Lee Valley Regional Park Authority	Agenda Item No:
LEE VALLEY REGIONAL PARK AUTHORITY	5
EXECUTIVE COMMITTEE	Report No: **E/596/18**
22 NOVEMBER 2018 AT 11:00	

FEES & CHARGES REVIEW 2019/20

Presented by the Director of Finance & Resources

EXECUTIVE SUMMARY

This report sets out the proposed charges for 2018/19 for the sites/venues that are within the direct control of the Authority. These are:

- Fisheries;
- Myddelton House & Gardens;
- Green Spaces;
- Youth and Schools;
- Allotments;
- Access to Information fees; and
- Car Parking.

The Authority is currently budgeted to collect £1,162,000 from fees and charges including car parking and event hire. The fees and charges are reviewed annually as part of the budget process. Lee Valley Leisure Trust Ltd's proposals for venue fees and charges for 2019/20 will be considered as part of the Trust Service Planning presentation later today.

RECOMMENDATION

Members Approve: (1) the Authority's proposed 2019/20 fees and charges as summarised from paragraph 3 and set out in detail in Appendix A to this report.

BACKGROUND

1 Fees and Charges within the Authority are budgeted to generate £1,162,000 in 2018/19, although a shortfall in actual income has been projected this year due to the lower than expected returns from car parking charges and this has been reported to Executive Committee as part of the quarterly revenue monitoring reports.

2 The Authority reviews its fees and charges annually and the impact of any proposals are fed into the annual budget process. These have a direct impact on income and therefore the levy.

3 Appendix A to this report sets out proposed charges for the financial year 2019/120 for sites, facilities and heritage attractions operated by the Authority. In summary:

	Estimated Additional Income £
Lee Valley Fisheries	4,000
Myddelton House Gardens	0
Green Spaces	6,000
Lee Valley Youth & Schools	1,000
Allotments	500
Car Parking	0
Access to Information	0
Total	11,500

4 Proposed charges are projected to generate additional income of up to approximately £11,500 per annum, which is an overall marginal increase of 1% above that provided in the 2018/19 budget. Not-withstanding that the proposed changes in car parking charges are intended to deliver the stretch income target previously set for 2018/19. The Retail Price Index (RPI) for September stood at 3.3% and the Consumer Price Index (CPI) stood at 2.4%.

5 The overriding principles in setting charges are set out in the approved fees and charges policy and are:

i. venues should aim to break even (excluding overheads);
ii. sustainably improve market share/usage;
iii. equality through concessionary pricing.

EXPLANATION OF CHARGES

6 FISHERIES

Recommended charges are broadly in line/above inflation but individual pricing levels are dependent on the offer at any particular fishery including accessibility, car-parking, lack of demand and competitor prices.

Usage has broadly remained stable over the years but demand can fluctuate significantly within each season due to unfavourable weather and social media feeds (either positive or negative) as to how well individual venues are fishing within a season.

7 MYDDELTON HOUSE GARDENS

Recommended charges are generally frozen with the exception of private guided walks and events entry on the door. Car park charges are proposed to be frozen following a 25% increase for cars and a 100% increase for coaches/minibuses in 2017/18.

8 GREEN SPACES

Since the introduction of the new Green Spaces fees and charges in 2017/18,

there has been relatively low uptake and the first year's operation has been used to understand whether or not charges are appropriate – actual income received in the first half of this year is £25,000. As a result, it is recommended that the majority of charges remain unchanged to allow for growth and products to be developed.

Increased income is estimated in the medium term financial plan subject to the successful growth in the areas detailed in the charging schedule. The increase in estimated income projected is a stretch target subject to this growth at the proposed level of charges for 2019/20.

9 YOUTH & SCHOOLS SERVICE

The Youth and Schools Service still has a strong customer base and a high number of repeat visitors. The average price charged by competitors for a half day visit is £4.04, whilst an average whole day is £7.98 (excluding travel) compared to £4.30 and £8.30 for Youth and Schools Service sessions. Other providers include Essex & London Wildlife Trust, Essex Country Parks and Royal Gunpowder Mills. For this reason, it is important to avoid significant price increases and continue to encourage users to upgrade to the full day programmes which are most cost efficient from the Authority's perspective with regards to staffing.

Primary schools are the core customer group. The average competitor price is somewhat misleading as it doesn't take into account providers offering free activities. If price increases are too high the Service risks pricing out elements of the regional community.

Officers are recommending an inflationary increase of its standard prices in 2019/20. The marginal increase should maximise retention of the new customers gained this year and avoid the risk of losing customers to competitors.

10 ALLOTMENTS

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

11 ACCESS TO INFORMATION

Members agreed the 'Access to Information Fees and Information Security Policy' in October 2013 (paper E/298/13), which included the related fees. Since setting these fees they have not yet been applied to a relevant request, and as an inflationary increase would be rounded it is recommended that these charges are kept at the same level for 2018/19.

12 CAR PARKING

A review of each car park is set out in Appendix B to this report. This gives a background of charging at each of the car parks alongside budget targets, estimated returns with potential advantages and issues experienced at each car park as charging implementation has been developed. The review sets out officer conclusions regarding charges going forward.

