



**Lee Valley Regional Park Authority**

Myddelton House, Bulls Cross,

Enfield, Middlesex EN2 9HG

Admin issues: [committee@leevalleypark.org.uk](mailto:committee@leevalleypark.org.uk)

Tele: 01992 709806 / 7

Website: [www.leevalleypark.org.uk](http://www.leevalleypark.org.uk)

To: Paul Osborn (Chairman) Heather Johnson  
David Andrews (Vice Chairman) Chris Kennedy  
Susan Barker Graham McAndrew  
Ross Houston Gordon Nicholson

A meeting of the **EXECUTIVE COMMITTEE** (Quorum – 4) will be held at  
**Lee Valley White Water Centre**, Station Road, Waltham Cross, Herts, EN9 1AB on:

**THURSDAY, 24 OCTOBER 2024 AT 11:15**

at which the following business will be transacted:

**AGENDA**

**Part I**

1 To receive apologies for absence

2 DECLARATION OF INTERESTS

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

3 MINUTES OF LAST MEETING

To approve the Minutes of the meeting held on 19 September 2024  
(copy herewith)

4 PUBLIC SPEAKING

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

5 2025/26 REVENUE BUDGET – METHODOLOGY, Paper E/868/24  
ASSUMPTIONS AND TIMETABLE

Presented by Keith Kellard, Head of Finance

Presented by Dan Buck, Corporate Director

- 7 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.
- 8 Consider passing a resolution based on the principles of Section 100A(4) of the Local Government Act 1972, excluding the public and press from the meeting for the items of business listed on Part II of the Agenda, on the grounds that they involve the likely disclosure of exempt information as defined in those sections of Part I of Schedule 12A of the Act specified beneath each item. (There are no items currently listed for consideration in Part II.)

16 October 2024

Shaun Dawson  
Chief Executive

**LEE VALLEY REGIONAL PARK AUTHORITY**

**EXECUTIVE COMMITTEE  
19 SEPTEMBER 2024**

Members Present: Paul Osborn (Chairman) Heather Johnson  
David Andrews (Vice Chairman) Chris Kennedy  
Susan Barker Graham McAndrew  
Ross Houston (remote presence) Gordon Nicholson

In Attendance: John Bevan, David Gardner

Officers Present: Shaun Dawson - Chief Executive  
Beryl Foster - Deputy Chief Executive  
Dan Buck - Corporate Director  
Jon Carney - Corporate Director  
Keith Kellard - Head of Finance  
Victoria Yates - Head of Human Resources  
Marigold Wilberforce - Head of Property  
Julie Smith - Head of Legal  
Michael Sterry - Senior Accountant  
Jessica Whitehead - Volunteers Officer  
Sandra Bertschin - Committee & Members' Services Manager

In remote presence: Kevin Bartle – S151 Officer (London Borough of Enfield)

Part I

343 DECLARATIONS OF INTEREST

Name	Agenda Item No.	Nature of Interest	
Chris Kennedy	13	Wife is an employee of LLDC	<i>Non-Pecuniary</i>

344 MINUTES OF LAST MEETING

**THAT the minutes of the meeting held on 20 June 2024 be approved and signed.**

345 PUBLIC SPEAKING

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

346 Q1 REVENUE BUDGET MONITORING 2024/25

Paper E/860/24

The report was introduced by the Head of Finance.

In response to Members it was advised:

- additional expenditure across Policy and Performance mainly related to a business support post and the majority of this expenditure would be absorbed within the ongoing Marina Review;

- additional income at marinas reflected the focus on rechargeable works which maximised engineer productivity;
- details of the Minimum Revenue Provision would be included in future Revenue Budget Monitoring reports;
- an update on the Marina Review would be provided shortly;
- there has been no contact from the Administrators of the Lee Valley Ice Centre redevelopment main contractor since the Authority wrote to them in 2023, however the Administration process had been extended to August 2025.

**(1) the report;**

**(2) the revision to the agreed loss of income payment relating to the barrier installation at Lee Valley VeloPark, to be paid to Greenwich Leisure Limited as detailed in paragraph 14 of Paper E/860/24; and**

**(3) the loss of income payment relating to the Kayak Slalom Ramp at Lee Valley White Water Centre, to be paid to Greenwich Leisure Limited as detailed in paragraph 14 of Paper E/860/24 were noted.**

347 Q1 CAPITAL PROGRAMME BUDGET MONITORING 2024/25

Paper E/861/24

The report was introduced by the Head of Finance.

A Member suggested that an opening event be held for the St Paul's Field project.

Heather Johnson joined the meeting

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

348 FINANCIAL REGULATIONS REVIEW

Paper E/862/24

The report was introduced by the Head of Finance, including:

- it had recently been announced that the commencement date of the Procurement Act 2023 had been deferred to 24 February 2025 and this would be reflected in the report to Authority;
- procurement thresholds had not been updated since 2015 and following benchmarking new thresholds were proposed;
- a full review of Financial Regulations would be completed by April 2025.

**(1) the revised Financial Regulations as set out in Appendix A to Paper E/862/24 to be recommended to Authority was approved.**

349 UPDATED CORPORATE TRAVEL POLICY

Paper E/863/24

The report was introduced by the Head of Human Resources.

Member remarks included:

- concern regarding the modal split of Authority travel and the low proportion of electric vehicle usage;
- request that the restriction on travel by rail outside of Europe be reviewed;

- proposed deletion of paragraph 18.7 (gifts of hospitality);
- where travel is included within legitimate business invitations this should be accepted provided the visit is valid from a business perspective;
- within the City of London travel by taxi would probably be travel by electric vehicle;
- provision of EV charging across Authority venues should be encouraged; and
- HMRC mileage rates did not reflect the true cost of running a vehicle.

In response it was advised:

- a shift in staff travel modes was being encouraged and a salary sacrifice scheme for the purchase of electric vehicles was being considered;
- an electronic register of gifts and hospitality would be considered;
- the deletion of paragraph 18.7 would be considered;
- wording would be reviewed for acceptance of legitimate gifts of travel.

**(1) the Corporate Travel Policy attached at Appendix A to Paper E/863/24 be recommended to Authority was approved.**

350 UPDATED VOLUNTEER STRATEGY AND VOLUNTEER POLICY Paper E/864/24

The report was introduced by the Head of Human Resources.

A Member remarked that he had joined a volunteer group task and commended the working relationship with officers. He proposed that volunteer litter pickers also be provided with bin bag holders.

A Member thanked officers for their work on equality, diversity and inclusion. It was suggested that the aim of our volunteer base being representative of communities across the Park be included. It was advised that following work by the Volunteers Officer there had been a change in the profile of new volunteers coming forward including younger people and those from different backgrounds.

- (1) the Volunteer Policy attached at Appendix A to Paper E/864/24;**
- (2) the Volunteer Strategy attached at Appendix B to Paper E/864/24; and**
- (3) adoption of the term Global Majority throughout volunteer documentation and data be recommended to Authority were approved.**

351 OTHER BUSINESS – BEQUEST TO THE AUTHORITY

It was advised that the Authority would soon be receiving a monetary gift from the estate of an individual who had spent many happy hours in the Waltham Abbey area. Following receipt a report would be presented to Members including a proposal on how to commemorate the person.

352 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:

<b>Agenda Item No</b>	<b>Subject</b>	<b>Exempt Information Section Number</b>
12	Proposed Lease to UKPN on Three Sites at Stubbins Nursery and Holyfield Hall Farm North & South	3
13	Proposed Underlease of Part of Timber Lodge Lease, Queen Elizabeth Olympic Park, to Transport for London	3
353	PROPOSED LEASE TO UKPN ON THREE SITES AT STUBBINS NURSERY AND HOLYFIELD HALL NORTH & SOUTH	Paper E/865/24

The report was introduced by the Head of Property.

- (1) the grant of leases in accordance with the heads of terms set out in paragraph 5 of Paper E/865/24;**
- (2) an application be submitted under S21 of the Lee Valley Regional Park Act 1966 to the Secretary of State for consent to the disposal of an interest in land; and**
- (3) the signing and sealing of all necessary legal documentation were approved.**

354	PROPOSED UNDERLEASE OF PART OF TIMBER LODGE LEASE, QUEEN ELIZABETH OLYMPIC PARK, TO TRANSPORT FOR LONDON	Paper E/866/24
-----	--	----------------

The report was introduced by the Head of Property.

