Lee Valley
Regional Park Authority

Lee Valley Regional Park Authority
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To: David Gardner (Chairman)
Lesley Greensmyth (Vice Chairman)
John Bevan
Mike Garnett
Barry Lewis
Clive Souter
Terry Wheeler

A meeting of the **AUDIT COMMITTEE** (Quorum – 3) will be held at these offices on:

THURSDAY, 29 FEBRUARY 2024 AT 13:00

at which the following business will be transacted:

AGENDA

1 To receive apologies for absence.

2 DECLARATION OF INTERESTS

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

3 MINUTES OF LAST MEETING

To approve the Minutes of the meeting held on 19 October 2023 (copy herewith)

4 PUBLIC SPEAKING

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

5 INTERNAL AUDIT UPDATE — Paper AUD/142/24

Presented by Keith Kellard, Head of Finance

6 DRAFT UNAUDITED FINAL ACCOUNTS 2021/22 — Paper AUD/143/24

Presented by Keith Kellard, Head of Finance

7 ACCOUNTING POLICIES AND ACCOUNTS CLOSEDOWN TIMETABLE 2023/24 — Paper AUD/141/24

Presented by Keith Kellard, Head of Finance

8 RISK REGISTER 2023/24 — Paper AUD/144/24

Presented by Dan Buck, Corporate Director

9 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.

10 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 no items currently listed for consideration in Part II.)

21 February 2024

Shaun Dawson
Chief Executive

LEE VALLEY REGIONAL PARK AUTHORITY

ADDITIONAL AUDIT COMMITTEE MINUTES
19 OCTOBER 2023

Members Present:	David Gardner (Chairman) Lesley Greensmyth (Vice Chairman) John Bevan Mike Garnett	Barry Lewis Clive Souter Terry Wheeler

Officers Present:	Shaun Dawson	- Chief Executive
	Beryl Foster	- Deputy Chief Executive
	Keith Kellard	- Head of Finance
	Michael Sterry	- Senior Accountant
	Sandra Bertschin	- Committee & Members' Services Manager
	Lindsey Johnson	- Committee Services Officer
Also present:	Kevin Bartle	- S151 Officer (London Borough of Enfield)
	Debbie Hanson	- EY (External Auditors)
	Rachel Merez	- EY (External Auditors)

Part I

266 DECLARATIONS OF INTEREST

There were no declarations of interest.

267 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 21 September 2023 be approved and signed.

268 PUBLIC SPEAKING

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

269 FINANCIAL STATEMENTS 2020/21 Paper AUD/139/23

The report was introduced by the Head of Finance who informed Members of the movement between the draft accounts and those presented to the Audit Committee today. Whilst some of these changes are large figures, they won't have an impact upon the Authority.

(1) the movement between the draft and final statement of accounts as set out in Paper AUD/139/23 was noted; and

(2) the financial statement of account for 2020/21 was approved.

270 EXTERNAL AUDITORS' AUDIT RESULTS REPORT - 2020/21 ACCOUNTS Paper AUD/140/23

The report was introduced by the Head of Finance, who informed Members that the Audit for 2020/21 is now complete.

ADDITIONAL AUDIT COMMITTEE MINUTES
19 OCTOBER 2023

Debbie Hanson from Ernst & Young informed Members that:

- The Audit plan was carried out in accordance with the Audit Results Report with an exception in changes to materiality which was based on balance sheet figures rather than expenditure; changes in engagement partner; and changes to the scope of the audit following a risk in revenue recognition, a risk in accounting for Covid-19 and an inherent risk in relation to capital grants received in advance.
- We are happy to conclude the audit with an unqualified opinion and that the Authority is a going concern.
- We have proposed to PSAA an increase to the base fee as we believe that £14337 is not adequate. PSAA will determine what the final fee will be.

The Chair informed Members that the auditors fee would be discussed at the next Audit Committee in February and asked that officers keep the Committee informed on this. The Head of Finance informed Members that there might be an additional Audit Committee prior to the February meeting if the results from PSAA on the Auditors fees are agreed earlier.

A Member expressed concern that we have only just dealt with 2021/22 accounts and wondered if we would ever get up to date. The Chair stated that audits are currently being paused until guidance has been published. Debbie Hanson added that audits need a new system which will allow them to work in a fair and consistent process and give assurance in a timely manner.

The Chair stated that we will have to stick with the PSAA framework for another three years, once that time is up we can reconsider as it is not satisfactory to have unaudited accounts from 2022.

Debbie Hanson informed Members that whilst we did still have unaudited accounts for 2022, we have still published our yearly accounts which contain good quality assurance processes and have been signed off by a S151 Officer. Kevin Bartle, the Authority's S151 Officer agreed Debbie Hanson and reiterated her comment.

The Chair thanked Ernst & Young and the Authority's accounts team for the work they have done in finalising the audited accounts for 2021/22.

(1) the draft 2020/21 External Auditor's Audit Results Report for the Authority set out in Appendix A to Paper AUD/140/23 was noted.

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Chairman

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Date

The meeting started at 3.50pm and ended at 4.15pm

LEE VALLEY REGIONAL PARK AUTHORITY AUDIT COMMITTEE 29 FEBRUARY 2024 AT 13:00	Agenda Item No: 5 Report No: AUD/142/24

INTERNAL AUDIT UPDATE

Presented by Head of Finance

SUMMARY

The purpose of this report is to update Members on the internal audit programme and related activity including any instances of fraud, corruption or whistleblowing.

RECOMMENDATION

Members Note: (1) the report.

BACKGROUND

1 In February 2018 (Paper AUD/85/18) the Audit Committee approved the award of a six-year contract to Mazars to deliver the Authority's internal audit requirements, procured through the London Borough of Croydon framework agreement.

2 2023/24 is the sixth and final year of this contract. Officers have been in discussion with Croydon who have confirmed that there will be a two-year extension. This is currently being finalised and once complete the Authority will be sent an updated access agreement. Officers intend to take up this extension.

2023/24 INTERNAL AUDIT PLAN

3 The Audit Plan for 2023/24 was approved by the Audit Committee in June 2023 (Paper AUD/133/23). The table below summarises the audits and their current status.

4

Audit Area	Description (subject to scoping before audit)	Planned Days	Target Start Date	Status
Data Management	Initial priorities that may be included in the scope include data privacy governance, incident and data breach management, policies and procedures, staff training and awareness.	10	Oct 2023	Fieldwork complete. Awaiting draft report.
Marinas – Financial and Booking Systems	Coverage of processes for managing bookings and receiving payments on the systems at the Authority's marinas. This follows from a similar audit at the campsites in 2022/23.	8	Jan 2024	Fieldwork complete. Awaiting draft report.

Leisure Services Contract (LSC) Contract Management	This review will consider the Authority's management of selected risks relating to contract management of the LSC. This may include overall contract management and performance monitoring or focus on selected sites or elements of the specification. This follows on from the LSC contract audit in 2022/23.	10	March 2024	Due to Start April 2024.
Business Continuity Planning	This review will consider the Authority's controls to respond to business incidents. This could consider risk identification and business impact analysis, development of overall/site specific business continuity plans, staff training, testing.	7	Feb 2024	Fieldwork complete. Awaiting draft report.
Creditors and Credit Cards	Cyclical review of core financial controls – Creditors and Credit Cards planned for 2023/24	10	Oct 2023	Draft report received.
Follow Up	Review of the implementation of recommendations from previous audits.	7	Ongoing	Draft report received.
Management	Resources for client and external audit liaison.	10	Ongoing	N/A
Contingency	Resources that will only be utilised should the need arise.	15	As requested	N/A
Total		77		

5 **Creditors and Credit Cards**
The draft report has been received for the Creditors and Credit Cards audit, which has given an audit opinion of Moderate Assurance. Four recommendations have been proposed, one of which is medium priority and three of which are low priority. Officers will review and provide comments back to Mazars before the final report is agreed.

The findings from all of these audits will be included in the annual internal audit report and reported to Audit Committee in June.

IMPLEMENTATION OF RECOMMENDATIONS FROM AUDITS

6 As part of the annual programme Mazars follow up on recommendations from previous audits to review implementation. Mazars have produced a draft follow-up report as at January 2024, which officers will review before a final report is issued.

7 Mazars reviewed all outstanding recommendations due to have been implemented by the time of the review and verified their status. This covered 56 recommendations across 14 audits, from 2018/19 to 2022/23. Officers provided status updates and evidence for Mazars to consider, and they have summarised the results as follows:

- 24 recommendations (43%) have been implemented;
- 17 recommendations (30%) have been partly implemented;
- 9 recommendations (16%) have not been implemented;
- 6 recommendations (11%) have been superseded (where the related risk is no longer applicable due to organisational change or alternative control).

This represents good progress. Once superseded recommendations are removed, 80% of remaining recommendations have been partly or fully implemented.

8 Of the 17 recommendations which are Partly Implemented:

- One is categorised as a Priority One finding (Estates and Facilities). This is concerning the schedule of statutory checks, planned maintenance, and reactive repairs across the venues. Good progress has been made in implementation of a computer aided facilities management (CAFM) system across Leisure Services Contract (LSC) venues, and the updating of all maintenance performance guides (MPGs) and associated training for venue managers. Further work to improve the undertaking of legionella associated MPGs is underway and due to be completed by March 2024.
- Six are categorised as Priority Two findings (one from Cash and Banking, one from Risk Management Framework, two from Staff Training and Development, and two from LSC Contract Management).

9 Of the nine recommendations which are Not Implemented:

- Six are Priority Two (One from Induction Management, one from Risk Management Framework, four from Contract Management).

10 All actions that are Partly Implemented or Not Implemented have a lead officer assigned, a plan for implementation, and a revised target date.

FRAUD RESPONSE UPDATE

11 Under the Fraud Response Plan, Audit Committee will be updated regularly on any instances of fraud, corruption or whistleblowing.

12 Officers were recently made aware of a potential incident of fraud and/or corruption by a member of staff via the Whistleblowing Policy. Having conducted a fact-finding investigation, Senior Management concluded that whilst no fraud had taken place, there were a number of procedures that need to be reviewed to ensure that scope and risk of fraud were further reduced.

ENVIRONMENTAL IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

18 The internal audit programme provides assurance that the Authority has adequate controls in place to manage risks.

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

ABBREVIATIONS

CAFM	Computer aided facilities management
LSC	Leisure Services Contract
MPG	Maintenance performance guides

PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/136/23	Internal Audit Update	21 September 2023
Audit Committee	AUD/133/23	Annual Report on the Work of Internal Audit 2022/23 and Audit Plan 2023/24	22 June 2023

Lee Valley Regional Park Authority **LEE VALLEY REGIONAL PARK AUTHORITY** **AUDIT COMMITTEE** **29 FEBRUARY 2024 AT 13.00**	**Agenda Item No:** 6 **Report No:** **AUD/143/24**

DRAFT UNAUDITED FINAL ACCOUNTS 2021/22

Presented by the Head of Finance

SUMMARY

This report details the draft unaudited Statement of Accounts for 2021/22 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 2022 (Paper E/767/22) with all variations then fully explained.

Further adjustments to the Financial Statements were required in respect of capital financing, stock valuations and accruals. The result is an end of year position on the income and expenditure account of a £0.41m surplus against the General Fund reserve, a small improvement from that reported in May 2022 of £0.37m.

Due to the delay with finalising and auditing the accounts for 2020/21, that were finally approved in October 2023 (Papers AUD/139/23 and AUD/140/23), as well as the wholesale delays throughout the public sector with regards to audit of accounts, it was not possible to present these accounts to Committee earlier.

RECOMMENDATIONS

Members Note:

(1) the draft Statement of Accounts for 2021/22; 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 and delays that were occurring with audit delivery, the regulations were initially amended in 2020, then subsequently in 2021 and 2022 so that the publication date for the financial year to 31 March 2022 was 30 November.

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. Due to the delay with the 2020/21 accounts, this process was delayed for subsequent years, although the inspection period for the 2021/22 accounts has now commenced and is open of the period 19 February 2024 to 3 April 2024.

AUDIT PLANNING

3 Due to significant delays in approval of accounts across the local government sector, the Department for Levelling Up, Housing and Communities (DLUHC) announced a range of proposals in July 2023 to attempt to address the backlog of local audits in England.

The Government have engaged with both the local government sector, and the Financial Reporting Council (FRC) since the Summer. DLUHC published a report in November 2023 on its findings from its inquiry to clear this backlog.

On 8 February, DLUHC launched consultations on the proposals for clearing the audit backlog.

The first phase of this involved a reset involving clearing the backlog of historical audit opinions up to and including financial year 2022/23 by 30 September 2024. The consultation runs for the period 8 February 2024 to 7 March 2024.

As a result of this consultation, the auditor has not yet been able to set out their plan for delivering the 2021/22 audit. However, Ernst & Young (EY), our External Auditor, have already engaged in their Value for Money (VFM) work on the 2021/22 accounts, and have been provided with the draft set of accounts. Once the consultation findings are known, EY intend to set out the steps they will take to ensure that an audit assurance opinion is issued according to the future regulation changes.

IMPLICATIONS OF ISSUES ARISING FROM 2020/21 ACCOUNTS

4 There were a number of significant differences that were identified during the 2020/21 audit process that have had an impact on the drafting of the 2021/22 accounts. Whilst these are of a presentational issue, they did require a full review of processes to ensure that standard practice was continued. In brief, the main areas were:

- write down of revaluation gains in line with annual depreciation, so as the Revaluation Reserve was not overstated;
- notional write down of revaluation losses charged to the Comprehensive Income and Expenditure Statement, so as any future revaluation gains or losses are apportioned correctly;
- compilation of Notional Asset Register to hold the Historic Cost Values of assets, along with valuation gains and losses; and
- Capital Grants Received In Advance – ensure that any grants received and applied are allocated appropriately, and where the secondary obligation of potential return of grant under certain conditions existed, this was not classified as a Receipt In Advance.

Officers have ensured that these are not incorporated into the closedown procedures, and will engage with the auditor to ensure that they have sufficient assurance that these processes are being followed.

REVENUE AND CAPITAL SPENDING, FINANCING, AND RESERVES

5 Total revenue surplus charged to the General Fund in 2021/22 totalled £0.41m. The operating surplus reported to Executive Committee (Paper E/767/22) was £0.37m and this improvement was related to further adjustments identified with regards to capital accounting, stock valuations and year end accruals.

6 The General Reserves for 2021/22 remained above the minimum reserve level of £3m-£4m approved by Members as part of the budget setting process.

However, due to the accounting impact of the Settlement Agreement with Lee Valley Leisure Trust Limited, the current balance at 31 March 2022 was £3.1m.

