 <p><b>Lee Valley Regional Park Authority</b></p> <p><b>LEE VALLEY REGIONAL PARK AUTHORITY</b></p> <p><b>AUTHORITY MEETING</b></p> <p><b>26 APRIL 2018 AT 14:00</b></p>	<p><b><u>Agenda Item No:</u></b></p> <p><b>5</b></p> <p><b><u>Report No:</u></b></p> <p><b>A/4255/18</b></p>
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## **ROLE AND KEY FUNCTIONS FOR THE LEE VALLEY REGIONAL PARK AUTHORITY POST 2020**

Presented by the Chief Executive

### **SUMMARY**

The Authority has set its direction and vision looking forward over each 10 year period with the current vision due to end in 2020. This report sets out for Members a framework which will set the strategic direction beyond 2020. The Authority will need to look at its existing functions and consider development and change through the service reviews that will be carried out to determine best value in the delivery of its functions. These functions may be delivered in a variety of different ways including shared services, services being delivered by third parties and/or services delivered in-house.

### **RECOMMENDATIONS**

- Members Approve:                   (1)   the business direction, future role and functions of the Authority post 2020; and
- Members Note:                       (2)   the update on the medium term business priorities as set out in the report.

### **BACKGROUND**

- 1   The Authority has adapted and evolved over its 50 year history to ensure it can deliver its statutory remit taking into account the changing public sector environment from which it was created. The Authority needs to continue to be responsive and be aware of the changing economic climate. In line with the public sector in general it needs to develop a more innovative and collaborative way of delivering services.
  
- 2   Over the past two decades the Authority has set and worked to deliver against two visions:
  - **2000-2010** To create a Regional Park of regional significance and with a national profile

- **2010-2020** To establish the Lee Valley Regional Park as a world class leisure destination
- 3 The 2010-20 Business Strategy was based on the policy framework enshrined within the Park Development Framework. The following strategic objectives were set:
- Visitors – a park that is a high quality and regionally unique visitor destination building on the opportunity of the London 2012 Games
  - Sport & Recreation – a park that delivers a range of high quality opportunities for active sport and recreation
  - Biodiversity – a park that delivers high quality biodiversity requirements as an internationally designated resource for the region
  - Social & Community – a park that helps people improve their well-being
  - Landscape & Heritage – a park landscape that embraces the physical, cultural and social heritage of the area
  - Environmental Infrastructure – a park where infrastructure contributes to the sustainability of the region
  - Delivering value to the tax payers of Essex, Hertfordshire and London
- 4 With 2020 just a couple of years away there is a need to determine the direction for the Authority post 2020, along with its role and structure. Not only does 2020 mark the end of the current vision and business strategy period it also coincides with the start of the new Leisure Services Contract (LSC). Any new LSC is likely to be for a 10-15 year period and the contractual arrangements will probably be on a very different footing to the current 5 year LSC.
- 5 The current 10 year business strategy and 3 year business plan are summarised in Appendix A to this report. In terms of the Authority's post 2020 vision for the Park and strategic objectives for the organisation, there is a need to review. The current business plan is coming to an end in 2018/19 so there is the need to reset business priorities for the next period (set out in paragraph 13).

A progress update against each of the business plan objectives is included in Appendix A to this report.

If the Authority is happy with the business direction and future role and functions for the Authority as set out in this paper then the more detailed work around strategic objectives, a new business plan and management structure will follow.

#### **THE AUTHORITY'S ROLE IN DELIVERING THE POST 2020 LEE VALLEY REGIONAL PARK VISION**

- 6 The Authority is the custodian for the 10,000 acre Regional Park and discharges its statutory duty via a multitude of partnerships with a range of bodies: planning authorities, land owners, other statutory agencies (Canal & River Trust, Natural England, Environment Agency, Thames Water, Sport England, UK Sport, Heritage Lottery Funding), sports governing bodies, central Government, GLA, London Legacy Development Corporation, wildlife trusts, sport and leisure operators and tenants across its 4,300 acre estate.
- 7 The role the Authority will play in developing and managing the Regional Park

will be shaped by 3 main factors:

- its statutory framework;
- business priorities; and
- the post 2020 Leisure Services Contract.