- (1) the granting of a Licence to underlet to the London Legacy Development Corporation on the terms set out in paragraph 11 of Paper E/866/24; and**
- (2) the signing and sealing of all documentation as necessary were approved.**

---

Chairman

---

Date

The meeting started at 10.31am and ended at 11.25am

**2025/26 REVENUE BUDGET –  
METHODOLOGY, ASSUMPTIONS AND TIMETABLE**

Presented by the Head of Finance

**EXECUTIVE SUMMARY**

The report sets out:

- the budget timetable for the 2025/26 budget process; and
- the proposed methodology and assumptions for preparation of the revenue and capital budgets for the year ahead.

**RECOMMENDATION**

Members Approve:                   (1)   the principles, assumptions and methodology for the 2025/26 revenue and capital budgets as set out in paragraphs 10 to 13 of this report.

**BACKGROUND**

1   The Authority’s business philosophy is to be “community focused and commercially driven”. It continues in its commitment to increase value and to enhance the visitor offer for constituent boroughs.

2   As set out in the Authority’s current 2024-27 Business Plan the aspiration is:

- to become a world class leisure destination;
- to establish a strong commercial base;
- to increase regional relevance and value; and
- to have an enhanced reputation and stronger political position.

3   The Authority, in recent years, has focused on the following areas to generate more income, develop the Park offer and strengthen the Authority’s financial position:

- implementing the retendered Leisure Services Contract (LSC) for the six sporting venues;
- investment in and developing the sports and non-sporting venues;
- investing in new business development, e.g. Lee Valley Ice Centre; and

- developing potential new opportunities e.g. Picketts Lock site, Lee Valley White Water Centre, Spitalbrook and Broxbourne Riverside and Eton Manor.
- 4 The Authority approaches the coming financial year from a stable financial position, helped in part by the levy increases in 2023/24 (9%) and 2024/25 (3%), required to support the increased costs and reduced income levels in those years. The reserves position were also significantly improved by the £1.8m VAT refund in respect of our Sporting Non-Business claim. Whilst we are still only mid-way through this financial year, the General Fund is anticipated to stand at £5.1m at year end. This is in line with the approved position of maintaining a general reserve above the current policy level of between £3m-£4m.
  - 5 However, it should be noted that the anticipated total cash balances at year end is expected to fall to £7.5m, which reflects that whilst the Authority has cash backed revenue reserves, there is now very little capital capacity due to our underlying internal debt balance. An analysis of reserves movement is shown at Appendix A to this report.
  - 6 The Authority had adopted a policy of an annual reduction to the levy for the eight years between 2010/11 and 2018/19, before a two year standstill position, followed by an increase in three of the following years.

The levy has reduced from £12.3m in 2010/11 to £10.97m in 2024/25, an actual cash reduction of £1.27m and a real terms decrease of £10.5m. If it had increased by RPI inflation, (the index used in the Levying Body Regulations), during that time it would have been £21.5m in 2024/25. The maximum levy amount chargeable is determined under the regulations, based on September RPI, and has been calculated at £34.86m for 2025/26.

The Authority is in a position whereby it no longer has the internal financial capacity to invest in the wider Park open spaces, infrastructure (sporting and non-sporting) and build facilities without the need for external investment, asset utilisation or borrowing. Any capital investment in the Park is reliant on either borrowing, capital receipts, grants or third party investment.

- 7 The Authority has a number of inflationary and budget pressures (which are set out below) facing it in the coming years. However, it continues to be mindful of the financial pressures facing contributing authorities and will continue to strive to minimise the impact of the levy; whilst balancing this against the delivery of its strategic objectives and fulfilling its statutory role.

## **KEY BUDGET OBJECTIVES**

- 8 The budget for 2025/26 needs to continue to address the need to both invest in the Park now and into the future, and create a resilience to ensure successful management in the long term.
- 9 The challenges for the organisation over the next few years are significant:
  - responding to the major financial impact caused by the huge increase in energy prices;
  - building a greater resilience against potential impact from future 'shock' events;



- successfully ensuring the continued operation and enhancement of the non-sporting venues transferred back to the Authority;
- generating additional income through a range of investment projects across all the Venues and the Park's open spaces;
- maintaining the standard and relevance of major sports venues which are now 12-18 years old; and
- enhancing the Regional Park as a visitor destination through a number of new developments; and marketing the Park to a regional audience and delivering greater value to the communities of London, Essex and Herts; and
- responding to our new Environment Policy, recognising the importance of investing in "green" initiatives, our uniqueness in the management of open spaces, habitat improvements, and reviewing green energy options.

## **BUDGET METHODOLOGY & ASSUMPTIONS**

- 10 It is proposed that existing service levels should be reviewed along with the latest approved forecast, with the 2025/26 base Budget constructed accordingly, to ensure a satisfactory link to delivery of the Authority's Business Plan.

There may remain reduced demand and income as a result of lower operating capacities and the general economic climate. This needs to be factored in along with looking at possible areas for income growth.

Budgets should also take account of efficiency savings found within the organisation over the last few years, and additional income targets generated as a result of any approved capital investment projects.

- 11 Any growth, savings and additional income already approved by Members for 2024/25 will be reviewed to ensure that they still meet the business objectives of the Authority and are deliverable. Focus should also be on ensuring that our operational venues, Campsites, Marinas, and Farm, have sufficient capacity to deliver.

However, it will still be necessary for the Authority to continue to look for any areas where efficiencies and savings can be found within the organisation.

- 12 General inflation rises, to reflect expected 2024/25 (outturn) prices, will need to be taken into account. The Retail Price Index (RPI) to September 2024 is currently 2.7%. The Consumer Price Index (CPI), the Government's preferred indicator, is 1.7%. At the September Monetary Policy Committee (MPC) meeting, the Bank of England, stated that they expected CPI to increase to around 2.5% towards the end of 2024, and that they would continue to remain restrictive with regard to the Bank Rate, until the risks to the inflation target of 2% in the medium term had dissipated. The Bank Rate was lowered to 5.00% in August, with the next MPC meeting scheduled for 7 November 2024.

The core assumptions to be included in the 2025/26 budget are listed below.

- The pay settlement for 2024/25 has yet to be agreed. In May 2024, National Employers offered an increase of £1,290 per pay point, with an increase of 2.5% on all points above the National Joint Council for Local Government Services (NJC) scale. This would represent approximately

a 3.5% increase to our employee costs. This offer has been rejected by two of the three main unions, who are balloting for industrial action. Both ballots ended in mid-October 2024, with results not yet announced. The recently announced public sector pay review does not apply to those covered by the NJC conditions. We included provision for a 4% pay award in the 2024/25 budget, and again **propose a 4% increase in employee costs for 2025/26.**

- The National Budget will be announced on 30 October 2024, and may include provision for increases to taxation on employers, such as rising National Insurance costs. Any subsequently announced change will be factored into the proposed budget.
- Agreed rises in contracted items, for example Grounds Maintenance or ITC licences, which will inflate by agreed contractual sums (usually CPI or RPI rate as at a specified month).
- Inflation at 2.2% in line with CPI increases in non-employer costs, although services levels should be reviewed from a zero base to ensure appropriate budget allowance.
- Energy costs - our current agreement with Laser (Public Bodies Energy Procurement Consortium) for the period October 2023 to September 2024, saw energy prices increase by around 7% against the previous year. We expect to receive the energy prices from the period October 2024 to September 2025 in mid-October 2024. However, initial Laser estimates are for prices to remain at similar levels for the foreseeable future. Laser will also supply a revised longer term price forecast that will allow us to forecast costs from October 2025, although given the volatile geopolitical position, it may be prudent to allow some contingency for any price increase above the estimated level for the second half of 2025/26.
- Insurance premiums have continued to increase significantly year on year, with premiums incurring a 10% rating increase on the main policy, and 25% to motor policy, that along with increases in sums insured, rising employee salary costs, changes to insurable assets, and claims history has seen a 16% increase to the total premium paid in October 2023. Expectations are that premiums will continue to grow in the short term, so we have included provision for a 15% increase from October 2025.
- Fees and Charges make up around 55% (2024/25 budget £4.2m) of our non-Levy income (£7.7m) with this split roughly 50/50 between semi-fixed (e.g. marina mooring, caravan static and storage) and more variable (e.g. touring, car parking and rechargeable works) income. Fees and charges are revised each year, and based on the Fees & Charges Policy, are broadly based on the September RPI figure, taking into account local factors and service demand. The Fees and Charges paper is due to be presented to Members in December with the majority of fees and charges commencing in March/April 2025.
- Other income is raised by commercial rents and leases and event space hire which are subject to the terms set out in the lease/rent/contract

agreements.

