

You are requested to attend the **ANNUAL GENERAL MEETING** of the **AUTHORITY** to be held at **MYDDELTON HOUSE** on:

**THURSDAY, 7 JULY 2016 AT 14:00**

at which the following business will be transacted:

## **A G E N D A**

### **Part I**

- 1 To note the membership of the Authority:

#### **Constituent Council**

#### **Member**

Essex County Council

John Knapman  
Valerie Metcalfe  
Kay Twitchen

Hertfordshire County Council

Simon Walsh  
David Andrews  
Derrick Ashley  
Malcolm Cowan

Broxbourne Borough Council

Alan Searing  
Gordon Nicholson  
Lyn White

East Hertfordshire District Council

Linda Haysey  
Graham McAndrew

Epping Forest District Council

Mary Sartin  
Syd Stavrou  
Saima Ashraf  
Ross Houston  
Stephen Carr  
Heather Johnson  
Christine Hamilton  
Christopher Kennedy

London Borough of Barking & Dagenham

John Bevan

London Borough of Barnet

Paul Osborn

London Borough of Bromley

Alan Smith

London Borough of Camden

Salim Patel

London Borough of Enfield

Gwyneth Deakins

London Borough of Hackney

Denise Jones

London Borough of Haringey

Gerry Lyons

London Borough of Harrow

Sarah McDermott

London Borough of Lewisham

London Borough of Newham

London Borough of Redbridge

London Borough of Tower Hamlets

London Borough of Waltham Forest

London Borough of Wandsworth

Co-opted Members:

Environment Agency  
Canal & River Trust

Debbie Jones  
Tav Kazmi

- 2 To receive apologies for absence

3 **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.)

4 (a) **APPOINTMENT OF CHAIRMAN OF THE AUTHORITY**

The Lee Valley Regional Park Act 1966, Section 9(1) provides that "The Authority shall at their annual meeting in each year appoint one of their number to be chairman and the chairman shall unless he resigns his office or ceases to be a Member of the Authority continue in office until his successor is appointed."

(b) **APPOINTMENT OF VICE-CHAIRMAN OF THE AUTHORITY**

The Lee Valley Regional Park Act 1966, Section 9(1) provides that "The Authority may at each annual meeting appoint one of their number to be vice-chairman and the vice-chairman shall unless he resigns his office or ceases to be a Member of the Authority continue in office until immediately after the election of the chairman at the next annual meeting."

- 5 To approve the Minutes of the meeting held on 16 June 2016 (copy herewith)

6 **PROPOSED COMMITTEES, PANEL AND GROUPS** Paper A/4229/16  
**FOR 2016/17 – APPOINTMENT OF MEMBERSHIP**  
**AND CHAIRMEN**

Presented by Beryl Foster, Director of Corporate Services

7 **APPOINTMENTS TO OUTSIDE BODIES FOR 2016/17** Paper A/4230/16

Presented by Beryl Foster, Director of Corporate Services

8 **CALENDAR OF MEETINGS 2016/17** Paper A/4231/16

Presented by Beryl Foster, Director of Corporate Services

9 **2016/17 WORK PROGRAMME UPDATE** Paper A/4232/16

Presented by Shaun Dawson, Chief Executive

10 INDEPENDENT REMUNERATION PANEL

Oral update on progress of Independent Remuneration Panel  
by Beryl Foster, Director of Corporate Services

11 NEXT MEETING OF THE AUTHORITY

To note that the next meeting of the Authority will be held on Thursday, 20 October 2016 at 2.00pm at Myddelton House, Bulls Cross, Enfield, Middlesex, EN2 9HG.

12 URGENT BUSINESS

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.

13 EXEMPT ITEMS

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 1 of Schedule 12A of the Act as are listed on the Agenda. (There are no items currently listed for consideration in Part II.)

29 June 2016

Shaun Dawson  
Chief Executive

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## LEE VALLEY REGIONAL PARK AUTHORITY

### ADDITIONAL AUTHORITY MEETING 16 JUNE 2016

Members Present: Paul Osborn (Chairman) Gerry Lyons  
David Andrews Valerie Metcalfe  
Susan Barker (Deputy for Simon Walsh) Gordon Nicholson  
John Bevan Mary Sartin  
Gwyneth Deakins Alan Searing  
Christine Hamilton Syd Stavrou  
Ross Houston Mari Stevenson (Deputy for Linda Haysey)  
Heather Johnson Kay Twitchen  
Denise Jones Lyn White  
Christopher Kennedy

Apologies Received From: Derrick Ashley, Stephen Carr, Malcolm Cowan, Linda Haysey,  
John Knapman, Graham McAndrew, Sarah McDermott, Salim Patel,  
Alan Smith, Simon Walsh

Officers Present: Shaun Dawson - Chief Executive  
Beryl Foster - Director of Corporate Services  
Simon Sheldon - Director of Finance & Resources  
Dan Buck - Head of Sport & Leisure  
Stephen Roberts - Head of Property  
Stephen Wilkinson - Head of Planning & Strategic Partnerships  
Stephen Bromberg - Head of Communications  
Alex Farris - Greenspace Manager  
Alan Butler - Director of Venues (Lee Valley Leisure Trust Ltd)  
Alan Seabrook - General Manager (Lee Valley Leisure Trust Ltd)  
Nigel Foxall - Director of Business Support (Lee Valley Leisure Trust Ltd)  
Mark Rowley - Commercial Development Mgr (Lee Valley Leisure Trust Ltd)  
Sandra Bertschin - Committee & Members' Services Manager  
Lindsey Johnson - Committee Services Officer

Also present Guy Slade – on behalf of local residents  
Celia Coram – on behalf of Save Lea Marshes Group  
Laurie Elks  
Juliet Gadsdon – on behalf of current users

Nick Russell – IPW  
Elliot Russell – IPW  
Richard Arnold - Wrenbridge

#### Part I

#### 54 DECLARATIONS OF INTEREST

Name	Agenda Item No.	Nature of Interest
John Bevan	7	Trustee of Lee Valley Leisure Trust Ltd <i>Non-pecuniary</i>

55 MINUTES OF LAST MEETING

**THAT the minutes of the meeting held on 28 April 2016 be approved and signed.**

56 MEMBERSHIP OF THE AUTHORITY

It was noted that:

- Kay Twitchen had been appointed to the Authority by Essex County Council;
- Kathy Bee from London Borough of Croydon had resigned; and
- Saima Ashraf from London Borough of Barking & Dagenham had been appointed to the non-riparian vacancy.

57 PUBLIC SPEAKING

Four members of the public spoke in regard to agenda item 6, Outcome of the Ice Centre Feasibility Exercise and Proposed Next Steps.

Guy Slade on behalf of local residents, including:

- this was a lose/lose situation for local residents and the wider population;
- residents living next to the ice centre objected as they had not been consulted;
- local residents wanted to protect the marshes and did not want to overlook a big building with a constant high pitched noise as presently;
- the London Borough of Waltham Forest had designated Lea Bridge Road for high density housing which could only work if there was adequate access to green space;
- the ever expanding stables together with a large new ice centre would block the view of the marshes for local residents;
- the impact on current and future residents had not been included in the feasibility study;
- further market research was required to identify where and how far people were willing to travel to access ice skating;
- the majority of people would want a new ice centre to be located on Queen Elizabeth Olympic Park because of the transport links, synergy with other sports already located there and legacy;
- the Eton Manor site was better placed for transport links;
- Appendix B to the report was misleading;
- the obvious advantages of Eton Manor had been omitted from the feasibility study and the existing site had been selected because it was the easiest option;
- the role of the Authority was to serve the general public in protecting green space.

Abigail Woodman on behalf of Save Lea Marshes Group, including:

- Leyton Marsh was precious to a great many people;
- serious concerns regarding the process included:
  - the methodology used was not robust;
  - the travel survey data bore no relation to reality;
  - the lack of an environmental impact assessment given that Leyton Marsh acts as a buffer to a Site of Special Scientific Interest;
  - mixed responses to enquiries leading local people to think we will end up with a very large and ugly building;
- local people had not been consulted merely invited to information sharing sessions;

- history of expansion of the riding stables over the last 12/13 years and a car wash being built on Leyton Marsh which is Metropolitan Open Land;
- call for the project to be delayed until adequate consultation is completed;
- the Authority's role was to act as guardians of the land.

