

To: Linda Haysey (Chairman)                      John Knapman  
Ross Houston (Vice Chairman)                  Graham McAndrew  
Malcolm Cowan                                      Simon Walsh  
Gerry Lyons

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

**THURSDAY, 22 JUNE 2017 AT 13:00**

at which the following business will be transacted:

**AGENDA**

1 To receive apologies for absence.

2 **DECLARATION OF INTERESTS**

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

3 **MINUTES OF LAST MEETING**

To approve the Minutes of the meeting held on 23 February 2017 (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 **ANNUAL REPORT ON THE WORK OF INTERNAL AUDIT                  Paper AUD/77/17**  
**2016/17 AND AUDIT PLAN 2017/18**

Presented by Simon Sheldon, Director of Finance &  
Resources

6 **ANNUAL REPORT ON HEALTH & SAFETY 2016/17                  Paper AUD/78/17**  
**AND HEALTH & SAFETY AUDIT PLAN 2017/18**

Presented by Simon Sheldon, Director of Finance &  
Resources

7 RISK REGISTER 2017/18 Paper AUD/79/17

Presented by Simon Sheldon, Director of Finance &  
Resources

8 DRAFT UNAUDITED FINAL ACCOUNTS 2016/17 Paper AUD/80/17

Presented by Simon Sheldon, Director of Finance &  
Resources

9 URGENT BUSINESS

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

10 EXEMPT ITEMS

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

14 June 2017

Shaun Dawson  
Chief Executive

## LEE VALLEY REGIONAL PARK AUTHORITY

### AUDIT COMMITTEE MINUTES 23 FEBRUARY 2017

Members Present: Linda Haysey (Chairman) Gerry Lyons  
Ross Houston (Vice Chairman) John Knapman  
Malcom Cowan Mari Stevenson (Deputy for Graham McAndrew)

Apologies Received From: Graham McAndrew, Simon Walsh

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

Also Present: Debbie Hansen - Ernst & Young

#### Part I

#### 110 DECLARATIONS OF INTEREST

Name	Agenda Item No.	Nature of Interest	Prejudicial ✓
Linda Haysey	-	Trustee of Lee Valley Leisure Trust	Non-pecuniary
Malcom Cowan	-	Member for Hertfordshire County Council	Non-pecuniary

#### 111 MINUTES OF LAST MEETING

**THAT the minutes of the meeting held on 22 September 2016 be approved and signed.**

#### 112 PUBLIC SPEAKING

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

#### 113 ACCOUNTING POLICIES AND ACCOUNTS CLOSEDOWN TIMETABLE 2016/17

Paper AUD/76/17

The report was introduced by the Director of Finance & Resources, informing Members that after review of the Authority's relationship with Lee Valley Leisure Trust Ltd, it has been concluded that a material interest does not exist. External Audit will also wish to consider this matter and he will be meeting with our account manager shortly to discuss it.

Members were also informed that our auditors would be working on the Authority's accounts in June in order to avoid stretched resources as the Lee Valley Leisure Trust Ltd's auditors will be doing their audit in August.

The Chairman stressed the importance of both the Trust and the Authority sticking to their respective timetables.

## **AUDIT COMMITTEE MINUTES 23 FEBRUARY 2017**

- (1) the Accounting Policies set out in Appendix A to Paper AUD/76/17;**
- (2) the Draft Closedown Timetable set out in Appendix B to Paper AUD/76/17 was approved; and**
- (3) the key judgements and assumptions set out in paragraphs 8 and 9 of Paper AUD/76/17 was noted.**

**114 EXTERNAL AUDIT 2016/17 – AUDIT PLAN Paper AUD/75/17**

Debbie Hansen from Ernst & Young introduced the Audit Plan, highlighting the CIPFA code changes and how they planned to deal with them; they still have to complete a detailed risk assessment in regards to value for money but had not identified any significant risks; and drew Members attention to their timetable of key stages of the audit.

- (1) the External Auditors' Audit Plan for 2016/17 attached at Appendix A to Paper AUD/75/17; and**
- (2) the proposed annual audit fee for 2016/17 as set out in Appendix A (Page 12 of the report) to Paper AUD/75/17 was noted.**

**115 RISK REGISTER 2016/17 Paper AUD/74/17**

The report was introduced by the Director of Finance & Resources, informing Members that a new risk (SR10) had been added to the Register relating to the Authority's approved Corporate Land & Property Strategy. A Member agreed that disposals of land should be red on the register, but suggested that purchases should not be.

The Director of Finance & Resources also highlighted SR5 (Governance & Leadership), informing Members that there has been a Motion under the 10 Minute Rule Bill mechanism to the House of Commons aimed at ending non-riparian boroughs contributions to the levy. The motion was carried and has been given a notional date of 24 March for a second reading. Our legal advice has been that the motion is unlikely to go any further, which is why the residual risk is green, officers will continue to monitor the situation. A Member suggested that SR5 should be reworded as the risk was not of the levy not being paid, rather it is a risk of the statutory position changing.

It was agreed that the Head of Communications would be asked to review the wording on SR6 (Reputation/Communication) as some of the risks, especially around Olympic Legacy appeared outdated.

Members were informed that the Authority's internal auditors, Mazars, would be asked to review the Risk Register.

- (1) the Authority's Strategic Risk Register as attached at Appendix B to Paper AUD/74/17 with the following amendments;**
  - (a) SR10 – land purchases should be downgraded from red;**
  - (b) SR5 be re-worded;**

**AUDIT COMMITTEE MINUTES  
23 FEBRUARY 2017**

- (c) **SR6 be re-worded; and**
- (d) **Mazars be asked to do a review of the Risk Register was approved.**

\_\_\_\_\_  
Chairman

\_\_\_\_\_  
Date

The meeting started at 12.56pm and ended at 1.30pm.

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**LEE VALLEY REGIONAL PARK AUTHORITY**

**AUDIT COMMITTEE**

**22 JUNE 2017 AT 13:00**

**Agenda Item No:**

**5**

**Report No:**

**AUD/77/17**

**ANNUAL REPORT ON THE WORK OF INTERNAL AUDIT  
2016/17 AND AUDIT PLAN 2017/18**

Presented by Director of Finance & Resources

**SUMMARY**

The purpose of this report is to inform Members about the work of the Internal Auditors (Mazars) during the financial year 2016/17.

The Audit Plan for 2016/17 was approved by the Audit Committee in June 2016 (Paper AUD/69/16). The audit of the Authority's functions has been in accordance with that Plan and has been found to be satisfactory and the level of assurance substantial.

The report also sets out a Plan for audit during 2017/18.

**RECOMMENDATIONS**

Members Note: (1) the annual report of the Internal Auditors for 2016/17 detailed in Appendix A to this report; and

Members Approve: (2) the annual Audit Plan for 2017/18 as detailed in Appendix B to this report.

**BACKGROUND**

1 The Audit Plan for 2016/17 was approved at a meeting of the Audit Committee in June 2016 (Paper AUD/69/16). This report looks at the delivery of that Plan and summarises the scope of audit coverage during the last financial year.

2 Mazars have prepared a comprehensive report of this years' audit and the majority of the agreed Plan has been completed. 2017/18 will be the second year of a short term two year contract under a framework agreement held by the London Borough of Croydon and approved by Members of this Committee (Paper AUD/64/16, 25 February 2016).

**AUDIT WORK – 2016/17**

3 The majority of the planned audit activity was completed in accordance with the

2016/17 Plan.

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

#### **AUDIT FINDINGS – 2016/17**

- 6 The full report from Mazars is attached at Appendix A for Members information and will be presented by the Internal Auditor during the meeting.
- 7 The key message of the auditors report is embodied in the Audit Opinion shown on page 4 of Appendix A. This states:

***“From the Internal Audit work undertaken in compliance with the PSIAS in 2016/17, it is our opinion that we can provide Substantial Assurance that the system of internal control in place at Lee Valley Regional Park Authority for the year ended 31 March 2017 accords with proper practice..... Our overall opinion is that internal controls within the financial/operational systems throughout the year are fundamentally sound.”***

- 8 The key findings of the report for each Audit carried out in 2016/17 (pages 5 to 13 in Appendix A) summarise the main recommendations. All areas audited indicated full or substantial assurance with the exception of two audits where assurance was indicated as limited.

As set out in the auditor’s summary the two areas where limited assurance was received were audited following a proactive request from the senior management of Lee Valley Leisure Trust Ltd (the Trust) due to their concerns regarding compliance with operating procedures. This, in the auditor’s opinion, demonstrated management’s oversight function was working effectively.

The venues with limited assurance (Sewardstone Campsite and the Riding Centre) both had four priority one actions and 5 priority 2 actions recommended for implementation. Management agreed the recommendations of the auditor and all recommendations have now been implemented. Further time has been allocated in the 2017/18 plan to ensure follow up and testing.

- 9 All key findings and recommendations from all the audits will be monitored by the auditors during 2017/18. Adequate follow-up time to do this has been incorporated into the Audit Plan for the year ahead.

#### **ANNUAL AUDIT PLAN - 2017/18**

- 10 Appendix B to this report sets out a summary Plan for Audit during 2017/18. The Plan takes into account the following:
  - the Authority’s Strategic Risk Register;
  - internal audit findings from previous years’ audit work;



- planned developments within the Authority and the Trust;
- the requirements of the Authority's external auditors; and
- specific pro-active work on a counter fraud programme.

11 There are 155 contracted days to allow completion of the Audit Plan in 2017/18; and Members are asked to approve the plan as set out in Appendix B of this report.

### **ENVIRONMENTAL IMPLICATIONS**

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

### **EQUALITY IMPLICATIONS**

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

### **FINANCIAL IMPLICATIONS**

14 Financial systems (as indicated on page 14 of Appendix B of the auditor's report) are audited on a cyclical basis. The table below shows the coverage over the past three years and demonstrates a robust approach to financial management that has been maintained across the Authority and Trust.

Audit	2014/15	2015/16	2016/17	2017/18 Planned
Payroll	Substantial	N/A	N/A	New Audit
Debtors	Substantial	N/A	Substantial	N/A
Creditor	N/A	N/A	Substantial	N/A
Treasury Management	N/A	Full	N/A	N/A
Budgetary Control	N/A	Full	N/A	N/A
General Ledger	N/A	Substantial	N/A	N/A
Cash & Banking	N/A	N/A	Substantial	N/A
Debt Recovery	N/A	N/A	N/A	New Audit

### **HUMAN RESOURCE IMPLICATIONS**

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

### **LEGAL IMPLICATIONS**

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

### **RISK MANAGEMENT IMPLICATIONS**

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

**PREVIOUS COMMITTEE REPORTS**

Audit Committee	AUD/69/16	Annual Report on the Work of Internal Audit 2015/16 & Audit Plan 2017/18	16 June 2016
Audit Committee	AUD/64/16	Award of Internal Audit Contract	25 February 2016
Audit Committee	AUD/61/15	Annual Report on the Work of Internal Audit 2014/15 & Audit Plan 2015/16	25 June 2014
Audit Committee	AUD/51/14	Annual Report on the Work of Internal Audit 2013/14 & Audit Plan 2014/15	19 June 2014
Audit Committee	AUD/41/13	Annual Report on the Work of Internal Audit 2012/13 & Audit Plan 2013/14	20 June 2013
Audit Committee	AUD/28/12	Annual Report on the Work of Internal Audit 2011/12 & Audit Plan 2012/13	28 June 2012
Audit Committee	AUD/20/11	Annual Report on the Work of Internal Audit 2010/11 & Audit Plan 2011/12	02 June 2011
Audit Committee	AUD/07/10	Annual Report on the Work of Internal Audit 2009/10 & Audit Plan 2010/11	20 May 2010

**APPENDICES ATTACHED**

Appendix A	Internal Annual Audit Report 2016/17
Appendix B	Internal Audit Plan 2017/18

**LIST OF ABBREVIATIONS**

IT	Information Technology
PSIAS	Public Sector Internal Audit Standards
the Trust	Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)



Lee Valley Regional Park Authority and Vibrant Partnerships  
Internal Audit Annual Report 2016/17

May 2017

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### Status of Our Reports

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

The Report was prepared solely for the use and benefit of Lee Valley Regional Park Authority and to the fullest extent permitted by law, Mazars Public Sector Internal Audit Limited accepts no responsibility and disclaims all liability to any third party who purports to use or rely for any reason whatsoever on the Report, its contents, conclusions, any extract, reinterpretation, amendment and/or modification. Accordingly, any reliance placed on the Report, its contents, conclusions, any extract, reinterpretation, amendment and/or modification by any third party is entirely at their own risk. Please refer to the Statement of Responsibility set out in Appendix 2 of this report for further information about responsibilities, limitations and confidentiality.



## Introduction

### Purpose of this Report

This report summarises the work that Internal Audit has undertaken and the key control environment identified across Lee Valley Regional Park Authority (the Authority) and Vibrant Partnerships, the trading name of Lee Valley Leisure Trust Limited (the Trust) during the 2016/17 financial year.

The purpose of the Annual Internal Audit Report is to meet the Head of Internal Audit annual reporting requirements set out in the Public Sector Internal Audit Standards (PSIAS) and the Accounts and Audit Regulations 2015. The PSIAS requirements are that the report must include:

- An annual internal audit opinion on the overall adequacy and effectiveness of the organisation's governance, risk and control framework (the control environment);
- A summary of the audit work from which the opinion is derived (including reliance placed on the work by other assurance bodies); and
- A statement on conformation with the PSIAS and the results of the internal audit quality assurance and improvement programme (QAIP), if applicable.

The report should also include:

- The disclosure of any qualifications to that opinion, together with reasons for the qualification;
- The disclosure of any impairments or restriction in scope;
- A comparison of the work actually undertaken with the work that was planned and a summary of the performance of the internal audit function against its performance measures and targets;
- Any issues judged to be particularly relevant to the preparation of the annual governance statement; and
- Progress against any improvement plans resulting from QAIP external assessment.

It should be noted that the Authority and the Trust are responsible for ensuring business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. The Authority also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, the Authority and the Trust are also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the Authority's and the Trust's functions and which includes arrangements for the management of risk.

### Overview of Internal Audit Approach

As Internal Audit, our role is to provide an annual assurance statement on the adequacy and effectiveness of the Authority's and the Trust's systems of governance, risk management and internal control.



## Overview of Work Done

The Internal Audit Plan for 2016/17 included a total of 14 projects. We have liaised with senior management throughout the year to ensure that internal audit work undertaken continued to focus on the high risk areas and, in the light of new and on-going developments in the Authority and the Trust, to help ensure the most appropriate use of our resources.

As a result of this liaison, some internal audit projects have been added to the Plan, others have been consolidated or split into separate elements, and the timing of a number of others has been changed or delayed to 2017/18. Consequently, the total number of projects actually undertaken in 2016/17 was 13 compared to 11 in the prior year - refer Overall Summary. It should be noted that there were no scope impairments or restrictions in 2016/17.

We generally undertake individual internal audit projects with the overall objective of providing the Members/Trustees, the Chief Executive/Managing Director and other officers with reasonable, but not absolute, assurance as to the adequacy and effectiveness of the key controls over a number of management's objectives. Other audit projects are geared more towards the provision of specific advice and support to management to enhance the economy, efficiency and effectiveness of the services and functions for which they are responsible. We also undertake IT audits, probity audits and anti-fraud work. All internal audit work was performed in compliance with the PSIAS.

All internal audit reports include our recommendations and agreed actions that, if implemented by management, will enhance the control environment and the operation of the key management controls.

This report sets out the results of the work performed as follows:

- Overall summary of work performed by Internal Audit including an analysis of report gradings; and
- Key findings during our work in 2016/17.

In this report, we have drawn on the findings and assessments included in all internal audit reports issued in 2016/17, including those that, at this time, remain in draft. It should be noted therefore that the comments made in respect of any draft reports are still subject to management response.

## Acknowledgement

We would like to take this opportunity to thank management and staff for the co-operation that we have received during the 2016/17 financial year.

## Overall Summary

As illustrated in the tables below, there has been a slight deterioration to the assurance grading where a limited assurance opinion was given in two audits (20%), compared with just one audit (12%) in the previous year. However, it should be pointed out that both of these audits were added to the Plan following management's request due to them having concerns; this showing that management's oversight function is working effectively to flag any control issues. It should also be acknowledged that management have responded positively to our findings and recommendations and we have been able to finalise all of our reports with assurance opinions.

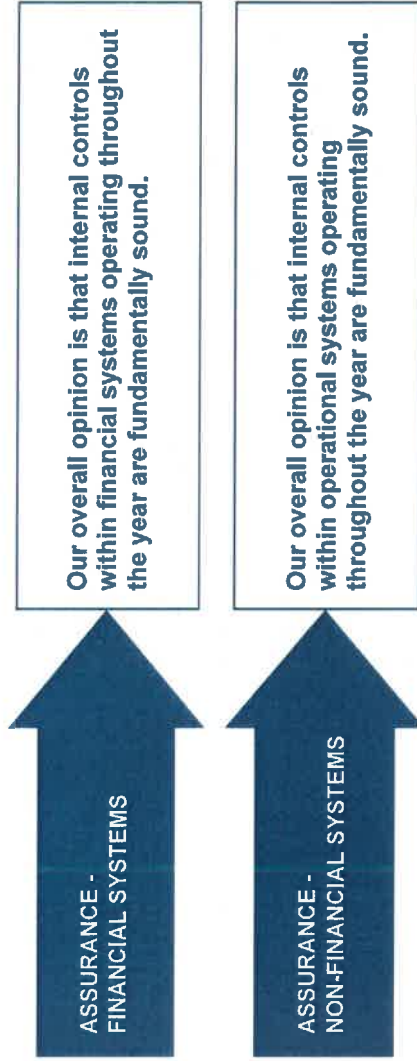
### Report Ratings

We are pleased to report that we have not issued any 'nil assurance' opinions in 2016/17 (none were issued in 2015/16).

Assurance Gradings	Number of Projects	
	2016/17	2015/16
Full	1	2
Substantial	7	5
Limited	2	1
Nil	0	0
<b>Sub-Total</b>	<b>10</b>	<b>8</b>
No Opinion Assurance Work	3	3
<b>Total Projects Delivered</b>	<b>13</b>	<b>11</b>

### Opinion 2016/17

From the Internal Audit work undertaken in compliance with the PSIAS in 2016/17, it is our opinion that we can provide **Substantial Assurance** that the system of internal control in place at the Authority and the Trust for the year ended 31 March 2017 accords with proper practice. The assurance can be further broken down between financial and non-financial systems, as follows:






## Key Findings

The table below provides a summary of the key findings for each internal audit project completed in the 2016/17 plan, both assurance and non-assurance based:

Audit	Assurance Opinion	Direction of Travel	Key Findings
Creditors (Authority/Trust)	Substantial	↕	<p>We identified relatively few weaknesses consistent with our work from previous years. We raised five priority 3 recommendations as a result of our work where we consider controls may be further improved.</p> <p>The issues noted were the need to review of procedures in accordance with review deadlines and decide if separate procedures are required for dealing with the Trust's creditors; document the required steps, including how to independently verify supplier contact and bank account detail change requests, within procedure notes; remind staff to timely create and authorise purchase orders and the Finance Team escalate recurring retrospective purchase orders; and remind staff to approve invoices in a timely manner and make a notepad entry on the system if an invoice is queried or disputed and payment is delayed.</p> <p>We also raised a recommendation to develop a standard template for all system access requests. However, management responded that the current process of using e-mail requests instead of forms is sufficient and works well given the relatively small volume of requests. In addition, roles in efinancials do not map to posts sufficiently to allow a list to be developed as suggested.</p> <p>We note that since the audit fieldwork, the responsibility of handling user access requests has been transferred to the System Development Analyst who will retain a copy of the e-mail in a central location.</p>
Debtors (Authority/Trust)	Substantial	↕	<p>We identified relatively few weaknesses consistent with our work from previous years. We raised one priority 2 and two priority 3 recommendations as a result of our work where we consider controls may be further improved.</p> <p>The key issues highlighted were with regards to maintaining a list of delegated refund approvers by the Finance Team; determining whether credit note requests above certain amounts should be subject to manager approval; reminding Site Managers of the need to periodically monitor refunds and credit notes; and regularly updating the debt monitoring tracker to accurately capture all overdue debtors for recovery action to be taken.</p>

Audit	Assurance Opinion	Direction of Travel	Key Findings
			<p>In addition, guidelines detailing the required processes for end to end income management process including credit notes and refunds should be documented and communicated to all staff; procedure guidelines should be regularly reviewed to capture any changes made to work practices by management for the Authority and Trust; and debt recovery procedures should be reviewed in accordance with the review deadline and decide if separate procedures are required for dealing with the Trust's debtors.</p>
Cash and Banking (Authority/Trust)	Substantial	N/A	<p>We identified relatively few weaknesses and two priority 3 recommendations were raised as a result of our work where we consider controls may be further improved. The issues noted were the need to review cash handling and financial administration procedures in accordance with the review deadline and decide if separate procedures are required for dealing with the Trust's cash and banking processes; and follow through and resolve the issues concerning contactless payments.</p>
Property Leases and Accommodation Management (Authority)	Full		<p>We did not identify any control weaknesses that resulted in recommendations. As such, the assurance opinion has improved from 'limited' in 2012/13.</p>
Property Leases and Accommodation Management (Financial Process operated by the Trust)	Substantial	N/A	<p>Overall, we were able to confirm that adequate controls are in place and they are working effectively. We did identify a weakness in respect of the debtor recovery process and raised one priority 2 recommendation where we consider controls may be further improved. The key issue highlighted was the need for the Finance Team to seek acknowledgement from the Property Services Team of any debtors that have been passed back to them due to disputes or other reasons, and obtain regular updates from the Property Services Team regarding the steps taken to address any disputes.</p>
Events Management (Authority/Trust)	Substantial	N/A	<p>We identified relatively few weaknesses and one priority 2 and one priority 3 recommendations were raised as a result of our work where we consider controls may be further improved.</p>

Audit	Assurance Opinion	Direction of Travel	Key Findings
			<p>The key issue highlighted was with regards the need to review the current arrangements over the management of events at the Athletics Centre to ensure that all of the required steps are taken for each event including:</p> <ul style="list-style-type: none"> <li>• Putting in place a relevant contract/agreement;</li> <li>• Developing an event brief/management plan; and</li> <li>• Obtaining all mandatory documents (caterer's insurance for example) and completing all of the required checks.</li> </ul> <p>Management of the Authority and Trust should consider:</p> <ul style="list-style-type: none"> <li>• Whether there are any venues requiring additional supports in respect of event management;</li> <li>• How best to ensure compliance with the relevant policies and procedures across all venues; and</li> <li>• How best to improve the communication between the Trust's venues and the Authority's event management team.</li> </ul> <p>In response to the above, the Director of Venues explained that he lead the new venues and ensured a higher level of event management than they previously had in place, and that staff at other non-Olympic venues will continue the training and processes to improve the management of events.</p> <p>In addition, a pre-event checklist (setting out the details of the checks required before the event takes place, including the condition of the outdoor/open space) should be created by the Events Team for outdoor events and applied to all relevant future events.</p>
Sickness Absence Management (Authority/Trust)	Substantial	↕	<p>We identified relatively few weaknesses consistent with our work from previous years. We raised two priority 2 recommendations and one priority 3 recommendation as a result of our work where we consider controls may be further improved.</p> <p>The key issues highlighted were with regards to the need to update policies and procedures on a periodic basis; and that procedures should be updated and training held for managers to ensure that return to work interviews are held and documented wherever an employee reaches a trigger.</p> <p>In addition, the Vision system should be reviewed on a periodic basis and where there are overdue doctors' certificates not actioned following a chase by HR, this should be escalated to the individual's manager.</p>

Audit	Assurance Opinion	Direction of Travel	Key Findings
Use of Corporate Credit Cards (including data analysis) (Authority/Trust)	Substantial	N/A	<p>Overall, we raised one priority 2 recommendations and three priority 3 recommendation as a result of our work where we consider controls may be further improved.</p> <p>The key issue highlighted was with regard to the need to escalate non-compliance with credit card guidance notes, such as submission of receipts and monthly input forms.</p> <p>In addition, credit card procedures should be reviewed regularly in accordance with the defined review frequency; guidance notes should be updated to include the steps to be taken when staff go on a long term leave or leave the Authority/Trust; exceptions relating to the signed acknowledgement form and obtaining a copy of the form from the card holder should be followed up; and formal reporting on credit card usage should be introduced, reviewed and escalated as appropriate.</p> <p>Our data analysis of the corporate card transactions examined identified no apparent duplicate payments or invoice that had been split. However, we identified three exceptions where the monthly limit was exceeded and recommended that management should determine if the Authority/Trust could achieve better value for money through placing orders with approved suppliers, negotiating favourable rates, terms and discounts etc.</p>
Anti-Fraud and Corruption Policy Review (Proactive Counter Fraud work) (Authority)	N/A	N/A	<p>We reviewed the Anti-Fraud Bribery &amp; Corruption Policy, the Whistleblowing Policy and Fraud Response Plan from a counter fraud perspective. Suggested alterations to these and relevant supporting templates were provided to the Director of Finance &amp; Resources for the Authority for consideration.</p> <p>It is noted that a similar exercise was performed on Trust policies and relevant supporting templates and suggested alterations were provided to the Director of Business Support for Vibrant Partnerships for consideration early in 2017/18.</p>
Sewardstone Campsite (Trust)	Limited	N/A	<p>Overall a number of control weaknesses were identified and we have raised four priority 1 and five priority 2 recommendations as a result of our work where we consider controls may be further improved.</p> <p>The four priority 1 issues highlighted were with regards to the following:</p> <ul style="list-style-type: none"> <li>• Campsite staff and managers should be reminded of the need to record all bookings on Clarity at the point that a booking is made or upon arrival if the customer has not pre-booked.</li> </ul>

