

You are requested to attend the **ANNUAL GENERAL MEETING** of the **AUTHORITY** at Lee Valley White Water Centre, Station Road, Waltham Cross, Herts, EN9 1AB, on:

**THURSDAY, 6 JULY 2023 AT 14:00**

at which the following business will be transacted.

**A G E N D A**

Part I

1 To note membership of the Authority:

**Constituent Council**

**Member**

Essex County Council

Susan Barker

Mike Garnett

Clive Souter

Marshall Vance

Hertfordshire County Council

David Andrews

Lesley Greensmyth

Calvin Horner

Broxbourne Borough Council

Graham McAndrew

Ken Ayling

Gordon Nicholson

East Hertfordshire District Council

John Wyllie

Vacancy

Epping Forest District Council

Richard Bassett

Steven Heather

London Borough of Barnet

Ross Houston

London Borough of Bromley

Nicholas Bennett

London Borough of Camden

Heather Johnson

London Borough of Enfield

Rick Jewell

Royal Borough of Greenwich

David Gardner

London Borough of Hackney

Chris Kennedy

London Borough of Haringey

John Bevan

London Borough of Harrow

Paul Osborn

London Borough of Islington

Janet Burgess MBE

London Borough of Lambeth

Rezina Chowdhury

London Borough of Newham

James Asser

London Borough of Sutton

Barry Lewis

London Borough of Tower Hamlets

Vacancy

London Borough of Waltham Forest

Terry Wheeler

Co-opted Members:

Environment Agency

Ben Radbone

Canal & River Trust

Mark Pearson

2 To receive apologies for absence

3 **DECLARATION OF INTERESTS**

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

4 (a) **APPOINTMENT OF CHAIRMAN OF THE AUTHORITY**

The Lee Valley Regional Park Act 1966, Section 9(1) provides that "The Authority shall at their annual meeting in each year appoint one of their number to be chairman and the chairman shall unless he resigns his office or ceases to be a Member of the Authority continue in office until his successor is appointed."

(b) **APPOINTMENT OF VICE-CHAIRMAN OF THE AUTHORITY**

The Lee Valley Regional Park Act 1966, Section 9(1) provides that "The Authority may at each annual meeting appoint one of their number to be vice-chairman and the vice-chairman shall unless he resigns his office or ceases to be a Member of the Authority continue in office until immediately after the election of the chairman at the next annual meeting."

5 To approve the Minutes of the meeting held on 27 April 2023 (copy herewith)

6 **PUBLIC SPEAKING**

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

7 **PROPOSED COMMITTEES AND GROUPS FOR 2023/24** Paper A/4337/23  
**- APPOINTMENT OF MEMBERSHIP AND CHAIRMEN**  
**AND UPDATE ON INDEPENDENT REMUNERATION PANEL**

Presented by Beryl Foster, Deputy Chief Executive

8 **APPOINTMENTS TO OUTSIDE BODIES FOR 2023/24** Paper A/4338/23

Presented by Beryl Foster, Deputy Chief Executive

9 **CALENDAR OF MEETINGS 2023/24** Paper A/4399/23

Presented by Beryl Foster, Deputy Chief Executive

10 **PROPOSED CAPITAL INVESTMENT AT** Paper A/4340/23  
**LEE VALLEY VELOPARK**

Presented by Dan Buck, Corporate Director

**11 2023-26 BUSINESS PLAN PRESENTATION**

**by Shaun Dawson, Chief Executive**

**12 NEXT MEETING OF THE AUTHORITY**

**To note that the next meeting of the Authority will be held on Thursday, 19 October 2023 at 2.00pm.**

**13 URGENT BUSINESS**

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

**14 EXEMPT ITEMS**

**Consider passing a resolution based on the principles of Section 100A(4) of the Local Government Act 1972, excluding the public and press from the meeting for the items of business listed on Part II of the Agenda, on the grounds that they involve the likely disclosure of exempt information as defined in those sections of Part 1 of Schedule 12A of the Act as are listed on the Agenda. (There are no items currently listed for consideration in Part II.)**

**28 June 2023**

**Shaun Dawson  
Chief Executive**

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**LEE VALLEY REGIONAL PARK AUTHORITY**

**AUTHORITY MEETING  
27 APRIL 2023**

**Members Present:**

Paul Osborn (Chairman)	Ross Houston
David Andrews (Vice Chairman)	Rick Jewell
James Asser	Heather Johnson
Ken Ayling	Christopher Kennedy
Susan Barker	Graham McAndrew
Nicholas Bennett	Gordon Nicholson
John Bevan	Suzanne Rutland-Barsby
Janet Burgess	Mary Sartin
Mike Garnett	Clive Souter
Lesley Greensmyth	Marshall Vance
Steven Heather	John Wyllie
Calvin Horner	Vacancy x 3

**Apologies Received From:** David Gardner, Terry Wheeler

**Officers Present:**

Shaun Dawson	- Chief Executive
Beryl Foster	- Deputy Chief Executive
Dan Buck	- Corporate Director
Jon Carney	- Corporate Director
Keith Kellard	- Head of Finance
Victoria Yates	- Head of Human Resources
Stephen Bromberg	- Head of Communications
Sandra Bertschin	- Committee & Members' Services Manager

**Also present:**

Kevin Bartle	- S151 Officer (London Borough of Enfield)
Ian Kemp	- Deputy Member, East Herts District Council

**Part I**

On behalf of Members, the Chairman thanked Mary Sartin and Suzanne Rutland-Barsby, who were not standing in the forthcoming local elections, for their service to the Authority. Under the Lee Valley Regional Park Act 1966 they remain Members of the Authority until 30 June 2023.

**30 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**31 MINUTES OF LAST MEETING**

**THAT the minutes of the meeting held on 19 January 2023 be approved and signed.**

**32 PUBLIC SPEAKING**

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

### 33 REVIEW OF 2022/23

The Chief Executive gave a presentation, including:

- Budget Headlines 2022/23
- Mile & Langley site
- VAT Claim
- 2023/24 Budget
- Visitor Numbers
- Visitor Breakdown
- 2022/23 Major Events
- Open Space Events
- Event Usage 2022
- Sport & Active Recreation 2022/23
- Community Access Fund Distribution
- Learning & Engagement – Schools
- Community Access Fund – Community Outreach
- Learning & Education Visitor Numbers
- Volunteers
- Open Spaces Investment Projects
- Three Mills Green
- Facilities Investment Projects
- Visitor Accommodation – Campsites
- Marinas
- Spitalbrook
- Lee Valley White Water Centre – Area 4
- The Wave at Picketts Lock
- Lee Valley Ice Centre
- Eton Manor
- East India Dock Basin
- London 2012 Anniversary
- Holyfield Farm
- Environment Policy
- Organisational Development 2022/23

Ross Houston arrived during the above presentation.

A Member suggested that data on generation of visits to the Park by attendance at a major event would be useful.

A Member commented that the recent Member Tour had been enjoyable and that Sewardstone Campsite was a great resource for visitors to London.

Chris Kennedy left the meeting.

### 34 ENVIRONMENT POLICY

Paper A/4336/23

The report was introduced by the Corporate Director.

A Member commended the revised mission statement following comments made by Scrutiny Committee.

- (1) the Environment Policy attached as Appendix A to Paper A/4336/23; and**
- (2) that the Scrutiny Committee continue to review and guide the development of the Draft Environmental Strategy and Action Plan was approved.**

Jon Carney left the meeting.

35 TRAINING AND DEVELOPMENT POLICY Paper A/4335/23

The report was introduced by the Head of Human Resources.

A Member highlighted some grammatical errors.

- (1) subject to amendment of grammatical errors, the Training and Development Policy as set out in Appendix A to Paper E/805/23 attached as Annex A to Paper A/4335/23 was approved.**

Stephen Bromberg left the meeting.

36 FINANCIAL REGULATIONS WAIVERS 2022/23 Paper A/4333/23

The report was introduced by the Head of Finance.

It was advised:

- detail provided of the reason for a waiver would be reviewed for future reports; and
- a review of Financial Regulations, including financial threshold figures, would be undertaken shortly.

In response to a Member it was advised that there was an average of 10 waivers per year for the last 5 to 6 years and that any risk implications rested with when a waiver was granted.

- (1) the report was noted.**

37 WRITE-OFF OF IRRECOVERABLE ARREARS 2022/23 Paper A/4334/23

The report was introduced by the Head of Finance.

The Vice Chairman commended the low level of arrears.

- (1) the debts written off under delegated authority in 2022/23 was noted.**

38 AMENDMENT OF STANDING ORDERS Paper A/4332/23

The report was introduced by the Deputy Chief Executive.

- (1) the amendment of Standing Order 94 as detailed in paragraph 6 of Paper A/4332/23; and**

- (2) delegation to the Deputy Chief Executive to make any minor changes to assist in interpretation or clarification or to correct any administrative errors or omissions that have been overlooked was approved.**

**39 NEXT MEETING OF THE AUTHORITY**

It was noted that the next meeting of the Authority would be held on Thursday, 6 July 2023 at 2.00pm at Lee Valley White Water Centre.

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Date

The meeting started at 2.00pm and ended at 3.02pm



**PROPOSED COMMITTEES AND GROUPS FOR 2023/24 -  
APPOINTMENT OF MEMBERSHIP AND CHAIRMEN AND  
UPDATE ON INDEPENDENT REMUNERATION PANEL**

Presented by the Deputy Chief Executive

**SUMMARY**

This report outlines the previously adopted Governance Structure of the Authority which flows from the Lee Valley Regional Park Act 1966 and seeks decisions on appointments to the following Committees and Groups and the appointment of a Chairman and Vice Chairman for each:

- Executive Committee;
- Audit Committee;
- Scrutiny Committee;
- Regeneration & Planning Committee;
- Land & Property Review Working Group; and
- Levy Strategy Working Group.

An update is also provided regarding progress of the Independent Remuneration Panel agreed at the last AGM (Paper A/4320/22).

**RECOMMENDATIONS**

Members Approve: (1) membership of Committees and Groups for 2023/24 as agreed at the meeting; and

Members Note: (2) any appointments unfilled at this meeting will be agreed through Group Leaders and reported to the next Authority meeting or Executive Committee.

**BACKGROUND**

- 1 The Authority is created by its own Act of Parliament, the Lee Valley Regional Park Act 1966 (the 1966 Act) and is able to appoint committees by virtue of the Schedule to the 1966 Act. The Authority periodically reviews its adopted committee structure. The current committee structure serves the Authority's business needs and was streamlined in 2017 replacing two planning committees with a single Regeneration & Planning Committee. Members are

reminded that all Members may attend, but not vote at, any committee or working group of which they are not members and, with the agreement of the Chairman, may participate in the discussion.

- 2 Reviews of remuneration paid to the Chairman and Vice Chairman were carried out by Independent Remuneration Panels (IRP) in 2016 and 2010 and it was agreed at the last AGM that it was timely for another review to be undertaken (Paper A/4320/22).

## **TASK AND FINISH GROUPS**

- 2 The Authority's Task and Finish Groups were set up to ensure Member involvement with and input into major projects and/or strategic review at an early stage and as necessary. They are not decision making.
- 3 Members of the Task and Finish Groups are not responsible for directly progressing or delivering the project, which is officers' responsibility, but rather for contributing to the project's development and enabling a more in depth engagement with the project.
- 4 The Groups for 2022/23 were:  
  
Land & Property Review Working Group; and  
Levy Strategy Working Group.
- 5 It is hoped that where possible a core membership of Groups will be maintained in view of the knowledge gained by previous Members of each group.

## **INDEPENDENT REMUNERATION PANEL**

- 6 At the AGM last year it was agreed to carry out a review of the remuneration paid to the Chairman and Vice Chairman before the end of June 2023.
- 7 An IRP has now been recruited and will meet on 21 July 2023. The IRP will be chaired by an independent consultant primarily working in Member remuneration. He has over 20 years' experience working with local government across the UK, having worked as an academic at the Institute of Local Government, University of Birmingham and as part of remuneration panels across the country. He has acted as chairman of Southend and Thurrock, Northumberland, Manchester, Huntingdonshire, Bristol, Slough, Wales and Essex IRPs. The other members of the IRP are a former Authority Member and a former senior officer.
- 8 Members have been invited to participate in the review by either responding to a questionnaire or meeting with the IRP.
- 9 It is anticipated that the IRP report will be considered at the Authority meeting in October 2023.

## **PROPORTIONALITY**

- 10 In accordance with its Standing Orders the Authority has adopted the provisions of Local Government legislation concerning proportionality and applies the requirements to its committees.

## **MEMBERSHIP OF COMMITTEES AND GROUPS**

- 11 Membership of committees and task & finish groups as agreed at the meeting will be circulated subsequent to the meeting.

## **UNFILLED VACANCIES**

- 12 Remaining vacancies will be agreed through Group Leaders after the meeting. Under Standing Order 47, these appointments will be approved by the next available Authority meeting or Executive Committee. A final list of the membership will then be circulated to Members.

## **FOR DECISION**

- 13 Subject to any approved changes in committee structure and terms of reference, to determine appointments to:

(1) **Executive Committee**

- a) 8 Members, including Chairman and Vice-Chairman of Authority (at least 50% to be London Members), 2 Members to be nominated jointly by the non-majority groups (preferably from one of the London Olympic boroughs)

(2) **Audit Committee**

- a) 7 Members  
b) Chairman & Vice Chairman

(3) **Regeneration & Planning Committee**

- a) 11 Members  
b) Chairman and Vice Chairman

(4) **Scrutiny Committee**

- a) 9 Members  
b) Chairman & Vice Chairman

(5) **Land & Property Review Working Group**

- a) 7 Members  
b) Chairman

(6) **Levy Strategy Working Group**

- a) 8 Members  
b) Chairman

## **ENVIRONMENTAL IMPLICATIONS**

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

**FINANCIAL IMPLICATIONS**

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

**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 There is a risk that if committees/groups are not set up at the Annual General Meeting then decisions will be delayed.

