

To: Paul Osborn (Chairman)	Lesley Greensmyth	Suzanne Rutland-Barsby
David Andrews	Steven Heather	Mary Sartin
Ken Ayling	Calvin Horner	Marshall Vance
Susan Barker	Ross Houston	Terry Wheeler
John Bevan	Heather Johnson	Holly Whitbread
Janet Burgess	Denise Jones	John Wyllie
Nesil Caliskan	Christopher Kennedy	2 x Vacancies
Rokhsana Fiaz OBE	Graham McAndrew	Ben Radbone (EA)
David Gardner	Gordon Nicholson	Mark Pearson (C&RT)
Mike Garnett	Dilip Patel	

A meeting of the **AUTHORITY** (Quorum - 7) will be held by remote access on:

THURSDAY, 28 APRIL 2022 AT 14:00

at which the following business will be transacted:

A G E N D A

Part I

1 To receive apologies for absence

2 **DECLARATION OF INTERESTS**

Members are asked to consider whether or not they have disclosable pecuniary, other pecuniary or non-pecuniary interests in any item on this Agenda. Other pecuniary and non-pecuniary interests are a matter of judgement for each Member. (Declarations may also be made during the meeting if necessary.)

3 **MINUTES OF LAST MEETING**

To approve the Minutes of the meeting held on 10 March 2022 (copy herewith)

4 **PUBLIC SPEAKING**

To receive any representations from members of the public or representative of an organisation which concerns any area of the Authority's business. Subject to the Chairman's discretion a total of 20 minutes will be allowed for public speaking and the presentation of petitions at each meeting.

- 5 **FINANCIAL REGULATIONS WAIVERS 2021/22** **Paper A/4318/22**
Presented by Keith Kellard, Head of Finance
- 6 **WRITE-OFF OF IRRECOVERABLE ARREARS 2021/22** **Paper A/4317/22**
Presented by Keith Kellard, Head of Finance
- 7 **FOOD SAFETY POLICY** **Paper A/4316/22**
Presented by Dan Buck, Corporate Director
- 8 **ICE CENTRE BORROWING STRATEGY** **Paper A/4319/22**
Presented by Keith Kellard, Head of Finance
- 9 **SECTION 151 OFFICER**
Oral update by Beryl Foster, Deputy Chief Executive
- 10 **DATE OF NEXT MEETING OF THE AUTHORITY**
To note that the next meeting of the Authority will be held on Thursday, 7 July 2022 at 2.00pm at Lee Valley White Water Centre.
- 11 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.
- 12 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.)

20 April 2022

Shaun Dawson
Chief Executive

LEE VALLEY REGIONAL PARK AUTHORITY

**ADDITIONAL AUTHORITY MEETING
10 MARCH 2022**

Members in Remote Presence:	Paul Osborn (Chairman)	Ross Houston
	David Andrews	Heather Johnson
	Ken Ayling	Ian Kemp (Deputy for John Wyllie)
	Susan Barker	Christopher Kennedy
	John Bevan	Graham McAndrew
	Janet Burgess MBE	Gordon Nicholson
	Mike Garnett	Suzanne Rutland-Barsby
	Lesley Greensmyth	Marshall Vance
	Steven Heather	Holly Whitbread
	Calvin Horner	

Apologies Received From: Nesil Caliskan, Rokhsana Fiaz OBE, David Gardner, Denise Jones, Dilip Patel, Mary Sartin, Terry Wheeler, John Wyllie

Officers in Remote Presence:	Shaun Dawson	- Chief Executive
	Dan Buck	- Corporate Director
	Jon Carney	- Corporate Director
	Keith Kellard	- Head of Finance
	Victoria Yates	- Head of Human Resources
	Sandra Bertschin	- Committee & Members' Services Manager
	Lindsey Johnson	- Committee Services Officer

Also in remote presence: James Newman – S151 Officer (London Borough of Enfield)
Peter Ballard – London Pensions Fund Authority
Alexander Ornell – London Pensions Fund Authority

Part I

32 DECLARATIONS OF INTEREST

There were no declarations of interest.

33 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 20 January 2022 be approved and signed.

34 PUBLIC SPEAKING

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

35 PENSIONS ADMISSION PROCESS

Paper A/4316/22

The report was presented by the Head of Human Resources and Head of Finance, key points included:

ADDITIONAL AUTHORITY MEETING MINUTES 10 MARCH 2022

- It is the Authority's intention that staff transferred to GLL should be kept on broadly the same terms and conditions. The intention is for GLL to be an admitted body to the Local Government Pension Scheme (LGPS) through a tripartite admission agreement, thereby allowing transferred staff to continue with the same pension provision. The Authority is a scheduled body of the LGPS.
- Members have previously agreed that the scheme for those transferring to GLL will be a closed scheme, which means that only those transferring who are already members will be able to remain in the scheme and it is not open to new employees.
- Members have also previously agreed the scheme will be a pass-through scheme, which means that the Authority is liable for any deficit/surplus of this scheme at the end of the contract.
- A fixed pension contribution rate of 19.5% for GLL has been recommended by the actuary for the length of the contract.
- The management fee which was agreed in October was based on a contribution rate of 15.6%, a contingency of £100,000 was included in the 2022/23 budget.
- The 19.5% contribution is expected to result in a net saving against the management fee over the term of the Leisure Services Contract (LSC).

A Member asked how the fixed 10 year LSC would work with the 3 year London Pension Fund Authority (LPFA) valuations. Peter Ballard of LPFA responded stating that whilst they accept that at certain times the 19.5% contribution might be higher or lower, they were comfortable to maintain that rate because at the end of the 10 or 15 year period the assets and liabilities would return to the Authority. The Chairman added that this would provide certainty for the contract. The Head of HR added that Lee Valley Leisure Trust also paid a fixed pension contribution rate as well.

A Member asked who owns LPFA. Peter Ballard of LPFA responded stating that they are a non-commercial body created by primary legislation to look after the pension liabilities of local government pension schemes.

A Member asked what our liability would be if GLL went bankrupt. Peter Ballard of LPFA responded stating that they would seek any outstanding pension contributions from GLL, the pensions would then revert back to the Authority. The Chairman assured Members that if there were any issues of GLL not making pension contributions then it would be drawn to our attention and it is not an asset that GLL could abuse.

A Member asked what arrangements would be made if there was a problem with LPFA. The Chairman reminded Members that we will still be members of the same scheme and would therefore be given warning if there were any problems and therefore be able to make provisions.

A Member asked if LPFA were part of London CIV. Peter Ballard of LPFA responded stating that London CIV is one of 8 organisations which manage the LGPS, LPFA are not part of London CIV.

- (1) that Lee Valley Regional Park Authority enters into the admission agreement as described in paragraphs 7 to 12 of Paper A/4316/22; and**

ADDITIONAL AUTHORITY MEETING MINUTES 10 MARCH 2022

- (2) the fixed pension contribution rate for GLL as 19.5% as detailed in paragraphs 13 to 18 of Paper A/4316/22 was approved.**

Peter Ballard and Alexander Omel left the meeting.

- 36 NATIONAL SCHEME FOR AUDITOR APPOINTMENTS 2023/24 TO 2027/28** **Paper A/415/22**

The report was presented by the Head of Finance, key points included:

- It is a requirement to have an auditor appointed before the end of December 2022.
- We can either arrange the procurement for our own appointment or we can opt in to the national scheme run by the Public Sector Audit Appointments (PSAA).
- The Authority opted in to the PSAA scheme for the period 2018/19 to 2022/23 in January 2017.
- There are numerous benefits to being part of the PSAA scheme such as saving time and resources.
- As of yesterday 442 of the 476 authorities who are eligible to join the PSAA scheme have opted in, including Hertfordshire and Essex County Council and 20 London boroughs.

A Member commented that he had spoken with the Chairman of the Audit Committee (who is unable to be present at this meeting), who had informed him that the Audit Committee recommends joining the PSAA scheme as it saves management time and means we get a better quality audit.

A Member commented that the audit fee had been £14,000 before and asked if this sum was fixed in the new contract. The Head of Finance responded stating that we don't know what the fee will be yet, but it will be fixed. Whilst the fee before was £14,000, over the last couple of years we have ended up paying £10,000 extra. The Auditors have advised that the £14,000 was too little and the fee will need to be increased.

