

**LEE VALLEY WHITE WATER CENTRE PROJECTS –
KITCHEN REDEVELOPMENT**

Presented by the Director of Finance & Resources

EXECUTIVE SUMMARY

This report proposes the release of up to £415,000 (including 15% contingency and 10% fees) from the capital programme for the redevelopment of the main kitchen at Lee Valley White Water Centre. The proposal addresses numerous operational/customer service and health and safety issues, enabling the venue's food and beverage operation to operate more safely, efficiently and effectively.

The proposal forms a key part of the venue's development strategy and details the capital requirements and revenue implications which are built into the capital programme and mid-term financial forecasts respectively.

RECOMMENDATIONS

- Members Approve:
- (1) the release of up to £415,000 (including 15% contingency and 10% fees) from the capital programme as detailed in paragraph 14; and
 - (2) the waiving of Financial Regulations FR573 and FR574 to enable the immediate appointment of a preferred contractor as detailed in paragraph 17.

BACKGROUND

- 1 Members approved the Capital Programme in December 2016 (Paper E/470/16) which included provision for a number of smaller investment schemes across the venues, totalling £6m across the 2016/17 to 2018/19 period. The returns from these projects were also built into the mid-term financial forecasts.
- 2 Lee Valley Leisure Trust Ltd (the Trust) is responsible for operation of the Lee Valley White Water Centre (LVWWC) as part of its Leisure Services Contract (LSC) for Lee Valley Regional Park Authority (LVRPA) venues for a five year period, 1 April 2015 – 31 March 2020. The Trust's remit is to explore commercial opportunities and realise full commercial potential of the Lee Valley venues it operates acting as the contractor for LVRPA.

- 3 An officer working group, including officers from both LVRPA and the Trust, was set up to work through the business case and project details; present these for approval to Senior Management Teams of both LVRPA and the Trust, and bring back for further Member approval.
- 4 In July 2017 (Paper E/512/17) Members were updated on progress of these smaller schemes and advised that some projects were due to come back to Members for approval. This paper seeks approval for a proposed redevelopment of the main kitchen at LVWWC to address numerous safety and service issues enabling the venue's food and beverage operation to operate more safely, efficiently and effectively.

LEE VALLEY WHITE WATER CENTRE

- 5 Total usage and revenue (including food and beverage) have increased year on year from 155,000 visits and £1,960,000 income in 2011/12 to 607,000 visits and £3,529,000 income in 2016/17, with the net operating position of the venue improving from a budget deficit of £475,000 in 2011/12 to a net operational surplus of £317,000 in 2016/17, a net financial improvement of £792,000 (including annual business rate savings of circa £380,000).
- 6 In 2015/16 and 2016/17 the venue introduced a number of initiatives aimed at increasing non-sporting usage. The Summer Splash festival attracted over 5,000 (primarily family) visitors in 2017, the popular beach was installed by the Pavilion in the Park food and beverage outlet in 2016, busy weekly Friday Night Live events continue to take place throughout the peak season, a well-attended and received Christmas Market was staged in December 2016 too, and the Beach & Play Park opened up in July 2017 attracting an additional 17,000 visitors. Initiatives such as these have demonstrated a demand for family and non-sporting activities on site. This has significantly impacted upon the demand for an efficient and quality driven food and beverage service.
- 7 In 2015/16 a report was commissioned from leisure industry specialist consultants to assess the overall potential for the venue. This demonstrated an exciting opportunity for the creation of a world class multi day visitor attraction, in line with both LVRPA's and also Broxbourne's / Visit Herts' ambitions, consisting of both large scale family and extreme attractions with supporting accommodation provision. The vision for the venue is to become a major family leisure destination within the south east which is in line with the LVRPA Park Development Framework and Broxbourne's Local Plan.
- 8 Essentially this proposal to improve food and beverage provision at the venue is critical in supporting the delivery of this vision and to maximising returns, future proofing for visitor numbers and demand growth, expansion of food options, as well as providing a positive all round customer experience and addressing a number of existing safety issues which are set out in full at Appendix A to this report.

PROPOSAL

- 9 The Trust has prepared a high-level business case for this project which is attached at Appendix A to this report. In summary the project proposed is a redevelopment of the main kitchen which addresses numerous safety and service issues and allows the venue's food and beverage operation to operate

more safely, efficiently and effectively at a one-off capital cost of up to £415,000.

