

7 URGENT BUSINESS

Such other business as in the opinion of the Chairman of the meeting is of sufficient urgency by reason of special circumstances to warrant consideration.

8 EXEMPT ITEMS

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

14 July 2021

**Shaun Dawson
Chief Executive**

LEE VALLEY REGIONAL PARK AUTHORITY

AUDIT COMMITTEE MINUTES 24 JUNE 2021

| | | |
|-------------------|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| Members Present: | Frances Button (Chairman) John Bevan David Gardner Graham McAndrew | Simon Walsh Terry Wheeler John Wyllie |
| Officers Present: | Beryl Foster Keith Kellard Dan Buck Vince Donaldson Lindsey Johnson | - Deputy Chief Executive - Head of Finance - Corporate Director - Senior Contracts & Quality Manager - Committee Services Officer |
| Also Present: | Neil Harris Joe Ryan Matt Bowmer | - Ernst & Young (External Auditors) - RD Health & Safety Consultancy Ltd - Finance Director, London Borough of Enfield (S151 Officer) |

Part I

207 DECLARATIONS OF INTEREST

There were no declarations of interest.

208 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 25 February 2021 be approved and signed.

209 PUBLIC SPEAKING

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

210 EXTERNAL AUDIT 2020/21 – AUDIT PLAN

Paper AUD/120/21

The report was introduced by the Head of Finance, who informed Members that the deadline for final accounts has been extended to 30 September, which Ernst & Young have expressed concerns for meeting that deadline. The Authority will liaise with PSAA over the additional audit fees proposed by Ernst & Young.

Neil Harris of Ernst & Young introduced his report, significant auditing matters included misstatements due to fraud or error; inappropriate capitalisation of revenue expenditure; pension liability valuation; valuation of land and buildings; going concern; revenue recognition; and accounting for Covid-19 related grants. He continued that Ernst & Young are concerned over meeting the 30 September deadline for final accounts, by the end of this month he will have an accounts closedown schedule for the Authority and will discuss its implications with officers. The Annual Audit letter is consistent with the Audit Results report and the additional fees are associated with the impact of Covid-19, property valuations, pensions, and going concern disclosures. The proposed fees are consistent with their other local government portfolios.

The Chairman thanked Keith Kellard and Neil Harris for their reports. She asked that Members be circulated the start date for the audit once it has been agreed and reminded Neil Harris that any delays in starting the audit would incur additional costs to the Authority in regards to staffing. She concluded that she strongly endorses officer's comments regarding the increase to the audit fees, which will be expressed to the PSAA.

A Member asked if there was a conflict of interest in the use of specialists to assist in the audit. Neil Harris responded that he did not believe so and that it was appropriate to take advice in areas he does not have expertise in and that assumptions on property valuations in particular, should be properly tested. Whilst he understands the Authority's perspective to challenge additional costs, he believes that costs such as these are necessary.

- (1) the Authority's position regarding additional Audit Fees as set out in paragraph of Paper AUD/120/21;**
- (2) the External Auditors' Audit Plan for 2020/21 attached at Appendix A to Paper AUD/120/21 was approved; and**
- (3) the proposed annual audit fee for 2020/21 as set out in the financial implications section of Paper AUD/120/21 was noted.**

**211 ANNUAL REPORT ON HEALTH AND SAFETY 2020/21 AND
HEALTH AND SAFETY PLAN 2021/22**

Paper AUD/119/21

The report was introduced by the Corporate Director, who informed Members that the impact of Covid-19 had made it an exceptional year. An Oversight Group has relied on RD Health & Safety to guide the Authority through all of the government restrictions in ensuring that facilities and venues have been Covid secure.

Joe Ryan of RD Health & Safety Consultancy Ltd introduced his report, key points included:

- He is thankful to the Authority for its support and is pleased at how well we are able to work with them.
- We have completed the audit programme in a different way this year, it is still a strong and effective system with a high level of assurance and statutory compliance has been maintained.
- Delivery of plans, updates and guidance on Covid-19 has been done through the Oversight Group, with a great deal of time spent on re-opening of facilities and venues.
- We have completed some unannounced safety visits to make sure measures for Covid-19 are being met.
- Staff training has continued, with more being delivered online.
- We've adopted government policy on Covid-19, with guidance changing as per government advice to enable venues to open safely. We also have Track & Trace at all venues.
- We are mindful of the Health & Safety Executive and make sure that we are able to demonstrate that we are Covid secure.
- A staff survey was conducted to see how their mental health has been affected, with most staff feeling that they are well looked after by the Authority.

- Accidents and incidents have decreased due to facilities and venues not being open. 2 RIDDOR accidents have occurred which have been reported. Our accident reporting software has been replaced following a review.
- We are monitoring both the Fire Safety Bill and the Building Safety Bill following on from the Grenfell Tower tragedy.
- Products sold to us must now have the British Kite mark.

The Chairman thanked Joe Ryan for his report and expressed her delight at the good working relationship that we have with RD Health & Safety Consultancy Ltd.

A Member expressed concerns over the number of personal injury claims. The Corporate Director responded that a lot of the claims were due to 'no risk, no fee' litigation, some are historic, however it does highlight how important health and safety is in ensuring we are doing everything to avoid being at fault. Another Member asked if we filter out minor claims. Joe Ryan responded stating that we respond to all claims in the same way and work closely with both our legal team and insurers.

A Member asked why the Waterworks and Picketts Lock Golf Course had much lower compliance than other sites. The Corporate Director responded stating that this was due to them being much busier than usual and having a lot of staff on furlough which resulted in paperwork not being completed. Both sites are now with the Authority and we expect to see them both improve greatly.

A Member asked who has liability in personal injury claims, the Authority or the operator and who was liable for the historic claims. The Corporate Director responded that if it was a claim due to the structure of the building then it would be the Authority, for all other claims it would be the operator. Historic claims will be dealt with by the Trust.

The Corporate Director informed Members that a small amendment to the Health & Safety Policy Statement would be made to read 'The Corporate Director of Sport & Leisure' to reflect the fact that and differentiate that the Authority has two Corporate Directors.

- (1) the annual report of RD Health & Safety Consultancy Ltd for 2020/21 detailed in Appendix A to Paper AUD/119/21 was noted;
- (2) the aims and objectives for 2021/22 set out in Appendix A in the annual report of RD Health & Safety Ltd; and
- (3) the signing of this years' Health & Safety Policy Statement attached as Appendix B to Paper AUD/119/21 was approved with the following amendment:
 - (a) the Corporate Director be changed to the Corporate Director of Sport & Leisure.

212 RISK REGISTER 2021/22

Paper AUD/118/21

The report was introduced by the Corporate Director who informed Members that the risks listed in paragraphs 11-12 should reduce further so long as Covid-19 restrictions continue to be lifted.

The Chairman noted the fact that she found the sub registers especially helpful and that the risk management implications at paragraph 22 was also very helpful.

- (1) the Corporate Risk Register Included at Appendix A and the sub-registers at Appendices B and C of Paper AUD/118/21 was approved.

Chairman

Date

The meeting started at 1pm and ended at 2pm.

**ANNUAL REPORT ON THE WORK OF INTERNAL AUDIT
2020/21 AND AUDIT PLAN 2021/22**

Presented by Corporate Director (Sport and Leisure)

SUMMARY

The purpose of this report is to inform Members about the work of the Internal Auditors (Mazars) during the financial year 2020/21.

The Audit Plan for 2020/21 was approved by the Audit Committee in June 2020 (Paper AUD/110/20). The audit of the Authority's functions has been in accordance with that Plan and has been found to be satisfactory and the level of assurance is noted as 'Moderate'.

The report also sets out a plan for audit during 2021/22.

RECOMMENDATIONS

Members Note: (1) the annual report of the Internal Auditors for 2020/21 detailed in Appendix A to this report; and

Members Approve: (2) the annual Audit Plan for 2021/22 as detailed in Appendix B to this report.

BACKGROUND

- 1 The Audit Plan for 2020/21 was approved at a meeting of the Audit Committee in June 2020 (Paper AUD/110/20). This report looks at the delivery of that Plan and summarises the scope of audit coverage during the last financial year.
- 2 Mazars have prepared a comprehensive report of this years' audit and the majority of the agreed Plan has been completed. 2021/22 will be the fourth year of a six year contract under a framework agreement held by the London Borough of Croydon and approved by Members of this committee (Paper AUD/85/18).

AUDIT WORK – 2020/21

- 3 The majority of the planned audit activity was completed in accordance with the 2020/21 Plan although, due to the Covid-19 pandemic and the closure of

sporting and other facilities for extended periods, the unannounced spot checks could not be completed.

- 4 Mazars have prepared a comprehensive report summarising the reviews and their findings and this is attached as Appendix A to this report.
- 5 In all audits recommendations of differing priority (i.e. priority 1, 2 and 3) were made to improve the system of internal control and these recommendations were accepted. Follow-up reviews will be undertaken in the next twelve months to ensure appropriate action has been taken.

AUDIT FINDINGS – 2020/21

- 6 The full report from Mazars is attached at Appendix A to this report for Members information and will be presented by the Internal Auditor during the Committee.
- 7 The key message of the auditor's report is embodied in the Audit Opinion shown on page 2 of Appendix A to this report. This states:

"On the basis of our audit work, our opinion on the framework of governance, risk management, and control is Moderate in its overall adequacy and effectiveness.

Certain weaknesses and exceptions were highlighted by our audit work, two of which were assessed as Priority 1 within our review of Disaster Recovery & Business Continuity Plan for which we provided Limited assurance overall. We also provided Limited assurance within the Induction & Performance Management of Staff review."

- 8 The Summary of Internal Audit work for each Audit carried out in 2020/21 (page 6 in Appendix A to this report) summarises the main level of assurance for each of the seven areas evaluated. All areas audited indicated substantial assurance with two areas receiving limited assurance. The areas with limited assurance were:

- **Disaster Recovery & Business Continuity Plan**

After the transfer of the facilities returning to the Authority a new business continuity, emergency and incident management plan were produced to reflect that change in management of the facilities and create a structure to support this. At the same time the Authority was dealing with the early stages of the COVID-19 pandemic and the subsequent lock down which took place just before the transfer back of the facilities was undertaken. As a result, a specific COVID-19 risk register had been produced and the Authority is currently undertaking further reviews, training, and testing of its processes around business continuity to ensure it has a robust position. The assistance of Travellers (the Authority's insurers) has resulted in a complete update of the entire Business Continuity Process.

- **Induction & Performance Management of Staff (Authority & Trust)**

Limited assurance was provided within the Induction & Performance Management of Staff review. These matters have been discussed with management, to whom we have made several recommendations. All of

these have been, or are in the process of being addressed, as detailed in our individual reports.

All priority 1 recommendations made in individual Audit Reports to improve the internal control environment are implemented immediately (or as soon as is practical to do so). Where priority 2/3 recommendations are made, management consider this in context of the risk and resource required to make the improvement and prepare a written response to the auditors setting out plans for implementation including the officer responsible and the timing of any implementation.

Financial systems are reviewed on a cyclical basis by the auditors based upon the level of risk in any particular area. 2020/21 provided substantial assurances in the areas audited as has been the case in previous years.

- 9 All key findings and recommendations from all the audits in 2020/21 will be monitored by the auditors during 2021/22. Adequate follow-up time to do this has been incorporated into the Audit Plan for the year ahead.

ANNUAL AUDIT PLAN - 2021/22

- 10 Appendix B to this report sets out a summary Plan for Audit during 2021/22. The Plan takes into account the following:

- the Authority's Strategic Risk Register;
- internal audit findings from previous years' audit work;
- planned developments/changes within the Authority;
- the requirements of the Authority's external auditors; and
- specific pro-active work on a counter fraud programme.

- 11 There are 120 days to allow completion of the Audit Plan in 2021/22 reflecting a reduced emergency budget allocation as a result of the COVID-19 pandemic and the Authority needing to tightly manage cash resources whilst delivering its statutory duties; and Members are asked to approve the Plan as set out in Appendix B of this report.

ENVIRONMENTAL IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 14 Financial systems are audited on a cyclical basis. The table below shows the coverage over the past three years and demonstrates a robust approach to financial management that has been maintained across the Authority.

| Audit | 2018/19 | 2019/20 | 2020/21 | 2021/22 Plan |
|----------------------------------------------------------|-------------|---------|-------------|-----------------|
| Payroll | N/A | N/A | Substantial | N/A |
| Debtors | N/A | N/A | N/A | N/A |
| Creditor | N/A | N/A | N/A | N/A |
| Treasury Management | Full | N/A | Substantial | N/A |
| Budgetary Control | Substantial | N/A | N/A | Audit |
| Cash & Banking | N/A | | | Audit |
| Debt Management | N/A | N/A | Substantial | N/A |
| Stock control Procedures | N/A | N/A | N/A | Audit |
| High Risk Transactions Credit Cards & Key Controls | N/A | N/A | Substantial | N/A |

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

Author: Vince Donaldson, 01992 709816, vdonaldson@leevalleypark.org.uk

PREVIOUS COMMITTEE REPORTS

| | | | |
|-----------------|------------|--------------------------------------------------------------------------|------------------|
| Audit Committee | AUD/110/20 | Annual Report on the Work of Internal Audit 2019/20 & Audit Plan 2020/21 | 25 June 2020 |
| Audit Committee | AUD/98/19 | Annual Report on the Work of Internal Audit 2019/20 & Audit Plan 2020/21 | 20 June 2019 |
| Audit Committee | AUD/88/18 | Annual Report on the Work of Internal Audit 2018/19 & Audit Plan 2019/20 | 21 June 2018 |
| Audit Committee | AUD/85/18 | Award of Internal Contract | 22 February 2018 |
| Audit Committee | AUD/77/17 | Annual Report on the Work of Internal Audit 2017/18 & Audit Plan 2018/19 | 22 June 2017 |
| Audit Committee | AUD/69/16 | Annual Report on the Work of Internal Audit 2016/17 & Audit Plan 2017/18 | 16 June 2016 |
| Audit Committee | AUD/64/16 | Award of Internal Audit Contract | 25 February 2016 |
| Audit Committee | AUD/61/15 | Annual Report on the Work of Internal Audit 2014/15 & | 25 June 2014 |

| | | | |
|-----------------|-----------|------------------------------------------------------------------------------------------------------|--------------|
| Audit Committee | AUD/51/14 | Audit Plan 2015/16 Annual Report on the Work of Internal Audit 2013/14 & Audit Plan 2014/15 | 19 June 2014 |
| Audit Committee | AUD/41/13 | Annual Report on the Work of Internal Audit 2012/13 & Audit Plan 2013/14 | 20 June 2013 |
| Audit Committee | AUD/28/12 | Annual Report on the Work of Internal Audit 2011/12 & Audit Plan 2012/13 | 28 June 2012 |
| Audit Committee | AUD/20/11 | Annual Report on the Work of Internal Audit 2010/11 & Audit Plan 2011/12 | 02 June 2011 |
| Audit Committee | AUD/07/10 | Annual Report on the Work of Internal Audit 2009/10 & Audit Plan 2010/11 | 20 May 2010 |

APPENDICES ATTACHED

| | |
|------------|--------------------------------------|
| Appendix A | Internal Annual Audit Report 2020/21 |
| Appendix B | Internal Audit Plan 2021/22 |

LIST OF ABBREVIATIONS

| | |
|-------|----------------------------------------|
| IT | Information Technology |
| PSIAS | Public Sector Internal Audit Standards |

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Lee Valley Regional Park Authority - Internal Audit Annual Report
For the year ended 31 March 2021
July 2021

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Disclaimer

08

This report ("Report") was prepared by Mazars LLP at the request of Lee Valley Regional Park Authority and terms for the preparation and scope of the Report have been agreed with them. The matters raised in this Report are only those which came to our attention during our internal audit work. Whilst every care has been taken to ensure that the information provided in this Report is as accurate as possible, Internal Audit have only been able to base findings on the information and documentation provided and consequently no complete guarantee can be given that this Report is necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required.

The Report was prepared solely for the use and benefit of Lee Valley Regional Park Authority and to the fullest extent permitted by law Mazars LLP accepts no responsibility and disclaims all liability to any third party who purports to use or rely for any reason whatsoever on the Report, its contents, conclusions, any extract, reinterpretation, amendment and/or modification. Accordingly, any reliance placed on the Report, its contents, conclusions, any extract, reinterpretation, amendment and/or modification by any third party is entirely at their own risk. Please refer to the Statement of Responsibility in Appendix A3 of this report for further information about responsibilities, limitations and confidentiality.

01 Introduction

Background

This Annual Report covers the work we have undertaken for the year ended 31 March 2021 (2020/21) and incorporates our internal audit opinion.

The purpose of the Annual Internal Audit Report is to meet the Head of Internal annual reporting requirements set out in the UK Public Sector Internal Audit Standards (PSIAS).

Scope and purpose of internal audit

This opinion forms part of the framework of assurances that is received by the Lee Valley Regional Park Authority (Authority) and should be used to help inform the Annual Governance Statement. Internal Audit also has an independent and objective consultancy role to help line managers improve risk management, governance and control.

Our professional responsibilities as internal auditors for the year ended 31 March 2021 are set out within the PSIAS produced by the Internal Audit Standards Advisory Board. PSIAS includes the Core Principles for the Professional Practice of Internal Auditing and Code of Ethics. In conducting our work, we also have regard to the Committee on Standards of Public Life's Seven Principles of Public Life ('Nolan principles').

This report covers the internal audit activity for 2020/21 and summarises matters which came to our attention during the year. Such matters have been included within our detailed reports to the Audit Committee during the course of the year.

Acknowledgements

We are grateful to the management and staff throughout the Authority for the assistance provided to us during the 2020/21 financial year.

02 Internal Audit work undertaken in 2020/21

Our Internal Audit Plan for 2020/21 was considered and approved by the Audit Committee at its meeting on 25 June 2020. The Plan was for a total of 107 days including 7 days Follow Up, 12 days Management and planning and 20 days contingency.

In March 2020, the Coronavirus pandemic (Covid-19) and government restrictions took effect. We were in regular contact with the Authority to ensure the Plan and timings remained appropriate to the needs of the organisation and reflected their current risks.

As a result of this the unannounced facilities spot check visits originally planned for November 2020 were deferred until a time when venues reopened. Subsequently these were postponed to 2021/22. Contract audit support around the Grounds Maintenance contract management work was also delayed to 2021/22 and so work on contract audit in the period focused on the Ice Centre Procurement.

All remaining reviews were carried out remotely. Whilst there were some practical implications around approach to testing and evidence, overall, there was minimal impact on the scope and ability to conduct the remaining work and with the exception of the above two reviews, we have completed all other reviews in the Plan. Contingency days were not utilised during 2020/21.

The audit findings in respect of each review, together with our recommendations for action and the management response were set out in our detailed reports. A summary of the reports we have issued is included at Appendix A1. The appendix also describes the levels of assurance we have used in assessing the control environment and effectiveness of controls and the classification of our recommendations.

03 Annual opinion

Scope of the Internal Audit Opinion

In giving our annual audit opinion, it should be noted that assurance can never be absolute. The most that the internal audit service can provide to the Authority is a reasonable assurance that there are no major weaknesses in risk management, governance and control processes.

The matters raised in this report are only those which came to our attention during our internal audit work and are not necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required.

In arriving at our opinion, we have taken the following matters into account:

- The impact on the internal audit plan as a result of Covid-19;
- The results of all internal audits undertaken during 2020/21;
- The results of follow up action in respect of previous internal audits;
- Whether or not any Priority 1 or Priority 2 recommendations have not been accepted by management and the consequent risks;
- The effects of any material changes in the organisation's objectives or activities;
- Matters arising from previous reports to the Audit Committee;
- Whether or not any limitations have been placed on the scope of internal audit;
- Whether there have been any resource constraints imposed upon us which may have impinged on our ability to meet the full internal audit needs of the organisation; and
- What proportion of the organisation's internal audit needs have been covered to date.

Impact of Covid-19 on internal audit work during the year

During the year, we have consulted Management through regular liaison about changes to the 2020/21 Plan and internal audit reviews to take account of the impact of Covid-19 on the organisation and the changing risk landscape. The unannounced facilities spot check visits and Ground

Maintenance contract audit being the main areas impacted.

Whilst all remaining work in the Plan was conducted remotely, there was no significant impact on the scope and our ability to conduct the remaining audits.

During the year we have periodically attended the Audit Committee and provided updates on progress against the Plan.

Internal Audit opinion

On the basis of our audit work, our opinion on the framework of governance, risk management, and control is **Moderate** in its overall adequacy and effectiveness.

Certain weaknesses and exceptions were highlighted by our audit work, two of which were assessed as Priority 1 within our review of Disaster Recovery & BCP for which we provided Limited assurance overall. We also provided Limited assurance within the Induction & Performance Management of Staff review.

These matters have been discussed with management, to whom we have made several recommendations. All of these have been, or are in the process of being addressed, as detailed in our individual reports.

In reaching this opinion, the following factors were taken into particular consideration:

Corporate Governance and Risk Management

Our opinion in this area was informed by consideration of this area through our individual assignments including where relevant reporting to Committee and the Board through (including the AC) with no significant issues arising.

Internal control

Of the seven audits undertaken in the year where we provided a formal assurance level, five were given a 'Substantial' level of assurance (Debt Management, Payroll, Treasury Management, Use of Credit Card, Cyber

Security) and two a 'Limited' level of assurance (Induction and Performance Management of Staff, Disaster Recovery & BCP). No audits were given "No" level of assurance.

In respect of the contract audit of the ICE Centre Construction, our Contract Audit specialist review was on an advisory basis. They observed the process followed and provided feedback to the Authority as part of the observed practises.

During the year, we have made two 'Priority 1' recommendations and these are summarised in *Appendix A2* of this report. We have also made 21 recommendations categorised as 'Priority 2' and eight which are Priority 3.

Follow Up

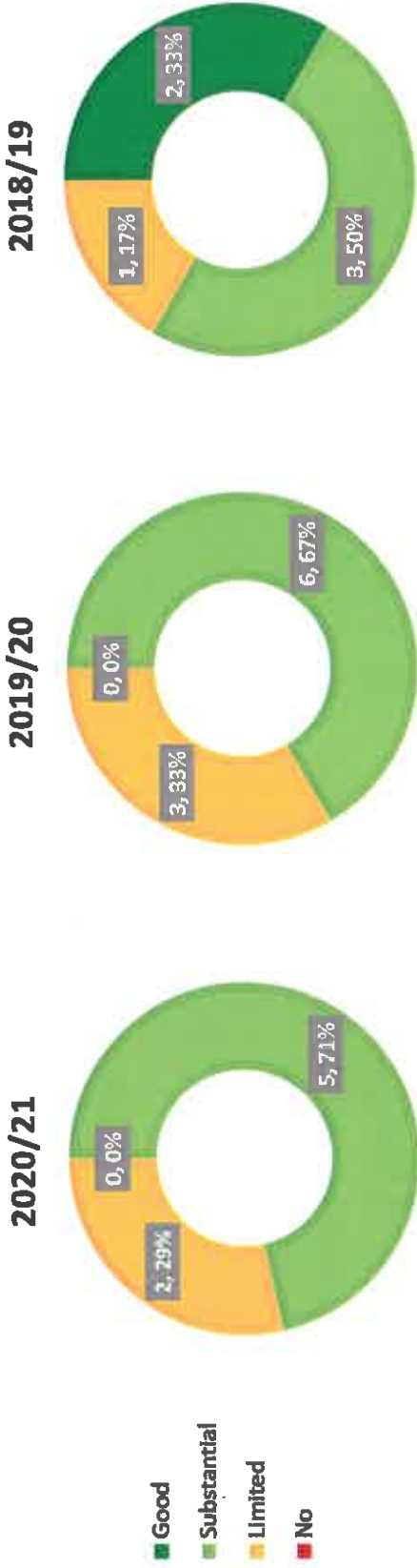
In respect of follow up of recommendations, internal audit has an established process for tracking the implementation of recommendations raised and enabling Management to report on their status to each Audit Committee meeting. During the year, we reviewed the implementation of recommendations as they fell due and confirmed their implementation status. A number of recommendations raised in previous years in relation to the Trust were deemed to be no longer applicable.

All recommendations made during the year were accepted by Management and will be followed up as part of the 2021/22 Internal Audit Plan.

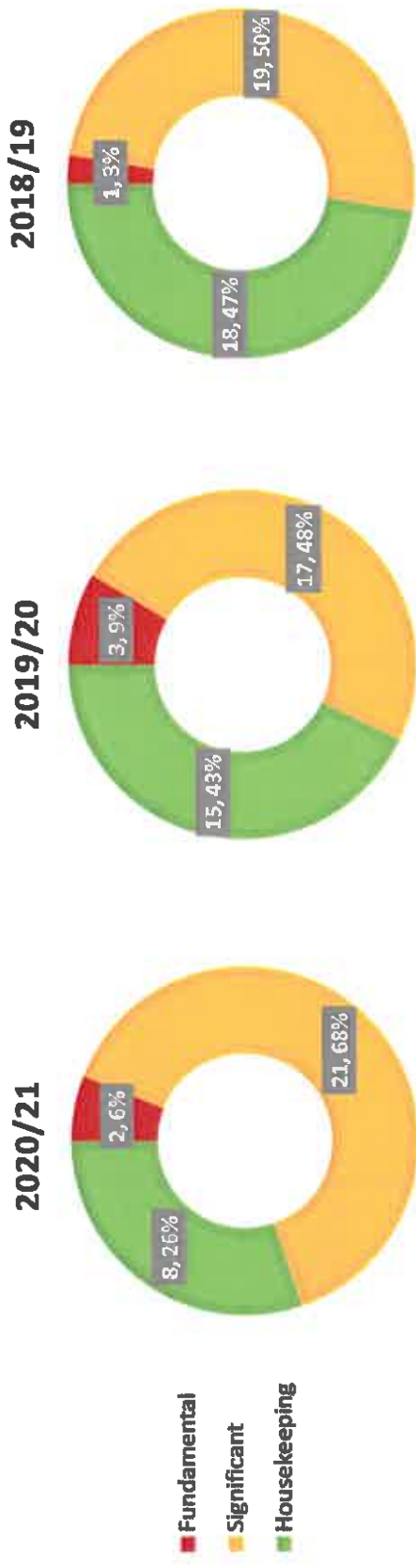
04 Benchmarking

This section compares the Assurance Levels (where given) and categorisation of recommendations made at the Authority.

Comparison of Assurance Levels (where given)



Comparison of Recommendations by categorisation



05 Performance of Internal Audit

Internal Audit Quality Assurance

In order to ensure the quality of the work we perform, we have a programme of quality measures, which includes:

- Supervision of staff conducting audit work;
- Review of files of working papers and reports by managers and partners;
- The use of satisfaction surveys for each completed assignment;
- Annual appraisal of audit staff and the development of personal development and training plans;
- Sector specific training for staff involved in the sector;
- Regular meetings of our Sector Strategy Groups, which issues technical guidance to inform staff and provide instruction with regard to technical issues; and
- The maintenance of the firm's Internal Audit Manual.