- (1) to opt into the Public Sector Audit Appointments Scheme was approved.**

38 EXEMPT ITEMS

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

Agenda Item No	Subject	Exempt Information Section Number
-	Impact of the Contribution Rate on the Leisure Operators Base Trading Account	3

**ADDITIONAL AUTHORITY MEETING MINUTES
10 MARCH 2022**

**39 IMPACT OF THE CONTRIBUTION RATE ON THE LEISURE OPERATORS BASE
TRADING ACCOUNT**

The Corporate Director and Head of Finance showed Members a financial spreadsheet which detailed how the 19.5% pension contribution would affect the leisure operators base trading account.

Chairman

Date

The meeting started at 1.30pm and ended at 2.05pm

FINANCIAL REGULATIONS WAIVERS 2021/22

Presented by the Head of Finance

SUMMARY

The purpose of this report is to provide Members with a list of waivers to Financial Regulations during the financial year 2021/22, in accordance with Financial Regulations (FR) 9.

RECOMMENDATION

Members Note: (1) the report.

BACKGROUND

- 1 Financial Regulations (FR) 9 requires the Section 151 Officer to make an annual report to Authority of any waivers to the Regulations which have been agreed during the financial year.
- 2 Financial Regulations (FR) 9 also states that the Section 151 Officer in consultation and agreement with the Chief Executive or Deputy Chief Executive can allow exceptions to the Financial Regulations if it is believed that the interests of the Authority would be best served if the Regulations were not applied. They must keep a written record of any exceptions and submit an annual report to full Authority summarising such decisions.
- 3 Financial Regulations were waived 18 times between April 2021 and March 2022 under delegated authority within Financial Regulations. Appendix A to this report lists the 2021/22 waivers and the reasons that they were agreed.
- 4 In April 2021 (Paper A/4298/21), Members approved that, because of the decision to retain the sports venues under temporary short term in-house management, that from 1 April 2021, Financial Regulations in relation to supply and service contracts for these venues could be waived for a period of up to 12 months.
- 5 Due to the temporary nature of the Authority's management of the sport venues, prior to transfer of operations to GLL, where possible contracts were entered into with the same contractors and suppliers, or where this was not possible, then new contracts for a maximum annual term were entered into.

A schedule of the contracts that formed part of the Leisure Services Contract (LSC) of transferring contracts; those entered into by the Authority, but transferring to GLL, is shown in Appendix B to this report and includes those contracts agreed/extended under the general waiver.

- 6 In addition, officers are continuing a review of all current contracts across the Authority, and of the procurement process itself, to ensure a robust, consistent value for money approach to contracts that are currently in place, especially where separate contracts exist with a single supplier, but terms differ.
- 7 The waivers in 2021/22 were on the basis of:
 - procuring from a single supplier as the only/specialist/bespoke supplier;
 - insufficient time to fully review contracts, seek alternative estimates, or complete a full tendering exercise; and
 - prepayment for goods and services.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 9 Due to the decision to delay commencement of the new LSC until the 2022/23 financial year, it was necessary, in some cases, to enter into contracts for longer than a single year with existing suppliers.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 12 The standard terms and conditions for the Authority require payment for goods/services after they have been received. In some circumstances this may be waived but measures are taken to mitigate against the risk of potential loss.

These mitigation measures include, but are not limited to:

- value of the transaction is relatively low;
- due diligence checks on the company requesting payment in advance are carried out e.g. verifying their latest set of accounts; previous transaction/work history with the company; checking their website and other sources of recent customer feedback; and
- where negotiable, only a deposit should be paid and final payment on receipt of goods to secure against potential loss.

EQUALITY IMPLICATIONS

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

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Matt Bowmer, 0208 379 5580, Matt.Bowmer@enfield.gov.uk

BACKGROUND REPORTS

Financial Regulations

October 2020

PREVIOUS COMMITTEE REPORTS

Authority	Paper A/4298/19	Financial Regulations Waivers 2020/21	29 April 2021
Executive	Paper E/659/20	Venues Supply Contracts	27 February 2020
Authority	Paper A/4266/19	Financial Regulations Waivers 2018/19	25 April 2019

APPENDICES ATTACHED

Appendix A	List of Authority Financial Regulation Waivers 2021/22
Appendix B	List of transferring contracts
Appendix C	Summary of relevant Financial Regulations

ABBREVIATIONS

LSC Leisure Services Contract
FR Financial Regulations

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Lee Valley Regional Park Authority
FINANCIAL REGULATIONS WAIVERS – 2021/22

Ref	Waiver Requested By	Waiver Agreed By	Approved	Fin Reg No	Reason for Waiver
1	Head of Asset Maintenance Corporate Director	Chief Executive Section 151 Officer (MB)	13/05/2022	FR570	Estimated Value between £10,000 and £25,000 Velodrome - roof modelling works. Order to be placed with original roof designer
2	Corporate Director	Deputy Chief Executive	27/05/2022	FR568	Estimated Value up to £1,000 Carpentry work at the new WDC - use the original builders / craftsman to carry out this snagging joinery work to maintain the look of the original construction
3	Head of Parklands Corporate Director	Chief Executive Section 151 Officer (MB)	24/06/2021	FR571	Estimated Value between £25,000 and the E.U. Thresholds Ranger Vehicle Fleet - purchase of specific vehicles, and non-availability of similar models from other makers
4	Corporate Director	Chief Executive Section 151 Officer (MB)	07/07/2021	FR571	Estimated Value between £25,000 and the E.U. Thresholds Feasibility Study Eton Manor - use of same design team as per Ice Centre due to knowledge of site, and understanding of how to efficiently achieve planning. No extra payment for new organisation to understand needs.
5	Corporate Director	Deputy Chief Executive Section 151 Officer (MB)	09/08/2021	FR569	Estimated Value between £1,000 and £10,000 MH Visitor Centre - repair of Coffee Machine by original provider. Only economical option for repair
6	Senior Events Manager Corporate Director	Chief Executive Section 151 Officer (MB)	09/08/2021	FR571	Estimated Value between £25,000 and the E.U. Thresholds Velopark - Event security (Track Champions League 2021 & Commonwealth Games 2022). Use of Security Company who are very familiar with Venues & QEOP. Timescale requires LVRPA arrange rather than GIL
7	Head of Asset Maintenance Corporate Director	Chief Executive Section 151 Officer (MB)	06/10/2021	FR571	Estimated Value between £25,000 and the E.U. Thresholds Velopark - Building Management System Controllers. Replacement by original installation company. No alternative supplier, as would need to replace full BMS system

Lee Valley Regional Park Authority
FINANCIAL REGULATIONS WAIVERS – 2021/22

Ref	Waiver Requested By	Waiver Agreed By	Approved	Fin Reg No	Reason for Waiver
8	Head of Asset Maintenance Corporate Director	Chief Executive Section 151 Officer (MB)	06/10/2021	FR571	Estimated Value between £25,000 and the E.U. Thresholds Velopark - UPS Battery Replacements. Full replacement of batteries. No alternative supplier without full system replacement
9	Head of Asset Maintenance Corporate Director	Chief Executive Section 151 Officer (MB)	18/11/2021	FR571	Estimated Value between £25,000 and the E.U. Thresholds LVHTC – UPS battery replacement. Use of incumbent supplier @ HtC & Velo. Replacement and outside waterproof enclosure. No alternative supplier without system replacement
10	Head of Asset Maintenance Corporate Director	Chief Executive Section 151 Officer (MB)	18/11/2021	FR570	Estimated Value between £10,000 and £25,000 Abercrombie Lodge – BMS system. Specialist area and only two like-for like quotes possible
11	Head of Asset Maintenance Corporate Director	Chief Executive Section 151 Officer (MB)	18/11/2021	FR569	Estimated Value between £1,000 and £10,000 DobbsWeir Drainage : Macerator. Appointment of contractor who had carried out survey and investigation works previously at site to identify Issue.
12	Corporate Director	Deputy Chief Executive Section 151 Officer (MB)	24/11/2022	FR569	Estimated Value between £1,000 and £10,000 Stansted Marina - service and certification of crate. Specialist areas and no second quote available. Additional repair works
13	Corporate Director	Deputy Chief Executive Section 151 Officer (MB)	02/12/2021	FR570	Estimated Value between £10,000 and £25,000 Stansted Marina - pump out machine replacement. Only one company can supply, and is standard across marinas. Same product used at Springfield
14	Corporate Director	Deputy Chief Executive Section 151 Officer (MB)	13/12/2021	FR571	Estimated Value between £25,000 and the E.U. Thresholds Campsites Lodges - Specification for the units was sent to three suppliers and only one company were able to supply the luxury glamping lodges, in the price bracket discussed within the timeframe required

