Lee Valley Regional Park Authority
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To:

Paul Osborn (Chairman)
Derrick Ashley (Vice Chairman)
John Bevan
Ricki Gadsby
Chris Kennedy
Heather Johnson
Valerie Metcalfe
Alan Searing

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

THURSDAY, 17 DECEMBER 2015 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 26 November 2015 (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 FEES & CHARGES REVIEW 2016/17 Paper E/43015

Presented by Simon Sheldon, Director of Finance & Resources

6 ICE CENTRE PROJECT UPDATE — TO FOLLOW

Presented by Dan Buck, Head of Sport & Leisure

7 PARTNER CONTRIBUTION TO THE LONDON STANSTED CAMBRIDGE CONSORTIUM — Paper E/428/15

Presented by Stephen Wilkinson, Head of Planning & Strategic Partnerships

8 CONSULTATION ON CROSS RAIL 2 — Paper E/429/15

Presented by Stephen Wilkinson, Head of Planning & Strategic Partnerships

9 LAND & PROPERTY REVIEW WORKING GROUP

To agree Terms of Reference and appoint Members to the Working Group

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

AGENDA
Part II
(Exempt Items)

12 CROSS RAIL 2 UPDATE — TO FOLLOW

Presented by Stephen Wilkinson, Head of Planning & Strategic Partnerships

[Not for publication following the principles of the Local Government Act 1972, Schedule 12A, Part I, Section 3]

13 PROPOSED REDUCTION IN RESOURCING REQUIREMENTS — TO FOLLOW

Presented by Simon Sheldon, Director of Finance & Resources

[Not for publication following the principles of the Local Government Act 1972, Schedule 12A, Part I, Section 1]

14 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 December 2015

Shaun Dawson
Chief Executive

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LEE VALLEY REGIONAL PARK AUTHORITY

EXECUTIVE COMMITTEE
26 NOVEMBER 2015

Members Present:	Paul Osborn (Chairman)	Chris Kennedy
	Derrick Ashley (Vice Chairman)	Heather Johnson
	John Bevan	Valerie Metcalfe
	Ricki Gadsby	Alan Searing

In Attendance: Gordon Nicholson

Officers Present:	Shaun Dawson	- Chief Executive
	Beryl Foster	- Director of Corporate Services
	Simon Sheldon	- Director of Finance & Resources
	Dan Buck	- Head of Sport & Leisure
	Paul Coates	- Sports Development Manager
	Jon Carney	- Head of Parklands
	Nick Powell	- Property Surveyor
	Stephen Bromberg	- Head of Communications
	Stephen Wilkinson	- Head of Planning & Strategic Partnerships
	Sandra Bertschin	- Committee & Members' Services Manager
	Kulvinder Sihota	- Managing Director (Lee Valley Leisure Trust)
	Brian Daley	- Director of Venues (Lee Valley Leisure Trust)
	Alan Butler	- Director of Venues (Lee Valley Leisure Trust)
	Nigel Foxall	- Director of Business Support (Lee Valley Leisure Trust)

Part I

685 DECLARATIONS OF INTEREST

Name	Agenda Item No.	Nature of Interest	
John Bevan	5	Trustee of Lee Valley Leisure Trust	*Non-pecuniary*

686 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 22 October 2015 be approved and signed.

687 PUBLIC SPEAKING

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

688 LEISURE SERVICES CONTRACT MONITORING REPORT - Q2 2015 Paper E/425/15

The report was introduced by Simon Sheldon, Director of Finance & Resources, highlighting that there was a potential shortfall in projected net VAT gains but that income and usage had increased.

Kulvinder Sihota, Managing Director, Lee Valley Leisure Trust, advised that it had been a positive first half year with good performance and a number of seasonal campaigns introduced.

In response to Member questions it was advised that:

- a budget adjustment was required for electricity usage at Lee Valley White Water Centre and that hosting the ICF Canoe Slalom World Championships had increased energy consumption as the pumps were in use for 13 hours a day;
- the rise in complaints at Hayes Hill Farm was due to issues with flies in the café area during the summer months and the need to refresh the venue. Actions had been implemented to solve the fly problem and it was proposed to undertake a general tidy up over the winter months;
- the overall VAT position was still being understood with a need to review various arrangements in relation to bookings; and
- it was not unduly burdensome to produce quarterly monitoring reports, which were considered by external scrutineers to be beneficial in terms of governance, and that the monitoring framework was determined by Members.

(1) the report was noted.

689 COMMUNITY ACCESS FUND UPDATE Paper E/426/15

The report was introduced by Shaun Dawson, Chief Executive, including:

- initially it had been challenging to gain buy-in from boroughs and hard to reach groups;
- progress had been made recently with activities arranged for 12 boroughs and by the middle of next year the programme will have been delivered over the 16 boroughs; and
- a review of the Authority's overall community outreach programme was being undertaken.

Members expressed concern that some London 2012 legacy boroughs had been included in the scheme due to their proximity and considered that priority should therefore be given to outlying boroughs.

(1) a six month extension to the Community Access Fund beyond 31 March 2015 using the current budget;

(2) to carry forward £34,000 from the 2015/16 budget into 2016/17; and

(3) that a full evaluation of the Community Access Fund pilot project will be carried out in September 2016 was approved.

EXECUTIVE COMMITTEE MINUTES
26 NOVEMBER 2015

690 NATIONAL GOVERNING BODY MAJOR SPORTS EVENT SUPPORT 2016-2020 — Paper E/427/15

The report was introduced by Dan Buck, Head of Sport & Leisure, highlighting that the proposed approval process and support criteria had been developed subsequent to discussions with various organisations to ensure that the Authority was involved from the conception stage of any bidding plan.

Members considered the implications of establishing a specific budget for major events support and the roles of other organisations, such as the GLA and Sport England, in funding major events.

(1) the approval process set out in paragraph 11 of paper E/427/15;

(2) the support criteria set out in paragraph 16 of paper E/427/15 was approved;

(3) as part of the 2016/17 budget process funding of major events as set out in paragraph 18 of paper E/427/15 should be considered; and

(4) the major events (secured or in the bidding process) for the period 2016-2020 was noted.

691 GRANT OF EASEMENT FOR CYCLE PATH BRIDGE STRUCTURE FORMER AQUEDUCT SITE LEA BRIDGE ROAD, LEYTON — Paper E/424/15

The report was introduced by Beryl Foster, Director of Corporate Services, including that there were no financial costs to the Authority from granting of the easement.

(1) the granting to London Borough of Waltham Forest of a permanent easement in relation to the land shown coloured brown on the plan attached as Appendix A to Paper E/424/15;

(2) an application be submitted to the Secretary of State for consent to the Easement as disposal of an interest in land; and

(3) the signing and sealing of all necessary legal documentation was approved.

_____
Chairman

_____
Date

The meeting started at 10.32am and ended at 11.15am.

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Lee Valley Regional Park Authority	Agenda Item No:
LEE VALLEY REGIONAL PARK AUTHORITY	5
EXECUTIVE COMMITTEE	Report No: **E/430/15**
17 DECEMBER 2015 AT 11:30	

FEES & CHARGES REVIEW 2016/17

Presented by the Director of Finance & Resources

EXECUTIVE SUMMARY

This report sets out the proposed charges for 2016/17 for the sites/venues that remain under the direct control of the Authority. These are:

- Fisheries;
- Myddelton House & Gardens;
- Youth and Schools;
- Allotments; and
- Access to Information fees.

The Authority currently collects approximately £225,000 annually from these specific fees and charges. The fees and charges are reviewed annually as part of the budget process. The report also seeks to confirm the recommendation made (at the Service Planning/Fees & Charges Workshop on 26 November 2015) to accept the Trust's proposals for fees and charges for 2016/17 at the venues it manages.

RECOMMENDATIONS

Members Approve:

(1) proposals for the Authority's 2016/17 fees and charges as summarised in paragraph 3 and set out in detail in Appendix A to this report; and

(2) the Trust's fees and charges as set out in Appendix B to this report.

BACKGROUND

1 Fees and Charges generate £219,000.

2 The Authority reviews its fees and charges annually and the impact of any proposals are fed into the annual budget process. These have a direct impact on the levy and the management fee to the Trust.

3 Appendix A to this report sets out proposed charges for the financial year 2016/17 for sites, facilities, accommodation and heritage attractions operated by

the Authority. In summary:

	Proposed average increase %	Estimated additional Income
Lee Valley Fisheries	2.0	£3,000.00
Myddelton House Gardens	1.8	£1,000.00
Lee Valley Youth & Schools	1.4	£1,000.00
Allotments	1.6	£100.00
Access to Information	0.0	£0
Total		£5,100.00

4 Proposed charges would generate an additional income of up to approximately £5,100 per annum, which is an overall increase of 1.7%. The Retail Price Index (RPI) for September stood at 0.8% and the Consumer Price Index (CPI) stood at -0.1%.

5 The overriding principles in setting charges are set out in the fees and charges policy and are:

i. venues should aim to break even (excluding overheads);
ii. sustainably improve market share/usage;
iii. equality through concessionary pricing.

EXCEPTIONAL CHARGES / AREAS

6 Fisheries – Proposed price freezes exist where particular fisheries have not reached capacity. All other areas are expected to increase.

7 Myddelton House Gardens - Proposed price freeze across certain charges to try and grow visitor numbers and increase income through more people booking on walks and courses.

8 Youth & Schools service – It is more expensive for a day visit than the majority of competitors. Recommend inflationary increases only to maintain strong customer base and ensure accessibility to youth groups and schools from across the region.

9 East Hale Allotments – Proposed increase in line with RPI for 2016.

10 Members agreed the 'Access to Information Fees and Information Security Policy' in October 2013 (paper E/298/13), which included the related fees. Since setting these fees they have not yet been applied to a relevant request, and as an inflationary increase would be rounded down it is recommended that these charges are kept at the same level for 2016/17.

11 The approved fees and charges will generally come into effect from 1 April 2016, but will be dependent on seasonal opening and operating periods.

12 The impact of the approved fees and charges will be incorporated into the 2016/17 Budget and Levy proposals.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

14 The proposed fees and charges will provide total additional income of £222,150 (£217,050 via the Trust and £5,100 through the Authority). A proposal to increase income through new car parking charges will be discussed as part of the 2016/17 budget paper and discussed at the Budget Workshop later today.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

17 A significant part of the Authority's and Trust's budget depends on income generated from fees and charges. Income can be adversely or favourably affected by weather, market demand factors and pricing in the wider economy as a whole. To mitigate this risk it is important that reserves are set aside at a prudent level (the current minimum reserve policy is £4m), and that business interruption insurance is in place.

EQUALITY IMPLICATIONS

18 At the Service Planning/Fees & Charges Workshop Members requested an update to the concessionary policy identifying target groups, those people targeted within these groups and examples of the type of evidence they would need to provide to receive a concession.

