

To: Paul Osborn (Chairman)	Ross Houston	Mary Sartin
David Andrews	Heather Johnson	Alan Searing
Derrick Ashley	Denise Jones	Alan Smith
John Bevan	Christopher Kennedy	Syd Stavrou
Stephen Carr	John Knapman	Kay Twitchen
Malcolm Cowan	Gerry Lyons	Simon Walsh
Gwyneth Deakins	Graham McAndrew	Lyn White
Zuber Gulamussen	Sarah McDermott	Vacancy
Christine Hamilton	Valerie Metcalfe	Debbie Jones (EA)
Linda Haysey	Gordon Nicholson	Tav Kazmi (C&RT)

A meeting of the **AUTHORITY** (Quorum - 7) will be held in the **BOARDROOM** at **MYDDELTON HOUSE** on:

THURSDAY 20 OCTOBER 2016 AT 14:00

at which the following business will be transacted:

A G E N D A

Part I

1 To receive apologies for absence.

2 **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.)

3 **MINUTES OF LAST MEETING**

To approve the Minutes of the meeting held on 7 July 2016 (copy herewith).

4 **PUBLIC SPEAKING**

To receive any representations from members of the public or representative of an organisation which concerns any area of the Authority's business.

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.

- 5 AUTHORITY 6 MONTH WORK PROGRAMME UPDATE Paper A/4234/16

Presented by Shaun Dawson, Chief Executive

- 6 AUTHORITY APPOINTMENT TO LEE VALLEY LEISURE TRUST LIMITED Paper A/4235/16

Presented by Beryl Foster, Director of Corporate Services

- 7 REPORT OF THE INDEPENDENT REMUNERATION PANEL - REVIEW OF AUTHORITY CHAIRMAN AND VICE CHAIRMAN REMUNERATION Paper A/4233/16

Presented by Beryl Foster, Director of Corporate Services

- 8 DATE OF NEXT MEETING OF THE AUTHORITY

To note that the next meeting of the Authority will be held on Thursday, 19 January 2017 at 2.00pm at Myddelton House.

- 9 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.

- 10 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 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 specified beneath each item. (There are no items currently listed for consideration in Part II.)

12 October 2016

Shaun Dawson
Chief Executive

LEE VALLEY REGIONAL PARK AUTHORITY

**AUTHORITY MEETING
7 JULY 2016**

Members Present: Paul Osborn (Chairman) Christopher Kennedy
David Andrews Gerry Lyons
Derrick Ashley Graham McAndrew
John Bevan Sarah McDermott
Stephen Canning (Deputy for Simon Walsh) Valerie Metcalfe
Malcolm Cowan Gordon Nicholson
Gwyneth Deakins Mary Sartin
Christine Hamilton Alan Searing
Linda Haysey Alan Smith
Ross Houston Syd Stavrou
Heather Johnson Lyn White
Denise Jones

In Attendance: Mari Stevenson - Deputy for East Herts District Council

Apologies Received From: Saima Ashraf, Stephen Carr, John Knapman, Kay Twitchen,
Simon Walsh

Officers Present: Shaun Dawson - Chief Executive
Beryl Foster - Director of Corporate Services
Simon Sheldon - Director of Finance & Resources
Stephen Wilkinson - Head of Planning & Regeneration
Sandra Bertschin - Committee & Members' Services Manager
Lindsey Johnson - Committee Services Officer

Also Present: Three members of the public

Part I

63 Members approved a two month extension to the six months absence rule for John Knapman from Essex County Council.

Members noted that Salim Patel from London Borough of Newham has not attended for six months and had not requested an extension, therefore he has ceased to be a Member of the Authority.

The following Membership of the Authority was noted:

Constituent Council	Member
Essex County Council	John Knapman Valerie Metcalfe Kay Twitchen Simon Walsh
Hertfordshire County Council	David Andrews Derrick Ashley

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Broxbourne Borough Council	Malcolm Cowan Alan Searing Gordon Nicholson Lyn White
East Herts District Council	Linda Haysey Graham McAndrew
Epping Forest District Council	Mary Sartin Syd Stavrou
London Borough of Barking & Dagenham	Saima Ashraf
London Borough of Barnet	Ross Houston
London Borough of Bromley	Stephen Carr
London Borough of Camden	Heather Johnson
London Borough of Enfield	Christine Hamilton
London Borough of Hackney	Christopher Kennedy
London Borough of Haringey	John Bevan
London Borough of Harrow	Paul Osborn
London Borough of Lewisham	Alan Smith
London Borough of Newham	Vacancy
London Borough of Redbridge	Gwyneth Deakins
London Borough of Tower Hamlets	Denise Jones
London Borough of Waltham Forest	Gerry Lyons
London Borough of Wandsworth	Sarah McDermott

Co-opted Members:

Environment Agency Canal and River Trust	Debbie Jones Tav Kazmi
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64 DECLARATIONS OF INTEREST

Name	Agenda Item No.	Nature of Interest	<i>Prejudicial</i> ✓
<i>Sarah McDermott</i>	-	<i>A Member of the Wandle Valley Regional Park</i>	<i>Non-Pecuniary</i>
<i>John Bevan</i>	-	<i>Trustee of the Lee Valley Leisure Trust</i>	<i>Non-Pecuniary</i>
<i>Linda Haysey</i>	-	<i>Trustee of the Lee Valley Leisure Trust</i>	<i>Non-Pecuniary</i>

1 (a) APPOINTMENT OF CHAIRMAN OF THE AUTHORITY

(1) Paul Osborn was appointed Chairman of the Authority.

The Chairman took the Chair.

1 (b) APPOINTMENT OF VICE CHAIRMAN OF THE AUTHORITY

(1) Derrick Ashley was appointed Vice Chairman of the Authority.

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2 PUBLIC SPEAKING

Abigail Woodman on behalf of Save Lea Marshes requested to speak concerning the minutes of the previous Authority meeting on 16 June 2016, key points included:

- She thanked Members for allowing her to speak at the previous meeting and the positive reception she received, leaving her feeling that her opinions had been heard.
- She requested that the minutes be amended for accuracy sake to reflect that she attended on behalf of Save Lea Marshes and that Leyton Marsh 'is' precious, not 'was' precious.
- She will never support development of Metropolitan Open Land, but was pleased to hear at the meeting that Members do value open green space.
- She felt that two assurances given at the meeting were not articulated in the minutes and requested that these be included before the minutes are approved and signed. These assurances were:
 - (1) the new ice rink, the temporary ice rink and any associated works will be limited to land south of the northern perimeter of the current ice rink. Nothing connected with the new ice rink will encroach north further onto Leyton Marsh; and
 - (2) there are no plans for the new ice rink to have a footprint bigger than that indicated by the red and dotted red lines on the map that was presented at the Authority meeting on 16 June 2016.
- She concluded by informing Members that having these assurances in writing will go a long way to building local trust in the Authority.

