time – Freedom of Information (FOI)/Environmental Information Regulation (EIR) Requests PI**

The response time for FOI/EIR requests has increased to an average of 14 working days to the end of Q4 2024/25, whilst higher than the 10 days reported in the same period last year, this is still exceeding the target of 20 days.

Q1 one FOI request
one EIR request
Q2 three FOI requests
Q3 three FOI requests
Q4 two FOI requests

The requests received are summarised in the table below.

Information requested on:	**EIR/FOI**
Q1 - Financial information regarding filming for films and TV on Authority land	FOI
Q1 - River Lea water quality information	EIR
Q2 - Contract with Gemini Parking Solutions	FOI
Q2 - Request for details of Authority banking and insurance providers	FOI
Q2 - Full list of all the contractors/sub-contractors that were involved in the construction of Lee Valley Ice Centre	FOI
Q3 - Information relating to the Waterworks Centre	FOI
Q3 - Information relating to proposed children's home at Thames Water site	FOI

Q3 - Breakdown of listed LASER transaction code for Sewardstone Campsite	FOI
Q4 - request for HR Details	FOI
Q4 – Lee Valley White Water Centre Access Control System and procurement of a new system	FOI

29 **Cleanliness PI**

The average cleanliness score of 85% is below last year's equivalent score of 96% and below target. All sites apart from Waltham Abbey Gardens have a lower score than last year. The main reason is dog bins not being emptied regularly by the contractor due to contractor staff shortages. A review of the contract in regard to the emptying of the dog waste bins is being considered again with a view of improving the scores with less litter on the ground. Three Mills, East India Dock/Bow Creek and Tottenham Marshes have the lowest scores. The Rangers are increasing the use of volunteers as an added resource assisting the contractor and Ranger teams with the collection of the general litter generated, this will hopefully improve the scores. Any areas of unacceptable cleanliness are reported to the grounds maintenance contractor and are monitored using Park Reporter. The Authority makes use of the incentive payment mechanism within its Grounds Maintenance contract to ensure standards are maintained and issues dealt with. Low scores that are not dealt with according to the contract are penalised by withholding of incentive payments.

INTERNAL BUSINESS PERSPECTIVE

30 **Open Space Quality Awards (Green Flag, London in Bloom) PI**

In 2024 all 7 submitted sites for London in Bloom were awarded Gold and Tottenham Marshes was also awarded category winner for London for the Large Conservation Area category, with Waltham Abbey Gardens being the award winner for London for the Large Park category. The Authority also received ten Green Flag awards including one in conjunction with the LLDC for the Queen Elizabeth Olympic Park. Myddelton House Gardens was awarded Green Heritage status.

31 **Service Quality Awards (Quest, Learning Outside the Classroom) PI**

The programmed Quest assessments were undertaken last year and currently Lee Valley VeloPark, Lee Valley Riding Centre and Lee Valley Hockey & Tennis Centre hold Quest Plus - Excellent. Lee Valley Athletics Centre holds Quest Plus - Very Good. Lee Valley White Water Centre holds Quest - Outstanding. The new Lee Valley Ice Centre has not yet undergone Quest assessment. Learning and Engagement (formerly Youth and Schools) retains its Learning Outside the Classroom accreditation and the Volunteers Department have retained the Investors in Volunteers accreditation.

32 **Staff Turnover PI**

In Q4 there have been 8 leavers, all of whom were resignations.

To the end of Q4 2024/25 there have been a total of 24 leavers, consisting of 15 resignations, 3 failed probations, 5 end of contracts and 1 death in service. This equates to 18.63% of staff against a year-end target of 15%.

Quarterly staff turnover is:
Q1 4.58%;
Q2 6.35%;
Q3 1.5 %; and
Q4 6.2%.

33 **Staff Sickness PI**

To the end of Q4 2024/25 the average sick days per FTE was 2.56 days with an annual target of 3.0. This continues to be lower than the national average.

Please note that the sickness target for 2024/25 of 3 days per FTE only includes short term sickness, which is sickness under 4 weeks in length; this is comparable to the method used in 2023/24.

Q1 0.42 sick days per FTE. This relates to 54.5 days sickness with the top three reasons being stomach upset, anxiety and viral infection.
Q2 0.42 sick days per FTE. This relates to 53.5 days sickness with the top three reasons being Covid-19, coughs/colds/influenza and other.
Q3 1.01 sick days per FTE. This relates to 131 days sickness with the top three reasons being coughs/colds/influenza, headache/migraine and stomach upset.
Q4 0.71 sick days per FTE. This relates to 92 days sickness with the top three reasons being cancer, coughs/colds/influenza and chest infection.

34 **Percentage Waste Recycled PI**

The amount of waste collected and recycled in Q4 2024-25 was 68% compared to 83% last year. In Q1 the figure was 71% compared to 68% the previous year and in Q2 the figure was 73% an improvement on the 71% the previous year, Q3 was 71% compared to 90% the previous year. This is below the target of 90% and is mainly due to the increase in fly-tipping which had to be dealt with plus a change in regulations around recycling soft furnishings. There is also a big increase in litter in the dog bins which waste transfer stations won't accept for recycling as it is contaminated.

INNOVATION AND LEARNING PERSPECTIVE

35 **Staff Satisfaction Survey – Annual PI**

A Health, Safety and Wellbeing Survey took place in September 2024 and the actions from this are being worked through with our Health & Safety contractors, Right Directions, line managers and Human Resources.

Focus groups on the current appraisal process were held in December 2024 and the feedback from these groups will be used when the process is reviewed in 2025/26. A feedback survey was also completed following the Chief Executive's last staff briefing in October 2024, which was extremely positive.