The proposal involves an extension of the existing main kitchen into the existing office space to create purpose built food preparation areas, more accessible storage, and improved work flow. In addition, staff workstations from the existing offices will be relocated to a new temporary office sited alongside the existing temporary staff offices, a new compound will be created to contain bins moved as part of the kitchen works, and electrical infrastructure will be upgraded to meet the additional requirements.

The design is appropriately future proofed so that future visitor number growth will not be restricted by the food and beverage operation.

Full details on the proposal, including contractor drawings, are attached at Appendix A to this report.

- 10 The £415,000 capital investment will include a contingency of up to £50,000 (15%) and fees allocation of up to £35,000 (10%) for the project to be externally project managed by our retained contractor or equivalent.
- 11 The projected financial return for a full year is a net return of £30,000 (less an assumed £17,000 deduction for the notional cost of capital which feeds back to LVRPA through a reduced Management Fee built into the Medium Term Financial Plan) and benefits will start accruing from completion of the project in Spring 2018.

PLANNING MATTERS

- 12 Planning permission would be required for the additional temporary staff office. A five year permission was previously granted for the four temporary offices in July 2017.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 14 The capital programme included provision for a number of smaller investment schemes across the venues, totalling £6m across the 2016/17 to 2018/19 period with a total of £18m to be invested across the Park including major investments, for example, the Ice Centre project.

Members are asked to release up to £415,000 from the existing capital programme to fund this development at LVWWC. All fixtures and fittings will remain within the ownership of LVRPA following expiry of the existing LSC and will be designed to ensure that they are fit for purpose when the contract is re-let from 2020.

Failure to deliver this project may have an adverse effect on existing returns and the planned reductions in the Management Fee in future years.

- 15 The table below shows food and beverage growth over the past three years at LVWWC and anticipated projections through to 2017/18 and in the full year

after completion:

Catering Expenditure/Income at Lee Valley White Water Centre					
	Actual	Actual	Actual	Projection	Estimated
	2014/15	2015/16	2016/17	2017/18	2018/19
	£'000	£'000	£'000	£'000	£'000
Catering Expenditure	430	603	796	923	993
Catering Income	(445)	(609)	(917)	(1,100)	(1,250)
Surplus	(15)	(6)	(121)	(177)	(257)
% Return on Expenditure	3.49	1.00	15.20	19.18	25.88

HUMAN RESOURCE IMPLICATIONS

- 16 This project would help to address health and safety issues directly affecting employees who work in and around the existing small kitchen area e.g., burns/scolds due to the limited space for flow of staff (28 in 2016/17). It would also assist the operational efficiency of the catering operation as more supplies can be stored within the kitchen area avoiding regular movement of staff to collect supplies from the lower floor.

LEGAL IMPLICATIONS

- 17 The waiving of Financial Regulations 573 and 574 for contracts estimated above £25,000 and up to EU thresholds (£4,104,394) is required for this project for the following reasons:
- value for money from proposed supplier has been demonstrated through very recent procurement exercises i.e., café counter redevelopment and T-Bar remedial works;
 - there is an urgency for completion of these works before 1 April 2018 before the venue begins to enter its busy period where works would be unacceptably disruptive. In order to hit this delivery date, works would need to commence in mid-January and a company would need to be appointed by end October to ensure appropriate mobilisation time is allowed. Full advertising and procurement would lead to a delay of at least 12 weeks;
 - there are financial, customer experience and health & safety benefits associated with this scheme which will be realised as soon as the project has been delivered, especially if delivered before the venue's busy period.
- 18 Landlord's consent is required which will be dealt with between officers of LVRPA and Trust subject to Member approval.

RISK MANAGEMENT IMPLICATIONS

- 19 Should there be any delays to the timescales this would adversely affect successful delivery of the improvement for April 2018 and therefore maintaining and improving income returns and delivering quality food and beverage provision.

- 20 Financial projections have been based on current footfall and demand for food and beverage.
- 21 The proposed scheme will also assist with addressing the staff related health and safety and food safety issues resulting from the current kitchen's lack of space and flow.