Independence and objectivity

There have been no impairments to independence and objectivity during the year covered by this Annual Report.

Performance Measures

We have completed our audit work in accordance with the agreed Plan and each of our final reports has been reported to the Audit Committee.

Periodic meetings have been conducted with Management over the period to monitor progress against the Plan.

Compliance with professional standards

Our work performed conforms to PSIAS, which includes the Core Principles for the Professional Practice of Internal Auditing and Code of Ethics. In conducting our work we also have regard to the Committee on Standards of Public Life's Seven Principles of Public Life ('Nolan principles').

In accordance with PSIAS, Mazars was subject to an External Quality Assessment in 2019, which confirmed Mazars conforms to the requirements of the International Practice Framework for Internal Audit and PSIAS.

A1 Summary of Internal Audit work undertaken in 2020/21

The following reviews were undertaken during the 2020/21 audit year:

| Auditable Area | Level of Assurance (evaluation / testing) | Days | | Recommendations | | | | Total agreed by Management |
|---------------------------------------------|-------------------------------------------|-----------|-----------|--------------------------|--------------------------|---------------------------|-----------|----------------------------|
| | | Budget | Actual | Priority 1 (Fundamental) | Priority 2 (Significant) | Priority 3 (Housekeeping) | Total | |
| Debt Management | Substantial | 5 | 5 | - | 2 | 4 | 6 | 6 |
| Payroll | Substantial | 5 | 5 | - | 2 | - | 2 | 2 |
| Treasury Management | Substantial | 5 | 5 | - | 1 | 1 | 2 | 2 |
| Use of Credit Card | Substantial | 5 | 5 | - | 4 | 2 | 6 | 6 |
| Cyber Security | Substantial | 5 | 5 | - | 2 | 1 | 3 | 3 |
| Induction & Performance Management of Staff | Limited | 8 | 8 | - | 8 | - | 8 | 8 |
| Disaster Recovery & BCP | Limited | 5 | 5 | 2 | 2 | - | 4 | 4 |
| ICE Centre Construction | N/A - Advisory | 11 | 11 | - | - | - | - | - |
| Totals | | 49 | 49 | 2 | 21 | 8 | 31 | 31 |
| % | | | | 6% | 68% | 26% | - | 100% |

Assurance rating, recommendation level, and annual opinion definitions

We use the following levels of assurance and recommendation classifications within our audit reports :

| Assurance Level | Evaluation and Testing Conclusion |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Full Assurance</p> | There is a sound system of internal control designed to achieve the Authority's objectives. The control processes tested are being consistently applied. |
| <p>Substantial Assurance</p> | While there is a basically sound system of internal control, there are weaknesses, which put some of the Authority's objectives at risk. There is evidence that the level of non-compliance with some of the control processes may put some of the Authority's objectives at risk. |
| <p>Limited Assurance</p> | Weaknesses in the system of internal controls are such as to put the Authority's objectives at risk. The level of non-compliance puts the Authority/Trust's objectives at risk. |
| <p>Nil Assurance</p> | Control processes are generally weak leaving the processes/systems open to significant error or abuse. Significant non-compliance with basic control processes leaves the processes/systems open to error or abuse. |

| Recommendation Grading | Definition |
|-----------------------------------|----------------------------------------------------------------------------------|
| <p>Priority 1 (High)</p> | Major issues for the attention of senior management and the Audit Committee |
| <p>Priority 2 (Medium)</p> | Important issues to be addressed by management in their areas of responsibility. |
| <p>Priority 3 (Low)</p> | Minor issues resolved on site through discussions with local management. |

A2 Priority 1 Recommendations Raised during 2020/21

| Report | Recommendation | Rationale | Management Response | Update Position |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Disaster Recovery and BCP January 2021</p> | <p>The Authority should complete the update of its BCP and DRP documentation, ensuring that all key elements are included.</p> <p>The timescales in the Business Continuity Programme Schedule should be updated to reflect revised/expected completion dates.</p> <p>Once completed, the plan should be formally approved and disseminated to all relevant staff to ensure that they are aware of their responsibilities.</p> <p>The BCPO and DRP should then be reviewed and re-approved annually based on lessons learned from testing of the plan.</p> | <p>The only existing Disaster Recovery Plan (DRP) was completed and approved in 2016 by Vibrant Partnerships, which is now considered out of date and as Vibrant is no longer involved, it is no longer relevant to the current environment.</p> <p>Since the end of the relationship with Vibrant, the Authority has taken on the responsibility for Business Continuity and Disaster Recovery. To date we noted that whilst the organisation has designed a framework, including a revised risk assessment process including for IT and a new Disaster Recovery plan template for each service, the actual content has not been completed. This framework, developed with assistance from the Authority's insurers, is expected to be approved at a Senior Management Team meeting on the 9th December 2020. The Business Continuity programme schedule included as part of this new framework establishes a clear timescale to completion but has fallen slightly behind, (by only a month at this stage) and should be updated.</p> <p>As part of the Business Continuity process each facility/service will generate a Disaster Recovery Plan which will be monitored by the Business Continuity Planning Team. There are special requirements with regards to ICT which covers all arrangements for recovery from an incident including the recovery of data and individual servers at Myddleton House and</p> | <p>The updated Business Continuity Plan process has been agreed by the Senior Management Team and is currently being rolled out throughout the Authority. Due to the impact of Covid-19, many of the staff required to complete the initial documentation have been furloughed, delaying the first stage (service/facility Risk Registers) These are to be completed by mid-February 2021. This stage will be followed by the implementation of the Business Impact Analysis (BIA) and Disaster Recovery Plan (DRP) for each service/facility. This stage is expected to be completed by end March 2021, but will be dependent on further impacts of Covid-19 restrictions.</p> <p>Senior Contracts and Quality Manager 31 March 2021</p> | <p>The first stage (service/facility Risk Registers) is due to be completed by end March 21 and is complete with one minor exception</p> <p>Implementation of the Business Impact Analysis (BIA) and Disaster Recovery Plan (DRP) for each service/facility is expected to be completed by end July 2021, but is still dependent on further impacts of Covid-19 restrictions.</p> <p>Senior Contracts and Quality Manager 08 July 2021</p> |

| Report | Recommendation | Rationale | Management Response | Update Position |
|-----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Disaster Recovery and BCP January 2021</p> | <p>A plan for Disaster Recovery tests should be established and testing completed, based on the risk appetite of the Authority.</p> <p>This should be a dynamic process and will require consideration of scenarios being based on key emerging threats and associated consequences.</p> <p>The following five testing methods are common methods of DRP testing:</p> <ul style="list-style-type: none"> Walkthrough Testing - Groups walk through | <p>VeloPark, which may not be available in the longer term with alternative locations currently being considered. This includes replicating the VeloPark facility as an alternative emergency location should Myddelton House be put out of action for an extended period.</p> <p>We have reviewed the framework and consider that it noted the framework provides a sensible way forward but obviously is reliant on timely completion and collation of the documentation in each service area and as well as subsequent testing. Whilst the framework is being established the Authority, as in the previous review, lacks a completed Business Continuity and Disaster Recovery plan including for IT.</p> | | |
| | | <p>The previous DRP and revised framework states that there will be testing completed on an annual basis at each site and any improvements identified submitted for discussion at the SMT.</p> <p>It also states that the IT manager maintains a rolling programme of testing which covers all essential systems. This is also the intention in the new framework.</p> <p>We noted that a rolling programme of testing does not exist, and other than the testing of server boot-ups, no disaster recovery testing has taken place. We also noted that none has taken place since our previous review.</p> | <p>The Business Continuity Plan process implementation has been delayed by restrictions imposed by Covid-19 including the loss of large numbers of staff to the furlough scheme. Once the various stages have been completed (Risk Register update, BIA and DRP) for all services/facilities, there will need to be a range of testing processes programmed in from desktop scenarios to full park wide business testing. Delay in implementation of the original process has set back the testing programme and this will now commence later in the year (May/June). An initial trial of the process will take place using Myddelton House as a reference point to review BCP and any concerns arising from the test. This will</p> | <p>Not yet due for implementation</p> <p>The initial trial of the process using Myddelton House as a reference point to review BCP and any concerns arising from the test has been scheduled for end of July 2021 and, Covid dependent, will take place face to face.</p> <p>Senior Contracts and Quality Manager</p> |

| Report | Recommendation | Rationale | Management Response | Update Position |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| | <p>plans to identify issues and changes;</p> <ul style="list-style-type: none"> Simulation Testing - Groups go through a simulated disaster to identify whether emergency response plans are adequate; Checklist Testing - Individuals read and annotate recovery plans; Full Interruption Testing - Recovery systems are built/set up to assume the full production workload. Primary systems are disconnected in this scenario; and Parallel Testing - Recovery systems are built/set up and tested to see if they can perform actual business transactions to support key processes. Primary systems still carry the full production workload in this scenario. | | <p>be scheduled for mid to late March (Covid dependent).</p> <p>Senior Contracts and Quality Manager</p> <p>30 June 2021</p> | <p>08 July 2021</p> |

A3 Statement of Responsibility

We take responsibility to Lee Valley Regional Park Authority for this report which is prepared on the basis of the limitations set out below.

The responsibility for designing and maintaining a sound system of internal control and the prevention and detection of fraud and other irregularities rests with management, with internal audit providing a service to management to enable them to achieve this objective. Specifically, we assess the adequacy and effectiveness of the system of internal control arrangements implemented by management and perform sample testing on those controls in the period under review with a view to providing an opinion on the extent to which risks in this area are managed.

We plan our work in order to ensure that we have a reasonable expectation of detecting significant control weaknesses. However, our procedures alone should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify any circumstances of fraud or irregularity. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud.

The matters raised in this report are only those which came to our attention during the course of our work and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. The performance of our work is not and should not be taken as a substitute for management's responsibilities for the application of sound management practices.

This report is confidential and must not be disclosed to any third party or reproduced in whole or in part without our prior written consent. To the fullest extent permitted by law Mazars LLP accepts no responsibility and disclaims all liability to any third party who purports to use or rely for any reason whatsoever on the Report, its contents, conclusions, any extract, reinterpretation amendment and/or modification by any third party is entirely at their own risk.

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Lee Valley Regional Park Authority
Internal Audit Plan 2021/22
July 2021

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Disclaimer

This report ("Report") was prepared by Mazars LLP at the request of Lee Valley Regional Park Authority (LVRPA) and terms for the preparation and scope of the Report have been agreed with them. The matters raised in this Report are only those which came to our attention during our internal audit work. Whilst every care has been taken to ensure that the information provided in this Report is as accurate as possible, Internal Audit have only been able to base findings on the information and documentation provided and consequently no complete guarantee can be given that this Report is necessarily a comprehensive statement of all the weaknesses that exist, or of all the improvements that may be required.

The Report was prepared solely for the use and benefit of LVRPA and to the fullest extent permitted by law Mazars LLP accepts no responsibility and disclaims all liability to any third party who purports to use or rely for any reason whatsoever on the Report, its contents, conclusions, any extract, reinterpretation, amendment and/or modification. Accordingly, any reliance placed on the Report, its contents, conclusions, any extract, reinterpretation, amendment and/or modification by any third party is entirely at their own risk. Please refer to the Statement of Responsibility in Appendix A2 of this report for further information about responsibilities, limitations and confidentiality.

01 Introduction

Mazars LLP was appointed as internal auditors to the Lee Valley Regional Park Authority (LVRPA) from 1 April 2018 through the London Borough of Croydon (APEX) framework.

The purpose of this document is to provide the Audit Committee (AC) with the proposed 2021/22 Plan for consideration and approval.

In considering the document, AC is asked to consider:

- whether the balance is right in terms of coverage and focus;
- whether we have captured key areas that would be expected; and
- whether there are any significant gaps.

In accordance with UK Public Sector Internal Audit Standards (PSIAS) we are also seeking approval from AC for the Internal Audit Charter in Appendix A1.

02 Scope and Purpose of Internal Audit

The purpose of internal audit is to provide the Board, through the AC, and management with an independent and objective opinion on risk management, control and governance and their effectiveness in achieving LVRPA's agreed objectives.

Completion of the internal audits proposed in the 2021/22 Plan should be used to help inform the LVRPA's Annual Governance Statement.

Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. Internal Audit also has an independent and objective consultancy role to help line managers improve risk management, governance and control.

We have included our Internal Audit Charter in Appendix A1. The Charter sets out terms of reference and serves as a basis for the governance of

LVRPA's IA function, establishing our purpose, authority, responsibility, independence and scope, in accordance PSIAS.

03 Preparing the Internal Audit Plan for 2021/22

As part of our approach, it is important we consider LVRPA's strategic priorities, as well as the key strategic risks identified, as we seek to align our risk-based approach accordingly.

In preparing the Plan we have undertaken the following:

- Provided previous plans and support to management prior to the LVRPA Senior Management Team's (SMT) discussion draft plan on 30 June 2021;
- Met with the Corporate Director, Head of Finance, and Senior Contracts & Quality Manager on 05 July 2021;
- Reviewed the outcomes of previous internal audit work;
- Considered the latest assessment of risks facing LVRPA, as detailed in the Authority's Strategic Risk Register (24 June 2021);
- Considered areas which are not necessarily high risk (such as core operational controls), but where the work of internal audit can provide a tangible input to assurance; and
- Considered the results of internal audit across our wider client base.

The proposed 2021/22 Plan is included in Section 04. This also includes a proposed high-level scope for each review and which will be revisited as part of the detailed planning for each review.

04 Internal Audit Plan 2021/22

Summary by Input Type

| Input Type | 2021/22 Days |
|-----------------------------|--------------|
| Financial Systems | 19 |
| General Audit | 59 |
| IT Audit | 10 |
| Contract Audit | 15 |
| Follow-Up | 7 |
| Management and Consultation | 10 |
| Total | 120 |

Detail by Input Type

| Audit | Planned Days | Proposed Coverage | Lead Contact(s) | Provisional Fieldwork Date | Target AC |
|-------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------------|-----------|
| Financial Systems | | | | | |
| Key Financial Systems (Cash and Banking, Budgetary Control) | 15 | As part of the 2014/15 internal audit plan, it was agreed with management and external audit that coverage of the key financial systems move to being cyclical as opposed to each system being audited annually to reduce duplication and the impact of our work on the Finance Team. There is scope to embrace data analytics tools (such as IDEA testing) in the approach to these audits. Coverage in the last five years has been as follows: <ul style="list-style-type: none"> 2020/21 - Debt Management, Treasury Management Payroll, and Use of Credit Cards 2019/20 - Cash and Bank (Trust), Creditors (Authority), Creditors (Trust), Debtors (Trust) 2018/19 - Treasury Management and Budgetary Control | Keith Kellard - Head of Finance | Cash/Bank Oct-Dec 2021 | Feb 2022 |
| | | | | Budgetary Control - TBC | June 2022 |

| Audit | Planned Days | Proposed Coverage | Lead Contact(s) | Provisional Fieldwork Date | Target AC |
|---------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------------------|-----------|
| Stock control | 4 | <ul style="list-style-type: none"> • 2017/18 - Debt Management, Payroll, and Use of Credit Cards • 2016/17 - Creditors, Debtors, Cash and Banking <p>Review of the Authority's sales stock control procedures and use of external stocktaking providers to include review of:</p> <ul style="list-style-type: none"> ▪ Stock take process ▪ Analysis of stock take results ▪ Frequency of stock takes relative to best practice in other clients | Keith Kellard – Head of Finance | Oct – Dec 2021 | Feb 2022 |
| General Audit | | | | | |
| Annual leave and expenses processes. | 8 | <p>Review of controls in respect of key HR processes. Specific area of focus to be agreed but could include one of the following areas:</p> <ul style="list-style-type: none"> ▪ Annual leave (Genesis) – management and controls ▪ Expenses (Web expenses) – management and controls ▪ Staff training programme – internal and external suppliers of training ▪ Staff development – internal promotion and job vacancies <p>In line with previous years, Internal Audit to complete spot checks across venues to assess the venue's compliance with policies and procedures relating to invoicing, income & cash handling, purchases, stock management and vouchers & discounts. Reviews in 2020/21 were not able to proceed due to the impact of Covid-19.</p> | Victoria Yates – Head of HR | Sept/Oct 2021 | June 2022 |
| Staff training and development. | | | | | |
| Facilities - Unannounced Spot Check, White Water Centre | 6 | | Dan Buck – Corporate Director | Oct – Dec 2021 | June 2022 |
| Facilities - Unannounced Spot Check, Athletics Centre | 6 | | | Oct – Dec 2021 | June 2022 |
| Facilities - Unannounced Spot Check, VeloPark | 6 | | | Oct – Dec 2021 | June 2022 |
| Facilities - Unannounced Spot Check, Hockey and Tennis centre | 6 | | | Oct – Dec 2021 | June 2022 |

| Audit | Planned Days | Proposed Coverage | Lead Contact(s) | Provisional Fieldwork Date | Target AC |
|-------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|----------------------------|-----------|
| Procurement | 7 | <p>Internal audit review of the end to end procurement process/controls with a view to providing assurance around LVPR compliance with changes to regulations on exit from Europe (removal of OJEU process). Potential coverage to include:</p> <ul style="list-style-type: none"> ▪ Tendering process – Find a Tender Service; ▪ Use of frameworks; ▪ Management of approved supplier list; and ▪ Allocation of works. <p>Contingency resources to be used in the event of emerging risk areas and/or extended testing i.e. to be aligned to Covid-19 / emerging risks and the current situation with regard to Leisure Services Contract delay in implementation. Current suggestion is for two audits to be covered, one 10 days, one 5 days. However, this should remain flexible and days should be utilised as seen fit (and based on risk).</p> <p>Other potential areas for consideration could be further risk-based coverage against other areas of the Authority's Strategic Risk Register not covered within current proposals could include:</p> <ul style="list-style-type: none"> ▪ Management of insurance ▪ Corporate governance, strategy, and decision-making ▪ Marketing, communications, and stakeholder engagement, or ▪ Any other additional risks or areas of concern identified by the AC in-year. | Justin Baker - Senior Sport, Leisure, Procurement and Project Manager | Jan 2022 | June 2022 |
| Contingency (Specific audits to be determined) | 20 | | Authority Senior Management Team | TBC – as required | June 2022 |
| IT Audit | | | | | |
| IT Strategy and Policy. Geographic Information System | 10* | <p>Specific scope to be agreed, but current thinking is for this is to consider the control framework around the current IT strategy and policy for provision of IT; and review of GIS system, training, access and procedures.</p> <p>*Due to specialist nature of input for IT audits, the suggested input of 10 days will need to be discussed and clarified at the point the specific audit coverage is agreed.</p> | Simon Clark – Head of IT | Dec 2021 – Jan 2022 | June 2022 |
| Contract Audit | | | | | |

| Audit | Planned Days | Proposed Coverage | Lead Contact(s) | Provisional Fieldwork Date | Target AC |
|----------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------|-----------|
| Contract Management | 15** | Specific scope to be agreed once a sample of contracts have been selected. However, potential areas will include monitoring of contractor's performance, escalation process, remedies and renewal/extension process. Suggested contracts include Grounds Maintenance Contract, Visitor Tracking Contract. **Contract audit requires specialist input. Depending on the nature of the work requested, there may be a need to adjust the number of days spent in this area to ensure suitable time and resource can be allocated. It may be possible to move some time out of the Contingency allocation shown above, without impacting total budget. | Dan Ruck- Corporate Director | July - Dec 2021 | Feb 2022 |
| Follow-Up, Management and Consultation, and Contingency | | | | | |
| Follow-Up | 7 | Completion of follow-up work on recommendations raised and agreed as part of the 2020/21 Internal Audits. The follow-up work is of key importance in terms of ensuring that previously raised and agreed recommendations have been implemented by management. If this is not the case, the risk exposure is not lowered in respect of the weaknesses originally identified, and hence the value of the internal audit work undertaken is reduced. | N/A | Ongoing | Each AC |
| Management and Consultation | 10 | To cover attendance by Internal Audit management at relevant AC meetings and production of required reports for these. Also to cover attendance at progress meetings and any other meetings not specifically related to individual audits (e.g. plan production, update, contract management etc.). In addition, to cover Mazars managements' non-audit specific liaison and communication with officers across the Authority and with the Authority external auditors. | N/A | Ongoing | N/A |
| Total | 120 | | | | |

A1 Internal Audit Charter

The Internal Audit Charter sets out the terms of reference and serves as a basis for the governance of the LVRPA Internal Audit function. It sets out the purpose, authority and responsibility of the function in accordance with the UK Public Sector Internal Audit Standards (PSIAS).

The Charter will be reviewed and updated annually by the Engagement Lead for Internal Audit for the LVRPA ('Head of Internal Audit').

Nature and Purpose

The LVRPA is responsible for the development of a risk management framework, overseen by the AC, which includes:

- Identification of the significant risks in LVRPA's programme of activity and allocation of a risk owner to each;
- An assessment of how well the significant risks are being managed; and
- Regular reviews by the Senior/Executive Team and the AC of the significant risks, including reviews of key risk indicators, governance reports and action plans, and any changes to the risk profile.

A system of internal control is one of the primary means of managing risk and consequently the evaluation of its effectiveness is central to Internal Audit's responsibilities.

LVRPA's system of internal control comprises the policies, procedures and practices, as well as organisational culture that collectively support LVRPA's effective operation in the pursuit of its objectives. The risk management, control and governance processes enable LVRPA to respond to significant business risks, be these of an operational, financial, compliance or other nature, and are the direct responsibility of the Senior/Executive Team. LVRPA needs assurance over the significant business risks set out in the risk management framework. In addition, there are many other stakeholders, both internal and external, requiring assurance on the management of risk and other aspects of LVRPA's business. There are also many assurance providers. LVRPA should, therefore, develop and maintain an assurance framework which sets out the sources of assurance to meet the assurance needs of its stakeholders.

Internal Audit is defined by the Institute of Internal Auditors' International Professional Practices Framework (IPPF) as 'an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes'.

Internal Audit carries out assurance and consulting activities across all aspects of LVRPA's business, based on a programme agreed with the AC, and coordinates these activities via the assurance framework. In doing so, Internal Audit works closely with risk owners, and the Senior/Executive Team.

In addition to providing independent assurance to various stakeholders, Internal Audit helps identify areas where LVRPA's existing processes and procedures can be developed to improve the extent with which risks in these areas are managed; and public money is safeguarded and used economically, efficiently and effectively. In carrying out its work, Internal Audit liaises closely with the Senior/Executive Team and management in relevant departments. The independent assurance

provided by Internal Audit also assists LVRPA to report annually on the effectiveness of the system of internal control included in the Annual Governance Statements.

Authority and Access to Records, Assets and Personnel

Internal Audit has unrestricted right of access to all LVRPA records and information, both manual and computerised, and other property or assets it considers necessary to fulfil its responsibilities. Internal Audit may enter business property and has unrestricted access to all locations and officers where necessary on demand and without prior notice. Any restriction (management or other) on the scope of Internal Audit's activities will be reported to the AC.

Internal Audit is accountable for the safekeeping and confidentiality of any information and assets acquired in the course of its duties and execution of its responsibilities. Internal Audit will consider all requests from the external auditors for access to any information, files or working papers obtained or prepared during audit work that has been finalised, and which external audit would need to discharge their responsibilities.

Responsibility

The Head of Internal Audit is required to provide an annual opinion to LVRPA, through the AC, on the adequacy and the effectiveness of LVRPA's risk management, control and governance processes. In order to achieve this, Internal Audit will:

- Coordinate assurance activities with other assurance providers as needed (such as the external auditors) such that the assurance needs of LVRPA, regulators and other stakeholders are met in the most effective way.
- Evaluate and assess the implications of new or changing systems, products, services, operations and control processes.
- Carry out assurance and consulting activities across all aspects of LVRPA's business based on a risk-based plan agreed with the AC.
- Provide the Board with reasonable, but not absolute, assurance as to the adequacy and effectiveness of the key controls associated with the management of risk in the area being audited.
- Issue periodic reports to the AC and the Senior/Executive Team summarising results of assurance activities.
- Promote an anti-fraud, anti-bribery and anti-corruption culture within LVRPA to aid the prevention and detection of fraud;
- Assist in the investigation of allegations of fraud, bribery and corruption within LVRPA and notifying management and the AC of the results.
- Assess the adequacy of remedial action to address significant risk and control issues reported to the AC. Responsibility for remedial action in response to audit findings rests with line management.

There are inherent limitations in any system of internal control and thus errors or irregularities may occur and not be detected by Internal Audit's work.

When carrying out its work, Internal Audit will provide line management with comments and report breakdowns, failures or weaknesses of internal control systems together with recommendations for remedial action. However, Internal Audit cannot absolve line management of responsibility for internal controls.

Internal Audit will support line managers in determining measures to remedy deficiencies in risk management, control and governance processes and compliance to LVRPA's policies and standards and will monitor whether such measures are implemented on a timely basis.

The AC is responsible for ensuring that Internal Audit is adequately resourced and afforded a sufficiently high standing within the organisation, necessary for its effectiveness.

Scope of Activities

As highlighted in the previous section, there are inherent limitations in any system of internal control. Internal Audit therefore provides the Senior/Executive Team and the Board through the AC with reasonable, but not absolute, assurance as to the adequacy and effectiveness of LVRPA governance, risk management and control processes using a systematic and discipline approach by:

- Assessing and making appropriate recommendations for improving the governance processes, promoting appropriate ethics and values, and ensuring effective performance management and accountability;
- Evaluating the effectiveness and contributing to the improvement of risk management processes; and
- Assisting LVRPA in maintaining effective controls by evaluating their adequacy, effectiveness and efficiency and by promoting continuous improvement.

The scope of Internal Audit's value adding activities includes evaluating risk exposures relating to LVRPA's governance, operations and information systems regarding the:

- Achievement of the organisation's strategic objectives;
- Reliability and integrity of financial and operational information;
- Effectiveness and efficiency of operations and programmes;
- Safeguarding of assets; and
- Compliance with laws, regulations, policies, procedures and contracts.

Reporting

For each engagement, Internal Audit will issue a report to the appropriate senior management and business risk owner, and depending on the nature of the engagement and as agreed in the engagement's Terms of Reference, with a summary to the Senior/Executive Team and the AC.

The PSIAS require the Head of Internal Audit to report at the top of the organisation and this is done in the following ways:

- The annual risk-based plan is compiled by the Head of Internal Audit taking account of LVRPA's risk management / assurance framework and after input from members of the Senior/Executive Team. It is then presented to the Senior/Executive Team and AC annually for comment and approval.
- The internal audit budget is reported to the AC for approval annually as part of the overall budget.
- The adequacy, or otherwise, of the level of internal audit resources (as determined by the Head of Internal Audit) and the independence of internal audit will be reported annually to the AC.