36 **Staff Training PI**

To the end of Q4 2024/25, 481 staff attended training which exceeds the year-end target of 260 and is an improvement on the equivalent figure last year of 248, but lower than last year's overall of figure of 775. This is because in

2023/24 we were getting staff training back on track following the Covid-19 pandemic, so we ran more courses to ensure staff were up to date and refreshed in areas such as First Aid and IOSH Working Safely. In 2023/24 we also introduced a number of new training courses, both eLearning and face to face, such as General Data Protection Regulations (GDPR) Awareness, Environmental Awareness and Conflict Resolution & Personal Safety.

Q1 79 staff completed e-learning.
25 staff attended face to face training.
Q2 91 staff completed e-learning.
25 staff attended face to face training.
Q3 76 staff completed e-learning.
27 staff attended face to face training.
Q4 78 staff completed e-learning.
80 staff attended face to face training.

A new PI relating to GDPR training was introduced in 2023/24. This new course is mandatory for employees and casual workers. By the end of Q4 74% of staff have completed the training. Some casual staff will take longer to complete this training as many of them are only at work a few days per year. Those who have not completed their GDPR training will be contacted individually.

Training courses in Q4 have included First Aid, Manual Handling, IOSH, Value your Volunteers, Business Continuity & Events C3, Appraisals for Managers, Fire Marshal, Accessibility, ACT, Induction.

Training courses in Q3 have included First Aid, Institution of Occupational Health and Safety Managing Safely, Cyber Security, Fraud & Bribery Awareness and Fire Marshall.

Training courses in Q2 have included First Aid, updated Corporate Induction, Environmental Awareness and GDPR awareness.

Training courses in Q1 included IOSH Managing Safely, Manual Handling and Fire Training, Environmental Awareness and GDPR awareness.

37 **Health and Safety Audit PI**

The average audit score at the end of Q3 2024/25 is 95%, which achieves target. Q1 showed a lower figure of 75% due to some departments not completing previous audit actions, this however was rectified by Q2 and the average score for Q2 was 93%. The quarter 3 average was 92% and the annual average to the end of 2024/25 is 89% against the 95% target. This is an improvement on the year end figure of 75% last year. All departments and venues showed an improvement on the previous year in Q4, with noticeably, Dobbs Weir Caravan Park showing a 28% increase on the same period last year and 3 out of 4 departmental audits achieving a 100% score.

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

It was agreed by Senior Management Team that this PI will no longer be covered in this report as it is covered in depth in Right Directions Quarterly Management Report.

39 **Data Protection PI**

There have been seven personal data breaches during Q1 to Q4. None of these were high risk and therefore they were not reported to the Information Commissioner's Office. Four of the breaches (two in Q1, one in Q3 and one in Q4) related to errors in addressing e-mails. One breach (Q3) related to incorrect amending of an employee's bank details as a result of a scam e-mail. One breach in Q4 related to a manager sharing of a budget spreadsheet with their direct reports without removing a tab containing salary information. The final breach (Q1) related to uploading of information to a file sharing site based outside of the European Economic Area (EEA). The information was removed the same day and a secure file sharing site based in the EEA has since been identified. There was one personal data incident in Q2, relating to phishing addressed to publicly available Authority e-mail addresses; the IT team has made some changes to the e-mail protection system to prevent this type of e-mail getting through in the future.

There were two subject access requests in Q1. There were no subject access requests in Q2 to Q3. There were two subject access requests in Q4. All requests were responded to within statutory timescales.

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PREVIOUS COMMITTEE REPORTS

Scrutiny	S/74/25	Scrutiny Scorecard 2024/25 Q3	27/02/25
Scrutiny	S/72/25	Scrutiny Scorecard 2024/25 Q2	21/11/24
Scrutiny	S/69/24	Scrutiny Scorecard 2023/24 Q4	20/06/24

APPENDICES ATTACHED

Appendix A	Authority Scrutiny Scorecard
Appendix B	Revenue Monitoring Report and appendices
Appendix C	Leisure Service Contract Scrutiny Scorecard

LIST OF ABBREVIATIONS

KPI	Key Performance Indicator
LSC	Leisure Service Contract
GLL	Greenwich Leisure Ltd
LLDC	London Legacy Development Corporation
MPG	Maintenance Performance Guide
FTE	Full Time Equivalent
GDPR	General Data Protection Regulations
EEA	European Economic Area
FOI	Freedom of Information
EIR	Environmental Information Regulations
EEA	European Economic Area

Financial Perspective	KPI/PI	Annual Target	**Q4 profiled target**	**Q4 Actual**	**24/25 cumulative**	Q4 23/24. Last Equivalent	23/24 Cumulative	Direction of Travel	P.A.T
Levy Contribution	**KPI 1**	32.3%	32.3%	32.3%	32.3%	34.1%	32.3%	↑	
Total income generation	**PI**	£7,135,545	£1,605,410	£2,624,053	£9,901,327	£628,784	£9,240,985	↑	
External Capital Funding	**PI**	2%	N/A	N/A	5%	N/A	9%	↓	

Income (£000's)	**PI**	Budget							
		Target	**Q4 profiled target**	**Q4 Actual**	**24/25 cumulative**	Q4 23/24. Last Equivalent	23/24 Cumulative	Direction of Travel	P.A.T
	Abbey Gardens	1	0	3	4	0	2	↑	
	Bow Creek / EIDB	2	1	22	22	1	6	↑	
	Gunpowder Park	1	0	2	8	1	2	↑	
	River Lee Country Park	1	0	19	67	8	32	↑	
	Rye House Gatehouse	0	0	0	1	0	0	↑	
	Three Mills	0	0	0	5	2	2	↑	
	Countryside Areas	190	48	43	179	44	208	↓	
	Myd Hse Gardens & Vis Cntr	182	47	47	175	44	174	↑	
	Myd House	16	4	10	24	12	22	↑	
	Hayes Hill Farm								
	Holyfield Farm	266	67	193	256	119	272	↓	
	Fisheries	130	33	7	126	7	119	↑	
	Learning & Engagement (Y&S)	28	7	4	30	2	26	↑	
	Events	109	27	4	105	2	112	↓	
	Sport and Active Recreation	0	0	4	37	2	5	↑	
	Volunteers	0	0	0	0	0	0	↔	
	LV Campsite Sewardstone	718	89	71	669	44	675	↓	
	LV Caravan Park Dobbs Weir	1119	138	151	1064	120	926	↑	
	LV Camping and Caravan Park Edmonton	560	100	107	578	84	608	↑	
	LV Almost Wild Campsite	54	3	16	51	1	52	↓	
	LV Golf Course	129	25	16	122	26	129	↓	
	LV Marina Stanstead	895	224	226	912	224	857	↑	
	LV Marina Springfield	1125	282	304	1210	319	1193	↑	
	LV WaterWorks Centre	2	1	1	12	5	11	↑	