Ref	Waiver Requested By	Waiver Agreed By	Approved	Fin Reg No	Reason for Waiver
15	Head of Asset Maintenance Corporate Director	Deputy Chief Executive Section 151 Officer (MB)	04/01/2022	FR571	Estimated Value between £25,000 and the E.U. Thresholds Air Purifier Units - research carried out with three separate companies able to supply, but only one manufactured units that were suited to conditions and spaces at venues/offices
16	Head of Property Deputy Chief Executive	Chief Executive Section 151 Officer (MB)	03/02/2022	FR571	Estimated Value between £25,000 and the E.U. Thresholds Land disposal - appointment of company involved with site over previous years to market site for disposal
17	Head of Parklands Corporate Director	Deputy Chief Executive Section 151 Officer (MB)	28/02/2022	FR569	Estimated Value between £1,000 and £10,000 Open spaces - RLCP sculpture train Use of original artist group for remedial works
18	Head of Parklands Corporate Director	Deputy Chief Executive Section 151 Officer (MB)	28/02/2022	FR569	Estimated Value between £1,000 and £10,000 Holyfield Hall Farm - 2nd Hand equipment purchase. No similar machinery available that meets current requirements

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Appendix 10

Part 2 – Transferring Contracts

Lee Valley VeloPark

	Supplier	Service/goods	Agreement	Comments
1.	ADT	Fire Alarm Service	04.2021 – 04.2024	
2.	ADT	Vesda	04.2021 – 04.2024	
3.	ADT	Access Control	04.2021 – 04.2024	
4.	ADT	Intruder Alarm	04.2021 – 04.2024	
5.	ADT	Dry Risers	04.2021 – 04.2024	
6.	ADT	Fire Hydrants	04.2021 – 04.2024	
7.	ADT	Care System 1 - Fire Telephone	04.2021 – 04.2024	
8.	ADT	Care System 2 - Disabled Toilets	04.2021 – 04.2024	
9.	ADT	British Telecom Redcare	04.2021 – 04.2024	
10.	SCS	Louvres	12/2021 – 12/2022	Twice yearly (done Nov 21)
11.	PROTOCOL (was Flowrite)	Air Conditioning	11/2021 – 10/2022	Twice yearly (done Nov 21)
12.	PROTOCOL (was Flowrite)	Fridges and Freezers	11/2021 – 10/2022	Twice yearly (done Jan 22)
13.	DAKTRONICS	Big Screens	06/2021 – 06/2022	
14.	BRIGHTABLIND	Blinds	04/2021 – 04/2024	Biennial test due Apr 2023 (done May 21)
15.	Vimto Out of Home	Slush machines	18/11/2021 - 17/11/2024	
16.	Rombouts	Coffee Machines (FOL)	07/01/2022 – 06/01/2025	
17.	Ticketmaster	Tickets for Good Friday event		
18.	Veolia	General Waste; Recycling Mixed; Biodegradable Kitchen and Canteen Waste	Contract expires 10/08/2022	

Lee Valley Hockey & Tennis Centre

	Supplier	Service/goods	Agreement	Comments
19.	ADT	Access Control	05/2021 – 05/2024	
20.	ADT	Care System 2 - Dis Toilet Alarms	05/2021 – 05/2024	
21.	ADT	Care System 2 - Fire Telephone / Dis Refuge	05/2021 – 05/2024	
22.	ADT/Tyco	Fire Hydrants (x9)	05/2021 – 05/2024	
23.	ADT	Intruder Alarm	05/2021 – 05/2024	
24.	ADT	Intruder Signal	05/2021 – 05/2024	
25.	ADT	Fire Signal	05/2021 – 05/2024	
26.	PROTOCOOL (was Flowrite)	Air Conditioning	11/2021 – 10/2022	Done twice a year one gold & one bronze service priced separately. Gold done on 17/12/21 Twice yearly (done Jan 22)
27.	PROTOCOOL (was Flowrite)	Fridges and Freezers	11/2021 – 10/2022	
28.	DAKTRONICS	Big Screens		
29.	Holiday Lighting (Emerg Light Testing - Navitas)	Floodlights - Hockey pitches and tennis courts		
30.	Technical Surfaces	Hockey Pitches		visit November 2022
31.	Irrigation Control	Pitch Sprinkler		
32.	Veolia	General Waste; Recycling Mixed	Contract expires 01/06/2022	

Lee Valley White Water Centre

	Supplier	Service/goods	Agreement	Comments
33.	RP Gibbs/ Kensa	Ground Source Heat Pumps		
34.	Kingfisher	Cold Water Tanks		
35.	Kingfisher	Bacterial Testing		
36.	Stanley Security	CCTV System		
37.	ADT	Intruder Alarm		
38.	ADT	Red Care		
39.	RP Gibbs/ AGM	Pressure Vessels		

40.	Xylem Water Solutions UK Ltd	Olympic course pump & Starter #1 Olympic course pump & Starter #2 Olympic course pump & Starter #3 Olympic course pump & Starter #4 Olympic course pump & Starter #5 Legacy course pump & Starter #1 Legacy course pump & Starter #2 Legacy course pump & Starter #3 Lake Intake Course Pumps & Starters #1 Lake Intake Course Pumps & Starters #2 Lake Intake Course Pumps & Starters #3		
41.	Steve Gibbon	AMP 5 Ltd- Drives and Pumps		
42.	Acternium Automation	Scala pump controle computer system reactive maintenance/Licencing		
43.	Rombouts	Coffee Machines (FOL)	28/11/2021 – 27/11/2024	
44.	GEMINI PARKING SOLUTIONS LONDON LTD	Car park management	29/03/2021 – 28/03/2024	
45.	Bywater	General Waste; Recycling Mixed; Glass	Contract expires 10/08/2022	

Lee Valley Athletics Centre

	Supplier	Service/goods	Agreement	Comments
46.	Window master	Automatic Windows	Contract expires 30/04/2022	
47.	Makart	Vending machines		
48.	Simply waste	Refuse Collection – general & Recycling Mixed	Contract expires 31/03/2023	

Lee Valley Riding Centre

	Supplier	Service/goods	Agreement	Comments
49.	Authority	Livery arrangements with customers	All subsisting livery agreements	
50.	Bywater	Waste services - Animal faeces, urine & manure; General Waste; Recycling Mixed	Contract expires 12/08/2022	

Other

	Supplier	Service/goods	Agreement	Comments
51.	Authority	Customer hires including club hires	All subsisting agreements, arrangements and licences relating to the exclusive or non-exclusive hire of any part of the Facilities (excluding for the avoidance of doubt all agreements relating to Special Events)	
52.	Daisy	Telephone lines		
53.	Voiceflex	Telephone lines		
54.	Zen	Telephone lines		
55.	PPS Net	MPLS Circuits		
56.	Photocopiers	Annodata		
57.	CCTV	March Networks		
58.	Vodafone	Mobile Phones		

SUMMARY OF RELEVANT FINANCIAL REGULATIONS

- 9 The Section 151 Officer in consultation and agreement with the Chief Executive or Deputy Chief Executive can allow exceptions to these regulations if it is believed that the interests of the Authority would be best served if the regulations were not applied. They must keep a written record of any exceptions and submit an annual report to full Authority summarising such decisions.

Thresholds for the Relevant Competitive Process, Including EU Thresholds

Estimated Value up to £1,000

- 568 Goods and Services up to £1,000 can be commissioned on the basis of one formal quote, subject to that good/service being of a one-off nature and in the opinion of the officer concerned represents good value for money and delivery capability before the order is placed. Orders should be placed in accordance with the normal procedures outlined in these Financial Regulations including the aggregation rules outlined in FR 567.

Estimated Value between £1,000 and £10,000

- 569 Providing the procedures outlined throughout these rules have been followed then at least two competitive quotes must be obtained and documented by the Chief Executive, Deputy Chief Executive or a Corporate Director giving consideration to value for money and delivery capability before an order is placed. Orders should be placed in accordance with the normal procedures outlined in these Financial Regulations including the aggregation rules outlined in FR 567.

Estimated Value between £10,000 and £25,000

- 570 Providing the procedures outlined throughout these rules have been followed then at least three competitive quotes must be obtained and documented by the Chief Executive, Deputy Chief Executive or a Corporate Director given consideration to value for money and delivery capability before an order is placed. Orders should be placed in accordance with the normal procedures outlined in these Financial Regulations including the aggregation rules outlined in FR 567.

Estimated Value between £25,000 and the E.U. Thresholds

- 571 These contracts must be let by following the competitive procurement procedures as defined in the Public Contract Regulations 2015. Advertisements must comply with the Public Contract Regulations 2015 and as a minimum be published on the Authority website using the appropriate standard template and the Contract Finder portal as defined in Public Contract Regulations 2015. 69 572 Contract award notices must be placed on the Contract Finder portal as required by Public Contract Regulations 2015.

