

To: Paul Osborn (Chairman)  
David Andrews (Vice Chairman)  
Susan Barker  
Ross Houston

Heather Johnson  
Chris Kennedy  
Graham McAndrew  
Gordon Nicholson

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

**THURSDAY, 20 MARCH 2025 AT 10.30**

at which the following business will be transacted:

## **AGENDA**

### **Part I**

1 To receive apologies for absence

2 DECLARATION OF INTERESTS

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

3 MINUTES OF LAST MEETING

To approve the Minutes of the meeting held on 23 January 2025 (copy herewith)

4 PUBLIC SPEAKING

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

5 Q3 REVENUE BUDGET MONITORING 2024/25 Paper E/879/25

Presented by Keith Kellard, Head of Finance

6 Q3 CAPITAL PROGRAMME BUDGET MONITORING Paper /878/25  
2024/25

Presented by Keith Kellard, Head of Finance

7 RISK REGISTER 2024/25

Paper E/880/25

Presented by Dan Buck, Corporate Director

8 SCRUTINY SCORECARD 2024/25 Q3

Paper E/881/25

Presented by Dan Buck, Corporate Director

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

10 Consider passing a resolution based on the principles of Section 100A(4) of the Local Government Act 1972, excluding the public and press from the meeting for the items of business listed on Part II of the Agenda, on the grounds that they involve the likely disclosure of exempt information as defined in those sections of Part I of Schedule 12A of the Act specified beneath each item. (There are no items currently listed for consideration in Part II.)

12 March 2025

Shaun Dawson  
Chief Executive

## LEE VALLEY REGIONAL PARK AUTHORITY

### EXECUTIVE COMMITTEE 23 JANUARY 2025

Members Present: Paul Osborn (Chairman) Heather Johnson  
David Andrews (Vice Chairman) Chris Kennedy  
Susan Barker Gordon Nicholson  
Ross Houston Richard Thake (Deputy for Graham McAndrew)

Apologies Received From: Graham McAndrew

In Attendance: David Gardner

Officers Present: Shaun Dawson - Chief Executive  
Beryl Foster - Deputy Chief Executive  
Dan Buck - Corporate Director  
Jon Carney - Corporate Director  
Keith Kellard - Head of Finance  
Julie Smith - Head of Legal  
Marigold Wilberforce - Head of Property  
Lindsey Johnson - Committee & Members' Services Officer  
Sandra Bertschin - Committee & Members' Services Manager

Also present: Kevin Bartle - S151 Officer (London Borough of Enfield)

#### Part I

#### 372 DECLARATIONS OF INTEREST

There were no declarations of interest.

#### 373 MINUTES OF LAST MEETING

**THAT the minutes of the meeting held on 19 December 2024 be approved and signed.**

#### 374 PUBLIC SPEAKING

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

#### 375 2025/26 REVENUE BUDGET AND LEVY

Paper E/874/25

The report was introduced by the Chief Executive, including:

- current projections were for a year end surplus of £400K with general reserves at £5m;
- this position reflected a number of one-off factors and good progress on energy consumption and tariffs;
- the Authority faced various budget related challenges over the next few years including the need to increase the asset management budget which had been depleted over recent years.

In response to Members it was advised:

- the forecasted increase in borrowing costs reflected the need to refinance loans which were taken out at lower interest rates; and
- the Authority continued to liaise with the London Borough of Enfield with regard to the future use of Rammey Marsh.

Ross Houston joined the meeting during the above discussion.

- (1) **a proposed Levy increase of 2.7% for 2025/26 be recommended to Authority was approved; and**
- (2) **as set out in paragraphs 16 and 18 of Paper E/874/25, the need to review any surplus occurring in 2024/25 with a view to possibly allocating funding to the addition of two Open Space roles, and/or additional contributions to Asset Maintenance was noted.**

376 CAPITAL STRATEGY 2024/25 TO 2028/29

Paper E/875/25

TABLED amended Appendix B, Annual Minimum Revenue Provision Statement

The report was introduced by the Head of Finance including that the Annual Minimum Revenue Provision Statement had been amended to aid clarity in all aspects of the minimum revenue provision calculation.

In response to Members it was advised:

- the ongoing asset condition surveys would provide the basis for asset maintenance requirements over the next 10 to 15 years;
- because of the borrowing for redevelopment of Lee Valley Ice Centre there was very little capital headroom to support new investment projects;
- capital receipts could be used to reduce the Ice Centre debt or for investment projects, such as at St Paul's Field;
- the Authority's open spaces were often used to provide amenity space near to new housing developments and therefore this should be financially recognised through Section 106 or Community Infrastructure Levy agreements.

Members commented that it would be beneficial to have a number of off the shelf projects ready which could be submitted for Neighbourhood Community Infrastructure Levy funding when opportunities arose.

- (1) **the Capital Strategy as an overarching strategy document within the body of the report and amended Appendix B and Appendices C and D of Paper E/875/25; and**
- (2) **the Prudential Indicators for 2024/25 to 2028/29 as set out in Appendix A of Paper E/875/25 be recommended to Authority was approved.**

377 PROPOSED CAPITAL PROGRAMME 2024/25 REVISED TO 2028/29

Paper E/876/25

The report was introduced by the Head of Finance.

- (1) the revised capital programme for 2024/25 (revised) to 2028/29 as set out in Appendix A to Paper E/876/25; and
- (2) the proposed capital funding to meet the planned capital programme as set out in Appendix B to Paper E/876/25 be recommended to Authority was approved.

378 **EXEMPT ITEMS**

**THAT** based on the principles of Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting for the items of business below on the grounds that they involve the likely disclosure of exempt information again on the principles as defined in those sections of Part I of Schedule 12A of the Act indicated:

	<b>Agenda Item No</b>	<b>Subject</b>	<b>Exempt Information Section Number</b>
	10	Proposed Lease of Cornmill Meadows Car Park to National Grid	3
379	PROPOSED LEASE OF CORNMILL MEADOWS CAR PARK TO NATIONAL GRID		Paper E/877/25

TABLED Appendix C

The report was introduced by the Head of Property.

- (1) the grant of a lease in accordance with the heads of terms set out in paragraph 6 of Paper E/877/25; and
- (2) the signing and sealing of all necessary legal documentation was approved.

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Date

The meeting started at 10.32am and ended at 11.15am

## Q3 REVENUE BUDGET MONITORING 2024/25

Presented by the Head of Finance

### EXECUTIVE SUMMARY

This report summarises monitoring of revenue expenditure to January 2025. It compares income and expenditure to the approved budget and includes a projection indicating the likely outturn position against the annual budget for the year ended 31 March 2025.

The year-end position shows a projected net under spend of £772,000 against the net revenue budget deficit of £166,000. The net surplus for the year is forecast as £606,000. The major variations currently projected are summarised in the table below.

Description	Annual	Forecast	Variance
	Budget	Outturn	
Interest Payable / Receivable	928	759	-169
Minimum Revenue Provision	1,148	1,002	-146
Property	-1,462	-1,612	-150
Asset Protection, Maintenance & Development	298	441	143
Caravan Sales	-11	-101	-90
Campsites	-563	-520	43
Marinas	-452	-488	-36
Marina Growth Provisional Budget	300	0	-300
Parklands and Open Spaces	3,232	3,291	59
Sport & Leisure	1,122	1,130	8
Leisure Services Contract	683	696	13
Other	5,884	5,819	-65
Levies	-10,966	-10,966	0
LSC Expired Voucher Provision	0	-57	-57
<b>SUB-TOTAL</b>	<b>141</b>	<b>-606</b>	<b>-747</b>
General Contingency	25	0	-25
<b>TOTAL</b>	<b>166</b>	<b>-606</b>	<b>-772</b>

## **RECOMMENDATION**

Members Note: (1) the report.

## **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 forecast 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 is forecast as £606,000 surplus, which is a £772,000 improvement on budget.

## **GENERAL ECONOMIC FACTORS**

### **4 Inflation**

December's inflation for the Retail Price Index (RPI) stood at 3.5% and Consumer Price Index (CPI) at 2.5%. The Bank of England expect inflation to rise slightly again over the next year to around 2.75% before settling back down again to its 2% target (Bank of England Monetary Policy Committee Report November 2024). The Bank of England cut the base rate from 4.75% to 4.5% on 6 February 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 last year. The new tariffs for October 2024 to September 2025 are better than the forecasts used when building the budget. 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 is forecast to save £60,000, which is included within the outturn. 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. 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.

## 6 Pay Award

In May the National Employers made a full and final offer for the 2024/25 pay award of an increase of £1,290 on all National Joint Council (NJC) pay points 2 to 43, an increase of 2.5% on London Weighting, with a recommendation of an increase of 2.5% on all pay points above 43. Unison and Unite members initially voted to reject the offer, but following strike ballots in October Unison members joined GMB members in accepting the offer, giving the necessary majority for the offer to be accepted.

Members approved the 2.5% pay increase for senior officers at Executive Committee on 21 November 2024 (Paper E/868/24).

The 2024/25 budget included provision for a 4% pay award. The offer represents an approximate 3.4% increase, which equates to a saving of £41,800 against the approved budget.

## MAIN VARIANCES FROM BUDGET

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

## FINANCING

### 8 Interest Receivable (£155,000 additional income)

Interest receivable has been increased due to a higher than anticipated cash holding, interest rates remaining higher than forecast for the year, as well as effective treasury management. The cash holding included money for years 1 and 2 of the LSC utility risk share, that GLL invoiced for, and the Authority paid, during quarter 3.

### 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.

The savings against the budget are threefold:

- Expected expenditure on Lee Valley VeloPark Gym did not occur in 2023/24 and therefore there is no MRP charge in 2024/25, with a saving of **£64,000**. This will, however, now occur at a higher amount from 2025/26 and the following six years of the LSC;



- Expenditure on Lee Valley Ice Centre development to March 2024 was around £1million less than budgeted, the majority relating to the retention sums withheld due to the Buckingham administration, as well as fit out costs. The majority of this will be expended in 2024/25. This resulted in a reduction in MRP of **£20,000**;
- A review of the pre-2008 CFR and MRP identified an error in the budget calculation whereby Lee Valley Ice Centre and Long Term Asset CFR has been incorrectly included. The correction results in a saving against the budget of **£62,000**.

## **CHIEF EXECUTIVE**

### **10 Communications (£30,000 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 (£150,000 additional income)**

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 be receiving a profit share this year, including some back dated 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 prior years where it has paid these rates.

### **12 Asset Protection, Maintenance & Development (£143,000 additional expenditure)**

The bulk of the additional expenditure is for asset condition surveys that will inform the 20-year asset management programme. Once these surveys have been delivered, it will subsequently feed into the medium-term financial plan to forecast annual requirements and the necessary contributions.

## **SPORT AND LEISURE**

### **13 Policy and Performance (£37,000 additional expenditure)**

This additional expenditure is for a business support post that was not included within the budget, which was brought in to support the non-LSC venues, predominately Marinas but also Campsites, and help to raise standards of quality and health and safety.

## **PARKLANDS AND OPEN SPACES**

### **14 River Lee Country Park (£41,000 additional income)**

Additional income has been generated from filming and site hire. Although these income sources are one-offs and not guaranteed in future years, we are confident that demand will continue and have built realistic income targets into the 2025/26 budget.

### **15 Countryside Areas (£59,000 additional expenditure)**

Following an incursion on Lee Park Way and large fly-tip, officers are working to clear the waste which has been identified as contaminated. The awkwardness of the location and need to keep the site secure is adding to the cost.

## **VISITOR ATTRACTIONS**

### **16 Myddelton House (£65,000 additional expenditure)**

The gardens have required additional expenditure on maintenance this year. This is due to a backlog of required work built up since Covid years and works following a break-in and storm damage.

## **SMALL VENUES**

### **17 Marinas (£36,000 budget surplus - £488,000 net income)**

Both marinas are performing well, forecast to achieve £488,000 net income, which is £36,000 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.

### **18 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 has now been completed and was presented to Members in October 2024. The impact during 2024/25 is only expected to be £50,000 mainly due to the implementation of the new structure coming late in the financial year. This £50,000 is included within the individual marina outturns above. It is estimated that the cost in 2025/26 will be around £160,000.

### **19 Campsites (£43,000 budget overspend - £520,000 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 is back to last year's levels. The rental units, including lodges, pods and Airbnb accommodation have proved more resilient to the weather and are more in line with last year.

## **20 Caravan Sales (£90,000 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. Two direct sales have now been completed and they are reflected in the additional income. Two more sales are anticipated this year, which would add a further estimated £70,000 net income to this forecast.