Direction of travel	**For this Quarter**
↑	Performance has improved
↓	Performance has worsened

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

Customer Perspective	KPI/PI	Annual Target	Q4 profiled target	Q4 Actual	24/25 cumulative	Q4 23/24. Last Equivalent	23/24 Cumulative	Direction of Travel	P.A.T.
Customer Satisfaction (Overall)	**KPI 2**	85%	85%	85%	85%	87%	87%	↓	
Usage	**KPI 3**	7 million	1,750,000	1,014,978	5,852,698	1,394,918	6,541,505	↓	
Stakeholders Perception	**KPI 4**	75%	75%	75%	75%	74%	74%	↔	
Complaints	**PI**	159	40	35	174	32	160	↓	
Compliments	**PI**	64	16	22	66	15	63	↑	
Regionality	**PI**	38%	38%	52%	52%	43%	43%	↑	
Visitor Profiling	**PI**								
- from the most deprived socio-economic groups		10%	10%	10%	10%	16%	16%	↓	
- from black & minority ethnic groups		30%	30%	43%	43%	39%	39%	↑	
- aged over 60yrs		25%	25%	23%	23%	33%	33%	↓	
- disabled		5%	5%	5%	5%	8%	8%	↓	
Website Hits	**PI**	350,000	60,000	97,980	330,294	57,900	370,859	↑	
Media articles for all Authority-led areas (responsibility of LVRPA	**PI**	1,200	300	108	978	135	1636	↓	
%age positive articles	**PI**	90%	90%	90%	80%	94%	98%	↓	
Media articles for LSC venues (responsibility of GLL)	**PI**	1,600	400	264	1297	360	1034	↓	
%age positive articles	**PI**	90%	90%	100%	100%	100.0%	98.0%	↑	
Total Media Articles	**PI**	2,800	700	372	2275	495	2670	↓	
Total %age positive articles	**PI**	90%	90%	97%	89%	98%	99.0%	↓	
Response times to all communications (excluding FOI/EIR)	**PI**	10	10	2	2	2	2	↔	
Response Times to FOI/EIR	**PI**	20	20	11	14	12.5	15	↑	
No. of SARS received	**PI**	NA	0	2	4	1	2	↓	
% SARS responded to within statutory timescales	**PI**	100%	100%	100%	100%	100%	100%	↔	
No. of personal data breaches	**PI**	0	0	2	7	2	4	↔	
No. of personal data near misses	**PI**	0	0	0	0	0	0	↔	
No. of personal data incidents	**PI**	0	0	0	1	1	1	↑	

Direction of travel	**For this Quarter**
↑	Performance has improved
↓	Performance has worsened
↔	Performance has remained the same

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

Customer Perspective

PI	Usage			Customer Satisfaction			Complaints			Compliments			Regionality			H & S Quarterly Audit . This period			Cleanliness		
	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel	Last Equivalent	This Period	Direction of Travel
Overall Target		**7 million**			**85%**			**-1**			**1**			**38%**			**95%**			**90%**	
Abbey Gardens	124,145	153,261	↑	88%	85%	↓	8	8	↔	0	0	↔	22%	28%	↑	93%	98%	↑	100%	100%	↔
Bow Creek / EIDB	398,442	317,672	↓	85%	88%	↑	4	6	↓	0	0	↔	9%	25%	↑				100%	63%	↓
Gunpowder Park	360,525	399,922	↑	89%	86%	↓	5	8	↓	0	0	↔	20%	38%	↑				96%	96%	↔
River Lee Country Park	2,111,559	1,930,060	↓	88%	86%	↓	42	59	↓	0	1	↑	33%	35%	↑				99%	81%	↓
Rye House Gatehouse	28,632	31,514	↑				1	0	↑	0	1	↑							100%	94%	↓
Three Mills	262,699	190,857	↓	80%	78%	↓	6	2	↑	0	0	↔	4%	2%	↓				89%	71%	↓
Tottenham Marshes	1,039,414	877,156	↓	86%	86%	↓	9	8	↑	0	0	↔	10%	19%	↑				95%	73%	↓
Waterworks Nature Reserve	326,130	300,583	↓	83%	89%	↑	2	4	↓	0	0	↔	10%	33%	↑				93%	88%	↓
North Sites	396,903	440,905	↑	86%	78%	↓	23	27	↓	2	1	↓	52%	74%	↑				100%	94%	↓
South Sites	1,283,050	1,039,214	↓	89%	86%	↓	34	29	↑	0	7	↑	9%	12%	↑				94%	89%	↓
Myd Hse Gardens	49,050	42,234	↓	92%	83%	↓	6	0	↑	0	3	↑	46%	51%	↑	70%	81%	↑			
Myddelton House & Vis Centre	combined	combined		N/A	combined		combined			combined			N/A	N/A	N/A	79%	96%	↑			
Holyfield Farm																94%	98%	↑			
Learning & Engagement (Y&S)	9,264	5,593	↓	100%	97%	↓	0	0	↔	2	2	↔	77%	86%	↑	87%	NA				
Events				N/A	N/A	N/A	0	0	↔	0	0	↔	N/A	N/A	N/A	81%	100%	↑			
HR				N/A	N/A	N/A	0	0	↔	0	0	↔	N/A	N/A	N/A	85%	100%	↑			
Sport and Active Recreation				N/A	N/A	N/A	0	0	↔	0	0	↔	N/A	N/A	N/A	94%	100%	↑			
Volunteers	41,417	31,531	↓	N/A	N/A	N/A	0	1	↓	58	45	↓	N/A	N/A	N/A	94%	93%				
LV Campsite Sewardstone	32,184	28,243	↓	86%	87%	↑	2	3	↓	0	1	↑	96%	91%	↓	48%	94%	↑			
LV Caravan Park Dobbs Weir	20,427	21,275	↑	90%	84%	↓	4	10	↓	0	0	↔	97%	96%	↓	70%	98%	↑			
LV Camping and Caravan Park Edmonton	36,509	35,249	↓	81%	79%	↓	3	1	↑	0	1	↑	99%	100%	↑	67%	97%	↑			
LV Golf Course	7,468	5,341	↓	76%	83%	↑	3	5	↓	0	0	↔	66%	84%	↑	61%	84%	↑			
Almost Wild Campsite	3,687	2,089	↓	N/A	N/A	N/A	0	0	↔	1	0	↓				78%	97%	↑			
LV Marina Stanstead							3	0	↑	0	0	↔				75%	93%	↑			
LV Marina Springfield							2	1	↑	0	4	↑				70%	98%	↑			
LV WaterWorks Centre							0	0	↔	0	0	↔									
LVP as a whole							3	2	↑	0	0	↔									
Totals	**6,531,505**	**5,852,699**	↓	**87%**	**85%**	↓	**160**	**174**		**63**	**66**		**43%**	**52%**	↑	**78%**	**95%**	↑	**96%**	**85%**	↓

