



**LEE VALLEY REGIONAL PARK AUTHORITY**

**ADDITIONAL AUTHORITY MEETING**

**16 JUNE 2016 AT 13:30**

**Agenda Item No:**

**6**

**Report No:**

**A/4228/16**

## **OUTCOME OF THE ICE CENTRE FEASIBILITY EXERCISE AND PROPOSED NEXT STEPS**

Presented by the Chief Executive

### **SUMMARY**

Stage 1 of phase 3 of the feasibility exercise finished in in December 2015 and the findings were reported to the Executive Committee (E/431/15). This concluded that there is a strong business case for a new twin pad ice centre in the Lee Valley Regional Park and that there were 4 potential sites for a new venue.

At that meeting Members approved the commencement of Stage 2 of the feasibility exercise (January-May 2016) which focused on determining the optimum site for a new ice centre. This work has now been completed and a summary of the findings are presented in this report. For the reasons set out in this report it is recommended that the existing ice centre site is taken forward as the preferred site.

Subject to Member approval the next stage of the project will involve design work and also determining a robust capital funding model. This next stage would take the project through to the spring of 2017.

### **RECOMMENDATIONS**

- Members Approve:
- (1) the existing ice centre site on Lea Bridge Road as the preferred site for a new twin pad ice centre;
  - (2) the next stage of the project as outlined in paragraphs 29-35 of this report;
  - (3) the release of £350K from reserves to fund stages 1 and 2 of the RIBA Plan of Work. This will involve design work and associated studies for the current ice centre site;
  - (4) that Members accept the London Borough of Waltham Forest's offer of £50K to support stages 1 and 2 of the RIBA Plan of Work and agree to a senior London Borough of Waltham Forest officer

joining the Authority's ice centre project team;  
and

- Members Note: (5) that the next stage of the ice centre project will also focus on constructing a capital funding model for a new venue.

## **BACKGROUND**

- 1 The future for the highly successful 32 year old Lee Valley Ice Centre (LVIC) has been under consideration for the last few years. The ice centre has been well maintained during its long life, however it has reached the point where significant capital spend will be required to prolong its life beyond the next few years. The focus on getting 3 Olympic legacy venues fully operational and the establishment of a new organisational model has meant that it is only in the past year that a detailed piece of work has been carried out.
- 2 In May 2015 (paper E/404/15) Members approved a feasibility exercise to assess the following.
  - a business case for a new ice centre facility;
  - the capital costs for a new facility;
  - a preferred site for any new facility.

A consultant team comprising IPW and Wrenbridge were commissioned to carry out this exercise between September 2015 and April 2016.

This phase 3 feasibility study follows 2 earlier studies carried out over the past few years.

- 3 A Member Working Group has provided direction and oversight throughout the exercise and an officer team which includes officers from the Trust, led by the Chief Executive, has worked closely with the consultant team.
- 4 The feasibility exercise was split into 2 stages. The first stage looked at the business case for a new venue and stage 2, subject to there being a strong business case, addressed the optimum site for a new venue.

## **SUMMARY OF STAGE 1 OF THE FEASIBILITY EXERCISE (September 2015-December 2015)**

- 5
  - There is a strong business case for a new twin pad ice centre in the Lee Valley.
  - 4 possible sites have been identified.
  - Circa £25 mill cost for a new twin pad facility.
  - There is broad stakeholder support for a new ice centre - Sport England, London Borough of Waltham Forest, National Ice Skating Association, UK Sport.
- 6 In December 2015 (paper E/431/15) Executive Committee approved the commencement of stage 2.

**STAGE 2 OF THE FEASIBILITY EXERCISE (January-May 2016)**

- 7 The main objective of stage 2 was to identify an optimum site for a new ice centre, but as part of this process the Member Working Group and officers also looked in more detail at the venue requirements and how this would impact on the building footprint required. As part of this work Members and officers visited the Sheffield Ice Arena (SIA). SIA is the only twin pad in the UK with 2 Olympic (60mx30m) rinks so an ideal venue from which to learn lessons.
- 8 One new aspect that was fed into the facility mix following the SIA visit was an extension of the footprint by 200m<sup>2</sup> to enable additional seating if the demand for elite ice hockey comes forward in future years. A revised footprint of 7,200m<sup>2</sup> was therefore used in the site selection process. The consultants were asked to consider implications for the capital costs which are set out in paragraphs 25 to 27 below.
- 9 The 4 sites to be evaluated were:
- Picketts Lock in Enfield;
  - the Eton Manor site in Queen Elizabeth Olympic Park;
  - the Waterworks site on Lea Bridge Road;
  - the current Lee Valley Ice Centre site on Lea Bridge Road.