The key changes being proposed recommends:

- removal of the "free" first hour i.e. £1.00 for up to 1 hour and a reduction of 50p for charges above this;

- leaving the cost of the Annual Permit the same for a further 12 months at £50 (128 sold to end October) and £20 for Licensed Clubs (118 sold to end October);

- as the roll-out of car park charges at Pindar, Cheshunt and Broxbourne Mill and Meadows are relatively new, Officers are recommending that the current proposed level of charges remain unaltered for the year ahead and are reviewed as part of the Fees and Charges process in 2019. This will ensure we have established key information around usage/take-up, complaints and actual levels of income achievable.

As part of the levy strategy increased income from car parking is estimated in the medium term financial plan. Its success is subject to the roll-out and implementation of charging across all the car parks specified in the charging schedule.

13 IMPLEMENTATION

The approved fees and charges will generally come into effect from 1 April 2019, but will be dependent on seasonal opening and operating periods. Any impact of the approved fees and charges will be incorporated into the 2019/20 Budget and Levy proposals.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

15 Income from the proposed fees and charges and the stretch income targets will be incorporated within the budget setting process for 2019/20 at an estimated sum of £11,500.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

18 A significant part of the Authority's and Trust's budget depends on income generated from fees and charges. Income can be adversely or favourably affected by weather, market demand factors and pricing in the wider economy

as a whole. To mitigate this risk it is important that reserves are set aside at a prudent level (the current minimum reserve policy is £4m and this will be reviewed as part of the 2019/20 budget process), and that business interruption insurance is in place.

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

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

APPENDIX ATTACHED

Appendix A	Proposed Authority Fees and Charges 2019/20
Appendix B	Car Parks review

LIST OF ABBREVIATIONS

the Authority	Lee Valley Regional Park Authority
the Trust	Lee Valley Leisure Trust Limited (trading as Vibrant Partnerships)

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LEE VALLEY FISHERIES

1. Market Dynamics

- The current portfolio of angling venues includes 27 gravel pits and 21 stretches of River/Flood Channel that facilitate coarse angling comprising of 30 different venues of which 15 are directly managed by the Fisheries department, 14 are licensed to Angling Clubs, Societies and Consortia and one which is jointly managed.
- Due to the large gravel pits, the number of fish and the very high standard offered, the fisheries are suited to experienced anglers.
- Due to the fisheries being 'multi-use' – anglers have to share the Park with a range of other leisure users including: boat clubs, dog walkers, runners, cyclists.
- In contrast, many commercial providers (who offer direct competition to Authority sites) can offer exclusive, non-public access to fisheries and additional parking – factors that are important to anglers, which affects the flexibility when considering price changes.
- Carp fishing has experienced an increase in popularity in recent years and is continuing to sustain a high level of demand; in contrast, there has been a notable decline in other traditional types of angling as a result. It has been suggested that the social aspect associated with carp fishing has been a significant contributor to its success.
- The tackle industry continues to grow at a significant rate; the industry was valued at £212 million in England and Wales in 2015. This may be linked to the enhanced emphasis on social media and magazines coverage increasing awareness and advertisement.

2. Venue visitor and financial information

Year	Visitor numbers	Customer satisfaction	Operational Income	Net operational (income) / expenditure	Net cost/ income per visitor
2012/13	2,662	85%	(£134,337)	(£12,649)	(£4.94)
2013/14	2,906	79%	(£144,256)	(£14,777)	(£5.08)
2014/15	3,216	85%	(£157,865)	(£25,124)	(£7.81)
2015/16	3,625	85%	(£155,919)	(18,614)	(£5.13)
2016/17	4,392	82%	(£164,124)	(£24,908)	(£5.67)
2017/18	4,175	82%	(£165,452)	(£26,963)	(£6.46)
2018/19 Budget			(£170,500)	(£20,100)	-

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

- Very few customer comments and feedback regarding last year's charges.
- The North Met Pit site has experienced a respectable level of usage, due to a number of exceptional specimen fish in the lake. However, there has been a history of anti-social behaviour in the area whereby the permit allocation has not completely sold out at this point.

4. Proposed charges for 2019/20: Variance from inflation

- **Day Tickets:**
  - Inflationary increase is proposed for both Banjo Lake and Stock Pit; the usage is stabilising but the effects of high fish mortality in 2015 (86 carp) due to brown algae (which has since been addressed through the use of aerators) can still be felt, additionally the demand for secure car parking either behind swims or in very near proximity is increasingly deterring anglers.
  - After an inflationary increase for 2018/19 a price freeze is recommended at Mill Stream; due to very low demand and alternative uses on-site such as moored boats. This site operates at minimal cost but due to the low level angling quality and environmental factors like aquatic weed mean only a few day tickets are ever sold as most anglers seek better swims to fish.

- **Season Permits:**
  - Walton's Walk, Admirals Walk, Nazeing Meads, Glen Faba, and Abbott's Lake have all been performing well against their budgets and are continuing to sustain a high level of demand; price increase is recommended to maximise income.
  - A third year price freeze is recommended for both Slipe Lane Pits and Ashley. Demand is relatively low for both sites. During the hot summer Slipe Lane Pits (Railway Pit) has lost more

water than usual which is a fish welfare concern whereby Angling has been suspended until a safe level returns. Ashley continues to receive complaints regarding the distance from the car park to the venue.