Members approved a project to create additional visitor accommodation at Sewardstone Campsite in April (Paper A/4351/24). This project is currently at the planning stage, which once completed will allow for 10 additional holiday home pitches to be built. The sale of 10 new holiday homes on these pitches will generate funds that will be used to finance capital expenditure for new holiday pods and a woodland zone at the campsite. The outturn does not currently include the income from caravan sales, corresponding capital financing or site fees from the new pitches as the delays in planning mean that these are now expected during the 2025/26 financial year.

## **LEISURE SERVICES CONTRACT**

### **21 Management Fee (£13,000 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 a loss of income has been agreed with GLL at £8,834. This is expected to be covered by the contractor but is currently shown in the outturn until finalised.

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**

### **22 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.

## **23 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.

## **24 Sinking Fund**

Members have previously discussed creation of an Olympic Asset Sinking Fund to set aside funds for future capital works that may be required at our major sporting assets. Without a reserve to fund this spend, the Authority, without any significant capital receipt, would potentially need to borrow.

Subject to the final year end outturn, it is recommended to allocate around £0.5m from the existing General Fund reserve, currently forecast to be at £5.4m at year end, as a new ring-fenced reserve, effective from April 2025.

Members will also need to consider how this reserve will be funded in future years, and what expenditure can be charged against it.

Due to the significant movement and creation of a new Sinking Fund, this would require Authority approval for both the sum involved and the policy around funding and use of the reserve.

## **ENVIRONMENTAL IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

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

## **HUMAN RESOURCE IMPLICATIONS**

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

## **LEGAL IMPLICATIONS**

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

## **RISK MANAGEMENT IMPLICATIONS**

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

## **EQUALITY IMPLICATIONS**

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

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## **PREVIOUS COMMITTEE REPORTS**

Executive	E/869/24	Q2 Revenue Budget Monitoring 2024/25	19 December 2024
Executive Committee	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 Committee	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
NJC	National Joint Council
CFR	Capital Financing Requirement
MRP	Minimum Revenue Provision

	Actual To Date			Annual	Proposed	Variance	
	Income	Expenditure	Net	Net Budget	Net Outturn	£000s	%
OPERATIONAL SERVICES							
Chief Executive	0	486	486	675	646	-29	(4%)
Corporate Services	-1,595	1,014	-581	-319	-394	-75	(24%)
Business Support Services	-14	1,898	1,884	2,719	2,708	-11	(0%)
Sport and Leisure	-273	1,030	757	1,122	1,130	8	1%
Parklands and Open Spaces	-585	2,887	2,302	3,232	3,291	59	2%
Small Venues	-4,060	3,406	-654	-628	-988	-360	(57%)
Leisure Services Contract	0	-160	-160	683	696	13	2%
	-6,527	10,561	4,034	7,484	7,089	-395	(5%)
FINANCING							
Interest Receivable	-272	0	-272	-200	-355	-155	(78%)
Interest Payable & Bank Charges	0	652	652	1,128	1,114	-14	(1%)
Contributions to/from Earmarked Reserves	0	1,545	1,545	1,547	1,565	18	1%
Financing of Capital Expenditure	0	71	71	71	71	0	0%
Minimum Revenue Provision (Pre-2007)	0	351	351	413	351	-62	(15%)
Minimum Revenue Provision (Ice Centre)	0	570	570	600	580	-20	(3%)
Minimum Revenue Provision (Velo)	0	0	0	64	0	-64	(100%)
Levies on Local Authorities	-8,225	0	-8,225	-10,966	-10,966	0	0%
General Contingency	0	0	0	25			
Movement in General Fund				166	-551	-717	(432%)
LSC Expired Voucher Provision					-57		
Provision for Bad Debts					2		
TOTAL MOVEMENT IN GENERAL FUND				166	-606	-772	

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
CHIEF EXECUTIVE							
Chief Executive	0	183	183	243	244	1	0%
PR / Communications	0	303	303	432	402	-30	(7%)
TOTAL CHIEF EXECUTIVE	0	486	486	675	646	-29	(4%)
CORPORATE SERVICES							
Legal Service	0	375	375	549	533	-16	(3%)
Property Management	-1,579	257	-1,322	-1,462	-1,612	-150	(10%)
Planning and Strategic Partnerships	0	82	82	158	109	-49	(31%)
Asset Protection, Maintenance & Development	-16	201	185	298	441	143	48%
Committee Service	0	99	99	138	135	-3	(2%)
TOTAL CORPORATE SERVICES	-1,595	1,014	-581	-319	-394	-75	(24%)
BUSINESS SUPPORT SERVICES							
Financl Management	0	366	366	536	528	-8	(1%)
Human Resources Management	0	172	172	232	232	0	0%
Information Technology	-5	619	614	959	956	-3	(0%)
Corporate Insurances	0	512	512	514	512	-2	(0%)
Audit / Health & Safety	-9	52	43	248	250	2	1%
Non Distributed Costs	0	45	45	62	65	3	5%
Corporate Training / Apprenticeships	0	49	49	60	56	-4	(7%)
Project & Funding Delivery	0	83	83	108	109	1	1%
TOTAL FINANCIAL SERVICES	-14	1,898	1,884	2,719	2,708	-11	(0%)
SPORT AND LEISURE							
Events	-205	234	29	78	84	6	8%
Sports Development	-33	64	30	107	79	-28	(26%)
Policy and Performance	0	557	557	712	749	37	5%
Learning & Engagement Service	-34	121	87	145	138	-7	(5%)
Community Access	-1	54	53	80	80	0	0%
TOTAL SPORT AND LEISURE	-273	1,030	757	1,122	1,130	8	1%

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
PARKLANDS AND OPEN SPACES							
Management							
Operational Management	0	235	235	318	314	-4	(1%)
Myddelton House Management	-14	294	280	370	378	8	2%
Parklands							
River Lee Country Park	-48	239	192	361	320	-41	(11%)
Gunpowder Park	-7	66	59	84	83	-1	(1%)
Countryside Areas	-137	1,262	1,125	1,605	1,664	59	4%
Abbey Gardens	-2	50	48	86	88	2	2%
Three Mills	-5	16	11	25	17	-8	(32%)
East India Dock and Bow Creek	0	18	17	26	27	1	4%
Leyton Marsh	0	0	0	0	0	0	0%
Broxbourne Riverside	0	10	10	19	20	1	5%
Fisheries	-118	32	-87	-73	-97	-24	(33%)
Visitor Attractions							
Myddelton House	-128	296	168	195	260	65	33%
Rye House Gatehouse	-1	2	1	7	7	0	0%
Park Projects							
Volunteers	0	43	43	57	57	0	0%
Biodiversity Management	0	94	94	126	126	0	0%
Farms							
Lee Valley Farm, Holyfieldhall	-63	216	153	80	81	1	1%
Initiatives and Partnerships							
King George Reservoir South	-11	14	3	-1	-1	0	0%
Lee Valley Boat Centre	-41	0	-41	-41	-41	0	0%
Broxbourne Chalets	-10	0	-10	-12	-12	0	0%
TOTAL PARKLAND AND OPEN SPACES	-585	2,887	2,302	3,232	3,291	59	2%
Small Venues							
Lee Valley Marina Springfield	-907	527	-380	-431	-474	-43	(10%)
Lee Valley Marina Stanstead	-687	653	-34	-21	-14	7	33%
Marina Growth Provisional Budget	0	0	0	300	0	-300	(100%)
Lee Valley Waterworks Centre	-11	55	44	79	82	3	4%
Lee Valley Campsite (Sewardstone)	-597	427	-171	-128	-137	-9	(7%)
Lee Valley Caravan Park (Dobbs Weir)	-913	662	-251	-343	-296	47	14%
Lee Valley Leisure Centre Campsite	-472	383	-89	-76	-68	8	11%
Lee Valley Leisure Centre Golf Course	-106	121	15	19	39	20	105%
Almost Wild Campsite	-35	23	-12	-16	-19	-3	(19%)
Caravan Sales	-332	555	223	-11	-101	-90	(818%)
TOTAL SMALL VENUES	-4,060	3,406	-654	-628	-988	-360	(57%)



	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
LEISURE SERVICES CONTRACT							
Management Fee	0	-348	-348	-576	-549	27	5%
LSC Venues Direct Costs	0	188	188	309	295	-14	(5%)
LSC Contingency (Utilities)	0	0	0	950	950	0	0%
TOTAL LSC VENUES AND BUSINESS SUPPORT	0	-160	-160	683	696	13	2%
TOTAL OPERATIONAL SERVICES	-6,527	10,561	4,034	7,484	7,089	-395	(5%)

## **Q3 CAPITAL PROGRAMME BUDGET MONITORING 2024/25**

Presented by Head of Finance

### **EXECUTIVE SUMMARY**

This report summarises capital spending in 2024/25 compared to the current capital programme.

Appendix A to this report provides a financial summary of current schemes within the capital programme and shows that overall capital expenditure for the year-end is currently projected to be £5.248 million, with £0.026 million of capital receipts.

### **RECOMMENDATION**

Members Note: (1) the report.

### **BACKGROUND**

- 1 Authority initially approved the capital programme for 2024/25 at its meeting on 18 January 2024 (Paper A/4348/24). Additional approvals for investment at Lee Valley Campsite Sewardstone (Paper A/4351/24) has updated the programme. This report compares the actual spend with the current programme.
- 2 Where there is a significant variance, resulting in a projected under or over spend for a particular project, a brief explanation for the variance is provided below by the Accountable Officer for that scheme.
- 3 Where slippage is projected and reported, those resources remain earmarked for the particular scheme in question in future years. Where an under spend is reported these savings are added back into capital funds.
- 4 The original annual budget for 2024/25 was **£3.284 million** net expenditure. However, reprofiling due to prior year slippage, along with the inclusion of other identified schemes, has meant the profiled capital budget for 2024/25 is now **£6.875 million**. The projected capital expenditure for the year is **£5.248 million**.

Project phasing and delivery profiling account for the majority of the movement against the original 2024/25 budget profile, with some projects (Hostile Vehicle Mitigation, Middlesex Filter Beds, St Pauls Field) along with completion of remaining works at Lee Valley Ice Centre scheduled for delivery in 2024/25.

There is also a budget provision for works at East India Dock Basin, which is discussed later in the paper, although as this is not a fully approved project it has not been included in the 2024/25 budget.

## **SPECIFIC SCHEMES**

5 The review of major schemes in 2024/25 is detailed below.

### **6 Lee Valley Ice Centre Redevelopment**

Following practical completion of Lee Valley Ice Centre in May 2023, and subsequent administration of Buckingham Group Contracting Limited (BGCL) in September 2023, there remained a number of snagging/defects that needed to be remedied.

Members approved the recommendations within Paper E/820/23 to make a claim for the outstanding liquidated damages owed to the Authority, terminate the contract with BGCL and, following the termination, where possible to require BGCL's sub-contractors to remedy defects under collateral warranties and to employ third parties to undertake any remaining outstanding snagging and defect works.

Officers have undertaken all of the above and the process for rectification of the snagging and defects continues to be undertaken and is near completion. The final project cost is forecast to be under the approved budget of £30million, including all the operational fit out costs as well as capitalisation of development borrowing costs.

We haven't had any contact with the administrators since November 2023. A letter was previously sent to the administrators setting out the Authority's position with regard to BGCL's liability for sums due to the Authority in respect of rectification works and liquidated damages.

The Administrators have had an extension granted until 3 September 2025. Officers will update Members if any further progress with the administrators is made.

### **7 Lee Valley Ice Centre Funding**

The redevelopment of Lee Valley Ice Centre has always been anticipated to be fully funded from external borrowing, with the original strategy one of short-term loans during the construction phase, to be converted to long-term loans on completion. This was subsequently amended to allow greater flexibility with borrowing due to the increase in lending rates.

Officers have continued to adopt the more cash and affordability efficient approach of short-term loans, rather than locking in long-term debt, and have to date borrowed £23 million on terms of up to two years.

Due to the current volatility in rates we have continued with this approach as it gives the Authority greater freedom and flexibility to respond should rates drop. Over the last few weeks we have seen Public Works Loans Board (PWLB) long term rates at around **5.40%**. Our Medium Term Financial Forecast is currently based on rates being around **5.00%**, and reducing in line with base rate forecasts. The rates in the short-term market are around **4.90%**, although our current

borrowing is between **4.66% and 5.23%**. It would therefore be prudent to wait for when it may be appropriate to take longer-term borrowing.

Having short-term borrowing also allows us to easily apply and repay loans should we benefit from future capital receipts, without charges that would be associated with repaying long-term loans.

We continue to be supported by the London Borough of Enfield, via the Section 151 Officer, along with their external treasury advisors, Arlingclose, in adopting this approach to borrowing.