The updated table is shown below:

Target Group	People Targeted	Examples of Evidence
Group 1: People outside the normal working age	Senior Citizens (men and women) who are entitled to receive the state pension in line with Government policy	Proof of age, Bus pass, entitlement letter, driving licence, passport or proof of date of birth
	Under 16's (Children under 5's are sometimes allowed in for free, but some of our venues do not do this)	Proof of age card
Group 2: People with disabilities, and their carers	Groups of people with special needs who require assistance	Applications must be made in writing to the manager of the venue. The letter must be on

		official headed paper from group, organisation, school, club, society etc
	People with a disability who receive Disability Living Allowance (DLA) or Personal Independence Payment (PIP) and require assistance from a carer	Award letter within the last 12 months from the Department of Works and Pensions (DWP)
	Carers visiting with people from the groups above	Visiting with person who has evidence of above
Group 3: People who are on a low income and in receipt of one of the benefits identified in column 2	People on Income Support (IS) Employment and Support Allowance (ESA formerly Incapacity Benefit) Jobseekers Allowance (JSA) Carers Credit (CC)	Award letter within the last 12 months from the Department of Works and Pensions (IS, JSA, ESA, CC)
		An entitlement notice from Local Authority/ Council within the last 12 months clearly highlighting a reduced charge owing to any of the above benefit entitlements

Author: Jon Carney, 01992 709 804, jcarney@leevalleypark.org.uk

PREVIOUS COMMITTEE REPORTS

Executive Committee	E/378/14	Fees & Charges Review 2015/16	18 December 2014
Authority	A/4161/13	Fees and Charges Policy	24 January 2013

APPENDICES ATTACHED

Appendix A	Proposed Authority Fees and Charges 2016/17
Appendix B	Trust Service Delivery Plan 2016/17

LIST OF ABBREVIATIONS

the Authority	Lee Valley Regional Park Authority
the Trust	Lee Valley Leisure Trust Limited

LEE VALLEY FISHERIES

1. Market Dynamics

- The current portfolio of angling venues includes 27 gravel pits and 21 stretches of River/Flood Channel that facilitate coarse angling comprising of 30 different venues of which 15 are directly managed by the Fisheries department, 14 are licensed to Angling Clubs, Societies and Consortia and one which is jointly managed.
- Our fisheries offer a very high standard and wide variety of species of fish.
- However, all our fisheries are 'multi-use' – anglers have to share the Park with a range of other leisure users including: boat clubs, dog walkers, runners, cyclists
- In contrast, many competing fisheries can offer exclusive, non-public access to fisheries, additional parking and catering facilities – factors that are important to anglers, which affects our ability to increase prices too much.
- Our pricing in comparison to the wider market reflects the positives, and negatives our fisheries have – we're more expensive than similar, mixed use venues but cheaper than exclusive fisheries.

2. Venue visitor and financial information

Year	Visitor numbers	Customer satisfaction	Operational Income	Net operational (income) / expenditure	Net cost/ income per visitor
2012/13	2,662	8.5	(£134,337)	(£12,649)	(£4.94)
2013/14	2,906	7.9	(£144,256)	(£14,777)	(£5.08)
2014/15	3,216	8.5	(£157,865)	(£25,124)	(£7.81)
2015/16 Budget			(£151,900)	(£21,600)	n/a

3. Impact of Last year's charges/ customer comments

- Very few comments regarding last year's charges.
- Our fisheries are unique – good quality fish and venues but multi use. Anglers are aware of what they are getting for the price at our fisheries.
- Season starts mid-June – very early to be discussing prices/ current year performance.
- Some fishing lakes still struggling from the economic down turn - people with permits for a number of lakes cutting back to 1 or 2.

4. Proposed charges for 2016/17: Variance from inflation

- **Mill Stream**
  - Historically, has always been, and remains a very little used venue and extremely small in terms of bank side/area. Propose freeze to increase number of anglers and help management.
- **Ashley**
  - Seen a decline in usage at Ashley due to issues surrounding the distance the car park is from the venue. Recommend price freeze to promote usage and not alienate customers.
- There is scope for above inflationary increase at remaining sites as Season Permits and Day Tickets are selling out ahead of schedule.
  - Proposed changes bring all charges into line with each other.

5. Proposed charges for 2016/17: Estimated additional income*

- 2015/16 Budgeted Income: £152k
- 2016/17 Estimated income: £155k
- **% Increase in income from change in charges only: 2.0%**

*(*Data for illustrative purposes only and derived from applying proposed % increase to 2015/16 budget, assuming the same level of usage.)*

6. Actions from Member Workshop Last Year

None

LEE VALLEY FISHERIES

			2015/16 Fee	Proposed Fee 2016/17	% Increase
Day Tickets	Banjo Lake	(12 Hour) Adult	£15.00	£15.50	3.3
		(12 Hour) Concession	£11.00	£11.50	4.5
		(24 Hour) Adult	£20.00	£20.50	2.5
		(24 Hour) Concession	£14.00	£14.50	3.6
	Stock Pit	(12 Hour) Adult	£15.00	£15.50	3.3
		(12 Hour) Concession	£11.00	£11.50	4.5
		(24 Hour) Adult	£20.00	£20.50	2.5
		(24 Hour) Concession	£14.00	£14.50	3.6
	Mill Stream	(12 Hour) Adult	£6.00	£6.00	0.0
		(12 Hour) Concession	£5.00	£5.00	0.0
Season Permits	Walton's Walk	(Day & Night) Adult	£55.00	£57.00	3.6
		(Day & Night) Concession	£45.00	£47.00	4.4
	Admirals Walk	(Day Only) Adult	£60.00	£62.00	3.3
		(Day Only) Concession	£50.00	£52.00	4.0
	Bowyers Water	(Day & Night) Adult	£220.00	£230.00	4.5
		(Day & Night) Concession	£190.00	£200.00	5.3
	Slipe Lane Pits	(Day Only) Adult	£40.00	£42.00	5.0
		(Day only) Concession	£30.00	£32.00	6.7
		(Day & Night) Adult	£58.00	£60.00	3.4
		(Day & Night) Concession	£38.00	£40.00	5.3
	Nazeing Meads	(Day Only) Adult	£98.00	£99.00	1.0
		(Day only) Concession	£83.00	£84.00	1.2
		(Day & Night) Adult	£150.00	£152.00	1.3
		(Day & Night) Concession	£103.00	£105.00	1.9
	North Met Pit	(Day Only) Adult	£110.00	£115.00	4.5
		(Day only) Concession	£98.00	£103.00	5.1
		(Day & Night) Adult	£170.00	£175.00	2.9
		(Day & Night) Concession	£115.00	£120.00	4.3
	Ashley	(Day & Night) Adult	£175.00	£175.00	0.0
		(Day & Night) Concession	£140.00	£140.00	0.0
	Glen Faba	Adult	£170.00	£175.00	2.9
		Concession	£135.00	£140.00	3.7
	Abbott's Lake	Adult	£295.00	£300.00	1.7
		Concession	£265.00	£270.00	1.9
	Anglers with Disabilities – 8 sites permit		£20.00	£21.00	5.0
	Key purchase; required to gain access to certain Fisheries		£15.00	£15.50	3.3

MYDDELTON HOUSE GARDENS

1. Market Dynamics

- As part of the funding agreement the Gardens must be free to access for the public for at least 10 years.
- Officers feel this model suits the operation well as it encourages secondary spend in the visitor centre and repeat visits.
- Forty Hall recently received £5m lottery funding to renovate its facilities, and must be considered a very strong direct competitor to Myddelton House Gardens.

2. Venue visitor and financial information

Heritage Visitor Centre

Year	Visitor numbers	Customer satisfaction	Operational Income*	Net operational (income) / expenditure*	Net cost per visitor*
2012/13	n/a	n/a	(£99,600)	£60,461	n/a
2013/14	n/a	n/a	(£137,891)	£50,423	n/a
2014/15	n/a	n/a	(£138,976)	£52,064	n/a
2015/16 Budget			(£118,900)	£73,500	n/a

** Figures include operational income and operational cost for catering*

Myddelton House Gardens

Year	Visitor numbers	Customer satisfaction	Operational Income*	Net operational (income) / expenditure*	Net cost per visitor*
2012/13	50,093	8.8	(£19,061)	£210,202	£4.20
2013/14	53,927	9.1	(£13,901)	£209,344	£3.88
2014/15	49,735	9.2	(£32,217)	£181,237	£3.64
2015/16 Budget			(£30,500)	£190,100	-

** Figures do not include operational income and operational cost for catering*

3. Impact of Last year's charges/ customer comments

- Have received very few complaints over last year, however, this is due to price freezes following significant increase in Fees in Charges over last 2 years.
  - Visitor numbers still at much lower level than in 2012/13 and 2013/14.
- Complaints regarding car park charges have decreased, however, still receiving a few complaints regarding the car park.

4. Proposed charges for 2016/17: Variance from inflation

- **Private Guided Walks**
  - Propose price freeze on during open hours to promote uptake.
  - Recommend above inflationary increase for walks outside opening hours as this is a premium service.
- **Gardener's Coffee Morning**
  - Since changing head gardener, uptake of Gardener's Coffee Morning has been relatively poor. Additionally, price increases have been significant in recent years which have been detrimental to usage.
  - Recommend price freeze to promote uptake.
- **Car Park Charges**
  - Recommend freeze for all parking machine charges with view to increase next year.
    - Customers are still getting used to car parking charges and MHG is in line with competitors.

5. Proposed charges for 2016/17: Estimated additional income*

- 2015/16 Budgeted Income: £30k
- 2016/17 Estimated income: £31k
- **% Increase in income from change in charges only: 1.8%**

*(*Data for illustrative purposes only and derived from applying proposed % increase to 2015/16 budget, assuming the same level of usage.)*

6. Notes from Members Last Year

None

MYDDELTON HOUSE GARDENS				
		2015-16 Fee	**Proposed Fee 2016-17**	**% Increase**
Garden Entry	Entrance to the gardens at all times	Free	Free	n/a
Private Guided Walks (Price per person, min. 16 people)	1 Hour - during opening hours	£3.00	£3.00	0.0
	2 Hours - during opening hours	£4.00	£4.00	0.0
	1 Hour - outside opening hours	£5.00	£5.50	10.0
	2 Hours - outside opening hours	£6.00	£6.50	8.3
Events (Basket weaving, Living Willow Sculptures, Digital Photography)	Half day (minimum price)	£15.00	£15.50	3.3
	Full day (minimum price)	£25.00	£25.50	2.0
Gardener's coffee morning (2 hours)		£10.00	£10.00	0.0
Music in the Gardens	Adult	£9.00	£9.50	5.6
	Concession	£7.00	£7.50	7.1
Car Park charges	Up to 2 hours	£2.00	£2.00	0.0
	Over 2 hours	£3.00	£3.00	0.0
	Minibuses (under 16 seats)	£5.00	£5.00	0.0
	Coaches	£10.00	£10.00	0.0
	EA Bowles Society Annual Pass	£18.00	£18.50	2.8
	Annual Pass	£24.00	£24.50	2.1

LEE VALLEY YOUTH AND SCHOOLS SERVICE

1. Market Dynamics

- The Youth & Schools Service provide environmental and heritage education programmes and outdoor learning activities to over 20,000 people of all ages and abilities annually from across the region.
- Youth and Schools usage comes from our education programmes and interacting with schools, youth and family groups at the Park and external regional events.
- The Service has a strong customer base however subsidised education providers exist in the wider educational market, some offering free programmes. In addition competitors offering lower price programmes such as Secret Island are promoted by the Park.