- Additional income growth and/or efficiency savings could be achieved through minor capital investment projects at venues. However, a funding strategy to deliver any investments would be required.
- The Authority's annual levy is determined annually and is subject to the estimated budget requirements for the year ahead and economic circumstances at that time. Members previously approved a 3% increase to the levy in 2024/25, at a total cash value of £10.97m. Over the past 15 years the levy has been reduced by £10.5million in real terms. This reduction has been achieved through the income generated from the Olympic Legacy venues and third party management, income achieved found through investments across all venues, service reviews delivering efficiencies, and also a reduction in the revenue resourcing of the asset management programme and capital programme.

13 In addition, there are a number of other factors which will need to be taken into account in 2025/26 before setting the Levy as they could significantly affect the budget requirement for next year. At this stage these include:

- the need to continue to fund asset maintenance and investment, as well as to rebuild overall capital reserves that have been depleted in recent years, following both the Covid-19 pandemic, but also through investment into venues both prior to the commencement of the LSC, and as a result of newer projects e.g. LED lighting;
- as mentioned in paragraph 12, employee cost increases in the Medium Term Financial Plan are estimated at 4% for 2024/25, however current pay negotiations are still ongoing and yet to be finalised;
- priority areas resulting from the realignment of resources to the priorities within the Authority's Business Plan;
- with recent investments to support the LSC sporting venues, as well as open spaces and infrastructure projects, and small scheme business investments, capital reserves have been depleted. Future major investment schemes will require funding from additional contributions as well as other sources, for example, land sale receipts, borrowing and third party contributions. A revised capital programme will be considered by Members at Executive Committee in January 2025;
- investment income returns over the past year have been healthy, due to the Bank of England Base Rate having been at 5.25% since August 2023. However, with the recent reduction to 5.00%, with forecasts of further reductions in the mid-term, along with likely cash holding falling to below £8m by year end, will see a reduction in investment income. Our mid-term (investments over 1 month) have been around 5% during 2024, although a revision to between 3.5% - 4% is proposed for 2025/26. Actual returns will be dependent on how much of the existing funds are reinvested; the period of time they are invested for and the demands on cash for both revenue and capital expenditure in future years alongside any potential land sales that materialise. Investment returns are currently estimated at £200,000 based on expected balances and return rates;

- the LSC Management Fee is built into the Leisure Operators Base Trading Account (LOBTA) that sets out the financial operational position for Greenwich Leisure Ltd (GLL) for the duration of the contract. The proposed fee for year 4, is a payment from GLL to the Authority of £671,000 which will be included in the base budget for 2025/26; and
- additionally, Members should also be mindful that there is an outstanding retention fee of around £800,000 due to Buckingham for the construction of Lee Valley Ice Centre. With Buckingham now in administration, the Authority is having to fund outstanding snagging works on the venue. Whilst we are confident following external legal advice that our costs can be offset against the retention and associated late fees due, until there is a final settlement we may be subject to payment of the retention to the Administrator.

## **BUDGET UNCERTAINTIES**

- 14 The 2024-2027 Business Plan sets out a number of key projects and initiatives over the coming years that will need to be considered in the longer term financial strategy with regards to funding. Support resourcing will be needed for a number of these projects, with an opportunity to review whether it would be appropriate to utilise some of the current General Fund reserve to fund these.

These include, but are not limited to:

- Environment Policy;
  - open spaces and landscape improvements;
  - asset maintenance following full estate asset condition surveys;
  - Queen Elizabeth Olympic Park estate (Lee Valley VeloPark, Eton Manor, North Wall Road);
  - Spitalbrook and Broxbourne Riverside;
  - Lee Valley Whitewater Centre;
  - Lee Valley Leisure Complex, Picketts Lock; and
  - Ramme Marsh.
- 15 Additionally, there are always a number of issues which can have an impact on the Authority's budget during a year, but the size and/or timing of the financial impact tends to be uncertain. For example, further increases in utility, fuel/travel costs. Members agreed for 2024/25 to allocate a small contingency for such events that impact operations, and it may be prudent to continue to allow a buffer contingency in the coming years to offset some of these events.

## **LEISURE SERVICES CONTRACT**

- 16 The LSC transfers the majority of the risk for income from the Authority to the contractor and minimises the need to consider shortfalls at these major venues as an ongoing risk. For next year the base Management Fee payable by GLL is set out in the LOBTA and any variation from the financial position in the LOBTA falls to GLL.
- 17 However, as part of the shared risk position for utilities at the LSC venues, the Authority takes the risk for tariff and GLL takes the risk for utility consumption. This arrangement was due to end after the first two contract years, however both parties are discussing an amendment to the contract to agree the most beneficial risk profile for year 3 onwards.

This will mean an annual benchmarking of both utility consumption targets as well as utility costs each year, and will revise the annual Management Fee payable, as well as make provision for an end of contract year adjustment.

Within the 2024/25 budget, we have included provision for a payment of c. £0.95m. This is however, subject to consumption levels and energy price changes. We are awaiting confirmation from GLL of their utility prices from October 2024, and subject to the finalisation of the contract variation, will be agreeing the consumption targets for 2024/25 which will in turn form the basis for 2025/26.

## **CAPITAL AND ASSET MAINTENANCE CONTRIBUTIONS**

- 18 As previously mentioned, the Authority adopted a policy of an annual reduction to the levy between 2010/11 and 2018/19, with the Levy for 2024/25 of £10.97m being £1.3m lower in cash terms than it was in 2010/11, and over £10.5m lower in real terms. One of the core areas where savings were found was in relation to contribution towards capital expenditure and asset maintenance.

In 2010/11, the total contribution towards assets was £2.31m, with £1.8m directly to funding the capital programme. By 2018/19 this had reduced to £1.2m, of which £0.7m funded capital. This was in addition to the reserves held in 2011/12 of £5.7m capital fund, and £7.7m asset maintenance.

- 19 Currently, the Authority only contributes £1.25m towards asset maintenance, and nothing for future capital expenditure. The asset maintenance reserve is forecast to be fully spent by year-end, and there cash been a £NIL capital fund for a number of years. Whilst there is a capital receipts reserve of £7.1m, this is more that balanced off by internal debt of £9.4m and leave very little capacity for future maintenance and investment requirements.
- 20 We are currently carrying out a condition survey review on all the Authority built assets, as well as looking at bridge and pathways as part of the wider infrastructure. This will likely lead to additional costs and future demands on maintenance budgets, and consideration should be given towards an inflation rate increase to the annual Levy for an additional contribution for funding of asset maintenance and capital expenditure.

## **RESERVES POLICY**

- 21 It is important that without any contingency, budget uncertainties combined with the level of income generation that the Authority relies upon, that Members keep the existing policy on revenue reserves under annual review ensuring minimum levels of cash reserves are maintained to deal with unforeseen circumstances. The level Members have currently agreed for the general fund is between £3m-£4m.
- 22 The Medium Term Financial Plan review requires Members and the Chief Financial Officer (CFO) to establish and maintain a general reserve to help cushion the impact of uneven cash flows to avoid temporary borrowing and to provide a cushion for unexpected events or emergencies. Other earmarked reserves, e.g. the insurance fund, are established to deal with specific matters. The Authority currently has an insurance fund of £0.4m that deals with

excesses on the existing policies, i.e. £10,000, or uninsured/self-insured items.

- 23 In order to assess the adequacy of the general fund reserve when setting the 2025/26 budget the CFO and Members should take account of the strategic, operational and financial risks facing the Authority. This should assess external risks e.g. emergencies, and internal risks e.g. ability to deliver financial efficiencies in the organisation. All operational and financial risks should be properly assessed and effective controls put in place to manage these. Financial risks should be assessed and these include:

- assumptions around inflation and interest rates;
- estimates and timing of capital receipts and expenditure;
- the treatment of demand led pressures;
- the treatment of planned efficiency savings;
- the availability of existing reserves;
- the general economic climate;
- the increase in utility costs; and
- potential costs of maintaining aging venues and infrastructure.

