

To: David Andrews (Chairman)                      Gerry Lyons  
Malcolm Cowan                                      John Knapman  
Linda Haysey                                        Graham McAndrew  
Ross Houston

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

**THURSDAY, 25 FEBRUARY 2016 AT 12.30**

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 24 September 2015 (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 **ACCOUNTING POLICIES & ACCOUNTS**  
**CLOSEDOWN TIMETABLE 2015/16**

Paper AUD/65/16

Presented by Simon Sheldon, Director of Finance &  
Resources

6      **AWARD OF INTERNAL AUDIT CONTRACT**      Paper AUD/64/16

Presented by Simon Sheldon, Director of Finance &  
Resources

7      **RISK REGISTER 2015/16**      Paper AUD/66/16

Presented by Simon Sheldon, Director of Finance &  
Resources

8      **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.

9      **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 2.)

17 February 2016

Shaun Dawson  
Chief Executive

**LEE VALLEY REGIONAL PARK AUTHORITY**

**AUDIT COMMITTEE MINUTES  
24 SEPTEMBER 2015**

Members Present: David Andrews (Chairman) Gerry Lyons  
Malcolm Cowan Graham McAndrew  
Ross Houston Mari Stevenson (Deputy for Linda Haysey)

Apologies Received From: Linda Haysey

Officers Present: Simon Sheldon - Director of Finance & Resources  
Beryl Foster - Director of Corporate Services  
Keith Kellard - Finance & Systems Accountant  
Lindsey Johnson- Committee Services Officer

Also Present: Debbie Hanson and Rachel Brittain – Ernst & Young

**Part I**

**85 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**86 MINUTES OF LAST MEETING**

**THAT the minutes of the meeting held on 25 June 2015 be approved and signed.**

**87 PUBLIC SPEAKING**

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

**88 EXTERNAL AUDITORS' AUDIT RESULTS REPORT  
- 2014/15 ACCOUNTS**

Paper AUD/64/15

The Director of Finance & Resources introduced the report.

Debbie Hanson from Ernst & Young introduced the External Auditors Results Report where she informed Members that only small amendments had been made to the Annual Accounts which were not of sufficient detail for Members to be concerned.

A Member asked if the Authority would have to complete their accounts two months earlier like other local authorities in the future. Debbie Hanson replied that it would.

- (1) the External Auditors' Audit Results Report for the Authority's 2014/15 Financial Accounts was noted; and**
- (2) the Chairman of the Audit Committee and the Director of Finance & Resources sign-off the 2014/15 Annual Accounts and the Letter of Representation (Appendix B to Paper AUD/64/15) was approved.**

## AUDIT COMMITTEE MINUTES 24 SEPTEMBER 2015

89 RISK REGISTER 2015/16

Paper AUD/63/15

The Director of Finance & Resources introduced the report, where Members were reminded that it was the Residual Risk Score that was important.

The Chairman asked how likely it was that non-payment of the levy would occur; officers responded that although the Authority had been challenged in the past, the challenge was unfounded.

Members also asked about the risks surrounding contaminated land. The Director of Corporate Services responded stating that the risk had been reduced by the strategy and policies that we have in place for dealing with contaminated land; we are still awaiting the results from some exploratory work, which may reduce the score further.

- (1) the Authority's Strategic Risk Register (including all agreed changes recommended at this Committee meeting) attached at Appendix B to Paper AUD/63/15 was approved.**

The Chairman thanked officers for all their work in getting the Annual Accounts completed, especially with the added difficulties with the split with the Trust this year.

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Date

The meeting started at 1pm and ended at 1.20pm.



**LEE VALLEY REGIONAL PARK AUTHORITY**

**AUDIT COMMITTEE**

**25 FEBRUARY 2016 AT 12.30**

**Agenda Item No:**

**5**

**Report No:**

**AUD/65/16**

## **ACCOUNTING POLICIES AND ACCOUNTS CLOSEDOWN TIMETABLE 2015/16**

Presented by the Director of Finance & Resources

### **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 (IFRS). As part of the process Members are asked to approve the Accounting Policies and the Closedown Timetable for 2015/16.

### **RECOMMENDATIONS**

- Members Approve:
- (1) the Accounting Policies set out in Appendix A of this report;
  - (2) the Draft Closedown Timetable set out in Appendix B of this report; and
- Members Note
- (3) the key judgements and assumptions set out in paragraphs 8 and 9 of this report.

### **BACKGROUND**

- 1 Under the Accounting and Audit Regulations 2015 the Authority is required to close its Financial Accounts for 2015/16 by 30 June 2016. 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).

A Draft Closedown Timetable is attached at Appendix B to this report, which has been prepared for the timely completion of the year end accounts process.

## **ADDITION TO ACCOUNTING POLICIES**

- 2 Officers have reviewed the Code for 2015/16 and identified changes relating to group accounts that required further review. The Authority is required to consider any interests it may have in subsidiaries, associates and joint ventures and prepare group accounts where they have material interests.

The Authority has reviewed its position with regards the relationship that exists between the Authority and the Lee Valley Leisure Trust (Vibrant Partnerships), who have been running the majority of the leisure facilities since April 2015 and have concluded that a material interest does not exist, and group accounts will not be required.

The accounting policies have been updated to include a section on group accounts.

- 3 Officers have continued to monitor whether a policy is required for the Carbon Reduction Commitment (CRC) scheme, and the impact of Phase 3 of this scheme in 2018/19. This may require a change in accounting policies in future years.
- 4 The Accounting Policies for the financial year 2015/16 follow those adopted for 2014/15 under International Financial Reporting Standards (IFRS) with no other amendments than those already stated.
- 5 The Accounting Policies that will be included in the Financial Statements are shown in Appendix A to this report.

## **CLOSEDOWN TIMETABLE 2015/16**

- 6 The Authority has set itself an ambitious but achievable timetable for closedown. The detailed tasks and deadlines for closedown are set out at Appendix B to this report. The key dates for Members to note are:
- 29 February 2016 as the provisional commencement for the interim audit;
  - 23 June 2016 for the sign-off of the draft set of accounts;
  - 23 June 2016 for presentation of any Interim Audit findings and the Auditors plan;
  - 30 June 2016 statutory deadline for production of the accounts;
  - 13 June 2016 as the provisional commencement for the final accounts audit;
  - 29 July 2016 as the provisional conclusion of the audit;
  - 30 September 2016 for the publication of the accounts.

