

To: Paul Osborn (Chairman) Heather Johnson  
David Andrews (Vice Chairman) Chris Kennedy  
Susan Barker Graham McAndrew  
Ross Houston Gordon Nicholson

A meeting of the **EXECUTIVE COMMITTEE** (Quorum – 4) will be held at Myddelton House on:

**THURSDAY, 14 DECEMBER 2023 AT 11:30**

at which the following business will be transacted:

## **AGENDA**

### **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 23 November 2023 (copy herewith)

4 **PUBLIC SPEAKING**

To receive any representations from members of the public or representative of an organisation on an issue which is on the agenda of the meeting. Subject to the Chairman's discretion a total of 20 minutes will be allowed for public speaking and the presentation of petitions at each meeting.

5 **LEISURE SERVICES CONTRACT OPERATION**

Presentation by Greenwich Leisure Limited

6 **REVIEW OF VOLUNTEERING**

Paper E/832/23

Presented by Victoria Yates, Head of Human Resources

**7 PROPOSED CAPITAL INVESTMENT AT TO FOLLOW  
LEE VALLEY VELOPARK**

**Presented by Dan Buck, Corporate Director**

**8 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.**

**9 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 I of Schedule 12A of the Act specified beneath each item.**

**AGENDA  
Part II  
(Exempt Items)**

**10 FINANCIAL IMPLICATIONS OF PROPOSED CAPITAL TO FOLLOW  
INVESTMENT AT LEE VALLEY VELOPARK**

**Presented by Dan Buck, Corporate Director**

**Not for publication following the principles of the Local Government Act 1972, Schedule 12A, Part I, Section 3**

**11 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.**

**6 December 2023**

**Shaun Dawson  
Chief Executive**

**LEE VALLEY REGIONAL PARK AUTHORITY**

**EXECUTIVE COMMITTEE  
23 NOVEMBER 2023**

Members Present: Paul Osborn (Chairman) Heather Johnson  
David Andrews (Vice Chairman) Chris Kennedy  
Susan Barker Graham McAndrew  
Ross Houston Gordon Nicholson

In Attendance: John Bevan, David Gardner

Officers Present: Shaun Dawson - Chief Executive  
Beryl Foster - Deputy Chief Executive (remote)  
Dan Buck - Corporate Director  
Jon Carney - Corporate Director  
Keith Kellard - Head of Finance  
Simon Clark - Head of IT & Business Support  
Dave Hutley - Head of Parklands  
Julie Smith - Head of Legal  
Marigold Wilberforce - Head of Property  
Victoria Yates - Head of Human Resources  
Michael Sterry - Senior Accountant  
Cath Patrick - Conservation Manager  
Jason Painter - Farm Manager  
Sandra Bertschin - Committee & Members' Services Manager

**Part I**

**272 DECLARATIONS OF INTEREST**

Name	Agenda Item No.	Nature of Interest	
John Bevan	13	Tottenham Hotspur Football Club in his ward	<i>Non-pecuniary</i>
Gordon Nicholson	15	Member of Broxbourne Borough Council	<i>Non-pecuniary</i>

**273 MINUTES OF LAST MEETING**

**THAT the minutes of the meeting held on 19 October 2023 be approved and signed.**

**274 PUBLIC SPEAKING**

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

**275 Q2 REVENUE BUDGET MONITORING 2023/24** **Paper E/827/23**

The report was introduced by the Head of Finance.

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

276 Q2 CAPITAL PROGRAMME BUDGET MONITORING 2023/24 Paper E/828/23

The report was introduced by the Head of Finance.

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

277 FEES & CHARGES REVIEW 2024/25 Paper E/823/23

The report was introduced by the Corporate Director.

A Member suggested that fees for Learning & Engagement be frozen given pressures on school budgets.

In response it was advised that the Authority's schools offer was unique and the modest increase proposed didn't meet our rising costs.