**EQUALITY IMPLICATIONS**

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

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**APPENDIX ATTACHED**

- Appendix A Terms of Reference & Membership of Authority, Committees, Task & Finish Groups

## TERMS OF REFERENCE & MEMBERSHIP OF AUTHORITY, COMMITTEES, TASK AND FINISH PANELS

### AUTHORITY

**Meetings** 4 times a year (including AGM)

**Membership** 28 Members - who are elected Members nominated in accordance with the Lee Valley Regional Park Act plus two non voting co-opted Members from the Canal & River Trust and the Environment Agency

### Terms of Reference

- Adopting and changing Standing Orders
- Making, amending, revoking, re-enacting or adapting bylaws
- Sets strategic direction for the Authority
- Approve policy framework including all Plans and Strategies such as:
  - Annual Investment Strategy
  - Asset Management Plan
  - Capital Investment Programme
  - Level of Reserves
  - Park Development Framework
  - Performance Management
  - Reserves Policy
  - Strategic Business Plan
  - Treasury Management Policy
- Approve Annual Budget and Levy
- Appoint Chief Executive
- Statutory matters
- Approve borrowing
- Approve virements over £250,000
- Approve Financial Regulations
- Approve waivers of Financial Regulations
- Approve bad debt write-offs
- Receive reports from Executive and Audit Committees
- Nominations of appointments to Outside Bodies which are made on an annual basis other than those made by Executive Committee
- Take urgent decisions on any matter assigned to any committee
- Receive any report from the Monitoring Officer and/or Chief Finance Officer

### EXECUTIVE COMMITTEE

**Meetings** 12 times per year and as required by the business

**Membership** 8 members, including Chairman and Vice-Chairman of Authority (At least 50% to be London Members) 2 Members nominated jointly by the non majority groups (preferably from one of the London Olympic boroughs)

### Terms of Reference

- To lead the preparation of the Authority's policies and make recommendations to Authority such as

- considering capital financing requirements, borrowing limits, the Annual Investment Strategy and any proposals for budget growth.
- Undertake all the powers and duties on behalf of the Authority with the exception of those reserved to the Authority itself or to committees or sub-committees
- To deliver and implement the budget and policies decided by Authority
- Consider and approve the medium term financial plan and funding strategy to support the Authority's strategic direction (as approved by Authority)
- To approve the annual budget timetable and strategy
- Consider annual Levy options and put forward recommendations to Authority
- Within the budget and policy framework set by the Authority set the Capital Investment programme
- Approve details of major capital projects, land acquisitions and disposals
- Review and approve annually fees and charges.
- Monitor and review revenue and capital budget performance (at least 3 times per annum)
- Review, set and monitor annual business plan, priorities, corporate performance indicators and targets
- Consider and approve service development proposals, including a change in mode of delivery, management systems and the introduction of new technology; and recommend to Authority any proposals involving a change in policy
- Consider and approve capital and revenue budget virements between £50,000 and £250,000 in accordance with Financial Regulation 99
- Consider, approve and review the Authority's Financial Regulations, recommending proposed changes to Authority
- To engage with the Queen Elizabeth Olympic Park legacy agenda and to promote and safeguard the Authority's interests within the parameters of the decisions already taken by Authority. Make recommendations to the Authority on its role and position in relation to the Queen Elizabeth Olympic Park legacy
- To nominate a representative/s to Outside Bodies or other groups that require representation
- To establish a dialogue and develop effective working relationships with relevant key political figures relating to the Authority's business
- To approve staffing proposals as they relate to individual employees and department reviews, including early retirements, redundancy and severance arrangements
- The Chairman to carry out the annual appraisal of the Chief Executive by 31 July and consider the individual pay award of the Chief Executive
- To revise and amend as necessary the salary pay award bands for the Chief Executive, Deputy Chief Executive, Corporate Directors and Heads of Service. To agree the individual pay award of the Chief Executive
- To setup Task and Finish Panels/Groups as required

## **SCRUTINY COMMITTEE**

<b>Meetings</b>	3 per year
<b>Membership</b>	9 Members

### **Terms of Reference**

- To review performance and to scrutinise the activities of the Authority
- To make recommendations to the Executive Committee

- To take evidence from officers of the Authority, interest groups and individuals and make recommendations to the Executive Committee and Authority for policy change and review the performance of outside bodies
- To consider issues referred by the Executive Committee where the views of external bodies/persons may contribute, take evidence and report to the Executive Committee and Authority
- To consider any item to be considered by the Executive Committee (except items of urgent business) before the item is considered by the Executive Committee if required by the Chairman of the Scrutiny Committee. The relevant report to the Executive Committee will be made available to the Scrutiny Committee
- To have regard to the need to avoid duplicating the work of the Audit Committee and Task & Finish Panels/Groups when considering subjects for scrutiny

## **REGENERATION AND PLANNING COMMITTEE**

**Meetings** 6 weekly or as required  
**Membership** 11 Members

### **Terms of Reference**

- Consideration of all planning matters referred to the Committee relating to s14 of the Lee Valley Regional Park Act 1966
- Comment and make representations on planning applications and proposed policies of the riparian boroughs, regional agencies and national government that will impact the Regional Park
- Approval of policies and proposals from officers on planning matters for submission to full Authority
- Endorsement of planning matters dealt with by way of delegation to officers in accordance with approved policy

## **AUDIT COMMITTEE**

**Meetings** 3 Scheduled meetings – end June, end September and end February plus the ability to call further meetings to consider extraordinary matters eg whistleblowing, fraud & corruption, reports from auditors/management, special investigations  
**Membership** 7 Members

### **Terms of Reference**

- Consider and approve the Authority's annual Financial Statement & Accounts
- Consider significant accounting policies, any changes to them and any significant estimates and judgements
- Establish, monitor and review annually the audit programme; and receive reports from the Authority's internal and external auditors
- Monitor and review the Authority's system(s) of internal financial control and authorise/approve the annual Statement of Internal Control/corporate Governance Statement
- Establish, monitor and review a rolling programme of reviews of all Authority services in line with the principles of Best Value
- To monitor and review the Authority's Health & Safety and risk management policies and programmes

- To review and amend the Authority's Whistleblowing, Anti-Fraud, Bribery & Corruption and Fraud Response Plan, and make recommendations to Authority
- Receive and consider reports resulting from Whistleblowing, fraud and corruption, audit investigations

## **APPEALS COMMITTEE**

<b>Meetings</b>	As required
<b>Membership</b>	3-5 Members excluding any Member who has previously considered the particular case of the individual concerned (to be appointed by the Authority or Executive Committee if necessary).

### **Terms of Reference**

- Hear dismissal appeals for 3<sup>rd</sup> tier officers and above
- Hear grievance appeals for 3<sup>rd</sup> tier officers and above
- Disciplinary hearings for 1<sup>st</sup> and 2<sup>nd</sup> tier officers
- Salary re-grading appeals for 1<sup>st</sup> and 2<sup>nd</sup> tier officers

## **TASK AND FINISH GROUPS/PANELS FOR SPECIFIC PROJECTS REPORTING TO EXECUTIVE/AUTHORITY**

### **LAND & PROPERTY REVIEW WORKING GROUP (reporting to Executive Committee)**

<b>Meetings</b>	As required
<b>Membership</b>	7 Members

### **Terms of Reference**

- To review the land and property portfolio in support of delivery of the Authority's statutory remit and overall objectives
- To review adopted land acquisition policies
- Develop a land and property acquisition/disposal strategy within the parameters of the Lee Valley Regional Park Act 1966

### **LEVY STRATEGY WORKING GROUP (reporting to Executive Committee)**

<b>Meetings</b>	As required
<b>Membership</b>	8 Members

### **Terms of Reference**

To continue to develop a levy strategy and financial plan that delivers the statutory objectives of LVRPA, whilst reducing the burden on the tax payer.

- i) Review ongoing capital investment requirements beyond 2020 and ensuring capital funding generated from the Land & Property Strategy are utilised for future investment (with short term borrowing to bridge any cash-flow gaps, e.g., ice centre project).



- ii) Reducing Leisure Services Contract management fee and development of future contract to deliver further savings from 2020.
- iii) Review Grounds Maintenance specification.
- iv) Review investment opportunities e.g., Picketts Lock and Ice Centre development.
- v) Consideration of transfer of further services to third party organisations.
- vi) Shared Services with neighbouring Authorities/institutions.
- vii) Recommend income generating stretch target for open spaces.
- viii) Savings targets for service review areas, e.g., IT infrastructure.
- ix) Review level of general reserves £4m – transfer of risk to third parties e.g., Leisure Services Contract and other contracts.
- x) Specify time-scales for reduction e.g., 3, 5, 10 years?
- xi) Assess each income generation/cost saving area in terms of level of confidence and timeline.
- xii) Recommend any levy target for future years.

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**LEE VALLEY REGIONAL PARK AUTHORITY**  
**ANNUAL AUTHORITY MEETING**  
**6 JULY 2023 AT 14:00**

Agenda Item No:

**8**

Report No:

**A/4338/23**

**APPOINTMENTS TO OUTSIDE BODIES FOR 2023/24**

Presented by the Deputy Chief Executive

**SUMMARY**

This report sets out the current list of outside bodies on which the Authority is represented, together with Authority groups which involve outside agencies or appointees and seeks appointments for 2023/24.

**RECOMMENDATION**

Members Approve: (1) the proposals for appointments to outside bodies for 2023/24 as set out in Appendix A to this report.

**BACKGROUND**

- 1 Authority Members have been and are involved with a number of outside bodies/partnerships.
- 2 In terms of their strategic importance they vary significantly with several largely of local impact, whilst others are more regional in focus.
- 3 The presence of Members on external bodies helps the Authority to promote its work and input to the policies and programmes of these bodies where they impact on the Park.

**PROPOSALS FOR 2023/24**

- 4 A review of the appointments made in 2022/23 has been undertaken and a brief description of each organisation is set out in Appendix A to this report.

**ENVIRONMENTAL IMPLICATIONS**

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

**FINANCIAL IMPLICATIONS**

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

**HUMAN RESOURCE IMPLICATIONS**

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

**LEGAL IMPLICATIONS**

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

**RISK MANAGEMENT IMPLICATIONS**

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

**EQUALITY IMPLICATIONS**

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

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**APPENDIX ATTACHED**

Appendix A Appointments to Outside Bodies 2023/24

## APPOINTMENTS TO OUTSIDE BODIES

OUTSIDE BODIES	No of Reps	Representative(s) previous year 2022/23	Proposal for 2023/24
<p>(a) <b>Waltham Abbey Town Partnership</b></p> <p>This was established to encourage joint working and the development of tourism in Waltham Abbey. <b>Note - currently not active.</b></p>	1	Steven Heather	Steven Heather
<p>(b) <b>Six Authorities Liaison Group</b> (formerly Enfield, Essex &amp; Herts Border Liaison Group)</p> <p>This Forum, consisting of Essex and Herts County Councils, Broxbourne Borough Council, London Borough of Enfield, Epping Forest District Council and the Park Authority, is convened when necessary to consider the implications of major development proposals in the Upper Lee Valley.</p>	4	David Andrews Ken Ayling Gordon Nicholson Marshall Vance	David Andrews Ken Ayling Gordon Nicholson Marshall Vance

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**LEE VALLEY REGIONAL PARK AUTHORITY**  
**ANNUAL AUTHORITY MEETING**  
**6 JULY 2023 AT 14:00**

Agenda Item No:

**9**

Report No:

**A/4339/23**

**CALENDAR OF MEETINGS 2023/24**

Presented by the Deputy Chief Executive

**SUMMARY**

This report seeks Member approval of the draft calendar of meetings for the Authority and its main committees for 2023/24.

**RECOMMENDATION**

Members Approve: (1) the calendar of meetings for 2023/24 as shown in Appendix A to this report.

**BACKGROUND**

- 1 Every year Members agree the dates of Authority and its main committees for the ensuing year.
- 2 A draft calendar for the year 2023/24 is attached at Appendix A to this report for approval.

**FACTORS AFFECTING DAYS, TIMES AND PLACE OF MEETINGS**

- 3 The Lee Valley Regional Park Act 1966 provides that the Authority may make Standing Orders with respect to proceedings, including a quorum, place of meeting and notices to be given of meetings of the Authority or any committee appointed by them. In May 2021 Authority approved amendment of Standing Orders to include explanation that "place of meeting" included physical, virtual and hybrid meetings. Most recently meetings have been held in person or by remote access.
- 4 With the agreement of Members the majority of meetings are held on a Thursday during the day.
- 5 The Authority meetings are held quarterly at 2pm on the fourth Thursday of the month.
- 6 The Audit Committee meets three times per year – September, February and June – with the ability to call further meetings as required.
- 7 The Executive Committee meets 12 times per year or as required.

- 8 The Regeneration & Planning Committee meets 6 weekly or as required.
- 9 The Scrutiny Committee meets three times per year or as required.
- 10 All other committees and groups are not timetabled but are called when necessary.

#### **MEMBER TOURS**

- 11 Two Member Tours have been included in the 2023/24 Calendar.
- 12 Member Tours to sites in the Park or outside the Park are scheduled relating to:
  - (a) sites where policy decisions will be required during the year;
  - (b) sites where schemes for phased programmes of works over many years are completed/nearing completion; and
  - (c) projects outside the Park for lessons in good practice and for fresh ideas.

#### **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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#### **APPENDIX ATTACHED**

Appendix A Draft Calendar of Meetings 2023/24



## CALENDAR OF MEETINGS JULY 2023 – JULY 2024

2023			
20	July	10.30am	Executive Committee
7	September	All day	Member Tour
21	September	10.30am	Executive Committee
21	September	11.30am	Regeneration & Planning Committee
21	September	1.00pm	Audit Committee
19	October	10.30am	Executive Committee
19	October	11.30am	Regeneration & Planning Committee
19	October	2.00pm	Authority
23	November	10.30am	Executive Committee
23	November	11.30am	Regeneration & Planning Committee
23	November	1.00pm	Scrutiny Committee
14	December	10.30am	Executive Committee
14	December	11.30am	Regeneration & Planning Committee
14	December	1.00pm	Budget Workshop
2024			
4	January	10.30am	Budget Workshop (Continued if necessary)
18	January	10.30am	Executive Committee
18	January	11.30am	Regeneration & Planning Committee
18	January	2.00pm	Authority
29	February	10.30am	Executive Committee
29	February	11.30am	Regeneration & Planning Committee
29	February	1.00pm	Audit Committee
29	February	2.00pm	Scrutiny Committee
21	March	10.30am	Executive Committee
21	March	11.30am	Regeneration & Planning Committee
17	April	All day	Member Tour
25	April	10.30am	Executive Committee
25	April	11.30am	Regeneration & Planning Committee
25	April	2.00pm	Authority
23	May	10.30am	Executive Committee
23	May	11.30am	Regeneration & Planning Committee
20	June	10.30am	Executive Committee
20	June	11.30am	Regeneration & Planning Committee
20	June	1.00pm	Audit Committee
20	June	2.00pm	Scrutiny Committee
4	July	2.00pm	<b>ANNUAL GENERAL MEETING</b>

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**PROPOSED CAPITAL INVESTMENT AT  
LEE VALLEY VELOPARK**

Presented by Corporate Director

**SUMMARY**

This paper provides Members with the background and specific information on the proposed investment into refurbishing the track wall and safety barrier at Lee Valley VeloPark.