## **STATUTORY FRAMEWORK**

- 8 The Authority has a statutory purpose under the Lee Valley Regional Park Act 1966 (the Park Act) for the "development, improvement, preservation and management of the Regional Park as a place for the occupation of leisure, recreation, sport, games or amusements or any similar activity, for the provision of nature reserves and for the provision and enjoyment of entertainments of any kind".
- 9 The Authority is a body corporate with perpetual succession and each year it is a requirement that it holds an annual general meeting (AGM) and at least three other meetings for the transaction of general business at regular intervals. The Authority for ease of business has created a committee structure, which it reviews before each AGM.
- 10 The Authority has contracted out the majority of its sport and leisure venues and some activities which are managed and operated by third parties. It continues to perform its statutory role as the custodian of the Lee Valley Regional Park and as part of its retained operational functions currently manages the majority of its open spaces and assets in-house. In addition the Authority retains its strategic leadership role for major developments in the Park, including third party investment and joint ventures.
- 11 The Authority as a body corporate has a range of other statutory functions and a requirement to comply with all relevant legislation such as the Environmental Information Regulations relating to land. The Authority has made byelaws for regulating and controlling the use of the Regional Park and has enforcement powers. The Authority has a duty to appoint officers to act as wardens or rangers for the purposes of enforcing or securing compliance with any byelaws made under the Park Act.
- 12 The Authority also has a requirement to prepare a plan showing proposals for the future use and development of the Park and to review such proposals in consultation with the appropriate statutory bodies and with the local planning authorities in the area within which the proposals sit. In addition, the Authority has a statutory planning consultee role and is consulted by local planning authorities when a planning application is received by them that may have an impact on land within or adjacent to the Regional Park.

## **MEDIUM TERM BUSINESS PRIORITIES 2018/19-2023/24**

- 13 2018/19 marks the final year of the current 3 year business plan (see Appendix A to this report). Looking at the medium term, next 5-6 years, the majority of the business priorities involve the delivery of current projects and initiatives.

### **a) Major investment projects**

- i) Picketts Lock: A potential circa £100m investment of mixed uses

across the 125 acre site. A complex and exciting project which will revitalise this site with an iconic sporting venue and a mix of leisure offers.

- ii) Ice Centre: Development of a new Ice Centre to replace and enhance the existing 34 year old venue.
- iii) Eton Manor: Enhance the site and deliver a positive budget position through the development of visitor accommodation and investment in the hockey arena/other sports/leisure facilities.
- iv) Lee Valley White Water Centre: Enhance this major sport and leisure attraction through investment in additional leisure facilities and/or visitor accommodation

**b) Land & Property Strategy**

The Land & Property Strategy has identified a small number of marginal/non-strategic sites across the Authority's 4,000+ acre estate which may not be required for Park purposes. Through disposal these sites could provide capital for investment in the Park and/or revenue streams to strengthen the annual budget position. In addition the strategy has identified sites in the Park that the Authority may wish to purchase thereby allowing the opening up of new open spaces. Over the next 5 years there are a couple of significant opportunities for the creation of new parkland alongside the realising of investment and/or revenue funds.

**c) Investment in Park Infrastructure**

A number of projects have been started; these include the Bittern Information Point replacement, landscape designs for Carthage, and infrastructure to the Showground to improve event capacity and income generation. Bittern Information Point and landscape works are at a position that they only require the funding to deliver. Further projects have been listed as potential investment opportunities to be undertaken in the next 5-10 years when funding becomes available.

**d) Major International Events**

Since 2012 the Authority's 3 Olympic venues have hosted 21 international events, including World Championships, World Cups and European Championships. These major events provide an important promotional opportunity for the venues and Lee Valley Regional Park as a whole, at a regional, national and international level and also allow for significant community engagement programmes.