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

Internal Business Perspective	KPI/PI	Annual Target	**Q4 Profiled Target**	**Q4 actual**	**24/25 Cumulative**	Q4 23/24 Last Equivalent	23/24 Cumulative	Direction of Travel	P.A.T
Open Space Quality Awards (Green Flag, LiB)	**PI**	17	NA	18	18	18	18	⇔	
Service Quality Awards (Quest, LOTC)	**PI**	6	NA	6	6	6	6	⇔	
Staff Turnover	**PI**	15%	NA	6.20%	18.63%	1.57%	13.57%	↓	
Staff Sickness	**PI**	3	NA	0.71	2.56	0.70	3.02	⇔	
%age Waste Recycled	**PI**	90%	NA	68%	71%	79%	77%	↓	

Direction of travel	**For this Quarter**
↑	Performance has improved
↓	Performance has worsened
⇔	Performance has remained the same

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

Innovation and Learning Perspective	KPI/PI	Annual Target	**Q4 profiled target**	**Q4 actual**	**24/25 Cumulative**	Q4 23/24 last equivalent	23/24 Cumulative	Direction of Travel	P.A.T
Staff satisfaction Survey Annually (six monthly)	**PI**	75%	NA	75%	75%	75%	75%	⇔	
Staff Training Attendance	**PI**	260	NA	158	481	303	775	↓	
H & S Quarterly Audit (cumulative annual)	**PI**	95%	95%	95%	89%	78%	75%	↑	
Staff Training - Data Protection	**PI**	100%	100%	74%	74%	48%	48%	↑	

Direction of travel	**For this Quarter**
↑	Performance has improved
↓	Performance has worsened
⇔	Performance has remained the same

Tolerance	**Performance against profiled target (P.A.T)**
<5%	**or excee**
5-10%	**missed target**
>10%	**elow targ**

Lee Valley Regional Park Authority	**Agenda Item No:**
LEE VALLEY REGIONAL PARK AUTHORITY	
EXECUTIVE COMMITTEE	**Report No:**
22 MAY 2025 AT 10:30	**E/884/25**

Q4 REVENUE BUDGET MONITORING 2024/25

Presented by the Head of Finance

EXECUTIVE SUMMARY

This report summarises service spending for 2024/25 compared to budget. Figures are 'near final' and are only likely to be the subject of small changes during the remainder of the closure of accounts process. The year-end position shows a net under spend of £900,000 against the net revenue budget deficit of £166,000. The net surplus for the year is £734,000. The major variations are summarised in the table below.

This represents an improvement on the position reported to Members at Quarter 3 (Paper E/879/25) with explanations provided within this report. This improvement is mainly due to two additional caravan sales completing in Quarter 4, savings made against consultant and IT budgets, and additional property income. Budget totalling £20,000 is requested to be carried forward to 2025/26, which effectively reduces the net surplus to £714,000.

Description	Annual Budget	Forecast Outturn	Variance
Interest Payable / Receivable	928	757	-171
Minimum Revenue Provision	1,148	1,002	-146
Property	-1,462	-1,770	-308
Asset Protection, Maintenance & Development	298	403	105
Marina Growth Provisional Budget	300	0	-300
Marinas	-452	-531	-79
Caravan Sales	-11	-187	-176
Campsites	-563	-262	301
Business Support Services	2,719	2,638	-81
Parklands and Open Spaces	3,232	3,302	70
Sport & Leisure	1,122	1,106	-16
Leisure Services Contract	683	648	-35
Other	3,165	3,183	18
Levies	-10,966	-10,966	0

LSC Expired Voucher Provision	0	-57	-57
General Contingency	25	0	-25
SUB-TOTAL	**166**	**-734**	**-900**
Budget Carry Forward to 25/26	0	20	
TOTAL	**166**	**-714**	

RECOMMENDATIONS

Members Note: (1) the report;

Members Approve: (2) the budget carry forward as stated in paragraph 21 of this report; and

(3) the uses of the surplus generated in 2024/25 to fund the two additional fixed term posts, as detailed in paragraph 22.