## **ACCOUNTING JUDGEMENTS AND ASSUMPTIONS**

- 7 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 two assumptions/judgements that Members should note and these are detailed in the following paragraphs.
- 8 Members of the Authority decided in February 2014 (Paper A/4181/14) that the main operational facilities should be run by a charitable trust. In addition it agreed in April 2014 (Paper A/4182/14) that additional non-sporting venues

should also be transferred to the Trust. The contract for Lee Valley Leisure Trust Limited (Vibrant Partnerships) commenced on 1 April 2015. The Authority has reviewed its accounting policies with regards to any material interest it may have in the Trust and the possible requirement to produce group accounts. The main considerations relate to whether the Authority has direct power to control the operations and activities of the Trust. It can be demonstrated under IFRS10 Consolidated Financial Statements, as well as the Companies Act 2006 and both the Charities and CIPFA SORP, that this is not the case, and therefore group accounts do not need to be prepared.

Lee Valley Leisure Trust Limited (Vibrant Partnerships) will produce its own set of accounting policies, assumptions, judgements, and statements in line with the relevant accounting guidelines for charities.

- 9 The Authority is required to complete a valuation of its Transport Infrastructure Assets (TIA) for the 2016/17 accounts. To achieve this the Authority needs to produce comparative data from 2015/16 to be presented in the 2016/17 accounts. Using the TIA code (2013) work has commenced in-house to determine the scale of assets and infrastructure to be included although accounting guidance has yet to be published. In essence the following asset classifications need to be included/excluded:

Included:

- Carriageways;
- Footways and cycle tracks;
- Structures (including bridges);
- Highway lighting;
- Street Furniture (including signage);
- Traffic Management Systems;
- Land.

Excluded:

- Trams;
- Light rail systems;
- Underground systems;
- Car Parks;
- Maintenance depots;
- Bus Stations.

The assets only relate to public highways and as such a significant part of the Authority assets are contained within enclosed spaces such as River Lee Country Park. However a full audit is required to determine what is and isn't included. An officer working group is undertaking this audit using the GIS system and following identification of assets to be included will source the necessary expertise to establish a baseline valuation. This may incur additional costs as part of the 2015/16 closedown process and officers will endeavour to fund this from existing revenue budgets.

## **ENVIRONMENTAL IMPLICATIONS**

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

## FINANCIAL IMPLICATIONS

- 11 The fee proposed by the External Auditor is £18,620 and can be met from the existing budget. Additional costs relating to valuations of TIA may accrue but it is the intention to contain this cost within existing consultancy budgets.

## HUMAN RESOURCE IMPLICATIONS

- 12 There are no human resource implications arising directly from the recommendations in this report. However additional officer time is required to establish the TIA requirements.

## LEGAL IMPLICATIONS

- 13 There are no legal 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.

## RISK MANAGEMENT IMPLICATIONS

- 15 There is a small risk that subject to the progress and completeness of the TIA work completed by the Authority that the External Auditor may require additional time to complete their work in relation to auditing TIA and that this may incur additional audit fees that are not currently budgeted for. To try and mitigate this risk officers will continue to maintain ongoing dialogue with the Auditor and ensure that the information provided meets with their expectation to minimise the potential for extra audit work.

The high level project plan to achieve this is set out below:

Task	Deadline	Completion
Transport Infrastructure Assets workshop	28 July 2015	Completed
Officer Working Group – To establish group and define information gathering requirements.	8 October 2015	Completed
Officer Working Group – To review outline data and maps and set specification.	7 January 2016	Completed
Officer Working Group – To sign-off data sets and maps and to source valuers	11 February 2016	In Progress
Appoint Valuer(s) and value assets	15 February 2016	
Officer Working Group – To sign-off draft asset valuations data sets and maps.	10 March 2016	
Present Auditor with data sets, maps and working Papers	31 March 2016	

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**APPENDICES ATTACHED**

Appendix A	Full Accounting Policies
Appendix B	Draft Closedown Timetable

**LIST OF ABBREVIATIONS**

IFRS	International Financial Reporting Standards
CIPFA	Chartered Institute of Public Finance & Accounting
CRC	Carbon Reduction Commitment
TIA	Transport Infrastructure Assets

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### STATEMENT OF ACCOUNTING POLICIES

#### General Principles

The Statement of Accounts summarises the Authority's transactions for the 2015/16 financial year and its position at the year-end of 31 March 2016. 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 2015/16 and the Service Reporting Code of Practice 2015/16, supported by International Financial Reporting Standards (IFRS).

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

#### Heritage Assets

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

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

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

#### Accruals of expenditure and income

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

#### Cash and cash equivalents

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

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

#### Contingent assets

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

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

### Contingent liabilities

Contingent liabilities are either:

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

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

### Employee benefits

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

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

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

### Termination Benefits

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

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

### Pension costs

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

## Appendix A to Paper AUD/65/16

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.

For most of the borrowings that the Authority has, this means 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 recognised when the Authority becomes party to the financial instrument contract. Financial assets are classified into two types:

#### a. Loans and receivables

Loans and receivables are non-derivative assets with fixed or determinable payments which are not quoted in the active market. After initial recognition at fair value, they are measured at amortised cost using the effective interest method. For most of the loans that the Authority has made, this means that the amount presented in the balance sheet is the outstanding principal receivable (plus accrued interest); and interest credited to the comprehensive income and expenditure statement is the amount receivable for the year in the loan agreement.

Any gains and losses that arise on the derecognition of an asset are credited or debited to the financing and investment income and expenditure line in the comprehensive income and expenditure statement.

When a soft loan is made, a loss is recorded in the comprehensive income and expenditure statement for the present value of interest that will be foregone over the life of the instrument. A soft loan is a loan made at less than market rates. Interest is credited to the financing and investment income and expenditure line in the comprehensive income and expenditure statement at a marginally higher effective rate of interest than the rate receivable from the voluntary organisations, with the difference serving to increase the amortised cost of the loan in the balance sheet. Statutory provisions require that the impact of soft loans on the general fund balance is the interest receivable for the financial year – the reconciliation of amounts debited and credited to the comprehensive income and expenditure statement to the net gain required against the general fund balance is managed by a transfer to or from the financial instruments adjustment account in the movement in reserves statement.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made, the asset is written down and a charge made to the relevant service (for receivables specific to that service) or the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate.

### **b. Available for sale assets**

Available-for-sale assets are recognised on the Balance Sheet when the Authority becomes a party to the contractual provisions of a financial instrument and are initially measured and carried at fair value. Where the asset has fixed or determinable payments, annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest receivable are based on the amortised cost of the asset multiplied by the effective rate of interest for the instrument. Where there are no fixed or determinable payments, income (eg dividends) is credited to the Comprehensive Income and Expenditure Statement when it becomes receivable by the Authority.