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive	E/470/16	Proposed Capital Programme 2016/17 (revised) to 2020/21	15/12/16
Executive	E/481/17	Q3 Capital Programme Budget Monitoring 2016/17	23/02/17
Executive	E/512/17	Capital Programme Update – Small Investment Schemes	20/07/17

APPENDICES ATTACHED

Appendix A	The Trust's business proposal
Appendix B	Map of indicative project areas at Lee Valley White Water Centre

LIST OF ABBREVIATIONS

LVRPA	Lee Valley Regional Park Authority
the Trust	Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)
LWWC	Lee Valley White Water Centre
LSC	Leisure Services Contract

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BUSINESS DEVELOPMENT INITIATIVE

September 2017

Lee Valley White Water Centre – Kitchen Re-development

PROJECT SUMMARY

Usage and income at Lee Valley White Water Centre has grown significantly throughout the last three summer seasons, which has resulted in significant budgetary improvements. It has however also stretched the venue's operations and led to a number of capacity related challenges.

One major challenge relates to the layout and size of the existing kitchen which is 21.7m² in a galley style. It was initially designed predominantly as a staff kitchen suitable for replenishing vending machines and delivering small sandwich buffets to internal meetings. Now, it is the primary production point for £1m revenue (translating to £46,082 per m², per year), delivering food to a 300m² 100 seat indoor cafe, a 900m² terrace and 2 x 40 person meeting rooms.

As a result of the design and lack of space, the kitchen has numerous non-compliance issues both in terms of food safety and health and safety for operational staff, and is significantly smaller than industry guidelines recommendation when compared against seating space (advice ranging from 5m² of kitchen space per seat to 40% kitchen 60% seating – results in 70m² to 100m² recommended kitchen size).

As such, it is proposed that a full design and build project be undertaken to address the issues and improve workflow. In addition to the aforementioned points, redeveloping the kitchen will further enable the venue to more fully exploit commercial opportunities including providing adequate space and tools to make more food in-house and improve upon current average Gross Profits (GPs). The current average GP (food purchase less food sales) is 65% which, whilst a good GP for a leisure venue, can be improved upon now that the Terrace Bar and Café have established as a destination outright. Increasing this to 68% against a £1m revenue would create savings of £30,000 pa by reducing expenditure on food from £350,000 pa to £320,000. It will also reduce pressure and work related stress and injuries for the staff which are referenced in greater detail within this proposal.

As a result of this the kitchen expansion, 11 office staff workstations need to be relocated. Options were extensively explored to avoid this; however the existing staff office accommodation was the only viable option for a kitchen expansion. It is proposed to reorganise work spaces in some of the recently purchased temporary offices as well as purchasing one new temporary office at a capital cost of up to £20,000.

It is proposed to invest up to £415,000 (including 15% contingency and 10% professional fees) to return £30,000 pa net income.

N.B. In food and beverage industry terminology, GP / Gross Profit relates to turnover vs cost of purchases

BUSINESS CASE OBJECTIVES

1.

- Food Safety compliance
- Health & Safety compliance
- Improvement of staff welfare/health & safety and workflow
- Visitor experience
- Improved GP and thus net profit
- Increased spend per head – based on wider variety of choice
- Ability to respond to business opportunities
- Supporting creation of vibrant visitor destination

CURRENT POSITION

2.

- 21.7m² kitchen in galley style supporting £1m revenue pa (£46,082 per m² pa)
- Health and Safety Concerns
- Food Safety Concerns
- Inability to respond to menu / variety demand (capacity issues)
- Inability to maximise commercial potential
- GP is currently 65% which is a good GP for a leisure venue's food and beverage offer; the Terrace Bar & Café has now established itself as a destination café and can improved upon this by bringing more production in house

WEAKNESSES OF CURRENT POSITION

3.