**APPROACH TO SITE EVALUATION**

- 10 A two part approach was taken in evaluating the 4 sites:
- a) Qualitative - using a range of criteria including accessibility, physical characteristics of the site, policy issues; and
  - b) Quantitative - impact on the business plan.
- 11 The qualitative criteria were arranged in a scoring matrix and the summary of that assessment is set out below. The detailed scoring matrix is set out in Appendix A to this report.

12		Lea Bridge Rd LV Ice Centre	Lea Bridge Rd Waterworks	Olympic Park Eton Manor	Picketts Lock Athletics Centre
	Location	16.1%	16.1%	16.6%	9.7%
	Accessibility / Transport	14.0%	13.6%	14.8%	9.2%
	Physical Characteristics	17.6%	12.8%	10.8%	18.8%
	Commercial / Financial	13.2%	16.8%	14.0%	13.2%
	Policy	13.8%	13.3%	14.4%	14.2%
	<b>Overall Score</b>	<b>74.6%</b>	<b>72.6%</b>	<b>70.6%</b>	<b>65.1%</b>
	<b>RANK</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

- 13 The quantitative assessment looked at the impact of the 4 possible locations on the twin pad ice centre business plan.

**14 Summary of the Quantitative Assessment**

- as a result of the poorer public transport provision it is estimated that the

skating income will be lower at Eton Manor compared to the Lea Bridge Road sites; see Appendix B to this report for public transport travel time comparisons between Lea Bridge Road and Eton Manor;

- a fitness gym is a vital component of the business model. The Eton Manor site sits within a Queen Elizabeth Olympic Park development area which has a significant number of gyms. The level of competition here compared to the Lea Bridge Road has a major impact on the income estimates;
- there is an estimated £380k difference in the projected annual surplus between the business plans for Eton Manor and the Lea Bridge Road sites.

## 15 Other determining factors

- Eton Manor currently houses two successful sports venues, hockey and tennis. Both venues are looking to develop and become more established on the site e.g., tennis (Lawn Tennis Association and Tennis Foundation) is looking at the feasibility of covering the 6 outdoor courts. Eton Manor has become England Hockey's national events venue hosting regional, national and international events every year. The international events in particular impact on the whole Eton Manor site with event overlay requirements. There is a real concern that the site doesn't have the capacity to support three major sports venues;
- the Eton Manor site currently has 140 parking spaces which are all needed at evenings and weekends; they will become a premium as the centre develops its programme. A new twin pad ice centre will need circa 220 parking spaces but there is insufficient space to accommodate this amount of 'onsite parking'. Even if additional space could be found it is unlikely that the London Legacy Development Corporation would agree to this land being used because of their policy of traffic restraint.

## PREFERRED SITE

16 Both of the Lea Bridge Road sites, the Waterworks and the current site, are stronger candidates than the Eton Manor site. When looking at the 2 Lea Bridge Road sites there are 4 factors which favour the existing site:

- whilst the Waterworks site can accommodate a 7,000m<sup>2</sup> footprint it has insufficient capacity for an additional 200m<sup>2</sup> which would allow the venue to provide additional seating for elite hockey, if that opportunity presents itself in the future. However the existing site can accommodate a 7,200m<sup>2</sup> footprint; in addition the site cannot accommodate the optimum rink configuration which is side by side;
- there is an opportunity for a new, modern ice venue on the Lea Bridge Road to provide a gateway to the Lee Valley Regional Park, providing a range of services - cycle hire, visitor information, café. It is felt that the current ice centre site provides a better location for this wider visitor offer with its central location and visibility on the road frontage;
- the current ice centre has a well established and successful business model with a strong client base of circa 330,000 visits per year. There is a risk associated with developing a new ice centre elsewhere;
- the safe and efficient dispersal of 2,500 customers after an event is central to successful event management planning. The twin pad will afford

opportunities for hockey matches and events where safe and efficient crowd dispersal by public transport is essential. Departure from the existing site would allow pedestrians an 8 min walk to Lea Bridge Road station without having to cross any major roads. Whilst departure from the Waterworks site means only a 2 min walk, it will involve the crossing of the busy Lea Bridge Road.

## **STAKEHOLDER ENGAGEMENT**

17 A number of key stakeholder organisations have been consulted throughout the feasibility exercise:

- London Borough of Waltham Forest;
- National Ice Skating Association;
- England Ice Hockey Association
- Elite Hockey League
- International Skating Union;
- London Borough of Enfield;
- Sport England;
- UK Sport;
- London Legacy Development Corporation;
- Westfield Stratford;
- England Hockey;
- Lawn Tennis Association & Tennis Foundation.