7 Gross capital expenditure totalled £13.2m, which excluded expenditure charged against earmarked revenue reserves, such as the Asset Maintenance Fund. The net outturn is fully explained in the Provisional Capital Outturn reported to Executive Committee in May 2022 (Paper E/766/22).

A significant proportion of the capital spend, £12.8m, related to the redevelopment of the Lee Valley Ice Centre which was financed by debt, of which £10m was external borrowing, with the remainder cash-flowed internal borrowing pending further loans.

The remainder of capital expenditure was financed from existing capital receipts.

8 At the end of the financial year the Authority held £8.4m of cash and had external borrowing of £10m.

ANNUAL GOVERNANCE STATEMENT 2021/22

9 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.

10 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.

11 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.

12 The Annual Governance Statement will be included within the Statement of Accounts and the updated Statement will be presented for approval by Members at Executive Committee once the audit process has been concluded.

ENVIRONMENTAL IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

15 These are dealt with in the body of the report.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive	E/767/22	Revenue Budget Performance 2020/21 – Provisional Outturn	26 May 2022
Executive	E/766/22	Capital Programme- Provisional Outturn 2020/21	26 May 2022
Audit Committee	AUD/124/22	Accounting Policies & Accounts Closedown Timetable 2021/22	24 February 2022

APPENDIX ATTACHED

Appendix A	Statement of Accounts 2021/22

ABBREVIATIONS

DLUHC	Department for Levelling Up, Housing and Communities
FRC	Financial Reporting Council
EY	Ernst & Young

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APPENDIX A
AUD/143/24

Lee Valley Regional Park Authority

Statement of Accounts

For the year ended 31 March 2022

DRAFT Unaudited

Lee Valley Regional Park Authority

Lee Valley Regional Park Authority

Statement of Accounts 2022

For the year ended 31 March 2022

Contents

Narrative Report

This narrative statement was originally produced in July 2022, and is relevant to circumstances within the accounts to 31 March 2022 and organisation at that time. It has been updated to reflect the change to the litigation with Lee Valley Leisure Trust Limited, along with reference to the redevelopment, and subsequent opening, of the Ice Centre beyond the year end, as well as reference to a number of Member decisions that had impact on the narrative, but the core remainder has not been changed.

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 9 million visitors in a normal 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 2021/22 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 2021/22; 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. These KPIs were reviewed in line with the business plan and revised KPIs were reported on from 2021/22.. The table below summarises performance against these KPIs, and comparison against 2020/21 where this data was collected:

Key Performance Indicator	2020/21	2021/22	Explanation
Levy Contribution	36.7%	37.0%	Percentage charged of the maximum chargeable
Customer Satisfaction	n/a	86%	Customer satisfaction Rating
Stakeholder Perception	n/a	74%	Stakeholder satisfaction
Business Priorities Progress	n/a	N/A	Percentage of actions delivered in year
Usage	10.2m	8.9m	Number of Visitors (Millions)

The Authority experienced a significant increase in visitors to the Parklands during the lockdowns in 2020/21. Visitor numbers in 2021/22 have returned closer to a normal level.

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 relevant to this financial year (2020-25) approved in January 2020, with a further one year (2022/23) revision, along with a revised plan to cover the period from 2024-2027 approved in October 2023. 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 (which for 2021/22 was only 37.0% levied of the maximum chargeable), the Medium Term Financial Plan, 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 in real terms 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 2021/22 budget was set in January 2021. Actual spending on facilities an services was £0.35m less than budgeted, which included £0.25m carried forward from the previous financial year. The ORIGinal budget was set with a surplus of £0.33m.

Budget compared to actual

2021/22	Budget £'000s	Actual £'000s
Net operating expenditure	11,544	11,222
Levy on local authorities	(9,768)	(9,768)
Net general fund deficit/(surplus)	1,776	1,454
Total financing costs	(1,826)	(1,868)
Movement in unallocated reserve	(50)	(414)

Capital investment

Capital investment totalled £13.2m, or which £12.8m related to the redevelopment of the Lee Vallaey Ice Centre. This was financed by receipts (£0.4m), with the remainder as a debt funded from external borrowing. At the end of the year the Authority had unallocated general reserves of £3.1m.

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.

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.

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 was formally handed over to BGCL on 16 August 2021. Construction continued throughout 2021 and 2022, with practical completion and handover of site from constructor to landlord occurring on 10 May 2023.

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).

Management of the Venues under the Leisure Service Agreement

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. The Authority has now entered into a 10 year Leisure Services Contract with GLL for the management for the six sports venues from 1 April 2022.

Litigation with Lee Valley Leisure Trust Limited

Following the award of the new contract, the Authority received a legal claim ("Claim") from the Trust challenging the lawfulness of the Authority's decision to award the LSC to GLL. This challenge meant that the Authority was unable to enter into the contract with GLL following the award and whilst the litigation was ongoing, and in January 2020, the Authority members took the decision to take the sport venues back in house from 1 April 2020 while the challenge was ongoing.

The Authority was informed by the Trust in September 2020 that it would withdraw its challenge to the procurement of the new LSC providing the Authority agreed that it would be on a "drop hands" basis with each party bearing its own costs, which meant that the Authority could continue its discussion with GLL with regards the contract award.

Subsequently, the Authority entered into a contract with Greenwich Leisure Limited (GLL) for implementation of the new Leisure Services Contract from 1 April 2022.

In addition to the legal challenge on the award of the LSC, the Authority received a further legal claim in January 2020 from the Trust relating to payment of the Management Fee for 2019/20, several Clause 14 adjustment claims and other contract related matters. This was further extended to cover the impact of the Covid-19 lockdown which commenced in March 2020. The Authority submitted a counter claim against the Trust which was due to be heard in court in November 2022.

In the meantime, the Trust entered into Administration in September 2020, with Beever and Struthers being appointed the administrator.

However, following discussion between both parties and their legal representatives, the legal claims between the two parties was settled by an out of court Settlement Agreement in October 2022. As a result of this, and adjustment was made to the 2020/21 accounts, which in turn flowed through to 2021/22, to reflect the sums payable between the parties.

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 (PWLB) 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

	2020/21 Actual	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
LVRPA CFR	£11.7m	£11.2m	£39.8m	£38.6m	£37.5m	£36.3

Any new borrowing in the future must be self-funded, for example via efficiency savings, levering in external funding, new income streams or through the levy. With the redevelopment of the Lee Valley Ice Centre, the Authority have needed to arrange external borrowing, albeit as short-term loans during the construction stage. The remaining capital expenditure has been funded from the Authority's accumulated cash balances. At the balance sheet date of 31 March 2022, the Authority had short-term external borrowing of £10m.

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 set its annual budget in the context of the five-year business priorities that were appropriate at the time. 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 2021/22, 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 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 impact of the war in Ukraine which commenced in early 2022, on both energy and general cost of living increases will further contribute to the pressure on the public sector.

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 have developed further, with a new Business Plan for 2024-2027 approved in autumn 2023. This will set out further development in the key projects, for example investments into the sporting venues, 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 2021/22 it currently stands at 37.0% of the maximum chargeable – a cost per head of population of £0.81p. 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 around £2.0m per year. The venues temporarily transferred back to the Authority whilst awaiting the commencement of the new Leisure Services Contract, bur 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. With the transfer to GLL from 1 April 2022, the business rates liability is once again reduced.

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 and 2021/22. The budget for 2021/22 was built around he need to recover from the pandemic, rebuilding reserves, and creating resilience against potential impact of future events. It factored in the need for efficiency savings across the organisations, in terms of both direct operations service savings, as well as a number of voluntary redundancies. The Authority also was able to manage the mobilisation of the LSC to ensure a smooth transfer to GLL at the year end.

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 22 January 2022. The individual usable reserves are explained below:

General Fund

The unallocated general fund reserves currently stand at £3.1m. The total of all revenue reserves, included any earmarked reserves, such as for repairs renewals, or self-insurance, currently stands at £5.8m

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 £11.6m on this reserve mainly due 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, although we have not always chosen to do so recently due to the pressure on the revenue budget. Where this has been the case, use of existing capital receipts to finance spend has increased.

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 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.

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 19 February 2024.

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 2022.

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

- Selected suitable accounting polices and then applied them consistently;
- Made judgements and estimates that were responsible 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 2022 and the income and expenditure for the 2021/22 financial year.

Kevin Bartle
Section 151 Officer
nn XXXX 2024

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ANNUAL GOVERNANCE STATEMENT 2021/22

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 2022 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 its "Business Plan priorities 2020-25", included as part of the 2020/21 Revenue Budget and Levy (Paper A/4276/20). Further detail is included in "Our Business Plan 2022/23", and the medium term business plan that is currently being developed. 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 authorities. 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. The Authority has an approved 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 is not required to have a formal constitution but has adopted a traditional local authority style committee model. Policy and decision making are facilitated by a clear framework 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. The Authority is also able to hold its decision making meetings in person and remotely (both fully remote and hybrid).

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 meeting. 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 AUD126/22) 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.

Section 151 responsibilities are carried out through a Service Level Agreement with the London Borough of Enfield (LBE) in conjunction with the Head of Finance role in the Authority. The Executive Director of Resources (LBE) is 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 the full Authority in January 2021 (Paper A/4291/21). This is supported by Authority wide awareness training for all staff and elected Members. The Authority's financial management arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016).

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 2021/22, which was presented to the Audit Committee on 23 June 2022 (Paper AUD/127/22), provided substantial assurance, that the Authority's internal control systems are considered to be fundamentally sound and accords with proper practice.

The current Risk Management Strategy was approved by the Audit Committee on 23 June 2022 (Paper AUD/126/22). The Strategic Risk Register has undergone regular review and monitoring this year by the Audit Committee and any changes to the risk register are reported on to the Executive Committee to ensure they are also aware of any new risks that are added or any other amendments that are made.

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 23 June 2022 (Paper AUD/128/22). . The Authority appointed Right Directions Limited as their new Health and Safety service provider for a seven year contract, commencing in October 2022. The new contract is for a full and comprehensive service including proactive and reactive support, delivery of training, event support and audits with improvement recommendations.

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 external audit of the Authority's final accounts for 2020/21 was only completed in October 2023. There was a delay in commencing the audit due to External Auditor capacity issues, an issue which has been felt across the public sector following the Covid-19 pandemic. During the audit process an issue was identified with historic asset valuations, which has required significant recalculation. This work delayed the production of the 2021/22 accounts and subsequently those of 2022/23. However, there is a consultation process led by DLUHC into resolving the delays to local government audits. This may result in certain disclaimers, or qualifications of public sector accounts, which may have a detrimental reputational impact throughout the sector.

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 2022 (Paper A/4320/22). 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 full Authority in July 2022 (Paper A/4320/22). The IRP will carry out their review and provide a recommendation on the level of remuneration for the Chairman and Vice Chairman which will then be reported to the Authority for Members to consider and approve.

Accounting policies, estimates and assumptions are reviewed each year by the Head of Finance and approved by the Audit Committee (Paper AUD/124/22), 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 focus for the Authority in 2021/22 was 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 sought 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 collectively reviewed the Authority as a going concern and incorporated this review with an action plans within the existing risk management framework.

Budget points

The operation of the major sports venues were transferred to Greenwich Leisure Limited (GLL) in April 2022 as the new ten year Leisure Services Contract (LSC) commenced. The first year of the contract has been successful with staff TUPE transferred, partnership working arrangements embedded and venues continuing to deliver programmes and events to a high standard. In the first year of the contract a management fee was paid from the Authority to GLL. This fee will reduce in year two, and by year three this will become a payment from GLL to the Authority, that increases each year. There have been some management fee adjustments in year one in line with the contract, these relate to loss of income due to maintenance and investment projects, major events and the delay in the opening of Lee Valley Ice Centre where the anticipated customer programme was interrupted.

The Authority entered into a contract with Buckingham Group Constructing Ltd (BGCL) in August 2021 for the construction of a new twin-pad ice rink, with a total project cost of £30m. The old venue closed to the public on 27 June 2021, and was formally handed over to BGCL on 16 August 2021. The project was anticipated to be fully funded from external borrowing, with an original strategy of short term loans during the construction phase, to be converted to long term loans on completion. This was subsequently amended to allow greater flexibility with borrowing due to the increase in lending rates.

The legal challenge from Lee Valley Leisure Trust Limited in relation to the management fee and end of contract liabilities which continued after the end of the 5 year contract on 31st March 2020 was concluded in the autumn of 2022 with a Settlement Agreement. As a result of this, an adjustment was made to the 2020/21 accounts, which flowed through to 2021/22 and into 2022/23 accounts to reflect the sums payable between the parties.

The Authority's approved medium term 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 6 sporting venues, the Authority will, as part of the new business plan priorities, continue a rolling review of service areas including its in-house operational venues 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.

Shaun Dawson
Chief Executive
xx XXX 2024

Paul Osborn
Chairman
xx XXX 2024

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.

