

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

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

THURSDAY, 26 NOVEMBER 2015 AT 10:30

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 22 October 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 LEISURE SERVICES CONTRACT
MONITORING REPORT- Q2 2015

Paper E/425/15

Presented by Simon Sheldon, Director of Finance
& Resources

- 6 COMMUNITY ACCESS FUND UPDATE Paper E/426/15

Presented by Shaun Dawson, Chief Executive

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

Presented by Dan Buck, Head of Sport & Leisure

- 8 GRANT OF EASEMENT FOR CYCLE PATH Paper E/424/15
BRIDGE STRUCTURE FORMER AQUEDUCT
SITE LEA BRIDGE ROAD LEYTON

Presented by Beryl Foster, Director of
Corporate Services

- 9 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.

- 10 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. (There is currently no Part 2 agenda.)

18 November 2015

Shaun Dawson
Chief Executive

LEE VALLEY REGIONAL PARK AUTHORITY

EXECUTIVE COMMITTEE 22 OCTOBER 2015

Members Present: Paul Osborn (Chairman) Ricki Gadsby
John Bevan Alan Searing

Apologies Received From: Derrick Ashley, Heather Johnson, Chris Kennedy, Valerie Metcalfe

In Attendance: Malcolm Cowan, Gordon Nicholson, Mary Sartin, Syd Stavrou

Officers Present:

Shaun Dawson	- Chief Executive
Beryl Foster	- Director of Corporate Services
Simon Sheldon	- Director of Finance & Resources
Stephen Wilkinson	- Head of Planning & Strategic Planning
Stephen Roberts	- Head of Property Services
Dan Buck	- Head of Sport & Leisure
Jon Carney	- Head of Parklands
Alice Twomey	- Solicitor
Bill Moran	- Lee Valley Leisure Trust (part 1 only)
Sandra Bertschin	- Committee & Members' Services Manager

Also Present: Andrew Coates - Chief Executive, Royal Gunpowder Mills
Paul Sutton - Planning Consultant, Cheffins

Part I

As the meeting was inquorate, the Chairman took the information sharing presentation first. The meeting became quorate 5 minutes after the presentation began.

672 PROPOSED PGL DEVELOPMENT – ROYAL GUNPOWDER MILLS SITE

Andrew Coates, Chief Executive, Royal Gunpowder Mills, and Paul Sutton, Planning Consultant, Cheffins, gave a presentation about the proposed PGL development at the Royal Gunpowder Mills site, key points included:

- an annual subsidy from the Foundation Trust to the current visitor attraction was unsustainable and therefore a development opportunity to secure the future of the visitor attraction was required;
- the PGL proposal was compatible with recreational and green belt objectives;
- during the peak months of June, July, September and October there would be 15 bus departures and arrivals a day outside of peak hours;
- PGL would take on responsibility for 20 currently unused buildings on a fully repairing basis; and
- the development would benefit the local community, create 200 jobs and secure jobs at the current visitor attraction.

Officers considered the proposed development offered the opportunity to develop joint marketing initiatives with other recreational centres in the area.

EXECUTIVE COMMITTEE MINUTES 22 OCTOBER 2015

Members endorsed the idea of a bridge link to ease the flow of people between sites.

In response to Members, Andrew Coates advised that in the winter months PGL were considering using the site's educational buildings to teach English to foreign language students, but that access for those interested in historic buildings would be maintained.

673 DECLARATIONS OF INTEREST

Name	Agenda Item No.	Nature of Interest	
John Bevan	-	Trustee of Lee Valley Leisure Trust	<i>Non-pecuniary</i>
Ricki Gadsby	5	Member of Essex County Council and Epping Forest District Council	<i>Non-pecuniary</i>
Syd Stavrou	5	Member of Epping Forest District Council and Waltham Abbey Town Council	<i>Non-pecuniary</i>
Mary Sartin	5	Member of Epping Forest District Council	<i>Non-pecuniary</i>
Gordon Nicholson	15	Member of Broxbourne Borough Council	<i>Non-pecuniary</i>

674 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 24 September 2015 be approved and signed.

675 PUBLIC SPEAKING

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

676 CAPITAL PROGRAMME BUDGET MONITORING 2015/16 - QUARTER 2 Paper E/416/15

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

(1) the report was noted.

677 REVENUE BUDGET 2015/16 PERFORMANCE MONITORING Paper E/421/15

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

In response to Member concerns about the delay in the outcome of rating appeals, it was advised that for Lee Valley White Water Centre a meeting with the Valuation Office was scheduled for 6 November, pending a possible Value Tribunal at the end of the month. However the rating appeal for Lee Valley VeloPark was ongoing with no date for an outcome.

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In response to a Member's interest in the expansion of the Visitors Centre Café it was advised that this would be considered along with proposals for other venues at the Fees & Charges Workshop.

- (1) the carry forward for Leyton Marsh as set out in paragraph 14 of Paper E/421/15 was approved; and**
- (2) the report was noted.**

678 2016/17 BUDGET – METHODOLOGY, ASSUMPTIONS AND TIMETABLE Paper E/418/15

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

- (1) the budget timetable for the 2016/17 budget process as set out in Appendix A to Paper E/418/15;**
- (2) the principles, assumptions and methodology for the 2016/17 revenue and capital budgets as set out in paragraphs 9 to 13 of Paper E/418/15; and**
- (3) the minimum general reserve level at £4 million was approved.**

679 PROPOSED CAPITAL PROGRAMME 2015/16 (REVISED) TO 2019/20 Paper E/417/15

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

A Member remarked that the proposed capital programme was not ambitious enough and that it should include projects like a crane at the marina and dredging/gates at East India Dock Basin, as well as various other smaller projects such as weather shelter in River Lee Country Park. In response it was advised that the proposed programme was a planning document based on known and existing developments and included provision for small schemes for income generation. Following the establishment of the Lee Valley Leisure Trust, the Fees & Charges Workshop this year would also consider service delivery plans, including marketing and investment proposals, for each venue. Officers were in the early stages of investigating funding for East India Dock Basin with the Heritage Lottery Fund but this was a long term project which would take some years to progress.

- (1) the revised capital programme for 2015/16 (revised) to 2019/20 as set out in Appendix A to Paper E/417/15; and**
- (2) the proposed capital funding to meet the planned capital programme as set out in Table 2 (paragraph 15 of Paper E/417/15) was approved.**

680 BORROWING LIMITS & PRUDENTIAL INDICATORS 2015/16 (REVISED) – 2019/20 Paper E/419/15

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

EXECUTIVE COMMITTEE MINUTES 22 OCTOBER 2015

- (1) the borrowing limits and prudential indicators for 2015/16 (revised) to 2019/20 as set out in paragraphs 9 to 19 of Paper E/419/15 was approved.

681 LEE VALLEY HOCKEY AND TENNIS CENTRE FUNDING AGREEMENTS

Paper E/423/15

The report was introduced by Dan Buck, Head of Sport & Leisure, including:

- the proposed Sport England Lottery Funding Agreement was similar to those for the Lee Valley White Water Centre, Lee Valley VeloPark and Lee Valley Athletics Centre, with some clauses more favourable to the Authority;
- the proposed England Hockey agreement was predicated on previous agreements and formal acceptance by England Hockey was anticipated following verbal acceptance;
- the Authority had worked with Lee Valley Leisure Trust Limited on matters relating to the funding agreements.

- (1) entering into the Funding Agreements; and
- (2) the signing and sealing of the documentation in due course in accordance with Standing Orders was approved.

682 EXEMPT ITEMS

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

Agenda Item No	Subject	Exempt Information Section Number
14	Grant of 7 Year Lease to Transport for London for a London Cycle Hire Docking Station at Lee Valley VeloPark	3
15	Britannia Nurseries – Update	3

683 GRANT OF A 7 YEAR LEASE TO TRANSPORT FOR LONDON FOR A LONDON CYCLE HIRE DOCKING STATION AT LEE VALLEY VELOPARK

Paper E/420/15

The report was introduced by Beryl Foster, Director of Corporate Services.

Members warmly welcomed the establishment by Transport for London of a cycle hire docking station in the vicinity of Lee Valley VeloPark and hoped its success would lead to a docking station being located at the Lee Valley Hockey & Tennis Centre as well.

- (1) granting of the new 7 year lease (less one day) to Transport for London on the terms provisionally agreed between the parties; and

**EXECUTIVE COMMITTEE MINUTES
22 OCTOBER 2015**

- (2) the signing and sealing of all necessary legal documentation after Trust approval has been received was approved.

684 BRITANNIA NURSERIES – UPDATE

Paper E/422/15


The report was introduced by Stephen Wilkinson, Head of Planning & Strategic Partnerships, including:

- a letter of comfort from Broxbourne Borough Council regarding Section 106 monies had been received.
- (1) the Authority does not pursue an application to the High Court seeking permission to proceed with Judicial Review against the decision of the Borough of Broxbourne to grant outline planning permission for residential development at Britannia Nurseries, Waltham Cross, was approved.

Chairman

Date

The meeting started inquorate at 10.45am, became quorate at 10.50am, and ended at 11.50am.

 <p>LEE VALLEY REGIONAL PARK AUTHORITY</p> <p>EXECUTIVE COMMITTEE</p> <p>26 NOVEMBER 2015 AT 10:30</p>	<p><u>Agenda Item No:</u></p> <p>5</p> <p><u>Report No:</u></p> <p>E/425/15</p>
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LEISURE SERVICES CONTRACT MONITORING REPORT – Q2 2015

Presented by the Director of Finance & Resources

EXECUTIVE SUMMARY

The purpose of this report is to provide Members of the Executive Committee with a breakdown of the Trust's performance against its Key Performance Indicators during the second quarter of the first year of the Leisure Services Contract. This incorporates financial, customer, internal process and sustainability measures that have been agreed with the Trust as part of the Leisure Services Contract.

The scorecard provides an overview of performance across all facilities within the Trust; analysing all operational venues with their related performance indicators. Appendix A to this report contains the Trust report and the Trust scorecard for Q2 2015/16 – reporting actual performance from April to September 2015.

A summary of the key achievements in the first quarter of 2015:

- management fee in line with expectations (as reported at the October Executive Committee as part of the Revenue Monitoring Report E/421/15);
- financial performance across venues is good with the overall budget expected to be on target;
- average customer satisfaction score in the second quarter was 83%. This is the same as last year and is on target;
- there has been an upward trend in net promoter score across the venues from 44% last year to 45%;
- 30% of all visits were defined as regional. This performance is in line with last year but slightly below target;
- there were 1.3 million visits to the Trust's venues during the first quarter – a 16% increase from the same period last year.

RECOMMENDATION

Members Note (1) the report.

BACKGROUND

- 1 As part of the Leisure Service Contract (LSC) between the Authority and the Trust (Vibrant Partnerships) it was agreed that a range of Key Performance Indicators

should be used for the Authority to monitor the Trust's performance and that this should act as a method by which the Authority can ensure that the required standards within the contract are achieved.

- 2 Commencing on 1 April 2015, the LSC included Key Performance Indicators (KPIs) based on the KPIs originally set and agreed by the Scrutiny Committee as part of the balanced scorecard which provided an overview of performance across the Authority. It was agreed that officers from the Trust would provide an update of the KPIs to the Authority to report to the Executive Committee on a Quarterly basis.
- 3 The KPI and venue scorecard attached to the Trust report contains data for Q2 from April to 30 September 2015.

