

**GOVERNANCE STRUCTURE –
PROPOSED COMMITTEES, PANEL AND GROUPS
FOR 2017/18
- APPOINTMENT OF MEMBERSHIP AND CHAIRMEN**

Presented by the Director of Corporate Services

SUMMARY

This report outlines the previously adopted Governance Structure of the Authority which flows from the Lee Valley Regional Park Act 1966. The report also proposes changes to the previous Committee structure in relation to the Authority's planning responsibilities as defined by s14 of the 1966 Act, the establishment of a new task and finish group (Leisure Services Contract Review Working Group) and seeks decisions on appointments to the following Committees, Panel and Groups and the appointment of a Chairman and Vice Chairman for each:

- Executive Committee;
- Audit Committee;
- Scrutiny Committee;
- Park Development Framework Panel;
- Ice Centre Project Working Group;
- Land & Property Review Working Group;
- 50th Anniversary Working Group;
- Levy Strategy Working Group.

RECOMMENDATIONS

- Members Approve:
- (1) that the previously formed Lower Lee Valley and Upper Lee Valley Regeneration & Planning Committees be replaced by a single Planning Committee;
 - (2) that a Leisure Services Contract Review Working Group be established as outlined in paragraphs 14 to 16 of this report;
 - (3) subject to (1) and (2) above membership of Committees, Panel and Groups for 2017/18 as agreed at the meeting; and

- Members Note: (4) 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 previously adopted committee structure was revised in July 2009 (Paper A/4071/09) and it was agreed at the Annual Meeting in July 2010 that this committee structure be retained until after the 2012 London Games and a further review of the committee structure should take place at the annual meeting of the Authority in 2013. This was considered as part of the Review of Standing Orders and Governance report (Paper A/4172/13) and it was agreed that the existing committee structure be retained. Following establishment of the Lee Valley Leisure Trust Limited (the Trust) on 1 April 2015 Members further considered the committee structure at the annual meeting of the Authority in 2015 and agreed that this committee structure be retained. The proposal in this report is that broadly the previous committee structure is retained with consideration to be given to the following proposed changes. 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.

FULFILLMENT OF PLANNING RESPONSIBILITIES AS DEFINED IN SECTION 14 OF THE LEE VALLEY REGIONAL PARK ACT 1966

- 2 Planning applications referred to this Authority are submitted under the consultative arrangements of Section 14 (4-7) of the 1966 Act. The 1966 Act requires a local planning authority to consult with the Authority on any planning application for development, whether within the designated area of the Park or not, which might affect any part of the Park. The 1966 Act enables the Authority to make representations to the local planning authority which they shall take into account when determining the planning application.
- 3 The Upper Lee Valley and Lower Lee Valley Regeneration & Planning Committees have been in place in the committee structure since 2008 following a Review of Governance.
- 4 The split of geographical areas for planning responsibilities was partly introduced in recognition of the potential regeneration of the Lower Lee Valley through the London 2012 Games and its legacy and partly due to the volume of planning committee matters at that time. Prior to this the Authority had a single Planning Committee. It is now over 4 years since the London 2012 Games, the Authority's legacy venues are fully operational and day to day management of the Authority's major sporting venues has been transferred to the Trust, so there is no longer a strategic need for a split of geographical areas for planning related matters associated with the London 2012 Games.
- 5 The business considered by each of the regeneration and planning committees is reducing and meetings are being cancelled due to lack of business:

Lower Lee Valley Regeneration & Planning Committee

Year	Meetings Held	Meetings Cancelled	Number of planning applications considered
2017 (to date)	1	2	1
2016	2	3	9
2015	4	1	15
2014	3	2	18
2013	5	0	21
2012	6	0	21

Upper Lee Valley Regeneration & Planning Committee

Year	Meetings Held	Meetings Cancelled	Number of planning applications considered
2017 (to date)	3	0	7
2016	5	0	15
2015	5	0	13
2014	3	1	10
2013	3	2	7
2012	5	0	15

- 6 It is therefore proposed not to reform the Lower Lee Valley and Upper Lee Valley Regeneration & Planning Committees and to replace them with a single Regeneration and Planning Committee.
- 7 Proposed Terms of Reference for the Regeneration and Planning Committee:
- 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
- 8 Meeting frequency to be 6 weekly (to be subject to review) with a membership of 10. The location of the meeting can be varied and take place either in the north of the Regional Park at Myddelton House or in the south of the Regional Park and depending on the committee business arising.