The Union Cycliste Internationale (UCI) have proposed that due to safety concerns future UCI accredited competitions at any velodrome will require a safety barrier of at least 140cm high around the perimeter of the track. The track wall and safety barrier currently installed at the Lee Valley VeloPark is 85cm high.

Authority officers have been working with the UCI, Faulkner Brown Architects and VeloTrack (specialist track builders) to design a compliant track wall and safety barrier to the proposed new criteria and one that compliments the specialist and high profile nature of Lee Valley VeloPark.

It is proposed that Members consider approving the Authority making a financial capital commitment into the project totalling £300,000 for improvements to the safety barrier at Lee Valley VeloPark, the details of which are set out in this report.

**RECOMMENDATIONS**

- Members Approve:
- (1) the inclusion within the capital programme of £300,000 for the refurbishment of the track wall and safety barrier at Lee Valley VeloPark; and
  - (2) to waive Financial Regulation 571 to allow the appointment of track specialist VeloTrack as contractors for this work.

**BACKGROUND**

- 1 Following recent reviews of rider and spectator safety at track cycling competitions the UCI are to make permanent regulation changes to the required heights of the track wall and associated safety barriers of all

- velodromes wishing to hold UCI accredited competitions for existing venues and new builds.
- 2 Officers have engaged with the UCI, VeloTrack (the class leading velodrome track design and build company based in Germany, and Faulkner Browns Architects (FBA) to discuss the potential implications of the new requirements.
  - 3 The expectation is that any velodromes built after 2025 and existing venues by 2027 will have a track wall and safety barrier that meets the new criteria in place if they wish to hold UCI accredited competitions.
  - 4 Authority officers visited the VeloTrack office and workshop in Bremen (Germany) with FBA to look at the three different options that VeloTrack were proposing for the LVVP.
  - 5 VeloTrack had constructed examples of the three options (see Appendix A to this report) and went through various tests to show the strength and viewing angles of the options.
  - 6 Velotrack in partnership with FBA have formed relationships with UCI and British Cycling (BC) and are currently involved in several worldwide new build velodrome projects, notably Dublin (currently out to tender) and two in the Middle East. These venues are incorporating track walls and safety barriers (with screens) at 1400mm height.
  - 7 Discussions have taken place between Velotrack, FBA, LVRPA, UCI, BC and Discovery Channel (UCI media partners) and it is clear that both UCI and BC are keen to pursue Option 3 as detailed in paragraph 14 of this report.

#### **IMPLICATIONS OF NOT UNDERTAKING THE WORK**

- 8 If no works are undertaken, the Lee Valley VeloPark will lose its status of No. 1 cycling venue in the world, and when Dublin is built this would be the direct competitor closest to LVVP. The venue would also become non-compliant for any UCI accredited competition post 2027.
- 9 The reputation of the venue and the Authority will likely be impacted from losing the ability to hold UCI accredited competitions and there will be a decreased public awareness of the venue and the Authority.
- 10 There will be a further knock-on effect of losing major cycling events at the venue, in that the decreased exposure of the venue and the sport could result in a decrease in activity bookings in the same way that there is always an increase in booking activity during and after major cycling events.
- 11 Potential negative publicity from what could potentially be perceived as a lack of emphasis on spectator safety by the Authority now the new requirements are being put in place.

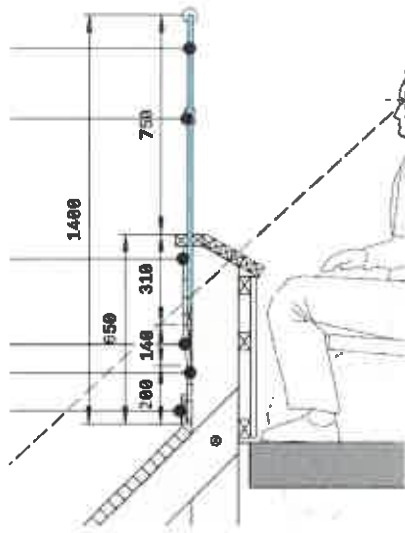
#### **OUTLINE OF THE IMPROVEMENT OPTIONS**

- 12 Option 1 and 2

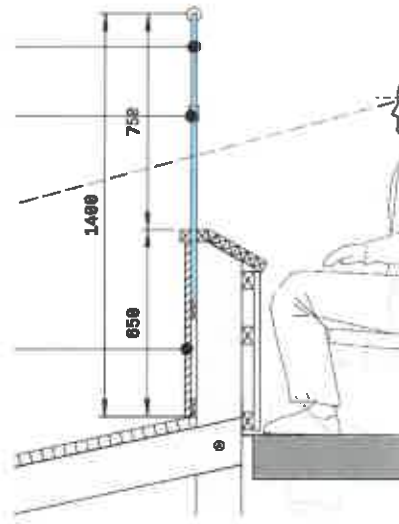
Both Option 1 and 2 require the removal of the existing metal handrail and new Perspex sheets slotted into the existing barrier with either a new flat plywood

panel installed on the trackside or the existing board angled out to allow the Perspex space to be inserted.

**Option 1**



**Option 2**

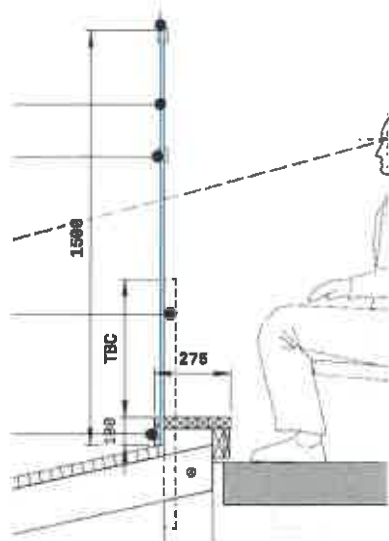


Estimated costs £150-£250k.

**13 Option 3**

Remove existing metal handrail around the track, remove top board of existing track wall and dispose, strip back all timber planks to entire perimeter and dispose, cut back complete structure of track wall above track and dispose. Install new stainless steel (60 x 40mm x 650mm high) supports at 3m centres with smaller 40 x 40 x 650 high mid span at 1.5m centres, install 3m long x 1.4m high Perspex sheets, with 3mm gap vertically between each sheet (for expansion/contraction), finish internally with 100mm high plywood kick board (painted red), finish internally with sloping or flat shelf, top of Perspex finished with stainless steel handrail. Incorporate two sets of double exit gates in outer wall to allow infield to be used for larger capacity infield non-cycling events

Quoted costs £252,000 (at exchange rate at time of report).



## 14 Pros &amp; Cons

	Pro's	Cons
Option 1	<ul style="list-style-type: none"> <li>• Most financially economical</li> <li>• Quickest in terms of duration of works at 2 weeks</li> <li>• Least disruptive</li> </ul>	<ul style="list-style-type: none"> <li>• Aesthetically looks like an add on</li> <li>• Existing areas of poor visibility still remain</li> <li>• LED boards whilst easy to fix will stand off 15 mm more at the bottom than the top trackside</li> <li>• Track perimeter wall will 'kick out' to accommodate perspex behind</li> <li>• LED still remain trackside</li> <li>• LED Problematic to safety of riders</li> <li>• Viewing blind spots still exist</li> </ul>
Option 2	<ul style="list-style-type: none"> <li>• Reasonable mid range costs</li> <li>• Flat surface for LED boards to be fixed trackside</li> <li>• Two weeks install time as for Option 1</li> </ul>	<ul style="list-style-type: none"> <li>• Still looks like an 'add on'</li> <li>• 'Viewing blind spots still exist</li> </ul>
Option 3	<ul style="list-style-type: none"> <li>• Aesthetically does not look like an add on</li> <li>• Enhances visitor experience</li> <li>• Eliminates customer blind spots</li> <li>• LED boards can be fixed on the spectator side making for a cleaner and safer solution</li> <li>• UCI believe this is the way forward</li> <li>• Advertising/branding vinyl can be placed on the Perspex. Similar to how window dressing on buses where you can still see out from the inside. This is a cleaner, cheaper and simpler solution when compared to the existing boards that run around the track. This will maintain the improved sight lines as the vinyl is practically transparent from the spectator side.</li> <li>• Will maintain the Velodromes status as 'Best in the World'</li> <li>• Will be first velodrome to be compliant with the new regulations to be released imminently</li> <li>• Inclusion of new double emergency exits from infield will allow larger scale non cycling events to be held on the infield</li> </ul>	<ul style="list-style-type: none"> <li>• Most expensive option</li> <li>• Longest build duration at up to 4 weeks</li> </ul>

- 15 Please see Appendix A to this report for further drawings and visuals.

## **PREFERRED OPTION**

- 16 Option 3 is the preferred option. All three options are compliant, however with both options 1 & 2 the addition of a screen on top of the track wall will always look exactly what it is, an 'add on'.
- 17 At present there are a number of areas at the LVVP where the front row seats have less than ideal sightlines and spectators have to peer over the existing track wall, due to its height. In both options 1 and 2 these areas, and issues, remain.
- 18 Option 3 full height Perspex will look as if it's part of the original build, it will enhance the customer experience and remove the areas of restricted/poor visibility. It will give front row seats the benefit of being able to look through at lower levels than currently experienced, to feel more involved and closer to the racing.
- 19 In approving option 3 it will enhance the LVVP and enable it to retain its reputation as the Worlds No1 Velodrome and being the first compliant velodrome ahead of the change in track safety regulations.
- 20 Option 3 will allow for a cleaner, simpler installation of the LED boards required at major events. These LED boards will be able to be installed behind the Perspex instead of being on the track side which will also allow the operator to continue operating whilst bump-in for events takes place. This is an issue now and would continue to be so if the Authority went for option 1 or 2.
- 21 Having full height Perspex will allow for transparent vinyl to be used for advertising rather than the fixed boards that are currently being used and would continue to be used in options 1 and 2. This solution (which is widely used on bus windows) will allow for advertising to be seen from the track side but still allow spectators to see through to the track and maintain sight lines.
- 22 FBA has confirmed that all new velodrome builds that they are involved in will be using option 3 in their design.
- 23 Included in the design is the installation of 2 gates on the straight portions of the track to allow additional egress in the event of an emergency. This will allow for improved safety routes from the infield and allow for increased usage in regards to infield numbers and the offer for events outside the traditional track cycling programme.

## **PROJECT TIMELINE**

- 24 The aim is to have the project completed and fully operational by Spring 2024.

The proposed project is scheduled for a 2 to 4 week completion timetable. The Authority will look to implement its two week shutdown clause in accordance with the Leisure Service Contract (LSC) or will otherwise agree a two week shutdown period to allow the works to go ahead. Dependant on when the works are scheduled there will be some impact on the venue's operations. The project

team will ensure the works are scheduled at the best time to reduce the impact on the Leisure Operators Base Trading Account (LOBTA).

- 25 If Members approve the recommendations of this report a project team will be formed consisting of the key Authority officers from LVRPA & GLL:
- Asset Maintenance Protection & Development (APMD);
  - Sports & Leisure; and
  - GLL Venue Management.

This project team will ensure there is full agreement on proposed timescales, responsibility areas and set milestones. All drawings, decisions, sign off, etc associated with the project will be made by the Corporate Director on behalf of the Authority.

## **FINANCING**

- 26 It is officer's recommendation that the project is financed from existing capital funds, to prevent the need for any charge to revenue. There will be a revenue impact of approximately £6,000 in 2023/24 in reduced interest earned from these funds, based on current investment interest rates. However, as identified in the Capital Budget report (Paper E/793/23), Members should be aware that direct capital financing from revenue will be required to support the future capital programme, either in the form of contributions, or internal and external borrowing.

## **WAIVER REQUEST**

- 27 The anticipated value of the contract is above £25,000 but below the threshold for the Public Contract Regulations 2015. The Authority's Financial Regulations state:

*571 These contracts must be let by following the competitive procurement procedures as defined in the Public Contract Regulations 2015.*

*Advertisements must comply with the Public Contract Regulations 2015 and as a minimum be published on the Authority website using the appropriate standard template and the Contract Finder portal as defined in Public Contract Regulations 2015.*

In this case VeloTrack are the only company that the UCI are working with to produce designs and workable solutions that adhere to the requirements of the UCI and would allow venues to continue to host UCI accredited competitions.

- 28 VeloTrack are currently working on multiple new build velodromes and refurbishments in line with the new UCI regulations and are doing so in liaison with the UCI on all aspects of the design and installation.
- 29 If the Authority were to follow a competitive procurement procedure, it is anticipated that there would only be one prospective bidder with the necessary experience in velodrome track walls and safety barriers to meet the requirements of the contract. Therefore, a procurement process would add to the time it takes to appoint a contractor without a realistic prospect of identifying a better value solution for the Authority.
- 30 VeloTrack have already supplied the Authority with a quote for the preferred option and Authority officers believe that with the work required, the materials



the amount of days of work and the expertise, that it is a fair quote and is as we would expect.

- 31 Officers are requesting that a waiver to Financial Regulation 571 is approved which will result in entering, without competition, into contract with VeloTrack. This process will allow the Authority to appoint VeloTrack to install the barrier that that meets all of the UCI requirements and will enable LVVP to continue to host UCI accredited competitions.

## **ENVIRONMENTAL IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

- 33 Approval is requested to invest £300,000 from Capital Funds for the preferred Option 3 to renew the track wall and barrier safety system. The financing implications of this project are included within the report.

To note: €293,800 has been quoted for the preferred option which at current exchange rates is £252,000. The remainder of the amount being asked for will act as project contingency and to mitigate any negative fluctuations in the exchange rate at time of order.

- 34 As previously mentioned in paragraph 25 the project team will schedule the works so that the impact on the LOBTA is as minimal as possible. However, due to the length of time the works are anticipated to take there will be an impact on the venue's operation.
- 35 The Authority will be expected to meet any loss of income that comes from the installation timetable (or agree an adjustment to the LOBTA).

## **HUMAN RESOURCE IMPLICATIONS**

- 36 Authority officers will be required to sit on the project team for both projects and Authority decision on the project will be required by the Authority's Representative as per the LSC.

## **LEGAL IMPLICATIONS**

- 37 These investment projects will be subject to Schedule 21 of the LSC Control Change Protocol and this will allow the agreed financial arrangements to be formally documented. The Authority will also need to enter into an agreement with GLL under the lease with regard to access to carry out the works and its future maintenance.

## **RISK MANAGEMENT IMPLICATIONS**

- 38 The risk of reputational damage will be minimised if the recommendations of this report are approved (SR6.1)
- 39 There is a risk of project timeline drift and impact on venue activities (and income). This will be managed by the project team and all timescales will be agreed and signed-off by all parties (SR2.2).