Laurie Elks, including

- Landscape:
  - when proposed the existing ice centre was supposed to have been screened by mature trees but this never materialised;
  - the proposed development will dissect the largest green space in London;
  - the green lung should be the signature of the Authority and this vital criteria was in no way reflected in the scoring matrix;
- Accessibility:
  - expected that most people will travel by car, yet this is an incurably congested area;
  - as a regional facility for the south Eton Manor is a better choice;
  - Lea Bridge Station is a fair walk from the venue and is poorly used in the evenings;
  - it would not be impracticable to organise a mini-bus from Stratford Station to Eton Manor;
- Expansion and additional revenue income:
  - I have been told that expansion will be no more than reconfiguration whilst others have been told differently;
  - the Authority has a history of building local facilities and then closing them down;
- Scoring Matrix:
  - this is highly complex and could include double or triple counting;
  - Lea Bridge Road was not the knock-out winner;
  - the Eton Manor site would have no adverse impact on the amenity of the Park;
  - sceptical of the constraints identified for the Eton Manor site;
- call for the project to be delayed until further work and interrogation has been completed.

Juliet Gadsdon on behalf of existing users, including:

- the ice centre enables children to learn to skate with associated social and health benefits;
- there were lots of places where you can play football or cricket but the Authority was a supporter of unusual sports;
- the information sharing sessions indicated that a fantastic venue was proposed which would go front and sideways to the existing centre and so would have no negative impact, and would host large events which would bring more people to the area;
- the ice centre would draw families and whilst the children were skating the parents could enjoy the marshes;
- a new ice centre would enhance the area;
- it was important that the new ice centre be a twin pad so that public skating could be maintained whilst competitions were being held;
- an ice centre had been on the site for 30 years so the community was used to this amenity;
- Lea Bridge Road station makes transport links easier;
- I drive 70 miles to the existing ice centre rather than using the closer Chelmsford because Lea Bridge Road is more accessible.

The Chairman thanked members of the public for their statements.

TABLED

- '10 reasons that the new ice centre should not be built on Leyton Marsh' from Celia Coram, Save Lea Marshes Group
- Letter from Cllr Chris Robbins, Leader, London Borough of Waltham Forest
- Letter from Cllr Jonathan McShane, Cabinet Member for Health, Social Care & Culture, London Borough of Hackney
- Letter from Geoff Newton, Executive Director, Tennis Foundation
- Letter from Sally Munday, Chief Executive, England Hockey

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

- Lee Valley Ice Centre was a popular and important regional venue;
- the current centre was 30 years old and would require £4m to prolong its life;
- stage 1 of the feasibility study concluded that there was a strong case for a new twin pad ice centre;
- of the 4 sites identified as possible locations for a new ice centre it was originally assumed that Eton Manor would be the ideal site because of synergy with the other sports already located there and transport links;
- however the robust qualitative and quantitative assessment process completed identified the current site as the preferred site;
- issues related to the Eton Manor site included:
  - capacity of the site to cater for 3 major sports, especially when major events were held;
  - insufficient car parking and the planning challenges of car parking on Queen Elizabeth Olympic Park;
  - the blast zone;
  - walking times from Stratford and Leyton stations;
  - the business plan in relation to other income generating activities such as a gym.
- the indicative footprint for a new ice centre on the existing site was within the curtilage of the existing site;
- the next stage of the process included consultation with stakeholders on the detail.

Nick Russell of IPW responded to some of the concerns raised by members of the public, including:

- the specialised model used to determine capacity and catchment for a new ice centre had shown that Lea Bridge Road had a huge catchment area and that there was capacity within London and the South East;
- although complex the scoring matrix was a model which is used throughout the UK and across the world and did not include double counting;
- with regard to expansion, fundamentally it would be 1 building envelope within which the ability to increase capacity would be included;
- the scoring of future proofing, i.e., expansion, within the matrix makes no difference to the ranking of potential sites;
- the scoring matrix identified 3 good sites but commercial implications resulted in the existing site being the preferred site;
- the draft business plan for a new ice centre on the existing site assumes that there would be strong throughput to the marshes with a complementary design;
- transport scores utilised data from Public Transport Accessibility Level (PTAL) and Transport for London (TfL);



- in terms of budget the proposal is for a world class facility with acoustics to prevent noise break-out.

In response to Member questions it was advised that:

- the Authority had a dual remit in being the guardians of green space and being responsible for built facilities of regional standing;
- the new ice centre would be of a design which would provide a gateway to the marshes with cycle hire, café and visitor information;
- a fundamental criterion in the selection of a design team will be recognition of the importance and contribution from stakeholder consultation;
- as a consequence of the process in 2012 a high level of base environmental information was already held about the preferred site but this would be enhanced by further environmental impact assessments as required.

Member comments included:

- the importance of concerns expressed by hockey and tennis stakeholders with regard to the introduction of a third sport at Eton Manor;
- the need for a high quality design and build to enhance the marshes and provide amenities for local residents;
- commitment to involvement of local residents in the next stage of the project and no encroachment on to the marshes;
- the useful feedback from the Ice Centre Project Working Group visit to Ice Sheffield;
- the importance of car parking for disabled people unable to access public transport;
- most people would prefer the short walk from Lea Bridge Road station to the current site rather than the much longer walk to Eton Manor from Stratford even given the connectivity of Stratford station;
- the need for a comprehensive environmental/sustainable specification;
- the Authority was passionate about protecting the Green Belt as evidenced by its ongoing objections to proposed development in the Green Belt and recently concluded court action;
- thanks to the London Borough of Waltham Forest for their offer of £50K towards stages 1 and 2 of the RIBA plan of work;
- request that redevelopment of the Picketts Lock site be considered in the near future.

The Chairman advised that he was happy to speak with local residents and groups but hoped that the forthcoming consultation would address the concerns of local residents.

Laurie Elks thanked the Authority for the courtesy extended to members of the public at the meeting.

- (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 Paper A/4228/16;**
- (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 was approved; and**

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

Syd Stavrou and Gordon Nicholson left the meeting at this point.

- 59 A Member advised that Jo Cox MP had been attacked and seriously injured and that campaigning for the EU Referendum had been suspended. The Authority expressed their shock at this incident.

60 LEE VALLEY LEISURE TRUST

The Chairman and Managing Director of Lee Valley Leisure Trust Ltd (the Trust) gave a presentation, key points included:

- the Trust was developing an approach to achieve financial sustainability without a management fee and to increase/widen participation;
- the purpose of the Trust;
- reasons for the Trust;
- Vibrant Partnerships (trading name of the Trust) vision;
- challenges;
- first year achievements;
- continued development – year 2;
- vision and strategy 2017-2027;
- next steps.

The Trust looked forward to welcoming Members to the venues in early July and to discussing investment plans such as catering and weather proofing to maximise revenue income.

It was advised that the Trust had accessed a small amount of EU funding for a starter/pilot cycling programme and that a summary would be included in the next monitoring report.

In response to a Member's remarks about provision of catering services it was advised that a change programme to empower staff was being put in place together with working with East Herts Regional College to develop a core of seasonal staff rather than using casual/agency workers.

61 AUTHORITY 2015/16 PERFORMANCE REPORT

Paper A/4227/16

The Chief Executive gave a presentation including:

- visits to the Regional Park;
- regional usage;
- non-riparian visits to the Regional Park;
- funding picture;
- levy reduction;
- events 2015/16;
- Community Access Fund;
- Investment;
- accreditations and awards;

- parklands;
- media coverage.

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

**62 DATE OF NEXT MEETING OF THE AUTHORITY**

It was noted that the next meeting of the Authority will be held on Thursday, 7 July 2016 at 2.00pm at Myddelton House.

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Chairman

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Date

The meeting started at 1.39pm and ended at 3.47pm.