Performance against the annual risk-based plan and any significant risk exposures and breakdowns, failures or weaknesses of internal control systems arising from internal audit work are reported to the Senior/Executive Team and AC on a regular basis.

Any significant consulting activity not already included in the risk-based plan and which might affect the level of assurance work undertaken will be reported to the AC.

Any significant instances of non-conformance with the Public Sector Internal Audit Standards will be reported to the Senior/Executive Team and the AC and will be included in the Internal Audit Annual Report.

Independence

The Head of Internal Audit has free and unfettered access to the following:

- Corporate Director at LVRPA;
- Chair of the LVRPA AC; and
- Any other member of the Senior/Executive Team.

The independence of the contracted Head of Internal Audit is further safeguarded as their annual appraisal is not inappropriately influenced by those subject to internal audit.

To ensure that auditor objectivity is not impaired and that any potential conflicts of interest are appropriately managed, all internal audit staff are required to make an annual personal independence responsibilities declaration via the tailored 'My Compliance Responsibilities' portal which includes personal deadlines for:

- Annual Returns (a regulatory obligation regarding independence, fit and proper status and other matters which everyone in Mazars must complete);
- Personal Connections (the system for recording the interests in securities and collective investment vehicles held by partners, directors and managers, and their immediate family members); and
- Continuing Professional Development (CPD).

Internal Audit may also provide consultancy services, such as providing advice on implementing new systems and controls. However, any significant consulting activity not already included in the audit plan and which might affect the level of assurance work undertaken will be reported to the AC. To maintain independence, any audit staff involved in significant consulting activity will not be involved in the audit of that area for a period of at least 12 months.

External Auditors

The external auditors fulfil a statutory duty. Effective collaboration between Internal Audit and the external auditors will help ensure effective and efficient audit coverage and resolution of issues of mutual concern. Internal Audit will follow up the implementation of internal control issues raised by external audit if requested to do so by LVRPA.

Internal Audit and external audit will meet periodically to:

- Plan the respective internal and external audits and discuss potential issues arising from the external audit; and
- Share the results of significant issues arising from audit work.

Due Professional Care

The Internal Audit function is bound by the following standards:

- Institute of Internal Auditor's International Code of Ethics;
- Seven Principles of Public Life (Nolan Principles);
- PSIAS; and
- All relevant legislation.

Internal Audit is subject to a Quality Assurance and Improvement Programme that covers all aspects of internal audit activity. This consists of an annual self-assessment of the service and its compliance with the PSIAS, on-going performance monitoring and an external assessment at least once every five years by a suitably qualified, independent assessor.

A programme of Continuing Professional Development (CPD) is maintained for all staff working on internal audit engagements to ensure that auditors maintain and enhance their knowledge, skills and audit competencies to deliver the risk-based plan. Both the Head of Internal Audit and the Engagement Manager are required to hold a professional qualification (CMIIA, CCAB or equivalent) and be suitably experienced.

Performance Measures

In seeking to establish a service which is continually improving, we acknowledge it is essential that we agree measures by which Internal Audit should demonstrate both that it is meeting the LVRPA's requirements and that it is improving on an annual basis. We will work to agree appropriate measures with LVRPA.

A2 Statement of Responsibility

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The responsibility for designing and maintaining a sound system of internal control and the prevention and detection of fraud and other irregularities rests with management, with internal audit providing a service to management to enable them to achieve this objective. Specifically, we assess the adequacy and effectiveness of the system of internal control arrangements implemented by management and perform sample testing on those controls in the period under review with a view to providing an opinion on the extent to which risks in this area are managed.

We plan our work in order to ensure that we have a reasonable expectation of detecting significant control weaknesses. However, our procedures alone should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify any circumstances of fraud or irregularity. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud.

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Mazars is an internationally integrated partnership, specialising in audit, accountancy, advisory, tax and legal services*. Operating in over 90 countries and territories around the world, we draw on the expertise of 40,400 professionals – 24,400 in Mazars' integrated partnership and 16,000 via the Mazars North America Alliance – to assist clients of all sizes at every stage in their development.

*where permitted under applicable country laws.

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DRAFT UNAUDITED FINAL ACCOUNTS 2020/21

Presented by the Head of Finance

SUMMARY

This report details the draft unaudited Statement of Accounts for 2020/21 and summarises the headlines from those financial statements. The Accounts will be subject to external audit, the dates of which are subject to confirmation.

Actual operational spending on all Authority facilities and services was reported to Executive Committee in May (Paper E/727/21) with all variations fully explained.

Further adjustments to the Financial Statements were required in respect of capital financing and stock valuations. The result is an end of year position on the income and expenditure account of a £0.87m deficit against the General Fund reserve. This however is a significant improvement on the Emergency Budget forecast of a £4.2m deficit.

The Accounts demonstrate that the Authority still retains its strong financial position. Maintaining that position is a cornerstone of the Authority's Financial Strategy, as it provides the capacity to innovate, lead developments and support the challenges of the Business Plan.

RECOMMENDATIONS

- Members Note:
- (1) the draft Statement of Accounts for 2020/21; and
 - (2) that any changes recommended by the Auditor at the conclusion of the Audit will be incorporated into the revised Financial Statements, for approval by Audit Committee.

BACKGROUND

- 1 The Accounts and Audit Regulations 2015 state that Financial Statements should be approved and published by 31 July. However, due to Covid 19, the Regulations were initially amended for the 2019/20 financial year to a 30 November 2020 publication date. Subsequently, in April 2021, they were amended by The Accounts and Audit (Amendment) Regulations 2021, so that the publication date for the next two financial years is 30 September.

- 2 In addition to publication of the audited Accounts, the Authority is required to make available the draft, unaudited Accounts, for public inspection, for a period of 30 working days, which must commence on, or before, the first working day of August. These will be published on the Authority's website.
- 3 The Auditor set out their Audit Plan for the 2020/21 accounts at the Audit Committee on 24 June 2021 (paper AUD/120/21) where he expressed the concerns of all audit firms around the delivery of audits by the September date. The auditor stated that they expect the audit fieldwork and testing to commence by September. The auditors' findings and conclusions will be incorporated into the Audit Results Report which will be reported to the Audit Committee in September.
- 4 The early drafting of the Accounts means that there may still be further minor adjustments that arise during the completion of the Audit. Therefore if Members wish to add comments, these can then be accommodated before a final draft of the Accounts is signed.
- 5 The most significant matters identified by the Accounts to date are summarised below.

SERVICE SPENDING

- 6 Provisional actual expenditure for each service and venue has been reported to Executive Committee in the Provisional Revenue Outturn report in May (Paper E/727/21). The result is an end of year position on the income and expenditure account of a £0.87m deficit against the General Fund reserve. The outturn is fully explained in the Revenue Outturn report.
- 7 It is anticipated that the General Fund reserve will increase by £0.1m by the end of 2020/21 if actual expenditure and reduced income matches the emergency budget as summarised below:

| | £m |
|-----------------------------------|-----|
| 2020/21 General Reserve | 3.5 |
| 2021/22 Original Revenue Budget | 0.3 |
| 2020/21 Budget Carry Forward | 0.2 |
| Estimated Closing balance 2020/21 | 3.6 |

CAPITAL SPENDING AND FINANCING

- 8 Gross capital expenditure, including Asset Maintenance, totalled £2.3m compared to the approved Capital Programme of £2.9m. The net outturn is fully explained in the Provisional Capital Outturn reported to Executive Committee in May (Paper E/726/21).

- 9 Capital spending has been financed as follows.

| | |
|------------------------|-------------------|
| | <u>£m</u> |
| Capital Grants Applied | 0.1 |
| Revenue Financing | 0.0 |
| Major Repairs Fund | 1.0 |
| Capital Fund | 0.3 |
| Capital Receipts | <u>0.9</u> |
| Total | <u>2.3</u> |

GENERAL RESERVES

- 10 The General Reserves for 2020/21 remain above the minimum reserve level of £3m-£4m approved by Members as part of the 2021/22 budget setting process.
- 11 The table below shows the level of the General Fund reserve over the last five years.

| Year | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|--------------|---------|---------|---------|---------|---------|---------|
| | £m | £m | £m | £m | £m | £m |
| General Fund | 4.8 | 4.6 | 4.2 | 4.2 | 4.4 | 3.5 |

ANNUAL GOVERNANCE STATEMENT 2020/21

- 12 The Authority has adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework *Good Governance in Local Government*. This statement explains how the Authority has complied with the Code; and also meets the requirements of Regulation 6(1)(b) of the Accounts and Audit Regulations 2015 in ensuring that there is a sound system of internal control and that this Committee approves the Annual Governance Statement for future approval by the Executive Committee.
- 13 Members need to ensure that a sound system of internal control is maintained and an annual review of the effectiveness of the system of internal control is conducted to provide sufficient, relevant and reliable assurance to enable them to authorise the signing of the Authority's Annual Governance Statement and for it to be published with the Financial Statements.
- 14 Assurance derived through the monitoring of processes, including risk management, provides evidence which allows the Authority to form conclusions on the efficiency and effectiveness of operations. The scope of internal control spans the whole range of the Authority's activities and includes those controls designed to ensure:
- the Authority's policies are put into practice;
 - the organisation's values are met;
 - laws and regulations are complied with;
 - required processes are adhered to;
 - financial statements and published information is accurate and reliable; and
 - human, financial and other resources are managed efficiently and effectively.
- 15 The Annual Governance Statement will be included within the Statement of Accounts and will be presented for approval by Members at the September Executive Committee.

ENVIRONMENTAL IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 18 These are dealt with in the body of the report.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 21 These will be summarised within the Annual Governance & Narrative Statements, and included within the Statement of Accounts.

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PREVIOUS COMMITTEE REPORTS

| | | | |
|-----------------|------------|------------------------------------------------------------|------------------|
| Audit Committee | AUD/120/21 | External Audit 2020/21 – Audit Plan | 24 June 2021 |
| Executive | E/727/21 | Revenue Budget Performance 2020/21 – Provisional Outturn | 27 May 2021 |
| Executive | E/726/21 | Capital Programme- Provisional Outturn 2020/21 | 27 May 2021 |
| Audit Committee | AUD/117/21 | Accounting Policies & Accounts Closedown Timetable 2020/21 | 25 February 2021 |

APPENDIX ATTACHED

Appendix A Statement of Accounts 2020/21

Lee Valley Regional Park Authority

**Statement
of
Accounts**

For the year ended 31 March 2021

**DRAFT
Unaudited**

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Lee Valley Regional Park Authority

Statement of Accounts 2021

For the year ended 31 March 2021

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Narrative Report (Draft version 1 – subject to amendment)

The Lee Valley Regional Park Authority (LVRPA) is an award winning and leading leisure organisation. It has a statutory duty under the Lee Valley Regional Park Act (1966) to develop the 10,000 acre Park as a regional destination - a destination that attracts over 7 million visitors a year. The Authority's vision is that the LVRPA should be "A World Class Leisure Destination".

Over recent years the Authority has undertaken significant work to attract external funding to support the development of the Regional Park; and it is committed to continue to reduce its reliance on the levy. The levy is a charge on council tax payers in London, Essex and Hertfordshire – which equates to 80p per person per year. The maximum levy is determined by a formula set out in "The Levying Bodies (General) Regulations 1992" - adjusted annually to account for inflation.

These accounts for 2020/21 provide information about costs and income from our services and our assets and liabilities at the year end. The report sets out a summary of significant matters and the main financial performance of the Authority during 2020/21; its ongoing liabilities; future capital investment and the underlying economic climate that influences future performance.

In delivering its statutory objectives the Authority uses non-financial (as well as financial) Key Performance Indicators (KPIs) to measure in year performance with other Performance Indicators (PIs) underpinning the KPIs. The 2019/20 KPIs are set out in the table below for ongoing comparison.

| Key Performance Indicator | 2019/20 | 2020/21 | Explanation |
|-------------------------------|---------|---------|----------------------------------------------|
| Levy Contribution | 37.6% | 36.7% | Percentage charged of the maximum chargeable |
| Customer Satisfaction | 84.0% | tbc | Customer satisfaction Rating |
| Stakeholder Perception | 74.0% | tbc | Stakeholder satisfaction |
| CO2 emissions from Operations | 5,496 | tbc | CO2 Emissions (Tonnes of CO2) |
| Business Priorities Progress | 95.0% | tbc | Percentage of actions delivered in year |
| Usage | 7.4m | tbc | Number of Visitors (Millions) |

The Authority's financial strategy is embodied in its Strategic Business Plan. The Plan is designed to deliver the vision of creating a world class leisure destination. The Plan is underpinned by a financial strategy that aims to optimise the use of financial resources to meet business objectives. The strategy includes maintaining a strong financial position, which these accounts demonstrate. The Authority continually reviews its business plan with the latest plan (2020-25) approved in January 2020. This plan sets out service objectives and business priorities for the coming period and is underpinned by the Medium Term Financial Plan (MTFP).

The statutory power to increase the levy (currently only 36.7% levied of the maximum chargeable), the Medium Term Financial Plan (including a revised emergency budget), the ongoing risk management and internal control framework, annual, weekly and daily evaluation of the Authority's cash flow ensure the LVRPA is, and remains, a going concern. Senior Management have, and will continue to regularly assess that the Authority is a going concern and this will be subject to the external auditor testing under ISA 570 requirements.

A key development of the Authority has been to outsource its six main sporting venues in a new ten year contract to improve economy, efficiency and effectiveness and the new business plan sets out themes to continue this organisational change. These themes are:

- Continue to reduce the levy for the LVRP paid by the taxpayers of London, Essex and Hertfordshire.
- Increase income from existing venues/sites through a range of investment opportunities both directly and with third parties and the appropriate pursuit of commercial income through Authority owned land and property assets
- Improve the accessibility of the LVRP to its regional constituency through marketing and community engagement initiatives.
- Continue to develop new operational models for its services as the Authority moves to being more of an enabling organisation.
- Enhance the Park's environmental infrastructure
- Provide a first rate visitor experience and grow the visitor figure to 7.5 million.

The following paragraphs set out the most significant matters in the accounts, such as the Authority's overall financial position.

Expenditure compared to budget

The 2020/21 budget was set in January 2020. It was subsequently replaced by an Emergency Budget in May 2020 in response to the Covid-19 pandemic. At the end of the year the Authority had general reserves of £3.5m.

Budget compared to actual

| 2019/20 | Budget £'000s | Actual £'000s |
|---------------------------|------------------|------------------|
| Net operating expenditure | 17,474 | 13,288 |
| Levy on local authorities | (9,576) | (9,576) |
| Net general fund surplus | 7,898 | 3,812 |
| Total financing costs | (3,653) | (2,941) |
| Movement in reserves | 4,245 | 871 |

Capital Investment

Capital investment totalled £1.2m. This was financed by a contribution from revenue (£0.3m), earmarked reserves and receipts (£0.9m).

London Olympics 2012

In July 2005, London was awarded the 2012 Olympic Games. Under the Olympic arrangements entered into with the Authority, some of the Authority's land and assets were used and developed. The Olympic Games were held during the summer of 2012 and the Authority retains some contingent liabilities.

Velopark

The Authority continues to retain a contingent liability of up to £5.25m in relation to the lottery funding agreement between the Authority, Sport England and the Olympic Development Agency (ODA). In addition, a contingent liability of £2m exists in relation to a funding agreement with the London Marathon Trust for legacy works. LVRPA paid £3.5m during 2012/13 as its contribution to the construction of the Velopark. The contingent liabilities are shown in note 37.

The Authority has entered into an Agreement for Lease with the College World of Sport (CWS). The 20 year lease was commenced in August 2020 and will provide rental income for the Authority. The Authority refurbished and converted a number of units into classrooms and student pods for CWS to use as their UK base and for them to begin offering Higher Education courses from 20/21. Unfortunately, due to the onset of the Covid-19 pandemic, the tenant was unable to launch the college. Although the lease commenced on 1st August 2020, the tenant advised that the further lockdown periods in the Autumn and Winter of 2020 prevented further progress and officers are in communication with the tenant to understand the plans and timing of the opening of the new facility.

Other Olympic Agreements

Third Supplemental Agreement

This agreement was completed on the 7th February 2013 following receipt of both Secretary of State and Sport England consents. The agreement covers arrangements for utilities and individual agreements for substation leases and high voltage cables are still being finalised. All substation leases have been completed together with one of the easements. There is one easement still outstanding which will be finalised as soon as the final documents are agreed. This is an on-going matter and is outside the Authority's control as the contact is awaited from the utility company. This will have no impact on the accounts.

Lee Valley White Water Centre

This asset was transferred to the Authority on 17 December 2010 and the depreciated replacement cost is valued at £22m. The Authority has a contingent liability of up to £900,000 in relation to its lottery funding agreement with Sport England. In addition, the Authority also has a contingent liability of up to £4m in relation to its funding agreement originally with the East of England Development Agency (EEDA). Since the closure of the EEDA, the benefits of this funding agreement rest with the Department for Business, Innovation and Skills. The Authority enhanced this facility further in 2013/14 by investing £6.4m with contributions from the British Canoe Union (£0.8m), Sport England (£0.8m) and a reinstatement contribution from LOCOG (£0.7m). The Authority entered into a variation of its lottery funding agreement with Sport England to cover the additional amount of funding which increased the total contingent liability.

The land and building valuation of this asset has been included in the statements. The contingent liabilities are shown in note 37.

Parklands in Queen Elizabeth Olympic Park

The Authority has agreed that two separate plots of land in the North of the Park will be leased back to the LLDC at a peppercorn rent (£1) for twenty-five years and at £20,000 per annum for forty years respectively, and will place an obligation on the LLDC in relation to the parklands lease to carry out grounds maintenance of the parklands which has been estimated by the LLDC to be up to £25,000 per annum. The area of land which has been leased for the forty-year period at £20,000 per annum has been independently valued at £320,000 and this lease was completed in 2013. The lease of the land in the North Parklands for the 25-year period was completed in February 2018. The LLDC requested a variation to the North Parklands lease to permit them to grant a sub-lease of part of the land to a third party to build a High Ropes attraction. This was approved by Authority Members and the variation to the lease completed. Construction of the attraction has been delayed due to the impact of COVID-19 but it is anticipated that it will commence as soon as reasonably practicable and should now be completed before February 2021.

Lee Valley Ice Centre Redevelopment

The redevelopment of the Lee Valley Ice Centre into a new twin-pad ice rink was given full planning consent on 20 November 2020. The procurement exercise for construction of the venue commenced in May 2020, and after full evaluation and clarification, Members agreed the award of the contract with Buckingham Group Contracting Ltd in April 2021 (A/4301/21). The construction process agreed was for a single stage, not continuity of ice, to commence in July 2021 and complete late in 2022. This was identified as the cheapest option, offered less overall risk, and saved at least 12 months on the build programme.

Members also agreed that, subject to the provisions in the Local Government Act 2003, the Authority would seek to borrow up to £30m to fund the construction programme.

The venue closed to the public on 27 June 2021, with further club and coaches use permitted up to 18 July 2021. From this period, the strip out of the building was due to commence, and the site will be formally handed over to BGCL on 16 August 2021.

Pension Scheme

The Authority is a member of the Local Government Pension Scheme, administered by the Local Pensions Partnership (for the London Pensions Fund Authority). The net liability (ie the amount by which the pensions liabilities exceed its assets) affects the Authority's net worth as recorded in the balance sheet. However, statutory arrangements for funding the deficit mean that the Authority's financial position remains healthy. The deficit on the pension scheme will be made good by increased contributions over the employees' remaining working life, as assessed by the scheme actuary. The full triennial valuation of the scheme was completed by January 2020 – this showed the Authority had a surplus of £725k (101.5% funded) compared to a deficit at the last triennial valuation of £3,437k (89.9% funded).

Transfer of Management of the Venues to the Lee Valley Leisure Trust Limited (Vibrant Partnerships)

In February 2015 (paper A/4201/15) Members approved entering into the Leisure Services Contract (the Contract) commencing on 1 April 2015 between the Lee Valley Regional Park Authority and the Lee Valley Leisure Trust Limited trading as Vibrant Partnerships (the Trust). The contract was for a five year period to establish a "sound" operational profile before going through a full market testing exercise. All decisions relating to this process were made by the full Authority.

The Authority completed a procurement process for the re-let of the six sports venues from 1 April 2020, but following a

legal challenge made to that process, the Authority took the decision (Paper A/4278/20) to bring the sporting venues under its direct management on the expiry of the contract on 31 March 2020. In October 2019 the Authority had already decided (Paper A/4273/19) to bring back the eight smaller (non-sporting Leisure Service Contract (LSC)) venues back under its direct management on the expiry of the contract with the Trust as these fitted with the new business priorities and generated a positive financial return for the Authority.

Initially this was anticipated that this arrangement would be for a period of six-months, but due to the Covid-19 pandemic; Authority members agreed an extension until 31 March 2022. Authority officers are now working with the preferred bidder for implementation of the new Leisure Services Contract from 1 April 2022.

Land and Property Strategy

The Land & Property Review Working Group was established at the Executive Committee meeting on 17 December 2015 to consider and develop a proposed Corporate Land and Property Strategy for consideration and approval by full Authority. The terms of reference for the Land & Property Review Working Group were approved as follows:

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

The aim of the Working Group was to review the Authority's approach to acquisition and disposal and to consider a fresh approach with the development of a Corporate Land and Property Strategy. In addition to the above it is an opportunity to look at sites which are not delivering benefit for the Regional Park. The disposal of properties may also reduce revenue costs as maintenance obligations for some areas of land would be reduced. Conversely acquisition of land may increase revenue costs for the maintenance and management of the land.

The Authority has generally adopted a cautious approach for any disposals based on prevailing Counsel's opinion at the time and independent advice prior to any disposal of land. More recent advice has explored a more flexible approach, in particular, to disposal where land is no longer required for the purposes of any of the Authority's functions. This has the potential for raising capital for enabling development and/or opportunity for enhancement of existing open space and/or opening of currently closed land within the Regional Park.

Following approval of the Corporate Land and Property Strategy by the Executive Committee in December 2016, the Authority adopted the Strategy on 19 January 2017. A review of the areas of land for potential disposal has been undertaken by officers and discussed with the Member working group. At the appropriate time each area of land is brought forward for a decision by the Executive Committee and/or Authority and is reflected in the balance sheet accordingly.

Borrowing and Capital Funding

The Authority has the facility to borrow funds for capital expenditure from the Public Works Loan Board (PWL) and other institutions. Short term borrowing is covered by our bank overdraft.

The Capital Financing Requirement measures the underlying need to borrow for capital (not revenue) purposes. It does not necessarily mean that borrowing will be undertaken. The following capital financing requirements are based upon the value of the Authority's depreciated value of fixed assets less provisions set aside for loan repayment

| | 2019/20 Actual | 2020/21 Actual | 2021/22 Estimate | 2022/23 Estimate | 2023/24 Estimate | 2024/25 Estimate |
|-----------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| LVRPA CFR | £12.2m | £11.7m | £11.2m | £10.7m | £40.2m | £39.0m |

Any new borrowing in the future must be self-funded, for example via efficiency savings, leveraging in external funding, new income streams or through the levy. Capital investment in the current year has been funded from the Authority's accumulated cash balances and, as a result, no new external long term borrowing has been undertaken. The Authority currently carries no external debt and external borrowing at 31 March 2021 totalled £0.

The estimated impact of capital investment decisions on the levy is £1.2m and is included in the table below. Where additional revenue from the levy is used to finance capital expenditure this would have an impact on contributing

authorities. This would mean that the Authority would need to increase the levy over the current level. The base indicator for 2020/21 is £1.2m and is included in the table below. This figure takes account of the resourcing requirements for the capital programme and was included in a report to Members as part of the 2020/21 (revised) to 2024/25 capital programme.

| | 2019/20 Actual | 2020/21 Actual | 2021/22 Estimate | 2022/23 Estimate | 2023/24 Estimate | 2024/25 Estimate |
|---------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| Capital Expenditure | £2.6m | £1.2m | £16.8m | £15.5m | £1.0m | £1.0m |
| Financed by | | | | | | |
| External resources* | £0.1m | £0.0m | £16.0m | £14.0m | £0.0m | £0.0m |
| Internal resources* | £2.5m | £1.2m | £0.8m | £1.5m | £1.0m | £1.0m |
| Total Financing | £2.6m | £1.2m | £16.8m | £15.5m | £1.0m | £1.0m |

Economic Climate

The economic climate has, and will continue to impact on the Public Sector purse and particularly the finances of the Authority. The Authority sets the annual budget in the context of the five-year business priorities. The assumptions behind this forecast are reviewed annually; the medium term financial forecast is restated and then approved by Members. The Authority is conscious of the financial pressures faced by the levied authorities and the spending assessments that impact upon them. The levy was increased by 2% in 2020/21, after a period of eleven years of reducing, or stable change - and has achieved a real term decrease in excess of 50%. Officers and Members are committed to providing on-going savings and efficiencies to achieve economy and efficiency through the best use of public funds whilst delivering its own core objectives detailed in the new five-year Business Priorities 2020 – 2025 and statutory role. Consideration of the levy in future years will be subject to inflation, business risks, Covid 19 impact and other economic factors prevailing at the time. The levy strategy will need to be reviewed in the light of the Covid 19 impact going forward from 2022/23.

The Authority is continuing a robust plan of income generation and major development projects across the Park to deliver its remit and reduce the reliance on the levy. The business plan priorities for 2020-25 will be developed further. This will set out further development in the key projects, for example, the Ice Centre twin pad development, for this five-year period along with a financial plan. The key measure has been to ensure that the reliance on the levy fell to 53.0% of the maximum that the Authority could legally charge. This target was achieved in 2013/14 and for 2020/21 it currently stands at 36.7% of the maximum chargeable – a cost per head of population of £0.80p. The Senior Management Team manages a variety of major and smaller projects to develop the Park and its Venues, create efficiencies and generate further income. The proposals from this group are considered by Members of the Executive Committee and full Authority.

Financial liabilities relating to the Olympic venues were significant, in particular, the business rates attributed to the Velopark, the Lee Valley White Water Centre and LV Hockey & Tennis Centre. These liabilities were recognised within the medium term financial plan. Between April 2015 and March 2020 the business rate liability on venues (transferred into the Trust) have achieved 80% mandatory rate relief thus reducing the financial burden by £1.7m per year. Although these venues have temporarily transferred back to the Authority until the award of a new LSC contract, the impact of Covid 19 has meant the Authority received a business rates holiday during 2020/21 and 2021/22 and not incur any additional liability.

The financial impact of Covid 19 had the potential to severely impact the financial stability of the Authority. Income from fees and charges was reduced due to lockdowns and restrictions throughout 2020/21. In the light of this significant financial pressure, Members approved a revised emergency budget and decided not to request a supplementary levy from contributing councils but instead, to utilise cash reserves in the short term to cushion this impact. This would not have been sustainable in the long term and will require further revision of the levy strategy and future year's budgets. The Chief Executive with Members and the Senior Management Team has developed a recovery plan for 2021/22 and beyond. This will address the rebuilding of reserves and strengthening the Authority's resilience in the context of a challenging economic climate and the possible continuing uncertainty caused by Covid 19.