2. Venue visitor and financial information

Year	Visitor Numbers	Customer Satisfaction	Operational Income	Net operational (income) / expenditure	Net cost per visitor
2012/13	25,200*	9.5	(£34,424)	£136,024	£5.40
2013/14	20,632	9.3	(£33,617)	£196,454**	£9.52
2014/15	20,719	9.5	(£37,349)	£151,885	£7.33
2015/16 Budget			(£37,200)	£171,800	n/a

*Visitor numbers higher due to one off events
**Includes £49k consultants review cost

3. Impact of Last year's charges/customer comments

- Price increases may have contributed to small yearly reductions in school bookings of standard programmes these have been compensated for by income from large school bookings and other projects with youth and community groups. While the majority of schools accept the costs a growing minority are citing affordability as a barrier to booking.
  - The key issue is the cost of external coach hire (which needs to be added on to the schools session cost).
  - Youth and Schools service still has a strong customer base and high number of repeat visitors; however, are wary about pricing out certain schools from the regional community.
- Impact on specific programmes:
  - Farm educational session uptake reduced over recent years due to additional charge for visiting Hayes Hill Farm.
  - Boat prices increased in previous years to cover boat hire cost, option now predominately only taken up by private schools.

4. Proposed charges for 2016/17: Variance from inflation

- Youth and Schools services is more expensive for a day visit than majority of competitors.
  - Recommend inflationary increases only to maintain strong customer base and ensure accessibility to schools across the region.
- Received comments from schools about complicated price structures.
  - Simplified charges to improve ease of use.

5. Proposed charges for 2016/17: Estimated additional income*

2015/16 Additional Income (assuming same visitor number levels)

- 2015/16 Budgeted Income: £37k
- 2016/17 Estimated income: £38k
- **% Increase in income from change in charges only: 1.4%**

*(*Data for illustrative purposes only and derived from applying proposed % increase to 2015/16 budget, assuming the same level of usage.)*

6. Actions from Member workshop last year

None

YOUTH AND SCHOOLS SERVICE					
			2015/16 Fee	Proposed Fee 2016/17	% Change
Schools Programme		Half Day per pupil	£5.00	£5.10	2.0
		Full Day per pupil	£7.80	£7.90	1.3
		Boat trip per pupil	£11.50	£11.60	0.9
Boat Trips	Families outside school time	Per individual (under 2's free)	£9.50	£9.60	1.1
Walks	Guided Walks	1 hour	£65.00	£66.00	1.5

ALLOTMENTS

1. Market Dynamics

Description of Charges

- East Hale Allotments: Rent - per 10 pole plot (250 sq. m):
  - Income last year of £7k.
  - Allotment prices do not include £20 water charge and £3.50 insurance which the Authority does not set.

Competitor Prices

- Our allotments are highly priced compared with other local Borough allotments.
  - East Hale Allotments provide a better quality of security and common area maintenance.

2. Venue visitor and financial information: Corporate Volunteering and Activity Days

Year	Visitor Numbers	Operational Income	Net operational (income) / expenditure*	Net cost per visitor*
2012/13	n/a	£6,685	n/a	n/a
2013/14	n/a	£6,867	n/a	n/a
2014/15	n/a	£6,959	n/a	n/a
2015/16 Budget		£6,000	n/a	n/a

3. Impact of Last year's charges/ customer comments

None made.

4. Proposed charges for 2016/17: Variance from inflation

None – inflationary increase only.

5. Proposed charges for 2016/17: Estimated additional income*

- 2015/16 Budgeted Income: £6k
- 2016/17 Estimated income: £6k
- **% Increase in income from change in charges only:** 1.6%

*(*Data for illustrative purposes only and derived from applying proposed % increase to 2015/16 budget, assuming the same level of usage.)*

6. Actions from Member workshop last year

None

ALLOTMENTS				
		2015/16 Fee	Proposed Fee 2016/17	% Increase
Allotments	*Rent - per 10 pole plot ($250m^2$)	£63.50	£64.50	1.6

*Prices do not include £20 water charge and £3.50 insurance

ACCESS TO INFORMATION

Description of Charges
Members agreed the 'Access to Information Fees and Information Security Policy' in October 2013 (E/298/13).

- The policy sets out the conditions that must be met for charging to apply to information requests and the charges that may be made.
- Recommend price freeze as there has been no uptake of these services.

ACCESS TO INFORMATION				
		2015/16 Fee	**Proposed Fee 2016/17**	**% Increase**
A4/A3 Sheet or smaller	Black & white (per copy)	£0.10	£0.10	0.0
A4/A3 Sheet or smaller	Colour (per copy)	£0.50	£0.50	0.0
A2 Sheet	Black & white or colour (per copy)	£0.50	£0.50	0.0
A1 and A0 Sheet	Black & white or colour (per copy)	£0.50	£0.50	0.0
CD/DVD	Per disk	£2.00	£2.00	0.0
Postage costs	Variable (weight and size).	Costs based on Royal Mail Standard 2nd Class	Costs based on Royal Mail Standard 2nd Class	0.0

SERVICE DELIVERY PLAN

Lee Valley Regional Park Authority Leisure Services Contract

2016/17

1. The Vision and Values

The Lee Valley Leisure Trust Limited (Trust) will deliver "Vibrant Visitor Destinations".

Trust Mission Statement

To be a learning organisation that invests in our staff and the venues that we manage, delivering quality services and vibrant destinations that delight our customers and are buzzing with life and activity

Trust's Values

Professional, we deliver what we promise
Friendly, we recognise the values and importance of our customers and staff
Creative, we strive for innovation and creativity
Exceptional, we aspire to excellence in exceeding our customer expectations
Commercial, we will bring benefit to our communities through our commercial focus

Vibrant Partnerships (The Trust) is focused on delivering the sporting legacy, increasing participation, overall usage and increased income to enable the long term sustainability of the Lee Valley venues. We have been building on the work of the Authority to create world class leisure/sports destinations. During the first six months work has been undertaken to broaden the appeal of the venues, with the aim of creating Vibrant Visitor Destinations, which include:

- Enhancing the customer experience and improving secondary spend e.g. improvements to the food and beverage offer, café look and feel
- Days out for the whole family incorporating sporting activities e.g. Family Fun Day, Active August
- Conferencing and event hire (weddings, corporate packages, celebration packages)
- Entertainment e.g. live music, 6 day cycling event, Wiggins Hour Cycling Record
- Marketing and promotion e.g. developing microsites, Filled with Fun Campaign to promote Lee Valley as a destination

Vibrant Partnerships has been working closely with Authority colleagues, partners, governing bodies and community groups to deliver these aims.

In addition to the above, the venues have hosted a number of elite sporting events e.g. Canoe Slalom World Championships, Euro Hockey Championships, Revolution and schools festivals.

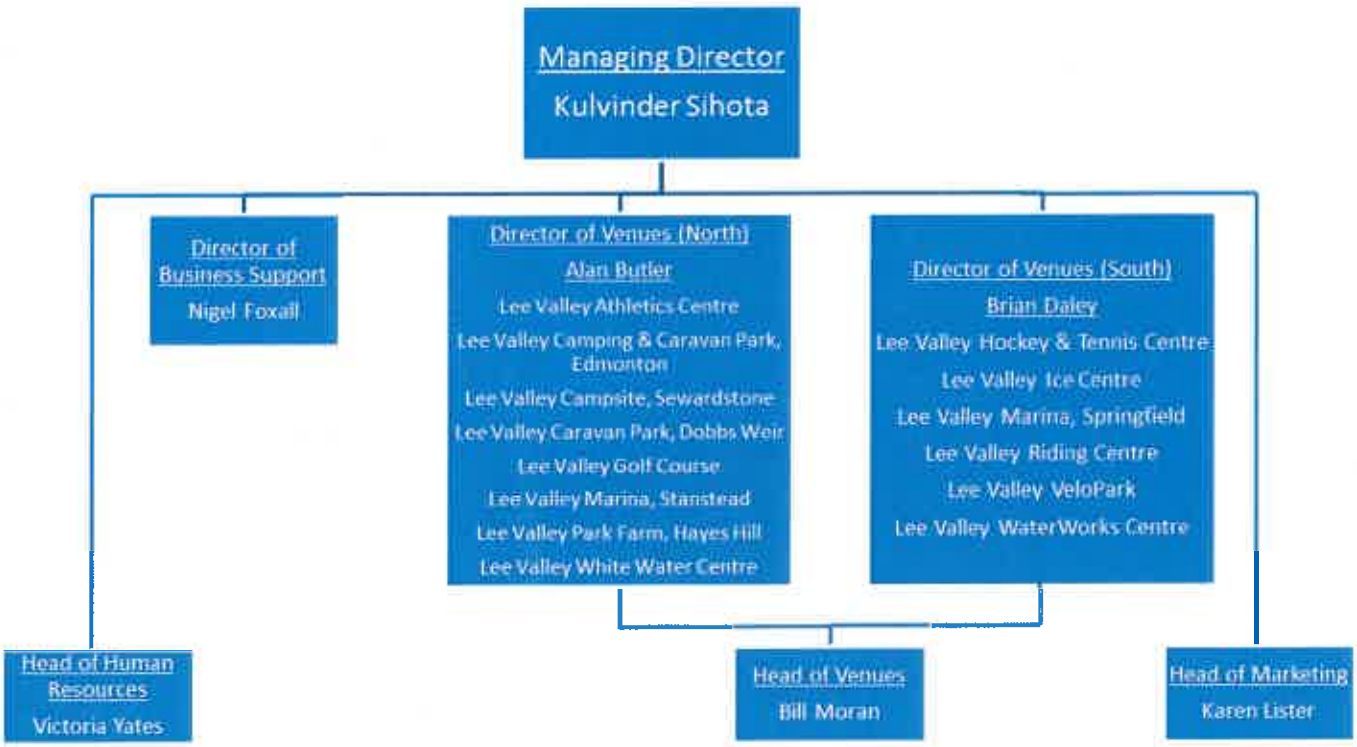
Looking ahead to 2016/17, Vibrant Partnerships will be looking to build on the work undertaken in the first six months. It is our belief that the best way forward is to support growth through

investment in people and facilities. That is not to say that increased productivity and efficiencies will not be sought but to reduce reliance on the levy needs to be a mix of both strands.

Governance Structure

Board Structure

Senior Management Team



2. Summary of Key Activities

The Trust operates 14 venues within the Lee Valley Leisure Services contract, which are:

- Lee Valley VeloPark
- Lee Valley White Water Centre
- Lee Valley Hockey and Tennis Centre
- Lee Valley Athletics Centre
- Lee Valley Ice Centre
- Lee Valley Riding Centre
- Lee Valley Park Farms
- Lee Valley Golf Centre
- Lee Valley Camping and Caravan Park, Edmonton
- Lee Valley Campsite, Sewardstone
- Lee Valley Caravan Park, Dobbs Weir
- Lee Valley Marina, Springfield
- Lee Valley Marina, Stanstead Abbotts
- Lee Valley WaterWorks Centre

Within these venues the key activities include:

- Sport / leisure experiences
- Coaching / education / training
- Events and Venue Hire – including international sporting events / conferences / community
- Corporate experiences and activities
- Food and Beverage
- Merchandise / Retail

3. Service Development and Capital Investment Proposals

The Trust has developed a high level investment strategy to support the Authority's business objectives; and delivery of the requirements of the Leisure Services Contract and the Trust's vision and values. Investment in the venues is crucial to enable the continued delivery of the 2012 Games legacy and the long term sustainability of the venues, at least cost to the council tax payer (and levy paying authorities directly).

