

## 2021/22 CORPORATE WORK PROGRAMME

Presented by the Chief Executive

### SUMMARY

The main focus for the organisation over the first 9 months of 2021/22 has been to maximise income generation and to generally get the Authority budget onto a stronger footing, following impact of the pandemic. A projected end of year budget surplus of £700k is a positive position to report as we near the year end.

The 2021/22 work programme shows good progress on a number of fronts. The Ice Centre construction is well underway with the main steel structure now in place. The Wave and Eton Manor schemes have picked up some momentum and in the case of the former an extension to the Exclusivity Agreement has been discussed and a report will go to Executive Committee in the next month or so. In addition, the preparation work for the Leisure Services Contract (1<sup>st</sup> April start date) is at a critical stage and this will be the organisation's number one priority over the next few months. 2022 marks the 10 year anniversary since the London 2012 Olympic and Paralympic Games and the Authority, along with the London Legacy Development Corporation and other organisations, has been planning a host of events and activities to mark the anniversary. A separate report on the Authority agenda sets out details of the Authority's plans.

The London Legacy Development Corporation has set out a direction of travel around the 'Transition Plan' for the organisation. The key areas are governance structure, a potential revised boundary (within Queen Elizabeth Olympic Park) for the new body and the future arrangements for management of the Queen Elizabeth Olympic Park estate. The Authority has an interest in all these aspects and continues to input its position to the London Legacy Development Corporation and other key stakeholders such as the 4 local Boroughs (Newham, Hackney, Waltham Forest and Tower Hamlets).

The budget for 2022/23 has been developed in recent months along with the work programme for 2022/23. The outline work programme, attached as Appendix A to this report, shows a wide range of activities and initiatives and Appendix B to this report sets out an extensive programme of investment in the Park's open spaces. Work has started on the next 5 year business plan and this will be developed in detail over the next few months.

## RECOMMENDATION

Members Note: (1) the report.

## BACKGROUND

- 1 The context for the 2021/22 work programme is the need to recover and rebuild in response to impact of the pandemic, recover a strong financial position and rebuild the activities programme and investment plan for the Regional Park.
- 2 The budget for 2021/22 was set in January when there was a great deal of uncertainty around how and when the Park would open back-up and what level of Government support would be in place in 2021/22. The budget was cautious with its income projections and a healthy contingency was built-in. In order to deliver this budget and to start recovering the Authority's financial position a significant savings package of circa £1mill was required. Around £600k of savings were found through a voluntary redundancy programme with the rest coming from service efficiencies. In addition, the levy was increased by 2%, which followed a decade of levy reductions.

## THE WORK PROGRAMME FOR 2021/22 HAS FOUR MAIN STRANDS

- 3 The four main strands are:
  - maximise income generation;
  - progress major developments;
  - deliver against a range of corporate projects and initiatives; and
  - develop a 2022-27 business plan.
- 4 In the first 9 months of 2021/22 the main objective has been to maximise income from the venues as they have opened back-up, whilst also fully capitalising on Government support measures, such as the furlough scheme (ended on 30 September 2021).

## NINE MONTH BUDGET POSITION

- 5 Nearly 70% of the Authority's income derives from its income generating activities, with 30% coming from the levy. 70% of income generation occurs during the peak period, between April and October. The main focus for the organisation therefore has been to maximise income against a backdrop of operating constraints from Covid restrictions (in the early part of the period) and some natural caution from customers as sport and leisure facilities reopened. In addition, the organisation has continued its tight control on expenditure and sought to take advantage of all Government and local authority Covid related support.
- 6 The 9 month budget picture forecasts a **net £700k surplus** at year end. The key over performance areas are as follows:
  - Furlough grant - £510k received for the period April-September;
  - Local Authority grants - £182k;
  - Campsites and Marinas - £250k (a strong staycation market);
  - Events - £130k (music events at 3 Mills in Bow and the Showground site in Waltham Abbey);
  - Business Rates refund - £136k (outcome of rates appeal for Lee Valley)

- VeloPark); and
  - Property Management - £150k (the main contribution comes from the 3 Mills rent review which has seen the rent increase from £425k to £592.5k per annum).
- 7 The 6 main sports venues have traded well over the 9 months. However, income generation was affected significantly during the April - July period when restrictions were still in place. The 2021/22 budget built in a contingency to cover potential impacts on income as a result of the Covid pandemic, and has been needed to support these venues in 2021/22. This support is included in the £700k surplus position.