18 Discussions took place with these organisations in December 2015 during stage 1 and in April 2016 as part of stage 2. There is broad support from all of the stakeholders for a new twin pad ice venue in the Lee Valley.

19 At the series of meetings in April 2016 the stakeholders were taken through the site selection process.

### **20 Summary of Views Expressed**

- broad support from across the stakeholders for the proposed preferred site;
- the National Ice Skating Association and International Skating Union mentioned the potential to host a range of major events at the new venue;
- Sport England stated that it would be willing to provide technical support to the project team during the next stages of the project;
- the national governing bodies expressed the need for visitor accommodation associated with any new ice venue and indeed existing venues on Eton Manor to support events and athletes training at venues.

### **21 Local Community and Users Engagement**

Five community and ice centre users engagement sessions took place at the end of April 2016. The sessions were held at the ice centre and the Waterworks. The aim of these sessions, following on from similar sessions in December 2015, was to provide an update on the feasibility exercise and emerging findings and to also outline next steps. Furthermore the sessions provided an opportunity for local residents and ice centre users to raise concerns, voice support and make suggestions.

## **22 Key Points - Ice Centre regular skaters and coaches**

- high level of support for new twin pad;
- strong support for existing site;
- continuity of provision is seen as key;
- coaches keen to share their experience from UK and international venues.

## **23 Key Points - Local Community**

- support from those who view the venue as an asset to the area;
- a major focus of some local people is on the value of Metropolitan Open Land and Leyton Marsh and concerns around the impact a new and bigger venue may have;
- a strong view has been expressed by some individuals that any new development must not encroach on to Leyton Marsh;
- focus on size of car park, size, scale and position of building;
- strong interest in involvement in the future consultation process around venue design.

## **24 London Borough of Waltham Forest Position**

The London Borough of Waltham Forest (LBWF) values the current LVIC as an important community asset for the borough's residents. With regards to the proposed new twin pad venue LBWF set out its position in a recent public statement:

'Waltham Forest Council supports the principle of retaining this important leisure facility in its current location. With the opening of Lea Bridge Station a new international standard ice centre will be crucial to revitalising the Lea Bridge area for all residents'.

As a measure of its support LBWF has offered a £50K contribution towards the next stage of the project (total costs circa £400K). The Borough has also proposed that one of its senior officers joins the Authority's ice centre project team.

## **CONTINUITY OF PROVISION IF ICE CENTRE DEVELOPED ON THE CURRENT SITE**

- 25 Continuity of provision is essential during the building of a new ice centre. If the existing site is approved as the preferred site, a temporary venue will need to be factored in. An early appraisal of the current site suggests that a temporary venue could be sited alongside the new venue as it is being built. The precise location and its relationship with the site will be looked at as part of the next stage of work. The additional cost of approx. £1 mill has been built into the overall project cost.

## **CAPITAL FUNDING MODEL**

- 26 The capital cost for a 2,500 seat twin pad venue is circa £27 mill. The consultants have also looked at building in an extra 200m<sup>2</sup> capacity for an additional 2,000 seats, if required for elite hockey in the future. This additional footprint takes the capital cost up to circa £30-£32 mill. If approved the next stage of the project can look in detail at design options and detailed costs, along

with the business plan implications for an expanded venue.

- 27 There are a number of possible funding streams which could provide the capital budget required for a new twin pad ice centre:
- Authority's existing capital funds;
  - capital raised by the Authority from its assets;
  - partner funding;
  - borrowing.
- 28 Officers and the consultants are confident that a viable funding model can be constructed. The next stage of the project will determine the optimum funding model for this scheme.

### **THE NEXT STAGE (June 2016 – March 2017)**

- 29 The feasibility exercise has established that there is a strong business case for a twin pad ice centre and that the optimum site is the current ice centre site on Lea Bridge Road.
- 30 The next phase of the project has two main aspects:
- a) Design work;
  - b) Capital funding model.

31 a) Design Work

A design team with associated consultants need to be commissioned to develop the scheme through the 'RIBA Plan of Work' early design stages. Whilst the design team will be commissioned to design and deliver the project through to completion, it is proposed that the Authority just commits to the initial design work at this stage i.e., stages 1 and 2. Appendix C to this report sets out the entire project programme.

32 Design Work Outcomes

- Design Brief
- Concept Design
- Project Budget
- Project Execution Plan
- Stakeholder Consultation
- Risk Register
- Environmental studies

- 33 The cost of this design stage is around £400K. The London Borough of Waltham Forest has offered to contribute £50K to this piece of work.