The Authority refinanced a loan of £10million in December 2024, borrowing from PWLB at a rate of 4.99%. The schedule of current loans means that the next point for refinancing is April 2026, followed by September 2026.

We will continue to update Members on borrowing in future quarterly Capital Outturn reports.

## **8 Asset Maintenance**

The Authority has developed an Asset Maintenance (AM) programme across the assets and open spaces that it is directly responsible for. This is a rolling programme of major one-off and planned/cyclical maintenance over a 10 year period. The programme is funded by annual direct contributions from revenue to ensure that the programme is fully funded to cover both lower and higher maintenance years.

The annual AM budget is amended each year to take into account where additional maintenance is required, or is deferred to future years.

The annual AM spend is expected to be around £1.25 million, and includes schemes carried over from the prior year. There is likely to be a small slippage against profiled budget, but these works will roll forward to 2025/26. Main areas included in the programme for 2024/25 are:

- replacement Ground Source Heat Pumps at Lee Valley White Water Centre;
- Marina lighting upgrades;
- footpath maintenance throughout the Regional Park, including phased replacement of gold top on Queen Elizabeth Olympic Park;
- repairs to East India Dock Basin river walls;
- bridge maintenance and repairs; and
- Abbey Gardens monastic wall repairs.

Where AM works can be identified as capital in nature, these can then be capitalised, although the revenue funding will be assigned to these schemes so as not to further increase the charge to revenue that would occur with an unfinanced capital spend.

## **9 Hostile Vehicle Mitigation**

This project has seen a number of delays due to both the planning process and a significant increase in material costs. This has seen a significant rise in costs above the current approved budget. The scheme has now been fully redesigned with support from counter terrorism experts and the changes have achieved the project requirements whilst reducing the overall scheme costs. The project has

been procured, planning has been granted and works are due to start in early 2025, and complete within this financial year.

**10 Lee Valley Park Farm, Holyfield Hall**

A paper giving an update on the change of operation at the Farm was presented to Members in October (Paper E/825/23). We are still experiencing difficulty in disposing of some machinery relating to the milking parlour, although we have made some headway in selling some machinery bringing in £7,500. However, the remaining equipment, valued at around £7,500, has still had no interest and the Authority may have to consider scrapping this due to the reduction of dairy farms over the last few years. Scrap value is estimated at £1,000 - £2,000.

On the back of this, we have not yet fully invested in all the livestock, fencing, nor the baler, due in part to the delays in the Government rolling out the Stewardship Agreement that the Farm has applied for. However, the contract has now been awarded for the fencing contract to begin and this should be commencing shortly.

The capital received for the sale of livestock and machinery has been ring-fenced for reinvestment in the Farm, which is now expected to complete in this financial year.

**11 Landscape, Open Spaces and Investment Projects**

**Middlesex Filter Beds**

Neilcott have now completed the works and practical completion was issued in early August 2024. The option of finding a suitable electric feed to deliver mains power to run generators is still being reviewed with the consultant Pick Everard. They are now investigating the option of turning a sub meter connection from the Hackney Sports Pavillion to the stie. Once we have more information on feasibility and costs we will decide if this is worth continuing to progress or seek other options.

**East India Dock Basin (EIDB)**

Final sampling points have now been agreed with the Marine Management Organisation (MMO) and Port of London Authority (PLA) and we are seeking value for money options from the consultants to complete this final element of the sampling stage. This will allow the application for a licence to disperse silt into the Thames. The Orchard Wharf planning application has now been submitted and the Authority has commented in its statutory role as planning consultee. Officers are discussing the S106 and we may seek to put forward a case to ask for S106 to desilt the Basin.

We are still in discussions with the London Borough of Tower Hamlets regarding an option to build a community centre on the footprint of the Basin. We will continue to explore if this is a feasible and a mutually beneficial option for both organisations. Both organisations are investigating if such a project could provide a focal point and potential start up to lever further funding for the project at this site.

**St Pauls Field**

The St Paul's Field project will deliver 3.25km of new footpath from Meadgate Road in Nazeing to Dobbs Weir Road. This will open up an area of the Park which has been inaccessible to the public, delivering a countryside and lakeland pathway for pedestrians and cyclists.

The project is reasonably on track to programme and the projected completion has slipped slightly with a projected completion date now in the second week of April 2025. The delay has been caused by issues with Essex Highways, machinery breakdown and variations to the contract.

### **North Wall Road**

North Wall Road is north of Lee Valley VeloPark and jointly owned with the London Legacy Development Corporation (LLDC). It is a hard landscape which has had little value for either organisation. We now have a set of RIBA Stage 2 concept designs and a projected cost plan for this site. Further design funding for RIBA Stage 3 and 4 has been secured by LLDC from their Community Infrastructure Levy (CIL) funding and LLDC will manage the next phase of developing this project up to Stages 3 and 4. Officers will report back to Members on the designs, costs and outcome of the further development work in 2025.

## **12 Venue Investment Projects**

Main updates since the last outturn report in December are as follows.

### **Lee Valley VeloPark Health & Fitness Offer**

The works on conversion of meeting rooms under the concourse at Lee Valley VeloPark to a Gym is complete and the facility opened successfully in May 2024. There are still some works required to finalise the external areas which will continue over the next few months as planning permission is required. A design has been developed and dialogue with the London Borough of Newham has started.

The works have also now been completed to create two flexible enclosed meeting pods on the main concourse of the arena next to the café.

As with the LED lighting projects, this is being procured and delivered by Greenwich Leisure Limited (GLL) with the Authority providing the funding, with the costs falling due following completion of works once invoiced.

### **Sewardstone Campsite Investment**

We are in the process of drawing together the required reports to obtain planning consent. The Preliminary Ecological Appraisal identified the need for further protected species surveys, which as a material consideration need to be undertaken prior to submitting the application. A Biodiversity Net Gain Assessment has also been completed as part of the application process. This is for the creation of ten additional hard standing pitches, together with the hotel pods and associated facilities.

## **CAPITAL RECEIPTS**

- 13 We expect to receive a small receipt from disposal of encroached land at Hawes Lane, Waltham Abbey (as set out in Paper E/840/24), which is expected imminently as Secretary of State consent to the disposal is currently in hand. Once received, it will be added to the general usable capital receipts reserve.

## **ENVIRONMENTAL IMPLICATIONS**

- 14 There are no direct environmental implications arising from the recommendations in this report. However, within each project a full evaluation of environmental

implications is undertaken and reported to Members as part of the overall project brief.

## **EQUALITY IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

- 16 A variance during the year on the capital programme can result in additional/reduced investment income being earned in the year as cash balances deposited in the Authority's approved bank accounts change.

## **HUMAN RESOURCE IMPLICATIONS**

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

## **LEGAL IMPLICATIONS**

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

## **RISK MANAGEMENT IMPLICATIONS**

- 19 Failure to deliver a capital project within an agreed timescale could lead to adverse publicity. It may also mean that the Authority fails to achieve its corporate objectives within the time span that was originally anticipated and/or result in revenue budget variations as part of the Medium Term Financial Plan where the investment is intended to generate new income streams.

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## **APPENDIX ATTACHED**

Appendix A Capital Monitoring 2024/25 Q3 Outturn

## **PREVIOUS COMMITTEE REPORTS**

Authority	A/4362/25	Proposed Capital Programme 2024/25 (Revised) to 2028/29	23 January 2025
Executive Committee	E/872/24	Q2 Capital Programme Budget Monitoring 2024/25	19 December 2024
Executive Committee	E/861/24	Q1 Capital Programme Budget Monitoring 2024/25	19 September 2024
Authority	A/4348/24	Proposed Capital Programme 2023/24 (Revised) to 2027/28	18 January 2024

## **ABBREVIATIONS**

AM	Asset Maintenance
LLDC	London Legacy Development Corporation
MMO	Marine Management Organisation

PLA	Port of London Authority
RIBA	Royal Institute of British Architects
LSC	Leisure Services Contract
BGCL	Buckingham Group Contracting Ltd
EIDB	East India Dock Basin
LBTH	London Borough of Tower Hamlets
GLL	Greenwich Leisure Ltd



Project Name	Full Scheme Budget £000s	Prior Years Spend To Date £000s	Profiled Budget 2024/25 £000s	Actual to 31 Jan 2025 £000s	Projected Outturn at 31/03/2025 £000s	Projected Variance 2024/25 £000s	Comment
<b>ANNUAL EARMARKED RESERVES</b>							
Biodiversity Action Plan	-	-	75	36	103	28	Programme Delivery Profiling
IT Infrastructure & Communications	-	-	140	152	180	40	Programme Delivery Profiling
Asset Management	-	-	1,350	663	1,250	-100	Programme Delivery Profiling
<b>PROJECT SPECIFIC BUDGETS</b>							
Lee Valley Ice Centre Redevelopment	30,000	28,832	1,168	268	571	-597	Programme Delivery Profiling
Olympic Park Hostile Vehicle Mitigation	495	22	473	84	372	-101	Revised Project Cost
White Water Pumps Replacement	1,040	1,034	6	14	14	8	Final Retention - Scheme Complete
Holyfieldhall Farm Operational Change	155	59	96	26	96	0	In progress
<b>LANDSCAPE, OPEN SPACE &amp; INVESTMENT PROJECTS</b>							
East India Dock Basin - Feasibility & Surveys	125	94	31	0	17	-14	In progress
Middlesex Filter Beds Sluice	240	0	240	63	67	-173	In Progress
St Pauls Field (inc Feasibility)	450	75	375	141	280	-95	In progress
North Wall Road	60	47	0	8	8	8	On target
<b>VENUES INVESTMENT PROJECTS</b>							
<b>Non-Sports Venues</b>							
Workshop Extension (Springfield)	100	0	100	0	0	-100	Deferred
Scout Hut Refurbishment (Springfield)	50	0	50	0	0	-50	Deferred
Sewardstone Development	450	0	450	0	0	-450	In the planning process
<b>Sports Venues</b>							
WhiteWater - Offices/Meeting Rooms	500	519	0	13	13	13	Final Retention - Scheme Complete
WhiteWater - Slalom Ramp	340	371	0	9	9	9	Final Retention - Scheme Complete
LSC LED Lighting	1,522	0	1,522	1,088	1,302	-220	In Progress
Velo Spectator Barrier	300	9	291	285	328	37	Scheme Complete - awaiting payment
Velopark Health & Fitness Offer	508	0	508	1	508	0	Scheme nearing Completion - awaiting payment
<b>Land Disposal Costs</b>							
Ramney Marsh West	0	57	0	29	130	130	In progress
<b>TOTAL PROGRAMME</b>			<b>6,875</b>	<b>2,880</b>	<b>5,248</b>	<b>-1,627</b>	
<b>Capital Receipts</b>							
Holyfieldhall Farm Livestock/Machinery	-200	-195	-15	-8	-10	5	In Progress
Land at Hawes Lane	-16	0	-16	0	-16	0	In Progress
<b>TOTAL INCOME</b>			<b>(31)</b>	<b>(8)</b>	<b>(26)</b>	<b>5</b>	
<b>CAPITAL PROGRAMME FINANCING</b>							
Debt			1,476		879		
External Grant Funding			200		200		
Revenue Contribution			521		71		
AM Reserve			1,350		1,250		
Earmarked Reserves			215		283		
Retained in Revenue			0		130		
Capital Receipts			3,113		2,435		
<b>TOTAL FINANCING</b>			<b>6,875</b>		<b>5,248</b>		

## **RISK REGISTER 2024/25**

Presented by the Corporate Director

### **EXECUTIVE SUMMARY**

At each Audit Committee Members review the Risk Register for progress against existing actions and to ensure that the Risk Register remains relevant to deal with the corporate risks facing the organisation.

The Executive Committee are requested to note the contents of the Risk Register and associated paper presented and approved at a meeting of the Audit Committee held on 27 February 2025 (Paper AUD/159/25), and an oral update will be given at the Executive Committee.

### **RECOMMENDATIONS**

- Members note:
- (1) the Corporate Risk Register included at Appendix A to Paper AUD/159/25;
  - (2) the review and revision of risk SR5.3 on the Risk Register; and
  - (3) risk SR2.9 moving from the Risk Register to an Issues Register.

### **BACKGROUND**

- 1 Risk management is one of the key internal controls for an organisation. Members need to ensure that a sound system of internal control is maintained and an annual review of the effectiveness of the system of internal control is conducted to provide sufficient, relevant and reliable assurance to enable them to authorise the signing of the Authority's Annual Governance Statement (which is published with the financial statements).
- 2 The Corporate Risk Register has been revised for strategy, format, and content. The strategy has been revised and updated twice since 2005 at the Audit Committee (May 2010, Paper AUD/06/10 and June 2012, Paper AUD/30/12) and was reviewed by officers and Members as part of a Risk Management Workshop and was formally approved by the Audit Committee in June 2018 (Paper AUD/90/18). Subsequent to this workshop, a further workshop was held

in March 2022 and an invitation to attend was extended to all Members and the strategy, format and content was reviewed again and was formally approved by the Audit Committee in June 2022 (Paper AUD/126/22).