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**LEE VALLEY REGIONAL PARK AUTHORITY**

**ANNUAL AUTHORITY MEETING**

**7 JULY 2016 AT 14:00**

**Agenda Item No:**

**6**

**Report No:**

**A/4229/16**

**PROPOSED COMMITTEES, PANEL AND GROUPS FOR  
2016/17 - APPOINTMENT OF MEMBERSHIP AND CHAIRMEN**

Presented by the Director of Corporate Services

**SUMMARY**

This report details the existing Committee structure and seeks decisions on the appointments to the following Committees, Panel and Groups and the appointment of a Chairman and Vice Chairman for each:

- Executive Committee;
- Audit Committee;
- Lower Lee Valley Regeneration & Planning Committee;
- Upper Lee Valley Regeneration & Planning Committee;
- Scrutiny Committee;
- Park Development Framework Panel;
- Contaminated Land Working Group;
- Ice Centre Project Working Group;
- Land & Property Review Working Group.

**RECOMMENDATIONS**

Members Approve: (1) membership of Committees, Panel and Groups for 2016/17 as set out in Appendix A to this paper; and

Members Note: (4) any appointments unfilled at this meeting will be agreed through Group Leaders and reported to the next Authority meeting or Executive Committee.

**BACKGROUND**

- 1 The committee structure was revised in July 2009 (Paper A/4071/09) and it was agreed at the Annual Meeting in July 2010 that the current committee structure is retained until after the 2012 London Games and a further review of the committee structure should take place at the annual meeting of the Authority in 2013. This was considered as part of the Review of Standing Orders and

Governance report (Paper A/4172/13) and it was agreed that the existing committee structure be retained. Following establishment of the Lee Valley Leisure Trust Limited on 1 April 2015 Members further considered the committee structure at the annual meeting of the Authority in 2015 and agreed that the existing structure be retained.

#### **TASK AND FINISH PANEL/GROUPS**

- 2 The Authority's Task and Finish Panel/Groups were set up to ensure Member involvement with and input into major projects at an early stage.
- 3 Members on the Panel and Groups are not responsible for directly progressing or delivering the project, which is officers' responsibility, but rather for contributing to the project's development and enabling a more in depth engagement with the project.
- 4 The Panel and Groups for 2015/16 were:  
  
Park Development Framework Panel;  
Contaminated Land Working Group;  
Ice Centre Project Working Group;  
Land & Property Review Working Group.
- 5 The Park Development Framework Panel has substantially completed the majority of its work and the next phase consists of the area based proposals. These are being dealt with in the main by the respective Regeneration and Planning Committees. It is proposed however to retain the Panel membership for any further work required and to provide a steer to officers when needed.
- 6 It is hoped that where possible membership of panel and groups will be maintained in view of the knowledge gained by previous Members of each group.

#### **PROPORTIONALITY**

- 7 In accordance with its Standing Orders the Authority has adopted the provisions of Local Government legislation concerning proportionality and applies the requirements to its committees.

#### **MEMBERSHIP OF COMMITTEES, PANEL AND GROUPS**

- 8 The suggested membership of committees, task and finish panel and groups will be tabled at the meeting after discussion at today's Group Meetings.

#### **UNFILLED VACANCIES**

- 9 Remaining vacancies will be agreed through Group Leaders after the meeting. Under Standing Order 47, these appointments will be approved by the next available Authority meeting or Executive Committee. A final list of the membership will then be circulated to Members.

#### **FOR DECISION**

- 10 Subject to any approved changes in committee terms of reference, to determine appointments to:

**(1) Executive Committee**

- a) 8 Members, including Chairman and Vice-Chairman of Authority (at least 50% to be London Members), 1 Member to be nominated jointly by the non-majority groups

**(2) Audit Committee**

- a) 7 Members
- b) Chairman & Vice Chairman

**(3) Lower Lee Valley Regeneration & Planning Committee**

- a) 11 Members; 6 London Riparian, 3 other London, 1 Essex and 1 Herts
- b) Chairman & Vice Chairman

**(4) Upper Lee Valley Regeneration & Planning Committee**

- a) 11 Members, 5 Herts (County and Districts), 4 Essex (County and District) and 2 London
- b) Chairman & Vice Chairman

**(5) Scrutiny Committee**

- a) 9 Members
- b) Chairman & Vice Chairman

**(6) Park Development Framework Panel**

- a) 6 Members
- b) Chairman

**(8) Contaminated Land Working Group**

- a) 4 Members
- b) Chairman & Vice Chairman

**(9) Ice Centre Project Working Group**

- a) 10 Members
- b) Chairman

**(10) Land & Property Review Working Group**

- a) 7 Members
- b) Chairman

**ENVIRONMENTAL IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

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

## **HUMAN RESOURCE IMPLICATIONS**

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

## **LEGAL IMPLICATIONS**

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

## **RISK MANAGEMENT IMPLICATIONS**

- 15 There is a risk that if committees/panel/groups are not set up at the Annual General Meeting then decisions will be delayed.

## **EQUALITY IMPLICATIONS**

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

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## **APPENDICES ATTACHED**

- |            |  |
|------------|--|
| Appendix A | Terms of Reference & Membership of Authority, Committees, Task & Finish Panels |
| Appendix B | Membership of Committees, Panel & Groups 2015/16                               |



## **TERMS OF REFERENCE & MEMBERSHIP OF AUTHORITY, COMMITTEES, TASK AND FINISH PANELS**

### **AUTHORITY**

**Meetings** 4 times a year (including AGM)

**Membership** 28 Members - who are elected Members nominated in accordance with the Lee Valley Regional Park Act plus two non voting co-opted Members from the Canal & River Trust and the Environment Agency

### **Terms of Reference**

- Adopting and changing Standing Orders
- Making, amending, revoking, re-enacting or adapting bylaws
- Sets strategic direction for the Authority
- Approve policy framework including all Plans and Strategies such as:
  - Annual Investment Strategy
  - Asset Management Plan
  - Capital Investment Programme
  - Level of Reserves
  - Park Development Framework
  - Performance Management
  - Reserves Policy
  - Strategic Business Plan
  - Treasury Management Policy
- Approve Annual Budget and Levy
- Appoint Chief Executive
- Statutory matters
- Approve borrowing
- Approve virements over £250,000
- Approve Financial Regulations
- Approve waivers of Financial Regulations
- Approve bad debt write-offs
- Receive reports from Executive and Audit Committees
- Nominations of appointments to Outside Bodies which are made on an annual basis other than those made by Executive Committee
- Take urgent decisions on any matter assigned to any committee
- Receive any report from the Monitoring Officer and/or Chief Finance Officer

### **EXECUTIVE COMMITTEE**

**Meetings** 12 times per year and as required by the business

**Membership** 8 members, including Chairman and Vice-Chairman of Authority (At least 50% to be London Members) 1 Member nominated jointly by the non-majority groups (preferably from one of the London Olympic boroughs)

### **Terms of Reference**

- To lead the preparation of the Authority's policies and make recommendations to Authority such as

- considering capital financing requirements, borrowing limits, the Annual Investment Strategy and any proposals for budget growth.
- Undertake all the powers and duties on behalf of the Authority with the exception of those reserved to the Authority itself or to committees or sub-committees
- To deliver and implement the budget and policies decided by Authority
- Consider and approve the medium term financial plan and funding strategy to support the Authority's strategic direction (as approved by Authority)
- To approve the annual budget timetable and strategy
- Consider annual Levy options and put forward recommendations to Authority
- Within the budget and policy framework set by the Authority set the Capital Investment programme
- Approve details of major capital projects, land acquisitions and disposals
- Review and approve annually fees and charges.
- Monitor and review revenue and capital budget performance (at least 3 times per annum)
- Review, set and monitor annual business plan, priorities, corporate performance indicators and targets
- Consider and approve service development proposals, including a change in mode of delivery, management systems and the introduction of new technology; and recommend to Authority any proposals involving a change in policy
- Consider and approve capital and revenue budget virements between £50,000 and £250,000 in accordance with Financial Regulation 99
- Consider, approve and review the Authority's Financial Regulations, recommending proposed changes to Authority
- To engage with the Queen Elizabeth Olympic Park legacy agenda and to promote and safeguard the Authority's interests within the parameters of the decisions already taken by Authority. Make recommendations to the Authority on its role and position in relation to the Queen Elizabeth Olympic Park legacy
- To nominate a representative/s to Outside Bodies or other groups that require representation
- To establish a dialogue and develop effective working relationships with relevant key political figures relating to the Authority's business
- To approve staffing proposals as they relate to individual employees and department reviews, including early retirements, redundancy and severance arrangements
- The Chairman to carry out the annual appraisal of the Chief Executive by 31 July and consider the individual pay award of the Chief Executive
- To revise and amend as necessary the salary pay award bands for the Chief Executive, Directors and Heads of Service. To agree the individual pay award of the Chief Executive
- To setup Task and Finish Panels/Groups as required