Assets are maintained in the Balance Sheet at fair value. Values are based on the following principles:

- instruments with quoted market prices – the market price
- other instruments with fixed and determinable payments – discounted cash flow analysis
- equity shares with no quoted market prices – independent appraisal of company valuations.

Changes in fair value are balanced by an entry in the Available-for-Sale Reserve and the gain/loss is recognised in the Surplus or Deficit on Revaluation of Available-for-Sale Financial Assets. The exception is where impairment losses have been incurred – these are debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement, along with any net gain or loss for the asset accumulated in the Available-for-Sale Reserve.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made (fixed or determinable payments) or fair value falls below cost, the asset is written down and a charge made to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. If the asset has fixed or determinable payments, the impairment loss is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the asset's original effective interest rate. Otherwise, the impairment loss is measured as any shortfall of fair value against the acquisition cost of the instrument (net of any principal repayment and amortisation).

Any gains and losses that arise on the derecognition of the asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement, along with any accumulated gains or losses previously recognised in the Available-for-Sale Reserve.

Where fair value cannot be measured reliably, the instrument is carried at cost (less any impairment losses).

### **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 market 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).

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

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

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

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

### Property, plant and equipment

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

### Recognition

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

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

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

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

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

### Measurement

Assets are initially measured at cost, comprising:

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

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

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

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

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

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

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

- Lee Valley Ice Centre – an ice rink, with ancillary facilities; a steel frame building, clad in corrugated sheeting; and
- Rye House Gatehouse – a listed ancient monument, constructed in 1443, which the Authority uses as a museum.
- Lee Valley Velodrome – the London 2012 Olympic Velodrome

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.

<b>Asset class</b>	<b>Useful economic life</b>
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.

### Overheads

The Authority allocates the salaries and associated costs of central support services to the various front line services. This is in accordance with the costing principles of the Service Reporting Code of Practice 2015/16 (SeRCOP). The total absorption costing principle is used – the full cost of overheads and support services are shared between users in proportion to the benefits received. The only exceptions to this being:

- Corporate and Democratic Core – costs relating to the Authority's status as a multifunctional, democratic organisation.
- Non Distributed Costs – the cost of discretionary benefits awarded to employees retiring early and impairment losses chargeable on Assets Held for Sale.

These two cost categories are specifically defined in SeRCOP and accounted for as separately in the Comprehensive Income and Expenditure Statement, as part of Net Expenditure on Continuing Services.

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

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Amounts appropriated to/from reserves are distinguished from service expenditure disclosed in the Statement of Accounts. 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.

### **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.

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.

### **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.

From 1 April 2015, the Authority entered into a Leisure Services Contract with the Lee Valley Leisure Trust Limited (Vibrant Partnerships) to run the main leisure facilities owned by the Authority. Whilst the Authority is able to appoint up to three members to the board of the Trust, it does not have direct power to influence the 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.

## Final Accounts Closure 2015/16 AUTHORITY Closedown Timetable

Deadline Date	Task	Finance Contact	External Contact	Date Completed	Signed Off	Comments
Wed 16/03/2016	Final Accounts Meeting	SS/KK/MK				FA Review with Authority
Wed 30/03/2016	Final Accounts Meeting	SS/KK/MK				FA Review with Authority
Wed 13/04/2016	Final Accounts Meeting	SS/KK/MK				FA Review with Authority
Wed 27/04/2016	Final Accounts Meeting	SS/KK/MK				FA Review with Authority
Wed 11/05/2016	Final Accounts Meeting	SS/KK/MK				FA Review with Authority
Wed 25/05/2016	Final Accounts Meeting	SS/KK/MK				FA Review with Authority
Wed 08/06/2016	Final Accounts Meeting	SS/KK/MK				FA Review with Authority
Wed 23/03/2016	Final Accounts Meeting	KK/MK				Finance FA review
Wed 06/04/2016	Final Accounts Meeting	KK/MK				Finance FA review
Wed 20/04/2016	Final Accounts Meeting	KK/MK				Finance FA review
Wed 04/05/2016	Final Accounts Meeting	KK/MK				Finance FA review
Wed 18/05/2016	Final Accounts Meeting	KK/MK				Finance FA review
Wed 01/06/2016	Final Accounts Meeting	KK/MK				Finance FA review
Early/Mid Feb 16	Meeting with External Auditor	SS	EY			Provisional
Mon 29/02/2016	Final Accounts Interim Audit Start	KK/MK	EY			Provisional
Tue 01/03/2016	Final Accounts Interim Audit	KK/MK	EY			Provisional
Wed 02/03/2016	Final Accounts Interim Audit	KK/MK	EY			Provisional
Thu 03/03/2016	Final Accounts Interim Audit	KK/MK	EY			Provisional
Fri 04/03/2016	Final Accounts Interim Audit	KK/MK	EY			Provisional
Fri 11/03/2016	Final Accounts Interim Audit End	KK/MK	EY			Provisional
Wed 10/02/2016	Revenue Outturn P10/2015	MK/KK				Reports issued
Wed 10/02/2016	Capital Outturn P10/2015	KK/MK				Reports issued
Wed 09/03/2016	Revenue Outturn P11/2015	MK/KK				Reports issued
Wed 09/03/2016	Capital Outturn P11/2015	KK/MK				Reports issued
Wed 13/04/2016	Revenue Outturn P12/2015	MK/KK				Reports issued
Wed 13/04/2016	Capital Outturn P12/2015	KK/MK				Reports issued
Thu 25/02/2016	Audit Committee (AUTHORITY)	SS/KK				
Thu 23/06/2016	Audit Committee (AUTHORITY)	SS/KK				Unaudited Final Accounts
Thu 22/09/2016	Audit Committee (AUTHORITY)	SS/KK				Audited Final Accounts
Thu 25/02/2016	Executive Committee (AUTHORITY)	SS				Q3 Revenue Outturn
Thu 24/03/2016	Executive Committee (AUTHORITY)	SS				
Thu 28/04/2016	Executive Committee (AUTHORITY)	SS				
Thu 26/05/2016	Executive Committee (AUTHORITY)	SS				Q4 Revenue Outturn
Thu 23/06/2016	Executive Committee (AUTHORITY)	SS				
Thu 28/07/2016	Executive Committee (AUTHORITY)	SS				
Thu 22/09/2016	Executive Committee (AUTHORITY)	SS				
Thu 28/04/2016	Authority (AUTHORITY)	SS				Write offs
Tue 26/01/2016	Draft Instructions Issued to Valuers	KK/SS/SR				
Tue 09/02/2016	Accounting Policies and Assumptions	KK/SS				
Mon 29/02/2016	Set Up Closedown File	KK/MK				
Mon 29/02/2016	Review Guidance Notes	KK/MK				Ongoing
Thu 31/03/2016	Review Finance Leases	KK				
Fri 26/02/2016	Issue Guidance Procedures for Financial Year End	MK/KK				Pending review
Fri 25/02/2016	Issue Guidance Procedures for New Year	MK/KK				At 16/17 Sessions
Fri 12/02/2016	Issue Instruction to Pension Valuers	SS				
Wed 09/03/2016	Loans Transactions (PWL.B) Complete	KK				
Fri 26/02/2016	Circulate Related Party Transactions memo	PK				
Fri 26/02/2016	Circulate Members Declarations	SB				
Wed 16/03/2016	Write off Meeting	SS/LR/KK/MK				
Mon 29/02/2016	Review Financial Statements Templates	KK/MK				
Fri 03/06/2016	Review Final Accounts	SS/KK/MK				
Wed 08/06/2016	Completion of Report to Audit Committee	SS/KK/MK				
Mon 13/06/2016	Final Accounts Audit - Provisional Start	SS/KK/MK	EY			Provisional Date for Audit - TBC
Tue 14/06/2016	Final Accounts Audit - Provisional	SS/KK/MK	EY			Provisional Date for Audit - TBC
Wed 15/06/2016	Final Accounts Audit - Provisional	SS/KK/MK	EY			Provisional Date for Audit - TBC
Thu 16/06/2016	Final Accounts Audit - Provisional	SS/KK/MK	EY			Provisional Date for Audit - TBC
Fri 17/06/2016	Final Accounts Audit - Provisional	SS/KK/MK	EY			Provisional Date for Audit - TBC
Mon 20/06/2016	Final Accounts Audit - Provisional	SS/KK/MK	EY			Provisional Date for Audit - TBC
Tue 21/06/2016	Final Accounts Audit - Provisional	SS/KK/MK	EY			Provisional Date for Audit - TBC
Wed 22/06/2016	Final Accounts Audit - Provisional	SS/KK/MK	EY			Provisional Date for Audit - TBC
Thu 23/06/2016	Final Accounts Audit - Provisional	SS/KK/MK	EY			Provisional Date for Audit - TBC
Fri 24/06/2016	Final Accounts Audit - Provisional End	SS/KK/MK	EY			Provisional Date for Audit - TBC
Early Feb 16	Review of Overhead Apportionment	MK/KK/SS/(Trust)				
Fri 26/02/2016	Issue Cash & Imprest Certificates to centres	MK				Pending review
tbc	Final Accounts Workshop - Waterworks Centre	tbc				tbc
tbc	Final Accounts Workshop - Myddelton House	tbc				tbc
Thu 31/03/2016	Provision for Bad Debts posted	KK/MK				