5. Proposed charges for 2019/20: Estimated additional income*

- 2018/19 Budgeted Income £170.5k
- 2019/20 Estimated Income £174.0k
- % Increase in income from change in charges only: 2.1%

*(*Data for illustrative purposes only and derived from applying proposed % increase to 2018/19 budget, assuming the same level of usage.)*

LEE VALLEY FISHERIES					
			2018/19 Fee	Proposed Fee 2019/20	% Increase
Day Tickets	Banjo Lake	(12 Hour) Adult	£16.00	£16.50	3.1%
		(12 Hour) Concession	£12.00	£12.50	4.2%
		(24 Hour) Adult	£21.00	£22.00	4.8%
		(24 Hour) Concession	£15.00	£16.00	6.7%
	Stock Pit	(12 Hour) Adult	£16.00	£16.50	3.1%
		(12 Hour) Concession	£12.00	£12.50	4.2%
		(24 Hour) Adult	£21.00	£22.00	4.8%
		(24 Hour) Concession	£15.00	£16.00	6.7%
	Mill Stream	(12 Hour) Adult	£6.50	£6.50	0.0%
		(12 Hour) Concession	£5.50	£5.50	0.0%
Season Permits	Walton's Walk	(Day & Night) Adult	£62.00	£70.00	12.9%
		(Day & Night) Concession	£52.00	£60.00	15.4%
	Admirals Walk	(Day Only) Adult	£67.00	£70.00	4.5%
		(Day Only) Concession	£57.00	£60.00	5.3%
	Bowyers Water	(Day & Night) Adult	£250.00	£260.00	4.0%
		(Day & Night) Concession	£220.00	£230.00	4.5%
	Slipe Lane Pits	(Day Only) Adult	£42.00	£42.00	0.0%
		(Day only) Concession	£32.00	£32.00	0.0%
		(Day & Night) Adult	£60.00	£60.00	0.0%
		(Day & Night) Concession	£40.00	£40.00	0.0%
	Nazeing Meads	(Day Only) Adult	£115.00	£120.00	4.3%
		(Day only) Concession	£110.00	£110.00	0.0%
		(Day & Night) Adult	£165.00	£175.00	6.1%
		(Day & Night) Concession	£120.00	£130.00	8.3%
	North Met Pit	(Day Only) Adult	£125.00	£135.00	8.0%
		(Day only) Concession	£110.00	£120.00	9.1%
		(Day & Night) Adult	£190.00	£200.00	5.3%
		(Day & Night) Concession	£135.00	£145.00	7.4%
	Ashley	(Day & Night) Adult	£175.00	£175.00	0.0%
		(Day & Night) Concession	£140.00	£140.00	0.0%
	Glen Faba	Adult	£185.00	£200.00	8.1%
		Concession	£150.00	£150.00	0.0%
	Abbott's Lake	Adult	£320.00	£330.00	3.1%
		Concession	£290.00	£300.00	3.4%
	Anglers with Disabilities – 8 sites permit		£26.00	£26.50	1.9%
	Key purchase; required to gain access to certain Fisheries		£16.50	£17.00	3.0%

MYDDELTON HOUSE GARDENS

1. Market Dynamics

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

2. Venue visitor and financial information

Heritage Visitor Centre

Year	Visitor numbers	Customer satisfaction	Operational Income*	Net operational (income) / expenditure*	Net cost per visitor*
2013/14	n/a	n/a	(£137,891)	£50,423	n/a
2014/15	n/a	n/a	(£138,976)	£52,064	n/a
2015/16	n/a	n/a	(£127,865)	£17,819	n/a
2016/17	n/a	n/a	(£130,821)	£48,356	n/a
2017/18	n/a	n/a	(£127,739)	£36,121	n/a
2018/19 Budget			(£130,000)	£71,400	n/a

** Figures include operational income and operational cost for catering*

Myddelton House Gardens

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

** Figures do not include operational income and operational cost for catering*

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

- After the increase in the pricing of the Guided Walks and the Events Entry in 2018/19, there have been very few complaints over the last year.
- There has been a 7% increase in visitor numbers in 2018 compared with the same period in 2017, this has also equated to additional income.

4. Proposed charges for 2018/19: Variance from inflation

- **Private Guided Walks**
  - Proposed is an above inflationary price increase on private guided walks during opening hours; the price fee is still very competitive and the demand remains high.
- **Day Courses**
  - Price freeze is recommended for second year in a row; to allow for growth and products to be developed.
- **Gardener's Coffee Morning**
  - After a price freeze in 2018/19 the product will be replaced by the Head Gardeners Seasonal Tour (4 times a year and will accommodate up to 15 people) to allow greater flexibility to key staff members, as well as to the general public. The Seasonal tour also provides additional opportunities to tie in with E. A. Bowles's book sales and to increase secondary spend at the visitor centre.

- **Events**
  - It is an aim to increase the number of events held in 2019/20 and increase income through secondary spend by potentially utilising the recently obtained alcohol license and diversifying the range of products offered in the visitor centre.
- **Car Park Charges**
  - A price prize freeze is proposed for the second year in a row with a view to increasing in 2020/21 (potentially above RPI).During next year officers will look at the cost of adding card payment facilities to remove the issue of requiring that visitors have the right loose change. This will also enable more accurate recording of car usage as although usage counter recorded visitor numbers are up the total income for car parking is struggling to meet target.