The Trust believes the creation of vibrant visitor destinations, building on the success and reputation of the venues, which provide "something for all" and have leisure at their core, will support the delivery of the 2012 Games legacy and the long term sustainability of the venues. It is proposed that four destination hubs are created:

- Lee Valley White Water Centre and River Lee Country Park
- Lee Valley Athletics Centre and Pickett's Lock
- Lea Bridge Road
- Queen Elizabeth Olympic Park

Each destination would have a number of themes/services on offer, which would complement the existing/proposed leisure offer e.g. food and beverage; cycling, rambling and boating hubs; accommodation; outdoor play; meeting and event space; and entertainment and events. The enhanced and extended offer is aimed at increasing dwell time, appealing to a wider audience and improving community engagement and participation across the levy paying boroughs.

Trust colleagues have been working closely with Authority colleagues and have identified a number of income generating projects which require investment in the short term. These are summarised in the table below:

No.	Venue	Project	Capital cost £k	16/17 return	17/18 return	18/19 return
Investment 2015/16						
1	Stanstead Marina	Services to new Rye House moorings	10	10	10	10
2	LVAC	Cross fit area creation / improvement	15	7	7	7
3	VeloPark	Temporary bar and improved café displays	20	5	5	5
4	WWC	Bar fit out including portable bar	15	5	5	5
5	VeloPark	Pump Track and Pedal Up	40	5	10	10
6	VeloPark	MTB enhancements	20	5	5	5
7	H&TC	Conversion of prayer room to event concession space	50	10	10	10
8	WWC	Terrace bar improvements	30	10	10	10
9	Farm	Site investment to address current issues and look and feel	50	0	0	0
		Total Investment 2015/16	**250**	**57**	**62**	**62**
Investment 2016/17						
10	VeloPark	Café look and feel	40	0	5	10
11	Sewardstone	Hardstanding pitches created from current tent field	20	0	4	4
12	Dobbs Weir	Storage area expansion	24	0	6	6
13	Stanstead Marina	Laundry facilities	25	0	5	5
14	Sewardstone	Cabin extensions - 3 x 6 berth	60	0	10	10
15	WWC	Outdoor play area by pavilion	70	0	3	3
16	WWC	Storage compound by conveyor stairs	15	0	0	0
17	VeloPark	Cycle Surgery pod conversion to studio space if vacated by CS	20	0	0	0
		Total Investment 2016/17	**274**	**0**	**33**	**38**
		Totals	**524**	**57**	**95**	**100**

4. Pricing 2016/17

All fees and charges have been reviewed and proposed for 2016/17. The proposed increases have been applied to the 2015/16 budgeted income figures to provide estimated income for 2016/17 - assuming usage and demand remains the same. The proposed increase in fees and charges could result in an estimated additional operational income of £217k in 2016/17 - assuming the same level of usage. This is one component of the budget process.

	Fees 2016/17	
	Proposed average increase %	Estimated additional income*
Lee Valley Camping and Caravan Park, Edmonton	5.1	£30,125
Lee Valley Campsite, Sewardstone	3.2	£16,296
Lee Valley Caravan Park, Dobbs Weir	0.5	£4,164
Lee Valley Park Farms	0.9	£5,674
Lee Valley Golf Centre	3.8	£10,111
Lee Valley Athletics Centre	0.3	£1,992
Lee Valley Hockey and Tennis Centre	2.2	£9,085
Lee Valley Ice Centre	1.6	£21,637
Lee Valley Riding Centre	1.7	£16,257
Lee Valley Marina, Springfield	3.7	£24,487
Lee Valley Marina, Stanstead	4.5	£27,996
Lee Valley VeloPark	2.1	£49,226
Lee Valley White Water Centre	0.0	£0
OVERALL	**2.3**	**£217,051**

The fees and charges setting process has involved an assessment of the market in which each venue operates, with market testing having taken place for various products. Based on this information the proposed fees and charges are intended to increase usage across venues to generate increased business.

5. Overall Income and Expenditure Target/Projections

The table below shows the income and net operational income/expenditure budgets for each venue.

	2015/16			2016/17		
	Operational Income	Net operational budget income / expenditure	Projected Outturn	Additional Operational Income	Net Budget	Notes
Lee Valley VeloPark	£2,303,600	£641,000	£594,000	£64,226	TBA	Includes operational income & operational cost for catering
Lee Valley White Water Centre	£2,817,100	£457,000	£66,000	£15,000	TBA	Includes operational income & operational cost for catering
Lee Valley Hockey and Tennis Centre	£416,700	£368,000	£370,000	£19,085	TBA	Includes operational income & operational cost for catering
Lee Valley Athletics Centre	£619,100	£116,000	£119,000	£8,992	TBA	
Lee Valley Ice Centre	£1,339,300	£240,000	£243,000	£21,637	TBA	Includes operational income & operational cost for catering
Lee Valley Riding Centre	£981,900	£39,000	£40,000	£16,257	TBA	Includes operational income & operational cost for catering
Lee Valley Park Farms	£636,900	£4,000	£8,000	£5,674	TBA	Includes operational income & operational cost for catering
Lee Valley Golf Centre	£263,800	£4,000	£5,000	£10,111	TBA	
Lee Valley Camping and Caravan Park, Edmonton	£593,100	£124,000	£125,000	£30,125	TBA	
Lee Valley Campsite, Sewardstone	£455,100	£135,000	£146,000	£16,296	TBA	Does not include operational income & operational cost for Caravan Sales
Lee Valley Caravan Park, Dobbs Weir	£302,200	£6,000	£37,000	£4,164	TBA	Does not include operational income & operational cost for Caravan Sales
Lee Valley Marina, Springfield	£658,700	£189,000	£214,000	£24,487	TBA	Includes rechargeable works
Lee Valley Marina, Stanstead Abbotts	£628,800	£86,000	£87,000	£37,996	TBA	Includes rechargeable works
Lee Valley WaterWorks Centre	£61,600	£92,000	£68,000	0	TBA	Includes operational income & operational cost for catering
Venue Totals	**£12,077,900**	**£47,000**	**£196,000**	**£274,050**		

6. KPI Performance

KPI Description	2014/15 Actual	2015/16 Target	2016/17 Proposed Target
Management Fee	n/a	£3,539,400	TBA
Customer satisfaction	83%	83%	85%
Net Promoter Score	44%	44%	46%
Regionality	31%	31%	33%
Usage	1.9m	1.9m	2.0m

7. Marketing Strategy

Background

This marketing strategy sets out the direction that Vibrant Partnerships will take over the next 12 months to successfully market Lee Valley Regional Park Authority's 14 venues (and wider destination) and how they will deliver the leisure services contract.

Vibrant Partnerships (the trading name for Lee Valley Leisure Trust) is a charitable organisation which thrives on delivering community focused, accessible programmes through sport, leisure and entertainment thus creating vibrant visitor destinations.

The organisation was formed in 2014 to work in partnership with Lee Valley Regional Park Authority (LVRPA) to deliver their leisure services contract. The contract commenced on 1 April 2015 and runs until April 2020, with a review after year three.

VP's business philosophy is centred on working in partnership with its clients to deliver measurable benefits – from identifying and maximising commercial opportunities, to creating operational efficiencies and enhancing profitability and growth for future years.

This strategy will be delivered in conjunction with the marketing and communications activity as outlined in each venue's annual communications plan which runs from 1 April each year.

Situation analysis

Internal

LVRPA's vision is to be a world class leisure destination. VP will help to realise this vision through targeted B2C and B2B marketing campaigns to reach local residents, leisure seekers, tourists and the corporate market. These audiences are further segmented and can be found in each individual venue's communications plan.

According to YouGov research December 2014 (sample size 1,010 of London adults):

- 59% of people had heard of LVRPA venues (an increase of 7% since March 2014 and 19% since 2012)
- Venues with the highest awareness level:
  - LVWWC 30% (4% increase since March 2014)
  - LVIC 25% (2 % increase since March 2014)
- Venues which exhibited the largest increase in awareness were:
  - LVVP 16% (8% increase since March 2014)
  - LVAC 20% (6% increase since March 2014)
- The greatest increase in awareness was seen in central London which has risen by 13% (an increase of 19% since 2012)

In 2014/15 Lee Valley Regional Park welcomed over 6.2 million visitors, LVRPA sports venues accounted for circa 1.7 million of these visitors.

Sport Venue	Heads	Unique Visits %	Unique Visits
LVVP	607.996	30%	180.784
LVHTC	65.128	31%	20.298
LVWWC	299.260	60%	180.306
LVAC	194.649	28%	55.249
LVIC	342.220	24%	82.246
LVRC	153.610	20%	30.494
PL Golf	22.807	2%	545
TOTAL	**1,685,670**	**30%**	**549,922**

With the current trend of these visitor numbers increasing YoY, it is expected that LVRPA's aspiration of achieving over 7 million visitors in 2017-18 to the whole of the park is within reach.

Venue specific visitor analysis can be found in the annual research report / communications plans.

External

According to Visit England, tourism is the third largest employer in England, contributing £106 billion to the economy each year. 1.3 billion day trips were taken to English destinations in 2014, with spending of some £45bn. (Source: *https://www.visitengland.com/biz/tourism-england/value-tourism-england*)

From Visit Hertfordshire research (conducted by Go To Places) it shows that there were 400,000 day trip visits to Hertfordshire in 2014 and East of England valued the tourism market at £7.9 billion in 2014.

Visit England Day Visits Report 2014 shows that (Source: *https://www.visitengland.com/sites/default/files/qbdvs_annual_report_2014_200515_0.pdf*): 37% of GB day visits taken by GB residents lasted between 3 and 4 hours (588 million visits), and in value terms also accounted for the highest expenditure (£18.993 billion or 35% of total expenditure).

These statistics are encouraging and show the potential for market growth. Government initiatives such as 'Moving More, Living More', 'Everybody Active, Every Day', 'Change4Life' and a focus on disability sport as part of the Legacy of the Olympic and Paralympic Games are all campaigns VP can support and use to promote participation at LVRPA venues.

Detailed analysis including a breakdown of competitors, target market/customer segmentation etc. can be found in venue specific communications plans.

Aims and objectives

Business aims

- To achieve both the corporate and venue specific KPI's as outlined in *section 6 (corporate)* and *section 7 (venue specific)* of the Service Delivery Plan.
- To work with LVRPA to realise their vision and corporate objectives from the 2015-2020 Business Strategy.

