

**Lee Valley Regional Park Authority**

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

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

**THURSDAY 16 JUNE 2016 AT 13:30**

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 28 April 2016 (copy herewith)

4 MEMBERSHIP OF THE AUTHORITY

To note

- the appointment by Essex County Council of Kay Twitchen to the Authority
- the resignation of Kathy Bee from the Authority

5 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.

6 OUTCOME OF THE ICE CENTRE FEASIBILITY EXERCISE AND PROPOSED NEXT STEPS Paper A/4228/16

Presented by Shaun Dawson, Chief Executive

7 LEE VALLEY LEISURE TRUST LTD

Presentation by Del Goddard, Chairman, and  
Kulvinder Sihota, Managing Director

8 AUTHORITY 2015/16 PERFORMANCE REPORT Paper A/4227/16

Presented by Shaun Dawson, Chief Executive

9 DATE OF NEXT MEETING OF THE AUTHORITY

To note that the next meeting of the Authority will be held on Thursday, 7 July 2016 at 2.00pm at Myddelton House

10 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.

11 Consider passing a resolution based on the principles of Section 100A(4) of the Local Government Act 1972, excluding the public and press from the meeting for the items of business listed on Part II of the Agenda, on the grounds that they involve the likely disclosure of exempt information as defined in those sections of Part 1 of Schedule 12A of the Act as are listed on the Agenda. (There are no items currently listed for consideration in Part 2.)

8 June 2016

Shaun Dawson  
Chief Executive

**LEE VALLEY REGIONAL PARK AUTHORITY**

**AUTHORITY MEETING  
28 APRIL 2016**

Members Present: Paul Osborn (Chairman) Derek Levy (Deputy for Christine Hamilton)  
David Andrews Valerie Metcalfe  
Derrick Ashley Gordon Nicholson  
John Bevan Glynis Shiell (Deputy for Mary Sartin)  
Stephen Carr Alan Searing  
Malcolm Cowan Alan Smith  
Linda Haysey Syd Stavrou  
Ross Houston Simon Walsh  
Christopher Kennedy Lyn White

Apologies Received From: Kathy Bee, Gwyneth Deakins, Ricki Gadsby, Christine Hamilton, Heather Johnson, Denise Jones, John Knapman, Gerry Lyons, Graham McAndrew, Sarah McDermott, Salim Patel, Mary Sartin

Also present Jade Appleton – Political Advisor to the Conservative Group  
London Councils

Officers Present: Shaun Dawson - Chief Executive  
Beryl Foster - Director of Corporate Services  
Simon Sheldon - Director of Finance & Resources  
Paul Roper - Volunteer & Community Engagement Manager  
Cath Patrick - Senior Conservation Officer  
Simon Clark - IT Manager (Lee Valley Leisure Trust Ltd) Part 1 only  
Stephen Bromberg - Head of Communications  
Dan Buck - Head of Sports & Leisure  
Jon Carney - Head of Parklands  
Claire Martin - Policy Officer  
Sandra Bertschin - Committee & Members' Services Manager  
Lindsey Johnson - Committee Services Officer

**Part I**

**42 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**43 MINUTES OF LAST MEETING**

**THAT the minutes of the meeting held on 21 January 2016 be approved and signed.**

**44 PUBLIC SPEAKING**

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

45 FINANCIAL REGULATIONS WAIVERS 2015/16 Paper A/4224/15

The report was introduced by Simon Sheldon, Director of Finance & Resources.

**(1) the report was noted.**

46 WRITE-OFF OF IRRECOVERABLE ARREARS 2015/16 Paper A/4226/16

The report was introduced by Simon Sheldon, Director of Finance & Resources.

**(1) the delegated write offs for 2015/16 as detailed in paragraphs 3 to 7 of Paper A/4226/16 was approved.**

47 I.T USAGE POLICY REVIEW Paper A/4225/16

The report was introduced by Simon Sheldon, Director of Finance & Resources.

In response to a Member's query the IT Manager outlined the process for upgrading Microsoft operating systems and compatibility with third party systems also operated by the Authority.

**(1) the changes and additions to the I.T Usage Policy as set out in Appendix A to Paper E/445/16 attached as Annex A to Paper A/4225/16;**

**(2) delegation to the Director of Finance & Resources in conjunction with the Chief Executive to approve minor changes to the Policy from time to time to reflect system updates/changes was approved;**

**(3) that any further significant changes will be brought back to Members for approval; and**

**(4) officers will provide Members with a full update of any changes made to the I.T Usage Policy every three years was noted.**

48 UPDATE ON WITHDRAWN PROPOSED AMENDMENT 89LA TO CLAUSE 135 OF THE HOUSING AND PLANNING BILL

The Chief Executive gave an update on the withdrawn proposed amendment 89LA to Clause 135 of the Housing and Planning Bill, key points included:

- the proposed amendment by Lord True sought to provide contributing authorities with the option of not paying the levy;
- the Authority had not been consulted about the proposed amendment;
- the Authority had sought support from a number of peers;
- House of Lords debate recognised that the Authority was operating more commercially than in previous years;
- following withdrawal of the proposed amendment subsequent feedback from government officers was that this was seen as a local issue which should be resolved by engagement with London Councils.

The Chairman advised that he and the Chief Executive would be meeting with London Councils' Chairman and Vice Chairman and also Essex and Hertfordshire County Councils to try to reach a consensus.

The Vice-Chairman acknowledged that there were concerns about the Authority's ongoing funding mechanism. However the Authority had adopted a number of initiatives to reduce costs to the taxpayer and it was hoped that in the short to medium term the ongoing review of land and property would raise capital which would deliver a benefit for all stakeholders.

A Member remarked that in respect of the continuing financial pressures faced by contributing authorities the view from across London was that the Authority should become self-sufficient as soon as possible.

Whilst other Members acknowledged the need for the Authority to become more commercial they commented that parks required some element of public subsidy to enable open access and that the Authority had worked over a number of years to reduce costs and to provide regional facilities. Engagement with London Councils, the London Assembly and counties was endorsed.

The Chairman advised that it was anticipated the land and property review would contribute to future budget discussions and level of levy required.

#### 49 BIODIVERSITY

The Senior Conservation Officer gave a presentation on Biodiversity in the Regional Park.

In response to Member queries it was advised that:

- results of the City of London's invisible fencing trial would be considered;
- bee hives were operated by others across the Park and the Authority sought to promote habitat enhancements to increase pollinators and nectar rich species;
- the Biodiversity Action Plan was to be revised and included as part of the Authority's 50<sup>th</sup> anniversary projects.

Members commended the biodiversity work undertaken.

#### 50 VOLUNTEERS

TABLED inaugural Annual Report on Volunteering at Lee Valley Regional Park  
(available on the website - <https://www.visitleevalley.org.uk/en/content/cms/corporate/volunteers/reports/>)

The Volunteers and Community Engagement Manager gave a presentation on Volunteering in Lee Valley Regional Park.

Members commended the volunteers programme which was not only of benefit to the Authority but also contributed to the volunteers' health and wellbeing which consequently was of benefit to the NHS.

John Bevan advised he had participated in a volunteers project at Tottenham Marshes which had been well received by the volunteers. He encouraged other Members and senior management to participate in the volunteers programme.

51 DATE OF NEXT MEETING OF THE AUTHORITY

The Chairman advised that an Additional Authority meeting would be held at 1.30pm on 16 June 2016 and encouraged everyone to attend.

It was noted that the next meeting of the Authority will be the Annual Authority Meeting and will be held on Thursday, 7 July 2016 at 2.00pm at Myddelton House.

52 5 STAR RATING FOR HEALTH & SAFETY

The Chief Executive advised that following a thorough assessment by the British Safety Council the Authority had retained its 5 Star rating and had increased its score from 94.53% to 94.81%. This was particularly pleasing against a back drop of considerable operational change with the establishment of Lee Valley Leisure Trust Ltd last year. In the last five years the Authority was one of only two leisure organisations who had achieved a 5 Star rating.

On behalf of Members the Chairman commended all staff on this excellent performance.

Derek Levy, Gordon Nicholson, Syd Stavrou and Glynis Shiell left the meeting at this point.

53 EXEMPT ITEMS

**THAT based on the principles of Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting for the items of business below on the grounds that they involve the likely disclosure of exempt information again on the principles as defined in those sections of Part I of Schedule 12A of the Act indicated:**

Agenda Item No	Subject	Exempt Information Section Number
12	Outcome of the legal challenge against the decision of Epping Forest District Council to grant planning permission for a major extension to existing glasshouse premises at Paynes Lane, Nazeing	5

Senior officers gave an oral update on the recent Court of Appeal Judgment.

- (1) **Delegation to Executive Committee of the final decision in relation to the Authority and Epping Forest District Council and Valley Grown Nurseries Ltd and whether the Authority should seek leave to appeal to the Supreme Court was approved.**

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Date

The meeting started at 2.00pm and ended at 3.28pm.