- 3 As part of the process it was noted that it will be the responsibility of the Audit Committee as per its terms of reference to continue to monitor and review the Authority's risk management policies and procedures which include the review of the Authority Corporate Risk Register (and any sub-Risk Registers) at their programmed meetings. On completion of the meeting, the Audit Committee will approve the Corporate Risk Register and present this to the Executive Committee highlighting any changes or areas of medium to high risk that are of concern.

## **CORPORATE RISK REGISTER**

- 4 The Audit Committee approved the Corporate Risk Register at a meeting on 27 February 2025 (Paper AUD/159/25) – see Annex A to this report) and an oral update will be given at the Executive Committee.
- 5 Risk SR5.3 relates to the reset of the local authority audit process, and the need to ensure that Statement of Accounts are completed and audited in a timely manner. The Accounts and Audit Regulations (Amended) 2024, which came into force on 30 September 2024, set backstop dates up to, and including, the accounts for the 2027/28 financial year. By adopting this approach, and with the potential for not fully auditing years prior to 2023/24 has meant there will be a number of years before full assurance can be rebuilt into the system, primarily relating to assurance around opening balances.

CIPFA published "CIPFA Bulletin 18 – Local audit backlog in England" in October 2024 to explain this, and the Ministry of Housing, Communities and Local Government (MHCLG) published guidance on "Addressing the local audit backlog: modified or disclaimed audit opinions" in November 2024.

- 6 The Authority did not have their accounts for 2021/22 or 2022/23 fully audited, and thus received a disclaimed opinion for those years. It was always anticipated that, as a minimum, years to 2025/26 would likely also receive disclaimed, or "except for" opinions.

We have now received a disclaimed opinion for 2023/24 (Paper AUD/158/25 27 February 2025) and the auditor has already highlighted that 2024/25 will also be disclaimed. SR5.3 will be updated to reflect this change in risk narrative and residual risk scoring, reflecting the update to likelihood score.

- 7 Risk 2.9 which relates to the continuing issue with Buckingham Group Contracting Ltd insolvency remained the only high risk, although this will now be moved to a new 'Issues Register' as the risk has occurred and is being addressed.
- 8 Risk SR7.1 progress has changed to a positive direction (↓) as officers have recently undergone specialist training in Business Continuity and are reviewing the Business Continuity Policy and procedures.
- 9 The other risks have not moved in terms of direction staying at (↔ Progress static subject to actions or risk has not changed). Officers will continue to work

on mitigating and reducing the risks so that where possible the direction of travel is positive.

- 10 Any environmental, financial, human resource, legal and risk management implications are covered in Paper AUD/159/25 attached as Annex A to this report.

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## PREVIOUS COMMITTEE REPORTS


Audit Committee	AUD/159/25	Risk Register 2024/25	27 February 2025
Executive Committee	E/867/24	Risk Register 2024/25	24 October 2024
Audit Committee	AUD/153/24	Risk Register 2023/24	19 September 2024
Executive Committee	E/845/24	Risk Register 2023/24	21 March 2024
Audit Committee	AUD/144/24	Risk Register 2023/24	29 February 2024
Audit Committee	AUD/138/23	Risk Register 2023/24	21 September 2023
Executive Committee	E/814/23	Risk Register 2023/24	20 July 2023
Audit Committee	AUD/132/23	Risk Register 2022/23	22 June 2023
Executive Committee	E/803/22	Risk Register 2022/23	23 March 2023
Audit Committee	AUD/131/23	Risk Register 2022/23	23 February 2023
Executive Committee	E/778/22	Risk Register 2022/23	20 October 2022
Audit Committee	AUD/129/22	Risk Register 2022/23	22 September 2022
Audit Committee	AUD/126/22	Risk Register 2021/22	23 June 2022
Audit Committee	AUD/123/21	Risk Register 2021/22	23 September 2021
Audit Committee	AUD/118/21	Risk Register 2020/21	24 June 2021
Audit Committee	AUD/116/21	Risk Register 2020/21	25 February 2021
Audit Committee	AUD/113/20	Risk Register 2020/21	22 October 2020
Audit Committee	AUD/111/20	Risk Register 2020/21	25 June 2020
Executive Committee	E/674/20	Emergency Budget 2020/21	21 May 2020
Audit Committee	AUD/106/20	Risk Register 2019/20	27 February 2020
Audit Committee	AUD/104/19	Risk Register 2019/20	19 September 2019
Audit Committee	AUD/101/19	Risk Register 2019/20	20 June 2019
Audit Committee	AUD/97/19	Risk Register 2018/19	14 February 2019
Audit Risk Workshop			07 June 2018

## ANNEX ATTACHED

Annex A                      Paper AUD/159/25

## ABBREVIATIONS

CIPFA                      Chartered Institute of Public Finance and Accountancy  
MHCLG                    Ministry of Housing, Communities and Local Government

 <b>LEE VALLEY REGIONAL PARK AUTHORITY</b> <b>AUDIT COMMITTEE</b> <b>27 FEBRUARY 2025 AT 12:30</b>	<b><u>Agenda Item No:</u></b>  <b><u>Report No:</u></b>  <b>AUD/159/25</b>
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**RISK REGISTER 2024/25**

Presented by the Corporate Director

**SUMMARY**

At each Audit Committee Members review the Risk Register for progress against existing actions and to ensure that the Risk Register remains relevant to deal with the corporate risks facing the organisation.

At the Audit Committee in September 2024 (Paper AUD/153/24) Members approved the updated risk management strategy and corporate risk register and a recommendation was made by the Section 151 Officer to review Risk SR5.3.

Risk 5.3 has now been revised on the register resulting in the original risk moving to an issues register and a revision of the risk description.

The risk management strategy and corporate risk register assists Members in their consideration and approval of the Annual Governance Statement as a key part of the financial statements. A robust risk management framework and register is one key element of the Annual Governance Statement and a source of assurance for Members in approving this statement year on year as part of the published accounts.

**RECOMMENDATIONS**

- |                 |     |  |
|-----------------|-----|--|
| Members Approve | (1) | the Corporate Risk Register included at Appendix A to this report; and |
| Members Note    | (2) | the review and revision of risk SR5.3 on the Risk Register.            |

**BACKGROUND**

1. Risk management is one of the key internal controls for an organisation. Members need to ensure that a sound system of internal control is maintained and an annual review of the effectiveness of the system of internal control is conducted to provide sufficient, relevant and reliable assurance to enable them to authorise the signing of the Authority's Annual Governance Statement (which is published with the financial statements).
2. Regulation 3 of the Accounts and Audit Regulations 2015 requires that:

“A relevant authority must ensure that it has a sound system of internal control which:

- facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- ensures that the financial and operational management of the authority is effective; and
- includes effective arrangements for the management of risk.”

In this context “relevant authority” includes the Lee Valley Regional Park Authority.

3. Each financial year the relevant authority must:
  - conduct a review of the effectiveness of the system of internal control required by regulation 3; and
  - prepare an Annual Governance Statement - this statement must be published together with the statement of accounts and the narrative statement in accordance with regulation 10.
4. Assurance of the Authority’s internal control system is derived through the work of the internal audit function (undertaken by Forvis Mazars for the Authority); and also through the monitoring of processes put in place by management and other external bodies including those around risk management and health & safety. This provides evidence which allows the Authority to form conclusions on the adequacy and effectiveness of the systems of internal control and also on the efficiency of operations.
5. Risk management is not solely a focus on the finances of the Authority. The scope of internal control spans the whole range of the Authority’s activities and includes those controls designed to ensure:
  - the Authority’s policies are put into practice;
  - the organisation’s values are met;
  - laws and regulations are complied with;
  - required processes are adhered to;
  - financial statements and other published information is accurate and reliable; and
  - human, financial and other resources are managed efficiently and effectively.
6. The Authority approved a Risk Management Framework in April 2005 (Paper A/3798/05). The Risk Management Framework and more specifically, the Risk Register, was developed by Members and senior officers under the guidance of the internal auditors through a number of workshops and meetings. Members have regularly reviewed the register at each Audit Committee, adding in their own comments and improvements.

## **REVIEW OF THE STRATEGIC RISK REGISTER**

7. The current Strategic Risk Register is reviewed by officers and Members on an on-going basis and signed off at each Audit Committee.
8. Members last considered the risk register at the Audit Committee in September 2024 (Paper AUD/153/24).
9. At the September Audit Committee the S151 Officer remarked that SR5.3 would need review following the anticipated disclaimed audit opinions for 2021/22 and 2022/23.

10. Officers have since reviewed SR5.3 and can report that the Accounts and Audit Regulations (Amended) 2024 came into force on 30 September 2024, and set backstop dates up to, and including, the accounts for the 2027/28 financial year.

The Ministry of Housing, Communities & Local Government (MHCLG) issued a policy paper on 27 November 2024 “Addressing the local audit backlog: modified or disclaimed audit opinions” in which they set out the details around the measure to tackle the audit backlog, and the need for backstop dates and expected disclaimed opinions to public sector accounts. They also reference the reasons for disclaimed opinions and the government’s expectation that lender and rating agencies would factor in this exceptional circumstance.

11. As a result the original risk of ‘Failure for 2021/22 and 2022/23 accounts to gain audit assurance’ has moved to the Authority’s Issues Register.
12. SR5.3 has now been updated to read ‘Failure of 2023/24 accounts to gain full audit assurance’.
13. The table below sets out the movement in managing the residual risks and sets out a summary of the total notional score.

14.

Risk	Residual Risks							
	22 Sept 2022	23 Feb 2023	22 June 2023	21 Sept 2023	29 Feb 2024	20 June 2024	19 Sept 2024	27 Feb 2025
	1	1	1	1	1	1	1	1
	21	17	16	15	16	16	16	16
	10	12	13	12	12	14	14	14
Total Risks	32	30	30	28	29	31	31	31
Notional Score	759	665	638	596	609	595	595	595

15. The key point to note since the last review of the Authority’s Strategic Risk Register is that the overall Risk Register residual notional score has not changed and that there is one Risk that remains a High Risk.
16. The risk that is high is Risk 2.9, which relates to the continuing issue with Buckingham Group Contracting Ltd (BGCL) insolvency.
17. The snagging list, which BGCL had previously been working through, is progressing well and is anticipated to be completed by the summer. The Authority holds retention money and has all sub-contractor warranties in place and the project is therefore in a good overall position despite the administration issue. Once the defects work is completed (expected summer 2025), a letter will be sent to the administrators setting out the Authority’s position with regard to BGCL’s liability for sums due to the Authority in respect of rectification works and liquidated damages.
18. For Risk SR7.1 progress has changed to a positive direction (↓) as officers have recently undergone specialist training in Business Continuity and are reviewing the Business Continuity Policy and procedures.
19. Decisions taken to mitigate these risks will be approved by full Authority and monitoring of these risks is taking place at Executive Committee, along with the Senior Management Team and Heads of Service level.

20. Any recommendations made by Forvis Mazars following their risk management audit will form part of the annual review produced by Forvis Mazars.

#### **ENVIRONMENTAL IMPLICATIONS**

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

#### **EQUALITY IMPLICATIONS**

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

#### **FINANCIAL IMPLICATIONS**

23. Revision of the Strategic Risk Register is a key element of this Authority's system of internal control that contributes to safeguarding the assets of the Authority and its reputation for sound financial management of public funds. This is reflected in the Authority's Annual Governance Statement published within the annual accounts and approved by this Committee.
24. Where actions require additional resources these will be identified and approved through the normal budget setting/service planning and management processes in accordance with Financial Regulations.
25. Utility costs are a significant risk that will have a material impact on the Authority's revenue outturn position. Officers will continue to monitor the tariff forecasts from Laser.

#### **HUMAN RESOURCE IMPLICATIONS**

26. The additional human resource implications arising directly from this report have been outlined within the risk register actions and can be met from existing employee resources.

#### **LEGAL IMPLICATIONS**

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

#### **RISK MANAGEMENT IMPLICATIONS**

28. These are dealt with through the main body of the report and through the revised register. Continuing mitigation against these identified risks is demonstrated by the proposed actions in the Strategic Risk Register as set out in Appendix A to this report.