## **2022/23 BUDGET PROCESS**

- 8 Senior officers have for the past few months been planning and developing the 2022/23 budget and revising the Medium Term Financial Plan. The budget for 2022/23 needs to continue with the recovery process and create resilience for the future. It also needs to address the impact of commencement of the Leisure Services Contract (LSC) and the agreed Management Fee for Year 1 of the contract. A Member Budget Workshop took place in December, in which Members discussed various options in respect of the Levy and the budget will be set by the Authority in January 2022.

In December, Members agreed the Authority's Fees and Charges for 2022/23, which saw an average increase of 3% across all charges. These have a direct impact on income generation in the forthcoming financial year.

- 9 There a number of important considerations for the 2022/23 budget:
- the year 1 Management Fee for the LSC;
  - impact of the increase in energy costs; and
  - investment plan for income generation and cost savings.

The impact of Covid-19 is still likely to have an impact on the national economy over the coming year, and with the current levels of price inflation, will result in further financial pressure around income levels.

- Officers have taken a prudent approach to producing the draft Budget for 2022/23, being mindful of the need to consolidate our financial position and rebuild for the future financial strength of the Authority. Income levels have been set at realistic expected levels, without building fully back in to pre-pandemic levels. In addition, a cautious approach to expenditure has also been built-in.

## **WORK PROGRAMME**

### **10 Major Developments**

#### **a) Lee Valley Ice Centre**

The Lee Valley Ice Centre redevelopment project is progressing well. The past three months have focused on the final internal design, the ground/foundation works and the erection of the steel frame. Despite continued volatility in the building trade, caused by supply chain

challenges and cost increases of some materials, the Ice Centre project is not currently affected. The building contract between the Authority and Buckingham, the contractor, has taken into account the pressures in the construction industry with the contract price and risks allocated accordingly.

The next three months will focus on the completion of the steel frame, the formation of the external walls, the roof and the cladding. Officers continue to work closely with GLL on the final internal layout. Officers are holding a monthly community liaison meeting with local residents as part of a wider community engagement programme.

The project remains broadly on time and within budget.

**b) The Wave (Inland Surfing Facility)**

Members will recall that back in April 2021 The Wave (TW) scheme was on hold, due to TW Company, in light of the pandemic, having to revisit the business model and funding options. Since the summer of last year, the TW scheme has continued to develop a momentum with the TW Company being close to securing the final detailed terms of the future capital funding and the ongoing Pre Planning Application process with the London Borough of Enfield (LBE) continues.

The 130 acre Pickets Lock (PL) site is Metropolitan Open Land (MOL) and therefore comes with a number of planning challenges e.g.: impact on open space, impact on biodiversity and transport/car parking. In addition, there are a number of existing operations on the site (Odeon, wedding venue and Lee Valley Athletics Centre) and the TW scheme, which will occupy around 100 acres of the site, needs to be framed as part of a wider masterplan. Officers continue to work closely with TW and LBE to work through the planning issues and develop the masterplan.

The Authority entered into a second Exclusivity Agreement (EA) with TW in December 2019 and this expired in November 2021. The EA commits both parties to the scheme for the period agreed. For TW project to proceed a further extension to the EA will be required and so a report will be taken to the Executive Committee seeking approval once the proposed terms of the third EA are agreed.

The provisional timeline for the scheme is submission of planning application autumn 2022, start building TW summer 2023 and open summer 2024.

**c) Eton Manor**

Before the pandemic the Authority procured a contractor to develop a hotel on the site and following a 12 month pause, in April 2021 the developer was keen to get the project back on track. In the past few months the Authority has been in discussions with University College London (UCL) who are looking to enhance the sport and leisure offer on Queen Elizabeth Olympic Park (QEOP) ahead of their new campus opening on QEOP in 2022. The UCL campus will eventually host 4,000 students. UCL is interested in the potential of the Eton Manor site, both in terms of current offer and additional facilities, to support their growing

student sport programme.