BACKGROUND

1 The Executive Committee recommended a budget for 2024/25 at its meeting in January 2024 (Paper E/838/24). Members approved this at the Authority meeting on 18 January 2024 (Paper A/4346/24). This report compares income and expenditure to 31 March 2025 with the budget.

2 The summary financial position of each Authority service or facility is shown in Appendix A to this report.

3 The net revenue budget, which included £155,000 of budget carried forward from 2023/24, was set at a deficit of £166,000. The year-end position shows a £734,000 surplus, which is a £900,000 improvement on budget.

GENERAL ECONOMIC FACTORS

4 **Inflation**

March's inflation for the Retail Price Index (RPI) stood at 3.2% and Consumer Price Index (CPI) at 2.6%. The Bank of England expect inflation to rise again over the next year to around 3.7%, partly because of higher energy prices, before settling back down again to its 2% target (Bank of England Monetary Policy Committee Report May 2025). The Bank of England cut the base rate from 4.5% to 4.25% on 8 May 2025. Any future rate cuts are expected to be introduced slowly to keep inflation under control.

5 **Energy Costs**

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

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

Consumption across Authority venues is being monitored closely and overall consumption is in line with 2023/24. The new tariffs for October 2024 to September 2025 are better than the forecasts used when building the budget for 2024/25. Electricity prices have reduced by 25% to an average of 21p per kwh and gas prices by nearly 50% to 4p per kwh. Overall this has saved £100,000. To note, pre-energy crisis prices were around 14p/kwh for electricity, and 2p/kwh for gas.

As part of the shared risk position for utilities at the Leisure Services Contract (LSC) venues, the Authority takes the risk for tariff and Greenwich Leisure Ltd (GLL) takes the risk for utility consumption. This arrangement ended after the first two contract years, however both parties would like to extend this for the remainder of the contract. A deed of variation is currently being drafted to give effect to this revision of the utilities provisions in the LSC, as approved by Members in June 2024 (Paper E/859/24).

The 2024/25 budget includes £950,000 to cover this tariff risk, which reduces to £850,000 in 2025/26. To date consumption savings of approximately 25% have been achieved across the LSC venues due to the LED investment projects and good management practices. The new arrangement will take these LED savings into account as part of a consumption benchmarking process and will benefit the Authority.

MAIN VARIANCES FROM BUDGET

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

FINANCING

7 **Interest Receivable (£170,000 additional income)**

Interest receivable has been increased due to a higher than anticipated cash holding, interest rates remaining higher than forecast for the year, along with effective treasury management. The cash holding included money for years 1 and 2 of the LSC utility risk share, that GLL didn't invoice for, and the Authority didn't pay, until quarter 3.

8 **Contributions to Earmarked Reserves (£118,000 additional contribution)**

To support the National Grid's North London Reinforcement project, the Authority has leased the Cornmill Meadows car park for use as a works depot until 2028 (Paper E/877/25). This has generated additional income as shown against Property Income in paragraph 11, which is being ringfenced for future improvement works in the area.

9 **Minimum Revenue Provision (£146,000 saving against budget)**

Under the Prudential Code we are required to make a statutory provision for repayment of debt, be that external or internal, used to finance capital expenditure. This is based on a calculation of the Capital Financing Requirement (CFR) as at the prior year balance sheet date and is known as Minimum Revenue Provision (MRP). Each capital project that is not fully financed will have its own CFR, and the calculation of MRP will be different. In addition, there is also a legacy CFR for capital expenditure prior to regulation changes in 2008.

As previously reported, there is a saving against budget of £146,000.

CHIEF EXECUTIVE

10 **Communications (£20,000 underspend)**

The Communications budget for 2024/25 includes a one-off growth to carry out a stakeholder audit, including a review of stakeholder perception which is an Authority KPI that has not been measured for a number of years. This audit has not been carried out during this financial year, and therefore the budget will be requested to be carried forward to 2025/26 to allow the audit work to be completed.

CORPORATE SERVICES

11 **Property Management (£308,000 additional income)**

As explained above an additional income of £100,000 has been received for the lease of Cornmill Meadows car park to the National Grid.

The Authority has leased land in Cheshunt to the Youth Hostel Association since 2004 when they built their ‘London Lee Valley’ hostel. The Authority receives a fixed rental and profit share arrangement. Due to the restrictions in place during the Covid pandemic no profit share payments were due. Their business has now recovered and the Authority will receive a profit share this year of £50,000 on top of the annual rental of £17,000, in addition to some back dated profit share payments.

The rateable value of Myddelton House, which is used to calculate business rates, has historically included Abercrombie Lodge. This has now been split out and the tenants of Abercrombie Lodge are directly liable for their rates bill. Following this change in valuation the Authority has received a rebate of £80,000 for two prior years where it has paid these rates.

12 **Asset Protection, Maintenance & Development (£105,000 additional expenditure)**

The bulk of the additional expenditure is for asset condition surveys that will inform the 20-year asset management programme. The results of these surveys are being fed into the medium-term financial plan to forecast annual requirements and the necessary contributions.

BUSINESS SUPPORT SERVICES

13 **Information Technology (£103,000 reduced expenditure / increased income)**

Savings have been made on system licences and replacement of hardware where working life can be extended further than expected. Additional income has been generated from building IT support costs into event agreements where Authority staffing or infrastructure is being used.

SMALL VENUES

14 **Marinas (£79,000 budget surplus - £531,000 net income)**

Both marinas have performed well, achieving £531,000 net income, which is £79,000 better than budget. At Springfield we have benefitted from commission on a good level of customer boat sales. At Stanstead the rechargeable works business is performing well, where there has been a focus on accepting smaller jobs with a quicker turnaround to maximise engineer productivity.

15 **Marina Review Growth Budget (£300,000 budget saving)**

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

16 **Campsites (£301,000 budget overspend - £262,000 net income)**

Occupancy levels across the campsites have been down on last year which has impacted income. This is linked to the wetter and colder start to the year and has particularly impacted touring pitches, although Autumn/Winter occupancy returned back to last year's levels.