Over the next 5 years the 3 venues will host the following events:

- Women's Hockey World Cup 2018;
- UCI Track Cycling World Cup 2018;
- ICF Canoe Slalom World Cup 2019;
- International Hockey Pro League 2019-23 (16 GB home games per year);
- ECA Canoe Slalom European Championships 2020;
- UCI Track Cycling World Cup 2021 (to be confirmed);
- Commonwealth Games 2022 (Track Cycling);
- ICF Canoe Slalom World Cup 2022 (at bid stage);

- ICF Canoe Slalom World Champs 2023 (at bid stage).

e) **Community Activation Programme**

There will continue to be a focus on enabling a range of community groups and schools from across the region to access the wide spectrum of activities in the Park. The emphasis being on those groups from non-riparian Boroughs and Districts. These programmes will be delivered through the Community Access Fund (CAF), Events / Youth and Schools and Sports Development teams.

f) **Maximising Commercial Opportunities**

To date the Authority has had limited success in generating income through commercial partnerships such as sponsorship and naming rights. Over the next few years there will be a fresh focus on this important business area.

g) **Service Reviews**

A series of reviews has started across the Authority's services. The objective is to determine an effective and efficient business model going forward. This includes looking at modes of delivery.

Areas being/to be reviewed:

- Ranger Service;
- Community activation;
- Holyfield Farm;
- Property and Asset Management;
- Support Services – linked to the new LSC;
- Myddelton House Visitor Centre.

h) **Procurement of a New Leisure Services Contract**

The current 5 year LSC concludes in March 2020. Under procurement regulations the Authority is obliged to go through a tendering exercise to secure the best value management arrangements for its 14 venues. The next LSC is likely to be for a period of 10-15 years. The early stages of this detailed and complicated exercise are underway and a separate paper on today's Authority agenda outlines the proposed approach. A Member Working Group is providing oversight for this process.

i) **Reducing the cost of Lee Valley Regional Park to the Region's Taxpayers**

The twin objectives of enhancing the Park as a regional destination and reducing the cost to the taxpayer are set to continue. The Authority has reduced the levy from £12.3m in 2010/11 to £9.6m in 2018/19, a £2.7m (22%) decrease and a real term decrease in excess of 45%. Two further decreases are built into the medium term financial plan subject to the outcomes of the LSC retender and the delivery of major investment projects.

Major investment projects will add new attractions whilst also delivering

new income streams. The LSC and the Authority's service reviews will provide significant efficiencies and the Land & Property Strategy will optimise the Authority's estate both financially and in terms of developing new areas of parkland.

## **INVESTMENT STRATEGY**

- 14 The Authority is responsible for a 4,500 acre estate with a range of assets, from complex sports venues to country parks. In addition there are plans for new sports venues plus investment to enhance the open spaces. An investment strategy is required to both ensure the effective long term upkeep of the Authority's estate and also to enable the delivery of new investment projects.
- 15 Investment requirements are currently being identified through asset condition surveys and the identification of income generating and asset enhancing schemes for open spaces and venues.
- 16 In the absence of significant external grant funding opportunities the Authority will need to look at how it utilises its own assets and attracts third party investment.
- 17 Officers will be producing a discussion paper for Members over the next few months.

## **AUTHORITY FUNCTIONS POST 2020**

- 18 Post 2020 the Authority will still have a range of statutory, business and contractual functions to perform. The range of functions is set out diagrammatically in Appendix B to this report. This document shows broad functions and whilst it covers most areas it is not meant to be an exhaustive list.

Over the next two years an effective and efficient management structure will be developed to deliver these functions.

- 19 The Authority may wish to continue to move away from being a direct provider of services within the Regional Park but this will depend on the outcome of each of the service reviews, some of which are referred to above. This would only be the case where best value can be achieved whilst retaining the quality of service. The Authority has good examples of where this works well currently. This does not mean that the Authority will not continue to deliver the services or functions in-house if it is established that this is the best option. The service reviews should provide a clear evidence base for the Authority continuing to deliver the services itself.
- 20 Where services are delivered either through shared services and/or third parties the Authority will need to retain a strong commissioning and contract monitoring role through its Contract Management function and its Property function to ensure the continued delivery of quality services.
- 21 There are boxes shown on Appendix B coloured blue. These represent functions/services/leisure provision which are currently carried out by third parties on behalf of the Authority or in some cases those that officers are considering could be suitable to explore an alternative method of delivery. They will change and evolve as the service reviews are undertaken. Those in

the blue box sitting under the Property function are areas where there are commercial lease arrangements in existence for leisure provision but again this is not an exhaustive list.

