



**LEE VALLEY REGIONAL PARK AUTHORITY**

**SCRUTINY COMMITTEE**

**22 FEBRUARY 2018 1:00PM**

**Agenda Item No:**

**5**

**Report No:**

**S/42/18**

## **SCRUTINY SCORECARD 2017/18 Q3**

Presented by Head of Sport and Leisure

### **SUMMARY**

This report provides Members with a detailed breakdown of the Authority's performance against its Key Performance Indicators, Corporate Performance Indicators and site/venue performance for the third quarter of 2017/18. The report covers actual performance from 1 April 2017 to 31 December 2017. This report incorporates financial, customer, internal process and sustainability measures that have been approved by Members and incorporates all venues and parklands operated both in-house by the Authority and those contracted out to Vibrant Partnerships. The Trust venue report and scorecard were reported to Executive Committee on 22/02/2018 (Paper E/544/18) and this is attached at Appendix C and D for information.

A summary of the Authority's key achievements in the third quarter of 2017/18:

- KPI's are on target and expected to hit target at year end.
- 5.8 million visits to-date to the Park & Trust Venues with a year-end target of 7.1 million. It is anticipated that the target will be achieved with an estimated year-end figure of 7.1million.
- The levy reduction to 42.9% of the maximum this year is on target from 46.5%
- Average customer satisfaction score is on target at 85%, with the Authority score at 87%.
- Green Flag accreditations have met target with all nine sites (ten including Queen Elizabeth Olympic Park) having passed, and three sites also achieving Green Heritage status (River Lee Country Park was a new entry for this year).
- The Authority has submitted 7 sites for London in Bloom with all sites having been judged and awarded Gold standard, 3 of the sites being category winners.
- Quest Accreditations are still on target with the VeloPark rated 'Excellent' as was the White Water Centre; both centres are due unannounced Directional Reviews later in the year. The Riding Centre was reassessed in May and improved from 'Good' to 'Very Good' and the Ice Centre was reassessed in June and dropped from 'Excellent' to 'Very Good' although this has to take into consideration the recent closure for refurbishment.
- Quest for the Sports Development Team was reassessed and the team were classed as 'Outstanding' by the assessor.

Major factors impacting performance:

- The age and operational function of the visitor counters is declining with most over ten years old. Officers are working on options for renewing the current counter suite.
- The amount of traveller incursions to sites this year has resulted in the temporary closure of some car parks, followed by the installation of concrete blocks which, although impeding traveller access, has also impacted on visitors to these sites.
- Formal complaints have increased due to the charge for car parking which has commenced at sites within the park.

## RECOMMENDATIONS

Members Note: (1) the report

## BACKGROUND

- 1 At the Scrutiny Committee on 15 October 2009 (Paper S/02/09) it was agreed that a performance scorecard should be developed for the Authority and that this should act as a starting point for discussion that may initiate scrutiny reviews to investigate areas of concern or future development.
- 2 At the Scrutiny Committee on 27 January 2010 a scorecard for the whole Authority was presented and discussed. This resulted in a revised scorecard, incorporating Members' comments and was agreed at the Scrutiny Committee on 7 April 2010. It was agreed that officers would provide an update of the scorecard each quarter to Scrutiny Committee.
- 3 The balanced scorecard for the Authority is shown in detail at Appendix A to this report and contains data up to the end of December 2017. The following paragraphs summarise the key messages from the data with further explanation.

## KEY PERFORMANCE INDICATORS (KPI)

### 4 KPI 1: Levy Contribution

The levy for 2017/18 was reduced by 6% in January 2017 and this has reduced the levy to 42.9% of the maximum chargeable and is on target. The levy strategy is being considered by a specific Member led group in line with the Business Plan objectives 2016-19. Authority approved a further reduction 6% reduction in the levy for 2018/19 reducing the levy to 38.8% of the maximum chargeable.

### 5 KPI 2: 2016-19 Business Plan Objectives

Members agreed a new 2016-19 Business Plan and a 2016/17 Work Plan which commenced in April 2016 and of 25 objectives due for completion in 2017/18, 20 are currently on target with 5 having slipped (20%) - it is forecast that 85% of objectives for this year will be achieved by year end. The revised Business Plan Objective spreadsheet is attached as Appendix E to this report.

## 6 **KPI 3: Customer Satisfaction**

The average Trust & Authority combined customer satisfaction score for the quarters up to the end of December 2017/18 is 85% which is on target. The Authority alone is showing an average customer satisfaction score of 87%.

This score was generated from a sample of surveys carried out between April and December 2017 with visitors to the Park, either through face to face interviews (via an independent research agency) or through self-completion surveys. Up to the third quarter of the year our research agency has been undertaking interviews with customers at parklands locations. The score achieved is above the overall UK customer satisfaction index (UKCSI) of 78% and the individual scores for the UK leisure (80%) and tourism (81%) sectors.

## 7 **KPI 4: Stakeholder Perception**

The stakeholder perception score is generated by asking a range of stakeholders a set of standard questions to assess their overall perception of the Authority. Based on results from the London Councils Summit in Q3 for 2017/18, the score of 77% is above the target of 75%. 44 Councillors from 23 of the London Boroughs present scored their overall perception of LVRPA at 73%, an increase of 6% from last year's score of 67%. This, combined with feedback from sports development stakeholders has given an overall score of 77%, which is a slight increase on the previous year. The next survey will be in Q3 of the 2018/19 year. (London Councils event).

## 8 **KPI 5: CO2 Reductions from Authority Operations**

Carbon emissions up to the end of the third quarter have dropped slightly in comparison to the same period last year – 4,258 tonnes, showing a decrease of 179 tonnes (4.03%). Carbon emissions across venues has reduced by 6% from last year. This is mainly due to reduced energy consumption during the closure of LVIC for refurbishment and there have been less major events in comparison to last year.

## 9 **KPI 6: Usage**

In total there have been 5.8 million visits to date to the Park & Trust Venues, with a year-end target of 7.1 million. It is anticipated that the target will be achieved.

3.6 million visits were made to the Authority sites, facilities and services up to the end of the third quarter of 2017/18. This is 3,356 (0.09%) more visits than by the same period last year.

Weather can have an impact on visitor numbers. The weather in the first three quarters of the year has been more variable than in previous years. The spring was warmer and drier than the previous year, but summer was colder with more than double the rainfall. The winter has been slightly warmer but again, with more rainfall. (See table below).

	2017/18	2016/17		
	Q3	Q3	Change	%
Mean Temp.	8.3	7.9	0.4	5.1%
Ave Rainfall	63.1	51.7	11.4	22.1%
Ave Sunshine	77.8	92.1	-14.3	-15.5%

## **AUTHORITY PARKLANDS SCORECARD**

### **10 Overall**

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

### **11 Income and Budget Variance**

#### **IN YEAR SAVINGS (£145,000)**

Quarter 1 and 2 projected an estimated over spend of £168,000 and £124,000 respectively. Following a budget management review after the second quarter all costs centre managers were tasked with identifying areas where they could make efficiencies in year to manage the overall budget back within its approved level. Areas including consultancy, marketing, office running costs, open spaces and operational budgets have been managed downwards to achieve this. Also improved income returns on property rents and events are now realised and have been factored in to year end forecasts to achieve a broadly balanced budget and are offsetting the variances described below as well as absorbing new additional costs, for example consultants supporting the Leisure Services Contract renewal.

#### **Car Parking Charges - (£100,000 reduced income)**

The implementation of this project across the Park has involved protracted negotiations as the Authority has sought support from various third parties to introduce charging in its car parks.

Epping Forest District Council (EFDC) has now confirmed that they are not in a position to assist the Authority. Car park schemes within Broxbourne Borough Council are progressing and additional assistance from their Chief Executive has been engaged and it is now hoped that these will be launched in time for the new financial year 2018/19.

Due to the slow progress officers have also explored various other delivery options and as such have engaged with a private company Parking Eye (currently running the car parking at Lee Valley VeloPark and Lee Valley Hockey & Tennis Centre). Charging started on 23 October for two car parks (Gunpowder Park and Waltham Abbey Gardens) so we should start to achieve small income returns over the coming months enabling more accurate forecasting of income in 2017/18 and for future years. Consideration is now being given to roll the Parking Eye contract to all the car parks within EFDC.

Discussions are also taking place with the London Borough of Haringey and

they are currently working on a scheme for Tottenham Marshes.

It is anticipated that this shortfall in income in this financial year will not have an impact in future years as schemes get up and running before the new financial year in 2018/19.

#### **East India Dock Basin Rental Agreement – (£15,000 reduced income)**

Planning permission was granted in November 2017 for the location of builders cabins required to support Ballymore's construction of their Leamouth south development. Ballymore wanted the Authority to grant them an Option on the land to place a site compound should they wish, but also claimed they had alternatives that they were pursuing and would not increase the rent they originally offered of £27,500pa. As the Option they requested was to be for no consideration and at a rent that had already been rejected by Members officers have not pursued this matter further.

#### **Lee Valley Farm – Holyfield Hall (£50,000 reduced income)**

The price paid for milk has been steadily on the rise and an additional £0.83ppl (pence per litre) was announced in September and another rise in October, unfortunately this trend has ceased and we have received notification of a 1.9ppl reduction from February so this wipes out the increases earlier in the year.

The milk vending machine has proved successful and hit the forecasted income.

Officers are currently predicting reducing the loss of income from the Q1 & Q2 reports by a further £14,000 these reductions can be made as herd numbers are down which means savings in related cost codes i.e. feed, vet bills

Grain will also miss the income budget due to the yields being reduced due to the adverse weather just before harvest.

Officers have appointed a specialist farm consultant (Strutt & Parker) to review operational management options and this review is currently in draft with Officer engagement with the consultants organised for late February to get a final report, with a view to return the findings (and recommendations) to Members of Scrutiny Committee in 2018.

The farm operation is also stretched due to the manager being on long term sick since May. Therefore daily management is currently being undertaken by the Assistant Manager with support from the Head of Parklands, which impacts on the staffing capacity of the venue.

## **12 Usage**

Usage has increased slightly by 3,356 (0.09%) across parklands and sites compared to the previous year.

- The reduced Education Usage is due to a business decision to focus on more cost effective delivery focussing on whole day rather than half day sessions. This provides overall better value for users (£7.90 full day v £5.10 per half day); increased income for this service of £10,000 with more efficient deployment of staff resources. Free attendance at large events has been reviewed and only key events retained to enable more

paid sessions to be delivered.