5. Proposed charges for 2018/19: Estimated additional income*

- 2018/19 Budgeted Income: £37.4k
- 2019/20 Estimated income: £37.5k
- % Increase in income from change in charges only: 0.2%

*(*Data for illustrative purposes only and derived from applying proposed % increase to 2018/19 budget)*

MYDDELTON HOUSE GARDENS				
		2018/19 Fee	**Proposed Fee 2019/20**	**% Increase**
Garden Entry	Entrance to the gardens at all times	Free	Free	n/a
Private Guided Walks (Price per person, min. 16 people)	1 Hour - during opening hours	£5.00	£5.20	4.0%
Day Courses (Spring Plant Sale, Tulip Tea Party, Fruit Pruning)	Half day (minimum price)	£16.00	£16.00	0.0%
	Full day (minimum price)	£26.00	£26.00	0.0%
Gardeners' coffee morning (1 hour)		£10.00	Replaced	-
Head Gardener Seasonal Tour (4 times a year - max 15 people)		New line	£7.50	-
Events	Advanced Entry	£10.00	£10.00	0.0%
	Entry on the door	£12.00	£12.00	0.0%
	Group Ticket (4 or above)			-
Courtyard Gallery Space	Per week	£100.00	£100.00	0.0%
Car Park charges	Cars	£2.50	£2.50	0.0%
	Minibuses (under 16 seats)	£10.00	£10.00	0.0%
	Coaches	£20.00	£20.00	0.0%
	EA Bowles Society Annual Pass	£19.00	£19.00	0.0%
	Annual Pass	£25.00	£25.00	0.0%

LEE VALLEY GREEN SPACES

6. Market Dynamics

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

7. Venue visitor and financial information

Year	Visitor numbers	Customer satisfaction	Operational Income	Net operational (income) / expenditure	Net cost/ income per visitor
2017/18 Budget			(£30,000)	n/a	n/a

8. Proposed charges for 2018/19

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

- **Licenses:**
  - Licenses are required for commercial activities under the byelaws. The price of charges is based on benchmarking with comparable organisations such as HACO, and guidance from London Parks and Green Spaces Forum. The fees are also influenced by the location of the site and the number of sessions held. We have received no adverse feedback this year so officers are recommending an increase for 2019/20.
- **In House Events and Activities:**
  - It is recommended that both the Guided Cycle Rides and the Guided Walks are offered as free activities and also to be volunteer led: there is very low demand based on the existing price that led to sessions being cancelled.
  - Seasonal event –price freeze is recommended to encourage usage, allow the growth and product to be developed.
  - Almost Wild camping – inflationary price increase is recommended, to encourage usage and product development.
- **External Events and Activities**
  - It is recommended that a 'price from' is introduced, to provide flexibility and maximise income opportunities.
- **Charity and Commercial Events**
  - Price freeze is recommended; a thorough comparator analysis shows that we are currently very competitively priced and the major events (over 5000 people) being offered as 'by negotiation' provides additional flexibility where required.

9. Proposed charges for 2019/20: Estimated additional income*

- 2018/19 Budgeted Income: £30k
- 2019/20 Estimated income: £36k
- % Increase in income: 20%

LEE VALLEY GREEN SPACES

			2018/19 Fee	2019/20 Fee	% Increase
Licenses	**Commercial Dog Walker**	Annual Licence per walker	£50.00	£55.00	10.0%
	Commercial Dog Training	Annual for weekly activity per site	£200.00 - £1000.00	£200.00 - £1000.00	0.0%
	Commercial Fitness Classes	Per session, per trainer	£10.00	£10.00	0.0%
In House Events and Activities	**Guided Walks – Volunteer Led**	1 – 2 hours	£3.00	£0.00	-100.0%
	Guided Cycle Rides (Volunteer Led)		£6.00	£0.00	-100.0%
	Workshop Events	Half Day	£15.00	£15.00	0.0%
		Full Day: Woodland Craft	£30.00	£30.00	0.0%
		Full Day: Bushcraft	Range £40.00 - £80.00	Range £40.00 - £80.00	0.0%
		2 day including overnight camp	Range £120.00 - £180.00	No longer offered	N/A
	Seasonal Events	Price per attendee (Adult or Child)	£5.00 - £10.00	£5.00 - £10.00	0.0%
	Almost Wild Camping	Per person per night	£12.00	£13.00	8.3%
		Firewood (per bag)	£5.00	£6.00	20.0%
External Events and Activities	Paranormal Investigations	Rye House Gate House (Event Company for Profit)	£250.00	From £250.00	-
		Rye House Gate House (Non-Profit Company) Max 6 People	£150.00	From £150.00	-
Charity Events	Damage Deposit		Dependent on event	Dependent on event	0.0%
	Non-refundable deposit		25% of total hire fee	25% of total hire fee	0.0%
	Small Event - Basic Hire Fee (up to 500 people)		£500.00 per day	£500.00 per day	0.0%
	Medium Event - Basic Hire Fee (500 - 1999 people)		£1,250.00 per day	£1,250.00 per day	0.0%
	Large 1 - Basic Hire Fee (2000 – 3499 people)		£2,250.00 per day	£2,250.00 per day	0.0%
	Large 2 – Basic Hire Fee (3500 – 4999 people)		£3,250.00 per day	£3,250.00 per day	0.0%
	Large 3 – Basic Hire Fee (over 5000 people)		By Negotiation	By Negotiation	0.0%
	Additional Rig Day		50% of 'Event day hire fee'	50% of 'Event day hire fee'	0.0%
Commercial Events	Small Event – Basic Hire Fee (up to 499 people)		£750.00 per day	£750.00 per day	0.0%
	Medium Event - Basic Hire Fee (500 – 1999 people)		£1,750.00 per day	£1,750.00 per day	0.0%
	Large Event - Basic Hire Fee (2000 – 3499 people)		£3,000.00 per day	£3,000.00 per day	0.0%
	Large (2) Event Basic Hire Fee (3500 – 4999 people)		£4,250.00 per day	£4,250.00 per day	0.0%
	Large (3) Event – Basic Hire Fee (over 5000 people)		By negotiation	By negotiation	0.0%
	Rig Day Hire Fee		50% of 'Event day hire fee'	50% of 'Event day hire fee'	0.0%
	Damage Deposit		Dependent on scale of event	Dependent on scale of event	0.0%