## **EQUALITY IMPLICATIONS**

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

Author: Dan Buck, 01992 709 896, [dbuck@leevalleypark.org.uk](mailto:dbuck@leevalleypark.org.uk)

## **BACKGROUND REPORTS**

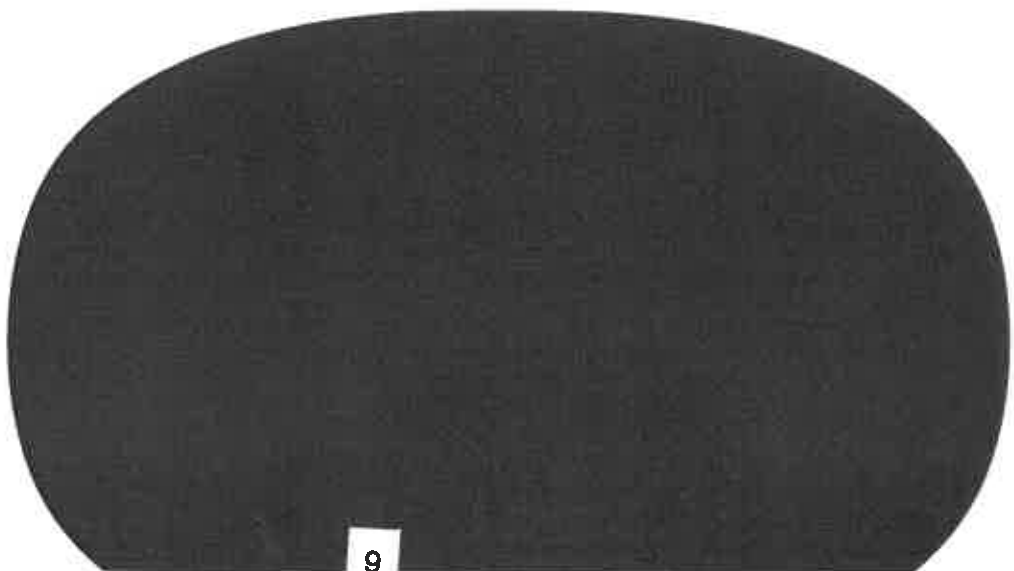
None

## **APPENDIX ATTACHED**

Appendix A          Faulkner Browns Design Report

## **LIST OF ABBREVIATIONS**

the Authority	Lee Valley Regional Park Authority
GLL	Greenwich Leisure Limited
LSC	Leisure Services Contract - Leisure Operating Contract between the Lee Valley Regional Park Authority and Greenwich Leisure Limited dated 31 March 2022
LOBTA	Leisure Operator's Base Trading Account, the financial model agreed to in the LSC
LVP	Lee Valley VeloPark
UCI	Union Cycliste Internationale
FBA	Faulkner Browns Architects
BC	British Cycling



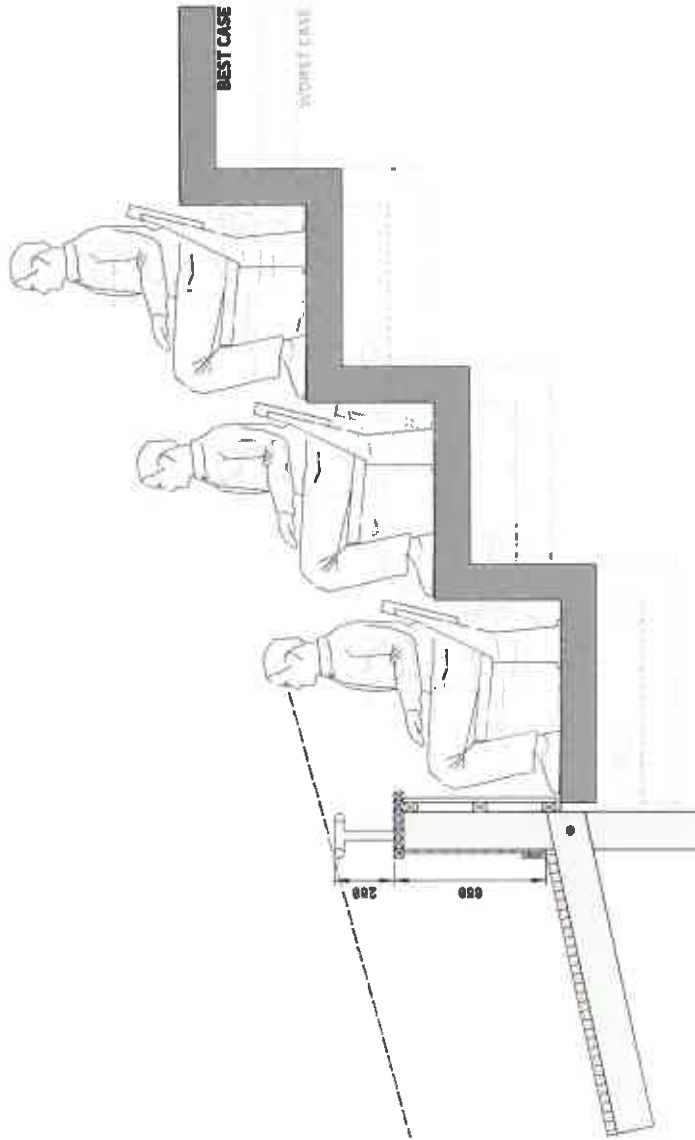
**CONTENTS**

1.0 - Existing Balustrade Detail	003
2.0 - Option A	007
3.0 - Option B	018
4.0 - Summary	024