- Open spaces usage has increased in some areas, but with a noted decrease in others due to a variety of reasons. The two notable areas where visitor numbers have dropped are Waltham Abbey Gardens and Gunpowder Park, which had concrete blocks in situ to prevent Traveller incursion. Both sites have introduced car parking charges and the blocks have now been removed. In addition, the visitor counters currently in use are ending their useful operational life and options for their replacement are being considered.

### **13 Customer Satisfaction**

Overall satisfaction across parklands up to the end of the third quarter is 87%, which is higher than last year's score of 86%, and above target. Waltham Abbey Gardens and Myddelton House scored 90% or higher with Education (Youth and Schools) at 95%.

### **14 Net Promoter Score**

The Net Promoter Score up to the end of the third quarter has improved to 62%, all sites showing an increase with the exception of Fisheries, which has remained the same as last year.

### **15 Utility Consumption**

Utility consumption shows an increase of 45k kwh (16.9%) compared to last year. Myddelton House sees an increase in both gas and electric use, due to the poor summer and winter period but Holyfield Farm shows no change in consumption based on the same period last year.

### **16 Cleanliness**

The average cleanliness score of 85% shows no difference based on the same period last year, and is just below the target of 90%. Three Mills continues to be an area of concern, with the majority of litter due to a local school. Tottenham Marshes shows an increase again this period due to clearance of shrub and other undergrowth revealing additional hidden litter which is outside the remit of the GM contract. Consideration is being given as to the cost of removing this. All areas of unacceptable cleanliness are reported to the grounds maintenance contractor and are monitored using ParkTracker to ensure any concerns are acted upon.

### **17 Formal Complaints**

The number of formal complaints received up to the end of the third quarter has increased from 59 last year to 89 this year. This continues to be due to the introduction of parking charges to car parks in the north of the park which is of concern to users. Complaints at the WaterWorks are in relation to the centre rather than the Nature Reserve.

## 18 Formal Compliments

The number of formal compliments received up to the end of the third quarter has increased from 69 last year to 234 this year. The notable increases are at River Lee Country Park, Myddelton House Gardens and Youth & Schools.

## CORPORATE SCORECARD

- 19 The Authority's Corporate Scorecard performance shows that 16 measures have achieved or exceeded target. Explanation is given below for the measure where the target has not been met.
- 20 Up to the end of the third quarter the year there was 3.9 days sickness with a target of 2.25 which would lead to an end of year figure of 5.2 days compared to the 3 days stretch target. This is however lower than the private sector or other comparable public bodies and has been consistently low over the last three years.

The response time for complaints has increased from 5.4 up to the end of the third quarter last year to 7.5 days as increasingly complaints received are requiring more depth in response to satisfy the complainant and increased numbers of FOI/EIR requests are being received which are time intensive.

Staff turnover has increased from 6% to 17% this quarter. This equates to 9 staff members (5 who were part time on a seasonal fixed term contract, 1 who was an apprentice (post now refilled) and 3 full time permanent members of staff (1 post now refilled).

## 21 External Capital Funding

External Capital Funding for the whole capital programme is estimated at 12% by the year end. The amount of capital funding achieved in any one year is dependent on the nature of the particular schemes programmed in that year. The 2017/18 programme is focussed mainly on the final phase of development of Dobbs Weir campsite and small business investment schemes. Neither of these schemes have the potential for external capital funding although the business plan for Dobbs Weir investment from Authority funds (£3.9M), is anticipated to generate an annual ongoing revenue surplus of £400k a year when complete, alongside an estimated one off receipt from caravan sales of between £0.6 to £1m. Small business investment schemes are aimed at increasing usage, the customer experience and income at specific sites and the £1.5m approved investment this year is expected to generate an estimated £0.25m (14%) in 2018/19 which will feed through into a reduced Leisure Contract Management fee.

Specific schemes (involving partner organisations) such as events infrastructure and improvement work at the LV Hockey & Tennis including pitch replacement centre are anticipated to generate 66% external funding i.e. £0.7m external funding for £1.1m investment.

## FINANCIAL IMPLICATIONS

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

### **HUMAN RESOURCE IMPLICATIONS**

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

### **LEGAL IMPLICATIONS**

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

### **RISK MANAGEMENT IMPLICATIONS**

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

### **EQUALITIES IMPLICATIONS**

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

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### **APPENDICES ATTACHED**

Appendix A	Authority Scrutiny Scorecard
Appendix B	Revenue Monitoring Report
Appendix C	LVRPA Leisure Service Contract - 2017/18 Q3 Performance Report
Appendix D	Trust Report and Scorecard
Appendix E	Business Plan Objectives 2016-19

### **LIST OF ABBREVIATIONS**

KPI	Key Performance Indicator
UKCSI	UK Customer Satisfaction Index
LVIC	Lee Valley Ice Centre
EFDC	Epping Forest District Council
FOI	Freedom of Information
EIR	Environmental Information Regulations



Reporting Period	2017/18 Q3	16/17 Q3 Actual	Annual Target	Performance	Q3 Actual	Expected at Year End	Comments
<b>Key Performance Indicators</b>							
Levy contribution	46.5%	42.9%	↔	42.9%	42.9%	Approved Further Reduction For 18/19	
Customer satisfaction	84%	85%	↑	85%	85%	Trust & Authority combined	
Stakeholder perception	73%	75%	↔	77%	75%		
CO2 reductions from Authority Operations	4,437	5,859	↑	4,258	5,750	Trust & Authority	
2016-19 Business Plan Objectives	80%	82%	↔	80%	85%	Authority Report A/4234/16	
Usage	5.7m	7.1m	↑	5.8m	7.1m	Trust & Authority combined	

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

<b>Performance against target</b>
Achieving or exceeding target
Just missed target
Below target

<b>Financial Measure</b>
<b>Customer Measure</b>
<b>Internal Process Measure</b>
<b>Sustainability Measure</b>

Reporting Period

2017/18 Q3

Authority	Income (£00's)		Budget Variance		Usage		Customer Satisfaction		Net Promoter Score		Regionality		Formal Complaints		Quality Score		H&S Audit		Utility Consumption (000 kwh)		Cleanliness	
	18/17	17/18	18/17	17/18	18/17	17/18	18/17	17/18	18/17	17/18	18/17	17/18	18/17	17/18	18/17	17/18	18/17	17/18	18/17	17/18	18/17	17/18
<b>Overall Target</b>																						
Abbey Gardens	1		0%	-8%	228,763	3,634,205	84%	85%	62%	71%	25%	35%	0	59	80%		95%			266	88%	87%
Bow Creek / EIDB	3		-2%	-47%	101,900	154,227	82%	83%	30%	32%	27%	31%	0	0							89%	84%
Gunpowder Park	1		0%	2%	305,551	228,240	86%	87%	81%	80%	13%	14%	1	13							92%	89%
River Lee Country Park	9		1%	4%	1,310,796	1,297,033	88%	88%	70%	75%	58%	61%	50	41							83%	85%
Rye House Gatehouse	1		0%	0%	26,234	32,440	n/a	n/a	n/a	n/a	n/a	n/a	0	0							91%	81%
Three Mills	8		-25%	-9%	14,937	12,269	n/a	n/a	n/a	n/a	n/a	n/a	0	0							79%	73%
Tottenham Marshes	n/a	n/a	n/a	n/a	272,819	323,863	84%	84%	57%	63%	27%	28%	0	0							82%	80%
Waterworks Nature Reserve	n/a	n/a	n/a	n/a	250,093	297,767	81%	82%	46%	52%	32%	24%	0	8							80%	83%
North Sites	28	41	5%	4%	488,036	534,030	84%	86%	71%	74%	62%	50%	5	15							80%	89%
South Sites	10	9	-2%	-1%	564,872	534,243	86%	89%	80%	83%	24%	18%	0	4							94%	87%
Myd Has Gardens & Via Cntr	144	141	280%	3%	34,613	36,673	89%	90%	79%	84%	53%	55%	1	1							80%	84%
Holyfield Farm	193	207	59%	38%									0	0								
Fisheries	148	156	-30%	0%	3,004	3,127	82%	82%	11%	11%			2	1								
Education	39	46	4%	-4%	19,757	17,869	95%	95%	79%	79%	37%	35%	0	3								
Volunteers	7	2	-1%	0%	14,827	17,116					23%	23%	0	0								
<b>ALL PARKLANDS</b>	<b>593</b>	<b>742</b>	<b>-6%</b>	<b>-1%</b>	<b>3,634,205</b>	<b>3,637,561</b>	<b>86%</b>	<b>87%</b>	<b>59%</b>	<b>62%</b>	<b>35%</b>	<b>36%</b>	<b>59</b>	<b>69</b>	<b>89%</b>	<b>89%</b>	<b>97%</b>	<b>97%</b>	<b>266</b>	<b>311</b>	<b>85%</b>	<b>85%</b>

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

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

Education & Volunteers report non-riparian usage

Financial Measure  
 Customer Measure  
 Internal Process Measure  
 Sustainability Measure

North Sites
Arnwell
Dobbs Weir
Glen Faba
Nazeing Meads / Nazeing Marsh / Green Lane
Sitelbrook
Stanstead Riverside / Innings

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

## CORPORATE PERFORMANCE INDICATORS

	2017/18 Q3		
	16/17 Q3 Actual	Annual Target	Performance Q3 Actual
Website hits (distinct visits to the site)			
No. articles	2,074,294	2.7m	2,109,943
% articles that are positive	3,130	3,000	2,335
Green Flags achieved (Number / Score)	97%	95%	95%
NI 197 Improved local biodiversity – active management of local sites	11	11	11
Quest accreditations (Number / Score)	60%	60%	60%
External Capital Funding	4	6	6
Total Income Generation	10%	50%	12%
Staff Satisfaction	£1.8m	£3.2m	£2.3m
No. Days Sickness	75%	75%	75%
Visitor Profiling	4.5	3	3.9
- from the most deprived socio-economic groups	10%	12%	11%
- from black & minority ethnic groups	32%	33%	30%
- aged over 60yrs	23%	23%	26%
- disabled	6%	5%	5%
% Regional Users	35%	35%	36%
Waste per head	0.01	0.01	0.01
% Waste recycled	58%	58%	58%
% staff turnover	10%	10-20%	17%
Average response time to complaints, enquiries and suggestions (days)	5.4	4	7.5

Performance Indicators

### Direction of travel

- ↑ Performance has improved
- ↓ Performance has worsened
- ↔ Performance has remained the same


N/A

### Tolerance

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

- Financial Measure
- Customer Measure
- Internal Process Measure
- Sustainability Measure

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 <p><b>LEE VALLEY REGIONAL PARK AUTHORITY</b></p> <p><b>EXECUTIVE COMMITTEE</b></p> <p><b>22 FEBRUARY 2018 AT 11:00</b></p>	<p><b>Agenda Item No:</b></p> <p style="text-align: center; font-size: 2em;"><b>6</b></p> <p><b>Report No:</b></p> <p style="text-align: center; font-size: 1.5em;"><b>E/543/18</b></p>
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**Q3 REVENUE BUDGET 2017/18  
PERFORMANCE MONITORING**

Presented by the Director of Finance & Resources

**EXECUTIVE SUMMARY**

This report summarises monitoring of revenue expenditure to 31 December 2017. It compares actual income and expenditure to the budget. It also provides a projection indicating the likely out-turn position against the annual budget for the year ending 31 March 2018. The overall net operational expenditure at the year-end is expected to be an estimated £20,000 over the approved budget for 2017/18. The major variations currently projected are summarised in the table below.