- Avoidable staff accidents and incidents resulting from poor workflow: 28 in 2016/17
- Health & Safety and Food Safety issues, including:
 - i. Inadequate ceiling – perforated holes within ceiling that cannot be cleaned properly and trap fat/grease/grime which later has the potential to drop into food being prepared
 - ii. Lack of refrigerated, frozen and ambient storage space to hold supplies
 - iii. Lack of prep space, causing cross contamination risks (raw and cooked meat/allergens etc) and hazards to people working in the environment

- iv. Hazards being created through number of staff required in such a small space to deliver current levels of output.
 - v. Cooking equipment too close together, causing overheating issues and reducing the life expectancy of equipment. Also resulting in people working too closely together across multiple pieces of equipment (e.g person taking something from oven alongside person taking something from fryer and having to share the same set-down area).
 - vi. Hazards linked to steam oven opening into 3 phase plug socket
 - vii. Floor made of inadequate non-slip material
 - viii. Poor work flow - door for both in and out creating high risk area for staff
 - ix. Lighting not giving off adequate lumens
 - x. Nowhere to put waste food produce (currently bin on wheels sat alongside food prep area) – there is also a ‘customer journey’ implication that the waste is wheeled from the kitchen, in the lift, through reception / kit distribution, and through the changing room corridor to the waste store
 - xi. Nowhere to expedite food from (if serving a group of 30+ nowhere to plate up food on existing surfaces without using trolleys in middle of work area)
- Size of kitchen significantly smaller than industry guidance indicates it should be proportionate to the size of seating area. Smallest size recommendation is 5sq foot of kitchen space per seat (excluding storage); with the largest recommending a ratio of 40% kitchen to 60% seating (exact recommendation varies dependent upon menu and equipment required). Taking the indoor seating only, this suggests an indicative recommended kitchen size of 70 to 200sq m respectively, considerably larger than the current kitchen
 - Current size of kitchen limits kitchen storage space which in turn means staff manually transporting stock at numerous times throughout the day from the downstairs store into the small kitchen storage spaces. On a busy day these trips are near-constant i.e. 30 times per day
 - Capacity issues surrounding existing F&B outlets: maximum capacities for the upstairs areas are as follows: 342 on the terrace, 296 Café, and 480 on the first floor in total. Due to the success and popularity of the venue and F&B offer, on numerous occasions this season (2017/18) the first floor has reached capacity and has to utilise a one in-one out system to control access.
 - Visitor experience issues resulting from capacity issues including menu restrictions due to limited space, and disposable cutlery and crockery used on peak days due to restricted washing up space
 - Limit to income generation potential through capacity and design issues i.e. greater profitability through producing more food items in house

BENEFITS OF PROJECT INCLUDING HOW ‘SUCCESS’ WILL BE MEASURED

4.

- Addresses existing visitor experience issues referenced above
- Addresses all health and safety issues for staff referenced above
- Addresses all Food Safety Issues referenced above

- Aids in developing an enhanced menu offer
- Improves gross profit from 65% to 68%
- Addresses customer journey issue re waste transport from kitchen to waste store through changing rooms etc
- Reduces need to rota a member of staff to constantly shuttle food and waste between kitchen and store / waste store
- How 'success' will be measured:
 - i. Reduction of H&S incidents experienced through layout
 - ii. Increased production of menu items in house
 - iii. Improved net income of £30,000 pa

ONE-OFF CAPITAL COST

5.

- Total LVRPA Capital Programme requirement of up to £415,000 to include:
 - i. Fees at circa 10% / £35,000
 - ii. Contingency at circa 15% / £50,000
- Detailed cost breakdown:
 - i. £240,000 quotation (received) for main works
 - ii. £50,000 electrical upgrade works associated with main works
 - iii. £20,000 additional temporary office accommodation and associated works
 - iv. £20,000 creation of small compound in courtyard to accommodate bins out of public sight

Sign off / comments / limitations from LVRPA Head of APMD (if required):

Name:

Date:

PROJECT MANAGEMENT ARRANGEMENTS

6.

- **Project's Director / Sponsor / Executive:**
 - i. Managing Director
 - ii. Ultimate decision maker
 - iii. Secure funding
 - iv. Escalate issues to corporate
- **Senior User:**
 - i. Catering & Hospitality Manager
 - ii. Specifies user needs and acceptance criteria
 - iii. Ensures benefits are realised
- **Senior Supplier:**
 - i. APMD Section Manager
 - ii. Represents interests of those designing the products
 - iii. Accountable for quality of products and technical integrity
- **Project Manager:**

- i. Commercial Development Manager
- ii. Day to day authority on running project

ANNUAL INCOME AND EXPENDITURE EFFECT

7.

	2017/18	2018/19	2019/20
Reduction in F&B purchases	-	30	30
Net additional income	-	30	30
5% cost of capital	17	17	17
Net effect	17	13	13

N.B. Please note these figures exclude any repayment of external financing and instead use a 5% cost of capital based on costs excluding contingency and professional fees

PROCUREMENT METHOD

8.