TASK AND FINISH PANEL/GROUPS

- 9 The Authority's Task and Finish Panel/Groups were set up to ensure Member involvement with and input into major projects and/or strategic review at an early stage. They are not decision making.
- 10 Members on the Panel and 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.
- 11 The Panel and Groups for 2016/17 were:

- Park Development Framework Panel;
Contaminated Land Working Group;
Ice Centre Project Working Group;
Land & Property Review Working Group;
Levy Strategy Working Group;
50th Anniversary Working Group.
- 12 The proposal for 2017/18 is as follows:
- Ice Centre Working Group;
Land and Property Review Working Group;
Levy Strategy Working Group;
Park Development Framework Panel;
50th Anniversary Working Group (the work of this group will finish at the end of the anniversary year).
- 13 The work of the former Contaminated Land Working Group is complete and the Strategy and Contaminated Land Policy Statement is in place. It is proposed that any new matters arising can be picked up by the Land and Property Review Working Group.
- 14 Members are asked to consider setting up a Leisure Services Contract Review Working Group. This will be an important group requiring Member input into the review and re-commissioning process ahead of the formal procurement process. The Working Group would initially consider and input into the officer work leading up to the joint (Authority and Trust) 3 year review of the Leisure Services Contract which commenced on 1 April 2017. This is a requirement under the Contract and the formal review will take place on or after 1 October 2017. The Working Group would then be required to work together with the officer group to consider the re-commissioning of the Leisure Services Contract which expires on 31 March 2020. For Members this work would commence in September 2017 and continue until the formal procurement process begins in 2018.
- 15 Proposed Terms of Reference for a Leisure Services Contract Review Working Group:
- To input in to the joint (Authority and Trust) 3 year review as required under the Leisure Services Contract which commenced on 1 April 2015
 - To consider any service amendment proposals, i.e., changes to operation of the contract, to be voluntarily agreed by the Trust for the remaining term of the contract
 - To consider the procurement strategy for the future leisure services contract
 - To consider the sustainability of all Authority venues/services in relation to future leisure services contract/s
- 16 Meeting frequency to be on an as required basis with a membership of 7.
- 17 The Park Development Framework Panel has substantially completed the majority of its work and the next phase consists of the area based proposals. It is proposed however to retain the Panel membership for any further work required and to provide a steer to officers when needed.
- 18 It is hoped that where possible membership of panel and groups will be maintained in view of the knowledge gained by previous Members of each group.

PROPORTIONALITY

- 19 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, PANEL AND GROUPS

- 20 The suggested membership of committees, task and finish panel and groups will be tabled at the meeting after discussion at Group Meetings on the day of the meeting.

UNFILLED VACANCIES

- 21 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

- 22 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), 1 Member to be nominated jointly by the non-majority groups

(2) **Audit Committee**

- a) 7 Members
b) Chairman & Vice Chairman

(3) **Planning Committee**

- a) 10 Members
b) Chairman and Vice Chairman

(4) **Scrutiny Committee**

- a) 9 Members
b) Chairman & Vice Chairman

(5) **Park Development Framework Panel**

- a) 6 Members
b) Chairman

(6) **Ice Centre Project Working Group**

- a) 10 Members
b) Chairman

(7) Land & Property Review Working Group

- a) 7 Members
- b) Chairman

(8) Levy Strategy Working Group

- a) 8 Members
- b) Chairman

(9) Leisure Services Contract Review Working Group

- a) 7 Members
- b) Chairman

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

28 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 Panels

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, 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

Meetings	3 per year
Membership	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

UPPER LEE VALLEY REGENERATION AND PLANNING COMMITTEE

Meetings	To meet bi-monthly or as required
Membership	11 Members, 5 from Herts (County and Districts), 4 from Essex (County and District) and 2 from London.

Terms of Reference

- To deal with the general aspects of regeneration and planning matters having regard to objectives set by the Authority's strategic business plan and its performance framework, in an area north of the M25 to Ware in Herts.
- To receive and determine all planning consultation reports and consider and make recommendations which relate to the geographical area of responsibility in accordance with s.14 of the Lee Valley Regional Park Act.
 - i) Comment and make representations on proposed policies of the riparian boroughs, regional agencies and national government that will impact on the Park within the geographical area.
 - ii) Approve policies and proposals from officers that deal with planning matters for submission to Executive Committee.
 - iii) Endorse planning matters dealt with by way of delegation to officers in accordance with approved policy.
- Consider and make recommendations to the Authority on aspects of the Park Development Framework within this Committee's Geographical Area.

