

To: Paul Osborn (Chairman)	David Gardner	Graham McAndrew
David Andrews (Vice Chairman)	Mike Garnett	Gordon Nicholson
James Asser	Lesley Greensmyth	Clive Souter
Ken Ayling	Steven Heather	Marshall Vance
Susan Barker	Calvin Horner	Steven Watson
Richard Bassett	Ross Houston	Terry Wheeler
Nicholas Bennett	Rick Jewell	John Wyllie
John Bevan	Heather Johnson	Vacancy x 1
Janet Burgess	Christopher Kennedy	Ben Radbone (EA)
Rezina Chowdhury	Barry Lewis	Mark Pearson (C&RT)

A meeting of the **AUTHORITY** (Quorum - 7) will be held at **LEE VALLEY WHITE WATER CENTRE** on:

THURSDAY, 19 OCTOBER 2023 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 6 July 2023 (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 **BUSINESS PLAN 2024-27** Paper A/4345/23
Presented by Shaun Dawson, Chief Executive
- 6 **ACTIVE COMMUNITY PROJECTS**
Presentation by Paul Coates, Head of Active Communities
- 7 **COUNTER FRAUD, BRIBERY AND CORRUPTION, AND WHISTLEBLOWING POLICIES** Paper A/4342/23
Presented by Keith Kellard, Head of Finance
- 8 **REPORT OF THE INDEPENDENT REMUNERATION PANEL - REVIEW OF THE AUTHORITY CHAIRMAN AND VICE-CHAIRMAN ALLOWANCES** Paper A/4343/23

Presented by Beryl Foster, Deputy Chief Executive

- 9 **REVIEW OF MEETING VENUES FOR THE AUTHORITY** Paper A/4344/23
Presented 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, 18 January 2024 at 2.00pm

- 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.

A G E N D A
PART II
(Exempt Items)

- 13 **LEISURE SERVICES CONTRACT MANAGEMENT FEE ADJUSTMENTS** Paper A/4341/23

Presented by Keith Kellard, Head of Finance

Not for publication following the principles of the Local Government Act 1972, Schedule 12A, Part I, Section 3

- 14 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.

LEE VALLEY REGIONAL PARK AUTHORITY

AUTHORITY MEETING 6 JULY 2023

Members Present:

Paul Osborn (Chairman)	Ross Houston
James Asser	Rick Jewell
Ken Ayling	Heather Johnson
Susan Barker	Christopher Kennedy
Richard Bassett	Barry Lewis
Nicholas Bennett	Graham McAndrew
John Bevan	Gordon Nicholson
Janet Burgess	Clive Souter
Mike Garnett	Richard Thrake (Deputy for David Andrews)
David Gardner	Marshall Vance
Lesley Greensmyth	Terry Wheeler
Steven Heather	John Wylie
Calvin Horner	Ben Radbone (Environment Agency)

Apologies Received From: David Andrews, Rezina Chowdhury

Officers Present:

Shaun Dawson	- Chief Executive
Beryl Foster	- Deputy Chief Executive
Dan Buck	- Corporate Director
Jon Carney	- Corporate Director
Stephen Bromberg	- Head of Communications
Simon Clark	- Head of IT
Sandra Bertschin	- Committee & Members' Services Manager
Lindsey Johnson	- Committee Services Officer

Also Present:

Kevin Bartle	- Section 151 Officer, London Borough of Enfield
Ruth Buckmaster	- Deputy, East Herts District Council
Jean Lea	- Deputy, Epping Forest District Council

Part I

40 To note the Membership of the Authority:

Constituent Council	Member
Essex County Council	Susan Barker Mike Garnett Clive Souter Marshall Vance
Hertfordshire County Council	David Andrews Lesley Greensmyth Calvin Horner Graham McAndrew

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Broxbourne Borough Council	Ken Ayling
East Hertfordshire District Council	Gordon Nicholson
Epping Forest District Council	John Wyllie
	Vacancy
	Richard Bassett
	Steven Heather
London Borough of Barnet	Ross Houston
London Borough of Bromley	Nicholas Bennett
London Borough of Camden	Heather Johnson
London Borough of Enfield	Rick Jewell
Royal Borough of Greenwich	David Gardner
London Borough of Hackney	Chris Kennedy
London Borough of Haringey	John Bevan
London Borough of Harrow	Paul Osborn
London Borough of Islington	Janet Burgess MBE
London Borough of Lambeth	Rezina Chowdhury
London Borough of Newham	James Asser
London Borough of Sutton	Barry Lewis
London Borough of Tower Hamlets	Vacancy
London Borough of Waltham Forest	Terry Wheeler
Co-opted Members:	
Environment Agency	Ben Radbone
Canal & River Trust	Mark Pearson

41 DECLARATIONS OF INTEREST

There were no declarations of interest.

A Member suggested that the language of Chairman and Vice Chairman was old fashioned and suggested just saying 'Chair' instead. The Chairman responded stating that Section 9 of the Lee Valley Regional Park Act 1966 states that terminology should be Chairman or Vice Chairman, therefore we are legally obligated to continue with that terminology.

Graham McAndrew took the Chair.

1 (a) APPOINTMENT OF CHAIRMAN OF THE AUTHORITY

The Chairman proposed Paul Osborn, seconded by Gordon Nicholson.

(1) Paul Osborn was appointed Chairman of the Authority.

Paul Osborn retook the Chair.

1 (b) APPOINTMENT OF VICE CHAIRMAN OF THE AUTHORITY

Lesley Greensmyth proposed David Andrews, seconded by Graham McAndrew.

David Gardner proposed Heather Johnson, seconded by Ross Houston.

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Vote: 14 for David Andrews and 11 for Heather Johnson.

A Member commented that the Authority Membership is politically fairly evenly balanced, it would be good to have both a woman and a Member of the opposition party as Vice Chairman. The Labour Group had approached the Chairman prior to the meeting with this proposition and was disappointed not to have been accepted. The Chairman responded stating that perhaps we could look at the legislation later in the year to see if there could be the provision of two Vice Chairmen.

(1) David Andrews was appointed Chairman of the Authority.

2 MINUTES OF LAST MEETING

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

3 PUBLIC SPEAKING

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

4 PROPOSED COMMITTEES AND GROUPS FOR 2023/24 - APPOINTMENT OF MEMBERSHIP AND CHAIRMEN AND UPDATE ON INDEPENDENT REMUNERATION PANEL

Paper A/4337/23

An updated copy of the Membership of Committees was tabled following Group Meetings. Members noted that Barry Lewis's name had been misspelt on the Audit Committee and Paul Osborn had been omitted as Chairman of the Executive Committee.

The Chairman also informed Members that an additional Terms of Reference for the Scrutiny Committee had been updated to agree a work programme annually.

- (1) membership of Committees and Groups for 2023/24 as agreed at the meeting and set out at Addendum A to these minutes was approved;**
- (2) any appointments unfilled at this meeting will be agreed through Group Leaders and reported to the next Authority meeting or Executive Committee; and**
- (3) the Terms of Reference for the Scrutiny Committee be updated to agree a work programme annually was noted.**

5 APPOINTMENT TO OUTSIDE BODIES FOR 2023/24

Paper A/4338/23

The Chairman had been made aware that the Six Authorities Liaison Group had not met up for a long time and suggested that those Members appointed to that group may wish to look in to this.

- (1) the proposals for appointments to outside bodies for 2023/24 as set out in Appendix A to Paper A/4338/23 was approved.**

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6 CALENDAR OF MEETINGS 2023/24

Paper A/4339/23

- (1) **the calendar of meetings for 2023/24 as shown in Appendix A to Paper A/4339/23 was approved.**

7 PROPOSED CAPITAL INVESTMENT AT LEE VALLEY VELOPARK

Paper A/4340/23

The report was introduced by the Corporate Director who informed Members that the Union Cycliste Internationale (UCI) have proposed a height barrier of at least 140cm high around the cycling track to ensure the safety of spectators. In order to continue holding UCI accredited competitions we will need to have carried out this work by 2027.

- (1) **the inclusion within the capital programme of £300,000 for the refurbishment of the track wall and safety barrier at Lee Valley Velopark; and**
- (2) **to waive Financial Regulation 571 to allow the appointment of track specialist VeloTrack as the contractors for this work was approved.**

John Wyllie, Barry Lewis and Kevin Bartle left during the next item.

8 2023-26 BUSINESS PLAN PRESENTATION

The Chief Executive gave a presentation on the 2023-26 Business Plan, key points included:

- Looking back over the last three years we have achieved a lot despite many challenges, these have included:
 - The Wildlife Discovery Centre, which was built during the pandemic.
 - Open space investments - the Oxbow lake at the Lee Valley Ice Centre; Stanstead Innings; and Three Mills Green.
 - Facilities investments – the Lee Valley White Water Centre conference rooms; Lee Valley White Water Centre ramp; LED lighting; Lee Valley Riding Centre mechanical horse; Lee Valley Athletics Centre new indoor track; Lee Valley Athletics Centre Ron Pickering room refurbishment; and Lee Valley Athletics Centre upgraded fitness gym.
 - Campsite investments – six new peaky pods at Sewardstone and Dobbs Weir; Airbnb at the Gate Lodge at Sewardstone; refurbishment of Riverside Cottage; and five new holiday homes at Dobbs Weir.
 - Investment at Springfield Marina – new laundry equipment; and electrical upgrade.
 - Investment at Stanstead Marina – new access ramp; new pump out machine; resurfaced quayside; extension to the crane; and new path created to customer toilet and shower block.
 - Major events and open space events – Pro-League; Commonwealth Games and charity runs.
 - Volunteers.
 - Community programmes – Community Access Fund; Life Learning; initiatives at venues; the Muslim Women Cycling Group.
 - 2012 anniversary of the Olympic Games.

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- Environmental Policy recently adopted by the Authority – LED lighting; electric chargers for cars; solar panels; and electric vehicles.
- Holyfield Hall Farm – a move from dairy to beef cattle.
- Sale of Mile and Langley Nursery – total receipt of £7.5million; £2.5million will go into capital investment; £5million will be a contribution towards the Lee Valley Ice Centre.
- Leisure Services Contract – started in April 2022, a good first year with few issues.
- Draft Business Plan for 2023-26 will face economic pressures and political uncertainty. A copy of the Business Plan will be sent to Members in the next month to comment on and the Proposed Business Plan will go to Members in October to approve.
- Medium Term Financial Forecast – We like to have between £3-4million in reserves, they are currently just over £2million. This business plan will gradually build them back up. By October we will know what our energy costs will be and from 2025/26 significant projects will help to continue to grow our reserves.
- Values – we are community centred; commercially driven; environmentally focussed; innovative and learn from others; empowering of our staff; and collaborative working with others.
- Strategic objectives – Increase visitors; work with communities to support and facilitate their use of the Park; ecology; environment; workforce; and financial resilience.
- Investment projects – there are a number of projects the Authority will be seeking to deliver, these include:
 - Spitalbrook – understand in more detail the condition of the land; masterplan with Broxbourne Borough Council and others; will need Authority investment; soft marketing has shown some leisure developer interest.
 - River Lee Country Park - £750k Section 106 money from the Cheshunt Lakeside development; £500k will be spent on visitor infrastructure and £250k on habitat improvements.
 - Lee Valley White Water Centre Area 4 – considering a leisure investment such as a hotel; area has been marketed and received 20 interested parties; a viewing of the site will take place 12-13 July with final bids in September and a conclusion by the end of autumn; this will enhance the site and provide a direct income via a lease.
 - Rammeys Marsh – we have been working closely with London Borough of Enfield who are proposing in their Local Plan to re-designate the land from Green Belt to Employment; if this land is adopted the Authority will need to decide whether the land is required for Park purposes; we will be commissioning transport studies and site condition studies to assist London Borough of Enfield in providing information for their Local Plan.
 - The Wave – we met with them last month; they have a timeline for the planning process; we are already outside of the exclusivity agreement and by spring 2024 we can go out to market again if the Wave are not progressing.
 - Lea Bridge Road – Middlesex Filter Beds is closer to finding a solution for bringing water back to the site; we are still considering a youth hostel type development for the Waterworks site.
 - investment for Queen Elizabeth Olympic Park (QEOP) venues and open space – still looking at a hotel for Eton Manor. Need to look at the Authority's bigger 100 acre estate in the north of QEOP. We are looking at opening up Northwall Road

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as a cycle way and public open space. Also need to consider options for the Velopark as it is a one sport venue at present.

- East India Dock Basin – the first stage of the HLF funding of £250k has been paid, this will go towards detailed master planning for the gate and de-silting costs; the remaining funding will be next year.
- Delivering Success – we will continue to make a success of the GLL contract; community programmes including the Community Access Fund, Waltham Forest funding and wider community programmes to ensure we reach out to a regional audience; continue to invest in the campsites; increase capacity at the Marinas with dry docks and expanding the chandlery; further biodiversity action planning; undertaking environmental policies; and park activation to further our ambitions to do more.

A Member commented on the LED lighting and advised that whilst it might be cost effective, we should also consider light pollution and ensure that the direction of light was concentrated inwards rather than outwards. The Chief Executive and Corporate Director responded stating that they are conscious of that.

Members agreed that it is important for the Authority to be in talks with TfL and other local authorities in order to ensure that cross borough cycling routes are created. The Chairman suggested that Members might like to discuss informally what developments in their areas might be worth trying to link up, this could be taken up more formally in due course if necessary.

A Member queried how big the Rammey Marsh site was and if London Borough of Enfield could hold us to ransom over access to the site. The Chief Executive and Deputy Chief Executive responded stating that the site is 14 acres, do have a small access point to the site without the need to go through Enfield's land and that we have a Memorandum of Understanding with London Borough of Enfield so are reliant upon each other. A Member informed new Members that whilst Rammey Marsh sounds like an idyllic piece of countryside, it is in reality scrub land bounded by the M25.

Members agreed that it is remarkable what the Authority has achieved, especially during the pandemic and were impressed by the ambition and breadth of the new business plan.

A Member voiced concerns over the limited reserves and the breadth of the business plan and wondered if the Authority has the capacity to deliver it. The Chief Executive responded stating that we would be looking at additional staffing in key areas as the resources are available.

Members commented that they liked the Lee Valley White Water Centre venue for the meeting as it was more spacious than Myddelton House, however they suggested that microphones might help with acoustics for such a large space. Other Members suggested that perhaps we could look at other venues for meetings such as the Lee Valley Ice Centre or venues around Stratford. The Chairman suggested a Member report detailing meeting venue choices, the cost implications for various venues, costings for microphones and the costs involved in printing and posting Member papers.

A Member asked about how the Section 106 money for River Lee Country Park was being released. The Corporate Director responded stating that as houses are sold the Section 106 money is released, sales have slowed due to the economic climate. The money will be spent in creating more undergrowth in order to keep people out of areas we don't want them in and upgrading the paths to make them more resilient to greater footfall.

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A Member asked how we are reaching out regionally, especially getting schools in to use our venues as they will create an audience for the future. The Chief Executive responded stating that the Community Access Fund is available to schools and local groups to fund travel and facility hire. Currently 63% of the Community Access Fund goes to non-riparian boroughs. The Chairman added that it might be useful to have a briefing on the Community Access Fund to illustrate what packages and support is available and how it can be accessed; it would be helpful for Members to assist in providing the Authority with contacts from their boroughs for those who might be able to benefit from the fund.

A Member asked how we are looking at providing facilities for the disabled. The Chairman responded stating that the new Wildlife Discovery Centre was built with this in mind and has lift access to reach the top floor. The Chief Executive added that the presentation in October will detail how we are considering the disabled and how we might improve on this.

9 NEXT MEETING OF THE AUTHORITY

It was noted that the next meeting of the Authority will be held on Thursday, 19 October 2023 at 2.00pm at Myddelton House, Bulls Cross, Enfield, Middlesex, EN2 9HG.

Chairman

Date

The meeting started at 2pm and ended at 3.45pm

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ADDENDUM A

MEMBERSHIP OF COMMITTEES AND GROUPS 2023/24

COMMITTEES

EXECUTIVE COMMITTEE – 8 Members (at least 50% to be London Members), 1 Member nominated jointly by the non-majority groups preferably from one of the London Olympic Boroughs.		
MEETINGS: 12 per year or as required		
Labour (3)	Conservative (5)	Lib Dem (0)
Ross Houston	David Andrews	
Heather Johnson	Susan Barker	
Chris Kennedy	Graham McAndrew	
	Paul Osborn	
	Gordon Nicholson	
Chairman: Paul Osborn		Vice Chairman: David Andrews

AUDIT COMMITTEE – 7 Members		
MEETINGS: 3 per year		
Labour (3)	Conservative (3)	Lib Dem (1)
John Bevan	Mike Garnett	Barry Lewis
David Gardner	Lesley Greensmyth	
Terry Wheeler	Clive Souter	
Chairman: David Gardner		Vice Chairman: Lesley Greensmyth

REGENERATION & PLANNING COMMITTEE – 11 Members		
MEETINGS: 6 weekly or as required		
Labour (4)	Conservative (6)	Lib Dem (1)
John Bevan	David Andrews	Calvin Horner
David Gardner	Graham McAndrew	
Heather Johnson	Gordon Nicholson	
Chris Kennedy	Paul Osborn	
	John Wyllie	
	Ken Ayling	
Chairman: David Andrews		Vice Chairman: Chris Kennedy

SCRUTINY COMMITTEE – 9 Members		
MEETINGS: 3 per year		
Labour (3)	Conservative (5)	Lib Dem (1)
John Bevan	Ken Ayling	Calvin Horner
Janet Burgess	Mike Garnett	
Terry Wheeler	Marshall Vance	
	John Wyllie	
	Steven Heather	
Chairman: John Bevan		Vice Chairman: John Wyllie

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TASK AND FINISH GROUPS

LAND & PROPERTY REVIEW WORKING GROUP – 7 Members		
MEETINGS: As required		
Labour (3)	Conservative (4)	Lib Dem (0)
Ross Houston	David Andrews	
Heather Johnson	Graham McAndrew	
Chris Kennedy	Paul Osborn	
	Susan Barker	
Chairman: Paul Osborn		

LEVY STRATEGY WORKING GROUP – 8 Members		
MEETINGS: As required		
Labour (3)	Conservative (5)	Lib Dem (0)
Heather Johnson	David Andrews	
Chris Kennedy	Ken Ayling	
John Bevan	Susan Barker	
	Graham McAndrew	
	Paul Osborn	
Chairman: Paul Osborn		

APPOINTMENT TO OUTSIDE BODIES

Waltham Abbey Town Partnership	Steven Heather
Six Authorities Liaison Group (Formerly Enfield, Essex & Herts Border Liaison Group)	David Andrews Ken Ayling Rick Jewell Gordon Nicholson

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LEE VALLEY REGIONAL PARK AUTHORITY

AUTHORITY MEETING

19 OCTOBER 2023 AT 14:00

Agenda Item No:

5

Report No:

A/4345/23

BUSINESS PLAN 2024-27

Presented by the Chief Executive

SUMMARY

Following a 3 year period of annual business plans, a 3-year plan has been developed to provide a medium term direction for the Authority.

