

**LEISURE SERVICES CONTRACT
MONITORING REPORT – Q1 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 first quarter of the final year of the 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.

The scorecard provides an overview of performance across all facilities within Lee Valley Leisure Trust Ltd; analysing all operational venues with their related performance indicators. Appendix A to this report contains the Lee Valley Leisure Trust Ltd's report and scorecard for Q1 2019/20 – reporting actual performance from April 2019 to June 2019.

A summary of the key achievements (reported by Lee Valley Leisure Trust Ltd (the Trust), see Appendix A to this report) 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 (86%), which is a continuation of 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 56% - 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 211,000 visits which is a slight decrease from 225,000 visits last year;

- there were 753,000 visits to the venues – a 1% decrease from the same period last year. This is mainly due to the Shell Campsite not returning to The WaterWorks this year and the decline in rafting and track cycling customers.

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.
- 3 The KPI and venue scorecard attached to the Trust report contains data for Q1 2019/20 from April 2019 to June 2019.

FINANCIAL IMPLICATIONS

- 4 Performance across the venues is set out in the Trust's report at Appendix A to this report. 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.

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

- 7 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

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

RISK MANAGEMENT IMPLICATIONS

- 9 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 Chairs/Chief Officers meeting; the Senior Officers Joint Contract Monitoring Team; the Authority's own performance monitoring team and through planned audits as part of the internal audit contract.
- 10 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.
- 11 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.
- 12 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.

Author: Simon Sheldon, 01992 709 859, ssheldon@leevalleypark.org.uk

APPENDIX ATTACHED

Appendix A Trust Report and Key Performance Indicators Q1 2019/20

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)



VIBRANT PARTNERSHIPS

BOARD MEETING

9th SEPTEMBER 2019

Agenda Item No:

**Report No:
B/xx/19**

2019/20 Q1 CONTRACT PERFORMANCE REPORT

Presentation by the Director of Business Services

SUMMARY

This report presents Vibrant Partnerships' first quarter performance for 2019/20.

The first three months of 2019/20 have been challenging, with resources focused on bidding for the Leisure Services Contract, the regional restructure and de-coupling from the Authority.

There were 753,000 visits to the venues – a 1% decrease from the same period last year. Customer satisfaction across the venues has remained at 86%, which is above the overall UK customer satisfaction index (UKCSI) of 77% and the individual scores for the UK leisure (80%) and tourism (81%) sectors.

A number of events were held in the first quarter that attracted visitors, generated income and opened the venues to a wider audience:

- The Canoe Slalom World Cup was hosted at Lee Valley White Water Centre in June attracting over 6,000 spectators over three days
- During April, May and June Lee Valley Hockey and Tennis Centre hosted 12 international hockey matches as part of the FIH Pro League, attracting over 20,000 spectators
- The new Luxury Lodges at Lee Valley Caravan Park, Dobbs Weir were launched
- Summer Bounce was re-launched at Lee Valley White Water Centre

The weather in June was much wetter than last year negatively impacting the start of the summer period. The impact of the weather has varied across venues, as explained in the report.

Performance across the venues has generally been good, meeting the majority of contractual performance targets. However financial performance has been impacted by the decline in rafting and track cycling sales - continuing trends from last year. Reviews of the track cycling and rafting products have been conducted. A new flying lap experience has been introduced which is proving popular and the current vouchers have been streamlined and a new marketing campaign has been launched. A full product review is underway at the Lee Valley White Water Centre ahead of the Christmas campaign. A tiered suite of products

will be introduced to improve repeatability, lower price point and lower barriers to entry. Variable costs are also being reduced to help offset reductions in income.

The provisional management fee for 2019/20 is £1.5 million (this is still to be agreed by the Authority). 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 31st March 2020, before adjusting for Clause 14 events and utilising the annual contingency budget or allocation to reserves.