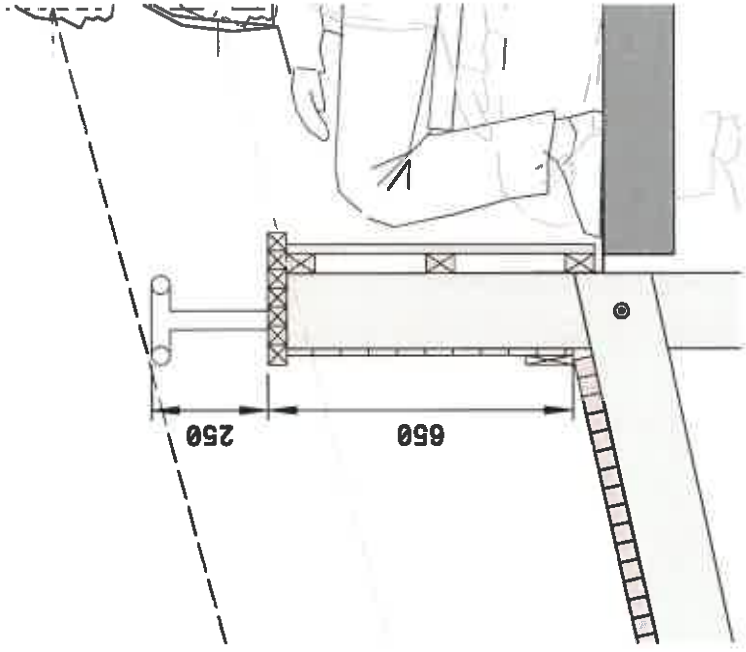
# 1.0 - EXISTING BALUSTRADE

# EXISTING BALUSTRADE

## EXISTING BALUSTRADE - STRAIGHT

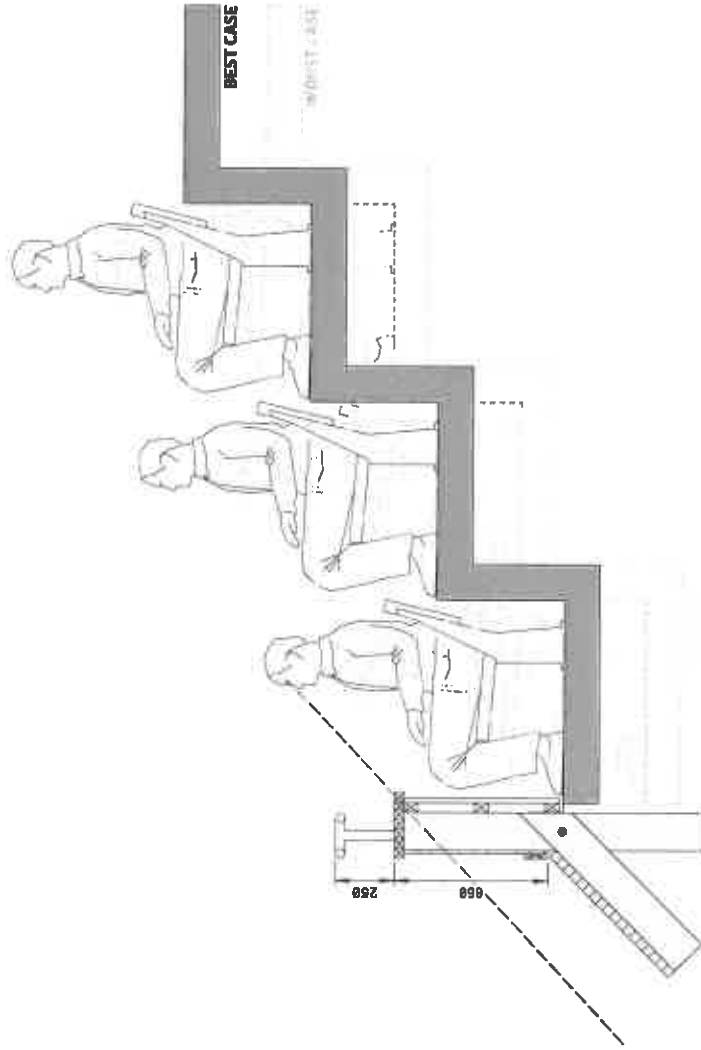


**650mm SOLID / 250mm T HANDRAIL - EXISTING TRACK**  
1:20

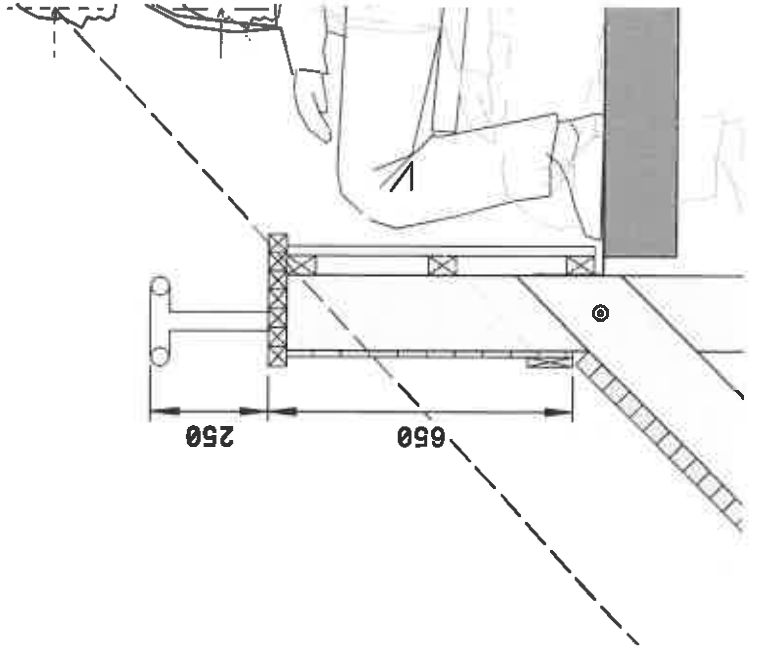


**EXISTING BALUSTRADE**

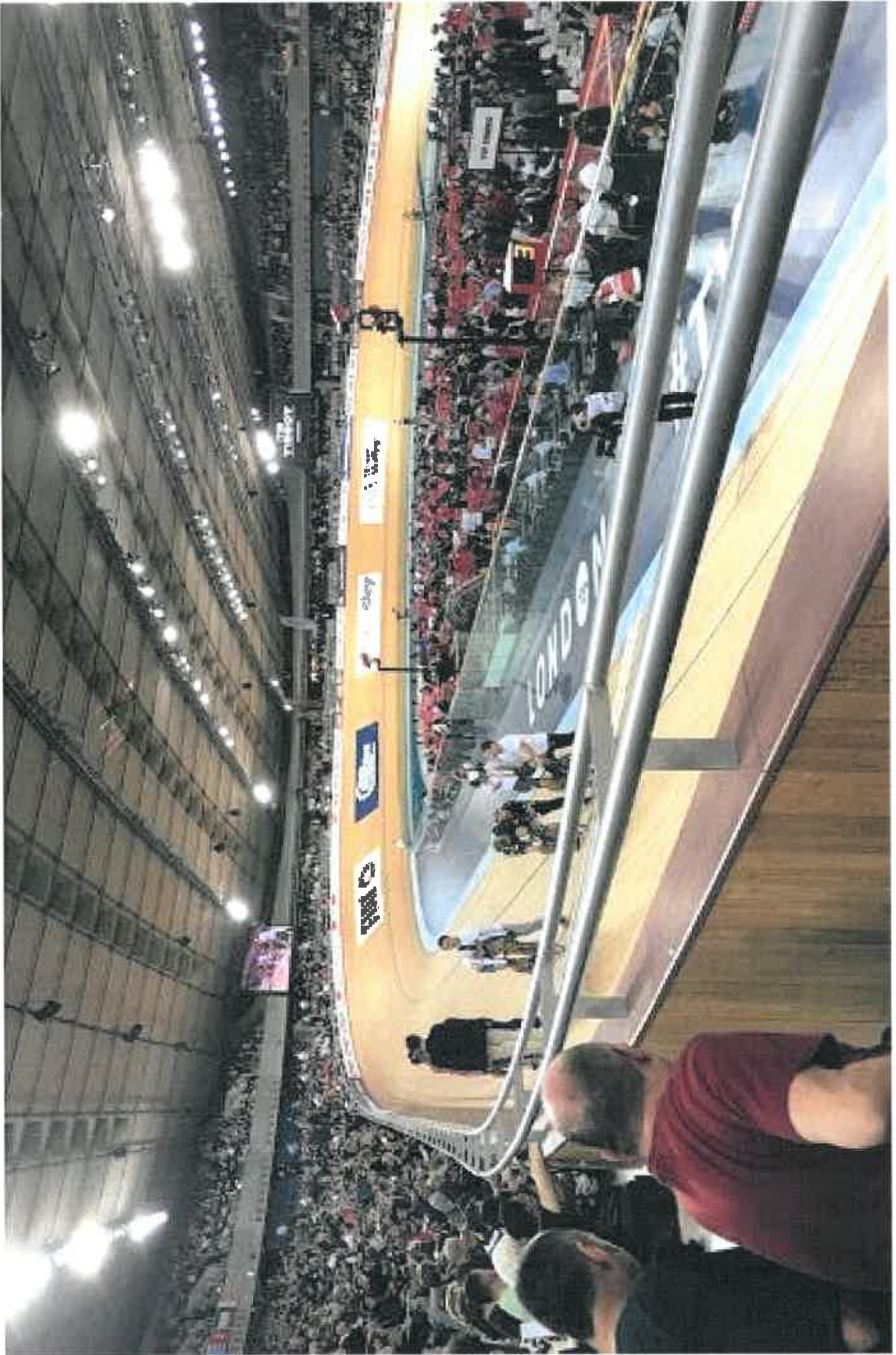
**EXISTING BALUSTRADE - BEND**



**650mm SOLID / 250mm T HANDRAIL - EXISTING TRACK BEND**  
1:20





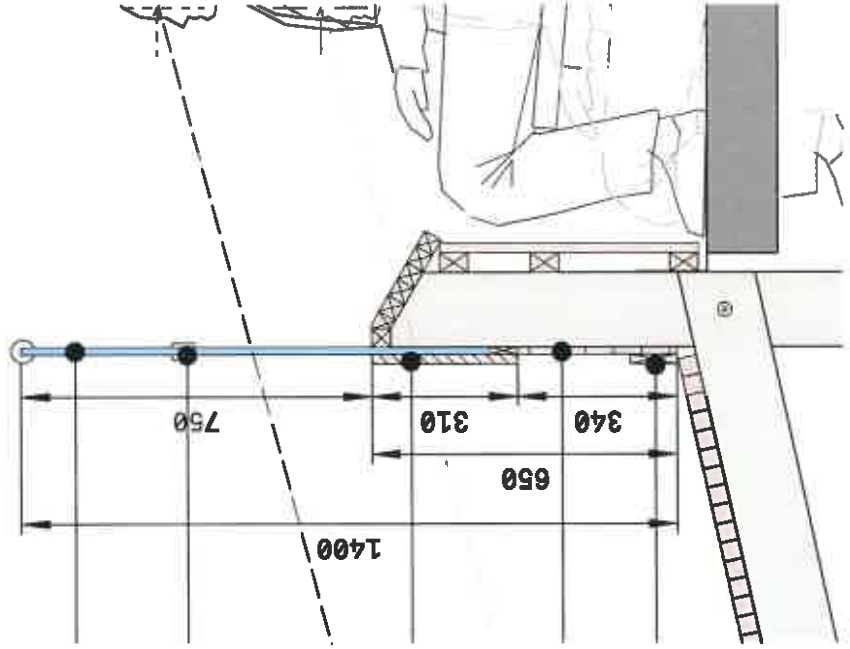
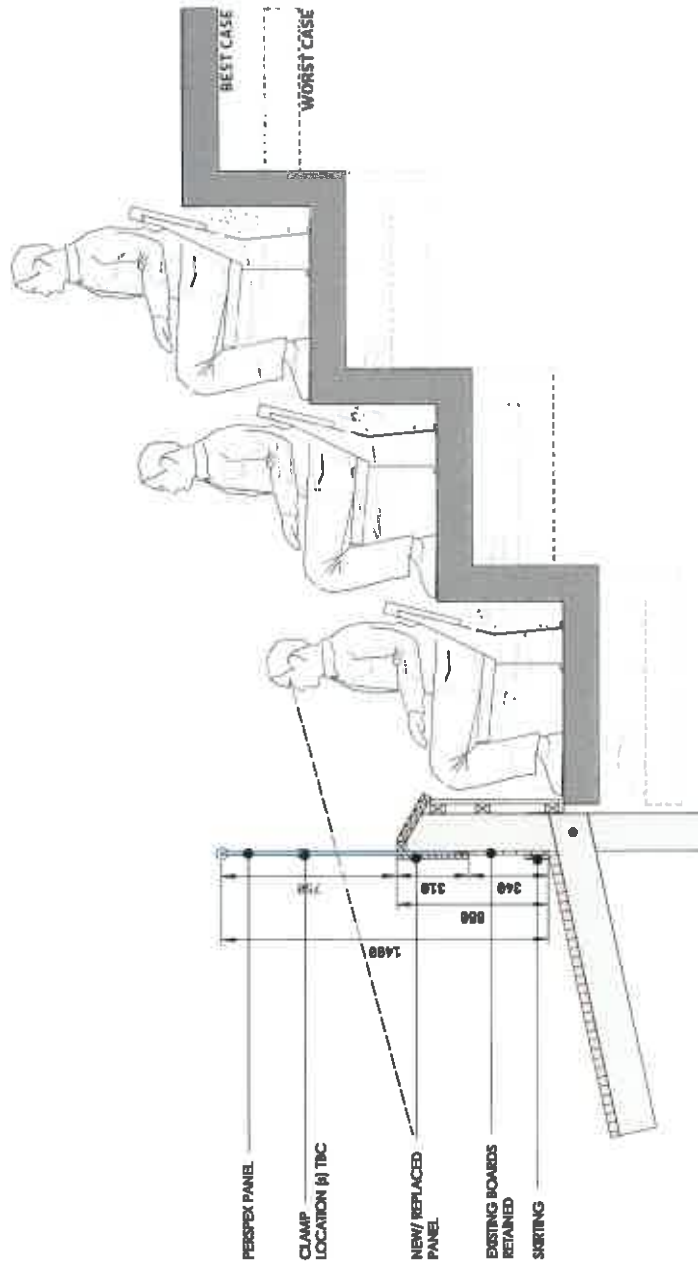




# 2.0 - OPTION A

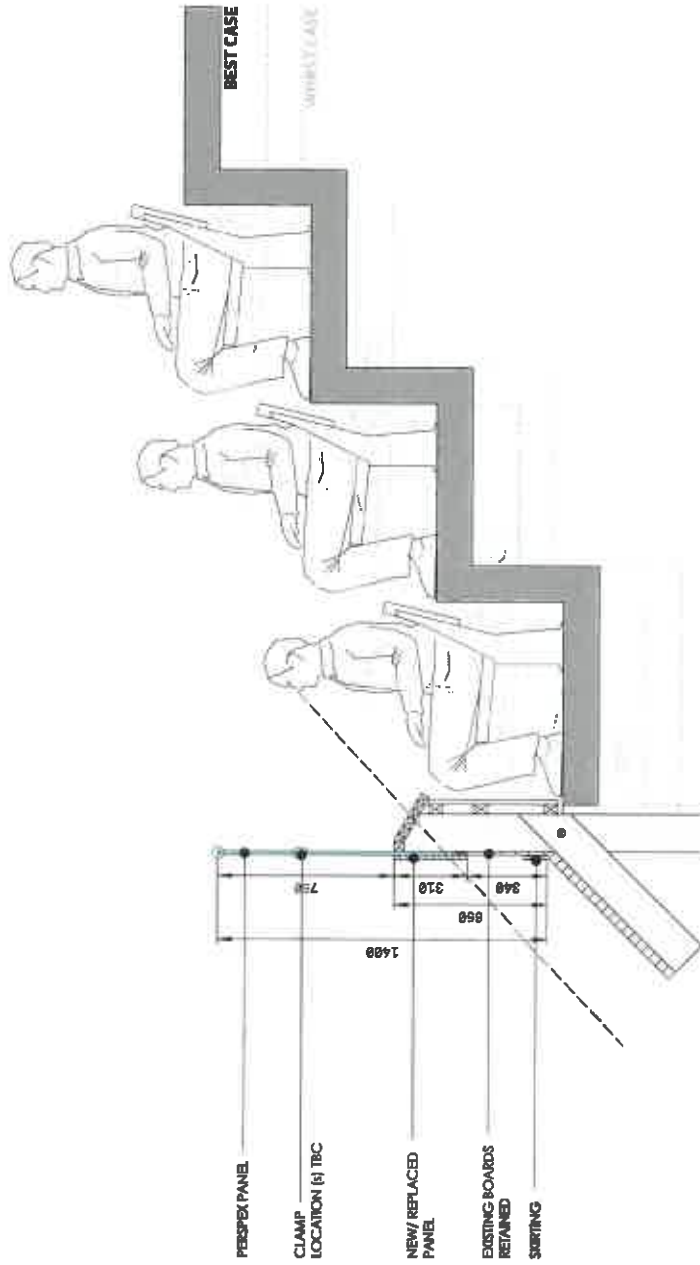
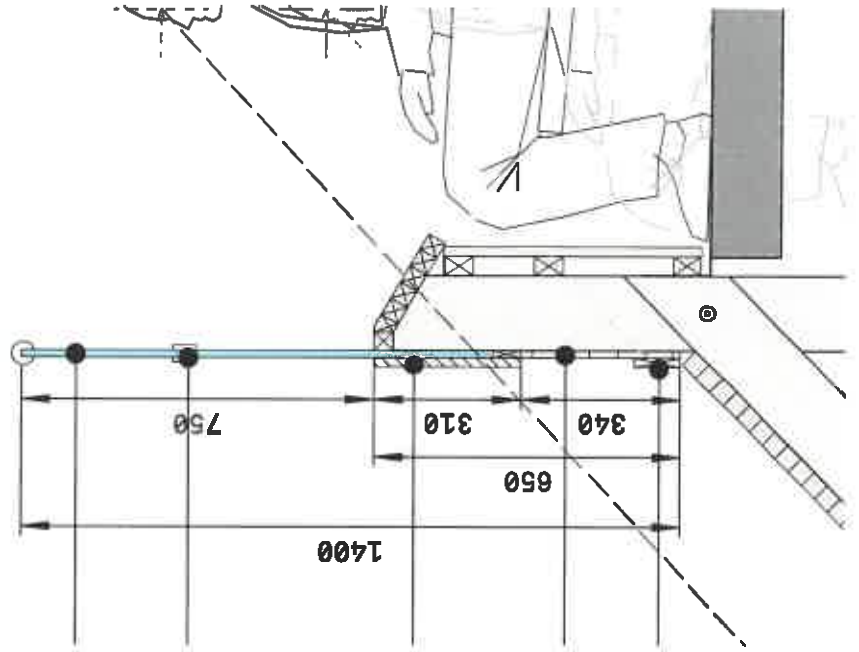
**OPTION A - 001**

**OPTION A - 001 - STRAIGHT**



**OPTION A - 001**

**OPTION A - 001 - BEND**

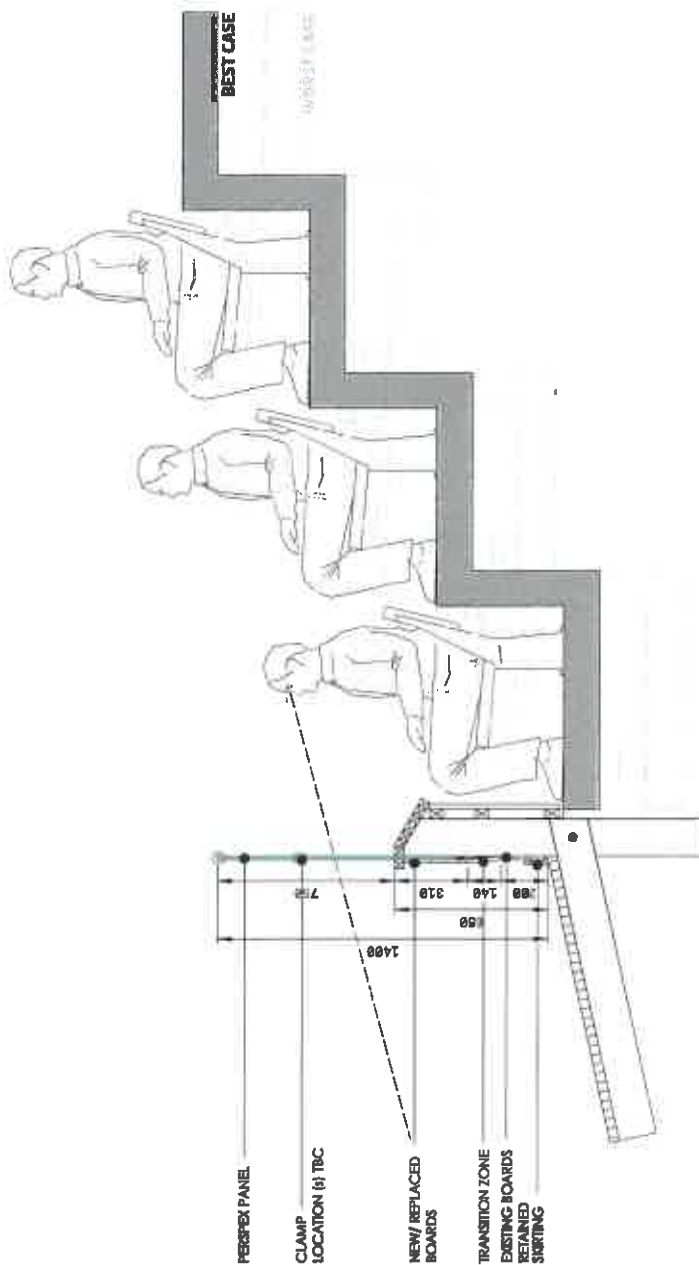
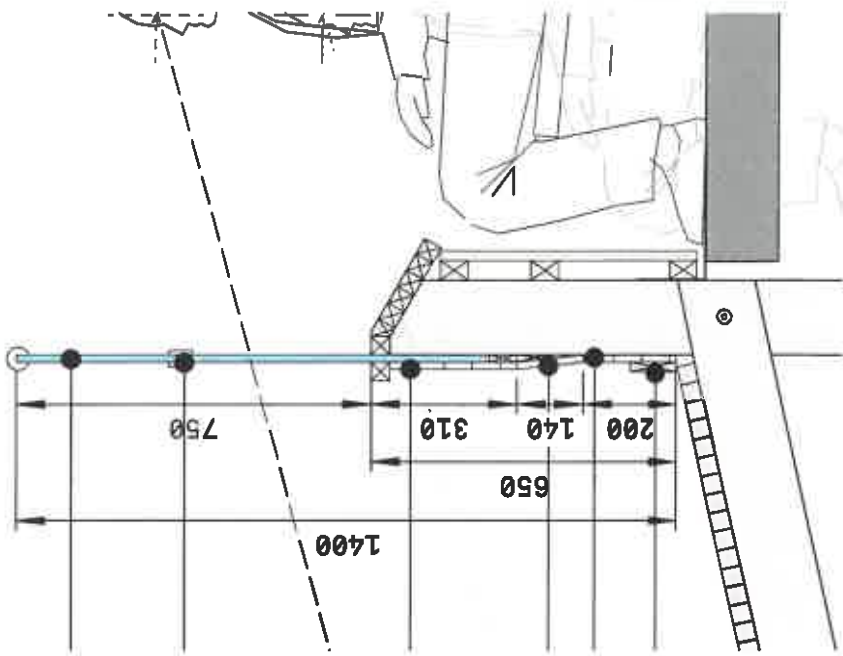