Members agreed that the minutes could be amended as per Abigail's suggestions.

Caroline Day requested to speak to Members regarding development on Lea Bridge Road, key points included:

- She is concerned that the Lee Valley Leisure Trust will become a vehicle for uncontrolled and inappropriate commercial developments, of which the car wash on Lea Bridge Road is an example.
- The car wash looks awful and encourages the use of cars. It has been introduced without regard to legal constraints or the democratic process of the Authority.
- The Authority has acted outside its powers as set out in Section 12 of the Park Act, as a car wash cannot be construed as leisure, recreation, sport, games or amusements. Further Section 13 of the Park Act states that the Authority cannot carry on the business of maintaining or repairing motor vehicles.
- Section 8.4 of the Ice Centre lease entered into by the Lee Valley Leisure Trust states that no operation or change of use of the premises can be carried out until all necessary permissions under the Planning Acts have been obtained. However, construction has been completed and the car wash opened without planning permission being obtained.
- Your Chief Executive has claimed that the car wash is a 'complimentary service to customers', however you don't need to be a customer of the Ice Centre to use the car wash, and passing trade is encouraged to use it.
- Your Chief Executive has also claimed that the car wash will help to reduce vehicle theft and vandalism by providing a cost effective physical presence on the site, however we are not aware of any problems on the site and crime of this nature usually occur at night, so we find this a spurious argument.

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- Waste water from commercial car washing is classified as trade effluent, which requires permission from Thames Water to discharge to sewers. This permission does not appear to have been applied for or obtained.
- The planning application states that the car wash is not on contaminated land and it is not close to a water course, which is incorrect. Leyton Marshes has been used for historical landfill and the site is in close proximity to the Lea Navigation.
- The car wash as constructed also deviates from the tender specification, whereby the structure should be temporary and use moveable equipment.

Carline handed out a photograph to Members showing the permanent nature of the car wash.

- She queried whether the Authority had been statutory consultees for the planning application, as she could see that this matter had not come to a Lower Lee Valley Regeneration & Planning Committee.
- She concluded by stating that the car wash was not an appropriate use of Metropolitan Open Land and it does not support recreational uses. She would like assurances from the Authority that inappropriate facilities will not be allowed on Metropolitan Open Land and there will be no contravention of the Park Act.

The Chairman advised Caroline that as she had spoken on a subject not on the agenda for this meeting he was not willing to have a discussion about it at this time. However, after consultation with the Lee Valley Leisure Trust, he will write a reply to her, addressing the points she has raised.

3 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 16 June 2016 be approved and signed with the following amendments to minute 60:

- (1) the new ice rink, the temporary ice rink and any associated works will be limited to land south of the northern perimeter of the current ice rink. Nothing connected with the new ice rink will encroach north further onto Leyton Marsh; and
- (2) there are no plans for the new ice rink to have a footprint bigger than that indicated by the red and dotted red lines on the map that was presented at the Authority meeting on 16 June 2016.

Abigale Woodman and Caroline Day left the meeting.

4 PROPOSED COMMITTEES, PANEL AND GROUPS FOR 2016/17 – APPOINTMENT OF MEMBERSHIP AND CHAIRMAN

Paper A/4229/16

The report was introduced by the Director of Corporate Services.

A Member queried where it was stated that Executive Committee Members were excluded from certain committees. The Director of Corporate Services responded stating that it was in Standing Orders.

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- (1) **Membership of Committees, Panel and Groups for 2016/17 be as set out in Addendum A to these minutes;**
- (2) **Executive Committee – the Chairman be Paul Osborn and the Vice Chairman be Derrick Ashley;**
- (3) **Audit Committee – the Chairman be Linda Haysey and the Vice Chairman be Ross Houston;**
- (4) **Scrutiny Committee – the Chairman be Ross Houston and the Vice Chairman be Stephen Carr;**
- (5) **Lower Lee Valley Regeneration and Planning Committee – the Chairman be John Bevan and the Vice Chairman be Derrick Ashley;**
- (6) **Upper Lee Valley Regeneration and Planning Committee – the Chairman be David Andrews and the Vice Chairman be Syd Stavrou;**
- (7) **Park Development Framework Panel – the Chairman be Paul Osborn;**
- (8) **Contaminated Land Working Group – the Chairman be Mary Sartin;**
- (9) **Ice Centre Project Working Group – the Chairman be Paul Osborn;**
- (10) **Land and Property Review Working Group – the Chairman be Paul Osborn; and**
- (11) **the appointments unfilled at this meeting will be agreed through Group Leaders and reported to the next Authority meeting or Executive Committee was noted.**

5 APPOINTMENTS TO OUTSIDE BODIES FOR 2016/17

Paper A/4230/16

The report was introduced by the Director of Corporate Services.

(1) appointments to outside bodies for 2016/17 were approved as follows:

- | | |
|--|--|
| (a) Waltham Abbey Town Partnership | Syd Stavrou |
| (b) Enfield, Essex and Herts Border Liaison Group | Valerie Metcalfe
Syd Stavrou
Lyn White
Gordon Nicholson |
| (c) Lee Valley Leisure Trust Ltd | John Bevan
Linda Haysey |
| (d) Hertfordshire Young Mariners Base | Valerie Metcalfe |
| (e) Riding for the Disabled Association
at Lee Valley Riding Centre | Syd Stavrou |

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6 CALENDAR OF MEETINGS 2016/17 Paper A/4231/16

The report was introduced by the Director of Corporate Services.

- (1) the calendar of meetings for 2016/17 as shown in Appendix A to Paper A/4230/16 was approved.**

7 2016/17 WORK PROGRAMME UPDATE Paper A/4232/16

The report was introduced by the Chief Executive.

The Chief Executive informed Members that paragraph 26 should say 'next three years'.