The business plan is comprised of the following sections:

- Vision/mission/values/strategic objectives;
- Business objectives and targets;
- Financial Plan; and
- Communications Plan.

The plan is an internal document for staff and Members and the final version will be sent to everyone in the organisation. In addition, a synopsis of the business plan will be produced for partners and stakeholders.

RECOMMENDATION

Members Approve: (1) the Authority's 2024-27 Business Plan attached as Appendix A to this report.

BACKGROUND

- 1 The most recent 3 year business plan concluded in March 2020. As a result of the Covid pandemic and the more recent energy crisis, it was felt that one year plans in the short term was a necessarily prudent approach. The Authority is now in position to plan its business on a more medium term basis and so a 3 year plan is being proposed.
- 2 The development of the 3 year plan provided the opportunity to refresh the Authority's vision, mission, values and strategic objectives (from the 2010-20 Business Strategy) reflecting the changing business context and the organisation's new priorities.
- 3 Two areas of major focus will be: a) the Environmental Policy and the delivery of projects and initiatives, which will drive the organisation towards a carbon net zero position; and b) the Biodiversity Action Plan (2019-29) where the Authority will build on the good work of recent years, enhancing and protecting the Lee

Valley's precious ecology.

- 4 Ongoing investment across the Authority's 4,500 acre estate will also be a key theme for open spaces and venues. In addition the activation of the Park through its community outreach programmes, events and schools activities will continue to be a vital part of what the Authority delivers.
- 5 The financial plan looks towards building on the Authority's current solid budget position, with the overriding objectives being to improve resilience, through growing the reserves fund and to improve the revenue budget position via income growth and/or cost efficiencies. The financial plan also highlights challenges around the capital programme. With capital funds significantly depleted, the Authority will need to consider a range of measures to fund its capital programme.
- 6 The organisational development section of the business plan focuses on the health and wellbeing of the workforce, which includes ensuring we have the capacity to deliver the business plan. In addition, effective succession planning will be determined for critical business areas.
- 7 The business plan has been developed over the past 6 months with officer input from across the organisation. A draft of the plan was presented to Members at the AGM in July and Member comments were taken on board. The final draft of the business plan was sent to Members in mid September. Comments and suggestions were invited ahead of the October Authority meeting.

MONITORING PERFORMANCE OF THE PLAN

- 8 The Chief Executive will update Members on performance against targets on a six monthly basis, in January and July. In addition, the delivery of the business plan will be incorporated into the performance Scorecard and reported to the Scrutiny Committee.

COMMUNICATING THE 3 YEAR BUSINESS PLAN

- 9 The business plan is an internal document providing staff and Members with a clear and detailed direction for the organisation over the next 3 years. Staff briefings on the plan have already taken place and these will continue over the coming months.
- 10 It is important that we communicate our 3-year plan to partners and key stakeholders. To this end, we will produce a 2-4 page synopsis document, which will be distributed widely towards the end of 2023.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

Author: Shaun Dawson, 01992 709 848, sdawson@leevalleypark.org.uk

APPENDIX ATTACHED

Appendix A Business Plan 2024-27

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Our Business plan 2023-27

(Version 8 Sept 2023)

October 2023

Contents

1. Introduction
2. Our mission, vision and values
3. Key projects and initiatives
 - o Environment Policy
 - o Biodiversity Action Plan
 - o Open Spaces and Landscape Improvements
 - o Major Development Projects
 - o Visitor Accommodation and Marinas
 - o Volunteers
 - o Community Programmes and Outreach
 - o Events
4. Financial plan
5. Organisational development
6. Communications plan
 - Map of park – back cover

1 Introduction

This business plan comes at a time of sustained uncertainty about the long-term national and global economic situation, and increased focus on the climate crisis.

During the life of this plan there will be a General Election and ongoing local elections across London, Essex and Hertfordshire. The pressure on local authority budgets is likely to continue. London Legacy Development Corporation (LLDC) will have reduced functions and a changed Board and governance structure which has implications for our Queen Elizabeth Olympic Park venues – both of which mark 10 years since they opened to the public next year.

In the past we worked to a five year business plan cycle but, in common with many organisations, we moved to one year plans during the COVID-19 pandemic. Despite continued uncertainty in many areas, we feel the time is right to set out our broad plans up until March 2027.

Of course, we have been grappling with the huge impact of inflation, particularly energy price rises. We are still rebuilding our finances following the pandemic and earlier this year the Authority raised the levy, which partly funds our work, by 9% – part of a series of measures to keep us financially robust.

We are acutely conscious of the need to be as cost effective and efficient as possible, while delivering for communities across the region. We remain popular with these communities – attracting 8.3m visits last year, 900,000 up on our pre-pandemic numbers.

We have established a new operating model for our main sports venues through a 10 year relationship with our operator Greenwich Leisure Limited (GLL). This relationship is bedding in as the venues are returning to their pre-pandemic popularity.

This year, for the first time since 2019, we are running major international championships in all three of our London 2012 legacy venues giving audiences across the region the chance to be inspired by top class competition.

Below we set out a series of projects and initiatives which will continue the development of this exceptional park – a journey we have been on since 1967. Our founders' vision still drives us – protecting and opening up green space for people to enjoy, and providing chances for healthy living through an unrivalled series of sports venues and leisure opportunities.

Four themes will drive all our activity over the life of this business plan:

- **Our Environment Policy.** This was adopted in April and is driving a new detailed plan to improve our environmental performance, which will be embedded into everything we do. As well as aiming to reduce our carbon footprint, we are developing a strategy and action plan to improve our sustainability, reduce our water and energy usage and deliver improvements to the park's landscape and biodiversity
- **Continuous investment in the park's infrastructure across sport, leisure and open space.** There are three key components of this, all driven by the absolute necessity to keep the park's offer relevant and of the highest quality.
 - A continuous programme of improvements to our sports venues and open spaces to ensure they carry on appealing to their many audiences and attract new visitors, and to maintain their infrastructure to the highest possible standard
 - To make sure that our campsites and marinas carry on providing popular and reasonably priced services for visitors to the region, and produce a financial surplus. We again see the need to have investment in these to maintain, improve and enhance them, making them more appealing to visitors. Alongside this we will review their operational structures and marketing programmes
 - To seek out and facilitate external partnerships which bring new attractions, experiences and visitor accommodation to the park. Our founding legislation gives us a wide scope – and these partnerships would always be in keeping with our vision and mission, and be focused on improving the visitor offer
- **Maximising the impact of the land we own.** The Authority owns 4,300 acres of the 10,000 acre Regional Park and is looking to get more value from our estate, and use income to concentrate our efforts on visitor centred, biodiversity enhancing projects. In some cases, this will mean selling or leasing land that is no longer needed for the park and investing the money in a range of improvement schemes; in others it would mean buying new areas which will improve access and enhance the park's overall offer

- **Investigating funding streams through emerging Biodiversity Net Gain opportunities.** Assessing all sites in the park to decide which are appropriate to put forward for biodiversity and habitat improvements creating biodiversity net gains

2 Our vision, mission and values

We have refined the elements that frame what we do. Our new refocused vision, mission and values are:

Vision

- **Lee Valley Regional Park:** a world class leisure destination for nature, sport and discovery

Mission

- **Lee Valley Regional Park Authority** will continue to lead the development of Lee Valley Regional Park, championing the protection and enhancement of the environment and working with a range of partners to maximise investment, improving the health and wellbeing for communities across the region

Values

- **Environmentally Focused:** reducing our carbon footprint and delivering nature-based solutions by applying the principles of sustainability and nature conservation in everything we do
- **Community Centred:** working with communities across the region and actively promoting Equality, Diversity and Inclusion.
- **Commercially Driven:** maximising investment and delivering additional income streams to underpin a resilient budget position
- **Innovative:** at the leading edge of new thinking and developments in sport, leisure and conservation
- **Empowering colleagues:** through continuous professional and personal development
- **Collaborative:** with partners and stakeholders to deliver the greatest possible outcomes

Strategic Objectives

- **For ecology:** working with partners and communities to conserve, restore and enhance the natural environment and biodiversity of the Regional Park
- **For environmental impact:** applying best practice in environmental innovation across land, water and air in the park, and all our business areas, addressing the climate crisis
- **For visitors:** investing in and promoting the Regional Park as an accessible, must visit destination for regional, national and international visitors
- **For communities:** providing activity and engagement programmes, funding and events in open spaces and venues to help get communities across the region more active and healthier – delivering social, health and well-being benefits

- **For financial resilience:** maintaining a sustainable financial position through investment, exploring new income opportunities and delivering efficient services and activities
- **For our workforce:** empowering, inspire and training our colleagues and volunteers to become a highly skilled, innovative and flexible workforce

3 Key projects and initiatives

3.1 ENVIRONMENT POLICY

Our new Environment Policy will guide all our work going forwards. The policy has just been adopted and is our response to the climate emergency. This is a complex and evolving field and is linked to core areas of existing work such as our Biodiversity Action Plan and spend-to-save programmes at venues.

We have already installed £600,000 worth of LED lights at Lee Valley VeloPark, have carried out similar schemes at other venues with more planned, have replaced diesel vans which our Rangers use with new electric vehicles and will install charging points for these in key locations. The new Lee Valley Ice Centre is the first in the UK to be fully electric, includes a host of energy saving and energy efficiency innovations and is the most sustainable in the country.

The Environment Policy recognises the uniqueness of the Authority, our role in flood mitigation, habitat improvement and the management of open spaces, as well as our ability to reduce water and energy usage, and travel and examine commercial green energy options. The policy is to be backed up by a strategy and action plan and a full communications plan.

It is based on the three principles of the circular economy which are to:

- design out waste and pollution
- keep products and materials in use
- regenerate natural systems

Targets

- Develop costs and timescales for our Environmental Action Plan and prioritise delivery of improvements
- Reduce our carbon footprint by 10 tonnes each year
- By July 2024, to investigate the feasibility, cost implications and technologies for retrofitting Lee Valley White Water Centre to become operationally carbon neutral
- By 2025 to effect a cultural change in our staff team to work cross functionally with environmental considerations as a golden thread through all day to day activity and new projects

3.2 BIODIVERSITY ACTION PLAN

The ten year Lee Valley Regional Park Biodiversity Action Plan (2019 – 2029) provides a framework for delivery of priority habitats and species across the Regional Park. Partnership

working with landowners, stakeholders and communities is key to the successful delivery of these targets. The Authority plays an important role in drawing together these partners, to both lead on and contribute to valley-wide strategies and multi-agency projects but also on the delivery of targeted conservation work within our landholdings which help deliver these strategic aims.

Targets

- Investigate funding opportunities for on-going management and enhancement of our open spaces. This will include:
 - Entering into Environmental Stewardship schemes, with at least two new schemes (covering 170 ha) entered into over the next two years
 - Scoping the potential opportunities within our landholdings to deliver Biodiversity Net Gain and offsetting to projects within or nearby to the park.
- Continue to engage with partners to see delivery of aims outlined in key ecological reports such as the Lee Valley Wetlands Assessment (2021) and the Lee Valley Water Vole Report (2022)
- Raise awareness of the biodiversity value of the Regional Park and engage regional communities with its wildlife and habitats through a series of public events and education programmes including guided walks, Bittern Roost Watches and representation at external events

3.3 OPEN SPACES AND LANDSCAPE IMPROVEMENTS

We have created a programme to continue investment in the park's open spaces over the next five years much of which we are funding through planning agreements. Some of these, including Section 106 agreements (legally binding agreements or planning obligations between a developer and us as a landowner as part of the granting of planning permission) relate to new development taking place next to, or inside, the park. As mentioned above, there will also be opportunities for the Authority to discuss with local planning authorities the prospect of the park to be used for Biodiversity Net Gain off setting. We have produced [a comprehensive five year plan](#) for open spaces investment and have allocated funding of £250,000 to deliver these. Four key open space projects are:

3.3.1 St Paul's Field

We are aiming to open up this area near Nazeing, Essex, which has been closed to the public for many years. The project involves a new 2 mile footpath making it easier and more appealing for visitors to reach new areas of open space. Ecological enhancements such as invertebrate refuges, new native planting and nest boxes will be installed as part of the project.

Targets

- Deliver completed works by March 2024

3.3.2 River Lee Country Park improvements

We have up to £750,000 worth of pathways, visitor facility and ecological improvements planned in the north of the park. These will improve the visitor experience and mitigate impacts of anticipated increased visits associated with adjacent residential developments on

our internationally important wetland habitats, part of the Lee Valley Special Protection Area and Ramsar site.

The improvements are mainly funded by Section 106 monies and will deliver ecological enhancements which help the Authority to achieve targets outlined in the Biodiversity Action Plan. The planned works include:

- a new bird hide
- installing footpaths, benches and signage
- reedbed improvements
- wet grassland enhancement
- lake edge management
- enhancing visitor infrastructure
- Improving the Dog Agility Course

Activities will be organised to engage with new and existing visitors to encourage positive behaviour within, and understanding of, the park. These will complement existing work through the Robbie Lea Water Safety Partnership, and our Learning and Engagement Team who carry out a programme of visits to groups and schools. A new homeowner leaflet has already been produced and will continue to be circulated to new residents within the adjacent developments to reinforce these messages.

Targets

- Work with local boroughs to draw down the first phase of Section 106 funding by October 2023
- Develop work plan and procure contractors by March 2024

3.3.3 WaterWorks Nature Reserve and Middlesex Filter Beds

We have been working on a project to restore the biodiversity value of the degraded reedbed habit on the site by installing a sluice and pipe to provide a water supply to the filter beds. Rewetting this site will restore valuable wetland habitat that has been lost. It will create 1.5 acres of new reedbed and bring lost species of birds and insects back to the area.

Targets

- Deliver an agreed interim solution by March 2024
- Continue to develop the option of a green electricity feed to power the pumps and remove the generator by March 2025

3.3.4 North Wall Road, Queen Elizabeth Olympic Park

We have developed a project plan for this redundant road near Lee Valley VeloPark, which we want to transform to green space with biodiversity habitat improvements, new green infrastructure, benches and parkland features. The project has already received a feasibility study grant from the Greater London Authority (GLA).

Targets

- Use the award of the GLA's Green and Resilient Spaces Fund to develop the project with LLDC including delivery, cost projections and designs by June 2024
- Make application to the GLA for a capital delivery grant by September 2024
- Subject to the capital funding position, deliver the scheme by 2026

3.4 MAJOR DEVELOPMENT PROJECTS

3.4.1 Spitalbrook, Broxbourne Leisure Pool and surrounding landholdings

We will be building on positive exploratory conversations with Broxbourne Borough Council, capitalising on the desire that the council and ourselves have to develop the closed off former gravel workings at Spitalbrook, the Broxbourne Riverside site where our now-demolished Broxbourne Leisure Pool once stood and the immediate surrounding areas of landholdings.

We see a possibility of creating a new country park within the 200 acre site with significant habitat enhancements including the restoration of the River Lynch to a naturally functioning chalk stream. The new park would benefit from the nearby Broxbourne railway station and easy connections for visitors from London.

Site Constraints

Parts of the site had been worked for gravel extraction and the area has not been open to the public for decades. We have carried out a soft market testing exercise which revealed that the site is not viewed as 'oven ready' for development and poses several challenges.

Almost every party expressed concern around the deliverability of the site, notably due to the contamination and potential remediation concerns, the flood risk, and other ecology and planning issues. However, the site would be attractive to some interested parties due to the suitability of the landscape to a low built development and the potential to integrate the natural environment of the site into a leisure development.

The wider site next to the former Broxbourne Leisure Pool site is now also being included in the review of the whole area, as there is benefit in a detailed vision and masterplan for the site which will be expected to be the foundation for any planning application.

Over the next three years, we will work to resolve these issues, deliver the country park with an active leisure component, enabling development and investigate the possibility of it being a site for new Authority offices.

Targets

By 2029 we will:

- Create a masterplan for Spitalbrook and the wider area
- Carry out a site evaluation
- Carry out detailed market testing
- Develop a business model
- Secure third party investment
- Complete the planning process securing all permissions required

3.4.2 Lee Valley White Water Centre

This venue remains one of the standout centres of the park, home to the continually successful Great Britain canoe slalom squad, acknowledged as the best venue in the world by international athletes and canoeing's international federation, and popular with visitors.

This year we welcomed athletes from around the globe for the 2023 ICF Canoe Slalom World Championships. It used the new permanent start ramp for Kayak Cross, a newer thrilling variety of extreme slalom where competitors race each other down the rapids, which will make its Olympic debut at the Paris 2024 Games.

The site - in particular the section known as Area 4 in the south eastern corner and not included in the lease to GLL - has a lot of potential and we have long thought it would be an ideal place for visitor accommodation, something which Broxbourne Borough Council supports. The site also benefits from an allocation in the Local Plan for leisure-led development, and proposals to expand the site as a leisure facility are supported in principle by the Council. A Soft Market Testing exercise was carried out on the 6.25-acre site in Autumn 2022 to gauge interest in the opportunity from the developer/operator market. We received interest from leisure and hotel operators with parties saying that the location was of great interest, due to its excellent transport links and proximity to the M25 and wider road network, and synergy with the existing Lee Valley facilities.

Formal marketing of the site started in June with expressions of interest and bids received over the summer and the whole process will conclude by the end of 2023 or early in 2024.

Targets

- Carry out and conclude marketing exercise
- Evaluate responses
- Facilitate the delivery of a significant sport/leisure investment on the Lee Valley White Water Centre site

3.4.3 Rammey Marsh West

This site adjacent to the M25 is hard to access and receives few visitors. The Authority believe that any income received from a lease or sale could fund improvements across the park. Exploring the income potential for the 14 acre site is a key objective for the Authority. The land has been included in Enfield Council's draft Local Plan with the intention of its Green Belt status being removed. If this happens, this would open up the possibility of this land being developed. The next publication of the Local Plan is now expected in Winter 2023 and it is anticipated that the site will be included.

Targets

- Continue to engage in the London Borough of Enfield Local Plan process
- Continue to engage in collaborative discussions with Enfield and potentially Transport for London who own adjacent land
- Carry out Stage One desktop studies relating to highways design, ground conditions, utilities and services, topographical surveys and development capacity. These studies will additionally provide more certainty during the examination stage of the Local Plan process
- Joint disposal at the point of London Borough of Enfield's Local Plan adoption in 2025/26

3.4.4 Lee Valley Leisure Complex

This site is currently home to Lee Valley Athletics Centre, Lee Valley Golf Course, Lee Valley Camping and Caravan Park, Edmonton, the Odeon Luxe Lee Valley and the Ark Royal wedding and events venue.

We see the 125 acre site having major leisure potential and our aim is to deliver significant leisure development here.

We have been working with inland surfing specialists The Wave to create a new destination at the Complex, looking at leasing them land currently used for golf and camping. We had an “Exclusivity Agreement” in place with The Wave, a common practice which gives a company the time to develop their plans and apply for planning permission. This agreement expired in April and, while both parties are keen on the concept, we will explore other investment options if The Wave does not progress.

Targets

- Secure The Wave or other third party investment on the site by 2025
- Upgrading of Lee Valley Athletics Centre
- Carry out improvement works to the common areas

3.4.5 Lee Valley Ice Centre

The stunning new Lee Valley Ice Centre is already open and delivering for communities across the region.