FINANCIAL IMPLICATIONS

- 4 There are no financial implications arising directly out of the recommendations in this report.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 7 Failure to deliver the contract in all aspects is a major risk for both the Authority and the Trust. As well as Executive Committee, contract compliance and performance is checked regularly and scrutinised through the Chairs/Chief Officers meeting; the Senior Officers Contract Monitoring Team; the Authority's own performance monitoring team and through planned audits as part of the internal audit contract.

EQUALITY IMPLICATIONS

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


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APPENDIX ATTACHED

Appendix A Trust Report and Key Performance Indicators Q2 2015/16

LIST OF ABBREVIATIONS

KPI	Key Performance Indicator
LSC	Leisure Services Contract

 <p>LEE VALLEY LEISURE TRUST</p> <p>BOARD MEETING</p> <p>16 NOVEMBER 2015</p>	<p><u>Agenda Item</u> <u>No:</u></p>
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LVRPA Contract - 2015/16 Q2 Performance Report

Presentation by Director of Business Support

SUMMARY

This report presents the mid-year performance for 2015/16 across the 14 venues the Trust manages on behalf of the Lee Valley Regional Park Authority (LVRPA).

RECOMMENDATION

Trustees note: (1) the report.

BACKGROUND

- 1 Performance of the Lee Valley Regional Park Authority venues has been reported quarterly to its Scrutiny Committee since 2010.
- 2 This report was based on the Authority's performance framework, which included key performance indicators (KPIs) and a venue scorecard.
- 3 As part of the Lee Valley Leisure Services Contract, performance of the LVRPA venues managed by the LVLTL is to be reported quarterly to Authority Members.
- 4 The data included in this report to Trustees will form the basis of the report that Authority officers will present to Authority Members.
- 5 The scorecard in Appendix A to this report contains data for the first two quarters of 2015/16 (April-September). The following paragraphs summarise the key messages from the data.

LV LEISURE SERVICES CONTRACT KEY PERFORMANCE INDICATORS (KPIs)

6 KPI 1: Management Fee

The adjusted management fee for the first year of the contract is £3.607m. To date payments totalling £2.039m have been made. Indications are that the original management fee may still need further adjustment (circa £250K) for any level of VAT benefits that may not accrue from the transfer. The VAT benefit is also intrinsically linked to the volume and type of sales that are transacted over the year. Certainty in this area is only likely to materialise as the Trust submits its quarterly VAT claims over the next two quarters. Officers view is that a

prudent estimate of £250,000 against a targeted £500,000 saving is more likely for this year and may improve as the Trust continues to develop its own business model.

Eighty per cent mandatory business rate relief on all the eligible venues has been secured from the 1 April 2015 achieving the target saving of circa £1.7m as set out in the financial model.

Work is continuing in a number of areas including staff training and development, food and beverage offer, customer experience/service, marketing, packaging of products/services, cross selling and developing partnerships. This will enable the shift from sporting venues to leisure destinations and assist in increasing footfall, participation and income.

Overall financial performance across venues is good; and is broadly on budget to hit its management fee. The following venues are worthy of note:

The **VeloPark** is forecast to over achieve budget by £47,000 through additional income, predominantly through conferencing, banqueting and event bookings.

The **White Water Centre** is projected to under achieve budget by £391,000. This includes a £150,000 over estimation of VAT savings/income as explained in the above. Food and beverage income has increased by approx. 36% compared to the same period last year. This is as a result of the introduction of a new menu, look and feel and staff training. Officers are carrying out further work on improving cost of sales, portion control, staffing levels, stock control, procurement and counter display to encourage impulse buys which will significantly improve profit margins in the coming season. The operation is forecast to generate a projected £34,000 surplus (2014/15 £15,000). Electricity costs have followed the trend of last year and are £150,000 above budget and will be picked up as part of the 2016/17 budget process. This is as a result of increased usage and utility price increases. Officers are continuing to optimise occupancy in each session.

The **Athletics Centre** is projected to overspend by £10,000. This is due to Business Rates being charged at £73,000 against a budget of £65,000.

Dobbs Weir campsite is projected to over achieve budget by £43,000. This has been achieved through the sale of caravans ahead of schedule with 31 sold against a target of 10, which has resulted in additional site rents being collected.

Springfield Marina is projected to over achieve budget by £24,000. This is through increased mooring income - as part of the pontoon replacement works there has been a reconfiguration of moorings to create a small increase in capacity.

The **WaterWorks Centre** is projected to over achieve budget by £20,000 which is due to efficiencies generated by sharing staff with the Ice Centre.

7 KPI 2: Customer Satisfaction

Across all venues the average customer satisfaction score was 83%. This is the same as last year and is on target. This score is captured through a robust sample of exit surveys undertaken by an external research agency and self-completion surveys.

The highest scoring venues were the VeloPark, Riding Centre, Athletics Centre and White Water Centre, all scoring 90% or above.

As Trustees are aware, Picketts Lock Golf Course is under review and no improvements have been made to facilities since last year. As a result, satisfaction has fallen below target, with negative feedback from customers regarding the lack of a clubhouse and catering / changing facilities. The review of the golf management has been undertaken; and expressions of interest that could include facilities for golfers have been invited and are currently being reviewed and will be reported to the Board in the Autumn.

8 KPI 3: Net Promoter Score

The net promoter score gives an indication of the relationship that customers have with our venues, with a higher score potentially indicating positive future business through repeat visits and recommendations. It is generated by asking customers how likely they would be to recommend the venue they visited to friends or colleagues. This categorises customers into 'promoters', 'neutrals' and 'detractors'. The score can range from 100% to -100%, with a leisure industry average of 24%.

There has been a slight upward trend in net promoter score across the venues from 44% last year to 45%, which is ahead of the target of 44%.

Picketts Lock Golf Course saw a fall in its score from last year. This can be attributed to the reasons above, and also because regular users of the course gave more positive feedback last year when they were concerned about the closure of the course and perhaps wanted to show their support to keep it open.

Hayes Hill has seen a slight fall in its score from last year. Last year's score was one of the highest of all the venues. This year's score is still relatively high, but customers have given some underwhelming feedback about certain parts of their experience. Officers have identified actions to improve the areas and are implementing them.

9 KPI 4: Regionality

The regionality of the venues is measured by capturing postcodes across bookings, memberships and surveys. In the first half of the year 30% of all visits were defined as regional – where the visitor lives within the London, Hertfordshire and Essex region, but lives outside of the riparian boroughs whose boundaries cross into the Lee Valley Regional Park. Visitors from these riparian boroughs are defined as 'local'. This performance is a slight fall from last year. This has been caused by slightly more visitors being defined as 'national' – coming from outside of London, Hertfordshire and Essex.

10 KPI 5: Usage

There were 1.3 million visits to the Trust's venues during the first half of the year

– a 16% increase from the same period last year. This has mainly been the result of the Hockey & Tennis Centre being fully open to the public this year, and a 20% increase in visits to the VeloPark as the venue has established and developed its programme attracting more visitors.

The remaining increase was spread across other venues, where there is a focus on increasing and widening the appeal, notably:

The Riding Centre increased usage by 5,000 (5%) compared to last year. This has been due to significant increases in group and adult lesson bookings, reflected in the £87,000 (21%) increase in income compared to last year.

Dobbs Weir Campsite has increased usage by 5,000 (40%) compared to last year. Despite the issues mentioned in this report, the touring business has been grown with income up 16% on last year.

The Ice Centre has seen a fall in usage by 7,000 (5%) compared to last year. This is due to price increases to public skating sessions in April which led to reduced visits. Once this issue was identified promotional offers were introduced which have since had a positive impact in bringing usage up to the same level as last year.

The White Water Centre had 3,000 visitors on the 19th July, at its first Family Fun Day. Feedback was very positive from visitors and officers are looking to build on this next year.

Weather can have an impact on visitor numbers. Compared to the same period last year temperatures were 7% colder, there was 2% more rainfall (with the summer months being especially wet – experiencing twice as much rain as last year) and 2% less sunshine.

The half year performance is in line with industry trends, with Visit England's latest findings showing that both the attractions and accommodation markets continue to grow compared to last year, although the wet summer had an impact on those with an outdoor element to the experience.

OTHER VENUE PERFORMANCE

11 Compliments

The number of formal compliments received has increased from 297 last year to 1,020. The majority of this increase in compliments was received at the VeloPark, White Water Centre, Hockey & Tennis Centre and Hayes Hill Farm and can be attributed to increased usage and greater engagement with social media.

12 Complaints

In the context of increased visitor numbers and positive feedback, there was also an increase in formal complaints, with 86 received in the first half of the year.

The increase has mainly come from the VeloPark that received 27 formal complaints compared to 12 last year. The most prominent themes in these complaints were value for money, problems with making bookings and service received during sessions. To date the taster sessions at the peak times continue

to sell out very quickly indeed – sometimes within hours of being released. More sessions have been programmed into the venue. The feedback to customers who are 'referred' (fail to pass the track accreditation) has been reviewed and customers are provided with additional feedback on the requirements of bike skills and general length of time on the track that is normally needed to gain the accreditation.

Hayes Hill received 21 formal complaints compared to 3 last year. These complaints were about a range of operational issues which were responded to and dealt with in line with the Trust's complaints procedure.

These increases at the VeloPark and Hayes Hill should be viewed in the context of an increase in visitor numbers, increase in compliments (see above) and the achievement of the TripAdvisor certificate of excellence at both venues - awarded to attractions that consistently achieve outstanding reviews.

13 Utility Consumption

Utility consumption has increased by 21% across all the venues compared to last year. This should be seen in the context of usage increasing by 16%. This increase has been caused specifically by increased use of the pumps at the White Water Centre for the World Championships where pumps were turned on for both courses for 13 hours a day for two weeks. The associated cost is being charged to British Canoeing. The Trust is looking at ways of increasing energy efficiency.

ENVIRONMENTAL IMPLICATIONS

- 14 There are no environmental implications arising directly out of the recommendations in this report.

EQUALITY IMPLICATIONS

- 15 There are no equality implications arising directly out of the recommendations in this report.

FINANCIAL IMPLICATIONS

- 16 There are no financial implications arising directly out of the recommendations in this report.

HUMAN RESOURCE IMPLICATIONS

- 17 There are no human resource implications arising directly out of the recommendations in this report.

LEGAL IMPLICATIONS

- 18 There are no legal implications arising directly out of the recommendations in this report.

RISK MANAGEMENT IMPLICATIONS

- 19 There are no risk management implications arising directly out of the recommendations in this report.