These factors are inherently considered at the time of approving the budget and levy and the assumptions in this paper help to deal with accounting for these risks.

- 24 The level of general reserve should be considered in terms of the Medium Term Financial Plan and the risks identified in the corporate risk register. Balancing the annual budget by drawing on general reserves may have been a legitimate short-term option, but it is not now prudent to finance planned on-going expenditure in this way.
- 25 Therefore, current guidance sets the framework for consideration when setting reserves but does not prescribe amounts that the Authority should allocate. It is therefore important that Members assess the risk impact themselves and set a level of reserves accordingly.

## **BUDGET APPROVAL**

- 26 The Authority is required to determine its Levy by 24 January in each year. This requirement will be met as Members are scheduled to consider and approve a Revenue Budget and Levy for 2025/26 at the Authority meeting on 23 January 2025.
- 27 Committee Terms of Reference and Financial Regulations require the Executive Committee to recommend a budget and Levy to the Authority. The Executive Committee are scheduled to consider the 2025/26 budget and Levy options at their meeting on 23 January 2025 (following a Budget Workshop on 19 December 2024).
- 28 We are then required to notify contributing authorities by no later than 15 February in the year preceding that levy, of the total levy and apportionment to each contributing authority.

## **ENVIRONMENTAL IMPLICATIONS**

- 29 There are no environmental implications arising directly from the

recommendations in this report.

### **FINANCIAL IMPLICATIONS**

- 30 The financial implications arising directly from the recommendations in this report are dealt with within the main body of the report.

### **HUMAN RESOURCE IMPLICATIONS**

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

### **LEGAL IMPLICATIONS**

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

### **RISK MANAGEMENT IMPLICATIONS**

- 33 The strategic risk register SR3 highlights the risk of insufficient and/or inappropriate allocation of future resources to meet objectives. This risk can to a certain degree be mitigated by reviewing the Medium Term Financial Plan.

---

Author: Keith Kellard, 01992 709 864, [kkellard@leevalleypark.org.uk](mailto:kkellard@leevalleypark.org.uk)

### **PREVIOUS COMMITTEE REPORTS**

Authority Paper A/4346/24 Proposed Budget & Levy 2024/25 18 January 2024

### **APPENDICES ATTACHED**

Appendix A Analysis of Usable & Unusable Reserves  
Appendix B Budget 2025/26 Working Timetable

### **LIST OF ABBREVIATIONS**

CPI Consumer Price Index  
RPI Retail Price Index  
MTFP Medium Term Financial Plan  
LSC Leisure Services Contract  
CFO Chief Financial Officer  
NJC National Joint Council  
GLL Greenwich Leisure Ltd  
LOBTA Leisure Operators Base Trading Account

## Appendix A

## Analysis of Usable &amp; Unusable Reserves

<b>Closing Balance Forecasts</b>	<b>2023/24</b> £000s	<b>2024/25</b> £000s
General Fund	(4,991.2)	(5,017.2)
Other Earmarked Reserves	(1,698.9)	(1,447.3)
Asset Maintenance Reserve	(119.9)	37.1
Usable Capital Receipts	(9,964.0)	(7,182.8)
<b>Total Usable Reserves</b>	<b>(16,774.0)</b>	<b>(13,750.2)</b>
Capital Financing Requirement	32,446.0	32,419.6
External Borrowing	(25,000.0)	(23,000.0)
<b>Net Internal Borrowing</b>	<b>7,446.0</b>	<b>9,419.6</b>
Creditors/Debtors - General Liabilities	(5,835.9)	(3,273.7)
<b>Net Closing Cash Balance</b>	<b>(15,163.9)</b>	<b>(7,464.3)</b>



**Appendix B****Budget 2025/26 Working Timetable**

<b>Date</b>	<b>Details</b>
30/08/2024	Fees & Charges 2025/26 Process Commence
29/09/2024	Return of initial F&C Proposals
October	Review & Discussion of Fees and Charges
02/10/2024	Draft Budget Methodology Paper
09/10/2024	MTFP - Update 24/25 base to reflect expected changes
09/10/2024	SMT Budget Discussion
11/10/2024	Finalise Methodology Paper
16/10/2024	Circulate Budget Working Papers (inc Employee Sheets)
24/10/2024	Budget Methodology Paper to Executive
01/11/2024	Initial Return of proposed budget sheets
13/11/2023	SMT / HoS Budget Discussion
November	Revision, Review & Finalisation of Fees and Charges
November	Review & Discussion of Revenue Budgets
November	Review Capital Budgets
20/11/2024	First Draft Revenue & Capital Budgets
19/12/2024	Fees & Charges to Executive
19/12/2024	Budget Workshop 1
21/12/2023	Finalise Draft Budget 2024/25 Revenue & Capital
09/01/2025	Budget Workshop 2 if Required
10/01/2025	Finalise Draft Committee Papers
23/01/2025	Executive & Authority Committee to approve Budgets

---



**LEE VALLEY REGIONAL PARK AUTHORITY**  
**EXECUTIVE COMMITTEE**  
**24 OCTOBER 2024 AT 11:15**

**Agenda Item No:**

**6**

**Report No:**

**E/867/24**

## **RISK REGISTER 2024/25**

Presented by the Corporate Director

### **EXECUTIVE SUMMARY**

At each Audit Committee Members review the Risk Register for progress against existing actions and to ensure that the Risk Register remains relevant to deal with the corporate risks facing the organisation.

The Executive Committee are requested to note the contents of the Risk Register and associated paper presented and approved at a meeting of the Audit Committee held on 19 September 2024 (Paper AUD/153/24), and an oral update will be given at the Executive Committee.

### **RECOMMENDATIONS**

- Members note:
- (1) the Corporate Risk Register included at Appendix A to Paper AUD/153/24; and
  - (2) the update of the arrows and addition of a key in the Risk Register.

### **BACKGROUND**

- 1 Risk management is one of the key internal controls for an organisation. Members need to ensure that a sound system of internal control is maintained and an annual review of the effectiveness of the system of internal control is conducted to provide sufficient, relevant and reliable assurance to enable them to authorise the signing of the Authority's Annual Governance Statement (which is published with the financial statements).
- 2 The Corporate Risk Register has been revised for strategy, format and content. The strategy has been revised and updated twice since 2005 at the Audit Committee (May 2010, Paper AUD/06/10 and June 2012, Paper AUD/30/12) and was reviewed by officers and Members as part of a Risk Management Workshop and was formally approved by the Audit Committee in June 2018 (Paper AUD/90/18). Subsequent to this workshop, a further workshop was held in March 2022 and an invitation to attend was extended to all Members and the strategy, format and content was reviewed again and was formally approved by the Audit Committee in June 2022 (Paper AUD/126/22).

- 3 As part of the process it was noted that it will be the responsibility of the Audit Committee as per its terms of reference to continue to monitor and review the Authority's risk management policies and procedures which include the review of the Authority Corporate Risk Register (and any sub-Risk Registers) at their programmed meetings. On completion of the meeting, the Audit Committee will approve the Corporate Risk Register and present this to the Executive Committee highlighting any changes or areas of medium to high risk that are of concern.

## CORPORATE RISK REGISTER

- 4 The Audit Committee approved the Corporate Risk Register at a meeting on 19 October 2024 (Paper AUD/153/24) – see Annex A to this report) and an oral update will be given at the Executive Committee.
- 5 There has been a change to how progress is represented by the arrows within in the Risk Register following feedback from Members at the last Audit Committee.

If there has been no change in the Residual Risk score, the arrows will be set to '←→' as there has been no movement since last report. If the risk has increased this will be denoted by an 'Up' arrow (↑) and if the score has gone down, the 'down' arrow (↓) will be displayed.

- 6 Any environmental, financial, human resource, legal and risk management implications are covered in Paper AUD/153/24 attached as Annex A to this report.