This cutting edge centre opened on 17 June less than two years after the old venue closed.

This opening was the culmination of a £30 million investment by the Authority, with support from the London Borough of Waltham Forest, to create a world leading ice venue on the site of the old Lee Valley Ice Centre on Lea Bridge Road in Leyton.

The centre, which has been completed within budget, is one of only three venues in the UK to have two Olympic sized rinks and the only one in the South of England and has drawn on knowledge from our involvement in the Olympics to shape design, access, community involvement, project management and promotion.

Lee Valley Ice Centre has a gym, dance studio, community spaces and café, and includes £1.5 million-worth of landscaping, native planting and environmental improvements to the surrounding area including ponds, wildflower meadows and wetland swales.

We see this venue becoming a community hub and operating in a similar way to Lee Valley White Water Centre – a setting off point for exploring the nearby open spaces of the park.

A range of programmes including a Targeted Crime Prevention Programme, Mental Health and Wellness Programme, Biodiversity and Wellbeing Awareness Learning Programme and an Employment and Apprenticeship Scheme, will run with the support of £1 million funding from the London Borough of Waltham Forest.

In addition, we will deliver a £250,000 Community Engagement Programme over the next 10 years. The fund will support access to the venue for community groups and schools across Waltham Forest and Hackney and is designed to give 68,000 people the opportunity to participate in and try out different activities at the new venue free of charge.

Targets

- By 2027 to attract 550,000 visitors a year with 2,000 Fitness memberships a year, 500 Learn to Skate pupils at any time, 73,000 public skate visitors a year and 80 hours of community access a week
- To engage with 232 different community groups and schools each year by March 2025 targeting communities who are new to the venue or ice sports
- To deliver Biodiversity and Wellbeing learning programmes to 30 different schools and groups a year by March 2025

3.4.6 WaterWorks Centre site

This site, near the new Lee Valley Ice Centre and opposite our ever-popular Lee Valley Riding Centre has great potential for youth hostel style visitor accommodation. This would help underpin the viability of both these venues and open them up to wider audiences as well as provide a new focus for the area.

Targets

By 2026 we will:

- Work with the planning authority, the London Borough of Waltham Forest, to establish the type of development which would fit with the ongoing regeneration of the Lea Bridge Road area
- Engage the market
- Secure an investment

3.4.7 Queen Elizabeth Olympic Park estate

The Authority owns significant areas of land on Queen Elizabeth Olympic Park - roughly a third of the park belongs to us.

For the last few years, we have focused our efforts on Eton Manor, the northern gateway to Queen Elizabeth Olympic Park and home to Lee Valley Hockey and Tennis Centre, which we have always felt could deliver much more. We have investigated the possibility of hotel accommodation here which, as with the WaterWorks area above, would underpin the viability of Lee Valley Hockey and Tennis Centre – particularly around its large events programme. We are continuing to do this but are combining this with a wider piece of work looking at the entire 100 acre landholding we have and taking into account that both our Queen Elizabeth Olympic Park venues will have been open for 10 years in 2024.

This includes:

- reviewing how to keep Lee Valley VeloPark relevant and leading edge
- examining how best Lee Valley Hockey and Tennis Centre can serve communities even better, including looking at the sports mix at this venue
- investigating ways to maximise the benefits of the large amounts of open space around these two venues, opportunities it presents and how it integrates with the rest of Queen Elizabeth Olympic Park
- transforming the unused North Wall Road detailed above at 3.3.4

Targets

- Develop and implement a long term venue investment plan to ensure the venues remain best in class and relevant, and deliver on their full potential while being commercially viable.
- Masterplan the north of Queen Elizabeth Olympic Park
- Establish an agreed position with relevant local authorities

3.4.8 East India Dock Basin

The project, on the banks of the Thames opposite the O2, is being carried out in partnership with the London Borough of Tower Hamlets. It includes the restoration of the lock gates at this historic site, the removal of silt, restoring and enhancing the biodiverse habitats and developing a visitor centre and education and engagement activities. This is a long held ambition for the Authority and would enormously improve the southern entrance to Lee Valley Regional Park.

Targets

- Subject to funding, finalise the site masterplan by November 2024
- Secure funding to deliver the project by October 2025
- Start the project by March 2026

3.5 VISITOR ACCOMMODATION AND MARINAS

We own four campsites and two marinas across the 10,000 acre park which give thousands of people the chance to spend time in our open spaces, explore further afield, have a short break or enjoy time in a holiday home.

We have invested £300,000 over the past year in new playgrounds, improved Wi-Fi and an expanded product range at our campsites. This includes six new glamping pods and the conversion of two former staff houses into Airbnb properties.

The Authority is now examining a range of projects aimed at increasing income and enhancing the customer experience over the next three years. These include:

- new hotel pods at Lee Valley Camping and Caravan Park, Edmonton
- creating new holiday home pitches, cocoons and hotel pods and expanding the woodland walk at Lee Valley Campsite, Sewardstone
- installing a new playground, shower facilities and accommodation villages at Lee Valley Caravan Park, Dobbs Weir

At Lee Valley Marina, Stanstead Abbots, we are looking at:

- an onsite launderette for both moorers and passing boaters
- improvements to security, staff and customer facilities and the workshops to increase capacity and income
- increasing mooring capacity and dredging the backwater channel to remove silt so that it can be used for moorings
- buying a new crane which would increase reliability and the range of work we can do
- increasing sales from the chandlery by becoming a chandlery superstore

At Lee Valley Marina, Springfield we are examining:

- **increasing mooring capacity**
- **extending the chandlery**
- **offering new portable welding facilities to service larger boats and expanding the capacity of this important part of our operations**
- **creating a dry dock**
- **installing canoe racks**
- **improving flood defences**
- **installing LED lighting**

Targets

- **Develop a planned and costed improvement programme across the two marinas and four campsites**
- **Prioritise projects against income potential and customer improvements**
- **Deliver the programme**

3.6 VOLUNTEERS

The park is fortunate to have 1,300 dedicated volunteers involved in tasks at venues and open spaces. We have the Investing in Volunteers accreditation – the national standard for organisations which maintain quality volunteer management programmes. We want to expand this programme over the next three years, increasing opportunities and building our volunteers' skills.

It is important that our volunteers reflect the communities which the park serves. By 2024 we will implement an Equality, Diversity and Inclusivity (EDI) forum with staff and volunteer representatives looking into ways we can encourage positive engagement within harder to reach communities and promote EDI across the Authority. We will also increase the diversity of our volunteers by using new and established links with local authorities, external partnerships, volunteer centres, action groups and community groups.

We want to support volunteers with routes into employment within the Authority and beyond. We regularly attend careers fairs at educational establishments including Capel Manor College, Herts Regional College and Queen Mary University of London and going forwards will increase the number we go to.

Targets

By 2026, we will

- **Grow by 15% the number of volunteers who consider themselves to be from minority ethnic backgrounds**
- **Increase volunteer hours by 10% to 20,500 a year**
- **Double the number of employment events we attend to 10 a year**
- **Actively encourage opportunities for Authority staff to volunteer with the aim of all staff giving at least one day of time by 2026**

3.7 COMMUNITY PROGRAMMES AND OUTREACH

We work with community groups from across London, Essex and Hertfordshire. We focus our work on targeted community engagement programmes with marginalised communities giving them greater opportunities to participate in physical activity and outdoor learning engagement programmes. We define marginalised communities as any group or individual that faces barriers to participation. Our key focuses are people with a disability, women and girls, older people, people with ill health or low activity rates, young people, deprived communities and minority ethnic groups.

We will continue to support access and engagement for some of the most marginalised communities across the region through our Community Access Fund, a scheme where the Authority funds travel, coaching and entry fees to our sports venues and other activities.

Our drive to channel resources into the areas of most need will also continue, targeting the most deprived communities, areas of health inequality and parts of the region that require intervention programmes and access to green space. This includes crime prevention and community cohesion programmes being run in partnership with the London Borough of Waltham Forest at the new Lee Valley Ice Centre.

Targets

In each year of this business plan, we will

- Effectively target marginalised communities with 90% of our sport and physical activity outreach reaching these groups
- Engage with 80 different community groups and schools through the Community Access Fund programme, ensuring a spread of 63% non-riparian and 37% riparian
- Support 10 different projects through our community grants scheme, through a series of longer-term engagement programmes, targeting groups who are less likely to engage in physical activity, or groups who tend to face additional barriers to participation
- Deliver 30 new community and club engagement projects through our partnership with GLL at our major sporting venues
- Introduce a dedicated programme of activity in the park to directly tackle and address local and regional health inequalities. This will include the development of referral pathways from social prescribers and other relevant services into green exercise
- Continue to promote the park's open spaces as a resource to aid mental wellbeing and physical activity to groups
- Support Biodiversity Action Plan aims to raise awareness of the park's biodiversity and open spaces, and to tackle inequalities and barriers to its use as a resource by certain communities and groups
- Continue to educate communities close to the park about the dangers of swimming in open water, how to use the park safely and its biodiversity value by delivering 80 learning and engagement programmes to schools and groups with 45% non-riparian and 55% riparian usage

3.8 EVENTS

For the first time since 2019, we are, in 2023, hosting world class sports events at all three of our London 2012 legacy venues. This continues an extraordinary run of highly popular World

Cups, World Championships and other events. These bring some of the greatest talents in track cycling, hockey and canoe slalom to the region, helping inspire attendees to try these sports themselves. Alongside this, 28,000 people went to two major music festivals at our Showground site in Waltham Abbey.

We hope to continue with this programme. Our next confirmed event is the FIH Hockey Pro League 2024, and there are proposals to extend the UCI Track Champions League to 2024 and for Lee Valley Showground summer music festivals through to 2027.

Targets

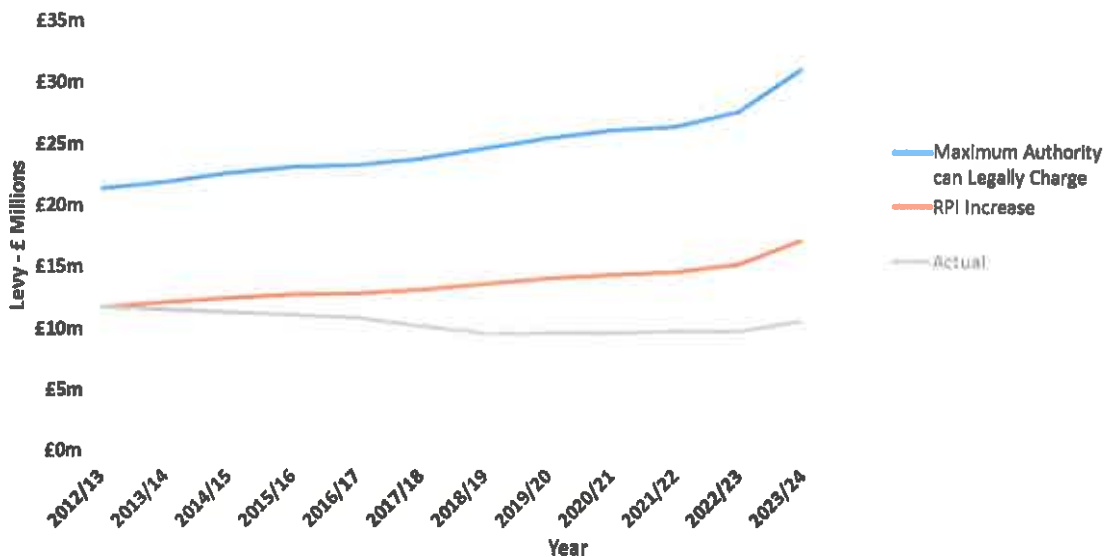
- Support National Governing Bodies and other event organisations to bring high level major events to the park.
- Re-evaluate and produce an events strategy to encompass wider Authority objectives
- Expand the 'offer' of events in the park, looking at new ways to attract new and exciting events to the park
- Continue to explore open space event hires as a source of generating income and new audiences for the park
- Work with National Governing Bodies and International Federations to develop new approaches to major events, create new concepts and reach new audiences. For example, we are exploring how we can work with British Canoeing to host some new Kayak Cross events to bring this exciting new variant of extreme slalom to a wider audience
- Use events to raise the profile of the park, increase the diversity of our audiences and as a vehicle for longer-term participation

4 Financial plan

4.1 The levy and our 2022/23 financial performance

Our founding Act of Parliament – the Lee Valley Regional Park Act 1966 – includes a levy on all contributing councils in London, Essex and Hertfordshire as part of the prescribed funding mechanism. The respective councils then charge this to households, originally through rates and now through council tax. It is currently 90p per person per year. We are, of course, acutely aware of the pressures which our contributing councils are under and have become less reliant on the levy itself and increasingly adept at generating our own income.

Levy Trend 2012/13 to 2023/24



If the levy set back in 2012/13 had been increased in line with Retail Price Index (RPI) inflation, it would now be £17.17m rather than the £10.65m it is now.

The Lee Valley Regional Park Act also sets out the maximum levy that we could charge. This year this is £31.2m – making the current levy just over a third of what we could legally charge. Over the past 13 years, our community focused and commercially driven business philosophy has allowed the Authority to reduce its overall dependence on the levy for its funding.

We cut the levy for eight years and froze it for three, while at the same time taking on the responsibility for three London 2012 legacy venues and their liabilities without central Government or third party funding. We needed to increase the levy in 2021/22 to help us deal with the impact of the COVID-19 pandemic, but then froze it again for 2022/23.

During 2022 unprecedented energy price increases and wider inflationary pressures put a strain on all public authorities. We were able to find savings and efficiencies to manage the impacts during 2022/23. The impact on the 2023/24 budget was a £2.6m increase in costs. Significant savings and increases in income were found to offset the majority of these costs, and our Board agreed to a 9% increase in the levy that brought the budget down to a small deficit. The increase was still a real term decrease when compared to inflation at over 12%.

4.2 Our financial plan for 2024 – 2027

The last few years have challenged and tested the resilience of our financial position. Like all public authorities we have been hit by the COVID-19 pandemic, energy price rises, high inflation and interest rate rises. Energy prices and inflation will continue to prove challenging for us, impacting our own expenditure, and the ability of our customers to continue spending their increasingly squeezed disposable income with us.

The challenges of the last few years have required the use of our reserves, and they are now below our target level. Our medium term financial plan (MTFP) aims to re-build these reserves to ensure resilience for future events. However, we have taken a cautious approach and built in a contingency for the next two years which will help to mitigate against adverse movements, but, if not used, will help to rebuild our reserves at a faster rate.

A key element of our financial plan is the outsourcing of the management of our six major sporting venues to GLL through the Leisure Services Contract. The ten year contract ensures that we will benefit from an improved financial position each year whilst ensuring the venues continue to be operated to a high standard.

The table below summarises our current revenue financial forecast for the next three years.

Medium Term Financial Forecast	2023/24 £000s	2024/25 £000s	2025/26 £000s	2026/27 £000s
Authority Base Budget	8,461.8	8,461.8	8,461.8	8,461.8
Base Adjustment for Loan Repayments/Minimum Revenue Provision	189.0	182.8	116.3	50.4
Other Base Budget Adjustments	(203.0)	681.3	661.3	661.3
LSC Management Fee	2,365.9	584.1	542.1	262.5
Cumulative Inflationary Growth	0.0	415.8	803.7	1,256.8
Outturn/Contingency	(5.0)	200.0	0.0	0.0
Total Budget	11,413.7	10,525.8	10,585.2	10,692.8
Levy	(10,646.7)	(10,646.7)	(10,646.7)	(10,646.7)
Budget Deficit/(Surplus)	162.0	(120.9)	(61.5)	46.1
Closing General Fund Balance	(2,796.0)	(2,916.9)	(2,978.4)	(2,932.3)

Key:

(Red) = income

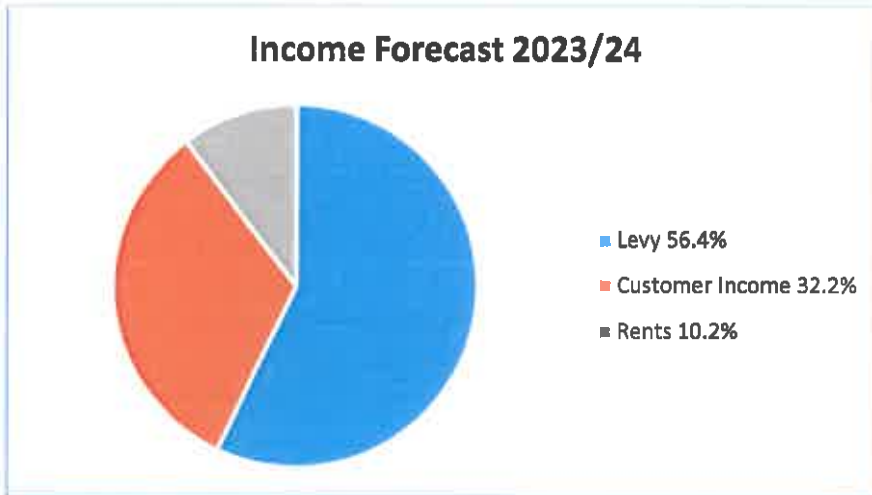
Black = expenditure

A "worst case" assumption on energy has been included in the above MTFP, assuming that prices do not drop from the anticipated levels for 2023/24, and that the Authority will continue to pick up the price risk associated with the Leisure Services Contract, beyond the current two year agreed position. Inflation is also based on the Bank of England forecast as at June 2023 for the next few years, before returning to 2% from 2026/27.

The MTFP does not yet factor in the financial impact on revenue of the accommodation and marina projects as mentioned in section 3.5. Once these have been fully reviewed, and projected cost and income established, these can then be built into the Authority base budget.

4.2.1 Income

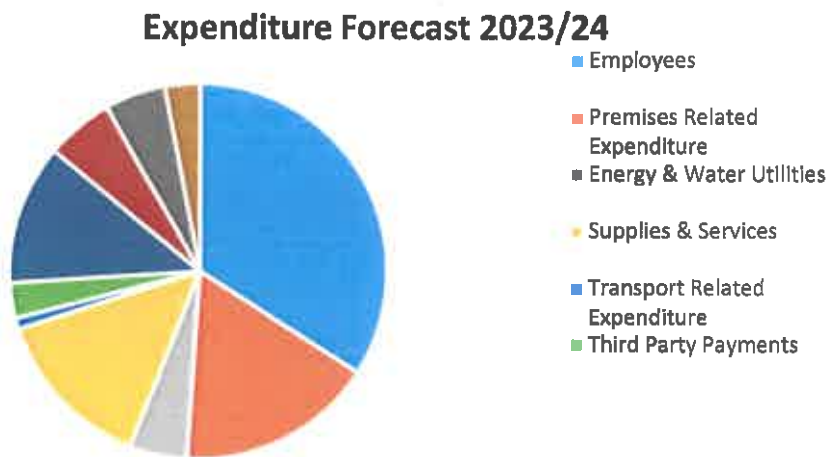
The make up of the Authority's Income has changed with the transfer of operations for the Large Sports Venues to GLL at the beginning of April 2022. Gone now is up to £12m of direct income that would have been received at these venues. What that now leaves us with is a lower expenditure base, as well as less direct income from which to draw our funding.