Final Accounts Closure 2015/16 AUTHORITY  
 Closedown Timetable

Deadline Date	Task	Finance Contact	External Contact	Date Completed	Signed Off	Comments
Thu 24/03/2016	Minutes of Write off Meeting	LR				
Thu 28/04/2016	Debt W/o on System	KK				
Fri 29/04/2016	Review of Staff Remuneration Note	KK				
Thu 28/04/2016	Members Declarations Returned		Members			
Fri 01/04/2016	Deadline for receipt of all Creditor/Debtor/PIA/RIA Sheets		All			
Tue 05/04/2016	All notified Debtors by 31/03 Raised on Sales Ledger	LR/JP				
Thu 31/03/2016	Stock Takes completed		Centres			
Thu 31/03/2016	Aged Creditors listing produced	KK/MK				
Thu 31/03/2016	Aged Debtors listing produced	KK/MK				
Thu 31/03/2016	Cashing Up at centres		Centres			
Wed 06/04/2016	Last day for Invoices (M12) on Payments System	MK/JS/Centres				
Fri 08/04/2016	Key Deposits reconciled	JP/MK				
Fri 08/04/2016	Livery Deposits reconciled	JP/MK				
Fri 08/04/2016	Mooring Deposits reconciled	JP/MK				
Fri 08/04/2016	All other deposits reconciled	JP/MK				
Thu 31/03/2016	Return of Holiday Statements		PK			
Fri 08/04/2016	Stock Takes completed and returns received	KK/MK	Centres			
Fri 08/04/2016	Purchase Ledger Creditors Reconciled	KK/MK				
Fri 08/04/2016	Review Outstanding Orders Listings	KK/MK				
Fri 08/04/2016	Petty Cash Returns Posted	MK				
Fri 08/07/2016	Stock Adjustments Posted	KK				
Tue 05/04/2016	All Weekly Returns Posted to Old Year	MK				
Thu 31/03/2016	Insurance Suspense Cleared [999 6861]	KK				
Fri 08/04/2016	Insurance Fund Reconciled	KK				
Fri 01/04/2016	Fixed Assets Impairment Review	KK	SR			
Fri 08/04/2016	All Debtors Reviewed	KK/LR/JP				
Fri 08/04/2016	All Creditors Reviewed	KK/LR/JP/MK/JS				
Fri 08/04/2016	All PIA Reviewed	KK/LR/JP/MK/JS				
Fri 08/04/2016	All RIA Reviewed	KK/LR/MK/JP/JS				
Fri 08/04/2016	Deadline for Input of all Creditor Sheets	KK/MK/JS				
Fri 08/04/2016	Cash balances at 31 Mar agreed and reconciled	KK/MK				
Thu 31/03/2016	Service Tenancies charged to services	KK/JP/MK				
Fri 08/04/2016	Interest accrual - Loans / Investments	KK				
Fri 15/04/2016	Review Pension Valuation From Actuaries	KK/SS				
Fri 15/04/2016	Capital Fund Reconciled	KK				
Fri 15/04/2016	Renewals Fund Reconciled	KK				
Fri 15/04/2016	Repairs Fund Reconciled	KK				
Fri 15/04/2016	Contr In lieu Interest put to Funds	KK				
Fri 15/04/2016	Production of Reconciled Debtors Note	KK				
Fri 15/04/2016	Production of Reconciled Creditors Note	KK				
Fri 15/04/2016	Production of Stock Note	KK				
Fri 15/04/2016	Production of Employee Benefits Note	KK/MK				
Fri 15/04/2016	Posting of Employee Benefits c/fwd	KK				
Fri 15/04/2016	Inland revenue payment, Payroll	LR/KK				
Fri 15/04/2016	Superannuation reconciled	LR/KK				
Fri 15/04/2016	PAYE and NI suspense cleared	LR/KK				
Fri 08/04/2016	Write Offs to Committee Approved - Authority	SS	Members			
Fri 29/04/2016	Payroll P35 Agreed	LR/KK				
Wed 04/05/2016	VAT Return complete, and Accounts Reconciled	KK				
Wed 04/05/2016	VAT Partial Exemption Calculation	KK				
Mon 02/05/2016	Draft Period 13 Reports circulated	MK/KK				
Fri 15/04/2016	Common Services - Agree account and divide charges	KK	SR			
Fri 29/04/2016	Confirm all Pd 12, 13, 01 payments in correct year	KK/MK				
Fri 29/04/2016	Completion of Leases	KK				
Fri 29/04/2016	Production of Leases Note	KK				
Fri 13/05/2016	Review of Overhead Apportionment	KK				
Fri 06/05/2016	Provisional Treasury Management Review (Draft)	KK/SS				
Fri 13/05/2016	All Revenue Accounts checked	KK/MK				
Fri 13/05/2016	Non Current Assets Reconciled	KK				
Fri 13/05/2016	Post Impairments to Non Current Assets	KK				
Fri 13/05/2016	Post Revaluations to Non Current Assets	KK				
Fri 13/05/2016	Run and Post Depreciation	KK				
Wed 18/05/2016	Review Draft Figures for MT	KK				
Wed 18/05/2016	Production of Non Current Assets Notes	KK				
---	Agree 5 yr valuation schedule of non-current assets	KK	SR			This is already agreed
Fri 06/05/2016	Post Pension Transactions	KK				
Fri 13/05/2016	Production of Pension Note	KK				
Mon 09/05/2016	Interim Provisional Outturn to MT	MK/KK				
Thu 12/05/2016	Provisional Outturn Revenue Report (Draft)	MK/KK/SS				
Thu 12/05/2016	Provisional Outturn Capital Report (Draft)	MK/KK/SS				
Fri 20/05/2016	Agree all closing/opening balances	MK/KK				
Fri 13/05/2016	Outturn Reports to Chair of Authority	SS				
Fri 20/05/2016	Glossary	KK				