Marketing objectives

- To strengthen and increase awareness of the LV brand / venue brands. Success will be measured through:
  - 2016-17 YouGov research with the aim to achieve a YoY increase for awareness levels.
  - Winning or shortlisting of industry recognised awards
- To counter the perception of elitist sport venues.
  - This will be measured through new research via YouGov/Leisure Kicks.
- To increase dwell time across the portfolio.
  - To bring sports venues in line with VisitEngland's highest percentage of day visits dwell time of 3 – 4 hours.
- To increase net income per visitor on secondary spend activities (catering, retail etc).
- To establish a longer visitor season at seasonal attractions by introducing new products/event days.
- To deliver VP's commitment to exceptional customer service by providing an excellent customer journey from their initial point of contact through to delivery – this includes readily available information, ease of booking and delivery of the product/experience. This will be measured through:
  - Overall customer satisfaction score (target 85%)
  - Overall net promoter score (target 46%).
  - Number of complaints / compliments
- Increase B2B opportunities at select venues through corporate/major event hire.

Delivery

Our marketing approach reflects the vision of Vibrant Partnerships – *"Vibrant Visitor Destinations"* through developing destination and entertainment venues that focus on sport and leisure.

With this focus in mind VP will deliver a marketing strategy that also takes into considerations LVRPA's vision, brand and corporate objectives as well as the market position to date.

The development and activation of the following strategies and campaigns will play a fundamental role in achieving VP's objectives and success in delivering the LVRPA contract next year:

Positioning strategy
VP will position LVRPA's venues as visitor destinations that combine a sport and leisure offer with entertainment. This will be achieved through product and market development to reach a new, broader audience.

Based on research into the sport, leisure and entertainment sector VP are confident that repositioning the majority of LVRPA's venues to destinations that are buzzing with life and energy they will appeal to a much wider B2B and B2C audience and tackle the perception of our sports venues being seen as elitist.

This will be achieved through tactical promotional campaigns based around market segmentation, product differentiation and competitive pricing. In turn, an increase in dwell time and secondary spend should be seen. Season extensions should also further income potential.

Product and pricing
VP will streamline the product offer (currently in excess of 700 products) at each of the venues in line with customer segmentation and growth whilst achieving a target ROI.

Where the market shows potential, we will look to:

- Develop and introduce new products to encourage repeat visits and appeal to new customer markets.
- Increase dwell time through improved F&B, entertainment and other on-site activities.
- Attract a wider audience through events such as family fun days, celebrate Rio 2016.
- Develop the venues as a community destination e.g. meeting points for friends and families, community groups, business colleagues, informal business meetings.
- Establish venues as prime, unique locations for corporate hire and away days.

As part of the LVRPA's commitment to delivering inclusive and accessible venues VP will continue to promote:

- Disability sport
- Women's participation in sport
- Community access
- Concessionary pricing (where applicable)
- Other relevant local/national agendas/initiatives

Partnerships
Establishing and maintaining effective partnerships is an integral part of this strategy. VP are already maximising opportunities and forging new relationships with partners that are mutually beneficial to all parties.

- Tourism - working with tourism bodies like VisitEngland, Visit Essex and London & Partners that support national initiatives (e.g. English Tourism Week) to increase tourism to the region and new business to our venues.

- Sports arena – work alongside Sport England, local councils and NGB's to support the delivery of national agendas in sport, health and wellbeing (e.g. This Girl Can, National Bike Week, Change4Life).

- Neighbouring attractions – collaborate with neighbouring attractions to enhance and complement each other's offering rather than purely seeing them as competition. This typically will be through shared marketing initiatives; from contra advertising deals to day/activity passes e.g. 2015's Active August.

- Venue hire – develop relations with event organisers of major events at LVRPA venues to leverage access to their audience, promote key messages and raise awareness of LVRPA's offer to a wider geographic and demographic market which will contribute to delivering the regionality KPI.
  Through the delivery of successful events, the will showcase the superior quality of the venues with a view to securing more major event hire.

- Sponsorship – in addition to looking to secure long-term sponsorship for LVRPA venues, VP will utilise this as another revenue stream (or VIK) through product placement and the sale of advertising space to respectable, complementary brands.

Investment

To achieve the vision of both organisations VP will invest in the development of LVRPA venues. This could be anything from enhancing the look and feel with site dressing, improving the F&B offer or to developing microsites for each venue.

In order to deliver leisure destinations that deliver sport, leisure and entertainment VP are investing in:

- a dedicated events/corporate campaign officer to coordinate an events programme in addition to the LVRPA current programme with a view to expand operational seasons and attract a new audience that otherwise may not visit the venue.
- Further develop the concepts and delivery of campaigns such as Active August Pass and Filled with Fun to increase loyalty, repeat visits and encourage visits to multi-venues.
- To address customer feedback and further improve the customer journey, investment has been planned for the longer term development of the ELMs online interface.
- With changing technology and a change in the way consumers research and purchase products further development of mobile optimised microsites has been planned.

Reporting and review

Throughout the contract, VP's communications team will continue to review venue communication plans and carry out strategic short and long-term marketing planning in addition to taking on new briefs in relation to marketing from LVRPA.

LVRPA's Head of Communications is the client and VP's Head of Marketing is the account manager for the marketing element of this contract. Monthly meetings between the two will be held and documented as part of a formal process to review the delivery and effectiveness of the service.

As part of the contract, a programme of external market research into customer satisfaction and net promoter score has been agreed and will be carried out throughout the year and compiled into an end of season report.

8. Activities undertaken by Trust's Trading Arm

Authority and Trust officers are finalising which activities are in the trading arm.

9. Overview of Maintenance Programme

In order to ensure that venues comply with their legal obligations, a list/file of routine checking, servicing and testing has been produced that details the action that the Venue Managers need to implement – the Maintenance Performance Guide (MPG). This is based on the advice contained in the various Approved Codes of Practice (ACoP) published by the Health and Safety Executive which give advice on how to comply with the law. By following the advice, the Venue Managers will be complying with the law and if an inspection were to be carried out by Health and Safety inspectors or Local Authority Environmental Health Officers, they will have documentary evidence to prove it.

10. Landlord/tenant repairs and maintenance

The Trust contract with LVRPA documents in detail the split in respect of landlord repairs and replacements / tenant repairs and replacements.

11. Service Improvement Plan 2016/17

Service Plan
Corporate
Description
Financial
Pursue sponsorship deals across a number of venues and programmes
Dobbs Weir Camping and Caravanning Site phase 3 - additional 34 luxury holiday home pitches
New product development – creating destinations (LVWWC / white water aqua park), Park Pass
Picketts Lock moorings -creation of 40-50 non serviced moorings on LVRPA owned stretch of riverbank
Stanstead Marina - Services to new Rye House moorings
LVAC - Cross fit area creation / improvement
VeloPark - Temporary bar and improved café displays
WWC - Bar fit out including portable bar
VeloPark - Pump Track and Pedal Up
VeloPark - MTB enhancements
H&TC - Conversion of prayer room to event concession space
WWC - Terrace bar improvements
Farm - Site investment to address current issues and look and feel
VeloPark - Café look and feel
Sewardstone - Hardstanding pitches created from current tent field
Dobbs Weir - Storage area expansion
Stanstead Marina - Laundry facilities
Sewardstone - Cabin extensions - 3 x 6 berth
WWC - Outdoor play area by pavilion
WWC - Storage compound by conveyor stairs
VeloPark - Cycle Surgery pod conversion to studio space if vacated by CS
Quality Management review update etc in line with Quality of service
Achieve QUEST accreditation at the Hockey & Tennis Centre
Quality of Service
Customer Experience
Partnership
Feasibility study for a twin pad Ice Centre in the LVRP
ITF Wheelchair Tennis Masters 2014-16
World Track Cycling Championships 2016 (bidding stage)
Sustainable
Working with communities to deliver a sporting legacy and enhance wellbeing – effectively engage with local communities, inspiring them to live healthy lifestyles by ensuring the Trust's services are accessible to all
Viability
Improve the efficiency of the organisation through an IT infrastructure review, in line with the IT strategy
Develop and implement competences/behaviours that align with the Trust's service standards & Customer Promise and feed into the leadership & development programme
Develop and implement an individual development review (IDR's) process that is based on the competencies
Develop a coaching and mentoring programme
Begin process for the Investors in People accreditation
HR / L&D Strategy
New Business - identifying, bidding for and wining appropriate new contracts
Launch of the Trust - launching and developing the brand

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Lee Valley Regional Park Authority	Agenda Item No:
LEE VALLEY REGIONAL PARK AUTHORITY	6
EXECUTIVE COMMITTEE	Report No: **E/431/15**
17 DECEMBER 2015 AT 11:30	

ICE CENTRE FEASIBILITY STUDY – PHASE 3 PART 1

Presented by the Chief Executive

EXECUTIVE SUMMARY

In May 2015 (paper E/404/15) Members were presented with the findings of the first two phases of the Ice Centre feasibility study and approved funding to undertake a two part final stage of feasibility. Phase three is to ascertain the viability of the business model and make a recommendation for a site within the Lee Valley to house the potential development.

This report details the part one findings which has determined that there is a robust and viable business model for a new twin pad ice venue and seeks Member approval to undertake part two of the feasibility works.

RECOMMENDATIONS

Members Approve:

(1) the preferred business model option as detailed in paragraphs 12 & 13 of this report; and

(2) the commencement of part two.

BACKGROUND

1 In May 2015 (paper E/404/15) Members approved funding (£50,000) to undertake a two part final stage of feasibility to ascertain viability of the business model and a recommended site to house the potential development. In August 2015 following an open tender process, two consultants collaborating to produce the two pieces of work required were appointed, IPW... (who conducted phases one and two) and Wrenbridge Sport. The two consultancies have worked together before on ice projects similar to the work the Authority is undertaking.

2 This third phase builds upon earlier evaluation work and is being undertaken as two distinct pieces of work.

Phase three, part one; agree the scope for any new development or refurbishment:

- reviewing existing Lee Valley Ice Centre (LVIC) performance;
- an initial review of site suitability for both ice development and enabling commercial uses;
- investigating facility mix considerations including ice development options

and other leisure / commercial uses;
- developing outline costs to deliver new development;
- consulting National Governing Bodies and other stakeholders;
- preparing business plan projections including:
  - expected level of demand and income;
  - projected expenditure;
  - sensitivity analysis.
- advising on funding scenarios.

Phase three, part two; progress on part two is dependent on the outputs and outcomes of part one. If part one identifies a credible and viable scheme then part two will look at potential sites and the consultant will be required to develop a weighted matrix on which an informed decision can be made relating to the preferred location of any new development:
- potential sites;
- a weighted matrix which highlights the chosen site and rationale behind this decision.

3 The feasibility study is now at the point where stage one has been completed and this report summarises the findings and the recommended next steps.

SUMMARY OF PART ONE FINDINGS

4 The LVIC continues to be a popular and well used facility with five years of financial improvements. 2014/2015 operating surplus was c.£130,000 and is projected to improve upon this for 2015/2016.

5 The LVIC runs a balanced ice programme optimising the Authority's remit whilst being as commercial as it can within the restrictions of a 30 year old single pad facility.