## **SCRUTINY COMMITTEE**

<b>Meetings</b>	3 per year
<b>Membership</b>	9 Members

### **Terms of Reference**

- To review performance and to scrutinise the activities of the Authority
- To make recommendations to the Executive Committee
- To take evidence from officers of the Authority, interest groups and individuals and make recommendations to the Executive Committee and Authority for policy change and review the performance of outside bodies
- To consider issues referred by the Executive Committee where the views of external bodies/persons may contribute, take evidence and report to the Executive Committee and Authority
- To consider any item to be considered by the Executive Committee (except items of urgent business) before the item is considered by the Executive Committee if required by the Chairman of the Scrutiny Committee. The relevant report to the Executive Committee will be made available to the Scrutiny Committee
- To have regard to the need to avoid duplicating the work of the Audit Committee and Task & Finish Panels/Groups when considering subjects for scrutiny

## **UPPER LEE VALLEY REGENERATION AND PLANNING COMMITTEE**

<b>Meetings</b>	To meet bi-monthly or as required
<b>Membership</b>	11 Members, 5 from Herts (County and Districts), 4 from Essex (County and District) and 2 from London.

### **Terms of Reference**

- To deal with the general aspects of regeneration and planning matters having regard to objectives set by the Authority's strategic business plan and its performance framework, in an area north of the M25 to Ware in Herts.
- To receive and determine all planning consultation reports and consider and make recommendations which relate to the geographical area of responsibility in accordance with s.14 of the Lee Valley Regional Park Act.
  - i) Comment and make representations on proposed policies of the riparian boroughs, regional agencies and national government that will impact on the Park within the geographical area.
  - ii) Approve policies and proposals from officers that deal with planning matters for submission to Executive Committee.
  - iii) Endorse planning matters dealt with by way of delegation to officers in accordance with approved policy.
- Consider and make recommendations to the Authority on aspects of the Park Development Framework within this Committee's Geographical Area.

- To ensure that the Authority's remit is considered within the context of the local planning framework and any other future statutory or non-statutory regional plans.
- To maximise the Authority's influence and impact in the overall regeneration of the ULV and to ensure in so far as possible that consideration is given to the Authority's position and statutory role taking into account its vision, strategic business plan and Park Development Framework.

## **LOWER LEE VALLEY REGENERATION AND PLANNING COMMITTEE**

<b>Meetings</b>	To meet bi-monthly or as required
<b>Membership</b>	11 Members, 6 London Riparian, 3 Other London, 1 Essex and 1 Herts

### **Terms of Reference**

- To deal with the general aspects of regeneration and planning matters having regard to objectives set by the Authority's strategic business plan and its performance framework in an area stretching from an area south of the M25 and continuing to East India Dock Basin.
- To receive and determine all planning consultation reports and consider and make recommendations which relate to the geographical area of responsibility in accordance with s.14 of the Lee Valley Regional Park Act:
  - i) Comment and make representations on proposed policies of the riparian boroughs, regional agencies and national government that will impact on the Park within the geographical area.
  - ii) Approve policies and proposals from officers that deal with planning matters for submission to Executive Committee.
  - iii) Endorse planning matters dealt with by way of delegation to officers in accordance with approved policy.
- Consider and make recommendations to the Authority on aspects of the Park Development Framework within this Committee's Geographical Area.
- To ensure that the Authority's remit is considered within the context of the adopted LLV and draft ULV Opportunity Area Planning Frameworks which are material considerations for the determination of applications for planning permission within London and any other future statutory or non-statutory regional plans.
- To maximise the Authority's influence and impact in the overall regeneration of the LLV to ensure in so far as possible that consideration is given to the Authority's position and statutory role taking into account its vision, strategic business plan and Park Development Framework.

## **AUDIT COMMITTEE**

**Meetings** 3 Scheduled meetings – end June, end September and end February plus the ability to call further meetings to consider extraordinary matters eg whistleblowing, fraud & corruption, reports from auditors/management, special investigations

**Membership** 7 Members

### **Terms of Reference**

- Consider and approve the Authority's annual Financial Statement & Accounts
- Consider significant accounting policies, any changes to them and any significant estimates and judgements
- Establish, monitor and review annually the audit programme; and receive reports from the Authority's internal and external auditors
- Monitor and review the Authority's system(s) of internal financial control and authorise/approve the annual Statement of Internal Control/corporate Governance Statement
- Establish, monitor and review a rolling programme of reviews of all Authority services in line with the principles of Best Value
- To monitor and review the Authority's Health & Safety and risk management policies and programmes
- To review and amend the Authority's Whistleblowing, Anti-Fraud, Bribery & Corruption and Fraud Response Plan, and make recommendations to Authority
- Receive and consider reports resulting from Whistleblowing, fraud and corruption, audit investigations

## **APPEALS COMMITTEE**

**Meetings** As required.

**Membership** 3-5 Members excluding any Member who has previously considered the particular case of the individual concerned (to be appointed by the Authority or Executive Committee if necessary).

### **Terms of Reference**

- Hear dismissal appeals for 3<sup>rd</sup> tier officers and above
- Hear grievance appeals for 3<sup>rd</sup> tier officers and above
- Disciplinary hearings for 1<sup>st</sup> and 2<sup>nd</sup> tier officers
- Salary re-grading appeals for 1<sup>st</sup> and 2<sup>nd</sup> tier officers

**TASK AND FINISH GROUPS/PANELS FOR SPECIFIC PROJECTS  
REPORTING TO EXECUTIVE/AUTHORITY**

**CONTAMINATED LAND WORKING GROUP (reporting to Executive Committee)**

**Meetings** As required  
**Membership** 4 Members

**Terms of Reference**

- To oversee delivery of the Contaminated Land Strategy
- To consider the conclusions and recommendations of further environmental assessment of the four identified sites
- To consider any intrusive work that should be undertaken on the four sites, at which sites and whether any further funding is required

**PARK DEVELOPMENT FRAMEWORK PANEL (reporting to Authority)**

**Meetings** As required  
**Membership** 6 Members

**Terms of Reference**

- Agree programme for completion of PDF
- Review vision, strategic aims and objectives and proposals
- Review stakeholder and other consultation arrangements
- Agree PDF documentation for approval by Authority.

**ICE CENTRE PROJECT WORKING GROUP (reporting to Executive Committee)**

**Meetings** As required  
**Membership** 10 Members

**Terms of Reference**

**LAND & PROPERTY REVIEW WORKING GROUP (reporting to Executive Committee)**

**Meetings** As required  
**Membership** 7 Members

**Terms of Reference**

- To review the land and property portfolio in support of delivery of the Authority's statutory remit and overall objectives
- To review adopted land acquisition policies
- Develop a land and property acquisition/disposal strategy within the parameters of the Lee Valley Regional Park Act 1966

## MEMBERSHIP OF COMMITTEES, GROUPS/PANELS 2015/16

## COMMITTEES

**EXECUTIVE COMMITTEE** – 8 Members (at least 50% to be London Members),  
1 Member nominated jointly by the non-majority groups preferably from one of the London Olympic Boroughs.