Author: Michael Sterry, Performance & Information Manager

APPENDIX ATTACHED

Appendix A Trust KPI and Venue Scorecard

LIST OF ABBREVIATIONS

ABBREVIATION	IN FULL
KPI	Key Performance Indicator

Reporting Period		2015/16 Q2						
Key Performance Indicators		14/15 Q2 Actual	Annual Target	Stretch Target	Performance	Q2 Actual	Expected at Year End	Comments
Management Fee		n/a	£3,607,000	£3,607,000	↑	£2,039,400	£3,607,000	
Customer satisfaction		83%	83%	85%	↔	83%	83%	
Net promoter Score		44%	44%	46%	↑	45%	45%	
Regionality (non-riparian)		31%	31%	33%	↔	30%	30%	
Usage		1.1m	1.9m	1.95m	↑	1.3m	2.0m	
Direction of travel								Performance against target
↑ Performance has improved								Achieving or exceeding target
↓ Performance has worsened								Just missed target
↔ Performance has remained the same								Below target
N/A								Financial Measure
								Customer Measure
								Internal Process Measure
								Sustainability Measure

Reporting Period		2015/16 Q2																					
Trust Venues	Income (£000's)		Usage		Customer Satisfaction		Net Promoter Score		Regionality		Formal Complaints		Formal Compliments		H&S Audit		Quality Scores		Utility Consumption (000 kwh)		Asset Protection		
	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	14/15	15/16	
Overall Target				1.9m			83%		44%														
Venues																							
VeloPark	1,365		342,428		87%		62%		47%		12	27	122			98%	Q4	91%	Q4	791	841	n/a	Q4
Hockey & Tennis Centre	123		76,113		81%		16%		33%		3		4			92%	Q4	80%	Q4	10	234	n/a	Q4
White Water Centre	2,002		241,479		91%		99%		38%		8	13	109			96%	Q4	81%	Q4	2,298	3,145	n/a	Q4
Athletics Centre	179		96,856		89%		73%		38%		0		3			90%	Q4	83%	Q4	212		n/a	Q4
Ice Centre	586		158,013		82%		42%		43%		3		6			96%	Q4	87%	Q4	1,144		n/a	Q4
Riding Centre	411		106,927		89%		56%		35%		4		3			88%	Q4	74%	Q4	58		n/a	Q4
WaterWorks	12		19,274								1		13	0		88%	Q4	73%	Q4	56		n/a	Q4
Picketts Lock Golf	130		10,000		86%		70%		22%		15		1			88%	Q4	77%	Q4	29		n/a	Q4
Edmonton Campsite	369		31,455		87%		43%		9%		0	4	2			98%	Q4	77%	Q4	187	220	n/a	Q4
Sewardstone Campsite	396		26,235		85%		49%		12%		4		4			97%	Q4	79%	Q4	47		n/a	Q4
Dobbs Weir Campsite	197		13,175		85%		50%		38%		2	6	18			83%	Q4	n/a	Q4	86		n/a	Q4
Hayes Hill Farm	399		82,312		85%		67%		33%		3	21	11			88%	Q4	84%	Q4	96		n/a	Q4
Springfield Marina	320				62%		-44%		25%		0		0			87%	Q4	85%	Q4	111		n/a	Q4
Stanstead Marina	304				68%		-11%		34%		0		1			91%	Q4	88%	Q4	50		n/a	Q4
ALL VENUES	6,796	18,098	1,144,267	1,322,494	83%	83%	44%	45%	31%	30%	55	86	297	1,020		91%	Q4	80%	Q4	5,179	6,270	n/a	Q4

Performance against target

Achieving or exceeding target

Just missed target

Below target

Tolerance

<5%

5-10%

>10%

N/A for site

Financial Measure

Customer Measure

Internal Process Measure

Sustainability Measure

LEE VALLEY REGIONAL PARK AUTHORITY

EXECUTIVE COMMITTEE

26 NOVEMBER 2015 AT 10:30

Agenda Item No:

6

Report No:

E/426/15

COMMUNITY ACCESS FUND UPDATE

Presented by Chief Executive

EXECUTIVE SUMMARY

This report provides Members with a progress update on the delivery of the Community Access Fund. The report provides an update from the start of the project (July 2015) against the targets highlighted within the initial Members paper E/389/15 and subsequent Members Briefing Note June 2015.

The Community Access Fund is intended to be used to engage with hard to reach community groups across the region and to provide financial support for access to the Authority/Trust venues, open spaces and services. The Community Access Fund enables officers to work closely with Boroughs, create sustainable programmes and to fully maximise this opportunity to raise awareness of the Authority/Trust for long-term repeat visits, thereby creating real value.

The Community Access Fund is managed by the Authority's Sports Development Manager who oversees the delivery and monitoring of the project. A Steering Group made up of officers from across the Authority and the Trust has been created to help drive the project forward and to ensure effective delivery.

It has taken several months to establish the contacts across the 16 Boroughs involved and to engage with the various schools and community groups. As a result it is proposed that the pilot scheme be extended into 2016/17 after which a full evaluation of the scheme can be carried out.

RECOMMENDATION

- Members Approve:
- (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.

BACKGROUND

- 1 Members approved a budget of £113,000 (Paper E/389/15) for the Community Access Fund (CAF) to help engage with different community groups (particularly hard to reach groups) from across the region and to help with access to the Authority/Trust venues and services.
- 2 An additional Members Briefing Note was circulated in June 2015 providing greater clarity and recommendations on the most effective way of delivering the CAF.
- 3 16 Local Authorities across the region were selected to engage with in the first year of the project, to act as a pilot and to provide a more effective process of delivery. There are 12 London Boroughs along with 2 Districts from Essex and Herts respectively:
 - Lewisham;
 - Ealing;
 - Richmond;
 - Bexley;
 - Redbridge;
 - Islington;
 - Lambeth;
 - Dacorum;
 - Uttlesford;
 - Epping Forest;
 - Waltham Forest;
 - Haringey;
 - Newham;
 - Tower Hamlets;
 - Hackney;
 - Broxbourne.

The rationale for selecting 16 Boroughs across the region was to ensure the CAF was manageable and officers had the capacity to deliver and communicate with the various community groups. 12 Boroughs were selected randomly from across the region along with the 4 Boroughs which border our major venues on Queen Elizabeth Olympic Park. The funding for the CAF has been distributed equally across all 16 Boroughs.

Subject to a successful pilot project, the Authority will be able to engage with a new set of Boroughs in year two and beyond, until all Boroughs across the region have had the opportunity to access the CAF. This will be subject to resources that will need to be identified as part of the 2017/18 budget process and built into the medium term financial plan.

- 4 Although Members agreed funding towards the CAF for the start of the 2015/16 financial year, delivery of the project started from June 2015 once the process for delivery had been agreed and the budgets set in place.
- 5 10% of the total CAF (£11,300) has been earmarked specifically for access to the Authority's Outdoor Learning programme managed by the Authority Youth and Schools team. It was agreed that this funding be used to help support schools with transport costs to and from the Regional Park, specifically targeting

schools from non-riparian Boroughs. Total spend to date is £1,680. It is projected that all of the budget earmarked for this element of CAF will be spent in 2015/16 financial year.

- 6 A CAF Steering Group made up of senior officers from within the Authority and the Trust has been formed to ensure that the Trust have the opportunity to help shape delivery.

LOCAL AUTHORITY ENGAGEMENT

- 7 An important element of the project is to ensure that the selected Boroughs are made fully aware of the opportunities the CAF brings to help with engagement with hard to reach community groups and provide access to the Authority/Trust venues, open spaces and services.
- 8 All 16 Boroughs were contacted via a lead officer within Community Development, Sports Development or in Education. Authorities were asked to provide the Authority with contacts from within their Boroughs/Districts of community groups (with a focus on hard to reach groups) they felt would benefit from this programme.
- 9 Initial engagement with some Boroughs proved a challenge, however 12 of the 16 Authorities have now responded and provided the Authority with a comprehensive and diverse list of community groups to contact (see Appendix A to this report). The Authority is in communication with the remaining four Boroughs and community group nominations are expected from them soon.
- 10 If the selected 16 Boroughs do not take up their full allocation of funding, this provides officers with an opportunity to seek community groups from additional non-riparian Boroughs. Officers will have a clear view of any available funding for additional Boroughs in December.

COMMUNITY AND SCHOOL GROUPS ENGAGEMENT

- 11 Initial communications and engagement with the various nominated community groups has proven very challenging and time consuming, however things are progressing and groups are now engaging in activity and are being booked in to participate in activity in the new year.
- 12 Selected Authorities that are most advanced in terms of having participated in activity already or ones that are due to take part very soon include:
 - Bexley;
 - Lambeth;
 - Tower Hamlets;
 - Newham .

The Authority is in communication with the nominated community groups from 12 Boroughs across the region organising the logistics of each visit to the Regional Park (Appendix A to this report). Numerous community groups have highlighted that they would prefer to take part in activity during the summer months, and that they require notice to be able to programme in activity, therefore uplift in activity should be seen from Spring 2016 onwards. In addition to this, a number of groups have enquired about track cycling, and due to the lack of available space within the latest track cycling programme this has led to

further delays.

- 13 Currently 10 different community groups from seven different Authorities have made use of the CAF and have either undertaken activity or have activity booked in within the next couple of weeks. Total spend to date is £6,238 with a projected year end spend of £79,000.
- 14 The CAF has provided support for transport costs to seven different schools/Boroughs through the Authority's Youth and Schools service:
 - Brentwood;
 - Braintree;
 - Castle Point;
 - Harlow;
 - Rochford;
 - Newham;
 - Waltham Forest.

DELIVERY PLAN

- 15 Authority officers will continue to engage with the nominated community groups to arrange activity bookings and liaise with the nominated Boroughs to provide them with updates. It is predicted that a majority of activity will take place from the New Year onwards as the weather improves.
- 16 A detailed report to Members will be produced at the end of the project (September 2016) providing information on each community group that accessed CAF, including the number of participants, good news stories, financial spend and information relating to repeat visits etc.
- 17 Officers will maximise the PR potential of the CAF to promote the work of the Authority and Trust, including highlighting projects and work with specific hard to reach groups through local media, social media and other avenues in riparian and non-riparian Boroughs, providing updates to Members and ensuring stakeholders are aware of the CAF's impact through the Authority's bi-monthly Stakeholder bulletin.
- 18 It is projected that 70% of the total CAF will be spent by the end of the 2015/16 financial year (£79,000), with a proposed carryover of £34,000.

EVALUATION OF THE CAF PILOT

- 19 A full evaluation of the CAF pilot will take place upon its completion in September 2016.

REVIEW OF COMMUNITY OUTREACH

- 20 As part of the 2016/17-18/19 business plan there will be a review of all Authority services and operations. Community outreach is currently delivered across a number of areas: Sports Development, Youth and Schools and Events. The review of Community Outreach will aim to achieve a more efficient and effective approach to this key area of the Authority's work.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 22 To carry forward the under spend in the CAF in 2015/16 estimated at £34,000 into 2016/17.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

- 26 The CAF will improve equality of access to the Regional Park.

Author: Paul Coates, 01992 709 934, pcoates@leevalleypark.org.uk

PREVIOUS COMMITTEE REPORTS

Executive Committee	E/389/15	2015/16 Revenue Budget & Levy	22 January 2015
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APPENDIX ATTACHED

Appendix A	Community Groups Engagement
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LIST OF ABBREVIATIONS

CAF	Community Access Fund
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This chart provides detail on engagement with each of the selected Authorities, the list of community groups each Authority put forward and information on the activity each group will participate in.