There are currently three clause 14 claims totalling £112,000 in relation to increased security at the LV White Water Centre, delays in introducing the luxury lodges at Dobbs Weir and the impact of the exploratory works being undertaken by the Authority at the Edmonton Campsites and Golf Course. Claims have been submitted to the Authority for these. In addition, there are increases in business rate valuations at the LV White Water Centre and Waterworks site totalling £65,000 which the Authority has agreed to cover.

A contingency budget has been allocated of £250,000 which is currently unspent and £144,000 has been earmarked to be contributed to reserves. In addition, a budget of £150,000 has been allocated to bid for the new Lee Valley Sports Venues contract. To date approx £60,000 of this budget has been spent.

Additional commitments include legal costs for the Castle Water liability, which to date total £62,000 for which there is no budget. There is a separate report on this agenda regarding this matter.

It is currently estimated that the projected net budget shortfall can be accommodated within the current approved budgets subject to a management fee of £1.5 million and the payment of the current Clause 14 claims.

RECOMMENDATIONS		
Trustees note:	(1)	The report.

BACKGROUND

1	Performance of the Lee Valley Regional Park Authority venues has been reported quarterly to its Scrutiny Committee since 2010.
2	This report was based on the Authority's performance framework, which included key performance indicators (KPIs) and a venue scorecard.
3	As part of the Lee Valley Leisure Services Contract, performance of the LVRPA venues managed by the LVLT is to be reported quarterly to Authority Members.
4	The scorecard in Appendix A to this report contains data for the first quarter of 2019/20 (April – June 2019).

LV LEISURE SERVICES CONTRACT KEY PERFORMANCE INDICATORS (KPIs)

6	KPI 1: Management Fee The management fee for 2019/20 is proposed at £1.5m, a reduction from the 2018/19 fee of £2.3m. To date no payments have been made.
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Performance across the venues has generally been good, meeting the majority of contractual performance targets. However financial performance has been impacted by the decline in rafting and track cycling sales - continuing trends from last year. Reviews of the track cycling and rafting products have been conducted. A new flying lap experience has been introduced which is proving popular and the current vouchers have been streamlined and a new marketing campaign has been launched. A full product review is underway at the Lee Valley White Water Centre ahead of the christmas campaign. A tiered suite of products will be introduced to improve repeatability, lower price point and lower barriers to entry. Variable costs are also being reduced to help offset reductions in income.

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 31st March 2020, before adjusting for Clause 14 events and utilising the annual contingency budget or allocation to reserves.

It is currently estimated that the projected net budget shortfall can be accommodated within the current approved budgets (including contingency of £250,000 and reserves allocation of £144,000), subject to a management fee of £1.5 million and the payment of the current Clause 14 claims (£112,000 and business rates repayment of £65,000).

Lee Valley VeloPark

- The majority of income is derived from track taster experiences and vouchers; corporate hires; and events.
- Demand for track cycling experiences and vouchers has continued to fall in line with other velodromes, and has not had a major international event to drive wider interest in the sport.
- A new flying lap experience has been introduced which is proving popular and the current vouchers have been streamlined and a new marketing campaign has been launched.
- Corporate income is down this year as no other major events are planned apart from Six Day.
- Income from event catering will be down on last year in line with less events.

Lee Valley Hockey and Tennis Centre

- Catering income has been negatively impacted by the new England Hockey event structure. The FIH Pro League holds matches across a number of dates, with one or two matches each day. This generates significantly less catering income than the major event formats held in previous years.

Lee Valley White Water Centre

- The trend of falling sales for rafting products has continued, impacting both public rafting and corporate sales. Cost savings have been achieved in line with the decreased activity and through more efficient management of the programme.
- A review of rafting products is being undertaken, with new updated products planned to be launched as vouchers in line with Christmas gift promotions.
- The new regional approach to sales and marketing is being implemented, with the regional teams in place and updated focus being established.
- Catering is forecast to miss budget, due to the decline in rafting sales and the bad weather impacting Friday Night Live events. The new catering structure is

in place and focused on improving this financial position.