34 b) Capital Funding Model

As stated earlier in the report there are a number of capital funding streams available. In parallel to the design work officers need to construct a robust and viable capital funding model. There are a number of considerations that need to be taken into account:

- Risk - in relation to different funding streams;
  - Cashflow - availability of funding in relation to the key spend stages of the project;
  - Timeline - the capital funding model needs to meet the requirements of the project timetable.
- 35 The early design work and capital funding model will be concluded in the early Spring of 2017.

### **Procurement of an Operator**

In addition to these main areas of work the next stage will also need to address the approach to procurement of an operator for a new ice centre.

The business plan for a new venue assumes that the centre will be managed by a Leisure Trust. The current ice centre is managed by the Lee Valley Leisure Trust Ltd trading as Vibrant Partnerships (the Trust) under a contract which runs until 2020. The process and timeline for procuring a long term operator for a new venue needs to be determined.

### **Planning**

The Lee Valley Ice Centre is located on Metropolitan Open Land (MOL) and the proposed scheme looks to increase the built footprint. As part of the next stage there will need to be an early discussion with the Greater London Authority (GLA).

### **Stakeholders, Ice Centre Users and Local Community Consultation**

During the feasibility exercise key stakeholders, ice centre users and the local community were engaged through information/discussion sessions, held in December 2015 and April 2016. If the project moves to the design/pre planning application stage then a process of consultation will need to be devised. One of the key criteria for selecting a design team will be the ability to consult effectively across a range of stakeholders. The Authority's project team will work with the design team to ensure that the various interested parties have the opportunity to input into the design process. In addition an effective communications strategy will need to be in place.

The procuring of a design team will take 2-3 months so it is envisaged that consultation will begin in the early autumn.

## **PROJECT MANAGEMENT**

- 36 The Member Working Group will continue to provide direction and oversight. There is also the opportunity for the Working Group to play a part in procuring the design team. The officer project team (including officers from the Trust), led by the Chief Executive, will be joined by a senior officer from the London Borough of Waltham Forest. This will ensure an integrated and collaborative approach to a major scheme that will deliver significant regional and local benefits.



## **ENVIRONMENTAL IMPLICATIONS**

- 37 The matrix used to inform site selection includes a range of environmental factors including access, parking and transport, Green Belt and Metropolitan Open Land designations.

There is potential that a development of this size could have an impact on the adjacent designated sites. To provide a robust assessment of these potential impacts it is recommended that an Environmental Impact Assessment (EIA) be carried out as part of the design phase to be submitted alongside the planning application. Sufficient ecological data should be collected at optimal times to inform this work. This document would assess potential impacts on the Special Protection Area (1.3km to the north), the Site of Special Scientific Interest (320m to the north) and the adjacent Site of Importance for Nature Conservation (metropolitan importance).

Following on from the EIA a mitigation and enhancement plan should be drawn up for submission at planning. This will outline measures to help mitigate impact noted in the EIA and also enhance the biodiversity of the site. This may be achieved through the integration of features for biodiversity into the design, such as a brown roof and integrated bat/bird boxes

## **FINANCIAL IMPLICATIONS**

- 38 The estimated capital cost of this project is circa £26 mill to £32 mill. The Authority currently has a £17 mill unapplied capital receipt from the sale of land in Olympic Park. All other available resources are committed to the existing capital programme to 2019/20. Members will need to consider other sources of funding either through partner contributions and/or borrowing to ensure sufficient capital finance is available to fund this scheme. It can also consider sale of assets no longer required for Park purposes to support capital funding.

With interest rates currently low borrowing is relatively cheap (between 2.5% and 3.5% over 20 years). Borrowing will have a direct impact on the levy through interest and principal repayments, although potentially these could be funded through increased income yields from the newly developed centre. In addition it will lose revenue from the invested capital (currently estimated at £140,000 pa (invested at 0.9%)).

To ensure there is sufficient capital finance and revenue to support this project a full financial assessment will need to be undertaken in accordance with the Prudential Code ensuring:

- Affordability (e.g. implications for the levy);
- Prudence and Sustainability (e.g. implications for external borrowing);
- Value for Money (e.g. option appraisal);
- Stewardship of Assets (e.g. asset management planning);
- Service Objectives (e.g. strategic planning for the Authority); and
- Practicality (e.g. achievability of the forward financial plan).

## **HUMAN RESOURCE IMPLICATIONS**

- 39 There are no additional human resource implications arising directly from the recommendations in this report other than staff time already allocated within the

existing budget.