#### **ENVIRONMENTAL IMPLICATIONS**

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

#### **FINANCIAL IMPLICATIONS**

- 23 There are no financial implications arising directly from the recommendations in this report. The maximum levy the Authority could charge is determined by law and the maximum it could have charged in 2018/19 was £24.7m. The actual levy set for 2018/19 was £9.575m which is 38.8%. The cost per head of population has reduced from £1.27p in 2010/11 per year to £0.81p.

#### **HUMAN RESOURCE IMPLICATIONS**

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

#### **LEGAL IMPLICATIONS**

- 25 The statutory position of the Authority is referred to in the body of the report. It should be noted that over the next couple of years and post 2020 the Authority will be changing its approach to land as set out in 13(b) above. Traditionally the Authority has held on to land in some cases as a measure to protect it from other non-Park uses. It has now reviewed its entire land holding with a view to stream lining where needed which will make for a more effective asset base and will also reduce revenue costs. The Authority will consider the areas of land that are no longer required for Park purposes at the appropriate time and taking into account the particular circumstances at the time of the decision. In some cases it may also obtain external legal advice to seek to minimise the risk of legal challenge.

#### **RISK MANAGEMENT IMPLICATIONS**

- 26 There are no risk management implications arising directly from the recommendations in this report. Delivering a new vision from 2020-2030 and meeting the business priorities as set out in this report will bring financial, legal operational and reputational risks. These corporate risks will need to be identified and managed over the coming years as they emerge. The process for managing these risks going forward has already commenced with a review of the Risk Management Framework and the Corporate Risk Register by the Audit Committee.

#### **EQUALITY IMPLICATIONS**

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

**BACKGROUND REPORTS**

None

**PREVIOUS COMMITTEE REPORTS**

Authority A/4221/16 2016/17-2018/19 Business Plan

**APPENDICES ATTACHED**

Appendix A	Update on Business Plan objectives
Appendix B	Diagrammatic range of functions

**LIST OF ABBREVIATIONS**

LSC	Leisure Services Contract
the Park Act	Lee Valley Regional Park Act 1966
CAF	Community Access Fund



## **2016/17-2018/19 Business Plan**

There are a number of themes which underpin the work programme for the Authority over the next 3 years:

- a) Increase income from existing venues/sites through a range of investment opportunities both directly and with or via third parties, and pursue the generation of commercial income through Authority owned land and property assets.
- b) Improve accessibility of the Lee Valley Regional Park to its regional constituency through marketing and community engagement initiatives.
- c) Continue to develop new operational models for its services as the Authority moves to being more of an enabling organisation.
- d) Enhance the Park's environmental infrastructure.
- e) Provide a first rate visitor experience and grow the visitor figure to seven million by 2018/19.
- f) Continue to reduce the cost of the Lee Valley Regional Park to the taxpayers of London, Essex and Herts.

## **Business Objectives**

- 1. Improve the visitor offer and increase income through investment partnerships involving private and public sector bodies**

### **Lea Bridge Road**

A masterplan will seek to:

- look at the Authority's assets and landholdings in the context of the bigger Lea Bridge Road masterplanning exercise being undertaken by the London Borough of Waltham Forest;
- identify the range of uses/developments across the Authority's estate on the Lea Bridge Road;
- identify the necessary infrastructure required to support any new development options.