Author: Simon Clark, 01992 709 893, sclark@leevalleypark.org.uk

## PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/153/24	Risk Register 2023/24	19 September 2024
Audit Committee	AUD/144/24	Risk Register 2023/24	29 February 2024
Audit Committee	AUD/138/23	Risk Register 2023/24	21 September 2023
Executive Committee	E/814/23	Risk Register 2023/24	20 July 2023
Audit Committee	AUD/132/23	Risk Register 2022/23	22 June 2023
Executive Committee	E/803/22	Risk Register 2022/23	23 March 2023
Audit Committee	AUD/131/23	Risk Register 2022/23	23 February 2023
Executive Committee	E/778/22	Risk Register 2022/23	20 October 2022
Audit Committee	AUD/129/22	Risk Register 2022/23	22 September 2022
Audit Committee	AUD/126/22	Risk Register 2021/22	23 June 2022
Audit Committee	AUD/123/21	Risk Register 2021/22	23 September 2021
Audit Committee	AUD/118/21	Risk Register 2020/21	24 June 2021
Audit Committee	AUD/116/21	Risk Register 2020/21	25 February 2021
Audit Committee	AUD/113/20	Risk Register 2020/21	22 October 2020
Audit Committee	AUD/111/20	Risk Register 2020/21	25 June 2020
Executive Committee	E/674/20	Emergency Budget 2020/21	21 May 2020
Audit Committee	AUD/106/20	Risk Register 2019/20	27 February 2020
Audit Committee	AUD/104/19	Risk Register 2019/20	19 September 2019
Audit Committee	AUD/101/19	Risk Register 2019/20	20 June 2019

Audit Committee  
Audit Risk Workshop

AUD/97/19


Risk Register 2018/19

14 February 2019  
07 June 2018

**ANNEX ATTACHED**

Annex A

Paper AUD/153/24

 <p><b>LEE VALLEY REGIONAL PARK AUTHORITY</b></p> <p><b>AUDIT COMMITTEE</b></p> <p><b>19 SEPTEMBER 2024 AT 13:00</b></p>	<p><b><u>Agenda Item No:</u></b></p> <p><b><u>Report No:</u></b></p> <p><b>AUD/153/24</b></p>
---	--

**RISK REGISTER 2024/25**

Presented by the Corporate Director (S&L)

**SUMMARY**

At each Audit Committee Members review the Risk Register for progress against existing actions and to ensure that the Risk Register remains relevant to deal with the corporate risks facing the organisation.

At the Audit Committee in June 2024 (Paper AUD/149/24) Members approved the updated risk management strategy and corporate risk register and made a recommendation to review the purpose and meaning of the arrows on the register and add a key.

The purpose of the arrows has now been reviewed and a key has been added to the register.

The risk management strategy and corporate risk register assists Members in their consideration and approval of the Annual Governance Statement as a key part of the financial statements. A robust risk management framework and register is one key element of the Annual Governance Statement and a source of assurance for Members in approving this statement year on year as part of the published accounts.

**RECOMMENDATIONS**

Members Approve: (1) the Corporate Risk Register included at Appendix A to this report; and

Members Note: (2) the update of the arrows and addition of a key in the Risk Register.

**BACKGROUND**

1. Risk management is one of the key internal controls for an organisation. Members need to ensure that a sound system of internal control is maintained and an annual review of the effectiveness of the system of internal control is conducted to provide sufficient, relevant and reliable assurance to enable them to authorise the signing of the Authority’s Annual Governance Statement (which is published with the financial statements).
2. Regulation 3 of the Accounts and Audit Regulations 2015 requires that:

“A relevant authority must ensure that it has a sound system of internal control which:

- facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- ensures that the financial and operational management of the authority is effective; and
- includes effective arrangements for the management of risk.”

In this context “relevant authority” includes the Lee Valley Regional Park Authority.

3. Each financial year the relevant authority must:
  - conduct a review of the effectiveness of the system of internal control required by regulation 3; and
  - prepare an Annual Governance Statement - this statement must be published together with the statement of accounts and the narrative statement in accordance with regulation 10.
4. Assurance of the Authority’s internal control system is derived through the work of the internal audit function (undertaken by Mazars for the Authority); and also through the monitoring of processes put in place by management and other external bodies including those around risk management and health & safety. This provides evidence which allows the Authority to form conclusions on the adequacy and effectiveness of the systems of internal control and also on the efficiency of operations.
5. Risk management is not solely a focus on the finances of the Authority. The scope of internal control spans the whole range of the Authority’s activities and includes those controls designed to ensure:
  - the Authority’s policies are put into practice;
  - the organisation’s values are met;
  - laws and regulations are complied with;
  - required processes are adhered to;
  - financial statements and other published information is accurate and reliable; and
  - human, financial and other resources are managed efficiently and effectively.
6. The Authority approved a Risk Management Framework in April 2005 (Paper A/3798/05). The Risk Management Framework and more specifically, the Risk Register, was developed by Members and senior officers under the guidance of the internal auditors through a number of workshops and meetings. Members have regularly reviewed the register at each Audit Committee, adding in their own comments and improvements.

## **REVIEW OF THE STRATEGIC RISK REGISTER**

7. The current Strategic Risk Register is reviewed by officers and Members on an on-going basis and signed off at each Audit Committee.
8. Members last considered the risk register at the Audit Committee in June 2024 (Paper AUD/149/24).

9. Since the June Committee, officers have incorporated approved Member revisions, reviewed the register and updated the scoring. A summary of key updates on Risks can be found in Appendix B to this report.
10. The table below sets out the movement in managing the residual risks and sets out a summary of the total notional score.

11.

Risk	Residual Risks							
	24 June 2022	22 Sept 2022	23 Feb 2023	22 June 2023	21 Sept 2023	29 Feb 2024	20 June 2024	19 Sept 2024
	0	1	1	1	1	1	1	1
	18	21	17	16	15	16	16	16
	8	10	12	13	12	12	14	14
Total Risks	26	32	30	30	28	29	31	31
Notional Score	591	759	665	638	596	609	595	595

12. There has been a change to how progress is represented by the arrows within in the Risk Register following feedback from Members at the last Audit Committee. If there has been no change in the Residual Risk score, the arrows will be set to '←→' as there has been no movement since last report. If the risk has increased this will be denoted by an 'Up' arrow (↑) and if the score has gone down, the 'down' arrow (↓) will be displayed.
13. The key point to note since the last review of the Authority's Strategic Risk Register is that the overall Risk Register residual notional score has not changed and that there is one Risk that remains a High Risk.
14. The risk that is high is Risk 2.9, which relates to the continuing issue with Buckingham Group Contracting Ltd (BGCL) insolvency.
15. BGCL gave notice of intention to appoint administrators on 17 August 2023 which was then extended on 31 August 2023. This is not causing any operational issues as the building is complete. There is, however, a snagging list, which BGCL had previously been working through, but has not been fully completed. This is progressing well on site and is anticipated to be completed by the autumn. The Authority holds retention money and has all sub-contractor warranties in place and the project is therefore in a good overall position despite the administration issue. We haven't had any contact with the administrators since November 2023. Once the defects work is completed, a letter will be sent to the administrators setting out the Authority's position with regard to BCGL's liability for sums due to the Authority in respect of rectification works and liquidated damages.
16. Decisions taken to mitigate these risks will be approved by full Authority and monitoring of these risks is taking place at Executive Committee, along with the Senior Management Team and Heads of Service level.
17. Any recommendations made by Mazars following their Risk Management audit will form part of the annual review produced by Mazars.
18. A verbal update will be presented at the meeting to advise Members regarding the changes to the register which are in red font to indicate changes since the last Audit Committee risk register paper.

## **ENVIRONMENTAL IMPLICATIONS**

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

## **EQUALITY IMPLICATIONS**

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

## **FINANCIAL IMPLICATIONS**

21. Revision of the Strategic Risk Register is a key element of this Authority's system of internal control that contributes to safeguarding the assets of the Authority and its reputation for sound financial management of public funds. This is reflected in the Authority's Annual Governance Statement published within the annual accounts and approved by this Committee.
22. Where actions require additional resources these will be identified and approved through the normal budget setting/service planning and management processes in accordance with Financial Regulations.
23. Utility costs are a significant risk that will have a material impact on the Authority's revenue outturn position. Officers will continue to monitor the tariff forecasts from Laser.

## **HUMAN RESOURCE IMPLICATIONS**

24. The additional human resource implications arising directly from this report have been outlined within the risk register actions and can be met from existing employee resources.