## **LEGAL IMPLICATIONS**

- 40 The Authority holds the registered freehold title to the land on which the existing Ice Centre is located. The title contains various covenants and third party rights, some of which may affect the land to be identified for the redevelopment of the new and proposed Ice Centre venue. The land was acquired by the Authority from the London Borough of Waltham Forest who have a restriction on this title which is an option to repurchase should the Authority wish to dispose of all or any part of this title, the option shall be open for 3 months at an agreed open market value. In this case it is not intended that we will be disposing of our interest and so this covenant is not breached by the Ice Centre proposal.

There are the usual and various third party rights affecting the potential development site at the existing location including electricity cable and gas main wayleaves affecting the frontage land within the Authority's title. In 2012 the Authority granted an easement to National Grid for a large cable tunnel that runs close to the existing Ice Centre with obligations as to what is permitted within a certain distance from the apparatus. Thames Water also have access rights over part of the existing Ice Centre site plus sewers under the car park and areas adjacent to the building.

As mentioned above the Authority has granted a lease of the premises to the Trust who are in occupation in order to provide services on behalf of the Authority under the Leisure Services Contract (LSC). The Authority has the right to close or withdraw facilities under the LSC providing it follows the provisions within. In any event the Authority and the Trust are working closely together on this project and it is likely that agreement as to future working arrangements and/or changes to the facility would be reached.

The Trust also have access rights reserved to Springfield Marina through its lease with the Authority which will be maintained either as existing or diverted during any construction phase.

The venue also has third party agreements, namely a motorcycle riding school, a skate shop within the Ice Centre and a proposed car wash facility. Each of these arrangements currently has or it is intended will have the ability to terminate on short notice periods. The Trust is aware of the need to ensure that any new agreements entered into have this provision.

All title matters in relation to this site will need to be looked at in more detail as the project progresses and as part of the next phase.

## **RISK MANAGEMENT IMPLICATIONS**

- 41 One of the key strategic risks in the corporate risk register is to ensure that there are sufficient resources available (capital and revenue) to achieve the Park's strategic objectives. To mitigate this risk the Authority sets an annual budget and levy in the context of a medium term financial plan. Undertaking a project of this scale will require building in the estimated financial impact of this project to ensure sufficient resources are available.

In addition major capital projects have historically run the risk of over-spending due to unforeseen circumstances. It is important that the financial assessment

builds in sufficient contingencies to meet unforeseen circumstances, cost rises, procurement variations, etc. It would be prudent to build in up to 15-20% for the construction phase although other contingency rates should be built in to different stages of the project through from feasibility, planning, design and ultimate fit-out and completion. This will need to be scrutinised and understood through the financial assessment.

PR risks (both positive and negative) will emerge at each stage of the project and to mitigate this risk engagement and consultation with stakeholders, local communities and those affected by the development is (and will continue to need to be) undertaken.

There are also risks associated with not progressing the project in some form. The existing service provision is currently being provided in a structure that is beyond its "operating life". Repairs and maintenance costs continue to grow and the existing provision does not meet the Authority's own objective of becoming a World Class Leisure Destination.

In addition business continuity risks (also highlighted in the corporate risk register) will potentially grow as catastrophic plant/equipment failure could render the site inoperative for longer periods of time due to complexities of sourcing spare/replacement parts or appropriately skilled repair contractors. This would have a direct impact on service provision and therefore the management fee.

## **EQUALITY IMPLICATIONS**

- 42 The current Lee Valley Ice Centre is an important community asset serving the local communities of Waltham Forest and Hackney along with the wider regional community. Unlike many sport and leisure facilities the ice centre attracts users from traditionally under-represented groups. Of the 330,000 visits made to the centre in 2015/16 74% were female and 30% from black and minority ethnic groups. In addition 67% of the visits came from those under 24 years old.

The ability to attract grant funding from Sport England will greatly depend on being able to demonstrate that any new venue will be able to attract these same target groups.

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## **PREVIOUS COMMITTEE REPORTS**

Executive	E/404/15	May 2015
Executive	E/431/15	December 2015

## **APPENDICES ATTACHED**

Appendix A	Scoring Matrix
Appendix B	Public Transport Travel Times
Appendix C	Project Programme

**LIST OF ABBREVIATIONS**

LVIC	Lee Valley Ice Centre
SIA	Sheffield Ice Arena
EIA	Environmental Impact Assessment
LBWF	London Borough of Waltham Forest
LSC	Leisure Services Contract
the Trust	Lee Valley Leisure Trust Ltd trading as Vibrant Partnerships
GLA	Greater London Authority