MEETINGS: 12 per year or as required

Labour (3)	Conservative (5)	Lib Dem (0)
John Bevan	Derrick Ashley	
Heather Johnson	Valerie Metcalfe	
Chris Kennedy	Paul Osborn	
	Alan Searing	
	<b>Vacancy</b>	
<b>Chairman:</b> Paul Osborn		<b>Vice Chairman:</b> Derrick Ashley

**AUDIT COMMITTEE** – 7 Members

MEETINGS: 3 per year

Labour (2)	Conservative (4)	Lib Dem (1)
Ross Houston	David Andrews	Malcolm Cowan
Gerry Lyons	Linda Haysey	
	John Knapman	
	Graham McAndrew	
<b>Chairman:</b> David Andrews		<b>Vice Chairman:</b> Ross Houston

**LOWER LEE VALLEY REGENERATION & PLANNING COMMITTEE** – 11

Members, 6 LLV London Riparian (Enfield, Hackney, Haringey, Newham, Tower Hamlets and Waltham Forest), 3 other London, 1 from Essex, 1 from Herts

MEETINGS: Bi-monthly or as required

Labour (6)	Conservative (5)	Lib Dem (0)	Named Substitutes (2)
John Bevan	David Andrews		<b>Vacancy</b>
Christine Hamilton	Derrick Ashley		Alan Smith
Denise Jones	John Knapman		
Chris Kennedy	Valerie Metcalfe		
Gerry Lyons	Paul Osborn		
Salim Patel			
<b>Chairman:</b> John Bevan		<b>Vice Chairman:</b> Derrick Ashley	

**UPPER LEE VALLEY REGENERATION & PLANNING COMMITTEE** – 11 Members, 5 from Herts and 4 from Essex (County & Districts), 2 London

MEETINGS: Bi-monthly or as required

Labour (3)	Conservative (7)	Lib Dem (1)	Named Substitutes (2)
John Bevan	David Andrews	Malcolm Cowan	<b>Vacancy</b>
Christine Hamilton	Linda Haysey		Alan Smith
Heather Johnson	Valerie Metcalfe		
	Gordon Nicholson		
	Mary Sartin		
	Syd Stavrou		
	<b>Vacancy</b>		
<b>Chairman:</b> David Andrews		<b>Vice Chairman:</b> Syd Stavrou	

**SCRUTINY COMMITTEE** – 9 Members

MEETINGS: 3 per year

Labour (3)	Conservative (5)	Lib Dem (1)	Named Substitutes (2)
Christine Hamilton	Stephen Carr	Gwyneth Deakins	<b>Vacancy</b>
Ross Houston	Gordon Nicholson		Gerry Lyons
Alan Smith	Mary Sartin		
	Syd Stavrou		
	Lyn White		
<b>Chairman:</b> Ross Houston		<b>Vice Chairman:</b> Stephen Carr	

**TASK AND FINISH PANELS/GROUPS**

<b>PARK DEVELOPMENT FRAMEWORK PANEL – 6 Members</b>		
MEETINGS: As required		
<b>Labour (2)</b>	<b>Conservative (4)</b>	<b>Lib Dem (0)</b>
Ross Houston	Derrick Ashley	
Heather Johnson	Linda Haysey	
	Gordon Nicholson	
	Paul Osborn	
<b>Chairman: Paul Osborn</b>		

<b>CONTAMINATED LAND WORKING GROUP – 4 Members</b>		
MEETINGS: As required		
<b>Labour (1)</b>	<b>Conservative (3)</b>	<b>Lib Dem (0)</b>
Heather Johnson	Gordon Nicholson	
	Mary Sartin	
	Syd Stavrou	
<b>Chairman: Mary Sartin</b>		

<b>ICE CENTRE PROJECT WORKING GROUP – 10 Members</b>		
MEETINGS: As required		
<b>Labour (4)</b>	<b>Conservative (6)</b>	<b>Lib Dem (0)</b>
Ross Houston	Derrick Ashley	
Heather Johnson	Linda Haysey	
Chris Kennedy	Sarah McDermott	
Gerry Lyons	Paul Osborn	
	Mary Sartin	
	Syd Stavrou	
<b>Chairman: Paul Osborn</b>		

<b>LAND &amp; PROPERTY REVIEW WORKING GROUP – 7 Members</b>		
MEETINGS: As required		
<b>Labour (3)</b>	<b>Conservative (4)</b>	<b>Lib Dem (0)</b>
Ross Houston	Derrick Ashley	
Heather Johnson	David Andrews	
Chris Kennedy	Paul Osborn	
	Linda Haysey	
<b>Chairman: Paul Osborn</b>		

**APPOINTMENT TO OUTSIDE BODIES**

Waltham Abbey Town Partnership	Syd Stavrou
Enfield, Essex & Herts Border Liaison Group	Valerie Metcalfe Syd Stavrou Lyn White <b>Vacancy</b>
Hertfordshire Young Mariners	Valerie Metcalfe
Riding for the Disabled at Lee Valley Riding Centre	Syd Stavrou
Lee Valley Leisure Trust Limited	John Bevan Linda Haysey



**LEE VALLEY REGIONAL PARK AUTHORITY**

**ANNUAL AUTHORITY MEETING**

**7 JULY 2016 AT 14:00**

**Agenda Item No:**

**7**

**Report No:**

**A/4230/16**

**APPOINTMENTS TO OUTSIDE BODIES FOR 2016/17**

Presented by the Director of Corporate Services

**SUMMARY**

This report sets out the current list of outside bodies on which the Authority is represented, together with Authority groups which involve outside agencies or appointees and seeks appointments for 2016/17. Please note in the majority of appointments this period runs from the date of this meeting until 30 June 2017.

**RECOMMENDATION**

Members Approve: (1) the proposals for appointments to outside bodies and Authority led liaison groups for 2016/17 as set out in Appendix A to this report.

**BACKGROUND**

- 1 Authority Members have been and are involved with a number of outside bodies/partnerships.
- 2 In terms of their strategic importance they vary significantly with several largely of local impact, whilst others are more regional in focus.
- 3 The presence of Members on external bodies helps the Authority to promote its work and input to the policies and programmes of these bodies where they impact on the Park.

**PROPOSALS FOR 2016/17**

- 4 A review of the appointments made in 2015/16 has been undertaken and a brief description of each organisation is set out in Appendix A to this report.
- 5 The Authority has appointed 2 Members to Lee Valley Leisure Trust Limited (John Bevan on 22 November 2013 and Linda Haysey on 22 September 2014). In accordance with the Rules of the Trust these appointments are made for 3 years and for the purposes of this report at this stage they are noted. The appointment of John Bevan will terminate later this year and consideration of this appointment will be included on the agenda of the Authority meeting in

October 2016.

#### **ENVIRONMENTAL IMPLICATIONS**

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

#### **FINANCIAL IMPLICATIONS**

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

#### **HUMAN RESOURCE IMPLICATIONS**

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

#### **LEGAL IMPLICATIONS**

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

#### **RISK MANAGEMENT IMPLICATIONS**

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

#### **EQUALITY IMPLICATIONS**

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

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#### **APPENDIX ATTACHED**

Appendix A      Appointments to Outside Bodies 2015/16

## APPOINTMENTS TO OUTSIDE BODIES

OUTSIDE BODIES	No of Reps	Representative(s) previous year 2015/16	Proposal for 2016/17
<p>(a) <b>Waltham Abbey Town Partnership</b></p> <p>This was established to encourage joint working and the development of tourism in Waltham Abbey. Given the role of Waltham Abbey as Gateway to the Park, this partnership is of strategic importance.</p>	1	Syd Stavrou	
<p>(b) <b>Enfield, Essex &amp; Herts Border Liaison Group</b></p> <p>This Forum, consisting of Essex and Herts County Councils, Broxbourne Borough Council, London Borough of Enfield, Epping Forest District Council and the Park Authority, is convened when necessary to consider the implications of major development proposals in the Upper Lee Valley.</p>	4	Valerie Metcalfe Syd Stavrou Lyn White <b>Vacancy</b>	
<p>(c) <b>Lee Valley Leisure Trust Limited</b></p> <p>Board comprising independent Trustees, there can be up to 3 Authority Trustee appointments.</p>	3	John Bevan Linda Haysey	These appointments are made for 3 years and are noted as continuing at this time.
<p>(d) <b>Hertfordshire Young Mariners Base</b></p> <p>Board comprising 9 Trustees, 3 nominated by Herts CC, Broxbourne BC and LVRPA, 3 elected by the members and 3 co-opted. The Charity Commission and HYMB articles of association require that no more than 20% of its Board should be represented by a particular local authority. Therefore LVRPA appointment should be a Member other than from Herts CC and Broxbourne BC.</p>	1	Valerie Metcalfe	
<p>(e) <b>Riding for the Disabled Association at Lee Valley Riding Centre</b></p> <p>Board comprising 5 volunteer Trustees which meets quarterly.</p>	1	Syd Stavrou	

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**LEE VALLEY REGIONAL PARK AUTHORITY**  
**ANNUAL AUTHORITY MEETING**  
**7 JULY 2016 AT 14:00**

**Agenda Item No:**

**8**

**Report No:**

**A/4231/16**

**CALENDAR OF MEETINGS 2016/17**

Presented by the Director of Corporate Services

**SUMMARY**

This report seeks Members approval of the draft calendar of meetings for the Authority and its main committees for 2016/17.