LEE VALLEY YOUTH AND SCHOOLS SERVICE

1. Market Dynamics

- The Youth & Schools Service provides outdoor learning activities and heritage education programmes to over 20,000 people of all ages and abilities annually from across the region.
- Youth and Schools usage comes from our education programmes and engaging with schools, youth and family groups at Park and external regional events. The aim of the service is to engage young people in the park and outdoor activity, whilst raising the profile of the Park and educating people on topics such as biodiversity.
- The Service has a strong customer base however; there are a number of subsidised education providers in the wider educational market, some offering free programmes and the Service charges more for its' sessions than most competitors. Therefore despite high demand for it's' offer, it is of crucial importance to remain reasonably priced.
- Demand for outdoor learning as a whole is high, however, schools budgets are tight and there is significant pressure from rising costs. The subsidised coach travel available through the Community Access Fund is essential to maintain affordability for some schools.

2. Venue visitor and financial information

Year	Visitor Numbers	Customer Satisfaction	Operational Income	Net operational (income) / expenditure	Net cost per visitor*
2016/17	21,307	95%	(£43,838)	£190,900	£8.96
2017/18	20,341	95%	(£56,188)	£195,913	£9.63
2018/19 Budget			(£48,000)	£199,100	-

***Free regional engagement activities are included in the usage figure therefore the net cost appears higher.**
****Usage appears reduced due to movement of customers to full days rather than two half days**

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

- The increase in income over the last couple of years is in part due to more users participating in full day programmes (which offer better value for money) rather than half day programmes and the Community Access Fund.
- The majority of schools accept the rising session cost; however a growing minority are citing affordability as a barrier to future booking. Some schools that have been using our services for years decided to cancel due to the rising cost (eg. Barclay Primary). In addition to the tight budgets and the rising pressure on savings, schools are now not able to make parental contributions compulsory.

4. Proposed charges for 2019/20: Variance from inflation

- The Youth and Schools Service still has a very strong customer base and high number of repeat visitors. We are more expensive in comparison to comparators with similar offering (half and full day); in the current landscape, schools are under a lot of pressure to make savings. For this reason, it is important to avoid significant price increases and continue to encourage users to upgrade to the full day programmes which are the most cost efficient option from the Authority's perspective - with regards to staffing and represent better value for money for the users
- Primary schools are the core customer group. The average competitor price is somewhat misleading as it doesn't take into account providers offering free activities.
- Boat trips is a service that is currently mainly taken by private schools with significantly greater budgets; Youth & School Service recommends an above inflationary price increase..
- For simplicity to avoid customer confusion, complaints and misquoting of prices, fees for secondary education are the as for primary.

5. Proposed charges for 2019/20: Estimated additional income*

2018/19 Additional Income (assuming same visitor number levels)

- 2018/19 Budgeted Income: £48k
- 2019/20 Estimated income: £49k
- % Increase in income from change in charges only: 2.1%

*(*Data for illustrative purposes only and derived from applying proposed % increase to 2018/19 budget, assuming the same level of usage.)*

YOUTH AND SCHOOLS SERVICE					
			2018/19 Fee	Proposed Fee 2019/20	% Change
Schools Programme		Half Day per pupil	£5.30	£5.40	1.9%
		Full Day per pupil	£8.30	£8.40	1.2%
		Boat trip per pupil	£13.00	£13.50	3.8%
Walks	Guided Walks	1 hour	£50.00	£50.00	0.0%

ALLOTMENTS

1. Market Dynamics

Description of Charges

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

Competitor Prices

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

2. Allotment Plots Financial Information

Year	Visitor Numbers	Operational Income	Net operational (income) / expenditure*	Net cost per visitor*
2013/14	n/a	£6,867	n/a	n/a
2014/15	n/a	£6,959	n/a	n/a
2015/16	n/a	£6,959	n/a	n/a
2016/17	n/a	£7,251	n/a	n/a
2017/18	n/a	£8,000	n/a	n/a
2018/19 Budget		£10,000	n/a	n/a

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

None made.