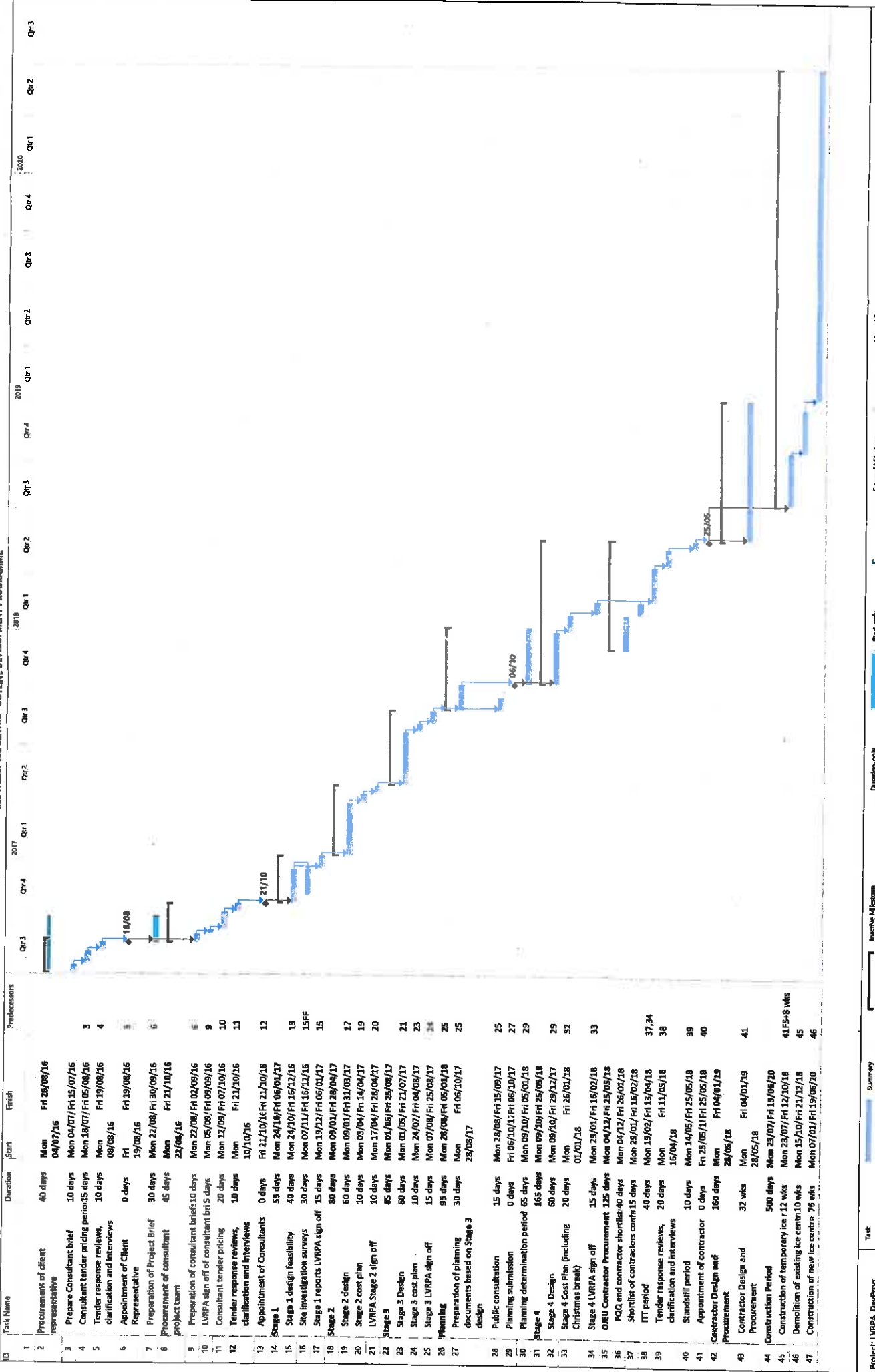
Capable of Accommodating Twin Olympic Pod - 2,500 capacity - single storey