Income Forecast 2023/24	Amount £000s	Percentage %
Levy	10,646.7	56.4
Customer income	6,090.0	32.2
Rents	1,934.4	10.2
Investment income	213.0	1.1
Total	18,884.1	100

Customer income now represents just a third of our overall direct income, of which around a third can be seen as fixed; receipts from static caravans or marina mooring with the remainder more variable from campsite touring, retail sales, rechargeable works, or caravan sales for example.

4.2.2 Expenditure



Expenditure Forecast 2023/24	Amount £000s	Percentage %
Employees	6,681.7	35.1%
Premises Related Expenditure	3,347.9	17.6%
Energy & Water Utilities	954.7	5.0%
Supplies & Services	2,767.1	14.5%
Transport Related Expenditure	188.2	1.0%
Third Party Payments	599.3	3.2%
LSC Management Fee	2,365.9	12.4%
Capital Financing Costs	1,130.3	5.9%
Interest Payments	1,011.0	5.3%
Total	19,046.1	100.0%

It should be noted that the significant uplift in the LSC Management Fee relates to both the increase in energy costs, and the handover date of Lee Valley Ice Centre that occurred in May 2023, six months later than the original GLL bid position where they would have commenced operations in November 2022.

4.3 Capital Programme for 2023/24 and beyond

We have a plan for continued investment into the venues that will ensure an improved customer experience, increased income and savings from improved energy efficiency. The new Lee Valley Ice Centre opened in June 2023 after a £30m investment. This was funded through external borrowing, the cost of which is built into the base Authority budget from 2023/24.

In addition to the investments above, our capital programme includes a number of exciting projects across the Park's open spaces and other venues that will continue to enhance the Park for visitors and the natural environment.

The table below summarises the current approved capital programme for 2023/24 which is being funded directly by the Authority. Schemes such as East India Dock Basin, and River Lee Country Park will be funded from external sources and are not included in the project costings below.

Capital Resources	2023/24 £000s
Opening Resource Balance 1 April 2023	(11,197)
Usable Capital Receipts Reserve	(200)
External Borrowing	(2,300)
Asset Maintenance (Major Repairs) Reserve	(750)
Total Available Resources	(14,447)
Capital & Asset Management Programmes	
Lee Valley Ice Centre Redevelopment	2,300
Infrastructure and Open Space Projects	1,038

Investment Projects (Non sports venues)	450
Investment Projects (Sports venues)	3,247
Asset & Infrastructure Management	992
Total Capital Expenditure	8,027
Closing Resource Balance 31 March 2024	(6,420)

Key:

(Red) = income

Black = expenditure

To be able to deliver a capital programme in future years, we need to consider how the schemes are to be paid for, and we need to fully consider the requirements and implications of every project going forward, in the wider context of how it impacts the Authority's position going forward.

There are a number of options available to us to finance the capital programme

- Contributions from revenue, via an increase in the levy
- Grant funding (partial or in full)
- External borrowing, as we have done for the Lee Valley Ice Centre redevelopment
- Capital receipts, from disposal, such as Rammey Marsh West, or long term lease

As earlier sections have set out, we are looking to continuously invest in the park, whether that be the open space, leisure or sporting infrastructure. However, this can only be delivered if we do so in a cost effective way that allows us to continue to maintain the park for all communities.

Targets

- Effective Treasury Management, focussing on borrowing required to fund the new Lee Valley Ice Centre, associated investments, and mitigating the risk of interest rate increases
- Proactive monitoring and modelling of energy consumption and cost, including the realisation of savings from LED investments at LSC venues
- Increased use of data-led intelligence to support venues and services to achieve income targets, focussing on areas of risk such as the campsites' seasonal touring business
- Source external funding, either partial or in full, to help deliver a comprehensive capital programme across the park
- Look to maximise return on the whole Authority estate, whether that be from partnerships, leases, or disposal of surplus assets

5 Organisational development

Organisational development is key to ensure effective growth and longevity of the Authority. The key areas of development over the next three years are health and wellbeing, staff engagement and development, Equality, Diversity and Inclusion (EDI), ways of working, and workforce and succession planning.

With the transfer of our six main sports venues to GLL, our directly employed workforce shrank considerably and the Authority currently employs around 120 Full Time Equivalents. The Authority needs to ensure the right number of people with the right skills are employed in the right place at the right time to deliver our strategic objectives. Workforce and succession planning and staff development is key to the future of the organisation.

Our reputation and success depend on the services our staff deliver. As a result, we expect a high level of attendance to deliver an efficient and effective service to all our customers and service users. We recognise the importance of the health, safety and wellbeing of all our staff, and we are committed to improving their physical and mental health and wellbeing. This is currently underpinned by the comprehensive benefits such as an employee assistance programme, annual health assessments, staff discounts, a cycle scheme, a cash plan and flexible working as well as the training we provide, and a health and wellbeing strategy will bring everything together across the Authority.

It is important that our staff reflect the communities which the park serves. As mentioned in 3.6, by 2024 we will implement an EDI forum with staff and volunteer representatives looking into ways we can encourage positive engagement with harder to reach communities and promote EDI across the Authority.

Following the pandemic, we have moved to a hybrid working model with three core office days, though staff can come into the office five days a week if they prefer. However, this is a temporary change which needs reviewing. So, we need to identify opportunities for potential future efficiencies and working arrangements that will balance both the needs of the Authority and our staff, which embraces available technology based on outputs with a focus on results and which reduces the reliance on office space.

Targets

Within this business plan we will:

- Develop a health and wellbeing strategy in partnership with our sports development team, which includes the introduction of mental health champions
- Through succession planning, identify critical roles that are fundamental to the Authority's success and how staff can pass on their skills and expertise, and identify skills gaps to ensure the business plan can be delivered
- Review our flexible working policy and reflect on and assess current and potential ways of working and office accommodation requirements in the context of a hybrid working model

6 Communications

As explained in the introduction, this business plan covers a period of large scale change with a general, Greater London Authority and local elections taking place across the region. The focus on climate change will increase. The pressure on local authority budgets is likely to continue, and LLDC will start its change process next year. 2024 will also be the tenth anniversary of the public opening of our two Queen Elizabeth Olympic Park sports venues and we will continue our programme of international events. This business plan outlines a series of major development projects for our open spaces and our venues and our communications priorities respond and support all of this.

Over the period of this business plan we will:

- Create a full communications programme supporting the new Environment Policy and focus on the benefits the park brings to the region and to stakeholders
- Establish the new Lee Valley Ice Centre as a regional centre, in collaboration with GLL
- Create and run:
 - revenue generating campaigns for our Authority operated activities
 - campaigns which promote the park as a visitor destination, tying in the park's open spaces, accommodation, marinas, sports venues and events
- Maximise the opportunities provided by the 10 year anniversary of our Queen Elizabeth Olympic Park venues
- Continue the productive relationships with GLL, LLDC and other key partners
- Support major developments and events
- Internal communications

6.1 Environment Policy

We will create a communications programme to engage colleagues, partners and visitors in the new environment policy, sharing the knowledge we have built up and encouraging best practice. We will build relationships with partners and stakeholders to promote the park's core work and strategic importance, conveying the value of the park as a green lung for London and the region.

6.2 Lee Valley Ice Centre

This stunning new venue has now launched with a successful public opening, plaudits from skaters, clubs and coaches and strong media coverage.

We carried out communications to stakeholders, the local community, neighbours and environmental groups to pre-empt any disruption caused by the building project, explaining the benefits of the new venue, and bridging the gap between the current centre closing and the new one opening.

We secured good coverage for the launch and alongside marketing activity ensured that the venue's opening day was a sell-out.

The social channels have now been handed to GLL whose job is ongoing awareness raising and promotion of the centre.

We will continue to work with GLL to make sure the venue beds in and becomes regionally significant reaching communities across London, Essex and Hertfordshire. We want it to be seen as an exemplar of the Authority's vision and ability to deliver not just an outstanding new centre at this challenging time for the leisure industry, but also cutting edge community programmes.

6.3 Destination campaigns

We will focus our marketing and awareness raising efforts on our income generating venues promoting the four Lee Valley campsites as places for short breaks and holidays and opportunities at our two marinas. Alongside this, a core part of our work is promoting the valley as a joined up visitor destination. We run campaigns year round to encourage people to visit the park to walk, run and cycle, to enjoy open space and to interact with nature. Earlier this year we were, in common with other major London parks, focusing on free or low cost activities to reflect the cost of living crisis.

We will intensify these destination campaign at the key visitation times of spring and summer and market the park as a place for healthy and active lifestyles. We are also promoting responsible use of the park, not leaving litter, not having fires or BBQs and not swimming in open water.

We will cross promote with the park's accommodation offer to encourage people to visit for longer and use the new Lee Valley Ice Centre – particularly its role as a setting off point for the nearby open space – as a call to action to visit.

6.4 Ten year anniversary

We will maximise the opportunities provided by the 10 year anniversary of Lee Valley VeloPark and Lee Valley Hockey and Tennis Centre, and of the renewed interest in legacy that will come from the Paris Games, to retell the Authority's continuing role in the delivery of the sporting legacy from the London 2012 Games. We will secure new partnerships and opportunities and will particularly focus on the opportunities that these venues have given communities to enjoy sport in inspirational settings

6.5 Productive relationships with GLL, LLDC and other key stakeholders

We have set ways of working with GLL's marketing team and will continue to engage with them intensively to ensure that the marketing elements of the LSC contract are met. We will carry on providing feedback and advice and ensure that all work is brand compliant. This is especially important as the Authority derives a

large part of its identity from its main sports venues, particularly the London 2012 legacy venues, and we will carry on leveraging the profile of these stellar venues to both promote the overall visitor destination and to enhance our links with stakeholders.

We will continue to maximise relationships with LLDC and, as their role changes, we will ensure that stakeholders and partners understand new responsibilities and how we will ensure the highest possible quality offer for the section of Queen Elizabeth Olympic Park we are responsible for.

We will carry out a stakeholder audit to understand our positioning with key audiences and improve our communications.

6.6 Supporting major developments

As mentioned in section 3.2, there are a series of major projects which are likely to move forward in the next few years. We will work closely with colleagues to ensure these are well presented and that key audiences and stakeholders are communicated with during the programmes.

6.7 Internal communications

Our teams are spread across multiple workplaces, have a range of specialisms and have different working practices. Effective and timely internal communications are crucial to bind our teams together and focus on strategic priorities. We already use a range of tools such as staff newsletters, intranet, online communities and in-person briefings and will seek the most effective ways to always reach staff.

BACK PAGE

[Map](#)

visitleevalley.org.uk

Twitter/X, FB, Instagram, LinkedIn

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**COUNTER FRAUD, BRIBERY AND CORRUPTION, AND
WHISTLEBLOWING POLICIES**

Presented by Head of Finance

SUMMARY

The purpose of this report is to seek Member approval of the updated Counter Fraud, Bribery and Corruption policy and Whistleblowing policy. It also updates the Fraud Response Plan that deals with the Authority's approach to dealing with fraud if identified.

RECOMMENDATIONS

- Members Approve:
- (1) the revised Counter Fraud, Bribery and Corruption Policy as set out in Appendix A to report AUD/137/23 attached at Annex A to this report;
 - (2) the revised Whistleblowing Policy as set out in Appendix B to report AUD/137/23 attached at Annex A to this report; and
 - (3) the Fraud Response Plan as set out in Appendix C to report AUD/137/23 attached at Annex A to this report.

BACKGROUND

- 1 The most recent versions of these policies were approved at the Authority meeting on 21 January 2021 (report A/4291/21).
- 2 As part of the Authority's ongoing internal audit programme, Mazars (our internal auditors) carried out a review of the Authority's Fraud Prevention and Detection framework. The auditors were able to report a moderate level of assurance, commenting that structures are in place to guide the Authority's fraud prevention and detection programme, but they identified several opportunities for improvement within the control framework to mitigate risk. These included recommendations to update policies.
- 3 A report was taken to Audit Committee on 21 September 2023 (report AUD/137/23) that contained these updated policies as appendices. Audit Committee recommended these policies to Authority for approval.
- 4 Any environmental, equality, financial, human resource, legal and risk management implications are covered within report AUD/137/23 attached as Annex A to this report


Author: Michael Sterry, 01992 709805, msterry@leevalleypark.org.uk

PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/137/23	Counter Fraud, Bribery and Corruption, and Whistleblowing Policies	21 September 2023
Authority	A/4291/21	Counter Fraud, Bribery and Corruption, and Whistleblowing Policies	21 January 2021

ANNEX ATTACHED

Annex A	Paper AUD/137/23
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 <p>LEE VALLEY REGIONAL PARK AUTHORITY</p> <p>AUDIT COMMITTEE</p> <p>21 SEPTEMBER 2023 AT 13:00</p>	<p><u>Agenda Item No:</u></p> <p><u>Report No:</u></p> <p>AUD/137/23</p>
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COUNTER FRAUD, BRIBERY AND CORRUPTION, AND WHISTLEBLOWING POLICIES

Presented by Head of Finance

EXECUTIVE SUMMARY

The purpose of this report is to seek Member approval of the updated Counter Fraud, Bribery and Corruption policy and Whistleblowing policy. It also updates the Fraud Response Plan that deals with the Authority's approach to dealing with fraud if identified.

RECOMMENDATIONS

- Members Recommend to the Authority:
- (1) the revised Counter Fraud, Bribery and Corruption Policy as set out in Appendix A to this report;
 - (2) the revised Whistleblowing Policy as set out in Appendix B to this report; and
 - (3) the Fraud Response Plan as set out in Appendix C to this report.

BACKGROUND

- 1 The most recent versions of these policies were approved at the Authority meeting on 21 January 2021 (Paper A/4291/21).
- 2 As part of the Authority's ongoing internal audit programme, Mazars (our internal auditors) carried out a review of the Authority's Fraud Prevention and Detection framework. The auditors were able to report a moderate level of assurance, commenting that structures are in place to guide the Authority's fraud prevention and detection programme, but they identified several opportunities for improvement within the control framework to mitigate risk.
- 3 These included recommendations to update policies. The appendices to this report include the revised policies with tracked changes to show where updates have been made. The following paragraphs summarise these recommendations and changes.

COUNTER FRAUD, BRIBERY AND CORRUPTION POLICY

- 4 Following benchmarking with similar policies from other public authorities and review of up to date guidance, the title of the policy has been updated. This benchmarking,

along with the assurance provided from Mazars, concluded that no major changes are required to these policy documents.

- 5 In line with the recommendations from Mazars, fraud 'champions' have been identified who will, as part of their job role and responsibilities, bring awareness to fraud prevention and detection.
- 6 The role of Cyber Security in preventing and detecting fraud, and the responsibilities of the Head of IT, have been written into the policy. The other named roles and responsibilities have been reviewed, and contact details for Mazars have been updated.

WHISTLEBLOWING POLICY

- 7 Named roles and responsibilities have been reviewed, and contact details for Mazars and Ernst & Young have been updated. References to the Counter Fraud, Bribery and Corruption Policy have been updated throughout.

FRAUD RESPONSE PLAN

- 8 The plan has been updated to reflect that fraud investigation reports should come to the Audit Committee in line with its terms of reference.
- 9 Following learning from investigations, the Section 151 Officer and Head of Finance will also consider whether the investigation can be carried out internally or if it requires external support depending on the nature of the case reported.
- 10 References to the Counter Fraud, Bribery and Corruption Policy have been updated throughout.

ENVIRONMENTAL IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

- 14 As part of the corporate training plan, there will be associated online training for all staff to ensure the profile of these issues remain high and to embed an understanding and culture across the organisation.

LEGAL IMPLICATIONS

- 15 This report and policies attached are written with full regard to the Public Interest Disclosure Act 1998, which was introduced to protect employees who expose serious wrong doing in the workplace.

RISK MANAGEMENT IMPLICATIONS

- 16 Risk of fraud and corruption occurring will always exist where an organisation has significant financial, human, land and other valuable resources.

To mitigate against these risks the Authority has regulations in place with procedures and practices laid down in relation to the conduct of Authority business. The Authority also employs internal auditors to test and check that these practices and procedures are implemented and working effectively; and they report to the Audit Committee the outcome of their findings and recommendations for areas of improvement.

The external auditors (Ernst & Young) also provide external verification through year end audit processes that the Authority is conducting its business appropriately and make recommendations for areas of improvement.

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PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/133/23	Annual Report on the Work of Internal Audit 2022/23 and Audit Plan 2023/24	22 June 2023
Authority	A/4291/21	Anti-Fraud, Bribery and Corruption and Whistleblowing Policies	21 January 2021

APPENDIX ATTACHED

Appendix A	Counter Fraud, Bribery and Corruption Policy
Appendix B	Whistleblowing Policy
Appendix C	Fraud Response Plan

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LEE VALLEY REGIONAL PARK AUTHORITY

**COUNTERANTI-FRAUD, BRIBERY AND CORRUPTION
POLICY**

JANUARY 2021OCTOBER 2023

*This document explains Lee Valley Regional Park Authority's **CounterAnti-Fraud, Bribery and Corruption Policy** and the steps that must be taken where fraud, bribery or corruption are suspected or discovered.*

All employees should be aware of this and managers must bring its contents to the attention of their employees. Any person who becomes aware of any instances of fraud, corruption or other illegal act and does not follow this Policy could be subject to disciplinary action.

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Introduction

1. One of the basic obligations of public sector organisations is to ensure the proper use of public funds. It is therefore important that all those who work in the public sector are aware of the risk (and means of enforcing the rules) of fraud, corruption and bribery.
2. The Authority already has procedures in place that help to reduce the likelihood of fraud, corruption and bribery occurring. These include Standing Orders, Financial Regulations, codes of conduct, documented procedures and a system of internal control and risk management. In addition, Members and senior management seek to ensure that a risk and fraud awareness culture exists across the Authority.
3. Members and senior management should be aware of the Code of Practice on Managing the Risk of Fraud and Corruption (the CIPFA Code). The five key principles of the Code are to:

- **Acknowledge Responsibility**

Acknowledge the responsibility of the governing body for countering fraud and corruption.

Within the Authority, there are several individuals with responsibility for governance who are champions for counter fraud, bribery and corruption. These include the Audit Committee, the Senior Management Team, the Head of Finance, Section 151 Officer, Head of IT, Head of HR and Internal Audit. However, all employees are responsible for identifying and reporting fraud and corruption which they may suspect.

In addition to concerns raised under the Anti-Fraud, Bribery Counter Fraud, Bribery and Corruption Policy, concerns may also be raised under the Authority's Whistle Blowing Policy. Where there is any possibility that fraud, corruption or bribery might be involved, the Section 151 Officer and Head of Finance should be consulted to determine whether the matter is taken forward under the Fraud Response Plan or under the investigation procedure within the Whistle Blowing Policy

- **Identify Risks**

Identify the fraud and corruption risks.

Different risks will have different effects on different organisations. Therefore it is essential to understand specific exposures to risk, changing patterns in fraud threats and the potential consequences to the Authority.