LEE VALLEY PARK

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 2021		(5,399)	(11,748)	0	(17,147)	(171,367)	(188,514)
Movement in Reserves 2021/22							
(Surplus) / deficit on provision of services		7,994	-	-	7,994	-	7,994
Other comprehensive income & expenditure		-	-	-	0	(16,020)	(16,020)
Total comprehensive income and expenditure		7,994	0	0	7,994	(16,020)	(8,026)
Adjustments between accounting basis and funding basis under regulations	4	(8,360)	143	0	(8,217)	8,216	(1)
Increase/decrease in 2021/22		(366)	143	0	(223)	(7,804)	(8,027)
Balance carried forward		(5,765)	(11,605)	0	(17,370)	(179,171)	(196,541)

RESTATED	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)	0	(20,566)	(189,225)	(209,791)
Movement in Reserves 2020/21							
(Surplus) / deficit on provision of services		8,807	-	-	8,807	-	8,807
Other comprehensive income & expenditure		-	-	-	0	12,469	12,469
Total comprehensive income and expenditure		8,807	0	0	8,807	12,469	21,276
Adjustments between accounting basis and funding basis under regulations	4	(6,327)	939	0	(5,388)	5,388	0
Increase/decrease in 2020/21		2,480	939	0	3,419	17,857	21,276
Balance carried forward		(5,399)	(11,748)	0	(17,147)	(171,368)	(188,515)

LEE VALLEY PARK

COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

		2021/22			2020/21		
		Expenditure	Income	Net Total	Expenditure	Income	Net Total
	Note	£000s	£000s	£000s	£000s	£000s	£000s
Chief Executive		938	(145)	793	789	(2)	787
Corporate Services		3,338	(1,011)	2,327	3,314	(665)	2,649
Financial Services		2,799	(10)	2,789	3,230	289	3,519
Parklands and Open Spaces		7,465	(5,277)	2,188	7,175	(3,866)	3,309
Leisure Venues Management		11,787	(5,039)	6,748	9,558	(1,327)	8,231
Cost of services		**26,327**	**(11,482)**	**14,845**	**24,066**	**(5,571)**	**18,495**
Other operating income and expenditure	6	3,459	(288)	3,171	63	(16)	47
Financing and Investment income and expenditure	7	1,761	(2,015)	(254)	1,597	(1,686)	(89)
Non-specific grant income	8	0	(9,768)	(9,768)	0	(9,646)	(9,646)
(Surplus) / deficit on provision of services	10			**7,994**			**8,807**
(Surplus)/deficit on revaluation of plant, property and equipment assets	9			(3,546)			(27)
Remeasurement of the net defined benefit liability/asset	28			(12,474)			12,496
Other comprehensive income and expenditure				**(16,020)**			**12,469**
Total comprehensive income and expenditure				**(8,026)**			**21,276**

LEE VALLEY PARK

BALANCE SHEET

	Note	2021/22 £000s	2020/21 £000s
Property, plant and equipment			
Land and buildings	9	178,771	180,345
Vehicles, plant, furniture and equipment	9	632	694
Infrastructure	9	1,807	1,884
Community assets	9	34,478	34,464
Assets under construction	9	13,406	605
Investment properties	9	6,165	5,902
Biological assets	9	259	248
Total non current assets		235,518	224,142
Long term debtors		875	877
Long term assets		875	877
Short term investments	35	5,000	4,200
Inventories	12	269	243
Short term debtors	13	2,758	1,515
Payments in advance		262	275
Cash and cash equivalents	14	3,444	3,924
Current assets		11,733	10,157
Short term creditors	15	(7,445)	(2,820)
Receipts in advance		(369)	(551)
Short Term Borrowing	36	(10,000)	0
Current liabilities		(17,814)	(3,371)
Net pension liability	29	(33,571)	(42,320)
Long term creditors		0	(970)
Revenue grants received in advance	23	0	0
Capital grants received in advance	23	(200)	0
Long term liabilities		(43,771)	(43,290)
NET ASSETS		196,541	188,515
Usable reserves			
General fund	5	(5,765)	(5,399)
Capital receipts reserve	5	(11,605)	(11,748)
Total usable reserves		(17,370)	(17,147)
Unusable reserves			
Revaluation reserve	17	(35,238)	(32,272)
Pensions reserve	17	33,571	42,320
Capital adjustment account	17	(177,210)	(181,135)
Deferred capital receipts	17	(875)	(877)
Short-term accumulating compensated absences account	17	581	596
Total unusable reserves		(179,171)	(171,368)
TOTAL RESERVES		(196,541)	(188,515)

These financial statements replace the unaudited accounts that were authorised for issue by the Section 151 officer on 22 July 2021.

Authorised for release on 19 October 2023

LEE VALLEY PARK

CASHFLOW STATEMENT

	Note	2021/22 £000s	2020/21 £000s
Net surplus / (deficit) on the provision of services		(7,994)	(8,807)
Adjust net surplus or deficit on the provision of services for investing and financing activities			
Proceeds from the sale of non-current assets	4	(288)	(16)
Adjust net surplus or deficit on the provision of services for non-cash movements			
Depreciation/impairment of property, plant and equipment	5	3,666	3,711
Revaluation of non-current assets	9	(1,375)	275
Derecognition of non-current assets	9	3,384	0
Changes in the fair value of investment properties	9	(263)	(30)
Changes in the fair value of biological assets	9	(10)	(13)
Capital grants credited on recognition	8	0	(70)
Pension fund adjustments	29	3,725	2,884
(Increase)/decrease in long term debtors		1	1
(Increase)/decrease in long term creditors		(970)	970
(Increase)/decrease in stock	12	(26)	(126)
(Increase)/decrease in debtors	13	(1,243)	83
(Increase)/decrease in payments in advance		13	(174)
Increase/(decrease) in receipts in advance		(181)	389
Increase/(decrease) in creditors	15	4,626	107
Net cash flows from operating activities		**3,065**	**(818)**
Investing activities			
Purchase of non current assets	9	(13,233)	(1,275)
Proceeds from the sale of non-current assets	4	288	16
Repayment/(purchase) of long and short-term investments	11	(800)	3,045
Net cash outflow from investing activities		**(13,745)**	**1,786**
Financing activities			
Receipts of short- and long-term borrowing	26	10,000	0
Revenue grants received in advance	23	0	0
Capital grants received in advance	23	200	70
Net cash outflow from financing activities		**200**	**70**
Net increase or decrease in cash and cash equivalents		**(480)**	**1,040**
Cash and cash equivalents at the beginning of the reporting period	14	3,924	2,884
Cash and cash equivalents at the end of the reporting period		**3,444**	**3,924**
Cash and cash equivalents at the end of the reporting period			
Cash and cash equivalents	14	3,444	3,924
Bank overdraft	14	0	0
Cash and cash equivalents		**3,444**	**3,924**

STATEMENT OF ACCOUNTING POLICIES

General Principles

The Statement of Accounts summarises the Authority's transactions for the 2021/22 financial year and its position at the year-end of 31 March 2022. 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 2021/22, 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 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 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 currently only has short-term borrowing, amounts that are repayable with 12 months of the balance sheet date, and 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 £20,000 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 a 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:

- 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 and 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

	2021/22			2020/21		
	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	670	138	808	793	81	874
Corporate Services	2,791	(959)	1,832	(512)	583	71
Financial Services	2,127	683	2,810	2,219	1,395	3,614
Parklands & Open Spaces	949	1,349	2,298	3,141	916	4,057
Leisure Venues Management	3,185	3,912	7,097	6,407	3,472	9,879
Net Cost of Services	9,722	5,123	14,845	12,048	6,447	18,495
Other Income and Expenditure	(10,087)	3,236	(6,851)	(9,567)	(121)	(9,688)
(Surplus)/deficit on provision of services	(365)	8,359	7,994	2,481	6,326	8,807

NOTE 02

EXPENDITURE AND FUNDING STATEMENT

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

2021/22	Adjustments of Capital Purposes £000s	Net Change for the Pensions Adjustment £000s	Other Differences £000s	Total Adjustments £000s
Chief Executive	1	130	7	138
Corporate Services	(1,162)	214	(10)	(958)
Financial Services	74	596	13	683
Parklands & Open Spaces	475	895	(21)	1,349
Leisure Venues Management	2,905	1,011	(4)	3,912
Net Cost of Services	2,293	2,846	(15)	5,124
Other Income and Expenditure	2,357	879	0	3,236
Surplus or Deficit	4,650	3,725	(15)	8,360

RESTATED 2020/21	Adjustments of Capital Purposes £000s	Net Change for the Pensions Adjustment £000s	Other Differences £000s	Total Adjustments £000s
Chief Executive	0	64	17	81
Corporate Services	481	71	32	584
Financial Services	92	1,328	(25)	1,395
Parklands & Open Spaces	432	335	150	917
Leisure Venues Management	2,981	342	148	3,471
Net Cost of Services	3,986	2,140	322	6,448
Other Income and Expenditure	(865)	744	0	(121)
Surplus or Deficit	3,121	2,884	322	6,327

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 08

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:

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

NOTE 04

ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

2021/22	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	(3,666)	-	-	(3,666)
Revaluation gains of property, plant and equipment	2,549	-	-	2,549
Revaluation losses of property, plant and equipment	(1,174)	-	-	(1,174)
Movements in the fair value of investment properties	263	-	-	263
Movements in the fair value of biological assets	10	-	-	10
Amounts of non current assets written off on derecognition as part of the loss to the Comprehensive Income and expenditure statement	(3,384)			(3,384)
Insertion of items not debited or credited to the Comprehensive Income and expenditure statement:				
Statutory provision for the financing of capital investment	467	-	-	467
Capital expenditure charged against the General fund/Earmarked Reserves	0	-	-	0
Adjustment involving capital receipts reserve				
Transfer of non-current asset sale proceeds from revenue to Capital Receipts Reserve	288	(288)	-	0
Capital expenditure financed from Usable Capital Receipts	-	432	-	432
Adjustments involving the Pensions reserve:				
Reversal of items relating to retirement benefits debited or credited to the Comprehensive income and expenditure statement	(5,133)	-	-	(5,133)
Employer's pensions contributions and direct payments to pensioners payable in the year	1,408	-	-	1,408
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	15	-	-	15
	(8,358)	144	0	(8,214)

NOTE 04

ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

2020/21	RESTATED 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	115	-	-	115
Revaluation losses of property, plant and equipment	(390)	-	-	(390)
Movements in the fair value of investment properties	30	-	-	30
Movements in the fair value of biological assets	13	-	-	13
Capital grants and contributions recognised	70	-	-	70
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	16	(16)	-	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	(322)	-	-	(322)
	(6,328)	939	0	(5,389)

NOTE 05

USABLE RESERVES

	Balance at 01/04/2020 £000s	Transfers Out 2020/21 £000s	Transfers In 2020/21 £000s	Balance at 01/04/2021 £000s	Transfers Out 2021/22 £000s	Transfers In 2021/22 £000s	Balance at 31/03/2022 £000s
Usable reserves							
General fund	(4,384)	1,704	0	(2,680)	0	(413)	(3,093)
Earmarked Reserves							
Renewals Fund	(671)	19	(164)	(816)	459	(318)	(675)
Repairs Fund	(505)	1,055	(1,873)	(1,323)	1,269	(1,323)	(1,377)
Insurance Fund	(689)	0	239	(450)	1	0	(449)
Common Areas Sinking Fund	(129)	0	0	(129)	0	0	(129)
Biodiversity Projects Fund	0	0	0	0	40	(80)	(40)
Capital fund	(1,500)	1,750	(250)	0	0	0	0
	(7,878)	4,528	(2,048)	(5,398)	1,769	(2,134)	(5,763)
Capital receipts reserve	(12,687)	955	(16)	(11,748)	432	(288)	(11,604)
Capital grants unapplied	0	0	0	0	0	0	0
Total Usable reserves	(20,565)	5,483	(2,064)	(17,146)	2,201	(2,422)	(17,367)

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. XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

vi. This reserve held to improve the facilities of the Authority

NOTE 06

OTHER OPERATING EXPENDITURE

	Note	2021/22 £000s	2020/21 £000s
(Gain)/loss on disposal of non-current asset		(288)	(16)
(Gain)/loss on derecognistion of non-current asset		3,384	0
Pension administration expenses	29	75	63
Total other operating expenditure		**3,171**	**47**

NOTE 07

FINANCING AND INVESTMENT

	Note	2021/22 £000s	2020/21 £000s
Interest payable and similar charges	21	7	6
Net interest on the net defined pension benefit liability/(asset)	29	804	681
Interest receivable on finance leases (lessor)	25	(116)	(116)
Investment interest	11	(6)	(20)
Changes in the fair value of investment properties	9	(263)	(30)
Changes in the fair value of biological assets	9	(10)	(13)
Rental received on investment properties	10	(670)	(598)
Total Financing and Investment		**(254)**	**(90)**

NOTE 08

NON SPECIFIC GRANT INCOME

	Note	2021/22 £000s	2020/21 £000s
Levies on local authorities	32	(9,768)	(9,576)
Revenue grants and contributions	23	0	0
Capital grants and contributions	23	0	(70)
Total Non Specific Grant Income		**(9,768)**	**(9,646)**

NOTE 09

NON CURRENT ASSETS

	Land and Buildings £000s	Vehicles, plant and equipment £000s	Infrastructure Assets £000s	Community Assets £000s	Assets Under Construction £000s	Assets held for disposal £000s	Total excluding Investment prop £000s	Investment Properties £000s	Total 2021/22 £000s
Cost or Valuation									
At 01 April 2021	181,196	3,678	3,172	34,464	605	0	223,115	5,902	229,017
Additions	372	46	0	14	12,802	0	13,234	0	13,234
Revaluation									
- recognised in the Revaluation Reserve	977	0	0	0	0	0	977	0	977
- recognised in the provision of services	869	0	0	0	0	0	869	263	1,132
Derecognition									
- disposal	0	0	0	0	0	0	0	0	0
- asset redevelopment	(3,750)	0	0	0	0	0	(3,750)	0	(3,750)
At 31 March 2022	179,664	3,724	3,172	34,478	13,407	0	234,445	6,165	240,610
Accumulated Depreciation and Impairment									
At 01 April 2021	(852)	(2,984)	(1,288)	0	0	0	(5,124)	0	(5,124)
Depreciation charge	(3,482)	(108)	(77)	0	0	0	(3,667)	0	(3,667)
Depreciation written out									
- to the Revaluation Reserve	2,569	0	0	0	0	0	2,569	0	2,569
- to the provision of services	506	0	0	0	0	0	506	0	506
Derecognition									
- disposal	0	0	0	0	0	0	0	0	0
- asset redevelopment	366	0	0	0	0	0	366	0	366
At 31 March 2022	(893)	(3,092)	(1,365)	0	0	0	(5,350)	0	(5,350)
Net Book Value									
At 31 March 2022	178,771	632	1,807	34,478	13,407	0	229,095	6,165	235,260
At 31 March 2021	180,344	694	1,884	34,464	605	0	217,991	5,902	223,893

NOTE 09

NON CURRENT ASSETS

	Land and Buildings £000s	Vehicles, plant and equipment £000s	Infrastructure Assets £000s	Community Assets £000s	Assets Under Construction £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	0	225,541	5,872	231,413
Additions	670	0	0	0	605	0	1,275	0	1,275
Revaluation									
- recognised in the Revaluation Reserve	(2,713)	0	0	0	0	0	(2,713)	0	(2,713)
- recognised in the provision of services	(987)	0	0	0	0	0	(987)	30	(957)
Derecognition									
- disposal	0	0	0	0	0	0	0	0	0
Other movements	2,791	(2,550)	0	(241)	0	0	0	0	0
At 31 March 2021	181,197	3,678	3,172	34,464	605	0	223,116	5,902	229,018
Accumulated Depreciation and Impairment									
At 01 April 2020	(796)	(2,864)	(1,206)	0	0	0	(4,866)	0	(4,866)
Depreciation charge	(3,509)	(120)	(82)	0	0	0	(3,711)	0	(3,711)
Depreciation written out									
- to the Revaluation Reserve	2,741	0	0	0	0	0	2,741	0	2,741
- to the provision of services	713	0	0	0	0	0	713	0	713
At 31 March 2021	(851)	(2,984)	(1,288)	0	0	0	(5,123)	0	(5,123)
Net Book Value									
At 31 March 2021	180,346	694	1,884	34,464	605	0	217,993	5,902	223,895
At 31 March 2020	180,640	3,364	1,966	34,705	0	0	220,675	5,872	226,547