Local Authority	Community Group	Activity Booked / Planned	Participation Figures
Lambeth	Streatham Youth and Community Trust	Water wipe out Ice skating	39 participants 8 to 12 year olds
Lambeth	Brixton Wings	Track Cycling Confirming dates	
Lewisham	Lewisham Scouts Somerville Youth and Play Lee Green Youth Club Lethbridge Youth Club	All groups currently being contacted about dates	
Bexley	Bexleyheath Educational Referrals	BMX	15 participants 12+ age group
Bexley	Bexley College Sports Makers	Track Cycling	15 participants 16+ age group
Bexley	Bexley Youth Council	Confirming dates	
Bexley	Woodside Special School	Confirming dates	
Ealing	Sharks Community Paddlesport Club	Confirming dates	
Redbridge	Out There Project / United Friends	Confirming dates	
Decorum	Decorum Indian Society Swan Youth Project	Both groups currently being contacted about dates	
Tower Hamlets	Tower Hamlets College	White Water Rafting	45 participants 16+ age group
Tower Hamlets	Boundary Women Project	Coached MTB session	15 participants 16+ age group
Tower Hamlets	Youth Sports Foundation	Confirming dates	25 participants 12+ age group
Newham	Newham Ability Doorstep Sport Club	All ability cycling	18 participants 14+ age group
Broxbourne	NACRO	White Water Rafting Confirming dates	
Broxbourne	Broxbourne Ethnic Minority Association	Confirming dates	
Broxbourne	Healthy and Active Herts	Confirming dates	
Haringey	London Skolars Rugby League Club	White Water Rafting	27 participants 14 to 18 year olds
Haringey	Haringey Women's FC	Confirming dates	
Epping Forest	Disability Athletics Group	Athletics	10 participants per session. 80 throughputs. Adults
Hackney	North and South Mental Health Project	Confirming dates	
Islington	Currently waiting for community group nominations from the Local Authority		

Uttlesford	Currently waiting for community group nominations from the Local Authority		
Richmond	Currently waiting for community group nominations from the Local Authority		
Waltham Forest	Currently waiting for community group nominations from the Local Authority		

Total Participation Numbers to Date	209
Target Participation Numbers	2400

LEE VALLEY REGIONAL PARK AUTHORITY

EXECUTIVE COMMITTEE

26 NOVEMBER 2015 AT 10:30

Agenda Item No:

7

Report No:

E/427/15

**NATIONAL GOVERNING BODY MAJOR SPORTS EVENT
SUPPORT 2016 – 2020**

Presented by the Head of Sport & Leisure

EXECUTIVE SUMMARY

At Executive Committee held on June 26 2015 (Paper E/410/15) Members were provided with an update on the major sport events which had been held at the Authority's legacy venues following the London 2012 Olympic & Paralympic Games.

The paper considered the benefits to the Authority and the financial commitment required to host such events.

Since that time officers have undertaken further work and research on the issues arising from the hosting of such events and this paper provides details of:

- the events (secured or in the bidding process) for the period 2016 – 2020;
- the process all National Governing Bodies will be required to follow to access Authority support;
- the criteria to be used to assist with the decision making process; and
- recommends that a budget for Major Events Support is considered.

RECOMMENDATIONS

- Members Approve:
- (1) the approval process set out in paragraph 11;
 - (2) the support criteria set out in paragraph 16;

- Members Consider:
- (3) that as part of the 2016/17 budget process the setting of a Major Events Support budget as set out in paragraph 18; and

- Members Note:
- (4) the major events (secured or in the bidding process) for the period 2016 – 2020.

BACKGROUND

- 1 A paper presented to Executive Committee in June 2015 (E/410/15) provided a review of the major sporting events programme at the Authority's three legacy venues following the London Olympic & Paralympic Games in 2012. All the

events being hosted until the end of 2016 were secured prior to the London 2012 Games and began the delivery of the promise made to the International Olympic Committee (IOC) by London to leave a legacy of facilities capable of hosting major sporting events.

- 2 The paper outlined the need for a strategy relating to the bidding and hosting of major sporting events in the future. This paper puts forward a decision making process and criteria that can be used to assist in making decisions on event support in the future for Member approval.
- 3 A number of events have now been secured by the National Governing Bodies (NGBs) for 2016 onwards and a number are in the planning process. As Paper E/410/15 set out there are a number of tangible benefits from the hosting of major events which include, but are not limited to:
 - the continuing increase of the Authority's profile;
 - benefits to the local & regional communities;
 - an increase in revenue to the relevant venue; and
 - an increased profile with partner organisations.
- 4 Since June Authority officers have met with the following organisations to obtain a greater understanding of how the Authority can develop a process that is clear, robust and defines the Authority's role;
 - relevant NGB's;
 - UK Sport;
 - Sport England;
 - Greater London Authority; and
 - London & Partners.

A key area of consideration for the Authority was its role in major events, is the Authority a venue supplier or an event partner?

- 5 What has become clear is that NGB's (who are the event rights holders along with the International Federations) have on occasions bid for events and undertaken detailed planning before fully engaging with the Authority. Time pressures prior to London 2012 being the main reason for this but this has created the following issues;
 - late requests for support; and
 - and ad hoc business planning.

This report seeks to resolve these issues.

MAJOR SPORTS EVENTS 2016-2020

- 6 Following on from the success of the first round of major sports events held at the Authority's legacy venues the relevant NGBs have now been successful in bidding for further events for the period 2016 – 2020. The events secured to date which are being supported by the Authority are detailed in the table below:

Event	Authority Funding	Notes
2015 Wheelchair Masters Tennis – Lee Valley Hockey & Tennis Centre	£45,000	Value in kind & in the approved 2015/16 budget

2016 UCI World Track Championships - Lee Valley VeloPark	£100,000	Value in kind & in the approved 2015/16 budget
Wheelchair Masters Tennis – Lee Valley Hickey & Tennis Centre	£45,000	Value in kind & in the approved 2016/17 budget

- 7 England Hockey (EH) have successfully bid for and won the rights to host the following events at the Lee Valley Hockey & Tennis Centre:
- Hockey Women's Champions Trophy;
 - Hockey World League Finals;
 - Women's Hockey World Cup.

Any potential Authority funding/support for the three hockey events above is yet to be agreed. The Greater London Authority is supporting these three events with £900,000 of city funding and officers will return to Members with a proposal once the detailed work has been conducted with EH.

- 8 Further events are currently at the pre bidding stage and these are as follows:

Event
2017 Wheelchair Masters Tennis at Lee Valley Hockey & Tennis Centre
Cycling World Cup at Lee Valley VeloPark
2018 Wheelchair Masters Tennis at Lee Valley Hockey & Tennis Centre
Canoe Slalom World Cup at Lee Valley White Water Centre
2019 Wheelchair Masters Tennis at Lee Valley Hockey & Tennis Centre
Canoe Slalom World Cup at Lee Valley White Water Centre
2020 Wheelchair Masters Tennis at Lee Valley Hockey & Tennis Centre
Canoe Slalom European Championships at Lee Valley White Water Centre

- 9 The list of major international sports events that the Authority's venues will or potentially host over this period of time demonstrates part of the legacy success of these venues.

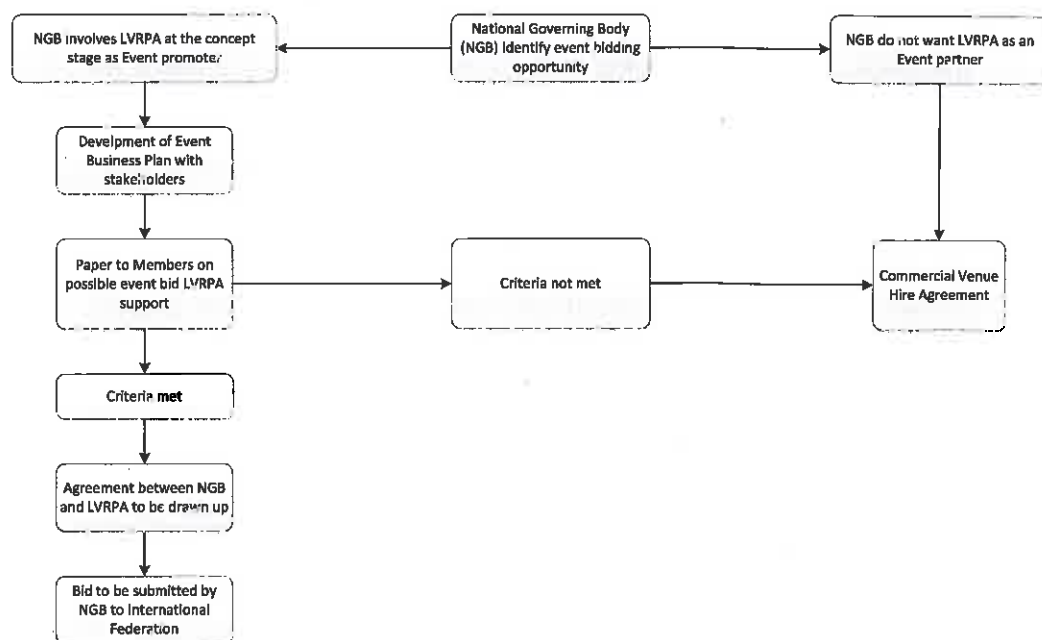
PROCESS FOR FINANCIAL SUPPORT

- 10 As set out in detail in the previous paper (E/410/15) the Authority (along with other funding partners) have historically been asked to provide financial support for these types of events to ensure a successful bidding process. The support usually takes two forms: a cash sum and/or value in kind (VIK). VIK can include such things as the cost of hire for the venue and/or the venue's loss of income during the event.
- 11 Below is the recommended process which NGB's will have to follow to seek

support from the Authority for any future event bid:

- the Authority is involved from the conception stage when a bidding plan is being developed along with the other relevant partners;
- the Authority is included in all the detailed business planning work prior to a bid being submitted;
- Members consider the Authority's support which is dependent on the event and its opportunities prior to the bid being made;
- if Members approve the proposed support an agreement is signed between the relevant NGB and the Authority detailing the principles agreed with Members;
- a bid to the relevant International Federation is then made by the NGB;
- if successful the relevant NGB must enter into a full venue use agreement within six months.

Authority support flow chart



- 12 Any NGB not following this process will be treated purely as a venue hire and a full commercial rate will be quoted and booking made direct with Lee Valley Leisure Trust (the Trust). There would be no exceptions to this unless an opportunity presented itself and officers would present this to Members for their consideration.
- 13 The process for agreeing the venue hire costs is well defined with the Trust and has been working well for a period of time. The process is as follows:
 - Authority officers define the usage requirements with the relevant NGB;
 - the NGB prepares an event brief with specific requirements;
 - Authority officers work with venue managers to agree costs associated with the requirements;
 - venue hire costs agreed between Authority and Trust;
 - detail then fed into venue use agreement.

It has been agreed with the Trust that the costs and what's included in that will be agreed first with the venue manager/relevant Trust Director before being

presented to the Trust Managing Director for final sign off.

CRITERIA & STRATEGIC BENEFITS

- 14 Other major event funding partners have determined a range of criteria/strategic benefits that they request to see delivered in return for financial support of major events. These can be used to gauge how appropriate financial support may be and if the Authority can support the NGBs in the specific manner through the bidding process.
- 15 Authority officers have undertaken research into such funding criteria and engaged with other funding partners to consider a range of possible criteria that could be applied to bids and/or requests for financial support.
- 16 Officers recommend the following criteria is implemented to assess all bids received by the Authority from NGBs:

Financial – The robustness and deliverability of the business plan and its process to create an economic benefit for the Authority and Trust:

- overall financial risk;
- maximise the commerciality of the event - tickets, sponsorship, merchandise, concessions;
- increased revenue through the venue (i.e., increased food & beverage sales);
- profitability level;
- increased stays at Authority accommodation portfolio including its third party partners (i.e., the youth hostel).

Community Engagement – To fully maximise community engagement across the region, increasing opportunities for sports, volunteering and workforce development:

- a focus on sports participation, particularly in hard to reach communities and people new to the sport;
- sports programmes that can demonstrate longevity and a real commitment to ensuring lasting participation;
- ability to support the Authority in delivery of its Lottery Funding Agreement targets;
- opportunities for event volunteering, particularly in hard to reach communities and people not currently involved in the sport;
- a commitment to workforce development, mentoring and training, providing people new to the sport with opportunities to engage at a major event.

Exposure – The level in which the event can positively showcase the Authority, regionally, nationally and internationally:

- event status to create a greater awareness of the Authority's venues and its facilities;
- broadcast plan and potential reach;
- media plan and potential reach;
- credibility of event, is this an event with a history or creates an opportunity.