**650mm SOLID / 750mm PERSPEX RETRO FIT BEND OPTION 1**  
1:20



**OPTION A - 002**

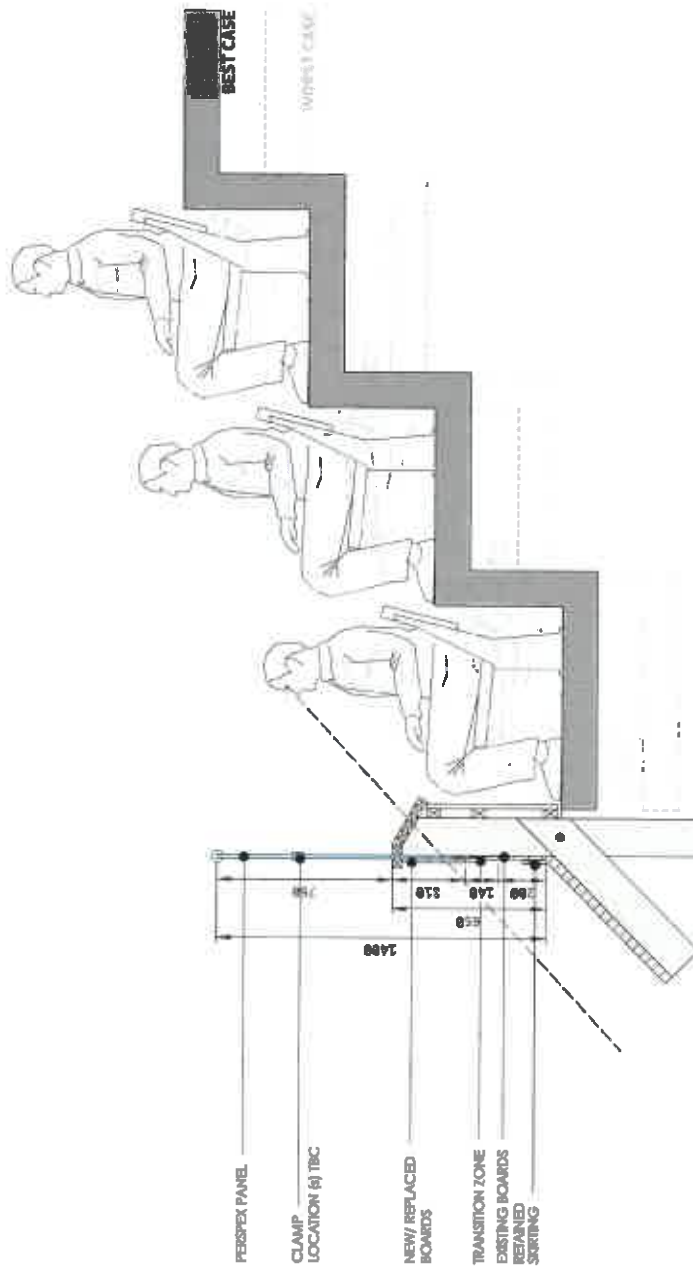
**OPTION A - 002 - STRAIGHT**



**650mm SOLID / 750mm PERSPEX RETRO FIT OPTION 2**  
1:20

**OPTION A - 002**

**OPTION A - 002 - BEND**



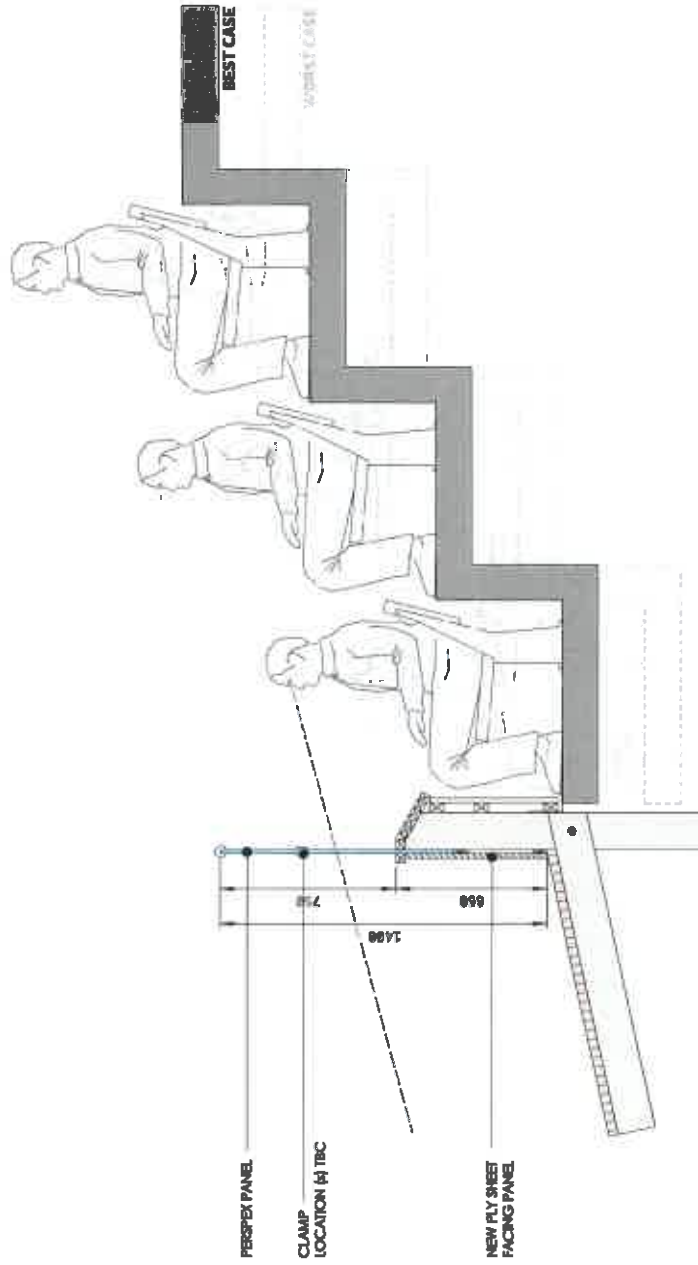
**650mm SOLID / 750mm PERSPEX RETRO FIT BEND OPTION 2**  
1:20



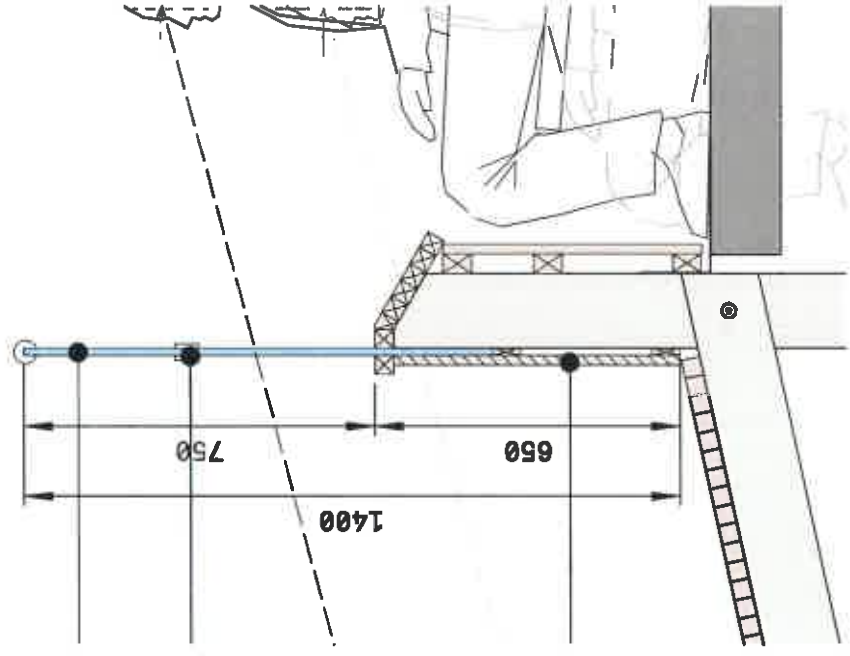


**OPTION A - 003**

**OPTION A - 003 - STRAIGHT**



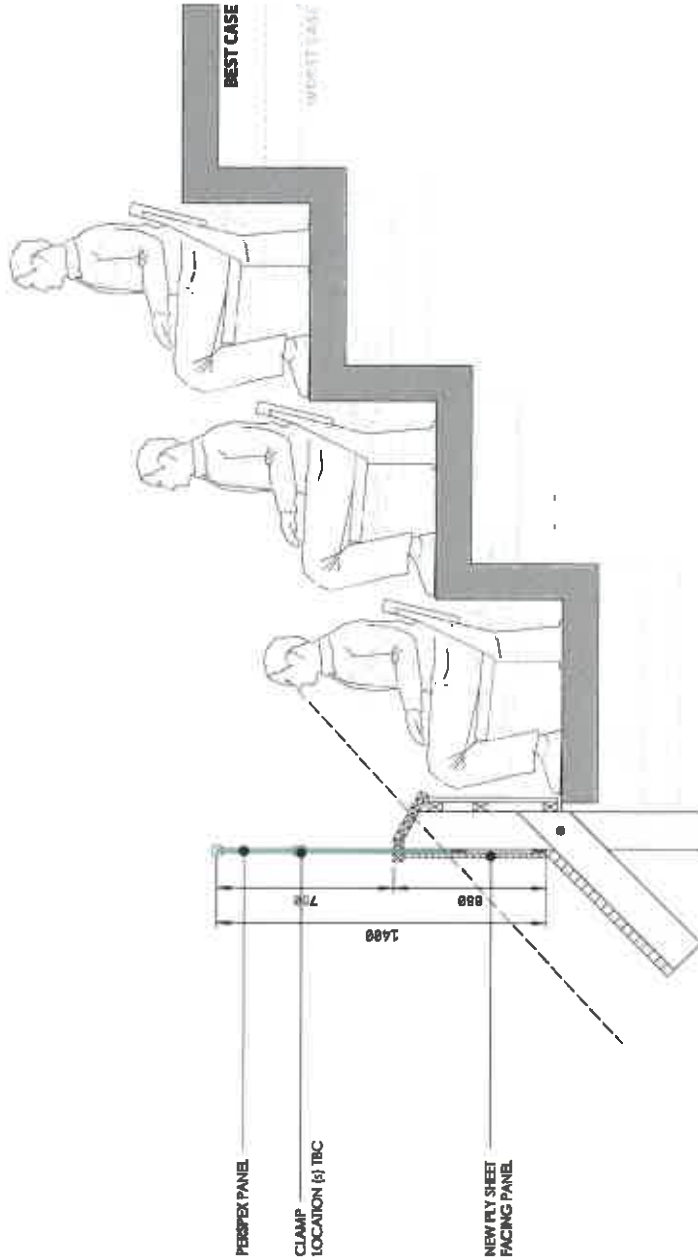
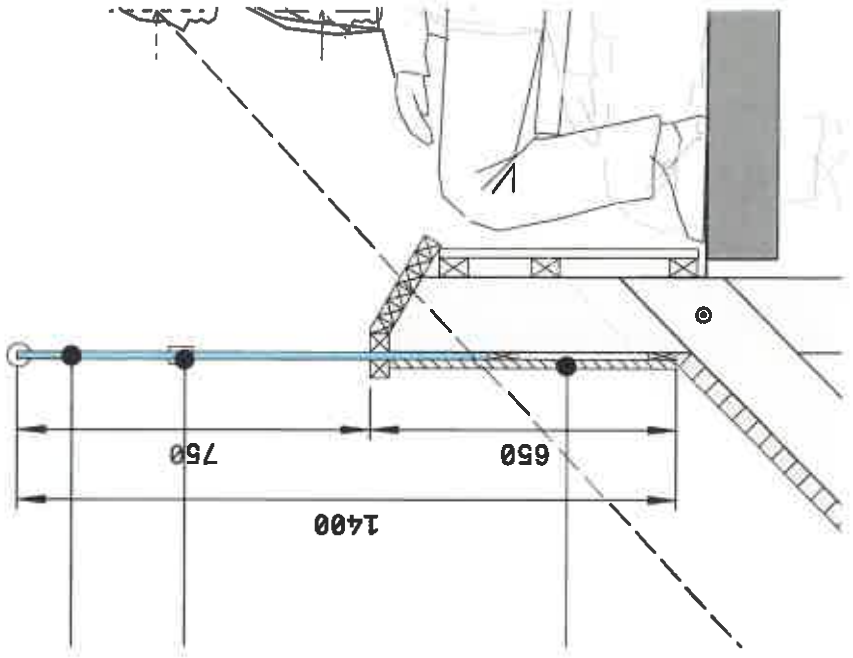
**650mm SOLID / 750mm PERSPEX RETRO FIT OPTION 3**  
1:20