Audit	Assurance Opinion	Direction of Travel	Key Findings
			<p>Full names should be input onto Clarity and on a daily basis, a reconciliation should be undertaken between all bookings taken/arrivals, Clarity and daily takings.</p> <p>Periodic check should be carried out by officers independent from the campsite to confirm compliance with the operational procedures.</p> <ul style="list-style-type: none"> <li>The Campsite Manager should be reminded of the Trust's policy regarding the offers and discounts to customers.</li> <li>All discounts and offers applied should be recorded on Clarity to provide accurate management information and the level of offers/discounts used in comparison to sales and occupancy should be monitored regularly.</li> <li>The Trust should investigate the reasons behind discrepancies found between the weekly income figure on the weekly income return sheet, cascade report, Clarity report (held by the campsite) and the weekly income figure on the Comparison of Income Report (held centrally and provided by the Finance Team).</li> <li>The campsite should take a £20 deposit for all customers that book in advance to use the campsite in accordance with the operational procedures.</li> <li>The campsite should take full payment (or outstanding balances) from customers on the day of arrival.</li> <li>The Campsite Manager should report to the Finance Team regarding any regular customers who have yet to pay the full fee for their current and past stays. Invoices should be raised accordingly for these customers.</li> </ul> <p>The other key issues highlighted were with regards to the need for a segregation of duties between the staff involved with the daily cashing up and the staff member who conducts the weekly income reconciliation; profiling the target occupancy percentage for the year and regular monitoring of performance against the target; locking the key cupboard containing the safe keys when not in use and placing the key away from public view; the following up on the re-scheduled stock take by Venners and also on the profitability performance and any reported discrepancies or wastage by the Finance Team; introducing a stock control mechanism over travel cards; and given the increased fuel costs at the campsite, undertaking further analysis/comparison to determine whether the fuel costs incurred are proportionate to the mileage driven and use of mowers.</p>



Audit	Assurance Opinion	Direction of Travel	Key Findings
Riding Centre (Trust)	Limited		<p>In addition, the Finance Team should follow up on the card number ending in 3587 and confirm whether this is one of the cards registered for the campsite; and also determine the reason for the minor discrepancies relating to the receipts from Keyfuels.</p> <p>Overall a number of control weaknesses were identified and we have raised four priority 1 and five priority 2 recommendations as a result of our work where we consider controls may be further improved.</p> <p>The four priority 1 issues highlighted were with regards to the following:</p> <ul style="list-style-type: none"> <li>• Management should consider transferring private bookings to Clarity to maintain a full audit trail of all bookings and linking them to original payments as well as tracking any cancellations and re-scheduling of sessions.</li> </ul> <p>If this is not possible due to the functionality of Clarity, the following controls or alternative compensating controls should be put in place:</p> <ul style="list-style-type: none"> <li>○ Linking payments to session;</li> <li>○ Maintaining cumulative record of sessions taken, rescheduled and payments /refunds made so that there is a clear audit trail for each rider; and</li> <li>○ Recording of credit (where a session is cancelled without a re-scheduled date or refund) to be fully traceable.</li> </ul> <p>Where the record is to be retained manually, additional checks will be required to confirm the completeness, accuracy and validity of the record.</p> <ul style="list-style-type: none"> <li>• The Centre should stop using the 'discounts' button to administer refunds of private lessons that have been paid over two weeks ago.</li> </ul> <p>Management should explore alternative means of refunding private bookings where original payment was made over two weeks ago and cannot be processed using 'casual refund'. If private bookings can be set up on Clarity as recommended, this would allow refunds to be matched to an original, paid, booking.</p> <p>As minimum, management should ensure that:</p> <ul style="list-style-type: none"> <li>○ Clear and sufficient audit trails are retained including retention of refund receipts showing any other transactions that were processed with the refund;</li> <li>○ Reasons for the refund; and</li> </ul>

Audit	Assurance Opinion	Direction of Travel	Key Findings
			<ul style="list-style-type: none"> <li>○ Regular monitoring and checks are undertaken to confirm the accuracy and validity of any such refunds.</li> <li>● Staff should be reminded to attach all refund receipts evidencing all refunds processed to the cashing up sheet and to record the reasons for refunds and discounts as required. For all refunds, clear audit trails should be maintained and as minimum these should include the following:             <ul style="list-style-type: none"> <li>○ Record of the original transaction which the refund is made against (retention of refund receipt will support this);</li> <li>○ Reason for the refund;</li> <li>○ Evidence that the original transaction (and the corresponding booking if applicable) has been correctly cancelled (retention of refund receipt will support this for group and casual booking, additional evidence will be required to for any refunds that are not applied to the original booking on Clarity);</li> <li>○ Justification and approval of refunding sessions that were within 48 hours of the booking;</li> <li>○ Refund receipt for cash refunds to be signed by the customer; and</li> <li>○ All refunds to be clearly highlighted in the daily cashing up records. Management should monitor and check the accuracy and validity of all casual refunds where the refunds will not automatically cancel the booking on Clarity. Management should periodically monitor discounts to investigate any above-expected levels, or transactions containing multiple discounts. Management should be reminded that refunds processed at the same time as a booking (thereby reducing the amount due for the booking) are not shown on the till reconciliations as refunds and Clarity reports should be used to identify all refunds.</li> </ul> </li> <li>● The Centre Manager should ensure that robust stock management controls are put in place including:             <ul style="list-style-type: none"> <li>○ Registering goods sold on Clarity and retaining a complete record of purchases (invoices as minimum or these can then also be registered on Clarity) to maintain a complete and accurate record of stock movement;</li> </ul> </li> </ul>

Audit	Assurance Opinion	Direction of Travel	Key Findings
<p>Facilities Spot Check - Hayes Hill Farm (Trust)</p>	<p>N/A</p>	<p>N/A</p>	<ul style="list-style-type: none"> <li>o Agreeing gross profit margin targets for the café and the shop, and monitoring reported performance against these targets; and</li> <li>o Addressing promptly any concerns relating to gross profit margin and any other points raised in the Venners' report regarding the handling of stock (wastage, unaccounted usage, weakness of audit trail).</li> </ul> <p>In addition to the above, management may also consider whether a full stock reconciliation should be undertaken by the Centre to confirm whether the sales in a given period accurately correspond to the stock consumed/sold in the same period. It is acknowledged that the gross profit margin provides an indication of whether the Centre is achieving the expected level of sales based on the stock consumed. However, given that different products carry different gross profit margins, a full stock reconciliation will provide more accurate information on the difference between the income that should have been achieved in a given period based on the stock consumption and the actual income for the same period. In making a decision, management should consider both cost and resource implications, as well as the benefit of carrying out a full stock reconciliation.</p> <p>The other key issues highlighted were with regards to the need to annually update the Normal Operating Procedures to reflect changes since their last review date; a periodic review of free or discounted bookings to identify whether free sessions are being used in excess of allowed levels; check bookings on the local diary against Clarity to confirm if all the bookings have been paid for; remind staff of the need to retain all documents used to complete the till reconciliation and investigate the cause for adjusted till reconciliations not showing refunds processed during the day; and check and sign off all weekly returns to ensure that the weekly takings recorded in the return is correct.</p> <p><b>Draft Report</b></p> <p>Overall, some positive steps have been taken by management to address the issues previously identified at the Hayes Hill Farm as part of our 2015/16 Facilities Thematic work.</p> <p>The Venue Manager and the deputy demonstrated a level of awareness and understanding of the controls required to be operated, this key to ensuring both the effectiveness and continuation of their operation. Some controls were not yet in place or were not operating consistently or effectively. In such instances, further actions were identified in seven instances.</p>

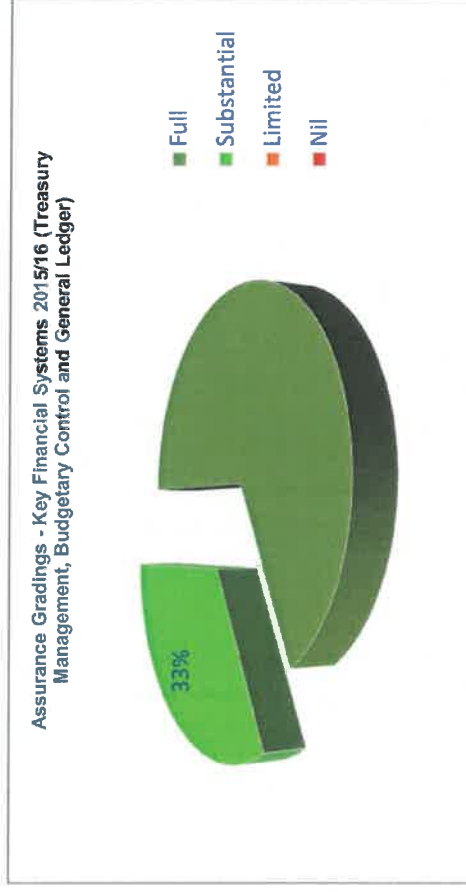
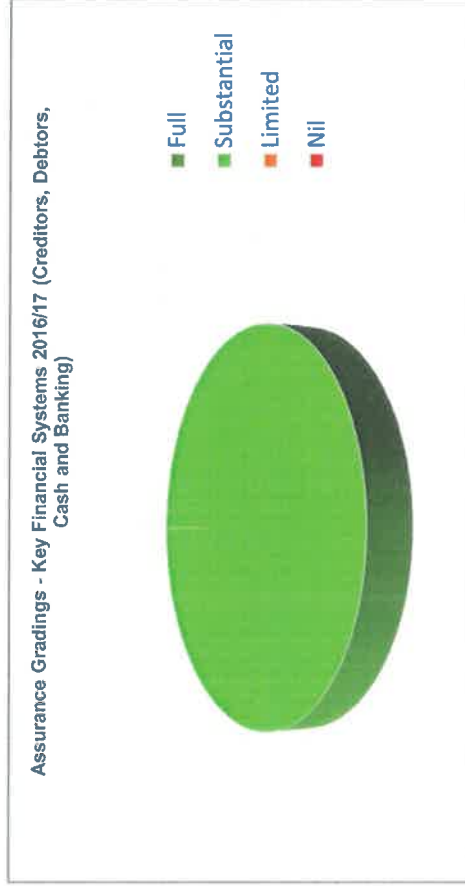


Audit	Assurance Opinion	Direction of Travel	Key Findings
Facilities Spot Check - Picketts Lock (Trust)	N/A	N/A	<p><b>Draft Report</b></p> <p>Overall, some positive steps have been taken by management to address the issues previously identified at the Picketts Lock as part of our 2015/16 Facilities Thematic work.</p> <p>The Venue Manager and the deputy demonstrated a level of awareness and understanding of the controls required to be operated, this is key to ensuring both the effectiveness and continuation of their operation.</p> <p>Some controls were not yet in place or were not operating consistently or effectively. In such instances, further actions were identified in seven instances.</p>

### Internal Control - Key Financial Systems

Each year, Internal Audit carries out audit projects of the key financial systems, working in accordance with the managed audit process agreed with the external auditors.

This process allows the external auditors to place reliance on the work performed by Internal Audit to provide the Authority and the Trust with the necessary assurance that key financial controls in the fundamental systems are operating satisfactorily and support a robust control environment. It also allows the Authority and the Trust to limit external audit fees spent on reviewing their activities. The table below summarises the audit gradings in this key area:

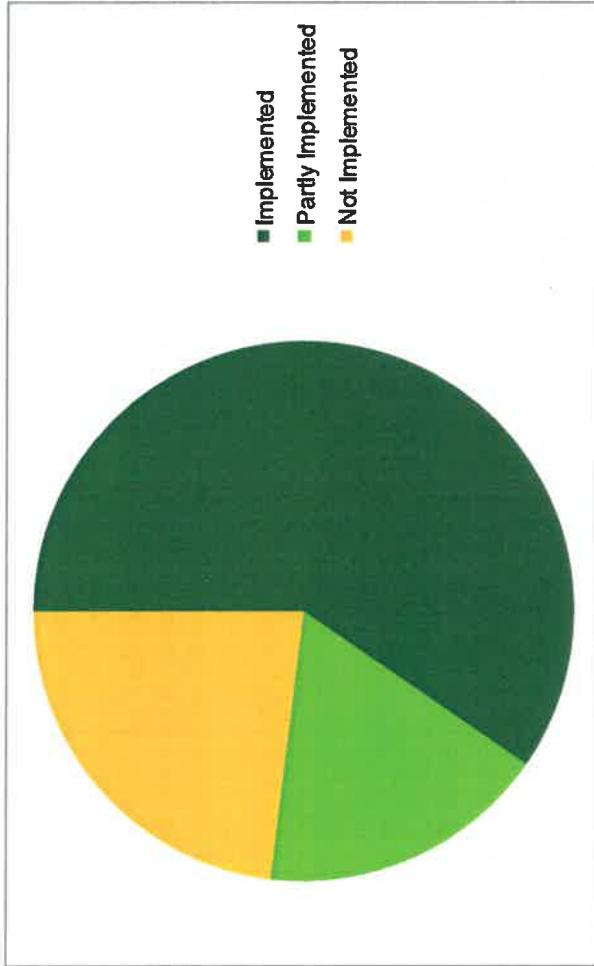


Overall, we were able to confirm that there is a sound control environment in respect of creditors, debtors and cash and banking processes and key controls are operating in a consistent and effective manner. We are also pleased to note that no priority 1 recommendations were again raised this year, this is consistent with previous years (nil were issued in 2015/16, 2014/15 and 2013/14). This reflects the effort made by management to maintain adequate and effective control over their key financial processes and address key control recommendations raised in the year.

## Follow-Up of Previously Raised Recommendations

As part of the Internal Audit Plan for 2016/17, we followed-up a number of recommendations previously raised in 2015/16 and agreed with management. The objective of this work was to establish the extent to which recommendations had been implemented. This is important, as, where actions are not taken as agreed, the Authority's and the Trust's risk exposure is not reduced.

The chart below shows the proportion of recommendations found to have been implemented, partly implemented and not implemented:



Overall, on the basis of the follow-up work completed to date, 77% of the recommendations had either been fully or partly implemented. As shown on the following page, of the eight recommendations not implemented, three were priority 2 and five were priority 3 recommendations. In addition, a further four recommendations from previous spot checks with no priority ratings had not been implemented. In cases where recommendations were found to have not been fully implemented, further actions have been agreed with management, together with responsible officers and new deadlines for completion as appropriate.

In some cases, these further actions may now have been implemented, but we have not yet verified this. This will be covered as part of our 2017/18 work when we will follow-up on all remaining recommendations.

The following table provides a more detailed analysis of the status of implementation (I - Implemented; P - Partly Implemented; N - Not Implemented; and N/A - No Longer Applicable) of recommendations, as broken down by priority rating:

Audit 2015/16	Priority 1			Priority 2			Priority 3		
	I	P	N	I	P	N	I	P	N
General Ledger	0	0	0	0	0	2*	1	0	0
Treasury Management	0	0	0	0	0	0	1	0	0
Food and Beverages	0	0	0	4	1	0	1	0	0
Dobbs Weir Income Administration	1	1	0	3	0	1**	0	0	0
Dobbs Weir Phase 2 Contract Management	0	0	0	6	3	0	0	0	0
GIS Application (IT Audit)	0	0	0	0	0	0	1	0	5***
<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>13</b>	<b>4</b>	<b>3</b>	<b>4</b>	<b>0</b>	<b>5</b>

\* The two recommendations relate to system access set up. A review of system access/users is planned for June 2017 and this review is expected to address these recommendations.

\*\* The recommendation relates to carrying out a reconciliation between the utility bills charged from the energy supplier against the utility bills charged to the customers occupying the pitches, this to ensure that correct meter readings are submitted and the amounts due from the customers are recovered in full. However, the Senior Finance Officer explained that the bills from the energy company do not distinguish meter readings for the pitches and other consumptions and it is therefore not possible to carry out this reconciliation.

\*\*\* The GIS Manager explained that due to the planned technical application review; actions to address the five recommendations are currently put on hold as these recommendations may no longer be relevant following the review.





Audit / Spot Check	I	P	N
Facilities Thematic	7	4	1*
Athletic Centre	3	0	3
White Water Centre	4	0	0
<b>Total</b>	<b>14</b>	<b>4</b>	<b>4</b>

\* This recommendation relates to signing off till reconciliations by both the cashier and duty officer. However from our work throughout this year, we have identified that the till reconciliations have not always been signed off by both the cashier and duty officer.

## Appendix 1 - Key to Assurance Levels

### Assurance Gradings




We have four categories by which we classify internal audit assurance over the processes we examine, and these are defined as follows:

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

The assurance gradings provided above are not comparable with the International Standard on Assurance Engagements (ISAE 3000) issued by the International Audit and Assurance Standards Board and as such the grading of 'Full Assurance' does not imply that there are no risks to the stated objectives.

### Recommendation Gradings

In order to assist management in using our internal audit reports, we categorise our recommendations according to their level of priority as follows:

Priority Level	Definition
 1 High	Major issues for the attention of senior management and the audit committee.
 2 Medium	Important issues to be addressed by management in their areas of responsibility.
 3 Low	Minor issues resolved on site through discussions with local management.

Direction of Travel	
↑	Improved since the last audit visit.
↓	Deteriorated since the last audit visit.
↔	Unchanged since the last audit report.
No arrow	Not previously visited by Internal Audit.

## Appendix 2 - Statement of Responsibility

We take responsibility for this report which is prepared on the basis of the limitations set out below.

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

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

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

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

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

In this document references to Mazars are references to Mazars Public Sector Internal Audit Limited.

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Lee Valley Regional Park Authority and Vibrant Partnerships  
Internal Audit Plan 2017/18

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### Status of Our Reports

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

The Report was prepared solely for the use and benefit of Lee Valley Regional Park Authority and to the fullest extent permitted by law, Mazars Public Sector Internal Audit Limited accepts no responsibility and disclaims all liability to any third party who purports to use or rely for any reason whatsoever on the Report, its contents, conclusions, any extract, reinterpretation, amendment and/or modification. Accordingly, any reliance placed on the Report, its contents, conclusions, any extract, reinterpretation, amendment and/or modification by any third party is entirely at their own risk.

Please refer to the Statement of Responsibility set out in Appendix 1 of this report for further information about responsibilities, limitations and confidentiality.



## 1. Executive Summary

This document sets out the proposed Internal Audit Plan for 2017/18.

The Plan has been formulated in conjunction with the Director of Finance & Resources for the Authority and the Director of Business Support for Vibrant Partnerships, the trading name of Lee Valley Leisure Trust Limited (the Trust), and takes into consideration the risk registers, our findings from previous years' internal audit work, planned developments within the Authority and the Trust, and the requirements of the Authority and Trust's external auditors.

The total planned days for 2017/18 is 155 - this consistent with the agreed days for the previous year (2016/17) and is split as follows:

Input Type	2017/18 Days	2016/17 Days Actual	2016/17 Days Budgeted
General Audit and Advisory	81	99	83
IT Audit	20	0	10
Contract Audit	12	0	0
Proactive Counter Fraud	14	12	18
Follow-Up	10	10	10
Management and Consultation	12	12	12
Contingency	6	0	22
<b>Total</b>	<b>155</b>	<b>133</b>	<b>155</b>

We have provided a summary level indication of the proposed coverage for each individual audit / task.

In all cases where an audit has been completed previously against the same scope, together with the assurance opinion, we will provide an assessment of the Direction of Travel so as to indicate the extent to which the controls have improved, stayed the same or deteriorated.

It is important that the Plan remains flexible, given that new risks may emerge during the course of the year. We will continue to discuss and review the coverage with the Director of Finance & Resources (Authority) and the Director of Business Support (Trust) on an on-going basis.

The number of contingency days for 2017/18 is higher than the previous year. This is to take account of the various changes the Authority and the Trust are going through and any further changes and development that are due to take place during the year. It is anticipated that management will identify additional areas that require an independent assurance as and when the new processes are designed, implemented and embedded. In addition, the contingency days also include days put aside to meet management requests arising from the Trust's internal quality assurance process on the venues.

## 2. Internal Audit Plan 2017/18

Please note that the proposed coverage is only a high level overview and the detailed scope of each audit will be discussed and agreed with the relevant officer prior to the commencement of any fieldwork.

We have also identified a Lead Contact(s) in each case. The proposed scope, timing and approach will be discussed and agreed with the Lead Contact(s) and other relevant officers prior to the commencement of each individual assignment.

Audit	Planned Days	Proposed Coverage	Lead Contact(s)
<b>Resources &amp; Business Development</b>			
Key Financial Systems (Payroll and full cradle to grave review of Debt Recovery)	16	<p>As part of the 2014/15 internal audit plan, it was agreed with management and external audit that coverage of the key financial systems move to being cyclical as opposed to each system being audited annually to reduce duplication and the impact of our work on the Finance Team.</p> <p>Coverage in the last three years are as follows:</p> <ul style="list-style-type: none"> <li>• 2016/17 - Creditors, Debtors and Cash and Banking</li> <li>• 2015/16 - Treasury Management, Budgetary Control and General Ledger</li> <li>• 2014/15 - Debtors and Payroll</li> </ul>	<p>Simon Sheldon - Director of Finance &amp; Resources (Authority)</p> <p>Nigel Foxall - Director of Business Support (Trust)</p> <p>Melany Kelso - Senior Finance Officer (Trust)</p>
Analysis of High Risk Transactions	10	<p>Analysis will be undertaken on the data held on Clarity to identify areas requiring detailed checks such as high level of refunds, discounts or nil value sales.</p>	<p>Simon Sheldon - Director of Finance &amp; Resources (Authority)</p> <p>Nigel Foxall - Director of Business Support (Trust)</p> <p>Michael Sterry - Performance and Information Manager (Trust)</p>

Audit	Planned Days	Proposed Coverage	Lead Contact(s)
Controls Testing against the High Risk Transactions	25	Control processes to be verified and tested following on from the analysis of high risk transactions.	Simon Sheldon - Director of Finance & Resources (Authority) Nigel Foxall - Director of Business Support (Trust) Michael Sterry - Performance and Information Manager (Trust)
Contract Audit (Procurement or Contract Management)	12	<p>As part of the agreed 2012/13 internal audit plan, we undertook an audit of the system of controls in place around the commercial justification, procurement and project management of the Dobbs Weir scheme. In 2015/16, we conducted a focused risk based contract audit of Phase 2 of the Dobbs Weir scheme.</p> <p>We will now conduct a focused risk based contract audit of the final phase of the Dobbs Weir scheme and report on the management controls necessary to ensure that the project has been planned, procured, managed and cost controlled in accordance with, where relevant, both EU and UK primary legislation, the Authority's contract standing orders/financial regulations/policies/procedures, the form of contract used and recommended practice for the type of procurement and contract used. We will also follow up on the recommendations raised as part of our 2015/16 contract audit.</p>	Gregg Pettit - Manager of Asset Protection, Maintenance and Development (Authority)
Risk Management (Trust)	8	<p>Following the creation of the Trust as separate business entity as from 1 April 2015, a new risk register was developed to take account of the operations and responsibilities that have transferred over to the Trust.</p> <p>We will review the adequacy of the Risk Management Framework to ensure that the Trust's approach to managing risk is clearly defined (including risk appetite and responsibilities to identify, evaluate and cost effectively control all significant risks inherent to the Trust's business) and that risk is considered by management, staff and members in all decision making processes as part of their day-to-day operations.</p>	Nigel Foxall - Director of Business Support (Trust)



Audit	Planned Days	Proposed Coverage	Lead Contact(s)
Anti-Fraud and Corruption Policy Review (Proactive Counter Fraud Work) Trust	2	During 2016/17, we reviewed the Authority's Anti-Fraud and Corruption Policy Framework and suggested changes for consideration. Following on from this work, we will also be assisting and providing advice during 2017/18 in respect of the Trust's Anti-Fraud and Corruption Policy Framework.	Nigel Foxall - Director of Business Support (Trust)
Anti-Fraud and Corruption Awareness Survey and Workshop (Proactive Counter Fraud Work)	12	We will undertake an awareness survey in respect of the Anti-Fraud and Corruption Policy Framework to determine the extent of which these have been embedded within the Authority and Trust, and establish staff's perspective on the policies and procedures.	Simon Sheldon - Director of Finance & Resources (Authority) Nigel Foxall - Director of Business Support (Trust)
<b>Parkland &amp; Venues</b>			
Facilities - Unannounced Spot Check, Dobbs Weir	6	As requested by management, we will complete a spot check to assess the venue's compliance with policies and procedures relating to invoicing, income & cash handling, purchases, stock management and vouchers & discounts.	Nigel Foxall - Director of Business Support (Trust)
Facilities - Unannounced Spot Check, Springfield and Stanstead Marinas	10	As requested by management, we will complete a spot check to assess the venue's compliance with policies and procedures relating to invoicing, income & cash handling, purchases, stock management and vouchers & discounts.	Nigel Foxall - Director of Business Support (Trust)
Facilities - Unannounced Spot Check, Sewardstone Campsite	6	As requested by management, we will complete a spot check to assess the venue's compliance with policies and procedures relating to invoicing, income & cash handling, purchases, stock management and vouchers & discounts.	Nigel Foxall - Director of Business Support (Trust)

Audit	Planned Days	Proposed Coverage	Lead Contact(s)
<b>IT Audit</b>			
IT Audit Needs Assessment	10	An IT Audit Needs Assessment will enable IT Audit to focus on the areas of greatest perceived risk across the Authority/Trust and take into account any existing controls or the extent and type of assurance already being provided. This will help focus the level of IT Audit resources to those areas with greater risks, areas where high reliance is placed on the existing controls or areas where alternative assurance is not being provided.	Simon Sheldon - Director of Finance & Resources (Authority) Nigel Foxall - Director of Business Support (Trust) Simon Clark - IT Manager (Trust)
IT Audit	10	Exact coverage is to be agreed upon completion of the IT Audit Needs Assessment and the outcomes of the IT Strategy Officer Working Group.	Simon Sheldon - Director of Finance & Resources (Authority) Nigel Foxall - Director of Business Support (Trust) Simon Clark - IT Manager (Trust)
<b>Follow-Up, Management and Consultation, and Contingency</b>			
Follow-Up	10	<p>Completion of follow-up work on recommendations raised and agreed as part of the 2016/17 Internal Audit Plan, together with any other outstanding recommendations, where the same audits are not being undertaken again as part of the 2017/18 Plan.</p> <p>The follow-up work is of key importance in terms of ensuring that previously raised and agreed recommendations have been implemented by management. If this is not the case, the Authority and Trust's risk exposure is not lowered in respect of the weaknesses originally identified, and hence the value of the internal audit work undertaken is reduced.</p>	N/A

Audit	Planned Days	Proposed Coverage	Lead Contact(s)
Management and Consultation	12	To cover attendance by Mazars management at relevant Audit Committee meetings and production of required reports for these. Also to cover attendance at progress meetings and any other meetings not specifically related to individual audits. In addition, to cover Mazars managements' non-audit specific liaison and communication with officers across the Authority/Trust and with the Authority/Trust's external auditors.	N/A
Contingency	6	To be allocated as necessary during the course of the year.	N/A
<b>Total</b>	<b>155</b>		



## Appendix 1 - Statement of Responsibility

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

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

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

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

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**ANNUAL REPORT ON HEALTH & SAFETY 2016/17  
AND HEALTH & SAFETY AUDIT PLAN 2017/18**

Presented by the Director of Finance & Resources

**SUMMARY**

The purpose of this report is to inform Members about the work provided by RD Health & Safety, the Authority's Health & Safety service provider, during the financial year 2016/17. The report covers all aspects of Health & Safety work carried out in the Authority and Lee Valley Leisure Trust Ltd during 2016/17.