6 Through the process of part one the project team in conjunction with the Member Working Group have refined its objectives for any future ice provision in the Lee Valley which are detailed below:

- a modern and viable ice solution which must perform at least as well financially as the current LVIC;
- an ice focused, public orientated facility with ice sports at its core;
- a commercially driven community focused rink;
- a rink which has regional relevance and profile but with the potential for international events;
- a facility that complements rather than competes with current facilities, particularly within the Lee Valley;
- an accessible location which addresses population and transport patterns.

These objectives were approved by the Member Working Group in November 2015.

7 The project team along with the Member Working Group have determined a set of core uses and facility make-ups to form the basis of the business model. This involved a process of ruling in and out certain areas which are detailed below:

Ruled In		Ruled Out	
Tier 2 world/ European ice events (eg World Short Course Speed Skating, British C'ship)	✓	Tier 1 world/ European ice events (eg IIHF World C'ship, World Figure Skating C'ship)	✗
English Premier Ice Hockey tenant	✓	Elite League ice hockey tenant	✗
Concerts/ other events (up to 3,500 cap) – *subject to capital cost implications*	✓	Major touring concerts/ events (over 4,000 cap)	✗
Public skating	✓	Kontinental Hockey League	✗
Recreational and junior ice hockey	✓	Conferences/ exhibitions	✗
Elite figure skating training	✓		
Curling and other ice sports training	✓		

8 Based on the scale and composition of the catchment, together with the current levels of throughput (relative to domestic competitors) it's the consultants view that the Lee Valley has an excellent ice market with significant opportunity for growth if more ice time was available. Findings are based on detailed work including:

- consultation with key ice related stakeholders such as the National Ice Skating Association (NISA) and the English Ice Hockey Association (EIHA);
- benchmarking programme capacity's with other domestic based ice facilities;
- an analysis of the per capita ice rink provision which demonstrated London rink provision per capita being below the national average and ranked seventh out of the nine Sport England regions. A new twin pad would bring London in line with the national average;
- projected population growths.

9 With the balanced programme that is required a single pad does not present the current venue with the opportunities to be as commercial in its programming as some of the domestic commercial ice operators. Creating a twin pad option would allow a more commercial focus whilst not conflicting with the Regional Park's wider remit.

10 As a basis for the business modelling exercise, four scenarios have been developed:

- Scenario 1 – The Status quo – current single pad LVIC;
- Scenario 2 – New Olympic pad (60x30) to replace existing LVIC;
- Scenario 3 – New Olympic pad alongside the current LVIC;
- Scenario 4 – New twin pad Olympic rink.

Scenarios 1 & 3 are site specific options, since they are reliant on retaining the existing LVIC (in one form or another). Scenarios 2 & 4 are not site specific and could be located elsewhere within the Authority's land holding which will be looked at in detail should Members approve part two.

11 All the new build scenarios 2 - 4 contain the same core components and commercial facilities including:

- 2,500 capacity arena as the primary rink (further work on flexibility of increasing seating to be undertaken in part two);

- minimal (under 200 seats) capacity in secondary rink;
- enhanced café/bar facilities;
- changing rooms specific to the two individual pads and flexible programme;
- 60 station health & fitness gym;
- flexible dance study, meeting room, boxes and party room space;
- storage and other ancillary facilities;
- a footprint of 7,000 meters square (Scenario 4 only).

This wider facility mix is designed to increase the commerciality of the overall rink offer, boost the regional relevance and decrease the reliance on public skating being the primary source of income. This further increases the flexibility and future proofing of any new ice provision.

12 Based on the business modelling exercise that has been undertaken for each of the above scenarios there is potential to deliver a significantly improved surplus position which is detailed below:

In House model

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Income				
Public skating & courses	£668,700	£735,600	£951,700	£951,700
Coaching, hockey & patch	£298,800	£341,500	£543,000	£552,900
Other income	£89,700	£126,700	£182,000	£203,800
Gym income	£0	£510,000	£510,000	£510,000
Catering income (net)	£28,900	£53,700	£70,000	£82,300
TOTAL	**£1,086,100**	**£1,767,500**	**£2,256,700**	**£2,300,700**
Expenditure				
Employees	£384,500	£556,500	£628,500	£633,500
Premises related expenditure	£297,800	£295,300	£491,100	£414,100
Supplies & Services	£122,200	£252,600	£294,900	£302,000
Other operational costs	£64,100	£112,500	£180,900	£188,400
Lifecycle contribution	£58,000	£128,500	£125,500	£202,200
Irrecoverable VAT	-	-	-	-
TOTAL	**£926,600**	**£1,345,400**	**£1,720,900**	**£1,738,200**
SURPLUS	**£159,500**	**£422,100**	**£535,800**	**£560,500**

Trust operated model

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Income				
Public skating & courses	£771,200	£848,400	£1,101,400	£1,101,400
Coaching, hockey & patch	£358,600	£409,800	£651,600	£663,500
Other income	£107,000	£150,000	£213,400	£236,600
Gym income	£0	£612,000	£612,000	£612,000
Catering income (net)	£28,900	£53,700	£70,000	£82,300
TOTAL	**£1,265,700**	**£2,073,900**	**£2,648,400**	**£2,695,800**
Expenditure				
Employees	£384,500	£556,500	£628,500	£633,500
Premises related expenditure	£297,800	£295,300	£491,100	£414,100
Supplies & Services	£122,200	£252,600	£294,900	£302,000
Other operational costs	£43,200	£86,700	£115,300	£118,800

Lifecycle contribution	£58,000	£128,500	£125,500	£202,200
Irrecoverable VAT	£79,500	£130,100	£175,200	£177,000
TOTAL	**£985,200**	**£1,449,700**	**£1,830,500**	**£1,847,600**
SURPLUS	**£280,500**	**£624,200**	**£818,100**	**£848,200**

13 The highest projected annual surplus is achieved under scenario 4:
- c.£560,500 under the in house operated model;
- c.£848,200 under a Trust operated model.

THE PROJECTED BUILD COSTS

14 The projected build costs associated with each of the four scenarios are detailed in the tables below.

Summary of capital costs

	Description	Single/ twin pad	Projected outturn cost
1.	Status quo – current LV Ice Centre	Single pad	£5,000,000
2.	New Olympic pad (60x30m) to replace LV Ice Centre	Single pad	£15,325,000
3.	New Olympic pad alongside existing LV Ice Centre	Twin pad	£19,725,000
4.	New twin pad Olympic rink	Twin pad	£24,400,000

NB Scenarios 1 & 3 include for an estimated £5m capital investment in the retained LV Ice Centre facility.

Capital costs projection

Cost element	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Venue		£11,500,000	£11,200,000	£18,700,000
External works & services		£800,000	£700,000	£1,000,000
Loose FF&E		£325,000	£325,000	£500,000
Professional fees (10%)		£1,300,000	£1,200,000	£2,000,000
Design reserve & contingency (10%)		£1,400,000	£1,300,000	£2,200,000
Refurbishment of existing LVIC	£5,000,000	-	£5,000,000	-
Outturn cost (rounded)	**£5,000,000**	**£15,325,000**	**£19,725,000**	**£24,400,000**

15 The above table presents the indicative build costs based on the consultants expertise and the delivery of comparable projects. The capital costs are indicative at this stage and should part two be approved to go ahead more detailed analysis will be undertaken.

FUNDING OPTIONS

16 There are a number of funding sources available to raise the capital required to deliver any of the four potential scenarios with funding mix's to consider as follows:

- capital operating surplus;
- Authority internal capital investment;
- enabling development;
- grant funding.

17 The table below summarises a potential funding mix for the Trust operating model which is the most financially viable option as detailed above:

Potential funding mix for an in house model

In-house management	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Outturn cost	£5,000,000	£15,325,000	£19,725,000	£24,400,000
Projected operating surplus	*£159,500*	*£422,100*	*£535,800*	*£560,500*
Sum borrowed based on level of additional surplus#	0	£4,500,000	£6,400,000	£6,800,000
Grant funding*	-	-	-	-
LVRPA capital funding (max £7.5m)~	£5,000,000	£7,500,000	£7,500,000	£7,500,000
Enabling development/ other funding required	£0	£3,325,000	£5,825,000	£10,100,000

Potential funding mix for a Trust operated model

Trust management	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Outturn cost	£5,000,000	£15,325,000	£19,725,000	£24,400,000
Projected operating surplus	*£280,500*	*£624,200*	*£818,100*	*£848,200*
Sum borrowed based on level of additional surplus#	0	£5,900,000	£9,200,000	£9,700,000
Grant funding*	-	-	-	-
LVRPA capital funding (max £7.5m) ~	£5,000,000	£7,500,000	£7,500,000	£7,500,000
Enabling development/ other funding required	£0	£1,925,000	£3,025,000	£7,200,000

Based on PWLB rates at 18/11/2015, 25 year borrowing on annuity basis. The difference between the current surplus and projected surplus in scenarios 2-4 has been used to determine a maximum level for borrowing.

*Excluded at this stage for prudence. Further discussion required with prospective grant funders

~ Maximum of £7.5m LVPRA capital contribution for indicative purposes only

18 Scenarios 1 & 3 involve the existing facility being fully refurbished which is estimated to be £5,000,000. This would extend the building life by an estimated 10 years of operation but further work will be conducted on this refurbishment figure if Members approve the part two works.

19 Scenario 4 in its current modelling would require the Authority to identify enabling capital to bridge the projected funding gap. Part two will continue this detailed work assessing opportunities across the Authority's land holdings to support the delivery of this project.

20 There is also a number of external capital funding options that officers can investigate in more detail which include:

- borrowing against more or the full projected operating surplus;
- Sport England grant;

- partnership funding from other public bodies;
- commercial rights, naming rights etc.

POTENTIAL NEXT STEPS & RECOMMENDATION

21 Part two will require a series of tasks to be undertaken which include:

- refining the current prospective site shortlist which is currently Lee Valley Waterworks; Lee Valley Ice Centre; Pickets Lock; and the development platform at Lee Valley Hockey and Tennis Centre;
- develop and apply a site evaluation matrix to identify the optimum site;
- prepare an indicative site master plan showing the potential rinks fit on the site along with any ancillary facilities e.g., car park and access yard;
- develop the funding mix assumptions and key considerations related to enabling development;
- refine the business plan and projected capital costs for the preferred option based on the preferred rink location.

22 It is officer's recommendation that part two works should be approved and that a focus should be on developing scenarios 3 & 4 to further explore the potential delivery of a twin ice pad solution within the Lee Valley.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive Committee	E/203/12	Review of the Lee Valley Ice Centre	19 April 2012

LIST OF ABBREVIATIONS

LVIC	Lee Valley Ice Centre
SE	Sport England
NISA	National Ice Skating Association
EIHA	English Ice Hockey Association

Lee Valley Regional Park Authority	**Agenda Item No:**
LEE VALLEY REGIONAL PARK AUTHORITY	**7**
EXECUTIVE COMMITTEE	**Report No:**
17 DECEMBER 2015 AT 11:30	**E/428/15**

PARTNERSHIP CONTRIBUTION TO THE LONDON STANSTED CAMBRIDGE CONSORTIUM

Presented by the Head of Planning and Strategic Partnerships

EXECUTIVE SUMMARY

The London Stansted Cambridge Consortium is seeking a contribution of £12,000 (£9,000 to cover the Authority and £3,000 to cover the Trust) to support its continued work in promoting economic growth and liveability in the corridor between north and east London and Cambridge. The Consortium is an umbrella body for key stakeholders in North London, Essex, Hertfordshire and Cambridgeshire, including the local authorities and London regional government, tasked to promote the regeneration of the area.