- The waiving of Financial Regulation FR573 and 574 for contracts estimated above £25,000 and up to EU thresholds is required for this project for the following reasons:
 - i. Value For Money from proposed supplier has been demonstrated through very recent procurement exercises i.e. café counter re-development and T Bar remedial works;
 - ii. There is an urgency for completion of these works before 1 April 2018 before the venue begins to enter its busy period where works would be unacceptably disruptive. In order to hit this delivery date, works would need to commence in mid-January and a company would need to be appointed by end October to ensure appropriate mobilisation time is allowed;
 - iii. There are financial, customer experience and H&S benefits associated with this scheme which will be realised as soon as the project has been delivered, especially if delivered before the venue's busy period.
- The preferred contractor will be appointed pending LVRPA Member approval on 21 September 2017

TIMESCALES

9.

- These works would take place from mid-January 2018 to end of March 2018 to ensure an improved experience in the 2018 season with minimal operational impact during works
- In order to hit this timeline, the kitchen proposals would need to be approved by Senior Officers on 5 September and by LVRPA Executive Committee on 22 September

PLANNING MATTERS

10.

- Planning permission is required for the additional temporary staff office
- Permission was granted for the current four with no objections raised by consulted parties and at officer discretion without requiring a Planning Committee
- A five year permission is in place on the existing four running until 31/07/2022.

Sign off / comments / limitations from LVRPA Head of Planning (if required):

Name:

Date:

PUBLIC ENGAGEMENT

11.

- N/A

HUMAN RESOURCE IMPLICATIONS

12.

- As highlighted elsewhere in this proposal, the existing operation leads to staff welfare concerns and H&S issues which this project seeks to address
- Design to allow for effective operation during high, medium and low season to enable appropriate staffing levels

EQUALITY IMPLICATIONS

13.

- N/A

IT RESOURCE IMPLICATIONS

14.

- N/A

ENVIRONMENTAL IMPLICATIONS

15.

- N/A

Sign off / comments / limitations from LVRPA Senior Conservation Officer (if required):

Name:

Date:

LEGAL IMPLICATIONS

16.

- Sign off from Broxbourne Council's Fire Officer will be required

LANDLORD IMPLICATIONS

17.

- Formal Landlord's consent required

Sign off / comments / limitations from LVRPA Head of Property Services (if required):

Name:

Date:

COMMUNICATIONS IMPLICATIONS

18.

- Will be requirement to disseminate information about works being undertaken

NATIONAL GOVERNING BODY IMPLICATIONS

19.

- British Canoeing will be engaged, as with all projects, and any impact on their business needs will be addressed i.e. external catering sourced for bookings taken, schedule of works designed to minimise impact of disruption etc

Sign off / comments / limitations from LVRPA Head of Sports & Leisure (if required):

Name:

Date:

RISK MANAGEMENT IMPLICATIONS

20.

- There are ongoing H&S and Food Safety risks associated with the existing operation that this project addresses – these issues remain for as long as the existing set up continues
- Prudent financial returns have been built into the business case to make appropriate allowances for 'normal' usage and weather fluctuations – should the project not deliver on its financial returns then the project will take longer to return on its investment
- If there are delays to the delivery timescales which affect the 31 March completion then there may be a financial and customer service impact on the 2018/19 season

Report by Catering & Hospitality Manager

Appendix

- Approved design produced by Lockharts



- 1 Area 4
- 2 Potential Storage
- 3 Pavilion Servery
- 4 Pavilion Play Area
- 5 Swale
- 6 Office Accommodation
- 7 Covering Decking
- 8 Terrace Bar
- 9 Kitchen and Cafe
- 10 British Canoeing Compound
- 11 Bin Compactor
- 12 Boundary Extension

Project Area

Venue Development Plan: White Water Centre

1:2000 @ A3
13.02.17

Produced by: Corporate GIS (AAB)