- The rateable valuation for the venue has increased, resulting in an increase of £50,000 in business rates. The Authority are responsible for business rates and will challenge this. It is anticipated that this increase will be claimed back from the Authority, reducing the budget variance.
- There has been an increase in anti-social behaviour on site from local teenagers, which has necessitated increased security expenditure. This is anticipated to cost £12,000 and is considered a clause 14 event.

Lee Valley Athletics Centre

- Income at Lee Valley Athletics Centre has continued to increase, but is forecast to not achieve the stretch target at year end.
- The Challenge Central gym membership is growing.
- The new coffee counter is open and being operated as part of the regional catering function.

Lee Valley Ice Centre

- Public skating has still not fully recovered from the closure in 2017, with junior skating still below historic levels.
- Catering spend is suffering from the reduced visitor numbers.
- A new Ice Centre Manager has been appointed and is aiming to increase visitor numbers with promotional offers and more focus on secondary spend.

Lee Valley Riding Centre

- Having successfully recruited riding instructors, which had been a problem across the industry in previous years, a full programme is now being offered, increasing visitor numbers and income
- Forecasts for year-end are in line with budget.

Lee Valley WaterWorks Centre

- A business rates bill has been received which has not been paid in previous years. It is anticipated that this cost will be passed to the Authority in line with the lease agreement.

Lee Valley Golf Course

- The Authority's project with The Wave, who are looking to bring a new inland surfing attraction to the Pickett's Lock site, is continuing with further exploratory work. This is having an impact on Lee Valley Golf Course and Edmonton Campsite.
- In order to carry out excavation works the golf course will be closed for a two month period in September and October, and remediation will be required to repair the course. This is anticipated to reduce income from memberships and casual golf by £27-£29,000. Remediation of the course is expected to cost £18,000. A clause 14 claim for £45-47,000 will be made with the Authority.

Lee Valley Campsite, Edmonton

- As above, the Wave project will have an impact on the campsite, which will be fully closed for two weeks then partially closed for a further two weeks, with some further impact on the tent field whilst it is remediated. The anticipated impact on income is approximately £50,000 which will be a clause 14 claim with the Authority.

	<p>Lee Valley Campsite, Sewardstone</p> <ul style="list-style-type: none"> • Due to a number of caravan sales it is forecast that the campsite will over perform on its budget. <p>Lee Valley Caravan Park, Dobbs Weir</p> <ul style="list-style-type: none"> • The luxury lodges suffered some further delays into the year – this will be addressed through a clause 14 claim of £5-10,000. • Since going live the lodges have proved popular with good booking numbers to date. <p>Lee Valley Park Farms</p> <ul style="list-style-type: none"> • The Farm has had a successful start to the year, with the good Easter weather particularly helping to increase visitor numbers and income. • Catering has not performed to budget, but plans are in place to improve this in line with the regional catering structure. <p>Lee Valley Marina, Springfield</p> <ul style="list-style-type: none"> • Lee Valley Marina, Springfield is forecast to achieve budget. • The new chandlery is performing well with sales steadily increasing. <p>Lee Valley Marina, Stanstead Abbots</p> <ul style="list-style-type: none"> • Moorings are full but there are some hardstanding vacancies because of the limited supply of smaller cruisers.
12	<p>KPI 2: Customer Satisfaction</p> <p>In the first quarter of the year our research agency has been undertaking interviews with customers at venues. Feedback has been good and generally in line with last year.</p> <p>Across all venues the average customer satisfaction score is 86%. This has remained at the same level as last year and is on target. This is above the overall UK customer satisfaction index (UKCSI) of 77% and the individual scores for the UK leisure (80%) and tourism (81%) sectors.</p>
7	<p>KPI 3: Net Promoter Score</p> <p>The net promoter score gives an indication of the relationship that customers have with our venues, with a higher score potentially indicating positive future business through repeat visits and recommendations. It is generated by asking customers how likely they would be to recommend the venue they visited to friends or colleagues. This categorises customers into 'promoters', 'neutrals' and 'detractors'. The score can range from 100% to -100%, with a leisure industry average of 24%.</p> <p>Across all venues the average net promoter score is 56%. This has increased from 50% last year and is on target.</p>
8	<p>KPI 4: Regionality</p> <p>The regionality of the venues is measured by capturing postcodes across bookings, memberships and surveys. In the first quarter 28% of all visits were defined as regional – where the visitor lives within the London, Hertfordshire and Essex region, but lives outside of the riparian boroughs whose boundaries cross into the Lee Valley Regional</p>