Revenue Reserves

The Authority's current Reserves Policy states that the Authority should maintain a minimum general reserve balance of £3-£4m and was approved at the Annual Budget and levy setting meeting of the full Authority on 21 January 2021. The individual usable reserves are explained below:

General Fund

The general fund reserves currently stand at £3.5m.

Earmarked Reserves

The Authority maintains renewal and repair funds to replace equipment and for major repairs to buildings or structures that cannot be funded in one year from service revenue budgets. An insurance fund is also maintained to self-insure certain risks that are not otherwise covered by the insurance policies of the Authority. For example, storm damage and insurance excesses on existing policies. All services are charged an annual premium, with policy excesses for claims against the Authority by third parties charged to the fund balance in any given year.

Capital Receipts Reserve

There is a balance of £11.7m on this reserve mainly due to the sale of the option land at Olympic Park but more recently through sales identified from the Corporate Land & Property Strategy.

Capital Fund

The Authority is able to set aside 3% of its Levy each year in accordance with the Lee Valley Regional Park Act section 49 (30) for capital expenditure purposes.

The Annual Governance Statement (AGS) highlights the major risks and uncertainties the Authority faces in the years ahead and recognising the impact of the London 2012 Olympics legacy on the Authority as it continues to establish the legacy facilities within its normal business operating environment and more recently the significant impact of Covid 19 on the business operations of the Authority and therefore a major source of its financial income. The AGS sets out the risks and opportunities the Authority faces having moved the majority of its venues into a charitable Trust, retendering and reletting of this contract from April 2022 whilst temporarily taking back their operation and management. The AGS considers the impact of the ongoing poor economic climate and demonstrates the Authority's response to the pressure on the public purse.

The Accounts are produced in the format stipulated by the Chartered Institute of Public Finance and Accountancy (CIPFA) in accordance with best accounting practice.

CIPFA's recommended accounting practice complies with International Financial Reporting Standards (IFRS) subject to appropriate agreed variations for Local Authorities. The change to IFRS from Generally Accepted Accounting Principles (GAAP), made three years ago, allows inter-authority comparison and brings benefits in consistency and comparability between financial reports whilst continuing to follow private sector best practice.

The accounts consist of:

- the Comprehensive Income and Expenditure Statement: This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices;
- the Balance Sheet: The Balance Sheet shows the value as at the Balance Sheet date of the assets and liabilities recognised by the Authority. The net assets of the Authority (assets less liabilities) are matched by the reserves held by the Authority;
- the Movement in Reserves Statement: This statement shows the movement in the year on the different reserves held by the Authority;
- a Cash Flow Statement: This shows the total cash we received and how we used it; and
- a Statement of Accounting Policies: These describe the main principles used to prepare the accounts.

Following a review of the presentation of local authority accounts, CIPFA made some changes to the 2016/17 Code, with the introduction of an Expenditure and Funding Analysis.

The objective of the Expenditure and Funding Analysis is to demonstrate to levy payers how the funding available to the Authority (ie government grants, rents, fees and charges and the levy) for the year has been used in providing services in comparison with those resources consumed or earned by the Authority in accordance with generally accepted accounting practices. The Expenditure and Funding Analysis also shows how this expenditure is allocated for decision making purposes between the Authority's directorates. Income and expenditure accounted for under generally accepted accounting practices is presented more fully in the Comprehensive Income and Expenditure Statement.

The Comprehensive Income and Expenditure and Expenditure and Funding Analysis, now include a segmental analysis that represents how we are structured, and how we operate, monitor and manage financial performance. This means that we are now no longer required to recharge the cost of support services to the individual service headings. In order to ensure that comparison to previous year's expenditure is consistent, the cost of support services has been reversed out of the service headings. The Total Net Cost of Services will remain the same, although the total expenditure and income reported in the prior year accounts will be reduced for comparison in the current Statement of Accounts.

To assist general readers of these accounts, we have explained some of the main technical terms in notes to the accounts and in a glossary.

The unaudited accounts were issued on XX July 2021 and the audited accounts were authorised for issue on XX XXXX 2021.

Matt Bowmer
Section 151 Officer
XX XXXX 2021

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STATEMENT OF RESPONSIBILITIES

The Authority's responsibilities

The Authority must

- arrange for the proper administration of its financial affairs and ensure that one of its officers is responsible for administering those affairs – that officer is currently the Section 151 Officer;
- must manage its affairs to secure economic, efficient and effective use of resources and safeguarding its assets; and
- approve the Statement of Accounts.

The Section 151 Officers responsibilities

The Section 151 Officer is responsible for preparing the Authority's statement of accounts in accordance with the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom (The Code). The Code requires that the accounts present a true and fair view of the financial position at the accounting date and income and expenditure for the year ended 31 March 2021.

In preparing this statement of accounts, the Section 151 Officer:

- Selected suitable accounting policies and then applied them consistently;
- Made judgements and estimates that were reasonable and prudent; and
- Complied with The Code.

The Section 151 Officer has also:

- Kept proper accounting records that were up to date; and
- Taken reasonable steps to prevent and detect fraud and other irregularities.

I certify that these statements of account present a true and fair view of the financial position of the Authority as at 31 March 2021 and the income and expenditure for the 2020/21 financial year.

Matt Bowmer
Section 151 Officer
XX July 2021

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ANNUAL GOVERNANCE STATEMENT 2020/21 (DRAFT – Subject to Final Amendment and Approval)

Scope of responsibility

The Authority is responsible for ensuring that its business is conducted in accordance with the law and proper standards, that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Authority does not have a duty under the Local Government Act 1999 in the same way that local authorities do to make arrangements to secure continuous improvement when exercising its functions, having regard to a combination of economy, efficiency and effectiveness; but it considers and adopts these elements as a matter of best practice.

In discharging this overall responsibility, the Authority is responsible for putting in place proper arrangements for the governance of its affairs and for ensuring that there is a sound system of internal control which facilitates the effective exercise of its functions and includes arrangements for the management of risk.

The Authority has adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework for Good Governance in Local Government. This statement explains how the Authority has complied with the Code and also meets the requirements of Regulation 6(1)(b) of the Accounts and Audit Regulations 2015 in relation to the publication of an Annual Governance Statement.

The purpose of the governance framework

The governance framework comprises the systems and processes for the direction and control of the Authority and its activities for which it is accountable to its stakeholders and the wider community.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks likely to impair the achievement of the Authority's policies, aims and objectives; to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at the Authority for the year ended 31 March 2021 and up to the date of approval of the statement of accounts.

The governance environment

A clear statement of the Authority's purpose and vision is set out in "The Lee Valley Regional Park Authority Business Strategy 2010-2020" and the updated Business Plan priorities 2020-25 were included as part of the 2021/22 Revenue Budget and Levy (Paper A/4292/21). These priorities are translated into more specific aims and objectives in the service improvement plans which are prepared annually and, where objectives are complex, included as part of the corporate risk register as part of the risk management framework. The achievement of these objectives is monitored by the Senior Management Team, the Performance Team, the Executive, Audit and Scrutiny committees.

The Authority does not have directly elected Members but Members appointed to the Authority by local councils. Members are responsible for setting policies and priorities and for the efficient and effective use of resources. The behaviour of Authority Members is regulated through a Model Code of Conduct made by statutory instrument, which is adopted and regulated within their own Councils' systems and which is supported by a Members' planning code of good practice within this Authority. At the AGM in July 2018 the Authority also approved (Paper A/4261/18) a Conflict of Interests/Loyalties Protocol which sits as an Appendix to Standing Orders. Employees are also subject to a Code of Conduct and a number of specific policies (e.g. on whistle blowing, IT usage, bullying and harassment) which are set out in the Employee Handbook. Advice on these matters is embedded through on-going training.

The Authority does not have a formal constitution but relies on a traditional local authority committee model. Policy and decision making are facilitated by a clear framework of delegation set out in the Lee Valley Regional Park Act 1966, the Authority's Standing Orders and Financial Regulations. This sets out, among other things, where responsibility lies for developing and delivering policy, and for taking decisions. The Standing Orders and Financial Regulations provide for some delegation to officers but within a policy framework laid down by the Authority, and with the more significant executive decisions being taken by the elected Members of the Executive Committee and the Full Authority.

Compliance with established policies, procedures, laws and regulations is ensured by the requirement in the Standing Orders to give the Chief Executive, the Monitoring Officer and the Chief Finance Officer the opportunity to comment on

every report submitted to a decision making body. The Monitoring Officer has a legal duty to ensure the lawfulness of decision making.

Risk management is embedded in the Authority through a Corporate Risk Management Framework (Paper AUD/90/18) which includes the requirement to identify strategic and operational risks, assess those risks for likelihood and impact, identify mitigating controls and allocate responsibility for those controls. The Authority maintains and reviews a register of its business risks, linking them to strategic business objectives and assigning ownership for each risk. Risk management awareness is an integral part of the Authority's employee/management competency framework. Risk Management is led on at Director level and matters of risk for the Authority are reported directly to the Audit Committee who receive reports on risk management at each meeting and who take appropriate action to ensure that corporate business risks are up-to-date; being actively managed; and agree the soundness of the Authority's risk management arrangements.

The Authority's programme for securing continuous improvement in its services is set out in the annual service plan and driven by the Business Priorities. Actions for improvement are drawn from a variety of sources including internal audit; the Authority's own service reviews and, external inspections such as those undertaken by Quest, Green Flag and the British Safety Council. An annual assessment of performance, detailing future performance targets, is set out in the Performance Monitoring Reports agreed quarterly by the Scrutiny Committee.

The Section 151 Officer role, currently occupied under a Service Level Agreement with the London Borough of Enfield, is currently designated as the responsible officer for the administration of the Authority's financial affairs under section 151 of the Local Government Act 1972 and section 11 (1) of the Lee Valley Regional Park Act 1966. This includes ensuring the lawfulness and financial prudence of decision making; providing advice, particularly on financial impropriety, publicity and budget issues; giving financial information; and acting as the Authority's money laundering, whistle blowing and anti-fraud, bribery & corruption reporting officer. Policies relating to whistle blowing anti-fraud, bribery & corruption were approved by Members of the Audit Committee in September 2017 (Paper AUD/81/17) and approved by the full Authority in October 2017 (Paper A/4246/17). This is supported by Authority wide awareness training for all staff and elected Members. These policies are normally reviewed every third year (unless legislation or regulations change) and review of these particular policies was completed in September 2017. Further review is scheduled later this year, but may, due to the Covid 19 crisis and the mobilisation of the Leisure Service Contract be delayed until 2022. The Authority's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016). Following a Senior Management Restructure (Paper E/649/19) and as approved by Members in June (Paper E/682/20), new financial management and accountancy support arrangements will be in place from July 2020. These arrangements will secure ongoing financial savings to the Authority as well as providing a broader approach to the delivery of these services, maintaining not only the current standards achieved but also ensuring longer term business continuity. The London Borough of Enfield will support the Authority to fulfil the Chief Finance Officer role (statutory Section 151 requirements as set out in the CIPFA guidance) supporting the Authority's Head of Finance and the Finance Team to deliver robust financial services.

The Authority has a performance management regime through which quality of service is measured through corporate performance indicators which in turn are reported through the Annual Performance Management Report. This is monitored by the Senior Management Team and scrutinised on a six-monthly basis by the Executive Committee and a quarterly basis by the Scrutiny Committee.

Review of effectiveness

The Authority has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of managers within the Authority who have responsibility for the development and maintenance of the governance environment, recommendations from the Annual Internal Auditor's report, comments and recommendations made by the external auditors and other reviews by independent agencies.

The terms of reference for the Audit Committee requires it to monitor and review the Authority's system(s) of internal financial control and authorise/approve the Annual Governance Statement; it also monitors and reviews the Authority's Health & Safety and risk management policies and programmes.

The Internal Auditor reports to the Authority's Chief Executive Officer and Corporate Director, but in order to ensure independence has direct access to the, Monitoring Officer, the Chair of Audit Committee and the Audit Committee itself.

The Internal Auditor provides an independent opinion on the adequacy and effectiveness of the system of internal control, which is incorporated in the Annual Internal Audit Report to the Audit Committee. The Annual Internal Audit Report for 2020/21, which was presented to the Audit Committee on 22 July 2021 (Paper AUD/XXX/21), provided substantial

assurance, that the Authority's internal control systems are considered to be fundamentally sound and accords with proper practice.

The Audit Committee approved a Risk Management Strategy in May 2010 (Paper AUD/06/10) (in which it was concluded that risk management arrangements are an established part of business operations and are entrusted with senior officers). The Strategic Risk Register has undergone regular monitoring this year. A new Risk Management Strategy was approved by the Audit Committee on 21 June 2018 (Paper AUD/90/18). A full review of the risk register was undertaken in the spring of 2018 and a new register approved at the Audit Committee in June 2018 (Paper AUD/90/18).

The Audit Committee also ensure a robust management framework for Health & Safety is maintained. Annually all sites are audited by the Health & Safety contractor - with a 95% (plus) approval rating for Authority operated sites. The work of the Authority is independently assessed by a third party (British Safety Council). The British Safety Council carried out an independent audit in March 2016 and awarded the Authority a 5* rating (their highest level score) providing further assurance regarding the management of risk for Health & Safety. Health and Safety matters were reported separately to the Audit Committee in the Annual Health & Safety report to the Audit Committee on 24 June 2021 (Paper AUD/119/21).

Senior Managers continue to review the processes and controls they have in place to allow them to achieve their service objectives. Reporting on financial and performance management information to the Executive Committee and the Scrutiny Committee has taken place over the course of the year. Based on the information provided during the year and reviews of data quality, controls can be seen to be satisfactorily in place.

The review of the effectiveness of the system of internal control is informed by:

- The work of managers within the Authority;
- The work of the Internal Auditor;
- The work of the Health & Safety contractor;
- The work of Corporate Risk Management;
- Performance Management Information; and
- The External Auditors in their Annual Audit Results report.

The results of the review of the Authority's system of internal control have concluded that it is satisfactory and effective.

Significant Governance Issues

The Authority has received significant assets as a result of the London 2012 Olympics. The London Legacy Development Corporation completed the legacy transformation works at the Lee Valley VeloPark, and Lee Valley Hockey & Tennis between April 2013 and May 2014. These assets were transferred to the Authority and are recognised in the accounts. These additional asset transfers are valued in excess of £110m, and with that comes a responsibility to manage and operate these as economically and efficiently as possible and in line with the Lottery Funding Agreements with Sport England that the Authority has entered into.

The Authority's existing governance structure was put in place in 2009. It was reviewed in July 2010 and 2015 to ensure management and decision making processes remained robust, relevant and fit for purpose. Members continue to review the committee structures on an annual basis at the AGM – the most recent review in July 2017 (Paper A/4243/17). In support of the Full Authority there are Executive, Audit, Scrutiny and Regeneration and Planning committees covering all areas of the Regional Park. Relevant Member working groups are established annually and cover Park wide strategic initiatives as well as specific major projects and initiatives.

Members agreed to the establishment of an Independent Remuneration Panel (IRP) to carry out a review of the remuneration of the roles of Chairman and Vice Chairman at the Executive Committee in April 2016 (Paper E/443/16). An IRP was convened and an update on progress reported to the AGM in July 2016 with a full report on the IRP recommendations on remuneration for the Chairman and Vice Chairman being reported to the full Authority in October 2016. The IRP recommended that there would be a 1% increase for both remunerations with a further 1% per annum until the current Trust contract expires at which point the remuneration should be reviewed taking into consideration the impact and any changes to the roles from any future contract. The full Authority noted and approved the recommendations from the IRP but deferred the increase in remuneration until 1st July 2017 to coincide with the commencement of the new four year term of office.

The Authority reviewed its own financial reporting requirements in the context of the International Financial Reporting Standards (IFRS) which were embedded as part of the 2010/11 final accounts process. Annually accounting policies, estimates and assumptions are reviewed by the Head of Finance and approved by the Audit Committee (Paper

AUD/117/21), to ensure they are relevant and up-to-date and that they accord with best practice.

The economic climate has, and will continue to impact on the Public Sector purse and particularly the finances of the Authority. The Authority sets the annual budget in the context of the five year business priorities. The assumptions behind this forecast are reviewed annually; the medium term financial forecast is restated and then approved by Members. The Authority is conscious of the financial pressures faced by the levied authorities and the spending assessments that impact upon them. The levy will remain at its current level in 2020/21 (0% change) and for the previous ten years – has achieved a real term decrease in excess of 50%. Officers and Members are committed to providing on-going savings and efficiencies to achieve economy and efficiency through the best use of public funds whilst delivering its own core objectives detailed in the new five year Business Priorities 2020 – 2025 and statutory role. Consideration of the levy in future years will be subject to inflation, business risks, Covid 19 impact and other economic factors prevailing at the time. The levy strategy will need to be reviewed in the light of the Covid 19 impact going forward from 2021/22.

The focus for the Authority in 2021/22 is to deliver against its budget through a combination of maximising Government support, minimising expenditure and generating what income it can. The Authority developed a recovery plan for 2021/22 which will seek to rebuild the Authority's reserves and ensure resilience against a backdrop of the financial impact of 2020/21, the challenging economic climate and the possible ongoing uncertainties caused by Covid19. Senior Management have collectively reviewed the Authority as a going concern and incorporated this review with an action plans within the existing risk management framework – this will be developed further in the autumn as part of a new levy and budget strategy from 2022.

The Authority is continuing a robust plan of income generation and major development projects across the Park to deliver its remit and reduce the reliance on the levy. The business plan priorities for 2020-25 will be developed further with a one year business plan for 2022. This will set out further development in the key projects, for example, the Ice Centre twin pad development, for this five year period along with a financial plan. The key measure has been to ensure that the reliance on the levy fell to 53.0% of the maximum that the Authority could legally charge. This target was achieved in 2013/14 and for 2020/21 it currently stands at 36.7% of the maximum chargeable – a cost per head of population of £0.80p. The Senior Management Team manages a variety of major and smaller projects to develop the Park and its Venues, create efficiencies and generate further income. The proposals from this group are considered by Members of the Executive Committee and full Authority.

In November 2013 (Paper A/4176/13) Members of the Authority agreed to setting up Lee Valley Leisure Trust Limited now trading as Vibrant Partnerships (the Trust), set up as a Co-operative and Community Benefit Society (previously an Industrial and Provident Society) for the purpose of managing the Authority's operations. It also established a Member Task and Finish Work Group to provide oversight and enable detailed discussions on the many aspects of this process. Members explored a variety of operational options including seeking discretionary rate relief for its venues from 'host' Local Authorities while assessing which venues should be included within the scope of a charitable Trust. The Local Authorities were not able to provide a sustainable solution through discretionary rate relief and this option was discounted. In February 2015 (paper A/4201/15), Members approved the Leisure Services Contract commencing on 1 April 2015 between the Lee Valley Regional Park Authority and the Trust. The contract was for a five year period to establish a "sound" operational profile.

The Trust commenced full operation and management of the Venues on the 1 April 2015 and has now completed the five year contract which ended on 31 March 2020. The Authority and the Trust had both formally reviewed the contract as part of the mid-contract review and concluded the Trust has met the requirements and objectives as originally set out (Paper E/541/18). The Authority has completed a procurement process and intends to re-let the six main sporting venues from April 2022. In October 2019 the Authority had already decided (Paper A/4273/19) to bring back the eight smaller (non-sporting Leisure Service Contract (LSC)) venues back under its direct management at the expiry of the contract with the Trust as these fitted with the new business priorities and generated a positive financial return.

The Authority's approved 2020-2025 business priorities ensures it continues to meet existing and new corporate objectives that are emerging and this has fed into the medium term financial planning of the Authority. Having established the operational model for its 14 sport and leisure venues, the Authority will, as part of the new business plan priorities (2020 to 2025), review all service areas with the aim of determining the most cost efficient and effective delivery mechanisms.

Reporting on the Authority's use of Public Funds demonstrates to stakeholders and Council Tax payers how their money is spent. Closing the accounts in a timely manner and receiving an unqualified Audit opinion provide information and evidence to those stakeholders about how the Authority works.

Subject to approval under section 6 of the The Accounts and Audit Regulations 2015

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LEE VALLEY REGIONAL PARK AUTHORITY

The independent auditor's report will be included within the Statement of Accounts at the conclusion of the audit.

MOVEMENT IN RESERVES STATEMENT

| | Note | General Fund £000s | Capital Receipts £000s | Capital Grants Unapplied £000s | Total Usable Reserves £000s | Unusable Reserves £000s | Total Reserves £000s |
|--------------------------------------------------------------------------|------|--------------------------|------------------------------|--------------------------------------|-----------------------------------|-------------------------------|----------------------------|
| Balance as at 31 March 2020 | | (7,879) | (12,687) | (61) | (20,627) | (171,781) | (192,408) |
| Movement in Reserves 2020/21 | | | | | | | |
| (Surplus) / deficit on provision of services | | 6,517 | | | 6,517 | | 6,517 |
| Other comprehensive income & expenditure | | | | | 0 | 14,041 | 14,041 |
| Total comprehensive income and expenditure | | 6,517 | 0 | 0 | 6,517 | 14,041 | 20,558 |
| Adjustments between accounting basis and funding basis under regulations | 4 | (4,869) | 955 | 0 | (3,914) | 3,915 | 1 |
| Increase/decrease in 2020/21 | | 1,648 | 955 | 0 | 2,603 | 17,956 | 20,559 |
| Balance carried forward | | (6,231) | (11,732) | (61) | (18,024) | (153,825) | (171,849) |
| | | | | | | | |
| | Note | General Fund £000s | Capital Receipts £000s | Capital Grants Unapplied £000s | Total Usable Reserves £000s | Unusable Reserves £000s | Total Reserves £000s |
| Balance as at 31 March 2019 | | (7,927) | (13,963) | (61) | (21,951) | (177,351) | (199,302) |
| Movement in Reserves 2019/20 | | | | | | | |
| (Surplus) / deficit on provision of services | | 6,022 | | | 6,022 | | 6,022 |
| Other comprehensive income & expenditure | | | | | 0 | 871 | 871 |
| Total comprehensive income and expenditure | | 6,022 | 0 | 0 | 6,022 | 871 | 6,893 |
| Adjustments between accounting basis and funding basis under regulations | 4 | (5,975) | 1,276 | 0 | (4,699) | 4,699 | 0 |
| Increase/decrease in 2019/20 | | 47 | 1,276 | 0 | 1,323 | 5,570 | 6,893 |
| Balance carried forward | | (7,880) | (12,687) | (61) | (20,628) | (171,781) | (192,409) |

LEE VALLEY PARK
COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

| | | 2020/21 | | 2019/20 | | | |
|--------------------------------------------------------------------------|------|----------------------|-----------------|--------------------|----------------------|-----------------|--------------------|
| | Note | Expenditure £000s | Income £000s | Net Total £000s | Expenditure £000s | Income £000s | Net Total £000s |
| Chief Executive | | 859 | (2) | 857 | 1,089 | (102) | 987 |
| Corporate Services | | 669 | (859) | (230) | 2,228 | (706) | 1,522 |
| Financial Services | | 3,739 | (6) | 3,733 | 3,170 | (164) | 3,006 |
| Parklands and Open Spaces | | 7,863 | (3,900) | 3,963 | 6,077 | (1,176) | 4,901 |
| Leisure Venues Management | | 9,919 | (1,173) | 8,746 | 6,378 | (103) | 6,275 |
| Cost of services | | 23,049 | (5,980) | 17,069 | 18,942 | (2,251) | 16,691 |
| Other operating income and expenditure | 6 | 63 | 0 | 63 | 67 | (1,128) | (1,061) |
| Financing and investment income and expenditure | 7 | 1,597 | (1,656) | (59) | 1,893 | (1,728) | 165 |
| Non-specific grant income | 8 | 0 | (10,553) | (10,553) | 0 | (9,776) | (9,776) |
| (Surplus) / deficit on provision of services | 39 | | | 6,520 | | | 6,019 |
| (Surplus)/deficit on revaluation of plant, property and equipment assets | 9 | | | 0 | | | 5,077 |
| Remeasurement of the net defined benefit liability/asset | 29 | | | 14,041 | | | (4,206) |
| Other comprehensive income and expenditure | | | | 14,041 | | | 871 |
| Total comprehensive income and expenditure | | | | 20,561 | | | 6,890 |

LEE VALLEY PARK
BALANCE SHEET

| | Note | 2020/21 £000s | 2019/20 £000s |
|------------------------------------------------------|------|------------------|------------------|
| Property, plant and equipment | | | |
| Land and buildings | 9 | 177,903 | 180,640 |
| Vehicles, plant, furniture and equipment | 9 | 3,094 | 3,364 |
| Infrastructure | 9 | 1,884 | 1,966 |
| Community assets | 9 | 35,358 | 34,705 |
| Investment properties | 9 | 5,872 | 5,872 |
| Assets held for sale | 9 | 0 | 0 |
| Biological assets | 9 | 248 | 236 |
| Total non current assets | | 224,359 | 226,783 |
| Long term debtors | | | |
| | | 877 | 878 |
| Long term assets | | 877 | 878 |
| Short term investments | | | |
| | 35 | 4,200 | 7,245 |
| Inventories | 12 | 243 | 117 |
| Short term debtors | 13 | 2,091 | 1,598 |
| Payments in advance | | 275 | 101 |
| Cash and cash equivalents | 14 | 3,912 | 2,884 |
| Current assets | | 10,721 | 11,945 |
| Bank overdraft | | | |
| | 14 | 0 | 0 |
| Short term creditors | | | |
| | 15 | (3,216) | (2,713) |
| Receipts in advance | | (551) | (162) |
| Current liabilities | | (3,767) | (2,875) |
| Net pension liability | | | |
| | 29 | (43,865) | (26,940) |
| Revenue grants received in advance | 23 | 0 | 0 |
| Capital grants received in advance | 23 | (16,474) | (17,382) |
| Long term liabilities | | (60,339) | (44,322) |
| NET ASSETS | | 171,851 | 192,409 |
| Usable reserves | | | |
| General fund | 5 | (6,232) | (7,879) |
| Capital receipts reserve | 6 | (11,732) | (12,687) |
| Capital grants unapplied | 5 | (61) | (61) |
| Total usable reserves | | (18,025) | (20,627) |
| Unusable reserves | | | |
| Revaluation reserve | 17 | (44,407) | (44,407) |
| Pensions reserve | 17 | 43,865 | 26,940 |
| Capital adjustment account | 17 | (152,681) | (153,711) |
| Deferred capital receipts | 17 | (877) | (878) |
| Short-term accumulating compensated absences account | 17 | 274 | 274 |
| Total unusable reserves | | (153,826) | (171,782) |
| TOTAL RESERVES | | (171,851) | (192,409) |

The unaudited accounts were issued on xx July 2021 and the audited accounts were authorised for issue on xx xxxxx 2021.