NOTE 09

BIOLOGICAL ASSETS

	2021/22	2020/21
	£000s	£000s
Balance at 1 April		
Dairy Cattle	249	236
Movement in fair value	10	13
Balance at 31 March	**259**	**249**

CAPITAL COMMITMENTS

At 31 March 2022, the Authority had no material capital commitment outstanding. The Authority entered into a contract for the reconstruction of the Lee Valley Ice Centre in April 2021

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

	2021/22	2020/21
	£000s	£000s
Rental income from investment property	(670)	(598)
Direct operating expenses arising from investment property	0	0
Net gain	**(670)**	**(598)**

NOTE 11

FINANCIAL INSTRUMENTS

Categories of Financial Instruments

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

Financial Assets

	Investments		Debtors	
	2021/22	2020/21	2021/22	2020/21
	£000s	£000s	£000s	£000s
Current Assets				
Amortised Cost	8,444	8,124	3,633	2,392
Total Financial Assets	**8,444**	**8,124**	**3,633**	**2,392**

Financial Liabilities

	Borrowing		Creditors	
	2021/22	2020/21	2021/22	2020/21
	£000s	£000s	£000s	£000s
Current Liabilities				
Amortised Cost	0	0	(7,446)	(2,820)
Total Financial Liabilities	**0**	**0**	**(7,446)**	**(2,820)**

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	
	2021/22	2020/21
	£000s	£000s
Interest Revenue		
Financial assets measured at amortised cost	(4)	(20)
Interest Expense	7	6

NOTE 12

INVENTORIES

	2021/22 £000s	2020/21 £000s
Agriculture produce		
Opening balance	117	117
Net movement	6	0
Closing balance	**123**	**117**
Other stock		
Opening balance	125	0
Net movement	20	125
Closing balance	**145**	**125**
Total		
Opening balance	242	117
Net movement	26	125
Closing balance	**268**	**242**

NOTE 13

DEBTORS

	2021/22 £000s	2020/21 £000s
Central government bodies	1,703	322
Other local authorities	19	0
All other bodies	1,036	1,193
Total debtors	2,758	1,515

NOTE 14

CASH AND CASH EQUIVALENTS

	2021/22 £000s	2020/21 £000s
Cash held by Authority	13	15
Bank current accounts	58	67
Short-term deposits with banks	3,373	3,843
Total cash and cash equivalents	3,444	3,925

BANK OVERDRAFTS	2021/22 £000s	2020/21 £000s
Bank current accounts overdrafts	0	0

NOTE 15

CREDITORS

	2021/22 £000s	2020/21 £000s
Central government bodies	(231)	0
Other local authorities	(331)	0
All other bodies	(6,884)	(2,820)
Total creditors	(7,446)	(2,820)

NOTE 16

PROVISIONS

There are no provisions recognised in the accounts

NOTE 17

UNUSABLE RESERVES

	2021/22 £000s	2020/21 £000s
Unusable Reserves		
Revaluation Reserve	(35,238)	(32,271)
Capital adjustment account	(177,210)	(181,135)
Pensions reserve	33,571	42,320
Short-term compensated absences account	581	596
Deferred capital receipts	(875)	(877)
Total unusable reserves	(179,171)	(171,367)

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.

	2021/22 £000s	2020/21 £000s
Balance at 1 April	(32,271)	(44,407)
Upward revaluation of assets	(3,696)	(1,962)
Downwards revaluation of assets	150	1,935
Surplus or deficit on revaluation of non-current assets not posted to the (surplus) or deficit on the provision of services	(35,817)	(44,434)
Difference between fair value depreciation and historic cost depreciation	580	575
Accumulated gains on assets sold or scrapped	0	0
Other amounts written off to the capital adjustment account (see note)	0	11,588
Amount written off to the capital adjustment account	580	12,163
Balance at 31 March	(35,237)	(32,271)

Other amounts written off the the capital adjustment account

This represents the cumulative correction of the difference between fair value and historic cost depreciation previously not transferred to the capital adjustment account

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.

	2021/22 £000s	RESTATED 2020/21 £000s
Balance at 1 April	(181,136)	(171,154)
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	3,666	3,711
- Revaluation gains/losses on Property, plant and equipment	(1,375)	274
- 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	3,384	0
	5,675	3,985
Adjusting amounts written out of the revaluation reserve	(580)	(12,163)
Net written out amount of the cost of non current assets consumed in year	5,095	(8,178)
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	0	(70)
- Use of capital receipts to finance new capital expenditure	(432)	(955)
- Use of capital fund to finance new capital expenditure	0	(250)
- Statutory provision for the financing of capital investment charged against the General fund	(467)	(486)
- Capital expenditure charged against the General fund	0	0
	(899)	(1,761)
Movements in the fair value of investment properties debited or credited to the Comprehensive Income and expenditure statement	(263)	(30)
Movements in the fair value of Biological Assets debited or credited to the Comprehensive Income and expenditure statement	(10)	(13)
Balance at 31 March	(177,213)	(181,136)

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.

	2021/22 £000s	2020/21 £000s
Balance at 1 April	42,320	26,940
Actuarial (gains) or losses on pensions assets and liabilities	(12,474)	12,496
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	5,133	4,572
Employer's pensions contributions and direct payments to pensioners payable in the year	(1,408)	(1,688)
Balance at 31 March	**33,571**	**42,320**

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.

	2021/22 £000s	2020/21 £000s
Balance at 1 April	596	274
Settlement or cancellation of accrual made at the end of the preceding year	(596)	(274)
Amounts accrued at the end of the current year	581	596
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	**581**	**596**

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.

	2021/22	2020/21
	£000s	£000s
Balance at 1 April	(877)	(878)
Transfer of deferred sale proceeds credited as part of the gain/loss on disposal on the Comprehensive Income and Expenditure Statement	1	1
Balance at 31 March	(876)	(877)

NOTE 18

CASHFLOW OPERATING ACTIVITIES

The cash flows from operating activities includes the following items

	2021/22 £000s	2020/21 £000s
Interest paid	7	6
Interest received	(6)	(20)

NOTE 19

EXPENDITURE AND INCOME ANALYSED BY NATURE

The authority's expenditure and income is analysed as follows

	2021/22 £000s	2020/21 £000s
Expenditure		
Employee expenses	12,747	11,362
Other services expenses	11,288	8,873
Support service recharges	0	0
Depreciation	3,666	3,711
Revaluation and impairment	(1,375)	274
Interest payments	7	6
Pension interest and administration costs	1,839	1,667
Change in fair value of investment properties	0	0
Change in fair value of biological assets	(10)	(13)
Gain or loss on non-current assets	3,384	0
Contribution to Capital	0	0
Total expenditure	31,546	25,880
Income		
Fees, charges and other income	(12,152)	(6,323)
Interest & investment income	(122)	(136)
Return on Pension Assets	(960)	(923)
Levies on local authorities	(9,768)	(9,576)
Change in fair value of investment properties	(263)	(30)
Change in fair value of biological assets	0	0
Gain or loss on non-current assets	(288)	(16)
Capital grants and contributions	0	(70)
Total income	(23,553)	(17,074)
(Surplus) / deficit on provision of services	**7,993**	**8,806**

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	2021/22	162	1	0	163
	2020/21	166	1	25	192
Senior Officers receiving between £50,000 and £150,000					
Deputy Chief Executive	2021/22	132	1	20	153
	2020/21	127	1	20	148
Corporate Director	2021/22	96	1	15	112
	2020/21	91	1	14	106
Corporate Director	2021/22	90	1	14	105
	2020/21	85	1	13	99
Director Of Finance & Resources *	2021/22	0	0	0	0
	2020/21	61	0	6	67
Project Consultant *	2021/22	0	0	0	0
	2020/21	74	1	8	83
Project Consultant *	2021/22	0	0	0	0
	2020/21	61	1	8	70

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

Expense allowances typically include a car allowance.

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 *	2021/22 No. of Staff	2020/21 No. of Staff
£50,000 - 54,999	4	0
£55,000 - 59,999	0	7
£60,000 - 64,999	6	3
£65,000 - 69,999	1	1
£70,000 - 74,999	1	1
£75,000 - 79,999	1	3
£80,000 - 84,999	2	1
£85,000 - 89,999	0	1
£90,000 - 94,999	2	1
£95,000 - 99,999	1	0
£125,000 - 129,999	0	1
£130,000 - 134,999	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.

	2021/22 £000s	2020/21 £000s
Allowances	9	9

NOTE 22

TERMINATION BENEFITS

The Authority terminated the employment of 24 officers during 2021/22.
The total cost for exit packages of £408,000 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 2021/22

	2021/22 £000s	2020/21 £000s
Credited to Services		
Improvement of open areas of the Authority	0	0

LONG TERM LIABILITIES

	2021/22 £000s	2020/21 £000s
Grants Receipts in Advance (Capital Grants)		
Improvement of open areas of the Authority	0	0
Other grants	0	70
	0	**70**

REVENUE GRANTS RECEIVED IN ADVANCE

	2021/22 £000s	2020/21 £000s
Balance at 1 April	**0**	**0**
Revenue Grants received in year	0	0
Grants credited to Comprehensive Income and Expenditure Account that have been used to fund revenue expenditure	0	0
Balance at 31 March	**0**	**0**

CAPITAL GRANTS RECEIVED IN ADVANCE

	2021/22 £000s	2020/21 £000s
Balance at 1 April	**0**	**0**
Capital Grants received in year	200	70
Grants credited to Comprehensive Income and Expenditure Account that have been used to fund capital expenditure	0	(70)
Balance at 31 March	**200**	**0**

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 2021/22 were as follows:

	2021/22	2020/21
	£000s	£000s
Income		
Levies receivable		
As per note 32 for analysis levy	(9,768)	(9,576)
Income included in Comprehensive Income and Expenditure Statement		
Lee Valley Leisure Trust Limited	0	(263)
Payments		
Expenditure included in Comprehensive Income and Expenditure Statement		
Lee Valley Leisure Trust Limited	0	(712)

The Lee Valley Leisure Trust Limited was a related party for 2019/20, until the conclusion of the Leisure Services Contract to manage our sport and leisure facilities. From 1 April 2020 these returned to in-house operation.

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 2022 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

	2021/22 £000s	2020/21 £000s
Opening capital financing requirement	11,612	12,100
Capital Investment		
Property, plant and equipment	13,233	1,275
Investment properties	0	0
Sources of finance		
Capital receipts	(432)	(955)
Capital Fund	0	(250)
Government grants and other contributions	0	(70)
Finance Leases	(1)	(1)
Direct revenue contributions	0	0
Minimum revenue provision	(467)	(486)
Closing capital financing requirement	23,945	11,613
Explanation of movements in year		
Increase/(decrease) in underlying need to borrowing unsupported by government financial assistance.	12,333	(488)
Change in capital financing requirement	12,333	(488)

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:

	2021/22 £000s	2020/21 £000s
Not later than 1 year	0	8
Later than one year and not later than five years	0	0
Later than five years	0	0
	0	8

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:

	2021/22 £000s	2020/21 £000s
Not later than 1 year	11	11
Later than one year and not later than five years	42	42
Later than five years	42	53
	95	106

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

	2021/22 £000s	2020/21 £000s
Minimum lease payments	8	10
Sub lease payments receivable	(11)	(11)
	(3)	(1)

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

	2021/22 £000s	2020/21 £000s
Not later than one year	291	291
Later than 1 year and not later than 5 years	1,166	1,166
Later than 5 years	20,179	20,470
	21,636	21,927

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 2020/21 £385k contingent rents were receivable by the Authority (2019/20: £436k).

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:

	2021/22 £000s	2020/21 £000s
Finance lease debtor as at 31 March	875	877
Unearned finance income	9,012	9,128
Gross investment in lease as at 31 March	9,887	10,005

Gross investment in lease

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

	2021/22 £000s	2020/21 £000s
Not later than one year	117	117
Later than 1 year and not later than 5 years	469	469
Later than 5 years	9,301	9,418
	9,887	10,004

NOTE 27

IMPAIRMENT OF NON CURRENT ASSETS

	2021/22 £000s	2020/21 £000s
Impairment as a result of movement in Market Value, charged to the Comprehensive Income and Expenditure Statement		
Lee Valley White Water Centre	170	52

NOTE 28

EXTERNAL AUDIT COSTS

	2021/22 £000s	2020/21 £000s
Fees payable to the Ernst and Young for external audit services carried out by the appointed auditor	14	14

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 £42.3m 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		31/03/2022	31/03/2021
Retiring today	Males	22.0	22.0
	Females	24.5	24.5
Retiring in 20 years	Males	23.5	23.4
	Females	26.1	26.0

NOTE 29

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 2022		31 March 2021		31 March 2020	
	% per year	Real %	% per year	Real %	% per year	Real %
RPI increases	0.0%	-	0.0%	-	0.0%	-
CPI increases	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Salary increases	4.2%	4.2%	3.9%	3.9%	2.9%	2.9%
Pension increases	3.2%	3.2%	2.9%	2.9%	1.9%	1.9%
Discount rate	2.6%	2.6%	2.0%	2.0%	2.4%	2.4%

These assumptions are set with reference to market conditions at 31 March 2022.