At Dobbs Weir income has exceeded £1m for the first time, partly due to the investment in new accommodation. Although this is over 10% growth on last year it is behind target. There has been additional expenditure over the winter to ensure the campsite is at a high standard ready for the new season, recognised through an upgrade from a 3 to 4 star rating from VisitEngland, and strong early year bookings. The 2025/26 budgets for campsites have been built based on customer demand in 2024/25 and fees and charges increases.

17 **Caravan Sales (£176,000 additional income)**

The budget for caravan sales was set prudently as no Authority direct caravan sales could be reasonably foreseen during the year, with an assumption that there would be some commission from customer pre-owned caravan resales. Four direct sales have been completed and they are reflected in the additional income.

LEISURE SERVICES CONTRACT

18 **Management Fee (£27,000 additional expenditure)**

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

In July 2023 Members approved the capital project to refurbish the track wall and safety barrier at Lee Valley VeloPark (Paper A/4340/23). This was originally planned for December 2023 but was pushed back to August 2024.

Members approved a loss of income figure of £23,743 based on the December dates (Paper A/4341/23), but the revised timeline has resulted in a reduced loss of income of £18,774, as reported to Executive in September (Paper E/860/24). The contractor was required to return to complete remedial works in October, for which there was a loss of income of £8,834.

Some savings have been made against grounds maintenance budgets for the LSC venues, that offset the loss of income claims. This has been mainly at Lee Valley Ice Centre where the ongoing works at the venue has meant that the full schedule of grounds maintenance work has not been implemented this year.

FURTHER MOVEMENTS TO THE GENERAL FUND

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

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

20 **Legacy Donation**

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

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

21 **Budget Carry Forwards**

As mentioned in paragraph 10, the 2024/25 budget included a provision of £20,000 for a stakeholder audit that has yet to be delivered. This will now be expended in 2025/26.

Description	Budget Carry Forward
Communications – Stakeholder Audit	20
Total Impact on 2025/26 Budget	**20**

22 **Use of 2024/25 Surplus**

There are a number of areas that officers have identified as requiring funding, and it is recommended to Members to approve additional allocation in 2025/26 and 2026/27.

Additional Fixed Term Posts – Up to £250,000 over two years

Officers identified two additional, initially two year, posts in the 2025/26 Revenue Budget and Levy Report (Paper A/4360/25):

- Arboriculture Officer; and
- Assistant Conservation Officer.

These two posts would support the Authority's open spaces management, and whilst the funding from existing reserves would be for an initial period, should these posts be determined as being required on a permanent basis, would be added to the Authority's establishment and incorporated into the base budget from 2027/28. Funding for 2025/26 would be £90,000 and 2026/27 £120,000, reflecting that the posts would not be filled until July this year. Additional provision of up to £40,000 over the two years would support any additional financial implication in respect of increased grounds maintenance or survey costs.

Remaining Surplus

Initially, the remaining surplus from 2024/25 should be held in the General Fund. We do have a number of major projects in the pipeline over the coming years which will require funding, and officers will report back to Members on these and their funding requirements.

Asset Maintenance

Over the past six months consultants have been engaged to conduct condition surveys on all the Authority's built operational assets, as well as the residential properties, and open spaces infrastructure (such as footpaths and bridges).

Whilst these surveys are now substantially complete, there are a few areas that are still waiting to conclude. Officers will fully report back to Members in the early autumn on the outcome of these, and the estimated costs associated with this asset management.

However, works requirements for 2025/26 have now been reviewed and, where appropriate, profiled to ensure that urgent works are delivered in the next 12 months. This has shown that, based on the revised programme, funding of the Asset Maintenance (AM) programme for 2025/26 will have a shortfall of around £375,000.

The Condition Survey report that will be presented to Members in the early autumn will set out the full 25-year maintenance programme funding requirements. This will also pick up on the Member led discussion on the creation of a Major Asset Infrastructure Fund to set aside funds for future capital works that may be required at our major sporting assets or other major infrastructure. At that time, it may be that an additional contribution to AM for 2025/26 from the General Fund is required so there is sufficient funding to deliver the programme

It should be noted that over the remaining term of the LSC, GLL also have an Asset Maintenance requirement. Funding of this programme has been included in the Leisure Operators Base Trading Account (LOBTA) and sufficient funding allocated for them to deliver their requirement.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

The final General Fund balance is expected to be around £5.3million as at the end of March 2025, after allowing for further adjustments outside of standard revenue monitoring for capital costs not yet charged to capital (i.e. Rammey Marsh groundwork costs and livestock valuation).

If approved, the 2025/26 budget will carry a deficit of c £90k, reflecting requirement to draw from reserves for the funding of the two additional posts.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive	E/879/25	Q3 Revenue Budget Monitoring 2024/25	20 March 2025
Executive	E/869/24	Q2 Revenue Budget Monitoring 2024/25	19 December 2024
Executive	E/860/24	Q1 Revenue Budget Monitoring 2024/25	19 September 2024
Authority	A/4346/23	2023/24 Revenue Budget & Levy	18 January 2024
Executive	E/838/24	2023/24 Revenue Budget & Levy	18 January 2024

APPENDIX ATTACHED

Appendix A Detailed outturn forecast

LIST OF ABBREVIATIONS

LSC	Leisure Services Contract
GLL	Greenwich Leisure Limited
CFR	Capital Financing Requirement
MRP	Minimum Revenue Provision
RPI	Retail Price Index
CPI	Consumer Price Index
LOBTA	Leisure Operators Base Trading Account