- To ensure that the Authority's remit is considered within the context of the local planning framework and any other future statutory or non-statutory regional plans.
- To maximise the Authority's influence and impact in the overall regeneration of the ULV and to ensure in so far as possible that consideration is given to the Authority's position and statutory role taking into account its vision, strategic business plan and Park Development Framework.

LOWER LEE VALLEY REGENERATION AND PLANNING COMMITTEE

Meetings	To meet bi-monthly or as required
Membership	11 Members, 6 London Riparian, 3 Other London, 1 Essex and 1 Herts

Terms of Reference

- To deal with the general aspects of regeneration and planning matters having regard to objectives set by the Authority's strategic business plan and its performance framework in an area stretching from an area south of the M25 and continuing to East India Dock Basin.
- To receive and determine all planning consultation reports and consider and make recommendations which relate to the geographical area of responsibility in accordance with s.14 of the Lee Valley Regional Park Act:
 - i) Comment and make representations on proposed policies of the riparian boroughs, regional agencies and national government that will impact on the Park within the geographical area.
 - ii) Approve policies and proposals from officers that deal with planning matters for submission to Executive Committee.
 - iii) Endorse planning matters dealt with by way of delegation to officers in accordance with approved policy.
- Consider and make recommendations to the Authority on aspects of the Park Development Framework within this Committee's Geographical Area.
- To ensure that the Authority's remit is considered within the context of the adopted LLV and draft ULV Opportunity Area Planning Frameworks which are material considerations for the determination of applications for planning permission within London and any other future statutory or non-statutory regional plans.
- To maximise the Authority's influence and impact in the overall regeneration of the LLV to ensure in so far as possible that consideration is given to the Authority's position and statutory role taking into account its vision, strategic business plan and Park Development Framework.

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

Meetings	As required.
Membership	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 3rd tier officers and above
- Hear grievance appeals for 3rd tier officers and above
- Disciplinary hearings for 1st and 2nd tier officers
- Salary re-grading appeals for 1st and 2nd tier officers

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

CONTAMINATED LAND WORKING GROUP (reporting to Executive Committee)

Meetings As required
Membership 4 Members

Terms of Reference

- To oversee delivery of the Contaminated Land Strategy
- To consider the conclusions and recommendations of further environmental assessment of the four identified sites
- To consider any intrusive work that should be undertaken on the four sites, at which sites and whether any further funding is required

PARK DEVELOPMENT FRAMEWORK PANEL (reporting to Authority)

Meetings As required
Membership 6 Members

Terms of Reference

- Agree programme for completion of PDF
- Review vision, strategic aims and objectives and proposals
- Review stakeholder and other consultation arrangements
- Agree PDF documentation for approval by Authority.

ICE CENTRE PROJECT WORKING GROUP (reporting to Executive Committee)

Meetings As required
Membership 11 Members

Terms of Reference

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

Meetings As required
Membership 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)

Meetings	As required
Membership	8 Members

Terms of Reference

To develop a 4 year levy strategy (2017/18-2020/21) and financial plan that delivers the statutory objectives of LVRPA, whilst reducing the burden on the tax payer. In response to the current political climate around the levy and the uncertain economic climate it is proposed that the Authority looks at options for a significant reduction of the levy during the period 2017/18 to 2020/21.

- i) Review levying for capital by 2020 (i.e., at the end of the existing capital programme) all capital funding to be generated from Land/Capital sales (with short term borrowing to bridge any cash-flow gaps, e.g., ice centre project).
- ii) Reducing Leisure Services Contract management fee by - half by 2020 - potential saving £1.6m – consideration of future contract to deliver other half of £1.6m say by 2020-2025 (the Trust say this requires further capital investment).
- iii) Review Grounds Maintenance specification.
- iv) Review investment opportunities e.g., Picketts Lock development.
- v) Consideration of transfer of further services to 3rd 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 a levy reduction target for 2017/18.

50th ANNIVERSARY WORKING GROUP (reporting to Executive Committee)

Meetings As required
Membership 7 Members

Terms of Reference

- To provide oversight, guidance and ideas in relation to the programme of activities to mark Lee Valley Regional Park's 50th anniversary
 - To agree the overall programme, including suggesting stakeholders/consultants to engage with
 - To monitor delivery of the programme of activities and events
-