The Authority's objective is to increase the footfall and activity levels on the site, ensuring long-term viability and maximum utilisation of sporting facilities. The Authority and UCL have recently jointly funded and commissioned a feasibility study and masterplan to look at facility mix options for investment. The hotel development is still very much part of the plan for the Eton Manor site.

The study will be completed in early 2022 and officers will present the outcomes to Members. The Authority will then consider the investment options and decide how to take forward.

**d) East India Dock Basin**

The partnership developed with London Borough of Tower Hamlets (LBTH) continues to grow and now includes London Docklands Museum and Brick Lane Circle. A working group from the partnership has now met twice and is developing proposals for the site to strengthen a Lottery bid in 2022. This working group is also bringing further benefits with offers of match funding coming forward and proposals to expand and enhance the project. Early discussions are taking place on an offer to site a community/heritage room and café on the Orchard Wharf development rather than on the Basin. There is also a proposal from a river operator to activate the old Pura Food jetty and the Authority is linked into these discussions.

The technical studies for the lock gates, silt and water will be completed in early 2022 and we will have more detail on costs and solutions for this element of the project. Initial discussions are suggesting silt can be moved back into the Thames if contamination is below a particular threshold.

Discussions regarding funding continue with Heritage Lottery Fund (HLF). The HLF has been positive with its advice and has suggested that an expression of interest is submitted once the technical studies have been completed and the stakeholder/partner positions determined. Funding support from Homes England is still being discussed but was put on hold due to a Homes England Review and we expect to reopen discussions in early 2022.

**e) Spitalbrook**

An exploratory meeting has been held between senior officers of the Authority and Broxbourne Borough Council to consider how best to take the site forward. Initially there will be a review of information that is available relating to establishing ownership and responsibility for infrastructure/highway/bridge loading etc. There will be a follow-up officer meeting in the next few weeks to discuss further which will then enable an informed initial Member discussion early in the spring.

**f) Environment Policy**

Scrutiny Committee have agreed the next review will be an Authority Environment Policy and Strategy. Following an initial Scrutiny discussion

in November officers will develop a new draft policy and strategy for Scrutiny Committee to review.

Officers are currently benchmarking with a range of other authorities and organisations as well as developing proposed measures to monitor progress going forwards. Due to the unique remit of the Authority and the nature of operations, in particular in the larger sporting venues, an innovative and bespoke strategy will be developed to support the current climate change and environmental issues.

**g) Waltham Abbey Gardens**

A partnership with Waltham Abbey Town Council has been successful in an expression of interest to the National Lottery Heritage Fund (NLHF) and has been invited to construct a bid for funding. The project initiated by the Authority's ranger team has been developed with Heritage England and will include restoration works on the three ancient monuments and marking out of the original Abbey footprint. It will also include an improved interpretation and activity programme, managed going forwards between the Town Council and the Authority's education team. The final part of the project will see biodiversity improvements to the Cornmill Stream and the Monastic Fish Ponds on the Cornmill Meadows, bringing the history of the site together and improving the visitor attraction. Early 2022 will see construction of the bid with Waltham Abbey Town Council providing officer resource to write and submit to the NLHF.

**h) St Paul's Field**

Landscape architects have been commissioned with receipts from the sale of land to Lignacite at St Paul's Field, Nazeing, to develop an attractive footpath scheme linking Meadgate Road to Dobb's Weir Road and opening a new route linking Nazeing Lakes to Glen Faba. Site meetings have taken place and we expect to receive a number of costed options early in the New Year.

**i) Middlesex Filter Beds**

A project to restore the wetland habitat at Middlesex Filter Beds has gained some momentum and officers are proposing to deliver this project in 2022. This project has become a priority for the Authority and needs to be progressed. External funding has been explored but due to the heavy engineering bias to this project it would appear unlikely to attract external funding. Officers will continue to explore options. There is currently an offer of £50K contribution from a S106 agreement and the Authority will look to its own capital programme to fund the scheme.

## **CORPORATE PROJECTS & INITIATIVES**

**11 i) Leisure Services Contract (LSC)**

Members of the Authority approved paper A/4308/21 in October 2021 to commence the LSC with the preferred bidder (Greenwich Leisure Ltd (GLL)) to start running the six LSC venues from 1 April 2022. This is subject to another paper to come back to Members on the individual

venue leases and the pension admissions agreement. Since approval, the mobilisation process has progressed well, the TUPE process has commenced with formal meetings with staff representatives and plans are in place for staff to ensure the project milestones continue to be hit during an intense period post the new year.