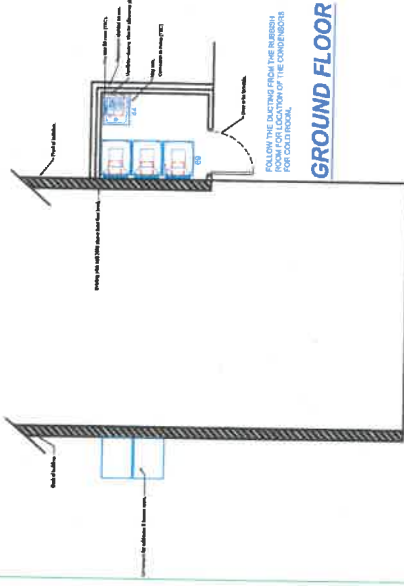
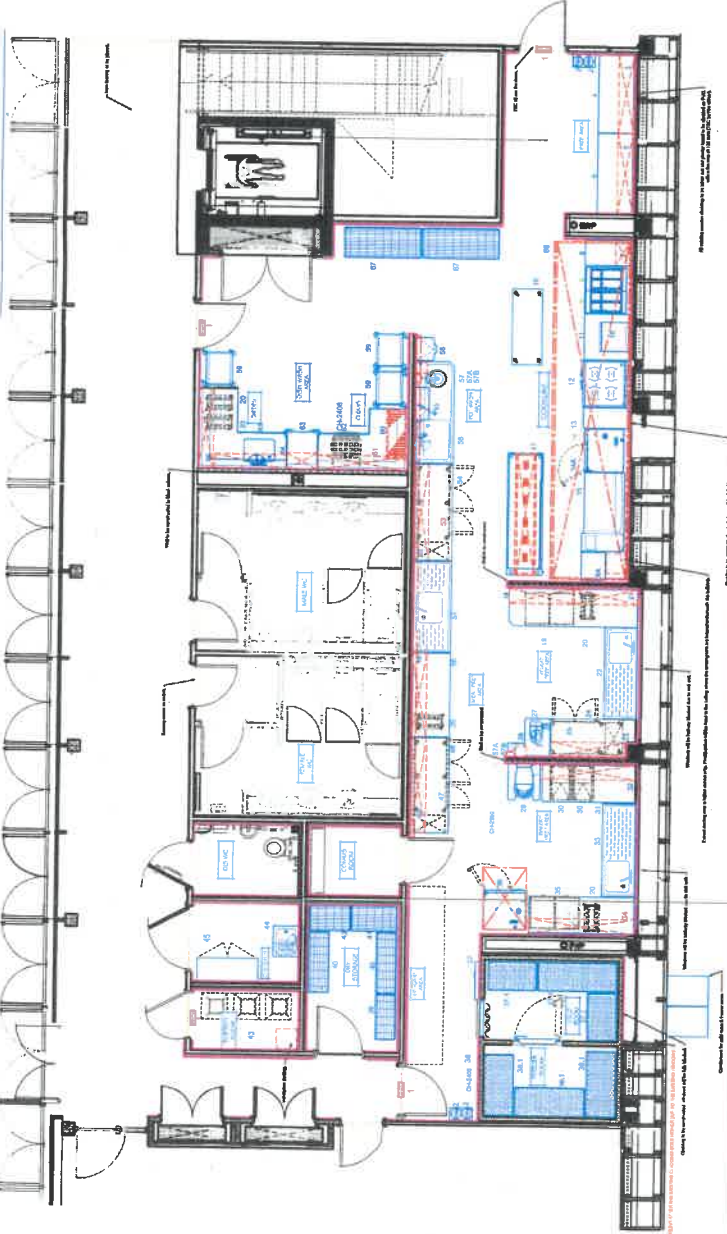
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ITEM	COMMENTS	HEALTH AND SAFETY VERIFICATION	RISK	CONTRACT	HEALTH AND SAFETY VERIFICATION	RISK
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PROPOSED LAYOUT



GROUND FLOOR

FOLLOW THE DUCTING FROM THE REFRIGERATOR CONDENSERS TO THE CONDENSERS FOR COOL FLOOD.