The main areas for Members to note are:

- a combined Authority/Lee Valley Leisure Trust Ltd corporate average score of 95% on all Health & Safety audits was achieved against a stretch target of 96%;
- of the 7.1 million visits only 0.020% resulted in an incident/accident;
- 4 accidents (5 in 2015/16) were reported to the Health & Safety Executive (under Reporting of Injuries, Diseases and Dangerous Occurrences Regulations);
- a strong positive response to the staff Health & Safety survey;
- completion of a comprehensive training programme with increased attendance;
- major events: Hockey Championship Trophy; Revolution 2016; ITF Wheelchair Tennis Masters; Shell Eco Event; Summer Splash at Lee Valley White Water Centre; Countryside Live; Six-Day London; and other events across Lee Valley Regional Park Authority and Lee Valley Leisure Trust Ltd.

**RECOMMENDATIONS**

- Members Note: (1) the annual report of RD Health & Safety for 2016/17 detailed in Appendix A to this report;
- Members Approve: (2) the aims and objectives for 2017/18 as set out in RD Health & Safety's annual report; and
- (3) signing of the 2017/18 Health & Safety Policy Statement attached as Appendix C to this report.

## BACKGROUND

- 1 The Health & Safety (H&S) service was out-sourced during 2007 and a contract awarded to Right Directions to provide a full and comprehensive H&S service to the Authority. The contract was retendered from October 2012 for the next 7 years (ending in September 2019) and Right Directions (now known as RD Health & Safety (RDHS)) were again appointed as the approved provider. This report looks at delivery of the H&S service during 2016/17 and summarises the scope of audit coverage during the last financial year.

## HEALTH & SAFETY WORK – 2016/17

- 2 All planned H&S activity was completed in accordance with the 2016/17 plan, along with a number of special reviews and activities carried out at management's request. Additional resources were added in to deal with the major events at the Olympic legacy venues – Lee Valley White Water Centre (LVWWC), Lee Valley VeloPark (LVVP) and Lee Valley Hockey & Tennis Centre (LVH&TC).
- 3 RDHS have prepared a comprehensive report summarising the reviews and their findings and this is attached as Appendix A to this report.
- 4 In all H&S audits recommendations were made to improve the system of managing H&S and these recommendations were accepted. Follow-up reviews will be undertaken in the next twelve months to ensure appropriate action has been taken.
- 5 In monitoring the contractor's (RDHS) performance each site/area that is audited is requested to confidentially feed back on the service that they received from the contractor. There was 100% positive feedback and managers felt the overall service met or exceeded expectations.

## AUDIT FINDINGS – 2016/17

- 6 The full RDHS report is attached at Appendix A for Member's information.
- 7 The key message of the contractor is embodied in their opinion shown on page 1 of Appendix A which states:

In our view elected Members of the Authority and Trustees of Lee Valley Leisure Trust Ltd (the Trust) can seek a high level of assurance from the Health & Safety work carried out during 2016-17;

*Based on the audits completed in our Health & Safety Assurance Programme covering the period, 1 April 2016 to 31 March 2017, limited to the audit scopes as agreed by the Audit Sponsor, with the exception of any weaknesses identified in our detailed reports, in our opinion, Lee Valley Regional Park Authority (LVRPA) and Vibrant Partnerships (Vibrant) has **robust and effective systems** over risk and Health & Safety, which provide a **high level of assurance** regarding the effective and efficient achievement of Lee Valley's objectives.*

## KEY HIGHLIGHTS - 2016/17

- 8 The key work delivered from the H&S team during 2016/17 is detailed in their

report. In summary, the key highlights are:

- achieving a corporate average score of 95%;
  - joint Business Continuity training was completed in October 2016 for the Authority and the Trust;
  - increased Health & Safety training across the Park;
  - Major Events Support: Hockey Championship Trophy; Revolution 2016; ITF Wheelchair Tennis Masters; Shell Eco Event; Summer Splash at LVWWC; Countryside Live; Six-Day London; and other events across the Authority and the Trust;
  - event safety support provided for the Major Event working group meetings attended for future events at LVWWC, LVH&TC and LVVP;
  - support provided to LVWWC ahead of and during the 'Quest' accreditation;
  - annual health and safety internal audit assessments and plan delivered.
- 9 The Authority and Trust achieved a combined average 95% score across all sites (96% stretch target set for 2016/17) compared to 96% in 2015/16. The achievement of greater than 90% average score is an ongoing significant achievement. A proposed stretch target of 95% will be set in 2017/18 to ensure all sites maintain the highest level of H&S standards.
- 10 Having achieved a 95% combined score RDHS believe the Authority and Trust are not exposed to increased risk, although additional work is required to ensure focus remains on the risk profile of the Authority and Trust, overall compliance and effective delivery of the H&S Management System.
- 11 The RDHS report also includes a summary of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) incidents (4 down from 5 in 2015/16) during the year. Appendix B to this report provides detail of the position with regard to insurance claims up to 31 March 2017.

Numbers of accidents and incidents are low and in percentage terms generally consistent across years - this is a positive indicator considering the increase in visitors (6.7 million to 7.1 million).

#### **ANNUAL HEALTH & SAFETY OBJECTIVES 2017/18**

- 12 The report by RDHS sets out a summary of objectives for 2017/18. The Plan takes into account the following:
- the Authority and Trust's Strategic Risk Registers;
  - findings from previous years' Health & Safety work; and
  - planned developments within both organisations.
- 13 There are 260 contracted days to allow completion of the H&S Plan in 2017/18 and Members are asked to approve the plan as set out in Appendix A of this report; and the strategic objectives also set out in that report.

#### **ENVIRONMENTAL IMPLICATIONS**

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

**EQUALITY IMPLICATIONS**

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

**FINANCIAL IMPLICATIONS**

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

**HUMAN RESOURCE IMPLICATIONS**

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

**LEGAL IMPLICATIONS**

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

**RISK MANAGEMENT IMPLICATIONS**

- 19 There are no risk management implications arising directly from the recommendations in this report. The percentage of incidents/accidents to usage remains low and relatively consistent at 0.02%. Figures are monitored monthly and reported quarterly to the Senior Management Teams of both the Authority and the Trust so any emerging trends can be managed accordingly.

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**PREVIOUS COMMITTEE REPORTS**

Audit Committee	AUD/68/16	Annual Report on Health & Safety 2015/16 & Annual Audit Plan 2016/17	16 June 2016
Audit Committee	AUD/60/15	Annual Report on Health & Safety 2014/15 & Annual Audit Plan 2015/16	25 June 2015
Audit Committee	AUD/52/14	Annual Report on Health & Safety 2013/14 & Annual Audit Plan 2014/15	19 June 2014
Audit Committee	AUD/39/13	Annual Report on Health & Safety 2012/13 & Annual Audit Plan 2013/14	20 June 2013
Audit Committee	AUD/29/12	Annual Report on Health & Safety 2011/12 & Annual Audit Plan 2011/12	28 June 2012
Audit Committee	AUD/19/11	Annual Report on Health & Safety 2010/11 & Annual Audit Plan 2011/12	02 June 2011
Audit Committee	AUD/08/10	Annual Report on Health & Safety 2009/10 & Annual Audit Plan 2010/11	20 May 2010

**APPENDICES ATTACHED**

- Appendix A Health & Safety Annual Performance Review April 2015 to March 2016
- Appendix B Current insurance claims to 31.3.2016
- Appendix C 2017/18 Health & Safety Policy Statement

**LIST OF ABBREVIATIONS**

HSE	Health & Safety Executive
H&S	Health & Safety
LVWWC	Lee Valley White Water Centre
LVVP	Lee Valley VeloPark
LVH&TC	Lee Valley Hockey & Tennis Centre
RDHS	RD Health & Safety
RIDDOR	Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

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## Introduction

RDHS Ltd are the approved contractor for delivering a Health & Safety contract to the Lee Valley Regional Park Authority and Vibrant Partnerships. This report covers an annual performance review of Health & Safety across the Authority and Vibrant, providing a plan for the year ahead in 2017-18.

### Assurance

In our view elected Members of the Authority and Trustees of Vibrant Partnerships can seek a high level of assurance from the Health & Safety work carried out during 2016-17;

*Based on the audits completed in our Health & Safety Assurance Programme covering the period, 1 April 2016 to 31 March 2017, limited to the audit scopes as agreed by the Audit Sponsor, with the exception of any weaknesses identified in our detailed reports, in our opinion, Lee Valley Regional Park Authority (LVRPA) and Vibrant Partnerships (Vibrant) has **robust and effective systems** over risk and Health & Safety, which provide a **high level of assurance** regarding the effective and efficient achievement of Lee Valley's objectives*

## Plan

### Policy

- LVRPA Policy Statement was signed and issued in July 2016 (and a new Policy Statement is attached to this report for approval from 2017)
- Vibrant Partnerships H&S Policy Statement has been submitted to the Board of Trustees in April 2017 and was approved.

### Key Health & Safety Resources

A significant percentage of our time has been spent supporting the Central Events Team and Venues in relation to both health and safety and spectator safety advice which is due to the increasing amount of events.

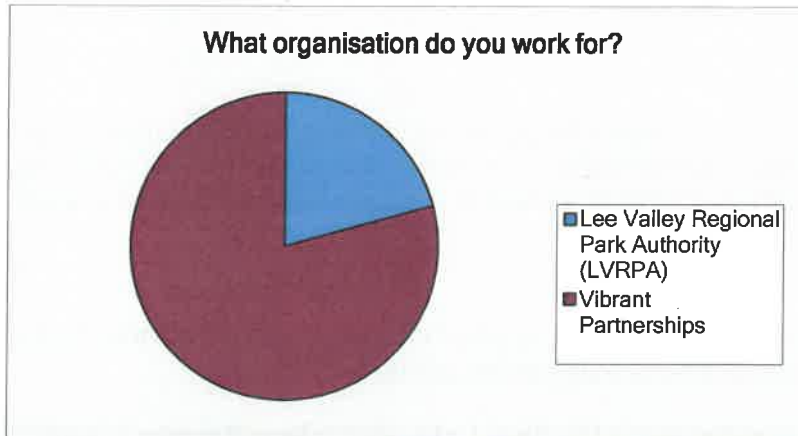
### Communication & Consultation

- The winter water safety message was reviewed and displayed on the Lee Valley website. This has now been updated with the summer water safety message.
- The new Health and Safety meeting structure has been implemented. The new meeting structure is as follows;
  - Safety Leadership Team (SLT) - Strategic group
  - Safety Coordination Group (SCG) - Venue and Department Safety Coordinators
- Both groups have been very well attended. The Safety Coordination Group averages 20 participants covering all venues and functions from both organisations.

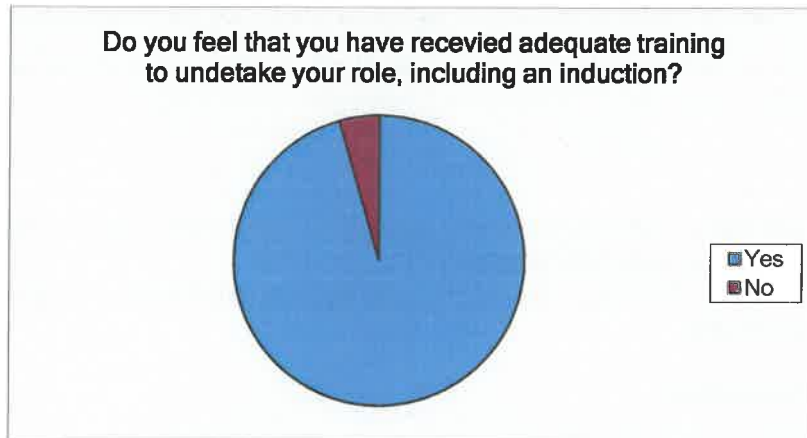
### Staff Survey

The annual staff health and safety survey was undertaken in March 2017. This year the survey was organised via the Safety Coordination Group, who promoted the survey to staff back at their venues. It was also promoted by Senior Managers. As a result, the number of returns this year were up to 179, compared to 104 in 2015/16.

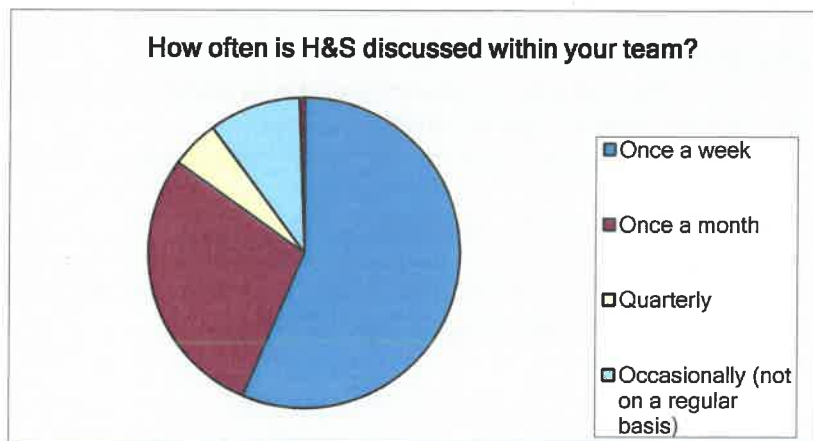
Below is a sample of the results:



Lee Valley Regional Park Authority (LVRPA)	20.7%	37
Vibrant Partnerships	79.3%	142



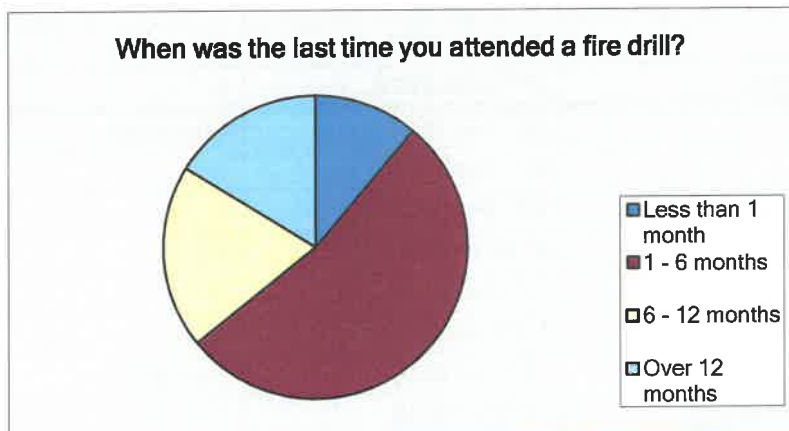
Yes	95.5%	171
No	4.5%	8



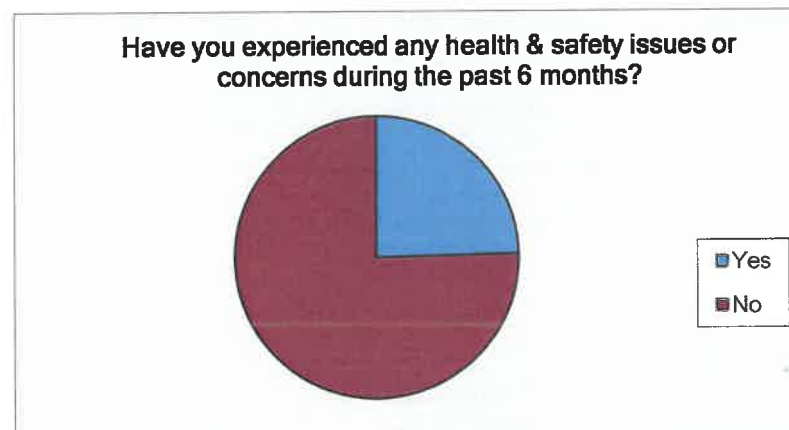
Answer Options	Response Percent	Response Count
Once a week	56.4%	101
Once a month	28.5%	51
Quarterly	5.0%	9
Occasionally (not on a regular basis)	9.5%	17
Never	0.6%	1



Yes	98.9%	173
No	1.1%	2



Less than 1 month	11.2%	20
1 - 6 months	53.1%	95
6 - 12 months	19.6%	35
Over 12 months	16.2%	29



Yes	24.6%	44
No	75.4%	135

### Analysis

The survey supports the view that good H&S practices are maintained across both LVRPA and Vibrant Partnerships. While there are a few issues that the H&S Team are following up upon, there are no significant areas of concern. Feedback points towards a positive H&S Culture across both organisations, with staff indicating they are pleased with H&S standards, support and the quality of training provided.

### Training Provision / Staff Competency 2016-17

- Work undertaken with HR to set annual timetables of H&S training throughout 2016-17
- All H&S training was accredited through either: the STA, First Aid Awards (registered with Ofqual), Chartered Institute of Environmental Health (CIEH) and Institute of Safety & Health (IOSH).
- Numerous H&S Inductions have been completed
- The table below provides details of the Corporate H&S training delivered in 2016 – 17.

Training	Date	Attendance	Occupancy Rate
First Aid at Work	25 <sup>th</sup> April 2016	11	92%
Fire Awareness (Level 1)	17 <sup>th</sup> May 2016	Cancelled	
Manual Handling	17 <sup>th</sup> May 2016	2	12.5%
Legionella	27 <sup>th</sup> May 2016	12	100%
Level 2 Food Safety	2 <sup>nd</sup> June 2016	Cancelled	
First Aid at Work Revalidation	28 <sup>th</sup> June 2016	6	50%
H&S Induction	12 <sup>th</sup> July 2016	Cancelled	
Fire Marshall (Level 2)	27 <sup>th</sup> Sept 2016	11	69%
First Aid at Work Revalidation	28 <sup>th</sup> Sept 2016	6	50%
IOSH Managing Safely	3 <sup>rd</sup> Oct 2016	8	50%
Fire Awareness (Level 1)	12 <sup>th</sup> Oct 2016	10	62.5%
Manual Handling	12 <sup>th</sup> Oct 2016	12	75%
Level 2 Food Safety	19 <sup>th</sup> Oct 2016	Cancelled	
Rangers Personal Safety Training	31 <sup>st</sup> Oct 2016	17	85%
IOSH Managing Safely Refresher	1 <sup>st</sup> Nov 2016	Cancelled	
H&S Induction	8 <sup>th</sup> Nov 2016	14	87.5%
Fire Marshall (Level 2)	9 <sup>th</sup> Nov 2016	9	56%
IOSH Working Safely	7 <sup>th</sup> Dec 2016	12	75%
IOSH Managing Safely Refresher	12 <sup>th</sup> Jan 2017	6	37.5%
H&S Induction	17 <sup>th</sup> Jan 2017	11	69%
Ladder Training	17 <sup>th</sup> Jan 2017	11	69%
First Aid at Work	18 <sup>th</sup> Jan 2017	12	100%
Emergency First Aid at Work	23 <sup>rd</sup> Jan 2017	12	100%
Fire Marshall (Level 2)	30 <sup>th</sup> Jan 2017	14	87.5%
Fire Awareness (Level 1)	2 <sup>nd</sup> Feb 2017	5	31%
Manual Handling	2 <sup>nd</sup> Feb 2017	15	94%
Spectator Safety Training (2 Day)	22 <sup>nd</sup> Feb 2017	16	100%
Manual Handling	13 <sup>th</sup> March 2017	15	94%
Emergency First Aid at Work	27 <sup>th</sup> March 2017	12	100%
<b>Totals</b>		<b>242</b>	<b>69.38%</b>

Occupancy rates are up 8% on 2015/16 (61.25%)

Actions being taken to improve occupancy rates in 2017-18:

- The 2016-17 programme was set using the HR Training database, looking at staff qualifications and renewal dates. This will continue in 2017/18 with courses / training identified based upon expiry dates for staff qualifications
- Training schedule issued annually in advance and published on Compass and managed by HR
- As training is mandatory the SLT have agreed to take this forward by introducing a hard line approach, allowing for three bookings with three strikes (to establish a trend), name & shame both the individual, the manager and venue, and then follow with formal disciplinary action.
- Absence from training allowed in an emergency and not for work pressures e.g. 'to busy'. As an emergency definition is difficult to define, HR will be arbiter on the decision as defined in a new procedure
- Annual dates were sent out to all sites / departments in January. Further to this, reports to be sent out annually, quarterly and to be discussed at the SCG.
- Managers need to ensure that their staff attend and deal with excuses. It is believed that by taking a proactive approach attendance will continue to improve.
- SLT - All agreed to implement the proactive approach proposed to improve attendance at training
- In relation to cost of courses when people not attending looking into the possibility of selling the rest of the spaces through HR and RDHS but the main aim is to get our people on the courses.
- Non-attendance / late cancellation results in venue being charged for place

## Do

As reported in the 2015/16 report, the Health and Safety Management System (HSMS) has been reviewed to create two manuals – one for LVRPA and one for Vibrant Partnerships. The H&S team are now maintaining both, along with the associated Master Forms.

### Core Work completed 2016-17;

- Support provided to WWC ahead of and during the Quest Assessment
- Ongoing support to other site undergoing the accreditation
- Ongoing investigations into accidents – RIDDOR and Personal Injury (PI) Claims
- Ongoing liaison with our insurers in regards to PI Claims
- Undertaking a Property Survey (risk assurance work) with our insurers: Travelers
- Infectious diseases assessment with the Rangers Team
- Fire risk assessments conducted at: LV VeloPark, Hayes Hill Farm, Stanstead Marina, LV Riding Centre, LV Ice Centre, LV White Water Centre, Dobbs Weir Campsite, Sewardstone Campsite and LV Athletics Centre
- Event Safety support provided for:
  - Hockey Championship Trophy
  - Shell Eco Event
  - Summer Splash at LV White Water Centre
  - Countryside Live
  - Six-Day London
  - Revolution 2016
  - ITF Wheelchair Tennis Masters
  - and other events across LVRPA and Vibrant Partnerships
- Major Event Working Group meetings attended for future events at LV VeloPark and LV Hockey and Tennis Centre
- Attendance at meetings with England Hockey
- Attendance at Section Manager Meetings
- Undertaking several Maternity Risk Assessments
- Support across various sites undertaking specific risk assessments
- Undertaking quarterly E.coli checks at LV Farms
- Attendance at various Safety Advisory Group meetings
- Development of an Approved Contractors List, working with APMD

- Support, liaison and investigation with Travelers Insurers in relation to defending PI claims at LV VeloPark, LV White Water Centre and LV Ice Centre
- Various occupational health risk assessment completed for LV / Vibrant Staff
- Quarterly H&S Reports to both organisations Senior Management teams
- Arranging site / department specific training, e.g.: Rangers Personal Safety Training
- Delivery of training such as: C3/C4 event training, H&S Inductions, Accident and Incident reporting
- Ongoing management of the H&S training programme
- Completion of a Workplace Inspection programme across all sites
- Support to Youth and Schools in regards to School Visits
- Review of flood evacuation and gas explosion procedures at Dobbs Weir
- Annual Health and Safety internal audit assessments and plan delivered
- Following a number of invacuations at one of our events, due to lightning, our Lead Consultant now sits on an International group looking to put together recognised guidance on dealing with lightning at outdoor events.