Some Members were concerned that the working group would comprise of only Executive Members. The Chairman advised that all Members would be welcome to attend the meeting and that the working group would recommend a levy strategy to the Executive Committee, which would have to be approved by the Authority in order to be implemented, however, he agreed that Membership and the Terms of Reference for that working group could be decided at the next Executive Committee meeting on 21 July 2016.

- (1) the report was noted;**
- (2) a) that over the next 6 months officers develop a strategy to allow for further reduction of the levy over the next 4 year period 2017/18-2020/21; and**
- (3) b) that a Member working group comprising the Executive Committee Members provide oversight and direction for this exercise was approved.**

8 INDEPENDENT REMUNERATION PANEL

The Director of Corporate Services gave a verbal update on progress of the Independent Remuneration Panel, key points included:

- The Independent Remuneration Panel met on 29 June 2016.
- They received evidence from the Chief Executive, Director of Corporate Services, the Chairman, Vice Chairman, two Authority Members and other views supplied in writing.
- A report of the Panel's findings will come to Members at the Authority meeting in October.
- Any additional pay recommended will be back dated to the date of this Annual Authority meeting.

9 DATE OF NEXT MEETING OF THE AUTHORITY

It was noted that the next meeting of the Authority would be on Thursday, 20 October 2016 at 2.00pm at Myddelton House, Bulls Cross, Enfield, Middlesex, EN2 9HG.

**ANNUAL AUTHORITY MINUTES
7 JULY 2016**

Chairman

Date

The meeting started at 2.05pm and ended at 2.40pm.

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ADDENDUM A

MEMBERSHIP OF COMMITTEES, GROUPS/PANELS 2015/16

COMMITTEES

EXECUTIVE COMMITTEE – 8 Members (at least 50% to be London Members), 1 Member nominated jointly by the non-majority groups preferably from one of the London Olympic Boroughs. MEETINGS: 12 per year or as required		
Labour (3)	Conservative (5)	Lib Dem (0)
John Bevan	David Andrews	
Heather Johnson	Derrick Ashley	
Chris Kennedy	Valerie Metcalfe	
	Paul Osborn	
	Alan Searing	
Chairman: Paul Osborn		Vice Chairman: Derrick Ashley

AUDIT COMMITTEE – 7 Members MEETINGS: 3 per year		
Labour (2)	Conservative (4)	Lib Dem (1)
Ross Houston	Linda Haysey	Malcolm Cowan
Gerry Lyons	John Knapman	
	Graham McAndrew	
	Vacancy	
Chairman: Linda Haysey		Vice Chairman: Ross Houston

LOWER LEE VALLEY REGENERATION & PLANNING COMMITTEE – 11 Members, 6 LLV London Riparian (Enfield, Hackney, Haringey, Newham, Tower Hamlets and Waltham Forest), 3 other London, 1 from Essex, 1 from Herts MEETINGS: Bi-monthly or as required			
Labour (6)	Conservative (5)	Lib Dem (0)	Named Substitutes (2)
John Bevan	David Andrews		Alan Smith
Christine Hamilton	Derrick Ashley		Vacancy
Denise Jones	John Knapman		
Chris Kennedy	Valerie Metcalfe		
Gerry Lyons	Paul Osborn		
Salim Patel			
Chairman: John Bevan		Vice Chairman: Derrick Ashley	

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UPPER LEE VALLEY REGENERATION & PLANNING COMMITTEE – 11 Members, 5 from Herts and 4 from Essex (County & Districts), 2 London			
MEETINGS: Bi-monthly or as required			
Labour (3)	Conservative (7)	Lib Dem (1)	Named Substitutes (2)
John Bevan	David Andrews	Malcolm Cowan	Alan Smith
Christine Hamilton	Linda Haysey		Vacancy
Heather Johnson	Valerie Metcalfe		
	Gordon Nicholson		
	Paul Osborn		
	Mary Sartin		
	Syd Stavrou		
Chairman: David Andrews		Vice Chairman: Syd Stavrou	

SCRUTINY COMMITTEE – 9 Members			
MEETINGS: 3 per year			
Labour (3)	Conservative (5)	Lib Dem (1)	Named Substitutes (2)
Christine Hamilton	Stephen Carr	Gwyneth Deakins	Gerry Lyons
Ross Houston	Gordon Nicholson		Vacancy
Alan Smith	Mary Sartin		
	Syd Stavrou		
	Lyn White		
Chairman: Ross Houston		Vice Chairman: Stephen Carr	

TASK AND FINISH PANELS/GROUPS

PARK DEVELOPMENT FRAMEWORK PANEL – 6 Members		
MEETINGS: As required		
Labour (2)	Conservative (4)	Lib Dem (0)
Ross Houston	Derrick Ashley	
Heather Johnson	Linda Haysey	
	Gordon Nicholson	
	Paul Osborn	
Chairman: Paul Osborn		

CONTAMINATED LAND WORKING GROUP – 4 Members		
MEETINGS: As required		
Labour (1)	Conservative (3)	Lib Dem (0)
Heather Johnson	Gordon Nicholson	
	Mary Sartin	
	Syd Stavrou	
Chairman: Mary Sartin		

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ICE CENTRE PROJECT WORKING GROUP – 11 Members		
MEETINGS: As required		
Labour (4)	Conservative (6)	Lib Dem (1)
Ross Houston	Derrick Ashley	Gwyneth Deakins
Heather Johnson	Linda Haysey	
Chris Kennedy	Sarah McDermott	
Gerry Lyons	Paul Osborn	
	Mary Sartin	
	Syd Stavrou	
Chairman: Paul Osborn		

LAND & PROPERTY REVIEW WORKING GROUP – 7 Members		
MEETINGS: As required		
Labour (3)	Conservative (4)	Lib Dem (0)
Ross Houston	Derrick Ashley	
Heather Johnson	David Andrews	
Chris Kennedy	Paul Osborn	
	Linda Haysey	
Chairman: Paul Osborn		

APPOINTMENT TO OUTSIDE BODIES

Waltham Abbey Town Partnership	Syd Stavrou
Enfield, Essex & Herts Border Liaison Group	Valerie Metcalfe Gordon Nicholson Syd Stavrou Lyn White
Hertfordshire Young Mariners	Valerie Metcalfe
Riding for the Disabled at Lee Valley Riding Centre	Syd Stavrou
Lee Valley Leisure Trust Limited	John Bevan Linda Haysey



LEE VALLEY REGIONAL PARK AUTHORITY
AUTHORITY MEETING
20 OCTOBER 2016 AT 14:00

Agenda Item No:

5

Report No:

A/4234/16

AUTHORITY SIX MONTH WORK PROGRAMME UPDATE

Presented by the Chief Executive

SUMMARY

This report provides Members with an overview of the Authority's performance over the first 6 months of 2016/17. A detailed performance report focusing on Performance Indicators was presented to the Executive Committee earlier on today.