OPTION A - 003

OPTION A - 003 - BEND



PERSPEX PANEL

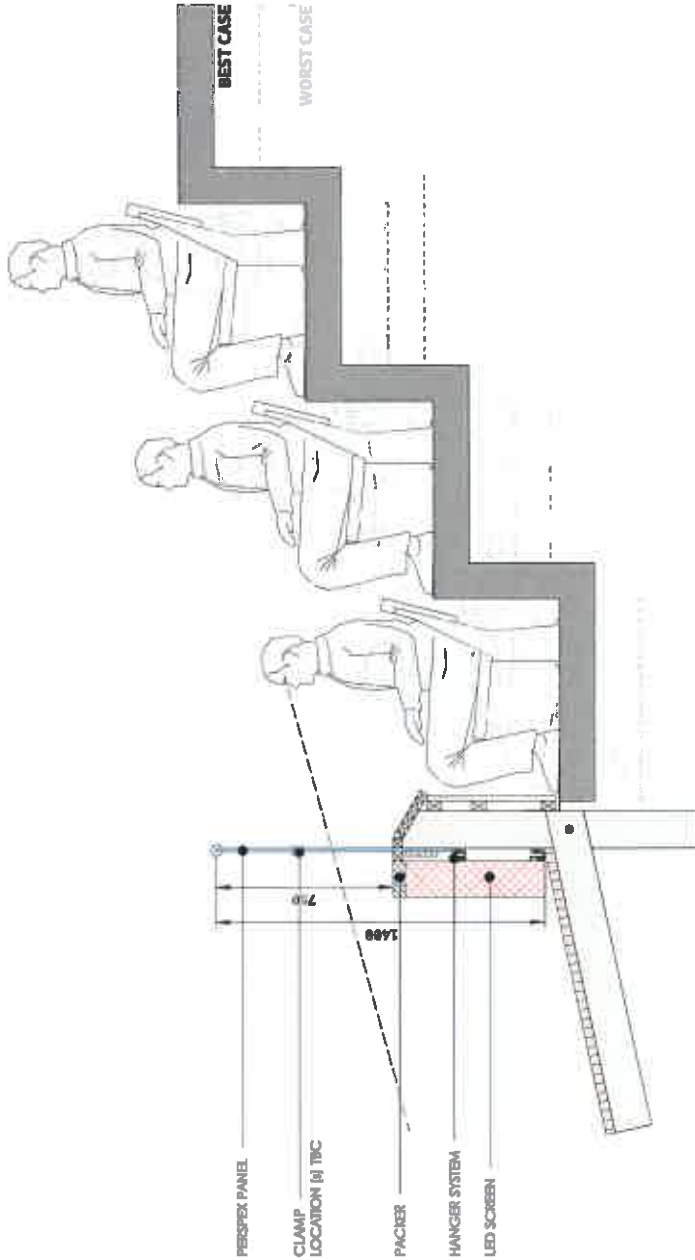
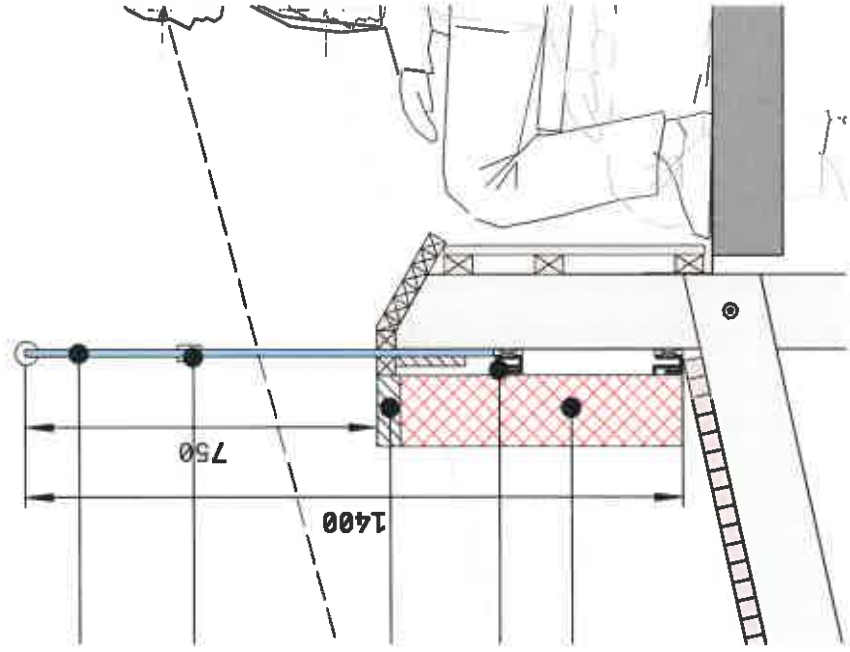
CLAMP  
LOCATION (3) TBC

NEW PLY SHEET  
FACING PANEL

650mm SOLID / 750mm PERSPEX RETRO FIT BEND OPTION 3  
1:20

# OPTION A - 003 + LED SCREEN

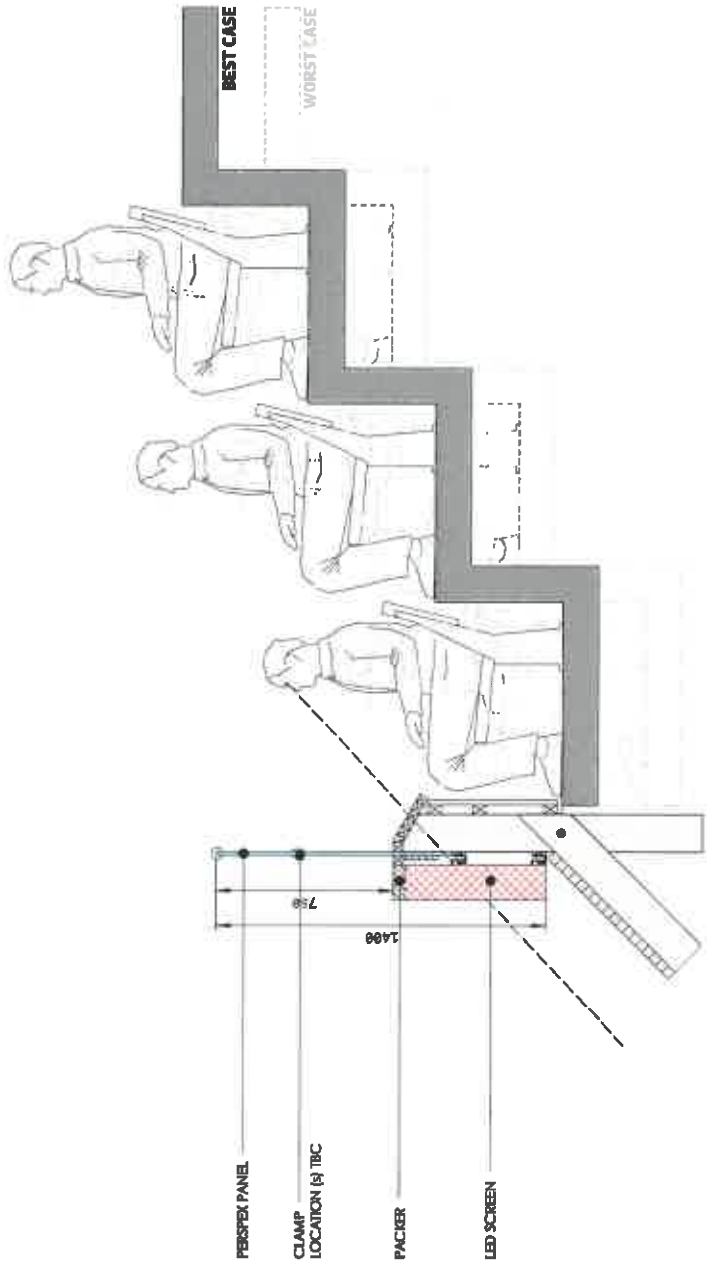
## OPTION A - 003 + LED SCREEN - STRAIGHT



650mm SOLID / 750mm PERSPEX RETRO FIT OPTION 3 + LED SCREEN  
1:20

**OPTION A - 003 + LED SCREEN**

**OPTION A - 003 + LED SCREEN - BEND**

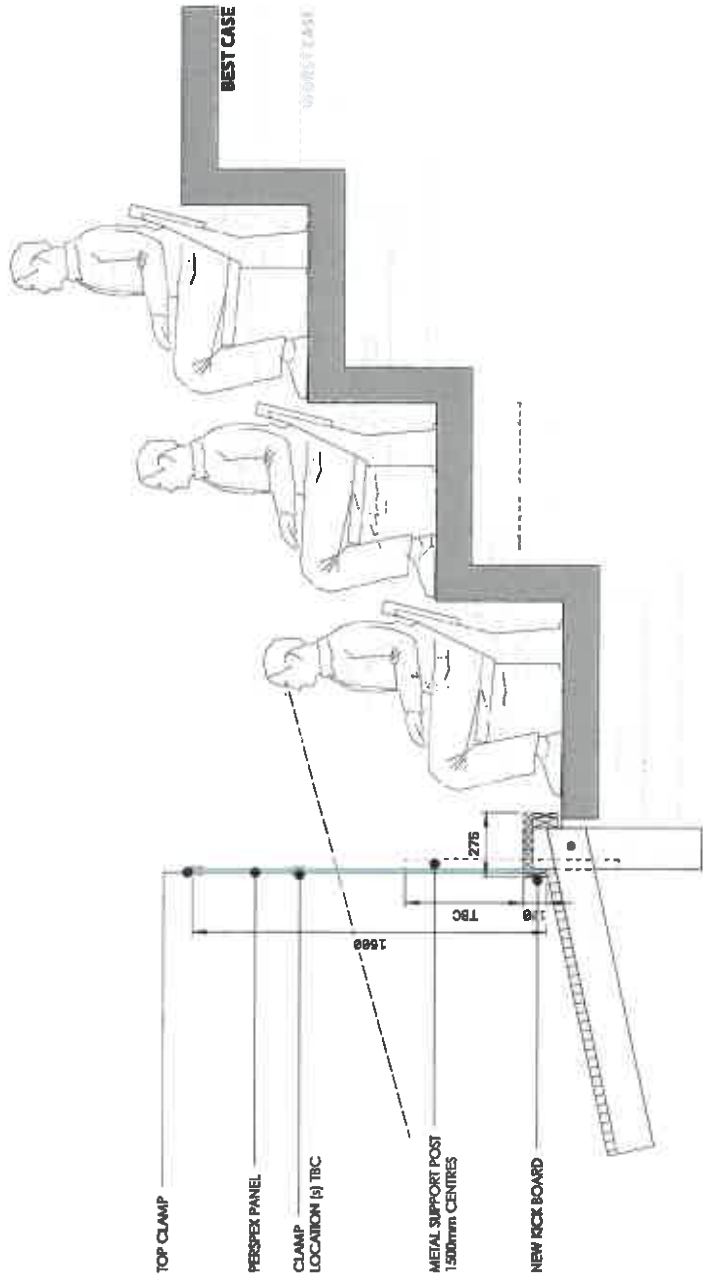
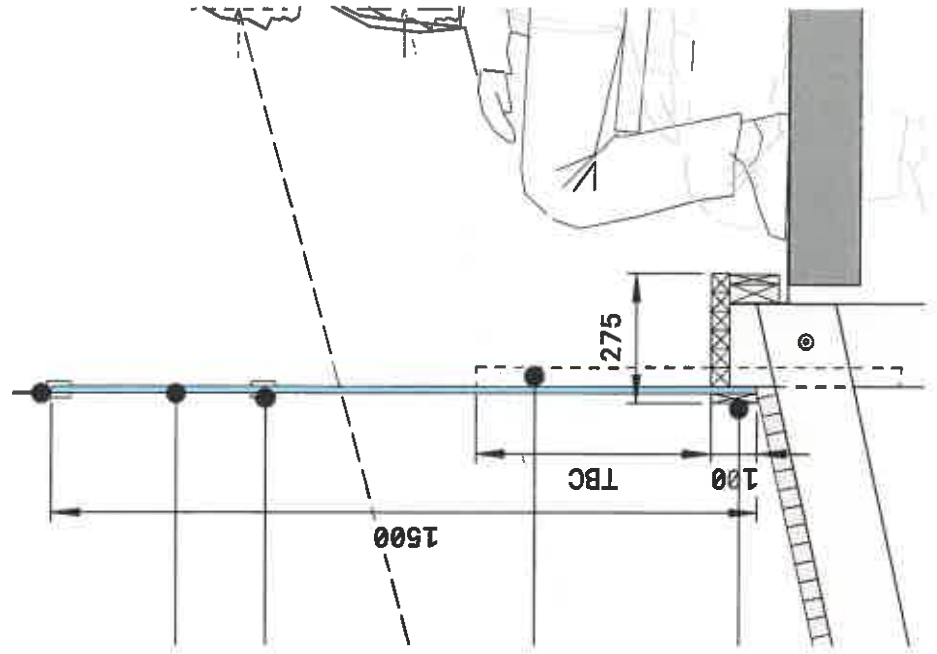


**650mm SOLID / 750mm PERSPEX RETRO FIT BEND OPTION 3 + LED SCREEN**

# 3.0 - OPTION B

**OPTION B - 001**

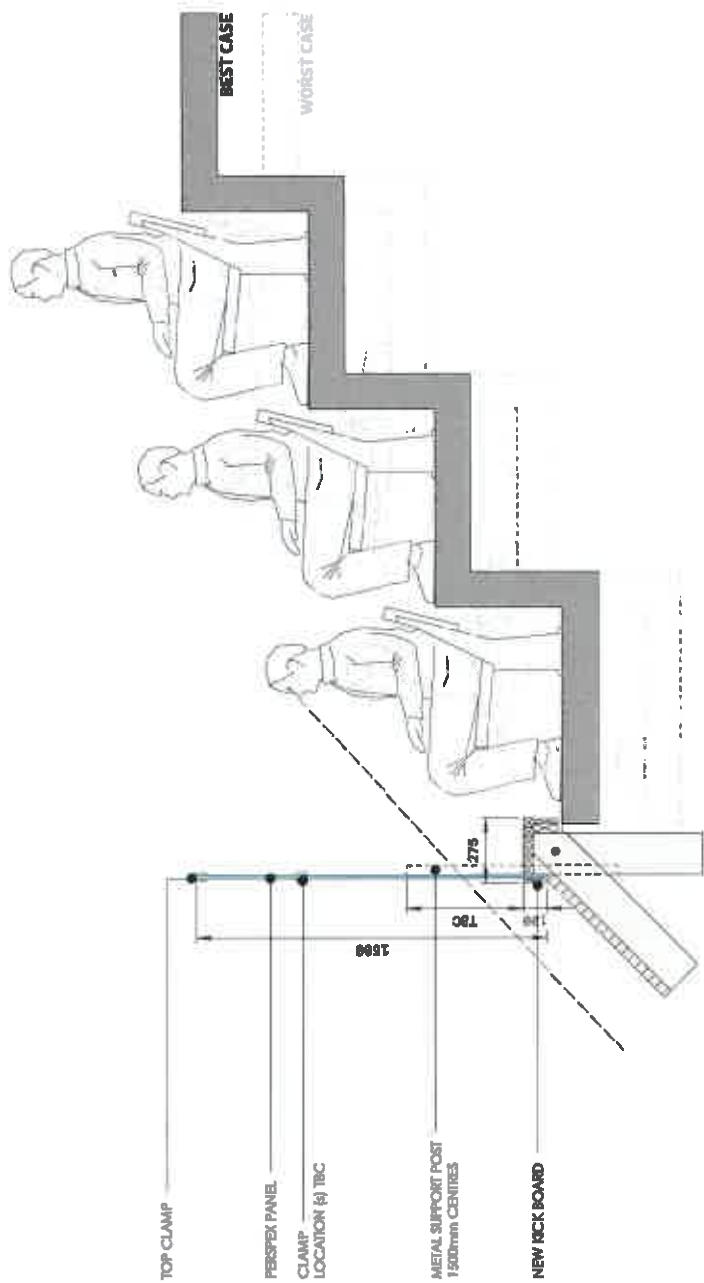
**OPTION B - 001 - STRAIGHT**



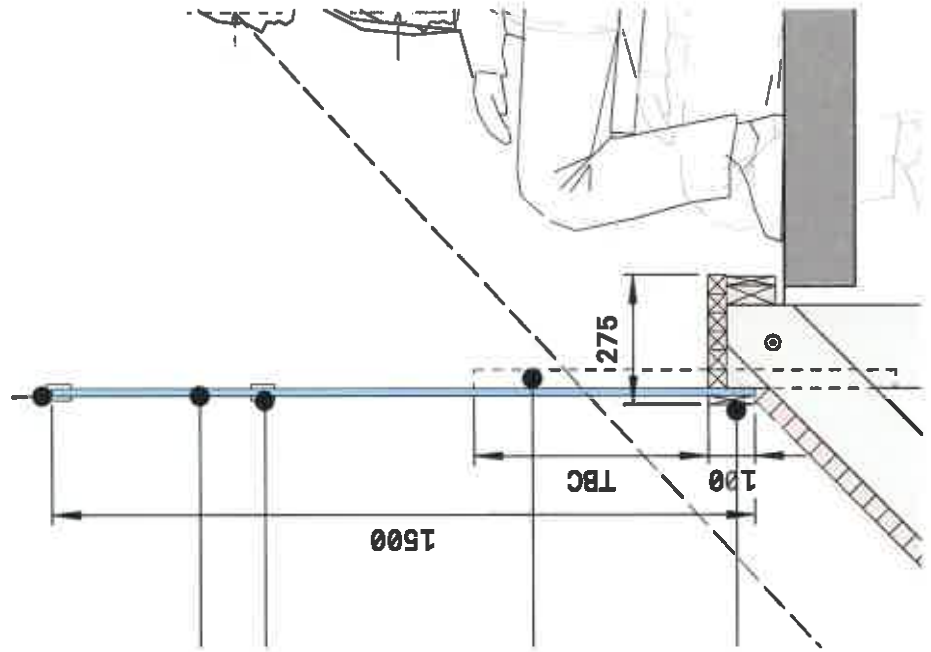
**100mm SOLID / 1400mm PERSEPEX**  
1:20