**(1) the Authority's proposed 2024/25 fees and charges as summarised from paragraph 7 and set out in detail in Appendix A to Paper E/823/23 was approved.**

278 HOLYFIELD HALL FARM UPDATE ON OPERATIONAL REVIEW AND NEW STEWARDSHIP AGREEMENT Paper E/825/23

The report was introduced by the Corporate Director.

**(1) the report was noted; and**

**(2) that the Authority enters into the new 5 year Stewardship Agreement for Holyfield Hall Farm for up to 5 years was approved.**

279 COUNTRYSIDE STEWARDSHIP, HIGHER TIER AGREEMENT - CORNMILL MEADOWS AND SOUTH SITES Paper E/824/23

The report was introduced by the Corporate Director.

**(1) that the Authority enters into two, five year Higher Tier Countryside Stewardship Agreements with the Rural Payments Agency for the Authority's landholdings, the details of which are set out in the report and in particular at paragraph 6 of Paper E/824/23 was approved.**

280 2023/24 PAY AWARD Paper E/826/23

The report was introduced by the Head of Human Resources.

*Officers left the meeting.*

**(1) the 203/24 pay award for officers on the National Joint Council scale as described in paragraphs 1-4 of Paper E/826/23 was noted;**

**(2) the pay award for 2023/24 for officers on pay point 44 and above in line with the National Joint Council pay award as described in paragraphs 9-12 of Paper E/826/23 was approved; and**

- (3) an increase to the annual leave entitlement by one day for officers on pay point 44 and above in line with the National Joint Council agreement from 1 April 2023 as described in paragraphs 13-19 of Paper E/826/23 was considered.

Officers returned to the meeting.

281 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:**

<b>Agenda Item No</b>	<b>Subject</b>	<b>Exempt Information Section Number</b>
13	Proposed Variation to the Lease of Land Adjoining Myddelton House	3
14	Proposed Easement for Existing and Part New Gas Main at Land to the West of Essex Road, Hoddesdon, EN11 0FB	3
15	Park Security Contract	3

282 PROPOSED VARIATION TO THE LEASE OF LAND ADJOINING MYDDELTON HOUSE Paper E/830/23

The report was introduced by the Head of Property.

- (1) the variation to the permitted user clause as set out in paragraph 4 of Paper E/830/23; and
- (2) the signing and sealing of all necessary legal documentation was approved.

Chris Kennedy left the meeting.

283 PROPOSED EASEMENT FOR EXISTING AND PART NEW GAS MAIN AT LAND TO THE WEST OF ESSEX ROAD, HODDES DON, EN11 0FB Paper E/829/23

The report was introduced by the Head of Property.

- (1) entering into a Deed of Grant of Easement to Cadent Gas Limited in relation to the site shown edged in red on the plan at Appendix A to Paper E/829/23;
- (2) the licence fee consideration set out in paragraph 4 of Paper E/829/23 and payment of the reasonable legal fees of the Authority and its professional property advisor and legal representative to be met by Cadent Gas Limited; and

- (3) an application be submitted to the Secretary of State for consent to the Easement and disposal of an interest in land and the signing and sealing as appropriate of all necessary legal documentation was approved.**

The Chairman agreed to accept an additional agenda item by reason of urgency.

#### 284 PARK SECURITY CONTRACT

The report was introduced by the Corporate Director.

- (1) the key terms and conditions of the contract for park security services as set out in paragraphs 10-16 of Paper E/831/23;**
- (2) delegation to the Head of Legal Services to make any non-material changes to the terms and conditions and to finalise the contract for park security services; and**
- (3) the signing and sealing of the new contract with ParkGuard Limited for park security services was approved.**

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Chairman

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Date

The meeting started at 11.16am and ended at 11.58am

## **REVIEW OF VOLUNTEERING**

Presented by the Head of Human Resources

### **EXECUTIVE SUMMARY**

At its meeting of 23 November 2023 the Scrutiny Committee agreed, subject to Executive Committee approval, that the focus of its next Scrutiny Review would be Volunteering. Volunteering is an important and vital aspect of the Authority's business. Nearly all provision of activities has a volunteering element. The Volunteers Officer will be reviewing the current volunteering programme, looking for potential improvements, ways to expand the programme and increasing the diversity of people who volunteer. The Volunteers Officer will take into account the needs and skill level of volunteers and the benefits to individual wellbeing as well as the overall objectives of the Authority's business plan.