Balance sheet disclosure as at 31 March 2022

	31/03/2022	31/03/2021	31/03/2020
	£000s	£000s	£000s
Present value of defined benefit obligation	96,728	99,140	74,189
Fair value of scheme assets	(64,051)	(57,810)	(48,099)
	32,677	41,330	26,090
Present value of unfunded obligation	894	990	850
Unrecognised past service cost	0	0	0
Net liability in Balance Sheet	**33,571**	**42,320**	**26,940**

The movement in the net pension liability for the year to 31 March 2022 is as follows:

	31/03/2022	31/03/2021
	£000s	£000s
Surplus/(deficit) at start of year	**42,320**	**26,940**
Current service cost	3,780	2,906
Employer contributions (regular)	(1,338)	(1,618)
Contributions for unfunded benefits	(70)	(70)
Past service costs	474	922
Interest cost	1,764	1,604
Interest income	(960)	(923)
Remeasurements	(12,474)	12,496
Administration expenses	75	63
Surplus/(deficit) at end of year	**33,571**	**42,320**

NOTE 29

DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES

Remeasurements in Other Comprehensive Expenditure and Income

	31/03/2022 £000s	31/03/2021 £000s
Return on plan assets in excess of interest	6,692	9,170
Other acturial gains/(losses) onassets	0	0
Change in financial assumptions	5,974	(23,352)
Changes in demographic assumptions	0	798
Experience gain/(loss) on defined benefit obligation	(192)	888
Changes in effect of asset ceiling	-	-
Remeasurements	**12,474**	**(12,496)**

Profit & Loss Account Costs for the Year to 31 March 2022

	31/03/2022 £000s	31/03/2021 £000s
Service cost	4,254	3,828
Net interest on the defined liability (asset)	804	681
Administration expenses	75	63
Total	**5,133**	**4,572**
Actual return on Scheme assets	**7,652**	**10,093**

Reconciliation of the present value of the defined benefit obligation

	31/03/2022 £000s	31/03/2021 £000s
Opening defined benefit obligation	**100,130**	**75,039**
Current Service Cost	3,780	2,906
Interest cost	1,764	1,604
Change in financial assumptions	(5,974)	23,352
Changes in demographic assumptions	0	(798)
Experience (gain)/loss on defined benefit obligation	192	(888)
Estimated benefits paid	(3,165)	(2,448)
Past service costs	474	922
Contributions by employees	491	511
Unfunded pension payments	(70)	(70)
Closing defined benefit obligation	**97,622**	**100,130**

NOTE 29

DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES

Reconciliation of fair value of employer assets

	31/03/2022 £000s	31/03/2021 £000s
Opening fair value of employer assets	57,810	48,099
Interest income on assets	960	923
Return on assets, excluding interest	6,692	9,170
Other actuarial gains/(losses)	0	0
Administration expenses	(75)	(63)
Contributions by employer including unfunded	1,408	1,688
Contributions by employees	491	511
Estimated benefits paid plus unfunded	(3,235)	(2,518)
Closing fair value of employer assets	**64,051**	**57,810**

The estimated asset allocation as at 31 March 2022 is as follows

	31/03/2022		31/03/2021	
	£000s	%	£000s	%
Equities	36,458	56.9%	32,098	55.5%
LDI/Cashflow matching	0	0.0%	0	0.0%
Target Return Portfolio	13,795	21.5%	13,265	23.0%
Alternative Assets	-	-	-	-
Infrastructure	6,525	10.2%	4,937	8.5%
Commodities	0	0.0%	0	0.0%
Property	5,747	9.0%	5,096	8.8%
Cash	1,526	2.4%	2,414	4.2%
Total	**64,051**	**100.0%**	**57,810**	**100.0%**

NOTE 29

DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES

Sensitivity analysis

	31/03/2022 £000s	Increase in assumption £000s	Decrease in assumption £000s
Adjustment to discount rate (increase/decrease by 0.1%)		+0.1%	-0.1%
Present Value of Total Obligation	97,622	95,592	99,697
Projected Service Cost	3,047	2,941	3,156
Adjustment to long term salary increase (increase/decrease by 0.1%)		+0.1%	-0.1%
Present Value of Total Obligation	97,622	97,815	97,430
Projected Service Cost	3,047	3,049	3,045
Adjustment to pension increases and deferred revaluation (increase/decrease by 0.1%)		+0.1%	-0.1%
Present Value of Total Obligation	97,622	99,489	95,794
Projected Service Cost	3,047	3,155	2,942
Adjustment to mortality age rating assumption (increase/decrease by 1 year)		+1 year	-1 year
Present Value of Total Obligation	97,622	102,082	93,373
Projected Service Cost	3,047	3,180	2,919

Projected pension expense for the year to 31 March 2023

	31/03/2023 £000s
Service cost	3,047
Net interest on the defined liability/(asset)	859
Administration expenses	83
Total	**3,989**
Employer contributions	1,038

NOTE 30

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 2022 was £17,900.

At 31st March 2022 amounts owed by customers stood at £435,000, (£394,000 31st March 2021). 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 £435,000 outstanding is analysed by age as follows.

Aged debtor profile

	2021/22 £000s	2020/21 £000s
Less Than 30 Days	174	166
31 to 60 Days	28	40
61 to 90 Days	31	22
91+ Days	203	166
	436	394

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, dependant 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 31/03/22 £000s	Sum Invested as at 31/03/21 £000s
FITCH rating agency			
Upper Medium Grade	A	3,373	3,843
Lower Medium Grade	BBB+/BBB	5,000	2,000
Highly Speculative	B	0	0
Not Rated		0	2,200
Total Invested		**8,373**	**8,043**

The following analysis summaries 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 31/03/2022 £000s	Historical experience of defaults 31/03/2022 £000s	Amount at Nominal Value 31/03/2021 £000s	Historical experience of defaults 31/03/2021 £000s
Deposits with banks and financial institutions at nominal value	8,373	0	8,043	0

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

NOTE 30

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 Natwest

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

As the Authority has access to borrowings from local authorities and 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.

	2021/22 £000s	2020/21 £000s
Less than 1 year	10,000	0
Between 1 and 2 years	0	0
Between 2 and 5 years	0	0
More than 5 years	0	0
	10,000	**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 budged 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 budged income / expenditure levels. The Authority has no financial assets or liabilities denominated in foreign currencies and thus have 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

	2021/22 £000s	2020/21 £000s
Corporation of London	20	19
Inner London boroughs		
Camden	212	217
Greenwich	199	196
Hackney	173	174
Hammersmith and Fulham	195	188
Islington	187	190
Kensington and Chelsea	233	228
Lambeth	267	261
Lewisham	213	211
Southwark	254	249
Tower Hamlets	247	239
Wandsworth	328	317
Westminster	322	311
Outer London boroughs		
Barking and Dagenham	123	120
Barnet	356	346
Bexley	197	192
Brent	237	228
Bromley	318	309
Croydon	313	311
Ealing	282	273
Enfield	224	229
Haringey	184	184
Harrow	210	205
Havering	212	208
Hillingdon	246	239
Hounslow	207	202
Kingston Upon Thames	151	149
Merton	179	178
Newham	193	191
Redbridge	217	214
Richmond Upon Thames	213	208
Sutton	174	172
Waltham Forest	185	181
Hertfordshire and Essex authorities		
Hertfordshire	1,084	1,060
Essex	1,288	1,254
Thurrock	122	121
Total levies on local authorities	**9,765**	**9,574**

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 2021/22, with an effective date of 31 March 2022. 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 Myddelton House and Holyfieldhall Farm, but also the Lee Valley Ice Centre. The assets revalued at 31 March 2022 were previously valued at £158m, and represented 67% of our total Property, Plant and Equipment portfolio. Overall there was a net increase to the value of our non-current assets by £5.2m.

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 catagories 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 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 Abbotts
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	Spitalbrook, Broxbourne
(Community assets)	Essex & Middlesex Filter Beds, Leyton
	Tottenham Marshes
	Waltham and Cheshunt Marshes
	Fishers Green, Waltham Abbey
	Cathagens 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

Short term investments	**2021/22 £000s**	**2020/21 £000s**
Maturing within 7 days	0	2,000
Maturing between 7 days and 3 months	5,000	0
Maturing between 3 months and 1 year	0	2,200
	5,000	**4,200**

NOTE 36

BORROWING

Long term borrowing	2021/22 £000s	2020/21 £000s
Analysis of loan by type		
Public Works Loan Board	0	0
Other Local Authorities	10,000	0
TOTAL BORROWING	**10,000**	**0**

Analysis of loan by maturity	2021/22 £s	2020/21 £s
Short-term borrowing		
Loans Maturity Within 1 Year	**10,000**	**0**
Long-term borrowing		
Between 1 and 2 years	0	0
Between 2 and 5 years	0	0
Between 5 and 10 years	0	0
More Than 10 years	0	0
	0	**0**
TOTAL BORROWING	**10,000**	**0**

NOTE 37

CONTINGENT ASSETS AND LIABILITIES

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.

NOTE 38

EVENTS AFTER THE BALANCE SHEET DATE

The legal claim against the Authority from the Lee Valley Leisure Trust Limited (In Administration) was settled by an out of court Settlement Agreement in October 2022.

An adjustment was made to the 2020/21 accounts, and carried thorough 2021/22 to reflect the sums payable between the parties.

NOTE 39

Management Risk Assessment Re Going Concern

Introduction

The Authority, like most public sector organisations, continues to face a very challenging time, with high inflation, huge rises in energy prices, and a general cost of living crisis, all coming off the back of the Covid-19 pandemic and the Russian invasion of Ukraine, which both have had a significant impact on the local and global economy.

We are continuing our recovery from the impact on our cash resources caused by the widespread enforced closure of Park sites and venues, as well as building on the relationship with GLL who manage our major sporting venues.

One of the underlying risks facing the LVRPA over the next twelve to eighteen months is to ensure that as an entity we continue as a going concern. It is for management to assess this risk and ensure robust financial and action plans are in place now, and going forward, that meet the current and future possible needs to ensure our continued recovery as well as building resilience for the future.

Whilst we do have the statutory power enshrined in the Park Act on raising the levy, and if required, a supplementary levy, and currently only do so to a third of what we legally could, it is not sufficient that we only rely on this power as if the Authority is in financial trouble the chances are that most of the contributing councils are also in equally dire financial circumstances. Equally the external political pressure will be to maintain or minimise increases in such levy demands if as expected similar circumstances rematerialize.

Basis of preparation

The concept of a going concern assumes that the Authority's functions and services will continue in operational existence for the foreseeable future. The provisions in the Code (Code of Practice on Local Authority Accounting in the United Kingdom 2021/22) in respect of going concern reporting requirements reflect the economic and statutory environment in which this Authority operates. These provisions confirm that, as the Authority cannot be created or dissolved without statutory prescription, it must prepare financial statements on a going concern basis of accounting.

The Authority carries out functions essential to the local/regional community and is a revenue-raising body (with limits on revenue-raising powers set out in the Park Act 1966 and Levying Regulations 1992, arising only at the discretion of central government). If this Authority were in financial difficulty, the prospects are thus that alternative arrangements might be made by central government either for the continuation of the services it provides or for assistance with the recovery of a deficit over more than one financial year. As a result of this, it would not therefore be appropriate for this Authority's financial statements to be provided on anything other than a going concern basis. Accounts drawn up under the Code therefore assume that services will continue to operate for the foreseeable future.

Whilst the government provided some financial support during the Covid-19 pandemic, which spanned the period of these accounts, of which the Authority received £1m in furlough grant as well as £2m in business rate relief, this has now fully dropped away and we need to look to our own resources, and income generation for support going forward.

Going Concern Analysis

Revenue and Levy Budget

The Authority set its budget and levy for 2024/25 in January 2024 (Paper A/4346/24 Authority Meeting 18 January 2024) in response to the continued high energy prices, and the compounding effect of high inflation, which whilst having reduced to 4.0%, had been as high as 11.1% during the prior year. These all had an impact on our expenditure over the prior year, and with forecast only for a slow reduction in inflation over the coming year, meant that we were looking at a deficit on our budget of around £0.3m. Whilst we had increased fees and charges for the coming year, as well as expecting increased investment returns on cash balances held, we recognised that as well as costs increasing, we need to review the operational structure at our marinas to ensure they were operating safely and efficiently.

We also recognised that the Utility Risk Share – where the Authority take the price risk, and GLL the consumption risk - we have in respect of the LSC would need to continue beyond the first two years, as long term forecasts on energy costs are now not possible. This means that rather than the full risk (and expected lower prices) would have passed to GLL from Year 3, they now sit with both parties, and that the Authority will be liable for higher costs than initially envisaged at the commencement of the LSC.

Furthermore, the Authority continues to invest in our venues and open spaces, which along with the redevelopment of the twin-pad Ice Centre, which opened in June 2023, has or will see, investment into all the other sporting venues with replacement of lighting systems, as well as upgrades to sporting facilities. Open spaces have a major investment programme too, which currently includes works at Middlesex Filter Beds, footpath improvements at St Pauls Field, and major renovation and desilting works at East India Dock Basin, which will require external funding assistance to fully deliver.

With this all in mind, Members agreed to increase the Levy by 3% for the financial year 2024/25 to enable us to deliver a balanced budget. The use of reserves to fund a gap was not thought best practice, and that we should continue to hold unallocated funds in excess of the current policy limit of between £3m-£4m.

Our Medium Term Financial Forecast continues to be revised to factor in changes in forecasts, estimates, and profiling of works. In addition, we have been fortunate in receiving a refund of overpaid VAT which relates to a recently agreed challenge from Local Authorities in England and Wales, as well as separate cases relating to Scotland and Northern Ireland, with regards to exemption of sporting income, and non-distortion in favour of the LAs. For us, this relates to historic VAT paid when the sports venues were in Authority operation and covers the period 2010-2015 and from 2020-2022. With the main sports venues now run under the LSC, there will be minimal ongoing revenue benefit to us under our current operating model. Members approved allocating these funds to the general fund when they met in January 2024.

Forecasts are for the general fund to increase to £4.4m at the end of 2023/24, and holding that level throughout the MTFP period. However, whilst cash reserves are expected to be around £8.9m at March 2024, due to the need to self-finance our capital programme, will drop to nearer £5.2m by March 2025, before slowly recovering in future years.

Below is an analysis of our forecast usable reserves, and expected cash balances at the end of each year, which covers the Medium Term Financial Forecast period to 2026/27.

	Closing Balance Forecasts			
	2023/24	2024/25	2025/26	2026/27
	£000s	£000s	£000s	£000s
Usable Reserves				
General Fund	(4,425)	(4,418)	(4,391)	(4,377)
Insurance Fund	(439)	(319)	(299)	(279)
Repairs & Renewals Funds	(1,050)	(1,032)	(1,014)	(996)
Sub Total Revenue Reserves	**(5,914)**	**(5,769)**	**(5,704)**	**(5,652)**
Capital and Asset Based Reserves				
Asset Maintenance Reserve	(292)	(239)	(218)	(958)
Usable Capital Receipts	(8,102)	(7,007)	(7,007)	(7,007)
Sub Total Capital Reserves	**(8,291)**	**(7,093)**	**(7,052)**	**(7,617)**
Total Usable Reserves	**(14,205)**	**(12,862)**	**(12,756)**	**(13,269)**
Capital Financing & Borrowing				
Capital Financing Requirement (pre-2007)	10,323	9,908	9,510	9,128
Capital Financing Requirement (Ice Centre)	22,597	22,618	21,822	21,233
Capital Financing Requirement (Velopark)	508	445	381	318
External Borrowing	(25,000)	(24,400)	(23,790)	(23,180)
Net Internal Borrowing	**8,428**	**9,771**	**9,307**	**8,860**
Creditors/Debtors - General Liabilities	(3,100)	(1,600)	(1,600)	(1,600)
Net Closing Cash Balance	**(8,877)**	**(5,191)**	**(5,049)**	**(6,009)**

Leisure Services Contract

The Leisure Services Contract with GLL commenced in April 2022, for an initial 10 year period. Whilst this should give us some certainty over operation and cash in- and out-flow relating to the sports venues, we are currently renegotiating the utilities provision within the contract, to allow for risk sharing (Authority on price, and GLL on consumption) for the whole contract duration, rather than the current two years. The MTFP factors this in, and we currently anticipate a change to the annual management fee payable between the parties of up to £1.2m flowing to GLL.