- **Develop Strategy**

Develop an appropriate counter fraud and corruption strategy.

Counter fraud and corruption strategies should be both proactive and responsive. These approaches should be based around the risks associated to the Authority.

- **Provide Resources**

Provide resources to implement the strategy.

Arrangements should be made for appropriate resources to be allocated to support the counter fraud strategy; be it employees, employees training or even access to information.

- **Take Action**

Take action in response to fraud and corruption.

This consists of putting in place a policy framework including policies such as Whistleblowing, [Counter-fraud](#), [Anti-Bribery and Corruption](#) and IT Usage & Security policies.

4. This document applies to all employees, elected Members, contractors who work with the Authority and members of the public who come into contact with the Authority. It sets out the Authority's policy for preventing, but also dealing with detected or suspected fraud, corruption or bribery.
5. This Policy should be read in conjunction with the Authority's Whistle Blowing Policy and Fraud Response Plan. In addition, all employees and Members should familiarise themselves and comply with the Authority's Financial Regulations, with particular attention to the following sections:
 - Officers Code of Official Conduct;
 - Interests of Employees in Contracts; and
 - Hospitality and Gifts.
6. Appendix 1 of this Policy sets out potential warning signs for managers and employees to be aware of in relation to possible instances of fraud, corruption or bribery.
7. Appendix 2 of this Policy sets out the 'do's' and 'don'ts' for employees to be aware of with regard to acting upon any concerns or suspicions.
8. Training and guidance will be provided to employees and Members in these areas, although it is an **individual's responsibility** to seek clarification on any of the content where necessary.
9. In addition to the details set out in this Policy, the Authority continues to put in place steps for countering fraud, corruption and bribery as recommended through internal/external audit reports and as legislation dictates.

Key Legislation - Fraud

10. The Fraud Act 2006 came into effect on 15 January 2007.

11. The Act gives a statutory definition of the criminal offence of fraud, as classified under three main headings:

- Fraud by false representation;
- Fraud by failing to disclose information; and
- Fraud by abuse of position.

Fraud by false representation

A person is in breach of this section if he/she:

- Dishonestly makes a false representation; and
- Intends, by making the representation to make a gain for themselves or another, or to cause loss to another or to expose another to a risk of loss.

A representation is false if:

- It is untrue or misleading; and
- The person making it knows that it is, or might be, untrue or misleading.

Fraud by (wrongfully) failing to disclose information

A person is in breach of this section if he/she:

- Dishonestly fails to disclose to another person information which they are under a legal duty to disclose; and
- Intends, by failing to disclose the information to make a gain for themselves or another, or to cause loss to another or to expose another to a risk of loss.

Fraud by abuse of position

A person is in breach of this section if he/she:

- Occupies a position in which he/she is expected to safeguard, or not to act against, the financial interests of another person;
- Dishonestly abuses that position; and
- Intends, by means of the abuse of that position to make a gain for themselves or another, or to cause loss to another or to expose another to a risk of loss.

A person may be regarded as having abused their position even though their conduct consisted of an omission rather than an act.

12. The Act also describes two other offences in section 6 and section 7:

- To commit possession of articles for use in fraud (Section 6), a person must have had possession or control of an article for use in the course of or in connection with any fraud.

- To commit making or supplying articles for use in frauds (Section 7), a person would make/adapt/supply/offer to supply any article for use in the course of or in connection with fraud knowing that it is designed or adapted for use in the course of or in connection with fraud or intending it to be used to commit or assist in the commission of fraud.

13. The Act states that the terms "Gain" and "Loss" should be read in accordance with the following:

- As extending only to a gain or loss in money or other property; and
- As including any such gain or loss whether temporary or permanent.

"Property" means any property whether real or personal (including things in action and other intangible property).

"Gain" includes a gain by keeping what one has, as well as a gain by getting what one does not have.

"Loss" includes a loss by not getting what one might get, as well as a loss by parting with what one has.

14. Those found guilty under the Act are liable for a fine or imprisonment, with a maximum sentence of 10 years.

Key Legislation - Bribery

15. The Bribery Act 2010 came into effect on 1 July 2011 and its provisions apply to all Authority business.

16. The Act strengthens previous UK anti-bribery legislation and created a new offence which can be committed by organisations which fail to prevent persons associated with them from committing bribery on their behalf.

17. In addition to the corporate offence, there are three offences which individuals could be found guilty of:

	Section	Offence	Detail	Sanction
Individuals	Section 1	Bribing another person	Offering, promising or giving a bribe in the UK or abroad, in the public or private sector.	Individuals could face a 10 year prison sentence and unlimited fines.
	Section 2	Receiving a bribe	Requesting, agreeing to receive or accepting	

	Section	Offence	Detail	Sanction
			of a bribe in the UK or abroad, in the public or private sector.	
	Section 6	Bribery of foreign public officials	Bribery of a foreign public official in order to obtain or retain business.	
Organisations	Section 7	Failure to prevent bribery	Failure by an organisation to prevent a bribe being paid by those who perform services for, or on behalf of the organisation ("associated persons").	Organisations could face unlimited fines and reputational damage could be significant.

18. Bribery can take the form of 'a financial or other advantage' - it does not have to be cash. Offering and requesting still constitutes an offence - it does not have to be paid. It does not have to go directly to the person being influenced - it can be a donation to a chosen organisation. It does not have to be substantial - there is no materiality threshold in the Act.

The Authority's Policy

19. The Authority is committed to sound corporate governance and to the elimination of fraud, corruption, bribery or any other illegal acts. The Authority therefore expects the highest standards of conduct and integrity from its employees, Members, contractors, and from members of the public who have dealings with it. The Authority has therefore adopted the CIPFA Code, the five key elements of which are to:

- acknowledge the responsibility of the governing body for countering fraud and corruption;
- identify the fraud and corruption risks;
- develop an appropriate counter fraud and corruption strategy;
- provide resources to implement the strategy; and
- take action in response to fraud and corruption.

20. Where any instance of fraud, corruption, bribery or other illegal act is detected or suspected, the Authority is committed to its rigorous investigation. Where appropriate, criminal prosecution and civil court action may be taken to recover money, costs and interest. Employees may also be subject to disciplinary action.

21. Anyone having reasonable suspicions of fraud, corruption or bribery is encouraged to report them. Therefore it is also the Authority's policy, which will be rigorously enforced, that no employee will suffer in any way as a result of reporting reasonably held suspicions. All employees will be afforded the protections set out in the Public Interest Disclosure Act 1998. This is further covered within the Authority's Whistle Blowing Policy.

Culture

22. The Authority expects Members and employees at all levels to behave with integrity and propriety and to act within the law, regulations, procedures and practices laid down in relation to the conduct of Authority business. The Authority believes that this is best achieved through the promotion of an atmosphere of honesty and openness.

23. The Authority expects Members and employees to raise any concerns they have about fraud, corruption, bribery or other malpractice immediately they occur. As above, it will treat all concerns raised seriously and in full confidence.

Prevention

24. The adoption of adequate measures for the prevention of fraud, corruption, bribery and other malpractice is the responsibility of Members, Senior Management Team, and all other managers.

25. All Members and employees need to be aware of and have ready access to all the Authority's agreed policies and procedures. These shall include Standing Orders, Financial Regulations, codes of conduct and any other relevant practice or procedure documents. The Chief Executive, Deputy Chief Executive, Corporate Directors and other managers are responsible for ensuring that all employees under their direction are made aware of these documents. They are an important part of the internal control framework.

26. In particular, all employees should observe the Authority's code of conduct for employees and any relevant professional codes of conduct or ethics. A copy of the employees' code of conduct is contained in the Employees Handbook and within Financial Regulations, or can be obtained directly from Human Resources.

27. Section 117 of the Local Government Act 1972, requires that all employees must disclose any interest in contracts that have been, or are intended to be, entered into by the Authority. This section also prohibits the acceptance of fees, gifts or rewards, other than proper remuneration from the Authority, or otherwise where this has been specifically authorised by the Chief Executive, Deputy Chief Executive or a Corporate Director and where it has been recorded in the Hospitality Register maintained by the Chief Executive. All of these requirements will be vigorously enforced by the Authority.

28. References will be taken up for all permanent or temporary employees to verify their suitability, integrity and honesty.
29. Members shall observe their Local Code of Conduct and act in line with their responsibilities under [the Localism Act 2011](#). ~~sections 94 to 96 of the Local Government Act 1972.~~
30. The Authority shall maintain systems and procedures that incorporate adequate internal controls, including separation of duties, to prevent, as far as possible, the occurrence of error, fraud, corruption, bribery or other malpractice. The Chief Executive, Deputy Chief Executive, a Corporate Director, Head of Finance – and other managers are responsible for ensuring that appropriate internal controls are designed, implemented, operated and maintained. In addition to managements' own monitoring, review and self-assurances, the Authority's Internal Auditors will provide an independent assurance on the adequacy and effectiveness of these controls.
31. In particular, the Section 151 Officer has a statutory responsibility under section 151 of the Local Government Act 1972, to ensure the proper administration of the Authority's financial affairs. The Head of Finance under the guidance of the Section 151 officer shall issue, from time to time, guidance on the operation of key financial systems which underpin the Authority's Financial Regulations.
32. In addition, the Deputy Chief Executive carries out the role of Monitoring Officer and is responsible for reporting any actual or potential breaches of the law or maladministration to the full Authority, and for ensuring that procedures for recording and reporting key decisions are operating effectively.
33. The Statutory Officer roles – are described in the Authority's Financial Regulations FR23 to FR35.
- 34.** The Authority maintains a Strategic Risk Register and operational risk registers on a thematic basis. All managers are responsible for undertaking a detailed analysis of the risk associated with the service area under their control, which will include the risk of fraud, corruption and bribery as well as other types of risk. This will be carried out with the assistance of the Authority's Internal Auditors as required, to help ensure that fraud, corruption, bribery and other malpractice are minimised.
- 34-35.** The Head of IT is responsible for ensuring cyber security controls are effective and regularly reviewed to reduce the risk of online fraud.
- 35-36.** The Head of Finance is responsible for coordinating the review of this Policy, together with the Authority's Whistle Blowing Policy and the Fraud Response Plan, on a periodic basis, to ensure their continued relevance and effectiveness.

Detection and Reporting

~~36-37.~~ 37. All employees and Members are encouraged and expected to raise any concerns or suspicions they may have. These should be raised without fear of recrimination and should be reported to one of the following individuals:

Shaun Dawson - Chief Executive

Direct Line 01992 709848

Mobile 07715 449360

Email sdawson@leevalleypark.org.uk

Head of Paid Service, responsible for the overall management and direction of the Authority.

Keith Kellard – Head of Finance

Direct Line 01992 709864

~~Mobile 07876 131596~~

Email kkellard@leevalleypark.org.uk

The Chief Financial Officer responsibilities rest with the Section 151 Officer (shared service with the London Borough of Enfield) but is carried out in consultation with the Authority's Head of Finance.

Beryl Foster - Deputy Chief Executive

Direct Line 01992 709836

Mobile 07920 563971

Email bfoster@leevalleypark.org.uk

Monitoring Officer, responsible for reporting any actual or potential breaches of the law or maladministration.

~~Sue Smith, Internal Audit (Mazars)~~

~~Mobile 07887 954584~~

~~Email~~

~~Graeme Clarke, Internal Audit (Mazars)~~

~~Mazars Office 0207 063 4000~~

~~Email graeme.clarke@mazars.co.uk~~

The Authority's internal auditors are responsible for the independent review of systems of internal control and the reporting to management of weaknesses and any breakdown of those systems.

Ultimately, any individual who has received information about any suspected act of fraud, corruption or bribery is obliged by Financial Regulations to report it to either the Chief Executive, Deputy Chief Executive, Section 151 Officer and Head of Finance immediately.

~~37-38.~~ 38. When employees are considering reporting a suspected fraud, the following factors need to be taken into account:

- **Timeliness** - it is essential that all employees act at the time of their concerns, as time is likely to be of the utmost importance to prevent further loss to the Authority; and
- **Evidence** - employees should, if possible and without seeking to conduct their own investigation, keep or copy any document that arouses their concerns or suspicions. Employees should also, where possible, note all relevant details, such as what was said in telephone or other conversations, the date, time and the names of any parties involved.

38-39. However employees must not:

- **Confront any individual that they suspect**, as this may compromise any formal investigation;
- **Attempt to conduct their own investigation.** There are special rules surrounding the gathering of evidence for use in criminal cases. Any attempt to gather evidence by people who are unfamiliar with these rules may compromise the case; and
- **Contact the Police directly.** The decision to contact the Police may only be made by the Chief Executive or Deputy Chief Executive after consideration of the facts. Employees should always contact one of the above officers.

39-40. The Policy with regard to reporting must not be misused. Any abuse, such as raising false or malicious allegations, will result in the instigation of disciplinary action against those proven responsible for such abuse.

40-41. The Authority recognises that the effectiveness of this Policy depends on the awareness and responsiveness of its employees and Members. It is essential that both Members and employees are made aware of this Policy as part of their induction and receive a copy of this Policy for their personal records.

41-42. In addition, employees should have ready access to all other policy and procedural documents. Regular action will be taken to remind all Members and employees of these policies and procedures, and the importance that the Authority places on preventing fraud, corruption, bribery and other malpractice.

Investigation

42-43. All allegations of fraud, corruption or bribery will be promptly investigated in line with the Authority's Fraud Response Plan.

43-44. If fraud, corruption or bribery are suspected on the part of a contractor's employees or employees of another body, the procedures and responsibilities for investigation remain the same as above. The Authority will involve other parties as necessary.

Interaction with Other Policies/Procedures of the Authority

44.45. This Policy should be read in conjunction with the Authority's Whistle Blowing Policy and the Fraud Response Plan.

45.46. The Authority's Disciplinary Policy and Procedures will be followed where an employee is suspected of being involved in fraud, corruption, bribery or any other illegal activity. This may include dismissal. Sanctions are covered in more detail in the next section of this Policy.

Sanctions

46.47. Where financial impropriety is discovered, the Authority's expectation is that the Police will be involved. Any referral of a case or decision on Police involvement will only be taken by the Chief Executive or Deputy Chief Executive.

47.48. Any referral to the Police will not prohibit action being taken under the Authority's Disciplinary Policy and Procedures, and it should be noted that an individual could be subject to all, or elements of the following:

- criminal prosecution;
- civil Court action to recover money, cost and interest; and
- the Authority's Disciplinary Policy and Procedures.

Conclusion

48.49. The Authority is committed to tackling fraud, corruption and bribery, whenever it happens. Our response will be effective and organised and will rely on the principles set out within this document.

Appendix 1 - Warning Signs

Whilst by no means being proof on their own, the circumstances below may indicate that fraud, corruption or bribery are taking place, and should therefore put both managers and employees on the alert.

Contractors / Suppliers / Third Parties

- Invoices being submitted on non-headed paper.
- Altered documents (correcting fluid, different pen or handwriting).
- Requests for payment for goods/services that have not yet been delivered.
- Submission of duplicate invoices.
- Notification of an organisation's bank details changing.
- Tender submissions which are priced much higher or lower than other submissions.
- Complaints from public or employees regarding service quality.
- Unexpected requests for an additional fee or commission to "facilitate" a service.
- Requests that you provide employment or some other advantage to a friend or relative.
- Requests to use of an agent, intermediary, consultant, distributor or supplier that is not typically used by or known to the Authority.
- Offers of an unusually generous gift or hospitality by a third party.

Employees

- Altered documents (correcting fluid, different pen or handwriting).
- Changes in normal patterns of, for example, cash takings or expense claim details.
- Text erratic or difficult to read or with details missing.
- Delay in completion or submission of expense claim forms.
- Lack of vouchers or receipts in support of expense claims.
- Seemingly living beyond their means.
- Under constant financial or other stress.
- Choosing not to take annual leave (and so preventing others becoming involved in their work), especially if solely responsible for a 'risk' area.
- Always working late.
- Refusal of promotion.
- Insistence on dealing with a particular individual.
- Complaints from public or employees regarding service quality.

Appendix 2 - Acting On Your Suspicions

If you suspect fraud, corruption or bribery within the workplace, there are a few simple guidelines that should be followed.

Do:

- Make an immediate note of your concerns.
- Where possible note all relevant details, such as what was said in telephone or other conversations, the date, time and the names of any parties involved.
- Convey your suspicions to someone with the appropriate authority and experience, as set out within the Anti-Fraud, Bribery Counter Fraud, Bribery & Corruption Policy.

Deal with the matter promptly. Any delay may cause the Authority to suffer further financial loss.

Don't:

- Do nothing.
- Be afraid of raising your concerns. You will not suffer any recrimination from the Authority as a result of voicing a reasonably held suspicion, and any matter you raise will be dealt with sensitively and confidentially.
- Approach or accuse any individuals directly.
- Try to investigate the matter yourself. There are special rules surrounding the gathering of evidence for use in criminal cases. Any attempt to gather evidence by people who are unfamiliar with these rules may compromise the case.
- Convey your suspicions to anyone other than those with the proper authority.



LEE VALLEY REGIONAL PARK AUTHORITY

WHISTLE BLOWING POLICY

~~JANUARY 2021~~ OCTOBER 2023

This document explains Lee Valley Regional Park Authority's Whistle Blowing Policy and the steps that must be taken in the event of a concern being raised. All employees should be aware of this and managers must bring its contents to the attention of their staff. Acknowledgement should also be made of the links, but also the differences, between this Policy and the Authority's ~~Anti-Fraud, Bribery and Corruption~~ Counter Fraud, Bribery and Corruption Policy. Not all concerns regarding malpractice within the Authority have to be of a fraudulent or bribery/corruption related nature. However, if that is the case, the content of the ~~Anti-Fraud, Bribery and Corruption~~ Counter Fraud, Bribery and Corruption Policy will apply.

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Introduction

1. Lee Valley Regional Park Authority is committed to the highest possible standards of openness, probity and accountability. In line with this commitment, the Authority expects its employees, Members and others that it deals with, including contractors and suppliers, who have serious concerns about any aspect of the Authority's work, to come forward and voice those concerns.
2. Employees are often the first to realise that something may be seriously wrong within an organisation. However, they may decide not to express those concerns because they feel that speaking out would be disloyal to their colleagues or to the organisation. They may also fear harassment or victimisation. However, all employees will receive statutory protection under the Public Interest Disclosure Act 1998 if they raise concerns in the right way.
3. This Policy is designed to give you opportunity and protection if you wish to report suspicions of malpractice. Provided you are acting in good faith, it does not matter if ultimately you are mistaken in your suspicion. There is no question of you having to prove anything.
4. This Policy makes it clear that employees can voice their concerns without fear of victimisation, discrimination or disadvantage. It is intended to encourage and enable employees to raise serious concerns at work within the Authority, rather than overlooking the issue or seeking resolution outside the Authority.
5. This Policy is also intended as a clear statement that if any wrongdoing by the Authority or any of its employees, contractors or suppliers is identified to the Authority, it will be dealt with quickly, thoroughly investigated and remedied if found true.
6. The Policy applies to all employees, Members and all contractors, suppliers and agency employees, whether working on Authority premises or at their own premises.
7. This Policy invites all employees, Members and other relevant parties to act responsibly to uphold the reputation of the organisation and maintain public confidence.