4. Proposed charges for 2019/20: Variance from inflation

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

5. Proposed charges for 2019/20: Estimated additional income*

- 2018/19 Budgeted Income: £10k
- 2019/20 Estimated income: £10.5k
- **% Increase in income from change in charges only:** 3.5%

*(*Data for illustrative purposes only and derived from applying proposed % increase to 2015/16 budget, assuming the same level of usage.)*

6. Actions from Member workshop last year

None

ALLOTMENTS				
		2018/19 Fee	Proposed Fee 2019/20	% Increase
Allotments	*Rent - per 10 pole plot ($25m^2$)	£79.50	£82.25	3.5%

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

ACCESS TO INFORMATION

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

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

ACCESS TO INFORMATION				
		2018/19 Fee	**Proposed Fee 2019/20**	**% Increase**
A4/A3 Sheet or smaller	Black & white (per copy)	£0.10	£0.10	0.0%
A4/A3 Sheet or smaller	Colour (per copy)	£0.50	£0.50	0.0%
A2 Sheet	Black & white or colour (per copy)	£0.50	£0.50	0.0%
A1 and A0 Sheet	Black & white or colour (per copy)	£0.50	£0.50	0.0%
CD/DVD	Per disk	£2.00	£2.00	0.0%
Postage costs	Variable (weight and size).	Costs based on Royal Mail Standard 2nd Class	Costs based on Royal Mail Standard 2nd Class	0.0%

LEE VALLEY CAR PARK CHARGES

1. Market Dynamics

- Members approved as part of the levy strategy that a roll out of charging across our car parks would be implemented.
- Therefore Officers have been working with various agencies to implementing this scheme. Members are aware this has proven difficult, but the first car parks came on line 23rd October 2017 under the management of a private company – ParkingEye.
- The 3 car parks in Broxbourne (Pindar, Cheshunt Mill & Meadows) started charging on 22nd October 2018.
- Officers are establishing a charging system at these sites that would be the most appropriate as currently comparable data is not available (with the usage and feedback of both charging rates) as the Broxbourne system has only been operational for a week. Therefore it is not proposed at this stage to standardise charging across the Park which may (in the long term) be an aim for ease of visitor use.

2. Venue visitor and financial information

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

3. Proposed charges for 2019/20

- The visitor numbers have reduced in the car parks where the charges have been implemented see table –

Name	2018	2017
Pindar Car Park Entrance	81,021	81,873
Turnford	84,363	80,095
Broxbourne Mill & Meadows	69,883	75,498
Gunpowder Park	42,567	41,777
Waltham Abbey Gardens	58,855	71,277
Hooks Marsh	18,390	25,275
Fishers Green	43,121	45,299
Clayton Hill	32,028	35,216
Tottenham Marshes	27,931	55,585

- Visitors are altering their visiting times to avoid the charges by staying less than an hour (the % of such visitors is an average of 50%)

- The car parks without cameras are currently resulting in a net cost due to management and income collection costs, however as usage/demand and visitors adapt to the new charging regime income levels should rise. Officers are also investigating the potential of implementing cameras at these sites to reduce these costs in the medium term. Members will wish to consider how these car parks sit within the wider strategy for charging against the potential longer term financial benefits. The costs and income to September 2018 are detailed below.

Car Park	Income	Expenditure to September 2018 (management fee and running costs)
Cornmill 100 Spaces	£919.74	£3580 (£3325 Management Fee plus sundry costs) Cash Collections costs also starting from October at £162 a month
Hooks Marsh 50 Spaces	£3702.41	£4385 (£3325 Management Fee plus sundry costs) Cash Collections costs also starting from October at £200 a month
Fishers Green Overflow 30 Spaces (70 Total)	£5696.44 (Main & Overflow)	£4420 (£3325 Management Fee plus sundry costs for Overflow only) Cash Collections costs also starting from October at £200 a month
Clayton Hill (30 Spaces)	£952.79	£3680 (£3325 Management Fee plus sundry costs) Cash Collections costs also starting from October at £167 a month

- Total Income to September 2018 £32,000, of which £6,000 relates to Parking Permits, Expenditure to September 2018 £18,000 – giving total net Income of £14,000 = £33.50 income per space across the current car parks.

- Other established car parks (Myddelton House Gardens and Broxbourne Riverside) already generate income of £25,000 and £41,000 respectively and these have been charging for a number of years.

- The total income included in the budget for car parking is £204,000 (and represents 2% of the current levy). It is likely that in 2018/19 only half of this income target will be achieved.

- Officers are also proposing that the free (first) hour to be removed and recommending £1.00 for up to 1 hour and a reduction of 50p for charges above this. With current visitor figures this would potentially increase income by £70,000 (this calculation is based on the current usage counters recorded first hour visitor numbers – but this figure could be reduced if those visitors decided to purchase annual permits or chose not to use the car park at all.)

- Impact Positive - may increase income either via daily sales tickets or sales of annual permits in most areas. Negative – may deter more visitors, add to on street parking congestion and is likely to affect most Park Run participants at GunPowder Park and the ongoing staging of this event, however this needs to be balanced against the additional upkeep of the site due to regular use by groups of runners.

- Due to the fact the current charges in Broxbourne have just started and Members agreed to follow the "local" charges, officers are recommending that we do not alter the charges in the 3 car parks (Pindar, Cheshunt and Broxbourne Mill & Meadows) in 2019/20 and then review further as a part of the fees and charges for 2020/2021. This will allow greater analysis based on actual usage over the coming year.