**Final Accounts Closure 2015/16 AUTHORITY**  
**Closedown Timetable**

Deadline Date	Task	Finance Contact	External Contact	Date Completed	Signed Off	Comments
Fri 20/05/2016	Explanatory Foreword	KK				
Fri 27/05/2016	Production of Core Statements	KK				
Fri 27/05/2016	Production of Supporting Notes	KK				
Fri 27/05/2016	Variance Analysis report	KK				
Thu 26/05/2016	Provisional Revenue Outturn Laid Before Exec Cttee	SS	Members			
Thu 26/05/2016	Provisional Capital Outturn Laid Before Exec Cttee	SS	Members			
Fri 15/07/2016	Review of chart of accounts and user access	KK/MK				
Fri 27/05/2016	Data Analytics to E&Y	KK				
Fri 03/06/2016	Covering Final Accounts Report	KK/SS				
Wed 08/06/2016	Reports to Audit Committee	SS				
Fri 17/06/2016	Management Review of Working Papers	SS/KK				
Thu 30/06/2016	Statutory Deadline for Accounts Production					
tbc	Accounts Inspection - public advert - closing date					TBC
tbc	Annual Audit Opinion Issued - ERNST & YOUNG		EY			TBC
tbc	Accounts Inspection - available from this date		EY			TBC
tbc	Accounts Inspection - AC - appointed date		EY			TBC
Fri 30/09/2016	Final date for publication of accounts					

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**LEE VALLEY REGIONAL PARK AUTHORITY**

**AUDIT COMMITTEE**

**25 FEBRUARY 2016 AT 12:30**

**Agenda Item No:**

**6**

**Report No:**

**AUD/64/16**

## **AWARD OF INTERNAL AUDIT CONTRACT**

Presented by the Director of Finance & Resources

### **SUMMARY**

Members agreed (Paper AUD/47/14) to award a short term contract for up to two years (2014/15 and 2015/16) with Mazars Public Sector Internal Audit Limited (Mazars PSIA) under the London Borough of Croydon framework agreement. Officers are proposing that we continue with this contract under the framework agreement set up by Croydon until March 2018 as the most efficient way to continue to let this contract.

### **RECOMMENDATION**

Members Approve: (1) the award of a short term contract for up to two years (2016/17 and 2017/18) with Mazars Public Sector Internal Audit Limited (Mazars PSIA) under the London Borough of Croydon framework agreement.

### **BACKGROUND**

- 1 The Authority externalised its Internal Audit function in 2004. The contract was successfully won by Deloitte PSIA for three years. The contract was retendered and let in 2007/08 and Deloitte PSIA successfully won the contract for a further seven years (five years plus two) including extensions.
- 2 In December 2013 the Authority received confirmation that Deloitte LLP had agreed to sell its shares in Deloitte PSIA to Mazars LLP. The sale was completed at 31 January 2014 and Mazars PSIA undertook to complete the Deloitte PSIA contract with the Authority until 31 March 2014. Officers from the Authority met with Mazars PSIA who confirmed that the Croydon framework agreement with Deloitte PSIA was legally transferred to Mazars PSIA and that in effect the Authority could still pursue a contract with Mazars PSIA via the framework agreement.
- 3 In February 2014 (Paper AUD/47/14) Members of this Committee agreed to continue with Mazars PSIA under the existing framework agreement for a further two years (until March 2016) due to the significant organisational changes that were progressing at that time through the transfer of services to Lee Valley

Leisure Trust (the Trust) and that the major Olympic venues were coming on stream and some degree of continuity and on-going knowledge were important to be retained by the Authority during this period of significant change.

- 4 The contract has proven its success over the years both in terms of price, quality and service. The original in-house service (2 FTEs) would have cost significantly more per year than the contract (circa £55,000 annually) and it would not have provided the broad range of skills and knowledge base of a large firm specialising in Internal Audit.
- 5 The externalisation has enabled the Authority to develop its risk management practices and a risk based auditing process that satisfies both its own governance and control requirements as well as meeting the external auditor requirements. Our own internal customer satisfaction surveys have also demonstrated that managers see this as a beneficial and supportive service that has helped implement improvements and ensure best practice.

#### **EXISTING CONTRACTOR**

- 6 As the current contract with Mazars PSIA is due to expire on 31 March 2016, officers are cognisant that there are still significant changes and developments as the Authority and Trust develop their working practices, and have concluded that maintaining the existing arrangement would deliver the Authority's requirements.
- 7 The use of Mazars would satisfy the Authority's audit, risk management, internal control and governance requirements through the London Borough of Croydon framework.