Key areas of work over the first 6 months of 2016/17 included Ice Centre project, land and property review, levy strategy and development at Picketts Lock.

RECOMMENDATION

Members Note: (1) the report.

BACKGROUND

- 1 The priority areas of work for the first 6 months of 2016/17 reflect the key themes of 2016/17-2018/19 business plan:
 - a) increase income from existing venues/sites through a range of investment opportunities both directly and with or via 3rd parties and pursue the generation of commercial income through Authority owned land and property assets;
 - b) improve the accessibility of 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 Regional 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 Lee Valley Regional Park to the taxpayers of London, Essex and Herts.

PARK DEVELOPMENT FRAMEWORK

- 2 Work this year will focus on completion on the development of a series of strategic policies and detailed proposals for Areas 6, 7 and 8. Consultation drafts of each of these will be ready for May 2017 with the intention of adoption by year end. This work is largely dependent on the outcome of consultation and the adoption of the Land and Property Strategy.

LAND & PROPERTY STRATEGY

- 3 Members of the Land & Property Working Group have looked at a draft land and property strategy which is now being revised. This will set out the proposed approach for the Authority in relation to acquisition and disposal. Due to the potential change on approach to disposal it may be necessary to test this approach with Counsel and obtain some written legal advice. This will then be discussed by the Executive Committee and then full Authority in January 2017.

PICKETTS LOCK

- 4 It will be recalled that marketing for potential occupiers commenced in late 2015 and leasing offers have been received from ten pin bowling, adventure golf, indoor trampolining and budget fitness gym operators. Theoretically these anchor traders, which would be supported by food and beverage outlets in the final line-up, gives a viable scheme. The Land & Property Working Group has been briefed with alternative options for the financing and delivery of the scheme, and a report will be presented to the November Executive Committee, prior to full consideration by the Authority.

ICE CENTRE PROJECT

- 5 A three stage feasibility study was completed in March 2016 with Members approving a budget of £400,000 to progress the RIBA stages 0-2. Waltham Forest District Council have committed £50,000 to these first two stages with the procurement process for a design team lead taking place between June and October 2016.
- 6 From the procurement process, 11 companies tendered of which 8 were of a very good standard with Wrenbridge coming out as the preferred bidder costing:
 - £345,000 – Stages 0-2
 - £2.8 million – Stage 0-7

The standstill period is now complete and contract negotiations are taking place with Wrenbridge. The key areas of work up to Spring 2017 are:

- developing the capital funding mix;
 - design of and pre-planning for a temporary rink;
 - 1st stage of new venue design;
 - relevant environmental / biodiversity studies;
 - business plan refinement;
 - benchmarking visits;
 - public consultation.
- 7 The Member Working Group will continue to provide oversight during this stage of the project.

- 8 Meeting schedules for the officer working group will be devised once the contract is in place with Wrenbridge.
- 9 It's likely that April 2017 will not be the end of stage 2 but a new programme will be issued on completion of the contract.

REVISION OF LEE VALLEY BIODIVERSITY ACTION PLAN

- 10 The reviewed Plan is in draft and consultations are being arranged for the remaining part of 2016, on target to re-launch in September 2017 and will be part of the 50th year anniversary.

EAST INDIA DOCK BASIN

- 11 Officers are looking at the feasibility of an education hub on the site and have met with the local developer (Ballymore) to discuss funding of this initiative. The outcome of Member consideration of the rental for the proposed builders' cabins is still under discussion and will be determined by the decision on the application for planning permission. This will be determined by 30 November 2016.
- 12 Funding options for the long terms development and management of this site are being explored with stakeholders.

SERVICE REVIEWS

- 13 The senior officer team, comprising the Chief Executive, Director of Finance & Resources and Director of Corporate Services, is leading this service review process. Two reviews are currently underway, Sport & Leisure (Sports Development, Youth & Schools, Events and the Leisure Contract Client) and Myddelton House Gardens and Visitor Centre. These reviews will be completed by the end of 2016. Other reviews planned for 2016/17 include Parks Management. The Levy Strategy Working Group will look at areas where there is the potential for income generation and/or efficiencies and prioritise the reviews accordingly.

PARTNERSHIPS

- 14 Meetings have taken place with Essex County Council, Corporation of London (CoL) and the Canal & River Trust.
- 15 Essex County Council is looking at their open spaces and how they create income generation, which in the main is car park charging and cafes, but also looking at activities they have developed, such as the stickman trail aimed at toddlers and the Gruffalo trail aimed at families. There is clearly the potential for similar initiatives in Lee Valley Regional Park. Essex County Council is looking at our fixed camping scheme as it is thinking of introducing a similar product. Further meetings have taken place and continue to look into the options of grazing, this is focused on a joint approach to using our cattle and their herd mixed together.
- 16 The Authority uses its cattle herds to graze areas of Lee Valley Regional Park. This is important for land management and conservation. The CoL also uses cattle to graze areas of Epping Forest so we are discussing shared grazing opportunities. In addition we are discussing joint staff training with CoL Forest Keepers and Authority Rangers. In addition officers are working with both Essex County Council and CoL on a framework agreement with regard to a Park

security contract.

- 17 Together with the Canal & River Trust officers are looking at joint site management improvements at Stonebridge Lock and the surrounding areas. There is also a joint piece of work looking at a Lee Valley wide mooring strategy to address the future mooring demands. Officers from the Authority and the Trust are engaged with Canal & River Trust on this piece of work. The Canal & River Trust will be launching their mooring strategy in late 2017, with implementation starting in 2018 and delivered over the next 3-5 years. Our approach is to feed into this strategy.