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#### **BACKGROUND REPORTS**

Lee Valley Regional Park Authority Risk Management Strategy June 2018



## **APPENDICES ATTACHED**

Appendix A	2024/25 Corporate Risk Register – Authority
Appendix B	Risk Register updates
Appendix C	Risk Scoring Criteria (extract from the approved risk management strategy (June 2022))

## **ABBREVIATIONS**

BGCL	Buckingham Group Contracting Ltd
LSC	Leisure Services Contract
MHCLG	Ministry of Housing, Communities and Local Government

## **PREVIOUS COMMITTEE REPORTS**

Audit Committee	AUD/153/24	Risk Register 2023/24	19 September 2024
Audit Committee	AUD/149/24	Risk Register 2023/24	20 June 2024
Audit Committee	AUD/144/24	Risk Register 2023/24	29 February 2024
Audit Committee	AUD/138/23	Risk Register 2023/24	21 September 2023
Audit Committee	AUD/132/23	Risk Register 2023/24	23 June 2023
Audit Committee	AUD/131/23	Risk Register 2022/23	23 February 2023
Audit Committee	AUD/129/22	Risk Register 2022/23	22 September 2022
Audit Committee	AUD/126/22	Risk Register 2021/22	23 June 2022
Risk Management Workshop			24 March 2022
Audit Committee	AUD/124/22	Risk Register 2021/22	24 February 2022
Audit Committee	AUD/123/21	Risk Register 2021/22	23 September 2021
Audit Committee	AUD/118/21	Risk Register 2020/21	24 June 2021
Audit Committee	AUD/116/21	Risk Register 2020/21	25 February 2021
Audit Committee	AUD/113/20	Risk Register 2020/21	22 October 2020
Audit Committee	AUD/111/20	Risk Register 2020/21	25 June 2020
Executive Committee	E/674/20	Emergency Budget 2020/21	21 May 2020
Audit Committee	AUD/106/20	Risk Register 2019/20	27 February 2020
Audit Committee	AUD/104/19	Risk Register 2019/20	19 September 2019
Audit Committee	AUD/101/19	Risk Register 2019/20	20 June 2019
Audit Committee	AUD/97/19	Risk Register 2018/19	14 February 2019
Audit Risk Workshop			07 June 2018

SR1 Legal																		

SR2 Contractual																		
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions	
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG					
SR2.1	Head of Finance	Deputy Chief Executive / Head of Finance	Agreeing to accept a partners’ financial terms and conditions that will place an unacceptable long term liability on the Authority	Reports to SMT and Members Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly agreement LA	9	4	36		8	2	16		↔	Tolerate	Ongoing resources review for specific projects	Quarterly	
SR2.2	Corporate Director	Corporate Director (S&L)	Contractors, Governing Bodies, or Third Party Operator not delivering agreed objectives/contract	All contracts reviewed prior to commencement by a responsible officer. Delivery monitored by Director/Head of Service and performance monitoring team Quarterly Performance Reports to Executive & Scrutiny Committees	M Exec Monthly Scrutiny 1/4ly M	7	5	35		6	2	12		↔	Tolerate	Quarterly Contract monitoring.	Executive Quarterly Monitoring	
SR2.3	Corporate Director	Head of Active communities	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	Advice and support APMD plus external contractors. Quality contactors employed for maintenance through procurement (Price Quality ratio applied)	APMD Annual Inspections	9	4	36		7	1	7		↔	Treat	Ongoing Monitoring	Annual Inspections & Review. MPG Work complete by 31/03/25	
SR2.4	Corporate Director / Head of Finance	Corporate Director (S&L)	Contractor stability affected by external influences or national/international conditions prevailing at the time	Reports to SMT and Members. Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly Scrutiny 1/4ly M	9	8	72		8	4	32		↔	Tolerate	Quarterly Contract monitoring.	Executive Quarterly Monitoring	
SR2.5	Corporate Director	Corporate Director	Insufficient contractors tendering for contracts	Reports to SMT Financial/Legal/Risk Implications fully appraised. Appraisal of procurement process.	SMT Monthly & 1/4ly Reports M Exec 1/4ly Authority Annual Budget IA Audit Plan M	4	5	20		5	3	15		↔	Treat	Review of Procurement process Tender Evaluation Award of Contract	31/03/2025	
SR2.6	Corporate Director	Corporate Director	Major equipment or other failure at one or more venues resulting in temporary/permanent cessation of operations	Reports to SMT Financial/Legal/Risk Implications fully appraised. Application of Business Continuity protocols.	SMT Monthly & 1/4ly Reports M Exec 1/4ly Authority Annual Budget IA Audit Plan M	9	6	54		7	3	21		↔	Treat	Ongoing Monitoring	On-going	
SR2.7	Corporate Director	Corporate Director	Failure of LSC contractor organisation or failure of LSC contractor to deliver as required by contract	Reports to SMT Financial/Legal/Risk Implications fully appraised. Application of Business Continuity protocols.	SMT Monthly & 1/4ly Reports M Exec 1/4ly Authority Annual Budget IA Audit Plan M	9	8	72		5	4	20		↔	Treat	Ongoing Monitoring by Authority Continual review of LSC contractor's financial position	On-going	
SR2.8	Deputy Chief Executive	Head of Active communities	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	Advice and support APMD plus external contractors. Quality contactors employed for maintenance through procurement (Price Quality ratio applied). Performance department regular inspections carried out	APMD Annual Inspections PR Monthly inspections Exec Monthly Scrutiny 1/4ly M	9	4	36		5	3	15		↔	Treat	Ongoing Monitoring Implement pre 2020 condition survey work	Annual/ Monthly Inspections & Review.	
SR2.9	Corporate Director / HoF	Corporate Director (S&L)	Buckingham Construction insolvency results in unexpected costs / operational issues for the Authority that would otherwise have fallen to Buckingham to meet / resolve.	Reports to SMT and Members. Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly Scrutiny 1/4ly M	9	8	72		8	7	56		↔	Treat	Quarterly Contract monitoring.	Executive Quarterly Monitoring	

SR3 Resources																		

SR3.2	Head of IT & Business Support	Corporate Director / Head of IT & Business Support	Inadequate I.T Infrastructure/ Systems/Data to operate.	Reports to Exec. Financial/Legal/Risk Implications fully appraised. Financial Appraisal of relocation/updating of Authority IT assets. New Usage Counters. Existing IT Infrastructure Budget	SMT Weekly Meeting Minutes IA Audit Plan EC - LSC Specification	7	5	35		5	1	5		↔	Tolerate	Ongoing Monitoring through regular meetings with GLL	On-going
SR3.3	Chief Executive	Chief Executive / Head of HR	The Authority fails to recruit/retain staff at all levels of the appropriate calibre	Reward & Recognition. Training & development framework. Management Away Days. Staff presentations. Internal/External communications. Up to date staff handbook. Up to date policies. Training Panel funding	M Annual Sickness Report M - Policy Reports SMT Annual Training panel	8	8	64		6	6	36		↔	Treat	Ongoing Monitoring	On-going

SR4 Financial Management																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG	Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
SR4.1	Head of Finance	Head of Finance	Financial Risks of over/under spent budget through non-achievement of income targets or inaccurate budget forecasting. Insufficient Resources to meet objectives	Quarterly Budget monitoring reports Weekly review against Centre Business Plan targets Medium Term Financial Plan updated £3-4m Minimum Reserves Policy reviewed Statutory Power to Levy	M Exec 1/4ly Authority Annual Budget SMT Monthly & 1/4ly Reports	9	7	63		8	4	32		↔	Tolerate	Ongoing budget monitoring & review MTFP in September	Executive Quarterly Monitoring
SR4.2	Head of Finance	Head of Finance	Financial Risks of either greatly increased insurance costs or insurers refusal to insure Authority due to increased risks brought on by prevailing conditions	Budget monitoring reports Authority/LSC Contractor (at contract commencement) monitoring meetings Budget Review 2020/21 complete Medium Term Financial Plan £3-4m Minimum Reserves Policy Statutory Power to Levy Emergency Budget 2020/21	M Exec 1/4ly Authority Annual Budget SMT Monthly & 1/4ly Reports	9	7	63		8	3	24		↔	Tolerate	Liaison with Insurance brokers re level of cover	Executive Quarterly Monitoring
SR4.3	Head of Finance	Head of Finance	Failure of GLL to achieve 90% of income target in Year 1, resulting in renegotiation of Year 2 MF	Risk Removed from Register		0	0	0		0	0	0				This risk has been removed as it refers to GLL achieving income in year 1 of the contract and renegotiating year 2. GLL are now in year 3 of the contract meaning this risk is no longer relevant.	
SR4.4	Head of Open Space	Ranger Senior Managers	Failing of and health management of ageing tree stock	Annual Tree Audits	M Working group meetings	6	4	24		3	2	6		↔	Tolerate	Potential external Tree Health audit with associated 5-10 yr plan	01/09/2024

SR5 Governance & Leadership																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG	Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
SR5.1	Chief Executive	Chief Executive	Lack of a clear corporate direction	Authority meetings SMT BP 2024-27 MTFP 2024-27 CD and HoS meetings Levy Strategy Land & Property Strategy Vision 2010-2020	M 1/4ly Full Authority Meetings M Exec Committee x 12 M Working Groups SMT Weekly Meeting Minutes	9	7	63		9	2	18		↔	Tolerate	Business Plan 2024-2027 in place	On-going
SR5.2	Chief Executive	Chief Executive	Impact on the Authority's powers to raise the Levy with resistance from many constituent councils.	Stakeholder engagement Clear Budget/Levy Direction Funded Financial Plan Statutory Levy Raising Powers Monitoring of Legislation	SMT Weekly Meeting Minutes LA as needed	9	7	63		9	1	9		↔	Tolerate	Business Plan 2024-2027 in place	Quarterly Monitoring 31/03/2025
SR5.3	Head of Finance	Head of Finance	Failure of 2023/24 accounts to gain full audit assurance	External Audit Regulations & Legislation DLUHC Consultation	SMT M Audit Committee E External Auditors	7	7	49		4	6	24		↔	Treat	Completion of outstanding accounts Publication of draft accounts Engagement with External Auditors	13/12/2024

SR6 Reputation/Communication																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG	Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
SR6.1	Head of Comms	Head of Comms	Impact on Authority's reputation due to service failure, damaged stakeholder and/or contractor relationships.	Venue and service communication plans. Proactive marketing, media relations, speaker engagement and stakeholder engagement	SMT Weekly Meeting M 1/4ly Authority Meetings M Exec Monthly Stakeholder Perception KPI	7	5	35		6	3	18		↔	Treat	Regular meetings with Authority business owners and GLL marketing team to plan and coordinate activity	Quarterly Monitoring Report

SR6.2	Head of Comms	Head of Comms	Impact on Authority's reputation due to service failure caused by pandemic or infectious disease, damaged stakeholder and/or contractor relationships.	Managed via social media, web and digital updates, Media relations, Internal communications, Utilisation of new technologies, Venue communications	SMT Weekly Meeting Venues re-opening group Weekly Meetings M 1/4ly Authority Meetings M Exec Monthly	8	5	40		6	3	18		↔	Treat	Social media, digital communications, web updates and media relations proactively explaining our position as a result of any Government announcements on Covid19 or other communicative infectious disease and our key business activities such as staged reopening of venues. Ensuring all aspects of customer, partner, club and NGB communications are carried out Strong liaison with venues, open spaces and other parts of the Authority affected by Coronavirus to ensure comms work aligns with key business objectives Regular and extensive internal comms utilising technologies such as video conferencing, group chats to keep all staff, furloughed and working engaged and involved.	Quarterly Monitoring Report
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SR7 Business Continuity																		
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG	Progress	Action	Deadline for Completion	Actions	Further Actions Needed to reduce Risk
SR7.1	Chief Executive	Corporate Director	Inadequate business continuity implementation at any (all) sites following natural disaster, IT failure including Cyber Terrorism, Flooding, Disease Outbreak (animals/humans), Terrorism.	Emergency Action Planning IT Disaster Recovery Plan Business Interruption Insurance Adequate Cover arrangements exist for Senior Management Site DRP & Management Plans Joint LSC Contractor/Authority Training Insurance Policies/Funds General Reserves H&S Audits Working with EA/CRT and other Local Authorities	EA -Annual Audit Letter Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	6	5	30		5	4	20		↓	Treat/ Transfer	Quarterly Monitoring		Audit Recommendations implemented Further training and testing. LSC Contractor Risk Register - alignment re risk and continuity
SR7.2	Chief Executive	Chief Executive / Corporate Director	Inadequate pandemic or infectious disease management processes in place park wide following major pandemic outbreak/further spikes in infectious disease and more restrictions including local tier restrictions and national lockdowns	Pandemic Planning Procedure Emergency Pandemic Protocols IT Operational Procedures	RD/SMT 1/4ly Reports Annual Review Pandemic Procedures IA Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	9	7	63		6	6	36		↔	Treat	Executive Quarterly Monitoring		H & S Recommendations, implemented Training and reviews of financial, legal, leadership protocols Update of communication processes Review of staffing structure to continue business

SR8 Environmental Management																		
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG	Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion	Actions
SR8.1	Deputy Chief Executive	Deputy Chief Executive	Failure to manage contamination could be a risk to users, this includes land and/or water contamination (also damage to reputation from failing to manage contamination)	Site investigations carried out prior to developments & land remediated. Site investigations carried out on some other sites. Some sites monitored. Sites closed to pubic access where contamination is significant. Contaminated Land Policy Member Task & Finish group Completion of Contaminated Land Strategy & Policy Consultant Site Investigations work completed.	M 1/4ly Authority Meetings M Working Groups Monthly SMT Weekly Meeting Minutes	9	7	63		7	2	14		↔	Tolerate	Ongoing monitoring		Ongoing Monitoring plus analysis when land sold/purchased or developed

SR9 Major Business Developments																		
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG	Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion	Actions
SR9.1	Chief Executive	Corporate Director (S&L)	Ice Centre. Failure in Strategic Risks 1-8 above in the development of the Ice Centre circa £30m project and Legal Challenge.	Risk Removed from Register		0	0	0		0	0	0				This risk has been removed as it refers to the development of Ice Centre and the risk of a legal challenge. As the Ice centre has been open for almost a year now, the risk is no longer relevant.		