## **ii) London Legacy Development Corporation (LLDC) Transition Plan**

The LLDC in consultation with the GLA, the 4 local Boroughs and other key stakeholders such as the Authority, has been determining post 2025 governance and estate management arrangements for Queen Elizabeth Olympic Park (QEOP). This follows the repatriation of planning powers to the 4 local Boroughs in 2024. The Chief Executive has been in discussion with senior LLDC and Borough officers. In addition, the Chairman and Chief Executive have discussed the key aspects of the proposed Transition Plan with the LLDC Chairman and Chief Executive. In the past couple of months the LLDC has set out its proposals for a successor body. The key areas in the proposal are:

- a revised boundary for the new body's area of responsibility;
- a new governance structure; and
- management arrangements for the wider QEOP.

The Authority clearly has an interest in all of these aspects and it is important that it does all it can to help shape future arrangements for governance and management of the QEOP. To this end, the Executive Committee plus the Authority's 4 local Borough Members has started to discuss the key issues and articulate the Authority's position to the LLDC, GLA and the 4 Boroughs. All Authority Members will be copied in on relevant documents and correspondence.

## **iii) Commercial Opportunities**

The Authority has entered into an agreement with LLDC to jointly research the potential for commercial partnerships across both organisations assets. This follows attempts by the Authority and LLDC in the past to attract sponsorship but without major success.

The first stage of this work - an assessment of the assets and approaches to marketing them - is expected very soon and this will be followed by the marketing stage during 2022 which will be commissioned separately.

As soon as officers have the relevant information, they will produce a detailed report to Members on the outcomes along with a discussion on the parameters for any commercial arrangement concerning Authority venues.

## **iv) 10 Year Anniversary of the 2012 Olympic and Paralympic Games**

2022 marks the 10-year anniversary of the London 2012 Games. Officers have created a programme of activities, events and partnerships to use the occasion to appropriately capitalise on this date.

The intention is not to mark the anniversary as a purely historic point, but to use it to pivot forwards to show what the Authority has done since

2012, what we do now and what we will do in the future. By doing this we will help achieve our consumer marketing and stakeholder objectives, including building our credibility with key policy and political audiences.

The key period for activity would be Easter to the end of the calendar year. Plans include:

- an exhibition – hopefully in partnership with LLDC, the BOA and British Cycling – at Lee Valley VeloPark;
- a partnership with New London Architecture's (NLA) 2022 programme which is focused on the Games, their legacy and future plans. NLA are still forming their plans which will likely include their large scale London Model being at a retail space in Westfield, the London Festival of Architecture being at QEOP, a report (possibly a book) about the Games, the legacy and future plans for east London. We have folded into this Lee Valley White Water Centre and the new Lee Valley Ice Centre – the latter as an example of continued sporting development in east London;
- a series of volunteer-led walks including ones centred on Lee Valley White Water Centre, Lee Valley VeloPark and Lee Valley Hockey & Tennis Centre;
- a stakeholder brochure detailing the impact of our three venues;
- maximising the point of the Commonwealth Games;
- presences at QEOP-wide events; and
- a summer marketing campaign.

**v) UCI Track Champions League**

Lee Valley VeloPark recently hosted rounds 3 and 4 of the newly created UCI Track Champions League. A new format for track cycling, involving the world's best track cycling athletes, attracted by the large prize winning monies involved thanks mainly to the inclusion of Discovery. The UCI Track Champions League is a series of competitions travelling across multiple countries, having previously visited Mallorca and Lithuania. Due to further COVID restrictions, the final round planned for Tel Aviv was cancelled, meaning that Lee Valley VeloPark had the honour of hosting the finale.

72 different athletes from 29 nations competed at Lee Valley VeloPark. A total of 10,873 spectators and 571 corporates enjoyed the racing across two days. The global reach of the event was significant, driven by the inclusion of Discovery Media. The Authority worked hand in hand with British Cycling to deliver this very challenging event, which included light shows, track projections, LED track boards and pyrotechnics, all adding to the spectacle.