LEVY STRATEGY

- 18 A Levy Strategy Working Group has been established and this had its first meeting in September. This group will meet monthly to develop a proposed levy strategy in parallel with the 2017/18 budget process.
- 19 There are a number of areas that are currently being looked at by officers and the Levy Strategy Working Group:
 - Leisure Services Contract – at the last Authority meeting in June the Lee Valley Leisure Trust (the Trust) set out its vision for 2017-27 (current Leisure Services Contract runs until 2020). With modest investment the Trust suggested that the Management Fee could be reduced by 50%, i.e., from the current £3.2M to £1.6M. All investment proposals from the Trust will need to make a credible business case and Authority officers will carry out detailed investment appraisals;
Authority and Trust officers are currently looking at where early investment might yield good returns in the next couple of years;
 - Land & Property Strategy - there is the potential for the Authority's estate to deliver an improved financial return and to potentially support new capital investment and/or a revenue return;
 - Major capital projects: Ice Centre and Eton Manor;
 - Picketts Lock - there has been an encouraging response to the marketing of the site for commercial leisure operators;
 - Review of Authority services as set out in the 2016-19 business plan which includes looking at shared services, improved income generation reducing costs and delivery via 3rd parties.

LEISURE SERVICES CONTRACT COMMISSIONING STRATEGY

- 20 Officers are currently looking at the procurement options for the Leisure Services Contract, as the Authority looks beyond the current 5 year contract to a longer term arrangement. It is important that over the next year the Authority determines its procurement strategy for the Leisure Services Contract and then starts to work towards implementation.

ETON MANOR

- 21 There are a number of strands of work which need to come together to deliver the optimum outcome for the Eton Manor site. The Authority working with the Tennis Foundation which has commissioned a feasibility study to look at the covering of some or all of the 6 outdoor tennis courts. In addition, as a result of the Ice Centre feasibility exercise outcome, there is a need to determine a development project for the 6,000m² platform. Furthermore work with England

Hockey continues with regard to investment in event related infrastructure.

- 22 The feasibility study looking at the potential covering of the 6 outdoor courts is due to be completed by the end of 2016.

Following conclusion of the ice centre feasibility study officers have started to look at alternative development options for the Eton Manor site. It is felt that there is a strong case for visitor accommodation on the site and officers will explore this option over the coming months. In addition there are further opportunities to enhance the hockey arena as a major event venue. There is potential for investment in infrastructure which will assist in making future events a more viable proposition and reduce the need for Authority revenue support.

- 23 An Eton Manor working group comprising officers from the Authority and the Trust has started to look at the bigger picture for the site with the aim of producing a masterplan early in 2017.

DOBBS WEIR

- 24 The final phase of the project is due for completion by 1 July 2017 and will comprise the remaining 63 static holiday home pitches (34 from Phase 3 and 29 from Phase 4) and further enhancements to the site.
- 25 The works were sent out to tender on 30 September and are due back on 17 November 2016 with works due to commence on site on 16 January 2017.

LEE VALLEY REGIONAL PARK 50th ANNIVERSARY

- 26 Officers have produced a draft plan of events and activities for Members' feedback and discussion at Executive Committee on 20 October. Outline discussions have been held with a number of organisations and partners to evaluate collaborative opportunities. Where possible work and costs will be covered by existing plans and budgets, however extra resource will be required for certain elements.
- 27 Suggested activities include:
- partnering with the creators of a new heritage trail across the Lee Valley;
 - a short video showcasing the transformation of the Regional Park and the leisure opportunities possible now – for distribution to venues and online;
 - new online and hard copy material for visitors such as 50 activities to undertake in the Regional Park and 50 plants to spot;
 - an increased events programme with a particular focus on walking, running, cycling and sport;
 - in partnership with the Trust, providing selected limited free access to activities such as mountain biking, road cycling and ice skating;
 - the publication of a history of the Regional Park;
 - the staging of an exhibition on the Regional Park's contribution to the region;
 - a major stakeholder event, in collaboration with a key partner;
 - exhibiting at the annual London Councils summit.
- 28 Following Member discussion officers will progress the opportunities and update Members regularly.

HOLYFIELD FARM INVESTMENT

- 29 A structural report and topographical survey has been undertaken of the barn areas and an initial layout option considered which is currently being revised by the Architects. Due to the potential availability of some Heritage Lottery Funding Heritage Enterprises Grant officers will now also look at a further option of converting the listed barn into holiday accommodation instead of the Fisheries barn. It is hoped that an outline business case can come forward to the Executive Committee in December 2016 with three possible options (including the one that may attract grant funding) which will allow Members to consider whether or not there is sufficient merit in moving to more detailed work on feasibility on one of the options.

REVIEW OF IT INFRASTRUCTURE AND OFFICE ACCOMMODATION

- 30 To define the future IT infrastructure and software requirements of the Authority and the Trust and to provide a three year plan to move to a separation of systems/data that meets both organisations business requirements as independent organisations.

31

Task	Completion By	Status
Agreement of Brief	September 2016	Completed
Review/Completion of IT Strategy/Action Plan	March 2017	In Progress
Recommend to Executive /Authority	April 2017	Subject to Above
Procurement for new suppliers	April – September 2017	Subject to Above
Implementation	October 2017 – March 2019	Subject to Above

- 32 In the short term work is also progressing on small scale office moves between the Trust and Authority to enable an application for charitable rate relief to be made by the Trust as it will predominantly occupy Abercrombie Lodge. Longer term, officers are investigating the potential for a commercial office let of Abercrombie Lodge to a third party (which may include the Trust) to secure office rental of up to £100,000. This is built into the medium term financial plan for implementation by 2018/19 financial year.

CYCLING STRATEGY

- 33 Steer Davies Gleave have been retained by the Authority to develop the strategy which is being developed with stakeholders. The strategy will be completed by the year end following stakeholder consultation and presented to full Authority for adoption in January 2017.

ESTABLISH LEE VALLEY REGIONAL PARK AS A 'CENTRE FOR OUTDOOR ACTIVITY'

- 34 Rangers are working on delivering new bushcraft and crafts activities/workshops. Rangers attended Tottenham Festival with a small sample of craft items and promoted the workshops. In September staff from both the Authority and Trust trialled Bushcraft sessions at Dobbs Weir and the Waterworks Centre, feedback has been very positive.

- 35 As well these activities a new site for wild camping is being created on Spitalbrook, which is programmed to open in 2017 following feedback from this year's trials. This location formed part of the Members tour in late September, where a camp was set up so Members could get a feel and idea of the activities.

REVIEW OF PAY STRUCTURE AND TERMS & CONDITIONS

- 36 In the next few months a piece of work will be developed which will look at where the Authority is, in terms of pay structure and terms & conditions, in relation to best practice across the public sector and other sport and leisure organisations. The outcome of this work will provide a context for any changes the Authority may wish to consider.