Service Description	Variance 2016/17	Impact in 2018/19
	£	£
Sponsorship Income	50,000	0
Car Parking Charges	100,000	0
East India Dock Rental	15,000	15,000
Biodiversity	(50,000)	50,000
Lee Valley Farm Holyfield Hall	50,000	0
In Year Corporate Savings Plan	(145,000)	0
<b>Total Estimated Over Spend:</b>	<b>20,000</b>	<b>65,000</b>

**RECOMMENDATION**

Members Note: (1) the report.

**BACKGROUND**

- 1 The Executive Committee recommended a budget for 2017/18 at its meeting in January 2017 (Paper E/477/17). This was approved by Members at the Authority meeting on 21 January 2017 (Paper A/4236/17). This report compares actual income and expenditure to 31 December 2017 with the budget and projected net expenditure through to the year end (31 March 2018).
- 2 Details of the financial position of each Authority service or facility are shown in

Appendix A to this report.

- 3 Currently it is estimated that at the year-end there will be a net projected over spend of £20,000.
- 4 Where significant over/under spends are projected at the year-end for particular facilities/services a brief explanation is provided below.

#### **GENERAL ECONOMIC FACTORS**

- 5 Certain financial and economic factors have and will continue to impact on the budget during 2017/18 and into future financial years and these are summarised in the following paragraphs. Overall uncertainty exists in financial markets during the negotiations to leave the European Union and officers will monitor closely developments that may have a direct impact on the Authority's budget, for example interest rates.
- 6 Members received a paper in June 2016 (Paper E/452/16) which set out that agreement had been reached by employers and the relevant unions in respect of the pay award for National Joint Council (NJC) for local government services.

The agreed pay award of 1% for 2016/17 and a further 1% in 2017/18 formed part of a national agreement and was applied to all officers up to scale point 49 with effect from 1 April 2016. In addition Members approved that posts above scale point 49 would also receive this inflationary increase. These increases were estimated and included in the 2017/18 budget and medium term financial plan.

For future years beyond 2017/18 the budget has a built in 2% uplift in line with the National Employers for Local Government Services offer dated 5 December 2017.

- 7 Continued uncertainty in the banking sector has had an impact on investment returns and certainty around where investments are deposited. The Authority has significantly adjusted its base level of investment income downwards and this formed part of the budget setting process for 2017/18. The 2017/18 target rate of return agreed by Members as part of the Annual Report on Treasury Management was approved at 0.6% (Paper E/497/17). This return has been built into the 2017/18 budget, although this figure could still change subject to interest rate changes, use of capital resources to fund schemes and potential land sales generating further receipts.

The Director of Finance & Resources continues to monitor Authority investments and the institutions that they are invested and will keep Members updated on this position through quarterly monitoring reports in 2017/18.

- 8 Locally the Authority is still awaiting the outcome of the 2010/17 rating appeal for Lee Valley VeloPark and Lee Valley Hockey & Tennis Centre. Following discussion with the Authority's appointed rates consultant this could be settled by the end of March. If a more favourable valuation is achieved this could yield a one-off benefit for the Authority although nothing is included at this point within the revenue monitoring.

All eligible centres that transferred to Lee Valley Leisure Trust Ltd (the Trust) received 80% mandatory relief for 2016/17. This amounted to a saving of

£1.7million and this was again built into the 2017/18 budget and the Trust management fee.

Nationally the major revaluation of business rates has been completed and implemented from April 2017 (delayed from April 2015). This has seen a marginal increase in business rates at the Trust venues in 2017/18 (circa £16K) and it is anticipated the Trust will be able to manage this within their existing budget and management fee for this year (2017/18).

A greater increase (circa £44K) has impacted on the Authority for Myddelton House. The financial plan assumed a proportion of this (£25K) would be recoverable as Abercrombie Lodge (occupied by the Trust) would be eligible for charitable rate relief from December 2016. In addition the need to vacate Abercrombie Lodge due to structural issues may provide additional savings for empty rates relief. On this basis the assumption is that Myddelton House will still achieve budget and no variation is currently projected for 2017/18..

For future years both the Trust and the Authority have uplifted the base budget for business rates following the 2017 revaluation (currently circa £550K across both organisations) as transitional relief to reduce the impact of higher rating valuations falls away alongside any possible outcomes from outstanding rate appeals at Lee Valley VeloPark and Lee Valley Hockey & Tennis Centre.

- 9 Following a recent discussion regarding the European Court decision (in London Borough of Ealing v HMRC which concluded that UK legislation was ultra vires with EU legislation) there is a strong possibility that VAT exemption will be applied to local authority sporting income. Our VAT consultants have been using a lead case in respect of non-business treatment and considered the impact of VAT exemption on the protective VAT claims previously lodged with HMRC and they believe there is merit in seeking a repayment of the VAT on the basis that it is exempt income, providing this does not cause the Authority to breach its Section 33 partial exemption de minimis limit. Therefore there is a possibility that Lee Valley could obtain a repayment of the VAT claimed on the basis of VAT exemption. This will depend on the impact of VAT exemption to the partial exemption VAT periods covered by the claim 2006-2015. The value of the potential VAT repayment could result in a significant windfall in this or next financial year.
- 10 December's inflation for the Retail Price Index stood at 4.1% and Consumer Price Index at 3.0%.
- 11 The main variances against this year's budget are described below.

#### **IN YEAR SAVINGS (£145,000)**

- 12 Quarter 1 and 2 projected an estimated over spend of £168,000 and £124,000 respectively. Following a budget management review after the second quarter all cost centre managers were tasked with identifying areas where they could make efficiencies in year to manage the overall budget back within its approved level. Areas including consultancy, marketing, office running costs, open spaces and operational budgets have been managed downwards to achieve this. Also improved income returns on property rents and events are now realised and have been factored in to year end forecasts to achieve a broadly balanced budget and are offsetting the variances described below as well as absorbing new additional costs, for example consultants supporting the Leisure Services

Contract renewal.

## **CHIEF EXECUTIVE**

### **13 Sponsorship Income (£50,000 reduced income)**

A stretch income target of £50,000 is built into the 2017/18 budget to achieve more income from external sponsorship. Although the Authority has occasionally been approached by major broadcasters seeking sponsorship benefits and/or ticketing deals at the major legacy venues the reality of cash funding has been difficult to achieve. Officers are continually striving to open up this income stream and will bring back to Members any tangible/beneficial offers as they emerge, but, it is unlikely that this stretch target will be achieved in 2017/18. Members will recall that in October (Paper E/522/17) a paper was considered and approved regarding Hockey Pitch Replacement which included an element of sponsorship for two new pitch replacements worth in excess of £350,000. The agreement for replacement of the pitches at the suppliers cost allowed the pitches to be branded with their company name. For future years this stretch income target has been reduced to £25,000 as part of the 2018/19 budget setting process.

## **PARKLANDS & OPEN SPACES**

### **14 Car Parking Charges - (£100,000 reduced income)**

The implementation of this project across the Park has involved protracted negotiations as the Authority has sought support from various third parties to introduce charging in its car parks.

Epping Forest District Council (EFDC) has now confirmed that they are not in a position to assist the Authority. Car park schemes within Broxbourne Borough Council are progressing and additional assistance from their Chief Executive has been engaged and it is now hoped that these will be launched in time for the new financial year 2018/19.

Due to the slow progress officers have also explored various other delivery options and as such have engaged with a private company, Parking Eye (currently running the car parking at Lee Valley VeloPark and Lee Valley Hockey & Tennis Centre). Charging started on 23 October 2017 for two car parks (Gunpowder Park and Waltham Abbey Gardens) so we should start to achieve small income returns over the coming months enabling more accurate forecasting of income in 2017/18 and for future years. Consideration is now being given to roll the Parking Eye contract to all the car parks within EFDC.

Discussions are also taking place with the London Borough of Haringey and they are currently working on a scheme for Tottenham Marshes.

It is anticipated that this shortfall in income in this financial year will not have an impact in future years as schemes get up and running before the new financial year in 2018/19.

The majority of in year corporate savings have been built into the budget to offset this variance.



**15 East India Dock Basin Rental Agreement – (£15,000 reduced income)**

Planning permission was granted in November 2017 for the location of builders cabins required to support Ballymore's construction of their Leamouth south development. Ballymore wanted the Authority to grant them an Option on the land to place a site compound should they wish, but also claimed they had alternatives that they were pursuing and would not increase the rent they originally offered of £27,500pa. As the Option they requested was to be for no consideration and at a rent that had already been rejected by Members officers have not pursued this matter further.

**16 Biodiversity (£50,000 under spend)**

Paper E/454/16 set out the receipt of monies on completion of a S106 agreement to complete the environmental improvements to land adjacent to Glen Faba. The agreement has now been signed and £75,000 has been transferred from Hertfordshire County Council to fund these works. Project development and planning is in progress before works commence on site and it is likely that implementation will span at least two financial years and will fall in 2017/18 and 2018/19.

A consultant is designing the element of the habitat creation scheme and it is anticipated that this will be completed this financial year. The scheme will then require Environment Agency Permits and planning permission prior to commencement of on-site works which it is planned will take place in winter 2018-19. It is anticipated that the scheme will be complete in 2018/19 as previously approved by Members.