### **RECOMMENDATION**

Members Note: (1) the focus of the next Scrutiny Review to be Volunteering as per the scope set out in paragraph 4 of this report.

### **BACKGROUND**

1 For the benefit of new Members, it should be noted that the Scrutiny Committee was formed in 2009 following a review of the Authority's governance. It is a Committee formed under the Lee Valley Regional Park Act 1966 and not in line with the Overview and Scrutiny Committees in local authorities which derive from the Local Government Act 2000. The Authority has set the following terms of reference for this committee:

- To review performance and to scrutinise the activities of the Authority
- To make recommendations to the Executive Committee
- To take evidence from officers of the Authority, interest groups and individuals, and make recommendations to the Executive Committee and Authority for policy change and review the performance of outside bodies
- To consider issues referred by the Executive Committee where the views of external bodies/persons may contribute, take evidence and report to the Executive Committee and Authority
- To consider any item to be considered by the Executive Committee (except items of urgent business) before the item is considered by the

Executive Committee if required by the Chairman of the Scrutiny Committee. The relevant report to the Executive Committee will be available to the Scrutiny Committee

- To have regard to the need to avoid duplicating the work of the Audit Committee and Task & Finish Groups when considering subjects for scrutiny
- To agree a work programme annually

## **VOLUNTEERS**

- 2 Volunteers contribute thousands of hours of their time to the Park every year. Volunteering currently supports many different sections and venues including Leisure Services Contract (LSC) venues internally and through partnerships. We have volunteers from almost every London Borough and Hertfordshire district, and most Essex districts. We retain the Investing in Volunteers accreditation – the national standard for organisations who maintain quality volunteer management programmes.
- 3 Volunteering currently supports Myddelton House Gardens, Rangers, Geographical Information Systems, Fisheries, Holyfield Hall Farm, Stanstead Marina, Learning and Engagement, Sport and Active Recreation, and Events.

The ratio of volunteers to equivalent full-time Authority staff is 1.1:1. Volunteers also support events at our LSC venues including internationally important events such as anniversary events for the London 2012 Games, 2023 Commonwealth Games and 2023 ICF Canoe Slalom World Championships. In addition, there are a number of joint volunteer programmes still in development. These include working in collaboration with Major Event organisers, National Governing Bodies and smaller voluntary groups or partners to facilitate Lee Valley Regional Park Authority volunteer involvement. Current partnerships include educational establishments (schools, colleges and university students), litter picking groups, walking groups, conservation groups / charities, sporting charities, historical societies, corporate groups, retirement homes and local police.

## **SCOPE OF THE SCRUTINY REVIEW OF VOLUNTEERS**

- 4 The following terms of reference are suggested to scope the review.

Due to limited capacity in the Volunteers Team which consists of 1 full-time member of staff and a couple of part-time volunteer admin, Members are asked to consider a phased approach to this scrutiny area and discuss what they would think are the most important aspects for review during phase 1 of this scrutiny area. Work has already commenced on this phase and with results to be presented at the February 2024 Scrutiny Committee.

### **Phase 1**

- Closer contact/involvement with volunteers by Board Members.
- Raise awareness of the volunteering activities taking place with Members of the Authority to enable them to actively participate in relevant activities taking place.
- Removal from the list of volunteers those who have made no recent contact and keeping data list relevant and up to date.
- Investigate ways in which to encourage volunteers and partner organisations to report their volunteering hours and demographic data to the Authority so



that we have a more accurate picture of volunteering within the Park.

- Audit current provision across the Regional Park including roles and demographics in-house and to include the collection of data for venues that fall within the LSC (managed by Greenwich Leisure Limited).