#### **ENVIRONMENTAL IMPLICATIONS**

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

#### **FINANCIAL IMPLICATIONS**

- 9 Currently there is an annual budget provision of £55,000 to fund up to 160 days of internal audit work. It is anticipated that this will be sufficient to meet the Authority's requirements and Mazars PSIA will be able to match this under the current framework agreement.

#### **HUMAN RESOURCE IMPLICATIONS**

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

#### **LEGAL IMPLICATIONS**

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

#### **RISK MANAGEMENT IMPLICATIONS**

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

## **EQUALITY IMPLICATIONS**

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

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## **PREVIOUS COMMITTEE REPORT**

Audit Committee	AUD/47/14	Award of Internal Audit Contract	27 February 2014
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## **ABBREVIATIONS**

The Trust	Lee Valley Leisure Trust Limited
Mazars PSIA	Mazars Public Sector Internal Audit Limited

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**LEE VALLEY REGIONAL PARK AUTHORITY**

**AUDIT COMMITTEE**

**25 FEBRUARY 2016 AT 12:30**

**Agenda Item No:**

**7**

**Report No:**

**AUD/66/16**

## **RISK REGISTER 2015/16**

Presented by the Director of Finance & Resources

### **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.

Following input from Members at the last Audit Committee the Register has been updated for use going forward.

### **RECOMMENDATION**

Members Approve: (1) the Authority's Strategic Risk Register (including all agreed changes recommended at this Committee meeting) attached at Appendix B 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:

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

In this context "relevant authority" is referring to the Lee Valley Regional Park Authority.




- 3 "The relevant authority must, each financial year:
  - (a) conduct a review of the effectiveness of the system of internal control required by regulation 3; and
  - (b) 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 are 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 (20 May 2010, Paper AUD/06/10 and 28 June 2012 Paper AUD/30/12).

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

- 8 The current Strategic Risk Register is reviewed by officers and Members on an on-going basis. At the meeting in September 2015 (Paper AUD/63/15) Members agreed the corporate Risk Register recognising that many of the previously identified risks had been satisfactorily addressed.
- 9 Members also requested the following:
  - residual risk scores needed to be reassessed to ensure that we were not over-stating the current position.  
ACTION: Officers have reviewed the scoring against the criteria set out in detail at Appendix A. The table below sets out a comparison of the movement in reducing the residual risk over time and the attached total



notional score.

Risk	Inherent Risk Score	Notional Residual Risk Score 24 September 2015	Notional Residual Risk Score 25 February 2016
	8	0	0
	14	16	10
	0	6	12
Total Risks	22	22	22
Notional Score	1056	520	422

- to review the score of likelihood of non-payment in the levy from 2 to 1. ACTIONED.

There were no further changes requested.

### ENVIRONMENTAL IMPLICATIONS

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

### EQUALITY IMPLICATIONS

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

### FINANCIAL IMPLICATIONS

- 12 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.
- 13 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.

### HUMAN RESOURCE IMPLICATIONS

- 14 There are no additional human resource implications arising directly from the recommendations in this report. Actions have been set so that they can be met from existing employee resources.

### LEGAL IMPLICATIONS

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

### RISK MANAGEMENT IMPLICATIONS

- 16 These are dealt with through the main body of the report and through the revised Register. The potential higher risk areas identified (now amber) within the corporate register relate to land contamination and resourcing risks.

Continuing mitigation against these identified risks is demonstrated by the proposed actions in the strategic Register in Appendix B to this report.

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## **BACKGROUND REPORTS**

Lee Valley Regional Park Authority Risk Management Strategy June 2012

## **PREVIOUS COMMITTEE REPORTS**

Audit Committee	AUD/06/10	Risk Register 2009/10	20 May 2010
Audit Committee	AUD/17/11	Risk Register 2010/11	02 March 2011
Audit Committee	AUD/21/11	Risk Register 2011/12	02 June 2011
Audit Committee	AUD/23/11	Risk Register 2011/12	22 September 2011
Audit Committee	AUD/26/12	Risk Register 2011/12	23 February 2012
Audit Committee	AUD/30/12	Risk Register 2012/13	28 June 2012
Audit Committee	AUD/34/12	Risk Register 2012/13	20 September 2012
Audit Committee	AUD/38/13	Risk Register 2012/13	28 February 2013
Audit Committee	AUD/40/13	Risk Register 2013/14	20 June 2014
Audit Committee	AUD/44/13	Risk Register 2013/14	26 September 2014
Audit Committee	AUD/46/14	Risk Register 2013/14	27 February 2014
Audit Committee	AUD/50/14	Risk Register 2014/15	19 June 2014
Audit Committee	AUD/54/14	Risk Register 2014/15	25 September 2014
Audit Committee	AUD/57/15	Risk Register 2014/15	26 February 2015
Audit Committee	AUD/59/15	Risk Register 2015/16	25 June 2015
Audit Committee	AUD/63/15	Risk Register 2015/16	24 September 2015

## **APPENDICES ATTACHED**

Appendix A	Risk Register Definitions and Scoring Criteria
Appendix B	Corporate Risk Register – Authority

## Definitions

The following key terms are used within the Risk Register:

**Risk** = an event or action which may adversely (or positively e.g. the winning or losing of contracts) affect the Trust's ability to maximise stakeholder value and to achieve its objectives, or limit its ability to exploit opportunities.

Risk is an inevitable part of everyday business and cannot be eliminated, but it can be managed.

**Risk Management** = the planned and systematic approach to the identification, evaluation and economic management of the risks associated with the Trust activities.

**Inherent Risk** = the risk exposure (likelihood x impact), assuming that nothing is done to manage it.

**Likelihood** = the estimated chance of a risk being realised.

**Impact** = the potential consequences if a risk is realised.

**Control** = an action taken to help manage a risk, either reducing the likelihood or the impact, or both.

**Residual Risk** = the risk exposure (likelihood x impact), taking into account the steps already being taken to manage it.

**Dealing with the risk** = treating, transferring, terminating or tolerating

<b>Treat</b>	Controls are put in place to help reduce the likelihood of a risk being realised.
<b>Transfer</b>	Action is taken to transfer the potential impact to another party, e.g. through an insurance arrangement.
<b>Terminate</b>	A decision is made to end the area of activity with which the activity is associated.
<b>Tolerate</b>	A decision is made to accept the current level of exposure without taking any further action.

**Further Action** = the further steps to be taken to reduce the residual risk exposure to an acceptable level.

**Deadline for Completion of Actions** = Final date when action should be completed by.

**Officer Responsible** = a senior officer responsible for managing the risk indicated by their post title e.g., CEO (Chief Executive Officer), DCS (Director of Corporate Services), DFR (Director of Finance & Resources), HP (Head of Parklands),

HC (Head of Communications), HSL (Head of Sport & Leisure) and AMPD (Section Manager Asset Management, Protection & Development).