Criteria	Weighting	Site 1 Existing - Lea Bridge Road		Site 2 Waterworks (Lea Bridge Rd)		Site 3 Eton Manor		Site 4 Picketts Lock	
		Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted	Unweighted	Weighted
		YES		YES		YES		YES	
<b>Location</b>									
Accessibility from Existing Catchments	12	5	60	5	60	3	35	2	24
Future Catchment projections	5	5	40	5	40	5	40	2	16
Strategic Appeal & Profile / Visual Prominence	7	4	28	2	28	5	35	3	7
Adjacencies of Other Leisure Uses	5	2	10	2	10	3	15	4	20
Sporting / Authority Stakeholder Support	9	4	36	4	36	4	36	1	9
Community Stakeholder Support	9	3	27	3	27	5	45	5	45
<b>Sub Total</b>	<b>50</b>	<b>23</b>	<b>201</b>	<b>23</b>	<b>201</b>	<b>25</b>	<b>207</b>	<b>15</b>	<b>121</b>
<b>Accessibility/Transport</b>									
Access by Car	15	8	45	3	45	4	60	4	60
Access by Public Transport	15	4	60	4	60	4	60	1	15
Access by Cycle	5	4	20	4	20	3	15	2	10
Access by Foot	5	3	15	3	15	3	15	1	5
Crowd Dispersal	5	4	20	3	15	4	20	4	20
Community Access	5	3	15	3	15	3	15	1	5
<b>Sub Total</b>	<b>50</b>	<b>21</b>	<b>175</b>	<b>20</b>	<b>170</b>	<b>21</b>	<b>185</b>	<b>13</b>	<b>115</b>
<b>Physical Characteristics</b>									
Fit on site	20	5	100	4	80	4	80	5	100
Capable of Expansion	5	4	20	2	10	2	10	5	25
Ice Centre & On-site parking	10	4	40	3	30	1	10	5	50
Ability for Other Revenue Generating Opportunities	10	4	40	3	30	2	20	4	40
Ground / Landscape Constraints	5	4	20	2	10	3	15	4	20
<b>Sub Total</b>	<b>50</b>	<b>21</b>	<b>220</b>	<b>14</b>	<b>150</b>	<b>12</b>	<b>135</b>	<b>23</b>	<b>235</b>
<b>Commercial/ Financial</b>									
Cost / Ability to Deliver the Scheme	20	4	80	4	80	3	60	4	80
Impact on business plan	10	5	50	5	50	3	30	1	10
Continuity of service const & bus plan	10	1	10	5	50	5	50	5	50
Ability to Deliver Enabling Development	5	1	5	2	10	3	15	4	20
Ability to Attract Grant Funding	5	4	20	4	20	1	5	1	5
<b>Sub Total</b>	<b>50</b>	<b>15</b>	<b>165</b>	<b>20</b>	<b>200</b>	<b>13</b>	<b>175</b>	<b>15</b>	<b>165</b>
<b>Policy</b>									
Ability to implement Transport Package	6	4	24	3	18	4	24	1	6
Accordance with Government Guidance	6	3	18	3	18	3	18	3	18
Accordance with Local Plan Policies	6	3	18	3	18	3	18	4	24
Accordance with Green Belt Policy / MGL Area	6	3	18	3	18	3	18	4	24
SUA Support	6	3	18	3	18	4	24	5	30
Local Authority Support	5	3	15	3	15	5	25	4	20
Regeneration Benefits	4	3	12	3	12	3	12	4	16
Planning Potential for Enabling Developments	6	3	18	3	18	3	18	3	18
<b>Sub Total</b>	<b>50</b>	<b>27</b>	<b>172</b>	<b>25</b>	<b>166</b>	<b>28</b>	<b>190</b>	<b>28</b>	<b>178</b>
<b>TOTAL</b>	<b>250</b>	<b>107</b>	<b>933</b>	<b>103</b>	<b>907</b>	<b>104</b>	<b>882</b>	<b>94</b>	<b>814</b>
<b>PERCENTAGE OF MAXIMUM SCORE</b>			<b>74.6%</b>		<b>72.6%</b>		<b>70.6%</b>		<b>65.1%</b>
<b>RANK</b>			<b>1</b>		<b>2</b>		<b>3</b>		<b>4</b>

**Train/Tube travel time  
To Lea Bridge Road and Eton Manor  
(includes walking time from train station)**

	<b>Lea Bridge Road</b>	<b>Eton Manor</b>
Tottenham Hale	9mins	38mins
Stratford	11mins	25mins - walk
Cheshunt	22mins	51mins
Bishop Stortford	49mins	78mins
Chelmsford	45mins	52min
Southend	65mins	76mins
Ealing Broadway	65mins	68mins
Liverpool street	25mins	35mins
Wimbledon to LBR	70mins	90min
Epping	45mins	53mins
Brixton	42min	57mins
North Acton	55mins	58mins
Clapton	52mins	63mins
Hertford East	54mins	86mins