EQUIPMENT SCHEDULE

- 1. 4 No. Electric Insect Killer
- 2. 4 No. Fire Extinguisher - By others
- 3. Wall Shelf, Double Tier
- 4. Stainless Steel Wall Bench
- 5. Wall Shelf, Double Tier
- 6. Stainless Steel Wall Bench
- 7. Wall Shelf, Double Tier
- 8. Stainless Steel Wall Bench
- 8A. Stainless Steel Wall Bench
- 9. 2 No. Existing Fryer (To be relocated)
- 10. Site & Fall Grill - Electric
- 11. Stainless Steel Wall Bench
- 12. 4 Zone Induction Range - Electric
- 13. Stainless Steel Wall Bench
- 14. Existing 10 Grid Combination Oven (To be relocated)
- Stacked With 6 Grid Unit - Electric
- 15. Fridge Multi - Cooking Centre - Electric
- 16. Stainless Steel Table - Mobile
- 17. Hot Cupboard, Mobile - Both Handed Gantry
- 18. Wall Shelf, Double Tier
- 19. 2 No. Stainless Steel Drawers - In built underneath prep bench
- 20. 5 No. Slim Jim Bin On Dolly
- 21. Wall Shelf, Double Tier
- 22. Stainless Steel - Single Bowl Unit
- 23. Wall Shelf, Double Tier
- 24. Stainless Steel Wall Bench
- 25. 2 Door Undercounter Fridge
- 26. Vegetable Prep Machine
- 27. Stainless Steel Wall Bench
- 28. Wash Hand Basin
- 29. Floor Mounted Electric Mixer - 40 ltr
- 30. 2 No. Ingredient Containers
- 31. Stainless Steel Wall Bench
- 32. Wall Shelf, Double Tier
- 33. Stainless Steel - Single Bowl Unit
- 34. Wall Shelf, Double Tier
- 35. 2 No. Stainless Steel Drawers - In built underneath prep bench
- 36. 10 Grid Combination Oven - On Stand
- 37. Walk In - Cold Room - Condensers Location To Be Confirmed
- 37.1 Aluminium Polymer Racking - 4 Tier
- 38. Walk In - Freezer Room - Condensers Location To Be Confirmed
- 38.1 Aluminium Polymer Racking - 4 Tier
- 39. Nylon Coated Shelf - 4 Tier
- 40. 2 No. Nylon Coated Shelves - 4 Tier
- 41. Nylon Coated Shelf - 4 Tier
- 42. Nylon Coated Shelf - 4 Tier
- 43. 3 No. Refuse Chutes
- 44. 2 No. Janitorial Sink
- 45. C.O.S.H.H Cupboard
- 46. Wall Shelf, Double Tier
- 47. 3 Door Undercounter Fridge
- 48. Stainless Steel Wall Bench
- 49. Wall Shelf, Double Tier
- 50. Stainless Steel Wall Bench
- 51. Single Bowl Sink Unit
- 52. Wall Shelf, Double Tier
- 53. 3 Door Undercounter Fridge
- 54. Stainless Steel Wall Bench
- 55. Pot Boy Pot Scrubber
- 56. Stainless Steel Sink Unit - Pre rinse spray & Splash back
- 57. Wash Hand Basin - Built In
- 57B. 2 No. Soap Dispenser
- 58. Pecal Bin
- 59. 3 No. Mobile Stacking Trolley - 20 Grid
- 60. Stainless Steel Blanked Rodded Wall Shelf
- 61. Wall Shelf, Double Tier
- 62. Stainless Steel Cooled Dish Wash Table - With Basket Runners Under
- 63. Pass Through Dishwasher - With Integrated Heat Recovery System
- 64. Wall Shelf, Single Tier
- 65. Stainless Steel Inlet, Dish Wash Table - With Pre-rinse Spray (lower height), Cut out Scrapping Chute
- 66. Wall Shelf, Double Tier
- 67. 2 No. Nylon Coated Shelf - 4 Tier
- 68. Extraction Canopy
- 68.3 No. Wheelie Bin

Client: This drawing and any subsequent related drawings contain no liability, intellectual property and may be subject to revision after completion of all measured and approved for any and all purposes. The client is responsible for the accuracy of the information provided and the client is responsible for the accuracy of the information provided. The client is responsible for the accuracy of the information provided. The client is responsible for the accuracy of the information provided.

LOCKHART
CATERING DESIGN SERVICES

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Tel: 01279 451335 Fax: 01279 408193

CLIENT: LEE VALLEY
Drawing Title: GENERAL LAYOUT - KITCHEN

Scale: 1:50
Drawing No: HAR/1103/08/04
Drawing Date: 18/08/2011

Author: [Name]
Checker: [Name]
Date: [Date]

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