**LEE VALLEY REGIONAL PARK AUTHORITY**

**ADDITIONAL AUTHORITY MEETING**

**16 JUNE 2016 AT 13:30**

**Agenda Item No:**

**6**

**Report No:**

**A/4228/16**

**OUTCOME OF THE ICE CENTRE FEASIBILITY EXERCISE AND  
PROPOSED NEXT STEPS**

Presented by the Chief Executive

**SUMMARY**

Stage 1 of phase 3 of the feasibility exercise finished in in December 2015 and the findings were reported to the Executive Committee (E/431/15). This concluded that there is a strong business case for a new twin pad ice centre in the Lee Valley Regional Park and that there were 4 potential sites for a new venue.

At that meeting Members approved the commencement of Stage 2 of the feasibility exercise (January-May 2016) which focused on determining the optimum site for a new ice centre. This work has now been completed and a summary of the findings are presented in this report. For the reasons set out in this report it is recommended that the existing ice centre site is taken forward as the preferred site.

Subject to Member approval the next stage of the project will involve design work and also determining a robust capital funding model. This next stage would take the project through to the spring of 2017.

**RECOMMENDATIONS**

- Members Approve:
- (1) the existing ice centre site on Lea Bridge Road as the preferred site for a new twin pad ice centre;
  - (2) the next stage of the project as outlined in paragraphs 29-35 of this report;
  - (3) the release of £350K from reserves to fund stages 1 and 2 of the RIBA Plan of Work. This will involve design work and associated studies for the current ice centre site;
  - (4) that Members accept the London Borough of Waltham Forest's offer of £50K to support stages 1 and 2 of the RIBA Plan of Work and agree to a senior London Borough of Waltham Forest officer

joining the Authority's ice centre project team;  
and

- Members Note: (5) that the next stage of the ice centre project will also focus on constructing a capital funding model for a new venue.

## **BACKGROUND**

- 1 The future for the highly successful 32 year old Lee Valley Ice Centre (LVIC) has been under consideration for the last few years. The ice centre has been well maintained during its long life, however it has reached the point where significant capital spend will be required to prolong its life beyond the next few years. The focus on getting 3 Olympic legacy venues fully operational and the establishment of a new organisational model has meant that it is only in the past year that a detailed piece of work has been carried out.
- 2 In May 2015 (paper E/404/15) Members approved a feasibility exercise to assess the following.
  - a business case for a new ice centre facility;
  - the capital costs for a new facility;
  - a preferred site for any new facility.

A consultant team comprising IPW and Wrenbridge were commissioned to carry out this exercise between September 2015 and April 2016.

This phase 3 feasibility study follows 2 earlier studies carried out over the past few years.

- 3 A Member Working Group has provided direction and oversight throughout the exercise and an officer team which includes officers from the Trust, led by the Chief Executive, has worked closely with the consultant team.
- 4 The feasibility exercise was split into 2 stages. The first stage looked at the business case for a new venue and stage 2, subject to there being a strong business case, addressed the optimum site for a new venue.

## **SUMMARY OF STAGE 1 OF THE FEASIBILITY EXERCISE (September 2015-December 2015)**

- 5
  - There is a strong business case for a new twin pad ice centre in the Lee Valley.
  - 4 possible sites have been identified.
  - Circa £25 mill cost for a new twin pad facility.
  - There is broad stakeholder support for a new ice centre - Sport England, London Borough of Waltham Forest, National Ice Skating Association, UK Sport.
- 6 In December 2015 (paper E/431/15) Executive Committee approved the commencement of stage 2.



**STAGE 2 OF THE FEASIBILITY EXERCISE (January-May 2016)**

- 7 The main objective of stage 2 was to identify an optimum site for a new ice centre, but as part of this process the Member Working Group and officers also looked in more detail at the venue requirements and how this would impact on the building footprint required. As part of this work Members and officers visited the Sheffield Ice Arena (SIA). SIA is the only twin pad in the UK with 2 Olympic (60mx30m) rinks so an ideal venue from which to learn lessons.
- 8 One new aspect that was fed into the facility mix following the SIA visit was an extension of the footprint by 200m<sup>2</sup> to enable additional seating if the demand for elite ice hockey comes forward in future years. A revised footprint of 7,200m<sup>2</sup> was therefore used in the site selection process. The consultants were asked to consider implications for the capital costs which are set out in paragraphs 25 to 27 below.
- 9 The 4 sites to be evaluated were:
- Picketts Lock in Enfield;
  - the Eton Manor site in Queen Elizabeth Olympic Park;
  - the Waterworks site on Lea Bridge Road;
  - the current Lee Valley Ice Centre site on Lea Bridge Road.

**APPROACH TO SITE EVALUATION**

- 10 A two part approach was taken in evaluating the 4 sites:
- a) Qualitative - using a range of criteria including accessibility, physical characteristics of the site, policy issues; and
- b) Quantitative - impact on the business plan.
- 11 The qualitative criteria were arranged in a scoring matrix and the summary of that assessment is set out below. The detailed scoring matrix is set out in Appendix A to this report.

	Lea Bridge Rd LV Ice Centre	Lea Bridge Rd Waterworks	Olympic Park Eton Manor	Picketts Lock Athletics Centre
Location	16.1%	16.1%	16.6%	9.7%
Accessibility / Transport	14.0%	13.6%	14.8%	9.2%
Physical Characteristics	17.6%	12.8%	10.8%	18.8%
Commercial / Financial	13.2%	16.8%	14.0%	13.2%
Policy	13.8%	13.3%	14.4%	14.2%
<b>Overall Score</b>	<b>74.6%</b>	<b>72.6%</b>	<b>70.6%</b>	<b>65.1%</b>
<b>RANK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

- 13 The quantitative assessment looked at the impact of the 4 possible locations on the twin pad ice centre business plan.

**14 Summary of the Quantitative Assessment**

- as a result of the poorer public transport provision it is estimated that the

skating income will be lower at Eton Manor compared to the Lea Bridge Road sites; see Appendix B to this report for public transport travel time comparisons between Lea Bridge Road and Eton Manor;

- a fitness gym is a vital component of the business model. The Eton Manor site sits within a Queen Elizabeth Olympic Park development area which has a significant number of gyms. The level of competition here compared to the Lea Bridge Road has a major impact on the income estimates;
- there is an estimated £380k difference in the projected annual surplus between the business plans for Eton Manor and the Lea Bridge Road sites.

#### 15 Other determining factors

- Eton Manor currently houses two successful sports venues, hockey and tennis. Both venues are looking to develop and become more established on the site e.g., tennis (Lawn Tennis Association and Tennis Foundation) is looking at the feasibility of covering the 6 outdoor courts. Eton Manor has become England Hockey's national events venue hosting regional, national and international events every year. The international events in particular impact on the whole Eton Manor site with event overlay requirements. There is a real concern that the site doesn't have the capacity to support three major sports venues;
- the Eton Manor site currently has 140 parking spaces which are all needed at evenings and weekends; they will become a premium as the centre develops its programme. A new twin pad ice centre will need circa 220 parking spaces but there is insufficient space to accommodate this amount of 'onsite parking'. Even if additional space could be found it is unlikely that the London Legacy Development Corporation would agree to this land being used because of their policy of traffic restraint.

#### PREFERRED SITE

16 Both of the Lea Bridge Road sites, the Waterworks and the current site, are stronger candidates than the Eton Manor site. When looking at the 2 Lea Bridge Road sites there are 4 factors which favour the existing site:

- whilst the Waterworks site can accommodate a 7,000m<sup>2</sup> footprint it has insufficient capacity for an additional 200m<sup>2</sup> which would allow the venue to provide additional seating for elite hockey, if that opportunity presents itself in the future. However the existing site can accommodate a 7,200m<sup>2</sup> footprint; in addition the site cannot accommodate the optimum rink configuration which is side by side;
- there is an opportunity for a new, modern ice venue on the Lea Bridge Road to provide a gateway to the Lee Valley Regional Park, providing a range of services - cycle hire, visitor information, café. It is felt that the current ice centre site provides a better location for this wider visitor offer with its central location and visibility on the road frontage;
- the current ice centre has a well established and successful business model with a strong client base of circa 330,000 visits per year. There is a risk associated with developing a new ice centre elsewhere;
- the safe and efficient dispersal of 2,500 customers after an event is central to successful event management planning. The twin pad will afford

opportunities for hockey matches and events where safe and efficient crowd dispersal by public transport is essential. Departure from the existing site would allow pedestrians an 8 min walk to Lea Bridge Road station without having to cross any major roads. Whilst departure from the Waterworks site means only a 2 min walk, it will involve the crossing of the busy Lea Bridge Road.

## **STAKEHOLDER ENGAGEMENT**

17 A number of key stakeholder organisations have been consulted throughout the feasibility exercise:

- London Borough of Waltham Forest;
- National Ice Skating Association;
- England Ice Hockey Association
- Elite Hockey League
- International Skating Union;
- London Borough of Enfield;
- Sport England;
- UK Sport;
- London Legacy Development Corporation;
- Westfield Stratford;
- England Hockey;
- Lawn Tennis Association & Tennis Foundation.

18 Discussions took place with these organisations in December 2015 during stage 1 and in April 2016 as part of stage 2. There is broad support from all of the stakeholders for a new twin pad ice venue in the Lee Valley.