**Phase 2 (results to be presented at June 2024 Scrutiny Committee)**

- Investigate how our data compares to similar organisations / charities across the UK
- Investigate how our data using new gender categories compare to that of the Office of National Statistics.
- Investigate new and innovative ways to incorporate new partnerships into our programme based on the increasing interest we have received.
- Investigate how links from riparian boroughs are fully exploited to maximise the opportunities for local communities to access the Regional Park via volunteering.

**Phase 3 (results to be presented at November 2024 Scrutiny Committee)**

- Evaluate the cost and health benefits generated for volunteers within the Lee Valley Regional Park;
- Assess the potential for additional roles and opportunities to expand.
- Future proofing the volunteer programme and reaching a wider diverse participant.

**Phase 4 (results to be presented at February 2025 Scrutiny Committee)**

- Benchmark against regional statistics.
- Investigate how the Authority fully maximises funding opportunities for volunteers.

## **ENVIRONMENTAL IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

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

## **HUMAN RESOURCE IMPLICATIONS**

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

## **LEGAL IMPLICATIONS**

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

## **RISK MANAGEMENT IMPLICATIONS**

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

## **EQUALITY IMPLICATIONS**

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

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## **LIST OF ABBREVIATIONS**

LSC                      Leisure Services Contract

**PROPOSED CAPITAL INVESTMENT AT  
LEE VALLEY VELOPARK**

Presented by Corporate Director

**EXECUTIVE SUMMARY**

This paper provides Members with the background information on a proposed Health & Fitness investment at the Lee Valley VeloPark.

Authority officers have been working with its Leisure Services Contract operator, Greenwich Leisure Ltd (GLL) since they were informed that their current Gym lease at a property in East Village on Queen Elizabeth Olympic Park (QEOP) would not be renewed. The Lease with East Village (the accommodation used as the Athletes Village during the London 2012 Olympic & Paralympic Games) ends on 28 February 2024 creating an opportunity to relocate the Health & Fitness offer, its existing members and programme to the Lee Valley VeloPark.

The proposed investment has undergone a rigorous process of due diligence to ensure the proposal meets with the priority outcomes as set out within the Leisure Services Contract:

- deliver a sustainable partnership with a forward thinking, adaptable Contractor;
- ensure the long term viability of all six facilities;
- reduce reliance on the levy and tax payers within the Lee Valley region; and
- fulfil the requirements of the Authority's Strategic Aims.

It is proposed that subject to consideration and approval of the recommendation in the Part 2 paper (Paper E/834/23) Members consider the Authority making a financial capital commitment totalling £508,603 for the creation of a new Health & Fitness offer and relocation of meeting space at Lee Valley VeloPark. The specific details of the proposal are set out in this report.

**RECOMMENDATION**

Members Approve:                   (1)       subject to consideration and approval of the recommendation in the Part 2 paper E/834/23 the inclusion within the capital programme of

£508,603 for a new Health & Fitness offer and relocation of meeting space at Lee Valley VeloPark.

## **BACKGROUND – LEE VALLEY VELOPARK (LVVP)**

- 1 During the Leisure Services Contract (LSC) procurement, the Authority committed to invest into the venues in partnership with the eventual operator to:
  - maintain their world class status;
  - their relevance; and
  - to continually improve the Management Fee position.

Since commencement of the LSC the first phase of investment projects at the Lee Valley Athletics Centre (LVAC) and Lee Valley Riding Centre (LVRC) which were approved by Executive Committee (Papers E/796/23 & E/797/23) have been delivered totalling £636,780 and are operating in line with business plan assumptions.