**Assurance** = information which provides a view on the extent to which a risk is being managed in the way envisaged and hence on whether the actual residual risk exposure is consistent with that which it is believed to be.

**Comments** = Officer comments updating against progress against the action and the deadline.

**Risk Appetite and Scoring Criteria**

Risks are 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								

Each risk is scored on the basis of the following criteria for impact and likelihood, both for inherent and residual risk. This provides a visual indicator of the original level of risk and where it stands currently.

Key

Score 45-81 High Risk



Score 9-48 Moderate risk



Score 1- 18 Low risk



Whilst the assessment remains subjective, the following criteria serve as a guide and are used to help ensure consistency in scoring across each of the risks identified.

	<b>Impact</b>	<b>Likelihood</b>
<b>1</b>	No impact	<1% likely to occur in next 12 months
<b>2</b>	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
<b>3</b>	Financial loss between £1,000 and £5,000 or no impact outside single objective or no adverse publicity	5%-10% likely to occur in next 12 months
<b>4</b>	Financial loss between £5,000 and £20,000 or minor regulatory consequence or some impact on other objectives	10%-20% likely to occur in next 12 months
<b>5</b>	Financial loss between £20,000 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
<b>6</b>	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
<b>7</b>	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
<b>8</b>	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
<b>9</b>	Financial loss above £1 million or major impact at strategic level or closure/transfer of business	>80% likely to occur in next 12 months

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AUTHORITY STRATEGIC RISK REGISTER AS AT 25 FEBRUARY 2016

Risk ID	Risk Name	Inherent Risk Score				Residual Risk Score				Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Source of Assurance	25/02/2016 Comments	24/09/15 Comments
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood	Total Score	Tolerance/Transfer/Treat/Terminate						
SR 1	Legal														
	Failure to comply with the 1966 Park Act and other statutory requirements.	DCS	8	7	56	6	2	12	Tolerate	Continue Induction Process and monitoring of statutory changes	Quarterly	DCS	External Audit Internal Audit Senior Management	On-going Monitoring	Ongoing monitoring.
	Failure to comply with Health & Safety legislation	DFR	9	6	54	7	2	14	Tolerate	Health and Safety management H&S manual (procedures) regularly reviewed by RDHS who monitor up and coming legislation. Policy Updated	31/03/2016	DFR	Senior management Members	All Internal annual audits complete BSC audit commences 14/03/2015	External Audit by British Safety Council to be completed by 1 March 2016
SR2	Contractual														
	Agreeing to accept a partners' financial terms and conditions that will place an unacceptable long term contingent liability on the Authority	DFR	9	4	36	8	2	16	Tolerate	Reports to SMT and Members Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	31/12/2015	DCS/DFR	Internal Audit/ External Audit	LFA agreement Signed-off by Executive Paper E/423/15	Sport England / English Hockey LFA Terms & Conditions
	Contractors, Governing Bodies, or Trust not delivering agreed objectives	DFR	7	6	42	6	3	18	Tolerate	All contracts reviewed prior to commencement by a responsible officer. Delivery monitored by Director/Head of Service	Executive Quarterly Monitoring	HSL	Senior Management and Members	2nd Quarter Performance Monitoring signed off by Executive Paper E/425/15 Six Month Performance Report Authority Paper A/4219/15	Quarterly Performance Data monitored by Scrutiny

AUTHORITY STRATEGIC RISK REGISTER AS AT 25 FEBRUARY 2016

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Total Score	Likelihood	Impact	Treat/Transfer/Terminate (if Treat, further actions needed)	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officers(s) Responsible	Source of Assurance	25/02/2016 Comments	24/09/15 Comments
		Lead	Impact	Likelihood	Total Score	Existing Controls	Impact										
	Failure to deliver the LVRPA management contract to the required specification including breach in SE Funding Agreements LYWWC, VeioPark, LV H+TC	DFR	9	4	36	Monitored as part of Trust contract monitoring	8	2	16	Tolerate	No further action	Executive Quarterly Monitoring	HSL	Senior management Internal Audit	2nd Quarter Performance Monitoring signed off by Executive Paper E/425/15		
	Management of Facilities Contracts	DCS	9	4	36	Advice and support AMPD plus external contractors	9	3	27	Treat	Ongoing Monitoring	Annual Inspection & Review.	AMPD	Internal Audit Senior Management	APMD Undertake annual reviews at venues to ensure compliance.	APMD Undertake annual reviews at venues to ensure compliance.	
<b>SR 3</b>	<b>Resources</b>																
	I.T. infrastructure does not meet future business need requirements. Authority reduces or lacks funding for updating or improving I.T. infrastructure	DFR	9	4	36	Reports to Members Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code. Existing IT infrastructure budget £140K pa	8	3	24	Treat	Budget resources review for new projects	Implement "learning" strategy Regular adverts and communication. Exit Interview Review Employer of choice Review of benefits	DFR	Senior Management Internal Audit/External Audit	First Draft of Strategy complete - review by Senior Management Teams of Authority & Trust	IT Infrastructure Review to commence December 2015	
	The Authority fails to attract and retain staff at all levels of the appropriate calibre	CEO	8	8	64	Reward & Recognition Training & development framework Management Away Days Staff presentations Internal/External communications	4	5	20	Treat	Review of benefits	31/03/2017	CEO/Trust MD	Senior Management/ Members	Future staff benefits, rewards, recognition ensuring pay/terms and conditions fit for purpose.	Future staff benefits, rewards, recognition ensuring pay/terms and conditions fit for purpose.	



