

## **AUTHORITY 2016/17 WORK PROGRAMME UPDATE**

Presented by the Chief Executive

### **EXECUTIVE SUMMARY**

This report provides Members with an overview of the Authority's 2016/17 performance to date. A detailed performance report focusing on Performance Indicators will be presented to Scrutiny Committee on 23 February.

A proposed work programme for 2017/18 will be presented to the Authority meeting in April.

### **RECOMMENDATION**

Members Note: (1) the report.

### **BACKGROUND**

- 1 The priority areas of work reflect the key themes of the 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 3<sup>rd</sup> 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 The Authority has retained consultants to develop a new set of strategic policies to replace those included in the Park Plan (1998). This work will be informed by the changing socio-economic and environmental context of the Regional Park and the Authority's new Corporate Land and Property Strategy. These policies will be consulted on with stakeholders before a public consultation in the summer. This will shape the context for the work on revisions to the detailed policies for the area proposals for that part of the Regional Park north of the M25 motorway. It is envisaged that a first draft will be complete by June. It is anticipated that a programme of meetings of the Park Development Framework Panel will be established from April.

## **LAND & PROPERTY STRATEGY**

- 3 Following approval of the draft Corporate Land and Property Strategy by the Executive Committee in December 2016, the Authority adopted this Strategy on 19 January 2017. The next stage of the work is to review and prioritise all areas of land which have been identified by the Member working group for potential disposal. With the assistance of external consultants, the officer working group are now reviewing and prioritising work on these areas of land. Once developed these will be discussed again with the Member working group in March/April and at the appropriate time each area of land will be brought forward for a decision by the Executive Committee and/or Authority. It is anticipated that the first areas of land can be brought forward to Members in the first quarter of 2017/18.

## **PICKETTS LOCK**

- 4 In accordance with Member's instructions in November 2016, an agent has since been procured and marketing commenced to secure a Development Investor to undertake this leisure-led scheme. This will comprise a mix of widespread marketing including some advertising and targeted approaches to known operators in the market at present. It is anticipated that this can be drawn to a conclusion with the selection of a company by early summer. As will be recalled, it is expected that a meaningful ground rent can be negotiated for the leasing of the land. If successful, it would be reasonable to allow 12 months to secure planning and occupier pre-lets, before construction commences in Summer/Autumn 2018 with completion some 15 months thereafter. Allowing for rent free periods, rental income to the Authority can then be predicted to be received from Autumn 2020 onwards.

## **ICE CENTRE PROJECT**

- 5 After the procurement process and period of negotiation with the successful bidder (Wrenbridge) stage 0 of the 7 stages of the Royal Institute of British Architecture (RIBA) process began at the beginning of January 2017. Members have currently approved a budget (£400,000, of which the London Borough of Waltham Forest is funding £50,000) that will take the project to stage 2 of the RIBA process which is due for completion in July 2017. At the end of stage 2 outline design for a twin pad ice centre will be completed, along with site investigation results, and a more detailed business plan. In addition this next stage will seek to construct a robust capital funding model for the scheme.
- 6 The next key decisions for Members will be in July regarding the proposed move to RIBA stages 3 and 4 which involves the submission of a planning application, the procurement of a build contractor and detailed venue design.

The outline design stage involves a comprehensive community engagement programme which will include ice centre users, the local community and key stakeholders.

- 7 The ice centre project sits within a bigger regeneration area. The London Borough of Waltham Forest's vision for the regeneration of the Lea Bridge area has been consulted on and a Borough position on the vision is due to be concluded this month. The outcome of this exercise will provide the Authority with a context within which to masterplan its wider Lea Bridge Road estate.
- 8 The Ice Centre Working Group continues to provide oversight and direction for the project.

#### **REVISION OF LEE VALLEY BIODIVERSITY ACTION PLAN**

- 9 The draft of the revised Lee Valley Biodiversity Action Plan is nearing completion for consultation to key stakeholders, both internal and external. The document reviews the key habitats and species within the Regional Park and current action to date, as well as providing broad aims for each. It will provide the framework for the formation of both habitat and species working groups drawn together from key regional partners which in turn will produce SMART targets for focussed biodiversity delivery within the Regional Park, by the Authority and partners over the coming 5 years. There are a couple of new additions to the species action plans that reflect their developing importance within the Regional Park. It is anticipated that it will be ready for launch by September.

#### **EAST INDIA DOCK BASIN**

- 10 The Authority meeting in January 2017 received a presentation from Eric Reynolds of Urban Space Management on his idea to locate SS Robin at the Basin. He intends to apply for planning permission this month and negotiations will commence with officers on the lease terms. Earlier this month officers and members from both the London Borough of Tower Hamlets and the Authority met and had a productive meeting to discuss plans for the future of the Basin. A series of actions were agreed and the group will be meeting again on a regular basis designed to develop a bid for Heritage Lottery Funding to resolve the Basin siltation problems.

#### **ETON MANOR**

- 11 Authority and Trust officers along with key stakeholders, the Tennis Foundation and England Hockey, are in the process of developing a masterplan for the site. The overarching aim is to fulfil the potential of the site, in terms of greater activity and increased footfall and a reduced revenue cost, through investment in new developments. A feasibility exercise is looking at additional indoor tennis courts, whilst a separate study is looking at the potential for visitor accommodation on the site. In addition the Authority and England Hockey are developing jointly funded investment projects for the main arena. This investment will reduce the revenue cost of major events by removing the need for temporary overlay in a number of areas.

A draft masterplan will be ready for Member discussion by the summer.