Strategic Value – The level to which the event meets the strategic objectives of the Authority:

- delivering a regional audience with a non-riparian focus;
 - support the Authority in becoming a must visit destination and delivering a message that “you can use these facilities”;
 - stakeholder engagement, opportunities to engage with current, new and potential stakeholders.
- 17 The criteria will be used to assess the bids made and determine the (level of) Authority support for forthcoming bids at its venues for presenting to Members for a final decision.
- 18 Members are asked to approve the creation of a Major Events Support budget capped at £150,000 per financial year through to 2020 that can only be made available for use once the individual event is approved by Executive Committee. There is the potential for the continuation of a significant international sports events programme across the Authority’s 3 legacy venues over the next 4 years. Officers recommend that a budgetary provision is made which will enable the organisation to support those events where there are demonstrable benefits. An estimated sum of £150,000 per annum has been identified by officers. This budget could be set aside as a new budget for this period or earmarked from general reserves subject to an approved business plan approved by Members and the available resources being there to support the event.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 20 Members are requested to decide whether to set up a specific budget for this purpose within the 2016/17 budget process up to the sum identified or whether they wish to deal with this as one-off expenditure in each year from general reserves subject to an approved business plan and the available resources being there to support the event.

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive Committee	E/410/15	Major Sporting Events Update	25 June 2015
Executive Committee	E/192/12	Eton Manor Hockey & Tennis Centre - Hockey European Championships Bid 2015	23 February 2012
Executive Committee	E/215/12	Bid for the 2016 World Track Cycling Championships at the Lee Valley Velodrome	24 May 2012
Executive Committee	E/395/15	European Hockey Championships 2015 at Lee Valley Hockey & Tennis Centre	26 February 2015

LIST OF ABBREVIATIONS

the Trust	Lee Valley Leisure Trust
NGBs	National Governing Bodies
VIK	Value in kind
IOC	International Olympic Committee
EH	England Hockey

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**GRANT OF EASEMENT
FOR CYCLE PATH BRIDGE STRUCTURE
FORMER AQUEDUCT SITE LEA BRIDGE ROAD LEYTON**

Presented by the Director of Corporate Services

EXECUTIVE SUMMARY

Since 2013 the London Borough of Waltham Forest have been in the process of implementing a cycle improvement scheme, known as 'Mini-Holland', within the Borough funded by a £28m grant from the Mayor of London's office via Transport for London. The routes proposed in the scheme include the Lea Bridge Road where it has the status of a Cycle Superhighway. The route crosses the former aqueduct land recently acquired by the Authority from Thames Water and a bridge is needed for this purpose. A ramp connecting this predominantly east to west route to the path running north to south along the former aqueduct will also be constructed on our land adjacent to the Riding Centre. To regularise this arrangement the Authority has provisionally agreed terms to enter into a permanent easement with the Council for the rights to place supports for the bridge structure on our land, the right to place and construct a connecting cycle path ramp and the right for the bridge structure to span the former aqueduct's width. As this amounts to a disposal of an interest in land Members are asked to consider approval of the grant of this permanent easement.

RECOMMENDATIONS

- Members Approve:
- (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 this report;
 - (2) subject to (1) above an application be submitted to the Secretary of State for consent to the Easement as disposal of an interest in land; and
 - (3) subject to (1) and (2) above the signing and sealing of all necessary legal documentation.

BACKGROUND

- 1 In 2013 the London Borough of Waltham Forest were awarded a £28m grant from the Mayor of London's office via Transport for London for a 3 year programme from 2013-16 designed to extend and improve the cycling network across the Borough with the aim of shifting residents mode of travel away from the car to cycling for journeys. The scheme includes 'Mini Hollands' whereby cycling routes are being integrated into residential areas, the introduction of the infrastructure to support cycling with new secure cycle storage areas at key hubs such as stations, and several strategic routes including a 'Quietway' from Chingford to Bloomsbury and a 'cycle super highway' along Lea Bridge Road. The necessity for the easement is to facilitate the delivery of the superhighway, a project supported by the Authority. There has been extensive consultation with residents and stakeholders in the planning of these works and a copy of the consultation document is attached as Appendix B to this report.
- 2 One part of the scheme proposed by the Council is the Lea Bridge Road Superhighway, a 2.5 mile long scheme designed to segregate where possible the cycle route from the road and improve the junctions where it comes into contact with pedestrians. The Council intend the scheme to also compliment other schemes in the area such as the Bakers Arms regeneration and the re-opening of Lea Bridge Station.
- 3 This route is divided into sections for public consultation purposes with section A affecting the Authority's venues via its route along the frontages of the Ice Centre, Riding Centre and the spanning of the recently acquired aqueduct site. In order to span across the aqueduct site, which is at a lower level, a new bridge structure supported on each side by the banks of the former aqueduct is proposed. A ramped structure is also proposed to connect this new cycle path down to the path running north to south along the length of the former aqueduct.
- 4 In order for the rights to construct and thereafter place on our land the structures needed the Council have requested a permanent easement from the Authority to regularise the position. The premium for this will be a peppercorn as the scheme is sympathetic with the aims of the Authority to promote cycling as part of its remit. There will also be terms included for the repair, maintenance and removal of the structures to be the full responsibility of the Council. The extent of land to be the subject of the easement is shown shaded brown on the plan attached as Appendix A to this report, the existing Authority land ownership is shaded in pink.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 6 There are no financial implications arising from the granting of the easement. All costs of constructing the cycle bridge, its maintenance thereafter and any costs should it be removed, are to be borne by the Council as grantee. Legal costs in the preparation of the documentation are also to be borne by the Council.
- 7 There is no income or capital receipt to be derived from this agreement which is granted in return for payment of a peppercorn. The provision of the structure is

part of a cycle scheme that is sympathetic to the aims of the Authority.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

- 9 The granting of an easement is classed as a disposal for the purposes of Section 21 of the Lee Valley Regional Park Act 1966 and as such require both Member and Secretary of State approval.

RISK MANAGEMENT IMPLICATIONS

- 10 There are no risk management implications arising directly from the recommendations in this report. As mentioned above in the body of the report the easement will ensure all risks associated with this will be the responsibility of the Council.

EQUALITY IMPLICATIONS

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

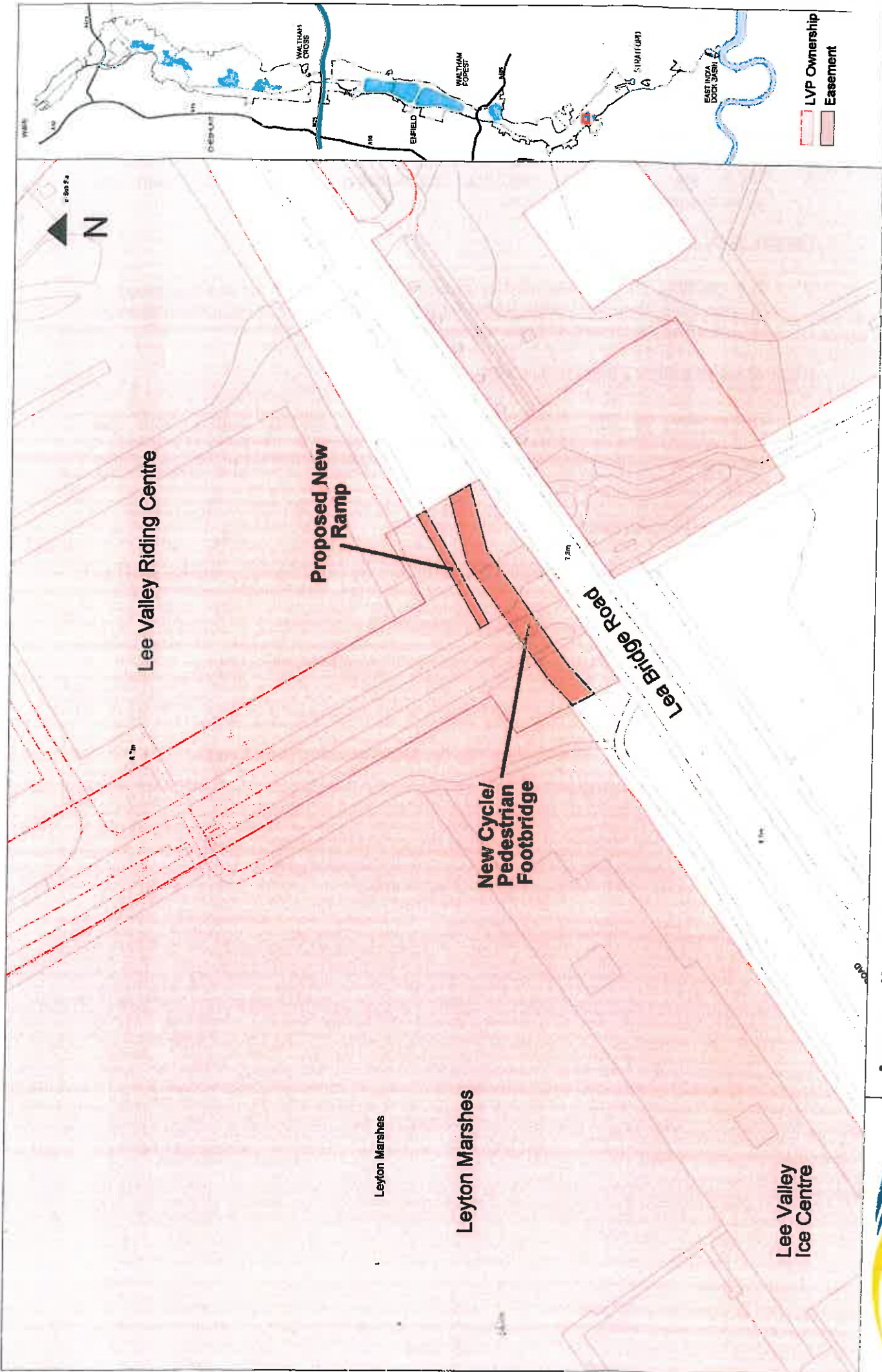
Author: Nick Powell, 01992 709832, npowell@leevalleypark.org.uk

BACKGROUND REPORTS

LB Waltham Forest Plans showing the bridge structure and ramp

APPENDICES ATTACHED

Appendix A Plan showing the extent of the easement shaded brown
Appendix B Lea Bridge Road Public Consultation document
 (London Borough of Waltham Forest)



Appendix A: Location of Land Needed for Easement

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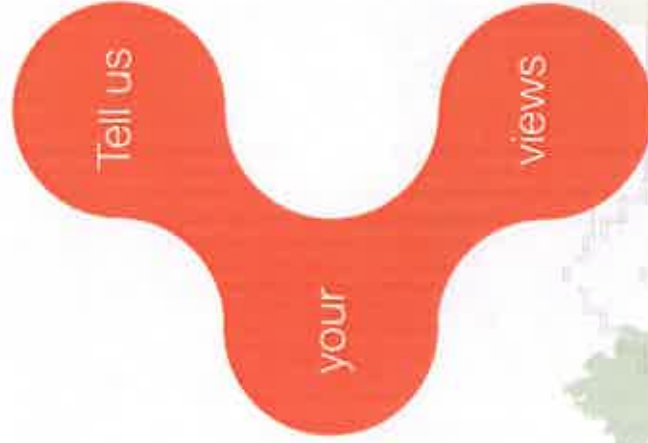
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Lea Bridge Road

A street for everyone



Public consultation document
Section A



**WALK
CYCLE
ENJOY!**



TRANSPORT
FOR LONDON

MAYOR OF LONDON



Lea Bridge Road: a street for everyone

Introduction

Mini-Holland is an exciting programme to improve walking and cycling in the borough. Plans for Lea Bridge Road aim to change the area, making significant improvements for not only people who cycle but for everyone using the road.