**RECOMMENDATION**

Members Approve: (1) the calendar of meetings for 2016/17 as shown in Appendix A to this report.

**BACKGROUND**

- 1 Every year Members agree the dates of Authority and its main committees for the ensuing year.
- 2 A draft calendar for the year 2016/17 is attached at Appendix A to this report for approval.

**FACTORS AFFECTING DAYS AND TIMES OF MEETINGS**

- 3 With the agreement of Members the majority of the meetings are held on a Thursday during the day.
- 4 The Authority meetings are held quarterly at 2pm on the fourth Thursday of the month.
- 5 The Lower Lee Valley (LLV) and Upper Lee Valley (ULV) Regeneration & Planning Committees meet bi-monthly or as required (except for August when there are no meetings). The LLV meetings are held in the Lower Lee Valley on a day agreed with Committee Members. The ULV Committee meets at Myddelton House.
- 6 The Audit Committee meets three times per year – September, February and June – with the ability to call further meetings as required.
- 7 The Executive Committee meets 12 times per year or as required.

- 8 The Scrutiny Committee meets three times per year or as required.
- 9 All other committees, panels and groups are not timetabled but are called when necessary.

#### **MEMBERS' VISITS**

- 10 As in previous years Members' Visits to sites in the Park or outside the Park will be arranged throughout the year, relating to:
  - (a) sites where policy decisions will be required during the year;
  - (b) sites where schemes for phased programmes of works over many years are completed/nearing completion; and
  - (c) projects outside the Park for lessons in good practice and for fresh ideas.

#### **ENVIRONMENTAL IMPLICATIONS**

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

#### **FINANCIAL IMPLICATIONS**

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

#### **HUMAN RESOURCE IMPLICATIONS**

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

#### **LEGAL IMPLICATIONS**

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

#### **RISK MANAGEMENT IMPLICATIONS**

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

#### **EQUALITY IMPLICATIONS**

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

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#### **APPENDIX ATTACHED**

Appendix A Draft Calendar of Meetings 2016/17

## CALENDAR OF MEETINGS JULY 2016 – JULY 2017

2016			
7	July	2.00pm	Annual General Meeting
13	July	All day	Trust venues visit
18	July	All day	Trust venues visit
21	July	10.30am	Executive Committee
8	September	All day	Member Tour
15	September	11.00am	Lower Lee Valley Regen & Planning Committee
22	September	10.30am	Ice Centre Project Working Group
22	September	11.30am	Executive Committee
22	September	12.30pm	Upper Lee Valley Regen & Planning Committee
22	September	1.30pm	Audit Committee
29	September	All day	Member Tour
20	October	10.00am	Ice Centre Project Working Group
20	October	11.00am	Executive Committee
20	October	12.00noon	Scrutiny Committee
20	October	2.00pm	Authority
17	November	11.00am	Lower Lee Valley Regen & Planning Committee
24	November	10.30am	Ice Centre Project Working Group
24	November	11.30am	Executive Committee
24	November	1.00pm	Trust Service Delivery/Fees&Charges Workshop
15	December	10.30am	Ice Centre Project Working Group
15	December	11.30am	Executive Committee
15	December	12.30pm	Upper Lee Valley Regen & Planning Committee
15	December	1.30pm	Budget Workshop
2017			
5	January	10.30am	Budget Workshop (Continued if necessary)
19	January	10.30am	Ice Centre Project Working Group
19	January	11.30am	Executive Committee
19	January	2.00pm	Authority
26	January	11.00am	Lower Lee Valley Regen & Planning Committee
23	February	10.00am	Ice Centre Project Working Group
23	February	11.00am	Executive Committee
23	February	12.00noon	Upper Lee Valley Regen & Planning Committee
23	February	12.30pm	Audit Committee

## Appendix A to Paper A/4231/16

23	February	2.00pm	Scrutiny Committee
23	March	10.30am	Ice Centre Project Working Group
23	March	11.30am	Executive Committee
30	March	11.00am	Lower Lee Valley Regen & Planning Committee
27	April	10.00am	Ice Centre Project Working Group
27	April	11.00am	Executive Committee
27	April	12.00noon	Upper Lee Valley Regen & Planning Committee
<b>27</b>	<b>April</b>	<b>2.00pm</b>	<b>Authority</b>
25	May	10.30am	Ice Centre Project Working Group
25	May	11.30am	Executive Committee
25	May	1.00pm	Scrutiny Committee
8	June	11.00am	Lower Lee Valley Regen & Planning Committee
22	June	10.00am	Ice Centre Project Working Group
22	June	11.00am	Executive Committee
22	June	12.00noon	Upper Lee Valley Regen & Planning Committee
22	June	1.00pm	Audit Committee
<b>6</b>	<b>July</b>	<b>2.00pm</b>	<b>ANNUAL GENERAL MEETING</b>

- All meetings are held at Myddelton House, Bulls Cross, Enfield, EN2 9HG unless otherwise stated.
- Lower Lee Valley Regeneration & Planning Committee will meet in the Lower Lee Valley - check agendas for meeting venue.



**LEE VALLEY REGIONAL PARK AUTHORITY**  
**ANNUAL AUTHORITY MEETING**  
**7 JULY 2016 AT 14:00**

**Agenda Item No:**

**9**

**Report No:**

**A/4232/16**

**2016/17 WORK PROGRAMME UPDATE**

Presented by the Chief Executive

**SUMMARY**

Members approved the new 3 year business plan for 2016/17-2018/19 in January 2016 (paper A/4221/16). This paper updates Members on the 2016/17 work programme.

**RECOMMENDATIONS**

Members Note: (1) the report; and

Members Approve: (2) a) that over the next 6 months officers develop a strategy to allow for further reduction of the levy over the next 4 year period 2017/18-2020/21;

b) that a Member working group comprising the Executive Committee Members provide oversight and direction for this exercise.

**BACKGROUND**

- 1 The Authority's 3 year business plan (2016/17-2018/19) was approved by Members in January 2016. From this 3 year plan officers have developed a work programme for 2016/17.
- 2 The 2016/17 Authority work programme covers a wide range of areas, from major capital schemes, e.g., ice centre and Pickets Lock, to significant policy development, for example, Land and Property Strategy and Levy Strategy. Other major work areas include a commissioning strategy for the Leisure Services Contract and a service review programme for all Authority services and activities.

**PARK DEVELOPMENT FRAMEWORK**

**3 Project description**

A corporate document involving the development of proposals for all areas of

the Regional Park.

**4 Update**

Work this year will focus on completion of proposals for Areas 6, 7 and 8 which has been paused following the Valley Grown Nurseries appeal, complaint and the land and property review.

**LAND AND PROPERTY STRATEGY**

**5 Project Description**

Develop a Land and Property Strategy for the Authority which will be recommended to the Executive Committee and finally Authority. Members have set up a task and finish group and their terms of reference are as follows:

- To review the land and property portfolio in support of delivery of the Authority's statutory remit and overall objectives
- To review adopted land acquisition policies
- Develop a land and property acquisition/disposal strategy within the parameters of the Lee Valley Regional Park Act 1966

**6 Update**

Since the Land and Property Working Group was set up in December 2015 it has met on 5 occasions. Members have reviewed the land/property work already undertaken by officers across the whole of the Regional Park including those areas for potential acquisition as well as those areas for potential disposal. They have reviewed land purchases over the last 10-15 years and also considered historic acquisition policies for the Carthage and Wharf Road areas. The Working Group also undertook a number of site visits to look at land that could be considered as no longer required for Park purposes. The next step for the Working Group is to start to discuss what the Authority's approach to acquisition and disposal should be in the future, with a fresh approach and development of a Land and Property Strategy for consideration by the Executive Committee and then full Authority.

**PICKETTS LOCK**

**7 Project Description**

Following the opening of Lee Valley Athletics Centre in 2007, and the consequent closure of the former Leisure Centre which has since been demolished, there has been an opportunity to fill the void on the central development site with other leisure related facilities. A landmark scheme such as a snowdome or wave park was contemplated in 2009, but was abandoned in the face of the poor rental returns for use of the land and the predicted procurement costs.