**vi) Investment Projects**

**Campsites**

- Glamping units have been ordered with construction and delivery within our timeframes.
- The playgrounds are in the process of being tendered with installation booked in for February.
- Wi-Fi is on track.



### **Marinas**

- Welding tents are being sourced.
- Pump out machine has been ordered and we are waiting for a delivery and installation date, but expected early in 2022.

### **Holyfield Hall Farm**

- Calf nurse and milk storage tanks have been sourced and after a review of the milk enterprise; an order will be placed or a report will come to Members of any changes to the current enterprises that are being recommended (dairy, arable & beef).
- Holyfield Farmhouse Conversion, planning permission now applied for after a pre application process, decision expected spring and a construction programme April – June/July 2022.

### **Lee Valley Whitewater Centre**

- Offices - Planning permission has been applied for after a pre application submission, decision expected early spring with offices and meeting rooms being ready in June.
- Kayak Slalom Ramp - Final proposals are currently being agreed and a structural engineer appointed, delivery expected summer 2022.

### **Air cleansing units**

- A review of numbers and locations has been undertaken and these have been ordered for busy and restricted locations only. Order has been placed with Clenzair with an install during February 2022.

### **Velodrome LED lighting upgrade**

- Design agreed and procurement process to commence this week, install May/June 2022.

## **2022/23 WORK PROGRAMME**

12 In broad terms, there are two aspects to the Authority's work programme:

- a) the day to day management of the Park which covers open spaces and venues operations, property management across a 5,000 acre estate, activation of the Park through events and community programmes, as a planning consultee responding to planning applications and Local Plans and the important marketing and communications function; and
- b) development of the Park and major initiatives. Continuous investment and the enhancement of the Park is a hallmark of the Authority's philosophy and 2022/23 onwards sees this positive approach continue with a range of investment projects. The London 2012 10 years anniversary programme and international events such as the Commonwealth Games are examples of major initiatives in 2022/23 designed to market the Park and raise its profile on a national and international stage.

The 2022/23 major development projects and other key programmes and initiatives are set out in Appendix A to this report. In addition, a comprehensive list of open spaces investment projects is set out in Appendix B to this report. The circa £2.4mill of investment in open spaces projects is being funded from S106 monies, grant funding and the Authority's capital budget. In addition, as

part of the Ice Centre project, £1.4mill is being invested in enhancing the landscape, habitats and biodiversity on Leyton Marsh and the surrounding area.

### **ENVIRONMENTAL IMPLICATIONS**

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

### **FINANCIAL IMPLICATIONS**

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

### **HUMAN RESOURCE IMPLICATIONS**

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

### **LEGAL IMPLICATIONS**

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

### **RISK MANAGEMENT IMPLICATIONS**

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

### **EQUALITY IMPLICATIONS**

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

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### **PREVIOUS COMMITTEE REPORT**

Authority      29/04/21      Corporate Work Programme 2021/22      A/4299/21

### **LIST OF ABBREVIATIONS**

GLL	Greenwich Leisure Ltd
TW	The Wave
LBE	London Borough of Enfield
PL	Picketts Lock
MOL	Metropolitan Open Land
EA	Exclusivity Agreement
UCL	University College London
QEOP	Queen Elizabeth Olympic Park
LBTH	London Borough of Tower Hamlets
HLF	Heritage Lottery Fund
LSC	Leisure Services Contract
LLDC	London Legacy Development Corporation

## Work Programme for 2022/23

### 1. Major Development Projects

- a) **Lee Valley Ice Centre** - completion of build and opening of new venue.
- b) **Eton Manor** - development of detailed plans and pre planning application process.
- c) **The Wave** - working with and supporting The Wave through the planning process.
- d) **East India Dock Basin** - complete the technical and feasibility/design studies. Submit bid to the Heritage Lottery Fund.
- e) **Spitalbrook & Leisure Pool site** - develop options for the 200 acre area, including a new country park and work with Broxbourne to determine a planning framework.
- f) **Lee Valley White Water Centre** - carry out a marketing exercise for complementary leisure investment on the site and establish approach to the planning process.
- g) **WaterWorks site** - explore feasibility for visitor accommodation on footprint currently occupied by the building and car park.