37

Task	Completion By	Status
Agreement of Brief	September 2016	Completed
Review	March 2017	In Progress
Informal Consultation with Staff	June 2017	Subject to above
Recommendations to Executive/Authority	September 2017	Subject to above
Formal Consultation with Staff	December 2017	Subject to above
Implementation	April 2018	Subject to above

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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LIST OF ABBREVIATIONS

the Trust	Lee Valley Leisure Trust Ltd trading as Vibrant Partnerships
CoL	City of London

**AUTHORITY APPOINTMENT TO
LEE VALLEY LEISURE TRUST LIMITED**

Presented by the Director of Corporate Services

SUMMARY

Further to the establishment of Lee Valley Leisure Trust Limited the Authority is able to appoint up to three Trustees to the Board. Under the rules of the Trust such appointments are made for a period of three years. The current term of office for one of these appointments which relates to one of the original Trustees on the Trust Board will end on the 22nd November 2016. This report sets out the rules relating to nominations for appointment to the Trust Board and asks Members to consider whether the Authority wishes to make a nomination to the Trust Board.

RECOMMENDATION

- Members Approve:
- (1) the appointment of John Bevan as an Authority appointed Trustee to Lee Valley Leisure Trust Limited; and
 - (2) delegation to the Director of Corporate Services in conjunction with the Chairman to arrange for service of Notice to the Trust at the appropriate time for the termination of Authority appointed Trustees to end no later than 22 September 2017.

BACKGROUND

- 1 At its meeting in November 2013 (paper A/4176/13) the Authority agreed to create an Industrial Provident Society (IPS) vehicle – Lee Valley Leisure Trust Limited, which is now trading as Vibrant Partnerships (the Trust). Due to legislative changes the Trust is now a registered society under the Co-operative and Community Benefit Societies Act 2014.
- 2 The Authority appointed 3 founding Trustees, Derrick Ashley, Paul Osborn and John Bevan, on 22 November 2013 to act as the board of management (the Trust Board) and thus enabling signatories for the registration paperwork and for the purpose of getting the Trust incorporated and registered as an IPS.

- 3 Following establishment of the Trust and recruitment of independent Trustees, 2 of the Authority founding Trustees, Derrick Ashley and Paul Osborn (who were the Authority Chairman and Vice Chairman) resigned as Trustees on 22 September and 24 September 2014 respectively.
- 4 Following these 2 resignations the Authority appointed Linda Haysey as Trustee on 22 September 2014.
- 5 The Trust rules state that the society shall have a board of management comprising up to nine Board Members (the Trust Board) , 1 of which may be an executive officer of the society (Managing Director), up to 3 of which will be Authority appointments and 5 independents.
- 6 The Trust rules also stipulate that Authority appointed Trustees shall be appointed for a term of three years.
- 7 Therefore the term of office of the remaining founding Trustee, John Bevan, terminates on 22 November 2016.

AUTHORITY APPOINTMENTS TO THE TRUST BOARD

- 8 The Authority is entitled to nominate up to 3 people for appointment as Trustees to the Trust Board, these can be Members or external persons who have some connection with the Authority, with the required skills mix.
- 9 The rules of the Trust set out that Trustees to the Board will not automatically have a conflict of interest because they are also Members of the Authority. There would only be potential conflicts of interest with their role on the Authority when negotiations on the management contract and specification/details of the management fee commence.

NOMINATION OF AUTHORITY APPOINTMENT TO THE TRUST BOARD

- 10 To ensure continuity for the Trust at this time it is proposed that the Authority re-appoints the remaining founding Trustee (John Bevan) for a further 3 year period in accordance with the Trust rules. Following a recent Trust Board meeting the Trust have also requested that John Bevan be considered again as an Authority nominated Trustee and would wish the Authority appointments to be made co-terminus going forward. Should the Authority make this appointment to the Trust Board it would commence on 23 November 2016.
- 11 If a further nomination is made as set out in paragraph 10 above it is recommended that the Authority also consider at the same time or at a later date giving the Trust notice of termination of this appointment to coincide with the end of the other Trustee appointment (Linda Haysey) which ends on 22 September 2017. This would then mean any future appointments could be co-terminus. Please note that this would not preclude either of these current Members being nominated for a future Trust appointment.
- 12 For Members to note. It is recognised that all Authority Members term of office ends on 30 June 2017. Under the Trust rules the Authority is able to terminate its Authority nominated Trustees at any time. If the situation arose whereby the Authority nominee was no longer an Authority Member then the Authority could consider whether to terminate its nominated appointments to the Trust Board.

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 Some of the legal implications are dealt with in the body of the report. In addition it should be noted that the Authority has 3 nominees to the Trust Board of its total of 9 Trustees to ensure that it does not impact on the charitable status of the Trust by asserting too much control over the Trust Board. The Authority is advised not to nominate a third Trustee at this time due to the fact that the Managing Director of the Trust is a Trustee. This officer is currently seconded from the Authority to the Trust and as such remains an associated person of the Authority.

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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BACKGROUND REPORTS

Rules of Lee Valley Leisure Trust Ltd

PREVIOUS COMMITTEE REPORTS

Authority	A/4176/13	A new organisational model for the Lee Valley Regional Park Authority	21 November 2013
Authority	A/4192/14	Recruitment of Trustees to the Lee Valley Leisure Trust Board and Authority Appointments	31 July 2014

LIST OF ABBREVIATIONS

the Trust	Lee Valley Leisure Trust Ltd trading as Vibrant Partnerships
IPS	Industrial Provident Society

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**REPORT OF THE INDEPENDENT REMUNERATION PANEL –
REVIEW OF AUTHORITY CHAIRMAN AND VICE CHAIRMAN
REMUNERATION**

Presented by the Director of Corporate Services

SUMMARY

At the Authority meeting on 9 July 2015 Members requested that a review of Authority Chairman and Vice Chairman remuneration be undertaken before the end of 2015/16 as the last review had been undertaken in 2010. In April 2016 (paper E/443/16) Executive Committee agreed the establishment of an Independent Remuneration Panel. The appointed Panel met on 29 June 2016 and the report attached as Appendix A to this report details its findings and recommendations for the remuneration.

RECOMMENDATIONS

- Members Note: (1) the report of the Independent Remuneration Panel attached as Appendix A to this report; and
- Members Consider: (2) the Independent Remuneration Panel's recommendations detailed in paragraph 14 of this report.