	<p>Park. This percentage is a slight drop from 29% last year. This equates to 211,000 visits which is a slight decrease from 225,000 visits last year.</p>
9	<p>KPI 5: Usage</p> <p>In the first quarter there were 753,000 visits to the venues – a 1% decrease from the same period last year. This is mainly due to the Shell Campsite not returning to the WaterWorks this year and the decline in rafting and track cycling customers.</p> <p>Due to the visitor counters throughout the Park being replaced by the Authority, some usage numbers have been estimated for this quarter, based on numbers of bookings and trading compared to the same period last year. All counters should be replaced by the end of August.</p> <p>Visitor numbers at Lee Valley Golf Course and Edmonton Campsite have been adversely affected by the excavation works being carried out as part of the Authority's ongoing work with The Wave, who are looking to bring a new inland surfing attraction to the Pickett's Lock site. Both venues will be temporarily closed for periods between August and October as further works are completed.</p> <p>During April, May and June Lee Valley Hockey and Tennis Centre hosted 12 international hockey matches as part of the FIH Pro League, attracting over 20,000 spectators.</p> <p>Visitor numbers at the Farm have increased significantly, with the good Easter weather particularly boosting business.</p> <p>The Riding Centre has been able to increase visits by offering the full lesson programme now that riding instructor vacancies have been filled.</p>

OTHER VENUE PERFORMANCE

10	<p>Compliments and Complaints</p> <p>In the first quarter there has been a decrease in complaints and increase in compliments compared to last year, showing a positive trend.</p> <p>Lee Valley Ice Centre received an increased number of complaints, although still a small amount. These included complaints regarding parking fines.</p>
11	<p>Utility Consumption</p> <p>Utility consumption has increased by 2% compared with last year. This is mainly due to the Pro League hockey matches that took place at Lee Valley Hockey and Tennis Centre that required increased energy use, and the increased consumption at Lee Valley Park Farms in line with increased visitors.</p>

ENVIRONMENTAL IMPLICATIONS

12	<p>Increased visits and activity, including events, across venues increases utility consumption.</p>
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EQUALITY IMPLICATIONS

13	The impact of attracting a wider audience to venues is that visitors from across all groups are more likely to visit.
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FINANCIAL IMPLICATIONS

14	The financial implications are set out in the body of the report.
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HUMAN RESOURCE IMPLICATIONS

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

16	<p>Clause 14 of the LSC enables adjustments to the approved management fee subject to certain conditions, which include the following:</p> <ul style="list-style-type: none"> • 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 27.7.11 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.
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RISK MANAGEMENT IMPLICATIONS

17	Management of the budget is important in achieving the Trust’s corporate objectives and ensuring it does not spend outside of the agreed management fee. Venue and Section Managers closely monitor their budgets and Senior Leadership Team receive regular monthly updates and detailed breakdowns of budgets more regularly if there are issues identified. The year-end position for 2019/20 will be taken into account in setting the Trust’s budget in future years and will be incorporated into future resource planning.
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AUTHORITY IMPLICATIONS

18	The LVRPA implications arising out of this report are in relation to potential Clause 14 management fee adjustments.
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Author: Michael Sterry, Performance & Information Manager