LEE VALLEY ICE CENTRE - OUTLINE DEVELOPMENT PROGRAMME



ID	Task Name	Duration	Start	Finish	Predecessors
1	Procurement of client representative	40 days	Mon 04/07/16	Fri 28/08/16	
2	Prepare Consultant brief	10 days	Mon 04/07/16	Fri 15/07/16	3
3	Consultant tender pricing period	15 days	Mon 18/07/16	Fri 05/08/16	4
4	Tender response reviews, clarification and interviews	10 days	Mon 08/08/16	Fri 19/08/16	5
5	Appointment of Client Representative	0 days	Fri 19/08/16	Fri 19/08/16	6
6	Preparation of Project Brief	30 days	Mon 22/08/16	Fri 30/09/16	7
7	Procurement of consultant project team	45 days	Mon 22/08/16	Fri 21/10/16	8
8	Preparation of consultant briefs	10 days	Mon 22/08/16	Fri 02/09/16	9
9	LVRPA sign off of consultant briefs	5 days	Mon 05/09/16	Fri 09/09/16	10
10	Consultant tender pricing	20 days	Mon 12/09/16	Fri 07/10/16	11
11	Tender response reviews, clarification and interviews	10 days	Mon 10/10/16	Fri 21/10/16	12
12	Appointment of Consultants	0 days	Fri 21/10/16	Fri 21/10/16	13
13	Stage 1	55 days	Mon 24/10/16	Fri 06/01/17	14
14	Stage 1 design feasibility	40 days	Mon 24/10/16	Fri 16/12/16	15
15	Site investigation surveys	30 days	Mon 07/11/16	Fri 16/12/16	16
16	Stage 1 reports LVRPA sign off	15 days	Mon 19/12/16	Fri 06/01/17	17
17	Stage 2	80 days	Mon 09/01/17	Fri 28/04/17	18
18	Stage 2 design	60 days	Mon 09/01/17	Fri 31/03/17	19
19	Stage 2 cost plan	10 days	Mon 09/04/17	Fri 14/04/17	20
20	LVRPA Stage 2 sign off	10 days	Mon 17/04/17	Fri 28/04/17	21
21	Stage 3	85 days	Mon 03/05/17	Fri 25/08/17	22
22	Stage 3 Design	60 days	Mon 03/05/17	Fri 21/07/17	23
23	Stage 3 cost plan	10 days	Mon 24/07/17	Fri 04/08/17	24
24	Stage 3 LVRPA sign off	15 days	Mon 07/08/17	Fri 25/08/17	25
25	Planning	95 days	Mon 28/08/17	Fri 05/01/18	26
26	Preparation of planning documents based on Stage 3 design	30 days	Mon 28/08/17	Fri 05/10/17	27
27	Public consultation	15 days	Mon 28/08/17	Fri 15/09/17	28
28	Planning submission	0 days	Fri 06/10/17	Fri 06/10/17	29
29	Planning determination period	65 days	Mon 09/10/17	Fri 05/01/18	30
30	Stage 4	165 days	Mon 09/10/17	Fri 25/05/18	31
31	Stage 4 Design	60 days	Mon 09/10/17	Fri 29/12/17	32
32	Stage 4 Cost Plan (including Christmas break)	20 days	Mon 07/01/18	Fri 26/01/18	33
33	Stage 4 LVRPA sign off	15 days	Mon 29/01/18	Fri 16/02/18	34
34	ORU Contractor Procurement	125 days	Mon 04/12/17	Fri 25/05/18	35
35	POQ and contractor shortlist	40 days	Mon 04/12/17	Fri 26/01/18	36
36	Shortlist of contractors confs	15 days	Mon 29/01/18	Fri 16/02/18	37
37	ITT period	40 days	Mon 19/02/18	Fri 13/04/18	38
38	Tender response reviews, clarification and interviews	20 days	Mon 15/04/18	Fri 11/05/18	39
39	Standstill period	10 days	Mon 14/05/18	Fri 25/05/18	40
40	Appointment of contractor	0 days	Fri 25/05/18	Fri 25/05/18	41
41	Contractor Design and Procurement	160 days	Mon 28/05/18	Fri 04/01/19	42
42	Contractor Design and Procurement	32 wks	Mon 28/05/18	Fri 04/01/19	43
43	Construction Period	500 days	Mon 23/07/18	Fri 19/06/20	44
44	Construction of temporary ice centre	12 wks	Mon 23/07/18	Fri 12/10/18	45
45	Demolition of existing ice centre	10 wks	Mon 15/10/18	Fri 21/12/18	46
46	Construction of new ice centre	76 wks	Mon 07/01/19	Fri 19/05/20	47

Project: LVRPA\_DevProg  
 Date: Tue 07/06/16

Task: Inactive Milestone, Inactive Summary, Manual Task, Summary, Project Summary, Inactive Task

Duration only: Manual Summary Rollup, Manual Summary

Start-only: Start-only, Finish-only, External Tools

External Milestone: External Milestone, Deadline, Progress

Manual Progress: Manual Progress

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