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LEE VALLEY REGIONAL PARK AUTHORITY

AUTHORITY MEETING

28 APRIL 2022 AT 14:00

Agenda Item No:

6

Report No:

A/4317/22

WRITE OFF OF IRRECOVERABLE ARREARS 2021/22

Presented by the Head of Finance

SUMMARY

This report advises Members of delegated action taken by the Head of Finance to write off any irrecoverable arrears below the value of £2,000.

Amounts over this value require individual Member approval. There are no individual sums of irrecoverable arrears over £2,000 for 2021/22.

During 2021/22 there have been no debts written off under delegated authority.

RECOMMENDATION

Members Note: (1) no debts have been written off under delegated authority in 2021/22.

BACKGROUND

- 1 Members agreed delegated authority to the Head of Finance to write off irrecoverable debts with a value of up to £2,000 subject to an annual report on the exercise of that delegation (11 March 1999, Paper FP1594). This delegated authority is part of Financial Regulations (FR 401).
- 2 This report advises Members of action taken by the Head of Finance during 2021/22 to write off debts considered irrecoverable or uneconomic to pursue.

USE MADE OF DELEGATED POWERS TO WRITE OFF DEBTS

- 3 Debts written off under delegated authority occur where costs of recovery are anticipated to significantly exceed the debt and that the likelihood of recovery is small. Debt write off is only considered when all normal recovery procedures have been followed and exhausted.
- 4 The Head of Finance has not approved the write off of any debts under delegated authority during the 2021/22 financial year.
- 5 Currently the Authority has 7 debts which have been passed to external

recovery services. In total these amount to £32,620. Whilst these are in the recovery stage, unless otherwise advised, we assume the full debt will be recovered. Where there is an expectation that this may not be possible, we will in the first instance make a bad debt provision. We have made a provision of £16,800 directly relating to these debts. This sum relates to a single debt which has been outstanding since 2018.

- 6 The Authority raised 4,775 invoices during 2021/22, collecting net income of approximately £6.55 million.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 8 In addition to the specific bad debt provision of £16,800 relating to debts in recovery stage, the Authority has made an additional provision of £1,100 against other current debts that may potentially be written off at a future date. This represents 0.5% of the outstanding accounts receivable debtor balance as at 31 March 2022, and is in line with historic write off trends.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITIES IMPLICATIONS

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

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BACKGROUND REPORTS

Financial Regulations

October 2020

PREVIOUS COMMITTEE REPORTS

Authority

Paper A/4296/21

Write-off of Irrecoverable
Arrears 2020/21

29 April 2021

Authority	Paper A/4280/20	Write-off of Irrecoverable Arrears 2019/20	23 April 2020
Authority	Paper A/4269/19	Write off of Irrecoverable Arrears 2018/19	25 April 2019
Authority	Paper A/4253/18	Write off of Irrecoverable Arrears 2017/18	26 April 2018

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FOOD SAFETY POLICY

Presented by the Corporate Director

SUMMARY

The purpose of this report is to seek Member approval for the Food Safety Policy and associated procedure which has been updated as a result of changes to the staffing structure after commencement of the Leisure Service Contract.

The Executive Committee considered the updated Food Safety Policy/Procedure at a meeting earlier today (Paper E/761/22) and an oral update will be given at the Authority meeting.

RECOMMENDATION

Members Approve: (1) the Food Safety Policy and associated procedure attached as Appendix A to Paper E/761/22 for adoption.

BACKGROUND

- 1 The Authority has a register of Policies that ensure the organisation works efficiently and consistently towards delivering its Business Strategy. As required, new policies are introduced to safeguard the Authority and make sure that all staff are conforming to current legislation and best practice.
- 2 All of the food outlets within facilities were managed as part of the contract between the Authority and Lee Valley Leisure Trust Ltd (the Trust), with the Trust having its own procedures in place. With the end of the contract these food outlets returned to the Authority's control and a Food Safety Policy was adopted (paper A/4309/22). Following commencement of the new Leisure Service Contract with GLL the Food Safety Policy has been updated to reflect changes to the staffing structure.

FOOD SAFETY POLICY

- 3 The Executive Committee considered the updated Food Safety Policy/Procedure at a meeting earlier today (Paper E/761/22 – see Annex A to this report) and an oral update will be given at the Authority meeting.

- 4 Any environmental, financial, human resource, legal and risk management implications are covered in paper E/761/22 attached as Annex A to this report.
-

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PREVIOUS COMMITTEE REPORTS

Executive	E/744/21	Food Safety Policy	16 Dec 2021
Authority	A/4309/22	Food Safety Policy	20 Jan 2022
Executive	E/761/22	Food Safety Policy	28 April 2022

ANNEX ATTACHED

Annex A Paper E/761/22

LIST OF ABBREVIATIONS

GLL	Greenwich Leisure Ltd. (trading as Better)
the Trust	Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)

 <p>Lee Valley Regional Park Authority</p> <p>LEE VALLEY REGIONAL PARK AUTHORITY</p> <p>EXECUTIVE COMMITTEE</p> <p>28 APRIL 2022 AT 12:30</p>	<p><u>Agenda Item No:</u></p> <p><u>Report No:</u></p> <p>E/761/22</p>
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FOOD SAFETY POLICY

Presented by Corporate Director

EXECUTIVE SUMMARY

The purpose of this report is to seek Member approval for the updated Food Safety Policy and associated procedure and recommendation to Authority for its adoption. The Policy has been updated as a result of changes to the staffing structure after the commencement of the Leisure Service Contract.

In addition, with the commencement of the new Leisure Services Contract, it has been confirmed with the incoming contractor, Greenwich Leisure Ltd (GLL), that the same level of service and approach to food safety will be in place at all facilities they will be responsible for.

RECOMMENDATION

Members Approve: (1) recommendation of the updated Food Safety Policy and associated procedure to the Authority for adoption.

BACKGROUND

- 1 The Authority has a register of Policies that ensure the organisation works efficiently and consistently towards delivering its Business Strategy. As required, new policies are introduced to safeguard the Authority and make sure that all staff are conforming to current legislation and best practice.
- 2 All of the food outlets within facilities were managed as part of the contract between the Authority and Lee Valley Leisure Trust Ltd (the Trust), with the Trust having its own procedures in place. With the end of the contract these food outlets returned to the Authority's control and a Food Safety Policy was adopted (paper A/4309/22). Following commencement of the new Leisure Service Contract with GLL the Food Safety Policy has been updated to reflect changes to the staffing structure.

FOOD SAFETY POLICY

- 3 An update of the Food Safety Policy is attached at Appendix A of this report for Members consideration and approval and the Food Safety Procedure is an

annex to this policy.

- 4 The Food Safety Policy sets out the principles and practices that the Authority has adopted to meet with its legal obligations and its commitment to ensure the safety of both customers and staff when using any food outlet within the Authority's facilities or outside spaces.
- 5 As outlined in the Food Safety Policy, there are a range of legislative acts covering food safety of which the primary one is the Food Safety Act 1990.
- 6 The aim of the updated policy is to continue to ensure that the Authority complies with the relevant legislation and that any associated procedures safeguard both customers and staff at all times.
- 7 The change made to the policy is that of delegated responsibility, previously sitting with the Director of Operations and now sitting with the Corporate Director (highlighted within the attached Policy).

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

- 10 Existing staff resources will be used to manage and monitor the Food Safety Policy and accompanying procedure.

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 12 There will need to be regular training of all levels of staff in processes and monitoring as outlined in the Food Safety Procedure.

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive Authority	E/744/21 A/4309/22	Food Safety Policy Food Safety Policy	16 Dec 2021 20 Jan 2022
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APPENDIX ATTACHED

Appendix A Food Safety Policy

LIST OF ABBREVIATIONS

GLL Greenwich Leisure Ltd. (trading as Better)
the Trust Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)

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Food Safety Policy

April 2022

Reference: [Version 2]



This document is controlled by Lee Valley Regional Park Authority.