19 At the series of meetings in April 2016 the stakeholders were taken through the site selection process.

### **20 Summary of Views Expressed**

- broad support from across the stakeholders for the proposed preferred site;
- the National Ice Skating Association and International Skating Union mentioned the potential to host a range of major events at the new venue;
- Sport England stated that it would be willing to provide technical support to the project team during the next stages of the project;
- the national governing bodies expressed the need for visitor accommodation associated with any new ice venue and indeed existing venues on Eton Manor to support events and athletes training at venues.

### **21 Local Community and Users Engagement**

Five community and ice centre users engagement sessions took place at the end of April 2016. The sessions were held at the ice centre and the Waterworks. The aim of these sessions, following on from similar sessions in December 2015, was to provide an update on the feasibility exercise and emerging findings and to also outline next steps. Furthermore the sessions provided an opportunity for local residents and ice centre users to raise concerns, voice support and make suggestions.

## **22 Key Points - Ice Centre regular skaters and coaches**

- high level of support for new twin pad;
- strong support for existing site;
- continuity of provision is seen as key;
- coaches keen to share their experience from UK and international venues.

## **23 Key Points - Local Community**

- support from those who view the venue as an asset to the area;
- a major focus of some local people is on the value of Metropolitan Open Land and Leyton Marsh and concerns around the impact a new and bigger venue may have;
- a strong view has been expressed by some individuals that any new development must not encroach on to Leyton Marsh;
- focus on size of car park, size, scale and position of building;
- strong interest in involvement in the future consultation process around venue design.

## **24 London Borough of Waltham Forest Position**

The London Borough of Waltham Forest (LBWF) values the current LVIC as an important community asset for the borough's residents. With regards to the proposed new twin pad venue LBWF set out its position in a recent public statement:

'Waltham Forest Council supports the principle of retaining this important leisure facility in its current location. With the opening of Lea Bridge Station a new international standard ice centre will be crucial to revitalising the Lea Bridge area for all residents'

As a measure of its support LBWF has offered a £50K contribution towards the next stage of the project (total costs circa £400K). The Borough has also proposed that one of its senior officers joins the Authority's ice centre project team.

## **CONTINUITY OF PROVISION IF ICE CENTRE DEVELOPED ON THE CURRENT SITE**

- 25 Continuity of provision is essential during the building of a new ice centre. If the existing site is approved as the preferred site, a temporary venue will need to be factored in. An early appraisal of the current site suggests that a temporary venue could be sited alongside the new venue as it is being built. The precise location and its relationship with the site will be looked at as part of the next stage of work. The additional cost of approx. £1 mill has been built into the overall project cost.

## **CAPITAL FUNDING MODEL**

- 26 The capital cost for a 2,500 seat twin pad venue is circa £27 mill. The consultants have also looked at building in an extra 200m<sup>2</sup> capacity for an additional 2,000 seats, if required for elite hockey in the future. This additional footprint takes the capital cost up to circa £30-£32 mill. If approved the next stage of the project can look in detail at design options and detailed costs, along

with the business plan implications for an expanded venue.

- 27 There are a number of possible funding streams which could provide the capital budget required for a new twin pad ice centre:
- Authority's existing capital funds;
  - capital raised by the Authority from its assets;
  - partner funding;
  - borrowing.
- 28 Officers and the consultants are confident that a viable funding model can be constructed. The next stage of the project will determine the optimum funding model for this scheme.

### **THE NEXT STAGE (June 2016 – March 2017)**

- 29 The feasibility exercise has established that there is a strong business case for a twin pad ice centre and that the optimum site is the current ice centre site on Lea Bridge Road.
- 30 The next phase of the project has two main aspects:
- a) Design work;
  - b) Capital funding model.

31 a) Design Work

A design team with associated consultants need to be commissioned to develop the scheme through the 'RIBA Plan of Work' early design stages. Whilst the design team will be commissioned to design and deliver the project through to completion, it is proposed that the Authority just commits to the initial design work at this stage i.e., stages 1 and 2. Appendix C to this report sets out the entire project programme.

32 Design Work Outcomes

- Design Brief
- Concept Design
- Project Budget
- Project Execution Plan
- Stakeholder Consultation
- Risk Register
- Environmental studies

- 33 The cost of this design stage is around £400K. The London Borough of Waltham Forest has offered to contribute £50K to this piece of work.

34 b) Capital Funding Model

As stated earlier in the report there are a number of capital funding streams available. In parallel to the design work officers need to construct a robust and viable capital funding model. There are a number of considerations that need to be taken into account:

- Risk - in relation to different funding streams;
  - Cashflow - availability of funding in relation to the key spend stages of the project;
  - Timeline - the capital funding model needs to meet the requirements of the project timetable.
- 35 The early design work and capital funding model will be concluded in the early Spring of 2017.

### **Procurement of an Operator**

In addition to these main areas of work the next stage will also need to address the approach to procurement of an operator for a new ice centre.

The business plan for a new venue assumes that the centre will be managed by a Leisure Trust. The current ice centre is managed by the Lee Valley Leisure Trust Ltd trading as Vibrant Partnerships (the Trust) under a contract which runs until 2020. The process and timeline for procuring a long term operator for a new venue needs to be determined.

### **Planning**

The Lee Valley Ice Centre is located on Metropolitan Open Land (MOL) and the proposed scheme looks to increase the built footprint. As part of the next stage there will need to be an early discussion with the Greater London Authority (GLA).

### **Stakeholders, Ice Centre Users and Local Community Consultation**

During the feasibility exercise key stakeholders, ice centre users and the local community were engaged through information/discussion sessions, held in December 2015 and April 2016. If the project moves to the design/pre planning application stage then a process of consultation will need to be devised. One of the key criteria for selecting a design team will be the ability to consult effectively across a range of stakeholders. The Authority's project team will work with the design team to ensure that the various interested parties have the opportunity to input into the design process. In addition an effective communications strategy will need to be in place.

The procuring of a design team will take 2-3 months so it is envisaged that consultation will begin in the early autumn.

## **PROJECT MANAGEMENT**

- 36 The Member Working Group will continue to provide direction and oversight. There is also the opportunity for the Working Group to play a part in procuring the design team. The officer project team (including officers from the Trust), led by the Chief Executive, will be joined by a senior officer from the London Borough of Waltham Forest. This will ensure an integrated and collaborative approach to a major scheme that will deliver significant regional and local benefits.

## ENVIRONMENTAL IMPLICATIONS

- 37 The matrix used to inform site selection includes a range of environmental factors including access, parking and transport, Green Belt and Metropolitan Open Land designations.

There is potential that a development of this size could have an impact on the adjacent designated sites. To provide a robust assessment of these potential impacts it is recommended that an Environmental Impact Assessment (EIA) be carried out as part of the design phase to be submitted alongside the planning application. Sufficient ecological data should be collected at optimal times to inform this work. This document would assess potential impacts on the Special Protection Area (1.3km to the north), the Site of Special Scientific Interest (320m to the north) and the adjacent Site of Importance for Nature Conservation (metropolitan importance).

Following on from the EIA a mitigation and enhancement plan should be drawn up for submission at planning. This will outline measures to help mitigate impact noted in the EIA and also enhance the biodiversity of the site. This may be achieved through the integration of features for biodiversity into the design, such as a brown roof and integrated bat/bird boxes

## FINANCIAL IMPLICATIONS

- 38 The estimated capital cost of this project is circa £26 mill to £32 mill. The Authority currently has a £17 mill unapplied capital receipt from the sale of land in Olympic Park. All other available resources are committed to the existing capital programme to 2019/20. Members will need to consider other sources of funding either through partner contributions and/or borrowing to ensure sufficient capital finance is available to fund this scheme. It can also consider sale of assets no longer required for Park purposes to support capital funding.

With interest rates currently low borrowing is relatively cheap (between 2.5% and 3.5% over 20 years). Borrowing will have a direct impact on the levy through interest and principal repayments, although potentially these could be funded through increased income yields from the newly developed centre. In addition it will lose revenue from the invested capital (currently estimated at £140,000 pa (invested at 0.9%)).

To ensure there is sufficient capital finance and revenue to support this project a full financial assessment will need to be undertaken in accordance with the Prudential Code ensuring:

- Affordability (e.g. implications for the levy);
- Prudence and Sustainability (e.g. implications for external borrowing);
- Value for Money (e.g. option appraisal);
- Stewardship of Assets (e.g. asset management planning);
- Service Objectives (e.g. strategic planning for the Authority); and
- Practicality (e.g. achievability of the forward financial plan).

## HUMAN RESOURCE IMPLICATIONS

- 39 There are no additional human resource implications arising directly from the recommendations in this report other than staff time already allocated within the

existing budget.

## **LEGAL IMPLICATIONS**

- 40 The Authority holds the registered freehold title to the land on which the existing Ice Centre is located. The title contains various covenants and third party rights, some of which may affect the land to be identified for the redevelopment of the new and proposed Ice Centre venue. The land was acquired by the Authority from the London Borough of Waltham Forest who have a restriction on this title which is an option to repurchase should the Authority wish to dispose of all or any part of this title, the option shall be open for 3 months at an agreed open market value. In this case it is not intended that we will be disposing of our interest and so this covenant is not breached by the Ice Centre proposal.