The road is one of the key strategic routes in the borough running from the Whipps Cross Roundabout to the Lee Valley Ice Centre near the Hackney Boundary. The road is heavily used, with up to 30,000 vehicles and 1,500 cyclists on it every day. It is currently primarily used by those travelling through the borough into neighbouring Hackney and further into the heart of London.

Over the past five years, accidents resulting in injury to pedestrians and cyclists have increased. Between 2009 and 2013 a total of 173 cyclists and 68 pedestrians were injured on the road, including 24 serious accidents and one fatality. Changes are needed to make the road easier to navigate for all road users and to increase the safety and create a more forgiving street environment, particularly for people who cycle.

Aims of the scheme

As part of the Mini-Holland Programme, we are investing in Lea Bridge Road to build upon the recent Bakers Arms regeneration and transform the street, particularly to increase pedestrian footfall and the number of people who cycle.

The scheme is a key council project and will change the landscape of the area, making significant improvements to public spaces, junctions, bridges, footways and cycling facilities. With the opening of the Lea Bridge Station the area is set to become a key transport hub and destination point. We want Lea Bridge Road to be a street for everyone and ensure businesses along it are able to thrive, so that it becomes a place people want to visit.

The Lea Bridge Road scheme aims to:

- Make cycling and walking a more attractive and convenient option, whilst relieving traffic congestion
- Transform the look of the road into a thriving high street and place for community interaction, increasing footfall and business opportunities
- Make the road safer and easier to use for all road users.



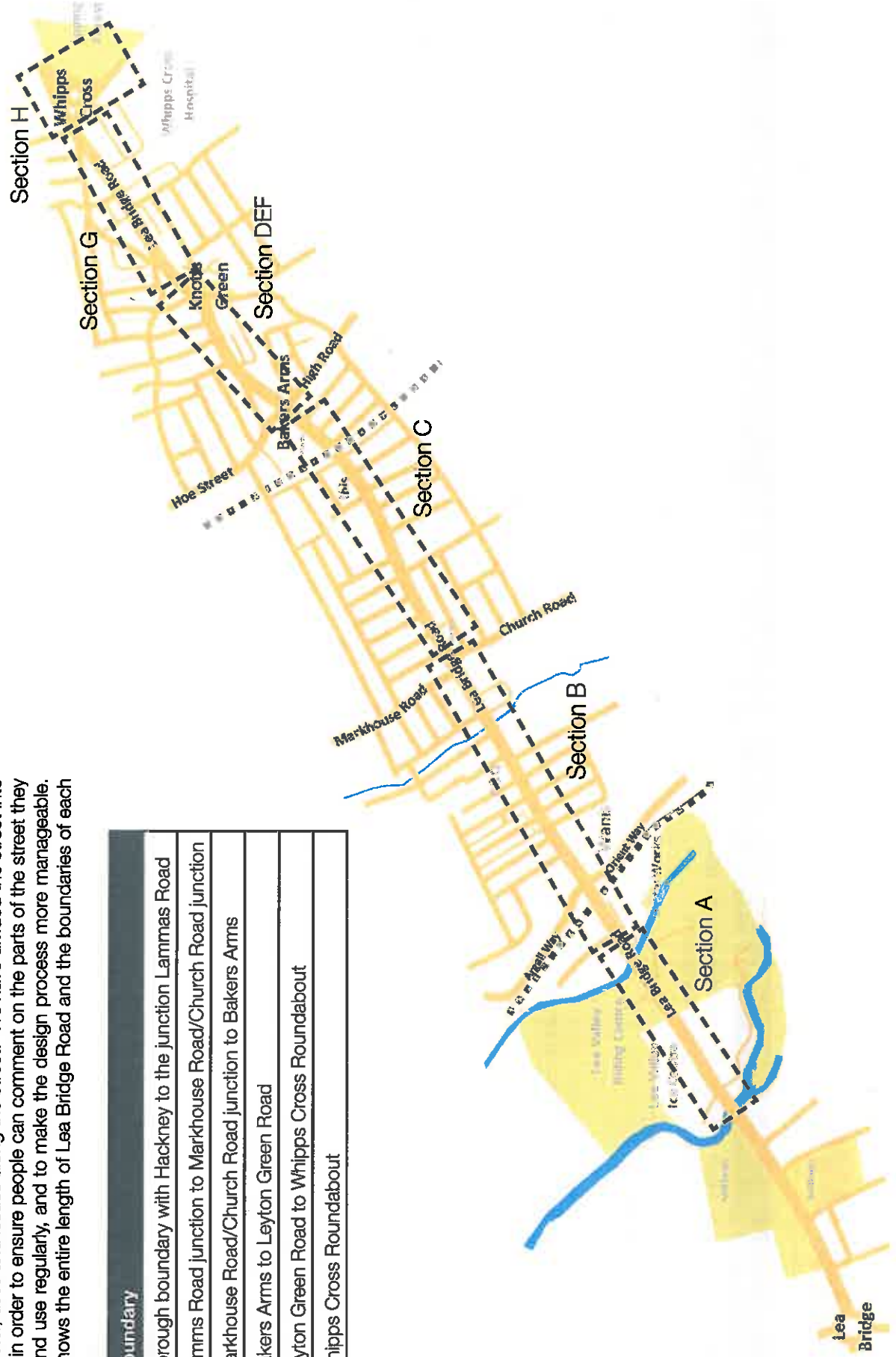
Scheme overview: key proposals

Overview of the proposals	Reasons for changes
Introduce fully protected cycle lanes called segregated cycle tracks in both directions from the borough boundary with Hackney to Whipps Cross roundabout	To encourage more people to cycle on the road by increasing safety.
Redesign Whipps Cross Roundabout	To improve safety for people who walk and cycle whilst improving the flow of traffic. To improve conditions for bus routes, and offer new and better facilities for bus passengers and bus service staff.
Introduce new blended (Copenhagen style) crossings at junctions and side roads	To slow down traffic and give greater priority to pedestrians and bike users.
Address key problem points in the area including the redesign of the railway bridge between Lammas Road and Orient Way	To make it easier and simpler to use for all road users, whilst improving safety, accessibility to the new Lea Bridge Road railway station and making the environment more enjoyable.
Introduce new cycle parking facilities	To make the area more accessible to people on bicycles and increase the footfall for businesses.
Address public transport issues including: <ul style="list-style-type: none"> • Changes to bus lanes • Improved bus stop facilities • Floating bus stops which allow cyclists to pass through bus stop areas safer, while allowing passengers to board buses. 	To improve reliability of bus services to improve passenger journeys, making the area better for all road users including those using public transport.
Co-design attractive and vibrant public spaces with the local community	To instil a sense of pride in the local area and transform it into a destination area to attract more visitors.
Improve the pedestrian street environment including: <ul style="list-style-type: none"> • New street lighting • Better signage • More wayfinding aids such as street signage 	To encourage more pedestrians to use the area and attract new visitors by making it safer and more attractive.
Redesign junctions at: <ul style="list-style-type: none"> • Wood Street • Leyton Green Road • Markhouse Road/Church Road • Orient Way/Argyll Avenue • Bakers Arms 	To make navigating junctions easier and safer for all road users.
Traffic signal upgrades	To improve the flow of traffic and reduce the traffic build up and delays along the road.

Scheme overview: key proposals

The Lea Bridge Road Mini-Holland Programme covers approximately 2.5 miles of highway, with varying character, uses and issues along the street. We have divided the street into six sections (A-H) in order to ensure people can comment on the parts of the street they are familiar with and use regularly, and to make the design process more manageable. The map below shows the entire length of Lea Bridge Road and the boundaries of each section.

Section	Boundary
Section A	Borough boundary with Hackney to the junction Lammas Road
Section B	Lammas Road junction to Markhouse Road/Church Road junction
Section C	Markhouse Road/Church Road junction to Bakers Arms
Section DEF	Bakers Arms to Leyton Green Road
Section G	Leyton Green Road to Whipps Cross Roundabout
Section H	Whipps Cross Roundabout



Consultation: key information and dates

Early engagement

We have already started talking to local people and road users. A series of surveys have taken place with local residents, businesses, visitors and cyclists earlier this year to ask about their concerns and aspirations for the road. The results can be viewed at: www.enjoywalthamforest.co.uk/work-in-you-area/lea-bridge-road/. We have been meeting with key groups in the area to understand their requirements as well as ensuring that their issues are dealt with at an early stage. The outcomes of this early engagement have fed into and have helped shape the scheme designs and proposals.

We are engaging with key stakeholders and statutory consultees including emergency services, the Police, Transport for London, bus operators and neighbouring boroughs throughout the consultation process and delivery of the scheme.

Consultation approach

We want everyone who lives, works and uses the road to have their say on the scheme proposals. We will aim to ensure that people understand the improvements, the reason for them as well as the potential benefits that they may bring.

We will ask for people's comments and feedback specifically on the plans for each section and ask them to rate what they think and how they can be improved. This will help gain an understanding of what people think and enable us to shape the plans accordingly. The consultation will be managed in sections over the following timescales.

Section of Lea Bridge Road		Consultation Period
Section A	Borough boundary with Hackney to the Lammas Road junction	June to July 2015
Section B	Lammas Road junction to Markhouse Road/Church Road junction	September to October 2015
Section C	Markhouse Road/Church Road junction to Bakers Arms	
Section DEF	Bakers Arms to Leyton Green Road	
Section G	Leyton Green Road to Whipps Cross Roundabout	
Section H	Whipps Cross Roundabout	June to July 2015

What happens next?

All of the feedback received will be carefully analysed and considered as part of our final designs. Where possible, we will try to incorporate everyone's suggestions however where this is not possible we will try to explain why. Proposals for public space projects are intended to provide a catalogue of ideas, however not all are able to be delivered as part of the programme. Your views will help us to prioritise and select the most popular to deliver as part of the highways scheme.

We will produce a summary of the results that we will feedback to everyone who took part setting out the results and how they have been used.

How you can have your say

There will be a number of ways to have your say. You can:

- Complete our online survey via the Commonplace app by visiting: <http://brproposals.commonplace.is/>
- Visit one of our drop-ins where people can come and view the proposals and speak directly to experts about the scheme
- Call or email us to provide you with a printed feedback form.