It is currently estimated that £15,000 will be spent in 2017/18 and Members have already approved a carry forward of the under spend in 2017/18 to complete these works in 2018/19.

**17 Lee Valley Farm – Holyfield Hall (£50,000 reduced income)**

The price paid for milk has been steadily on the rise and an additional £0.83ppl (pence per litre) was announced in September and another rise in October, unfortunately this trend has ceased and we have received notification of a 1.9ppl reduction from February so this wipes out the increases earlier in the year.

The milk vending machine has proved successful and hit the forecasted income.

Officers are currently predicting reducing the loss of income from the Q1 and Q2 reports by a further £14,000, these reductions can be made as herd numbers are down which means savings in related cost codes i.e. feed, vet bills.

Grain will also miss the income budget due to the yields being reduced due to the adverse weather just before harvest.

Officers have appointed a specialist farm consultant (Strutt & Parker) to review operational management options and this review is currently in draft with Officer engagement with the consultants organised for late February to get a final report, with a view to return the findings (and recommendations) to Members of Scrutiny Committee in 2018.

The farm operation is also stretched due to the manager being on long term sick since May. Therefore daily management is currently being undertaken by the Assistant Manager with support from the Head of Parklands, which impacts on the staffing capacity of the venue.

#### **ENVIRONMENTAL IMPLICATIONS**

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

#### **EQUALITY IMPLICATIONS**

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

#### **FINANCIAL IMPLICATIONS**

- 20 These are dealt with in the body of the report. Overall projections estimate a balanced budget which would have minimal additional impact on available estimated general reserves (£4.142m). There is also the possibility that the Management Fee to the Trust may result in an adjustment under clause 14 for lost income during the period of closure due to the renewal of the ice pad and barrier. This is subject to analysis at the year end when the level of full variation is understood and this is covered within the Leisure Services Contract monitoring report (Paper E/544/18) also on this agenda.

#### **HUMAN RESOURCE IMPLICATIONS**

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

#### **LEGAL IMPLICATIONS**

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

#### **RISK MANAGEMENT IMPLICATIONS**

- 23 Spending of the budget is important in achieving the Authority's corporate objectives. The projected spend to the end of this financial year will have minimal impact on the Authority's budget in future years and will be incorporated into the Medium Term Financial Plan.

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#### **ABBREVIATIONS**

the Trust            Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)  
EFDC                Epping Forest District Council

#### **PREVIOUS COMMITTEE REPORTS**

Executive Committee	E/524/17	Q2 Revenue Budget 2017/18 Performance Monitoring	23 November 2017
Executive Committee	E/516/17	Q1 Revenue Budget 2017/18 Performance Monitoring	21 September 2017
Executive Committee	E/4497/17	Annual Report on Treasury Management Activity 2016/17 and Annual Investment Strategy 2017/18	25 May 2017
Authority	A/4236/17	2017/18 Revenue Budget & Levy 2017/18	19 January 2017
Executive Committee	E/477/17	2017/18 Revenue Budget & Levy 2017/18	19 January 2017

**APPENDIX ATTACHED**

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

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## OPERATIONAL OUTTURN SUMMARY

## LEE VALLEY REGIONAL PARK AUTHORITY

YEAR 2017/18

PERIOD: 09 (December 2017)

	Actual To Date		Net	Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure				£000s	%
<b>OPERATIONAL SERVICES</b>							
Chief Executive	-109	966	857	1,124	1,146	22	2%
Corporate Services	-948	1,195	247	325	282	-43	(13%)
Financial Services	-375	740	365	1,005	996	-9	(1%)
Parklands and Open Spaces	-801	3,576	2,775	3,642	3,672	30	1%
Leisure Trust Contract	0	1,400	1,400	2,779	2,779	0	0%
<b>FINANCING</b>							
Interest Receivable	-24	0	-24	-80	-65	15	19%
Interest & Bank Charges	0	0	0	0	5	5	0%
Contributions to Earmarked Reserves	0	35	35	819	819	0	0%
Financing of Capital Expenditure	0	0	0	1,003	1,003	0	0%
Levies on Local Authorities	-8,620	0	-8,620	-10,187	-10,187	0	0%
<b>Movement in General Fund</b>				430	450	20	5%
General Fund Balance Brought Forward					-4,612		
General Fund Balance Carried Forward					-4,162		

YEAR 2017/18

PERIOD: 09 (December 2017)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance	
	Income	Expenditure	Net			£000s	%
<b>CHIEF EXECUTIVE</b>							
Chief Executive	0	199	199	216	264	48	22%
Committee Service	0	72	72	103	98	-5	(5%) NR
PR / Communications	-17	410	393	499	478	-21	(4%)
Lee Valley Ice Centre - Feasibility Study	-92	285	193	306	306	0	0%
<b>TOTAL CHIEF EXECUTIVE</b>	<b>-109</b>	<b>966</b>	<b>857</b>	<b>1,124</b>	<b>1,146</b>	<b>22</b>	<b>2%</b>
<b>CORPORATE SERVICES</b>							
Legal Service	-4	267	263	349	339	-10	(3%) NR
Property Management	-944	416	-528	-786	-803	-17	(2%)
Planning and Strategic Partnerships	0	227	227	350	299	-51	(15%) PR
Asset Protection, Maintenance & Development	0	285	285	412	447	35	8%
<b>TOTAL CORPORATE SERVICES</b>	<b>-948</b>	<b>1,195</b>	<b>247</b>	<b>325</b>	<b>282</b>	<b>-43</b>	<b>(13%)</b>
<b>FINANCIAL SERVICES</b>							
Finance Management	0	152	152	257	255	-2	(1%) PR
Audit	0	17	17	84	83	-1	(1%)
Non Distributed Costs	0	41	41	73	71	-2	(3%)
Corporate Training	0	2	2	36	36	0	0% NR
Leisure Trust Employee Secondments	-350	350	0	0	0	0	0%
Business Support	0	0	0	340	340	0	0%
Sports Development	-25	36	11	75	69	-6	(8%)
Leisure Contract Venues Insurance	0	142	142	140	142	2	1%
<b>TOTAL FINANCIAL SERVICES</b>	<b>-375</b>	<b>740</b>	<b>365</b>	<b>1,005</b>	<b>996</b>	<b>-9</b>	<b>(1%)</b>
<b>PARKLANDS AND OPEN SPACES</b>							
<b>Management</b>							
Operational Management	0	112	112	140	140	0	0% PR
Policy and Performance	-33	404	371	491	489	-2	(0%)
Myddelton House Management	-8	300	292	295	295	0	0%
<b>Parklands</b>							
River Lee Country Park	-24	573	549	739	768	29	4%
Gunpowder Park	0	109	109	168	171	3	2%
Countryside Areas	-50	627	577	778	783	5	1%
Abbey Gardens	-3	61	58	113	104	-9	(8%)
Three Mills	-17	26	9	32	29	-3	(9%)
East India Dock and Bow Creek	-1	46	45	32	47	15	47%
Leyton Marsh	0	-2	-2	0	0	0	0%
Broxbourne Riverside	-1	16	15	-13	-15	-2	(15%)
Fisheries	-156	104	-52	-20	-20	0	0%
<b>Visitor Attractions</b>							
Myddelton House	-142	268	126	225	219	-6	(3%)
Rye House Gatehouse	0	7	7	8	8	0	0%

## OPERATIONAL OUTTURN SUMMARY

## LEE VALLEY REGIONAL PARK AUTHORITY


YEAR 2017/18

PERIOD: 09 (December 2017)

	Actual To Date			Annual Net Budget	Proposed Net Outturn	Variance		
	Income	Expenditure	Net			£000s	%	
<b>Park Projects</b>								
Youth & Schools Service	-49	182	133	200	196	-4	(2%)	
Volunteers	-2	79	77	105	105	0	0%	
Biodiversity	0	73	73	166	116	-50	(30%)	
Countryside Live	-7	26	19	10	13	3	30%	
Community Access	0	61	61	80	80	0	0%	
<b>Farms</b>								
Lee Valley Farm, Holyfieldhall	-297	497	200	133	183	50	38%	
<b>Initiatives and Partnerships</b>								
King George Reservoir South	0	0	0	0	0	0	0%	
Lee Valley Boat Centre	-1	4	3	-33	-33	0	0%	
Broxbourne Chalets	-10	3	-7	-7	-6	1	14%	
<b>TOTAL PARKLAND AND OPEN SPACES</b>	<b>-801</b>	<b>3,576</b>	<b>2,775</b>	<b>3,642</b>	<b>3,672</b>	<b>30</b>	<b>1%</b>	
<b>TOTAL AUTHORITY</b>	<b>-2,233</b>	<b>6,477</b>	<b>4,244</b>	<b>6,096</b>	<b>6,096</b>	<b>0</b>	<b>0%</b>	

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 <p><b>LEE VALLEY REGIONAL PARK AUTHORITY</b></p> <p><b>EXECUTIVE COMMITTEE</b></p> <p><b>22 FEBRUARY 2018 AT 11:00</b></p>	<p><b>Agenda Item No:</b></p> <p><b>8</b></p> <p><b>Report No:</b></p> <p><b>E/544/18</b></p>
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**LEISURE SERVICES CONTRACT  
MONITORING REPORT – Q3 2017/18**

Presented by the Director of Finance & Resources

**EXECUTIVE SUMMARY**

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

The scorecard provides an overview of performance across all facilities within Lee Valley Leisure Trust Ltd; analysing all operational venues with their related performance indicators. Appendix A to this report contains Lee Valley Leisure Trust Ltd's report and scorecard for Q3 2017/18 – reporting actual performance from April to December 2017.

A summary of the key achievements against the Key Performance Indicators (KPIs) for the third quarter of 2017/18:

- The management fee is estimated at £2.8 million for 2017/18. Based on performance to date and projections to year end it is anticipated that Lee Valley Leisure Trust Ltd (the Trust) will achieve target with the exception of Lee Valley Ice Centre due to its closure between July and September for remedial works. The current projection to year end shows a shortfall against budget due to the closure but this may recover during the centre's busiest periods over the winter months – as agreed this will be reviewed jointly between the Trust/Authority following the year-end and any required adjustments to the management fee will be reported to the Executive/Trust Board following the requirements of Clause 14 of the Leisure Services Contract (LSC) being met.
- A high level of customer satisfaction has been maintained across the venues (83%), which is above the overall UK customer satisfaction index (UKCSI) of 78% and the individual scores for the UK leisure (80%) and tourism (81%) sectors.
- The net promoter score gives an indication of the relationship that customers have with the venues, asking customers how likely they would be to recommend the

venue they visited to friends or colleagues. The score can range from -100% to -100%, with a leisure industry average of 24%.