## Check

### Reactive Monitoring: Accident & Incident Statistics 2016-17

#### LVRPA Accident / Incident Figures 2016-17

Month	Accidents reported	Direction of Travel	Incidents reported	Direction of Travel	RIDDOR Reportable	Direction of Travel
April	1 (1)	→	34 (8)	↑	0 (0)	→
May	2 (0)	↑	44 (19)	↑	0 (0)	→
June	3 (6)	↓	38 (32)	↑	0 (0)	→
July	1 (12)	↓	41 (11)	↑	0 (2)	↓
August	2 (0)	↑	65 (40)	↑	0 (0)	→
September	1 (1)	→	41 (29)	↑	0 (0)	→
October	1 (0)	↑	38 (23)	↑	1 (0)	↑
November	2 (1)	↑	15 (22)	↓	0 (0)	→
December	2 (0)	↑	21 (37)	↓	0 (0)	→
January	2 (0)	↑	20 (20)	→	1 (0)	↑
February	1 (0)	↑	23 (45)	↓	0 (0)	→
March	1 (1)	→	50 (37)	↑	0 (0)	→
<b>Totals</b>	<b>19 (22)</b>	<b>↓</b>	<b>430 (323)</b>	<b>↑</b>	<b>2 (2)</b>	<b>→</b>

Vibrant Partnership Accident / Incident Figures 2016-17

Month	Accidents reported	Direction of Travel	Incidents reported	Direction of Travel	RIDDOR Reportable	Direction of Travel
April	91 (66)	↑	3 (0)	↑	0 (0)	→
May	69 (106)	↓	1 (0)	↑	0 (0)	→
June	94 (111)	↓	4 (3)	↑	0 (0)	→
July	73 (112)	↓	4 (8)	↓	0 (1)	↓
August	118 (82)	↑	5 (8)	↓	0 (1)	↓
September	75 (80)	↓	3 (6)	↓	0 (0)	→
October	82 (58)	↑	8 (7)	↑	0 (0)	→
November	57 (38)	↑	7 (4)	↑	0 (0)	→
December	43 (41)	↑	3 (6)	↓	0 (0)	→
January	53 (44)	↑	8 (1)	↑	1 (1)	→
February	59 (51)	↑	8 (1)	↑	0 (0)	→
March	64 (74)	↓	3 (2)	↑	1 (0)	↑
<b>Totals</b>	<b>878 (863)</b>	<b>↑</b>	<b>57 (46)</b>	<b>↑</b>	<b>2 (3)</b>	<b>↓</b>

LVRPA & Vibrant Combined Accident / Incident Figures 2016-17

Month	Accidents reported	Direction of Travel	Incidents reported	Direction of Travel	RIDDOR Reportable	Direction of Travel
April	92 (67)	↑	37 (8)	↑	0 (0)	→
May	71 (106)	↓	45 (19)	↑	0 (0)	→
June	97 (117)	↓	42 (35)	↑	0 (0)	→
July	74 (124)	↓	45 (19)	↑	0 (3)	↓
August	120 (82)	↑	70 (48)	↑	0 (1)	↓
September	76 (81)	↑	44 (35)	↑	0 (0)	→
October	83 (58)	↑	46 (30)	↑	1 (0)	↑
November	59 (39)	↑	22 (26)	↓	0 (0)	→
December	45 (41)	↑	24 (43)	↓	0 (0)	→
January	55 (44)	↑	28 (21)	↑	2 (1)	↑
February	60 (51)	↑	31 (46)	↓	0 (0)	→
March	65 (75)	↓	53 (39)	↑	1 (0)	↑
<b>Totals</b>	<b>897 (885)</b>	<b>↑</b>	<b>487 (369)</b>	<b>↑</b>	<b>4 (5)</b>	<b>↓</b>

Accident & Incident Statistics by People Groups  
LVRPA Accident / Incident Figures 2016-17

Month	LVRPA		Vibrant Partnerships	
	Staff Accidents	Contractor Accidents	Staff Accidents	Contractor Accidents
April	1	0	6	0
May	0	0	5	0
June	0	0	3	0
July	0	0	7	0
August	1	0	5	1
September	1	0	6	0
October	1	0	3	1
November	0	0	4	0
December	1	0	3	0
January	1	0	3	0
February	1	0	2	0
March	0	0	4	0
<b>Totals</b>	<b>7 (6)</b>	<b>0 (0)</b>	<b>51 (56)</b>	<b>2 (5)</b>

Quarterly Usage Rates v Number of Accidents 2016/17

- Figures across both organisations and include contractors reported accidents & incidents

Quarter	Accidents & Incidents reported to H&S Team		Usage Figures		Percentage of Accidents & Incidents v Users	
	2016-17	2015-16	2016-17	2015-16	2016-17	2015-16
Q1	384	352	2,035,892	2,140,719	0.019%	0.016%
Q2	429	389	2,457,168	2,025,869	0.017%	0.019%
Q3	279	237	1,255,073	1,159,506	0.022%	0.020%
Q4	292	276	1,350,343	1,341,067	0.022%	0.021%
<b>Totals</b>	<b>1384</b>	<b>1254</b>	<b>7,098,566</b>	<b>6,667,161</b>	<b>0.020%</b>	<b>0.019%</b>

Personal Injury (PI) Insurance Claims Management

- Eight new personal injury claims received during 2016-17:
  - 354 (LV Ice Centre) – Claimant fell back after sitting on a seat without a back section
  - 356 (LV VeloPark) – Claimant suffered fracture to left elbow and shoulder, cuts and bruises after falling off her bike
  - 358 (LV WWC) - Customer accidentally had a cup of hot tea split on his forearm, which resulted in pronounced scolding
  - 359 (LV WWC) - Claimant suffered injury following a fall outside on the decked area
  - 360 (Holyhead Field Farm) - Claimant states they suffered kidney failure following an alleged contraction of E.coli at the farm, following a visit in 2011
  - 361 (LV Ice Centre) - Slipped on the ice - claiming a defect with the ice surface
  - 362 (LV VeloPark) - Child alleged to of hurt themselves while sliding down a handrail on the outside steps without supervision
  - 363 (Picketts Lock Golf Club) – Not a PI Claim – Customer suffered to damage to his camper van after hitting a post



- Two claims closed with policy deductible amount being paid:
  - 330 (Lee Valley Riding Centre) – fall from a horse resulting in a broken wrist – total amount = £96,609.46
- 334 (Sewardstone Campsite) – Employee slipped on ice, which had not been gritted - settled at £35,629.74
- Three claims closed with no payments made:
  - 353 (LV Riding Centre) - Ex-employee who suffer a shoulder injury while walking horse
  - 355 (LV VeloPark) – Not a PI Claim - Customer suffered damage to his car from gravel thrown up by wind
  - 357 (LV VeloPark) - Casualty broke collar bone following a touch of wheels between cyclists

A full summary of Personal Injury Claims is attached at Appendix B to this report.

Insurance Issues / Risk Surveys

- Support, liaison and investigation with Travelers Insurers in relation to defending PI claims at LV VeloPark, LV White Water Centre and LV Ice Centre
- Undertaking a Property Survey (risk assurance work) with our insurers

**Occupational Health Statistics**

Number of Referrals to Occupational Health

LVRPA					
Total	Work Related	Other	Musculo-Skeletal	Chest / Respiratory	Stress / Anxiety
6	1	5	2	1	3

The LVRPA work related referral relates to a member of staff who was pushed by a cow at Holyfield Farm, resulting in a jarring of his back and neck.

Vibrant Partnerships					
Total	Work Related	Other	Musculo-Skeletal	Post Op. Recovery	Migraines
8	1	7	6	1	1

The Vibrant Partnerships work-related referral relates to a member of staff who had an accident at the Riding Centre. The member of staff rolled an ankle while working in a field, resulting in a RIDDOR reportable injury.

Sickness Absence

There are no sickness absences, which are of an H&S concern. No further details are included here as reports are already sent to the respective Boards of both LVRPA and Vibrant Partnerships:

- LVRPA – An Annual Report on sickness absence goes to the Full Committee / Board
- Vibrant Partnerships – Bi-annual Report goes to HR Remuneration Committee

Health Surveillance

Due to the work they undertake, Rangers can come into contact with rough sleeper campsites. As such, we offer Rangers vaccinations (non-compulsory) for Hepatitis A & B.

16 members of staff have accepted and are now 2 vaccinations into the programme. A 3<sup>rd</sup> vaccination is due in July 2017 before tests for inoculation levels 4 weeks after.

## Act

- The 2016/17 Audits conducted in December to January 2016/17. Performance is still extremely high at 95% (and exceeds the 92% required by the British Safety Council 5\* accreditation) although the aggregated score between both organisations dropped marginally by 1% when compared to the 2015/16 audits.
- Despite the slight drop, Members should be assured by the performance of the Authority and Vibrant.

## Internal Health and Safety Assurance Programme

Venue	2016-17 (%)	2015-16 (%)	Direction of Travel
LVRPA	97%	98%	↓
Holyfield Hall	97	98	↓
LV Fisheries	99	99	→
Myddelton House Gardens	97	98	↓
Myddelton House	91	98	↓
Ranger Service	99	98	↑
Youth & Schools	98	98	→
<b>Vibrant Partnerships</b>	<b>94%</b>	<b>95%</b>	<b>↓</b>
Dobbs Weir Caravan Park	94	90	↑
Hayes Hill Farm	91	95	↓
LV Athletics Centre	92	98	↓
LV Campsite (Pickett's Lock)	96	98	↓
LV Hockey & Tennis Centre	98	96	↑
LV Ice Centre	98	99	↓
LV Riding Centre	91	92	↓
LV VeloPark	99	98	↑
LV White Water Centre	95	96	↓
Sewardstone Campsite	91	99	↓
Pickett's Lock Golf Centre	81	86	↓
Springfield Marina	95	98	↓
Stanstead Marina	99	99	→
Waterworks	90	88	↑
<b>Combined Average Score</b>	<b>95%</b>	<b>96%</b>	<b>↓</b>

### Note - Reason for decrease in score at Pickett's Lock Golf Centre:

- Information Training and Instruction:
  - No training records were available to evidence what training staff had undertaken.
  - The training matrix currently in place does not capture all relevant areas for the green keeping staff.

- Lone Working and Personal Safety:
  - Lone Working risk assessment is not suitable and sufficient – does not effectively capture the risks currently being faced by staff
  - A Safe System of Work needs to be developed to improve understanding, communication and staff safety when lone working takes place.
  - No training records were available to evidence that staff had been trained on lone working risks and procedures
- Risk Assessment:
  - A thorough review of the venue's risk assessment is required, to ensure that they are relevant to the site and its activities.
  - A risk assessment review programme needs to be installed to spread the reviews across the year. This would aid the venue in ensuring risk assessments are up to date and control measures remain appropriate.
- Incident and Emergency Management:
  - Emergency Action Plan (EAP) is only relevant to the Campsite, with no inclusion of the golf course or green keepers compound
  - Incident management Plan is out of date
  - No training records for staff in relation to the EAP

**Note - Reason slight decrease in overall audit scores:**

Both LVRPA and Vibrant partnerships dropped 1% compared to last year.

It is expected that audit scores will fluctuate year to year, even if H&S standards are maintained to the same level. This is due to what the auditor will uncover on the day of the audit. When sampling the auditor will vary the area's they will investigate when testing the robustness of a venues/departments H&S Management Systems.

It should also be noted that different auditors were used in 2016/17 to 2015/16. This may also have a slight effect on the scores. Although the audit template and reports are the same, the subjective assessment of the auditors will have a minor impact.

**Health and Safety Audit Targets and Results**

Company	Target 2016-17	Actual 2016-17
LVRPA & Vibrant	96%	95%
LVRPA	96%	97%
Vibrant Partnerships	96%	94%

**Target for 2017-18:** Recommended target of 95% for both LVRPA and Vibrant.

Key Strengths (Top 5)

LVRPA		Vibrant	
Noise	100	New & Expectant Mothers	100
Personal Protective Equipment	100	Responsibilities & Structure	100
Work Equipment	100	Audit and Review	100
Stress Management	100	First Aid	99
Shared Premises	100	Stress Management	98

## Key Risks (Top 5)

LVRPA		Vibrant	
Event Safety	89	Training	83
Communication & Consultation	91	SIMP	88
Asbestos	92	Lone Working & Personal Safety	89
Training	93	Lifts and Lifting Equipment	89
SIMP	95	Work Equipment	90

**Note:** Key risks are ranked opposite to the key strengths, with the lowest score indicating the greater risk.

**Note:** Event Safety for LVRPA was assessed within the audits for Greenspaces (Rangers) and Myddelton House Gardens. The Rangers scored 100%, whereas the Gardens scored 78%. The Event Team have a very high standard in regards to H&S and will be having their own audit in 2017/18

The training score shown for Vibrant Partnerships is adversely affected by the result from Pickett's Lock Golf Centre, which scored 17%

## Aims & Objectives for 2017-18

### Seek agreement of the annual health and safety audit targets

- Authority: 95%
- Vibrant: 95%

### Competence of Health & Safety Team

- To ensure the continued development of the H&S Team and the high level of support provided, our Lead Consultant is undertaking a NEBOSH Diploma, which is due to be completed in March 2018

### Health & Safety Management System (HSMS) Review

- Authority: Amend and ensure reflects new business objectives
- Trust: Develop new HSMS and embed into Trust model.

### General Objectives

- Support for the Area 4 development at LVWWC
- Support for the Kitchen, Bar and Café development at LVWWC
- Support for the expansion of Dobbs Weir Campsite
- Revision on the Flood Evacuation Plan at Dobbs Weir
- Event H&S Support at (list not exhaustive):
  - Hockey – Men's Semi Final League
  - Shell Eco Event
  - Hockey – Domestic Events
  - Percolate Music Festival
  - Countryside Live
  - Six Day London
  - Revolution 2017
  - Continued liaison with the Events Team to provide support as required
- Completion of the HSMS review
- Continuation of the Unannounced E Coli. inspection at the Farms
- Establishment of a new Event Safety Manual
- Develop set standards for the Event Control Rooms
- Development and agreement for the H&S Learning and Development programme for 2017-18. This will include new e-learning modules
- Review LV VeloPark infield capacity – in relation to provision of hospitality
- Continued develop H&S pages on Compass




# Health & Safety Annual Performance Review

April 2016 to March 2017

- Review and update existing Toolbox Talks (TBT's) and introduce new TBT's covering a variety of areas
- Establish, communicate and complete staff health and safety consultation
- Maintain and improve performance measurement of contractors
- Support Pickett's Lock Golf Centre to improve their H&S performance
- Undertake Workplace Inspections
- Review Parkland fire risk assessments
- East India Dock Basin Development

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		<b>Personal Injury Insurance Claims Summary</b> Policy Ref: UCPOP3344584 2016 - 17 Summary						
Our ref	Travelers Ref	Date of incident	Date listed	Location	Current reserve	Payments made	Active / Non-Active	Status
330	823185	10-Feb-13	03-Jul-13	LVRC (Horse 'spooked' and threw rider causing a spinal injury)	£55,500	£96,609	Closed	Claimant fell from their horse, breaking a wrist. Fall due to horse being startled, allegedly by a member of staff. An offer to settle damages in the sum of £7,500 is to be made without admission of liability. Proceedings have been issued (Dec 2015). The claimants valuation of the case increased significantly in February 2016 following the service of proceedings, Total settlement: £96,609.46
334	838851	18-Jan-13	23-Feb-14	Sewardstone Campsite (Fall due to path not being gritted)	£28,236	£35,630	Closed	Claim reopened 7th May 2015. Unfortunately our continued defence of this claim appears vulnerable so our insurers intention is to look to settle this claim on the best terms we can negotiate. The current reserve is £28,236, but the solicitors expect to pay damages of approximately £12,000, no more than £17,000. Agreed by Simon Sheldon and Beryl Foster. Confirmation - has been settled at £35,629.74. Closed on 14th November.
353	863890	17-Sep-15	30-Nov-15	Riding Centre	£5,000	£4,596	Closed	Ex-employee who suffer a shoulder injury while walking horses - horse jerked its head back, pulling on the claimants arm. Reviewed by Insurers and liability to be denied. Closed: 24/8/16. No payments made.
354	863634	24-Oct-13	11-Jan-16	Ice Centre - Spectator Seating	£5,000	£0	Active	Court proceedings have been issued via Roach Pittis Solicitors. Claim not exceeding £10,000. Insurers are proceeding on the basis that primary liability will rest against us but with substantial contributory negligence and we propose making a Part 36 offer of £2500 in an attempt to conclude settlement. Last correspondence has been from DWF - The Court has now directed that we are to serve a list of all documents relevant to the case. Awaiting medical evidence.
355	865116	06-Feb-16	23/02/2016	LV VeloPark	£2,471	£0	Closed	Customer suffered damage to his car from gravel thrown up by wind. No PI. Insurers have investigated. our latest reserve information: Damages £2471.32. This is reserved on a 50% basis. Your excess payable on this claim is £5000. Closed by Travelers - no payments made.
356	869773	12-Mar-16	21/07/2016	LV VeloPark	£10,320	£0	Active	Claimant suffered fracture to left elbow and shoulder, cuts and bruises Accident reports states: "Riding down a hill (on the road circuit), didn't press brakes, got nervous and fell to left side. Investigated by our insurers. Denial issued.
357	862334	08-Nov-15	26-Nov-15	LV VeloPark	£0	£0	Active	Casualty broke collar bone following a touch of wheels and was looking to claim off of a fellow rider. Travelers originally notified due to potential Date Protection Issues. Casualty now indicating they are going to attempt claim from us. Investigated by our insurers. Denial issued. closed by Travelers on 14th November. No Payments made.

 		<b>Personal Injury Insurance Claims Summary</b> Policy Ref: UCPOP3344584 2016 - 17 Summary						
Our ref	Travelers Ref	Date of Incident	Date Listed	Location	Current reserve	Payments made	Active / Non-Active	Status
358	869768	25-Jul-16	05/08/2016	WWC	£6,500	£0	Active	Customer accidentally had a cup of hot tea split on his forearm, which resulted in pronounced scalding. Had been closed as no claim received, but now reopened following notification from claimant's solicitors. Insurers view is that we will not be able to dispute liability. We have accepted liability and now await submission of the claimant's settlement pack to enable us to progress matters. Our reserve is £6500, split £5000 damages, £1500 costs.
359	874926	04/11/2016	04/01/2017	WWC	£6,680	£0	Active	Claimant suffered injury following a fall outside on the decked area. Cause is yet TBC, but Prime report states that decking was unstable. Liability has been accepted.
360	874387	10/05/2016	13/12/2016	Hayes Hill Farm	£5,000	£0	Active	Claimant states they suffered kidney failure following contraction of Ecoli. Documentation has been collated and forwarded onto our insurers. Due to the amount of information, no further info at this time.
361	875209	11/12/2016	16/01/2017	LVIC	£2,500	TBC	Active	Slipped on the ice - claiming a defect with the ice surface. Current position is to deny liability.
362	876165	16/10/2016	03/02/2017	LV VeloPark	TBC	TBC	Active	Child alleged to of hurt themselves while sliding down a hand rail on the outside steps. Child had just finished a BMX session and had not been met by their parent immediately following. Not reported at the time, but we were contacted by the father at a later date and the incident was investigated as a Safeguarding issue.
363	876982	09/01/2017	09/03/2017	Pickett Lock	TBC	TBC	Active	Not a PI Claim - property damage Claimant struck a post after being directed to park in a overflow bay. Vehicle became stuck due to wet weather and slid into the post causing damage to his camper van.



### Statement of Intent

The Lee Valley Regional Park Authority aims to promote the health, safety and welfare of all employees, contractors, volunteers, visitors and members of the public through a commitment to the development of a positive health and safety culture within all premises operated under their management. The Authority is committed to comply with all legal health and safety requirements.

- The Chief Executive Officer has overall accountability for health and safety
- The Director of Finance and Resources has responsibility for the delivery of health and safety

### Employer Responsibilities

- Manage and continually develop a Health & Safety Management System (HSMS) , which includes defined standards in line with HSG(65) Managing for health and safety(3<sup>rd</sup> Edition) that outlines the Plan, Do, Check, Act approach
- Establish an effective management structure, with key health and safety responsibilities identified and communicated effectively to staff
- Ensure employees are competent to deliver the health and safety standards
- Provide adequate resources to manage the health and safety standards effectively
- Consult with employees and others (where necessary) on matters affecting their health and safety
- Identify risks ensuring they are reduced to the lowest possible level
- Provide a safe and healthy working environment, including employee welfare facilities
- Provide and maintain safe plant, equipment and machinery
- Ensure the safe handling, storage and use of hazardous substances
- Establish standards for incident and emergency management.

### Employee Responsibilities

- Take reasonable care of their own safety and the safety of others
- Co-operate with each other so as to enable compliance with any imposed legal duty or requirement
- Not interfere with or misuse, intentionally or recklessly anything provided in the interests of safety
- Comply fully with the organisations health and safety standards
- Report all accidents, incidents, near misses, hazards, dangerous occurrences and damage to plant and / or equipment
- Follow all safe working practices
- Use the necessary protective clothing and equipment provided in the interest of safety.

### Review

This policy statement will be reviewed annually and displayed at every all Premises / Departments.

### Signatories

*Shaun Dawson*  
Chief Executive

*Paul Osborn*  
Chairman

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## **RISK REGISTER 2017/18**

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 (incorporating any agreed changes recommended at this Committee meeting) as 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 Each financial year the relevant authority must:
  - (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 (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 on an ongoing basis that:
  - residual risk scores needed reassessing to ensure that we were not overstating the current position and to indicate the overall direction of travel.

Since the February, June and September meetings officers have reviewed the scoring against the criteria set out in detail at Appendix A to this report. The table below sets out a comparison of the movement in managing the residual risk over time and the associated total notional score.

Risk	Inherent Risks	Notional Residual Risks 25 February 2016	Notional Residual Risks 16 June 2016	Notional Residual Risks 22 September 2016	Notional Residual Risks 23 February 2017	Notional Residual Risks 22 June 2017
	11	0	0	1	3	2
	13	10	9	9	7	8
	0	12	13	13	15	14
Total Risks	24	22	22	23	25	24
Notional Score	1192	422	389	424	504	470

- 10 At the previous Audit Committee in February (Paper AUD74/17) Members requested that the following changes be made to the Risk Register:

**SR5 Challenge to the Levy.** Members view that non-payment of the levy under the existing statutory framework was not a high risk in itself as councils were legally obliged to pay. The real corporate risk would be if the statutory framework changed which would prevent the Authority levying councils going forward in the way it has been able to to-date. This risk has been reworded and scored to reflect this position.

**SR6 Reputation/Communication.** Members view was that the reputational /communication risk due to failure of the Olympic legacy was no longer required on the Register due to the Authority (and now Lee Valley Leisure Trust Ltd) having successfully developed out and run its three legacy venues since 2012, which continue to see increases in usage (community and commercial) and ongoing major events e.g., European/World championships. This risk has now been deleted.

**SR10 Implications of Land & Property Strategy.** Members view was that land disposals and land purchases carried a different risk weighting and the specific risks under each scenario would be different. These two risks have now been reworded and rescored.

- 11 Members also felt it was time to revisit some of the detailed risks and associated scoring so that Audit Committee Members (and Members in general) could get a better understanding of the Register and the risks involved within it. It was agreed that a workshop be set up allowing sufficient time to scrutinise and input into the Register going forward. Given that the new elected Membership starts in July it is proposed that this workshop is set up before the Audit Committee in September so that new Members (and particularly those appointed to the Audit Committee) can play a key part in that workshop.

## ENVIRONMENTAL IMPLICATIONS

- 12 There are no environmental implications arising directly from the

recommendations in this report.

### **EQUALITY IMPLICATIONS**

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

### **FINANCIAL IMPLICATIONS**

- 14 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.
- 15 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**

- 16 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**

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

### **RISK MANAGEMENT IMPLICATIONS**

- 18 These are dealt with through the main body of the report and through the revised Register. The Ice Centre project and the implementation of the Land & Property Strategy are now perceived as potentially the highest corporate risks facing the organisation. Continuing mitigation against these identified risks is demonstrated by the proposed actions in the strategic Register as set out in Appendix B to this report and primarily through implementing and delivering the 2016-19 approved Business Plan.