You can also keep up-to-date with Mini-Holland by visiting:

www.enjoywalthamforest.co.uk

Or receive regular updates by signing up to the Mini-Holland e-newsletter by emailing:

miniolland@walthamforest.gov.uk

Timescales

Stage	Timescales
Public consultation	June to October 2015
Detailed scheme design	July to December 2015
Construction	From September 2015 to 2017
Review of scheme	2017

Section A: scheme overview

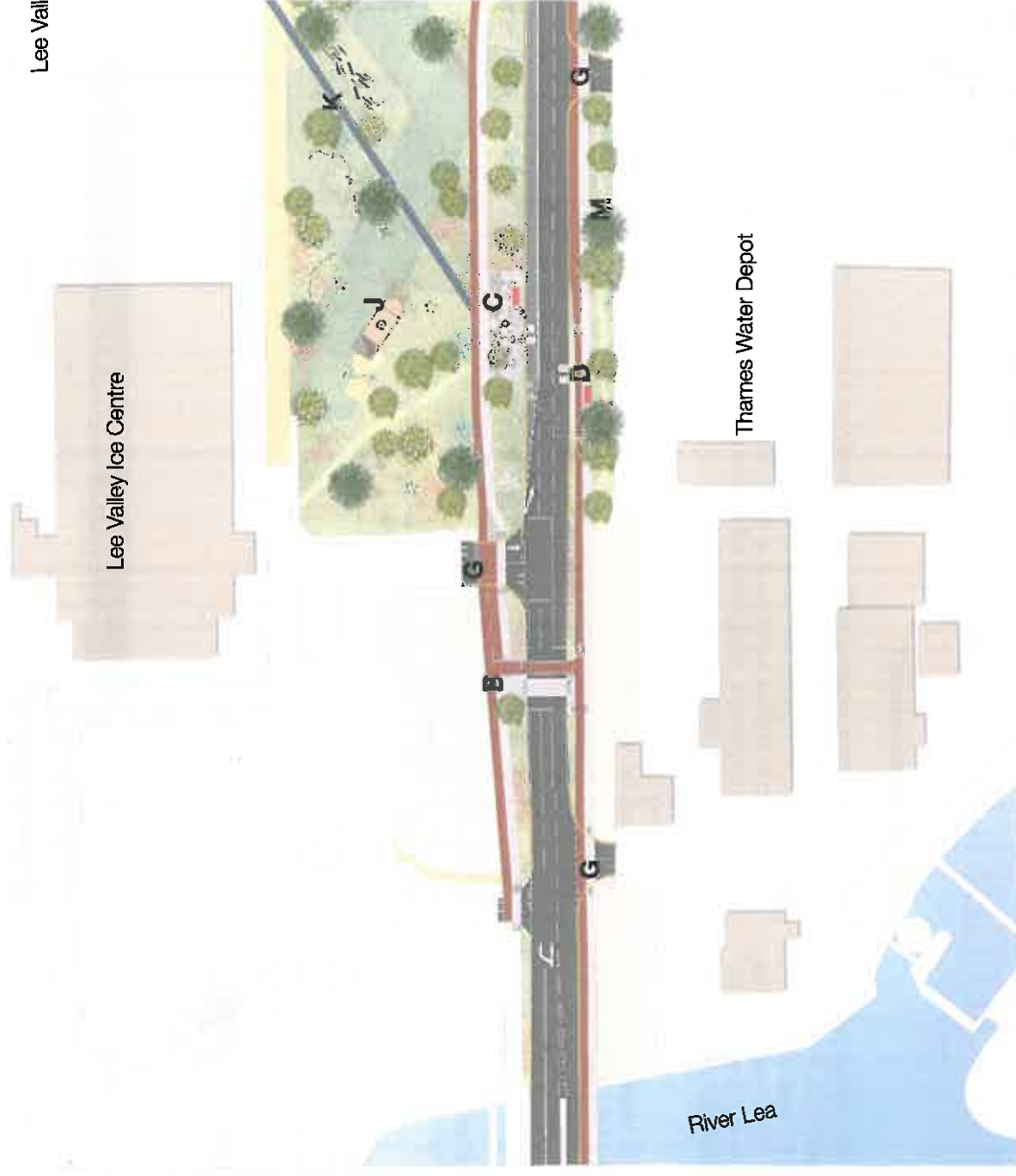
This section of Lea Bridge Road runs from the borough boundary with Hackney to the junction of Lammas Road. The proposals in this area aim to enhance the existing environment making this an improved destination for people to enjoy. It will provide better off road connections to the Lee Valley Park, the Olympic Park and provide easier access onto the National Cycle Network route.

New and improved existing facilities to existing crossing points will help pedestrians cross the road easily and safely and help better connect the leisure facilities located on either side of the road. Upgraded bus facilities will also be made improving accessibility and bus waiting areas. Side road junction improvements will greatly improve access for businesses and other road users using side road junctions. The road proposals aim to improve traffic reliability and help keep traffic moving freely. The fully segregated cycle track means safety will be greatly improved for cyclists and other road users.

The suggested public space improvements mean that this already green part of the road is made greener, creating both enjoyable and fun places to be. Consideration of the biodiversity and ecology of these areas is absolutely essential as is sustainability aspects of the project. Ideas include using sustainable drainage and environmentally friendly street lighting.

Specific proposals include:

- A two-way, fully segregated cycle track to improve safety for cyclists.
- Existing pedestrian crossing points to improve safety for pedestrians.
- New pedestrian crossing point east of Lammas Road to allow better crossing.
- Existing bus stop facilities upgraded to improve accessibility and waiting for bus passengers.
- Side road junction redesign to improve access and safety for all road users.
- Enhanced public space at a number of locations to improve the environment and encourage more people to use and enjoy the area.





Lee Valley Park

Lee Valley Park N1 Route

Lee Valley Riding Centre

Flood Relief Channel

Rigg Approach Industrial Estate

Highways schemes

- A New road crossings
- B Upgraded road crossings
- C Feature bus stops
- D Redesigned 'floating' bus stops
- E New cycle/foot bridge
- F New Lee Valley Park access ramp
- G Blended side road crossings
- H Cycle tracks and footway (separated)

Public space projects

- I Lee Valley former aqueduct entrance
- C Feature bus stops
- J Porters Meadow wild playspace
- K Black Path reinstated route
- L Lee Valley Riding Centre entrance
- M Green verge pathway

WaterWorks Nature Reserve

Section A: road improvements

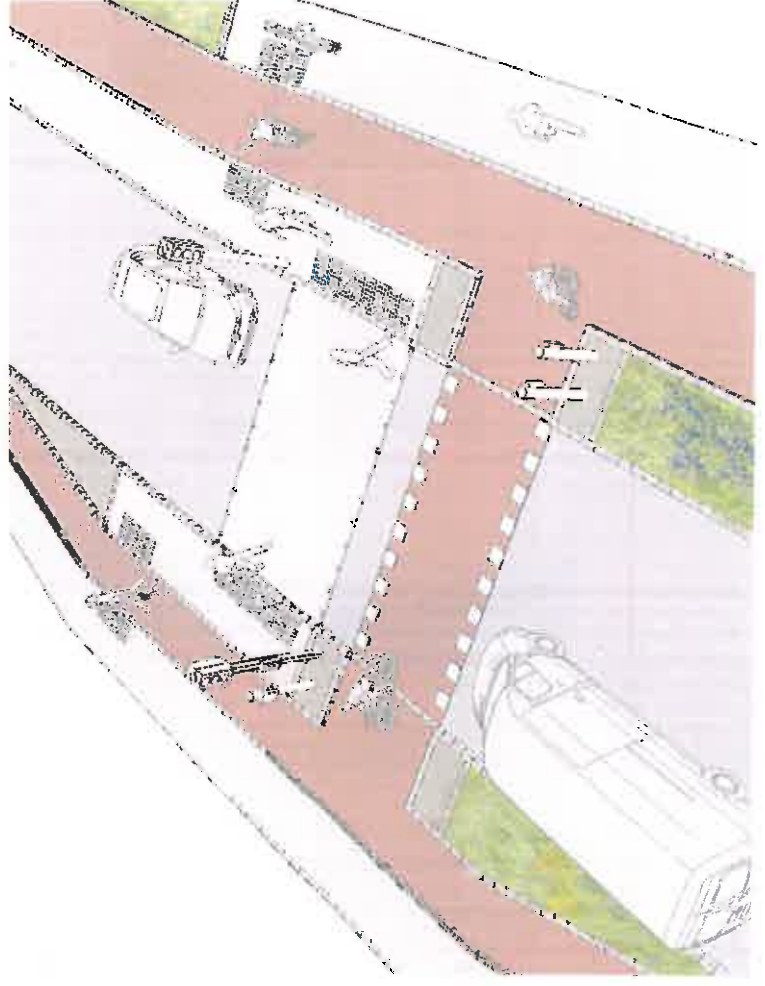
Cycle tracks

The proposals will make vast improvements for cycling on Lea Bridge Road- one of the busiest roads in the borough, which has seen increasing numbers of people travelling by bike using the route. The proposals create segregated cycle tracks which work better to protect those cycling from vehicle traffic and improve the feeling of safety for all. The cycle track will be on a slightly lower level to the pedestrian footway, to reduce conflicts between people walking and cycling. The surface treatment will also indicate the difference between the footway, cycle track and carriageway. These elements of the scheme are based on street design principles used in cycle-friendly European cities such as those in Holland. The cycle track in Section A will have a feeling of a park pathway or greenway, to complement green areas such as the Lee Valley Park, and create more attractive routes for walking and cycling.



Upgraded road crossings

The proposals will make significant improvements to crossing points on this busy stretch of Lea Bridge Road. Additionally, the re-opening of Lea Bridge Station will mean more people use the area. The new and improved crossings will benefit both cyclists and pedestrians, by creating an additional crossing near the Lamas Road junction, and through upgrading existing crossings to the latest standards of traffic signals that accommodate both people walking and cycling. The crossings will use new 'elephant footprint' road markings which have recently been endorsed by the Department for Transport which indicate where cycles can cross the road.

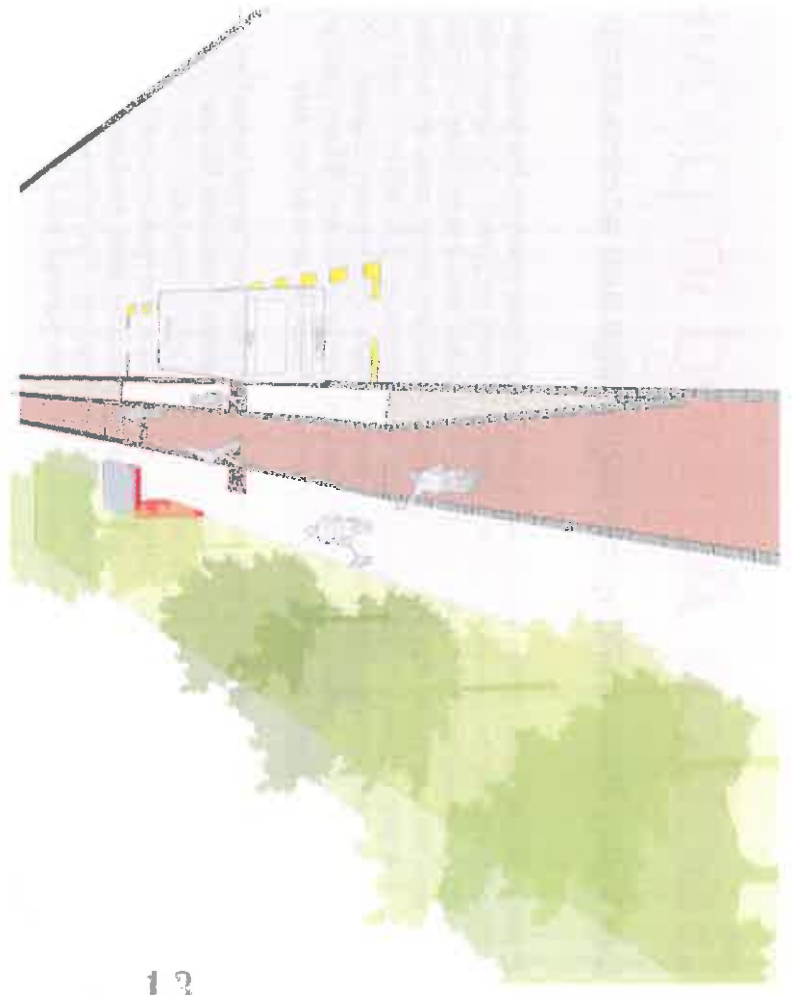


Section A: road improvements

Bus stops

The proposals will provide improved bus stops, making conditions safer for cyclists and preventing buses from having to slow down to avoid cyclists. The new bus stops will remove the chance of conflicts between people walking and cycling, and avoid the sometimes hazardous interactions between buses and people cycling. The redesigned bus stops will also better support bus passengers, being upgraded to TfL accessibility standards to better support elderly or disabled passengers and parents with prams and buggies.