**8 Update**

Officers revisited development of the Picketts Lock site alongside the ice centre feasibility study. A market testing was started at the end of 2015 for medium and smaller sized leisure led operators. Strong interest from a number of leisure companies has been received. The range of interest includes ten pin bowling, indoor trampolining, a fitness gym, indoor adventure golf and a range of food and beverage outlets. Theoretically this gives a viable scheme, and so currently under consideration are options for the use of an external investor/project manager versus running the project in-house with specialist support. It is

envisaged that the selection of a project partner will have been made by the end of 2016/17, and progress will be advancing on the designs of the scheme and firming up the leisure operators on binding agreements. Officers are working closely with Lee Valley Leisure Trust (the Trust) to ensure that the optimum outcome is delivered for the whole site.

- 9 The Picketts Lock project will be discussed in detail at the next Land & Property Review Working Group meeting on 21 July, with a report recommending a way forward going to an Executive Committee meeting in August.

## **ICE CENTRE PROJECT**

### **10 Project Description**

The project should Authority Members approve the findings and recommendations in June 2016 is to progress the Ice Centre twin pad development. This will be a multifunctional project with a variety of work streams taking place at the same time, for example; planning, funding, design and associated enabling works.

The project will, in its first stage post the anticipated Authority Board approval in June run through to the end of 2016 to develop the work around planning, funding and how the development fits within the wider Waltham Forest master planning exercise. The timescales post this will be dependent on this work, but it is hoped that a new facility would be operational in 2019/2020.

### **11 Update**

Authority approved the recommendation's following the third stage of the Ice Centre feasibility report to:

- select the current site as the preferred site for a new twin pad;
- give approval to move to the next stage (RIBA stages 0-2);
- the allocation of £350,000 to the next stage of the project;
- to accept £50,000 from the London Borough of Waltham Forest towards the next stage of the project.

The procurement of a Project Management consultant has begun and once procured (end of August) this consultant will lead the process for appointing a design team. Key areas of work up to spring 2017 are:

- developing the capital funding mix;
- design of and pre planning for a temporary rink;
- 1<sup>st</sup> stage of new venue design;
- relevant environmental / biodiversity studies;
- business plan refinement;
- public consultation.

The Member Working Group will continue to provide oversight during this stage of the project

## **REVISION OF LEE VALLEY BIODIVERSITY ACTION PLAN**

### **12 Project Description**

The current Biodiversity Action Plan was produced in 2000 and is now due for

review. This revision will seek to provide an updated overarching framework for conservation within the Regional Park. The priority habitats and species identified through the Plan will each have an action plan and SMART targets for delivery within a 10-year timescale. The Plan will seek to draw together key stakeholders both internally and externally to set, deliver and monitor these targets.

**13 Update**

The reviewed Plan is in draft and consultations are being arranged for the remaining part of 2016, on target to re-launch in 2017.

## **EAST INDIA DOCK BASIN**

**14 Project Description**

Regeneration of the Basin to improve its 'offer' with a focus on enhancing its historic fabric and the site's importance as a site for 'access to nature'.

**15 Update**

Officers are looking at the feasibility of an education hub on the site and have met with the local developer Ballymoore to discuss the funding of this initiative.

## **SERVICE REVIEWS**

**16 Project Description**

All Authority service areas are to be reviewed over the next 2 years. Each service will be looked at in terms of: why the service is provided, how it is provided, the cost and quality of provision, options for delivering in a more cost effective way.

**17 Update**

The senior officer team, comprising the Chief Executive, Director of Finance & Resources and Director of Corporate Services, is leading this service review process. Two reviews are currently underway, Sport & Leisure (Sports Development, Youth & Schools, Events and the Leisure Contract Client) and Myddelton House Gardens and Visitor Centre. These reviews will be completed by early autumn. Other reviews planned for 2016/17 include Parks Management and Property & Asset Management.

## **PARTNERSHIPS**

**18 Project Description**

Public bodies are continually looking at ways of delivering their services in a more efficient and effective manner. Collaboration with similar bodies/neighbouring organisations has become an increasingly common approach, notably between neighbouring local authorities with joint procurement and/or merging of services.

The Authority works with a host of partner agencies in and around the Lee Valley Regional Park and there is scope to develop partnerships which could deliver benefits for both parties.

**19 Update**

Meetings have taken place with Essex County Council, Corporation of London (CoL), Bucks County Council and the Canal & River Trust.

- 20 Essex County Council is looking at their open spaces and how they create income generation, which in the main is car park charging and cafes, but also looking at activities they have developed, such as the stickman trail aimed at toddlers and the Gruffalo trail aimed at families. There is clearly the potential for similar initiatives in Lee Valley Regional Park. Essex County Council is looking at our fixed camping scheme as it is thinking of introducing a similar product.
- 21 The Authority uses its cattle herds to graze areas of Lee Valley Regional Park. This is important for land management and conservation. The CoL also uses cattle to graze areas of Epping Forest so we are discussing shared grazing opportunities. In addition we are discussing joint staff training with CoL Forest Keepers and Authority Rangers. In addition officers are working with both Essex County Council and CoL on a framework agreement with regard to a Park security contract.
- 22 Bucks County Council is developing an app that encourages visitors to become active in open spaces. Officers are looking at how such an app could be applied to Lee Valley Regional Park.
- 23 Together with the Canal & River Trust officers are looking at joint site management improvements at Stonebridge Lock and the surrounding areas. There is also a joint piece of work looking at a Lee Valley wide mooring strategy to address the future mooring demands. Officers from the Authority and the Trust are engaged with Canal & River Trust on this piece of work.

## LEVY STRATEGY

### 24 **Project Description**

The pressure from some precepted authorities to reduce/eliminate the levy has continued. Whilst the Authority has continued to reduce the levy each year there is a need to have a clear strategy in place. A levy strategy will be produced that shows ambition allowing for further reduction of the levy whilst also ensuring that the statutory role, financial standing and regional relevance of Lee Valley Regional Park Authority are maintained.

### 25 **Update**

The first half of 2016 has seen a significant increase in political activity designed to deliver a significant reduction in the Authority levy or indeed see its removal. There has been the proposed amendment to the Housing & Planning Bill which proposed that authorities who pay the levy should have the option whether to pay on an annual basis. Whilst the proposed amendment was withdrawn and didn't progress beyond a short debate in the House of Lords, this action indicated a clear intent from some contributing authorities. Since the House of Lords debate some Borough Leaders have restated their position on the levy.

- 26 There is an expectation from some political Leaders that the Authority reduces the current levy (£10.8m) significantly over the next few years. In recent correspondence with the Chairman, the Leader of the Conservative boroughs at London Councils suggested that the London Conservative borough Leaders would like to see a plan which removes the need for the levy completely over the next year years.

- 27 In response to the current political climate around the levy it is proposed that the

Authority looks at options for a reduction of the levy during the period 2017/18 to 2020/21. A Member working group comprising the Executive Committee Members could provide direction and oversight during this exercise.

- 28 In July-September the Chairman, Vice Chairman and Chief Executive will be meeting key politicians from Government, London Councils, Essex and Herts to discuss their concerns and suggestions around the levy. The outcomes from these discussions will be fed into the levy strategy.
- 29 There are a number of areas that will be looked at over the next 6 months:
- Leisure Services Contract – at the last Authority meeting in June the Trust set out its vision for 2017-27 (current Leisure Services Contract runs until 2020). With modest investment the Trust suggested that the Management Fee could be reduced by 50%, i.e., from the current £3.2M to £1.6M. The Trust further estimated that a medium level of investment could deliver a zero Management Fee in the ten year period and significant investment (circa £25M) could deliver a surplus position. Members will have the opportunity to learn more about the Trust's investment ideas on the visits to the venues in July. All investment proposals from the Trust will need to make a credible business case and Authority officers will carry out detailed investment appraisals;  
Over the next few months Authority and Trust officers will look at where early investment might yield good returns in the next couple of years;
  - Land & Property Strategy - there is the potential for the Authority's estate to deliver an improved financial return and to potentially support new capital investment and/or a revenue return;
  - Picketts Lock - there has been an encouraging response to the marketing of the site for commercial leisure operators;
  - Review of Authority services as set out in the 2016-19 business plan and including, shared services, improved income generation and staffing costs.