Lee Valley Regional Park Authority,
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i. Document Information

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Consultation:	Senior Management Team, Policy/Procedure Review Group, RDHS
Approved	Approved by: Executive Committee Approval Date: 16 December 2021 Review Frequency: Every 3 Years Next Review: December 2024

Version History		
Version	Date	Description
0.1	09 July 2021	Initial draft, circulated Policy/Procedure Group, RDHS, Regional Catering Teams
1	16 December 2021	Executive Meeting approved. Paper E//21
2		Updated version removing LSC transferred staff

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1. Context

- 1.1 The Lee Valley Regional Park Authority has a moral and legal duty to protect all visitors and staff from food-related illness, and other harm arising from food contamination. Within the Authority's operations, there are various processes by which customers, staff and contractors are provided with food and drink which include:
- High & low risk Food/drink provided 'in house'
 - High & low risk Food/drink via external Contracted caterers
 - High & low risk Food/drink via Contracted food retailers (Events)
- 1.2 By law, food safety must be managed using a documented, HACCP (Hazard Analysis Critical Control Point) based approach, and food handlers must be appropriately trained in food safety.
- 1.3 This policy identifies how the Authority helps to ensure these requirements are met; both for the food/drink that is provided by Authority staff 'in house', and that which is provided by external contractors.
- 1.4 The ultimate aim is to ensure food safety, and to ensure the Authority is able to demonstrate it has taken all reasonable precautions and exercised all due diligence to ensure that food is safe and wholesome.
- 1.5 The welfare of children and members of vulnerable groups is paramount, where these groups are unable to make their own decisions on what foods may pose a safety hazard to them.

2. Policy Aims

- 2.1 The Lee Valley Regional Park Authority has systems in place to ensure they have:
- Specified the management arrangements and responsibilities for ensuring food safety for food provided by Authority staff.
 - Specified the management arrangements and responsibilities for ensuring food safety for food provided by any contracted caterers and food retailers.
 - Provide specific food hygiene guidance and training to be followed by food handlers.



- Set out the reporting and assurance framework to ensure food safety within the Authority.
- Set out the relevant procedures and processes for the receipt and delivery of food products.
- Ensured there is ongoing training of staff and monitoring of all processes in the preparation, storage and eventual sale of foods to customers/staff

3. Food Safety Policy

3.1 Introduction

3.1.1 Lee Valley Regional Park Authority firmly believes in providing safe and nutritious food. The Authority wholly accepts its moral and legal duties to protect food from contamination and to comply with current food safety legislation, of which key legislation includes:

- The Food Safety Act 1990
- Food Standards Act 1999
- EU law Regulation (EC) 178/2002, 'General Food Law'
- Regulation (EC) No. 852/2004 on the hygiene of food stuffs
- The General Food Regulations 2004
- The Food Hygiene (England) Regulations 2006.
- Food Information Regulations 2014

3.1.2 Furthermore, the Authority aims to, where possible, set standards in line with best practice, as set down in the Industry Guides to Good Practice.

3.1.3 This Food Safety policy sets out the management arrangements and standards required to ensure that the Authority and any contractors employed by the Authority that carry out catering or retail of food/drink comply with legal requirements, with the ultimate aim to protect the Authority's staff and visitors from food-related illness, or other harm which may arise from the chemical, physical or microbiological contamination of food.

3.2 Definitions

3.2.1 **'Food'** is defined as articles and substances for human consumption. Food includes food ingredients, drink and ice.

'High risk food' is defined as food which supports the growth of micro-organisms and which is 'ready to eat' (i.e. there is no further step in the process, such as cooking, which will eliminate or reduce hazards to a safe level). Examples of high risk foods are cooked meat and meat products, cooked fish and fish products, dairy products, cooked rice and pasta and infant formulas.

'Low risk food' is defined as foods which:

- will not support the multiplication of micro-organisms, or



- foods which do support the multiplication of micro-organisms, but which will be subject to further processing such as cooking which will eliminate or reduce any hazards to a safe level.

Examples of low risk foods are many ambient stable foods such as bread, biscuits, sponges, cereals, and raw meat/fish.

NB. Low risk foods such as raw meat may be contaminated and transfer contamination to ready to eat foods, therefore controls must be in place to prevent such contamination.

'Food handler' is defined as any person involved in the service provision who handles or prepares food whether open (unwrapped) or packaged.

'High risk food handler' is a food handler who prepares open, high risk foods.

'Low risk food handler' is a food handler who handles low risk or wrapped food only.

'HACCP' (Hazard Analysis Critical Control Point) is a systematic way of analysing the potential hazards in a food operation, identifying the points in the operation where the hazards may occur, and deciding which points are critical to consumer safety. These are the critical control points (CCP's). The CCP's are then monitored and corrective action is taken if conditions at any CCP are not within safe limits. By law, food businesses must manage their food safety using a documented system based on HACCP principles. CCP's are defined as a step at which control can be applied and is critical to prevent or eliminate a food safety hazard or reduce it to an acceptable level.

'Appropriate training' for food handlers is as stipulated in the Safer Food, Better Business guidelines and as detailed within the relevant Food Safety procedure.

3.3 Roles and responsibilities

3.3.1 The roles and responsibilities for the food safety of food/drink provided by Authority staff and contracted caterers and food retailers are as follows:

- The Chief Executive holds ultimate responsibility for implementation of this policy.
- The Corporate Director holds delegated responsibility for the implementation of this policy and for ensuring the prevention of infection and control of food safety and is responsible for monitoring the placing of any external catering and food retail contracts as required by the Authority to support its in-house provision.
 - All staff (including permanent and temporary staff) are responsible for:
 - Adhering to this Food Safety Policy
 - Adhering to the Authority's food safety standards (as detailed in within the relevant Food Safety procedures).



- Reporting breaches of this policy or the food safety standards to the person in charge and to their line manager.
 - Ensuring they have received the appropriate training before handling food.
- Externally contracted caterers and food retailers are responsible for:
 - Ensuring that their organisation have robust systems in place to ensure food safety for the service they provide to the Authority. This will include a comprehensive, effective, documented food safety management system based on HACCP principles, and appropriate staff training, instruction and supervision.
 - Ensuring that their safety system for the operations which they carry out on behalf of the Authority is appropriate for this operation, and incorporates requirements from within this policy and standards identified within the relevant Food Safety procedures.
 - Ensuring that the safety training and instruction provided for their employees incorporates requirements from within this policy and standards identified within the relevant Food Safety procedures.
 - To maintain accurate HACCP documentation in an organised manner, and make documentation and the food safety system available for inspection or audit at all times.
 - Promptly informing the Authority of visits from local Environmental Health Practitioners, and providing the Authority with copies of all correspondence and reports to and from the local Environmental Health Practitioner.
 - Ensuring that any deficiencies within their defined areas of operation in respect of building and engineering elements, and all equipment are remedied in a timely manner. Any matters not within their defined areas should be reported immediately to the Authority's relevant facility manager.
 - Ensuring that recommendations made by pest control contractors are actioned, or reported to the Authority as necessary.
 - Informing the Authority of any serious or recurring food complaints, or allegations of food poisoning.
 - Informing the Authority, if for any reason the contractor is unable to effectively control critical control points, and/or meet legal requirement for food safety.

(Non-compliance with Authority policy by contract caterers and food retailers will result in termination of contract.)

3.3.2 For further information please see the relevant Food Safety procedure.

4. Food safety standards

4.1 Who is responsible for Food Safety Standards?



- 4.1.1 The Food Safety procedure details the food safety standards that Authority food handlers, supervisors and managers staff must follow and adhere to.
- 4.1.2 The Authority's HACCP plan is detailed on a site by site basis within their operational procedures. The generic Food Safety procedure supplements and provides additional detail to controls cited in each site's HACCP plan and HACCP pre-requisites such as personal hygiene, pest control, structure and cleaning and disinfection.
- 4.1.3 All organisations involved with providing catering or food retail services to the Authority will be expected to have their own, robust systems in place to ensure food safety. This will include a comprehensive, effective, documented food safety management system based on HACCP principles, and suitable staff training, instruction and supervision.
- 4.1.4 The food safety systems which contractors have in place must ensure compliance with food safety legislation, and wherever possible best practice as identified by industry guides to good practice. Relevant standards set down in the Food Safety procedure will be expected to be also met or exceeded by contracted caterers and food retailers i.e. although primarily designed for Authority food handlers, these standards must also be met by contractors, and where appropriate integrated into their own food safety systems.

4.2 Monitoring Compliance/Effectiveness

- 4.2.1 Monitoring will be carried out to ensure that this policy is implemented, and verification will be in place to ensure its effectiveness in preventing food borne illness and food contamination.
- 4.2.2 Processes in place in order to monitor and verify this policy include:
 - Day to day supervision of the Authority and any contractor's supervisory and management staff, and
Environmental Health Practitioner reports:
 - Mandatory inspections of catering and food retail outlets will be carried out by the local Environmental Health Practitioner. Copies of reports will be provided to the Facility Manager, the Authority and any catering contractor.
- 4.2.3 Internal audits:
The Contracts and Quality team will monitor the adherence to food hygiene standards via Lee Valley Facility Audits. If significant concerns are identified, these will be escalated as necessary.
- 4.2.4 External audits:
The Authority contracts the services of a Health and Safety consultancy, currently RDHS Safety Consultancy Limited, in order to carry out health and safety audits on an annual basis.