LEE VALLEY PARK
CASHFLOW STATEMENT

| | Note | 2020/21 £000s | 2019/20 £000s |
|----------------------------------------------------------------------------------------------------------|------|------------------|------------------|
| Net surplus / (deficit) on the provision of services | | (6,517) | (6,022) |
| Adjust net surplus or deficit on the provision of services for investing and financing activities | | | |
| Proceeds from the sale of non-current assets | 4 | 0 | (1,128) |
| Adjust net surplus or deficit on the provision of services for non-cash movements | | | |
| Depreciation/impairment of property, plant and equipment | 9 | 3,711 | 3,896 |
| Revaluation of non-current assets | 9 | 0 | 1,390 |
| Changes in the fair value of investment properties | 3 | 0 | 363 |
| Changes in the fair value of biological assets | 9 | (13) | (19) |
| Revenue grants credited on recognition | 8 | 0 | (29) |
| Capital grants credited on recognition | 8 | (978) | (172) |
| Pension fund adjustments | 29 | 2,884 | 2,263 |
| (Increase)/decrease in long term debtors | | 1 | 1 |
| (Increase)/decrease in stock | 12 | (126) | 13 |
| (Increase)/decrease in debtors | 13 | (493) | (209) |
| (Increase)/decrease in payments in advance | | (174) | 79 |
| Increase/(decrease) in receipts in advance | | 389 | 0 |
| Increase/(decrease) in creditors | 15 | 509 | 310 |
| Net cash flows from operating activities | | (813) | 736 |
| Investing activities | | | |
| Purchase of non current assets | 9 | (1,274) | (2,589) |
| Proceeds from the sale of non-current assets | 4 | 0 | 1,128 |
| Repayment/(purchase) of long and short-term investments | 35 | 0 | 0 |
| Net cash outflow from investing activities | | (1,274) | (1,461) |
| Financing activities | | | |
| | 28 | 0 | 0 |
| Capital grants received in advance | 28 | 70 | 0 |
| Net cash outflow from financing activities | | 70 | 0 |
| Net increase or decrease in cash and cash equivalents | | (2,017) | (725) |
| Cash and cash equivalents at the beginning of the reporting period | 14 | 2,884 | 1,556 |
| Investments at the beginning of the reporting period | 35 | 7,245 | 9,298 |
| Cash and cash equivalents at the end of the reporting period | | 8,112 | 10,129 |
| Cash and cash equivalents at the end of the reporting period | | | |
| Cash and cash equivalents | 14 | 8,912 | 2,884 |
| Investments | 35 | 4,200 | 7,245 |
| Bank overdraft | 14 | 0 | 0 |
| Cash and cash equivalents | | 8,112 | 10,129 |

NOTE 01

STATEMENT OF ACCOUNTING POLICIES

General Principles

The Statement of Accounts summarises the Authority's transactions for the 2020/21 financial year and its position at the year-end of 31 March 2021. The Authority is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2015. These require the Statement of Accounts to be prepared in accordance with proper accounting practices. These practices primarily comprise of the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21, supported by International Financial Reporting Standards (IFRS).

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain assets.

Heritage Assets

Heritage assets are assets held and maintained principally for their contribution to knowledge and culture and are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations. Provided that they meet this definition, heritage assets can include historic buildings, civic regalia, museum collections and works of art.

There is no carrying amount of assets on the Balance Sheet that will be reclassified as heritage assets. The Authority has a number of assets that were considered to fall under the definition of heritage assets that following review will continue to be classified as detailed below:

- Rye House Gatehouse, (Operational Asset)
- Monastic walls at Abbey gardens (Community Asset)
- The Old Mill at Broxbourne Meadows (Community Asset)

Accruals of expenditure and income

- Figures shown in the financial statements are based on the accruals concept, i.e. that income or expenditure is included in the year to which it relates irrespective of whether the authority has actually received the income or incurred the expenditure.
- Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.
- Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

Cash and cash equivalents

Cash comprises cash in hand and deposits with any financial institution repayable without penalty on notice of not more than 24 hours (deposits held at call) and bank overdrafts. Cash equivalents are short term, highly liquid investments with maturities of 3 months or less at acquisition, that are readily convertible to known amounts of cash. Cash equivalents are held to meet short term liquidity requirements and have an insignificant risk of changing value.

In the cash flow statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Authority's cash management.

Contingent assets

Contingent assets are possible assets which arise from past events and whose existence will only be confirmed by the occurrence of one or more uncertain future events not wholly within the Authority's control.

In accordance with the Code, they are not recognised in the accounts, rather they are disclosed as a note to the accounts where the inflow of economic benefits or service potential is probable and can be reliably measured. Contingent assets are

continually assessed to determine their position.

Contingent liabilities

Contingent liabilities are either:

- a) Possible obligations arising from past events whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the Authority's control, or
- b) Present obligations arising from past events, but is not recognised because:
 - It is not probable that a transfer of economic benefits will be required to settle the obligation, or
 - The amount of the obligation cannot be measured with sufficient reliability.

In accordance with the Code, material contingent liabilities are not recognised within the accounts as an item of expenditure, rather, they are disclosed as a note to the accounting statements. Contingent liabilities are subject to a continual assessment to determine their position.

Employee benefits

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (eg cars) for current employees and are recognised as an expense for services in the year in which employees render service to the Authority.

The code requires the Authority to make an accrual in its accounts at year end for any annual leave and flexible working entitlement earned but not taken by employees at the end of the financial year – to the extent that employees are permitted to carry forward annual leave and flexitime to the following year.

The accrual is made at the salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to surplus or deficit on the provision of services, but then reversed out through the movement in reserves statement so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Authority to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accruals basis to the appropriate service or, where applicable, to the Non Distributed Costs line in the Comprehensive Income and Expenditure Statement at the earlier of when the Authority can no longer withdraw the offer of those benefits or when the Authority recognises costs for a restructuring

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund Balance to be charged with the amount payable by the Authority to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Pension costs

The Authority participates in one scheme, the Local Government Superannuation Scheme, which is a defined benefit final salary scheme administered by the London Pension Fund Authority (LPFA). The LPFA is designated an 'administering authority' within the Local Government Superannuation Regulations 1995. The LPFA maintains the fund and administers the terms of the scheme in respect of those who participate in it. The employers' contributions is set by the Fund's actuary based on three-yearly actuarial valuations.

The liabilities of the pension fund attributable to the Authority are included in the balance sheet on an actuarial basis using the projected unit method – i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates, etc, and projections of projected earnings for current employees.

The assets of the pension fund attributable to the Authority are included in the balance sheet at their fair value:

- quoted securities – current bid price
- unquoted securities – professional estimate
- unitised securities – current bid price
- property – market value

The change in the net pensions liability is analysed into the following components:

Service cost

- current service cost – the increase in liabilities as a result of years of service earned this year – allocated in the comprehensive income and expenditure statement to the services for which the employees worked
- past service cost – the increase in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years – debited to the surplus or deficit on the provision of services in the comprehensive income and expenditure statement as part of non distributed costs
- interest cost – net interest on the net defined benefit liability (asset), ie net interest expense for the authority – the change during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the financing and investment income and expenditure line of the comprehensive income and expenditure statement

Remeasurements

- the return on plan assets – the annual investment return on the fund assets attributable to the Authority, excluding amounts included in net interest on the net defined liability (asset) – charged to the pensions reserve as other comprehensive income and expenditure
- actuarial gains and losses – changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions – debited to the pensions reserve as other comprehensive income and expenditure

Contributions

- contributions paid to the pension fund – cash paid as employer's contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the general fund balance to be charged with the amount payable by the Authority to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the movement in reserves statement, this means that there are appropriations to and from the pensions reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the pensions reserve thereby measures the beneficial impact to the general fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

Events after the balance sheet date

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period – the Statement of Accounts is adjusted to reflect such events
- those that are indicative of conditions that arose after the reporting period – the Statement of Accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

Exceptional items

Where material income or expenditure transactions have occurred during the financial year their nature and amount is disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement or in the notes to the accounts, depending on how significant the items are to an understanding of the Authority's financial performance.

Prior period adjustments

Prior period adjustments may arise as a result of a change in accounting policies or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the Authority's financial position or financial performance. Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

Financial Instruments

Financial liabilities are recognised on the balance sheet when the Authority becomes party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Financial liabilities are derecognised when the liability has been discharged, that is, the liability has been paid or has expired.

Annual charges to the financing and investment income and expenditure line in the comprehensive income and expenditure statement for interest payable are based on carrying amount of the liability, multiplied by the effective rate of interest. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the borrowing to the amount at which it was originally recognised.

The Authority does not currently have any borrowing, but it is likely that for any future borrowing, this will mean that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

Gains or losses on the repurchase or early settlement of borrowing are credited and debited to the financing and investment income and expenditure line in the comprehensive income and expenditure statement in the year of repurchase or settlement.

Financial assets are classified based on a classification and measurement approach that reflects the business model for holding the financial assets and their cashflow characteristics. There are three main classes of financial assets measured at:

- amortised cost
- fair value through profit or loss (FVPL), and
- fair value through other comprehensive income (FVOCI) [separate accounting policy is required where an authority holds financial instruments at fair value through other comprehensive income].

The authority's business model is to hold investments to collect contractual cash flows. Financial assets are therefore classified as amortised cost.

Financial assets measured at amortised cost are recognised on the Balance Sheet when the authority becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement (CIES) for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the financial assets held by the authority,

this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the CIES is the amount receivable for the year in the loan agreement.

Government grants and other contributions

Under International Financial Reporting Standards, all such grants are to be treated as revenue income as soon as any conditions relating to the grant have been met. Where capital grants are credited to the comprehensive income and expenditure statement, they are reversed out of the general fund balance in the movement in reserves statement. Where the grant has yet to be used to finance capital expenditure, it is posted to the capital grants unapplied reserve. Where it has been applied, it is posted to the capital adjustment account. Amounts in the capital grants unapplied reserve are transferred to the capital adjustment account once they have been applied to fund capital expenditure.

Inventories

The Authority values stock and stores at the lower of actual costs and net realisable value, after allowing for obsolescent items. Operational facilities count their shop and café stocks then value them at historic cost price.

Investment properties

Under the Code, an investment property is defined as a property which is held exclusively for revenue generation or for the capital gains that the asset is expected to generate. In this respect, the asset is not used directly to deliver the Authority's services.

Investment properties are initially measured at cost and thereafter at fair value.

Properties are not depreciated but are re-valued annually according to market conditions at the year end. Gains and losses on revaluation are posted to the financing and investment income and expenditure line in the comprehensive income and expenditure statement. The same treatment is applied to gains and losses on disposal.

Rentals received in relation to investment properties are credited to the financing and investment income line and result in a gain for the general fund balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the general fund balance. The gains and losses are therefore reversed out of the general fund balance in the movement in reserves statement and posted to the capital adjustment account and (for any sale proceeds greater than £10,000) the capital receipts reserve.

Leases

Leases can be classified as either finance or operating leases. If a lease transfers substantially all the risks and rewards incidental to ownership it will be classified as a finance lease regardless of its legal form.

For assets leased under a finance lease, a debtor or creditor should be recognised at the lower of fair value of the asset and present value of the minimum lease payments as appropriate and the annual payments consist of an amount of interest plus an amount to clear the relevant debtor or creditor.

Leases that do not meet the definition of finance leases are accounted for as operating leases and the income or expenditure is either credited, or charged to, service revenue accounts on a straight-line basis over the term of the lease.

Under the Code, the land and buildings elements of a lease of land and buildings require separate identification for both lease classification and subsequent valuation. In most cases, the land element of a lease will be an operating lease.

a. The Authority as Lessee

Finance Lease

Property, plant and equipment held under finance leases is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor. Initial direct costs of the Authority are added to the carrying amount of the asset. Premiums paid on entry into a lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Lease payments are apportioned between:

- a charge for the acquisition of the interest in the property, plant or equipment – applied to write down the lease liability, and
- a finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

Property, Plant and Equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the authority at the end of the lease period).

The Authority is not required to raise the levy to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment. Depreciation and revaluation and impairment losses are therefore substituted by a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefitting from use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (eg if there is a rent-free period at the commencement of the lease).

b. The Authority as Lessor

Finance Leases

Where the Authority grants a finance lease over a property or an item of plant or equipment, the relevant asset is written out of the Balance Sheet as a disposal. At the commencement of the lease, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. A gain, representing the Authority's net investment in the lease, is credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (ie netted off against the carrying value of the asset at the time of disposal), matched by a lease (long-term debtor) asset in the Balance Sheet.

Lease rentals receivable are apportioned between:

- a charge for the acquisition of the interest in the property – applied to write down the lease debtor (together with any premiums received), and
- finance income (credited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

The gain credited to the Comprehensive Income and Expenditure Statement on disposal is not permitted by statute to increase the General Fund Balance and is required to be treated as a capital receipt. Where a premium has been received, this is posted out of the General Fund Balance to the Capital Receipts Reserve in the Movement in Reserves Statement. Where the amount due in relation to the lease asset is to be settled by the payment of rentals in future financial years, this is posted out of the General Fund Balance to the Deferred Capital Receipts Reserve in the Movement in Reserves Statement. When the future rentals are received, the element for the capital receipt for the disposal of the asset is used to write down the lease debtor. At this point, the deferred capital receipts are transferred to the Capital Receipts Reserve. The written-off value of disposals is not a charge against the levy, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are therefore appropriated to the Capital Adjustment Account from the General Fund in the Balance in the Movement in Reserves Statement.

Operating Leases

Where the Authority grants an operating lease over a property or an item of plant or equipment, the asset is retained in the Balance Sheet. Rental income is credited to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Credits are made on a straight-line basis over the life of the lease, even if this does not

match the pattern of payments (eg there is a premium paid at the commencement of the lease). Initial direct costs incurred in negotiating and arranging the lease are added to the carrying amount of the relevant asset and charged as an expense over the lease term on the same basis as rental income.

Non-current assets held for sale

The following criteria have to be met before an asset can be classified as held for sale under this section of the code:

- The asset (or disposal group) must be available for immediate sale in its present condition subject to terms that are usual and customary for sales of such assets (or disposal groups).
- The sale must be highly probable; the appropriate level of management must be committed to a plan to sell the asset (or disposal group) and an active programme to locate a buyer and complete the plan must have been initiated.
- The asset (or disposal group) must be actively marketed for a sale at a price that is reasonable in relation to its current fair value.
- The sale should be expected to qualify for recognition as a completed sale within one year of the date of classification and action required to complete the plan should indicate that it is unlikely that significant changes to the plan will be made or that the plan will be withdrawn.

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is re-valued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement. Gains in fair value are recognised only up to the amount of any previously losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on Assets Held for Sale.

Assets that are to be abandoned or scrapped are not reclassified as Assets Held for Sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether Property, Plant and Equipment or Assets Held for Sale) is written off to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (ie netted off against the carrying value of the asset at the time of disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the Capital Adjustment Account. Amounts received for a disposal in excess of £10,000 are categorised as capital receipts. Receipts are appropriated to the Reserve from the General Fund Balance in the Movement in Reserves Statement.

Property, plant and equipment

Assets that have physical substance and are held for use in the production or supply of goods or services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment. The Authority generally applies a de-minimus level of £10,000 for the purposes of capital expenditure. In the case where the individual value of an item, e.g. computer is below the de-minimus level, but the aggregate value of similar items purchased in the year exceed the de-minimus level the expenditure may be treated as capital expenditure.

Recognition

All expenditure on the acquisition, creation or enhancement of Property, Plant and Equipment (PPE) is capitalised on the accruals basis in the accounts, provided that it is probable that the future economic benefits or service potential associated with the item will flow to the Authority and the cost of the item can be measured reliably. Non-current assets are valued on the basis recommended by CIPFA and in accordance with the Statement of Asset Valuation Principles and Guidance Notes issued by the RICS.

The capital value of any work the Authority undertakes on towpaths is included in the balance sheet as an asset, even though the Authority does not usually own them. Agreements are in place with British Waterways, which allow public access to the towpaths and continuing use of the related facilities.

Surpluses arising on the initial valuation of non-current assets are credited to the revaluation reserve. PPE are re-valued every five years, but adjustments to the valuations are made in the interim to take account of significant changes as they occur. This year a partial revaluation has been commissioned and is reflected in these statements.

Capital expenditure that does not result in the acquisition of an asset is classified as 'revenue expenditure funded from capital under statute (formally deferred charges), and is written out to revenue in the year in which it is incurred.

The Authority accounts for its income from the disposal of PPE on an accruals basis. It is held in a usable capital receipts reserve that can be used to finance new capital expenditure.

Measurement

Assets are initially measured at cost, comprising:

- the purchase price
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management
- the initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located.

The Authority does not capitalise borrowing costs incurred whilst assets are under construction. The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition does not have commercial substance (ie it will not lead to a variation in the cashflows of the Authority). In the latter case, where an asset is acquired via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the Authority.

Donated assets are measured initially at fair value. The difference between fair value and any consideration paid is credited to the Taxation and Non-specific Grant Income line of the Comprehensive Income and Expenditure Statement, unless the donation has been made conditionally. Until conditions are satisfied, the gain is held in the Donated Assets Account.

Where gains are credited to the Comprehensive Income and Expenditure Statement, they are re-reversed out of the General Fund Balance to the Capital Adjustment Account in the Movement in Reserves Statement.

Assets are then carried in the Balance Sheet using the following measurement bases:

- Infrastructure, community assets and assets under construction – depreciated historical cost
- all other assets – fair value, determined as the amount that would be paid for the asset in its existing use

Where there is no market-based evidence of fair value because of the specialist nature of an asset, depreciated replacement cost (DRC) is used as an estimate of fair value. The Authority has assets that are identified as specialised. These include:

- Lee Valley Ice Centre – an ice rink, with ancillary facilities; a steel frame building, clad in corrugated sheeting; and
- Rye House Gatehouse – a listed ancient monument, constructed in 1443, which the Authority uses as a museum.
- Lee Valley Velodrome – the London 2012 Olympic Velodrome
- Lee Valley White Water Centre - the London 2012 Olympic White Water Centre
- Lee Valley Athletics Centre - the pre-Olympic elite athletes indoor/outdoor training centre.

Where non-property assets that have short useful lives or low values (or both), depreciated historical cost basis is used as a proxy for fair value.

Assets included in the Balance Sheet at fair value are re-valued sufficiently regularly to ensure that their carrying amount is not materially different from their fair value at the year-end, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains.

Where decreases in value are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

The Revaluation Reserve contains revaluation gains recognised since 1 April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service lines in the Comprehensive Income and Expenditure Statement.

Where an impairment loss is reversed subsequently, the reversal is credited to the relevant service lines in the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

Component accounting

Where components of an asset are significant in value in relation to the total value of the asset as a whole, and they have substantially different economic lives, they should be recognised separately. For example, certain assets such as the White Water Centre are made up of separate elements that have different useful lives.

There has been no requirement to apply these changes retrospectively and instead components are recognised separately as and when they are replaced.

Depreciation and useful economic life

Depreciation is provided for on the 'building' element of all non-current assets with a finite useful life, except investment and community assets. We calculate it using the reducing balance method.

Non-current assets are not depreciated in the year of acquisition.

PPE have a useful economic life, which is determined by the class of asset. Depreciation is calculated on this life except in the case of investment properties that are not depreciated.

| Asset class | Useful economic life |
|-------------------------------|-----------------------------|
| Land and buildings | 5 - 60 years |
| Vehicles, plant and machinery | 5 -15 years |
| Infrastructure assets | 10 - 40 years |
| Community assets | n/a |

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Capital Adjustment Account.

Charges to Revenue for Non-Current Assets

Services, support services and trading accounts are debited with the following amounts to record the cost of holding fixed assets during the year:

- depreciation attributable to the assets used by the relevant service
- revaluation and impairment losses on assets used by the service where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off.

The Authority is not required to raise its levy to fund depreciation, revaluation and impairment losses or amortisations. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement (equal to either an amount calculated on a prudent basis determined by the Authority in accordance with statutory guidance (England and Wales)).

Depreciation, revaluation and impairment losses and amortisations are therefore replaced by the contribution in the General Fund Balance (Minimum Revenue Provision or loans fund principal), by way of an adjusting transaction within the Capital Adjustment Account and in the Movement In Reserves Statement for the difference between the two.

Revenue expenditure funded from capital under statute

Expenditure incurred during the year that may be capitalised under statutory provisions but does not result in the creation of Property, Plant and Equipment has been charged as expenditure to the relevant service in the comprehensive income and expenditure statement in the year. It is the Authority's policy to write off the value of revenue expenditure funded from capital under statute to services and reflect them in the comprehensive income and expenditure statement in the year they arise. The movement in reserves statement will then reflect a transfer from the general fund balance to the capital adjustment account so that there is no impact on the levy.

Provisions

Provisions are made where an event has taken place that gives the Authority a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that the authority becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less than probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (eg. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the authority settles the obligation.

Reserves

The current system of local authority capital accounting requires three capital reserve accounts to be set up in the balance sheet:

- The revaluation reserve records the accumulated gains on the non current assets held by the authority arising from increases in value as a result of inflation or other factors.
- Capital adjustment account shows amounts set aside from revenue resources or capital receipts to finance expenditure on PPE or the repayment of external loans and certain other capital financing transactions.
- The usable capital receipts reserve, which contains the unused proceeds arising from disposing of assets that can be used to finance future capital expenditure.

Reserves include earmarked reserves set aside for specific policy purposes and balances which represent resources set aside for purposes such as general contingencies and cash flow management, as well as other unusable reserves such as employee benefits, that are kept to manage the accounting processes.

Earmarked revenue reserves

The Authority maintains renewal and repairs funds to replace equipment and for ongoing repairs to buildings or structures that we cannot fund in one year from service revenue budgets.

The Authority also has a capital fund, financed from contributions from the general fund, which can be used to finance future capital expenditure.

An insurance fund is maintained to self-insure certain risks. An example is storm damage to trees. The fund is also typically used to pay insurance policy excesses for claims against us by third parties. The services are charged with the any excess or claim and we adjust the fund balance by a transfer to or from the general fund.

When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service revenue account in that year to be reflected in the Surplus or Deficit on the Provision of Services in the comprehensive income and expenditure statement. The reserve is then transferred back into the General Fund balance so that there is no net charge to taxpayers.

Value added tax

The figures in the statements are net of VAT.

Provision for bad & doubtful debts

All amounts outstanding on the sales ledger are reviewed to establish the likelihood of their recovery. Where debt is proving to be difficult to recover we create a provision for it. If that debt is then paid the provision is reversed, should the debt ultimately prove irrecoverable it will be written off against the provision.

Biological Assets

Under IAS41 Agriculture, living animals or plants are classified as biological assets, and agricultural produce is the harvested product of the entity's biological asset. A biological asset, or an item of agricultural produce, is classified as an asset when it is both controlled by, and future economic benefit will flow to, an entity, and that its fair value can be measured reliably.

The Authority operates a working dairy farm, with its dairy cattle classified as biological assets, and the milk produced as agricultural produce.

The Authority uses an independent specialist agricultural stock valuer to establish the values its biological assets at the balance sheet date using the fair value method as an active market exists and a value can be reliably measured. Changes in the fair value are credited to the financing and investment income line and result in a gain for the general fund balance. However, revaluation and disposal gains and losses are not permitted by statutory arrangements to have an impact on the general fund balance. The gains and losses are therefore reversed out of the general fund balance in the movement in reserves statement and posted to the capital adjustment account.

Group Accounts

The Statement of Recommended Practice requires local authorities to consider all their interests in subsidiaries, associated companies and joint ventures and to prepare a full set of group financial statements where they have material interests, thereby providing a complete picture of the Authority's control over other entities.

The Authority has determined that it has no interests in subsidiaries, associates or joint ventures of a material nature, and is not required to prepare group accounts.

NOTE 02
EXPENDITURE AND FUNDING STATEMENT

| | 2020/21 | | 2019/20 | | | |
|---------------------------------------------------|--------------------------------------------|--------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------|--------------------------------------------------|---------------------------------------------------------------------|
| | Net Expenditure Chargeable to General Fund | Adjustments between Funding and Accounting Basis | Net Expenditure in the Comprehensive Income & Expenditure Statement | Net Expenditure Chargeable to General Fund | Adjustments between Funding and Accounting Basis | Net Expenditure in the Comprehensive Income & Expenditure Statement |
| | £000s | £000s | £000s | £000s | £000s | £000s |
| Services | | | | | | |
| Chief Executive | 785 | 72 | 857 | 896 | 92 | 988 |
| Corporate Services | (499) | 269 | (230) | (164) | 1,706 | 1,522 |
| Financial Services | 2,311 | 1,421 | 3,732 | 1,713 | 1,293 | 3,006 |
| Parklands & Open Spaces | 3,195 | 767 | 3,962 | 4,209 | 683 | 4,902 |
| Leisure Venues Management | 5,421 | 3,324 | 8,745 | 3,182 | 3,093 | 6,275 |
| Net Cost of Services | 11,213 | 5,853 | 17,066 | 9,816 | 6,877 | 16,693 |
| Other Income and Expenditure | (9,568) | (982) | (10,550) | (9,771) | (901) | (10,672) |
| (Surplus)/deficit on provision of services | 1,645 | 4,871 | 6,516 | 45 | 5,976 | 6,021 |
| Opening Fund Movement | (7,879) | | | (7,927) | | |
| Closing Fund | 1,645 | | | 45 | | |
| | (6,234) | | | (7,882) | | |
| General Fund | (3,514) | | | (4,385) | | |
| Renewals Fund | (818) | | | (671) | | |
| Repairs Fund | (1,322) | | | (504) | | |
| Insurance Fund | (450) | | | (689) | | |
| Common Areas Smoking Fund | (129) | | | (129) | | |
| Capital Fund | 0 | | | (1,500) | | |
| | (6,233) | | | (7,878) | | |

NOTE 02

EXPENDITURE AND FUNDING STATEMENT

Adjustments from General Fund to arrive at the Comprehensive Income and Expenditure Statement amounts

| 2020/21 | Adjustments of Capital Purposes £000s | Net Change for the Pensions Adjustment £000s | Other Differences £000s | Total Adjustments £000s |
|------------------------------|---------------------------------------------|----------------------------------------------------|-------------------------------|-------------------------------|
| Chief Executive | 8 | 64 | 0 | 72 |
| Corporate Services | 198 | 71 | 0 | 269 |
| Financial Services | 92 | 1,328 | 0 | 1,420 |
| Parklands & Open Spaces | 432 | 335 | 0 | 767 |
| Leisure Venues Management | 2,981 | 342 | 0 | 3,323 |
| Net Cost of Services | 3,711 | 2,140 | 0 | 5,851 |
| Other Income and Expenditure | (1,726) | 744 | 0 | (982) |
| Surplus or Deficit | 1,985 | 2,884 | 0 | 4,869 |

| 2019/20 | Adjustments of Capital Purposes £000s | Net Change for the Pensions Adjustment £000s | Other Differences £000s | Total Adjustments £000s |
|------------------------------|---------------------------------------------|----------------------------------------------------|-------------------------------|-------------------------------|
| Chief Executive | 0 | 69 | 23 | 92 |
| Corporate Services | 1,618 | 76 | 12 | 1,706 |
| Financial Services | 115 | 1,153 | 24 | 1,292 |
| Parklands & Open Spaces | 461 | 218 | 14 | 693 |
| Leisure Venues Management | 3,093 | 0 | 0 | 3,093 |
| Net Cost of Services | 5,287 | 1,516 | 73 | 6,876 |
| Other Income and Expenditure | (1,648) | 747 | 0 | (901) |
| Surplus or Deficit | 3,639 | 2,263 | 73 | 5,975 |

ADJUSTMENTS FOR CAPITAL PURPOSES

Adjustments for capital purposes – this column adds in depreciation and impairment and revaluation gains and losses in the services line, and for:

Financing and investment income and expenditure – the statutory charges for capital financing ie Minimum Revenue Provision and other revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.