SR9.2	Chief Executive	Deputy Chief Executive	Picketts Lock Development. Failure in Strategic Risks 1-8 above in the development of the Picketts Lock circa £40m project and Legal Challenge	Legal Advice Prudential Code Feasibility Studies Existing PR/Comms Feasibility budget Working with LB Enfield Planning Advice Land & Property Member Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA Annual Audit Letter	8	8	64		7	5	35		↔	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/09/2025
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SR10 Implications of Implementing Land & Property Strategy																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG	Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
SR10.1	Deputy Chief Executive	Head of Property	Acquisitions- Opportunity Cost of Resources, Reducing Available Resources or increasing future liabilities	Legal Advice - Park Act Park Act L&P Strategy Land Contamination Strategy Medium Term Financial Plan Land & Property Working Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA - Annual Audit Letter	8	6	48		4	2	8		↔	Tolerate	Seek External Advice incl. Planning Context. Identify Resources. Members Decision. Ongoing Monitoring. Consultation	31/03/2025
SR10.2	Deputy Chief Executive	Head of Property	Disposals - Legal challenge, Reputational Damage, reduced public access or bio diversity. Failure to deliver anticipated capital resources through land disposal due to the constraints imposed by the riparian boroughs/districts and other agencies, e.g. green belt/flood risk/contaminated land	Legal Advice - Park Act Park Act L&P Strategy Medium Term Financial Plan Land & Property Working Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA - Annual Audit Letter	8	7	56		6	3	18		↔	Treat	Seek External Advice where necessary incl. Planning Context. Members Decision. Consultation	31/03/2025

SR11 Impact of Brexit on Authority																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG	Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
SR11.1	Chief Executive / Deputy Chief Executive	Deputy Chief Executive/ Head of Finance	Failure in Strategic Risks 1-10 above due to changes in the Economic and Business climate brought about by changes following the departure from the European Union	Legal Advice Medium Term Financial Plan General/Capital Reserves Treasury Management Policy Annual Investment Strategy Prudential Code Power to Levy Land & Property Member Group Annual/Triennial pension valuations	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA - Annual Audit Letter	7	9	63		6	6	36		↔	Treat	Monitor: Potential Land disposal Interest rates Third Party investors/ stakeholders Legal framework Pension valuations	Ongoing

## Risk Register updates

Risk ID	Risk Description	Updates
SR2.9	Buckingham Group Contracting Ltd insolvency results in unexpected costs / operational issues for the Authority that would otherwise have fallen to Buckingham to meet / resolve.	On going review of all major projects. Buckingham Group Contracting Ltd gave notice of intention to appoint administrators on 17 August 2023 which was then extended on 31 August 2023. This is not causing any operational issues as the building is complete. There is, however, a snagging list, which Buckingham had previously been working through, but has not been fully completed. This continues to progress well on site and is anticipated to be completed by the summer of 2025. The Authority holds retention money which has now been largely spent, has all sub-contractor warranties in place and the project is therefore in a good overall position despite the administration issue. The administrators have had their appointment extended until October 2025. No communication between the Authority and the administrators since the Authority last wrote to them in November 2023.
SR3.1	I.T. infrastructure does not meet future business need requirements. Authority requires funding for updating or improving I.T infrastructure	Although there is no change in the residual risk score, significant progress has been made with the new Finance System which; once launched will reduce the score. Launch date has been pushed back to Quarter 1 of 2025/2026 as to avoid end of year accounts.
SR4.1	Financial Risks of over/under spent budget through non-achievement of income targets or inaccurate budget forecasting. Insufficient Resources to meet objectives	Risk unchanged since previous quarter. Forecasts for 2024/25 based on current activity and spend. Continuing review of MTFP in line with prevailing assumptions on inflation and service delivery. Continued monitoring of expenditure, income, operational capacity and usage.
SR4.2	Financial Risks of either greatly increased insurance costs or insurers refusal to insure Authority due to increased risks brought on by prevailing conditions	Risk unchanged since previous quarter. Insurance is arranged annually for period October X1 to September X2. Liaison required with Insurance brokers with regards to any changes in insurance cover and premiums. Meeting with broker in September 2024 to finalise upcoming renewal. Review of insurance property values, and insurable items, required to ensure sufficient arrangements/coverage
SR5.3	Failure for 2021/22 and 2022/23 accounts to have gain audit assurance	The Accounts and Audit Regulations (Amended) 2024 came into force on 30 September 2024, and set backstop dates up to, and including, the accounts for the 2027/28 financial year.

		<p>The Ministry of Housing, Communities &amp; Local Government (MHCLG) issued a policy paper on 27 November 2024 “Addressing the local audit backlog: modified or disclaimed audit opinions” in which they set out the details around the measure to tackle the audit backlog, and the need for backstop dates and expected disclaimed opinions to public sector accounts. They also reference the reasons for disclaimed opinions and the governments expectation that lender and rating agencies would factor in this exceptional circumstance.</p>
SR7.1	<p>Inadequate business continuity implementation at any (all) sites following natural disaster, IT failure including Cyber Terrorism, Flooding, Disease Outbreak (animals/humans), Terrorism.</p>	<p>Although there is no change in the residual risk score, the progress has changed to a positive direction following a two day training course for senior officers by an external company on Business Continuity and Crisis management. Furthermore, officers are currently reviewing the Business Continuity Policy and procedures.</p>

## Risk Appetite

Risks are currently assessed using a 1-9 scale for both impact and likelihood. The Authority's risk appetite is then defined using the scoring matrix below.

Impact	9	9	18	27	36	45	54	63	72	81
	8	8	16	24	32	40	48	56	64	72
	7	7	14	21	28	35	42	49	56	63
	6	6	12	18	24	30	36	42	48	54
	5	5	10	15	20	25	30	35	40	45
	4	4	8	12	16	20	24	28	32	36
	3	3	6	9	12	15	18	21	24	27
	2	2	4	6	8	10	12	14	16	18
	1	1	2	3	4	5	6	7	8	9
		1	2	3	4	5	6	7	8	9
		Likelihood								

Those risks with a residual score in the green zone are generally considered to be managed to an acceptable level and hence limited or no further actions would be expected.

For those risks with a residual score in the amber zone, the exposure is considered to be partially acceptable. Further actions would be needed to lower this into the green zone, although a decision has to be made as to whether this is cost effective, given that resources are constrained.

Those risks with a residual score in the red zone are considered to have an exposure that is at an unacceptable level and hence further actions are needed to lower this.

On some occasions a decision may be made to accept a higher level of residual risk, although this will be subject to ongoing review and consideration at both Senior Management Team and Member level.



## Scoring Criteria

Each risk is scored on the basis of the following criteria for impact and likelihood, both for inherent and residual risk. Whilst the assessment remains subjective, these criteria serve as a guide and are used to help ensure consistency in scoring across each of the risks identified.

	Impact	Likelihood
1	No impact	<1% likely to occur in next 12 months
2	Financial loss up to £1,000 or no impact outside single objective or no adverse publicity	1%-5% likely to occur in next 12 months
3	Financial loss between £1,000 and £10,000 or no impact outside single objective or no adverse publicity	5%-10% likely to occur in next 12 months
4	Financial loss between £10,000 and £25,000 or minor regulatory consequence or some impact on other objectives	10%-20% likely to occur in next 12 months
5	Financial loss between £25,000 and £50,000 or impact on other objectives or local adverse publicity or strong regulatory criticism	20%-30% likely to occur in next 12 months
6	Financial loss between £50,000 to £250,000 or impact on many other processes or local adverse publicity or regulatory sanctions (such as intervention, public interest reports)	30%-40% likely to occur in next 12 months
7	Financial loss between £250,000 to 500,000 or impact on strategic level objectives or national adverse publicity or strong regulatory sanctions	40%-60% likely to occur in next 12 months
8	Financial loss between £500,000 to £1 million or impact at strategic level or national adverse publicity or Central Government take over administration	60%-80% likely to occur in next 12 months
9	Financial loss above £1 million or major impact at strategic level or closure/transfer of business	>80% likely to occur in next 12 months

### Progress

- ↓ Risk has reduced.
- ↑ Risk has increased.
- ↔ Progress or Risk has not changed.



**LEE VALLEY REGIONAL PARK AUTHORITY**  
**EXECUTIVE COMMITTEE**  
**20 MARCH 2025 AT 10:30**

**Agenda Item No:**

**8**

**Report No:**

**E/881/25**

## **SCRUTINY SCORECARD 2024/25 Q3**

Presented by the Corporate Director

### **EXECUTIVE SUMMARY**

At each Scrutiny Committee Members review the Scrutiny Scorecard which provides 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 the relevant quarter.

At the request of the Authority Chairman the Executive Committee are requested to note the contents of the Scrutiny Scorecard 2024/25 Q3 and associated paper presented and noted at a meeting of the Scrutiny Committee held on 27 February 2025 (Paper S/74/25) and an oral update will be given at the Executive Committee.

### **RECOMMENDATION**

Members note: (1) the Scrutiny Scorecard 2024/25 Q3 included at Appendix A to Paper S/74/25.

### **BACKGROUND**

- 1 At the Scrutiny Committee on 15 October 2009 (Paper S/02/09) it was agreed that a performance scorecard should be developed for the Authority and that this should act as a starting point for discussion that may initiate scrutiny reviews to investigate areas of concern or future development.
- 2 At the Scrutiny Committee on 27 January 2010 a scorecard for the whole Authority was presented and discussed. This resulted in a revised scorecard, incorporating Members' comments and was agreed at the Scrutiny Committee on 7 April 2010. It was agreed that officers would provide an update of the scorecard each quarter to Scrutiny Committee.
- 3 The commencement of the first Leisure Service Contract (LSC) in April 2015 led to changes to a range of processes, both internal and external, and the need to revise the Authority's Scorecard. At the Scrutiny Committee on 22 February 2018 an update to the Scorecard was proposed and this was agreed at Executive Committee on 22 March 2018 (Paper E/550/18).

- 4 The Scrutiny Committee's terms of reference include a duty to review performance and to scrutinise the activities of the Authority. On completion of its meeting, the Scrutiny Committee will note the Scrutiny Scorecard and at the request of the Authority Chairman present this to the Executive Committee highlighting any areas that are of concern.

## **SCRUTINY SCORECARD**

- 5 The Scorecard covers actual performance for a specific quarter, plus a cumulative figure showing year to date position and incorporates financial, customer, internal process and sustainability measures that have been agreed with Members.
- 6 The Scorecard incorporates all facilities/venues and parklands currently operated in-house by the Authority and a summary of performance for the six LSC venues that are operated by Greenwich Leisure Ltd (GLL) on the Authority's behalf.
- 7 The Scorecard is divided into three sections:
- summary of LSC and Authority performance overall;
  - LSC reportable KPIs; and
  - Authority reportable KPIs.
- 8 Any environmental, financial, human resource, legal and risk management implications are covered in Paper S/74/25 attached as Annex A to this report.
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## **PREVIOUS COMMITTEE REPORTS**


Scrutiny	S/74/25	Scrutiny Scorecard 2024/25 Q3	27 February 2025
Scrutiny	S/72/25	Scrutiny Scorecard 2024/25 Q2	21 November 2024
Scrutiny	S/69/24	Scrutiny Scorecard 2023/24 Q4	20 June 2024
Scrutiny	S/68/24	Scrutiny Scorecard 2023/24 Q3	29 February 2024

## **LIST OF ABBREVIATIONS**

KPI	Key Performance Indicator
LSC	Leisure Service Contract
GLL	Greenwich Leisure Ltd

## **ANNEX ATTACHED**

Annex A	Paper S/74/25
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 <p><b>LEE VALLEY REGIONAL PARK AUTHORITY</b></p> <p><b>SCRUTINY COMMITTEE</b></p> <p><b>27 FEBRUARY 2025 AT 13:30</b></p>	<p><b><u>Agenda Item No:</u></b></p> <p><b><u>Report No:</u></b></p> <p><b>S/74/25</b></p>
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## SCRUTINY SCORECARD 2024/25 Q3

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 the third quarter of 2024/25.