Outturn is reported to Members on a quarterly basis. The forecast as at Quarter 3 (December 2023) is that we expect a deficit in the revenue account for £0.3m, which is an improvement on the budget of £0.2m. Venues have been delivering at, or near to, expected income levels as well as looking for savings and efficiencies. We have seen, and will continue to see, increases in borrowing costs as a result of high interest levels, but this has been offset by significantly higher investment income. We are aware, however, that as our cash reserves fall, the investment return will reduce. Borrowing is currently done only on short-term basis, with loans of up to two years only. This does require regular refinancing, although Members have approved this approach rather than tying us long term (up to 40 years) to high charges, and in turn, charges against the annual levy.

This is supported by robust weekly and monthly financial monitoring and expenditure controls on purchase ordering that are already in place.

Capital Investment

The Authority base budget is built around utilising £1.45m of the levy to assist in capital and asset related works (Major Repairs £1.25m and revenue contribution to projects £0.2m) – Capital Expenditure can be funded directly from borrowing and alleviate pressure on cash reserves and contributions albeit that borrowing will incur capital charges, and the need to be ultimately funded from revenue, that directly impact on the levy. However, with high interest rates this is not something we are currently considers, outside of the Ice Centre investment. The Authority set its prudential indicators in January 2024 which fed into the Medium Term Financial Plan and budget and levy plans for the future. The Authority currently has external borrowing of £25m, and is expecting to continue to carry this, reducing annually in line with statutory requirements for the lifetime of the Ice Centre. In addition, the Authority will seek to maximise land sale receipts where land has approved designation of not required for park purposes (2022/23 delivered £7.7m in capital receipts)

Buckingham Constructing Group Limited

The Authority entered into a contract with Buckingham Group Constructing Ltd (BGCL) in August 2021 for the construction of a new twin-pad ice rink, with a total project cost of £30m. The old venue closed to the public on 27 June 2021, and was formally handed over to BGCL on 16 August 2021. Construction continued throughout 2021 and 2022, with practical completion and handover of site from BGCL to the Authority and lease by the Authority to Greenwich Leisure Limited, the operator, both occurring on 10 May 2023, with the new venue reopening to the public on 17 June 2023.

There existed a number of snagging issues and defects that BGCL along with its sub-contractors were working on remedying. However, BGCL formally filed for administration on 17 August 2023 due to escalating contract losses on other contracts, and on 4 September 2023 Grant Thornton were formally appointed Administrator.

Snagging works on site had to stop, but none of the outstanding works were operationally critical and the outstanding works will be completed once the Authority has established its contractual entitlement to instruct other suppliers to carry out the works and has procured and appointed such suppliers, which could be the existing sub-contractors of BGCL and/or other suppliers.

Authority officers met with the Project Managers, Wrenbridge, and their legal advisers, Forsters, in early September to discuss the next steps, including the outstanding works, the financial position with regards to BGCL and how we can offset cost we will now incur against the retention held by the Authority - as is the case with large contracts, we have retained a proportion of fees due as retention. However, as the original budget includes a significant sum as contingency (£2m) we are confident that, even with additional project management and delivery costs, we will not exceed the original budget.

Officers presented an update to Members on 21 September 2023, although as at January 2024, there had been no further communication from the Administrator.

Reinforced Autoclaved Aerated Concrete

Recent concerns around Reinforced Autoclaved Aerated Concrete (RAAC), and their use in oof, floor, cladding and wall construction in the UK from the mid-1950s to the mid-1980 have come to light, and whilst it has long been known that this product has limited durability, recent experience of roof failures suggests the problem may be more serious than previously appreciated and that many building owners are not aware that it is present in their property.

We are confident that none of our built assets have this form of construction, although we are undertaking a review of all available 'As built' records as well as undertaking physical site visits to inspect for methods and materials used in construction. These reviews will also provide us with an update on future maintenance requirements.

For now, we do not anticipate any financial impact arising as a result of RAAC, but we will continue to monitor, and will take immediate action should anything come to light.

Conclusion

The Authority continues to build, rebuild, and create resilience for the future, by investing in our land and asset portfolio. The forecast outturn for 2023/24, the Medium Term Forecast to 31 March 2025, and the reserves and cash position demonstrate that the Authority will continue to operate as a healthy going concern throughout 2023/24 and beyond. We have developed an updated business plan to cover the period 2024-2027 which sets out our aspirations for the Park in the coming years, and how we will manage this significant asset for the benefit of all, be that local, regional, national or international.

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:

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 (the Trust) 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 was able to appoint up to three members to the board of the Trust, it did 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.

The Trust entered into Administration in September 2020, with Beever and Struthers being appointed the administrator. The Trust were still in the process of being wound up at balance sheet date, with the latest notice of progress in September 2023.

The management contract for the leisure facilities ended on 31 March 2020, and all facilities returned to the in-house operation.

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 2022 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 live 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 and 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.

As per CIPFA Bulletin 10 - Closure of the 2021/22 Financial Statements

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

- IFRS 16 Leases (but only for those local authorities that have decided to adopt IFRS 16 early)
  - The CIPFA LASAAC Local Authority Accounting Code Board has agreed to defer the full implementation of IFRS 16 Leases in the Code of Practice on Local Authority Accounting in the United Kingdom (the Code) until the 2024/25 financial year.

- Annual Improvements to IFRS Standards 2018–2020. The annual IFRS improvement programme notes 4 changed standards

- IFRS 1 (First-time adoption) – amendment relates to foreign operations of acquired subsidiaries transitioning to IFRS

- IAS 37 (Onerous contracts) – clarifies the intention of the standard

- IFRS 16 (Leases) – amendment removes a misleading example that is not referenced in the Code material

- IAS 41 (Agriculture) – one of a small number of IFRSs that are only expected to apply to local authorities in limited circumstances.

None of the matters covered in the annual improvements are dealt with in detail in the 2022/23 Code. During the consultation process on the 2022/23 Code CIPFA/LASAAC did not envisage them having a significant effect on local authority financial statements.

• Property, Plant and Equipment: Proceeds before Intended Use (Amendments to IAS 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 then, 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 disposal 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 of 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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Lee Valley Regional Park Authority LEE VALLEY REGIONAL PARK AUTHORITY AUDIT COMMITTEE 29 FEBRUARY 2024 AT 13.00	Agenda Item No: 7 Report No: AUD/141/24

ACCOUNTING POLICIES AND ACCOUNTS CLOSEDOWN TIMETABLE 2023/24

Presented by the Head of Finance

SUMMARY

The Authority is required to close its Financial Accounts under the Accounting and Audit Regulations 2015 and this must be in accordance with International Financial Reporting Standards. As part of the process Members are asked to approve the Accounting Policies for 2023/24.

RECOMMENDATIONS

Members Approve:	(1)	the Accounting Policies set out in Appendix A of this report; and
Members Note	(2)	the key judgements and assumptions set out in paragraphs 8 to 10 of this report.

BACKGROUND

1 The Accounting Policies (as set out in Appendix A of this report) are the guidelines, assumptions and underlying principles on which the information contained in the Financial Statements will be based. These policies are prepared in accordance with CIPFA's (Chartered Institute of Public Finance & Accounting) Code of Practice on Local Authority Accounting (the Code).

REVIEW OF ACCOUNTING POLICIES

2 Local authorities are required to ensure their accounts are produced according to the CIPFA Code of Practice, which incorporates any new or amended accounting standards. We also need to report standards that have been issued and not adopted, and the possible impact of these on future years accounts.

3 A number of new, or amended, International Financial Reporting Standards (IFRS) or International Accounting Standards (IAS) have been introduced for 2023/24, that need to be considered as to whether they may have impact on the Authority, including:

- Definition of Accounting Estimates (Amendments to IAS 8) issued in February 2021;
- Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2) issued in February 2021;
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12) issued in May 2021; and
- Updating a Reference to the Conceptual Framework (Amendments to IFRS 3) issued in May 2020.

In addition, the implication of IFRS 16 Leases has been deferred until 1 April 2024, although early adoption by local authorities was allowed.

4 Officers have reviewed these and concluded there is unlikely to be any change in accounting treatment and no change is required to accounting policies. The first two items lead to improved reporting but will not impact on amounts reported in the accounts. The third item only relates to group accounts, and there is only limited application for local authorities for item four. The Authority have not been an early adopter of IFRS16, but due to the nature and value of items we lease, it is unlikely to result in a change to our accounting policies.

5 Officers continue to review all accounting standards in place within the Code of Practice and will report back if any subsequent change to accounting policies is required.

6 The Accounting Policies for the financial year 2023/24 follow those adopted for 2022/23 under IFRS with no other amendments.

7 The draft Accounting Policies that will be included in the Financial Statements are shown in Appendix A to this report.

ACCOUNTING JUDGEMENTS AND ASSUMPTIONS

8 A key part of the year end closure process is to make clear any material judgements and assumptions made as part of the finalisation of the Accounts. Officers have made three key assumptions/judgements that Members should note and these are detailed in the following paragraphs.

9 The Authority is required to revalue all its Operational Non-Current assets as a minimum every 5 years to ensure their carrying amount is not materially different from their fair value at year-end. In order to comply with accounting requirements, we have the largest venues (Lee Valley White Water Centre, Lee Valley VeloPark, Lee Valley Hockey & Tennis Centre, Lee Valley Athletics Centre, and now Lee Valley Ice Centre) valued every year, along with 25% of other assets in each interim year, and then all assets in year 5. The 2023/24 financial year represents the fifth year of the five year valuation cycle, and we will engage Montagu Evans (Chartered Surveyors) to conduct the full review of operational assets. The resulting valuations will ensure that all our non-current assets are held on the balance sheet at fair value as at 31 March 2024.

In addition to operational assets, we are required to review the carrying value of all investment properties (e.g. Three Mills Studio and UCI Cinema at Picketts Lock) each year. Montagu Evans will also conduct this valuation exercise.

10 During the construction stage of Lee Valley Ice Centre redevelopment, the capital cost was treated as an Asset Under Construction, and valued on the Balance Sheet at the build cost. Now the project is substantially complete, and the venue open, the asset will be moved to Operational Land and Buildings, and be subject to annual revaluation this year along with the other large value assets.

CLOSEDOWN TIMETABLE 2023/24

11 The statutory deadline for publishing audited local authority accounts is 30 September, as set out in the Accounting and Audit (Amendment) Regulations 2022.

As has previously been reported, there has been significant delays in approval of accounts across the local government sector, with Public Sector Audit Appointments (PSAA) reporting in October 2023, that only 1% of local government bodies had received an auditor's opinion on the 2022/23 accounts by this published deadline.

The Department for Levelling Up, Housing and Communities (DLUHC) announced a range of proposals in July 2023 to attempt to address the backlog of local audits in England.

The government have engaged with both the local government sector and the Financial Reporting Council (FRC) since the Summer. DLUHC published a report in November 2023 on its findings from its inquiry to clear this backlog.

On 8 February DLUHC launched consultations on the proposals for clearing the audit backlog. The measures being developed consists of three stages:

- Phase 1: Reset involving clearing the backlog of historical audit opinions up to and including financial year 2022/23 by 30 September 2024.

- Phase 2: Recovery from Phase 1 in a way that does not cause a recurrence of the backlog by using backstop dates to allow assurance to be rebuilt over multiple audit cycles.

- Phase 3: Reform involving addressing systemic challenges in the local audit system and embedding timely financial reporting and audit.

The consultation itself covers questions on:

- Phase 1: 'Backstop' Proposals for Financial Years 2015/2016 to 2022/2023; and

- Phase 2: 'Backstop' Proposals for the Recovery Period, Financial Years 2023/2024 - 2027/2028.

The consultation runs for the period 8 February 2024 to 7 March 2024.

The National Audit Office (NAO) is also consulting, in parallel to this consultation, on related changes to the Code of Audit Practice.

CIPFA will also consult on temporary changes to the Code of Practice on Local

Authority Accounting for 2023/24 and 2024/25 to reduce burdens on finance teams and auditors.

12 The Authority's most recently audited and published accounts relate to the 2020/21 financial year. The draft 2021/22 accounts are included as a separate item on this agenda, and were published on 19 February 2024. We expect the draft 2022/23 accounts will be published in March 2024.

13 As the consultation process has just begun, we are still unsure on exactly what the final outcome may entail, and what level of audit will be required. However, Ernst & Young (EY), our External Auditor, have already engaged in their Value for Money work on the 2021/22 accounts, and have been provided with the draft set of accounts.

14 The Authority will, however, work to a timetable for closedown of the 2023/24 financial accounts, as far as is possible with proceeding years still not being finalised. This is in line with our standard practice, and will see provisional outturn revenue and capital reports being presented to Members in May, with draft accounts in June.

15 **Accounts Closedown Timetable 2023/24**

Action	Date
Unaudited accounts, Narrative Report & Annual Governance Statement presented to Audit Committee and published by: (To be presented to Audit Committee on 20 June 2024)	31 May 2024
Public Inspection of Draft Accounts Period of 30 working dates to commence, and include:	1 June to 10 June 2024
External Audit of Accounts (tbc)	
Audited accounts, Narrative Report & Annual Governance Statement presented to Audit Committee and then published by: (date as set out in the consultation)	31 May 2025

16 AT present, EY have not been able to confirm their audit plan for the 2023/24 accounts and will be subject to the outcome of the backlog consultation.

The consultation set out changes to the Regulations so that audits and publications of accounts cannot go beyond the backstop dates.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

18 The scale fee agreed by PSAA for 2023/24 accounts is currently £65,770.

The final fee payable for the 2020/21 accounts, as determined by PSAA and including the scale fee, was £50,473, a reduction to the auditors proposals by £11,737.

As we have completed neither 2021/22 nor 2022/23, the final fees payable for those years has not yet been determined. However, the scale fee is £14,337 for 2021/22 and £22,202 for 2022/23, although the auditor will set out any additional fee requirement as part of their plan for those years.

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 There is a risk, that subject to the consultation on clearing the audit backlog, that full audit of accounts for prior years may not be possible. This may result in disclosures from the auditors about assumptions around the accounts, or even qualifications. This may have a detrimental reputational effect on the local government sector, and/or the Authority specifically, if full assurance is not possible within public sector accounts.