Aims and Scope of this Policy

8. This Policy was introduced to provide employees, contractors and Members with a secure basis for the reporting of suspicions of malpractice, in the knowledge that the matter will be treated confidentially.

9. This Policy sets out the approach for investigation of malpractice, the information that will need to be recorded and the steps that need to be followed to ensure that you do not suffer from recriminations.
10. If there is anything which you think the Authority should know about, please use the procedure outlined in this Policy. By knowing about malpractice at an early stage, the Authority stands a good chance of taking the necessary steps to safeguard the interests of all employees and to protect the organisation. In short, please do not hesitate to blow the whistle on malpractice.
11. It should be noted that the Authority also has an ~~Anti-Fraud, Bribery and Corruption~~ Counter Fraud, Bribery and Corruption Policy, and a Fraud Response Plan. An issue being raised under the Whistle Blowing Policy may not relate to potential fraud, corruption or bribery. However, if fraud, corruption or bribery are suspected, reference should be made to the ~~Anti-Fraud, Bribery and Corruption~~ Counter Fraud, Bribery and Corruption Policy. Links to that Policy are highlighted within this document.

Legislation

12. The Public Interest Disclosure Act 1998 was introduced to protect employees who expose serious wrong doing in the workplace. It applies where malpractice is disclosed which involves:
 - a crime or breach of regulatory, administrative and common law;
 - a miscarriage of justice;
 - danger to health and safety;
 - damage to the environment;
 - unauthorised use of public funds;
 - possible fraud or corruption; or
 - sexual, physical or financial abuse of clients.

You are protected from victimisation by the Act where you reasonably believe the information is true and that you are acting in good faith.

Safeguards

13. The Authority will not tolerate any attempt on the part of any employee, Member, contractor, supplier or member of the public to apply any sanction or detriment to any person who has reported a genuine and serious concern of wrongdoing.

14. Any such conduct by an employee will be treated as a disciplinary matter and will be treated as a breach of the local Code of Conduct if made by a Member.
15. Any such action by a contractor or supplier will be deemed a serious breach of contract.

Confidentiality

16. The Authority will respect the confidentiality of any whistle blowing complaint it receives. It must be appreciated, however, that it may be easier to follow up and verify complaints if the complainant is prepared to give their name.

Anonymous Allegations

17. This Policy encourages complainants to put their names to any allegation they make. Anonymous allegations are less persuasive and therefore anonymous allegations will be treated with caution and investigated at the discretion of the Responsible Officer.

Untrue and Malicious Allegations

18. The Authority believes in openness and honesty. It will therefore ensure that all complaints are investigated with appropriate vigour. If an allegation proves to be false and malicious, this is not only a waste of valuable resources, but will be viewed as a serious breach of disciplinary rules, if made by an employee, or a breach of the code of conduct if made by a Member.
19. If you raise a concern in good faith which cannot be substantiated by investigation, no action will be taken against you.
20. The Authority will support all officers who are the subject of malicious allegations.

How to Raise a Concern

21. Anyone with a complaint or concern should contact their Head of Service or their relevant Corporate Director (including Deputy Chief Executive) in the first instance.
22. In the case of any concerns or suspicions of fraud or corruption, reference should be made to the alternative points of contact listed in the Authority's ~~Anti-Fraud, Bribery and Corruption~~ Counter Fraud.

Bribery and Corruption Policy. Any individual who has received information about any suspected act of fraud, corruption or bribery is obliged by Financial Regulations to report it to the Section 151 Officer and Head of Finance immediately.

23. Where not related to fraud, corruption or bribery, if you feel that you cannot raise your complaint or suspicions to your Head of Service or Corporate Director (including Deputy Chief Executive), for whatever reason, the Authority has three Statutory officers and a Service Level Agreement with the London Borough of Enfield to carry out Section 151 responsibilities and the Internal Auditor who are specifically responsible for ensuring the proper conduct of the Authority and its business and who may be contacted:

Shaun Dawson - Chief Executive

Direct Line 01992 709848

Mobile 07715 449360

Email sdawson@leevalleypark.org.uk

Head of Paid Service, responsible for the overall management and direction of the Authority.

Keith Kellard – Head of Finance

Direct Line 01992 709864

~~Mobile 07876 131596~~

Email kkellard@leevalleypark.org.uk

The Chief Financial Officer responsibilities rest with the Section 151 Officer (shared service with the London Borough of Enfield) but are carried out in consultation with the Authority's Head of Finance.

Beryl Foster - Deputy Chief Executive

Direct Line 01992 709836

Mobile 07920 563971

Email bfoster@leevalleypark.org.uk

Monitoring Officer, responsible for reporting any actual or potential breaches of the law or maladministration.

Graeme Clarke, Internal Audit (Mazars)

Mazars Office 0207 063 4000

Email graeme.clarke@mazars.co.uk

Sue Smith – Internal Audit Manager (Mazars)

Mobile 07887 954584

Email sue.smith@mazars.co.uk

The Authority's internal auditors are responsible for the independent review of systems of internal control and the reporting to management of weaknesses and any breakdown of those systems.

How the Authority will Respond

24. The Authority will respond positively to your concern.
25. The action taken by the Authority will depend on the nature of the concern. Where appropriate the Authority may:
 - investigate your concerns. This investigation may be undertaken by management or Internal Audit. In the event that fraud or corruption are suspected, any investigation will be handled in accordance with the Authority's Fraud Response Plan;
 - refer your concerns to the Police in accordance with the Fraud Response Plan; or
 - refer your concern to our external auditors.
26. In order to protect those accused of malpractice, contact (usually involving a meeting with the individual raising the concern) will be made to decide whether an investigation is appropriate and, if so, what form it should take. The over-riding principle that the Authority will have in mind is the public interest. Concerns or allegations that raise issues that fall within the scope of other procedures, will normally be referred for consideration under those procedures.
27. Some concerns may be resolved with action agreed or an explanation regarding the concern without the need for investigation. If urgent action is required, this will be taken before any investigation is initiated.
28. If any formal investigation is undertaken, you may be contacted to provide further information or to clarify the information that you have already provided. Meetings to obtain such further information may be arranged off-site if you so wish and you may be accompanied by a union or professional association representative if you so desire. Due consideration will be given to ensure conditions are comfortable for all parties and to meet any requirements of Health and Safety.
29. Within 10 working days, the Responsible Officer will write to you, acknowledging that the concern has been received, how they intend to deal with the matter, giving an estimate of when a final response will be prepared, outlining what action (if any) has already been taken and provide you with explanations if no action is to be taken.
30. The Authority will take all practical and reasonable steps to minimise any difficulties you may experience as a result of raising your concern.
31. The Authority accepts that you need to be assured that your concerns have been properly addressed. Therefore it will inform you of the outcome of any investigations, subject to any legal constraints, for example, the duty of confidentiality owed to others.

The Responsible Officer

32. The Head of Finance under Section 151 Officer guidance has the overall responsibility for the maintenance and operation of this Policy.
33. The Chief Executive, the Deputy Chief Executive and the Head of Finance will:
 - maintain a confidential record of all complaints and their outcomes under the Whistle Blowing Policy;
 - discuss and appoint the appropriate person to investigate any complaint. That appointed person will have access to all officers and Members of the Authority and to all documents and records of the Authority;
 - receive the report and discuss the outcome of any investigations and recommend any action necessary;
 - report any matters requiring the attention of Members to the appropriate committee or to the Authority; and
 - will report annually to the Audit Committee on the conduct of this Policy.

How the Matter Can be Taken Further

34. This Policy is designed to provide an internal avenue within the Authority to raise concerns. The Authority hopes that you will be satisfied with any action taken. If you are not, and you feel it is right to take the matter outside the Authority, you may contact the Authority's appointed external auditors. The contact person is:

Neil HarrisDebbie Hanson

E-mail: nharris2DHanson@uk.ey.com

Direct Line [01223-39445907974 006715](tel:01223-39445907974-006715)

35. If you decide to take the matter outside the Authority, you should ensure that you do not disclose any confidential information. You should check with the Responsible Officer about this.

Caution

36. If you have good reasons for not using the internal or regulatory external disclosure procedures, you may consider making a wider disclosure by reporting the matter to the Police or to the media for example. However, employees should consider the impact of this on the Authority's

reputation when reporting through wider channels. Furthermore, whistleblowers who make wider disclosures of this type will only be protected (from victimisation and detriment) in certain circumstances. The Authority would recommend that you consider reporting to the charity Public Concern at Work or taking independent legal advice before following this course of action.

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LEE VALLEY REGIONAL PARK AUTHORITY

FRAUD RESPONSE PLAN

JANUARY 2024~~OCTOBER 2023~~

This document sets out the steps that will be taken by Lee Valley Regional Park Authority in the event that any instances or suspicions of fraud or corruption are reported to an appropriate officer, in accordance with the Authority's ~~Anti-Fraud, Bribery and Corruption Policy~~Counter Fraud, Bribery and Corruption Policy.

All employees should be aware of the ~~Anti-Fraud, Bribery and Corruption Policy~~Counter Fraud, Bribery and Corruption Policy and managers must bring its contents to the attention of their staff. Any person who becomes aware of any instances of fraud, corruption or other illegal act and does not follow that Policy could be subject to disciplinary action.

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Introduction

1. One of the basic obligations of public sector organisations is to ensure the proper use of public funds. It is therefore important that all those who work in the public sector are aware of the risk of, and means of enforcing the rules against fraud and corruption.
2. The Authority already has procedures in place that help to reduce the likelihood of fraud, corruption and bribery occurring. These include Standing Orders, Financial Regulations, codes of conduct, documented procedures and a system of internal control and risk management. In addition, Members and senior management seek to ensure that a risk and fraud awareness culture exists across the Authority.
3. However, if instances of fraud, corruption or bribery do occur or are suspected, the Authority is committed to their rigorous, but fair investigation. Where appropriate, criminal prosecution and civil court action may be taken to recover money, costs and interest. Employees may also be subject to disciplinary action. This is set out in the Authority's Counter Fraud, Bribery and Corruption Policy~~Anti-Fraud and Corruption Policy~~, which applies to all employees, elected Members, contractors who work with the Authority and members of the public who come into contact with the Authority.
4. The ~~Anti-Fraud, Bribery and Corruption Policy~~Counter Fraud, Bribery and Corruption Policy sets out the responsibilities of employees and Members with regard to the prevention, detection and reporting of any instances or suspicions of fraud and corruption. The Policy also makes reference to the investigation of any such cases, stating that 'all allegations of fraud, corruption and bribery will be promptly investigated in line with the Authority's Fraud Response Plan.
5. This document sets out the Fraud Response Plan.
6. The Section 151 Officer and Head of Finance in conjunction with the Chief Executive and/or Deputy Chief Executive is responsible for reviewing this document, together with the Authority's ~~Anti-Fraud, Bribery and Corruption Policy~~Counter Fraud, Bribery and Corruption Policy and the Whistle Blowing Policy, on a periodic basis, to ensure their continued relevance and effectiveness.

Objectives of the Fraud Response Plan

7. This document establishes procedures for timely and effective action to ensure that, where a potential fraud or instance of bribery or corruption is reported:
 - ongoing losses are prevented and losses incurred to date are recovered;
 - evidence is obtained in a legally admissible form to maximise the success of any disciplinary or legal action taken;
 - the subject of an investigation and any whistle blower are treated fairly;

- the risk of adverse publicity is minimised; and
- lessons are learned to help prevent a recurrence of the fraud.

Reporting Suspicions of Fraud, Corruption or Bribery

8. The Authority's ~~Anti-Fraud, Bribery and Corruption Policy~~ Counter Fraud, Bribery and Corruption Policy sets out the requirements in respect of who to report any concerns to. Specifically, it states the following:

- the Chief Executive; or
- the Deputy Chief Executive; or
- the Section 151 Officer; or
- the Head of Finance; or;
- the Authority's Internal Auditors.

Ultimately, any individual who has received information about any suspected act of fraud, corruption or bribery is obliged by Financial Regulations to report it to the Section 151 Officer and Head of Finance immediately.

9. Dealing with fraud, corruption and bribery requires specialist knowledge and skills. For this reason, the Section 151 Officer and Head of Finance are the dedicated contact points for dealing with all allegations or suspicions of this nature. As above, in accordance with the Authority's Financial Regulations, all such matters must, in turn, be reported to the Chief Executive and/or Deputy Chief Executive.

10. In addition to concerns raised under the ~~Anti-Fraud, Bribery and Corruption Policy~~ Counter Fraud, Bribery and Corruption Policy, concerns may also be raised under the Authority's Whistle Blowing Policy. Where there is any possibility that fraud, corruption or bribery might be involved, the Section 151 Officer and Head of Finance should be consulted to determine whether the matter is taken forward under the Fraud Response Plan or under the investigation procedure within the Whistle Blowing Policy.

Action to be Taken on Receipt of a Reported Potential Fraud

11. The Section 151 Officer and Head of Finance will evaluate the reported suspicion, undertaking initial fact-finding enquiries where necessary, to decide whether or not:

- there is a possibility that fraud, corruption or bribery might have been committed; and
- the information (rather than evidence at this stage) in support of the allegation appears reliable.

12. If both tests are met, the Section 151 Officer and Head of Finance will commission a specialist investigation, as set out in the following section.
13. If the potential fraud/corruption/bribery/whistle blowing allegation is made against either the Section 151 Officer or Head of Finance or any other individual / party which may impact on the independence of the Section 151 Officer or Head of Finance, the matter should be referred to the Chief Executive Officer who may in turn liaise with the Chair of the Audit Committee and Internal Audit. Where the independence of both officers is compromised, the matter will be referred to the Deputy Chief Executive.

Commissioning an Investigation

14. The Section 151 Officer and Head of Finance will consider whether the investigation can be carried out internally or if it requires external support, for example normally from arrange for the matter to be investigated by the Authority's internal auditors, who will supply specialists in investigating fraud, corruption and bribery. However, from time to time, there may be a need to procure other specialist skills e.g. computer forensics.
15. Before the investigation commences, the Section 151 Officer and Head of Finance will:
 - agree detailed terms of reference with the investigation team setting out the objectives and scope of the investigation;
 - decide taking advice from the investigation team and the Head of Human Resources whether or not the subject of the allegation should be suspended to allow the investigation to proceed in a manner that is fair to all parties and with the minimum risk to the availability of evidence. Suspension will be treated and communicated as a neutral act which implies no judgement as to the individual's conduct;
 - take advice from the Head of Human Resources to ensure that the investigation is undertaken in a manner which preserves the subject's rights under the Authority's Disciplinary Policy and to ensure that the correct suspension process is followed where necessary; and
 - liaise with the Chief Executive or Deputy Chief Executive and Head of Communications, as appropriate, to determine the extent to which the matters should be communicated and to agree "lines to take" in relation to internal and external enquiries. In all communications, the Authority will have regard to the potential damage to the subject's reputation from false allegations.
16. Two sorts of investigation may be carried out:
 - **Fact-finding** - where the Section 151 Officer and Head of Finance considers that further work is needed to establish the facts following the preliminary assessment; or

- **Formal Investigation** - in which the objective is to identify and secure evidence as to whether or not fraud has taken place.
17. The type of investigation required will be set out in the agreed terms of reference. In practice, a fact-finding investigation may establish facts, which lead to a formal investigation.
18. Whenever a formal investigation is being considered, the Chief Executive or Deputy Chief Executive will decide whether or not to involve the Police. The Authority's aim is to involve the Police sufficiently early to enable joint investigation arrangements to be made where appropriate, but not before evidence of fraud, corruption or bribery has been identified.

Other Initial Steps

19. In addition to commissioning an investigation, the Section 151 Officer and Head of Finance will also identify, taking advice from Internal Audit as necessary, any steps needed to mitigate the risk of further loss to the Authority; for example:
- suspending payments in relation to any transactions suspected of, or alleged to be fraudulent or connected to bribery/corruption;
 - suspending any further payments to the body or individual which is the subject of the investigation;
 - implementing additional checking or approval procedures within the Authority's processes; or
 - the individual hands over any keys etc. in his/her possession, and that, pending investigation, future access to the Authority's offices and/or information systems is denied. Managers may need to consider the changing of combinations on safes or keypads granting access to buildings.
20. The Section 151 Officer and Head of Finance will communicate any steps required to the relevant operational managers.

Conducting and Reporting an Investigation

21. The role of the investigator is to seek to establish the facts of the matter in an independent, objective and professional manner.
22. The investigating team will complete the investigation in accordance with the agreed terms of reference. Documentary evidence examined by the team will be held securely during the course of the investigation.
- 23. Fact-finding Investigations**

Interviews will be carried out in accordance with the Authority's Disciplinary Policy. In accordance with the Policy, the subject(s) of the investigation will

have the right to be accompanied by a trade union or other representative to any fact-finding interview. The ~~Executive Audit~~ Committee will require a formal report covering the facts established by the investigation to enable the next steps to be considered. The Authority will also require significant matters arising to be reported to the Chair of the Audit Committee immediately and as per 'The Responsible Officer' section of the Whistle Blowing Policy, where applicable.

24. Formal investigations

These will follow the same protocols as set out above for fact-finding investigations. However, the rules of the Police and Criminal Evidence Act 1984 will be observed in relation to continuity of evidence and any interview held with someone suspected of committing a criminal offence.

25. As stated in 18 above, consideration will be given to involving the Police at an early stage in relation to any formal investigation to avoid duplication of effort and to ensure the matter is dealt with expeditiously. The investigation will ensure that any internal procedure does not prejudice any criminal case.

26. In both cases, terms of reference for the investigation will require the investigators to make recommendations for improvements in control to address any weaknesses in procedures identified as providing the opportunity for fraud, corruption or bribery to occur.

27. The Head of Finance must notify the External Auditor and Section 151 Officer of all frauds or instances of bribery/corruption with a value exceeding £5,000.

Action Taken Following an Investigation

28. In accordance with the Authority's ~~Anti-Fraud, Bribery and Corruption Policy~~ **Counter Fraud, Bribery and Corruption Policy**, if an investigation identifies evidence that fraud, corruption or bribery has taken place, the Authority will refer the matter to the Police for further investigation. The Authority will cooperate fully with any Police investigation.

29. Action will also be pursued under the Disciplinary Policy. In conjunction with the Head of Human Resources, the Section 151 Officer and Head of Finance will decide whether disciplinary action can be pursued separately from any criminal investigation, or whether the two investigations must be concluded together. Any interview, hearing and appeal pursued under the disciplinary route will be carried out in accordance with the Authority's Disciplinary Policy.

30. In the event that the investigation identifies no evidence of fraud, corruption or bribery, but evidence of misconduct, the matter will be pursued in accordance with the Authority's Disciplinary Policy.

31. Where the investigation identifies any evidence of a failure of supervision contributing to the commission of the fraud, this will be pursued under the Authority's Disciplinary Policy.