There are the usual and various third party rights affecting the potential development site at the existing location including electricity cable and gas main wayleaves affecting the frontage land within the Authority's title. In 2012 the Authority granted an easement to National Grid for a large cable tunnel that runs close to the existing Ice Centre with obligations as to what is permitted within a certain distance from the apparatus. Thames Water also have access rights over part of the existing Ice Centre site plus sewers under the car park and areas adjacent to the building.

As mentioned above the Authority has granted a lease of the premises to the Trust who are in occupation in order to provide services on behalf of the Authority under the Leisure Services Contract (LSC). The Authority has the right to close or withdraw facilities under the LSC providing it follows the provisions within. In any event the Authority and the Trust are working closely together on this project and it is likely that agreement as to future working arrangements and/or changes to the facility would be reached.

The Trust also have access rights reserved to Springfield Marina through its lease with the Authority which will be maintained either as existing or diverted during any construction phase.

The venue also has third party agreements, namely a motorcycle riding school, a skate shop within the Ice Centre and a proposed car wash facility. Each of these arrangements currently has or it is intended will have the ability to terminate on short notice periods. The Trust is aware of the need to ensure that any new agreements entered into have this provision.

All title matters in relation to this site will need to be looked at in more detail as the project progresses and as part of the next phase.

## **RISK MANAGEMENT IMPLICATIONS**

- 41 One of the key strategic risks in the corporate risk register is to ensure that there are sufficient resources available (capital and revenue) to achieve the Park's strategic objectives. To mitigate this risk the Authority sets an annual budget and levy in the context of a medium term financial plan. Undertaking a project of this scale will require building in the estimated financial impact of this project to ensure sufficient resources are available.

In addition major capital projects have historically run the risk of over-spending due to unforeseen circumstances. It is important that the financial assessment



builds in sufficient contingencies to meet unforeseen circumstances, cost rises, procurement variations, etc. It would be prudent to build in up to 15-20% for the construction phase although other contingency rates should be built in to different stages of the project through from feasibility, planning, design and ultimate fit-out and completion. This will need to be scrutinised and understood through the financial assessment.

PR risks (both positive and negative) will emerge at each stage of the project and to mitigate this risk engagement and consultation with stakeholders, local communities and those affected by the development is (and will continue to need to be) undertaken.

There are also risks associated with not progressing the project in some form. The existing service provision is currently being provided in a structure that is beyond its "operating life". Repairs and maintenance costs continue to grow and the existing provision does not meet the Authority's own objective of becoming a World Class Leisure Destination.

In addition business continuity risks (also highlighted in the corporate risk register) will potentially grow as catastrophic plant/equipment failure could render the site inoperative for longer periods of time due to complexities of sourcing spare/replacement parts or appropriately skilled repair contractors. This would have a direct impact on service provision and therefore the management fee.

## **EQUALITY IMPLICATIONS**

- 42 The current Lee Valley Ice Centre is an important community asset serving the local communities of Waltham Forest and Hackney along with the wider regional community. Unlike many sport and leisure facilities the ice centre attracts users from traditionally under-represented groups. Of the 330,000 visits made to the centre in 2015/16 74% were female and 30% from black and minority ethnic groups. In addition 67% of the visits came from those under 24 years old.

The ability to attract grant funding from Sport England will greatly depend on being able to demonstrate that any new venue will be able to attract these same target groups.

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## **PREVIOUS COMMITTEE REPORTS**

Executive	E/404/15	May 2015
Executive	E/431/15	December 2015

## **APPENDICES ATTACHED**

Appendix A	Scoring Matrix
Appendix B	Public Transport Travel Times
Appendix C	Project Programme

**LIST OF ABBREVIATIONS**

LVIC	Lee Valley Ice Centre
SIA	Sheffield Ice Arena
EIA	Environmental Impact Assessment
LBWF	London Borough of Waltham Forest
LSC	Leisure Services Contract
the Trust	Lee Valley Leisure Trust Ltd trading as Vibrant Partnerships
GLA	Greater London Authority

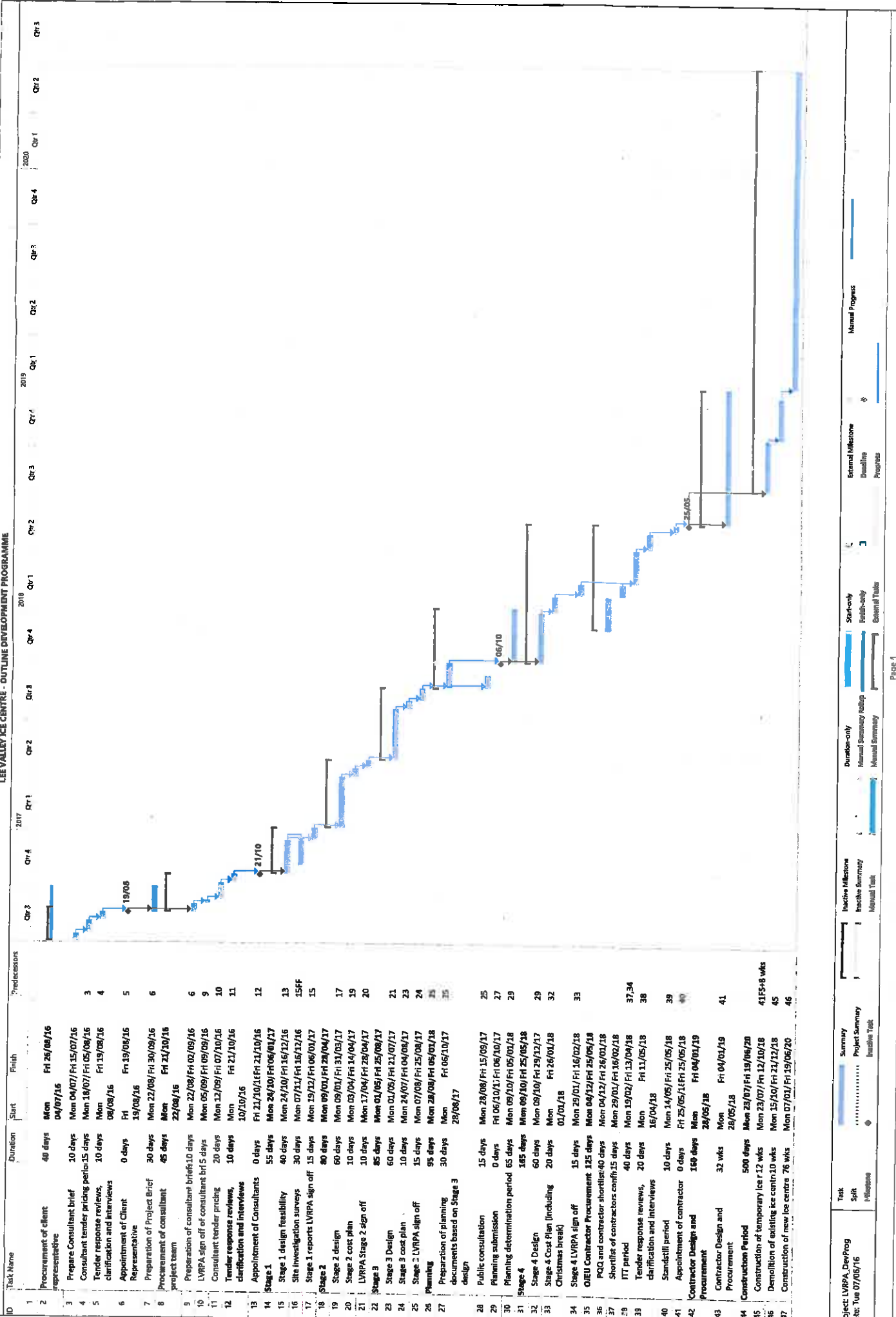
Capable of Accommodating Twin Olympic Pad = 2,500 capacity - single storey