- 2 GLL has worked with Authority officers on an opportunity to relocate an existing Health & Fitness offer at the former London 2012 Olympic & Paralympic Games Athletes Village known as East Village (EV) which GLL has operated since 2014. GLL was informed recently that the current lease on the property would not continue and GLL started discussions with the Authority regarding the relocation of the Health & Fitness offer to Lee Valley VeloPark (LVVP) along with the majority of its current members.
- 3 Since LVVP opened in March 2014 the venue has had some investment but mainly around the creation of space for the College of E Sport (CofES) and relocation of the offices for venue staff.
- 4 Even prior to Covid, the demand for Track Cycling as a standalone offer was starting to drop and this is a trend that has continued since GLL started their contract with the Authority and this is consistent with the other Indoor Velodromes across the UK. Alongside this, the corporate market since Covid has changed and the LVVP has seen a decline in corporate bookings, which has impacted the number of bookings for the type of meeting space offered at the venue.

## **PROPOSED INVESTMENT**

- 5 The proposal is to introduce a Health & Fitness offer, incorporating:
  - a new 60 station indoor gym;
  - studio;
  - revitalised group cycle area;
  - an outdoor fitness space; and
  - new meeting pods on the concourse.

The above proposed new facilities along with a revised programme will bring a new community to the venue increasing participation and footfall which contributes to the venue's future diversification and sustainability.

- 6 The location of the proposed Health & Fitness offer would be on the ground floor

and would involve the refurbishment of the 5 meeting room suite and meeting room 2 into a gym, studio and external outdoor training area, see **Appendix A** to this report for a floor plan. There is additional transformation work proposed on the arena concourse whereby 4 of the current pods are recommended to be converted into meeting rooms to enhance the current meeting room offer and its revenue potential. These spaces would be flexible so can serve as meeting space during business as usual to enhance and mitigate losses in meeting space whilst becoming space, as it is now, available to support any major event or large scale booking. These proposed pods could also be used as boxes / hospitality areas during major events if required.

- 7 As Members are aware, officers have started to assess the North QEOP offer and how the venues can diversify to ensure long term viability. The proposed investment at LVVP will deliver additional benefits that align with the Authority's ambition, taking the first step in positioning the LVVP as more than just a cycling venue and encouraging people and communities to use the venue as part of an active and healthy lifestyle. It is anticipated that the proposal will increase footfall by approximately **100,000** visits per year with a membership base starting at between **1,000–1,200** maturing at approximately **1,500-1,750**.
- 8 The proposed investment will support the financial sustainability of the venue as since Covid, the LVVP usage has dropped by approximately **20%**. This is a consistent trend for the other Velodromes across the UK and a figure that has been recognised industry wide by the National Governing Body, British Cycling.

This proposed investment will, in addition to an increase in income and usage, bring a new audience to the venue that may not have used it before and who will be encouraged to take part in some of the wider cycling activities on offer, including taster sessions, corporate days and experiences through cross marketing and promotion offers.

## FINANCIAL IMPLICATIONS

- 9 As per the LSC agreement, the Authority will provide the capital investment for the project to GLL and can chose to either deliver the project directly or to require GLL to deliver the project under the LSC. Given the works are largely refurbishments it is recommended that GLL manage the works and purchasing of equipment, but the Authority signs off all drawings and the works before any orders are placed.
- 10 This was the route used for the investments at LVAC and LVRC and worked well. The new facilities will be owned by the Authority, and GLL will have no right to remove the facilities at the end of the contract (or if the venue is removed from the LSC and GLL cease to be the operator for the venue sooner). GLL will retain ownership of the small amount of equipment that is relocated from the EV Gym and this will all be clearly denoted on the sites inventory data base.
- 11 Total capital required **£508,603** broken down as follows.

Description	Cost (Gross)
Additional kit required	£ 40,000
Gym 2.0 artwork installs throughout gym and studio	£ 7,400
Outdoor equipment	£ 30,000

Indoor functional fitness equipment	£ 5,000
Purchase of new Studio Equipment	£ 12,000
Installation of Access Control	£ 3,653
Buld of gym, studio and 2 meeting room spaces	£ 391,000
Contingency - Building works	£ 19,550
<b>Sub Total</b>	
Project Management Charge (0%)	£ 0
<b>TOTAL</b>	<b>£ 508,603.00 (ex VAT)</b>