## **Update**

**A scheme for a new Ice Centre has been developed and it is hoped that a viable design, business model and funding structure can be determined in 2018. In addition two Authority sites in the Lea Bridge area have been identified as potential development opportunities. The realising of these development opportunities is a key component of the funding structure for the new Ice Centre. Both sites have been submitted in response to**

**London Borough of Waltham Forest's call for sites as part of the Local Plan process. By late 2018 the London Borough of Waltham Forest's position on the two sites should become clear.**

#### **Broxbourne Riverside/Spitalbrook**

- Assess the development potential for the 200 acre plus area working closely with Broxbourne Borough Council
- Test the market interest through a marketing exercise
- Put in place an investment project with delivery programme

#### **Update**

**Broxbourne Riverside: The site together with the Old Mill and Meadows will be developed as part of 'Broxbourne Gateway', a new visitor hub designed to serve the northern part of the Regional Park. The Authority will be working with the local planning authority on a new 'development brief' over the next year. The brief will include the potential for development on the western part of the site.**

**Spitalbrook: The future opening up of this 200 acre site is linked to the Cross Rail 2 project. Once the nature and extent of this major rail scheme is known discussions can take place with the local planning authority around maximising the value from this major site, in terms of an ecological and recreational asset and also any development potential.**

#### **Picketts Lock**

- In the context of the Ice Centre feasibility exercise develop an investment programme for the site
- Assess private sector investment interest through a market testing exercise

#### **Update**

**Two major investment schemes have been proposed for the Picketts Lock site. It is hoped that the Heads of Terms for both will be agreed April/May 2018. If successful these schemes will deliver an iconic sport and leisure venue along with a mix of commercial leisure facilities over the next three years.**

#### **Ice Centre Project**

- Complete the feasibility exercise for a new 'Twin Pad' Ice Centre
- Deliver a viable development option to replace or extend the existing Ice Centre

## Update

The feasibility work has been completed and a viable twin pad design and business plan has been developed. The capital funding challenge has meant that the project has not progressed as hoped. An alternative scheme is being considered alongside continued efforts to raise the required funding from the Authority. The aim is make a final decision on a new Ice Centre towards the end of 2018.

## 2. Market the Lee Valley Regional Park as a 'must visit' destination working with partner agencies at a regional and national level

- Joint marketing with other sport and leisure providers and visitor accommodation in the Lee Valley
- Establish the Lee Valley Regional Park as a 'Centre for Outdoor Activity'
- Maximise Lee Valley outputs from memberships of tourism bodies including London & Partners and Visit Essex, plus relationships with the London Legacy Development Corporation and other key partners who we will work jointly with to promote the Lee Valley destination
- Use 50<sup>th</sup> anniversary to promote the Lee Valley Regional Park destination to new audiences and in innovative ways
- Develop a programme of outdoor events in the Park to attract a regional audience
- Achieve a target of 7 million visits to Lee Valley Regional Park per annum by 2018/19
- Tailor new products to attract non- riparian visitors
- Improve the visibility of the Lee Valley Regional Park in relation to the Queen Elizabeth Olympic Park with trails, signage and information/ interpretation

## Update

Marketing of Lee Valley Regional Park as a destination, key venues and major events have all helped drive the annual visit number to 7.1m in 2016/17. This number is predicted to be equalled in 2017/18.

This has been assisted through joint working with London Legacy Development Corporation, tourist promotion bodies such as Visit London and sport National Governing Bodies and other organisations, with major events providing platforms to grow our database considerably.

Activity to increase external bookings for open spaces has yielded music festivals, countryside festivals and sports participation events. More are expected to be contracted over the next year. These provide income for the Authority and a set of diverse events which champion and utilise the Park's open spaces and attract regional visitors.

Last year's debut season for Lee Valley Almost Wild Campsite, Broxbourne saw 51% of visitors being from non-riparian areas and

included residents from 23 London boroughs with publicity in national and London-wide publications.

To mark the Park's 50<sup>th</sup> anniversary, the Authority and Trust ran their most successful online competition to date offering 900 activity prizes at Lee Valley and partner venues. The programme was backed by an advertising campaign which attracted 3,300 people to enter, who made 26,700 individual applications for prizes.

London Legacy Development Corporation has installed a large scale signage around Queen Elizabeth Olympic Park to guide visitors to the two Lee Valley venues, and through continued joint working promote the Lee Valley activities both on Queen Elizabeth Olympic Park and in the vicinity.