4.2.5 Complaint/Incident monitoring:

- Levels of food complaints, incidents and allegations received will serve to verify the effectiveness of the system.

4.2.6 Customer/staff feedback/satisfaction:

- The results of customer and staff feedback surveys and questionnaires will indicate the effectiveness of the food safety system (for example whether the temperature of food served is satisfactory).

5. Relevant Procedures

5.1 This policy is under-pinned by the Food Safety procedure and other policies/procedures.

5.2 This policy operates in conjunction with the following policies/procedures:

- Recruitment Policy
- Recruitment Procedure
- Training & Development Policy
- Equal Opportunity and Harassment Policy
- Whistleblowing Policy
- Anti-Fraud, Bribery and Corruption Policy

6. Policy Implementation

6.1 This policy will be available on the intranet pages for all employees to access. Once the policy has been approved, the Corporate Director and Facility Managers will be responsible for ensuring on behalf of the Authority's Senior Management Team that this is carried out.

7. Monitoring & Evaluation

7.1 The policy will be monitored and evaluated on effectiveness periodically.

8. Review

8.1 This policy will be reviewed in light of significant experience or new legislation, every three years or whichever is the earlier.



9. Glossary of Terms

Term	Definition
HACCP	Hazard Analysis Critical Control Point

10. Appendices

Food Safety Procedure

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Detail

Procedure name:	Food Safety
Issue Number:	2
Date Created:	November 21
Date updated:	April 22
Review Date:	April 23
Author (job title):	Senior Contracts and Quality Manager
Responsibilities:	It is the responsibility of the Health and Safety Contractor and Facility Managers to ensure that all catering team members comply with this Food Safety Procedure.

Contents

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Introduction

This procedure is to provide our visitors / staff with high quality, safe food. To help us to achieve this a Food Safety Management System based on the principles of Hazard Analysis Critical Control Points (HACCP) has been developed and implemented.

We recognise that our staff play an integral part in the production of safe, clean food and this procedure will help achieve our aims.

Aim

This Food Safety Procedure outlines practices related to ensuring catering provision across all catering outlets is delivered in accordance with legal responsibilities and customer (and staff) expectations.

Monitoring and Evaluation

This Procedure and supporting documents will be monitored by the Health and Safety Contractor and the Senior Contracts and Quality Manager to ensure they are followed correctly at an operational level. Evaluation of the procedure will take place annually and checks will be carried out at each facility audit to ensure compliance.

Relevance

This procedure is relevant to:

- Catering Duty Managers
- Catering Team Leaders/ Supervisors
- Catering Assistants
- Chefs
- Kitchen staff.

Staff Knowledge Requirements

All catering staff must adhere to the following procedure and report any concerns or non-compliance immediately to their line manager.

Staff Personal Hygiene

To keep food, colleagues and customers safe every member of the catering team working in a food-handling area must maintain a high level of personal hygiene, by following the Food Standards Agency (FSA) guidelines. Staff will be required to follow the guidance on Personal Hygiene, Correct Handwashing and Fitness for Work - [Click here for guidance.](#)

Managers are to ensure that all staff have read and understand the relevant documentation and have signed to that effect within their training records. Where staff are unsure of the expectations placed upon them, they must at the first opportunity discuss this with their line manager. Regular checks on staff hygiene are to be carried out by Duty Managers to ensure staff are abiding by the guidelines.

Staff Training

All new and existing staff members are required to complete relevant training/retraining before working within the catering team. The training listed below is not exhaustive but will cover all the areas especially relevant to those working within the catering areas at any Authority facility.

These include -

- Venue induction
- Catering induction
- *Catering Assistant* – Food Safety and Hygiene Course - Level 2
- *Catering Team Leader/Supervisor and above* - Supervising Food Safety in Catering – Level 3

All staff members must complete any organisational training requirements such as Safe Operation of Catering Equipment, Manual Handling and Control of Substances Hazardous to Health (COSHH).

A staff training matrix must be maintained at each site, detailing what training each staff member requires/has undertaken and their training records should also indicate when update training is required e.g. First Aid.

Although the Food Safety Course qualifications do not have an expiry term, it is recognised best practise to renew these every three years as a minimum and anyone involved within the catering section of a facility would be expected to hold Food Safety and Hygiene Course - Level 2. It is also important for all staff to maintain an appropriate level of Continued Professional Development (CPD).

Managers should ensure that all staff involved in the preparation and serving of food undertake regular documented refresher training on food safety and allergens. This should be at least every 12 months or if legislation changes. Any facility specific training will be organised through the HR department in liaison with the Health and Safety Contractor.

Safer Food, Better Business for Caterers

The food safety management pack has been developed to help small catering businesses such as restaurants, cafés and takeaways comply with food hygiene regulations and was introduced in January 2006 (last updated 29th January 2020).

The pack has been developed by the Food Standards Agency (FSA), working with catering businesses, to be practical and easy to use. Using this pack will help management and staff to:

- comply with food hygiene regulations – regular checks from Local Authority EHO.
- show what is required to make food safely
- manage and train staff
- protect the business's reputation
- improve the business, such as by wasting less food.

Catering check sheets have been developed in line with this management pack. Staff should store all completed check sheets until the next visit from a Local Authority Environmental Health Officer as these will be requested as part of their assessment. It will be the responsibility

of the responsible manager to monitor the catering check sheets and countersign on completion.

It is the responsibility of the Health and Safety Contractor to ensure that any changes to Safer Food, Better Business for Caterers are communicated to all staff/management immediately. With changes in legislation that may occur, it is vital to ensure that everyone working with food has the most up to date knowledge required for their role.

Hazard Analysis Critical Control Points (HACCP)

Hazard Analysis Critical Control Points (HACCP) is a method used to identify the hazards at each process step of the food production process and to ensure that the critical points within the process are checked to confirm the safety of the final product.

HACCP should cover the food production process (these are covered with in the food safety checks delivered on site):

- Purchase
- Storage - refrigerated/frozen/ambient
- Preparation - ready-to-eat/defrosting
- Cooking
- Cooling
- Reheating
- Service - hot and cold on site

Food Safety Checks

All relevant checks to be completed for the day, week or month for sign off and these will be printed and available for completion in catering folder located at each outlet within a venue. These checks are listed below.

Required checks	Frequency	Links
Opening/Closing check	Daily	Click Here
Weekly Cleaning check	Weekly	Click Here
Monthly Cleaning check	Monthly	Click Here
Delivery Temperature check	Daily (if required)*	Click Here
Fridge/Freezer temperature check	Daily	Click Here
Hot food & Hot hold	Daily (if required)*	Click Here
Cooking, Cooling & reheating	Daily (if required)*	Click Here
Probe calibration	Monthly	Click Here
Allergens	Daily	Click Here
Wastage sheet	Daily	Click Here

*Not all facilities will receive deliveries or cook hot food on a daily basis.

Records of all of the above checks must be kept and all recorded on the appropriate check sheet and any issues reported immediately. The Facility Manager should monitor the check sheets to ensure that they are being completed by staff to the requisite standard and at the correct intervals.

Opening and Closing checks

These are daily checks ensure that a catering outlet is safe and ready for opening to the public and is closed correctly each day to ensure compliance with food safety regulations. All check sheets should be counter signed by the facility manager to ensure these are being satisfactorily completed. Sheets should be filed and retained within the facility

Café Cleaning Guidelines

A list of cleaning to be undertaken daily and weekly kept in each area and completed. Any missed tasks and the reason the task was missed must be noted and communicated to the line manager. It will be the responsibility of the line manager to ensure the missed task is completed at the earliest opportunity, but at least within the following 24 hour period.

Catering specific cleaning products found in the chemical store cupboard located within the Kitchen / Catering Store and Café area. All cleaning products should be logged in the COSHH file and a regular check is undertaken on physical chemicals against the COSHH handbook. Any chemicals not listed should be removed until the relevant COSHH safety data sheets (SDS) are available. If COSHH SDS are not available for the unlisted chemical, these should be safely disposed of. All chemicals must have a COSHH SDS and COSHH risk assessment accompanying them.

Cleaning guidelines and responsibilities are shown in the cleaning schedule which will be monitored by the line manager and checked at the Facility Audits.