Taxation and non-specific grant income and expenditure – The Taxation and Non Specific Grant Income and Expenditure line is credited with capital grants receivable in the year without conditions or for which conditions were satisfied in the year.

NET CHANGE FOR THE PENSIONS ADJUSTMENTS

Net change for the removal of pension contributions and the addition of IAS 19 Employee Benefits pension related expenditure and income:

For services this represents the removal of the employer pension contributions made by the authority as allowed by statute and the replacement with current service costs and past service costs.

For Financing and investment income and expenditure – the net interest on the defined benefit liability is charged to the CIES.

OTHER DIFFERENCES

Other differences between amounts debited/credited to the Comprehensive Income and Expenditure Statement and amounts payable/receivable to be recognised under statute:

For services this represents the removal of compensated absences accrual for holiday pay

NOTE 09

HERITAGE ASSETS

The 2011/12 CIPFA Code of Practice on Local Authority Accounting introduced a requirement to disclose Heritage Assets separately. Heritage assets are assets that are held and maintained principally for their contribution to knowledge and culture and are intended to be preserved in trust for future generations because of their cultural, environmental or historical associations. Provided that they meet this definition, heritage assets can include historic buildings, civic regalia, museum collections and works of art.

There is no carrying amount of assets on the Balance Sheet that is classified as heritage assets. The Authority has a number of assets that were considered to fall under the definition of heritage assets that following review will continue to be classified as detailed below:

- Rya House Gatehouse, (Operational Asset)
- Monastic walls at Abbey gardens (Community Asset)
- The Old Mill at Braxbourne Meadows (Community Asset)

ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

| 2020/21 | General Fund £000s | Capital Receipts £000s | Capital Grants Unapplied £000s | Total Usable Reserves £000s |
|----------------------------------------------------------------------------------------------------------|--------------------------|------------------------------|--------------------------------------|-----------------------------------|
| Adjustments involving the Capital adjustment account | | | | |
| Reversal of items debited or credited to the Comprehensive Income and expenditure statement: | | | | |
| Charges for depreciation and Impairment of non current assets | (3,711) | | | (3,711) |
| Revaluation gains of property, plant and equipment | 0 | | | 0 |
| Revaluation losses of property, plant and equipment | 0 | | | 0 |
| Movements in the fair value of investment properties | 0 | | | 0 |
| Movements in the fair value of biological assets | 13 | | | 13 |
| Capital grants and contributions recognised | 978 | | | 978 |
| Insertion of items not debited or credited to the Comprehensive Income and expenditure statement: | | | | |
| Statutory provision for the financing of capital investment | 486 | | | 486 |
| Capital expenditure charged against the General fund/Earmarked Reserves | 250 | | | 250 |
| Adjustment involving capital receipts reserve | | | | |
| Transfer of non-current asset sale proceeds from revenue to | | | | |
| Capital Receipts Reserve | 0 | 0 | | 0 |
| Capital expenditure financed from Usable Capital Receipts | | 955 | | 955 |
| Adjustments involving the Pensions reserve: | | | | |
| Reversal of items relating to retirement benefits debited or credited to the | | | | |
| Comprehensive Income and expenditure statement | (4,572) | | | (4,572) |
| Employer's pensions contributions and direct payments to pensioners payable in the year | 1,688 | | | 1,688 |
| Adjustment involving deferred capital receipts | | | | |
| Principal received in respect of long term debtors (finance leases) | (1) | | | (1) |
| Adjustment involving the Short-term compensated absences account | | | | |
| Amount by which officer remuneration charged to the Comprehensive | | | | |
| Income and expenditure statement on an accruals basis is different | | | | |
| from remuneration chargeable in the year in accordance with | | | | |
| statutory requirements | 0 | | | 0 |
| | (4,869) | 955 | 0 | (3,914) |

ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS.

| 2019/20 | General Fund £000s | Capital Receipts £000s | Capital Grants Unapplied £000s | Total Usable Reserves £000s |
|----------------------------------------------------------------------------------------------------------|--------------------------|------------------------------|--------------------------------------|-----------------------------------|
| Adjustments involving the Capital adjustment account | | | | |
| Reversal of items debited or credited to the Comprehensive Income and expenditure statement: | | | | |
| Charges for depreciation and impairment of non current assets | (3,896) | | | (3,896) |
| Revaluation gains of property, plant and equipment | 8 | | | 8 |
| Revaluation losses of property, plant and equipment | (1,398) | | | (1,398) |
| Movements in the fair value of investment properties | (363) | | | (363) |
| Movements in the fair value of biological assets | 19 | | | 19 |
| Capital grants and contributions recognised | 172 | | | 172 |
| Insertion of items not debited or credited to the Comprehensive Income and expenditure statement: | | | | |
| Statutory provision for the financing of capital investment | 507 | | | 507 |
| Capital expenditure charged against the General fund/Earmarked Reserves | 185 | | | 185 |
| Adjustment involving capital receipts reserve | | | | |
| Transfer of non-current asset sale proceeds from revenue to | | | | |
| Capital Receipts Reserve | 1,128 | (1,128) | | 0 |
| Capital expenditure financed from Usable Capital Receipts | | 2,403 | | 2,403 |
| Adjustments involving the Pensions reserves: | | | | |
| Reversal of items relating to retirement benefits debited or credited to the | | | | |
| Comprehensive Income and expenditure statement | (3,077) | | | (3,077) |
| Employer's pensions contributions and direct payments to pensioners payable in the year | 814 | | | 814 |
| Adjustment involving deferred capital receipts | | | | |
| Principal received in respect of long term debtors (finance leases) | (1) | | | (1) |
| Adjustment involving the Short-term compensated absences account | | | | |
| Amount by which officer remuneration charged to the Comprehensive | | | | |
| Income and expenditure statement on an accruals basis is different | | | | |
| from remuneration chargeable in the year in accordance with | | | | |
| statutory requirements | (73) | | | (73) |
| | (5,975) | 1,275 | 0 | (4,700) |

NOTE 05
USABLE RESERVES

| | Balance at 01/04/2019 £000s | Transfers Out 2019/20 £000s | Transfers In 2019/20 £000s | Balance at 01/04/2020 £000s | Transfers Out 2020/21 £000s | Transfers In 2020/21 £000s | Balance at 31/03/2021 £000s |
|------------------------------|-----------------------------------|-----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|----------------------------------|-----------------------------------|
| Usable reserves | | | | | | | |
| General fund | (4,223) | 0 | (161) | (4,384) | 872 | 0 | (3,512) |
| Earmarked Reserves | | | | | | | |
| Renewals Fund | (681) | 66 | (56) | (671) | 19 | (164) | (816) |
| Repairs Fund | (944) | 1,099 | (660) | (505) | 1,055 | (1,873) | (1,323) |
| Insurance Fund | (700) | 11 | 0 | (689) | 0 | 239 | (450) |
| Common Areas Sinking Fund | (128) | 0 | (1) | (129) | 0 | 0 | (129) |
| Capital fund | (1,250) | 37 | (287) | (1,500) | 250 | 1,250 | 0 |
| | (7,926) | 1,213 | (1,165) | (7,878) | 2,196 | (548) | (6,230) |
| Capital receipts reserve | (13,963) | 2,403 | (1,128) | (12,688) | 955 | 0 | (11,733) |
| Capital grants unapplied | (61) | 0 | 0 | (61) | 0 | 0 | (61) |
| Total Usable reserves | (21,950) | 3,616 | (2,293) | (20,627) | 3,151 | (548) | (18,024) |

- i. This reserve has been used to meet the costs of eventual replacement equipment within the park
- ii. This reserve has been used to meet the costs of repairing equipment within the park
- iii. This reserve is used to meet the costs of meeting excess and claims not covered by the insurance policies.
- iv. This reserve has been set up to meet potential costs of undertaking work on the shared Picketts Lock Site.
- v. This reserve held to improve the facilities of the Authority

NOTE 06

OTHER OPERATING EXPENDITURE

| | Note | 2020/21 £000s | 2019/20 £000s |
|----------------------------------------------|------|------------------|------------------|
| (Gain)/loss on disposal of non-current asset | | 0 | (1,128) |
| Pension administration expenses | 29 | 63 | 67 |
| Total other operating expenditure | | 63 | (1,061) |

NOTE 07

FINANCING AND INVESTMENT

| | Note | 2020/21 £000s | 2019/20 £000s |
|-------------------------------------------------------------------|------|------------------|------------------|
| Interest payable and similar charges | 11 | 6 | 6 |
| Net interest on the net defined pension benefit liability/(asset) | 29 | 681 | 680 |
| Interest receivable on finance leases (lessor) | 26 | (116) | (116) |
| Investment interest | 11 | (18) | (100) |
| Changes in the fair value of investment properties | 9 | (1) | 364 |
| Changes in the fair value of biological assets | 9 | (13) | (20) |
| Rental received on investment properties | 10 | (598) | (648) |
| Total Financing and Investment | | (59) | 166 |

NOTE 08

NON SPECIFIC GRANT INCOME

| | Note | 2020/21 £000s | 2019/20 £000s |
|----------------------------------------|------|------------------|------------------|
| Levies on local authorities | 22 | (9,576) | (9,576) |
| Revenue grants and contributions | 23 | 0 | (29) |
| Capital grants and contributions | 23 | (978) | (171) |
| Total Non Specific Grant Income | | (10,534) | (9,776) |

NOTE 09
NON CURRENT ASSETS

| | Land and Buildings £000s | Vehicles, plant and equipment £000s | Infrastructure Assets £000s | Community Assets £000s | Assets held for disposal £000s | Total excluding Investment prop £000s | Investment Properties £000s | Total 2020/21 £000s |
|------------------------------------------------|-----------------------------|----------------------------------------|--------------------------------|---------------------------|-----------------------------------|------------------------------------------|--------------------------------|---------------------------|
| Cost or Valuation | | | | | | | | |
| At 01 April 2020 | 181,436 | 6,228 | 3,172 | 34,705 | 0 | 225,541 | 5,872 | 231,413 |
| Additions | 622 | 1 | 0 | 653 | 0 | 1,276 | 0 | 1,276 |
| Revaluation | | | | | | | | |
| - recognised in the Revaluation Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| - recognised in the provision of services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Derecognition | | | | | | | | |
| - disposal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other movements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| At 31 March 2021 | 182,058 | 6,229 | 3,172 | 35,358 | 0 | 226,817 | 5,872 | 232,689 |
| Accumulated Depreciation and Impairment | | | | | | | | |
| At 01 April 2020 | (796) | (2,864) | (1,206) | 0 | 0 | (4,866) | 0 | (4,866) |
| Depreciation charge | (3,359) | (270) | (82) | 0 | 0 | (3,711) | 0 | (3,711) |
| Depreciation written out | | | | | | | | |
| - to the Revaluation Reserve | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| - to the provision of services | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 1 |
| At 31 March 2021 | (4,154) | (3,134) | (1,288) | 0 | 0 | (8,576) | 0 | (8,576) |
| Net Book Value | | | | | | | | |
| At 31 March 2021 | 177,904 | 3,095 | 1,884 | 35,358 | 0 | 218,241 | 5,872 | 224,113 |
| At 31 March 2020 | 180,640 | 3,364 | 1,966 | 34,705 | 0 | 220,675 | 5,872 | 226,547 |

NOTE 09
NON CURRENT ASSETS

| Cost or Valuation | Land and Buildings £000s | Vehicles, plant and equipment £000s | Infrastructure Assets £000s | Community Assets £000s | Assets held for disposal £000s | Total excluding Investment prop £000s | Investment Properties £000s | Total 2019/20 £000s |
|-------------------------------------------|-----------------------------|----------------------------------------|--------------------------------|---------------------------|-----------------------------------|------------------------------------------|--------------------------------|------------------------|
| At 01 April 2019 | 187,168 | 6,388 | 3,235 | 34,466 | 1,775 | 239,052 | 5,785 | 238,817 |
| Additions | 1,901 | 0 | 0 | 239 | 0 | 2,140 | 449 | 2,589 |
| Revaluation | | | | | | | | |
| - recognised in the Revaluation Reserve | (2,106) | (161) | (63) | 0 | 0 | (2,330) | 0 | (2,330) |
| - recognised in the provision of services | (5,528) | 0 | 0 | 0 | 0 | (5,528) | (363) | (5,891) |
| Derecognition | | | | | | | | |
| - disposal | 0 | 0 | 0 | 0 | (1,775) | (1,775) | 0 | (1,775) |
| Other movements | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| At 31 March 2020 | 181,485 | 6,227 | 3,172 | 34,705 | 0 | 225,539 | 5,871 | 231,410 |
| Accumulated Depreciation and Impairment | | | | | | | | |
| At 01 April 2019 | (287) | (2,717) | (1,129) | 0 | 0 | (4,133) | 0 | (4,133) |
| Depreciation charge | (3,501) | (306) | (89) | 0 | 0 | (3,896) | 0 | (3,896) |
| Depreciation written out | | | | | | | | |
| - to the Revaluation Reserve | 715 | 159 | 13 | 0 | 0 | 887 | 0 | 887 |
| - to the provision of services | 2,277 | 0 | 0 | 0 | 0 | 2,277 | 0 | 2,277 |
| At 31 March 2020 | (796) | (2,864) | (1,205) | 0 | 0 | (4,865) | 0 | (4,965) |
| Net Book Value | | | | | | | | |
| At 31 March 2020 | 180,639 | 3,363 | 1,967 | 34,705 | 0 | 220,674 | 5,871 | 226,545 |
| At 31 March 2019 | 186,881 | 3,671 | 2,106 | 34,466 | 1,775 | 228,899 | 5,785 | 234,684 |

NOTE 09**BIOLOGICAL ASSETS**

| | 2020/21 | 2019/20 |
|----------------------------|------------|------------|
| | £000s | £000s |
| Balance at 1 April | | |
| Dairy Cattle | 237 | 217 |
| Movement in fair value | 13 | 20 |
| Balance at 31 March | 250 | 237 |

CAPITAL COMMITMENTS

At 31 March 2020, the Authority has a material capital commitment outstanding of £0.7m from a contract of £0.9m for the build of the Wildlife Discovery Centre. This is due for completion in October 2020.

NOTE 10**INVESTMENT PROPERTIES**

The following items of income and expense have been accounted for in the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement

Rental income and expenses for investment properties

| | 2020/21 | 2019/20 |
|------------------------------------------------------------|--------------|--------------|
| | £000s | £000s |
| Rental income from investment property | (598) | (648) |
| Direct operating expenses arising from investment property | 0 | 0 |
| Net gain | (598) | (648) |

NOTE 11

FINANCIAL INSTRUMENTS

Categories of Financial Instruments

The following categories of financial instrument are carried in the Balance Sheet.

Financial Assets

| | Investments | | Debtors | |
|-------------------------------|--------------|---------------|--------------|--------------|
| | 2020/21 | 2019/20 | 2020/21 | 2019/20 |
| | £000s | £000s | £000s | £000s |
| Current Assets | | | | |
| Amortised Cost | 8,112 | 10,129 | 2,968 | 2,476 |
| Total Financial Assets | 8,112 | 10,129 | 2,968 | 2,476 |

Financial Liabilities

| | Borrowing | | Creditors | |
|------------------------------------|-----------|----------|----------------|----------------|
| | 2020/21 | 2019/20 | 2020/21 | 2019/20 |
| | £000s | £000s | £000s | £000s |
| Current Liabilities | | | | |
| Amortised Cost | 0 | 0 | (3,216) | (2,713) |
| Total Financial Liabilities | 0 | 0 | (3,216) | (2,713) |

Gains and Losses in Relation to Financial Instruments

The gains and losses recognised in the Income and Expenditure Account and Statement of Total Recognised Gains and Losses in relation to financial instruments are made up as follows.

| | Surplus / deficit on the provision of services | |
|---------------------------------------------|------------------------------------------------|----------|
| | 2020/21 | 2019/20 |
| | £000s | £000s |
| Interest Revenue | | |
| Financial assets measured at amortised cost | (18) | (100) |
| Interest Expense | 6 | 6 |

NOTE 12
INVENTORIES

| | 2020/21 | 2019/20 |
|----------------------------|----------------|----------------|
| | £000s | £000s |
| Agriculture produce | | |
| Opening balance | 117 | 129 |
| Net movement | 0 | (13) |
| Closing balance | 117 | 116 |
| Other stock | | |
| Opening balance | 0 | 0 |
| Net movement | 125 | 0 |
| Closing balance | 125 | 0 |
| Total | | |
| Opening balance | 117 | 129 |
| Net movement | 125 | (13) |
| Closing balance | 242 | 116 |

NOTE 13**DEBTORS**

| | 2020/21 | 2019/20 |
|---------------------------|--------------|--------------|
| | £000s | £000s |
| Central government bodies | 322 | 414 |
| Other local authorities | (1) | 0 |
| All other bodies | 1,770 | 1,183 |
| Total debtors | 2,091 | 1,597 |

NOTE 14**CASH AND CASH EQUIVALENTS**

| | 2020/21 | 2019/20 |
|----------------------------------------|--------------|--------------|
| | £000s | £000s |
| Cash held by Authority | 3 | 3 |
| Bank current accounts | 67 | 78 |
| Short-term deposits with banks | 3,844 | 2,803 |
| Total cash and cash equivalents | 3,914 | 2,884 |

| | 2020/21 | 2019/20 |
|----------------------------------|---------|---------|
| | £000s | £000s |
| BANK OVERDRAFTS | | |
| Bank current accounts overdrafts | 0 | 0 |

NOTE 15**CREDITORS**

| | 2020/21 | 2019/20 |
|---------------------------|----------------|----------------|
| | £000s | £000s |
| Central government bodies | 0 | (104) |
| Other local authorities | 0 | 0 |
| All other bodies | (3,216) | (2,608) |
| Total creditors | (3,216) | (2,712) |

NOTE 16**PROVISIONS**

There are no provisions recognised in the accounts

NOTE 17

UNUSABLE RESERVES

| | 2020/21 | 2019/20 |
|-----------------------------------------|------------------|------------------|
| | £000s | £000s |
| Unusable Reserves | | |
| Revaluation Reserve | (44,407) | (44,407) |
| Capital adjustment account | (152,681) | (153,711) |
| Pensions reserve | 43,865 | 26,940 |
| Short-term compensated absences account | 274 | 274 |
| Deferred capital receipts | (877) | (878) |
| Total unusable reserves | (153,826) | (171,782) |

Revaluation Reserve

The Revaluation Reserve contains the gains made by the Authority arising from increases in the value of its Property, Plant and Equipment. The balance is reduced when assets with accumulated gains are:

- revalued downwards or impaired and the gains are lost
- used in the provision of services and the gains are consumed through depreciation, or
- disposed of and the gains are realised.

The Reserve contains only revaluation gains accumulated since 1 April 2007, the date that the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

| | 2020/21 | 2019/20 |
|-----------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|
| | £000s | £000s |
| Balance at 1 April | (44,407) | (49,482) |
| Upward revaluation of assets | 0 | (185) |
| Downwards revaluation of assets | 0 | 4,219 |
| Surplus or deficit on revaluation of non-current assets not posted to the (surplus) or deficit on the provision of services | (44,407) | (45,448) |
| Amount written off to the capital adjustment account | 0 | 1,042 |
| Balance at 31 March | (44,407) | (44,406) |

NOTE 17

UNUSABLE RESERVES

Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provisions. The Account is debited with the cost of acquisition, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The Account is credited with the amounts set aside by the Authority as finance for the costs of acquisition, construction and enhancement. The Account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the Authority

The Account also contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.

Note 4 provides details of the source of all the transactions posted to the Account, apart from those involving the Revaluation Reserve.

| | 2020/21 | 2019/20 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|
| | £000s | £000s |
| Balance at 1 April | (153,709) | (156,073) |
| Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and expenditure statement: | | |
| - Charges for depreciation and impairment of non current assets | 3,711 | 3,896 |
| - Revaluation gains/losses on Property, plant and equipment | 0 | 1,390 |
| - Amounts of non current assets written off on disposal or sale as part of the gain on disposal to the Comprehensive Income and expenditure statement | 0 | 0 |
| Net written out amount of the cost of non current assets consumed in year | 3,711 | 5,286 |
| Capital financing applied in the year: | | |
| - Capital grants and contributions credited to the Comprehensive Income and expenditure statement that have been applied to capital financing | (978) | (172) |
| - Application of grants from Capital Receipts Unapplied Account | 0 | 0 |
| - Transfer from Usable Capital Grants Account | 0 | 0 |
| - Use of capital receipts to finance new capital expenditure | (955) | (2,403) |
| - Use of major repairs fund to finance new capital expenditure | 0 | 0 |
| - Use of capital fund to finance new capital expenditure | (250) | (37) |
| - Statutory provision for the financing of capital investment charged against the General fund | (486) | (507) |
| - Capital expenditure charged against the General fund | 0 | (148) |
| | (2,669) | (3,267) |
| Movements in the fair value of Investment properties debited or credited to the Comprehensive Income and expenditure statement | (1) | 364 |
| Movements in the fair value of Biological Assets debited or credited to the Comprehensive Income and expenditure statement | (13) | (19) |
| Balance at 31 March | (152,681) | (153,709) |

NOTE 17

UNUSABLE RESERVES

Pensions Reserve

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post employment benefits and for funding benefits in accordance with statutory provisions. The Authority accounts for post employment benefits in the Comprehensive Income and Expenditure Statement as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the Authority makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the Authority has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

| | 2020/21 | 2019/20 |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| | £000s | £000s |
| Balance at 1 April | 26,940 | 28,883 |
| Actuarial (gains) or losses on pensions assets and liabilities | 14,041 | (4,206) |
| Reversal of items relating to retirement benefits debited or credited to the (Surplus) or deficit on the provision of services in the Comprehensive Income and expenditure statement | 4,572 | 3,077 |
| Employer's pensions contributions and direct payments to pensioners payable in the year | (1,688) | (814) |
| Balance at 31 March | 43,865 | 26,940 |

Short-term compensated absences account

The Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year e.g. annual leave entitlement carried forward at 31 March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

| | 2020/21 | 2019/20 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|
| | £000s | £000s |
| Balance at 1 April | 274 | 201 |
| Settlement or cancellation of accrual made at the end of the preceding year | (274) | (201) |
| Amounts accrued at the end of the current year | 274 | 274 |
| Amount by which officer remuneration charged to the Comprehensive Income and expenditure statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements | 0 | 0 |
| Balance at 31 March | 274 | 274 |

NOTE 17**UNUSABLE RESERVES****Deferred Capital Receipts**

The Deferred Capital Receipts Reserve holds the gains recognised on the disposal of non-current assets but for which cash settlement has yet to take place. Under statutory arrangements, the Authority does not treat these gains as usable for financing new capital expenditure until they are backed by cash receipts.

| | 2020/21 | 2019/20 |
|----------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|
| | £000s | £000s |
| Balance at 1 April | (578) | (578) |
| Transfer of deferred sale proceeds credited as part of the gain/loss on disposal on the Comprehensive Income and Expenditure Statement | 1 | 0 |
| Transfer to the Capital Receipts Reserve upon receipt of cash | 0 | 0 |
| Balance at 31 March | (577) | (578) |

NOTE 18**CASHFLOW OPERATING ACTIVITIES**

The cash flows from operating activities includes the following items

| | 2020/21 | 2019/20 |
|-------------------|---------|---------|
| | £000s | £000s |
| Interest paid | 6 | 6 |
| Interest received | (18) | (100) |

NOTE 19
EXPENDITURE AND INCOME ANALYSED BY NATURE

The authority's expenditure and income is analysed as follows

| | 2020/21 | | 2019/20 | | General Fund £000s |
|-----------------------------------------------------|-----------------|----------------|-----------------|----------------|-----------------------|
| | CIES £000s | MIRS £000s | CIES £000s | MIRS £000s | |
| Expenditure | | | | | |
| Employee expenses | 11,040 | (2,140) | 6,374 | (1,569) | 4,785 |
| Other services expenses | 8,298 | 0 | 7,282 | 0 | 7,282 |
| Depreciation | 3,711 | (3,711) | 3,896 | (3,896) | 0 |
| Revaluation and Impairment | 0 | 0 | 1,390 | (1,390) | 0 |
| Interest payments | 6 | 0 | 6 | 0 | 6 |
| Pension interest and administration costs | 1,667 | (1,667) | 1,974 | (1,974) | 0 |
| Change in fair value of investment properties | 0 | 0 | 0 | 0 | 0 |
| Change in fair value of biological assets | (13) | 13 | (19) | 19 | 0 |
| Gain or loss on non-current assets | 0 | 0 | 0 | 0 | 0 |
| Contribution to Capital | 0 | 736 | 0 | 692 | 692 |
| Total expenditure | 24,769 | (6,769) | 20,903 | (8,138) | 12,765 |
| Income | | | | | |
| Fees, charges and other income | (6,579) | (1) | (2,926) | (1) | (2,927) |
| Interest & Investment Income | (136) | 0 | (216) | 0 | (216) |
| Return on Pension Assets | (923) | 923 | (1,227) | 1,227 | 0 |
| Levies on local authorities | (9,576) | 0 | (9,576) | 0 | (9,576) |
| Change in fair value of investment properties | 0 | 0 | 363 | (363) | 0 |
| Gain or loss on non-current assets | 0 | 0 | (1,128) | 1,128 | 0 |
| Capital grants and contributions | (978) | 978 | (172) | 172 | 0 |
| Total income | (18,192) | 1,900 | (14,882) | 2,163 | (12,719) |
| (Surplus) / deficit on provision of services | 6,517 | (4,869) | 6,021 | (5,975) | 46 |

NOTE 20

STAFF REMUNERATION

| | Year | Salary £000s | Expenses, fees and allowances £000s | Pension contribution £000s | Total £000s |
|---------------------------------------------------------------|---------|-----------------|-------------------------------------------|----------------------------------|----------------|
| Senior Officers receiving over £150,000 | | | | | |
| Chief Executive Officer (CEO) - S Dawson | 2020/21 | 166 | 1 | 25 | 192 |
| | 2019/20 | 162 | 1 | 35 | 198 |
| Senior Officers receiving between £50,000 and £150,000 | | | | | |
| Deputy Chief Executive | 2020/21 | 127 | 1 | 20 | 148 |
| | 2019/20 | 119 | 1 | 26 | 146 |
| Corporate Director | 2020/21 | 91 | 1 | 14 | 106 |
| | 2019/20 | 92 | 2 | 19 | 113 |
| Corporate Director | 2020/21 | 85 | 1 | 13 | 99 |
| | 2019/20 | 75 | 2 | 16 | 93 |
| Director Of Finance & Resources | 2020/21 | 61 | 0 | 6 | 67 |
| | 2019/20 | 119 | 2 | 26 | 147 |
| Project Consultant | 2020/21 | 74 | 1 | 8 | 83 |
| | 2019/20 | 108 | 2 | 23 | 133 |
| Project Consultant | 2020/21 | 61 | 1 | 8 | 70 |
| | 2019/20 | 108 | 2 | 23 | 133 |

Post titles are as at 31 March, or at date the employee left the Authority.