## **LEGAL IMPLICATIONS**

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

## **RISK MANAGEMENT IMPLICATIONS**

26. These are dealt with through the main body of the report and through the revised register. Continuing mitigation against these identified risks is demonstrated by the proposed actions in the Strategic Risk Register as set out in Appendix A to this report.

---

Author: Simon Clark, 03000 030 633, [sclark@leevalleypark.org.uk](mailto:sclark@leevalleypark.org.uk)

## **BACKGROUND REPORTS**

Lee Valley Regional Park Authority Risk Management Strategy June 2018

## **APPENDICES ATTACHED**

Appendix A 2024/25 Corporate Risk Register – Authority



Appendix B	Risk Register updates
Appendix C	Risk Scoring Criteria (extract from the approved risk management strategy (June 2022)).

## ABBREVIATIONS

BGCL	Buckingham Group Contracting Ltd
LSC	Leisure Services Contract

## PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/149/24	Risk Register 2023/24	20 June 2024
Audit Committee	AUD/144/24	Risk Register 2023/24	29 February 2024
Audit Committee	AUD/138/23	Risk Register 2023/24	21 September 2023
Audit Committee	AUD/132/23	Risk Register 2023/24	23 June 2023
Audit Committee	AUD/131/23	Risk Register 2022/23	23 February 2023
Audit Committee	AUD/129/22	Risk Register 2022/23	22 September 2022
Audit Committee	AUD/126/22	Risk Register 2021/22	23 June 2022
Risk Management Workshop			24 March 2022
Audit Committee	AUD/124/22	Risk Register 2021/22	24 February 2022
Audit Committee	AUD/123/21	Risk Register 2021/22	23 September 2021
Audit Committee	AUD/118/21	Risk Register 2020/21	24 June 2021
Audit Committee	AUD/116/21	Risk Register 2020/21	25 February 2021
Audit Committee	AUD/113/20	Risk Register 2020/21	22 October 2020
Audit Committee	AUD/111/20	Risk Register 2020/21	25 June 2020
Executive Committee	E/674/20	Emergency Budget 2020/21	21 May 2020
Audit Committee	AUD/106/20	Risk Register 2019/20	27 February 2020
Audit Committee	AUD/104/19	Risk Register 2019/20	19 September 2019
Audit Committee	AUD/101/19	Risk Register 2019/20	20 June 2019
Audit Committee	AUD/97/19	Risk Register 2018/19	14 February 2019
Audit Risk Workshop			07 June 2018

SR1 Legal																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR1.1	Deputy Chief Executive	Deputy Chief Executive	Failure to comply with the 1966 Park Act, data protection law and other statutory requirements.	Provision of Legal Services Member scrutiny through Authority & Committee meetings Annual Governance statement Park Act Awareness covered by inductions for new staff.	EA -Annual Audit Letter IA Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	8	7	56	Red	6	1	6	Green	↔	Tolerate	Continue Induction Process and monitoring of statutory changes. Review of data protection procedures and arrangements against ICO Accountability Framework to ensure alignment with ICO expectations.	Quarterly
SR1.2	Corporate Director	Corporate Director (S&L)	Failure to comply with Health & Safety legislation	Health and Safety management H&S manual (procedures) regularly reviewed by RDHS who monitor up and coming legislation. H&S Policy Updated annually Risk Reduction Plan complete. External H&S Assessment 5* Annual Report to Audit Committee	RD/SMT 1/4ly Reports BSC 3 yr. ext. review RD Annual Audits M Year Report	9	6	54	Red	7	2	14	Green	↔	Tolerate	Annual Internal Audit & H&S Audit Plans delivered.	On-going

SR2 Contractual																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR2.1	Head of Finance	Deputy Chief Executive / Head of Finance	Agreeing to accept a partners' financial terms and conditions that will place an unacceptable long term liability on the Authority	Reports to SMT and Members Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly LA agreement	9	4	36	Yellow	8	2	16	Green	↔	Tolerate	Ongoing resources review for specific projects	Quarterly
SR2.2	Corporate Director	Corporate Director (S&L)	Contractors, Governing Bodies, or Third Party Operator not delivering agreed objectives/contract	All contracts reviewed prior to commencement by a responsible officer. Delivery monitored by Director/Head of Service and performance monitoring team Quarterly Performance Reports to Executive & Scrutiny Committees	M Exec Monthly M Scrutiny 1/4ly	7	5	35	Yellow	6	2	12	Green	↔	Tolerate	Quarterly Contract monitoring.	Executive Quarterly Monitoring
SR2.3	Corporate Director	Head of Active communities	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	Advice and support APMD plus external contractors. Quality contactors employed for maintenance through procurement (Price Quality ratio applied)	APMD Annual Inspections	9	4	36	Yellow	7	1	7	Green	↓	Treat	Ongoing Monitoring	Annual Inspections & Review. MPG Work complete by 31/03/25
SR2.4	Corporate Director / Head of Finance	Corporate Director (S&L)	Contractor stability affected by external influences or national/international conditions prevailing at the time	Reports to SMT and Members. Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly M Scrutiny 1/4ly	9	8	72	Red	8	4	32	Yellow	↓	Tolerate	Quarterly Contract monitoring.	Executive Quarterly Monitoring
SR2.5	Corporate Director	Corporate Director	Insufficient contractors tendering for contracts	Reports to SMT Financial/Legal/Risk Implications fully appraised. Appraisal of procurement process.	SMT Monthly & 1/4ly Reports M Exec 1/4ly M Authority Annual Budget IA Audit Plan	4	5	20	Yellow	5	3	15	Green	↓	Treat	Review of Procurement process Tender Evaluation Award of Contract	31/03/2025
SR2.6	Corporate Director	Corporate Director	Major equipment or other failure at one or more venues resulting in temporary/permanent cessation of operations	Reports to SMT Financial/Legal/Risk Implications fully appraised. Application of Business Continuity protocols.	SMT Monthly & 1/4ly Reports M Exec 1/4ly M Authority Annual Budget IA Audit Plan	9	6	54	Red	7	3	21	Yellow	↓	Treat	Ongoing Monitoring	On-going
SR2.7	Corporate Director	Corporate Director	Failure of LSC contractor organisation or failure of LSC contractor to deliver as required by contract	Reports to SMT Financial/Legal/Risk Implications fully appraised. Application of Business Continuity protocols.	SMT Monthly & 1/4ly Reports M Exec 1/4ly M Authority Annual Budget IA Audit Plan	9	8	72	Red	5	4	20	Yellow	↓	Treat	Ongoing Monitoring by Authority Continual review of LSC contractor's financial position	On-going
SR2.8	Deputy Chief Executive	Head of Active communities	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	Advice and support APMD plus external contractors. Quality contactors employed for maintenance through procurement (Price Quality ratio applied). Performance department regular inspections carried out	APMD Annual Inspections PR Monthly inspections M Exec Monthly M Scrutiny 1/4ly	9	4	36	Yellow	5	3	15	Green	↓	Treat	Ongoing Monitoring Implement pre 2020 condition survey work	Annual/ Monthly Inspections & Review.
SR2.9	Corporate Director / HoF	Corporate Director (S&L)	Buckingham Construction insolvency results in unexpected costs / operational issues for the Authority that would otherwise have fallen to Buckingham to meet / resolve.	Reports to SMT and Members. Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly M Scrutiny 1/4ly	9	8	72	Red	8	7	56	Red	↓	Treat	Quarterly Contract monitoring.	Executive Quarterly Monitoring