32. Should the investigation conclude that there is no evidence of fraud, corruption, bribery or misconduct, the subject will be reinstated (if previously suspended) and the case will be closed. The Deputy Chief Executive and the Head of Human Resources will decide how any reinstatement will be communicated in consultation with the subject and, where requested, his/her trade union representative.
33. Lessons learned in relation to system weaknesses will be discussed with operational managers, taking into account any recommendations included in the investigators' report. Where necessary, management will be responsible for the implementation of improvements in controls.
34. The Authority will seek full recovery of any losses sustained as a result of fraud, corruption or bribery. A variety of approaches will be followed, depending on the exact circumstances, but could include:
- salary deduction;
 - agreement to repay on dismissal;
 - a compensation order as part of any prosecution; or
 - a civil lawsuit (where the likely recoveries outweigh the potential costs involved).
35. To the extent that the Section 151 Officer, Head of Finance, Internal Audit, Chief Executive and Deputy Chief Executive consider it appropriate to do so, lessons learned from investigations will be communicated to the Authority's managers and team leaders to assist them in fulfilling their responsibilities for managing fraud, corruption and bribery risk. Also, to the extent considered appropriate, the Authority will communicate the outcome of investigations to act as a deterrent against similar frauds, corruption or bribery in future. However, the requirements of the Disciplinary Policy, in terms of confidentiality, must not be breached and any communications should be drafted to seek to avoid damage to the subject's reputation.

Support Arrangements

36. The Head of Finance will receive initial and update training in fraud, corruption and bribery issues to enable the discharge of duties as described in the sections above.
37. The Head of Finance will establish and maintain point of contacts with the local Police and the Authority's internal auditors, either of whom can be called upon for advice and to refer any suspected fraud, corruption or bribery that might arise.

**REPORT OF THE INDEPENDENT REMUNERATION PANEL –
REVIEW OF THE AUTHORITY CHAIRMAN AND
VICE-CHAIRMAN ALLOWANCES**

Presented by the Deputy Chief Executive

SUMMARY

At the Authority meeting of 7 July 2022 Members agreed to the appointment of an Independent Remuneration Panel to carry out a review of the Chairman and Vice-Chairman allowances (Paper A/4320/22). The appointed Panel met on 21 July 2023 and the report attached at Appendix A to this report details the findings of the Panel and their recommendations and conclusions for the allowances.

RECOMMENDATIONS

- Members Note: (1) the report of the Independent Remuneration Panel attached as Appendix A to this report; and
- Members Consider: (2) the recommendations made by the Independent Remuneration Panel detailed in paragraph 15 of this report.

BACKGROUND

- 1 The Lee Valley Regional Park Act 1966 (the Park Act) allows the Authority to pay the Chairman and Vice-Chairman such allowances as the Authority may from time to time determine.
- 2 A review of the Chairman and Vice Chairman allowances was carried out by an Independent Remuneration Panel in October 1996 (Paper UC958). Members agreed an increase of the allowance from £1,378 to £2,600 per annum for the Chairman and from £924 to £1,800 per annum for the Vice-Chairman.
- 3 The allowances for the Chairman and Vice-Chairman for the period 2001 to 2010 rose in line with the national pay awards except for 2001/2, 2005/06 and 2010/11 when there was no increase.
- 4 A further review of the Chairman and Vice Chairman allowances was carried out by an Independent Remuneration Panel in October 2010 (Paper A/4103/10).

Members agreed an increase of the allowance for the Chairman to £6,000 per annum and £3,000 per annum for the Vice-Chairman.

- 5 The last review of the Chairman and Vice-Chairman allowances was carried out by an Independent Remuneration Panel in October 2016 (Paper A/4233/16). Members agreed a 1% increase for both allowances effective from 1 July 2017.
- 6 The current allowances for the role of Chairman and Vice Chairman are £6,060 and £3,030 per annum respectively.

APPOINTMENT OF INDEPENDENT REMUNERATION PANEL

- 7 At the Authority meeting of 7 July 2022 Members agreed to the appointment of an Independent Remuneration Panel to carry out a review of the Chairman and Vice-Chairman allowances (Paper A/4320/22).
- 8 The following were engaged to form the Independent Remuneration Panel to conduct the review:
 - Dr Declan Hall: former academic at the Institute of Local Government, the University of Birmingham and now an independent Councillor Remuneration Consultant with extensive experience of reviewing allowances in both statutory and non-statutory contexts;
 - Derrick Ashley: former Chairman and Vice Chairman of the Authority and a former Hertfordshire County Councillor; and
 - Simon Sheldon: former Director of Finance & Resources at the Authority.
- 9 Each of the Panel members had significant experience in either remuneration of Member allowances or the Authority's activities.

INDEPENDENT REMUNERATION PANEL TERMS OF REFERENCE

- 10 The Independent Remuneration Panel terms of reference were:
 - To review the research undertaken by officers on remuneration generally;
 - To consider any comments made to the Panel from Members of the Authority either in person or in writing; and
 - To make recommendations to the Authority as to the amount of allowance which should be paid to its Chairman and Vice-Chairman.

EVIDENCE FOR THE REVIEW

- 11 The Panel considered and reviewed research and benchmarking data on Member allowances undertaken by officers of the Authority. This research and other relevant information was sent in an Information Pack to the Panel prior to the Panel meeting on 21 July 2023.
- 12 Members of the Authority were invited to meet with the Panel on 21 July 2023 and/or submit written evidence to assist the Panel with their review. Two

Members met with the Panel (one in person and one remotely) and five written submissions were received.

13 The Panel also considered evidence from the following:

- Interview with the Chief Executive (remotely);
- Interview with the Monitoring Officer (in person);
- Interview with the Chairman (remotely); and
- Interview with the Vice-Chairman (in person).

CONTEXT FOR THE REVIEW

14 The Panel set the evidence and research detailed above against the context of the current economic climate and the Authority's broad business objectives, but it also noted that allowances of the Chairman and Vice Chairman had not been reviewed for 6 years (October 2016).

RECOMMENDATIONS OF THE INDEPENDENT REMUNERATION PANEL

15 The Panel's recommendations are:

- that the Chairman is paid an allowance of £7,877 from 1 April 2023;
- that the allowance for the Vice-Chairman is reset at 40% of the Chairman's recommended allowance (£7,877) and is paid at £3,151 from 1 April 2023; and
- that the Authority annually index link the allowances paid to the Chairman and Vice-Chairman to the percentage annual increase for local government staff as agreed each year by the National Joint Council for Local Government Services. Furthermore, indexation should apply to the same financial year that they apply to staff.

16 The Panel's rationale and how it arrived at the above recommendations is set out in its report at Appendix A to this report.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

18 If Members approve the recommendations of the Independent Remuneration Panel then the cost to the Authority will be an additional £1,938 in 2023/24 which will be funded from existing budgets. Further annual increases will need to be built into the budget for future years.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

20 The Lee Valley Regional Park Act 1966 s.43(1) states that "the Authority may

pay to the Chairman and Vice-Chairman such remuneration, whether by way of salary, or by way of fees, as the Authority may from time to time determine.” Members should note that there is no legal requirement for the Authority to convene an Independent Remuneration Panel.

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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BACKGROUND REPORTS

None

PREVIOUS COMMITTEE REPORTS

Authority	A/4096/10	Review of the roles and Allowances of the Chairman and Vice-Chairman of the Authority	8 July 2010
Authority	A/4103/10	Report of the Independent Remuneration Panel – Review of the allowances of the Chairman and Vice-Chairman	21 October 2010
Executive Committee	E/443/16	Review of Authority Chairman and Vice-Chairman Remuneration	28 April 2016
Authority	A/4233/16	Report of the Independent Remuneration Panel – Review of Authority Chairman and Vice-Chairman Remuneration	20 October 2016
Authority	A/4320/22	General Governance Matters including Amendment of Terms of Reference, Independent Remuneration Panel and Proposed Committees and Groups for 2022/23 – Appointment of Membership and Chairmen	7 July 2022

APPENDIX ATTACHED

Appendix A Report of the Independent Remuneration Panel (August 2023)

LIST OF ABBREVIATIONS

the Panel	Independent Remuneration Panel
the Park Act	Lee Valley Regional Park Act 1966

A Review of Allowances

For the

Chairman and Vice Chairman

Of the

Lee Valley Regional Park Authority

A Report By the

Independent Remuneration Panel

**Derrick Ashley
Dr Declan Hall (Chair)
Simon Sheldon**

August 2023

Introduction: The Regulatory Context

1. This report is a synopsis of the proceedings and recommendations made by the non-statutory Independent Remuneration Panel (IRP) appointed by the Lee Valley Regional Park Authority to provide recommendations to the Authority on the remuneration of its Chairman and Vice Chairman.
2. The Lee Valley Regional Park Authority (the Authority) is a public body established by the Lee Valley Regional Park Act 1966 (the Park Act). The Authority consists of 28 members (local councillors) appointed by various (relevant) local authorities across London, Essex and Hertfordshire.
3. Under section 43 (1) the Park Act allows for the payment of an allowance to the Chairman and Vice Chairman of the Authority. Currently they are paid £6,030 and £3,030 respectively. These allowances have not increased since 2017/18.
4. The Authority, unlike principal councils, is not required to seek advice from an IRP on the allowances that it pays to its Chairman and Vice Chairman. It can determine these allowances itself. However, since 2010 and subsequently in 2016 the Authority has chosen to appoint a non-statutory IRP to review and provide such advice. It has done this to follow best practice and ensure that the allowances paid to its Chairman and Vice Chairman is subject to a degree of external scrutiny.
5. The Authority at its AGM of 7th July 2022 approved the formation of an IRP to undertake a review of the remuneration of the Authority's Chairman and Vice Chairman. It is this decision of the Authority that provides the basis for this review to take place.

The IRP

6. The Authority appointed the following members to the IRP to conduct the review:
 - Derrick Ashley: former Chairman and Vice Chairman of the Authority and a former Hertfordshire County Councillor
 - Dr Declan Hall: former academic at the Institute of Local Government, the University of Birmingham and now an independent Councillor Remuneration Consultant with extensive experience of reviewing allowances in both statutory and non-statutory contexts
 - Simon Sheldon: former Director of Finance & Resources at the Authority
7. The IRP was supported by Sandra Bertschin, Committee and Member Services Manager at the Authority.

Terms of Reference

8. The IRP was formerly provided with the following terms of reference:
- To review the research on remuneration undertaken by Officers
 - To consider comments made to the IRP by Members of the Authority who will be invited to input into the process
 - To make recommendations to the Authority as to the amount of remuneration which should be paid to its Chairman and Vice Chairman

The IRPs Approach and Evidence Reviewed

9. The IRP met at the Authority's headquarters in Myddelton House, Bulls Cross, Enfield, on 21st July 2023 to hear and consider oral and written evidence from Members. While the Chairman and Vice Chairman were specifically invited to meet with the IRP all Members were offered the opportunity to meet with the IRP. To ensure that no Member was denied a voice in the review process all Members of the Authority were also invited to make written submissions, of which five were received. Relevant Officers were also invited to meet with the IRP to provide factual briefings on any constitutional and governance changes since the last review in 2016.
10. The IRP also reviewed further written information pertinent to the review, such as previous IRP reports, committee structure and terms of reference, meetings schedules, benchmarking data, job descriptions for the Chairman and Vice Chairman, etc.
11. For details of whom the IRP met and full range of information reviewed see:
- Appendix 1 for a list of the full range of evidence considered by the IRP
 - Appendix 2 for Members and Officers who met with the IRP
 - Appendix 3 Summary of benchmarking data considered by IRP

The Role of Chairman

12. The IRP started its review by asking whether the role of Chairman had changed over the years. In particular it was keen to find out now that the legacy of the Olympics had settled down whether the workload and wider responsibility had decreased. In the main the IRP concluded that it had not. While the number of sports venues that the Authority previously had direct responsibility for were now operated through a management contract the role remains a substantial one. The nature of how the Authority is funded and the oversight of the sports venues means that the Chairman has to develop and maintain relationships with relevant Councils, sports bodies and partner organisations.

13. Moreover, the IRP noted that the Authority is the only statutory body in the UK with a broad remit for sport, leisure, recreation, entertainment, parklands and nature conservation. The Authority owns significant assets (circa £290m) with an annual revenue budget of £19m (2023/24 – akin to a district council, if not slightly more) including a levy in 2023/24 of £10.6m. The Authority has a responsibility under its remit for actively developing, improving and activating the 10,000 acre Regional Park for the purpose of creating the Park as a place for leisure recreation and nature conservation. A capital programme of circa £27m 2022/23 – 2026/27 reflects this aspect of the Authority's role. It was noted by the IRP that National Parks do not have such a role.
14. In addition the Authority has a number of business objectives as follows:
- Develop commercial leisure investment opportunities which will enhance the Regional Park destination and generate new income streams
 - Increase the relevance and value of the Regional Park to its funding authorities
 - Continue to reduce the Authority's reliance upon the levy as a source of funding
15. The purpose of this outline of the activities, remit, budgets and objectives of the Authority is to show the role of Chairman and to a lesser extent Vice Chairman remains as substantial as it ever was, if not even more so. Strong effective political leadership from the Chairman will be crucial to the Authority successfully delivering its business plan.
16. The Chairman is the lead political figure and ambassador for the 28 Member Authority Board, to champion the purposes of the Authority and to provide dynamic and effective strategic leadership in partnership with Members, the Chief Executive and senior officers in the achievement of the Authority's strategic aims and relevant targets.
17. In addition, the Authority Board, through its Executive Committee, performs an executive function as delegation to officers is limited. This role, as Chairman of the Executive Board, and limited ability to delegate to officers places an additional responsibility on the Chairman and to a lesser extent the Vice Chairman in their leadership of the Executive Committee and guidance to senior officers.
18. Consequently, the IRP concluded that the role of Chairman remains substantial and has not decreased over the years.

Arriving at the recommended Allowance for the Chairman

19. As a starting point the IRP noted that if the remuneration for the Chairman had been since 2016 indexed to the same annual percentage increase in officers' salaries the Chairman's allowance would be £7,062 rather than the current £6,060. Indeed if it had been indexed on the same basis since 2010 it would be over £8,000. This exercise shows that the current allowance for the Chairman

has lost relative value over the years and gives the IRP an indicative framing of where the remuneration should be.

Recalibrating the Chairman's Allowance

20. The IRP then replicated the methodology utilised in the 2010 review to arrive at the remuneration for the Chairman, namely
- Assign a time assessment to the role
 - Apply a day rate to time assessment

Arriving at a time assessment for the Chairman's remunerated time

21. In 2010 the IRP estimated that the Chairman needed to put in about one day per week, 52 days per year. The ordinary Member of the Authority is expected to put in at least 12 days per year. Those 12 days were covered by the Basic Allowance paid by their nominating Council. Consequently, the IRP concluded it was reasonable to attribute to the Chairman a similar responsibility to deliver 12 days per annum that was covered by the Basic Allowance from their nominating Council. Therefore from the expected 52 days per year from the Chairman, 12 days were deducted in considering the appropriate remunerated time for the Chairman.
22. From the evidence reviewed the IRP concluded that this time assessment remains valid, and therefore for recalibration purposes has retained 40 days per year as the remunerated time.

Arriving at an appropriate rate of remuneration

23. Subsequently, the IRP in 2010 then applied a rate of remuneration to the remunerated time assessment of 40 days per year. In 2010 the IRP adopted a day rate of £152.77. This was based on the advice issued to statutory IRPs by the Local Government Association (LGA) in an annual LGA advice note to assist statutory IRPs in determining an appropriate rate of remuneration while conducting their own reviews.
24. However, the LGA no longer produces this advisory day rate. The reason for this is that the Office of National Statistics (ONS) through its Annual Survey of Hours and Earnings (ASHE) publishes average earnings on an authority by authority basis. As statutory IRPs began to base their rate of remuneration on the average earnings of their own Council, which was more robust and defensible as it rooted their recommendations in the average earnings of those people that local councillors represent in their local area, the LGA stopped issuing its own daily advisory rate of remuneration in 2013.
25. This left a dilemma for the IRP – what was now the appropriate day rate to base the rate of remuneration upon? The IRP considered a number of potential reference points but settled upon the average daily earnings (gross) of all

employee jobs in London. The IRP chose a rate of remuneration based on a London average as it is the London councils that make up half the appointments to the Authority and all London Councils are required to pay the levy. ASHE Table 7.1a Weekly pay (gross) for all full time employee jobs in London (work geography) 2022 shows that the average earnings of all employees in London is £984.70 per week, which the IRP simply divided by five working days. This gives a daily rate of remuneration of £196.94.

26. Thus the IRP has arrived at a recalibrated allowance for the Chairman by replicating the 2010 methodology but with an updated daily rate of remuneration as follows:

- Remunerated time 40 days per year
- Daily rate of remuneration £196.94
- 40 days multiplied by £196.94 per day = £7,877

Benchmarking

27. The IRP then benchmarked the recalibrated Chairman's allowance (£7,877) to assess its validity. The reality is the role of Chairman of the Authority is unique and it proved difficult to do meaningfully. However a number of reference points can be made.

28. First of all the IRP looked at the Special Responsibility Allowances (SRAs) paid to Chairs of National Park Authorities (NPAs). It was noted that the mean and median SRAs paid to Chairs of NPAs is £5,763 and £6,000 respectively. But, as pointed out previously NPAs and the Authority are different animals. The NPAs are primarily planning authorities with limited assets while the Authority has a much broader remit as well as having larger assets and annual revenue budget. However, the IRP did note that the highest SRA for a Chair of an NPA (Northumberland) is £7,544 and as such the allowance for the Authority Chairman should be no lower than that, a condition the recalibrated allowance (£7,877) meets.

29. The other main reference point the IRP looked at for benchmarking was the SRA paid to Executive Members in appointing district councils. The IRP looked at the district councils as they have similar annual revenue budgets to the Authority. The appointing County Councils and London Borough Councils have much larger annual revenue budgets and therefore were discounted for benchmarking purposes. While it noted that Executive Members at the district councils have constitutional decision making powers the Chairman of the Authority does exercise similar powers through being Chairman of the Executive Committee.

30. The three nominating district councils pay their Executive Members the following SRAs:

- Broxbourne: £7,923
- East Hertfordshire: £9,781
- Epping Forest: £6,450

31. This produces a median SRA of £7,923. Again the recalibrated allowance (£7,877) for the Chairman of the Authority shows that it is in line with the SRA paid to the Executive Members of the appointing district councils.