22 In addition, if full assurance is not possible on accounts prior to 2023/24, then the auditor may want, or need, to revisit assumptions, estimates, and calculations to be able to establish if the 2023/24, or future, accounts present a true and fair position at the year end. This may result in additional risks, increased auditor and officer time involved in audits, as well as additional audit fees, over and above the scale fee, that are not budgeted for.

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APPENDIX ATTACHED

Appendix A	Full Accounting Policies 2023/24

LIST OF ABBREVIATIONS

IFRS	International Financial Reporting Standards
IAS	International Accounting Standards
CIPFA	Chartered Institute of Public Finance & Accounting
DLUHC	Department for Levelling Up, Housing and Communities
PSAA	Public Sector Audit Appointments Ltd
the Code	Code of Practice on Local Authority Accounting
FRC	Financial Reporting Council
NAO	National Audit Office
EY	Ernst & Young

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STATEMENT OF ACCOUNTING POLICIES

General Principles

The Statement of Accounts summarises the Authority's transactions for the 2023/24 financial year and its position at the year-end of 31 March 2024. 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 2023/24, 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 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 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 pension 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; and

- 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 has a mix of short-term borrowing, amounts that are repayable with 12 months of the balance sheet date, and longer term borrowing, amounts payable over 12 months, and 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 £20,000 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 capitalises 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 a 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:

- 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. Assets lives will generally fall between the ranges stated, although there may be specific assets where the anticipated useful life will fall outside these ranges.

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.

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Lee Valley Regional Park Authority **LEE VALLEY REGIONAL PARK AUTHORITY** **AUDIT COMMITTEE** **29 FEBRUARY 2024 AT 13:00**	**Agenda Item No:** **8** **Report No:** **AUD/144/24**

RISK REGISTER 2023/24

Presented by the Corporate Director (S&L)

SUMMARY

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

At the Audit Committee in September 2023 (Paper AUD/138/23) Members approved the updated risk management strategy and corporate risk register following the Risk Management Workshop held on 22 March 2022. This workshop analysed and reviewed the risk management strategy and corporate risk register in detail to ensure that this committee could proactively input into, manage and monitor the register going forward, with up to date risks identified that are relevant to the Authority's business over the coming years. This included some minor changes which were made to ensure that the Authority Chair and Executive Committee are part of the approval process.

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

RECOMMENDATION

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

BACKGROUND

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

2 Regulation 3 of the Accounts and Audit Regulations 2015 requires that:

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

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

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

3 Each financial year the relevant authority must:

- conduct a review of the effectiveness of the system of internal control required by regulation 3; and
- prepare an Annual Governance Statement - this statement must be published together with the statement of accounts and the narrative statement in accordance with regulation 10.

4 Assurance of the Authority's internal control system is derived through the work of the internal audit function (undertaken by Mazars for the Authority); and also through the monitoring of processes put in place by management and other external bodies including those around risk management and health & safety. This provides evidence which allows the Authority to form conclusions on the adequacy and effectiveness of the systems of internal control and also on the efficiency of operations.

5 Risk management is not solely a focus on the finances of the Authority. The scope of internal control spans the whole range of the Authority's activities and includes those controls designed to ensure:

- the Authority's policies are put into practice;
- the organisation's values are met;
- laws and regulations are complied with;
- required processes are adhered to;
- financial statements and other published information is accurate and reliable; and
- human, financial and other resources are managed efficiently and effectively.

6 The Authority approved a Risk Management Framework in April 2005 (Paper A/3798/05). The Risk Management Framework and more specifically, the Risk Register was developed by Members and senior officers under the guidance of the internal auditors through a number of workshops and meetings. Members have regularly reviewed the register at each Audit Committee, adding in their own comments and improvements.

7 Since this time Members have consistently (and in depth) reviewed the Corporate Risk Register and revised the strategy, format, and content. The strategy has been revised and updated twice since 2005 at the Audit Committee (May 2010, Paper AUD/06/10 and June 2012, Paper AUD/30/12). The strategy was reviewed by officers and Members as part of a Risk Management Workshop and was formally approved by the Audit Committee in June 2018 (Paper AUD/90/18). Subsequent to this workshop, a further workshop was held in March 2022 and an invitation to attend was extended to all Members and the strategy, format and content was reviewed again and was formally approved by the Audit Committee in June 2022 (Paper AUD/126/22).

REVIEW OF THE STRATEGIC RISK REGISTER

8 The current Strategic Risk Register is reviewed by officers and Members on an on-going basis and signed off at each Audit Committee.

9 Members last considered the risk register at the Audit Committee in September 2023 (Paper AUD/138/23).

10 Since the September Committee, officers have incorporated approved Member revisions, reviewed the register, considered and added potential new risks and updated the scoring. A summary of updates on Risks can be found in Appendix B to this report.

11 A new Risk has been added to the register under Governance (SR5) called 'Failure for 2021/22 and 2022/23 accounts to gain audit assurance' (SR5.3). See paragraph 15 and Appendix B to this report for detailed information.

12 The table below sets out the movement in managing the residual risks and sets out a summary of the total notional score.

13

	Residual Risks						
Risk	24 Feb 2022	24 June 2022	22 Sept 2022	23 Feb 2023	22 June 2023	21 Sept 2023	29 Feb 2024
	0	0	1	1	1	1	1
	15	18	21	17	16	15	16
	8	8	10	12	13	12	12
Total Risks	23	26	32	30	30	28	29
Notional Score	512	591	759	665	638	596	609

14 The key point to note since the last review of the Authority's Strategic Risk Register is the overall increase in the corporate risk register residual notional score. This is due to the addition of a risk to the register. There was a reduction of 3 (three) points across two Risk Areas (SR3.2 and SR4.3) which are outlined in the following paragraph.

15 The specific changes to scores are outlined in the following table with the changes to score from the previous paper and the reason for change outlined:

Risk I.D.	Previous Impact Score	Previous Likelihood Score	Total Score	New Impact Score	New Likelihood Score	New Total Score	Change in Score +/-
SR3.2	6	2	12	5	2	**10**	**-2**
SR4.3	8	2	16	7	1	**7**	**-9**
SR5.3	N/A	N/A	N/A	4	6	**24**	**24**
						Total	**13**

Reasons for movements

SR3.2 Inadequate I.T. Infrastructure/ Systems/Data for new Leisure Services Contract (LSC) - Greenwich Leisure Limited (GLL) had been using the Authority's phone system until they could get a suitable phone system for the venues within the LSC. They have now moved to their own phone system. Having now operated the venues for over a year, all the IT systems being used by GLL have proven to be adequate for operating our venues.

SR4.3 Failure of GLL to achieve 90% of income target in Year 1, resulting in renegotiation of Year 2 Management Fee - Income levels in Year 1 sufficient that renegotiation not required in respect of income for Year 2+.

SR5.3 Failure for 2021/22 and 2022/23 accounts to gain audit assurance – The Department for Levelling Up, Housing and Communities (DLUHC) & National Audit Office launched a consultation on 8 February 2024 into the process to address the significant delays in the delivery of local authority audits. The DLUHC has suggested that a backstop date of 30 September 2024 be put in place to conclude all outstanding audits up to and including 2022/23. This date is being set to allow auditors time to issue opinions. These may result in modified or disclaimed opinions due to this backstop. There may be governance, reputational, and financials risk associated with failure to secure full assurance, which in turn may result in additional works required for future (2023/24 onwards) audits. The consultation also set out realigning with existing regulations by 2026/27.

The situation is across the whole local authority sector, and not specific to the Authority, although trust in Public Sector accounts may be reduced if a large number of disclaimed/modified opinions are issued.

Early engagement will be essential once the consultation is competed to ensure full assurance by backstop.

16 **Ongoing review of all major projects**

Buckingham Group Contracting Ltd (BGCL) gave notice of intention to appoint administrators on 17 August 2023 which was then extended on 31 August 2023. This is not causing any operational issues as the building is complete. There is, however, a snagging list, which BGCL had previously been working through, but has not been fully completed. This is progressing well on site and is anticipated to be completed by the summer. The Authority holds retention money and has all sub-contractor warranties in place and the project is therefore in a good overall position despite the administration issue.

17 Regarding the LSC and the Authority's tariff risk for utilities, the 2023/24 budget is sufficient for current levels of consumption at known prices to October 2023. Consumption has been reduced through more efficient management practices and the initial LED investment at Lee Valley VeloPark. Further consumption reductions from LEDs at Lee Valley Hockey & Tennis Centre, Lee Valley Athletics Centre, Lee Valley White Water Centre and Lee Valley Riding Centre will further mitigate this risk.

18 Within the September Risk Register report, officers reported that the forecasts from Laser suggest the tariff from October will be lower than anticipated; which was an accurate forecast as the tariffs came in lower than what had been budgeted for.

19 Decisions taken to mitigate these risks will be approved by full Authority and monitoring of these risks is taking place at Executive Committee, along with the Senior Management Team and Heads of Service level.

20 The recommendations made by Mazars following their Risk Management audit will form part of the annual review produced by Mazars.

21 A verbal update will be presented at the meeting to advise Members regarding the changes to the register which are in red font to indicate changes since the last Audit Committee risk register paper.

ENVIRONMENTAL IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

24 Revision of the Strategic Risk Register is a key element of this Authority's system of internal control that contributes to safeguarding the assets of the Authority and its reputation for sound financial management of public funds. This is reflected in the Authority's Annual Governance Statement published within the annual accounts and approved by this Committee.

25 Where actions require additional resources these will be identified and approved through the normal budget setting/service planning and management processes in accordance with Financial Regulations.

26 Utility costs are a significant risk that will have a material impact on the Authority's revenue outturn position. Officers will continue to monitor the tariff forecasts from Laser.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

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BACKGROUND REPORTS

Lee Valley Regional Park Authority Risk Management Strategy June 2018

APPENDICES ATTACHED

Appendix A 2023/24 Corporate Risk Register – Authority

Appendix B	Summary of updates on Risks
Appendix C	Risk Scoring Criteria (extract from the approved risk management strategy (June 2022))

ABBREVIATIONS

BGCL	Buckingham Group Contracting Ltd
LSC	Leisure Services Contract
GLL	Greenwich Leisure Ltd
DLUHC	Department for Levelling Up, Housing and Communities

PREVIOUS COMMITTEE REPORTS

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

STRATEGIC RISK REGISTER

Februrary 2024

SR1 Legal

						Inherent Risk Score				Residual Risk Score							
SR1.1	DCEO	DCEO	Failure to comply with the 1966 Park Act, data protection law and other statutory requirements.	Provision of Legal Services Member scrutiny through Authority & Committee meetings Annual Governance statement Park Act Awareness covered by inductions for new staff	EA Annual Audit Letter IA Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	8	7	56		6	1	6		<>	Tolerate	Continue Induction Process and monitoring of statutory changes. Review of data protection procedures and arrangements against ICO Accountability Framework to ensure alignment with ICO expectations.	Quarterly
SR1.2	CD	CD (S&L)	Failure to comply with Health & Safety legislation	Health and Safety management H&S manual (procedures) regularly reviewed by RDHS who monitor up and coming legislation. H&S Policy Updated annually Risk Reduction Plan complete. External H&S Assessment 5* Annual Report to Audit Committee	RD/SMT 1/4ly Reports HSC 3 yr. ext. review RD Annual Audits M Year Report	9	6	54		7	2	14		<>	Tolerate	Annual Internal Audit & H&S Audit Plans delivered.	On-going

SR2 Contractual

						Inherent Risk Score				Residual Risk Score							
SR2.1	HoF	DCEO/ HoF	Agreeing to accept a partners' financial terms and conditions that will place an unacceptable long term liability on the Authority	Reports to SMT and Members Financial/Legal/Risk implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly IA agreement	9	4	36		8	2	16		<>	Tolerate	Ongoing resources review for specific projects	Quarterly
SR2.2	CD	CD (S&L)	Contractors, Governing Bodies, or Third Party Operator not delivering agreed objectives/contract	All contracts reviewed prior to commencement by a responsible officer. Delivery monitored by Director/Head of Service and performance monitoring team Quarterly Performance Reports to Executive & Scrutiny Committees	M Exec Monthly M Scrutiny 1/4ly	7	5	35		6	2	12		<>	Tolerate	Quarterly Contract monitoring.	Executive Quarterly Monitoring
SR2.3	CD	HoA	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	Advice and support APMD plus external contractors. Quality contactors employed for maintenance through procurement (Price Quality ratio applied)	APMD Annual Inspections	9	4	36		7	1	7		>	Treat	Ongoing Monitoring	Annual Inspections & Review. MPG Work complete by 31/03/24
SR2.4	CD/HoF	CD (S&L)	Contractor stability affected by external influences or national/international conditions prevailing at the time	Reports to SMT and Members Financial/Legal/Risk implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly M Scrutiny 1/4ly	9	8	72		8	9	72		>	Treat	Quarterly Contract monitoring.	Executive Quarterly Monitoring
SR2.5	CD	CD	Insufficient contractors tendering for contracts	Reports to SMT Financial/Legal/Risk implications fully appraised. Appraisal of procurement process.	SMT Monthly & 1/4ly Reports M Exec 1/4ly M Authority Annual Budget IA Audit Plan	4	5	20		5	3	15		>	Treat	Review of Procurement process Tender Evaluation Award of Contract	31/03/2024
SR2.6	CD	CD	Major equipment or other failure at one or more venues resulting in temporary/permanent cessation of operations	Reports to SMT Financial/Legal/Risk implications fully appraised. Application of Business Continuity protocols.	SMT Monthly & 1/4ly Reports M Exec 1/4ly M Authority Annual Budget IA Audit Plan	9	6	54		7	3	21		>	Treat	Ongoing Monitoring	On-going
SR2.7	CD	CD	Failure of LSC contractor organisation or failure of LSC contractor to deliver as required by contract		SMT Monthly & 1/4ly Reports M Exec 1/4ly M Authority Annual Budget IA Audit Plan	9	8	72		5	4	20		>	Treat	Ongoing Monitoring by Authority Continual review of LSC contractor's financial position	On-going
SR2.8	DCEO	HoA	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	Advice and support APMD plus external contractors. Quality contactors employed for maintenance through procurement (Price Quality ratio applied). Performance department regular inspections carried out	APMD Annual Inspections PR Monthly Inspections M Exec Monthly M Scrutiny 1/4ly	9	4	36		5	3	15		>	Treat	Ongoing Monitoring implement pre 2020 condition survey work	Annual/ Monthly Inspections & Review.