PREVIOUS TRUST BOARD REPORTS

TRUST BOARD	REPORT NO.	REPORT NAME	DATE
Board	Item 4	LVRPA Contract 2015/16 Q2 Performance	16-11-15
Board	B/4/16	Leisure Services Contract Performance Q3	9-2-16
Board	B/7/16	LVRPA Contract - 2015/16 Provisional Outturn	9-5-16
Board	B/16/16	LVRPA Contract -2015/16 Provisional Outturn	6-6-16
Board	B/29/17	LVRPA Contract – 2016/17 Q3 Performance	17-1-17
Circulated	B/43/17	LVRPA Contract – 2016/17 Q4 Performance	June 17
Board	B/48/17	LVRPA Contract – 2017/18 Q1 Performance	28-9-17
Board	B/56/17	LVRPA Contract – 2017/18 Q2 Performance	06-11-17
Board	B/65/18	LVRPA Contract – 2017/18 Q3 Performance	30-1-18
Board	B/70/18	LVRPA Contract – 2017/18 Q4 Performance	11-6-18
Board	B/86/18	LVRPA Contract – 2018/19 Q1 Performance	19-9-18
Board	B/96/18	LVRPA Contract – 2018/19 Q2 Performance	13-11-18
Board	B/103/19	LVRPA Contract – 2018/19 Q3 Performance	29-1-19
Board	B/117/19	LVRPA Contract – 2019/20 Q1 Performance	24-6-20

APPENDIX ATTACHED

Appendix A	Trust KPI and Venue Scorecard
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LIST OF ABBREVIATIONS

ABBREVIATION	IN FULL
KPI	Key Performance Indicator
LVVP	Lee Valley VeloPark
LVHTC	Lee Valley Hockey and Tennis Centre
LVWWC	Lee Valley White Water Centre
LVAC	Lee Valley Athletics Centre
LVIC	Lee Valley Ice Centre
LVRC	Lee Valley Riding Centre
LVPF	Lee Valley Park Farms

Reporting Period		2019/20 Q1																				
Venues	Income (£000's)		Usage		Customer Satisfaction		Net Promoter Score		Regionality		Formal Complaints		Formal Compliments		HAS Audit		Quality Score		Utility Consumption (000 kWh)		Asset Protection	
	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20	18/19	19/20
	5,499	5,499	760,744	760,744	80-85%	40-50%	31%	210	1,651	85%	80%	2,662	95%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	1,408	1,106	268,554	259,000	84%	80%	35%	42	378	99%	95%	381	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley VeloPark	240	297	19,385	26,000	87%	72%	28%	56	434	98%	93%	182	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Hockey & Tennis Centre	1,561	1,450	208,561	200,000	88%	79%	36%	65	411	98%	94%	1,172	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley White Water Centre	277	387	68,527	73,000	87%	65%	31%	3	154	94%	79%	85	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Athletics Centre	258	249	68,295	68,000	84%	62%	37%	0	28	76%	79%	456	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Ice Centre	238	237	39,249	47,000	88%	61%	37%	11	14	90%	82%	36	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Riding Centre	121	16	26,115	9,000				0	0	77%	67%	38	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley WaterWorks Centre	73	59	4,993	3,853	83%	14%	28%	1	0	61%	72%	22	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Golf Course	126	124	9,780	8,505	83%	16%	11%	5	18	70%	74%	111	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Camping & Caravan Park, Edmonton	152	137	5,645	4,873	87%	50%	22%	2	21	89%	88%	22	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Campsite, Sewardstone	368	411	5,040	5,259	87%	56%	33%	1	5	86%	76%	13	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Caravan Park, Dobbs Weir	239	202	40,580	47,000	86%	57%	28%	22	192	84%	86%	27	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Park Farms	226	237			78%	16%	13%	1	14	91%	87%	77	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Marina, Springfield	193	214			86%	22%	22%	1	13	94%	92%	38	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Lee Valley Marina, Stansted	5,499	5,110	760,744	743,930	86%	60%	26%	210	1,651	86%	81%	2,662	Q4	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
ALL VENUES																						

Performance against target	Tolerance
Achieving or exceeding target	<5%
Just missed target	5-10%
Below target	>10%
N/A for site	

Financial Measure
Customer Measure
Internal Process Measure
Sustainability Measure