Furthermore, feature bus stops will help to make the area more attractive, and support the role of Lee Valley Park as a major attraction and asset to Waltham Forest. Feature paving inspired by William Morris floral patterns will be used to create an attractive and eye-catching surface for some bus stops.



Blended crossings

The proposals will make significant improvements to the safety and look of side road crossings. The cycle lane and pedestrian footway will be continued across side roads, giving priority to pedestrians and cyclists over vehicles. Vehicles will be forced to slow down on entering or exiting the side road with tighter corners on the junctions, and raised tables and give way markings.



Section A: road improvements

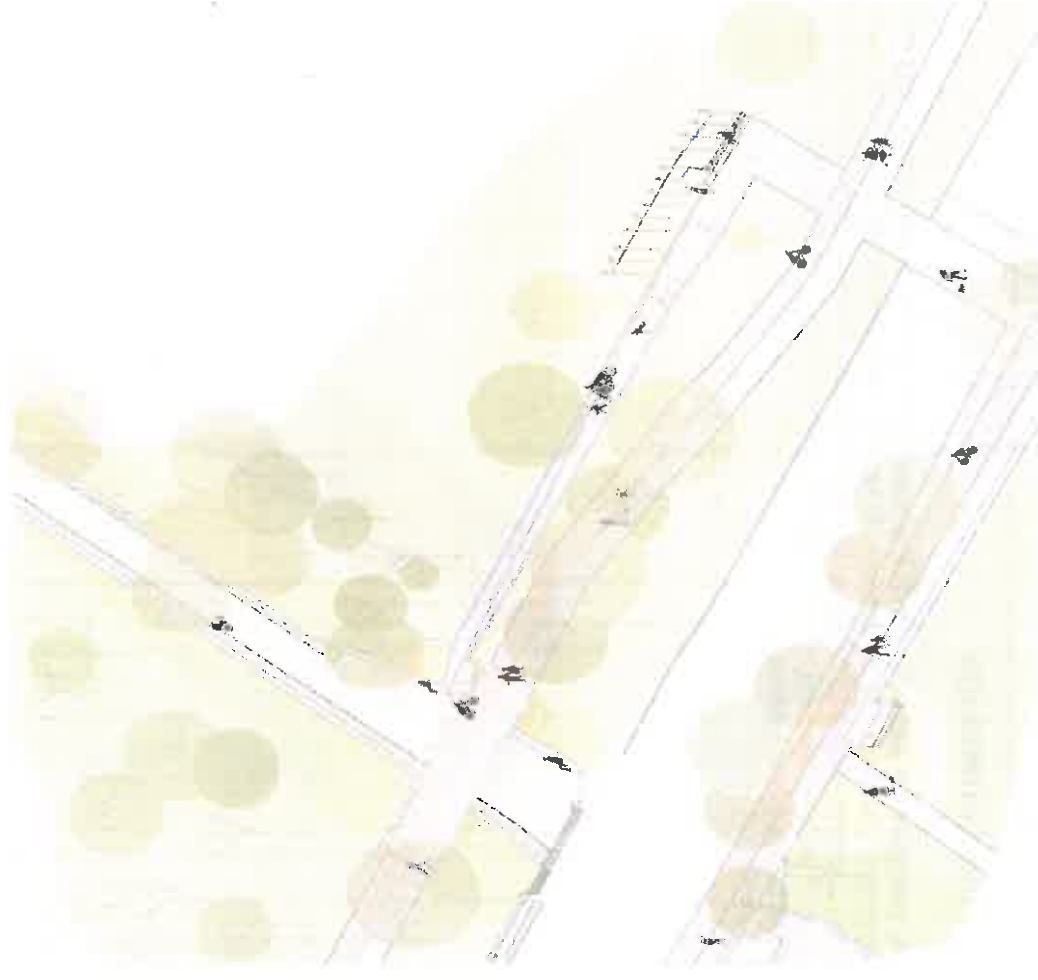
Lee Valley Park walking/cycling bridge and access ramp

To ensure all road users can travel safely along Lea Bridge Road, a new cycling and walking bridge passing over the Lee Valley former aqueduct is being proposed. Complementing the existing highway bridge, the new bridge will take pedestrians and eastbound cyclists away from the road edge, enabling safer and more pleasant journeys away from vehicle traffic. The strip between the carriageway and cycle/pedestrian path will be turned into green space with plants and shrubbery to make the route attractive and pleasant. The existing bridge which carries traffic over the Lee Valley aqueduct route will be a sufficient width to accommodate a pedestrian footway and cycle track on the southern side.

In addition to the cycle/pedestrian bridge, a new access ramp into the Lee Valley Park will be created. The Lee Valley Park is a huge asset to Waltham Forest and Greater London and the former aqueduct today is a key regional walking and cycling route. The highways scheme seeks to enhance access to this key green space and route by creating a new ramp which will provide access from Lea Bridge Road at street level, into Lee Valley Park below, creating a direct connection for pedestrians and cyclists. The ramp will form a new entrance to Lee Valley Park, which will be marked by new signage and a seating area.

Key features:

- New walking/cycling bridge over Lee Valley Park former aqueduct
- New access ramp directly into Lee Valley Park
- New Lee Valley Park signage



Section A: details and materials

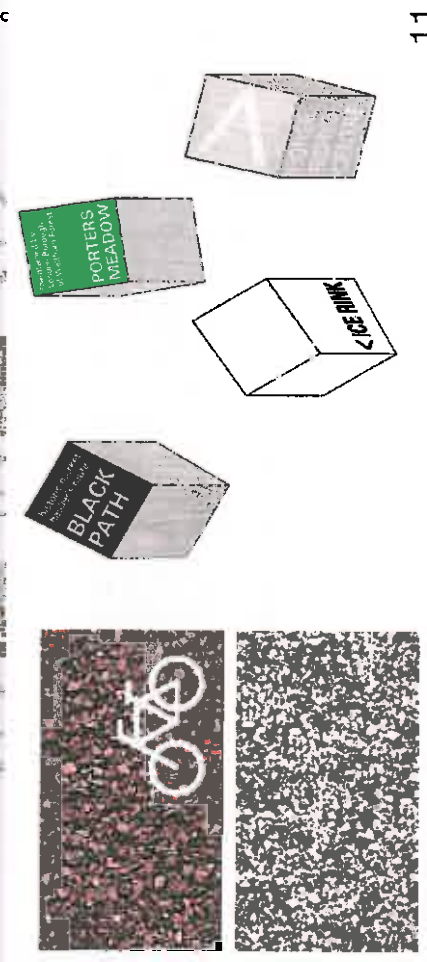
Landscaping and planting

Landscaping and new planting forms a key part of public space proposals, and helps to create a more attractive environment to reduce the impact of the highway, and provide sustainable urban drainage systems (SUDS) to absorb surface water and reduce the risk of flooding. New and enhanced green spaces will introduce planting such as wildflower meadows and orchard trees as well as shrubs and trees. Tree planting will be increased throughout the scheme and low maintenance wildflower meadows create changing visual displays throughout the year.



Surface treatments and materials

The new cycle tracks and pavements will be surfaced to distinguish between them and help pedestrians and cyclists. The change in surface will continue across road crossings and junctions, making it clear to motorists that pedestrians and cyclists are present and making the junction easy to navigate for those walking and cycling. Bespoke feature paving will be used in key public space areas that is inspired by William Morris floral patterns, who was born and lived in Walthamstow.



Section A: public space projects

Project one: Thames Water pathway

The proposal seeks to create an attractive green walking route along the Thames Water boundary on the south side of Lea Bridge Road. New planting will be introduced to increase the greenery and the existing mature trees will be better managed and maintained. The proposal would also complement Project four (Industrial Frontages) which seeks to improve boundary treatments of industrial areas.

Key features:

- An informal, relaxed woodland-style pathway
- More planting including wildflower meadow species to make the area more attractive
- Better management and maintenance of existing trees to provide better visibility, improved natural lighting and help to ensure trees are kept in a healthy condition.



Project two: Canal towpath entrance

The proposals seek to enhance the gateway entrance to the Lee Valley Flood Relief Channel and the walking and cycling route which runs alongside it. The existing grassed entrance would be treated to create a pathway, and a gate installed to allow public access as well as vehicle access for vehicles associated with the maintenance of the Flood Relief Channel.

The entrance area will become more clearly visible as a publically accessible route, encouraging more people to use and enjoy the area. New signage which uses graphics to help people navigate the area will also be used to create greater visibility and awareness of the route, and encourage the community to use the route.

Key features include:

- New pathway and gateway to the Flood Relief Channel
- Wayfinding graphics and information to mark the entrance



Section A: public space projects

Project three: Porters Meadow

The proposals seek to enhance the green space in front of Lee Valley Ice Centre, historically known as Porters Meadow. The historic black path, which ran through the space and was a significant trade route in London, will be recreated, creating a new, direct walking link between Lee Valley Park and Lea Bridge Road. Historical features and attractions will be signposted using new wayfinding aids, with local historical information also provided.

Porters Meadow will be enhanced with wildflower meadow planting, more tree planting and a new open, wild playspace to complement the family attractions of the Lee Valley Ice Centre, Riding Centre and WaterWorks nature reserve. The space will be set back from the street edge and create an exciting entrance area to Lee Valley Ice Centre, with picnic benches, play features and planting. A large area of Porters Meadow will be retained as open space to enable events and other activities to take place.

Key features:

- Additional tree and wildflower meadow planting
- New wild playspace on historic Porters Meadow
- Re-create Black Path historic haulage route
- Open green space for events



Project four: Industrial frontages

The proposals seek to improve the frontages of Rigg Approach and Thames Water, which currently are industrial fencing. Exciting graphics which provide information about what businesses in the area do, as well as local information would help to make the fencing more attractive and interesting. Information would encourage interest and ensure that children as well as adults can be engaged to find out more about what happens in these industrial areas.

Key features include:

- New boundary treatments
- New wayfinding and information graphics providing interesting information on industrial activities taking place within the site.



Section A: public space projects

Project five: Feature bus stops

As part of upgrading existing bus stops, the proposals seek to create feature bus stops where there is space to do so. Feature bus stops will seek to create more attractive and interesting places to wait, whilst introducing some of the borough's culture and history. The scheme proposes to use feature paving, the design of which will take inspiration from William Morris' floral patterns. The latest TfL approved bus shelters will be used at all bus stops, and all will be upgraded to TfL's standards of accessibility, making it easier for people with mobility problems, those with luggage and parents with pushchairs to use bus services.



Project six: Lee Valley Park entrance and bridges

The new access ramp into Lee Valley Park, connecting with the former aqueduct and key regional cycle route will become a clearer and more visible entrance area, increasing awareness of the Lee Valley Park and encouraging more people to use the park and walking and cycling routes within it

The ramp entrance will be marked with new signage, which will be visible to all road users from a distance. Wayfinding and historical information will be incorporated within the signage structure, and a small seated area to enable people to stop and rest.

Key features include:

- New signage to mark the entrances to Lee Valley Park
- Wayfinding information and graphics provided to increase awareness and aid legibility of the area
- New seating area



Section A: public space projects

Project seven: Riding Centre entrance

The entrance area to Lee Valley Riding Centre will become a new meadow planted green area with horse figures to make an interesting and attractive space that shows people what the area is used for. More tree and wildflower meadow planting will make the area greener and more pleasant, while the sculptural horses will create an eye-catching feature on Lea Bridge Road that celebrates the Lee Valley Park and family attractions present in the area.

Key features include:

- Increased greenery including tree and wildflower meadow planting
- New horse figures that take inspiration from the Lee Valley Riding Centre



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