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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
Audit Committee	AUD/66/16	Risk Register 2015/16	25 February 2016
Audit Committee	AUD/70/16	Risk Register 2016/17	16 June 2016
Authority	A/4228/16	Outcome of the Ice Centre Feasibility Exercise and Proposed Next Steps	16 June 2016
Audit Committee	AUD/72/16	Risk Register 2016/17	22 September 2016
Authority	A/4237/17	Corporate Land & Property Strategy	19 January 2017
Audit Committee	AUD/74/17	Risk Register 2016/17	23 February 2017

#### **APPENDICES ATTACHED**

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

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## 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

**Treat** Controls are put in place to help reduce the likelihood of a risk being realised.

**Transfer** Action is taken to transfer the potential impact to another party, e.g. through an insurance arrangement.

**Terminate** A decision is made to end the area of activity with which the activity is associated.

**Tolerate** 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 eg, 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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Risk ID	Risk Name	Inherent Risk Score				Residual Risk Score				Total Score	Likelihood	Impact	Existing Controls	Tolerate/Transfer/Treat/Terminate	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Source of Assurance	22/06/2017 Comments	23/02/2017 Comments
		Lead	Impact	Likelihood	Total Score	Lead	Impact	Likelihood	Total Score											
<b>SR1</b>	<b>Legal</b>																			
	Failure to comply with the 1966 Park Act and other statutory requirements.	DCS	8	7	56								Provision of Legal Services Member scrutiny through Authority & Committee meetings Annual Governance statement Park Act Awareness covered by inductions for new staff.		Continue Induction Process and monitoring of statutory changes	Quarterly	DCS	External Audit Internal Audit Senior Management	On-going Monitoring	On-going Monitoring
	Failure to comply with Health & Safety legislation	DFR	9	6	54							Health and Safety management H&S manual (procedures) regularly reviewed by RDHS who monitor up and coming legislation. H&S Policy Updated n Risk Reduction Plan complete. External H&S Assessment 5*		Annual Internal Audit & H7S Audit Plans delivered.	31/03/2017	DFR	Senior management Members	All Audits complete Annual Score 95%	2016/17 Work site inspections complete. Annual Audits near completion.	
<b>SR2</b>	<b>Contractual</b>																			
	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							Reports to SMT and Members Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.		Ongoing resources review for specific projects	Quarterly	DCS/DFR	Internal Audit/ External Audit	No new agreements. Monitor re major projects eg Ice Centre Development	No new agreements. Monitor re major projects eg Ice Centre Development	
	Contractors, Governing Bodies, or Trust not delivering agreed objectives	DFR	7	6	42							All contracts reviewed prior to commencement by a responsible officer. Delivery monitored by Director/Head of Service		Quarterly Contract monitoring.	Executive Quarterly Monitoring	Senior Management and Members	Senior Management and Members	Quarter1-3 Monitoring presented to Executive Scrutiny Members. Q4 presented today	Quarter1 & 2 Monitoring presented to Executive Scrutiny Members. Q3 presented today	

Risk ID	Risk Name	Inherent Risk Score			Residual Risk 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	22/06/2017 Comments	23/02/2017 Comments
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood							
	Failure to deliver the LYRPA management contract to the required specification including breach in SE Funding Agreements LWWWC, Velopark, LVH+TC	DFR	9	4	36	6	2	12	No further action	Executive Quarterly Monitoring	HSL	Senior management Internal Audit	APMD reviews of MPG's in 2016/17 have verified compliance complete	APMD Undertake annual reviews of MPG's at venues to ensure compliance
	Management of Facilities Contracts	DCS	9	4	36	9	3	27	Ongoing Monitoring	Annual Inspection & Review.	AMPD	Internal Audit Senior Management	First Draft strategy complete. Review by Authority & Trust senior management. Report to Members by end of 2017	First Draft strategy complete. Review by Authority & Trust senior management. Report to Members by June 2017
<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	8	3	24	Treat	Implement "learning" strategy Regular adverts and communication. Exit Interview Review of Employer of choice Review of benefits	DFR	Senior Management Internal Audit/External Audit	Comparative data researched. Authority SMT. Report to Members by end of 2017	Comparative data researched. Authority SMT. Report to Members by June 2017
	The Authority fails to attract and retain staff at all levels of the appropriate calibre	CEO	8	8	64	4	5	20	Treat	Reward & Recognition Training & development framework Management Away Days Staff presentations Internal/External communications	CEO/ DFR	Senior Management/ Members		

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	22/06/2017 Comments	23/02/2017 Comments				
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood							Total Score			
SR 4	<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					↑	Treat	Budget Review 2017/18	19/01/2017	DFR	Senior management Members	Budget & levy agreed Authority January 2017	Budget & levy agreed Authority January 2017
	Ensure Adequate Funding for Both Organisation	DFR	9	9	81					↑	Treat	Budget Review 2017/18	19/01/2017	DFR	SMT Members	Budget & levy agreed Authority January 2018	Budget & levy agreed Authority January 2017
SR 5	<b>Governance &amp; Leadership</b>																
	Lack of a clear corporate direction	CEO	9	9	81					↔	Tolerate	Implement 2016-19 Business Plan	Quarterly Monitoring	CEO	Senior Management Members External Audit	Ongoing Monitoring through Executive & Scrutiny.	Ongoing Monitoring through Executive & Scrutiny.
	Challenge to Authority's powers to raise the Levy on all constituent councils	CEO	9	9	81					↔	Tolerate	Implement 2016-19 Business Plan. Develop Levy Strategy.	Quarterly Monitoring	CEO	Senior Management Members	Budget & levy agreed Authority January 2017. 6% reduction approved. Ongoing monitoring.	Budget & levy agreed Authority January 2017. 6% reduction approved. Ongoing monitoring.
SR 6	<b>Reputation/Communication</b>																
	Impact on Authority if Trust Venues do not have a strong reputation	HC	7	5	35					↑	Treat	Regular client meetings	Quarterly Monitoring Report	HC	Senior Management/ Members Stakeholder Perception KPI	Promotion of Trust venue; joint promotional work to highlight venues in overall Lee Valley offer through the Lee Valley Big 50 Giveaway promotion	Councillor engagement at London Councils Summit Nov 2016 - 100% awareness of park among delegates. New document distributed to delegates to highlight key achievements

AUTHORITY STRATEGIC RISK REGISTER AS AT 22 JUNE 2017

Appendix B to Paper AUD/79/17

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Tolerate/Transfer/Treat/Terminate (if Treat, further actions needed)	Further Actions Needed to reduce Risk	Deadline for Completion of Actions	Officer(s) Responsible	Source of Assurance	22/06/2017 Comments	23/02/2017 Comments		
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood								Total Score	
	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 engagement with stakeholders, through major events, and schools Festivals, including maximising 50th anniversary opportunities	Engagement Programme with stakeholders, including council leader and GLA member invites to schools festivals and stakeholders invites to major events
	Failure to deliver major events in partnership with Governing Bodies/LVT	HSL	7	5	35	6	4	24	⇨	Treat	Partner Working with Trust. Events Strategy	30/11/2016	HSL	Senior management Members Stakeholder Perception KPI	All major NGB events for 2016 completed, 2016 have been completed, Hockey world Finals due in June 2017 and NEC Wheelchair Masters in November 2017.	
<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	18/10/2016	HSL	External Audit Internal Audit Senior Management	Completed - Ongoing Training and Testing Days each year	Joint Training day complete. Procedures revised. New software being assessed to be used to improve communications if disaster occurred.



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	22/06/2017 Comments	23/02/2017 Comments
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood						
SR8	<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	30/09/2016	DCS	Senior Management/ Members	A scheme is being designed for Holyfield Marsh works to be undertaken at the end of the nesting seasons in the Autumn. There will be some enabling works in the river ahead of the main project. At present no further risk as the contaminants are about 6m away from the riverbank.	Contamination at Holyfield Marsh has not entered the water after the erosion to the river bank. Ongoing monitoring & works to the river bank to be carried out in due course.
	Veterinary Disease outbreak affecting Farms business (e.g. avian flu, Foot and Mouth)	DCS	6	6	36	5	3	15	30/09/2016	HP	Internal Audit Senior management	Insurance renewal complete October 2016	Insurance renewal complete October 2016
	Disease outbreak affecting human health	DFR	9	2	18	8	2	16	Quarterly inspections	DFR	Internal Audit Senior management	Quarterly inspections of E. Coli control measures conducted by H&S Officer at the farms.	Quarterly inspections of E. Coli control measures conducted by H&S Officer at the farms.

AUTHORITY STRATEGIC RISK REGISTER AS AT 22 JUNE 2017

Appendix B to Paper AUD/7/9/17

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Tolerate/Transfer/Treat/Terminate (if Treat, further actions needed)	Further Actions Needed to reduce Risk	Deadline for Completion of Actions	Officer(s) Responsible	Source of Assurance	Comments	Comments		
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood								Total Score	
	Flood risk	DCS	7	5	35	6	3	18		Tolerate	Audit Recommendations completed. Further training and testing	30/06/2016	HP	Internal Audit Senior management	Joint Training day complete. Procedures revised. Plus linked in to EA plus site evacuation plans.	Joint Training day complete. Procedures revised. Plus linked in to EA plus site evacuation plans.
	Environment damage/disaster to buildings/ programmes/events	DCS	7	5	35	6	3	18		Tolerate	Audit Recommendations completed. Further training and testing	30/06/2016	DFR	H+S Senior management	Joint Training day complete. Procedures revised.	Joint Training day complete. Procedures revised.
<b>SR9</b>	<b>Major Development - Ice Centre</b>									Treat	Business Plan Tender for Design Team Engagement stakeholders, users and local community	31/03/2017	HSL	Senior management Members External Consultants	Contract in place as of 16/01/2017. This covers stages 0-7 but at this point only stages 0-2 are funded. Paper will be presented to Members for approval in September 2017.	Contract in place as of 16th January 2017. Contract covers stages 0-7 but at this point only stages 0-2 are funded. Paper will be presented to Members in July 2017 on findings and recommendation s.
	Failure in Strategic Risks 1-8 above in the development of the Ice Centre circa £30m project	CEO	9	8	72	7	7	49		Treat	Legal Advice Prudential Code Feasibility Studies Member Steering Group Existing PR/Comms Feasibility Budget Working with LB Waltham Forest Planning Advice					

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Total Score	Likelihood	Impact	Existing Controls	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Source of Assurance	22/06/2017 Comments	23/02/2017 Comments
		Lead	Impact	Likelihood	Lead	Impact	Likelihood										
SR10	Implications of Implementing Land & Property Strategy																
	Purchases- Opportunity Cost of Resources, Reducing Available Resources or increasing future liabilities	DCS	8	6	48		8	4	32		Legal Advice -Park Act Park Act L&P Strategy Contamination Strategy	Seek External Advice incl. Planning Context. Identify Resources Members Decision. Ongoing Monitoring. Consultation	31/03/2018	HoP	Senior management Members External Consultants	Continue work with the L&P to build up availability of capital for future acquisition and an implementation plan for bringing areas of the existing Regional into public use.	New Risk Identified
	Disposals - Legal challenge, Reputational Damage, reduced public access or bio diversity	DCS	8	7	56		8	7	56		Legal Advice -Park Act Park Act L&P Strategy	Seek External Advice incl. Planning Context. Members Decision. Consultation	31/03/2018	HoP	Senior management Members External Consultants	Continue work with the L&P WG to create an implementation plan.	New Risk Identified

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"

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**LEE VALLEY REGIONAL PARK AUTHORITY**

**AUDIT COMMITTEE**

**22 JUNE 2017 AT 13:00**

**Agenda Item No:**

**8**

**Report No:**

**AUD/80/17**

## **DRAFT UNAUDITED FINAL ACCOUNTS 2016/17**

Presented by the Director of Finance & Resources

### **SUMMARY**

This report details the draft unaudited Statement of Accounts for 2016/17 and summarises the headlines from those Financial Statements. The Accounts are subject to external audit, which commenced on 7 June 2017.

Actual operational spending on all Authority facilities and services was £0.5m below budget (including the 2015/16 carry forwards) and was reported to Executive Committee in May (Paper E/501/17) with all variations fully explained.

Further adjustments to the Financial Statements were required in respect of capital financing and the pension fund. The result is an end of year position on the income and expenditure account of £0.2m deficit (compared to a budgeted deficit of £0.7m) and has reduced the General Fund reserve by £0.2m.

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

### **RECOMMENDATIONS**

- Members Approve:
- (1) the draft Annual Governance Statement (attached at Appendix A to this report), to be included within the Accounts, subject to any comments received from Members and the Auditors;
  - (2) that any Member comments/amendments/changes received by 29 June 2017 can be considered and approved by the Director of Finance & Resources in conjunction with the Chair of the Audit Committee and incorporated into the final Draft Accounts presented for external audit; and

- Members Note: (3) that the unaudited Statement of Accounts for 2016/17 summarised in this report (and attached as Appendix B) will be signed off by the Director of Finance & Resources by 30 June 2017, subject to any comments/amendments/changes received by 29 June 2017 from Members.

## BACKGROUND

- 1 The Accounts and Audit Regulations 2015 require the Authority's Accounts to be certified by the Director of Finance & Resources by 30 June 2017.
- 2 The Accounts will be placed on public deposit and are currently still subject to completion of the external audit. The auditors' findings and conclusions will be incorporated in the Annual Audit Letter which will be reported to the September meeting of the Audit Committee.
- 3 The early preparation of the Draft Accounts means that there may still be further adjustments that arise as detailed working papers are reviewed. In addition, this gives Members further time to review the detailed Accounts prior to the completion of the annual audit. Therefore if Members, either today or before 29 June 2017, wish to raise queries, these can then be accommodated before a final draft of the Accounts is finalised. Any changes incorporated subsequent to this meeting will be reported to Members at the September meeting of the Audit Committee.
- 4 The most significant matters identified by the Accounts to date are summarised below.

## SERVICE SPENDING

- 5 Provisional actual expenditure for each service and venue has been reported to Executive Committee in the Provisional Revenue Outturn report in May (Paper E/501/17). Spending on all our venues and services generated a £0.5m under spend against the approved budget. The under spend is fully explained in the Provisional Revenue Outturn report.
- 6 Executive Committee Members also approved a carry forward of **£241,148** from the 2016/17 budget as set out in the Provisional Revenue Outturn reported to Executive Committee (Paper E/501/17). The General Fund reserve will reduce to £4.1m by the end of 2017/18 if actual expenditure matches budget as detailed below:

	£m
2016/17 General Reserve	4.6
2016/17 Approved carry forward	0.2
2017/18 One-Off Approved Items	0.3
Estimated Closing balance 2017/18	4.1

**CAPITAL SPENDING AND FINANCING**

- 7 Gross capital expenditure, including Asset Maintenance, totalled £3.4m compared to the approved Capital Programme of £4.5m. While gross capital income totalled £0.4m which met the approved Capital Programme budget (£0.4m). The net outturn is fully explained in the Provisional Capital Outturn reported to Executive Committee in May (Paper E/498/17).
- 8 Capital spending has been financed as follows:

	<b><u>£m</u></b>
Capital Grants Applied	0.4
Revenue Financing	0.9
Major Repairs Fund	2.0
Capital Fund	0.1
Capital Receipts	<u>0.0</u>
<b>Total</b>	<b><u>3.4</u></b>

**GENERAL RESERVES**

- 9 The General Reserves have decreased at the year-end by £0.2m but remain above the minimum reserve level of £4m approved by Members as part of the 2017/18 budget setting process. Carry forwards from 2016/17 (£0.2m) and approved one-off commitments from the General Fund reserves for one-off expenditure (£0.3m) will result in an anticipated General Fund Reserve at the end of 2017/18 of £4.1m.
- 10 The table below shows the level of the General Fund reserve over the last five years.

Year	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
	£m	£m	£m	£m	£m	£m
General Fund	7.5	8.7	7.6	4.7	4.8	4.6

**ANNUAL GOVERNANCE STATEMENT 2016/17**

- 11 The Authority has adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework *Good Governance in Local Government*. This statement explains how the Authority has complied with the Code; and also meets the requirements of Regulation 6(1)(b) of the Accounts and Audit Regulations 2015 in ensuring that there is a sound system of internal control and that this Committee approves the Annual Governance Statement.
- 12 Members need to ensure that a sound system of internal control is maintained and an annual review of the effectiveness of the system of internal control is conducted to provide sufficient, relevant and reliable assurance to enable them to authorise the signing of the Authority's Annual Governance Statement and for it to be published with the Financial Statements.
- 13 Assurance derived through the monitoring of processes, including risk management, provides evidence which allows the Authority to form conclusions

on the efficiency and effectiveness of operations. The scope of internal control spans the whole range of the Authority's activities and includes those controls designed to ensure:

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

14 A draft Annual Governance Statement is attached at Appendix A to this report for approval by Members.

#### **ENVIRONMENTAL IMPLICATIONS**

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

#### **EQUALITY IMPLICATIONS**

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

#### **FINANCIAL IMPLICATIONS**

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

#### **HUMAN RESOURCE IMPLICATIONS**

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

#### **LEGAL IMPLICATIONS**

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

#### **RISK MANAGEMENT IMPLICATIONS**

20 These are dealt with within the Annual Governance Statement detailed in Appendix A to this report.

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#### **PREVIOUS COMMITTEE REPORTS**

Executive	E/501/17	Revenue Budget Performance 2016/17 – Provisional Outturn	25 May 2017
Executive	E/498/17	Capital Programme- Provisional	26 May 2016



Audit Committee	AUD/76/17	Outturn 2016/17 Accounting Policies & Accounts Closedown Timetable 2016/17	23 February 2017
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**APPENDICES ATTACHED**

Appendix A	Annual Governance Statement 2016/17
Appendix B	Unaudited Statement of Accounts 2016/17

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**ANNUAL GOVERNANCE STATEMENT 2016/17**

**Scope of responsibility**

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

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

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

**The purpose of the governance framework**

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

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

The governance framework has been in place at the Authority for the year ended 31 March 2017 and up to the date of approval of the statement of accounts.

**The governance environment**

A clear statement of the Authority's purpose and vision is set out in "The Lee Valley Regional Park Authority Business Strategy 2010-2020". The Authority's objectives are set out in the Performance Management Framework. These are translated into more specific aims and objectives in the service improvement plans which are prepared annually. The achievement of these objectives is monitored by the Senior Management Team, the Performance Team, the Executive and Scrutiny committees.

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

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

Compliance with established policies, procedures, laws and regulations is ensured by the requirement in the Standing Orders to give the Chief Executive, the Monitoring Officer and the Chief Finance Officer the opportunity to comment on every report submitted to a decision making body. The Monitoring Officer has a legal duty to ensure the lawfulness of decision making.

Risk management is embedded in the Authority through a Corporate Risk Management Framework (Paper FA/126/07) which includes the requirement to identify strategic and operational risks, assess those risks for likelihood and impact, identify mitigating controls and allocate responsibility for those controls. The Authority maintains and reviews a register of its business risks, linking them to strategic business objectives and assigning ownership for each risk. Risk management awareness is an integral part of the Authority's employee/management competency framework. The Director of Finance & Resources leads on matters of risk for the Authority and reports directly to the Audit Committee who receive reports on risk management at each meeting and who take appropriate action to ensure that corporate business risks are up-to-date; being actively managed; and agree the soundness of the Authority's risk management arrangements.

The Authority's programme for securing continuous improvement in its services is set out in the Performance Management Framework. Actions for improvement are drawn from a variety of sources including internal audit; the Authority's own service reviews and, external inspections such as those undertaken by Quest, Green Flag and the British Safety Council. An annual assessment of performance, detailing future performance targets, is set out in the Annual Performance Management Report.

The Director of Finance & Resources is designated as the responsible officer for the administration of the Authority's financial affairs under section 151 of the Local Government Act 1972 and section 11 (1) of the Lee Valley Regional Park Act 1966. This includes ensuring the lawfulness and financial prudence of decision making; providing advice, particularly on financial impropriety, publicity and budget issues; giving financial information; and acting as the Authority's money laundering, whistle blowing and anti-fraud, bribery & corruption reporting officer. Policies relating to whistle blowing anti-fraud, bribery & corruption were approved by Members of the Audit Committee in February 2013 and approved by the full Authority in April 2013. This was supported by Authority wide awareness training for all staff and elected Members. These policies are normally reviewed every third year (unless legislation or regulations change) and review of these particular policies will be completed by June this year. The Authority's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016).

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

### **Review of effectiveness**

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

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

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

The Internal Auditor provides an independent opinion on the adequacy and effectiveness of the system of internal control, which is incorporated in the Annual Internal Audit Report to the Audit Committee. The Annual Internal Audit Report for 2016/17, which was presented to the Audit Committee on 22 June 2017 (Paper AUD/77/17), concluded that, based on the internal audit work undertaken, the Authority's internal control systems are considered to be adequate and effective.

The Audit Committee approved a Risk Management Strategy in May 2010 (Paper AUD/06/10) (in which it was concluded that risk management arrangements are an established part of business operations and are entrusted with senior officers). The Strategic Risk Register has undergone regular monitoring this year. A new Risk Management Strategy was approved by the Audit Committee on 28 June 2012 (Paper AUD/30/12). A full review of the risk register was undertaken in the summer of 2015 (Paper AUD/59/15) following the Authority transfer the management of the majority of its venues to Lee Valley Leisure Trust Limited trading as Vibrant Partnerships (the Trust) from 1 April 2015.

The Audit Committee also ensure a robust management framework for Health & Safety is maintained. Annually all sites are audited by the Health & Safety contractor - with a 90% (plus) approval rating and independent assurance from the internal

## Appendix A to Paper AUD/80/17

auditor. Every third year the work of the Authority is independently assessed by a third party (British Safety Council). The British Safety Council carried out an independent audit in March 2016 and have awarded the Authority a 5\* rating (their highest level score) providing further assurance regarding the management of risk for Health & safety. Health and Safety matters were reported separately to the Audit Committee in the Annual Health & Safety report to the Audit Committee on 23 June 2017 (Paper AUD/78/17).

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

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

- The work of managers within the Authority;
- The work of the Internal Auditor;
- The work of the Health & Safety contractor;
- The work of Corporate Risk Management;
- Performance Management Information; and
- The External Auditors in their annual audit letter and other reports.

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

### Significant Governance Issues

The Authority has received significant assets as a result of the London 2012 Olympics. The London Legacy Development Corporation completed the legacy transformation works at the Lee Valley VeloPark, and Lee Valley Hockey & Tennis between April 2013 and May 2014. These assets have now been transferred to the Authority and are recognised in the accounts. These additional asset transfers are valued in excess of £115m, and with that comes a responsibility to manage and operate these as economically and efficiently as possible and in line with the Lottery Funding Agreements with Sport England that the Authority has entered into.

All senior officers are continuing to work on Olympic legacy related issues and these are discussed within the Senior Management Team (SMT). There is also Member involvement where key decisions are taken in relation to Olympic legacy issues through the Upper and Lower Lee Valley Planning & Regeneration Committees, Executive Committee and where necessary Full Authority. It is important that the Authority remains focused on legacy issues and the related risk of the Olympics legacy; this is reflected in the Strategic Business Plan 2010-2020 that shows the effect of the Olympics legacy risk on our business objectives and our financial planning and, puts in place adequate resourcing for the proper management and maintenance of Olympic legacy facilities.

The Authority's existing governance structure was put in place in 2009. It was reviewed in July 2010 to ensure management and decision making processes remained robust, relevant and fit for purpose. In support of the Full Authority there are now Executive, Audit and Scrutiny committees together with two Regeneration and Planning committees covering different areas of the Regional Park. Members continue to review the committee structures on an annual basis and at the AGM. The Committee structure was reviewed at the AGM in July 2015 (Paper A/4211/15) taking into account the implementation of the Trust. Members agreed to keep the current committee structure but to merge the Communications & Access Group and the Contract Monitoring Working Group into the terms of reference of the Executive Committee. Members increased the Executive Committee membership from 6 to 8.

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

The Authority reviewed its own financial reporting requirements in the context of the International Financial Reporting Standards (IFRS) which were embedded as part of the 2010/11 final accounts process. Annually accounting policies, estimates and assumptions are reviewed by the Director of Finance & Resources, to ensure they are relevant and up-to-date and that they accord with best practice.

The economic climate has, and will continue to impact on the Public Sector purse and particularly the finances of the Authority. The Authority sets the annual budget in the context of a three year business plan and the ten year business strategy. The assumptions behind this forecast are reviewed annually; the medium term financial forecast is restated and then approved by Members. The Authority is conscious of the financial pressures faced by the levied authorities and the spending assessments that impact upon them. The levy has been reduced by 6% for 2017/18 and for the previous six years – a real term decrease in excess of 33%. Officers and Members are committed to providing on-going savings and efficiencies to achieve economy and efficiency through the best use of public funds whilst delivering its own core objectives detailed in the new three year Business Plan 2016 – 2019 and statutory role. Consideration of the levy in future years will be subject to inflation and other economic factors prevailing at the time. The aspiration is to reduce the levy by 25% up to 2021.

The Authority is continuing a robust plan of income generation projects across the Park to reduce its reliance on the levy. The key measure has been to ensure that the reliance on the levy falls to 53.0% of the maximum that the Authority can legally charge. This target has now been achieved and for 2017/18 it currently stands at 42.9% of the maximum chargeable – a cost per head of population of £0.88p. An officer led Capital Projects Development Group is managing a variety of projects to develop the Park and its Venues, create efficiencies and generate further income. The proposals from this group are considered by Members of the Executive Committee.

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

The Trust commenced full operation and management of the Venues on the 1 April 2015 and has now completed two successful years of its contract. The challenge ahead is for the Trust to deliver the services and to continually improve the quality and financial performance at these venues. The Authority has ongoing monitoring arrangements in place at officer, senior management and Member level to ensure that performance targets are met and that the ethos of continuing improvement is maintained.

The Authority has approved the 2016-2019 business plan which ensures it continues to meet existing and new corporate priorities that are emerging and this has fed into the medium term financial planning of the Authority. Having established a new operational model for its 14 sport and leisure venues, the Authority will, as part of the new business plan, review all other service areas with the aim of determining the most cost efficient and effective delivery mechanisms.

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

Shaun Dawson  
Chief Executive  
30 September 2017

Paul Osborn  
Chairman  
30 September 2017

**Lee Valley Regional Park Authority**

**Statement  
of  
Accounts**

**For the year ended 31 March 2017**

**DRAFT  
Unaudited**

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# Lee Valley Regional Park Authority

## Statement of Accounts 2017

For the year ended 31 March 2017

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## Narrative Report

The Lee Valley Regional Park Authority (LVRPA) is an award winning and leading leisure organisation. It has a statutory duty under the Lee Valley Regional Park Act (1966) to develop the 10,000 acre Park as a regional destination, a destination that attracts 7 mill visitors a year. The Authority's vision for 2020 is that the LVRPA should be "A World Class Leisure Destination".

Over recent years the Authority has undertaken significant work to lever in external funding to support the development of the Regional Park; and it is committed to continue to reduce its reliance on the levy. The levy is a charge on council tax payers in Greater London, Essex and Hertfordshire – which equates to 88p per person per year. The ceiling for the levy is determined by a formula set out in "The Levying Bodies (General) Regulations 1992" which is adjusted annually to account for inflation.