SR3 Resources																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR3.1	Head of IT & Business Support	Corporate Director / Head of IT & Business Support	I.T. infrastructure does not meet future business need requirements. Authority requires funding for updating or improving I.T infrastructure	Reports to Members Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code. IT Infrastructure upgrade comes from Capital budget	SMT Weekly Meeting Minutes IA Audit Plan EA - Annual Audit Letter	9	4	36	Yellow	8	3	24	Yellow	↔	Treat	Procurement or upgrade Finance system to a SaaS system. Adopt strategy of moving to hosted systems.	31/03/2025
SR3.2	Head of IT & Business Support	Corporate Director / Head of IT & Business Support	Inadequate I.T Infrastructure/ Systems/Data to operate LSC venues	Reports to Exec. Financial/Legal/Risk Implications fully appraised. Financial Appraisal of relocation/updating of Authority IT assets. New Usage Counters. Existing IT Infrastructure Budget	SMT Weekly Meeting Minutes IA Audit Plan EC - LSC Specification	7	5	35	Yellow	5	1	5	Green	↔	Tolerate	Ongoing Monitoring through regular meetings with GLL	On-going
SR3.3	Chief Executive	Chief Executive / Head of HR	The Authority fails to recruit/retain staff at all levels of the appropriate calibre	Reward & Recognition. Training & development framework. Management Away Days. Staff presentations. Internal/External communications. Up to date staff handbook. Up to date policies. Training Panel funding	M Annual Sickness Report M - Policy Reports SMT Annual Training panel	8	8	64	Red	6	6	36	Yellow	↔	Treat	Ongoing Monitoring	On-going

SR4 Financial Management																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR4.1	Head of Finance	Head of Finance	Financial Risks of over/under spent budget through non-achievement of income targets or inaccurate budget forecasting. Insufficient Resources to meet objectives	Quarterly Budget monitoring reports Weekly review against Centre Business Plan targets Medium Term Financial Plan updated £3-4m Minimum Reserves Policy reviewed Statutory Power to Levy	M Exec 1/4ly M Authority Annual Budget SMT Monthly & 1/4ly Reports	9	7	63	Red	8	4	32	Yellow	↔	Tolerate	Ongoing budget monitoring & review MTFP in September	Executive Quarterly Monitoring
SR4.2	Head of Finance	Head of Finance	Financial Risks of either greatly increased insurance costs or insurers refusal to insure Authority due to increased risks brought on by prevailing conditions	Budget monitoring reports Authority/LSC Contractor (at contract commencement) monitoring meetings Budget Review 2020/21 complete Medium Term Financial Plan £3-4m Minimum Reserves Policy Statutory Power to Levy Emergency Budget 2020/21	M Exec 1/4ly M Authority Annual Budget SMT Monthly & 1/4ly Reports	9	7	63	Red	8	3	24	Yellow	↔	Tolerate	Liaison with Insurance brokers re level of cover	Executive Quarterly Monitoring
SR4.3	Head of Finance	Head of Finance	Failure of GLL to achieve 90% of income target in Year 1, resulting in renegotiation of Year 2 MF	<b>Risk Removed from Register</b>		0	0	0	Green	0	0	0	Green			This risk has been removed as it refers to GLL achieving income in year 1 of the contract and renegotiating year 2. GLL are now in year 3 of the contract meaning this risk is no longer relevant.	
SR4.4	Head of Open Space	Ranger Senior Managers	Failing of and health management of ageing tree stock	Annual Tree Audits	M Working group meetings	6	4	24	Yellow	3	2	6	Green	↔	Tolerate	Potential external Tree Health audit with associated 5-10 yr plan	30/03/2025

SR5 Governance & Leadership																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR5.1	Chief Executive	Chief Executive	Lack of a clear corporate direction	Authority meetings SMT BP 2024-27 MTFP 2024-27 CD and HoS meetings Levy Strategy Land & Property Strategy Vision 2010-2020	M 1/4ly Full Authority Meetings M Exec Committee x 12 M Working Groups SMT Weekly Meeting Minutes	9	7	63	Red	9	2	18	Yellow	↔	Tolerate	Business Plan 2024-2027 in place	On-going
SR5.2	Chief Executive	Chief Executive	Impact on the Authority's powers to raise the Levy with resistance from many constituent councils.	Stakeholder engagement Clear Budget/Levy Direction Funded Financial Plan Statutory Levy Raising Powers Monitoring of Legislation	SMT Weekly Meeting Minutes LA as needed	9	7	63	Red	9	1	9	Green	↔	Tolerate	Business Plan 2024-2027 in place	Quarterly Monitoring 31/03/2025
SR5.3	Head of Finance	Head of Finance	Failure for 2021/22 and 2022/23 accounts to have gain audit assurance	External Audit Regulations & Legislation DLUHC Consultation	SMT M Audit Committee E External Auditors	7	7	49	Red	4	6	24	Yellow	↔	Treat	Completion of outstanding accounts Publication of draft accounts Engagement with External Auditors	13/12/2024

SR6 Reputation/Communication																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR6.1	Head of Comms	Head of Comms	Impact on Authority's reputation due to service failure, damaged stakeholder and/or contractor relationships.	Venue and service communication plans. Proactive marketing, media relations, speaker engagement and stakeholder engagement	SMT Weekly Meeting M 1/4ly Authority Meetings M Exec Monthly Stakeholder Perception KPI	7	5	35	Yellow	6	3	18	Yellow	↓	Treat	Regular meetings with Authority business owners and GLL marketing team to plan and coordinate activity	Quarterly Monitoring Report
SR6.2	Head of Comms	Head of Comms	Impact on Authority's reputation due to service failure caused by pandemic or infectious disease, damaged stakeholder and/or contractor relationships.	Managed via social media, web and digital updates, Media relations, Internal communications, Utilisation of new technologies, Venue communications	SMT Weekly Meeting Venues re-opening group Weekly Meetings M 1/4ly Authority Meetings M Exec Monthly	8	5	40	Yellow	6	3	18	Yellow	↓	Treat	Social media, digital communications, web updates and media relations proactively explaining our position as a result of any Government announcements on Covid19 or other communicative infectious disease and our key business activities such as staged reopening of venues. Ensuring all aspects of customer, partner, club and NGB communications are carried out Strong liaison with venues, open spaces and other parts of the Authority affected by Coronavirus to ensure comms work aligns with key business objectives Regular and extensive internal comms utilising technologies such as video conferencing, group chats to keep all staff, furloughed and working engaged and involved.	Quarterly Monitoring Report

SR7 Business Continuity																	
Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Deadline for Completion Actions	Further Actions Needed to reduce Risk
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR7.1	Chief Executive	Corporate Director	Inadequate business continuity implementation at any (all) sites following natural disaster, IT failure including Cyber Terrorism, Flooding, Disease Outbreak (animals/humans), Terrorism.	Emergency Action Planning IT Disaster Recovery Plan Business Interruption Insurance Adequate Cover arrangements exist for Senior Management Site DRP & Management Plans Joint LSC Contractor/Authority Training Insurance Policies/Funds General Reserves H&S Audits Working with EA/CRT and other Local Authorities	EA -Annual Audit Letter IA Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	6	5	30	Yellow	5	4	20	Yellow	↓	Treat/Transfer	Quarterly Monitoring	Audit Recommendations implemented Further training and testing. LSC Contractor Risk Register - alignment re risk and continuity

SR7.2	Chief Executive	Chief Executive / Corporate Director	Inadequate pandemic or infectious disease management processes in place park wide following major pandemic outbreak/further spikes in Covid 19 or other infectious disease and more restrictions including local tier restrictions and national lockdowns	Pandemic Planning Procedure Emergency Pandemic Protocols IT Operational Procedures	RD/SMT 1/4ly Reports RD Annual Review Pandemic Procedures IA Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	9	7	63		6	6	36		↓	Treat	Executive Quarterly Monitoring	H & S Recommendations, implemented Training and reviews of financial, legal, leadership protocols Update of communication processes Review of staffing structure to continue business
-------	-----------------	--------------------------------------	---	--	---	---	---	----	--	---	---	----	--	---	-------	--------------------------------	---

SR8 Environmental Management

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions	
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR8.1	Deputy Chief Executive	Deputy Chief Executive	Failure to manage contamination could be a risk to users, this includes land and/or water contamination (also damage to reputation from failing to manage contamination)	Site investigations carried out prior to developments & land remediated. Site investigations carried out on some other sites. Some sites monitored. Sites closed to public access where contamination is significant. Contaminated Land Policy Member Task & Finish group Completion of Contaminated Land Strategy & Policy Consultant Site Investigations work completed.	M 1/4ly Authority Meetings M Working Groups Exec Monthly SMT Weekly Meeting Minutes	9	7	63		7	2	14		↔	Tolerate	Ongoing monitoring	Ongoing Monitoring plus analysis when land sold/purchased or developed