### 2. Investment in Open Spaces

Around £2.4mill of investment is in the process of being invested across the Park's open spaces over the next 1-2 years. The most significant projects are:

- a) **Middlesex Filter Beds** - installation of a sluice and pipe to provide water supply solution to the Filter Beds.
- b) **St Paul's Field** - new path network to open up retained areas of St Paul's Field and make accessible to the public.
- c) **Waltham Abbey Gardens** - restoration of ancient monuments, interpretation and biodiversity improvements to Cornmill Stream and Cornmill Meadows Fish Pond.
- d) **Spitalbrook** - habitat improvements to the River Lynch to restore back to naturally functioning chalk stream.
- e) **Glen Faba** - installation of 1.5 km of new footpath and a new car park, plus a range of habitat improvements.

### 3. Management of the new Leisure Services Contract

- a) Develop an effective working relationship with the new contractor.
- b) Maximise investment opportunities at the 6 venues.

### 4. Events

- a) 2022 Commonwealth Games Track Cycling at Lee Valley VeloPark
- b) International hockey fixtures as part of the FIH Pro League at Lee Valley Hockey & Tennis Centre
- c) International Champion's League track cycling at Lee Valley VeloPark

### 5. London 2012 10 Year Anniversary

Series of events and activities to commemorate 2012 and to highlight the legacy achievements over the past 10 years.

### 6. Environmental Policy

Produce a new and progressive policy with clear ambition and an action plan.

- 7. London Legacy Development Corporation (LLDC) Transition Plan**  
Work with the LLDC, the 4 Boroughs and the GLA to determine an effective governance and management regime for the Queen Elizabeth Olympic Park under the new Mayoral Development Corporation body.
  
- 8. New 5 Year Business Plan 2022-27**
  - a) Review the Authority's vision, mission and priorities for the next 5 years.
  - b) Produce a 5 year plan of projects, programmes and initiatives along with a financial and communications plan.

## Project List

<b>Location</b>	<b>Project Summary</b>	<b>Budget/Approx Costs</b>
Stanstead Innings	Habitat enhancement on the lake edge.	£5000
Stanstead Innings	Improvements to entrance.	£3000
Glen Faba	Lake edge habitat enhancements.	£15,000
Glen Faba	Reed bed development and management in the Stort Pit.	£2,000
Glen Faba	Grassland restoration on the west side of the lake.	£5,000
Glen Faba	Installation of approx 1500m of CEDEC footpath.	£80,000
Glen Faba	Installation of new car park.	£127,000
Glen Faba	Interpretation development.	£5,000
Glen Faba	Design work for the creation of a gateway to Glen Faba.	£30,000
Glen Faba	Lake edge habitat enhancements including scrub removal.	£3,000
Dobbs Weir Camp Site	Create a garden area at the entrance to the holiday homes.	£21,000
St Pauls Field	New path network linking Meadgate Lane with Dobbs Weir.	£180,000
Silvermeade	Infrastructure enhancements to enhance and protect the key Water Vole habitat.	£5,000
Admirals Walk	Scrub encroachment removal to manage the grassland.	£93,000
Spitalbrook	Habitat improvements to the River.	£100,000
Nazeing	Disused WWII pill boxes converted into bat hibernacula, providing winter roosts for Bats.	£5,000
Patty Pool Mead	Opening up of small pools and scrapes to provide invertebrate-rich mud on which wading birds can feed.	£5,000
Nazeing	Re-fencing the area, water supply installed and procuring an external grazier.	£185,000
Seventy Acres Lake	Restoration and enlargement of existing reedbed.	£30,000
Goosefield	Feasibility study and project design covering, habitat restoration,	£40,000
North Met Pit	Removal of trees from reed bed, lowering of levels on lake edge.	£8,000
River Lee Country Park	Installation of a bespoke sculpture showing the important species in the area.	£11,500
River Lee Country Park	Tree removal from margins of lakes to enhance marginal vegetation.	£20,000
River Lee Country Park	Water Safety Partnership to educate residents on the issues surrounding water	£10,000
River Lee Country Park	Regular programme of wildlife surveys and implementation of targeted disturbance mitigation measures.	