These accounts for 2016/17 provide information about the costs and income from our services during the year and our assets and liabilities at the year end. The summary of significant matters sets out the main financial performance of the Authority during 2016/17; its ongoing liabilities; future capital investment and the underlying economic climate that will influence future performance.

In delivering its statutory objectives the Authority uses non-financial (as well as financial) Key Performance Indicators (KPIs) to measure in year performance with other Performance Indicators (PIs) underpinning the KPIs. The 2016/17 KPIs are set out in the table below for ongoing comparison.

Key Performance Indicator	2015/16	2016/17	Explanation
Levy Contribution	47.9%	46.5%	Percentage charged of the maximum chargeable
Service Plan Progress	94.0%		Percentage of actions delivered in year
Customer Satisfaction	85.0%		Customer satisfaction Rating
Stakeholder Perception	75.0%		Stakeholder satisfaction
CO2 emissions from Operations	6,128		CO2 Emissions (Tonnes of CO2)
Business Priorities Progress	93.0%		Percentage of actions delivered in year
Usage	6.6m	7.Xm	Number of Visitors (Millions)

The Authority's financial strategy is embodied in the ten-year Strategic Business Plan 2010 to 2020. The Plan is designed to deliver the vision of creating a world class leisure destination. The Plan is underpinned by a financial strategy that aims to optimise the use of financial resources to meet business objectives. The strategy includes maintaining a strong financial position, which these accounts demonstrate. The Authority renews its business plan on a three year cycle with the latest plan (2016-19) approved in January 2016. This plan sets out service objectives and business priorities for the coming three years and is underpinned by the Medium Term Financial Plan (MTFP).

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

- Continue to reduce the levy for the LVRP paid by the taxpayers of London, Essex and Hertfordshire, from the 35% budget contribution it currently makes.
- Increase income from existing venues/sites through a range of investment opportunities both directly and with 3<sup>rd</sup> parties and the appropriate pursuit of commercial income through Authority owned land and property assets
- Improve the accessibility of the LVRP to its regional constituency through marketing and community engagement initiatives.
- Continue to develop new operational models for its services as the Authority moves to being more of an enabling organisation.
- Enhance the Park's environmental infrastructure
- Provide a first rate visitor experience and grow the visitor figure to 7.5 million by 2018/19

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

### Expenditure compared to budget

The 2016/17 budget was set in January 2016. Actual spending on facilities and services was £0.5m less than budgeted, which included £0.2m carried forward from the previous financial year. At the end of the year the Authority had general reserves of £4.1m.

### Budget compared to actual

2016/17	Budget £'000s	Actual £'000s
Net operating expenditure	12,814	12,489
Levy on local authorities	(10,837)	(10,837)
Net general fund deficit	1,977	1,652
Total financing costs	(1,349)	(1,484)
Movement in reserves	628	168

### Capital investment

Capital investment totalled £2.6m. This was financed by a contribution from revenue (£0.9m), government grants and contributions from other bodies (£0.4m) and earmarked reserves and receipts (£1.4m).

### London Olympics 2012

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

### Velopark

The Authority continues to retain a contingent liability of up to £5.25m in relation to the lottery funding agreement between the Authority, Sport England and the Olympic Development Agency (ODA). In addition, a contingent liability of £2m exists in relation to a funding agreement with the London Marathon Trust for legacy works. LVRPA paid £3.5m during 2012/13 as its contribution to the construction of the Velopark. This facility is now managed by Lee Valley Leisure Trust Limited trading as Vibrant Partnerships (the Trust) under a contract for services which commenced 1<sup>st</sup> April 2015 which makes the Trust responsible for delivering the requirements of the funding agreements. The Authority monitors the contract to ensure that the Authority is not at risk of breach in relation to the contingent liability.

We have taken independent advice to assess the appropriate value of the asset. The contingent liabilities are shown in note 37.

### Other Olympic Agreements

#### Third Supplemental Agreement

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

#### Lee Valley White Water Centre

This asset was transferred to the Authority on 17 December 2010 and the depreciated replacement cost is valued at £29m. The Authority has a contingent liability of up to £900,000 in relation to its lottery funding agreement with Sport England. In addition, the Authority also has a contingent liability of up to £4m in relation to its funding agreement with East of England Development Agency (EEDA). The Authority enhanced this facility further in 2013/14 by investing £6.4m with contributions from the British Canoe Union (£0.8m), Sport England (£0.8m) and a reinstatement contribution from LOCOG (£0.7m). The Authority entered into a variation of its lottery funding agreement with Sport England to cover the additional amount of

funding which increased the total contingent liability. The Authority retains these contingent liabilities but obliges the Trust to satisfy the requirements under the funding agreements on behalf of the Authority.

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

### **Parklands in Queen Elizabeth Olympic Park**

The Authority has agreed that two separate plots of land in the North of the Park will be leased back to the LLDC at a peppercorn rent (£1) for twenty-five years and at £20,000 per annum for forty years respectively, and will place an obligation on the LLDC in relation to the parklands lease to carry out grounds maintenance of the parklands which has been estimated by the LLDC to be up to £25,000 per annum. The area of land which has been leased for the forty year period at £20,000 per annum has been independently valued at £320,000 and this lease was completed in 2013. A licence remains in place for the parklands area.. The grant of the lease of the land for the 25 year period is underway following completion of the registration of the land to the Authority.

### **Pension Scheme**

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

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

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

Vibrant Partnerships commenced full operation of the leased Venues on the 1 April 2015. The challenge ahead is for the Trust to deliver the services and to continually improve the quality and financial performance at these venues. The Authority monitors performance at officer, senior management and Member level to ensure that performance targets are met and that the ethos of continuing improvement is maintained.

### **Land and Property Strategy**

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

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

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

The Authority has generally adopted a cautious approach for any disposals based on prevailing Counsel's opinion at the time and independent advice prior to any disposal of land. More recent advice has explored a more flexible approach, in particular, to disposal. This has the potential for raising capital for enabling development and/or opportunity for enhancement of existing open space and/or opening of currently closed land within the Regional Park.

Following approval of the draft Corporate Land and Property Strategy by the Executive Committee in December 2016, the Authority adopted the Strategy on 19 January 2017. The next stage of the work is to review and prioritise all areas of land which have been identified by the Member working group for potential disposal. Once developed these will be discussed again with the Member working group in March/April and at the appropriate time each area of land will be brought forward for a decision by the Executive Committee and/or Authority.

### Borrowing and Capital Funding

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

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

	2015/16 Actual	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
LVRPA	£14.9m	£14.3m	£13.7m	£13.3m	£12.8m	£12.2m

Any new borrowing in the future must be self-funded, for example via efficiency savings, leveraging in external funding, new income streams or through the levy. Capital Investment in the current year has been funded from the Authority's accumulated cash balances and, as a result, no new external long term borrowing has been undertaken. The Authority no longer carries any external debt and external borrowing at 31 March 2017 totalled £0.

The estimated impact of capital investment decisions on the levy is shown in the table below. Where additional revenue from the levy is used to finance capital expenditure this would have an impact on contributing authorities. This would mean that the Authority would need to increase the levy over the current level. The base indicator for 2016/17 is £1.8m and is shown in the table below. This figure takes account of the resourcing requirements for the capital programme and was included in a report to Members as part of the 2016/17 (revised) to 2020/21 capital programme. As part of the 2017/18 budget setting process Members of Authority approved a reduction of £0.5m in financing capital directly from revenue to utilise existing capital reserves available as part of the capital resourcing programme. These capital reserves will become depleted over time unless new capital receipts are identified in the future.

	2015/16 Actual	2016/17 Actual	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate
Direct Revenue	£0.9m	£0.9m	£0.5m	£0.5m	£0.5m	£0.4m
Capital Fund	£0.3m	£0.3m	£0.3m	£0.3m	£0.3m	£0.3m
R & R Fund	£0.5m	£0.5m	£0.5m	£0.5m	£0.5m	£0.5m
Total:	£1.7m	£1.7m	£1.3m	£1.3m	£1.3m	£1.2m

### Economic Climate

The economic climate has, and will continue to impact on the Public sector purse and particularly the finances of the Authority. The Authority sets the annual budget in the context of a three year business plan and a ten year business strategy. The assumptions behind this forecast are reviewed annually; the medium term financial plan is restated and then approved by elected Members. The Authority is conscious of the financial pressures faced by the levied authorities and the spending assessments that impact on them. The levy was reduced by 6% for 2017/18 (-2% for 2016/17) which was the seventh consecutive year of reduction Officers and Members are committed to providing on-going savings to achieve economy and efficiency of public funds whilst delivering its own core objectives detailed in the three year Business Plan 2016 – 2019. The levy for 2018/19 will be set subject to inflation and other economic factors prevailing at the time. The aspiration is to reduce the levy by 25% through to 2021.

The Authority is continuing a robust plan of income generation projects across the Park to reduce its reliance on the levy. This in itself carries risks as budgeted sales, fees and charges income is projected to achieve 65% of the funds required to support the 2017/18 planned budget. The Authority now charges 42.9 % of the maximum levy that it can legally charge,

over achieving its Key Performance Indicator of 53% set five years ago. The Authority has further achieved its aspiration to reduce the burden on the tax payer ensuring that the levy costs no more than 88p per head of population per year. The 2016/17 cost per head of population was £0.95p. A Member led Levy Strategy Working Group is working to deliver this aspiration going forward.

An Authority/Trust officer led Capital Development Group is managing a variety of projects to create efficiencies and generate further income. The work of this group is regularly monitored by the Members of the Executive Committee and the Trust Board.

Financial liabilities relating to the Olympic venues were significant, in particular, the business rates attributed to the Velopark, the Lee Valley White Water Centre and LV Hockey & Tennis Centre. These liabilities were recognised within the medium term financial plan. Since April 2015 the business rate liability on venues transferred into the Trust have achieved 80% mandatory rate relief thus reducing the financial burden by £1.7m per year.

### **Revenue Reserves**

The Authority's current Reserves Policy states that the Authority should maintain a minimum general reserve balance of £4m and was reaffirmed at the Annual Budget and levy setting meeting of the full Authority on 19 January 2017. The individual usable reserves are explained below:-

#### **General Fund**

The general fund reserves currently stand at £4.6m. It is anticipated that if all the carry forwards from 2016/17 (£0.3m) are spent in 2017/18 the balance at the year end will be approximately £4.3m.

#### **Earmarked Reserves**

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

#### **Capital Receipts Reserve**

There is a balance of £17.5m on this reserve due the sale of the option land at Olympic Park.

#### **Capital Fund**

The Authority sets aside 3% of its Levy each year in accordance with the Lee Valley Regional Park Act section 49 (30) for capital expenditure purposes. A proportion of the capital fund has been ring-fenced to finance future capital expenditure on the Olympic assets, whilst the remainder of the fund has been drawn down to finance capital expenditure in 2016/17.

The Annual Governance Statement (AGS) highlights the major risks and uncertainties the Authority faces in the years ahead and highlights the impact of the London 2012 Olympics legacy on the Authority as it continues to establish the legacy facilities within its normal business operating environment. The AGS highlights the risks and opportunities the Authority faces having moved the majority of its venues into a charitable Trust. The AGS again highlights the impact of the ongoing poor economic climate and demonstrates the Authority's response to the pressure on the public purse.

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

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

The accounts consist of:

- the Comprehensive Income and Expenditure Statement: This statement shows the accounting cost in the year of providing services in accordance with generally accepted accounting practices;

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

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

The unaudited accounts were issued on XX June 2017 and the audited accounts were authorised for issue on XX Xxxxx 2017.

Simon Sheldon  
Director of Finance and Resources  
XX Xxxxx 2017



## **STATEMENT OF RESPONSIBILITIES**

### **The Authority's responsibilities**

The Authority must

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

### **The Director of Finance and Resources responsibilities**

The Director of Finance and Resources is responsible for preparing the Authority's statement of accounts in accordance with the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom (The Code). The Code requires that the accounts present a true and fair view of the financial position at the accounting date and income and expenditure for the year ended 31 March 2017.

In preparing this statement of accounts, the Director of Finance and Resources:

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

The Director of Finance and Resources has also:

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

I certify that these statements of account present a true and fair view of the financial position of the Authority as at 31 March 2017 and the income and expenditure for the 2016/17 financial year.

Simon Sheldon  
Director of Finance and Resources  
00 Xxxxx 2017

Chair – Audit Committee  
00 Xxxxx 2017

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## **ANNUAL GOVERNANCE STATEMENT 2016/17**

### **Scope of responsibility**

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

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

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

### **The purpose of the governance framework**

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

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

The governance framework has been in place at the Authority for the year ended 31 March 2017 and up to the date of approval of the statement of accounts.

### **The governance environment**

A clear statement of the Authority's purpose and vision is set out in "The Lee Valley Regional Park Authority Business Strategy 2010-2020". The Authority's objectives are set out in the Performance Management Framework. These are translated into more specific aims and objectives in the service improvement plans which are prepared annually. The achievement of these objectives is monitored by the Senior Management Team, the Performance Team, the Executive and Scrutiny committees.

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

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

Compliance with established policies, procedures, laws and regulations is ensured by the requirement in the Standing Orders to give the Chief Executive, the Monitoring Officer and the Chief Finance Officer the opportunity to comment on every report submitted to a decision making body. The Monitoring Officer has a legal duty to ensure the lawfulness of decision making.

Risk management is embedded in the Authority through a Corporate Risk Management Framework (Paper FA/126/07) which includes the requirement to identify strategic and operational risks, assess those risks for likelihood and impact, identify mitigating controls and allocate responsibility for those controls. The Authority maintains and reviews a register of its business risks, linking them to strategic business objectives and assigning ownership for each risk. Risk management awareness is an integral part of the Authority's employee/management competency framework. The Director of Finance & Resources leads on matters of risk for the Authority and reports directly to the Audit Committee who receive reports on risk management at each meeting and who take appropriate action to ensure that corporate business risks are up-to-date; being actively managed; and agree the soundness of the Authority's risk management arrangements.

The Authority's programme for securing continuous improvement in its services is set out in the Performance Management Framework. Actions for improvement are drawn from a variety of sources including internal audit; the Authority's own service reviews and, external inspections such as those undertaken by Quest, Green Flag and the British Safety Council. An annual assessment of performance, detailing future performance targets, is set out in the Annual Performance Management Report.

The Director of Finance & Resources is designated as the responsible officer for the administration of the Authority's financial affairs under section 151 of the Local Government Act 1972 and section 11 (1) of the Lee Valley Regional Park Act 1966. This includes ensuring the lawfulness and financial prudence of decision making; providing advice, particularly on financial impropriety, publicity and budget issues; giving financial information; and acting as the Authority's money laundering, whistle blowing and anti-fraud, bribery & corruption reporting officer. Policies relating to whistle blowing anti-fraud, bribery & corruption were approved by Members of the Audit Committee in February 2013 and approved by the full Authority in April 2013. This was supported by Authority wide awareness training for all staff and elected Members. These policies are normally reviewed every third year (unless legislation or regulations change) and review of these particular policies will be completed by June this year. The Authority's financial management arrangements conform with the governance requirements of the CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2016).

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

#### **Review of effectiveness**

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

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

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

The Internal Auditor provides an independent opinion on the adequacy and effectiveness of the system of internal control, which is incorporated in the Annual Internal Audit Report to the Audit Committee. The Annual Internal Audit Report for 2016/17, which was presented to the Audit Committee on 23 June 2017 (Paper AUD/XX/17), concluded that, based on the internal audit work undertaken, the Authority's internal control systems are considered to be adequate and effective.

The Audit Committee approved a Risk Management Strategy in May 2010 (Paper AUD/06/10) (in which it was concluded that risk management arrangements are an established part of business operations and are entrusted with senior officers). The Strategic Risk Register has undergone regular monitoring this year. A new Risk Management Strategy was approved by the Audit Committee on 28 June 2012 (Paper AUD/30/12). A full review of the risk register was undertaken in the summer of 2015 (Paper AUD/59/15) following the Authority transfer the management of the majority of its venues to Lee Valley Leisure Trust Limited trading as Vibrant Partnerships (the Trust) from 1 April 2015.

The Audit Committee also ensure a robust management framework for Health & Safety is maintained. Annually all sites are audited by the Health & Safety contractor - with a 90% (plus) approval rating and independent assurance from the internal

auditor. Every third year the work of the Authority is independently assessed by a third party (British Safety Council). The British Safety Council carried out an independent audit in March 2016 and have awarded the Authority a 5\* rating (their highest level score) providing further assurance regarding the management of risk for Health & safety. Health and Safety matters were reported separately to the Audit Committee in the Annual Health & Safety report to the Audit Committee on 23 June 2017 (Paper AUD/XX/17).

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

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

- The work of managers within the Authority;
- The work of the Internal Auditor;
- The work of the Health & Safety contractor;
- The work of Corporate Risk Management;
- Performance Management Information; and
- The External Auditors in their annual audit letter and other reports.

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

### **Significant Governance Issues**

The Authority has received significant assets as a result of the London 2012 Olympics. The London Legacy Development Corporation completed the legacy transformation works at the Lee Valley VeloPark, and Lee Valley Hockey & Tennis between April 2013 and May 2014. These assets have now been transferred to the Authority and are recognised in the accounts. These additional asset transfers are valued in excess of £115m, and with that comes a responsibility to manage and operate these as economically and efficiently as possible and in line with the Lottery Funding Agreements with Sport England that the Authority has entered into.

All senior officers are continuing to work on Olympic legacy related issues and these are discussed within the Senior Management Team (SMT). There is also Member involvement where key decisions are taken in relation to Olympic legacy issues through the Upper and Lower Lee Valley Planning & Regeneration Committees, Executive Committee and where necessary Full Authority. It is important that the Authority remains focused on legacy issues and the related risk of the Olympics legacy; this is reflected in the Strategic Business Plan 2010-2020 that shows the effect of the Olympics legacy risk on our business objectives and our financial planning and, puts in place adequate resourcing for the proper management and maintenance of Olympic legacy facilities.

The Authority's existing governance structure was put in place in 2009. It was reviewed in July 2010 to ensure management and decision making processes remained robust, relevant and fit for purpose. In support of the Full Authority there are now Executive, Audit and Scrutiny committees together with two Regeneration and Planning committees covering different areas of the Regional Park. Members continue to review the committee structures on an annual basis and at the AGM. The Committee structure was reviewed at the AGM in July 2015 (Paper A/4211/15) taking into account the implementation of the Trust. Members agreed to keep the current committee structure but to merge the Communications & Access Group and the Contract Monitoring Working Group into the terms of reference of the Executive Committee. Members increased the Executive Committee membership from 6 to 8.

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

The Authority reviewed its own financial reporting requirements in the context of the International Financial Reporting Standards (IFRS) which were embedded as part of the 2010/11 final accounts process. Annually accounting policies, estimates and assumptions are reviewed by the Director of Finance & Resources, to ensure they are relevant and up-to-date and that they accord with best practice.

The economic climate has, and will continue to impact on the Public Sector purse and particularly the finances of the Authority. The Authority sets the annual budget in the context of a three year business plan and the ten year business strategy. The assumptions behind this forecast are reviewed annually; the medium term financial forecast is restated and then approved by Members. The Authority is conscious of the financial pressures faced by the levied authorities and the spending assessments that impact upon them. The levy has been reduced by 6% for 2017/18 and for the previous six years – a real term decrease in excess of 33%. Officers and Members are committed to providing on-going savings and efficiencies to achieve economy and efficiency through the best use of public funds whilst delivering its own core objectives detailed in the new three year Business Plan 2016 – 2019 and statutory role. Consideration of the levy in future years will be subject to inflation and other economic factors prevailing at the time. The aspiration is to reduce the levy by 25% up to 2021.

The Authority is continuing a robust plan of income generation projects across the Park to reduce its reliance on the levy. The key measure has been to ensure that the reliance on the levy falls to 53.0% of the maximum that the Authority can legally charge. This target has now been achieved and for 2017/18 it currently stands at 42.9% of the maximum chargeable – a cost per head of population of £0.88p. An officer led Capital Projects Development Group is managing a variety of projects to develop the Park and its Venues, create efficiencies and generate further income. The proposals from this group are considered by Members of the Executive Committee.

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

The Trust commenced full operation and management of the Venues on the 1 April 2015 and has now completed two successful years of its contract. The challenge ahead is for the Trust to deliver the services and to continually improve the quality and financial performance at these venues. The Authority has ongoing monitoring arrangements in place at officer, senior management and Member level to ensure that performance targets are met and that the ethos of continuing improvement is maintained.

The Authority has approved the 2016-2019 business plan which ensures it continues to meet existing and new corporate priorities that are emerging and this has fed into the medium term financial planning of the Authority. Having established a new operational model for its 14 sport and leisure venues, the Authority will, as part of the new business plan, review all other service areas with the aim of determining the most cost efficient and effective delivery mechanisms.

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

Shaun Dawson  
Chief Executive  
30 September 2017

Paul Osborn  
Chairman  
30 September 2017

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

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

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LEE VALLEY PARK  
EXPENDITURE AND FUNDING ANALYSIS

	2016/17			2015/16		
	Net Expenditure Chargeable to General Fund £000s	Adjustments between Funding and Accounting Basis £000s	Net Expenditure in the Comprehensive Income & Expenditure Statement £000s	Net Expenditure Chargeable to General Fund £000s	Adjustments between Funding and Accounting Basis £000s	Net Expenditure in the Comprehensive Income & Expenditure Statement £000s
<b>Services</b>						
Chief Executive	1,048	227	1,275	859	190	1,049
Corporate Services	1,297	2,545	3,842	2,328	(364)	1,964
Financial Services	1,680	774	2,454	924	723	1,647
Parklands & Open Spaces	3,491	276	3,767	4,002	337	4,339
Leisure Venues Management	2,520	583	3,103	2,795	654	3,449
<b>Net Cost of Services</b>	<b>10,036</b>	<b>4,405</b>	<b>14,441</b>	<b>10,908</b>	<b>1,540</b>	<b>12,448</b>
Other Income and Expenditure	(8,681)	(2,614)	(11,295)	(9,241)	(3,848)	(13,089)
<b>(Surplus)/deficit on provision of services</b>	<b>1,355</b>	<b>1,791</b>	<b>3,146</b>	<b>1,667</b>	<b>(2,308)</b>	<b>(641)</b>
Opening Fund	(9,698)			(11,365)		
Movement	1,355			1,667		
Closing Fund	(8,343)			(9,698)		

## MOVEMENT IN RESERVES STATEMENT

	General Fund	Capital Receipts	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Reserves
Note	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Balance as at 31 March 2016</b>	<b>(9,698)</b>	<b>(17,465)</b>	<b>(61)</b>	<b>(27,224)</b>	<b>(163,178)</b>	<b>(190,402)</b>
<b>Movement in Reserves 2016/17</b>						
(Surplus) / deficit on provision of services	3,145	0	0	3,145	0	3,145
Other comprehensive income & expenditure	0	0	0	0	3,484	3,484
<b>Total comprehensive income and expenditure</b>	<b>3,145</b>	<b>0</b>	<b>0</b>	<b>3,145</b>	<b>3,484</b>	<b>6,629</b>
Adjustments between accounting basis and funding basis under regulations	4 (1,791)	0	0	(1,791)	1,790	(1)
<b>Increase/decrease in 2016/17</b>	<b>1,354</b>	<b>0</b>	<b>0</b>	<b>1,354</b>	<b>5,274</b>	<b>6,628</b>
<b>Balance carried forward</b>	<b>(8,344)</b>	<b>(17,465)</b>	<b>(61)</b>	<b>(25,870)</b>	<b>(157,904)</b>	<b>(183,774)</b>

	General Fund	Capital Receipts	Capital Grants Unapplied	Total Usable Reserves	Unusable Reserves	Total Reserves
Note	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Balance as at 31 March 2015</b>	<b>(11,365)</b>	<b>(17,465)</b>	<b>(61)</b>	<b>(28,891)</b>	<b>(156,044)</b>	<b>(184,935)</b>
<b>Movement in Reserves 2015/16</b>						
(Surplus) / deficit on provision of services	(641)	0	0	(641)	0	(641)
Other comprehensive income & expenditure	0	0	0	0	(4,826)	(4,826)
<b>Total comprehensive income and expenditure</b>	<b>(641)</b>	<b>0</b>	<b>0</b>	<b>(641)</b>	<b>(4,826)</b>	<b>(5,467)</b>
Adjustments between accounting basis and funding basis under regulations	4 2,308	0	0	2,308	(2,308)	0
<b>Increase/decrease in 2015/16</b>	<b>1,667</b>	<b>0</b>	<b>0</b>	<b>1,667</b>	<b>(7,134)</b>	<b>(5,467)</b>
<b>Balance carried forward</b>	<b>(9,698)</b>	<b>(17,465)</b>	<b>(61)</b>	<b>(27,224)</b>	<b>(163,178)</b>	<b>(190,402)</b>