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

YEAR 2024/25

PERIOD: 13 (March 2025)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
OPERATIONAL SERVICES							
Chief Executive	-5	660	655	675	**655**	**-20**	(3%)
Corporate Services	-2,101	1,468	-633	-319	**-633**	**-314**	(98%)
Business Support Services	-22	2,661	2,639	2,719	**2,638**	**-81**	(3%)
Sport and Leisure	-268	1,375	1,107	1,122	**1,107**	**-15**	(1%)
Parklands and Open Spaces	-939	4,243	3,304	3,232	**3,302**	**70**	2%
Small Venues	-5,247	4,392	-855	-628	**-855**	**-227**	(36%)
Leisure Services Contract	-576	1,225	649	683	**648**	**-35**	(5%)
	-9,158	**16,024**	**6,866**	**7,484**	**6,862**	**-622**	**(8%)**
FINANCING							
Interest Receivable	-370	0	-370	-200	**-370**	**-170**	(85%)
Interest Payable & Bank Charges	0	1,127	1,127	1,128	**1,127**	**-1**	(0%)
Contributions to/from Earmarked Reserves	-268	1,933	1,665	1,547	**1,665**	**118**	8%
Financing of Capital Expenditure	0	71	71	71	**71**	**0**	0%
Minimum Revenue Provision (General)	0	351	351	413	**351**	**-62**	(15%)
Minimum Revenue Provision (Ice Centre)	0	580	580	600	**580**	**-20**	(3%)
Minimum Revenue Provision (Velo)	0	0	0	64	**0**	**-64**	(100%)
Levies on Local Authorities	-10,966	0	-10,966	-10,966	**-10,966**	**0**	0%
General Contingency	0	0	0	25			
Movement in General Fund				**166**	**-680**	**-846**	(510%)
LSC Expired Voucher Provision					**-57**		
General Provision for Bad Debts					**3**		
TOTAL MOVEMENT IN GENERAL FUND				**166**	**-734**	**-900**	

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

YEAR 2024/25

PERIOD: 13 (March 2025)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
CHIEF EXECUTIVE							
Chief Executive	0	243	243	243	**243**	**0**	0%
PR / Communications	-5	417	412	432	**412**	**-20**	(5%)
TOTAL CHIEF EXECUTIVE	**-5**	**660**	**655**	**675**	**655**	**-20**	**(3%)**
CORPORATE SERVICES							
Legal Service	-4	499	495	549	**495**	**-54**	(10%)
Property Management	-2,081	311	-1,770	-1,462	**-1,770**	**-308**	(21%)
Planning and Strategic Partnerships	0	108	108	158	**108**	**-50**	(32%)
Asset Protection, Maintenance & Development	-16	419	403	298	**403**	**105**	35%
Committee Service	0	131	131	138	**131**	**-7**	(5%)
TOTAL CORPORATE SERVICES	**-2,101**	**1,468**	**-633**	**-319**	**-633**	**-314**	**(98%)**
BUSINESS SUPPORT SERVICES							
Financal Management	0	521	520	536	**520**	**-16**	(3%)
Human Resources Management	0	274	274	232	**274**	**42**	18%
Information Technology	-13	869	856	959	**856**	**-103**	(11%)
Corporate Insurances	0	512	512	514	**512**	**-2**	(0%)
Audit / Health & Safety	-9	257	248	248	**248**	**0**	0%
Non Distributed Costs	0	58	58	62	**58**	**-4**	(6%)
Corporate Training / Apprenticeships	0	62	62	60	**62**	**2**	3%
Project & Funding Delivery	0	108	108	108	**108**	**0**	0%
TOTAL BUSINESS SUPPORT SERVICES	**-22**	**2,661**	**2,639**	**2,719**	**2,638**	**-81**	**(3%)**
SPORT AND LEISURE							
Events	-201	282	80	78	**80**	**2**	3%
Sports Development	-37	103	66	107	**66**	**-41**	(38%)
Policy and Performance	0	748	748	712	**748**	**36**	5%
Learning & Engagement Service	-30	163	134	145	**134**	**-11**	(8%)
Community Access	0	79	79	80	**79**	**-1**	(1%)
TOTAL SPORT AND LEISURE	**-268**	**1,375**	**1,107**	**1,122**	**1,107**	**-15**	**(1%)**

YEAR 2024/25

PERIOD: 13 (March 2025)

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
PARKLANDS AND OPEN SPACES							
Management							
Operational Management	0	313	313	318	**313**	**-5**	(2%)
Myddelton House Management	-24	358	333	370	**333**	**-37**	(10%)
Parklands							
River Lee Country Park	-67	450	383	361	**383**	**22**	6%
Gunpowder Park	-8	91	83	84	**83**	**-1**	(1%)
Countryside Areas	-182	1,826	1,644	1,605	**1,644**	**39**	2%
Abbey Gardens	-4	90	86	86	**86**	**0**	0%
Three Mills	-5	24	18	25	**18**	**-7**	(28%)
East India Dock and Bow Creek	-22	24	2	26	**2**	**-24**	(92%)
Leyton Marsh	0	0	0	0	**0**	**0**	0%
Broxbourne Riverside	-1	22	22	19	**22**	**3**	16%
Fisheries	-126	35	-91	-73	**-91**	**-18**	(25%)
Visitor Attractions							
Myddelton House	-175	414	239	195	**239**	**44**	23%
Rye House Gatehouse	-1	3	2	7	**2**	**-5**	(71%)
Park Projects							
Volunteers	0	57	57	57	**57**	**0**	0%
Biodiversity Management	0	127	127	126	**127**	**1**	1%
Farms							
Lee Valley Farm, Holyfieldhall	-256	395	139	80	**139**	**59**	74%
Initiatives and Partnerships							
King George Reservoir South	-14	14	-1	-1	**-1**	**0**	0%
Lee Valley Boat Centre	-41	0	-41	-41	**-41**	**0**	0%
Broxbourne Chalets	-13	0	-13	-12	**-13**	**-1**	(8%)
TOTAL PARKLAND AND OPEN SPACES	**-939**	**4,243**	**3,304**	**3,232**	**3,302**	**70**	**2%**
Small Venues							
Lee Valley Marina Springfield	-1,211	720	-490	-431	**-490**	**-59**	(14%)
Lee Valley Marina Stanstead	-912	871	-41	-21	**-41**	**-20**	(95%)
Marina Growth Provisional Budget	0	0	0	300	**0**	**-300**	(100%)
Lee Valley Waterworks Centre	-12	77	65	79	**65**	**-14**	(18%)
Lee Valley Campsite (Sewardstone)	-669	598	-71	-128	**-71**	**57**	45%
Lee Valley Caravan Park (Dobbs Weir)	-1,064	959	-105	-343	**-105**	**238**	69%
Lee Valley Leisure Centre Campsite	-578	513	-65	-76	**-65**	**11**	14%
Lee Valley Leisure Centre Golf Course	-122	182	60	19	**60**	**41**	216%
Almost Wild Campsite	-51	31	-21	-16	**-21**	**-5**	(31%)
Caravan Sales	-628	441	-187	-11	**-187**	**-176**	(1600%)
TOTAL SMALL VENUES	**-5,247**	**4,392**	**-855**	**-628**	**-855**	**-227**	**(36%)**