BACKGROUND

- 1 The Lee Valley Regional Park Act 1966 allows the Authority to pay the Chairman and Vice Chairman such remuneration as the Authority may from time to time determine.
- 2 A review of the Chairman and Vice Chairman remuneration was carried out in October 1996 (paper UC958). Members agreed an increase of the remuneration from £1,378 to £2,600 for the Chairman and from £924 to £1,800 for the Vice Chairman.
- 3 The remuneration for the Chairman and Vice Chairman for the period 2001 to 2010 rose in line with the national pay awards except for 2001/02, 2005/06 and 2010/11 when there was no increase.

- 4 Following a change of the committee structure in 2009 with the introduction of an Executive Committee and the increasing workload associated with the London 2012 Games, it was agreed to set up an Independent Remuneration Panel (IRP) to review Chairman and Vice Chairman remuneration.
- 5 Following this IRP review Members at the Authority meeting of 21 October 2010 agreed that the remuneration of the Chairman should be increased to £6,000 per annum and the Vice Chairman to £3,000 per annum (paper A/4103/10).
- 6 The remuneration of the Chairman and Vice Chairman has been £6,000 per annum and £3,000 per annum respectively since 2011.

APPOINTMENT OF INDEPENDENT REMUNERATION PANEL

- 7 The Executive Committee meeting on 28 April 2016 approved the establishment of an IRP and appointment of Alan Warner as Chairman of the IRP and delegated to the Director of Corporate Services, in consultation with the Chief Executive, the appointment of the other 2 members of the IRP.
- 8 The Director of Corporate Services contacted some local boroughs and the Public Law Partnership (PLP) (the legal services partnership of authorities in Essex, Cambridgeshire, Hertfordshire and Suffolk, who work together to share resources) to source individuals with relevant and direct experience of being a member of an IRP. This enables the Authority to keep the costs of this review at an affordable level. It should be noted that the London Boroughs engage one IRP to provide a single report for all of the London authorities.
- 9 The members of the IRP were:
 - Alan Warner FCIPD (Chairman)
 - Sean Brady
 - Barry Mathiason

Each of the above Panel members has significant and relevant experience in remuneration of Members allowances.

INDEPENDENT REMUNERATION PANEL TERMS OF REFERENCE

- 10 The IRP Terms of Reference were agreed by Executive Committee (paper E/443/16):
 - To review the research on remuneration undertaken by officers
 - To consider any comments made to the Panel by Members of the Authority who will be invited to input into the process
 - To make recommendations to the Authority as to the amount of remuneration which should be paid to its Chairman and Vice Chairman

EVIDENCE FOR THE REVIEW

- 11 The IRP considered and reviewed research undertaken by officers of the Authority on remuneration. The research was sent in an Information Pack to the IRP and Members of the Authority prior to the IRP meeting on 29 June 2016.
- 12 Members of the Authority were invited to meet with the IRP on 29 June 2016 and/or submit written evidence to the IRP prior to the meeting. The IRP also considered evidence from the following:

- 3 written submissions from Members
- An interview with 2 Members
- An interview with the Chairman
- A telephone interview with the Vice Chairman
- An interview with the Chief Executive and Director of Corporate Services

CONTEXT FOR THE REVIEW

- 13 The IRP set the evidence and research detailed above against the context of the current economic climate and the Authority's aim of making savings, but it also noted that remuneration of the Chairman and Vice Chairman had not been reviewed for 6 years (July 2010).

Transition

As summarised in the IRP report attached as Appendix A to this report, the Authority is undergoing a period of transition with a focus on legacy and ensuring that its venues are viable and sustainable.

Economic Climate

The IRP acknowledged the prevailing economic climate of the levy contributing authorities and the wider economic climate in public sector organisations.

RECOMMENDATIONS OF THE IRP

- 14 The IRP recommendations on remuneration for the Chairman and Vice Chairman for 2016/17 are:
- a 1% increase for both remunerations;
 - a further annual increase of 1% for both remunerations until the current Trust contract expires. At which point the remuneration to be reconsidered taking into account the impact of any new future contract;
 - the role of Chairman and Vice Chairman to be reassessed at the end of the current Trust contract;
 - at no point should any increase in remuneration for the Chairman and Vice Chairman exceed increases paid to the staff of the Authority.
- 15 The rationale of the IRP and how it arrived at the above recommendations is set out in its report which is attached as Appendix A to this report.
- 16 Due to the fact that the four year term of office for all Members ends on 30 June 2017 the Chairman has suggested that if the Authority is minded to approve the increase in remuneration following this review that it is effective from 1 July 2017 at the commencement of the new four year term of office. Any future remuneration review could then be undertaken to take effect at the commencement of each new term of office.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 18 If Members approve the recommendations of the IRP, then the cost to the

Authority will be an additional £90 in 2016/17, which will be funded from existing budgets. Further annual increases will need to be built into the budget for future years.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

- 20 The Lee Valley Regional Park Act 1966, s.43(1) states that “the Authority may pay to the Chairman and Vice Chairman such remuneration, whether by way of salary, or by way of fees, as the Authority may from time to time determine.”

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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BACKGROUND REPORTS

IRP Report June 2016

PREVIOUS COMMITTEE REPORTS

Authority	A/4096/10	Review of the roles and allowances of the Chairman and Vice Chairman of the Authority	8 July 2010
Authority	A/4103/10	Report of the Independent Remuneration Panel – Review of the allowances of the Chairman and Vice Chairman	21 October 2010
Executive Committee	E/443/16	Review of Authority Chairman and Vice Chairman Remuneration	28 April 2016