**3. Enhance the biodiversity of the Lee Valley, working with other agencies and landowners**

**Revise the current Lee Valley Biodiversity Action Plan**

- The existing Biodiversity Action Plan (BAP) was published in 2000 and is now due for review with a planned launch date of January 2017, coinciding with the 50<sup>th</sup> anniversary of the Authority.
- The consultation period for the Draft BAP has closed with over 35 responses from a range of organisations and individuals. The final document will be approved and then launched in May.
- Linking into key themes within the Park Development Framework, the 10-year plan will provide an over-arching biodiversity vision for the Authority. The BAP will draw together key partners and communities across the valley to identify targeted action plans for key habitats and species.
- Key partners and stakeholders are being drawn together to formulate and deliver the SMART targets for each of the BAP priority habitats and species.

**Update**

- The consultation period for the Draft BAP has closed with over 35 responses from a range of organisations and individuals. The final document will be approved and then launched in May.
- Linking into key themes within the Park Development Framework, the 10-year plan will provide an over-arching biodiversity vision for the Authority. The BAP will draw together key partners and communities across the valley to identify targeted action plans for key habitats and species.

- **Key partners and stakeholders are being drawn together to formulate and deliver the SMART targets for each of the BAP priority habitats and species.**

#### **Walthamstow Wetlands**

- The Authority will work closely with London Wildlife Trust (LWT) and Thames Water, to enable a successful opening of this important wetland site within the valley in 2017.
- The Authority will pursue joint ventures around the area that will increase the site's sustainability in regard to travel and transport matters e.g., car parks, cycle paths and permissive walking routes.

#### **Update**

**The 400 acre wetland site was opened to the public in September 2017. Officers are working with the London Wildlife Trust to establish links north and south, in terms of footpaths and cycle ways. Joint marketing initiatives are also being looked at in order to attract visitors from across the region to this significant new addition to the Lee Valley Regional Park.**

#### **Bittern Information Point**

- The Bittern Information Point and viewing area is the Authority's flagship conservation facility and as such its offer to visitors needs to be reviewed in light of facilities age and design.
- The objectives are to:
  - improve the current facilities, more weatherproof, warmer in winter and cooler in summer;
  - enhance the facilities around the area e.g. toilets and car parking. Improve the whole visitor experience and broaden the areas appeal.

#### **Update**

**Funding options have been investigated and a feasibility study has been completed. We are now at the next stage where a decision is required to decide if we wish to take this potential project forward. There are now limited funding streams that could be applied for, so the other option is capital funding from the Authority which could progress this project. The feasibility study identified options for a visitor centre with café, however, alternative options to progress a café at this site are being looked at and will be delivered separately to the replacement of the Information Point and bird hide. The project is now at the stage where it can progress if funding is found and could be delivered by early 2020. A Member paper is in draft and will be presented in 2018.**

### **East India Dock Basin**

- East India Dock Basin is an important conservation site at the strategically important point where the Lee Navigation meets the River Thames which forms part of the proposed Lea River Park. There is the potential to greatly enhance this key site both as an important wildlife habitat and visitor destination and to improve connections with the Thames pathway.

#### **Update**

**The Authority will pursue joint ventures to secure funding to address the site's environmental challenges.**

### **4. Organisational and Service Development**

- Review Authority services with the aim of achieving economies and greater effectiveness:
  - Parks Management
  - Community Outreach
  - Property
  - Myddelton House Gardens & Visitor Centre
  - Senior Management
- Work with neighbouring Boroughs and similar organisations such as Canal & River Trust and Epping Forest (City of London) looking at further potential for shared services and partnership opportunities
- Review IT infrastructure along with office accommodation, with the aim of developing mobile technology for the workforce
- Establish a Learning & Development strategy which supports the development of a more business-like and flexible workforce

#### **Update**

**There has been limited progress against this business objective. A service review for Myddelton House Gardens and Visitor Centre has almost been completed and there should be significant savings as a result. The structure of the Authority post 2020 and the key functions is currently being looked at. This is in the context of the new Leisure Services Contract which will be for 10-15 years from 2020. Service reviews in the other areas listed above take place once the post 2020 picture for the Authority is clear.**

### **5. Increasing the value of the Lee Valley Regional Park to its Regional Communities**

- Initiatives and programmes designed to enable schools and community groups to access the range of sport and leisure offers in the Park