## **DOBBS WEIR**

- 12 Members approved the final phase expansion of Dobbs Weir Caravan Park in May 2016, to include the remaining 63 holiday plots and associated services, parking and roadways. Following the tender process, Members agreed a revised budget of £2,350,000 which was set aside for these works in December 2016.

As a result of the tender, ACS Construction Group were appointed as principal contractor for the main final phase works to the value of £1.8million. Works have commenced on site and are currently progressing well with the contract currently on time and budget with estimated completion at the end of June 2017.

- 13 Ark Build have been appointed as the main contractor for the toilet block works to value of £128k to run concurrently with the site expansion works above. Currently awaiting date of commencement on site.

## **LEE VALLEY REGIONAL PARK 50<sup>th</sup> ANNIVERSARY**

- 14 Members approved funding for the 50<sup>th</sup> programme and a Member Working Group is overseeing activity. A logo has been developed, merchandise is being sourced, a history of Lee Valley has been commissioned, a special series of 50 visitor walks has been launched. Media activity has begun with interviews on BBC Radio London, BBC Three Counties and London newspapers and media coverage of the 50 walks programme. The main period for activity has been timed to fit in with the key visitor period and will start in April with the launch of a website giving away free visitor experiences across Lee Valley venues. Media, advertising and social media activity will run then, along with staff engagement, a video and maximising opportunities around Lee Valley-hosted sports events. Partnerships have been established with London Legacy Development Company/Canal & River Trust in connection with a summer waterways festival.

## **HOLYFIELD FARM INVESTMENT**

- 15 The officer project group have identified a few potential options for investment at Holyfield Farm which consists broadly of the feasibility of relocating the north Ranger base from Myddleton House to the farm and providing additional staff accommodation, together with the option of providing some holiday accommodation. Some design work on the options has been undertaken with a broad estimate of costs. Work is underway exploring whether there is any potential for the Authority to apply for Heritage Lottery Funding. The intention is that any investment would bring efficiencies to the Ranger service, provide the extra residential staff accommodation needed and generate an income from the holiday accommodation which would support the business. As part of the business case the Authority will explore whether the holiday accommodation could be managed by the Trust. Once the work on the business case is completed officers will bring a report to Members outlining the details and seeking Member approval on whether or not the Authority would wish to pursue any of the options proposed.

## **CYCLING STRATEGY**

- 16 The report on the draft Cycling Strategy is included on the agenda of this meeting.

## **LEISURE SERVICES CONTRACT COMMISSIONING STRATEGY**

- 17 Senior officers have started to scope the review of the operation of the Leisure Services Contract. Under the Contract the Authority and Trust will jointly conduct a Year Three Review which is described as a wholesale review of the operation of the Contract which can start no earlier than 1 October 2017. As part of the run up to the formal review the Authority will carry out some preliminary work on particular areas that it would expect to be covered by the formal joint review. The outline of which officers have shared with Trust officers and requested any feedback. As part of this preliminary work the Executive Committee are now being asked on this agenda to set up a small Member working group to consider Member's views in relation to the working of the current contract which will form part of the preliminary work leading up to the joint Year Three Review. The working group will also separately be asked to consider and offer direction in relation to the scope of any future longer term contract following consideration by the senior officer group.

## **LEVY STRATEGY / 4 YEAR BUSINESS PLAN**

- 18 Members approved a 6% reduction in the levy for 2017/18 at Authority on 19 January 2017 (Paper A/4236/17). This was supported by the approved Medium Term Financial Plan to 2021 and provides for a four year saving target of 25%. The work of the Levy Strategy Working Group will continue during the next financial year.

The Chief Executive and the Director of Finance are in the process of producing a business model/plan for the 4 year period covered by the levy reduction plan (2017/18-2020/21). This will look in detail at the capital programme and its resourcing alongside the range of investment projects and projected revenue returns. This will be presented to Members in April.

## **REVIEW OF IT INFRASTRUCTURE AND OFFICE ACCOMMODATION**

- 19 Officers have completed the interim office move whereby Abercrombie Lodge is occupied by the Trust. The London Borough of Enfield have been requested to split the rates bill at Myddelton House so that charitable rate relief can be achieved at this site for the areas occupied by the Trust and achieve target savings of an estimated £25,000. Longer term officers are looking at how to provide office accommodation at the venues for Trust staff as part of the smaller investment schemes programme so that Abercrombie Lodge can be commercially let and achieve target savings of £100,000 as part of the Medium Term Financial Plan.
- 20 System and IT infrastructure requirements are being reviewed by a joint Authority/Trust officer working group as part of the business plans for both the Trust and Authority and as part of the Leisure Services Contract review. A full audit of systems has been completed and is currently being reviewed alongside a strategy and action plan. This will then be considered by both the Authority and Trust Senior Management Teams before being presented to both the Authority and Trust Board during the coming financial year for approval and implementation.

## **ENVIRONMENTAL IMPLICATIONS**

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

### **FINANCIAL IMPLICATIONS**

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

### **HUMAN RESOURCE IMPLICATIONS**

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

### **LEGAL IMPLICATIONS**

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

### **RISK MANAGEMENT IMPLICATIONS**

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

### **EQUALITY IMPLICATIONS**

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

---

Author: Shaun Dawson, 01992 709 848, [sdawson@leevalleypark.org.uk](mailto:sdawson@leevalleypark.org.uk)

### **LIST OF ABBREVIATIONS**

the Trust                      Lee Valley Leisure Trust Ltd trading as Vibrant Partnerships

### **PREVIOUS COMMITTEE REPORTS**

Authority    A/4234/16    Authority 6 Month Work Programme Update    20 Oct 2016