The importance of partnership working is recognised in the Park Development Framework Vision, Aims and Principles (2010). Finance and Audit Committee agreed a policy framework for how the Authority manages partnerships in June 2008. This requires that the Authority's partnerships are consistent with the delivery of its strategic aims.

The Consortium has a clear focus on the regeneration of the sub-regional economy, and strategic transport improvements. These priorities align broadly with the Authority's core business and support its wider strategic objectives. It is recommended that the Authority agrees to the proposed contribution.

RECOMMENDATION

Members Approve: (1) the Authority's total contribution of £12,000 to the London Stansted Cambridge Consortium for 2015-16.

BACKGROUND

1 The Authority has worked closely with the North London Strategic Alliance (NLSA) for several years which has been focused on the regeneration of the Upper Lee Valley. In 2012 the NLSA led on the establishment of the London Stansted Corridor Consortium (LSCC) to lobby Government on behalf of the Local Enterprise Partnerships to secure an integrated response on major issues

affecting the 'corridor'. In 2013 the NLSA was disbanded.

2 The LSCC budget of £530,000 for 2015-16 is made up of contributions from several sources. Local authorities contribute between £10,000 and £15,000pa each, in addition the 10 Further Education colleges within the corridor plus four of the universities also pay membership fees, as does the London Legacy Development Corporation. A further £300,000 will be achieved through contributions from Local Enterprise Partnerships and the private sector.

3 Finance and Audit Committee agreed a policy framework for how the Authority manages partnerships in June 2008. This requires that the Authority's partnerships are consistent with delivery of its strategic aims. The partnership is consistent with the Authority's adopted aims by working to improve the economic and social well being of people in the north London boroughs. The development of the London Stansted Cambridge Consortium includes both Hertfordshire and Essex.

4 On 4 November 2013 and 25 February the LSCC Board agreed the contributions that individual authorities and stakeholders would be asked to pay which included £12,000 from the Authority for 2015/16. However since the advent of the Lee Valley Leisure Trust it has been agreed that the Authority would be required to contribute £9,000 and the Trust £3,000.

CURRENT PRIORITIES

5 The LSCC is currently working towards the development of a three year plan from 2016-2019 focussed on the following areas:

- **Promote the corridor** – which covers supporting the member bodies through a strong and clear narrative enabling positioning with government, Whitehall and the investor community;
- **Making the case for infrastructure** – prioritising and focussing on key infrastructure requirements to support growth, including Cross Rail 2;
- **Supporting key sectors** – identifying growth spaces for expansion, supporting labour mobility and encouraging skills development.

6 Although the focus of the LSCC is an umbrella body designed to lobby national and regional government to support economic development of the 'corridor'. It maintains the Authority's profile enabling it to engage with a wide group of stakeholders including the private sector in an increasingly complex regeneration agenda. Projects such as those on 'Liveability' are consistent with the Authority's ambitions. Clearly on some projects, such as Cross Rail, the Authority's role may be at variance with many partner members but the partnership allows the Authority to be heard and influence the direction of policy. The LSCC as a membership organisation will make decisions by consensus and therefore the Authority, as a full member, will be able to have greater influence by participating in these discussions.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

8 The partner contribution represents a one off payment and is available from the Strategic Partnerships Fund. Assessment against the Prudential Code addresses the following points:

- there will be no additional impact on the levy as the costs will be borne from existing budgets;
- there will be no impact on borrowing; and
- the contribution represents value for money given that it will support the delivery of the Authority's strategic aim of improving access for visitors.

9 For 2015-16 the LSCC member authorities will be asked to contribute between £10,000 and £15,000; the Authority will be asked to contribute £12,000 – (£9,000 for the Authority and £3,000 for the Trust).

EQUALITY IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

Author: Stephen Wilkinson, 01992 709 828, swilkinson@leevalleypark.org.uk

BACKGROUND REPORTS

LSCC draft 3 year business strategy

PREVIOUS COMMITTEE REPORTS

Executive	E/06/09	Partnerships	10 September 2009
Executive	E/93/10	Partnership Contribution to NLSA	21 October 2010
Executive	E/174/11	Partnership Contribution to NLSA	16 December 2011
Executive	E/264/13	Partnership Contribution to NLSA	28 February 2013
Executive	E/382/14	Partnership Contribution to LSCC	18 December 2014

LIST OF ABBREVIATIONS

NLSA	North London Strategic Alliance
LSCC	London Stansted Cambridge Consortium Or London Stansted Cambridge Corridor according to context

Lee Valley Regional Park Authority	Agenda Item No: 8
LEE VALLEY REGIONAL PARK AUTHORITY	Report No: E/429/15
EXECUTIVE COMMITTEE	
17 DECEMBER 2015 AT 11:30	

CONSULTATION ON CROSS RAIL 2

Presented by the Head of Planning and Strategic Partnerships

EXECUTIVE SUMMARY

Network Rail are consulting on the proposed route of Cross Rail 2 which will extend from Epsom to Broxbourne. The Authority was last consulted on options for this project in 2013 when it expressed support for the 'Regional' option caveated by concerns over the likely impacts on access and the environment of the Regional Park. This further round of consultation provides more information on the preferred option. It is considered that the development of the project presents opportunities and potential threats to the integrity of the Regional Park and the Authority's draft comments on this consultation are included in Appendix A to this report.

RECOMMENDATION

Members Approve: (1) the draft comments included in the letter at Appendix A to this report.

BACKGROUND

1 The Greater London Plan (1944) identified the possibility of a tunnelled rail service connecting all mainline rail stations. In 2005 Parliament agreed the development of a Cross Rail project designed to connect west and east London; this is now under construction with an anticipated completion date of 2018. Since 1991 an additional route, the Chelsea – Hackney line has been safeguarded by the Secretary of State. In 2009 the Department for Transport asked the Mayor of London (Transport for London (TfL)) to review the route, identifying options.

2 A key driver for the review was the continued growth of London's population which reached 8.2m in 2011 and is expected to grow by between 9.7-10m by 2031. It is understood that presently there are several London Boroughs which have already achieved their 2031 target figures. This is leading to chronic overcrowding on rail services which will be relieved as new planned investment in underground and rail services such as Cross Rail 1 is delivered. It is estimated that by 2031 significant overcrowding is likely to re-occur unless new investment is secured. Cross Rail 2 is designed to ensure sufficient capacity on the network after this date.

3 In 2013, following consultation on route options the Authority agreed to support the Regional option involving new investment on a line from Epsom to Broxbourne. This position mirrored the outcome of the wider consultation which was identified as having significant benefits including providing relief on the Underground, providing additional capacity for over ground services into Waterloo from the south west and facilitating the onward dispersal of onward journey travellers using HS2 from Euston. The preferred scheme would also have major regeneration benefits including over 400,000 more people to be within 45mins journey time of central London.

4 Cross Rail 2 is one of several planned capital projects for the rail network which could affect the Lee Valley and in the autumn statement was earmarked with several other rail projects for part of £300m funding. Other projects include the Stratford-Tottenham-Angel Road (STAR) line programmed for completion in 2019, which involves the re-opening of Lea Bridge Road station in 2016 and the four tracking of the line from Copper Mill junction to Broxbourne, which is programmed for delivery in 2024 and which is integral to and a prerequisite of Cross Rail 2 being pursued. In December 2014 safeguarding lines for the tunnelling sections up to Tottenham Hale were issued; these were confirmed earlier this year. Safeguarding lines from Tottenham Hale to Broxbourne will be issued in 2017.

5 The Park Development Frameworks (PDF) includes Objective 1.2 'A Park that is easy to access and experience' and encourages access by public transport. Set against this are a series of policies and proposals which seek to strengthen the ecological values of the Regional Park and its attractiveness to visitors. North of the M25 motorway the West Anglia Line corridor through which Cross Rail 2 will be developed forms the western boundary of the Regional Park and it is in this area that impacts are considered to be greater than other areas.

OVERVIEW OF PROPOSALS

6 The consultation identifies four strategic aims for Cross Rail 2:

- supporting the UK economy through increased employment density and job creation;
- meeting housing and planning needs through accommodating economic growth linked to sites such as Meridian Water and relieving congestion;
- improving the quality of life and environment through improving the resilience of the transport network to climate change and ensuring rail services are better integrated;
- developing a safe and feasible solution which offers value for money.

7 Although the preferred regional route extending from Epsom to Broxbourne has largely been determined by the pattern of existing stations there are optional routes for several 'spur routes' including one extending eastwards from Hackney Wick. No work is currently underway on assessing this but it could potentially link to Hackney Wick and improve accessibility to the north of the Queen Elizabeth Olympic Park and the Lee Valley VeloPark and Lee Valley Hockey and Tennis Centre.

8 To accommodate the increase in services for the route north of Tottenham Hale to Broxbourne it is likely that station platforms will have to be extended. It is understood that these works could be accommodated within Network Rail's

operational land. For the rest of the line north from Tottenham Hale it is understood that the four tracks are likely to be accommodated within operational land although at crossings some additional land may be required. It is also proposed that additional level crossings and alternative access could be provided for vehicles and pedestrians by a bridge or underpass or through diversions.

9 If the proposals are delivered, from 2030 there will be an increase in the frequency of services from 2 to 10-12 services/hour. Journey times would reduce, and for example, that for Enfield Town to Stansted would reduce from 1 hour to 30mins. Changes in accessibility of this nature would significantly improve the 'catchment' of the Regional Park for its regionally based customers.

10 It is proposed that two main depot sites will be located on land just north of Wimbledon station and at New Southgate although the consultation refers to the need to identify additional above ground stabling sites.

11 The consultation documents recognise that the Lee Valley is an area which includes a number of sites which have national and international importance for their ecology and biodiversity. A clear and sound understanding of the ecological values associated with the Regional Park is critical given the scale of the proposed works which will involve temporary construction compounds, construction traffic and associated noise and disturbance during a 10 year programme which will commence in 2020. The construction programme is prolonged due to both the extent of tunnelling and that the initial phase of construction will be the tunnelling programme to enable the removal of arisings from sites by train.

12 As the proposals are developed the Authority will be invited to participate in the development of base line information to inform an Environmental Impact Assessment (EIA).

OPPORTUNITIES AND THREATS FOR THE REGIONAL PARK PRESENTED BY THE SCHEME

13 The development of this project provides significant opportunities for the Regional Park but poses some threats too. Whilst some of the opportunities are intrinsic to the extension of the rail network which will improve accessibility for visitors from a regional catchment, others are linked to the potential scale of investment in an area of high landscape and ecological values.

14 In line with the Authority's strategic business plan the Authority is seeking to improve opportunities for the development of its estate. The Authority has during the last six years sought to improve the visitor offer of Picketts Lock through its marketing for commercial development opportunities. Proximity to a new station serving the site would greatly increase its appeal for new investment through an extended catchment. With the moving of the Angel Road station to a location just south of the A406, North Circular Road, required to serve Meridian Water, an opportunity now presents itself for a new station to be considered in the Picketts Lock area.