Criteria	Weighting	Site 1 Existing - Lea Bridge Road		Site 2 Waterworks (Lea Bridge Rd)		Site 3 Eton Manor		Site 4 Pickerts Lock	
		Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted
<b>Location</b>									
Accessibility from Existing Catchments	12	5	60	5	60	3	36	2	24
Future Catchment Projections	8	5	40	5	40	5	40	2	16
Strategic Appeal & Profile / Visual Prominence	7	4	28	4	28	5	35	1	7
Adjacencies of Other Leisure Uses	5	2	10	2	10	3	15	4	20
Sporting / Authority Stakeholder Support	9	4	36	4	36	4	36	1	9
Community Stakeholder Support	9	3	27	3	27	5	45	5	45
<b>Sub Total</b>	<b>50</b>	<b>23</b>	<b>201</b>	<b>23</b>	<b>201</b>	<b>23</b>	<b>207</b>	<b>15</b>	<b>121</b>
<b>Accessibility/Transport</b>									
Access by Car	15	3	45	3	45	4	60	4	60
Access by Public Transport	15	4	60	4	60	4	60	1	15
Access by Cycle	5	4	20	4	20	3	15	2	10
Access by Foot	5	3	15	3	15	3	15	1	5
Crowd Dispersal	5	4	20	3	15	4	20	4	20
Community Access	5	3	15	3	15	3	15	1	5
<b>Sub Total</b>	<b>50</b>	<b>21</b>	<b>175</b>	<b>20</b>	<b>170</b>	<b>21</b>	<b>185</b>	<b>13</b>	<b>115</b>
<b>Physical Characteristics</b>									
Fit on site	20	5	100	4	80	4	80	5	100
Capable of Expansion	5	4	20	2	10	2	10	5	25
Lea Centre & On-site parking	10	4	40	3	30	1	10	5	50
Ability for Other Revenue Generating Opportunities	10	4	40	3	30	2	20	4	40
Ground / Landscapes Constraints	5	4	20	2	10	3	15	4	20
<b>Sub Total</b>	<b>50</b>	<b>21</b>	<b>220</b>	<b>14</b>	<b>160</b>	<b>12</b>	<b>135</b>	<b>23</b>	<b>235</b>
<b>Commercial/ Financial</b>									
Cost / Ability to Deliver the Scheme	30	4	80	4	80	3	80	4	80
Impact on business plan	10	5	50	5	50	3	30	1	10
Continuity of service const & bus plan	10	1	10	5	50	5	50	5	50
Ability to Deliver Enabling Development	5	1	5	2	10	3	15	4	20
Ability to Attract Grant Funding	5	4	20	4	20	4	20	1	5
<b>Sub Total</b>	<b>50</b>	<b>15</b>	<b>165</b>	<b>20</b>	<b>210</b>	<b>16</b>	<b>175</b>	<b>15</b>	<b>165</b>
<b>Policy</b>									
Ability to implement Transport Package	6	4	24	3	18	4	24	1	6
Accordance with Government Guidance	6	3	18	3	18	3	18	3	18
Accordance with Local Plan Policies	6	3	18	5	30	3	18	4	24
Accordance with Green Belt Policy / NGL Area	6	3	18	3	18	3	18	4	24
GLA Support	5	3	15	3	15	4	20	5	25
Local Authority Support	5	5	25	5	25	4	20	4	20
Regeneration Benefits	4	3	12	3	12	3	12	4	16
Planning Potential for Enabling Developments	6	3	18	3	18	3	18	3	18
<b>Sub Total</b>	<b>50</b>	<b>27</b>	<b>172</b>	<b>26</b>	<b>166</b>	<b>28</b>	<b>180</b>	<b>28</b>	<b>178</b>
<b>TOTAL</b>	<b>250</b>	<b>107</b>	<b>933</b>	<b>103</b>	<b>907</b>	<b>104</b>	<b>882</b>	<b>94</b>	<b>814</b>
<b>PERCENTAGE OF MAXIMUM SCORE</b>			<b>74.6%</b>		<b>72.6%</b>		<b>70.6%</b>		<b>65.1%</b>
<b>RANK</b>			<b>1</b>		<b>2</b>		<b>3</b>		<b>4</b>

**Train/Tube travel time  
To Lea Bridge Road and Eton Manor  
(includes walking time from train station)**

	<b>Lea Bridge Road</b>	<b>Eton Manor</b>
Tottenham Hale	9mins	38mins
Stratford	11mins	25mins - walk
Cheshunt	22mins	51 mins
Bishop Stortford	49mins	78mins
Chelmsford	45mins	52min
Southend	65mins	76mins
Ealing Broadway	65mins	68mins
Liverpool street	25mins	35mins
Wimbledon to LBR	70mins	90min
Epping	45mins	53mins
Brixton	42min	57mins
North Acton	55mins	58mins
Clapton	52mins	63mins
Hertford East	54mins	86mins

LEE VALLEY ICE CENTRE - OUTLINE DEVELOPMENT PROGRAMME



Project: LVRPA\_Dev/Prog  
 Date: Tue 07/06/16

Task: Inactive Milestone, Inactive Summary, Manual Trail, Summary, Project Summary, Inactive Trail

Duration-only: Manual Summary Setup, Manual Summary

Start-only: Manual Summary Setup, Manual Summary

Finish-only: Manual Summary Setup, Manual Summary

External Table

Manual Progress

Estimate Milestone: Inactive Milestone, Inactive Summary, Manual Trail

Deadline: Manual Summary Setup, Manual Summary

Progress: Manual Summary Setup, Manual Summary





**LEE VALLEY REGIONAL PARK AUTHORITY**

**ADDITIONAL AUTHORITY MEETING**

**16 JUNE 2016 AT 13:30**

**Agenda Item No:**

**8**

**Report No:**

**A/4227/16**

## **AUTHORITY 2015/16 PERFORMANCE REPORT**

Presented by the Chief Executive

### **SUMMARY**

This report provides Members with an overview of the Authority's 2015/16 performance. A detailed performance report focusing on Performance Indicators (PIs) was presented to Scrutiny Committee in May.

2015/16 was a year of significant change for the Authority with a new organisational model in place and 14 of its venues now managed by the new Trust under the Leisure Services Contract (LSC). 2015/16 was also a very successful year across a range of performance indicators and key projects. Visits to Lee Valley Regional Park are up by 300,000 with more visits from the non-riparian Boroughs. The LSC has had a very good first year with the Trust delivering usage levels and income well above targets. The Authority's venues continue to be the focus for international events with 4 hosted over the past year. The community programmes, with the addition of the Community Access Fund, continue to increase usage from a range of community groups and schools and with numbers increasing from non-riparian Boroughs.

Over the past year there has also been a fresh focus on major development projects, the Lee Valley Ice Centre and Picketts Lock. In addition under the auspices of the Member Land & Property Review Working Group a comprehensive review of the Authority's estate has been started.

### **RECOMMENDATION**

Members Note: (1) the report.

### **BACKGROUND**

- 1 Having successfully put in place a new organisational model and the Leisure Services Contract (LSC) for 1 April 2015 the Authority has been able to focus its energy and resources into new priorities during 2015/16. These new areas include major projects such as the Ice Centre and Picketts Lock, major new policy developments as with the Land & Property review and driving up non-riparian usage of the Park. In addition officers have worked closely with the Trust providing support and working jointly on a range of projects.

- 2 A new 3 year business plan (2016/17-2018/19) was approved by Authority in January. The key work programme areas for 2016/17 are listed in Appendix A to this report. A progress report will be presented to Executive Committee in July.

#### **KEY PERFORMANCE INDICATORS**

- 3 A detailed performance report was presented to Scrutiny Committee in May.

#### **4 Performance Headlines**

- There were 6.6mill visits to the Park across parklands and venues. This exceeded the target for the year of 6.3mill.
- The levy of £11.1mill represents 44% of the Authority's total budget of £25.1mill. £14mill from cash income (majority via the LSC). This figure was 55% in 2012/13 and the target for 2016/17 is 40%.
- The levy has been reduced to 47.9% of the maximum chargeable following the 2% levy reduction on 2015/16.
- The average customer satisfaction score for the Authority and Trust services was 85% which met the 85% target.
- An assessment of the Authority and Trust Health & Safety framework by the British Safety Council resulted in the maximum 5\* rating.
- All Quest and Green Flag accreditations for venues and open spaces respectively have been retained.
- The Authority improved its score at London in Bloom from Silver to Gold for both submitted sites, Waltham Abbey Gardens and Gunpowder Park with the latter also winning the Country Park of the year award.

#### **THE LEISURE SERVICES CONTRACT (LSC)**

- 5 A detailed report on the performance of the LSC was presented to the Executive Committee earlier today.

#### **6 Key Headlines**

- Visitor numbers have increased across the venues from 1.9m in 2014/15 to 2.3m in 2015/16. This has been as a result of developing the customer offer to ensure increased appeal and to attract new customer groups.
- The number of visits to the venues from non-riparian boroughs has increased by 78,000 (13%) from 589,000 to 667,000.
- Total income across the 14 venues was £13.6mill, £1.1mill above the £12.5mill budget for 2015/16 (9% over performance).
- All phase two caravans have been sold at Lee Valley Caravan Park, Dobbs Weir; two years ahead of schedule.
- Income has increased by £800,000 at the Lee Valley VeloPark as a result of more effective marketing into the corporate sector.
- Income at Lee Valley White Water Centre has increased by £350,000, with food and beverage income increased by 40% as a result of a move to a better quality food offer.
- A high level of customer satisfaction has been maintained across the venues with an average score of 83%. The average score for the leisure and tourism industry is 80%. The highest scoring venues were Lee Valley Athletics Centre, Lee Valley Riding Centre and the Lee Valley White Water Centre, all scoring over 90%.



## PERFORMANCE OF AUTHORITY SERVICES AND OPERATIONS

- 7 The detailed performance scorecard for Authority services and operations was presented to Scrutiny Committee in May.

### Summary of Performance

#### a) **Holyfield Farm**

Low milk prices continue to undermine the financial performance of the Farm with an under achievement on income of £43K forecast for 2015/16. Officers are looking at diversification of the farming activities and new income streams to help offset the impact of low milk prices for 2016/17 onwards. Despite the budgetary pressures the Farm is still managing to perform to the highest standards, winning awards for the quality and wellbeing of its cattle and levels of milk production.

#### b) **Myddelton House Gardens/Visitor Centre**

Myddelton House Gardens is forecasting a full year £58K over performance (18%). This is as a result of a more efficient staffing regime for the café and visitor centre. Customer satisfaction was 92%.