The overall score for the current year is 44%, which is above the score of 42% last year. The lowest score was at Lee Valley Camping and Caravan Park, Edmonton, which has fallen to 16%. The main reason for the fall was due to identified issues with cleanliness and maintenance, which coincided with an unauthorised traveller encampment on the Picketts Lock site in front of the campsite during July, which even once cleared, left significant fly tipping that required clean-up. The improved score since the clean-up indicates that no lasting damage to customer relationships has occurred.

- 29% of all visits were still defined as regional. This percentage is slightly below last year (30%), but due to increased usage this equates to 631,000 visits, which is a slight increase from 630,000 in the same period last year.
- There were 2,174,308 visits to the venues – a 3% increase from the same period last year. This is despite Lee Valley Ice Centre having 40,000 less visits due to the closure and the negative impact from the summer weather in the second quarter.
- With the exception of a potential shortfall at Lee Valley Ice Centre and based on performance to date and projections to the year end the Trust anticipate that they will achieve target and the agreed management fee.

## RECOMMENDATION

Members Note (1) the report.

## BACKGROUND

- 1 As part of the LSC between the Authority and the Trust it was agreed that a range of KPIs should be used for the Authority to monitor the Trust's performance and that this should act as a method by which the Authority can ensure that the required standards within the contract are achieved.
- 2 Commencing on 1 April 2015, the LSC included KPIs based on the KPIs originally set and agreed by the Scrutiny Committee as part of the balanced scorecard which provided an overview of performance across the Authority. It was agreed that officers from the Trust would provide an update of the KPIs to the Authority to report to the Executive Committee on a quarterly basis.
- 3 The KPI and venue scorecard attached to the Trust report contains data for Q3 from April up to December 2017.

## FINANCIAL IMPLICATIONS

- 4 The Trust are currently projecting that the total Management Fee (£2.8m) is sufficient to fulfil the contract in 2017/18 with the one exception of the Ice Centre. Clause 14 (Adjustment) of the LSC enables adjustments to the approved management fee where both parties agree, evidenced mitigation against the variation has been demonstrated, and the adjustment event cannot be accommodated on a temporary basis using the Management Fee previously received - the operational impact of Lee Valley Ice Centre refurbishment may fall within this clause. The Trust's current projection will be subject to a joint review

between the Trust/Authority following the year-end and any required adjustments to the Management Fee will be reported to the Executive/Trust Board.

### HUMAN RESOURCE IMPLICATIONS

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

### LEGAL IMPLICATIONS

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

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

prior to any increase in the Management Fee);

The Lee Valley Ice Centre refurbishment could fall under Clause 14.1.1(b) in the case that the loss of income resulting from the refurbishment works cannot be accommodated on a temporary basis within the approved Management Fee.

### **EQUALITY IMPLICATIONS**

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

### **RISK MANAGEMENT IMPLICATIONS**

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

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### **APPENDIX ATTACHED**

Appendix A Trust Report and Key Performance Indicators Q3 2017/18

### **LIST OF ABBREVIATIONS**

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

 <p><b>VIBRANT PARTNERSHIPS</b></p> <p><b>BOARD MEETING</b></p> <p><b>30 JANUARY 2018</b></p>	<p><b><u>Agenda Item No:</u></b> <b>4c</b></p> <p><b><u>Report No:</u></b> <b>B/65/18</b></p>
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**LVRPA CONTRACT - 2017/18 Q3 PERFORMANCE REPORT**

Presentation by the Director of Business Support

**EXECUTIVE SUMMARY**

This report presents the performance for the first three quarters of 2017/18 across the 14 venues the Trust manages on behalf of the Lee Valley Regional Park Authority (LVRPA).

The management fee set for 2017/18 is £2.8 million, and based on performance to date and projections to year end it is anticipated that we will achieve target with the exception of Lee Valley Ice Centre (described below). The forecast outturn is a £263,000 shortfall (which includes the projected outturn for the Lee Valley Ice Centre) against budget based on the period 9 actuals. Within this, the main variances are due to:

- The planned closure of Lee Valley Ice Centre between July and September for remedial works. This has resulted in lost income during the closure, and sales have been slow after its reopening. Additional marketing costs have been incurred of £10,000 in an effort to re-establish previous footfall and we are hopeful that sales will pick up. Based on the position to end of December the estimated year end position for the Lee Valley Ice Centre is a £285,000 shortfall.
- The café counter development at Lee Valley White Water Centre has been completed and successfully re-opened (end November), achieving the anticipated increases in income and profit margins since reopening. Due to the slippage of works, the café was closed from September to the end of November (September is the busiest month for corporate and rafting sales), resulting in a loss of income. This has in part been offset by the year on year increase of the Café and increased sales in December resulting from the Christmas event. It is hoped that the position will further improve during the next quarter.
- Growth in one-off bookings at Lee Valley VeloPark has more than offset reductions in income from voucher sales and payments related to the Revolution event.
- The weather in the first three quarters of the year has been variable. The spring was warmer and drier than the previous year, but summer was colder with more than double the rainfall. The winter has been slightly warmer but with more rainfall. The weather during the peak summer season had an impact on activity and income, particularly affecting Lee Valley White Water Centre and Lee Valley Park Farms.

Visitor numbers have continued to grow during 2017/18 and high levels of customer satisfaction have been maintained:

- There were 2,174,000 visits to the venues – a 3% increase from the same period last year. This is despite Lee Valley Ice Centre having 40,000 less visits due to the closure and the negative impact from the summer weather.
- A high level of customer satisfaction has been maintained across the venues (83%), which is above the overall UK customer satisfaction index (UKCSI) of 78% and the individual scores for the UK leisure (80%) and tourism (81%) sectors.

A number of events were held in the first three quarters of 2017/18:

- The Christmas event at Lee Valley White Water Centre, including the first temporary Ice Rink, Christmas Market and Fun Fair, successfully attracted 29,000 visitors over 5 weekends. It met its objectives to deliver winter activity and attract community use. Benefits were seen in the café, increased awareness of the venue amongst a new market of visitors and enhanced employment opportunities. There were issues with the ground conditions (water logged) and Trust and Authority officers are working together to find a resolution. The first year's financial target was achieved which was funded centrally and discussions are underway with partners to secure funding for the event for 2018.
- Lee Valley VeloPark has successfully hosted a number of large events including Six Day London (29,000 visitors), Revolution (7,000 visitors), Great Newham run (15,000 visitors), British indoor rowing championships (4,000 visitors).
- The Beach & Play Park at Lee Valley White Water Centre was successfully opened and attracted 17,000 visits, despite 25% of sessions having to be cancelled due to the very wet weather during Quarter 2. Weatherproofing and additional activities are being planned for 2018 to lessen the impact of adverse weather in the second year of operation bringing it back in line with the four year business case.
- The 'Lee Valley Big 50' giveaway which had over 1,000 entries on the first day and received coverage in The Sun and on BBC Three Counties Radio.
- In June Lee Valley Hockey and Tennis Centre hosted The Hockey World League Semi-Finals and two Investec Internationals – England vs Argentina and England Vs The Netherlands.
- The Easter Weekender at Lee Valley White Water Centre, which seamlessly combined an elite sporting event (Team GB Canoe Slalom Selection) with a family fun day out attracting over 6,000 visitors.
- Lee Valley Hockey and Tennis Centre hosted a Great British Tennis Weekend event where young and old visitors alike were invited to play on its outdoor courts for free. Over 100 people signed up to participate within the first two hours of the session, filling all six outdoor courts. This is a fantastic example of us delivering on our promise to provide community focused, accessible programmes through sport, leisure and entertainment.
- Over 6,000 visitors attended Lee Valley White Water Centre's Summer Splash family fun event and Beer Festival.
- Schools Festivals have been successfully held at Lee Valley Hockey and Tennis Centre and Lee Valley White Water Centre, giving hundreds of children from London, Hertfordshire and Essex the opportunity to experience these iconic venues for free.
- Over 3,700 visitors engaged in a host of Easter activities at the farm which included bottle feeding baby lambs and an Easter egg hunt.
- The WaterWorks centre hosted a temporary campsite for the second year running as part of the Shell eco-marathon event on Queen Elizabeth Olympic Park that attracted 3,000 students from across Europe.

Trustees note:	(1)	The report.
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## BACKGROUND

1	Performance of the Lee Valley Regional Park LVRPA venues has been reported quarterly to its Scrutiny Committee since 2010.
2	This report is based on the Authority's performance framework and included within the current LSC, and includes key performance indicators (KPIs) and a venue scorecard.
3	As part of the Lee Valley Leisure Services Contract, performance of the LVRPA venues managed by the Lee Valley Leisure Trust is reported quarterly to LVRPA Executive and Scrutiny Committees.
4	The data included in this report to Trustees will form the basis of the report that Authority officers will present to Authority Members.
5	The scorecard in Appendix A to this report contains data for the first three quarters of 2017/18 (April – December 2017). The following paragraphs summarise the key messages from the data.