APPENDIX ATTACHED

Appendix A Independent Remuneration Panel Report 2016

LIST OF ABBREVIATIONS

IRP Independent Remuneration Panel

INDEPENDENT REMUNERATION PANEL REPORT 2016

Introduction

- 1 The Park Authority set up an Independent Remuneration Panel (IRP) in 2010 and it carried out a review of the remuneration paid to the Chairman and Vice-Chairman which are paid under section 43 of the Lee Valley Regional Park Act 1966. The Park Authority agreed that the level of remuneration to be paid to the Chairman and Vice Chairman would normally remain in place for a 4 year period when a further review would be undertaken.
- 2 At the AGM in 2013 the Park Authority considered undertaking an interim review of the report of the IRP following changes to the Park Authority brought about by the London 2012 Games. It was noted that the Park Authority was still continuing to work on Olympic Legacy matters and the volume of work remained similar at that time to the work undertaken prior to the Games. It was agreed by Members that the Park Authority would not undertake a review until the end of the 4 year period in 2014.
- 3 At the AGM in 2014 the Park Authority again considered whether it would undertake a review but due to work commitments relating to the Olympic Legacy and more recently the implementation of the Lee Valley Leisure Trust, and the unknown outcome in relation to the workload of the Chairman and Vice-Chairman following the changes, it was not considered appropriate to review.
- 4 At the AGM in 2015 Members agreed that a review of the Chairman and Vice Chairman remuneration be undertaken before the end of 2015/16.
- 5 Executive Committee of 28 April 2016 approved the establishment of an IRP to carry out a review of the remuneration for the roles of Chairman and Vice Chairman (paper E/443/16).
- 6 The IRP comprised:

Alan Warner FCIPD (Chairman)
Sean Brady
Barry Mathiason
- 7 Members of the Park Authority were invited to either make written submissions or attend the IRP meeting in person to provide information regarding the roles of Chairman and Vice Chairman.
- 8 The IRP received administrative support from the Member & Committee Services team.

Independent Remuneration Panel recommendation to the Park Authority

- 9 The Panel at its meeting on 29 June 2016, having considered all of the evidence, recommends to the Park Authority a level of remuneration for the Chairman and Vice Chairman for 2016/17 as follows:
 - a 1% increase for both allowances;
 - a further annual increase of 1% for both allowances until the current Trust contract expires. At which point the allowances to be reconsidered taking into account the impact of any new future contract;
 - the role of Chairman and Vice Chairman to be reassessed at the end of the current Trust contract;

- at no point should any increase in allowances for the Chairman and Vice Chairman exceed increases paid to the staff of the Park Authority.

Terms of Reference of the Independent Remuneration Panel

- 10 The IRP Terms of Reference were approved by Executive Committee (paper E/443/16)
- To review the research on remuneration undertaken by officers
 - To consider any comments made to the Panel by Members of the Authority who will be invited to input into the process
 - To make recommendations to the Authority as to the amount of remuneration which should be paid to its Chairman and Vice Chairman

The Park Authority's Powers to Pay Allowances

- 11 The Park Authority is a public body and was established by the Lee Valley Regional Park Act 1966 which allows for the payment of an allowance to the Chairman and Vice Chairman only (section 43(1)).
- 12 The Local Government Act 2000 (LGA 2000) introduced new rules and regulations for the setting and payment of Members allowances and travel/subsistence. The Local (Member's Allowances) Regulations 20001 set out the details of this, subsequently amended by the Local Authorities (Member's Allowances) (England) Regulations 2003. The Park Authority is not classed as a "relevant authority" under the LGA 2000 and as such the Local Authorities (Members' Allowances) Regulations do not apply to the Park Authority.

Remuneration received from their home local authorities

- 13 All Members receive a basic allowance from their own authorities. It is intended that this allowance covers them not only for their duties at their own authorities, but also for work in relation to any outside appointments such as Lee Valley Regional Park Authority. In addition to that, some will receive Special Responsibility Allowances if for example they are portfolio holders or chair committees at their own authorities. Members may also receive expenses such as travel for attending Park Authority meetings, although some do not as their own local authority policy does not allow for this.

IRP Considerations

- 14 The Panel considered the following factors in relation to their recommendation to the Park Authority:
- the role of the Chairman and Vice Chairman which it was noted is changing;
 - background information on the Park Authority's role and responsibilities as detailed in the IRP Information Pack;
 - the prevailing economic climate of the levy contributing authorities and the wider economic climate in public sector organisations;
 - comparative data against other organisations such as National Parks and local district councils who pay on average, higher allowances than Lee Valley;
 - financial pressures on the Park Authority in the forthcoming years;
 - the Local Government Pay negotiations for employees since the allowances for these roles has been reviewed and the 1% pay increase for 2016/17 and 2017/18;
 - written representation from 3 Members;
 - the oral submission of the Chairman with regard to the role;

- the oral submission via telephone of the Vice-Chairman to the IRP Chairman with regard to the role;
- the oral submission of 2 Members with regard to the roles of Chairman and Vice Chairman;
- the oral submission of the Chief Executive and Director of Corporate Services with regard to the roles of Chairman and Vice Chairman and the challenges facing the Park Authority;
- the perceived level of performance of the Chairman and Vice Chairman i.e., are they successful?
- the level of challenge facing the Authority;
- the report and recommendations of the last IRP (2010).

15 In the context of the review the IRP acknowledged the current economic climate and that the Park Authority was looking to make savings in other areas, but it was also noted that the remuneration of the Chairman and Vice Chairman had not been reviewed since 2010.

16 The Park Authority is undergoing a period of transition. In 2010 the Olympics were about to happen and the focus was very much on making the right contribution to ensure success. Post Olympics the emphasis has been on legacy and ensuring that the venues for which the Park Authority is responsible are viable and sustainable.

The impact on the roles of Chairman and Vice Chairman has meant that there is a requirement for much more of a strategic approach.

The leadership team also have to work with multiple stakeholders, including government, as the pressures to reform funding of the Park Authority increase.

17 The IRP had a conversation with two members who came to make representations and noted the 3 written submissions. There is clearly strength of feeling from these that the Chairman and Vice Chairman roles have diminished since the Olympics and that the new Trust was taking on many of their responsibilities. They were also concerned that any proposed increase in allowance would be inappropriate given the financial pressures.

The IRP understood the arguments and acknowledged the changes taking place and the financial pressures. However the transition into a new type of organisation and the task of dealing with the funding pressures is still incomplete.

The Trust is still relatively new and the viability and sustainability challenges are immediate, very important and require strong leadership. It was also noted that the Chairman and Vice Chairman occupy relatively high profile positions and are both accountable.

The IRP was advised by the Chief Executive that the Trust contract was for a relatively short period and by the time of the next IRP review the situation might be different. Whilst the IRP therefore took careful note of the dissenting submissions it felt that it was too soon to reflect the points made in the recommendations.

18 The recommendation to increase the allowances takes into account all of the points made above and the fact that they have not been reviewed for 6 years. The Park Authority has previously recognised that there is a 'value' by offering allowances to the Chairman and Vice Chairman and if that is to be meaningful it is not unreasonable that the remuneration goes someway to maintaining that value albeit quite modestly.

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