## COMPREHENSIVE INCOME AND EXPENDITURE STATEMENT

	Note	2016/17			2015/16		
		Expenditure	Income	Net Total	Expenditure	Income	Net Total
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Chief Executive		1,278	(3)	1,275	1,102	(53)	1,049
Corporate Services		4,545	(703)	3,842	2,642	(678)	1,964
Financial Services		3,090	(637)	2,453	2,148	(501)	1,647
Parklands and Open Spaces		4,945	(1,179)	3,766	5,561	(1,222)	4,339
Leisure Venues Management		3,103	0	3,103	3,449	0	3,449
<b>Cost of Services</b>		<b>16,961</b>	<b>(2,522)</b>	<b>14,439</b>	<b>14,902</b>	<b>(2,454)</b>	<b>12,448</b>
Other operating income and expenditure	6	47	0	47	54	0	54
Financing and investment income and expenditure	7	899	(735)	164	882	(2,337)	(1,455)
Non-specific grant income	8	0	(11,505)	(11,505)	0	(11,688)	(11,688)
<b>(Surplus) / deficit on provision of services</b>	19			<b>3,145</b>			<b>(641)</b>
(Surplus)/deficit on revaluation of plant, property and equipment assets	9			(2,096)			(1,643)
Remeasurement of the net defined benefit liability/asset	29			5,580			(3,183)
<b>Other comprehensive income and expenditure</b>				<b>3,484</b>			<b>(4,826)</b>
<b>Total comprehensive income and expenditure</b>				<b>6,629</b>			<b>(5,467)</b>

LEE VALLEY PARK  
BALANCE SHEET

	Note	2016/17 £'000s	2015/16 £'000s
<b>Property, plant and equipment</b>			
Land and buildings	9	173,752	172,466
Vehicles, plant, furniture and equipment	9	4,128	4,346
Infrastructure	9	2,158	2,257
Community assets	9	34,464	34,481
Assets under construction		0	0
Investment properties	9	4,961	4,961
Intangible assets		0	0
Biological assets	9	234	258
<b>Total non current assets</b>		<b>219,697</b>	<b>218,769</b>
<b>Long term investments</b>			
Long term debtors	35	0	0
<b>Long term assets</b>		<b>881</b>	<b>881</b>
<b>Short term investments</b>			
Short term investments	35	12,262	13,160
Inventories	12	128	110
Short term debtors	13	1,433	1,470
Payments in advance		139	131
Cash and cash equivalents	14	1,336	2,969
<b>Current assets</b>		<b>15,298</b>	<b>17,840</b>
<b>Bank overdraft</b>			
Bank overdraft	14	0	0
<b>Short term borrowing</b>			
Short term borrowing	36	0	0
<b>Short term creditors</b>			
Short term creditors	15	(2,289)	(4,048)
Receipts in advance		(221)	(189)
<b>Current liabilities</b>		<b>(2,510)</b>	<b>(4,237)</b>
<b>Provisions</b>			
Provisions		0	0
<b>Long term borrowing</b>			
Long term borrowing	36	0	0
<b>Net pension liability</b>			
Net pension liability	29	(31,198)	(24,161)
<b>Donated assets</b>			
Donated assets	23	0	0
<b>Capital grants received in advance</b>			
Capital grants received in advance	23	(18,394)	(18,690)
<b>Long term liabilities</b>		<b>(49,592)</b>	<b>(42,851)</b>
<b>NET ASSETS</b>		<b>183,774</b>	<b>190,402</b>
<b>Usable reserves</b>			
General fund	5	(8,344)	(9,698)
Capital receipts reserve	5	(17,465)	(17,465)
Capital grants unapplied	5	(61)	(61)
<b>Total usable reserves</b>		<b>(25,870)</b>	<b>(27,224)</b>
<b>Unusable reserves</b>			
Revaluation reserve	17	(31,225)	(29,129)
Pensions reserve	17	31,198	24,161
Capital adjustment account	17	(157,210)	(157,509)
Deferred capital receipts	17	(881)	(881)
Short-term accumulating compensated absences account	17	214	180
<b>Total unusable reserves</b>		<b>(157,904)</b>	<b>(163,178)</b>
<b>TOTAL RESERVES</b>		<b>(183,774)</b>	<b>(190,402)</b>

The unaudited accounts were issued on XX June 2017 and the audited accounts were authorised for issue on nn MMM 2017

## LEE VALLEY PARK

## CASHFLOW STATEMENT

	Note	2016/17 £'000s	2015/16 £'000s
<b>Net surplus / (deficit) on the provision of services</b>		(3,146)	641
<b>Adjust net surplus or deficit on the provision of services for investing and financing activities</b>			
Proceeds from the sale of non-current assets	4	0	0
<b>Adjust net surplus or deficit on the provision of services for non-cash movements</b>			
Depreciation/impairment of property, plant and equipment	9	3,785	3,745
Revaluation of non-current assets	9	45	(2,785)
Derecognition of non-current assets	9	0	0
Write-off of non-current assets	9	0	0
Other non-cash movement		0	0
Changes in the fair value of investment properties	9	0	(1,537)
Changes in the fair value of biological assets	9	23	15
Capital grants credited on recognition	8	(658)	(630)
Recognition of Donated Assets	8	0	0
Pension fund adjustments	29	1,457	1,632
(Increase)/decrease in long term debtors		1	1
(Increase)/decrease in stock	12	(17)	83
(Increase)/decrease in debtors	13	38	(190)
(Increase)/decrease in payments in advance		(8)	121
Increase/(decrease) in receipts in advance		31	(990)
Increase/(decrease) in creditors	15	(1,759)	(1,722)
<b>Net cash flows from operating activities</b>		<b>(218)</b>	<b>(1,616)</b>
<b>Investing activities</b>			
Purchase of non current assets	9	(2,685)	(2,466)
Recognition of non current assets (biological assets)	9	0	0
Proceeds from the sale of non-current assets	4	0	0
Repayment/(purchase) of long and short-term investments	35	898	3,922
<b>Net cash outflow from investing activities</b>		<b>(1,787)</b>	<b>1,456</b>
<b>Financing activities</b>			
Repayments of borrowings	36	0	(627)
Usable capital receipt received	4	0	0
Capital grants received in advance	23	372	484
<b>Net cash outflow from financing activities</b>		<b>372</b>	<b>(143)</b>
<b>Net increase or decrease in cash and cash equivalents</b>		<b>(1,633)</b>	<b>(303)</b>
Cash and cash equivalents at the beginning of the reporting period	14	2,969	3,272
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>1,336</b>	<b>2,969</b>
<b>Cash and cash equivalents at the end of the reporting period</b>			
Cash and cash equivalents	14	1,336	2,969
Bank overdraft	14	0	0
<b>Cash and cash equivalents</b>		<b>1,336</b>	<b>2,969</b>

**NOTE 01**  
**STATEMENT OF ACCOUNTING POLICIES**

**General Principles**

The Statement of Accounts summarises the Authority's transactions for the 2016/17 financial year and its position at the year-end of 31 March 2017. 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 2016/17, supported by International Financial Reporting Standards (IFRS).

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

**Heritage Assets**

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

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

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

**Accruals of expenditure and income**

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

**Cash and cash equivalents**

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

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

**Contingent assets**

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

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

**Contingent liabilities**

Contingent liabilities are either:

- a) Possible obligations arising from past events whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the Authority's control, or

b) Present obligations arising from past events, but is not recognised because:

- It is not probable that a transfer of economic benefits will be required to settle the obligation, or
- The amount of the obligation cannot be measured with sufficient reliability.

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

#### **Employee benefits**

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

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

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

#### **Termination Benefits**

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

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

#### **Pension costs**

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

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

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

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

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

#### **Service cost**

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

during the period in the net defined benefit liability (asset) that arises from the passage of time charged to the financing and investment income and expenditure line of the comprehensive income and expenditure statement

#### **Remeasurements**

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

#### **Contributions**

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

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

#### **Events after the balance sheet date**

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

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

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

#### **Exceptional items**

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

#### **Prior period adjustments**

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

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

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



## Financial instruments

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

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

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

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

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

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

### **Property, plant and equipment**

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

### **Recognition**

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

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

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

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

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

## Measurement

Assets are initially measured at cost, comprising:

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

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

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

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

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

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

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

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

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

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

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

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

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

## Impairment

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

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

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

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

#### **Component accounting**

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

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

#### **Depreciation and useful economic life**

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

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

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

<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.

### **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

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.

**NOTE 02**

**NOTE TO THE EXPENDITURE AND FUNDING ANALYSIS**

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

	Adjustments of Capital Purposes	Net Change for the Pensions Adjustment	Other Differences	Total Adjustments
2016/17	£000s	£000s	£000s	£000s
Chief Executive	214	4	9	227
Corporate Services	2,530	6	9	2,545
Financial Services	839	(71)	6	774
Parklands & Open Spaces	248	18	10	276
Leisure Venues Management	0	583	0	583
<b>Net Cost of Services</b>	<b>3,831</b>	<b>540</b>	<b>34</b>	<b>4,405</b>
Other Income and Expenditure	(3,531)	917	0	(2,614)
<b>Surplus or Deficit</b>	<b>300</b>	<b>1,457</b>	<b>34</b>	<b>1,791</b>

	Adjustments of Capital Purposes	Net Change for the Pensions Adjustment	Other Differences	Total Adjustments
2015/16	£000s	£000s	£000s	£000s
Chief Executive	214	23	(47)	190
Corporate Services	(332)	31	(63)	(364)
Financial Services	827	(55)	(48)	724
Parklands & Open Spaces	252	97	(12)	337
Leisure Venues Management	0	654	0	654
<b>Net Cost of Services</b>	<b>961</b>	<b>750</b>	<b>(170)</b>	<b>1,541</b>
Other Income and Expenditure	(4,730)	882	0	(3,848)
<b>Surplus or Deficit</b>	<b>(3,769)</b>	<b>1,632</b>	<b>(170)</b>	<b>(2,307)</b>

**ADJUSTMENTS FOR CAPITAL PURPOSES**

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

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

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

**NET CHANGE FOR THE PENSIONS ADJUSTMENTS**

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

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

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

**OTHER DIFFERENCES**

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

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

**NOTE 02****SEGMENTAL INCOME**

Income received on a segmental basis is analysed below

	2016/17	2015/16
Income from Services	£000s	£000s
<b>Services</b>		
Chief Executive	(3)	(53)
Corporate Services	(1,318)	(1,339)
Financial Services	(637)	(501)
Parklands & Open Spaces	(1,179)	(1,222)
Leisure Venues Management	0	0
<b>Total income analysed on a segmental basis</b>	<b>(3,137)</b>	<b>(3,115)</b>

**NOTE 03**

**HERITAGE ASSETS**

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

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

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

## ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

2016/17	General Fund £'000s	Capital Receipts £'000s	Capital Grants Unapplied £'000s	Total Usable Reserves £'000s
<b>Adjustments involving the Capital adjustment account</b>				
<b>Reversal of items debited or credited to the Comprehensive income and expenditure statement:</b>				
Charges for depreciation and impairment of non current assets	(3,784)			(3,784)
Revaluation gains of property, plant and equipment	419			419
Revaluation losses of property, plant and equipment	(464)			(464)
Movements in the fair value of investment properties	0			0
Movements in the fair value of biological assets	(22)			(22)
Capital grants and contributions recognised	668			668
Amounts of non current assets written off on derecognition as part of the loss to the Comprehensive income and expenditure statement	0			0
<b>Insertion of items not debited or credited to the Comprehensive income and expenditure statement:</b>				
Statutory provision for the financing of capital investment	573			573
Capital expenditure charged against the General fund/Earmarked Reserves	2,314			2,314
<b>Adjustments involving the Pensions reserve:</b>				
Reversal of items relating to retirement benefits debited or credited to the Comprehensive income and expenditure statement	(2,181)			(2,181)
Employer's pensions contributions and direct payments to pensioners payable in the year	724			724
<b>Adjustment involving deferred capital receipts</b>				
Principal received in respect of long term debtors (finance leases)	(1)			(1)
<b>Adjustment involving the Short-term compensated absences account</b>				
Amount by which officer remuneration charged to the Comprehensive income and expenditure statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(35)			(35)
	(1,789)	0	0	(1,789)

## ADJUSTMENTS BETWEEN ACCOUNTING BASIS AND FUNDING BASIS UNDER REGULATIONS

2015/16	General Fund £'000s	Capital Receipts £'000s	Capital Grants Unapplied £'000s	Total Usable Reserves £'000s
<b>Adjustments involving the Capital adjustment account</b>				
<b>Reversal of items debited or credited to the Comprehensive income and expenditure statement:</b>				
Charges for depreciation and impairment of non current assets	(3,744)			(3,744)
Revaluation gains of property, plant and equipment	3,719			3,719
Revaluation losses on Property, plant and equipment	(935)			(935)
Movements in the fair value of investment properties	1,537			1,537
Movements in the fair value of biological assets	(16)			(16)
Capital grants and contributions recognised	630			630
Amounts of non current assets written off on derecognised as part of the gain on disposal to the Comprehensive income and expenditure statement	0			0
<b>Insertion of items not debited or credited to the Comprehensive income and expenditure statement:</b>				
Statutory provision for the financing of capital investment	597			597
Capital expenditure charged against the General fund/Earmarked Reserves	1,982			1,982
<b>Adjustments involving the Pensions reserve:</b>				
Reversal of items relating to retirement benefits debited or credited to the Comprehensive income and expenditure statement	(2,328)			(2,328)
Employer's pensions contributions and direct payments to pensioners payable in the year	696			696
<b>Adjustment involving deferred capital receipts</b>				
Principal received in respect of long term debtors (finance leases)	(1)			(1)
<b>Adjustment involving the Short-term compensated absences account</b>				
Amount by which officer remuneration charged to the Comprehensive income and expenditure statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	170			170
	2,307	0	0	2,307

**NOTE 05**

**USABLE RESERVES**

	Balance at 01/04/2015	Transfers Out 2015/16	Transfers In 2015/16	Balance at 31/03/2016	Transfers Out 2016/17	Transfers In 2016/17	Balance at 31/03/2017
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Usable reserves</b>							
General fund	(4,648)	0	(132)	(4,780)	168	0	(4,612)
<b>Earmarked Reserves</b>							
Renewals Fund i	(918)	475	(73)	(516)	44	(79)	(551)
Repairs Fund ii	(4,799)	2,260	(621)	(3,160)	2,098	(596)	(1,658)
Insurance Fund iii	(627)	45	(35)	(617)	5	(35)	(647)
Common Areas Sinking Fund iv	(123)	0	(2)	(125)	0	(1)	(126)
Capital fund v	(250)	82	(332)	(500)	75	(325)	(750)
	<b>(11,365)</b>	<b>2,862</b>	<b>(1,195)</b>	<b>(9,698)</b>	<b>2,390</b>	<b>(1,036)</b>	<b>(8,344)</b>
Capital receipts reserve	(17,465)	0	0	(17,465)	0	0	(17,465)
Capital grants unapplied	(61)	0	0	(61)	0	0	(61)
<b>Total Usable reserves</b>	<b>(28,891)</b>	<b>2,862</b>	<b>(1,195)</b>	<b>(27,224)</b>	<b>2,390</b>	<b>(1,036)</b>	<b>(25,870)</b>

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

**NOTE 06**

**OTHER OPERATING EXPENDITURE**

	<b>2016/17</b>	<b>2015/16</b>
	<b>£'000s</b>	<b>£'000s</b>
Pension administration expenses	47	54
<b>Total other operating expenditure</b>	<b>47</b>	<b>54</b>



**NOTE 07****FINANCING AND INVESTMENT**

		<b>2016/17</b>	<b>2015/16</b>
	<b>Note</b>	<b>£'000s</b>	<b>£'000s</b>
Interest payable and similar charges	11	5	38
Net interest on the net defined pension benefit liability/(asset)	29	870	828
Interest receivable on finance leases (lessor)	26	(116)	(117)
Investment interest	11	(121)	(140)
Changes in the fair value of investment properties	9	0	(1,537)
Changes in the fair value of biological assets	9	23	16
Rental received on investment properties	10	(498)	(544)
<b>Total</b>		<b>163</b>	<b>(1,456)</b>

**NOTE 08**

**NON SPECIFIC GRANT INCOME**

	<b>2016/17</b>	<b>2015/16</b>
	<b>£'000s</b>	<b>£'000s</b>
Levies on local authorities	(10,837)	(11,058)
Capital grants and contributions	(668)	(630)
Donated Assets	<u>0</u>	<u>0</u>
	(11,505)	(11,688)

## NOTE 09

## NON CURRENT ASSETS

	Land and Buildings £'000s	Vehicles, plant and equipment £'000s	Infrastructure Assets £'000s	Community Assets £'000s	Total excluding Investment prop £'000s	Investment Properties £'000s	Total 2016/17 £'000s
<b>Asset cost at 31 March 2016</b>	<b>172,466</b>	<b>4,346</b>	<b>2,257</b>	<b>34,481</b>	<b>213,550</b>	<b>4,961</b>	<b>218,511</b>
Revaluation	0	0	0	0	0	0	0
Impairment	0	0	0	0	0	0	0
Adjustment	0	0	0	0	0	0	0
Accumulated Depreciation	0	0	0	0	0	0	0
<b>Net book value at 01 April 2016</b>	<b>172,466</b>	<b>4,346</b>	<b>2,257</b>	<b>34,481</b>	<b>213,550</b>	<b>4,961</b>	<b>218,511</b>
Additions	2,560	102	4	19	2,685	0	2,685
Acquisitions	0	0	0	0	0	0	0
Disposals	0	0	0	0	0	0	0
Reclassified	36	0	0	(36)	0	0	0
De-recognised	0	0	0	0	0	0	0
Depreciation	(3,146)	(535)	(103)	0	(3,784)	0	(3,784)
Donated Assets	0	0	0	0	0	0	0
Revaluation	1,837	215	0	0	2,052	0	2,052
Impairment	0	0	0	0	0	0	0
<b>Net book value at 31 March 2017</b>	<b>173,753</b>	<b>4,128</b>	<b>2,158</b>	<b>34,464</b>	<b>214,503</b>	<b>4,961</b>	<b>219,464</b>

	Land and Buildings £'000s	Vehicles, plant and equipment £'000s	Infrastructure Assets £'000s	Community Assets £'000s	Total excluding Investment prop £'000s	Investment Properties £'000s	Total 2015/16 £'000s
<b>Asset cost at 31 March 2015</b>	<b>169,681</b>	<b>6,223</b>	<b>3,080</b>	<b>34,398</b>	<b>213,382</b>	<b>3,424</b>	<b>216,806</b>
Revaluation	0	0	0	0	0	0	0
Impairment	0	0	0	0	0	0	0
Adjustment	0	0	0	0	0	0	0
Accumulated Depreciation	(289)	(1,919)	(773)	0	(2,981)	0	(2,981)
<b>Net book value at 01 April 2015</b>	<b>169,392</b>	<b>4,304</b>	<b>2,307</b>	<b>34,398</b>	<b>210,401</b>	<b>3,424</b>	<b>213,825</b>
Additions	2,132	213	37	83	2,465	0	2,465
Acquisitions	0	0	0	0	0	0	0
Disposals	0	0	0	0	0	0	0
Reclassified	0	0	0	0	0	0	0
De-recognised	0	0	0	0	0	0	0
Depreciation	(3,108)	(530)	(106)	0	(3,744)	0	(3,744)
Donated Assets	0	0	0	0	0	0	0
Revaluation	4,050	360	18	0	4,428	1,537	5,965
Impairment	0	0	0	0	0	0	0
<b>Net book value at 31 March 2016</b>	<b>172,466</b>	<b>4,347</b>	<b>2,256</b>	<b>34,481</b>	<b>213,550</b>	<b>4,961</b>	<b>218,511</b>

**NOTE 09**

**CAPITAL COMMITMENTS**

At 31 March 2017, the Authority has a material capital commitment outstanding of £0.6m from a contract value of £1.6m for the enhancement of Dobbs Weir Caravan Park.

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**BIOLOGICAL ASSETS**

	2016/17	2015/16
	£'000s	£'000s
<b>Balance at 1 April</b>		
Dairy Cattle	258	273
Movement in fair value	(23)	(16)
<b>Balance at 31 March</b>	<b>234</b>	<b>258</b>

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**NOTE 10**

**INVESTMENT PROPERTIES**

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

**Rental income and expenses for investment properties**

	<b>2016/17</b>	<b>2015/16</b>
	<b>£'000s</b>	<b>£'000s</b>
Rental income from investment property	(498)	(544)
Direct operating expenses arising from investment property	0	0
<b>Net gain</b>	<b>(498)</b>	<b>(544)</b>

## NOTE 11

## FINANCIAL INSTRUMENTS

## Categories of Financial Instruments

	Long Term		Current	
	31/03/2017	31/03/2016	31/03/2017	31/03/2016
	£'000s	£'000s	£'000s	£'000s
<b>Investments</b>				
Loans and receivables	0	0	13,598	16,129
Available-for-sale	0	0	0	0
Unquoted equity investment at cost	0	0	0	0
Financial assets at fair value through profit & loss	0	0	0	0
<b>Total investments</b>	<b>0</b>	<b>0</b>	<b>13,598</b>	<b>16,129</b>
<b>Debtors</b>				
Loans and receivables	0	0	1,433	1,471
Financial assets carried at contract amounts	881	881	0	0
<b>Total debtors</b>	<b>881</b>	<b>881</b>	<b>1,433</b>	<b>1,471</b>
<b>Borrowings</b>				
Financial liabilities at amortised cost	0	0	0	0
Financial liabilities at fair value through profit and loss	0	0	0	0
<b>Total borrowings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Other Long Term Liabilities</b>				
PFI and finance lease liabilities	0	0	0	0
<b>Total other long term liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Creditors</b>				
Financial liabilities at amortised cost	0	0	0	0
Financial liabilities carried at contract amount	0	0	2,289	4,048
<b>Total creditors</b>	<b>0</b>	<b>0</b>	<b>2,289</b>	<b>4,048</b>

NOTE 11

FINANCIAL INSTRUMENTS

Gains and Losses in Relation to Financial Instruments

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

	2016/17		2015/16	
	Liabilities at amortised cost £'000s	Loans and receivables £'000s	Liabilities at amortised cost £'000s	Loans and receivables £'000s
Interest payable and similar charges	5	0	38	0
Interest & investment income	0	(121)	0	(140)
	<b>5</b>	<b>(121)</b>	<b>38</b>	<b>(140)</b>

Fair Value of Assets and Liabilities carried at Amortised Cost

Financial liabilities and financial assets represented by loans and receivables are carried in the balance sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that will take place over the remaining term of the instruments, using the following assumptions:

Figures have been calculated by reference to the 'premature repayment' sets of rates in force on 31st March 2017, for 2016/17 and 31st March 2016, for 2015/16

Where an instrument will mature in the next 12 months, its carrying amount is assumed to approximate to fair value

For market debt fixed rate debt will need to be assessed on the basis of a present value for the future cash flows due under an instrument, discounted at the rate available currently in relation to the same loan from a comparable lender. Fair value is disclosed at 31st March of each year.

Financial liabilities

	2016/17		2015/16	
	Carrying amount £'000s	Fair value £'000s	Carrying amount £'000s	Fair value £'000s
Financial liabilities	0	0	0	0
Long-term creditors	0	0	0	0

The fair value is higher than the carrying amount because the Authority's portfolio of loans are fixed rate loans where the interest rate payable is higher than the rates available for similar loans at the balance sheet date. This commitment to pay interest above current market rates increases the amount that the Authority would have to pay if the lender requested or agreed to early repayment of the loans.

Financial assets

	2016/17		2015/16	
	Carrying amount £'000s	Fair value £'000s	Carrying amount £'000s	Fair value £'000s
Loans and receivables	15,031	15,031	17,600	17,600
Long-term debtors	881	881	881	881

The fair value is the same as the carrying amount as this is a reasonable approximation of fair value for financial instruments such as short term trade receivables and payables.

**NOTE 12**  
**INVENTORIES**

	2016/17	2015/16
	£'000s	£'000s
<b>Agriculture produce</b>		
Opening balance	109	116
Net movement	17	(7)
<b>Closing balance</b>	<b>126</b>	<b>109</b>
<b>Other stock</b>		
Opening balance	1	77
Net movement	0	(76)
<b>Closing balance</b>	<b>1</b>	<b>1</b>
<b>Total</b>		
Opening balance	110	193
Net movement	17	(83)
<b>Closing balance</b>	<b>127</b>	<b>110</b>



**NOTE 13**

**DEBTORS**

	2016/17	2015/16
	£'000s	£'000s
Central government bodies	524	545
Other local authorities	19	272
All other bodies	890	654
<b>Total debtors</b>	<b>1,433</b>	<b>1,471</b>

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**NOTE 14**

**CASH AND CASH EQUIVALENTS**

	<b>2016/17</b>	<b>2015/16</b>
	<b>£'000s</b>	<b>£'000s</b>
Bank current accounts	16	458
Short-term deposits with banks	1,320	2,511
<b>Total cash and cash equivalents</b>	<b>1,336</b>	<b>2,969</b>

**BANK OVERDRAFTS**

	<b>2016/17</b>	<b>2015/16</b>
	<b>£'000s</b>	<b>£'000s</b>
Bank current accounts overdrafts	0	0

**NOTE 15**  
**CREDITORS**

	<b>2016/17</b>	<b>2015/16</b>
	<b>£'000s</b>	<b>£'000s</b>
Central government bodies	(91)	(81)
Other local authorities	(33)	(2,056)
All other bodies	(2,165)	(1,911)
<b>Total creditors</b>	<b>(2,289)</b>	<b>(4,048)</b>

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**NOTE 16**  
**PROVISIONS**

No provisions are recognised the the accounts.