#### c) **Parklands and Open Spaces**

- The Authority's parklands and open spaces received 148,289 more visitors (4%) for the full year compared to 2014/15.
- The customer satisfaction score was 87% against 85% for 2014/15.

## EVENTS

- 8 The Authority's 3 legacy venues have hosted a total of 16 major sports events since the London 2012 Games. These events have helped to raise the profile of the venues and act as a good promotional tool. Furthermore these events have enhanced the Authority's reputation as one of the UK's premier sport and leisure organisations.

- 9 2015/16 has seen the hosting of:

- the European Hockey Championships at Lee Valley Hockey & Tennis Centre;
- the NEC Wheelchair Tennis Masters at Lee Valley Hockey & Tennis Centre;
- the Canoe Slalom World Championships at Lee Valley White Water Centre;
- UCI Track Cycling World Championships at Lee Valley VeloPark.

The 3 Authority venues are hosting 30% of the 'Road to Rio' events (a programme of international events supported/funded by UK Sport to help Team GB prepare for Rio 2016).

#### a) **European Hockey Championships 2015**

This event was held over 10 days in August and saw 16 teams from 11 countries play 40 matches.

Highlights

- the event attracted 36,000 spectators;
- the event was broadcast in the UK, Germany, Belgium and Holland and the women's final was televised live on BBC 2;
- there was extensive coverage on social media reaching 1.6m people on Facebook and over 9m impressions on Twitter;
- the EuroHockey event proved to be an important catalyst for the development of hockey in East London. Armed with investment from Sport England's Major Events Legacy Fund and from the Greater London Authority, England Hockey have delivered a range of community programmes - international schools event, East London Quicksticks festival and a hockey festival for disabled players at the Copperbox;
- the European Hockey Championships 2015 was shortlisted for the UK Sports Events of the Year and finished runner up.

**b) Canoe Slalom World Championships**

61 nations competed across 5 days with over 7,000 spectators.

Highlights

- the event was broadcast by 12 TV companies including BBC, Eurosport and internationally as far as New Zealand and Brazil;
- British Canoeing developed a schools engagement programme in the lead up to the event with 8 schools/colleges taking part in canoeing and kayaking activities;
- 16 schools/colleges took up the 'schools ticket offer' to watch the event;
- over the finals weekend over 1100 spectators took part in the various 'come and try' activities.

**c) NEC Wheelchair Tennis Masters 2015**

The tournament involved the top eight ranked wheelchair tennis players from each of the men's and women's divisions and the top four ranked players from the quad division, from a total of 10 countries, in this Masters Series event. The event took place over 5 days.

Highlights

- 2,300 spectators over 5 days including 1,100 school children and 300 from community groups;
- live coverage on BBC Red Button which attracted 200,000 viewers;
- social media coverage reaching over 150,000 people;
- a visit from the winning GBR Davis Cup team who aired their press day on BBC, CNN, BBC London, Sky and Good Morning Britain live from Lee Valley Hockey & Tennis Centre.

**d) 2016 UCI Track Cycling World Championships**

This major international championship was the world's biggest track cycling event. 300 riders from 35 national teams competed over 5 days.

Highlights

- the Championships attracted over 52,000 spectators throughout 12 sessions, over 5 days;
- 1,923 school and community group tickets distributed;

- just under 14,000 tickets purchased by London buyers, 33,300 tickets purchased by buyers outside of London and over 1,000 tickets purchased by international buyers;
- the event was broadcast live on BBC, via the Red Button and was simulcast on Euro Sport.

**e) Other Events**

Another major event to take place was the annual Lee Valley Countryside Live at Leyton Marsh. The objective of this event is to bring the 'classroom to the countryside' with a wide range of displays and hands on activities. The schools event took place on 23/24 September with the public event 26/27 September.

Highlights

- 3,000 children aged 5-11 from 31 schools across 10 London Boroughs took part, including 5 non-riparian Boroughs e.g., Ealing and Hammersmith;
- 3,000 people attended the weekend event;
- TV report by London Live lunchtime and evening.

Cancer Research UK came to River Lee Country Park where Lee Valley hosted the first ever Race for Life Women only marathon and half marathon, which took place in September 2015.

Highlights

- a combination of 3,500 women who took part in the race and over 1,500 spectators visited the Park;
- LVRPA had an onsite presence with a marketing stand promoting both the Parklands and Venues.

**COMMUNITY OUTREACH PROGRAMMES**

- 10 The Youth and Schools and Sports Development Team have the main responsibility for community outreach programmes.

**Youth & Schools**

**Engaging the regional community**

- High non-riparian usage maintained throughout the year, 10,665 children in total for 2015/16 a 17% increase on the previous year.
- In 2015/16 non riparian usage represented 51% of total usage.
- Participants were engaged from every Essex and Hertfordshire borough and 29 of the 33 London Boroughs in 2015/16.
- Institute for Outdoor Learning National Conference hosted by the Youth and Schools Service in January 2016.

**Delivering outdoor learning engagement programmes to activate the Park's open spaces and venues and improve young people's well being**

- In 2015/16 total participation in outdoor learning sessions increased to 22,752 a 9% increase on the previous year.
- 11 sites across the Park were activated in 2015/16.
- Community Access Fund (CAF) sessions delivered to over 1,192 participants, from 15 schools (see CAF section below for regional spread).

- Customer satisfaction score of 92% achieved.

**Cross promoting the Park-wide school offer within open spaces and venues**

- Park-wide education brochure produced and distributed to over 4000.
- Promotional activities provided at wide range of regional events.

**Sports Development**

**Community Sports Development Programmes**

- World Track Cycling Championships Legacy Project: A £81K Sport England funding award and total project fund of £203K (with partner contributions), has supported the development of five key legacy cycling projects, listed below:
  - **Cycling For Health**  
5 local GP surgeries across East London have been recruited onto the project, with local inactive people being signposted to 1 to 1 and group cycling sessions via a GP referral system.
  - **All-Ability Cycling Hub**  
Additional resources have helped to increase the number of delivery cycling sessions for people with a disability. Regular coached sessions on adapted bikes take place every Tuesday from the Lee Valley VeloPark with regular attendances of 15-20 participants each session.
  - **Young Volunteering Programme**  
This British Cycling led programme works with young people aged 14 to 16 and provides them with the skills and experience required to volunteer within cycling events. Two young people who completed the course, went onto volunteer during the World Championships.
  - **Go-Ride Coach**  
In partnership with British Cycling, a Go-Ride Coach has been recruited to deliver cycling coaching activity across East London and to create additional after school clubs at the Lee Valley VeloPark.
  - **Pathway to Competition**  
This element of the programme provides young people with their first experience of competitive cycling and provides an exit route from school activity onto the road circuit at the Lee Valley VeloPark.

**Disability Tennis Network**

- An additional £8K of grant funding has been received from the Tennis Foundation to expand the current provision for tennis players with a disability. Regular tennis sessions for visually impaired, wheelchair users, people with learning difficulties and mental health issues take place at the Lee Valley Hockey & Tennis Centre, with 50 participants playing weekly.

**Schools Festivals 2015/16**

- Lee Valley White Water Centre: 51 schools from across the region; 388 participants aged 14-18; 50:50 male/female; 15 students with a disability.

- Lee Valley Hockey & Tennis Centre: 44 schools from across the region; 440 participants aged 7-9; 50:50 boys and girls.
- Lee Valley VeloPark: 36 schools from across the region; 215 participants aged 12-17; 75% boys and 25% girls.
- Planning for this year's schools festivals has started with recruitment of schools from across the Region. The Lee Valley White Water Schools Festival will take place on 6 July, the Lee Valley VeloPark Festival on 8 July and the Lee Valley Hockey & Tennis Centre Festival on 4 and 5 October.

## 11 Community Access Fund

A Community Access Fund (CAF) had been piloted for 2015/16. This fund of £113K is designed to target hard to reach groups from Boroughs/Districts across the region and to increase Park usage from these groups. To date 88 different community groups from 16 boroughs have taken part in various activities across a number of venues and services. A full report on the impact of the CAF will be presented to Members in the autumn.

### Headlines

- £11K of the CAF has been assigned to the Youth & Schools team to bring more schools groups into the Regional Park by supporting transport costs. By the end of 2015/16 the Youth and Schools Service has delivered bookings from Brentwood, Braintree, Harlow, and Castle Point, Newham, Waltham Forest, Haringey, Uttlesford, Barnet, Sutton, Southend, Tendring, Three Rivers and Welwyn.
- In addition the Youth and Schools Service has 2016/17 CAF bookings from Havering, Southwark, Islington, Rochford, Tendring, Tower Hamlets, Lewisham and Dacorum schools.

## MAJOR DEVELOPMENT PROJECTS

### 12 Ice Centre Feasibility Exercise

The feasibility exercise for the Lee Valley Ice Centre has been completed. The key outcomes are:

- there is a strong business case for a new twin pad ice centre in the Lee Valley;
- a new venue will cost between £26-£32 mill;
- a preferred site has been identified; and
- there is broad stakeholder and user support for a new ice centre venue.

A detailed report on the outcomes from the feasibility exercise and proposed next steps is on today's Authority agenda.