Deliveries

When placing orders, the person doing so must take in to account storage space as well as cleanliness of dry storage and fridge/freezer facilities. Good practice in these areas ensures that any goods received is safe to be stored on the premises. It is the responsibility of the catering staff at each facility to ensure that both dry storage and fridges/freezers are cleaned according to the relevant schedule to prevent the build-up of dirt/detritus. The responsible manager should ensure that cleaning schedules are adhered to and documented.

As part of the food safety daily check sheets, stock rotation including that from deliveries, will be monitored by the catering staff following the Storage and Stock Control procedure to ensure that no out of date food is retained.

Accepting a Delivery

The individual receiving the goods shall check:

- the delivered goods against the delivery note
- the condition of the goods is acceptable e.g. packaging intact
- the delivery note should clearly state the correct purchase order number, customer account number and the correct delivery address.
- Food temperatures are within HACCP parameters and temperature slip received.
- If delivery is correct, all delivery notes are signed by staff member.

Incorrect Goods

If the goods delivered are incorrect or are not in a suitable condition, the receiver should not accept or sign for the delivery.

Part Delivery or unexpected goods

Where an item has been omitted from the delivery, a note should be made on the delivery note as to the variation, along with date and signature, which should then be counter-signed by the Duty Manager for follow up.

Fridge/ Freezer checks

These are daily checks to ensure both fridges/freezers remain within the correct temperature parameters (refrigerator 1c – 5c and freezer -18c to -28c). In addition, catering staff should carry out regular checks on the use by dates of all food stored within fridges/freezers to ensure any out of date items are disposed of. The relevant responsible person at each facility should document any items that are disposed of as being out of date.

Cooking

Food must be stored at the required temperature before cooking. Once removed from storage it must be cooked for the recommended time and be temperature checked before serving to the customer.

A probe will be used to check food temperatures, with the results recorded on the Hot Food & Hot Hold check sheet. The probe should be calibrated at least monthly or according to the manufacturer's instructions to ensure it is functioning correctly by the delegated member of catering staff at the facility.

Food Displays

All foods (hot and cold) are to be displayed and stored using the specific product and food safety guidelines that determine:

- The length of time they can be displayed for
- How they should be displayed
- The correct temperature for food to be stored
- How often temperature checks need to be carried out
- When to dispose of the food when it has been on display for the predetermined time.

Hot Holding

Any food cooked and not immediately consumed should be held in appropriate temperature controlled conditions. This requires food to be kept above 63°C (checked by using a food probe for 30 seconds), and for no longer than 2 hours. This should be recorded on the Hot Food & Hot Hold temperature check sheet, with the relevant line/duty manager making spot checks to ensure compliance.

Allergens

Food business operators in the retail and catering sector are required to provide allergen information and follow labelling rules as set out in [food law](#). Managers should also ensure that staff have undergone relevant training, suitably recorded, to ensure customers are kept safe from allergens within their facility. <https://www.food.gov.uk/business-guidance/allergy-training-for-food-businesses>

This means that food business operators must:

- provide allergen information to the consumer for both prepacked and non-prepacked food and drink.
- handle and manage food allergens effectively in food preparation.
- ensure all staff involved in the preparation and serving/handling food for sale to the customer has been suitably trained in their responsibilities with regards to allergens in food

Food businesses need to tell customers if any food they provide contain any of the 14 listed allergens as an ingredient – [click here for more information](#). Managers responsible for catering at any outlet within the Authority need to review with the Health and safety contractor to see if they have considered all the options listed on the checklist for managers – see link. (<https://www.food.gov.uk/business-guidance/allergen-checklist-for-food-businesses#allergen-checklist-for-managers>)

It is essential that, before serving food to a customer, staff have checked with the customer by asking if there any specific allergens that staff need to be aware of - see link. (<https://www.food.gov.uk/business-guidance/allergen-checklist-for-food-businesses#allergen-checklist-for-waiters-and-front-of-house-staff>)

Staff in kitchens or food preparation areas need to be aware of the possibility of cross contamination due to the use of things like peanut oil within the food preparation area and should consider the questions listed on the allergen guidance. See link. (<https://www.food.gov.uk/business-guidance/allergen-checklist-for-food-businesses#allergen-checklist-for-kitchen-staff>).

Training within this area of food safety is delivered within the mandatory level 2 food safety training and must be undertaken by all staff involved, not only in the preparation of food, but serving food as well. Refresher training should be carried out on a 12 monthly basis and documented within the staff member's training records.

It will be the responsibility of the Health and Safety contractor to ensure that any changes to legislation with regard to allergens are complied with in a timely manner. (<https://www.food.gov.uk/business-guidance/introduction-to-allergen-labelling-changes-ppds>)

Wastage

There are three main waste streams to be considered for catering outlets within the Authority:

- Food
- Mixed waste recycling-plastic and cardboard
- General waste

Waste should be disposed of in the appropriate marked bin in the café /kitchen. The waste should then be transferred to the bin store.

All food waste is recorded on food wastage sheet and each week given to Duty Manager for calculation and sign off. Checks will be carried out on this process by the facility's General Manager on a regular basis, monthly as a minimum.

Serving the customer

Communication between staff and customers is key in the delivery of exceptional service. Therefore, all staff must be professional, pleasant, polite and approachable at all times. These standards will ensure that the customer enjoys an excellent customer experience and key information is delivered.

Key requirements for customer service:

- Greet all customers with a smile
- Acknowledge all customers to let them know you are aware that they are there and waiting to be served
- Serve the customer as quickly and efficiently as possible
- Listen to their requirements and inform customer of any relevant allergen and ingredient information (<https://www.food.gov.uk/business-guidance/allergen-checklist-for-food-businesses#allergen-checklist-for-waiters-and-front-of-house-staff>)
- If necessary, indicate any signage/items on the menu that may be of concern with regard to allergens if they are included within the 14 allergens listed. (<https://www.food.gov.uk/business-guidance/allergen-guidance-for-food-businesses#allergens>)
- Take the opportunity to up sell any additional items such as a drink or any current specials being delivered.
- If at peak times there is likely to be a waiting period between the ordering and the delivery of the food or drink please inform the customer of this at the time of the order and the approximate waiting time.
- Input items onto payment (e.g. till) system, take payment from customer, offer a receipt to the customer and ask customer to wait at collection point for their purchases.

All staff involved in serving the customer should have refresher training on a 12 monthly basis to ensure that standards of service and allergen checks are maintained.

Cleanliness and Hygiene (Inc. COVID-19)

Staff must consider the following (but not exhaustive) jobs for a clean catering outlet throughout their shift whilst open to the public to ensure hygiene standards are maintained. This includes:

- Clear and wipe down all tables, chairs, high chairs and serving area with blue roll & sanitiser
- All customer touch points
- Empty bins and clean lids
- Sweep floor as and when required
- Spot mop if required
- Empty and wash all drip trays, flush coffee machine

Management and Staff should be aware of any additional COVID-19 risk control measures put in place as outlined on the Government website (<https://www.gov.uk/coronavirus>). These may increase during times of high infection rates and may require additional safeguards to be put in place. It will be the responsibility of the responsible manager, aided by the Health and Safety Contractor to ensure suitable safeguards are instigated.

Handling Complaints

Be professional, pleasant and polite when dealing with the customer. Then take the appropriate action -

When dealing with the complaint:

- Listen to the customer and try not to interrupt unless for clarification
- Consider if you fully understand the nature of the complaint, if not seek further clarification
- Apologise to the customer and assure them that their complaint will be dealt with appropriately (if food safety/hygiene related please inform your manager immediately).
- Inform the customer how you are going to resolve the complaint (e.g. replacing a coffee served cold).
- If you cannot deal with the complaint or if the customer wishes to speak to somebody else contact your manager.
- Report the complaint to your line manager along with all details including any actions that you have taken

Monitoring

Food safety across all catering outlets is monitored/audited on a regular basis via both the following internal and external systems –

- Local Authority Environmental Health Officer inc. Food Hygiene ratings
- RDHS Food Safety Audit
- LVRPA Customer Journey Audit
- Trading Standards
- Periodic external Stock Take feedback
- Pest Control contractor routine visits

Any feedback from the above monitoring is to be recorded within the Catering Service Improvement Plan. These are reviewed and assessed by the Health and Safety Contractor and catering team before being actioned appropriately to deliver a safe, continually improving high standard of food service.

The Authority's Contract and Quality Officer will also report any immediate concerns on food safety, compliance and completion of forms to the Health and Safety Contractor for their information and additional visits as required.