- 12 The Authority will receive a benefit from the proposed investment that significantly exceeds the capital investment. Please see Part 2 Paper E/834/23 for further details on the financial implications of the project.
- 13 The return to the Authority is calculated based on the business plan financial forecast and will be a fixed adjustment but profiled across the contract in line with Profit & Loss expectations.
- 14 The venue's membership base is proposed to increase as per paragraph 7 of this report and reach maturity by year 3. GLL have significant experience in this area given its operating history, size and operating gyms on and around QEOP. The payments, as detailed in the Part 2 Paper E/834/23 to the Authority are guaranteed.
- 15 The Authority has stipulated that no loss of revenue will be granted for this project and that works need to be managed to ensure there is a continuity of service for the venue's users and no negative impact on the Leisure Operator's Base Trading Account (LOBTA).

## PROJECT TIMELINE

- 16 GLL would relocate the majority of its membership base from their existing gym in EV directly to the LVVP which would lead to the gym opening with an established membership. This would greatly assist pump priming the membership and kick start the investment with a strong income stream. The current Lease on the EV property is scheduled to finish at the end of February 2024 and it is the recommendation of this report that the new Health & Fitness offer at LVVP opens on 1 March 2024.
- 17 If Members approve the recommendation of this report a project team will be formed consisting of key Authority and GLL officers from:
- Facility Management;
  - Operations;
  - Product Development; and
  - Marketing.

This project team will ensure there is full agreement on proposed timescales, responsibility areas and set milestones. All drawings, decisions, sign off, spend on contingency etc. associated with the project will be made by the Corporate Director.

18 The key milestones should Members approve the recommendation of this report are:

- Authority approval subject to Members - 14 Dec 2023
- GLL return formal cost estimate for Authority - 22 Dec 2023
- Authority confirms GLL's formal estimate and grants licence for alteration under the lease - 3 Jan 2024
- Contractors appointed - Dec 2023
- Work begins - Post 8 Jan 2024
- Pre Sales / Member communication begins - Feb 2024
- Gym and new meeting spaces open - 1 March 2024

The above is potentially subject to planning permission in regards to the small outside gym area. The Indoor Gym can operate without this being in place for from 1 March and once details are agreed officers will continue discussions with the local planning authority on the route to deliver this aspect of the project.

#### **ENVIRONMENTAL IMPLICATIONS**

19 There are no environmental implications arising directly from the recommendations in this report other than all light fittings being installed will be LED's and will contribute to the ongoing invest to save projects relating to the LSC venues.

#### **FINANCIAL IMPLICATIONS**

20 The financial implications of these projects are covered in the Part 2 Paper E/834/23.

#### **HUMAN RESOURCE IMPLICATIONS**

21 Authority officers will be required to sit on the project team for both projects and Authority sign-off of any decision will be required by the Authority's Representative as per the LSC.

22 All current staff working at the EV gym will move across and become part of GLL's LVVP team from 1 March 2024.

#### **LEGAL IMPLICATIONS**

23 These investment projects will be subject to Schedule 21 of the LSC Control Change Protocol and this will allow the agreed financial arrangements to be formally documented. The Authority will also need to grant its consent to alterations under the leases.

24 The Authority must obtain permission from Sport England for any amendments to the facilities or areas within LVVP's red line. This is a stipulation of the Lottery Funding Agreement between the Authority and Sport England but the use is

consistent with the principles of the agreement and from initial officer dialogue the risk of refusal is minimal.

## **RISK MANAGEMENT IMPLICATIONS**

- 25 There is a risk that the area identified for outside fitness may not obtain planning approval. If this was the case, GLL are clear that this will not affect the business case.