## LV LEISURE SERVICES CONTRACT KEY PERFORMANCE INDICATORS (KPIs)

6	<p><b>KPI 1: Management Fee</b></p> <p>The management fee for 2017/18 has been set and agreed at £2.8 million, a reduction from the 2016/17 fee of £3.2 million and the 2015/16 fee of £3.5 million.</p> <p>Based on performance to date and projections to year end it is anticipated that we will achieve target with the exception of Lee Valley Ice Centre. The forecast outturn is a £263,000 shortfall against the agreed management fee. Venues forecast to vary from budget at year end are explained below:</p> <p><b>Lee Valley VeloPark</b> is forecast to over achieve budget at year end. The biggest growth has been one-off bookings including a number of blue chip companies such as Barclays. This has offset a fall in income from voucher sales and lost income in relation to the Revolution event, where FACE, the promoter of the event, went into administration. We were able to complete negotiations that meant the event could still take place, however this resulted in a loss of hire income of £100,000. A claim has been submitted to the administrators for outstanding sums, any monies recovered will be offset against the outstanding debtor.</p> <p>The café counter development at <b>Lee Valley White Water Centre</b> has been completed and successfully re-opened (end November), achieving the anticipated increases in income and profit margins since reopening. Due to the slippage of works, the planned efficiency savings incorporated into the budget were not achieved from April to September and additional staff had to be employed (additional cost of £43,000). In addition, the café was closed from September to the end of November for refurbishment works (September is the busiest month for corporate and rafting sales),</p>
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resulting in a loss of income (down from £148k in 2016 to £99k in 2017, during the works resulting in a reduction of £49K). This has been offset by the year on year increase (15% equating to £24k) of the Café and increased sales in December resulting from the Christmas event. It is hoped that the net impact on the budget of £68k loss of income (based on the above) will further improve during the next quarter. The new Beach & Play Park was successfully opened; however the bad weather meant that 25% of all sessions had to be cancelled, impacting income by approx £40k. Weatherproofing and additional activities are being planned for 2018 to lessen the impact of adverse weather in the second year of operation bringing it back in line with the four year business case. The Christmas Market event successfully met its objectives to deliver winter activity and attract community use. 29,000 visitors attended, ahead of the target of 25,000, and benefits were seen in the café, increased awareness of the venue amongst a new market of visitors and enhanced employment opportunities. There were issues with the ground conditions (water logged) and Trust and Authority officers are working together to find a resolution. This event was not funded from the approved management fee and as a result has not impacted the £263k projected management fee outturn to the year end. In line with the approved three year business plan, discussions are underway with partners to secure funding for the event for 2018.

**Lee Valley Ice Centre** was temporarily closed from mid-July to early September in order to carry out repairs to keep it fully functioning until any possible new venue would begin construction. The work, commissioned by LVRPA, replaced the equipment and plant which were most at risk of breaking down. By doing this it is hoped that a major unplanned closure which could have lasted for at least 20 weeks was prevented. The planned repairs were agreed with LVRPA and took place during the venue's quietest period and included the construction of a new ice pad – the actual skating surface, a new cooling system, a new rink barrier, and the servicing and re-commissioning of the existing chillers. The works have been completed successfully. This has resulted in lost income during the closure, and sales have been slow after its reopening. Additional marketing costs have been incurred of £10,000 in an effort to re-establish previous footfall and we are hopeful that sales will pick up, which based on the position to end of December should result in a year end position of a £285,000 shortfall. This has been incorporated into the forecast outturn of £263,000.

**Lee Valley Hockey and Tennis Centre** is forecast to over achieve budget at year end. The planned pitch re-development works will have a negative impact on hockey income – this is expected to impact next financial year.

The crane at **Lee Valley Marina, Stanstead** is now beyond repair. A crane is being hired to continue offering services, however this has incurred additional expenditure, and loss of income where some services aren't currently available. The old crane was telescopic which enabled greater flexibility on site, and increased the available capacity for work. Due to there being no similar cranes available for hire this has limited capacity. The crane is being hired every two weeks to control expenditure and works are being scheduled to coincide.

**Lee Valley Marina, Springfield** is forecast to achieve an increase in income due to commission on an unexpectedly high number of large boat sales.

All pitches in the latest phase of development at **Lee Valley Caravan Park, Dobbs Weir** have been sold. The profit from the sale of caravan sales is transferred back to the



Authority to contribute and partly offset the original capital outlay, so is not included in these revenue figures.

The **WaterWorks Centre** is forecast to over achieve budget due to a higher number of room hire bookings than expected.

We are continuing to work closely with Grant Thornton and Geary and Partners to maximise the VAT efficiency on expenditure. It is estimated that by the year end **irrecoverable VAT** on expenditure may exceed the budget allocation by £67,000. The amount of irrecoverable VAT is dependent upon levels of exempt income received in the financial year. The budget for 2017/18 was set at an increased value over 2016/17, but before that year's final VAT calculation had been completed. It is estimated that, based on calculations to Quarter 3, the amount of irrecoverable VAT will be in line with that of the prior year. We are reviewing the annual calculation in order to maximise the VAT efficiency on expenditure.

Based on performance to date and projections to year end it is anticipated that we will achieve target with the exception of Lee Valley Ice Centre (forecast shortfall of £285,000 to year end) due to refurbishment works. The forecast outturn is a £263,000 shortfall against the agreed management fee.

**7 KPI 2: Customer Satisfaction**

In the first three quarters of the year our research agency has been undertaking interviews with customers at venues. Feedback has been good and generally in line with last year, with Lee Valley VeloPark achieving the highest score of 91%.

Across all venues the average customer satisfaction score is 83%. This is the same as last year and is on target. This is above the overall UK customer satisfaction index (UKCSI) of 78% and the individual scores for the UK leisure (80%) and tourism (81%) sectors.

**8 KPI 3: Net Promoter Score**

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

The overall score for the first three quarters of the year is 44%, which is slightly above the score of 42% last year. The lowest score was at Lee Valley Camping and Caravan Park, Edmonton, which has fallen slightly to 16%. Their score fell to -2% at Q2, but has since recovered. The main reason for the fall was due to an increase in detractors who identified issues with cleanliness and maintenance, which coincided with an unauthorised traveller encampment on the Picketts Lock site in front of the campsite during July, which even once cleared left significant fly tipping that required clean up. The improved score since the clean up indicates that no lasting damage to customer relationships has occurred.

	<p>Also on the Picketts Lock site, Lee Valley Golf Course has seen a decreased score. As Trustees/Members are aware, the Picketts Lock site is under review by LVRPA and no improvements have been made to Lee Valley Golf Course facilities for several years.</p>
9	<p><b>KPI 4: Regionality</b></p> <p>The regionality of the venues is measured by capturing postcodes across bookings, memberships and surveys. In the first three quarters 29% of all visits were defined as regional – where the visitor lives within the London, Hertfordshire and Essex region, but lives outside of the riparian boroughs whose boundaries cross into the Lee Valley Regional Park. This percentage is slightly below last year (30%), but due to increased usage (described below) this equates to 631,000 visits, which is a slight increase from 630,000 in the same period last year.</p>
10	<p><b>KPI 5: Usage</b></p> <p>In the first three quarters of 2017/18 there were 2,174,000 visits to the venues – a 3% increase from the same period last year. Below are some explanations around significant increases and decreases:</p> <p>There were 733,000 visits to Lee Valley VeloPark – 64,000 less than the same period last year. This was due to the last year’s visits being increased by the World Track Championships.</p> <p>Lee Valley Hockey and Tennis Centre had 101,000 visits, which is 47,000 less than the same period last year. This is due to the major events programme, with more events, attracting high numbers of spectators, held last year than this year, including the NEC Wheelchair Masters.</p> <p>There were 579,000 visits to Lee Valley White Water Centre – 160,000 more than the same period last year. This is due to the widened appeal of the venue, including the opening of the Beach &amp; Play Park, increased visitors to the cafe, the new play area and events including the Christmas event, Easter weekender, summer splash and beer festival. This is despite the poor summer weather that resulted in 25% of all Beach &amp; Play Park sessions having to be cancelled, and the café being closed from September to the end of November for the counter redevelopment.</p> <p>Lee Valley Ice Centre had 188,000 visits, which is 42,000 less than the same period last year. This is due to the planned closure between July and September for remedial works.</p> <p>Edmonton campsite had slightly reduced visitor numbers, with touring bookings affected by the summer weather, in line with the wider campsite market.</p> <p>Visitor numbers at the Lee Valley Park Farms have increased to 114,000 from 88,000 in 2016/17 in what has been their best year to date for entry income, benefitting from the good Spring weather. However although income has increased it has not reached target, with the poor summer weather having a negative impact.</p> <p>Visit England’s latest findings show that both the attractions and accommodation markets had a good start to the year, but business slowed during the summer. Campsites in particular have been affected by this slowdown.</p>

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**OTHER VENUE PERFORMANCE**

11	<p><b>Compliments and Complaints</b></p> <p>In the first three quarters of the year the number of complaints and compliments has been consistent with last year, with both increasing slightly in line with increased visitor numbers. The reduced number of major events this year at Lee Valley VeloPark and Lee Valley Hockey and Tennis Centre has resulted in fewer compliments, whilst the introduction of the Beach &amp; Play Park and Christmas event resulted in more compliments and complaints at Lee Valley White Water Centre.</p> <p>Complaints across the three campsites have increased from last year. There is no single specific identified cause, but various issues around service and facilities have been raised. The new management structure for the campsites is now in place and these issues will be addressed.</p>
12	<p><b>Quality</b></p> <p>Lee Valley Hockey and Tennis Centre undertook its first Quest accreditation and achieved the banding of 'Very Good', which is impressive for a first time assessment. Lee Valley Athletics Centre, Lee Valley Ice Centre and Lee Valley Riding Centre have also been re-assessed this year, all achieving 'Very Good'.</p>
13	<p><b>Utility Consumption</b></p> <p>Utility consumption has reduced by 4% from last year. This is mainly due to reduced energy consumption during the closure of Lee Valley Ice Centre.</p>

**ENVIRONMENTAL IMPLICATIONS**

14	<p>Increased visits and activity across venues increases utility consumption. Although consumption has reduced from last year due to the Lee Valley Ice Centre closure, this can be expected to increase in the future if visits and activity continue to increase.</p>
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**EQUALITY IMPLICATIONS**

15	<p>The impact of attracting a wider audience to venues is that visitors from across all groups are more likely to visit.</p>
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**FINANCIAL IMPLICATIONS**

16	<p>The report explains the financial performance to 31<sup>st</sup> December 2017 of the venues and the projected outturn to the end of the financial year - £263,000 shortfall against the approved management fee. This has mainly resulted from the refurbishment of the Lee Valley Ice Centre (projected outturn £285,000 underachievement of budget). Clause 14 (Adjustment) of the LSC enables adjustments to the approved management fee where both parties agree, evidenced mitigation against the variation has been demonstrated, and the adjustment event cannot be accommodated on a temporary basis using the Management Fee previously received - the operational impact of the Ice Centre refurbishment may fall within this clause. It is hoped that the additional</p>
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	marketing effort will further improve the projected outturn. Authority and Trust officers will review the position at the year end to establish a final bottom line impact in relation to the LSC Management Fee.
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**HUMAN RESOURCE IMPLICATIONS**