**AUTHORITY STRATEGIC RISK REGISTER AS AT 25 FEBRUARY 2016**

Risk ID	Risk Name	Inherent Risk Score				Residual Risk Score				Total Score	Tolerate/Transfer/Treat/Terminate (if Treat, further actions needed)	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Source of Assurance	25/02/2016 Comments	24/09/15 Comments
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood	Total Score	Change								
<b>SR 4</b>	<b>Financial Management</b>																
	Financial Risks of unresourced legacy costs through non-achievement of income targets by Trust or inaccurate budget forecasting	DFR	9	9	81	7	4	28	↑	Treat	Budget Review 2016/17	31/12/2015	DFR	Senior management Members	Budget Review Completed	2016/17 Budget Review by December 2015	
	Ensure Adequate Funding for Both Organisation	DFR	9	9	81	7	4	28	↑	Treat	Budget Review 2016/17	21/01/2016	DFR	SMT Members	Budget & Levy 2016/17 Approved	2016/17 Budget Approved by full Authority	
<b>SR5</b>	<b>Governance &amp; Leadership</b>																
	Lack of a clear corporate direction	CEO	9	9	81	9	1	9	↔	Tolerate	Revised Business Planning and Vision alignment by end of 2015	21/01/2016	CEO	Senior Management Members External Audit	Business Plan 2016/19 Completed & Approved by full Authority	Business Plan under review to support 2016/17 budget process.	
	Challenge to the Levy resulting in non-payment	CEO	9	9	81	9	1	9	↔	Tolerate	Revise Business Plan Budget/Levy Strategy 2016/17	21/01/2016	DFR	Senior Management Members	2016/17 Budget/Levy Approved by full Authority	2015/16 Budget/Levy Approved by full Authority	

AUTHORITY STRATEGIC RISK REGISTER AS AT 25 FEBRUARY 2016

Risk ID	Risk Name	Inherent Risk Score				Residual Risk Score				Total Score	Tolerance/Transfer/Treat/Terminate (if Treat, further actions needed)	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Source of Assurance	25/02/2016 Comments	24/09/15 Comments
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood	Total Score	Change								
SR6	Reputation/Communication																
	Impact on Authority if Trust Venues do not have a strong reputation	HC	7	5	35	6	3	18	↑	Treat	Regular client meetings	Quarterly Monitoring Report	HC	Senior Management/ Members Stakeholder Perception KPI	Monitor continued positive media coverage & stakeholder feedback. Plus Quarterly Monitoring	Monitor continued positive media coverage & stakeholder feedback. Plus Quarterly Monitoring	
	Reputational Enhancement or Damage due to success or failure of Olympics Legacy	CEO	8	5	40	7	3	21	↑	Treat	Ongoing management and monitoring	Monthly	HC	Senior management Members	Monitor continued positive media coverage & stakeholder feedback. Inputting into wider policy debate on legacy	Monitor continued positive media coverage & stakeholder feedback. Inputting into wider policy debate on legacy	
	Reputational Enhancement or Damage due to success or failure of stakeholder relationships	HC	9	3	27	6	3	18	↑	Treat	Ongoing engagement at local, regional and national level	Ongoing	HC	Senior management Members Stakeholder Perception KPI	Continued invites to major Events Exhibiting at London Council summit Nov 2015	6 Local Authorities to LV VeloPark schools festival. Invites to recent major events at LV Venues	
	Failure to deliver major events in partnership with Governing Bodies/LVLT	HSL	7	5	35	6	4	24	↑	Treat	Partner Working with Trust. Events Strategy	30/11/2015	HSL	Senior management Members Stakeholder Perception KPI	Major Events delivered 2015. Hockey Euros, ICF canoe World Champs, NEC Tennis Wheelchair Masters. Revolution and Six day event Major Events strategy 2016-20 approved Executive November Paper E/427/15	Current Events programme being delivered. Euro Hockey and World Championship Canoeing. Create Events strategy going forward.	

AUTHORITY STRATEGIC RISK REGISTER AS AT 25 FEBRUARY 2016

Risk ID	Risk Name	Inherent Risk Score				Residual Risk Score				Officers (s) Responsible	Source of Assurance	25/02/2016 Comments	24/09/15 Comments			
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood	Total Score	Further Actions Needed to reduce Risk					Deadline for Completion Actions		
<b>SR7</b>	<b>Business Continuity</b>															
	Inadequate business continuity implementation at any (all) sites	DFR	6	5	30	5	3	15	↑	Treat	Audit Recommendations completed. Further training and testing	31/12/2015	HSL	External Audit Internal Audit Senior Management	Trust Business Continuity Day completed in December. Plus Authority linked in to C3/C4 national communication structure - in place for all major events with Police/Councils and LLDC.	Finalise DRP Audit recommendations completed. New Business Continuity Training day
<b>SR8</b>	<b>Environmental Management</b>															
	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)	DCS	9	9	81	7	2	14	↔	Tolerate	Consultant Site Investigations work to be completed.	29/02/2016	DCS	Senior Management/ Members	Final report received from consultants evaluating risks which are moderate to low. Report to T&FG February	Report back from Consultants at end of September and reported to T&FG by end of November
	Veterinary Disease outbreak affecting Farms business (e.g. avian flu, Foot and Mouth)	DCS	6	6	36	5	3	15	↔	Transfer	Annual Insurance Renewal	30/09/2015	HP	Internal Audit Senior management	Insurance renewal 2015/16 Completed	Annual Insurance Renewal to be Completed.
	Disease outbreak affecting human health	DFR	9	2	18	8	2	16	↔	Tolerate	None	Quarterly inspections	DFR	Internal Audit Senior management	Quarterly inspections of the delivery of E. Coli control measures conducted by H&S Officer at the farms.	Quarterly inspections of the delivery of E. Coli control measures conducted by H&S Officer at the farms.

AUTHORITY STRATEGIC RISK REGISTER AS AT 25 FEBRUARY 2016

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Total Score	Likelihood	Impact	Existing Controls	Tolerate/Transfer/Treat/Terminate (if Treat, further actions needed)	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Source of Assurance	25/02/2016 Comments	24/09/15 Comments
		Lead	Impact	Likelihood	Total Score	Likelihood	Impact											
	Flood risk	DCS	7	5	35		6	5	30		Emergency Action Planning Insurance Funds General Reserves Working with Environment Agency & GIS CRT Mapping of Flood Risk Areas Park Development Framework	Treat	Audit Recommendations completed. Further training and testing	31/12/2015	HP	Internal Audit Senior management	Trust Business Continuity Day completed in December. Plus Authority linked in to EA plus site evacuation plans	Finalise DRP Audit recommendations completed. New Business Continuity Training day
	Environment damage/disaster to buildings/ programme/events	DCS	7	5	35		6	5	30		Emergency Action Planning Insurance Funds Work with Trust Working with QEOP and Agencies	Treat	Audit Recommendations completed. Further training and testing	31/06/2016	DFR	J-H-S Senior management	Velopark Business Continuity Training Test completed 22 December by Trust. DRP completion and Audit by 31/3/2016 Joint Authority Trust training day to be actioned by 30/06/2016	Finalise DRP Audit recommendations completed. New Business Continuity Training day

422

1056

**Key**

Score 45-81 High Risk

Score 19-48 Moderate risk

Score 1-18 Low risk

Progress in a positive direction ie reducing the risk

Progress is negative and risk is getting worse.

Progress static subject to actions or as risk is "tolerated"