## **EQUALITY IMPLICATIONS**

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

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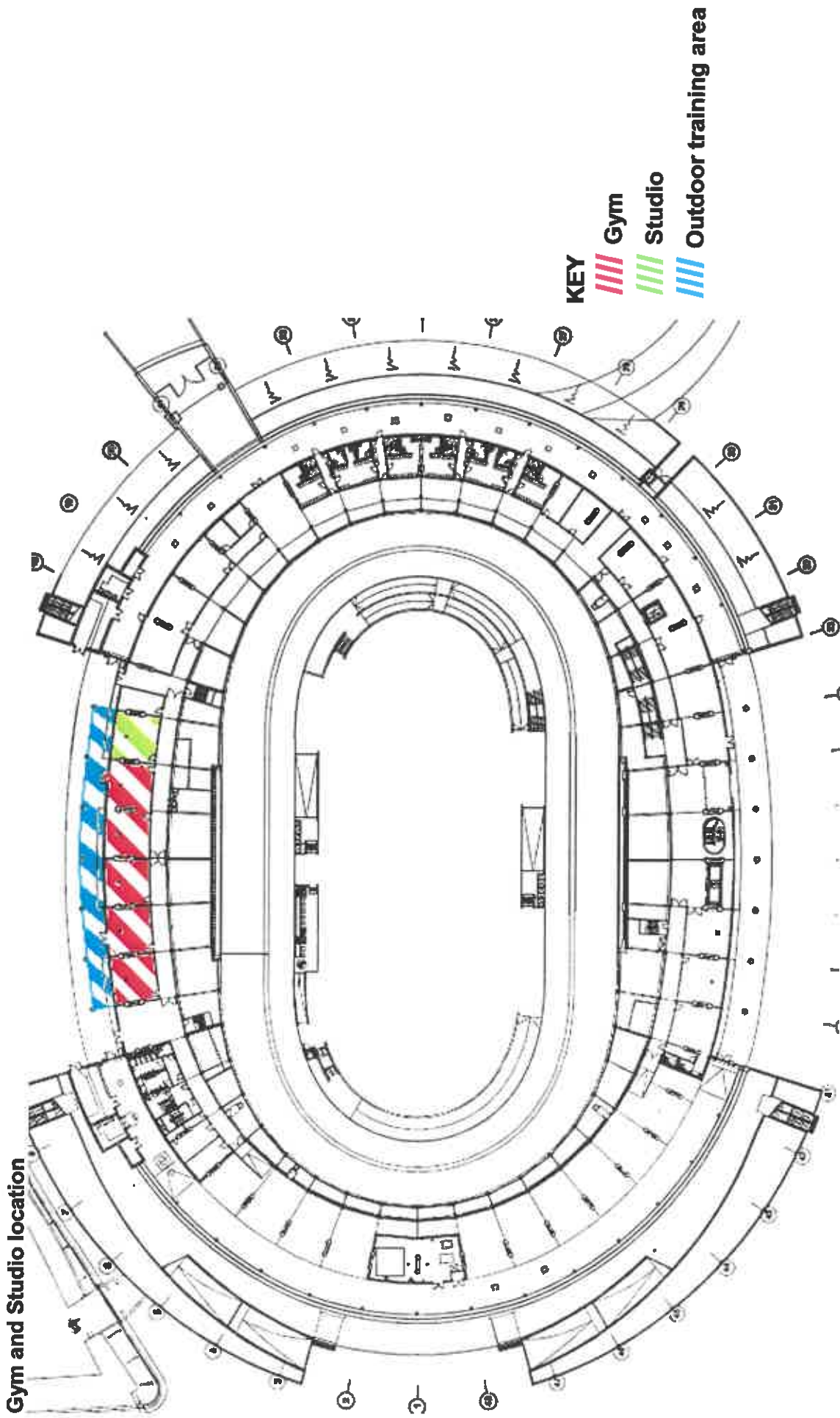
## **APPENDIX ATTACHED**