SR9 Major Business Developments

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions	
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR9.1	Chief Executive	Corporate Director (S&L)	Ice Centre. Failure in Strategic Risks 1-8 above in the development of the Ice Centre circa £30m project and Legal Challenge.	<b>Risk Removed from Register</b>		0	0	0		0	0	0				This risk has been removed as it refers to the development of Ice Centre and the risk of a legal challenge. As the Ice centre has been open for almost a year now, the risk is no longer relevant.	
SR9.2	Chief Executive	Deputy Chief Executive	Picketts Lock Development. Failure in Strategic Risks 1-8 above in the development of the Picketts Lock circa £40m project and Legal Challenge	Legal Advice Prudential Code Feasibility Studies Existing PR/Comms Feasibility budget Working with LB Enfield Planning Advice Land & Property Member Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly 1/4ly Authority Meetings M Working Groups Audit Plan EA - Annual Audit Letter	8	8	64		7	5	35		↓	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/09/2025

SR10 Implications of Implementing Land & Property Strategy

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions	
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR10.1	Deputy Chief Executive	Head of Property	Acquisitions- Opportunity Cost of Resources, Reducing Available Resources or increasing future liabilities	Legal Advice - Park Act Park Act L&P Strategy Land Contamination Strategy Medium Term Financial Plan Land & Property Working Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly 1/4ly Authority Meetings M Working Groups IA Audit Plan EA - Annual Audit Letter	8	6	48		4	2	8		↔	Tolerate	Seek External Advice incl. Planning Context. Identify Resources. Members Decision. Ongoing Monitoring. Consultation	31/03/2025
SR10.2	Deputy Chief Executive	Head of Property	Disposals - Legal challenge, Reputational Damage, reduced public access or bio diversity. Failure to deliver anticipated capital resources through land disposal due to the constraints imposed by the riparian boroughs/districts and other agencies, e.g. green belt/flood risk/contaminated land	Legal Advice - Park Act Park Act L&P Strategy Medium Term Financial Plan Land & Property Working Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly 1/4ly Authority Meetings M Working Groups IA Audit Plan EA - Annual Audit Letter	8	7	56		6	3	18		↓	Treat	Seek External Advice where necessary incl. Planning Context. Members Decision. Consultation	31/03/2025

SR11 Impact of Brexit on Authority

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions	
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR11.1	Chief Executive / Deputy Chief Executive	Deputy Chief Executive/ Head of Finance	Failure in Strategic Risks 1-10 above due to changes in the Economic and Business climate brought about by changes following the departure from the European Union	Legal Advice Medium Term Financial Plan General/Capital Reserves Treasury Management Policy Annual Investment Strategy Prudential Code Power to Levy Land & Property Member Group Annual/Triennial pension valuations	EC Reports SMT Weekly Meeting Minutes M Exec Monthly 1/4ly Authority Meetings M Working Groups Audit Plan EA - Annual Audit Letter	7	9	63		6	6	36		↓	Treat	Monitor: Potential Land disposal Interest rates Third Party investors/ stakeholders Legal framework Pension valuations	Ongoing

## Risk Register updates

Risk ID	Risk Description	Updates
SR2.9	Buckingham Group Construction Ltd insolvency results in unexpected costs / operational issues for the Authority that would otherwise have fallen to Buckingham to meet / resolve.	We haven't had any contact with the administrators since November 2023. Once the defects work is completed, a letter will be sent to the administrators setting out the Authority's position with regard to BCGL's liability for sums due to the Authority in respect of rectification works and liquidated damages
SR3.1	I.T. infrastructure does not meet future business need requirements. Authority requires funding for updating or improving I.T infrastructure	Although there is no change in the residual risk score, significant progress has been made with the new Finance System which; once launched will reduce the score. Launch date is planned for Quarter 4 of 2024/2025.
SR4.1	Financial Risks of over/under spent budget through non-achievement of income targets or inaccurate budget forecasting. Insufficient Resources to meet objectives	Risk unchanged since previous quarter. Forecasts for 2024/25 based on current activity and spend. Continuing review of MTFP in line with prevailing assumptions on inflation and service delivery. Continued monitoring of expenditure, income, operational capacity and usage.
SR4.2	Financial Risks of either greatly increased insurance costs or insurers refusal to insure Authority due to increased risks brought on by prevailing conditions	Risk unchanged since previous quarter. Insurance is arranged annually for period October X1 to September X2. Liaison required with Insurance brokers with regards to any changes in insurance cover and premiums. Meeting with broker in September 2024 to finalise upcoming renewal Review of insurance property values, and insurable items, required to ensure sufficient arrangements/coverage
SR5.3	Failure for 2021/22 and 2022/23 accounts to have gain audit assurance	Following the General Election in July, the MHCLG has issued a statement announcing that the Government intended to legislate to implement revised proposal that a backstop date of 13/12/2024 be put in place to conclude all outstanding audits up to and including 2022/23. This date is being set to allow auditors time to issue opinions. These may result in modified or disclaimed opinions due to this backstop. There may be governance, reputational, and financials risk associated with failure to secure full assurance, which in turn may result in additional works required for future (2023/24 onwards) audits. The consultation also set out realigning with existing regulations by 2026/27. The situation is across the whole local authority sector, and not specific to the Authority, although trust in Public Sector accounts may be reduced is a large number of disclaimed/modified opinions are issued.

		Early engagement once consultation is complete to ensure full assurance by backstop."
SR6.1	Impact on Authority's reputation due to service failure, damaged stakeholder and/or contractor relationships.	Improvements have been made to the way GLL assess their marketing activity which makes it easier to assess this crucial component of our reputation.

## Risk Appetite

Risks are currently assessed using a 1-9 scale for both impact and likelihood. The Authority's risk appetite is then defined using the scoring matrix below.

Impact	9	9	18	27	36	45	54	63	72	81
	8	8	16	24	32	40	48	56	64	72
	7	7	14	21	28	35	42	49	56	63
	6	6	12	18	24	30	36	42	48	54
	5	5	10	15	20	25	30	35	40	45
	4	4	8	12	16	20	24	28	32	36
	3	3	6	9	12	15	18	21	24	27
	2	2	4	6	8	10	12	14	16	18
	1	1	2	3	4	5	6	7	8	9
		1	2	3	4	5	6	7	8	9
		Likelihood								

Those risks with a residual score in the green zone are generally considered to be managed to an acceptable level and hence limited or no further actions would be expected.

For those risks with a residual score in the amber zone, the exposure is considered to be partially acceptable. Further actions would be needed to lower this into the green zone, although a decision has to be made as to whether this is cost effective, given that resources are constrained.

Those risks with a residual score in the red zone are considered to have an exposure that is at an unacceptable level and hence further actions are needed to lower this.

On some occasions a decision may be made to accept a higher level of residual risk, although this will be subject to ongoing review and consideration at both Senior Management Team and Member level.

## Scoring Criteria

Each risk is scored on the basis of the following criteria for impact and likelihood, both for inherent and residual risk. Whilst the assessment remains subjective, these criteria serve as a guide and are used to help ensure consistency in scoring across each of the risks identified.

	Impact	Likelihood
1	No impact	<1% likely to occur in next 12 months
2	Financial loss up to £1,000 or no impact outside single objective or no adverse publicity	1%-5% likely to occur in next 12 months
3	Financial loss between £1,000 and £10,000 or no impact outside single objective or no adverse publicity	5%-10% likely to occur in next 12 months
4	Financial loss between £10,000 and £25,000 or minor regulatory consequence or some impact on other objectives	10%-20% likely to occur in next 12 months
5	Financial loss between £25,000 and £50,000 or impact on other objectives or local adverse publicity or strong regulatory criticism	20%-30% likely to occur in next 12 months
6	Financial loss between £50,000 to £250,000 or impact on many other processes or local adverse publicity or regulatory sanctions (such as intervention, public interest reports)	30%-40% likely to occur in next 12 months
7	Financial loss between £250,000 to 500,000 or impact on strategic level objectives or national adverse publicity or strong regulatory sanctions	40%-60% likely to occur in next 12 months
8	Financial loss between £500,000 to £1 million or impact at strategic level or national adverse publicity or Central Government take over administration	60%-80% likely to occur in next 12 months
9	Financial loss above £1 million or major impact at strategic level or closure/transfer of business	>80% likely to occur in next 12 months

### Progress

- ↓ Risk has reduced.
- ↑ Risk has increased.
- ↔ Progress or Risk has not changed.