**OPTION B - 001**

**OPTION B - 001 - BEND**



**100mm SOLID / 1400mm PERSPEX BEND**  
1:20

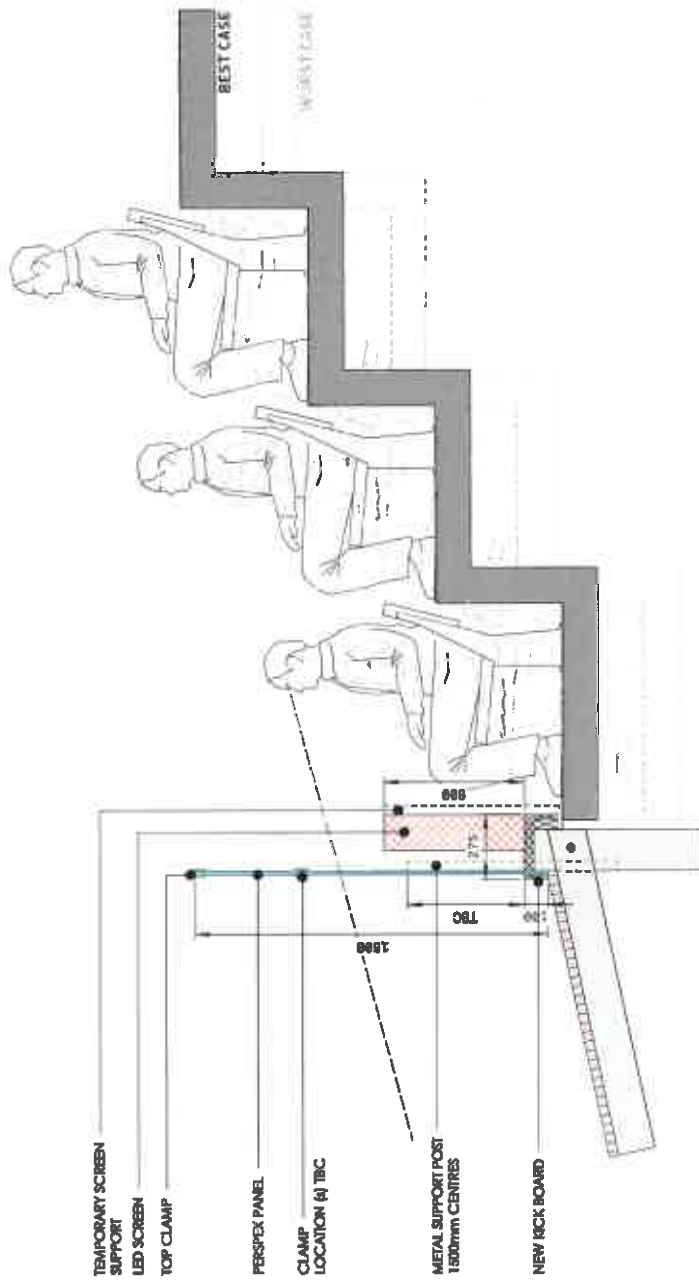




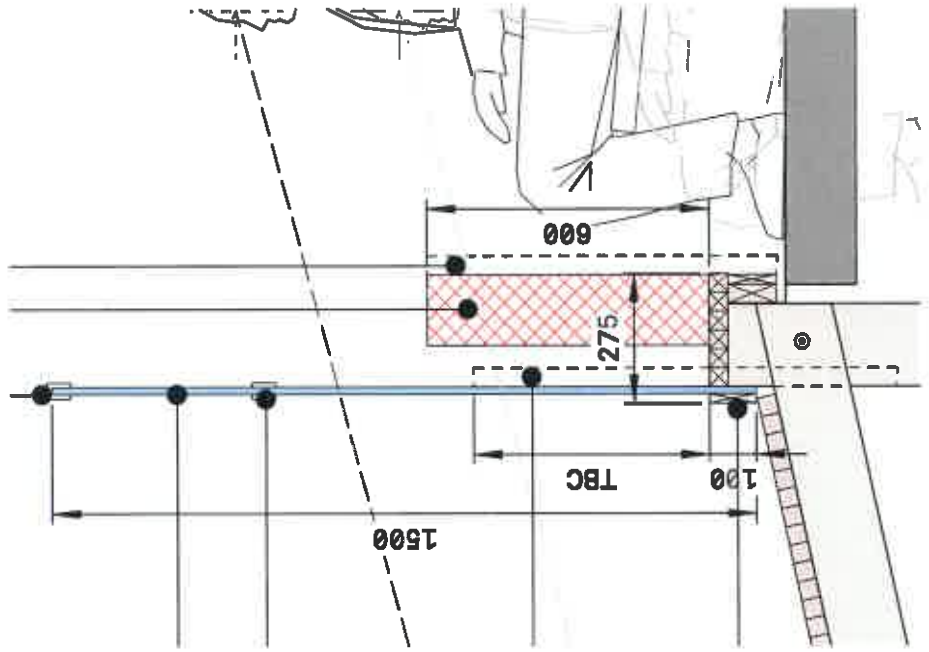


# OPTION B - 001 + LED SCREEN

## OPTION B - 001 + LED SCREEN - STRAIGHT



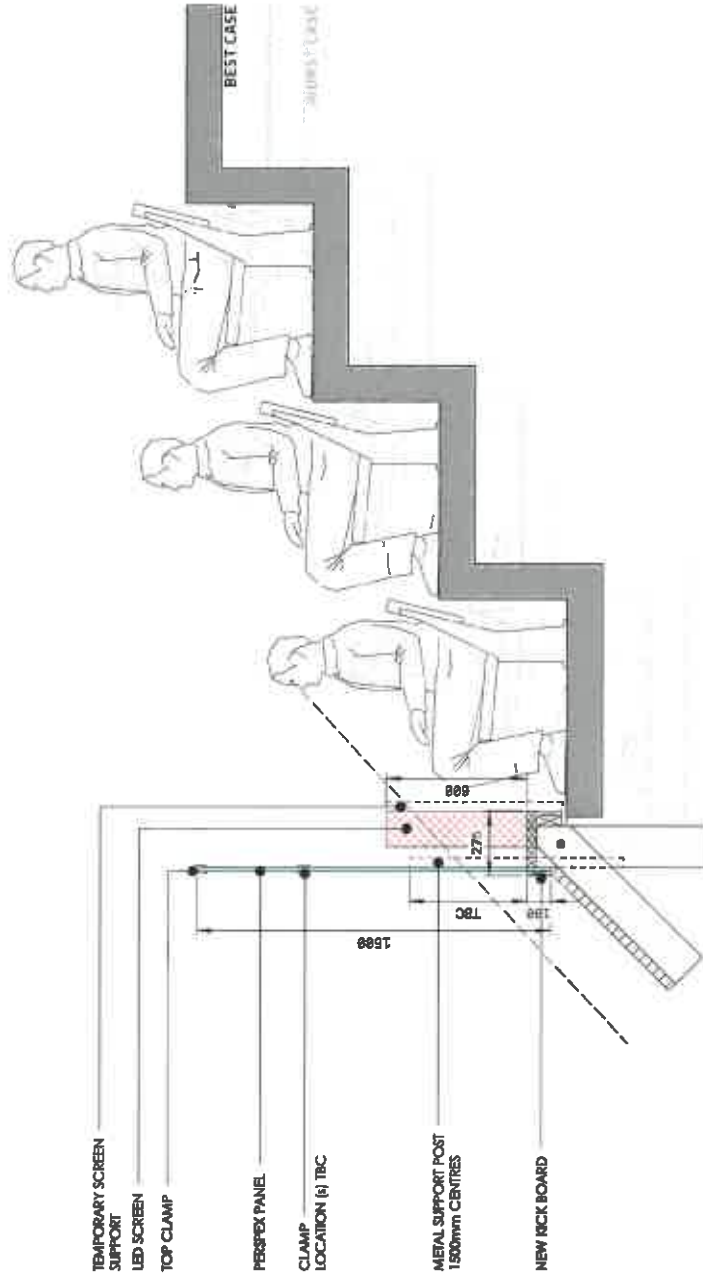
100mm SOLID / 1400mm PERSPEX WITH LED SCREEN  
1:20





**OPTION B - 001 + LED SCREEN**

**OPTION B - 001 + LED SCREEN - BEND**

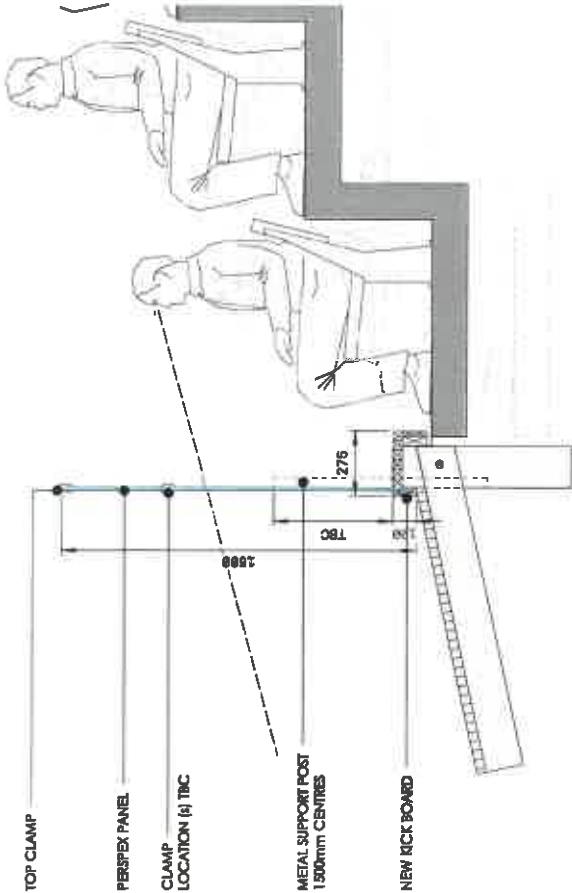


**100mm SOLID / 1400mm PERSPEX BEND WITH LED SCREEN**  
1:20

# 4.0 - SUMMARY

**OPTION B - 001**

**OPTION B - 001**

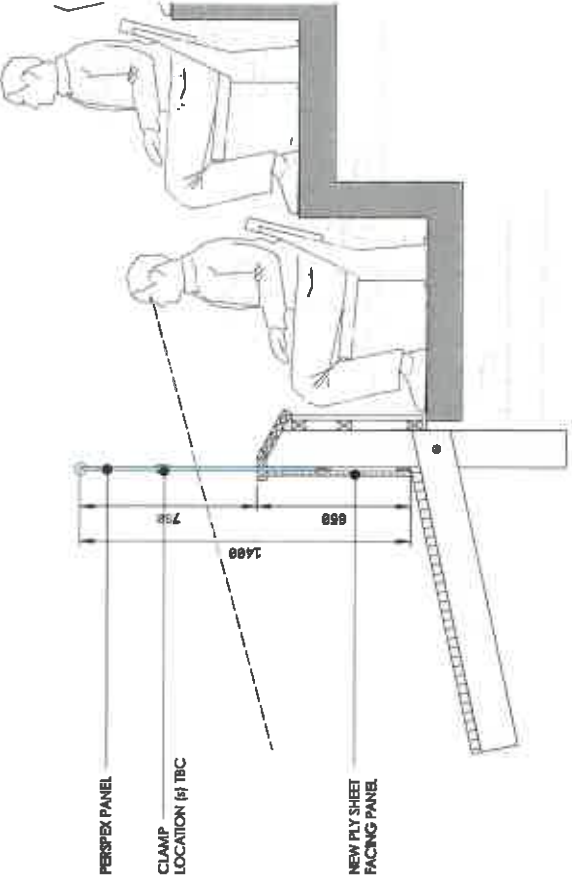


**100mm SOLID / 1400mm PERSPEX**  
1:20

- PROS**
- Improved views
  - Better spectator experience
  - Easier LED Screen integration (if spectator side)
- CONS**
- Visible metal posts
  - Higher initial cost
  - Longer initial velodrome down time

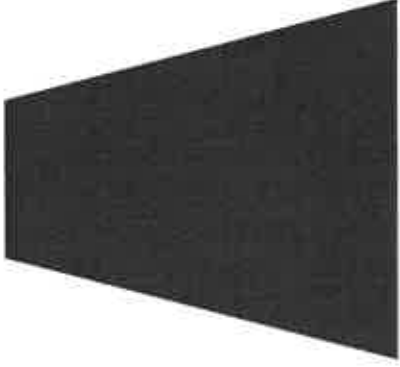
**OPTION A - 003**

**OPTION A - 003**



**650mm SOLID / 750mm PERSPEX RETRO FIT OPTION 3**  
1:20

- PROS**
- Less initial work
  - Cheaper installation and material costs
  - Less initial velodrome down time
- CONS**
- Seats with limited views remain in pockets
  - Harder LED screen integration - increased long term velodrome down time - increased long term cost



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