## **LEISURE SERVICES CONTRACT COMMISSIONING STRATEGY**

### **30 Project Description**

A year into the Leisure Services Contract the Authority needs to determine what its long term objectives are for each of the 14 venues and establish a commissioning strategy to deliver those objectives.

There is a bigger commissioning strategy picture which needs to look across all Authority services. The service review process will look at this for each service.

With regard to the Leisure Services Contract there are a number of areas of research and discussion which will inform our commissioning strategy:

- Authority objectives for each venue;
- analysis of the current Leisure Services Contract;
- procurement/legal framework;
- analysis of trends and good practice in the Leisure Services Contract market.

### **31 Update**

Officers are currently looking at the procurement options for the Leisure Services Contract, as the Authority looks beyond the current 5 year contract to a

longer term arrangement. It is important that over the next year the Authority determines its procurement strategy for the Leisure Services Contract and then starts to work towards implementation.

## **ETON MANOR**

### **32 Project Description**

There are a number of strands of work which need to come together to deliver the optimum outcome for the Eton Manor site. The Authority working with the Tennis Foundation is about to commission a feasibility study to look at the covering of the 6 outdoor tennis courts. In addition, as a result of the Ice Centre feasibility exercise, there is a need to determine a development project for the 6,000m<sup>2</sup> platform. Furthermore work with England Hockey continues with regard to investment in event related infrastructure.

### **33 Update**

The feasibility study looking at the potential covering of the 6 outdoor courts is due to be completed in the summer. Following conclusion of the ice centre feasibility study officers will now start to look at the alternative development options for the Eton Manor site. It is felt that there is a strong case for visitor accommodation on the site and officers will explore this option over the coming months. In addition there are further opportunities to enhance the hockey arena as a major event venue. The Chairman and Chief Executive recently met with the England Hockey Chair and Chief Executive to discuss these options. There is potential for investment in infrastructure which will assist in making future events a more viable proposition and reduce the need for Authority revenue support.

## **DOBBS WEIR**

### **34 Project Description**

In November 2011 Members approved proposals for the phased re-opening of Lee Valley Caravan Park at Dobbs Weir. The overall scheme comprised the creation of 120 holiday home pitches, re-opening the caravan storage area and touring site, staff accommodation improvements, new reception building and minor refurbishment of the touring amenity building.

Phase 1 of the project was completed in 2012 comprising 24 static holiday home pitches and enhanced associated services, as well as all other works detailed above.

Phase 2 was completed in 2015 and comprised a further 34 static holiday home pitches and improvements to the touring field including the installation of 12 Wigwams and associated raised decking.

### **35 Update**

Phase 3&4 of the project is due for completion in 2016/17 and will comprise the remaining 63 static holiday home pitches (34 from Phase 3 and 29 from Phase 4) and further enhancements to the site.

## **HOLYFIELD FARM INVESTMENT**

### **36 Project Description**

Consider current use at Holyfield Farm and explore the following options to establish if any of these development schemes are viable to take forward:

- making more use of the currently under-utilised and semi derelict listed top barns at Holyfield Farm by relocating the North Ranger team to the Holyfield Farm site, maximising use of Ranger time by reducing travelling time to and from their current location at Myddelton House;
- develop option for securing at least 2 bedroom staff accommodation in the Fisheries Barn to allow relocation of existing staff member from current static caravan home on site which only carries temporary planning permission. Also give consideration to developing the remainder of the Fisheries barn into holiday accommodation to include two 2 bedroom holiday let cottages to produce an income stream and form part of the overall business case.

### 37 **Update**

An officer group has been established which has met twice to consider options for the site. Surveys have been undertaken which are currently under review and an informal view has been obtained from the local planning authority. It is hoped that an outline business case can come forward in the autumn with two possible options which will allow Members to consider whether or not there is sufficient merit in moving to more detailed work on feasibility on one of the options.

## **REVIEW OF IT INFRASTRUCTURE AND OFFICE ACCOMMODATION**

### 38 **Project Description**

To define the future IT infrastructure and software requirements of the Authority and the Trust and to provide a three year plan to move to a separation of systems/data that meets both organisations business requirements as independent organisations.

### 39 **Update**

Task	Completion By
Agreement of Brief	September 2016
Review/Completion of IT Strategy/Action Plan	March 2017
Recommendations to Executive/Authority	April 2017
Procurement for new suppliers	April 2017 – September 2017
Implementation	October 2017 – March 2019

## **CYCLING STRATEGY**

### 40 **Project Description**

The commissioning of a strategy to support bids for capital funding from external bodies including Community Infrastructure Levy (CIL)/planning obligations and Transport for London and highways authorities.

### 41 **Update**

An ITT has been sent to three interested parties and a decision on the successful company will be made by early July.



## **ESTABLISH LEE VALLEY REGIONAL PARK AS A 'CENTRE FOR OUTDOOR ACTIVITY'**

### **42 Project Description**

The Ranger team have run a number of successful "bush craft" events across the Park and there seems to be an appetite for these types of events with the public. Therefore we believe there is an opportunity to capitalise on the public's desire, our location and making use of sites that are currently under used and provide that "wild" experience on the edge of London. The events will cater for various different markets from short fire starting courses to full blown weekend length ones where the participants "live" in the wild over a full weekend.

### **43 Update**

Rangers are working on delivering new bushcraft and crafts activities/workshops. Rangers have attended Tottenham Festival with a small sample of the craft items and promoting the workshops. In June staff from both the Authority and Trust will be trialling bushcraft sessions at Dobbs Weir and the Waterworks Centre. Further sessions will be taking place in September for staff and Authority Members to partake and feedback. As well as the activities a new site for wild camping is being created on Spitalbrook, which is programmed to open in 2017 following feedback from this year's trials. This location has been visited by the Land & Property Working Group and Members will have the opportunity to participate as mentioned above and also visit the location as part of the Member tours in September.

## **REVIEW OF PAY STRUCTURE AND TERMS & CONDITIONS**

### **44 Project Description**

To review pay structures, terms and conditions for Authority staff.

Revise flexible working/working from home, revisit benefits package to ensure it is competitive, affordable and in line with other similar organisations.

### **45 Update**

In the next few months a piece of work will be commissioned which will look at where the Authority is, in terms of pay structure and terms & conditions, in relation to best practice across the public sector and other sport and leisure organisations. This work should be completed by the end of 2016. The outcome of this work will provide a context for any changes the Authority may wish to consider.

## **ENVIRONMENTAL IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

- 47 Existing capital resources are fully earmarked to deliver the current approved capital programme to 2020 which in the main focuses on the final development phase of Dobbs Weir (Paper E/451/16), specific site land acquisitions at Aqua-side (now completed Paper A/4217/15) and Waverly Nursery (in progress Paper A4210/15), Asset Protection Management and Development, IT infrastructure and development and smaller site improvements.

- 48 Future major project developments and approvals will require identification of new resources to fund these, either through utilising the unapplied capital receipt from the sale of Olympic land (£17m), future land sales, borrowing and/or third party revenue contributions. Funding proposals will need to be firmly established as part of any business plan and accord with the Prudential Code as being prudent and affordable.

#### **HUMAN RESOURCE IMPLICATIONS**

- 49 There are no additional human resource implications arising directly from the recommendations in this report. Existing staffing resources and budgets will be utilised to deliver the corporate priorities unless specific external resources are required to deliver a project/review, for example Ice Centre feasibility monies.

#### **LEGAL IMPLICATIONS**

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

#### **RISK MANAGEMENT IMPLICATIONS**

- 51 The major risk to delivering the corporate priorities is ensuring sufficient resources are available to deliver the 2016-19 business plan. The work to deliver a levy strategy and a revised medium term financial plan are about to commence and will be key in identifying and setting out those resources required to deliver the priorities set out in this paper. The external pressure on the levy is identified as a key risk in the corporate risk register and is being monitored closely by Members and officers alike.

#### **EQUALITY IMPLICATIONS**

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

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#### **LIST OF ABBREVIATIONS**

the Trust	Lee Valley Leisure Trust Limited (trading as Vibrant Partnerships)
CoL	Corporation of London
CIL	Community Infrastructure Levy