Appendix A          LVVP Plans

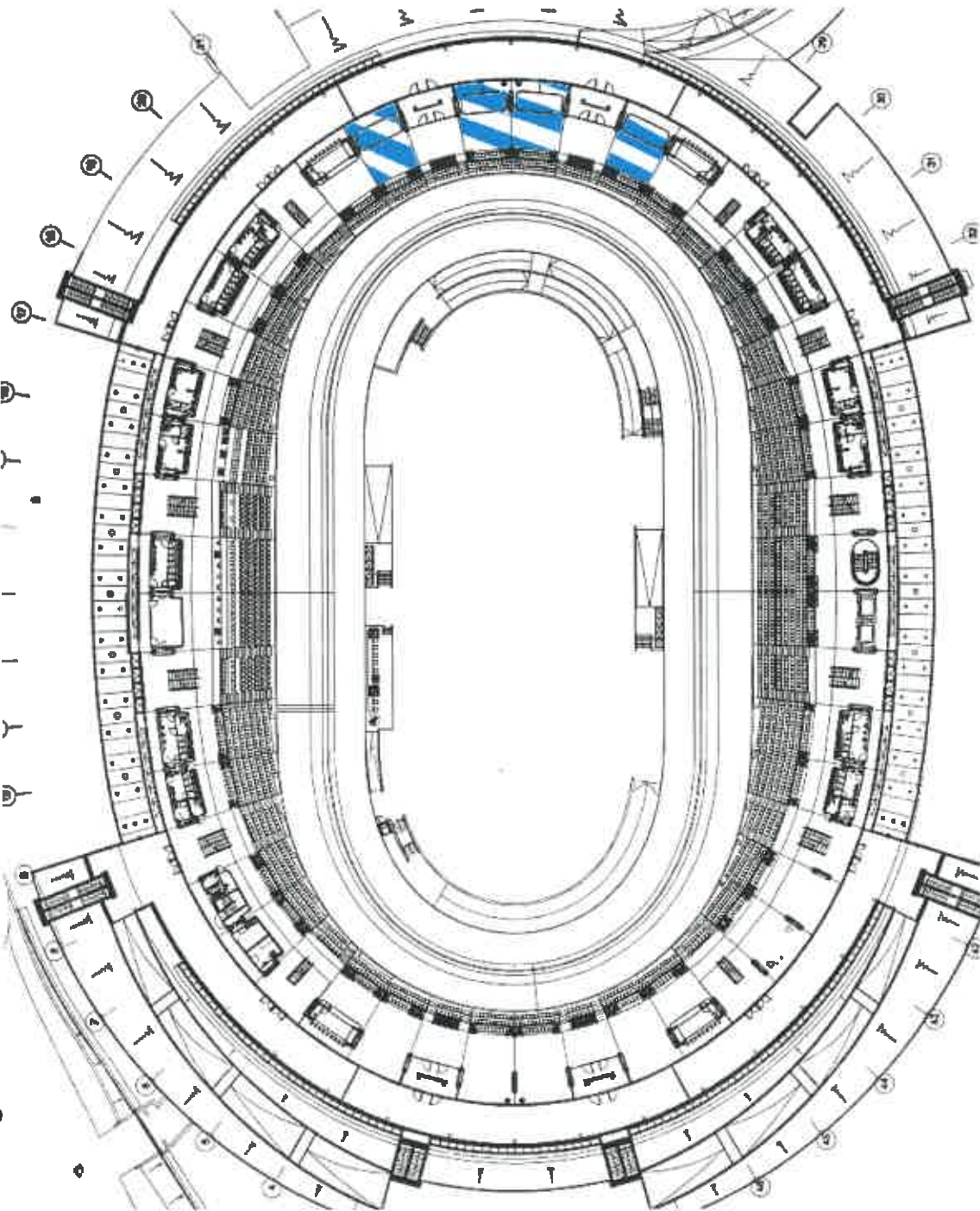
## **LIST OF ABBREVIATIONS**

the Authority	Lee Valley Regional Park Authority
GLL	Greenwich Leisure Limited
LSC	Leisure Operating Contract between the Lee Valley Regional Park Authority and Greenwich Leisure Limited dated 31 March 2022
LOBTA	Leisure Operator's Base Trading Account, the financial model agreed to in the LSC
LVVP	Lee Valley VeloPark
LSC	Leisure Services Contract





Meeting Room Pods location



KEY  
Meeting Room Pods