- Work with the Youth Hostel Association and other accommodation providers including the Lee Valley Leisure Trust Ltd
- Create new products which will appeal to visitors from further away – with offers strong enough to attract people from 90 minute travel time

#### Update

**The Authority has invested resources into a programme to attract hard to reach community groups from across the region. The Community Access Fund (CAF) provides community groups and schools with free access to Authority venues and services. Over the past two years delivery (2016/17 and 2017/18), the CAF has supported 110 different community groups from all over the region, with 4,500 individuals benefitting from the fund. The learning element of the programme supported schools from across the region with free access to transport to the Park from their schools, who then took part in Youth and Schools engagement programmes. Over the two year period, 45 different schools have taken part with over 3,300 young people supported.**

#### 6. Maximising the return on the Authority's Estate

This to be achieved through:

- a) Review of any land acquisition policies that the Authority has previously adopted. All current land acquisition policies to be reviewed and considered against current relevance and needs with criterion to be developed.
- b) Review the Authority's land and property portfolio and develop a plan for how these assets can further support its business and statutory objectives (including sale).
- c) Develop a scheme to make use of the barns at Holyfield Farm that are currently underutilised. Scheme to look at potential for holiday and staff accommodation plus Ranger offices.
- d) Develop a land and property acquisition and disposal strategy.
- e) For land that has already been acquired develop plans for bringing into Park use.

#### Update

**The Corporate Land and Property Strategy was adopted by the Authority on 19 January 2017. Since then work has been undertaken to review and prioritise all areas of land identified by the Member Working Group for both potential disposal and acquisition. In relation to the areas of land identified for potential disposal officers have been assisted by external consultants. The progress made in these areas will continue to be**

discussed as necessary with the Member Working Group and then brought forward for a Member decision. As an example, the Authority agreed in April 2017 that part of St. Paul's Field was potentially no longer required for Park purposes and in the case of St. Pauls Field our consultants were instructed to prepare to market the site. Offers were received and the offer that represented best consideration was presented to the Executive Committee in March 2018 (Paper E/552/18). Members have now agreed to dispose of part of the site at St. Paul's Field with the intention that the retained land could be brought into public use subject to sufficient funding being available. Any capital receipts from disposals will be used to support the overall capital programme going forward

## **7. Leisure Services Contract**

- Develop the optimum contract structure for the Leisure Services Contract ahead of going to the market
- Review Lee Valley venues and benchmark against similar venues in the UK

### **Update**

A new Leisure Services Contract will be procured for a 10-15 year period from April 2020. The process for this exercise has already started with a Member led Leisure Services Contract Working Group providing oversight. The procurement strategy for this new LSC which includes a proposed optimum contract structure is being recommended to Authority on 26 April 2018.

The officer group working on the new Leisure Services Contract has spent time reviewing the Lee Valley venues researching good practice from other Boroughs/venue owners across the country.

## **8. Stakeholder Engagement**

- Increase overall perception of Lee Valley Regional Park from 59% to 70%
- Prioritise stakeholders who have most impact on the Authority in all communications, using major events, visits to the Park, policy initiatives and contacts to maximise effectiveness
- Use 50<sup>th</sup> anniversary in 2017 to promote the value of the Park to key stakeholders and to further raise the profile of the Authority

### **Update**

Public awareness rates for the Park have remained in the 50-59% range over this time; however stakeholder perception is very high. Polls taken at London Council Summits have returned a 100% awareness rate from councillors across the capital over the period of this business plan. There



is particularly strong understanding of our involvement in delivering a sporting legacy from London 2012, the role of our open spaces and our funding mechanism.

Major sports events have created opportunities to explain our work to key stakeholders, alongside one to one meetings with council leaders, councillors, chief executives, MPs, GLA Members and staff and other stakeholders.

The 50th anniversary has been used to further boost links with key stakeholders. In June 2017 more than 100 stakeholders attended the private view of *From Wasteland to Parkland: Lee Valley Regional Park at 50* – an exhibition charting the history of the Lee Valley over the past decade. Speakers were Chairman, Paul Osborn, Deputy Mayor for London, Joanne McCartney, Prof Michael Dower, an early advocate of Lee Valley Regional Park, Chief Executive, Shaun Dawson and Tony Travers, Director of the Institute of Public Affairs at the London School of Economics.