- Officers propose leaving the cost of the Annual Permit the same for a further 12 months at £50 (128 sold to end October) and £20 for Licensed Clubs (118 sold to end October).

4. Proposed charges for 2018/19: Estimated additional income*

- 2017/18 Budgeted Income: £100k
- 2018/19 Estimated income: £130k
- 2019/20 Estimated income: £0k
- % Increase in income: 0%

CAR PARK CHARGES		
Site		**Proposed Fee 2019/20**
Pindar **Cheshunt** **Broxbourne Mill & Meadows**		
	Up to 2 hours	**£1.60**
	Up to 3 hours	**£2.40**
	Up to 4 hours	£3.40
	Over 4 hours	£4.40
Gunpowder Park **Waltham Abbey Gardens** **Hooks Marsh** **Fishers Green** **Clayton Hill** **Tottenham Marshes** **Cornmill**	Up to 1 Hour All Day	**£1.00** **£2.00**

Tottenham Marshes - Not currently operational due to power connection issues. Officers are still investigating with Canal & River Trust the option of running power from the on-site building in light of the maintenance and cash collection costs experienced at other "non-camera" operated sites.

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Car Parking Review 2018/19

Background

In 2016 Members approved a roll-out of charging for all its car parks within the Lee Valley Regional Park Authority as part of a wider Levy reduction strategy (Paper E/434/16) and approved by Authority in its Revenue Budget and Levy 2016/17 (Paper A/4222/16).

Operation and management of the Authority owned car parks has required a bespoke approach and uses other Councils e.g. Broxbourne, Private Contractors e.g. Parking Eye, and in-house management at Myddelton House Gardens.

In 2017/18 the full roll-out and implementation commenced with a total stretch income target of £204,500 to be achieved by the end of 2018/19. This represents a saving of 2% of the Park's levy. It also strives to set a balance between the regional tax-payers who contribute to the levy with the use of predominantly local car parks by those living nearer to the open spaces.

The proposals for charging have met resistance from some users with an increased number of complaints around the introduction of charges. In March 2018 (Paper E/553/18) Members listened and considered issues raised by the public at that meeting and resolved to implement an annual car-parking pass at £50; angler's and leaseholder club permit's at £20 (anglers already being charged for use of fisheries and lease holders already being charged for site rentals) and free parking to Blue Badge holders.

The analysis below sets out the respective costs/income/issues/benefits of each car park where charging has been introduced.

Car Park Analysis

Turnford – Currently removed from Scheme

As agreed in previous report this car park is not currently been included for charging (Paper E/553/18)

Spaces: 60

Budgeted Income: £7,500 – Estimate Income £0

Costs: £0

Advantages: None seen at the current time, would re visit adding to the scheme if investment against potential income made this location a viable option in the future.

Issues: Following advice from proposed managing agent (Broxbourne Borough Council) that this car park would not be a cost effective viable option for the introduction of charging. Having no charging could be confusing for visitors but also means that income is potentially lost in chargeable car parks as it becomes evident that charges are not levied here.

Cheshunt

In current phase roll-out being run by Broxbourne Borough Council, so too early for any analysis, small car park only 16 spaces close to Cheshunt Station.

Spaces: 16

Budgeted Income: £5,000 – Estimate Income £2,500

Costs: Authority is liable to vandalism charges of the machines however this is an unknown figure.

Advantages: Contract runs similar to existing "Broxbourne Riverside" contract where the Authority receives agreed percentage of income after any management fees are taken out therefore reducing any "unknown" costs.

Issues: None to date but only just phased in so too early to fully comment.

Pindar

In current phased roll-out, being run by Broxbourne Borough Council, so too early for any analysis.

Spaces: 50

Budgeted Income: £12,500 – Estimated Income £6,500

Costs: Authority is liable to vandalism charges of the machines however this is an unknown figure.

Advantages: Contract runs similar to existing "Broxbourne Riverside" contract where the Authority receives agreed percentage of income after any management fees are taken out therefore reducing any "unknown" costs.

Issues: Payment machine has already been vandalised, however even though significant damage done to the machine no cash was stolen on this occasion. Repair costs for the machine are quoted at £2,551.00 + vat.

Cornmill Meadows (Tree Park)

Charging commenced April 2018 under the ParkingEye contract, car park currently has no power and therefore is liable for a monthly management fee of £475PM before any other ParkingEye costs.

Spaces: 100

Budgeted Income: £10,000 – Estimated income £1,820

Costs: Monthly management fee, plus cash collection fees plus sundries estimate year end £8,172.

Advantages: Despite current costs, by charging in this car park it provides a consistent approach to Authority owned car parks within the River Lee Country Park.

Issues: No power at present, officers are looking at the option of running power from its land nearby (currently being sold) to reduce the management fee costs.

Fishers Green

Charging commenced in April 2018 under the ParkingEye contract, a split car park site in that the main car park has ANPR cameras but the overflow car park, some distance along the entrance track, does not. This element therefore incurs the £475 monthly management fee before any additional costs for the site, the car park is reported as a whole in relation to income and expenditure.

Spaces: 40 Main car park and 30 Overflow car park

Budgeted Income: £19,400 – Estimated £11,296

Costs: £9,620

Advantages: One of the main car parks on the east side for visitors to River Lee Country Park.