Expense allowances typically include a car allowance, healthcare and reimbursement for travel and subsistence expenses.

The Director of Finance & Resources left the Authority on 6 July 2020

The Project Consultants left the Authority on 30 September 2020

NOTE 20**STAFF REMUNERATION****REMUNERATION BANDING**

The Authority's employees receiving more than £50,000 remuneration for the year, excluding employer's pension contributions and severance payments, were paid the following amounts.

| Remuneration Bands * | 2020/21 | 2019/20 |
|----------------------|--------------|--------------|
| | No. of Staff | No. of Staff |
| £55,000 - 59,999 | 7 | 3 |
| £60,000 - 64,999 | 3 | 2 |
| £65,000 - 69,999 | 1 | 0 |
| £70,000 - 74,999 | 1 | 1 |
| £75,000 - 79,999 | 3 | 2 |
| £80,000 - 84,999 | 1 | 0 |
| £85,000 - 89,999 | 1 | 0 |
| £90,000 - 94,999 | 1 | 1 |
| £105,000 - 109,999 | 0 | 2 |
| £120,000 - 124,999 | 0 | 2 |
| £125,000 - 129,999 | 1 | 0 |
| £160,000 - 164,999 | 1 | 1 |

* Remuneration Bands with no staff in have been excluded.

NOTE 21**MEMBERS ALLOWANCES**

The Authority paid the following amounts to members of the Authority during the year.

| | 2020/21 | 2019/20 |
|------------|---------|---------|
| | £000s | £000s |
| Allowances | 9 | 9 |

NOTE 22**TERMINATION BENEFITS**

The Authority terminated the employment of three senior officers during 2020/21.

The total cost for exit packages of £532,000 has been charged to the Authority's comprehensive income and expenditure statement in the current year.

NOTE 23**GRANT INCOME**

The Authority credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2020/21

| | 2020/21 | 2019/20 |
|--------------------------------------------|---------|---------|
| | £000s | £000s |
| Credited to Services | | |
| Improvement of open areas of the Authority | 0 | 0 |

LONG TERM LIABILITIES

| | 2020/21 | 2019/20 |
|----------------------------------------------------|-----------|----------|
| | £000s | £000s |
| Grants Receipts In Advance (Capital Grants) | | |
| Improvement of open areas of the Authority | 0 | 0 |
| Other grants | 70 | 0 |
| | <u>70</u> | <u>0</u> |

CAPITAL GRANTS RECEIVED IN ADVANCE

| | 2020/21 | 2019/20 |
|-----------------------------------------------------------------------------------------------------------------|----------|----------|
| | £000s | £000s |
| Balance at 1 April | 0 | 29 |
| Revenue Grants received in year | 0 | 0 |
| Grants credited to Comprehensive Income and Expenditure Account that have been used to fund capital expenditure | 0 | (29) |
| Balance at 31 March | <u>0</u> | <u>0</u> |

CAPITAL GRANTS RECEIVED IN ADVANCE

| | 2020/21 | 2019/20 |
|-----------------------------------------------------------------------------------------------------------------|---------------|---------------|
| | £000s | £000s |
| Balance at 1 April | 17,382 | 17,554 |
| Capital Grants received in year | 70 | 0 |
| Grants credited to Comprehensive Income and Expenditure Account that have been used to fund capital expenditure | (978) | (172) |
| Balance at 31 March | <u>16,474</u> | <u>17,382</u> |

NOTE 24**RELATED PARTIES**

Related parties are organisations or individuals that, as a result of their relationship with us, may exert, or be seen as exerting, influence over our business. Significant transactions in 2020/21 were as follows:

| | 2020/21 | 2019/20 |
|-------------------------------------------------------------------------------|---------|---------|
| | £000s | £000s |
| Income | | |
| Levies receivable | | |
| As per note 32 for analysis levy | (9,576) | (9,576) |
| Income included in Comprehensive Income and Expenditure Statement | | |
| Lee Valley Leisure Trust Limited | 5 | 104 |
| Capital grants receivable over £10,000 | | |
| England Hockey | 0 | 107 |
| London Legacy Development Corporation | 0 | 0 |
| English Sports Council | 70 | 0 |
| Payments | | |
| Expenditure included in Comprehensive Income and Expenditure Statement | | |
| Lee Valley Leisure Trust Limited | 0 | 1,600 |

The Lee Valley Leisure Trust Limited is a related party.

Members and senior officers are required to complete a declaration of related party transactions detailing any relationship that they may have.

Where there are transactions with borough and county councils (for example road sweeping and planning applications) these are conducted at arms length.

The pension scheme administered by the London Pensions Fund Authority (LPFA) is also a related party as it affects the authority and its officers directly. Disclosures about the pension fund are made in Note 29.

This disclosure note has been prepared on the basis of specific declarations obtained in March 2021 in respect of related party transactions. The Authority has prepared this disclosure in accordance with IAS 24 and how it applies to the public sector.

NOTE 25

CAPITAL EXPENDITURE AND CAPITAL FINANCING

| | 2020/21 | 2019/20 |
|-----------------------------------------------------------------------------------------------------|---------------|---------------|
| | £000s | £000s |
| Opening capital financing requirement | 12,161 | 12,669 |
| Capital Investment | | |
| Property, plant and equipment | 1,275 | 2,140 |
| Investment properties | 0 | 449 |
| Sources of finance | | |
| Capital receipts | (955) | (2,403) |
| Capital Fund | (250) | (37) |
| Government grants and other contributions | (70) | 0 |
| Finance Leases | (1) | (1) |
| Direct revenue contributions | 0 | (148) |
| Minimum revenue provision | (486) | (507) |
| Closing capital financing requirement | 11,674 | 12,162 |
| Explanation of movements in year | | |
| Increase/(decrease) in underlying need to borrowing unsupported by government financial assistance. | (488) | (508) |
| Change in capital financing requirement | (488) | (508) |

NOTE 26**LEASES****AUTHORITY AS A LESSEE****Operating leases**

The Authority has one significant operating lease relating to the land for the King George Reservoir.

The future minimum lease payments due under non-cancellable leases in future years are:

| | 2020/21 | 2019/20 |
|---------------------------------------------------|----------|-----------|
| | £000s | £000s |
| Not later than 1 year | 0 | 10 |
| Later than one year and not later than five years | 8 | 8 |
| Later than five years | 0 | 0 |
| | <u>8</u> | <u>18</u> |

This land acquired under the operating lease is sub-let, and the future minimum sub lease payments expected to be received by the Authority in future years are:

| | 2020/21 | 2019/20 |
|---------------------------------------------------|------------|------------|
| | £000s | £000s |
| Not later than 1 year | 11 | 11 |
| Later than one year and not later than five years | 42 | 42 |
| Later than five years | 53 | 63 |
| | <u>106</u> | <u>116</u> |

The expenditure charged to the Cultural, Environmental, and Planning Services line in the Comprehensive Income and Expenditure Statement during the year in relation to this lease was

| | 2020/21 | 2019/20 |
|-------------------------------|------------|------------|
| | £000s | £000s |
| Minimum lease payments | 10 | 10 |
| Sub lease payments receivable | (11) | (11) |
| | <u>(1)</u> | <u>(1)</u> |

NOTE 26**LEASES****AUTHORITY AS A LESSOR****Operating leases**

The Authority has a number of properties that have tenants who pay commercial rent. These are treated as operating leases, based on an assessment against the Code.

The future minimum lease payments receivable under non-cancellable leases in future years are

| | 2020/21 | 2019/20 |
|----------------------------------------------|---------------|---------------|
| | £000s | £000s |
| Not later than one year | 291 | 291 |
| Later than 1 year and not later than 5 years | 1,166 | 1,165 |
| Later than 5 years | 20,470 | 20,761 |
| | 21,927 | 22,217 |

The minimum lease payments receivable do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews. In 2017/18 £282k contingent rents were receivable by the Authority (2016/17: £280k).

Finance leases

The Authority has a gross investment in the leases, made up of the minimum lease payments expected to be received over the remaining term. The minimum lease payments comprise settlement of the long-term debtor for the interest in the property acquired by the lessee and finance income that will be earned by the Authority in future years whilst the debtor remains outstanding. The gross investment is made up of the following amounts:

| | 2020/21 | 2019/20 |
|------------------------------------------|---------------|---------------|
| | £000s | £000s |
| Finance lease debtor as at 31 March | 877 | 878 |
| Unearned finance income | 9,128 | 9,243 |
| Gross investment in lease as at 31 March | 10,005 | 10,121 |

Gross investment in lease

The gross investment in the lease and the minimum lease payments will be received over the following periods:

| | 2020/21 | 2019/20 |
|----------------------------------------------|---------------|---------------|
| | £000s | £000s |
| Not later than one year | 117 | 117 |
| Later than 1 year and not later than 5 years | 469 | 469 |
| Later than 5 years | 9,418 | 9,536 |
| | 10,004 | 10,122 |

NOTE 27**IMPAIRMENT OF NON CURRENT ASSETS**

| | 2020/21 | 2019/20 |
|-------------------------------------------------------------------------------------------------------------------|---------|---------|
| | £000s | £000s |
| Impairment as a result of movement in Market Value, charged to the Comprehensive Income and Expenditure Statement | | |
| Lee Valley Caravan Park, Dobbs Weir | 0 | 169 |
| Lee Valley White Water Centre | 0 | 120 |
| Lee Valley Ice Centre | 0 | 904 |
| Land at Riverside, Broxbourne | 0 | 200 |

NOTE 28**EXTERNAL AUDIT COSTS**

| | 2020/21 | 2019/20 |
|------------------------------------------------------------------------------------------------------|---------|---------|
| | £000s | £000s |
| Fees payable to the Ernst and Young for external audit services carried out by the appointed auditor | 14 | 15 |

NOTE 29**DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES**

The Authority participates in the Local Government Pension Scheme, administered by London Pensions Fund Authority. This is a funded defined benefit scheme, meaning that the Authority and employees pay contributions into a fund which are calculated to balance the pension liabilities with investment assets.

As part of the terms and conditions of employment of our officers and other employees, we offer retirement benefits. Although these benefits will not actually be payable until employees retire, we must disclose our commitment to make the payments at the time that employees earn their future entitlement.

The table below summarises the membership data as at 31 March 2019 for members receiving funded benefits, and as at 31 March 2019 for any members receiving unfunded benefits.

| | Number | Salaries/ Pensions £000s | Average Age |
|---------------------|--------|-----------------------------|----------------|
| Actives | 194 | 5,945 | 46 |
| Deferred pensioners | 471 | 860 | 43 |
| Pensioners | 224 | 1,378 | 73 |
| Unfunded pensioners | 40 | 70 | 79 |

The Authority recognises the cost of retirement benefits in the net cost of services when the benefits are earned by employees, rather than when they are eventually paid. However, the charge we are required to make against local taxpayers is based on the cash payable in the year, so the real cost of retirement benefits is removed from the income and expenditure statement after net operating expenditure.

The net liability (ie the amount by which the pensions liabilities exceed its assets) of £43.9m affects the Authority's net worth as recorded in the balance sheet. However, statutory arrangements for funding the deficit mean that the Authority's financial position remains healthy. The deficit on the pension scheme will be made good by increased contributions over the employees' remaining working life, as assessed by the scheme actuary.

Liabilities have been assessed on an actuarial basis using the projected unit method. This estimates pensions that will be payable in future years depending on assumptions about factors such as mortality rates and salary levels. The scheme liabilities have been assessed by Barnett Waddingham, an independent firm of actuaries, their estimates for the fund being based on the latest full valuation of the scheme as at 31 March 2019.

Demographic/Statistical assumptions

The following set of demographic assumptions have been used, and are consistent with those used for the most recent Fund valuation, which was carried out as at 31 March 2019, except for the CMI projection model. The post retirement mortality tables have been constructed based on Club Vita analysis. These base tables are then projected using the CMI_2020 Model, allowing for a long-term rate of improvement of 1.25% p.a., smoothing parameter of 7.0, an initial addition parameter of 0.5% p.a. and a 2020 weighting of 25%.

| Life expectancy from age 65 years | | 31/03/2021 | 31/03/2020 |
|-----------------------------------|---------|------------|------------|
| Retiring today | Males | 22.0 | 22.2 |
| | Females | 24.5 | 24.5 |
| Retiring in 20 years | Males | 23.4 | 23.7 |
| | Females | 25.0 | 26.1 |

DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES

Financial assumptions

The financial assumptions used for the purposes of the IAS19 calculations are as follows:

| Assumptions as at: | 31 March 2021 | | 31 March 2020 | | 31 March 2019 | |
|--------------------|---------------|--------|---------------|--------|---------------|--------|
| | % per year | Real % | % per year | Real % | % per year | Real % |
| RPI Increases | 3.2% | - | 2.7% | - | 3.4% | - |
| CPI Increases | 2.9% | (0.4%) | 1.9% | (0.8%) | 2.4% | (1.0%) |
| Salary Increases | 3.9% | 0.7% | 2.9% | 0.2% | 3.9% | 0.5% |
| Pension Increases | 2.9% | (0.4%) | 1.9% | (0.8%) | 2.4% | (1.0%) |
| Discount rate | 2.0% | (1.2%) | 2.4% | (0.3%) | 2.4% | (1.0%) |

These assumptions are set with reference to market conditions at 31 March 2021.

Balance sheet disclosure as at 31 March 2021

| | 31/03/2021 | 31/03/2020 | 31/03/2019 |
|---------------------------------------------|---------------|---------------|---------------|
| | £000s | £000s | £000s |
| Present value of defined benefit obligation | 99,140 | 74,189 | 79,158 |
| Fair value of scheme assets | (56,265) | (48,099) | (51,295) |
| | 42,875 | 26,090 | 27,863 |
| Present value of unfunded obligation | 990 | 850 | 1,020 |
| Unrecognised past service cost | 0 | 0 | 0 |
| Net liability in Balance Sheet | 43,865 | 26,940 | 28,883 |

The movement in the net pension liability for the year to 31 March 2021 is as follows:

| | 31/03/2021 | 31/03/2020 |
|-----------------------------------------|---------------|---------------|
| | £000s | £000s |
| Surplus/(deficit) at start of year | 26,940 | 28,883 |
| Current service cost | 2,906 | 1,798 |
| Employer contributions (regular) | (1,618) | (744) |
| Contributions for unfunded benefits | (70) | (70) |
| Past service costs | 922 | 532 |
| Interest cost | 1,604 | 1,907 |
| Interest income | (923) | (1,227) |
| Remeasurements | 14,041 | (4,206) |
| Administration expenses | 63 | 67 |
| Surplus/(deficit) at end of year | 43,865 | 26,940 |

NOTE 29

DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES

Remeasurements In Other Comprehensive Expenditure and Income

| | 31/03/2021 | 31/03/2020 |
|------------------------------------------------------|-----------------|--------------|
| | £000s | £000s |
| Return on plan assets in excess of interest | 7,625 | (2,381) |
| Other actuarial gains/(losses) on assets | 0 | (1,665) |
| Change in financial assumptions | (23,352) | 9,061 |
| Changes in demographic assumptions | 798 | (299) |
| Experience gain/(loss) on defined benefit obligation | 888 | (510) |
| Changes in effect of asset ceiling | - | - |
| Remeasurements | (14,041) | 4,206 |

Profit & Loss Account Costs for the Year to 31 March 2021

| | 31/03/2021 | 31/03/2020 |
|-----------------------------------------------|--------------|----------------|
| | £000s | £000s |
| Service cost | 3,828 | 2,330 |
| Net interest on the defined liability (asset) | 681 | 680 |
| Administration expenses | 63 | 67 |
| Total | 4,572 | 3,077 |
| Actual return on Scheme assets | 8,548 | (1,154) |

Reconciliation of the present value of the defined benefit obligation

| | 31/03/2021 | 31/03/2020 |
|------------------------------------------------------|----------------|---------------|
| | £000s | £000s |
| Opening defined benefit obligation | 75,039 | 80,178 |
| Current Service Cost | 2,906 | 1,798 |
| Interest cost | 1,604 | 1,907 |
| Change in financial assumptions | 23,352 | (9,061) |
| Changes in demographic assumptions | (798) | 299 |
| Experience (gain)/loss on defined benefit obligation | (888) | 510 |
| Estimated benefits paid | (2,448) | (1,880) |
| Past service costs | 922 | 532 |
| Contributions by employees | 511 | 826 |
| Unfunded pension payments | (70) | (70) |
| Closing defined benefit obligation | 100,130 | 75,039 |

NOTE 29

DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES

Reconciliation of fair value of employer assets

| | 31/03/2021 | 31/03/2020 |
|----------------------------------------------|------------|------------|
| | £000s | £000s |
| Opening fair value of employer assets | 48,099 | 51,295 |
| Interest income on assets | 923 | 1,227 |
| Return on assets, excluding interest | 7,625 | (2,381) |
| Other actuarial gains/(losses) | 0 | (1,665) |
| Administration expenses | (63) | (67) |
| Contributions by employer including unfunded | 1,688 | 814 |
| Contributions by employees | 511 | 826 |
| Estimated benefits paid plus unfunded | (2,518) | (1,950) |
| Closing fair value of employer assets | 56,265 | 48,099 |

The estimated asset allocation as at 31 March 2021 is as follows

| | 31/03/2021 | | 31/03/2020 | |
|-------------------------|---------------|---------------|---------------|---------------|
| | £000s | % | £000s | % |
| Equities | 30,570 | 54.3% | 26,052 | 54.2% |
| LDI/Cashflow matching | 0 | 0.0% | 0 | 0.0% |
| Target Return Portfolio | 13,243 | 23.5% | 11,723 | 24.4% |
| Alternative Assets | - | - | - | - |
| Infrastructure | 4,768 | 8.5% | 3,376 | 7.0% |
| Commodities | 0 | 0.0% | 0 | 0.0% |
| Property | 5,120 | 9.1% | 4,393 | 9.1% |
| Cash | 2,564 | 4.6% | 2,555 | 5.3% |
| Total | 56,265 | 100.0% | 48,099 | 100.0% |

NOTE 29

DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES

Sensitivity analysis

| | 31/03/2021 | Increase in assumption | Decrease in assumption |
|---------------------------------------------------------------------------------------------|------------|------------------------|------------------------|
| | £000s | £000s | £000s |
| Adjustment to discount rate (increase/decrease by 0.1%) | | +0.1% | -0.1% |
| Present Value of Total Obligation | 100,130 | 102,279 | 98,035 |
| Projected Service Cost | 3,548 | 3,674 | 3,426 |
| Adjustment to long term salary increase (increase/decrease by 0.1%) | | +0.1% | -0.1% |
| Present Value of Total Obligation | 100,130 | 100,337 | 99,924 |
| Projected Service Cost | 3,548 | 3,550 | 3,546 |
| Adjustment to pension increases and deferred revaluation (increase/decrease by 0.1%) | | +0.1% | -0.1% |
| Present Value of Total Obligation | 100,130 | 103,048 | 98,256 |
| Projected Service Cost | 3,548 | 3,672 | 3,427 |
| Adjustment to mortality age rating assumption (increase/decrease by 1 year) | | +1 year | -1 year |
| Present Value of Total Obligation | 100,130 | 104,888 | 95,605 |
| Projected Service Cost | 3,548 | 3,706 | 3,396 |

Projected pension expense for the year to 31 March 2022

| | 31/03/2022 |
|-----------------------------------------------|--------------|
| | £000s |
| Service cost | 3,548 |
| Net Interest on the defined liability/(asset) | 866 |
| Administration expenses | 73 |
| Total | 4,487 |
| Employer contributions | 1,079 |

NATURE AND RISKS OF FINANCIAL INSTRUMENTS

Risks arising from Financial Instruments

The Authority's activities expose it to a variety of financial risks:

credit risk – the possibility that other parties might fail to pay amounts due to the Authority

liquidity risk – the possibility that the Authority might not have funds available to meet its commitments to make payments

market risk – the possibility that financial loss might arise for the Authority as a result of changes in such measures as interest rates and stock market movements.

Credit Risk

The Authority carries out certain functions for which charges are levied and invoices have to be raised. Facilities should secure payment for provision of services before the date of the event. Where ongoing agreements are in place payment is collected at the beginning of the contract or by monthly instalments by direct debit. As a result of this Authority has a proportionally small Accounts Receivable Ledger for an organisation its size. The Authority's policy is to set aside a provision for bad debts in order to minimise the effect of default by customers and the provision made for debts as at 31st March 2021 was £1,100.

At 31st March 2021 amounts owed by customers stood at £639,000, (£409,000 31st March 2020). In this context a customer is any person or organisation for whom an invoice is raised in the Authority's main accounts receivable ledger. Ranging from small value invoices to individuals to multi-million pound invoices for contracted works. The Authority's standard terms are for payment within 30 days, and payment up front for hire of facilities. The £639,000 outstanding is analysed by age as follows.

Aged debtor profile

| | 2020/21 | 2019/20 |
|-------------------|------------|------------|
| | £000s | £000s |
| Less Than 30 Days | 166 | 175 |
| 31 to 60 Days | 40 | 10 |
| 61 to 90 Days | 22 | 44 |
| 91+ Days | 411 | 179 |
| | 639 | 408 |

Generally no provision is made for debts less than 12 months old except where there are concerns about specific debts. Debts over 12 months old will usually be the subject of litigation or agreed payment plans and the decision on whether to provide for them, and for how much, will depend upon individual circumstances which include an assessment of current credit status, outstanding county court judgements and the progress of litigation.

Additional credit risk arises from deposits with banks and financial institutions and the Authority's general policy objective is to invest its surplus funds prudently. The Authority's investment priorities are:

security of the invested capital

liquidity of the invested capital

an optimum yield which is commensurate with security and liquidity

The Authority sets limits on principal amounts invested and the duration of those investments, dependent on the financial standing of institutions and applied sector and country limits in line with their financial strength.

The Authority's Treasury Management Policy states that deposits can be made with banks and the top 7 listed Building Societies. Full details can be found in the Authorities Treasury Management Policy.

The operation of some building societies does not require them to have a credit rating, although in every other respect the security of the society would match similarly sized societies with ratings. The Authority uses such building societies that have a minimum asset size of £10,000 million, but restrict these types of investments.

The CLG's Guidance on Investments, revised during 2009/10, reiterated security and liquidity as the primary objectives of a prudent investment policy. Although the Guidance becomes operative on 1st April 2010, its principal recommendations run parallel to the credit risk management requirements in the revised Treasury Management Code. In the revised Guidance, Specified Investments are those made with a body or scheme of "high credit quality".

Both the Guidance and the revised Treasury Management Code emphasise that counterparty credit criteria should not rely on credit ratings alone but should include a wider range of indicators. The revised Code requires that ratings assigned by all three rating agencies – Fitch, Moody's and Standard & Poor's – be taken into account and the lowest rating be used.

After the particularly torrid economic recession and a severe downturn in growth that extended into early 2009, there were some signs of a 'recovery'. In order to stimulate growth, the Bank of England maintained the Bank Rate at 0.5% throughout the year and also took extreme measures to revive the economy through its Quantitative Easing (QE) programme. The increased supply of money in the system due to QE did not however translate into an increase in the movement of money in the system as banks were, and still are, unwilling to lend.

NOTE 30**NATURE AND RISKS OF FINANCIAL INSTRUMENTS**

Therefore during another year of economic uncertainty and the continued reluctance of 'bank to bank' lending, managing counterparty risk continued to be the Authority's overwhelming investment priority

The following analysis summarises the authority's potential maximum exposure to credit risk as at 31 March 2021.

Credit rating of institutions holding investments

| | Long Term Credit Rating | Sum Invested as at 31/03/21 £000s | Sum Invested as at 31/03/20 £000s |
|----------------------------|----------------------------|-----------------------------------------|-----------------------------------------|
| FITCH rating agency | | | |
| Upper Medium Grade | A | 63 | 2,288 |
| Lower Medium Grade | BBB+/BBB | 5,780 | 7,761 |
| Highly Speculative | B | 0 | 0 |
| Not Rated | | 2,200 | 0 |
| Total Invested | | 8,043 | 10,049 |

The following analysis summarises the authority's potential maximum exposure to credit risk based on experience of default and non-collection over the last five financial years.

Default rate and non collection rate

| | Amount at Nominal Value 31/03/2021 £000s | Historical experience of defaults 31/03/2021 £000s | Amount at Nominal Value 31/03/2020 £000s | Historical experience of defaults 31/03/2020 £000s |
|-----------------------------------------------------------------|------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------|----------------------------------------------------------------|
| Deposits with banks and financial institutions at nominal value | 8,043 | 0 | 10,049 | 0 |

The authority does not expect any losses from non-performance by any of its counterparties in relation to deposits.

NATURE AND RISKS OF FINANCIAL INSTRUMENTS

Liquidity Risk

The authority ensures it has adequate though not excessive cash resources, borrowing arrangements, overdraft and standby facilities to enable it, at all times, to have the level of funds available which are necessary for the achievement of its business / service objectives.

The Authority has access to the following to assist with liquidity:

An overdraft facility of £50,000 overnight with our bankers – NatWest Bank.

A Special Interest bearing account with Netwest

A Call account with Santander PLC from which monies can be 'called back'

As the Authority has access to borrowings from the Public Works Loan Board, there is not thought to be a significant risk that it will be unable to raise finance to meet its commitments under financial instruments.

| | 2020/21 | 2019/20 |
|-----------------------|----------|----------|
| | £000s | £000s |
| Less than 1 year | 0 | 0 |
| Between 1 and 2 years | 0 | 0 |
| Between 2 and 5 years | 0 | 0 |
| More than 5 years | 0 | 0 |
| | 0 | 0 |

Market Risk

The Authority seeks to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek protection from the effects of such fluctuations.