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

18	<p>Clause 14 of the LSC enables adjustments to the approved management fee subject to certain conditions, which include the following:</p> <ul style="list-style-type: none"> <li>• 14.1.1 (a), The specification may require variation due to elements of the services not being set out accurately in the specification;</li> <li>• 14.1.1 (b), The Trust may identify that the Management Fee is insufficient to allow the Trust to provide elements of the Services and/or perform elements of its obligations pursuant to the Agreement;</li> <li>• 14.1.2, The matters in clause 1(Uilities) may arise;</li> <li>• 14.1.3, An Adverse Right may arise, and or</li> <li>• 14.1.4, The circumstances set out in clause 27.7.11 arise. Clause 27.7.1 relates to the Trust’s obligation under the agreement to carry out any measure recommended by the Authority’s auditor or (as and when relevant) the Charity Commission deemed properly necessary to achieve value for money.</li> </ul> <p>The Lee Valley Ice Centre refurbishment could fall under Clause 14.1.1(b) in the case that the loss of income resulting from the refurbishment works cannot be accommodated on a temporary basis within the approved management fee.</p>
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**RISK MANAGEMENT IMPLICATIONS**

19	The main risk management implication arises from the projected budget shortfall for the Lee Valley Ice Centre due to the refurbishment works undertaken. This has mainly lead to the projected outturn to the year end – shortfall of £263,000 against the approved management fee, which should be covered by Clause 14 of the LSC, but will be subject to the actual position at the year end and negotiation with the Authority.
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**LVRPA IMPLICATIONS**

20	The LVRPA implications arising out of this report are in relation to a potential Clause 14 management fee adjustment as set out above under the Legal and Financial implications.
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**PREVIOUS TRUST BOARD REPORTS**

TRUST BOARD	REPORT NO.	REPORT NAME	DATE
Board	Item 4	LVRPA Contract 2015/16 Q2 Performance	16-11-15

Board	B/4/16	Leisure Services Contract Performance Q3	9-2-16
Board	B/7/16	LVRPA Contract - 2015/16 Provisional Outturn	9-5-16
Board	B/16/16	LVRPA Contract -2015/16 Provisional Outturn	6-6-16
Board	B/29/17	LVRPA Contract – 2016/17 Q3 Performance	17-1-17
Board	B/43/17	LVRPA Contract – 2016/17 Q4 Performance	June 17
Board	B/48/17	LVRPA Contract – 2017/18 Q1 Performance	28-9-17
Board	B/56/17	LVRPA Contract – 2017/18 Q1 Performance	06-11-17

**APPENDICES ATTACHED**

Appendix A	Trust KPI and Venue Scorecard

**LIST OF ABBREVIATIONS**

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

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Reporting Period		2017/18 Q3					
Key Performance Indicators		16/17 Q3 Actual	Annual Target	Performance	Q3 Actual	Expected at Year End	Comments
Management Fee		£2.4m	£2.8m	↔	£2.8m	£2.8m	
Customer satisfaction		83%	80-85%	↔	83%	83%	
Net promoter Score		42%	45-55%	↑	44%	45%	
Regionality (non-riparian)		30% (630,000)	30% (780,000)	↔	29% (631,000)	30% (780,000)	
Usage		2,106,820	2.5-2.7m	↔	2,174,308	2.6m	
Direction of travel							
↑	Performance has improved						
↓	Performance has worsened						
↔	Performance has remained the same						
N/A							
		Performance against target					
		Achieving or exceeding target					
		Just missed target					
		Below target					
		Financial Measure					
		Customer Measure					
		Internal Process Measure					
		Sustainability Measure					

Reporting Period: 2017/18 Q3

Venues	Income (£000's)		Usage		Customer Satisfaction		Net Promoter Score		Regionality		Formal Complaints		Formal Compliments		H&S Audit		Quality Score		Utility Consumption (000 kwh)		Asset Protection	
	16/17	17/18	16/17	17/18	16/17	17/18	16/17	17/18	16/17	17/18	16/17	17/18	16/17	17/18	16/17	17/18	16/17	17/18	16/17	17/18	16/17	17/18
<b>Overall Target</b>	12,921	12,921	2,106,820	2,106,820	80-85%	45-55%	31%	180	1325	85%	80%	9,054	9,054	95%								
Lee Valley VeloPark	3,576	3,217	797,356	733,273	92%	79%	45%	78	657	99%	96%	1,523	1,305	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Hockey & Tennis Centre	602	810	148,080	101,273	84%	45%	30%	1	108	98%	88%	705	743	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley White Water Centre	3,324	3,620	419,125	579,441	86%	80%	36%	44	385	95%	95%	3,422	3,507	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Athletics Centre	477	575	144,265	155,068	85%	52%	29%	3	24	92%	78%	396	358	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Ice Centre	858	877	230,083	188,484	83%	80%	39%	8	12	98%	86%	1,770	1,455	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Riding Centre	809	843	125,921	149,995	88%	55%	32%	6	11	91%	75%	100	116	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley WaterWorks Centre	188	214	54,787	57,423				1	0	90%	70%	101	122	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Golf Course	171	167	13,812	14,200	84%	48%	28%	1	1	81%	89%	73	75	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Camping & Caravan Park, Edmonton	488	425	41,566	33,289	82%	20%	14%	6	13	96%	89%	398	362	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Campsite, Sewardstone	370	385	25,186	26,210	86%	52%	12%	4	11	91%	90%	95	89	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Caravan Park, Dobbs Weir	429	543	19,067	20,750	86%	35%	37%	8	18	94%	92%	29	32	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Park Farms	513	628	87,612	113,653	86%	33%	30%	12	15	91%	73%	74	85	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Marina, Springfield	582	726			51%	-55%	25%	0	0	95%	93%	248	177	Q4	Q4	n/a	n/a	Q4	Q4			
Lee Valley Marina, Stanstead	568	563			79%	28%	34%	8	2	99%	85%	120	151	Q4	Q4	n/a	n/a	Q4	Q4			
<b>ALL VENUES</b>	<b>12,921</b>	<b>13,547</b>	<b>2,106,820</b>	<b>2,114,308</b>	<b>83%</b>	<b>42%</b>	<b>30%</b>	<b>180</b>	<b>1,325</b>	<b>94%</b>	<b>86%</b>	<b>9,054</b>	<b>8,673</b>	<b>Q4</b>	<b>Q4</b>	<b>n/a</b>	<b>n/a</b>	<b>Q4</b>	<b>Q4</b>			

Performance against target	Tolerance	Measure
Achieving or exceeding target	<5%	Financial Measure
Just missed target	5-10%	Customer Measure
Below target	>10%	Internal Process Measure
N/A for site		Sustainability Measure



2016-18 Business Plan Objectives																
Reporting Officer	ID No	Task	Baseline	Reporting Officer	Resources	Lead Service	Partners	Performance Indicator	Measure	Target Q1	Target Q2	Target Q3	Target Q4	Completion Date	Priority	Comments
Milderson	1A.1	Work with LBWF on their masterplan for the Lee Bridge Road involving review of venues including the ice centre and the Waterworks centre.	N/A	Executive	Existing Budget	CE - Planning & Strategic Partnerships	All Depts	Completion	Progress	Commencing in financial year 2017/18	Commencing in financial year 2017/19	Commencing in financial year 2017/20	All landholdings and asset plan completed	Q4 17/18		
Jarney	1C.1	Working with CRT, local agencies and community groups develop a vibrant and sustainable visitor hub	N/A	SMT	Existing Budget	S & L	Partners	Plan written	Plan part of all actions and part of all management docs	CRT leading at developing options and enhancements at Stonebridge Cdx.	Ongoing	Ongoing	100% Q4 17/18			
Widdison	1C.2	Develop a Lee Valley wide meeting strategy to address the future meeting demands	N/A	SMT	Existing Budget	CE - Planning & Strategic Partnerships	Partners	Completion	Progress	Commencing in financial year 2017/18	Commencing in financial year 2017/18	Ongoing	100% Q4 17/18			

Reporting Office	ID No	Title	Resourcing	Reporting	Resources	Collab Services	Partners	Performance	Measures	Target Q1	Target Q2	Target Q3	Target Q4	Completion	Priority	Comments	
Bromberg	2A.1	Secure mutually beneficial relationships with new partners. Maximise relationships with tourism bodies such as Visit Essex and London and Partners, and LLDG. Develop strategic relationships and embed LV activities within their packages and materials	N/A	SMT	Existing budget	CE - Head of Communications	External Partners, Head of Planning and Partnership, Vibrant Venue and Venues	Partnerships in place	Marketing delivered	Continued work with Visit Essex, London and Partners, LLDG and other partners which are resulting in benefits	Research of range of benefits available and opportunities which are not being exploited	Review of tourism memberships across the organisation	Improved benefits secured	Q4 17/18			
Buck	2B.1	Deliver a diverse, safe, easily accessible outdoor learning offer activating sites across the Park. Develop Discovery Day products to increase engagement; cross promote the Park wide learning offer across the region.	N/A	SMT	Existing Budget	S & L	Various including eSchools and Vibrant Venues	Completion	Progress	Discovery Day's proving very popular, new programme successfully assigned. CAF and other regional partners support on target. Countryside Live.	Exhibited at regional events, CAF funds for the year already successfully assigned. Large starting investment to support Partnerships	Water Safety Partnership moving forward at pace, launch event planned for February, Forest Schools school trials completed.			Q4 17/18		
Canvey	2B.2	Deliver new bush craft and crafts activities/workshops, create site for wild camping on Spitalbrook and develop nature craft events	N/A	SMT	Existing Budget	S & L	All Depts	Completion	Progress	Site launched and proving very popular	Completed			Q2 17/18			
Bromberg	2C.1	Create and deliver programme of events and activities to mark the 50th that communicate LVRPA's key messages	N/A	SMT	Member Paper to seek funds	CE - Head of Communications	External partners, All Depts, Vibrant Venues	Completion	Programmed delivered	Successful launch and promotion of Lee Valley Big 50 - major regional Park anniversary communications campaign	From Westland to Playgram: Lee Valley Regional Park anniversary private view, curator tour and book delivered and launched Summer	Wrap up events and activities		Q3 17/18			
Bromberg	2F.1	Appropriate inclusion of LVRPA venues in upcoming road signage project and in all LLDG and partner published materials	N/A	SMT	Existing Budget	CE - Head of Communications	LLDG, TIL	Completion	Signage delivered	Approval by TIL of LLDG scheme Start of installation	Start of installation	Completion		Q2 17/18			