Internal Forms

- Opening/Closing check
- Weekly Cleaning check
- Monthly Cleaning check
- Delivery Temperature check
- Fridge/Freezer temperature check
- Hot food & Hot hold check
- Cooking, Cooling & reheating check
- Probe calibration check
- Allergens
- Wastage sheet

External Forms

- N/A

Sources of Information

- Food Standards Agency
- Food Safety Act 1990
- HACCP
- Weights and Measures (Intoxicating Liquor) Order 1988
- FSA 'Cooksafe' – Food Safety Assurance System
- FSA 'Safer Food, Better Business For Caterers Pack
- LVRPA H&S Manual
- Trading Standards - Pricing
- Trading Standards - Business Guidance
- Basic Food Hygiene
- Allergy Training - <https://allergytraining.food.gov.uk/>

ICE CENTRE BORROWING STRATEGY

Presented by the Head of Finance

SUMMARY

The Authority agreed the financing strategy for the £30m Ice Centre Redevelopment project at its meeting on 29 April 2021 (Paper A/4300/21).

At that meeting Members approved a borrowing strategy of short term loans during the construction stage, followed by restructuring with long term loans repayable over the lifetime of the asset.

With the current national market volatility in interest rates, along with the international economic backdrop, there is a need to look for some flexibility to the agreed approach to be able to maximise the options available to the Authority.

RECOMMENDATION

Members Approve: (1) delegated authority to the Chief Executive, in consultation with the Chair, and the Section 151 Officer (with associated advice from treasury management consultants as necessary), to determine the borrowing requirements for the Ice Centre Redevelopment, as per paragraph 17 of this report.

BACKGROUND

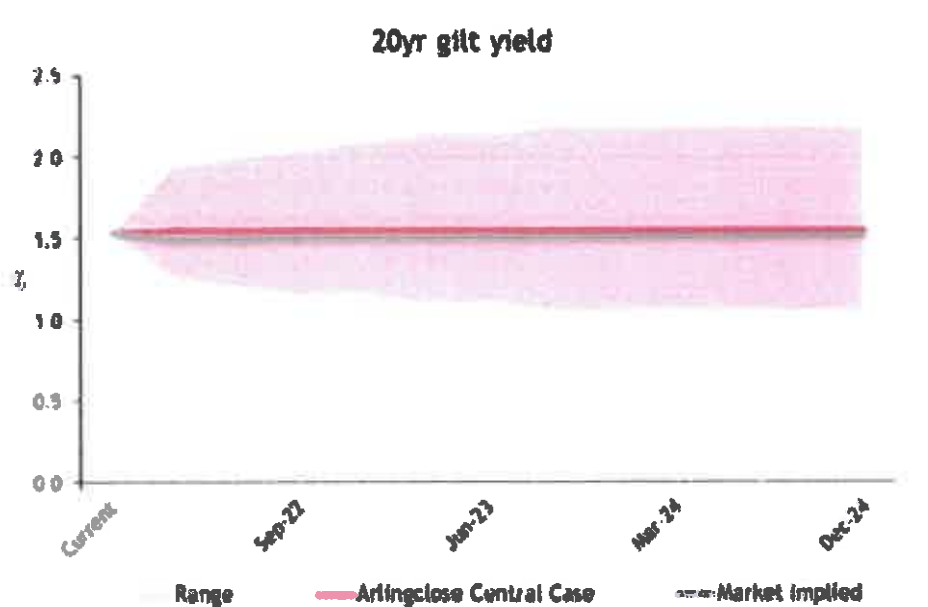
- 1 The Authority agreed the financing strategy for the £30m Ice Centre Redevelopment project at its meeting on 29 April 2021 (Paper A/4300/21). The total project budget, including contingency, for the construction was £30million. In addition, there was a further £600,000 of fixtures and fitting to be funded from Authority reserves.
- 2 Members previously agreed a strategy of short-term borrowing during the construction phase, to be replaced with long-term loans from Public Works Loans Board (PWLB) at completion. This approach was agreed following initial advice from Arlingclose, Treasury Advisor to London Borough of Enfield (and many other local authorities in the UK), and then through further review by a small working group.

- 3 Confirmation of our legislative ability to borrow long-term, per local authority regulatory powers, was confirmed through dialogue with the Secretary of State.
- 4 We eventually anticipated the need to finance circa £28m, with £1m of funding having been separately sourced from the London Borough of Waltham Forest.
- 5 So far, £15m has been borrowed short-term via the inter-local authority market, £10m of which is to be repaid in December 2022, and a further £5m in May 2023. There has also been some internal borrowing, which is where the Authority has borrowed against its cash reserves, meaning no borrowing cost (though we forego the ability to invest).
- 6 The deteriorating national and international economic outlooks, which have been developing since the initial borrowing strategy was agreed, means that officers are now returning to Members to propose a more nuanced approach to financing of the Ice Centre Redevelopment.

INTEREST RATE OUTLOOK

- 7 The model worked up for the initial financing strategy used a rate of 2.11% from PWLB for 40 years borrowing, however the equivalent rate (as at 14/04/2022) is 2.87%. Members will recall that short-term inter-authority borrowing is generally at rates considerably lower than PWLB – the three £5m tranches of short-term borrowing we currently hold are at 0.45%, 0.7% and 1.5%.
- 8 We have already seen one Bank of England base rate increase in recent weeks, and Arlingclose have priced in a second rate rise (in May) into their forecasting of 20 year gilt yields, which PWLB rates track plus 0.8%. This means PWLB rates could be heading towards rates in excess of 3%.

9



Forecast gilt yield, with possible rate ranges.

- 10 An illustrative example of a £28million Equal Instalment of Principal (EIP) loan at differing interest rates would see the following total interest payable over the life of the loan.

Interest Rate	Interest Charge £m	Cumulative Increase from 2.11% base £m	Cumulative Impact to 2032/33 £m
2.11%	11.963	-	-
2.50%	14.175	2.212	0.963
3.00%	17.010	5.047	2.197
3.50%	19.845	7.882	3.431

- 11 The cumulative impact of locking into a higher rate is considerable over 40 years – if we lock into a 3% rate, we will be paying an additional £5.1m of interest over 40 years, when compared to a rate of 2.11%. On an annual basis, we see a greater proportion of the impact in the initial years of the borrowing. This is because we will be borrowing long term on an “equal instalments” basis, meaning the principal is repaid on a straight-line basis each year, and the annual interest tapers down accordingly.
- 12 The additional interest would be manageable in terms of the Authority's medium-term financial plan, on an annual basis, but clearly it is preferable to avoid the extra cost.
- 13 Impact on Medium Term Financial Plan (MTFP) Revenue Outturn of different borrowing rates. Assumes repayment of long-term borrowing commences in 2023/24.

(Surplus)/Deficit	2022/23 £000s	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
As per MTFP	176.6	(253.1)	(1,063.0)	(1,067.0)	(1,084.8)
Borrowing @ 2.5%	176.6	(127.5)	(940.9)	(948.4)	(970.7)
Borrowing @ 3.0%	176.6	11.7	(805.2)	(816.2)	(842.0)
Borrowing @ 3.5%	176.6	150.8	(669.6)	(684.1)	(713.4)

* MTFP as amended for changes to Leisure Services Contract (LSC) Management Fee

PROPOSAL FOR REVISED APPROACH

- 14 The international economic backdrop as it currently stands, and the anticipated continuing increase in interest rates, means that PWLB borrowing is expected to increase its lending rates in the coming months.
- 15 As such Members are asked to agree to a flexible borrowing strategy, which will enable officers to lock into longer term borrowing when the market is at a

preferable position, or positions. This could mean retaining an element of short-term borrowing past the point of completion of the Ice Centre.

- 16 Borrowing would always be done in several tranches, rather than one block, in order to provide some flexibility. This would enable, for example, the Authority to pay down some debt early, should capital receipts be generated through a land sale.
- 17 Members are asked to give delegated authority to the Chief Executive, in consultation with the Chair, Section 151 Officer (with associated advice from Arlingclose as necessary), to take a flexible approach to the borrowing strategy for the Ice Centre Redevelopment financing, using a combination of long-term and short-term borrowing. Changes to the borrowing profile will be made at points at which the market is preferable, ensuring the best long-term financial outcome for the Authority.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 19 The financial implications are included within the body of the report.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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BACKGROUND PAPERS

None

PREVIOUS COMMITTEE REPORT

Authority A/4300/21 Lee Valley Ice Centre Redevelopment 29 April 2021

LIST OF ABBREVIATIONS

PWLB	Public Works Loans Board
MTFP	Medium Term Financial Plan
LSC	Leisure Services Contract
EIP	Equal Instalment of Principal

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