The report covers actual performance from 1 April 2024 to 31 December 2024. 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 3 of 2024/25 with the specific details within the relevant section of this report.

- 1 Authority reportable KPIs mostly achieved target with just a few PIs falling short, as detailed in Appendix C to this report.

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

Assessment, Complaints, and the Net Promoter Score are falling behind. Previous concerns about the reporting of maintenance issues are being addressed and are improving.

- 2 4.9 million visits to-date to the Park and Facilities (operated by the Authority) against a year-end target of 7 million. This is 279,000 fewer visits than last year yet still an increase on pre-Covid years. The introduction of a new visitor counting system is showing some changes which are being monitored. This year is a baselining year.

LSC venues have seen 1.5 million visits to the end of Q3. 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 the same year on year.

- 3 Authority customer satisfaction levels are achieving target at 85%.

LSC venue customer satisfaction levels at 83% are slightly below target of 85%.

Compliments for LSC venues are lower than the same period last year but exceeding target. This is attributable to a push by GLL to have more customer surveys completed.

Authority compliments are slightly less than the same period last year and very slightly below year-end target.

- 4 Number of media articles for both Authority and LSC venues are 92% positive.
- 5 Quest Accreditations remain on target with all LSC facilities 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 still to undergo Quest.

The Authority has maintained its Learning Outside the Classroom Quality Badge.

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.

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

## **LSC REPORTABLE KPIs**

### **7 KPI 1: Overall Customer Satisfaction**

Customer satisfaction is 83% with a target of 85%, increased from 82% last year. 1578 compliments have been received which is a decrease on last year's figure of 2048. This is attributable to more customer satisfaction surveys being received. Main themes are around staff, service, and customer perception of small issues in Facility Maintenance. Complaints at 440 to date are lower than last year's figure of 459 but exceeding target.

Satisfaction levels by event organisers at 94% and contractors at 98% are exceeding target, however the sample sizes are very small. Officers are working with GLL to ensure as per the contractual requirements, more surveys are completed, to give a more accurate representation.

#### **8 KPI 2: Overall usage**

1.5 million visits have been made to the LSC venues to Q3 2024/25. This exceeds last year's figure of 1.3 million, however 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 35% but achieves target. However, only Lee Valley Hockey & Tennis Centre and Lee Valley White Water Centre are exceeding the target. All other venues are reporting 15-28% regionality. GLL are exploring how to capture data from one-off visits to gain a more representative measure of regional usage.

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

Quarterly Health and Safety audits are carried out at the venues by the Authority appointed Health and Safety Contractor, Right Directions. Performance has improved with the average score to Q3 being 86%, however this still falls short of the target of 95%. Three venues (Lee Valley Ice Centre, Lee Valley Athletics Centre and Lee Valley Riding Centre) are currently considerably below target and an action plan to address this is in place.

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 87% with a 95% target, showing an improvement to the 82% score at Q3 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 77%, 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. Q3 achieved a score of 88% giving an average to date of 83%.

Performance of the Active Communities Delivery Plans PI are moving towards the required 90%. PI completion is as follows:

- Lee Valley Athletics Centre (100%);
- Lee Valley Ice Centre (86%);
- Lee Valley VeloPark (83%);
- Lee Valley Riding Centre (88%);
- Lee Valley White Water Centre (64%) and Lee Valley Hockey and Tennis Centre (69%) are currently behind the required target with one quarter of the year remaining.

The Health and Wellbeing Delivery Plans have moved forward more recently but there is work to do in the final quarter to bring the current score of 67% across all venues, up to the required 90% target by year end.

#### **11 KPI 5: Environmental Management**

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

Utility consumption to end Q3 is 5.8 million KWh compared to 5.7million KWh last year. This is a 1% increase. 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% 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 15% from 354,309 KWh last year to 301,687 KWh this year;
- Lee Valley Athletics Centre is down 20% from 173,748 KWh last year to 138,501 KWh this year;
- Lee Valley White Water Centre is down 13% from 2,955,198 KWh last year to 2,574,906KW 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 Q3 is showing a 9% increase on last year. 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 increase is 5%. Previous billing errors at Lee Valley Riding Centre have been rectified but this has led to higher consumption being seen in 2024-25. If Lee Valley Riding Centre had remained consistent then we would not be seeing any increase in consumption to the end of Q3.

To the end of Q3, 43% of all waste collected is being recycled, which is an improvement on the 35% 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 73% 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 all indicators are reaching or exceeding target. MPG tasks are 96% completed each month. 86% of reactive/emergency works were completed in a month compared to 94% in Q2. Officers had raised concerns that not all issues were being logged or measured, and this has been improved and is being monitored in Q3, providing a more realistic performance score for Q3. Response times are 100% for priority issues and 92% 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 as 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; and
- 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 Q3 2024-25 is 85%, whilst 1% lower than the equivalent period last year, still equals target.

#### **17 KPI 3: Usage**

4.87 million Visits were made to the Authority open spaces and facilities up to the end of Q3 2024/25, (a 4.5% decrease) compared to 5.1 million the previous year. Q3 saw 946,325 visits compared to 1,210,034 the previous year (a 21.8% 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.

#### **18 KPI 4: Stakeholder Perception**

Officers will be asking for Members to approve a carry forward to the next financial year to carry out a stakeholder perceptions audit. This work has proved more complex than first envisaged and officers are assessing options. If



Members agree the carry forward, this work will be carried out early in the 2025/26 financial year.

## **19 Usage PI**

In Q1 open spaces usage has increased by 113,814 (5.0%). In Authority facilities and services usage has decreased by 835 (2.1%) compared to the previous year.

In Q2 open spaces usage has decreased by 107,789 (5.9%). In Authority facilities and services usage has decreased by 8,430 (16%) compared to the previous year.

In Q3 open spaces usage has decreased by 271,105 (22.74%). In Authority facilities and services usage has decreased by 8,171 (24.4%) compared to the previous year.

Overall, to the end of Q3 open space usage has decreased 4.9% and Authority facilities and services usage has decreased by 15%.

The reduction in usage at Authority facilities and services over the three 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 and Q2 than the previous year due to the warmer spring weather but a stormy Q3 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 Q3 is only slightly lower than the previous year's score of 86%.

## **21 Formal Complaints PI**

The number of formal complaints in Q3 increased from 20 last year to 30 this year. The overall total to the end of Q3 has increased slightly from 128 to 139.

## **22 Formal Compliments PI**

The number of formal compliments received in Q3 reduced from 21 last year to 18 this year. The total to the end of Q3 is 44 compliments this year compared to 48 last year. Compliments are from volunteers, regarding the media coverage of Lee Valley White Water Centre, the volunteers award evening and also for uniform. There was one compliment regarding Myddelton House Open Day and two regarding the new Afternoon Tea.

## **23 Regionality PI**

Data from the visitor tracking contractor indicates that at Q3, the 53% regionality for this year shows that numbers from outside the region (3-mile radius of sites) is higher than the previous year (44%) 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 Q3 shows all areas are meeting or exceeding targets. There is a significant increase in visits from black and ethnic minority groups, whilst disabled and the over 60 age groups have shown a decline on last year's score. Visits from the most deprived socio-economic groups are lower than last year but still achieving the 10% target.

**25 Website Hits PI**

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 web hits compared to November (18,003 compared to 20,150). The total to date is 232,314 against an annual target of 350,000.

Q1 achieved target and Q2 was down due to the team prioritising the launch of the new website.

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

Coverage fluctuates through the year and often depends on events, launches and programmes we run. There was also a good range of positive press and broadcast coverage for the Authority and its venues during Q3. The London 3 Day at Lee Valley VeloPark and British Open at Lee Valley White Water Centre showcased the venues in action on TV and radio. Open space activity such as London in Bloom produced a clutch of coverage in local press. We expect the target for Authority coverage to be met by the end of the year. An incident at Lee Valley VeloPark during the UCI Track Champions League in December attracted significant media attention. As with all our major events, extensive crisis communication planning was in place and was actioned.

To note: We have reviewed the way coverage is categorised as positive, neutral, or negative. Each piece is now viewed more from the perspective of Park users/consumers providing a more realistic reflection of how the Park, and the Authority, is viewed by the general public.

**27 Response Time – Complaints PI**

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

**28 Response Time – FOI/EIR Requests PI**

<b>Information requested on:</b>	<b>EIR/FOI</b>
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

## 29 **Cleanliness PI**

The average cleanliness score of 88% is below last year's equivalent score of 95% and below target. A reduction in cleanliness at three sites: Three Mills; East India Dock/Bow Creek; and Tottenham Marshes has led to a drop in the overall score. All other sites have scores exceeding target. The continued use of volunteers as an added resource has enabled the contractor and Ranger teams to keep abreast of the litter generated. Any areas of unacceptable cleanliness are reported to the grounds maintenance contractor and are monitored using Park Reporter to ensure any concerns are acted upon.

## **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.

### 32 **Staff Turnover PI**

In Q3 there have been 2 leavers, one resignation and one failed probation.

To the end of Q3 2024/25 there have been a total of 16 leavers, consisting of seven resignations, three failed probations, five end of contracts and one death in service. This equates to 12.43% of staff against a year-end target of 15%.

Quarterly staff turnover is:

Q1 - 4.58%;

Q2 - 6.35%; and

Q3 - 1.5%.

### 33 Staff Sickness PI

To the end of Q3 2024/25 the average sick days per FTE was 1.85 days with an annual target of 3.0. This continues to be lower than the national average and exceeding target.

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.

### 34 Percentage Waste Recycled PI

The amount of waste collected and recycled in Q3 2024-25 was 71% which is less than the 90% recycled in the same period last year. In Q1 the figure was 71% compared to 68% the previous year and in Q2 the 2 years were comparable at 73%. 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.

## 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 also held in December 2024 and the feedback from these groups will be used when the process is reviewed in 2025/26.

### 36 Staff Training PI

To the end of Q3 2024/25, 323 staff attended training which exceeds the year-end target of 260 and is an improvement on the equivalent figure last year of 248.

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

A new PI relating to General Data Processing Regulations (GDPR) training was introduced in 2023-24. This new course is mandatory for employees and casual workers. By the end of Q3 72% 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 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 92% against a target of 95%. 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%. All departments and venues showed an improvement on the previous year, 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**

There has been a decrease in the number of public accidents and incidents reported in Q3, compared to the equivalent period last year. In total there have been 364 accidents and incidents to date compared to 356 last year. It is to be noted that this is mainly incidents such as by-law offences and accidents remain low. There is an increase in the number of staff/contractor accidents and incidents, with 75 to the end of Q3 this year compared to 30 last year. This is also mainly incidents with a low number of accidents. Staff only accidents were minor injuries and there is now better reporting of accidents, incidents and near misses. Park Guard reports have improved although some reports are from patrol logs with nothing happening/no incidents which has affected the number. Right Directions (the Authority's H&S contractor) will be addressing reporting methods with Park Guard to reduce these issues in the future.

### **39 Data Protection PI**

There have been five personal data breaches during Q1 to Q3. None of these were high risk and therefore they were not reported to the Information Commissioner's Office. Three of the breaches (two in Q1 and one in Q3) 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. 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, both of which were responded to within statutory timescales. There were no subject access requests in Q2 or Q3.