The Authority is exposed to significant risk in terms of its exposures to interest rate movements on its borrowings and investments. Movements in interest rates have a complex impact on the authority. For instance, a rise in interest rates would have the following effects:

Borrowings at variable rates – the interest rate expense charge to the Income and Expenditure Account would rise

Borrowings at fixed rate – the fair value of the liabilities borrowings would fall

Investments at variable rate – the interest income credited to the Income and Expenditure Account would rise

Investments at fixed rates – the fair value of the assets would fall.

Borrowings are not carried at fair value, so nominal gains and losses on fixed rate borrowings would not impact on the Income and Expenditure or Movement in Reserves. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the Income and Expenditure Account and affect the General Fund Balance pound for pound.

Price Risk

The Authority manages its exposure to fluctuations in prices so as to minimise any detrimental impact on its budgeted income / expenditure levels. The Authority does not invest in instruments such as equity shares as part of its Treasury function and thus has no exposure to loss arising from movements in price.

Foreign Exchange Risk

The Authority manages its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income / expenditure levels. The Authority has no financial assets or liabilities denominated in foreign currencies and thus has no exposure to loss arising from movements in exchange rates.

NOTE 31

INTERNAL INSURANCE

We manage insurable risk externally, through commercial insurance, and from our own resources. Services contribute to the insurance fund to cover agreed liabilities, such as storm damage to trees, and certain uninsured losses, particularly insurance-claim excesses. The surplus or deficit shown is the difference between total contributions from services, and claims made or provided for in the year. Surpluses are normally re-invested in (and deficits made good from) the insurance fund.

NOTE 32
ANALYSIS OF LEVY

| | 2020/21 | 2019/20 |
|--------------------------------------------|--------------|--------------|
| | £000s | £000s |
| Corporation of London | 19 | 18 |
| Inner London boroughs | | |
| Camden | 217 | 215 |
| Greenwich | 196 | 197 |
| Hackney | 174 | 172 |
| Hammersmith and Fulham | 188 | 188 |
| Islington | 190 | 189 |
| Kensington and Chelsea | 228 | 232 |
| Lambeth | 262 | 260 |
| Lewisham | 211 | 210 |
| Southwark | 249 | 246 |
| Tower Hamlets | 239 | 234 |
| Wandsworth | 317 | 317 |
| Westminster | 311 | 310 |
| Outer London boroughs | | |
| Barking and Dagenham | 120 | 119 |
| Barnet | 346 | 346 |
| Bexley | 192 | 195 |
| Brent | 228 | 230 |
| Bromley | 309 | 312 |
| Croydon | 311 | 306 |
| Ealing | 273 | 274 |
| Enfield | 229 | 231 |
| Haringey | 184 | 184 |
| Harrow | 205 | 205 |
| Haverling | 208 | 211 |
| Hillingdon | 239 | 239 |
| Hounslow | 202 | 202 |
| Kingston Upon Thames | 149 | 149 |
| Merton | 178 | 178 |
| Newham | 191 | 188 |
| Redbridge | 214 | 215 |
| Richmond Upon Thames | 208 | 210 |
| Sutton | 172 | 174 |
| Waltham Forest | 181 | 181 |
| Hertfordshire and Essex authorities | | |
| Hertfordshire | 1,060 | 1,062 |
| Essex | 1,254 | 1,256 |
| Thurrock | 121 | 122 |
| Total levies on local authorities | 9,575 | 9,577 |

NOTE 33

NON-CURRENT ASSET VALUATIONS

The Authority carries out a five year rolling programme of asset valuations that ensures all property, plant and equipment required to be measured at current value is revalued at least every five years. In addition to the partial valuations carried out each year, the major assets (Lee Valley Velopark, Lee Valley Hockey and Tennis Centre, Lee Valley White Water Centre, and Lee Valley Athletics Centre) are revalued on an annual basis.

The Authority undertook a partial asset valuation in 2019/20, with an effective date of 31 March 2020. This exercise was undertaken by an external consultant, Montagu Evans, Chartered Surveyors. Valuation were made in accordance with the Statements of Asset Valuation Practice and Guidance Notes of The Royal Institution of Chartered Surveyors.

Along with the major assets as detailed above, a further 20% of our total assets were subject to revaluation. These consisted mainly of asset in the North of the Park, around Dobbs Weir, Broxbourne, and Stansted Abbots, but also the Lee Valley Ice Centre. The assets revalued at 31 March 2020 were previously valued at £165m, and represented 73% of our total Property, Plant and Equipment portfolio. Overall there was a net reduction to the value of our non-current assets by £5m.

The valuations comply with the reporting requirements to show, where appropriate, the separate value of land and the separate value of buildings for those prescribed categories of non-current assets together with the value of components of those specified non-current assets on the next occasion when one of the following events occurs with each of the specified non-current assets:- acquisition, significant additional spend or change to the economic life of the asset or the next time it is to be re-valued in the five year rolling programme.

The outbreak of the Novel Coronavirus (COVID-19), declared by the World Health Organisation as a "Global Pandemic" on 11 March 2020, has impacted global financial markets.

Market activity has being impacted in many sectors. As at the valuation date, Montagu Evans considered that they could attach less weight to previous market evidence for comparison purposes, to inform opinions of value. The current response to COVID-19 means that they were faced with an unprecedented set of circumstances on which to base a judgement.

The last full valuation was carried out in 2018/19 with an effective date of 31 March 2019, with the next full valuation due in 2023/24.

NOTE 34**INFORMATION ON ASSETS HELD**

Lee Valley Park was established in 1967 to help meet the leisure needs of the people of London, Hertfordshire and Essex. It stretches along 23 miles of the River Lea from east London to Ware in Hertfordshire. It was created to regenerate 4000 hectares of land and water for a wide range of sporting, leisure and nature conservation activities.

A breakdown of our significant fixed assets, excluding investment properties, is given below:

| | |
|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leisure/sports centres | Lee Valley Ice Centre, Leyton Lee Valley Athletics Centre Lee Valley White Water Centre Lee Valley Velopark Lee Valley Tennis and Hockey Centre |
| Golf courses | 18 - hole golf course at Lee Valley Leisure Complex |
| Riding centre | Lee Valley Riding Centre, Leyton |
| Farms | Holyfieldhall Farm, Waltham Abbey Hayes Hill Farm, Waltham Abbey |
| Boatyards | Lee Valley Marina, Springfield, Clapton Lee Valley Marina, Stanstead Abbots |
| Campsites/caravan parks | Lee Valley Campsite, Sewardstone Lee Valley Caravan Park, Dobbs Weir Lee Valley Campsite, Picketts Lock Complex |
| Sports ground | Myddelton House sports ground |
| Heritage sites | Three Mills Centre Myddelton House Gardens, Enfield Rye House Gatehouse, Hoddesdon Lee Valley Waterworks Centre Gunpowder Park, Waltham Abbey Abbey Gardens, Waltham Abbey |
| The Park and its open spaces (Community assets) | Spitalbrook, Broxbourne Essex & Middlesex Filter Beds, Leyton Tottenham Marshes Waltham and Cheshunt Marshes Fishers Green, Waltham Abbey Cathagna Estate, Broxbourne Wharf Road, Wormley |

We also directly own over 1,400 hectares of the land and water resources which make up a total of about 4,000 hectares of the Lee Valley from Ware in Hertfordshire to the Thames at East India Dock.

NOTE 35**INVESTMENTS**

| | 2020/21 | 2019/20 |
|--------------------------------------|----------------|----------------|
| Short term investments | £000s | £000s |
| Maturing within 7 days | 0 | 0 |
| Maturing between 7 days and 3 months | 2,000 | 5,020 |
| Maturing between 3 months and 1 year | 2,200 | 2,225 |
| | 4,200 | 7,245 |

NOTE 36**BORROWING**

At balance sheet date - 31/03/2021 - the Authority had no long or short term borrowing outstanding.

NOTE 37**CONTINGENT ASSETS AND LIABILITIES**

There is evidence of contaminated land in some areas of the Park. At this stage the level of contamination and the associated costs of any remedial action cannot be quantified, some work has been undertaken to review existing studies carried out on areas of land in the park. Action has been undertaken to restrict public access on some sites where recommended. The Authority has also approved the adoption of a Contaminated Land Policy Statement. In addition the Executive Committee set up a Contaminated Land Working Group of Authority Members and the next stage will be to progress a Contaminated Land Strategy. It is intended that an action plan will then be put in place for a review of the Authority's land holding over a 5 year period to consider the extent of this problem and then seek to estimate any contingent liability.

In respect of the Lee Valley White Water Centre, the Authority has a contingent liability of £0.9m in relation to its lottery funding agreement with Sport England and £4m in relation to its funding agreement with East of England Development Agency (EEDA).

There is also a contingent liability of £5.25m for the Velopark in relation to the joint lottery funding agreement between the Authority, Sport England and the Olympic Development Authority. In addition the Authority also has a contingent liability of £2m in relation to a funding agreement with the London Marathon Trust.

A contingent asset/liability is recognised in respect of a legal claim against the Authority from the Lee Valley Leisure Trust Limited (In Administration). Further details are provided in the narrative statement on page 5 and Going Concern Note 39. This reflects the position on the claim up to the date the 2019/2020 financial statements are authorised for issue, 29th March 2021.

The information usually required by IAS 37 is not disclosed on the grounds that it can be expected to prejudice seriously the outcome of litigation. The Authority has therefore chosen not to provide for any estimate at this time as the timing, quantum and outcome of any potential payment are uncertain notwithstanding that the Authority is of the opinion that the outstanding parts of the claim can be resisted, and may result in a settlement in favour of the Authority in respect of those outstanding parts.

NOTE 38**EVENTS AFTER THE BALANCE SHEET DATE**

There are no events after the balance sheet date.

NOTE 39

Management Risk Assessment Re Going Concern

The Going Concern Assessment will be included within the Statement of Accounts at the conclusion of the audit.

NOTE 40

Critical judgements in applying accounting policies

In applying the accounting policies set out in note 1, the Authority has to make judgements about complex transactions, or those involving uncertainty about future events.

The critical judgements made in the Statement of Accounts are:

Capital grants received in advance

Officers have reviewed all grants that are classified as capital grants received in advance, to ensure that where conditions had been met, grants were correctly written off to the comprehensive income and expenditure statement. In numerous cases, for grants over ten years old, ie. those received before 2004/05, there is insufficient evidence to support the view that any conditions would still apply.

The majority of grants usually require management and maintenance for ten years, and it could reasonably be assumed that these conditions have now been met. Therefore, these grants have been written back to revenue in 2014/15 and the impact can be seen on the non-specific grant income line on the comprehensive income and expenditure statement. Amounts are then appropriated to the Capital Adjustment Account from the General Fund in the Movement in Reserves Statement.

Group accounts

The Statement of Recommended Practice requires local authorities to consider all their interests in subsidiaries, associated companies and joint ventures and to prepare a full set of group financial statements where they have material interests, thereby providing a complete picture of the authority's control over other entities.

The Lee Valley Leisure Trust Limited is a charity set up as an Industrial and Provident Society to run the main leisure facilities owned by the Authority from 1 April 2015. Whilst the Authority is able to appoint up to three members to the board of the Trust, it does not have direct power to influence that operations and activities of the Trust. Therefore, the Authority has determined that it has no interests in subsidiaries, associates or joint ventures of a material nature, and is not required to prepare group accounts.

NOTE 41

Assumptions made about the future and other major sources of estimation uncertainty

The Statement of Accounts contained estimated figures that are based on assumptions made by the Authority about the future of that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, the nature of estimation means that actual outcomes could differ from those estimates.

The items in the Authority's balance sheet at 31 March 2021 for which there is significant risk of material adjustment in the forthcoming financial year are as follows:

Pensions liability

Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement ages, mortality rates and expected returns on pension fund assets.

The net pension liability can vary considerable year on year, due to the complex ways in which the assumptions interact. For example, a 0.1% increase in the discount rate assumption would result in a decrease in the pension liability of £2,095,000

A firm of consulting actuaries is engaged to provide the Authority with expert advice about the assumptions to be applied.

Property, plant and equipment

Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets. The life of our assets vary considerable, due to the mature and age of particular assets; land and buildings vary between 5 and 60 years, with vehicles, plant and machinery between 5 and 15.

If the useful life of assets is reduced, then depreciation will increase and the net carrying amount of the assets falls.

We carry out a full review of our assets on a five yearly basis, although year on year we review a percentage of our assets for possible change in value and/or useful life.

Under its Land & Property strategy the Authority has taken decisions to declare certain parts of its land portfolio as surplus to the Park's requirements. Where an asset has formally been approved as surplus by the full Authority it has been classified as a non-current asset held for sale.

NOTE 42

Accounting standards that have been issued but have not yet been adopted

The Code of Practice requires local authorities to disclose information relating to the impact of an accounting change that will be required by a new standard that has been issued but not yet adopted.

The following standards have been issued, that relate to future accounting periods.

- **Definition of a Business: Amendments to IFRS 3 Business Combinations**
- **Interest Rate Benchmark Reform: Amendments to IFRS 9, IAS 39 and IFRS 7**
- **Interest Rate Benchmark Reform – Phase 2: Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16.**
- **IFRS 16: Leases**
 - **The CIPFA LASAAC Local Authority Accounting Code Board has agreed to defer the implementation of IFRS 16 Leases in the Code of Practice on Local Authority Accounting in the United Kingdom (the Code) until the 2022/23 financial year. This aligns with the decision at the Government's Financial Reporting Advisory Board to establish a new effective date of 1 April 2022 for the implementation of IFRS 16.**

GLOSSARY OF FINANCIAL TERMS AND ABBREVIATIONS

Accounting policies

Those principles, bases, conventions, rules and practices applied by an entity that specify how the effects of transactions and other events are to be reflected in its financial statements through:

- I. recognising;
- II. selecting measurement bases for; and
- III. presenting assets, liabilities, gains, losses and changes to reserves.

Accounting policies do not include estimation techniques.

Accounting policies define the process whereby transactions and other events are reflected in financial statements. For example, an accounting policy for a particular type of expenditure may specify whether an asset or a loss is to be recognised; the basis on which it is to be measured; and where in the income and expenditure account or balance sheet it is to be presented.

Actuarial gains and losses

For a defined benefit pension scheme, the changes in actuarial deficits or surpluses that arise because:

- I. events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses); or
- II. the actuarial assumptions have changed.

Capital expenditure

Expenditure on the acquisition of a non-current (IFRS term – SORP term fixed) asset or expenditure which adds to and not merely maintains the value of an existing non-current asset.

Class of long term assets

The classes of long term assets required to be included in the accounting statements are:

Property, plant and equipment, expected to be used in more than one period;

- Investment property;
- Intangible assets;
- Long term investment;
- Investment in associates and joint ventures; and
- Surplus assets, held for disposal.

Further analysis of any of these items should be given if it is necessary to ensure fair presentation.

Operational assets Non-operational assets:

Community assets

Assets that the Authority intends to hold in perpetuity, that have no determinable useful life and that may have restrictions on their disposal. Examples of community assets are parks and historical buildings.

Consistency

The principle that the accounting treatment of like items within an accounting period, and from one period to the next is the same.

Contingent Asset

A contingent asset is a possible asset arising from past events whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the local authority's control.

Contingent Liability

A contingent liability is either:

- I. a possible obligation arising from past events whose existence will be confirmed only by the occurrence of one or more uncertain future events not wholly within the authority's control; or
- II. a present obligation arising from past events where it is not probable that a transfer of economic benefits will be required or the amount of the obligation cannot be measured with sufficient reliability.

Corporate and democratic core

The corporate and democratic core comprises all activities which local authorities engage in specifically because they are elected, multi-purpose authorities. The cost of these activities are thus over and above those which would be incurred by a series of independent, single-purpose, nominated bodies managing the same services. There is therefore no logical basis for apportioning these costs to services.

Current service cost (pensions)

The increase in the present value of a defined benefit scheme's liabilities expected to arise from employee service in the current period.

Curtailment

For a defined benefit pension scheme, an event that reduces the expected years of future service of present employees or reduces for a number of employees the accrual of defined benefits for some or all of their future service. Curtailments include:

- I. termination of employees' services earlier than expected, for example as a result of closing a factory or discontinuing a segment of a business; and

- II. termination of, or amendment to the terms of, a defined benefit scheme so that some or all future service by current employees will no longer qualify for benefits or will qualify only for reduced benefits.

Revenue expenditure funded from capital under statute

Expenditure which may properly be capitalised, but which does not result in, or remain matched with, assets controlled by the Authority. For instance, capital grants given to external bodies, or loans awarded for capital purchases.

Defined benefit scheme

A pension or other retirement benefit scheme other than a defined contribution scheme. Usually, the scheme rules define the benefits independently of the contributions payable, and the benefits are not directly related to the investments of the scheme. The scheme may be funded or unfunded (including notionally funded).

Depreciation

The measure of the cost or re-valued amount of the benefits of the fixed asset that have been consumed during the period. Consumption includes the wearing out, using up or other reduction in the useful life of a fixed asset whether arising from use, the passage of time or obsolescence through either changes in technology or demand for the goods and services produced by the asset.

Discretionary benefits

Retirement benefits which the employer has no legal, contractual or constructive obligation to award and are awarded under the authority's discretionary powers, such as the local government (discretionary payments) regulations 1996.

Estimation techniques

The methods adopted by an entity to arrive at estimated monetary amounts, corresponding to the measurement bases selected, for assets, liabilities, gains, losses and changes to reserves. Estimation techniques implement the measurement aspects of accounting policies. An accounting policy will specify the basis on which an item is to be measured; where there is uncertainty over the monetary amount corresponding to that basis, the amount will be arrived at by using an estimation technique. Estimation techniques include, for example;

- I. methods of depreciation, such as straight-line and reducing balance, applied in the context of a particular measurement basis, used to estimate the proportion of the economic benefits of a tangible fixed asset consumed in a period; or
- II. different methods used to estimate the proportion of debts that will not be recovered, particularly where such methods consider a population as whole rather than individual balances.

Events after the balance sheet date

Events after the balance sheet date are those events, favourable and unfavourable, that occur between the balance sheet date and the date when the statement of accounts is authorised for issue.

Exceptional items

Material items which derive from events or transactions that fall within the ordinary activities of the Authority and which need to be disclosed separately by virtue of their size or incidence to give fair presentation of the accounts.

Expected rate of return on pensions assets

For a funded defined benefit scheme, the average rate of return, including both income and changes in fair value but net of scheme expenses, expected over the remaining life of the related obligation on the actual assets held by the scheme.

Extraordinary items

Material items, possessing a high degree of abnormality, which derive from events or transactions that fall outside the ordinary activities of the Authority and which are not expected to recur. They do not include exceptional items nor do they include prior period items merely because they relate to a prior period.

Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability of another.

Finance lease

A finance lease is one that transfers substantially all of the risks and rewards of ownership of a fixed asset to the lessee. It should be presumed that such a transfer of risks and rewards occurs if at the inception of a lease the present value of the minimum lease payments including any initial payment, amounts to substantially all (normally 90 per cent or more) of the fair value of the leased asset. The present value should be calculated by using the interest rate implicit in the lease. However, where the present value of the minimum lease payments does not amount to 90 per cent or more of the fair value of the leased asset, it should not be automatically assumed that the lease is not a finance lease. FRS 5 requires that the substance of the transaction be reflected and therefore the lease may still need to be classified as a finance lease.

Notwithstanding the fact that the lease meets the definition above, the presumption that an asset should be classified as a finance lease may in exceptional circumstances be rebutted if it can be clearly demonstrated that the lease in question does not transfer substantially all the risks and rewards of ownership (other than legal title) to the lessee.

IAS 19 (under SORP FRS17)

IAS 19 is the UK accounting standard relating to pensions accounting. It requires that an organisation should account for retirement benefits when it is committed to give them, even if the actual giving will be many years into the future. IAS 19, the code standard covers a wider range of benefits than FRS17, the SORP standard, as it includes not only short term benefits but post employment, e.g. pensions, other long term employee benefits and termination benefits. It requires all short term benefits to be accounted for as they are earned. IAS 19 also distinguishes between accumulating and non accumulating benefits.

Going concern

The concept that the Authority will remain in operational existence for the foreseeable future, in particular that the income and expenditure accounts and balance sheet assume no intention to curtail significantly the scale of operations.

Government grants

Assistance by government and inter-government agencies and similar bodies, whether local, national or international, in the form of cash or transfers of assets to an authority in return for past or future compliance with certain conditions relating to the activities of the authority.

Impairment

A reduction in the value of a fixed asset below its carrying amount on the balance sheet.

Infrastructure assets

These are assets that comprise public facilities and which provide essential services and enhance the productive capacity of the economy, for example highways and footpaths

Interest cost (pensions)

For a defined benefit scheme, the expected increase during the period in the present value of the scheme liabilities because the benefits are one period closer to settlement.

Investment properties

Interest in land and/or buildings:

- I. in respect of which construction work and development have been completed; and
- II. which is held for its investment potential, with any rental income being negotiated at arm's length.

Investments (non-pensions fund)

A long-term investment is an investment that is intended to be held for use on a continuing basis in the activities of the Authority. Investments should be so classified only where an intention to hold the investment for the long-term can clearly be demonstrated or where there are restrictions as to the investor's ability to dispose of the investment. Investments, other than those in relation to the pensions fund, that do not meet the above criteria should be classified as current assets.

Liquid resources

Current asset investments that are readily disposed of by the Authority without disrupting its business and are either readily convertible to known amounts of cash at or close to the carrying amount, or traded in an active market.

Net book value

The amount at which fixed assets are included in the balance sheet, i.e. their historical cost or current value less the cumulative amounts provided for depreciation.

Net current replacement cost

The cost of replacing or recreating the particular asset in its existing condition and in its existing use, i.e. the cost of its replacement or of the nearest equivalent asset, adjusted to reflect the current condition of the existing asset.

Net realisable value

The open market value of the asset in its existing use (or market value in the case of non-operational assets), less the expenses to be incurred in realising the asset.

Non-operational assets

Non-current assets held by the Authority but not used or consumed in the delivery of services or for the service or strategic objectives of the Authority. There are three categories of non-operational assets; investment properties; assets that are surplus to requirements and assets under construction. It should be noted that the incidence of rental income does not necessarily mean that the asset is an investment property; it should be deemed an investment property only if the asset is held solely for investment purposes and does not support the service or strategic objectives of the authority and the rental income is negotiated at arms length.

Operating leases

A lease other than a finance lease.

Operational assets

Fixed assets held and occupied, used or consumed by the local authority in the direct delivery of those services for which it has either a statutory or discretionary responsibility or for the service or strategic objectives of the authority.

Past service cost

For a defined benefit scheme, the increase in the present value of the scheme liabilities related to employee service in prior periods arising in the current period as a result of the introduction of, or improvement to, retirement benefits.

Prior period adjustments

Those material adjustments applicable to prior years arising from changes in accounting policies or from the correction of fundamental errors. A fundamental error is one that is of such significance as to destroy the validity of the financial statements. They do not include normal recurring corrections or adjustments of accounting estimates made in prior years.

Related parties

Two or more parties are related parties when at any time during the financial period:

- I. one party has direct or indirect control of the other party; or
- II. the parties are subject to common control from the same source; or
- III. one party has influence over the financial and operational policies of the other party to an extent that the other party might be inhibited from pursuing at all times its own separate interests; or
- IV. the parties, in entering a transaction, are subject to influence from the same source to such an extent that one of the parties to the transaction has subordinated its own separate interests.

Examples of related parties of an authority include:

- I. central government;
- II. local authorities and other bodies' precepting or levying demands on the council tax;
- III. its subsidiary and associated companies;
- IV. its joint ventures and joint venture partners;
- V. its members;
- VI. its chief officers; and
- VII. its Pension Fund.

Examples of related parties of a pension fund include its:

- I. administering authority and its related parties;
- II. scheduled bodies and their related parties; and
- III. trustees and advisers.

These lists are not intended to be comprehensive.

For individuals identified as related parties, the following are also presumed to be related parties:

- I. members of the close family, or the same household, and
- II. partnerships, companies, trusts or other entities in which the individual, or a member of their close family or the same household, has a controlling interest.

Related party transactions

A related party transaction is the transfer of assets or liabilities or the performance of services by, to or for a related party irrespective of whether a charge is made. Examples of related party transactions include:

- I. the purchase, sale, lease, rental or hire of assets between related parties;
- II. the provision by a pension fund to a related party of assets or loans, irrespective of any direct economic benefit to the pension fund;
- III. the provision of a guarantee to a third party in relation to a liability or obligation of a related party;
- IV. the provision of services to a related party, including the provision of pension fund administration services;
- V. transactions with individuals who are related parties of an authority or a pension fund, except that applicable to other members of the community or the pension fund, such as council tax, rents and payments of benefits.

This list is not intended to be comprehensive.

The materiality of related party transactions should be judged not only in terms of their significance to the authority, but also in relation to its related party.

Remuneration

All sums paid to or receivable by an employee and sums due by way of expenses allowances (as far as those sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash. Pension contributions payable by the employer are excluded.

Residual Value

The net realisable value of an asset at the end of its useful life. Residual values are based on prices prevailing at the date of the acquisition (or revaluation) of the asset and do not take account of expected future price changes.

Retirement benefits

All forms of consideration given by an employer in exchange for services rendered by employees that are payable after the completion of employment. Retirement benefits do not include termination benefits payable as a result of either

- I. an employer's decision to terminate an employee's employment before the normal retirement date or
- II. an employee's decision to accept voluntary redundancy in exchange for those benefits, because these are not given in exchange for services rendered by employees.

Scheme liabilities

The liabilities of a defined benefit scheme for outgoings due after the valuation date. Scheme liabilities measured using the projected unit method reflects the benefits that the employer is committed to provide for service up to the valuation date.

Settlement

An irrevocable action that relieves the employer (or the defined benefit scheme) of the primary responsibilities for a pension obligation and eliminates significant risks relating to the obligation and the assets used to effect the settlement. Settlements include:

- I. a lump-sum cash payment to scheme members in exchange for their rights to receive specified pension benefits;
- II. the purchase of an irrevocable annuity contract sufficient to cover vested benefits; and
- III. the transfer of scheme assets and liabilities relating to a group of employees leaving the scheme.

Stocks

The amount of unused or unconsumed stocks held in expectation of future use. When use will not arise until a later period, it is appropriate to carry forward the amount to be matched to the use or consumption when it arises. Stocks comprise the following categories:

- I. goods or other assets purchased for resale;
- II. consumable stores;
- III. raw materials and components purchased for incorporation into products for sale;
- IV. products and services in intermediate stages of completion;
- V. long-term contract balances; and
- VI. finished goods.

Tangible non-current assets

Tangible assets that yield benefits to the Authority and the services it provides for a period of more than one year.

Useful life

The period over which the Authority will derive benefits from the use of a non-current asset.

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