The exhibition was based on a book of the same title written by Professor Travers with a foreword from HRH the Duke of Edinburgh who helped galvanise support for the Park in the 1960s and is a permanent record of the achievements of the Park and the Authority, distributed to around 300 stakeholders.

9. Continue to reduce the cost of the Lee Valley Regional Park to the taxpayers of London, Essex and Herts
- Continue to reduce the budget contribution from the levy from its current level of 48% of the maximum chargeable
  - Maximise the external capital funding leverage for all Authority capital schemes
  - Secure new commercial income through Authority owned and run assets
  - Release value from the disposal of assets no longer required for Park purposes

#### Update

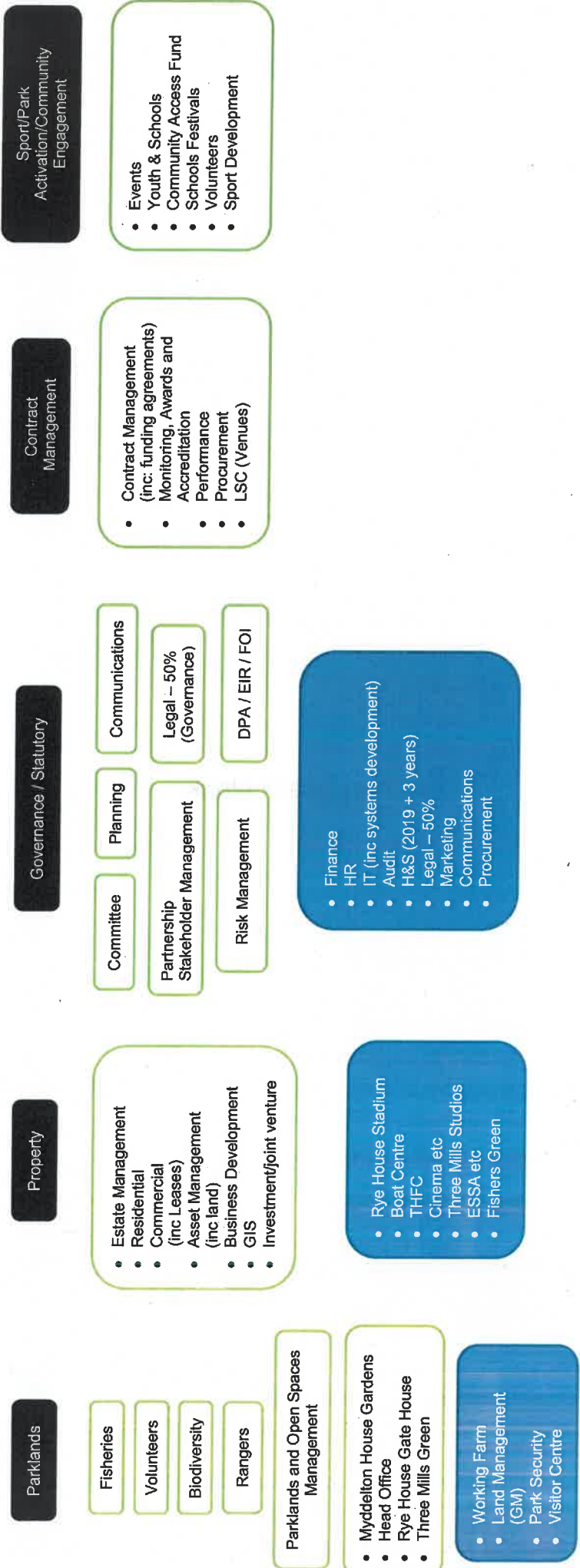
The levy has reduced from £11.1m (48% of the maximum chargeable to £9.6m (39% of the maximum chargeable) during this period. The cost now equates to £0.81p per person per year across the region or £2.42 per average band D property.

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# POST 2020 Functions

Head of Paid Service  
Monitoring Officer

S.151 role



Cross Working

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