Issues: Despite current costs, by charging in this car park it provides a consistent approach to Authority owned car parks within the River Lee Country Park

The fact that the overflow car park has no power means that the site is liable to the monthly management fees, officers are looking at option to run power to this site from existing power sources locally.

Income being lost as more visitors are parking in the Hayes Hill Farm car park currently operated by the Trust and only a short walk from the existing car parks where parking charges are not currently applied and where a decision not to implement charges has been made by the Trust.

Hooks Marsh

Charging commenced in April 2018 under the ParkingEye contract, another major access point to River Lee Country Park on the east side, but similar to others nearby has no power and therefore incurs the monthly £475 management fee from ParkingEye.

Spaces: 50

Budgeted Income: £13,700 – Estimated income £7,402

Costs: £9,560

Advantages: Despite current costs, by charging in this car park it provides a consistent approach to Authority owned car parks within the River Lee Country Park

Popular with anglers

Issues: No power and no real options to have this installed, machines here have also been vandalised.

Broxbourne Old Mill & Meadows

In current phased roll-out, being run by Broxbourne Borough Council, so too early for any analysis.

Spaces: 25

Budgeted Income: £16,500 Estimated Income £4,000

Costs: Authority is liable to vandalism charges of the machines however this is an unknown figure.

Advantages: Site for both a café and 2 resident model railway clubs.

Issues: Some of the car park is not currently chargeable due to flooding issues which officers are working with Network Rail to eradicate as the problem appears to be coming from a blocked culvert on their land, however this has proved problematic.

Clayton Hill

Charging commenced in April 2018 under the ParkingEye contract, a standalone car park in Nazeing which has no power running to it and therefore incurs the £475 monthly management fee.

Spaces: 30

Budgeted Income: £8,100 – Estimated Income £1,903

Costs: £8,327

Advantages: Despite current costs, by charging in this car park it provides a consistent approach to Authority owned car parks within the River Lee Country Park

Issues: No power to site, officers are look at options however these are limited and may prove costly.

Gun Powder Park

One of the first car parks that charging was rolled-out under the ParkingEye contract and is a standalone site as car parks go, however from here you can access Sewardstone Marshes as well and it is also host to a weekly Park Run event.

Spaces: 52

Budgeted Income: £14,200 – Estimated Income £10,000

Costs: £2,382

Advantages: Has power so annual costs are more reasonable.

Issues: Machines have been vandalised at this site. Changes to the parking charges on this site may mean that the groups (using currently for free e.g. Park Run move to a different site or cease.

Waltham Abbey Gardens

Once of the first car parks that charging was rolled out under the ParkingEye contract

Spaces: 100

Budgeted Income: £15,000 – Estimated income £14,500

Costs: £3,120

Advantages: Car park allows visitors to not only access Waltham Abbey Gardens but also Cornmill Meadows, we are also able to receive income from shoppers using the car park to visit Waltham Abbey shops rather than actually visiting the open spaces. Has power so monthly charges more reasonable.

Issues: Machines at this car park have been vandalised.

Tottenham Marshes

Currently not rolled out and has no power so would incur high costs if it were.

Spaces:

Budgeted Income: £16,300 - Nil

Costs: Nil

Advantages: By charging in this car park it provides a consistent approach to Authority owned car parks.

Issues: Officers are looking at options including running power from C&RT building on site.

Broxbourne Riverside

Since 2011 the Authority has had an agreement with Broxbourne Borough Council who run and manage Broxbourne Riverside and who have used their local authority powers to obtain a Traffic Regulation Order which applies to that car park. The Authority currently receives net income in the region of £40,000 per annum.

Spaces: 262

Budgeted Income £41,300 – Estimated Income £41,300

Costs: Costs are netted off gross income (costs incurred by Broxbourne are deducted ahead of receiving the net income above) as an example costs for 2017/2018 totalled £29,854 so the assumption is that this year would be similar however we are not yet able to detail these as we have not been supplied with them.

Advantages: Located next to Broxbourne Station.

Issues: Rolling temporary lease has been reviewed and agreement for new lease being discussed which would amend the split of net profits from 50/50 to 65/35 in favour of the Authority and therefore bring in additional income once it comes in to effect.

Myddelton House Gardens

Charging at Myddelton House commenced in April 2014 and this is managed in-house by the Gardeners and this has provided net income of around £25,000 per annum.

Spaces: 90 (however these also include spaces for staff parking)

Budgeted Income: £25,000 – Estimated Income £25,000

Costs: Minimal maintenance only c£500pa

Advantages: Staff based on site so easy to administer management.

Issues: None Known.

Conclusions

Officer conclusions regarding car parks are summarised below:

- Free hour is causing lost income estimated at £70,000 as users manage their time at some car parks to avoid the charge. No comparators could be found where this is operated elsewhere.
- Some car parks e.g. Pindar, Cheshunt and Broxbourne Mill & Meadows are too early in their implementation to understand demand and usage patterns and need time to "bed in", this will also give a better overview of customer movements, for example have they simply switched to the west side of the Park while charges were not there but were on the east side.
- Running costs at some car parks are high and officers are exploring the potential to introduce power and therefore camera recognition to reduce these costs.
- Other comparators show demand does usually fall off when charges are introduced but over time it re-builds.
- Excluding a particular car park raises issues about equity between users of different car parks and can distort demand around particular sites with multiple entrances e.g. River Lee County Park.