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
LEISURE SERVICES CONTRACT							
Management Fee	-576	28	-549	-576	**-549**	**27**	5%
LSC Venues Direct Costs	0	247	247	309	**247**	**-62**	(20%)
LSC Contingency (Utilities)	0	950	950	950	**950**	**0**	0%
TOTAL LSC VENUES AND BUSINESS SUPPORT	**-576**	**1,225**	**649**	**683**	**648**	**-35**	**(5%)**
TOTAL OPERATIONAL SERVICES	**-9,158**	**16,024**	**6,866**	**7,484**	**6,862**	**-622**	**(8%)**

PI	KPI	OVERALL TARGET	ACTUAL TO DATE	PERFORMANCE AGAINST OVERALL TARGET	Q1	LAST EQUIVALENT	Q2	LAST EQUIVALENT	Q3	LAST EQUIVALENT	Q4	LAST EQUIVALENT
	Income											
23	total operational income by facility	8 million	11,223,342		2,782,531	1,877,932	3,200,014	2,532,801	3,253,653	2,686,149	1987144	2,137,765
24	Income per head	budget	£6.33		£5.12	£4.29	£5.96	£5.18	£6.27	£5.80	£5.82	£4.84
	KP 1 Overall Customer Satisfaction											
	How users rate their satisfaction with visit											
1	Customer Satisfaction	85%	83%		83%	84%	81%	78%	85%	82%	82%	90%
2	Formal Complaints	250	662		131	118	185	275	124	66	222	89
3	Formal compliments	1,200	2,047		467	510	720	1122	391	416	469	418
4	Net Promoter Score	50%	46%		35%	52%	49%	41%	43%	65%	54%	73%
17	Active Communities- User Satisfaction	>75%	94%		95%	95%	91%	75%	95%	89%	96%	90%
20	Events- Organiser satisfaction	90%	95%		92%	96%	98%	97%	93%	93%	97%	95%
21	Events- Contractor-supplier satisfaction	90%	98%		100%	95%	100%	90	94%	97%	99%	100%
22	Events- Spectator satisfaction	75%	82%		87%	N/A	NA	N/A	77%	90%	NA	90%
	KPI 2 Overall Usage											
	number of people using the facility											
5	Regionality	30%	31%		31%	35%	29%	35%	33%	35%	30%	37%
6	Usage	2.5m	1,929,342		557,842	438,039	459,259	459,477	437,117	408,165	467,205	518,527
	KPI 3 External Quality Assessment Scores											
	score obtained from a combination of quality assessments at facilities											
	KPI 3 overall average score (average of PI7 and PI 8 below)	95%	**88%**		**84%**	**82%**	**88%**	**77%**	**88%**	**91%**	**89%**	**85%**
7	H&S audit	95%	88%		81%	80%	90%	74%	89%	85%	90%	83%
8	External Quality Assessment	95%	87%		87%	83%	85%	79%	87%	91%	89%	85%
	KPI 4 Quality Service (internal)											
	score obtained from monitoring facilities and contract performance											
	KPI 4 overall average score (average of PI9, 18 and 19 below)	85% overall	76%		62%	68%	69%	73%	79%	78%	78%	71%
9	Quality Service Score	85%	84%		74%	79%	85%	80%	88%	83%	89%	81%
18	Active Communitues- Delivery Plans	90%	86%		61%	60%	73%	65%	82%	70%	86%	81%
19	Active Communitues- Health and Wellbeing	90% completed	58%		50%	67%	50%	74%	67%	81%	58%	52%
	KPI 5 Environmental Management											
	score obtained from measurement of range of environmental factors	85%										
10	Utility consumption	7,398,038	7,338,308		1,875,238	1,789,741	2,030,726	2,167,364	1,752,007	1,737,515	1,680,337	1,778,146
11	water usage	47,745	42,276		10,783	6,982	10,159	11,858	10,494	15,240	10,840	10,394
12	waste recycled	40%	42%		37%	42%	42%	37%	43%	26%	44%	32%
	KPI 6 Asset Protection and Maintenance											
	% of jobs completed on reactive/emergency works	95% overall	95%		95%		95%					
13	MPG tasks	95% completed	96%		96%	96%	97%	95%	**96%**	96%	94	95%
14	number reacitve/emergency jobs raised and number completed in month	90 % completed	92%		96%	92%	94%	98%	86%	92%	94%	96%
15	Response times within agreed limits for reactive works. Priority 1-4	Priority 1- 100%	100%		100%	100%	100%	99%	100%	100%	100%	100%
		Priority 2- 95%	97%		100%	99%	100%	97%	100%	99%	86%	98%
		Priority 3- 90%	83%		87%	95%	89%	76%	77%	92%	77%	78%
		Priority 4- 80%	84%		89%	82%	89%	64%	73%	88%	86%	70%