### 13 Picketts Lock

A market testing exercise has been carried out to assess the private sector

appetite for leisure development on the Picketts Lock site. The response from leisure operators has been very encouraging with keen interest from a range of leisure offers: indoor trampolining, fitness gym, ten pin bowling and indoor adventure golf. In addition there was also strong interest shown by a number of food and beverage outlets.

A detailed report setting out the potential mix of leisure facilities on the Picketts Lock site along with the financial appraisal will be presented to Executive Committee in July. In addition the report will propose next steps for taking this project forward.

## INVESTMENT IN LEE VALLEY REGIONAL PARK

14 £3.5 mill was invested in capital schemes in 2015/16 across the parklands and venues. Main areas of spend:

- £1.2 mill into asset maintenance and IT infrastructure;
- £1.7 mill invested in venues;
- £0.6 mill invested in open spaces.

15 Main Areas of Investment

a) Venue Projects

i) Hockey & Tennis Centre

The Authority with its funding partners, Sport England and England Hockey, has invested in the hockey arena infrastructure. A total project spend of £900,000 has delivered the following:

- a new south stand with 940 seats;
- big screen;
- press tribunes;
- flag poles;
- storage compound.

All works, with the exception of the storage compound, have been completed in time for the Champions Trophy which starts on 12 June and finishes on 26 June.

ii) Springfield Marina

£300K has been spent on a new ablutions and amenities block. This is open and operational.

iii) Dobbs Weir Caravan and Camping Site

£400K was spent in 2015/16 as part of the bigger Dobbs Weir project. In May the Executive Committee approved funding of £1.9m to conclude this project.

b) Open Spaces

- £0.45m for landscaping at Eton Manor (this is together with funding

partners, London Legacy Development Corporation and the London Borough of Waltham Forest;

- £0.1m Biodiversity Action Plan and Park Development Framework;
- £0.05m deposit for land acquisition.

## **REVIEW OF LAND AND PROPERTY**

- 16 The Land and Property Review Working Group is currently underway and considering all land within the Authority's ownership and also land owned by others within the Regional Park boundary. As part of its terms of reference it will also be reviewing the existing policies that the Authority has to acquire land in specific locations. The review will also consider land that may be beneficial for the Authority to acquire if the opportunity presents together with any areas of land that the Authority could consider as no longer required for Park purposes.

The review will consider the existing uses, purpose, public usage patterns, benefit to the Park and all as set against the policies as set out in the Park Development Framework. The work of the Working Group will conclude by recommending an overall Land and Property Strategy to the Authority providing guidelines for future consideration of its estate.

## **STAKEHOLDER ENGAGEMENT 2015-16**

### **17 London Councils Summit 2015**

The Authority exhibited at the event, which is the largest gathering of councillors from across the capital. The Chairman and the Chief Executive attended where they engaged with delegates about LVRPA's work. A survey was also conducted to gauge their views on the Authority's work and how it is perceived. All delegates had heard of the Park, with 97% aware of the Park's involvement with the London 2012 Games. Unprompted awareness of the levy was up by 21% on the previous year, to 94%.

A special document was produced and distributed to illustrate the Authority's work, particularly around delivering a London 2012 legacy and reducing the levy.

### **18 Other events**

Leytonstone Big Weekender - September 2015: The Authority exhibited at the event, which is organised by the London Borough of Waltham Forest and is its biggest community show. The focus was on Lee Valley Hockey & Tennis Centre, which is located within the borough, and promoting the wider work of the Park and engaging residents.

London Sport - May 2015: Attended by more than 200 local authority sports development officers from across London, Essex and Hertfordshire, National Governing Bodies, sports charities and clubs. The Authority exhibited at the event, engaging with delegates and distributing literature about sports programmes on offer at its venues.

### **19 Stakeholder Bulletin**

Between March 2015 and March 2016 seven stakeholder bulletins were sent (roughly every other month) to 500 targeted stakeholders from organisations

including partner organisations such as London Legacy Development Corporation, National Governing Bodies, selected local and national politicians, local authority officers and civil servants.

Two of these bulletins were also sent to all stakeholders, which includes all councillors (approximately 3,000) of levy paying authorities.

In addition, bespoke stakeholder bulletins were sent during all three Schools Festivals, where news of the school participating from their area was featured. These were sent to councillors from each borough/district in May 2015 (Lee Valley Hockey & Tennis Centre Schools Festival); July 2015 (Lee Valley White Water Centre Schools Festival); September 2015 (Lee Valley VeloPark Schools Festival).

## **20 Sporting events – Tickets for communities, schools and clubs**

The Authority has initiated wide reaching programmes to distribute tickets for free or at a discounted price to ensure that school and community groups can enjoy the world class sports events it hosts at its London 2012 venues, as part of its engagement with partners. Key events over the last year include:

- Unibet EuroHockey championships August 2015: 250 tickets
- ICF Canoe Slalom World Championships September 2015: 700 school pupils from across London, Essex and Hertfordshire paid just £2 through a special initiative to attend the event. In addition to watching the racing, they also had an opportunity to try canoeing
- Six Day London track cycling event October 2015: 270 tickets
- UCI Track Cycling World Championships March 2016: 2,100 tickets.

## **21 Speaking Engagements / Hosting Visits**

Attending conferences forms a key part of the Authority's strategy to communicate its work to key stakeholders. At the same time, visits have also been hosted by organisations interested in the Authority's work, such as the organising committee for the 2020 Tokyo Olympics.

Events addressed by senior Authority officials and visits hosted since March 2015 include:

### **2015**

- March: Directors of Tokyo 2020 and Japanese Committee for Economic Development to Lee Valley VeloPark
- April: City Lab (American organisation that specialises in development of smart cities) to Lee Valley VeloPark
- July: Presentation to the Tokyo Metropolitan (TMG) Government on Olympic legacy (Chief Executive) funded by the TMG

### **2016**

- January: National Association of Field Studies Officers. Hosted by Lee Valley Regional Park Authority and addressed by Chief Executive
- March: Delivering Green Infrastructure in Economic Growth Areas: The key role of sub regional partnerships. City Hall seminar, sponsored and jointly organised by the Authority as part of its support for the Wandle Valley Regional Park.



## AWARDS AND ACCREDITATIONS

### 22 Quest

Four venues, Lee Valley Athletics Centre, Lee Valley Ice Centre, Lee Valley Riding Centre and Lee Valley White Water Centre, have all retained their Quest Accreditation with assessments spread throughout the year. Lee Valley VeloPark is currently in preparation for its first Quest Assessment to take place in December of this year.

#### **Quest Top Performing Team Award in Sport Development in 2015**

This is an award granted by Quest to recognise the best performing team from any organisation that submits its sports development team for the Quest Award. This follows on from the Quest for Sports Development Award in January 2015, where the Authority's team scored 'Excellent' and the subsequent Directional Review where the team were 'consolidating excellence'.

#### **Green Flag**

Eight Green Flag sites have been submitted again this year after being successfully submitted in 2015, with three of them (Myddelton House Gardens, Rye House Gatehouse and Waltham Abbey Gardens) also submitted for Green Heritage. After last year's London in Bloom success, where Gunpowder Park won a London in Bloom (LiB) Gold Medal and was named London's Country Park of the Year and Waltham Abbey Gardens was also awarded a LiB Gold Medal, an additional three sites have been submitted for this year with judging to take place by the end of June, taking the total number of LiB sites to 5 in total.

#### **British Safety Council - Occupational Health and Safety Five Star Award**

The organisation was awarded an overall audited score of 94.81% and also achieved a cumulative score of 92.57% within the Safety Management Indicator areas. These outcomes equate to an overall star grading of 5 Stars This is an improvement on 2012 where the score was 94.53%.

Other awards were:

**Myddelton House Gardens** – Visit England Quality Assured Visitor Attraction, Trip Advisor Certificate of Excellence

**Dobb's Weir Campsite** - has been upgraded from an AA Three-Pennant standard campsite to an AA Four-Pennant campsite. These campsites have achieved an extremely high standard in all areas.