<b>Location</b>	<b>Project Summary</b>	<b>Budget/Approx Costs</b>
River Lee Country Park	Engagement projects to raise awareness of the Special Protection Area and its important features.	£20,000
Seventy Acres Lake	Remove trees from existing islands.	£10,000
Seventy Acres Lake	Removal of trees from existing island and reed planting to create 0.2ha of new reed bed.	£15,000
River Lee Country Park	Information pack for new homeowners pack showcasing the open space and biodiversity provision on site.	£10,000
Fishers Green	Removal of invasive vegetation to open up the water for Newts.	£30,000
Turnford Marsh	Removal of bankside trees to increase light levels.	£7,500
Turnford Marsh	Scrub removal to retain and regain areas of grassland.	£7,500
Cheshunt Marsh	Scrub clearance and habitat management within the Turnford and Cheshunt Pits.	£9,000
River Lee Country Park	New Signage to direct visitors.	£15,000
River Lee Country Park Small River Lea	Habitat improvements works within Small River Lea.	£20,000
River Lea Country Park	New fingerposts to direct visitors between Waltham Cross and Lee Valley White Water Centre.	£2,000
Myddelton House Gardens	Complete restoration of Rock Garden at Myddelton House Gardens.	£10,000
Hall Marsh	Installation of an Otter Holt.	£1,500
Hall Marsh	Removal of trees over shading.	£5,000
Hall Marsh	Installation of a bespoke bird hide.	£50,000
Hall Marsh	Creation of early successional habitat providing the best conditions for wading birds to breed.	£20,000
Hall Marsh	Establishing islands for breeding wading birds.	£20,000
Bowyers water	Fishing swim improvements on Bowyers Water and North Met Pits.	£30,000
Bowyers water	Improved footpath provision to prepare for increased usage from new local developments.	£50,000
Britannia Lake	Removal of trees from the banks of the lake on Britannia Meadows.	£45,000
Britannia Lake and Bowyers Water	New water safety signage at Bowyers Water and Britannia Lake.	£1,000
Britannia Meadows	Installation new bench and one dog bin.	£2,000
Britannia Meadows	Installation of new pedestrian and vehicle access linking the local housing estate and Trinity Lane.	£60,000
Britannia Meadows	Remove damaged footbridge on west side of lake, deep litter pick, Install boundary fence	£15,000

**Appendix B to Paper A/4310/22**

<b>Location</b>	<b>Project Summary</b>	<b>Budget/Approx Costs</b>
Britannia Meadows	Woodland management adjacent to Britannia Meadow and Cheshunt Marsh.	£10,000
Cornmill Meadows	The first stage of a project to investigate water level management.	£2,500
Waltham Abbey Gardens	Activation of Abbey Gardens including restoration works to ancient monuments, marking out historic Abbey walls, interpretation and biodiversity.	£500,000
Ramney Marsh	Management of the scrubland habitat encroaching grassland.	£5,000
Essex Wharf	Habitat improvements including reed bed installation.	£53,000
WaterWorks	Restoring the river habitat.	£30,000
Waterworks	Time line and species identification for the Hide.	£10,000
Leyton Marsh	New path to discourage incursion on to the meadow area planting.	£15,000
Walthamstow Marshes	The first stage of a project to investigate water level management	£2,500
Walthamstow Marshes	Installation of steps and a kissing gate at the entrance from Aqueduct Path.	£5,000
Walthamstow Marshes	Ditch management for Water Voles Walthamstow Marshes.	£5,000
Walthamstow Marshes	Investigations into Water Level issues on Walthamstow Marshes	£5,000
Walthamstow Marshes	Connection of water for Cattle on Walthamstow South Marsh.	£1,000
Middlesex Filter Beds	Instillation of sluice and pipe linking to river to provide a permanent solution to water supply issues on the Filter Beds.	£240,000
WaterWorks	Building a new Kingfisher Bank at WaterWorks Nature Reserve.	£5,000
WaterWorks	Development of a pond on the WaterWorks Nature Reserve in partnership with Froglife.	£10,000
East India Dock Basin	Feasibility Study will be undertaken to understand options for improvements at East India Dock Basin	£75,000
Various open space locations including QEOP, Cheshunt Marsh & WaterWorks Fields	A range of ecological surveys to monitor key sites and inform future management works	£15,000
	<b>Total Investment Projection</b>	<b>£2,425,000</b>

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