15 The draft proposals include closure of existing crossings. Some of these lying south of the M25, i.e. Northumberland Park, will have an indirect impact on how visitors access the Regional Park. North of the M25 there are 5 vehicular and pedestrian crossings and 3 dedicated pedestrian crossings. Since 2011 Network

Rail has been working with the Authority on the rationalisation of surface level crossings linked to the planning for the four tracking scheme which has resulted in their replacement by pedestrian bridges at Cadmore Lane and Mansers Crossing. It is likely that further closure and or replacement of existing crossings will be planned as part of this project. Officers are reviewing the optimal arrangements to maintain vehicular access to manage the Authority's estate. Further, any alteration of these routes into the Regional Park need to address how improvements can be made to ensure enhanced public access. To some extent this should be complimentary to proposals to redevelop and improve stations.

16 The consultation by Network Rail does not identify the extent of land take (if any) which may be required beyond its operational land to enable the development of the Cross Rail 2 route. However it is understood that some additional land may be required around the level crossings. It is unlikely that this will become clear until the publication of the draft 'safeguarding' lines in 2017. Until this time the Authority will be placed at a disadvantage in considering the physical impact on the Regional Park.

17 The scale of the proposals mean that they will have considerable environmental impact on the Regional Park both during their construction and then from 2031 their operation. This is particularly important given that the crossing points are located very close to protected sites. Given its strategic role the Authority should lead on the co-ordination of a response to these matters through the development of baseline information for the EIA. Opportunities exist for securing new capital investment in the Regional Park depending on the scale of impacts to offset or mitigate these changes if they are likely to be realised.

NEXT STEPS

18 The consultation will end in early February and the pace of work going forward will be determined by the extent of Government funding identified in the Budget in March 2016. The existing programme is predicated on the draft scheme being in place before the lodging of a Parliamentary Bill in 2018 which leaves just under two years before Royal Assent in 2020 after which works will commence until their completion in 2030.

ENVIRONMENTAL IMPLICATIONS

19 The delivery of Cross Rail 2 could have significant environmental impacts on the Regional Park. Officers from the Authority will be involved in the development of a baseline study to support the EIA which will be developed to understand the impacts both during construction and the operation of the new lines.

FINANCIAL IMPLICATIONS

20 The proposals are likely to impact on the Authority's estate and the amenities of the Regional Park both during construction and when fully operational. The Authority may seek financial compensation as a package of measures to mitigate impact.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

23 The development of a project of this scale does pose significant risks for the Authority in being able to adequately protect the environment of the Regional Park.

EQUALITY IMPLICATIONS

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

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BACKGROUND REPORTS

Papers from the Network Rail/TfL consultation	November 2015

PREVIOUS COMMITTEE REPORTS

Upper and Lower Lee Valley Regen & Planning Committees	Planning Consultation	June 2013

APPENDICES ATTACHED

Appendix A	Draft letter
Appendix B	Route Plan

LIST OF ABBREVIATIONS

PDF	Park Development Framework
TfL	Transport for London
EIA	Equality Impact Assessment

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Lee Valley Regional Park Authority

17th December 2015

Mr C Curtis
Head of Cross Rail 2
Network Rail
Cotton centre
Hays Lane
LONDON
SE1 2QG

Dear Chris

Consultation on Options for Cross Rail 2

I refer to your consultation and our meeting of the 27th November re the above.

Background to the Authority and the Regional Park

The Lee Valley Regional Park (LVRP) was created by the Lee Valley Regional Park Act 1966. The Regional Park Authority comprises 4,000ha of which 1,600ha are owned and managed by the Lee Valley Regional Park Authority. The Authority is part-funded from a levy on contributing authorities in London, Hertfordshire and Essex with the remainder funded through income generating activities.

Section 12 of the Lee Valley Regional Park Act 1966 (the 'Park Act') defines the duty of the Authority to develop, improve, preserve and manage the Regional Park as a place for leisure, recreation, sport, entertainment and nature conservation. The intention of the Park Act is to create a place which is set apart from the surrounding development dedicated for recreation, nature conservation and leisure. The Authority has since inception worked to create the Regional Park within its statutory boundaries. The Regional Park currently attracts 6m visitors per annum.

In 2010 the Authority adopted its vision to make the Regional Park a 'World Class Visitor Destination'. This reflects the unique composition of the Regional Park which includes Olympic Legacy facilities at the Lee Valley VeloPark and Lee Valley Hockey and Tennis Centre in the Queen Elizabeth Olympic Park and the Lee Valley White Water Centre, Broxbourne, and eleven other venues, eight Sites of Special Scientific Interest with large areas designated as a RAMSAR and Special Protection Area.

Detailed comments

The development of this project provides a series of significant opportunities for the Regional Park but poses some threats to its integrity. Whilst some of the opportunities are intrinsic to the extension of the rail network which will improve accessibility for visitors from a Regional catchment others are linked to the potential scale of investment.

In line with the Authority's strategic business plan the Authority is seeking to improve opportunities for the development of its estate. The Authority has during the last six years sought to improve the visitor offer of Picketts Lock through its marketing for commercial development opportunities. Proximity to a new station serving the site would greatly increase its appeal for new investment through an extended catchment. With the moving of the Angel Road station to a location just south of the A406, North Circular Road, a good opportunity now presents itself for a new station to be considered in the Picketts Lock area. Further the Authority is interested in the possible link eastwards to Hackney and would support further studies to secure a link which could serve the northern section of the Queen Elizabeth Olympic Park.

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Bringing you Lee Valley
For nature, sport and discovery

The draft proposals include closure of existing crossings. Some of these lying south of the M25, i.e. Northumberland Park, will have an indirect impact on how visitors access the Regional Park. North of the M25 there are 5 vehicular and pedestrian crossings and 3 dedicated pedestrian crossings. Since 2011 Network Rail has been working with the Authority on the rationalisation of surface level crossings linked to the planning for the four tracking scheme which has resulted in the replacement of crossings by pedestrian bridges at Cadmore Lane and Mansers Crossing. It is considered that further closure and or replacement of existing crossings are planned as part of this project. Officers are currently reviewing the optimal arrangements to maintain vehicular access to manage the Authority's estate. Further any alteration of these routes into the Regional Park need to address how improvements can be made to ensure enhanced public access. To some extent this should be complimentary to proposals to redevelop and improve stations.

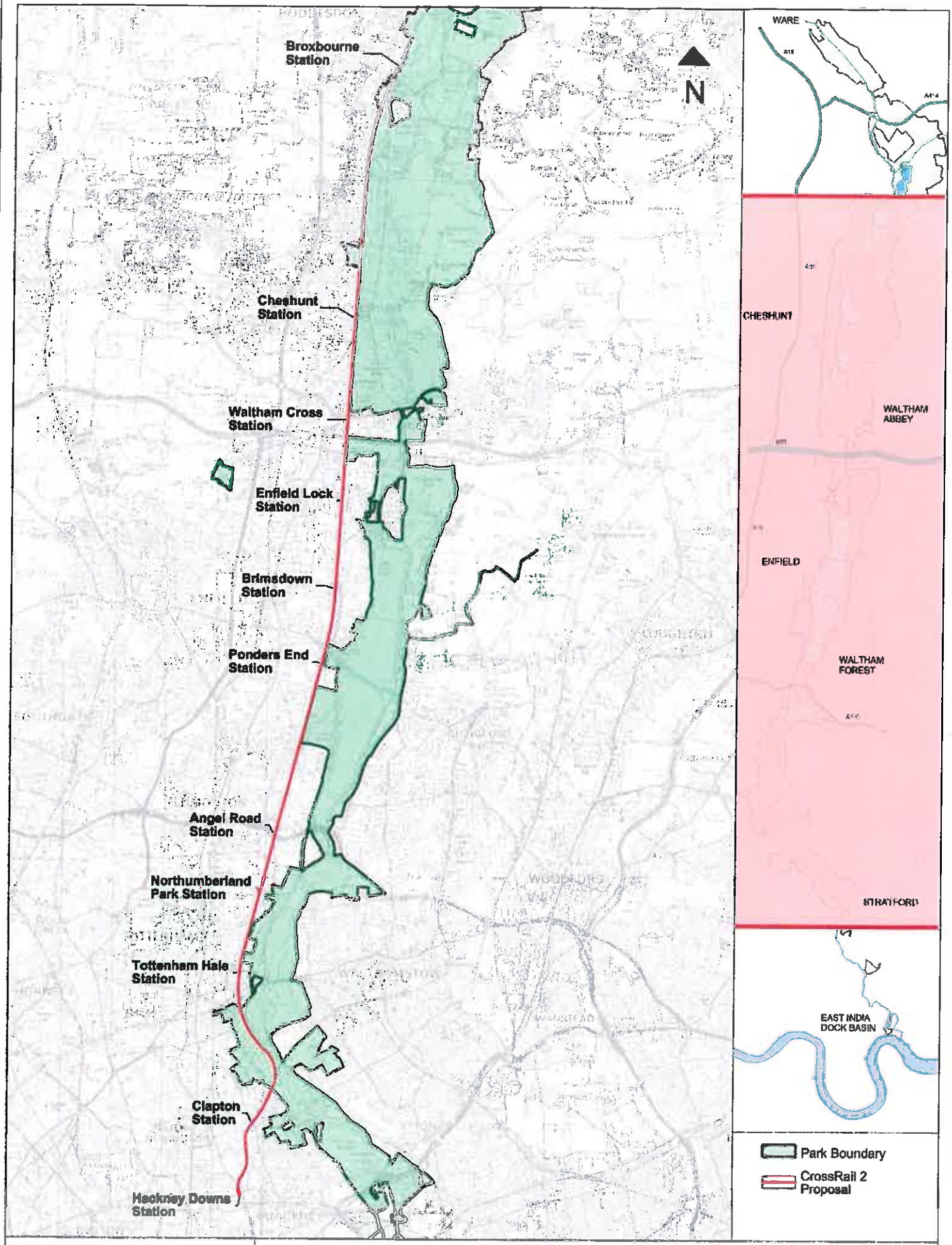
The consultation does not clearly identify the extent of land take which may be required beyond your operational land and it is understood that some additional land may be required around the level crossings. It is unlikely that this will become clear until the publication of the draft 'safeguarding' lines in 2017. Until this time the Authority will be placed at a disadvantage in being able to assess the likely physical impact on the Regional Park and it reserves the right to comment further once this information is publicly available.

The scale of the proposals mean that they will have considerable environmental impact on the Regional Park both during their construction and then from 2031 by their operation. This is a product of the location of the lines being located very close to protected sites. We consider that depending on the likely scale of impacts opportunities could exist for securing new capital investment in the Regional Park to offset or mitigate these changes if they are likely to be realised.

We welcome a further opportunity to meet before March when a further announcement is likely to be made in the budget on the funding package.

Yours sincerely

Stephen Wilkinson
Head of Planning & Strategic Partnerships



Lee Valley Regional Park Authority

Consultation of CrossRail 2 Proposals

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