SR3 Resources

						Inherent Risk Score				Residual Risk Score							
						Impact	Likelihood	Total Score		Impact	Likelihood	Total Score					
SR3.1	HoIT	CD HoIT	I.T. infrastructure does not meet future business need requirements. Authority requires funding for updating or improving I.T infrastructure	Reports to Members Financial/Legal/Risk implications fully appraised. Financial Appraisal of schemes in accordance with prudential code. IT Infrastructure upgrade comes from Capital budget	SMT Weekly Meeting Minutes IA Audit Plan EA - Annual Audit Letter	9	4	36		8	3	24		>	Treat	Procurement or upgrade Finance system to a SaaS system. Adopt strategy of moving to hosted systems.	31/03/2024
SR3.2	HoIT	CD HoIT	Inadequate I.T. Infrastructure/ Systems/Data for new LSC.	Reports to Exec Financial/Legal/Risk implications fully appraised. Financial Appraisal of relocation/updating of Authority IT assets New Usage Counters Existing IT Infrastructure Budget	SMT Weekly Meeting Minutes IA Audit Plan EC - LSC Specification	7	5	35		5	2	10		<>	Tolerate	Review for Procurement process. Review for new Contract post 2020	31/06/2024
SR3.3	CEO	CEO HoHR	The Authority fails to recruit/retain staff at all levels of the appropriate calibre	Reward & Recognition Training & development framework Management Away Days Staff presentations Internal/External communications Up to date staff handbook Up to date policies	M Annual Sickness Report M - Policy Reports SMT Annual Training panel	8	8	64		6	6	36		<>	Treat	Ongoing Monitoring	On-going

SR4 Financial Management

						Inherent Risk Score				Residual Risk Score							
						Impact	Likelihood	Total Score		Impact	Likelihood	Total Score					
SR4.1	HoF	HoF	Financial Risks of over/under spent budget through non-achievement of income targets or inaccurate budget forecasting. Insufficient Resources to meet objectives	Quarterly Budget monitoring reports Weekly review against Centre Business Plan targets Medium Term Financial Plan updated £3-4m Minimum Reserves Policy reviewed Statutory Power to Levy	M Exec 1/4ly M Authority Annual Budget SMT Monthly & 1/4ly Reports	9	7	63		8	4	32		>	Treat	Ongoing budget monitoring & review MTFP in September	Executive Quarterly Monitoring
SR4.2	HoF	HoF	Financial Risks of either greatly increased insurance costs or insurers refusal to insure Authority due to increased risks brought on by prevailing conditions	Budget monitoring reports Authority/LSC Contractor (at contract commencement) monitoring meetings Budget Review 2020/21 complete Medium Term Financial Plan £3-4m Minimum Reserves Policy Statutory Power to Levy	M Exec 1/4ly M Authority Annual Budget SMT Monthly & 1/4ly Reports	9	7	63		8	3	24		>	Treat	Liaison with insurance brokers re level of cover	Executive Quarterly Monitoring
SR4.3	HoF	HoF	Failure of GLL to achieve 90% of income target in Year 1, resulting in renegotiation of Year 2 MF	Service meetings with GLL Quarterly Performance Reporting	M 1/4ly Authority Meetings M Working Groups M Exec Monthly SMT Weekly Meeting Minutes LA in house EA Ext Audit	9	6	54		7	1	7		>	Treat	GLL to provide quarterly financial reports	31/03/2024

SR5 Governance & Leadership

						Inherent Risk Score				Residual Risk Score							
						Impact	Likelihood	Total Score		Impact	Likelihood	Total Score					
SR5.1	CEO	CEO	Lack of a clear corporate direction	Authority meetings SMT Business Plan 2016-19 MTFP to 2024 Levy Strategy Land & Property Strategy	M 1/4ly Full Authority Meetings M Exec Committee x 12 M Working Groups SMT Weekly Meeting Minutes	9	7	63		9	2	18		<>	Tolerate	Set out 3 year plan 2024/25-26/27	31/03/2024
SR5.2	CEO	CEO	Impact on the Authority's powers to raise the Levy with resistance from many constituent councils.	Stakeholder engagement Clear Budget/Levy Direction Funded Financial Plan Statutory Levy Raising Powers	SMT Weekly Meeting Minutes LA as needed	9	7	63		9	1	9		<>	Tolerate	Set out 3 year plan 2024/25-26/27	Quarterly Monitoring 31/03/2024
SR5.3	HoF	HoF	Failure for 2021/22 and 2022/23 accounts to have gain audit assurance	External Audit Regulations & Legislation DLUHC Consultation	SMT M Audit Committee E External Auditors	7	7	49		4	6	24		>	Treat	Completion of outstanding accounts Publication of draft accounts Engagement with External Auditors	30/09/2024

SR6 Reputation/Communication

						Inherent Risk Score				Residual Risk Score							
SR6.1	HoC	HoC	Impact on Authority's reputation due to service failure, damaged stakeholder and/or contractor relationships.	Venue and service communication plans. Proactive marketing, media relations, speaker engagement and stakeholder engagement	SMT Weekly Meeting M 1/4ly Authority Meetings M Exec Monthly Stakeholder	7	5	35		6	3	18		>	Treat	Regular meetings with Authority business owners and GLL marketing team to plan and coordinate activity	Quarterly Monitoring Report
SR6.2	HoC	HoC	Impact on Authority's reputation due to service failure caused by Covid-19 or any similar pandemic or infectious disease, damaged stakeholder and/or contractor relationships.	Managed via social media, web and digital updates, Media relations, Internal communications, Utilisation of new technologies, Venue communications	SMT Weekly Meeting Venues re-opening group Weekly Meetings M 1/4ly Authority Meetings M Exec Monthly	8	5	40		6	3	18		>	Treat	Social media, digital communications, web updates and media relations proactively explaining our position as a result of any Government announcements on Covid19 or other communicative infectious disease and our key business activities such as staged reopening of venues. Ensuring all aspects of customer, partner, club and NGB communications are carried out Strong liaison with venues, open spaces and other parts of the Authority affected by Coronavirus to ensure comms work aligns with key business objectives Regular and extensive internal comms utilising technologies such as video conferencing, group chats to keep all staff, furloughed and working engaged and involved.	Quarterly Monitoring Report

SR7 Business Continuity

						Inherent Risk Score				Residual Risk Score							
SR7.1	CEO	CD	Inadequate business continuity implementation at any (all) sites following natural disaster, IT failure including Cyber Terrorism, Flooding, Disease Outbreak (animals/humans), Terrorism.	Emergency Action Planning IT Disaster Recovery Plan Business Interruption Insurance Adequate Cover arrangements exist for Senior Management Site DRP & Management Plans Joint LSC Contractor/Authority Training Insurance Policies/Funds General Reserves H&S Audits Working with EA/CRT and other Local Authorities	EA -Annual Audit Letter IA Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	6	5	30		5	4	20		>	Treat/ Transfer	Quarterly Monitoring	Audit Recommendations implemented Further training and testing. LSC Contractor Risk Register - alignment re risk and continuity
SR7.2	CEO	CEO CD	Inadequate pandemic or infectious disease management processes in place park wide following major pandemic outbreak/further spikes in Covid 19 or other infectious disease and more restrictions including local tier restrictions and national lockdowns	Pandemic Planning Procedure Emergency Pandemic Protocols IT Operational Procedures	RD/SMT 1/4ly Reports RD Annual Review Pandemic Procedures IA Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	9	7	63		6	6	36		>	Treat	Executive Quarterly Monitoring	H & S Recommendations, implemented Training and reviews of financial, legal, leadership protocols Update of communication processes Review of staffing structure to continue business

SR8 Environmental Management

						Inherent Risk Score				Residual Risk Score							
SR8.1	DCEO	DCEO	Failure to manage contamination could be a risk to users, this includes land and/or water contamination (also damage to reputation from failing to manage contamination)	Site investigations carried out prior to developments & land remediated. Site investigations carried out on some other sites. Some sites monitored. Sites closed to public access where contamination is significant. Contaminated Land Policy Member Task & Finish group Completion of Contaminated Land Strategy & Policy Consultant Site Investigations work completed.	M 1/4ly Authority Meetings M Working Groups M Exec Monthly SMT Weekly Meeting Minutes	9	7	63		7	2	14		<>	Tolerate	Ongoing monitoring	Ongoing Monitoring plus analysis when land sold/purchased or developed

SR9 Major Business Developments

						Inherent Risk Score				Residual Risk Score							
SR9.1	CEO	CD (S&L)	**Ice Centre** Failure in Strategic Risks 1-8 above in the development of the Ice Centre circa £30m project and Legal Challenge. Ice Centre not operational at agreed date	Legal Advice Prudential Code Feasibility Studies Member Steering Group Existing PR/Comms Feasibility budget Working with LB Waltham Forest	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA Annual Audit Letter	9	8	72		6	4	24		>	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/10/2024
SR9.2	CEO	DCEO	**Picketts Lock Development** Failure in Strategic Risks 1-8 above in the development of the Picketts Lock circa £40m project and Legal Challenge	Legal Advice Prudential Code Feasibility Studies Existing PR/Comms Feasibility budget Working with LB Enfield Planning Advice	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA Annual Audit Letter	8	8	64		7	5	35		>	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/03/2024

SR10 Implications of Implementing Land & Property Strategy

						Inherent Risk Score				Residual Risk Score							
SR10.1	DCEO	HoP	**Acquisitions**- Opportunity Cost of Resources, Reducing Available Resources or Increasing future liabilities	Legal Advice - Park Act Park Act L&P Strategy Land Contamination Strategy Medium Term Financial Plan Land & Property Working Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan	8	6	48		4	2	8		<>	Tolerate	Seek External Advice incl. Planning Context. Identify Resources Members Decision. Ongoing Monitoring. Consultation	31/03/2024
SR10.2	DCEO	HoP	**Disposals** - Legal challenge, Reputational Damage, reduced public access or bio diversity. Failure to deliver anticipated capital resources through land disposal due to the constraints imposed by the riparian boroughs/districts and other agencies, e.g. green belt/flood risk/contaminated land	Legal Advice - Park Act Park Act L&P Strategy Medium Term Financial Plan Land & Property Working Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan	8	7	56		6	3	18		>	Treat	Seek External Advice where necessary incl. Planning Context. Members Decision. Consultation	31/03/2024

SR11 Impact of Brexit on Authority

						Inherent Risk Score				Residual Risk Score							
SR11.1	CEO DCEO	DCEO/ HoF	Failure in Strategic Risks 1-10 above due to changes in the Economic and Business climate brought about by changes following the departure from the European Union	Legal Advice Medium Term Financial Plan General/Capital Reserves Treasury Management Policy Annual Investment Strategy Prudential Code Power to Levy Land & Property Member Group Annual/Triennial pension valuations	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA - Annual Audit Letter	7	9	63		6	6	36		>	Treat	Monitor: Potential Land disposal Interest rates Third Party Investors/ stakeholders Legal framework Pension valuations	Ongoing

Risk Register updates

Risk ID	Updates
SR2.1	Individual projects should be reviewed in line with financial requirements if they differ from Authority standard
SR2.2	The LSC contract continues to perform well with phase 2 of its investments around the LED light and the Health & Fitness offer at Lee Valley VeloPark being implemented. The H&S and Grounds Maintenance (GM) contract are performing well with an improved monitoring soft where of the GM contract now being fully in place.
SR2.4	Ongoing review of all major projects. Buckingham Group Contracting Ltd gave notice of intention to appoint administrators on 17 August 2023 which was then extended on 31 August 2023. This is not causing any operational issues as the building is complete. There is, however, a snagging list, which Buckingham had previously been working through, but has not been fully completed. This is progressing well on site and is anticipated to be completed by the summer. The Authority holds retention money and has all sub-contractor warranties in place and the project is therefore in a good overall position despite the administration issue. Regarding the LSC and the Authority's tariff risk for utilities, the 23/24 budget is sufficient for current levels of consumption at known prices to October 2023. Consumption has been reduced through more efficient management practices and the initial LED investment at Lee Valley VeloPark. Further consumption reductions from LEDs at Lee Valley Hockey & Tennis Centre, Lee Valley Athletics Centre, Lee Valley White Water Centre and the Lee Valley Riding Centre will further mitigate this risk.
SR3.1	Finance System upgrade delayed until June 2024. Project is being led by Senior Accountant. New solution offered by One Advanced does meet our requirements. Further development being done. Once Finance system has been upgraded the risk can be moved to <> Tolerated. The current system poses a risk to the Authority. Server environment changes in progress, to make Data Centre the primary location and Myddelton House the backup. This will improve resilience and greater flexibility in terms of office space. Physical servers at Data Centre to then be virtualised to cloud hosted. MPLS contract in process of being renewed via procurement process.
SR3.2	Greenwich Leisure Limited (GLL) had been using the Authority's phone system until they could get a suitable phone system for the Venues within the Leisure Services Contract (LSC). They have now moved to their own phone system. Having now operated the venues for over a year, all the IT systems being used by GLL have proven to be adequate for operating our venues.
SR4.1	Ongoing. The MTFP has being updated to reflect changes in inflation, impact of service revision, and changes that directly impact revenue. Continued monitoring of Income, Expenditure, and operational capacity/usage. Utility costs stabilising and expected to remain at similar level for next year. Review of General Fund reserve balance, cash flow monitoring, and inflation/rate change modelling. Capital spend profile updated for current programme delivery. Members approved budget for 2024/25 with a below inflation increase to the Levy of 3%.
SR4.2	Insurance is arranged annually for period October X1 to September X2.

	Liaison required with Insurance brokers with regards to any changes in insurance cover and premiums. Review of insurance property values, and insurable items, to ensure sufficient arrangements/coverage
SR4.3	Income levels in Year 1 sufficient that renegotiation not required in respect of income for Year 2+
SR5.3	The Department for Levelling Up, Housing and Communities (DLUHC) & National Audit Office launched a consultation on 8 February 2024 into the process to address the significant delays in the delivery of local authority audits. The DLUHC has suggested that a backstop date of 30 September 2024 be put in place to conclude all outstanding audits up to and including 2022/23. This date is being set to allow auditors time to issue opinions. These may result in modified or disclaimed opinions due to this backstop. There may be governance, reputational, and financials risk associated with failure to secure full assurance, which in turn may result in additional works required for future (2023/24 onwards) audits. The consultation also set out realigning with existing regulations by 2026/27. The situation is across the whole local authority sector, and not specific to the Authority, although trust in Public Sector accounts may be reduced if a large number of disclaimed/modified opinions are issued. Early engagement will be essential once the consultation is competed to ensure full assurance by backstop.
SR7.1	Staff training provided to all staff on Cybersecuirty twice a year. Additional training session focusing on Ransomware done after Cyberattack on GLL.

Risk Appetite

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

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

Likelihood

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

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

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

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

Scoring Criteria

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

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