Reporting Officer	ID No	Task	Baseline	Reporting	Resources	Lead Service	Partners	Performance	Measure	Target Q1	Target Q2	Target Q3	Target Q4	Completion Date	Priority	Comments
Carney	3A.1	Finalise the review of the Lee Valley BAP in partnership with key stakeholders; Re-launch the BAP in 2017 and provide direction for the site management plans. Priority habitats and species identified through the Plan to have an action plan and SMART targets for delivery within a 10-year timescale	Existing BAP SMT	SMT	Existing Budget	Parklands	Partners	Completion	Plan reviewed	Commencing in September 2017/18	Report been drafted for members approval	All consultation stage		Q4 17/18		Stopped a bit will be still launched in 2018
Wilkinson	3C.1	Complete feasibility exercise and technical studies for the site looking at options for an education hub or other development on the site and work with the Heritage Lottery and other partners to include local developer Ballymore to develop an investment scheme for the EDB site	Existing biodiversity	SMT	Existing Budget/ Funding from Ballymore	CE - Planning & Strategic Partnerships	Partners	Completion	Progress	Commencing in financial year 2017/18	Commencing in financial year 2017/18	Commencing in financial year 2017/18	100%	Q4 17/18		Despite stakeholder interest, outcome of Private funding to address site unitary. Focus on SS Robin to be located in April 2018
Dawson	4B.1	Develop partnerships with similar bodies/neighbouring organisations which could deliver benefits for all parties with a host of partner agencies and investigate the potential for initiatives that Essex County Council use to create income generation, to include looking at activities they have developed aimed at families in Lee Valley Regional Park	N/A	Executive	Existing Budget	CE	All Depts	Completion	Progress	Commencing in financial year 2017/18	Commencing in financial year 2017/18	Commencing in financial year 2017/18	100%	Q4 17/18		
Sheldon	4C.1	Define the future IT infrastructure and software requirements of the Authority and the Trust; Provide a three year plan to move to a separation of systems/data that meets both organisations business requirements as independent organisations and review/complete IT Strategy/Action Plan	N/A	Executive	Existing Budget	F&R	All Depts	Completion	Progress	Review of strategy & systems Audit completion	Sign-Off at Trust "g Authority SMTs	Draft Report Completed - Awaiting Sign-Off at Trust "g Authority SMTs as part of LSC review	IT Plan commence implementation with priority areas completed by 2020	Q4 17/18		Required as part of LSC review into support services so timetable has slipped

Reporting ID No	TRM	Initiative	Reporting	Resources	Lead Service	Partners	Performance Indicator	Measure	Target Q1	Target Q2	Target Q3	Target Q4	Completion Date	Priority	Comments
Wiltshire	SA.1	Commission a strategy to support bids for capital funding from external bodies for cycling	SMT	Existing Budget	CE - Planning & Strategic Partnerships	Partners	Completion	Progress				100% Q4 17/18	100% Q4 17/18		
Buck	SA.2	Develop a varied menu of engagement sports and physical activity programmes across the Park aimed specifically at attracting new customers and fully maximising opportunities at venues and open spaces.	SMT	Members approval for Community Access Fund	S & L	External partners, All Dept, Vibrant teams and venues	Completion	Progress	Joint funding application between LVPFA and Wandale Valley has been submitted to Sport England/ Sport England/ Wandale Valley. The Community Access Fund application is being developed for older people.	The funding application to Sport England was unsuccessful. Currently reviewing other ways of working with Wandale Valley. The Community Access Fund project is	The Community Access Fund is on target with an excellent regional reach, attracting hard to reach groups to the Park and working with schools.		100% Q4 17/18		
Wiltshire	SB.1	Assess the feasibility of new visitor accommodation at Eton Manor and other sites in the south of the Park. Develop an accommodation model in consultation with the local planning authorities, key stakeholders e.g. NCSB and the market.	SMT	Existing Budget	CE - Planning & Strategic Partnerships	Partners	Completion	Progress	Commercial in financial year 2017/18	Commercial in financial year 2017/18	Commercial in financial year 2017/18	100% Q4 17/18	100% Q4 17/18		
Powell	SC.1	Develop a range of commercial investment opportunities across the Park	SMT	Existing Budget	CE - Planning & Strategic Partnerships	Partners	Completion	Progress	Commercial in financial year 2017/18	Commercial in financial year 2017/18	Commercial in financial year 2017/18	100% Q4 17/18	100% Q4 17/18		
Buck	SC.2	Develop enhancements to the hockey arena as a major event venue. Continue investigations with England Hockey into investment in event related infrastructure.	SMT	Existing Budget	S & L	Partners	Completion	Progress	Project on target with planning for the sports presentation platform now received and the PA system and the storage compound being the only items left to complete.	Planning now in for all the compound and final design work talking PAVVA system with EH and the designers.	All items now have planning and works starting - to complete all the works before March deadline.		100% Q4 17/18		
Buck	SC.3	Complete feasibility study to look at the covering of the 6 outdoor tennis courts.	SMT	Existing Budget	S & L	Partners	Completion	Progress	Work has been underway since May and due to the time taken to meet with all the partners the project is running a month behind. All due to complete in September.	Work is running a month behind due to partners not being available for all the work on course to be completed by the end of October.	Completed and follow up sessions with all the partners and stakeholders taking place.		100% Q4 17/18		

Reporting Officer	ID No	Task	Baseline	Reporting	Resource	Lead Service	Partners	Performance Indicators	Measure	Target Q1	Target Q2	Target Q3	Target Q4	Completion Date	Priority	Comments
Wilkinson	6A.1	Commission work on the development of strategic policies for the PDF and completion of detailed area proposals for Areas 6, 7 and 8	N/A	SMT	Existing Budget	CE - Planning & Strategic Partnerships	Partners	Completion	Progress	Commencing in financial year 2017/18	Commencing in financial year 2017/18	Commencing in financial year 2017/18	100% Q4 17/18	Q4 17/18		A revised draft will be completed by summer 2017 with first draft of revised strategic policies. Consultation programmed in autumn.
Foster	6B.1	Review surveys which have been undertaken; complete outline business cases with two possible options to present to members; review option of relocating the North Ranger team to the Holyfield Farm site, providing an additional staff accommodation unit including potential conversion of listed barn/warehouse barn to include the potential of holiday accommodation to produce an income stream	N/A	Executive	Existing Budget	CE - Planning & Strategic Partnerships	All Depts	Completion	Progress	Commencing in financial year 2017/18	Commencing in financial year 2017/18	Commencing in financial year 2017/18	100% Q4 17/18	Q4 17/18		Due to circumstances an operational decision to relocate the North Ranger team to Holyfield Hall Farm has been undertaken and that move is being planned. The broader project will be considered further following a review of the current farm operation.
Foster	6C.1	Develop a land and property acquisition/disposal strategy within the parameters of the Lee Valley Regional Park Act 1998	N/A	Executive	Existing Budget	CE - Planning & Strategic Partnerships	All Depts	Completion	Progress	Commencing in financial year 2017/18	Commencing in financial year 2017/18	Commencing in financial year 2017/18	100% Q4 17/18	Q4 17/18		
Foster	7A.1	Develop procurement options for the Leisure Services Contract; commission consultant to advise on long term objectives and commissioning strategy for Venues and complete research into opportunity analysis of trends and good practice in the LSC market; establish a commissioning strategy to determine what the Authority's long term objectives are for each of the 14 venues currently in the LSC and carry out benchmarking analysis of comparative venues within the UK	N/A	Executive	???	CE	All Depts	Completion	Progress	Commencing in financial year 2017/18	Commencing in financial year 2017/18	Commencing in financial year 2017/18	100% Q4 17/18	Q4 17/18		
<b>Objective 8: To maximise stakeholder engagement the Authority will:</b>																
romberg	8A.1	Increase overall penetration of Lee Valley Regional Park from 59% to 70%. Develop communications strategy to increase overall perception of Lee Valley Regional Park from 51% to 60%.	N/A	SMT	Existing Budget	Comms	Partners	Completion	Progress	Scoping of project	Review of similar bodies' activities	Drafting of plans	Completion of strategy	Q4 17/18		
romberg	8B.1	Prioritise stakeholders who have most impact on the Authority in all communications. Communications plan developed to ensure relevant stakeholders prioritised. Plans developed to ensure that stakeholders who have most impact on the Authority are prioritised in all major events, visits to the park, policy initiatives and contacts to maximise effectiveness.	N/A	SMT	Existing Budget	Comms	Partners	Completion	Progress	use of England Hockey Internationals and major events to engage stakeholders	Review the next three years of major events and opportunities	London Councils exhibition to cultivate new relationships	Create new plan	Q4 17/18		
romberg	8C.1	Use 50th anniversary in 2017 to promote the value of the park to key stakeholders and to further raise the profile of the Authority. Deliver stakeholder engagement opportunities through the 50th campaign prioritising key stakeholders	N/A	SMT / Executive	Member Paper to seek funds	CE - Head of Communications	External partners, All Depts, Vibrant teams and venues	Completion	Progress	use of sports events to deliberate stakeholders	Delivery of 50th exhibition and book to targeted stakeholder	Exploration of potential of a further conference style stakeholder	Q3 17/18			
<b>Objective 9: To continue to reduce the cost of the LVRP to the taxpayers of London Essex and Herts the Authority will:</b>																
eddon	9A.1	Continue to reduce the budget contribution from the levy from its current level of 48% of the maximum chargeable, maximise the external capital funding leverage for all Authority capital schemes and secure new commercial income through Authority owned and run assets. Develop options for a reduction of the levy during the period 2017/18 to 2020/21; develop a medium term levy strategy and financial plan that delivers the statutory objectives of the LVRPA, whilst reducing the burden on the tax payer and recognising the impact of the economic climate; investigate investment proposals from the Trust to consider a credible business case and complete detailed financial modelling to figure the potential for the Authority's assets to deliver an improved financial return and to potentially support new capital investment and/or a revenue return	N/A	Executive	Director of Finance & SMT	F&R	All Depts	Completion	Progress	0% Review MTFP & discuss with SMT plus Chair/Vice Chair	0% Review MTFP & discuss with SMT plus Chair/Vice Chair	0% Review MTFP & discuss with SMT plus Chair/Vice Chair	0% Review MTFP & discuss with SMT plus Chair/Vice Chair	18/12/18		Levy & Budget Authority Approval