The Recommended Allowance for the Authority Chairman

32. Having reviewed the evidence the IRP concluded that the recalibrated allowance (£7,877) was an appropriate recommendation. **The IRP recommends that the Chairman is paid an allowance of £7,877 from 1st April 2023.**

The Recommended Allowance for the Vice Chairman

33. Currently the Vice Chairman is paid an allowance set at 50 per cent of the Chairman's allowance. This level of remuneration essentially evaluates the role of Vice Chairman as having 50 per cent of the workload and responsibility as that held by the Chairman. The IRP took the opportunity to explore the robustness of this relationship.
34. It is noted that the Vice Chairman is also the Chairman of the Regeneration and Planning Committee but the two roles are not linked, there is nothing in the Standing Orders mandating the that Vice Chairman of the Authority is also the Chairman of the Regeneration and Planning Committee. The Vice Chairman is also assigned a political management role but the IRP takes the view, as is often the case at principal councils, that public money should not be used to support political management roles.
35. The Vice Chairman does have roles to undertake nonetheless, the prime one being to deputise for the Chairman of the Authority in all matters relating to that position in their absence. While the Vice Chairman does deputise for the Chairman it does not occur frequently, and it mainly relates to signing documents and contracts in the Chairman's absences. However, the potential to deputise does mean that the Vice Chairman does need to develop and maintain a broad knowledge of the Authority, including regular meetings with the Chairman and Senior Management Team as well as attend Committee Chairman's and Vice Chairman's briefings. However, the IRP noted that beyond the broad deputising role and all that entails the Vice Chairman is not assigned any additional discrete tasks.
36. As such the IRP has reassessed the Vice Chairman's role at 40 per cent of the Chairman's role – (this was based on the evidence submitted by Members to the IRP) and has reset their allowance at 40 per cent of the recommended allowance for the Chairman, which equates to £3,151. Resulting overall in a small increase on the existing allowance.
37. **The IRP recommends that the allowance for the Vice Chairman is reset at 40 per cent of the Chairman's recommended allowance (£7,877) and is paid at £3,151 from 1st April 2023.**

Issue arising – the indexation of allowances

38. The IRP noted that in principal councils they are permitted to index their allowances for a maximum of four years before they are required to seek further advice from the IRP. The advantage of indexation is that it ensures that allowances do not lose relative value over the years thus necessitating substantial increases on a periodic basis. In principal councils once the principle of indexation has been adopted means it is applied annually each year (for up to four years) without reference to full council.
39. Whilst the Park Act does not provide for the Authority to index its allowances automatically, there is nothing to stop it from indexing its allowances if it so decides. Whilst a Local Authority is bound to review any indexation every four years, the Authority could consider a review of its Chairman and Vice Chairman allowances to align with the end of the next full 4 year term of office in 2029. The IRP concluded that this approach had merit rather than an IRP having to revisit the allowances periodically and recommend increases simply to maintain their relative value.
40. The IRP noted that the main index utilised by principal councils is what is known as the "NJC" index, this is the annual percentage increase in the salaries of local government staff as agreed by the National Joint Council for Local Government Services. The IRP could not see any reason why the Authority did not adopt the same index on an annual basis particularly as the majority of Authority staff are on NJC pay scales.
41. **The IRP recommends that the Authority annually index the allowances paid to the Chairman and Vice Chairman to percentage annual increase (at *Spinal Column Point 43*) for local government staff as agreed each year by the National Joint Council for Local Government Services. Furthermore, indexation should apply to the same financial year that they apply to staff.**

Implementation of Recommendations

42. **The IRP further recommends that the recommendations contained in this report are implemented from 1st April 2023.**

Appendix One: Information received by the Independent Remuneration Panel

1. IRP Terms of Reference
2. Officer briefing note to IRP on Member Remuneration – Lee Valley Regional Park Act 1966
3. Chairman Job Description
4. Vice Chairman Job Description
5. Allowances paid to the Chairman and Vice Chairman 2010/11 – 2022/23
6. Committee Structure
7. Calendar of Meetings July 2022 – July 2023
8. Benchmarking data
9. Senior Management Structure
10. Membership of Lee Valley Regional Park Authority
11. Local Authority Levy Payments
12. Report of the IRP 2016
13. Report of the IRP 2010
14. Lee Valley Regional Park Authority Standing Orders
15. Lee Valley Regional Park Act 1966
16. ASHE Table 7.1a Weekly pay (gross) for all full time employee jobs in London (work geography) 2022
17. National Joint Council for Local Government Services, Pay offer for staff, 23 February 2023

Appendix Two: Members and Officers who met with the IRP

Members:¹

Cllr D. Andrews: Vice Chairman of Authority, Chairman Regeneration & Planning Committee & Vice Chairman of Executive Committee (Conservative – Hertfordshire County Council)

Cllr J. Bevan Scrutiny Committee Chairman (Labour – Haringey)

Cllr D. Gardner² Audit Committee Chairman (Labour – Greenwich)

Cllr P. Osborn²: Chairman of Authority and Chairman of Executive Committee (Conservative – Harrow/Leader)

Officers (Factual Briefings):

Shaun Dawson² Chief Executive

Beryl Foster Deputy Chief Executive & Monitoring Officer

¹ In addition there were also five written submissions from Members

² Cllrs D. Gardner & P. Osborn and the Chief Executive were interviewed via MS Teams

Appendix Three: Summary of Benchmarking Data

Member Allowances paid in English National Parks 2021/22

Park	No of Members	Basic Allowance	Chairman	Vice Chairman	Legislation
Broads	21	£1,046	£3,925	£3,009	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Dartmoor	19	£1,860	£5,547	£1,860	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Exmoor	22	£2,980	£5,959	£4,470	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Lake District	20	£3,000	£6,000	£4,500	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
New Forest	22	£2,049	£4,098	£2,049	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Northumberland	18	£1,886	£7,544	£3,772	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
North Yorkshire Moors	20	£2,508	£4,836	£2,418	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Peak District	30	£2,453	£6,133	£3,066	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
South Downs	27	£3,837	£6,938	£5,180	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Yorkshire Dales	23	£3,325	£6,650	£4,988	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Mean			£5,763	£3,532	
Median			£6,000	£3,419	
Highest			£7,544	£5,180	
Lowest			£3,925	£1,860	

Member Allowances and Executive Member Special Responsibility Allowance paid in local authorities 2021/22

Council	No of Members	Basic Allowance	Executive Member SRA	Legislation
East Herts District Council	50	£5,429	£9,781	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Epping Forest District Council	58	£4,300	£6,450	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Broxbourne Borough Council	30	£5,659	£7,923	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Essex County Council	75	£12,292	£37,060	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)
Hertfordshire County Council	78	£11,303	£22,606	Local Authorities (Members' Allowances) (England) Regulations 2003 (as amended)

Member Allowances paid in Lee Valley Regional Park Authority 2021/22

Park	No of Members	Basic Allowance	Chairman	Vice Chairman	Legislation
Lee Valley	28	N/A	£6,060	£3,030	Lee Valley Regional Park Act 1966 (as amended)

Nominating Councils

	No. of Members	Member Basic Allowance	Cabinet/Executive Member (Portfolio Holders) Special Responsibility Allowance	Council Leader	Opposition Leader	Chair Planning	Chair Scrutiny	Whips
Riparian boroughs								
Enfield	63	£10,997	£13,717	Leader £27,429	£16,467	£7,915	£7,915	Maj - £8,778 Opp - £4,394
Hackney	57	£10,892	£35,665	Mayor £83,090	£21,606	£17,459	£14,242	Maj - £5,307 Opp - £2,435
Newham	65	£11,590	£36,346	Mayor £86,589	£7,483	£7,483	£19,242	Maj - £16,035 Opp - £3,741
Tower Hamlets	46	£11,898	£21,754	Mayor £80,579	£12,291	£11,965	£11,965	-
Waltham Forest	59	£11,576	£26,201	Leader £52,403	£18,531	£10,481	£10,481	Maj - £10,481 Opp - £5,508
Broxbourne	30	£5,659	£7,923	Leader £19,807	£3,961	£7,074	£7,074	-
East Herts	50	£5,429	£9,781	Leader £19,767		£4,336	£6,464	-
Epping Forest	58	£4,300	£6,450	Leader £10,750		£3,225	£4,300	-
Essex	75	£12,292	£37,060	Leader £58,235	£17,470	£14,559	£17,470	-
Herts	78	£11,303	£22,606	Leader £45,212	£5,652	£11,303	£16,955	-
Non-Riparian boroughs								
Barnet	63	£10,809	£15,093	Leader £33,466	£8,713	£8,713	£8,713	-
Bromley	58	£11,393	£21,380	Leader £40,000	£9,333	£9,087	-	-
Camden	55	£10,985	£26,660	Leader £42,655	£17,355	£11,570	£9,595	Maj - £11,570 Opp - £5,865
Greenwich	55	£10,836	£22,562	Leader £53,808	£18,540	£18,582	£22,562	Maj - £10,836
Harrow	56	£8,711	£20,861	Leader £32,588	£9,195	£9,195	£9,195	£2,179
Islington	51	£12,242	£37,166	Leader £47,599	£15,175	£5,670	£8,510	Maj - £5,670

Other Organisations 2020/21

	Chair	Deputy/Vice Chair Exec Members with Portfolios	Party Group Policy Leads	Committee Chair	Committee Vice Chair	Audit Committee Chair	Whip
London Councils	£22,446	£11,223	£2,807	£11,223	£2,807	£5,612	£5,612

	Chair	Vice Chair & H&S Committee Chair	Regen & Communities Chair	Audit Committee Chair
London Legacy Development Corporation	£36,000	£29,000	£7,000	£21,000

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REVIEW OF MEETING VENUES FOR THE AUTHORITY

Presented by the Deputy Chief Executive

SUMMARY

Following a Member discussion at the AGM, the purpose of this report is to inform Members of potential venues for future meetings of the Authority.

Currently Authority meetings are usually held at Myddelton House, other than the Annual General Meeting which has been held at Lee Valley White Water Centre for the past 3 years, or remotely. Please note that references to Authority meetings in this report are to the full Authority meetings at which all 28 Members would potentially be attending.

RECOMMENDATIONS

- Members Consider:
- (1) alternating the venue of Authority meetings; and
 - (2) subject to (1) above to review the impact on attendance at these meetings at the end of the year.

BACKGROUND

- 1 The Lee Valley Regional Park Authority was created by a private act of parliament, the Lee Valley Regional Park Act 1966 (the Park Act), which provides that the Authority may make Standing Orders with respect to the proceedings of its meetings.
- 2 The Schedule to the Park Act requires that in addition to the annual meeting of the Authority and any additional or special meetings convened by the Chairman or by Members of the Authority, at least three meetings for general business shall be held as far as is possible at regular intervals every year. This is also set out in Standing Order 10.
- 3 Emergency legislation (The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020) which came into force on 4 April 2020 for a time limited period (to 7 May 2021), enabled remote meetings to be held through "electronic, digital, virtual locations and telephone conferencing", but did not apply to the Authority as it is not a Local Authority.

Under the Schedule to the Park Act the Authority is able to make its own standing orders relating to proceedings of Authority and committees. It adopted the provisions of the Emergency Legislation whilst it was in force but when it ended on the 7th May 2021 the Authority updated its Standing Orders to expand the definition of "place of meeting" to include virtual and hybrid meetings, whereby Members must be able to hear and (where practicable) see and be heard and (where practicable) be seen by other Members and meeting attendees.

- 4 The first Authority meeting to be held virtually was 2 July 2020 in response to public health guidance (i.e. social distancing) introduced to combat coronavirus. Since then 8 meetings have been held virtually.
- 5 The Authority did previously trial holding Authority meetings at external venues in 2014: 24 April at Hackney Town Hall; and 23 October at Camden Town Hall; which were kindly facilitated by Members Chris Kennedy and Heather Johnson.
- 6 An Authority meeting was held at YHA Cheshunt on 24 November 2005 but Members should note that the mezzanine meeting room is galleried and it is not therefore completely private for any part 2 confidential discussions.
- 7 Authority meetings are usually held at Myddelton House, other than the last 3 AGMs which were held at Lee Valley White Water Centre which was mainly to allow an offer of a hot lunch outside on the terrace area.
- 8 If Members are minded to explore possible alternative meeting venues then wider considerations would need to be taken into account, such as cost, accessibility (including disabled access), facilities available at the venue e.g., wi-fi and audio/visual, and loss of officer working time due to travelling.

POTENTIAL ADVANTAGES OF DIFFERENT MEETING VENUES

- 9 Journey times and distances in attending meetings will be more equally spread amongst Members.
- 10 Greater accessibility and opportunity may be provided for members of the public to attend meetings and speak.
- 11 Using other Authority venues would provide Members with the opportunity to visit and become more familiar with venues across the Regional Park and venue staff would have the opportunity of interacting with Members.
- 12 Holding virtual meetings would reduce travelling time and car journeys (for some Members) and would support the valuable work undertaken by the Authority's Environmental Policy.
- 13 Holding virtual meetings could lead to consideration being given to paperless meetings, which would also support the Authority's Environment Policy.
- 14 If premises of constituent councils could be utilised it would provide an opportunity for promotion of the Authority directly with councillors of levy paying authorities.

DISADVANTAGES OF USING DIFFERENT MEETING VENUES

- 15 The use of external meeting rooms, unless provided free of charge, would incur

room hire costs, increased catering costs, officer travel costs and loss of officer working time from travelling to meetings. Some officers would need to use public transport and therefore consideration would have to be given to reducing equipment and papers as these would need to be carried to meeting venues.

- 16 Potential for inconsistency in quality, accessibility and catering provision offered at different venues.
- 17 Less flexibility than using Myddelton House for short notice room changes, access to office equipment, such as photocopying, and opportunity for Members to speak with officers other than the core group of senior officers present at Authority meetings.
- 18 Confusion could arise as to meeting venue if a variety of venues were used.
- 19 Unless multiple meeting rooms were available at external venues, political group meetings would all have to be held in the same room which may include officers unless other space was available for them within the premises which may incur additional room hire costs.

ATTENDANCE AT AUTHORITY MEETINGS

- 20 Using different venues for Authority meetings may impact attendance at meetings.
- 21 Attendance at the Authority meeting held at YHA Cheshunt in 2005 was:

Venue	Member Attendance	Member Apologies	Officers Present	Meeting Date
YHA Cheshunt	23	6	11	24 Nov 2005

- 22 Attendance at the 2 Authority meetings which were held at external venues in 2014 was:

Venue	Member Attendance	Member Apologies	Officers Present	Meeting Date
Hackney Town Hall	16	10	5	24 Apr 2014
Camden Town Hall	19	10	7	23 Oct 2014

- 23 Attendance at 9 Authority meetings held virtually (2020 to 2023) was:

Venue	Member Attendance	Member Apologies	Officers Present	Meeting Date
Zoom	22	2	7	23 Apr 2020
Zoom	23	3	11	2 July 2020
Zoom	22	1	10	22 Oct 2020
Zoom	23	3	9	21 Jan 2021
Zoom	25	1	12	29 Apr 2021
Zoom	23	2	8	21 Oct 2021
Zoom	26	0	9	20 Jan 2022
Zoom	19	7	7	10 Mar 2022
Zoom	23	3	8	28 Apr 2022

- 24 Attendance at 3 Annual General Meetings held at Lee Valley White Water Centre (2020 to 2023) was:

Venue	Member Attendance	Member Apologies	Officers Present	Meeting Date
Lee Valley White Water Centre	23	4	7	8 July 2021
	22	6	13	7 July 2022
	25	2	8	6 July 2023

- 25 Attendance at 4 Authority meetings held at Myddelton House (2020 to 2023) was:

Venue	Member Attendance	Member Apologies	Officers Present	Meeting Date
Myddelton House	21	5	10	23 Jan 2020
	19	5	13	20 Oct 2022
	20	6	12	19 Jan 2023
	23	2	8	27 Apr 2023

REQUIREMENTS OF MEETING VENUE

- 26 Meeting venues should be close to public transport hubs to enable easy access for both Members and officers, have disabled access, capacity to seat a minimum of 34 people (average number of attendees both Members and officers) boardroom style, with space to seat a few members of the public and press (if attending), wi-fi and audio-visual equipment, and catering provision.
- 27 An analysis of potential meeting venues has been undertaken, please see Appendix A to this report.

ENVIRONMENTAL IMPLICATIONS

- 28 Dependent on the location of meeting venues, there could be either positive or negative environmental implications in terms of mode of travelling.

FINANCIAL IMPLICATIONS

- 29 The cost to the Authority of using Myddelton House for meetings is difficult to quantify, other than for catering provision, as facilities are included within overall premises costs. However hire of the Boardroom at Myddelton House to external parties is offered at £75 per hour.
- 30 Additional budget will be required to accommodate meetings held at venues other than Myddelton House.
- 31 Meetings at venues other than Myddelton House would incur travel costs for officers.

HUMAN RESOURCE IMPLICATIONS

- 32 Should meetings be held at venues other than Myddelton House officers and potentially additional support officers such as IT would be required to travel to venues and transport meeting papers and equipment, e.g., name plates, signing in register, promotional materials, portable microphones and speakers, etc.

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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APPENDIX ATTACHED

Appendix A Meeting Venue Analysis

LIST OF ABBREVIATIONS

the Park Act Lee Valley Regional Park Act 1966

Meeting Venue Analysis

Lee Valley Venues

Venue	Meeting Room	Meeting Room Capacity	Microphone	Hearing Loop	Commercial Hire Cost	LVRPA Hire Cost	Access by Public Transport	Car Parking Available	Catering
Myddelton House	Boardroom	30	No	Yes	£75 per hour	£0	Turkey Street -- 15min walk	Yes -- Free	In-house
	Exhibition Room	30	No	No	N/A	£0	Lea Bridge -- 5min walk	Yes -- Free	External
Waterworks Centre	Exhibition Space	60	Yes	No	From £110 per hour	£0	Ponders End -- 20min walk or bus	Yes - Free	External
	Track Centre Studio	40	N/A	N/A	N/A	N/A	Stratford -- 25 min walk	Yes -- Free	In-house
Hockey & Tennis Centre	No	N/A	N/A	N/A	N/A	N/A			
	Meeting Room	24	No	No	From £80 per hour	£0	Stratford -- 20min walk or bus	Yes -- Free	In-house
	Track Centre	60	No	No	From £600 per hour	£0			
VeloPark	Concourse	36	No	No	From £60 per hour	£0			
	Meeting Room	20	No	No	From £50 per hour	N/A	Lea Bridge -- 10min walk	Yes -- Free	In-house
	Studio	40	No	Being installed	Half Day £895 Full Day £1200	£0	Waltham Cross -- 15min walk or bus	Yes - Free	In-house

• Athletics Centre and VeloPark Track Centre and Concourse -- not private, meeting may be impacted by venue activities, no facilities for presentations

Partner Venues

Venue	Meeting Room	Meeting Room Capacity	Microphone	Hearing Loop	Commercial Hire Cost	LVRPA Hire Cost	Access by Public Transport	Car Parking Available	Catering
Timber Lodge QEOP	Meeting Room	40	Yes	No	£150 per hour	10 days use per year	Stratford -- 15mins walk	Velo -- 5mins walk	In-house
YHA Cheshunt	Mezzanine	40	No	No	From £79 a day		Cheshunt - 5mins walk	Yes - Free	In-house
Constituent Councils	Yes	?	?	?	?	?	?	?	?

• Mezzanine at YHA -- not private, meeting may be impacted by public use of the lower floor

Lee Valley sites not appropriate for Authority meetings

Lee Valley Riding Centre	Lee Valley Golf Course	Lee Valley Campsite, Sewardstone
Lee Valley Caravan Park, Dobbs Weir	Holyfield Hall Farm	Lee Valley Camping & Caravan Park, Edmonton
Lee Valley Almost Wild Campsite	Lee Valley Marina, Springfield	Lee Valley Marina, Stanstead Abbotts