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## **PREVIOUS COMMITTEE REPORTS**

Scrutiny	S/72/24	Scrutiny Scorecard 2024/25 Q2	21/11/24
Scrutiny	S/69/24	Scrutiny Scorecard 2023/24 Q4	20/06/24
Scrutiny	S/68/24	Scrutiny Scorecard 2023/24 Q3	29/02/24

## **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
LVWWC	Lee Valley White Water Centre
LVVP	Lee Valley VeloPark
LVHTC	Lee Valley Hockey & Tennis Centre
LSC	Leisure Service Contract
GLL	Greenwich Leisure Ltd
LLDC	London Legacy Development Corporation
MPG	Maintenance Performance Guide
CAFM	Computer Aided Facility Management
FTE	Full Time Equivalent
GDPR	General Data Protection Regulations
EEA	European Economic Area
CIL	Community Infrastructure Levy
CAF	Community Access Fund
LVRPA	Lee Valley Regional Park Authority
FOI	Freedom of Information
EIR	Environmental Information Request

Financial Perspective	KPI/PI	Annual Target	Q3 profiled target	Q3 actual	Q3 Last Equivalent	Cumulative	Direction of Travel	P.A.T
Levy Contribution	<b>KPI 1</b>	32.3%	32.3%	34.1%	32.2%	32.2%	↑	
Total income generation	<b>PI</b>	£7,562,200	£1,620,650	£1,889,480	£2,500,617	£6,567,185	↓	
External Capital Funding	<b>PI</b>	2%	2%	0%	6%	0%	↓	

Income (£000's)	PI	Budget						
		Target	Q3 profiled target	Q3 actual	Q3 Last Equivalent	Cumulative	Direction of Travel	P.A.T
Abbey Gardens	1	0	0	0	0	2	↔	
Bow Creek / EIDB	2	0	0	0	0	0	↔	
Gunpowder Park	1	0	4	1	7	7	↑	
River Lee Country Park	1	0	11	8	48	48	↑	
Rye House Gatehouse	0	0	0	0	0	0	↔	
Three Mills	0	0	3	0	5	5	↑	
Countryside Areas	190	48	41	60	136	136	↓	
Myd Hse Gardens & Vis Cntr	182	32	23	27	127	127	↓	
Myd House	16	4	4	4	14	14	↔	
Hayes Hill Farm								
Holyfield Farm	266	67	22	61	63	63	↓	
Fisheries	130	32	86	79	118	118	↑	
Learning & Engagement (Y&S)	28	7	8	7	34	34	↑	
Events	109	27	1	16	101	101	↓	
Sport and Active Recreation	0	0	12	1	33	33	↑	
Volunteers	0	0	0	0	0	0	↔	
LV Campsite Sewardstone	718	110	108	109	597	597	↔	
LV Caravan Park Dobbs Weir	1119	163	170	147	913	913	↑	
LV Camping and Caravan Park Edmonton	560	92	105	96	472	472	↑	
LV Almost Wild Campsite	54	6	1	5	35	35	↓	
LV Golf Course	129	19	16	25	106	106	↓	
LV Marina Stanstead	895	224	215	204	687	687	↑	
LV Marina Springfield	1125	281	285	324	907	907	↓	
LV WaterWorks Centre	2	0	9	5	11	11	↑	

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

Customer Perspective	KPI/PI	Annual Target	Q3 profiled target	Q3 Actual	Q3 Last Equivalent	Cumulative	Direction of Travel	P.A.T.
Customer Satisfaction (Overall)	KPI 2	85%	85%	85%	86%	85%	↔	
Usage	KPI 3	7 million	1,750,000	946,325	1,238,326	4,870,824	↓	
Stakeholders Perception	KPI 4	75%	75%	74%	74%	74%	↔	
Complaints	PI	159	40	30	20	139	↓	
Compliments	PI	64	16	18	21	44	↓	
Regionality	PI	38%	38%	53%	44%	53%	↑	
Visitor Profiling	PI							
- from the most deprived socio-economic groups		10%	10%	10%	17%	10%	↓	
- from black & minority ethnic groups		30%	30%	43%	38%	43%	↑	
- aged over 60yrs		25%	25%	26%	33%	26%	↓	
- disabled		5%	5%	5%	8%	5%	↓	
Website Hits	PI	350,000	60,000	59,016	58,435	232,314	↑	
Media articles for all Authority-led areas (responsibility of LVRPA)	PI	1,200	300	200	721	870	↓	
%age positive articles	PI	NA	NA	43%	100%	76%	↓	
Media articles for LSC venues (responsibility of GLL)	PI	1,600	400	148	219	1033	↓	
%age positive articles	PI	NA	NA	99%	99.5%	99.0%	↑	
<b>Total Media Articles</b>	PI	2,800	700	348	940	1903	↓	
<b>Total %age positive articles</b>	PI	NA	NA	66%	100%	91.9%	↓	
Response times to all communications (excluding FOI/EIR)	PI	10	10	2	2	2	↔	
Response Times to FOI/EIR	PI	20	20	19	10	15	↓	
No. of SARS received	PI	NA	NA	0	1	2	↑	
% SARS responded to within statutory timescales	PI	100%	100%	NA	100%	100%	↔	
No. of personal data breaches	PI	0	0	2	0	5	↓	
No. of personal data near misses	PI	0	0	0	0	0	↔	
No. of personal data incidents	PI	0	0	0	0	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%	Meeting or exceeding target
5-10%	Just missed target
>10%	Below target



Customer Perspective																					
Usage				Customer Satisfaction			Complaints			Compliments			Regionality			H & S Quarterly Audit . This period			Cleanliness		
PI	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	23,804	26,720	↑	85%	88%	↑	2	1	↓	0	0	↔	26%	23%	↓	Q4	92%	↔	100%	100%	↔
Bow Creek / EIDB	75,084	60,559	↓	83%	86%	↑	0	2	↑	0	0	↔	30%	11%	↓				100%	71%	↓
Gunpowder Park	67,311	60,914	↓	80%	87%	↑	1	1	↔	0	0	↔	31%	20%	↓				100%	100%	↔
River Lee Country Park	349,671	235,683	↓	84%	88%	↑	8	10	↑	0	0	↔	52%	37%	↓				94%	100%	↑
Rye House Gatehouse	6,698	30,194	↑				0	0	↔	0	0	↔							100%	100%	↔
Three Mills	54,165	33,830	↓	76%	80%	↑	0	0	↔	0	0	↔	33%	4%	↓				100%	50%	↓
Tottenham Marshes	197,072	146,583	↓	81%	85%	↑	2	0	↓	0	0	↔	14%	11%	↓				90%	75%	↓
Waterworks Nature Reserve	66,814	60,508	↓	87%	85%	↓	0	0	↔	0	0	↔	19%	11%	↓				90%	90%	↔
North Sites	85,063	80,724	↓	82%	85%	↑	4	2	↓	0	0	↔	65%	56%	↓				84%	100%	↑
South Sites	257,429	179,407	↓	89%	89%	↔	2	7	↑	0	0	↔	11%	10%	↓				94%	94%	↔
Myd Hse Gardens	9,061	5,945	↓	90%	91%	↑	0	0	↔	0	0	↔	63%	42%	↓	72%	80%	↑			
Myddelton House & Vis Centre	combined	combined		N/A	combined		0	0	↔	0	2	↑	N/A	N/A	↔	77%	94%	↑			
Holyfield Farm							0	0	↔	0	0	↔				80%	95%	↑			
Learning & Engagement (Y&S)	1,111	548	↓	100%	100%	↔	0	0	↔	1	0	↓	97%	88%	↓	NA	NA	NA			
Events				N/A	N/A	N/A	0	0	↔	0	0	↔	N/A	N/A	↔	NA	100%	↔			
HR				N/A	N/A	N/A	0	0	↔	0	0	↔	N/A	N/A	↔	NA	100%	↔			
Sport and Active Recreation				N/A	N/A	N/A	0	0	↔	0	0	↔	N/A	N/A	↔	NA	100%	↔			
Volunteers	15,374	6,794		N/A	N/A	N/A	0	1	↑	20	14	↓	N/A	N/A	↔	NA	87%	↔			
LV Campsite Sewardstone	6,069	5,672	↓	82%	86%	↑	0	1	↑	0	1	↑	97%	96%	↓	78%	97%	↑			
LV Caravan Park Dobbs Weir	3,486	4,561	↑	89%	90%	↓	0	3	↑	0	0	↔	96%	96%	↔	68%	94%	↑			
LV Camping and Caravan Park Edmonton	5,910	6,902	↑	84%	82%	↓	0	0	↔	0	1	↑	96%	98%	↑	79%	95%	↑			
LV Golf Course	1,259	779	↓	82%	71%	↓	0	0	↔	0	0	↔	64%	51%	↓	63%	74%	↑			
Almost Wild Campsite	220	2	↓	NA	NA	N/A	0	0	↔	0	0	↔	N/A	N/A	↔	NA	NA				
LV Marina Stanstead				99%			1	0	↓	0	0	↔	59%	N/A	↔	76%	91%	↑			
LV Marina Springfield				94%			0	1	↑	0	0	↔	43%	N/A	↔	82%	95%	↑			
LV WaterWorks Centre							0	0	↔	0	0	↔									
LVP as a whole							0	1	↑	0	0	↔									
Totals	1,225,601	946,325	↓	86%	86%	↔	20	30	↓	21	18	↓	53%	44%	↓	75%	92%	↑	95%	88%	↓

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

Internal Business Perspective	KPI/PI	Annual Target	Q3 Profiled Target	Q3 actual	Q3 Last Equivalent	Cumulative	Direction of Travel	P.A.T
Open Space Quality Awards (Green Flag, LiB)	PI	17	NA	18	18	18	↔	
Service Quality Awards (Quest, LOTC)	PI	6	NA	6	6	6	↔	
Staff Turnover	PI	15%	NA	1.50%	3.14%	12.43%	↑	
Staff Sickness	PI	3	NA	1.01	0.78	1.85	↓	
%age Waste Recycled	PI	90%	NA	71%	90%	72%	↓	

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	Q3 profiled target	Q3 actual	Q3 last equivalent	Cumulative	Direction of Travel	P.A.T
Staff satisfaction Survey Annually (six monthly)	PI	75%	NA	75%	75%	75%	↔	
Staff Training Attendance	PI	260	NA	103	248	323	↓	
H & S Quarterly Audit (cumulative annual)	PI	95%	95%	92%	75%	87%	↓	
H & S Accidents and Incidents (Internal/External)	PI	322	81	84	116	364	↑	
H & S Accidents and Incidents (Staff/Volunteer/Contractor)	PI	30	8	21	12	75	↓	
Staff Training - Data Protection	PI	100%	100%	72%	54%	72%	↑	

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 exceed
5-10%	missed target
>10%	below target

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	9,236,198		2,782,531	1,877,932	3,200,014	2,532,801	3,253,653	2,686,149		2,137,765
24	Income per head	budget	£6.33		£5.12	£4.29	£5.96	£5.18	£6.33	£5.80		£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%		90%
2	Formal Complaints	250	440		131	118	185	275	124	66		89
3	Formal compliments	1,200	1,578		467	510	720	1122	391	416		418
4	Net Promoter Score	50%	43%		35%	52%	49%	41%	43%	65%		73%
17	Active Communities- User Satisfaction	>75%	94%		95%	95%	91%	75%	95%	89%		90%
20	Events- Organiser satisfaction	90%	94%		92%	96%	98%	97%	93%	93%		95%
21	Events- Contractor-supplier satisfaction	90%	98%		100%	95%	100%	90	94%	97%		100%
22	Events- Spectator satisfaction	75%	83%		87%	N/A	NA	N/A	79%	90%		90%
	KPI 2 Overall Usage											
	number of people using the facility											
5	Regionality	30%	31%		31%	35%	29%	35%	33%	35%		37%
6	Usage	2.5m	1,459,637		557,842	438,039	459,259	459,477	434,617	408,165		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%	86%		84%	82%	87%	77%	87%	91%		85%
7	H&S audit	95%	86%		81%	80%	90%	74%	87%	85%		83%
8	External Quality Assessment	95%	86%		87%	83%	85%	79%	87%	91%		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	77%		63%	68%	69%	73%	79%	78%		71%
9	Quality Service Score	85%	83%		77%	79%	85%	80%	88%	83%		81%
18	Active Communitues- Delivery Plans	90%	82%		61%	60%	73%	65%	82%	70%		81%
19	Active Communitues- Health and Wellbeing	90% completed	67%		50%	67%	50%	74%	67%	81%		52%
	KPI 5 Environmental Management											
	score obtained from measurement of range of environmental factors	85%										
10	Utility consumption	7,398,038	5,858,049		1,863,173	1,789,741	2,242,869	2,167,364	1,752,007	1,737,515		1,778,146
11	water usage	47,745	37,316		11,277	6,982	11,201	11,858	14,838	15,240		10,394
12	waste recycled	40%	43%		37%	42%	48%	37%	46%	26%		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%		95%
14	number reacitve/emergency jobs raised and number completed in month	90 % completed	92%		96%	92%	94%	98%	86%	92%		96%
15	Response times within agreed limits for reactive works. Priority 1-4	Priority 1- 100%	100%		100%	100%	100%	99%	100%	100%		100%
		Priority 2- 95%	100%		100%	99%	100%	97%	100%	99%		98%
		Priority 3- 90%	87%		87%	95%	89%	76%	77%	92%		78%
		Priority 4- 80%	89%		89%	82%	89%	64%	73%	88%		70%