**Sewardstone Campsite** - Trip Advisor Certificate of Excellence, Visit England - 4 star rating for accommodation

**Pickett's Lock Campsite** - Visit England - 3 star rating for accommodation

**Lee Valley White Water Centre** - Trip Advisor Certificate of Excellence

**Lee Valley VeloPark** - Trip Advisor Certificate of Excellence

**Lee Valley Riding Centre** - British Horse Society - ELITE Riding School, Approved Livery Yard, Approved Training Centre

**Lee Valley Ice Centre** - NISA - Regional centre for excellence, Approved centre

for learn to skate, Qualified coaching centre, National coaches exam centre

**Hayes Hill Farm** - Visit England Quality Assured Visitor Attraction, Trip Advisor Certificate of Excellence

## **MEDIA COVERAGE AND PR**

### **23 Summary of media coverage 2015-16**

- Total number of items including broadcast, print and online: 6,544
- Total number of positive and neutral items: 6,510 (99%)
- \*Advertising Value Equivalent (how much it would cost if advertising was placed, adjusted to show the proportion of the item is about the organisation/venue): £5.7m
- \*Total reach (circulation – print; unique daily users – online; viewers/listening audience based on RAJAR and BARB research – broadcast): 1bn

\*Not all figures are available as they rely on the media title submitting this information

#### **Key highlights of coverage**

- **Sir Bradley Wiggins Hour Record**  
750 items that mention the venue and include BBC Radio 5 Live, BBC Radio 4, ITV News, Sky Sports, TalkSport, The Sun, Guardian, Independent, Evening Standard, Cycling Weekly.
- **Six Day London**  
90 items that mention the venue and include Channel 4, BBC London, ITV London, Evening Standard, Metro, Cycling Weekly.
- **UCI Track Cycling World Championships**  
439 items that mention the venue and include BBC TV News, BBC Radio 4, Sky, Eurosport, London Live, Times, Telegraph, Guardian, Independent, Mirror, Scotsman, Mail on Sunday.
- **ICF Canoe Slalom World Championships**  
220 items that mention the venue and include BBC 3 Counties Radio, BBC London News, BBC Online, Heart Radio, Times, Independent, Mail on Sunday, Scotsman, Herald.
- **Lee Valley White Water Centre new season**  
57 items and include Telegraph, Outdoor Fitness, Coach magazine, Chat magazine, Londonist
- **Unibet EuroHockey Championships**  
307 items that mention the venue and include Sky Sports, BBC TV news, BBC London News, Telegraph, Inside the Games
- **NEC Wheelchair Tennis Masters**  
52 items that mention the venue and include BBC News, BBC London News, Daily Telegraph, The Sun, Times, Tennis Today.

## **2016/17-18/19 BUSINESS PLAN**

- 24 Members approved the Authority's 3 year business plan in January 2016.
- 25 Key themes for the 2016/17-18/19 Business Plan:
- a) enhance the Regional Park and generate income streams through third party investment in leisure developments;
  - b) maximising the return on the Authority's land and property assets;
  - c) increase the usage of the Regional Park from the region through a range of outreach and marketing initiatives;
  - d) enhance the Regional Park's environmental infrastructure;
  - e) develop new operational models for the Authority's operations and services;
  - f) determine the optimum leisure contract strategy for the 14 venues (ahead of going to the market in 2019/20);
  - g) continue to reduce the cost of the Regional Park to the constituent Boroughs/Counties.

A list of the key work areas for 2016/17 is listed in Appendix A to this report. A more detailed report on these areas will be presented to the Executive Committee in July.

### **ENVIRONMENTAL IMPLICATIONS**

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

### **FINANCIAL IMPLICATIONS**

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

### **HUMAN RESOURCE IMPLICATIONS**

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

### **LEGAL IMPLICATIONS**

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

### **RISK MANAGEMENT IMPLICATIONS**

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

### **EQUALITY IMPLICATIONS**

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

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**LIST OF ABBREVIATIONS**

PIs	Performance Indicators
LSC	Leisure Services Contract
CAF	Community Access Fund
LiB	London in Bloom
the Trust	Lee Valley Leisure Trust Ltd trading as Vibrant Partnerships
TMG	Tokyo Metropolitan Government

**APPENDIX**

Appendix A Work Programme areas 2016/17

## **2016/17 Work Programme**

### **1. Park Development Framework**

#### **Project description**

A corporate document involving the development of proposals for all areas of the Regional Park.

Work this year will focus on completion of proposals for Areas 6, 7 and 8 which has been paused following the VGN appeal, complaint and the Land and Property review.

### **2. Land and Property Strategy**

#### **Project Description**

Develop a Land and Property Strategy for the Authority which will be recommended to the Executive Committee and finally Authority. Members have set up a Task and Finish Group and their terms of reference are as follows:

- 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

### **3. Picketts Lock**

#### **Project Description**

Following the opening of the Lee Valley Athletics Centre in 2007, and the consequent closure of the former Leisure Centre which has since been demolished, there has been an opportunity to fill the void on the central development site with other leisure related facilities. A landmark scheme such as a snowdome or wave park was contemplated in 2009, but was abandoned in the face of the poor returns versus predicted.

Marketing is now underway for medium and smaller sized operators offering family activities, restaurants and some associated retail. Under consideration is the management and construction of the scheme, and the use of external development management or investor skills. The programme below envisages the scheme will be run by an external organisation

### **4. Ice Centre Project**

#### **Project Description**

The project should Authority Members approve the findings and recommendations in June 2016 is to progress the Ice Centre twin pad development. This will be a multifunctional project with a variety of work streams taking place at the same time, for example; Planning, funding, design and associated enabling works.

The project will, in its first stage post the anticipated Authority Board approval in June will run through to the end of 2016 to develop the work around planning, funding and how the development fits within the wider Waltham Forrest master planning exercise. The timescales post this will be dependent on this work but it is hoped that a new facility would be operational in 2019 / 2020.

## **5. Revision of Lee Valley Biodiversity Action Plan**

### **Project Description**

The current Biodiversity Action Plan was produced in 2000 and is now due for review. This revision will seek to provide an updated overarching framework for conservation within the Regional Park. The priority habitats and species identified through the plan will each have an action plan and SMART targets for delivery within a 10-year timescale. The plan will seek to draw together key stakeholders both internally and externally to set, deliver and monitor these targets.

## **6. East India Dock Basin**

### **Project Description**

The regeneration of the Basin to improve its 'offer' with a focus on enhancing its historic fabric and the site's importance as a site for 'access to nature'.

## **7. Service Reviews**

### **Project Description**

All Authority service areas are to be reviewed over the next 2 years.

## **8. Partnerships**

### **Project Description**

Public bodies are continually looking at ways of delivering their services in a more efficient and effective manner. Collaboration with similar bodies/neighbouring organisations has become an increasingly common approach, notably between neighbouring local authorities with joint procurement and/or merging of services.

The Authority works with a host of partner agencies in and around the LVRP and there is scope to develop partnerships which could deliver benefits for both parties.

## **9. Levy Strategy**

### **Project Description**

The pressure from the precepted Boroughs to reduce/eliminate the levy has never been greater. A levy reduction plan will be produced that shows ambition whilst also ensuring that the statutory role, financial standing and regional relevance of the LVRPA are maintained.

## **10. Leisure Services Contract Commissioning Strategy**

### **Project Description**

A year into the LSC the Authority needs to determine what its long term objectives are for each of the 14 venues and establish a commissioning strategy to deliver those objectives. There is a bigger commissioning strategy picture which needs to look across all Authority services. The service review process will look at this for each service.

With regards to the LSC there are a numbers of areas of research and discussion which will inform our commissioning strategy.

- Authority objectives for each venue
- Analysis of the current LSC

- Procurement/Legal framework
- Analysis of trends and good practice in the LSC market

## 11. Eton Manor

### Project Description

There are a number of strands of work which need to come together to deliver the optimum outcome for the EM site. The Authority working with the Tennis Foundation is about to commission a feasibility study to look at the covering of the 6 outdoor tennis courts. In addition as a result of the IC feasibility exercise there is a need to determine a development project for the 6,000m<sup>2</sup> platform. Furthermore work with England Hockey continues with regards to investment in event related infrastructure.

## 12. Dobbs Weir

### Project Description

In November 2011 Members approved proposals for the phased re-opening of Lee Valley Caravan Park at Dobbs Weir. The overall scheme comprised the creation of 120 holiday home pitches, re-opening the caravan storage area and touring site, staff accommodation improvements, new reception building and minor refurbishment of the touring amenity building.

Phase 1 of the project was completed in 2012 comprising 24 static holiday home pitches and enhanced associated services, as well as all other works detailed above.

Phase 2 was completed in 2015 and comprised a further 34 static holiday home pitches and improvements to the touring field including the installation of 12 Wigwams and associated raised decking.

Phase 3/4 of the project is due for completion in 2016/17 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.

## 13. Holyfield Farm Investment

### Project Description

Consider current use at Holyfield Farm and explore the following options to establish if any of these development schemes are viable to take forward.

- Making more use of the currently underutilised and semi derelict listed top barns at Holyfield Farm by relocating the North Ranger team to the Holyfield Farm site maximising use of Ranger time by reducing travelling time to and from their current location at MH.
- Develop option for securing at least 2 bedroom staff accommodation in the Fisheries Barn to allow relocation of existing staff member from current static caravan home on site which only carries temporary planning permission. Also give consideration to developing the remainder of the Fisheries barn into holiday accommodation to include two 2 bedroom holiday let cottages to produce an income stream and form part of the overall business case.

#### **14. Review of IT infrastructure and office accommodation**

**Project Description**

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

#### **15. Cycling Strategy**

**Project Description**

The commissioning of a strategy to support bids for capital funding from external bodies including CIL/planning obligations and TfL and Highways Authorities

#### **16. Establish Lee Valley Regional Park as 'Centre for Outdoor Activity'**

**Project Description**

The Ranger team have run a number of successful "bush craft" events across the Park and there seems to be an appetite for these types of events with the public. Therefore we believe there is an opportunity to capitalise on the public's desire, our location and making use of sites that are currently under used and provide that "wild" experience on the edge of London. The events will cater for various different markets from short fire starting courses to full blown weekend length ones where the participants "live" in the wild over a full weekend.

#### **17. Review of Pay Structure and Terms & Conditions**

**Project Description**

To review pay structures, terms and conditions for LVRPA staff.

Revise flexible working/working from home revisit benefits package to ensure it is competitive, affordable and fit for purpose.