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**NOTE 17****UNUSABLE RESERVES**

	2016/17	2015/16
	£'000s	£'000s
Revaluation Reserve	(31,225)	(29,129)
Pensions reserve	31,198	24,161
Capital adjustment account	(157,210)	(157,509)
Deferred capital receipts	(881)	(881)
Short-term compensated absences account	214	180
<b>Total unusable reserves</b>	<b>(157,904)</b>	<b>(163,178)</b>

**Revaluation Reserve**

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

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

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

	2016/17	2015/16
	£'000s	£'000s
<b>Balance at 1 April</b>	<b>(29,129)</b>	<b>(27,486)</b>
Upward revaluation of assets	(2,932)	(1,643)
Downwards revaluation of assets	836	0
Surplus or deficit on revaluation of non-current assets not posted to the (surplus) or deficit on the provision of services	<b>(31,225)</b>	<b>(29,129)</b>
<b>Balance at 31 March</b>	<b>(31,225)</b>	<b>(29,129)</b>

**NOTE 17****UNUSABLE RESERVES****Capital Adjustment Account**

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

The Account contains accumulated gains and losses on Investment Properties and gains recognised on donated assets that have yet to be consumed by the Authority

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

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

	2016/17	2015/16
	£'000s	£'000s
<b>Balance at 1 April</b>	<b>(157,509)</b>	<b>(153,739)</b>
Reversal of items relating to capital expenditure debited or credited to the Comprehensive income and expenditure statement:		
- Charges for depreciation and impairment of non current assets	3,785	3,745
- Revaluation losses on Property, plant and equipment	45	(2,785)
- Amounts of non current assets written off on disposal or sale as part of the gain on disposal to the Comprehensive income and expenditure statement	0	0
<b>Net written out amount of the cost of non current assets consumed in year</b>	<b>3,830</b>	<b>960</b>
Capital financing applied in the year:		
- Capital grants and contributions credited to the Comprehensive income and expenditure statement that have been applied to capital financing	(668)	(630)
- Use of major repairs fund to finance new capital expenditure	(1,336)	(1,044)
- Use of capital fund to finance new capital expenditure	(75)	(82)
- Statutory provision for the financing of capital investment charged against the General fund	(573)	(597)
- Capital expenditure charged against the General fund	(902)	(856)
	<b>(3,554)</b>	<b>(3,209)</b>
Movements in the fair value of investment properties debited or credited to the Comprehensive income and expenditure statement	0	(1,537)
Movements in the fair value of Biological Assets debited or credited to the Comprehensive income and expenditure statement	23	16
<b>Balance at 31 March</b>	<b>(157,210)</b>	<b>(157,509)</b>

**NOTE 17****UNUSABLE RESERVES****Pensions Reserve**

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

	2016/17 £'000s	2015/16 £'000s
<b>Balance at 1 April</b>	<b>24,161</b>	<b>25,712</b>
Actuarial (gains) or losses on pensions assets and liabilities	5,580	(3,183)
Reversal of items relating to retirement benefits debited or credited to the (Surplus) or deficit on the provision of services in the Comprehensive income and expenditure statement	2,181	2,328
Employer's pensions contributions and direct payments to pensioners payable in the year	(724)	(696)
<b>Balance at 31 March</b>	<b>31,198</b>	<b>24,161</b>

**Short-term compensated absences account**

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

	2016/17 £'000s	2015/16 £'000s
<b>Balance at 1 April</b>	<b>180</b>	<b>350</b>
Settlement or cancellation of accrual made at the end of the preceding year	(180)	(350)
Amounts accrued at the end of the current year	214	180
<b>Balance at 31 March</b>	<b>214</b>	<b>180</b>

**NOTE 17**

**UNUSABLE RESERVES**

**Deferred Capital Receipts**

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

	2016/17 £'000s	2015/16 £'000s
<b>Balance at 1 April</b>	<u>(881)</u>	<u>(882)</u>
Transfer of deferred sale proceeds credited as part of the gain/loss on disposal on the Comprehensive Income and Expenditure Statement	0	1
<b>Balance at 31 March</b>	<u><u>(881)</u></u>	<u><u>(881)</u></u>



**NOTE 18**

**CASHFLOW OPERATING ACTIVITIES**

The cash flows from operating activities includes the following items

	2016/17	2015/16
	£'000s	£'000s
Interest paid	5	38
Interest received	(121)	(140)

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**NOTE 19****EXPENDITURE AND INCOME ANALYSED BY NATURE**

The authority's expenditure and income is analysed as follows

	2016/17	2015/16
	£000s	£000s
<b>Expenditure</b>		
Employee expenses	5,890	5,798
Other services expenses	8,159	9,027
Support service recharges	0	3,195
Depreciation, amortisation and impairment	3,830	960
Interest payments	5	38
Change in fair value of investment properties	0	(1,537)
Change in fair value of biological assets	23	16
Gain or loss on non-current assets	0	0
<b>Total expenditure</b>	<b>17,907</b>	<b>17,497</b>
<b>Income</b>		
Fees, charges and other income	(3,020)	(6,194)
Interest & investment income	(237)	(256)
Levies on local authorities	(10,837)	(11,058)
Capital grants and contributions	(668)	(630)
<b>Total income</b>	<b>(14,762)</b>	<b>(18,138)</b>
<b>(Surplus) / deficit on provision of services</b>	<b>3,145</b>	<b>(641)</b>

**NOTE 20**

**MEMBERS ALLOWANCES**

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

	2016/17	2015/16
	£'000s	£'000s
Allowances	9	9
Expenses	4	4
<b>Total</b>	<b>13</b>	<b>13</b>

**NOTE 21**

**STAFF REMUNERATION**

Position	Salary, fees		Compensation		Pension	Total	Total
	allowances	Bonuses	Expenses	loss of office	contribution	2016/17	2015/16
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>Senior Officers receiving over £150,000</b>							
Chief Executive Officer (CEO) - S Dawson	154	0	1	0	33	188	187
<b>Senior Officers receiving between £50,000 and £150,000</b>							
Managing Director *	148	0	1	0	32	181	182
Director Of Finance & Resources	94	0	2	0	20	116	112
Director of Venues (North) *	94	0	1	0	20	115	111
Director of Venues (South) *	94	0	1	0	20	115	111
Director of Corporate Services	91	0	1	0	20	112	108
Head of Communications	75	0	2	0	16	93	91
Head of Planning & Strategic Partnership	74	0	2	0	16	92	90
Head of Property Services	67	0	2	0	15	84	81
Head of Sport & Leisure	67	0	2	0	14	83	78
Head of Parklands	66	0	1	0	14	81	78
	<b>1,024</b>	<b>0</b>	<b>16</b>	<b>0</b>	<b>220</b>	<b>1,260</b>	<b>1,229</b>

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

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

\* The positions of Managing Director and Director of Venues (North) were seconded to the Lee Valley Leisure Trust Limited from 1 September 2014. The position of Director of Venues (South) was seconded to Lee Valley Leisure Trust Limited from 1 April 2015. This was to ensure the Trust had senior management with the necessary level of financial, commercial and venue management experience from the start of the contract. The increase in salary reflects the change in role and responsibilities of the employees concerned.

For the duration of the contract, these employees will be paid by the Authority and funding with the Trust will be agreed via the management funding agreement.

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

Remuneration Bands *	2016/17	2015/16
	No. of Staff	No. of Staff
£50,000 - 54,999	1	2
£55,000 - 59,999	1	0
£60,000 - 64,999	0	2
£65,000 - 69,999	3	1
£70,000 - 74,999	1	1
£75,000 - 79,999	1	1
£85,000 - 89,999	0	1
£90,000 - 94,999	1	3
£95,000 - 99,999	3	0
£150,000 - 154,999	1	2
£155,000 - 159,999	1	0

\* Remuneration Bands with no staff in have been excluded.

**NOTE 22**

**EXTERNAL AUDIT COSTS**

	2016/17	2015/16
	£'000s	£'000s
Fees payable to the Ernst and Young for external audit services carried out by the appointed auditor	19	19

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**NOTE 23****GRANT INCOME**

The Authority credited the following grants, contributions and donations to the Comprehensive Income and Expenditure Statement in 2016/17

	2016/17	2015/16
	£'000s	£'000s
<b>Credited to Services</b>		
Improvement of open areas of the Authority	34	0

**LONG TERM LIABILITIES**

	2016/17	2015/16
	£'000s	£'000s
<b>Grants Receipts In Advance (Capital Grants)</b>		
Improvement of open areas of the Authority	0	0
Other grants	372	484
	<u>372</u>	<u>484</u>

**CAPITAL GRANTS RECEIVED IN ADVANCE**

	2016/17	2015/16
	£'000s	£'000s
<b>Balance at 1 April</b>	<b>18,690</b>	<b>18,837</b>
Capital Grants received in year	371	484
Grants credited to Comprehensive Income and Expenditure Account that have been used to fund capital expenditure	(668)	(630)
<b>Balance at 31 March</b>	<b><u>18,393</u></b>	<b><u>18,691</u></b>

**NOTE 23****DONATED ASSETS**

The donated assets account holds the fair value of assets that have been transferred to us for nil consideration and there are still conditions of the transfer that have not been met. Once the conditions of the donation have been satisfied, the income will be transferred to the Comprehensive Income and Expenditure Statement.

The donated assets account only shows the difference between the fair value of the assets and any consideration given at the time of the donation. The assets will still be subject to valuation gains or losses, and the net book value shown in Non Current Assets on the balance sheet may differ from the value shown in the Donated Assets Account.

	2016/17	2015/16
	£'000s	£'000s
<b>Balance as at 1 April</b>	<b>0</b>	<b>0</b>
Donated Assets received in year	0	0
Income credited to Comprehensive Income and Expenditure Account on recognition of asset	0	0
<b>Balance as at 31 March</b>	<b>0</b>	<b>0</b>
<b>Analysis of Donated Assets Account</b>		
Lee Valley White Water Centre	0	0
Lee Valley VeloPark	0	0
Lee Valley Tennis and Hockey Centre	0	0
<b>Balance at 31 March</b>	<b>0</b>	<b>0</b>

**NOTE 24****RELATED PARTIES**

Related parties are organisations or individuals that, as a result of their relationship with us, may exert, or be seen as exerting, influence over our business. Significant transactions in 2016/17 were as follows:

	2016/17	2015/16
	£'000s	£'000s
<b>Income</b>		
<b>Levies receivable</b>		
As per note 33 for analysis levy	10,837	11,058
<b>Income included in Comprehensive Income and Expenditure Statement</b>		
Lee Valley Leisure Trust Limited	142	142
<b>Capital grants receivable over £10,000</b>		
England Hockey	230	300
London Legacy Development Corporation	142	137
<hr/>		
<b>Payments</b>		
<b>Expenditure included in Comprehensive Income and Expenditure Statement</b>		
Lee Valley Leisure Trust Limited	3,589	3,969

The Lee Valley Leisure Trust is a related party.

Income received in the year amounted to £142,100 in respect of Service Level Agreements between the organisations. Payments made in year amounted to £3,588,710 relating to leisure services contract management fee of £3,102,910 and £485,800 for Service Level Agreement charges.

At the year-end, the balance owing to the Trust totalled £315,530. This was in respect of SLA charges owing at year-end and the contribution from the Trust for the Common Areas at Picketts Lock Complex, as well as monies received by the Authority but relating to activities at venues under the operation of the Lee Valley Leisure Trust Limited.

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

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

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

This disclosure note has been prepared on the basis of specific declarations obtained in March 2017 in respect of related party transactions. The Authority has prepared this disclosure in accordance with IAS 24 and how it applies to the public sector.



## NOTE 25

## CAPITAL EXPENDITURE AND CAPITAL FINANCING

	2016/17	2015/16
	£'000s	£'000s
<b>Opening capital financing requirement</b>	<b>14,322</b>	<b>14,920</b>
<b>Capital investment</b>		
Property, plant and equipment	2,685	2,466
<b>Sources of finance</b>		
Capital Fund	(75)	(82)
Major Repairs Fund	(1,336)	(1,044)
Government grants and other contributions	(372)	(484)
Finance Leases	(1)	(1)
Direct revenue contributions	(902)	(856)
Minimum revenue provision	(573)	(597)
<b>Closing capital financing requirement</b>	<b>13,748</b>	<b>14,322</b>
<b>Explanation of movements in year</b>		
Increase/(decrease) in underlying need to borrowing unsupported by government financial assistance.	(574)	(597)
<b>Change in capital financing requirement</b>	<b>(574)</b>	<b>(597)</b>

The Capital Financing Requirement represents the underlying need of the Authority to borrow for capital purposes. It increases when capital expenditure in any year is not financed immediately by use of capital receipts, application of capital grants or a direct charge to revenue. It can be calculated from the balance sheet as the sum of non current assets, long term assets, donated assets, revaluation reserve, capital adjustment account and capital grants received in advance.

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

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

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

	2016/17	2015/16
	£'000s	£'000s
Not later than 1 year	10	10
Later than one year and not later than five years	38	40
Later than five years	0	8
	<u>48</u>	<u>58</u>

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

	2016/17	2015/16
	£'000s	£'000s
Not later than 1 year	11	11
Later than one year and not later than five years	42	42
Later than five years	95	105
	<u>148</u>	<u>158</u>

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

	2016/17	2015/16
	£'000s	£'000s
Minimum lease payments	10	10
Sub lease payments receivable	(11)	(11)
	<u>(1)</u>	<u>(1)</u>

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

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

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

	2016/17	2015/16
	£'000s	£'000s
Not later than one year	291	291
Later than 1 year and not later than 5 years	1,165	1,165
Later than 5 years	22,170	22,283
	<u>23,626</u>	<u>23,739</u>

The minimum lease payments receivable do not include rents that are contingent on events taking place after the lease was entered into, such as adjustments following rent reviews. In 2016/17 £280k contingent rents were receivable by the Authority (2015/16: £325k).

**Finance leases**

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

	2016/17	2015/16
	£'000s	£'000s
Finance lease debtor as at 31 March	881	881
Unearned finance income	9,591	9,707
<b>Gross investment in lease as at 31 March</b>	<u>10,472</u>	<u>10,588</u>

**Gross investment in lease**

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

	2016/17	2015/16
	£'000s	£'000s
Not later than one year	117	117
Later than 1 year and not later than 5 years	468	467
Later than 5 years	9,887	10,004
	<u>10,472</u>	<u>10,588</u>

**NOTE 27**  
**IMPAIRMENT**

The following assets have been impaired in the last financial year as a result of movements in Market Value

	2016/17	2015/16
	Net Loss £'000s	Net Loss £'000s
Lee Valley Caravan Park, Dobbs Weir	0	935
	<b>0</b>	<b>935</b>

**NOTE 28****TERMINATION BENEFITS**

The Authority did not terminate the contracts of any employee during 2016/17.

The Authority terminated the contracts of one employee during 2015/16 at a total cost of £17,673.

The numbers of exit packages with total cost per band and total cost of the compulsory and other redundancies are set out in the table below:

Exit package cost band (including special payments) *	Compulsory redundancies		other agreed departures		Total exit packages		Total cost	
	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17	2015/16	2016/17
	No.	No.	No.	No.	No.	No.	£'000s	£'000s
£0 - £20,000	1	-	-	-	1	-	18	-
£20,001 - £40,000	-	-	-	-	-	-	-	-
£200,000 - £250,000	-	-	-	-	-	-	-	-
<b>Total cost included in the bandings and in CIES</b>							<b>18</b>	<b>-</b>

\* Bands with no exit packages have been excluded

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

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

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

The table below summarises the membership data as at 31 March 2016 for members receiving funded benefits, and as at 31 March 2016 for any members receiving unfunded benefits.

	Number	Salaries/ Pensions £000s	Average Age
Actives	268	6,936	41
Deferred pensioners	395	723	43
Pensioners	201	1,223	73
Unfunded pensioners	44	76	77

A number of members transferred employment to Lee Valley Leisure Trust Limited from 1 April 2015 on a pass-through arrangement where the Trust will pay contributions in respect of the transferred members but the Lee Valley Regional Park Authority will retain the pensions risk. The above membership summary includes all members of the Authority as well as those that participate in the LPFA Pension Fund under the pass-through arrangement with Lee Valley Trust.

As the Authority are retaining the pensions risk, we retain all the assets and liabilities in respect of these members on our balance sheet.

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

The net liability (ie the amount by which the pensions liabilities exceed its assets) of £24.161m affects the Authority's net worth as recorded in the balance sheet. However, statutory arrangements for funding the deficit mean that the Authority's financial position remains healthy. The deficit on the pension scheme will be made good by increased contributions over the employees' remaining working life, as assessed by the scheme actuary.

Liabilities have been assessed on an actuarial basis using the projected unit method. This estimates pensions that will be payable in future years depending on assumptions about factors such as mortality rates and salary levels. The scheme liabilities have been assessed by Barnett Waddingham, an independent firm of actuaries, their estimates for the fund being based on the latest full valuation of the scheme as at 31 March 2016.

**Demographic/Statistical assumptions**

The following set of demographic assumptions have been used, and are consistent with those used for the formal funding valuation as at 31 March 2016. The post retirement mortality is based on Club Vita mortality analysis which has then been projected using the CMI 2015 model and allowing for a long term rate of improvement of 1.5% per annum.

Life expectancy from age 65 years		31/03/2017	31/03/2016
Retiring today	Males	21.3	21.9
	Females	24.2	25.0
Retiring in 20 years	Males	23.6	24.3
	Females	26.5	27.4

**NOTE 29**

**DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES**

**Financial assumptions**

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

Assumptions as at:	31 March 2017		31 March 2016		31 March 2015	
	% per year	Real %	% per year	Real %	% per year	Real %
RPI increases	3.6%	-	3.3%	-	3.2%	-
CPI increases	2.7%	(0.9%)	2.4%	(0.9%)	2.4%	(0.8%)
Salary increases	4.2%	0.6%	4.2%	0.9%	4.2%	1.0%
Pension increases	2.7%	(0.9%)	2.4%	(0.9%)	2.4%	(0.8%)
Discount rate	2.8%	(0.8%)	3.7%	0.4%	3.3%	(0.1%)

These assumptions are set with reference to market conditions at 31 March 2017.

**Balance sheet disclosure as at 31 March 2017**

	31/03/2017	31/03/2016	31/03/2015
	£'000s	£'000s	£'000s
Present value of defined benefit obligation	74,489	58,935	60,586
Fair value of scheme assets	(44,418)	(35,821)	(36,001)
	<b>30,071</b>	<b>23,114</b>	<b>24,585</b>
Present value of unfunded obligation	1,127	1,047	1,127
Unrecognised past service cost	0	0	0
<b>Net liability in Balance Sheet</b>	<b>31,198</b>	<b>24,161</b>	<b>25,712</b>

The movement in the net pension liability for the year to 31 March 2017 is as follows:

	31/03/2017	31/03/2016
	£'000s	£'000s
<b>Surplus/(deficit) at start of year</b>	<b>24,161</b>	<b>25,712</b>
Current service cost	1,264	1,446
Employer contributions (regular)	(648)	(620)
Contributions for unfunded benefits	(76)	(76)
Past service costs	0	0
Interest cost	2,199	2,019
Interest income	(1,329)	(1,191)
Remeasurements	5,580	(3,183)
Administration expenses	47	54
<b>Surplus/(deficit) at end of year</b>	<b>31,198</b>	<b>24,161</b>

**NOTE 29**

**DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES**

**Remeasurements in Other Comprehensive Expenditure and Income**

	31/03/2017	31/03/2016
	£'000s	£'000s
Return on plan assets in excess of interest	6,050	(1,471)
Other actuarial gains/(losses) on assets	1,080	-
Change in financial assumptions	(14,462)	4,653
Changes in demographic assumptions	503	-
Experience gain/(loss) on defined benefit obligation	1,249	1
Changes in effect of asset ceiling	-	-
<b>Remeasurements</b>	<b>(5,580)</b>	<b>3,183</b>

**Profit & Loss Account Costs for the Year to 31 March 2017**

	31/03/2017	31/03/2016
	£'000s	£'000s
Service cost	1,264	1,446
Net interest on the defined liability (asset)	870	828
Administration expenses	47	54
<b>Total</b>	<b>2,181</b>	<b>2,328</b>
<b>Actual return on Scheme assets</b>	<b>7,379</b>	<b>(280)</b>

**Reconciliation of the present value of the defined benefit obligation**

	31/03/2017	31/03/2016
	£'000s	£'000s
<b>Opening defined benefit obligation</b>	<b>59,982</b>	<b>61,713</b>
Current Service Cost	1,264	1,446
Interest cost	2,199	2,019
Change in financial assumptions	14,462	(4,653)
Changes in demographic assumptions	(503)	0
Experience (gain)/loss on defined benefit obligation	(1,249)	(1)
Estimated benefits paid	(1,536)	(1,475)
Past service costs	0	0
Contributions by employees	1,073	1,009
Unfunded pension payments	(76)	(76)
	(86,588)	
<b>Closing defined benefit obligation</b>	<b>75,616</b>	<b>59,982</b>



## NOTE 29

## DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES

## Reconciliation of fair value of employer assets

	31/03/2017	31/03/2016
	£'000s	£'000s
Opening fair value of employer assets	35,821	36,001
Interest income on assets	1,329	1,191
Return on assets, excluding interest	6,050	(1,471)
Other actuarial gains/(losses)	1,080	0
Administration expenses	(47)	(54)
Contributions by employer including unfunded	724	696
Contributions by employees	1,073	1,009
Estimated benefits paid plus unfunded	(1,612)	(1,551)
Closing fair value of employer assets	44,418	35,821

## The estimated asset allocation as at 31 March 2017 is as follows

	31/03/2017		31/03/2016	
	£'000s	%	£'000s	%
Equities	26,318	59.3%	16,641	46.5%
LDI/Cashflow matching	0	0.0%	3,631	10.1%
Target Return Portfolio	9,386	21.1%	7,620	21.3%
Alternative Assets	-	-	-	-
Infrastructure	2,339	5.3%	1,962	5.5%
Commodities	0	0.0%	160	0.4%
Property	2,265	5.1%	1,278	3.6%
Cash	4,110	9.2%	4,529	12.6%
Total	44,418	100.0%	35,821	100.0%

## Sensitivity analysis

	31/03/2017	Increase in assumption	Decrease in assumption
	£'000s	£'000s	£'000s
<b>Adjustment to discount rate (increase/decrease by 1%)</b>		+0.1%	-0.1%
Present Value of Total Obligation	75,616	74,171	77,091
Projected Service Cost	2,597	2,534	2,662
<b>Adjustment to long term salary increase (increase/decrease by 1%)</b>		+0.1%	-0.1%
Present Value of Total Obligation	75,616	75,816	75,418
Projected Service Cost	2,597	2,597	2,597
<b>Adjustment to pension increases and deferred revaluation (increase/decrease by 1%)</b>		+0.1%	-0.1%
Present Value of Total Obligation	75,616	76,892	74,366
Projected Service Cost	2,597	2,662	2,534
<b>Adjustment to mortality age rating assumption (increase/decrease by 1 year)</b>		+1 year	-1 year
Present Value of Total Obligation	75,616	78,370	72,962
Projected Service Cost	2,597	2,680	2,517

**NOTE 29**

**DISCLOSURE OF NET PENSION ASSETS AND LIABILITIES**

**Projected pension expense for the year to 31 March 2018**

	<b>31/03/2018</b>
	<b>£'000s</b>
Service cost	2,597
Net interest on the defined liability/(asset)	864
Administration expenses	58
<b>Total</b>	<b>3,519</b>
Employer contributions	598

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## NOTE 30

### NATURE AND RISKS OF FINANCIAL INSTRUMENTS

#### Risks arising from Financial Instruments

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

- credit risk – the possibility that other parties might fail to pay amounts due to the Authority
- liquidity risk – the possibility that the Authority might not have funds available to meet its commitments to make payments
- market risk – the possibility that financial loss might arise for the Authority as a result of changes in such measures as interest rates and stock market movements.

#### Credit Risk

The Authority carries out certain functions for which charges are levied and invoices have to be raised. Facilities should secure payment for provision of services before the date of the event. Where ongoing agreements are in place payment is collected at the beginning of the contract or by monthly instalments by direct debit. As a result of this Authority has a proportionally small Accounts Receivable Ledger for an organisation its size. The Authority's policy is to set aside a provision for bad debts in order to minimise the effect of default by customers and the provision made for debts as at 31st March 2017 was £3,517.

At 31st March 2017 amounts owed by customers stood at £513,000, (£774,000 31st March 2016). In this context a customer is any person or organisation for whom an invoice is raised in the Authority's main accounts receivable ledger. Ranging from small value invoices to individuals to multi-million pound invoices for contracted works. The Authority's standard terms are for payment within 30 days, and payment up front for hire of facilities. The £513,000 outstanding is analysed by age as follows.

#### Aged debtor profile

	2016/17	2015/16
	£'000s	£'000s
Less Than 30 Days	261	590
31 to 60 Days	140	11
61 to 90 Days	3	1
91+ Days	109	172
	<u>513</u>	<u>774</u>

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

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

- security of the invested capital
- liquidity of the invested capital
- an optimum yield which is commensurate with security and liquidity

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

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

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

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

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

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

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

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

The following analysis summarises the authority's potential maximum exposure to credit risk as at 31 March 2017.

**Credit rating of institutions holding investments**

	Long Term Credit Rating	Sum Invested as at 31/03/17 £'000s	Sum Invested as at 31/03/16 £'000s
<b>FITCH rating agency</b>			
Upper Medium Grade	A	62	62
Lower Medium Grade	BBB+/BBB	9,450	10,559
Highly Speculative	B	4,070	5,051
<b>Total invested</b>		<b>13,582</b>	<b>15,672</b>

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

**Default rate and non collection rate**

	Amount at Nominal Value 31/03/2017 £'000s	Historical experience of defaults 31/03/2017 £'000s	Amount at Nominal Value 31/03/2016 £'000s	Historical experience of defaults 31/03/2016 £'000s
Deposits with banks and financial institutions at nominal value	13,582	0	15,672	0

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

**Liquidity Risk**

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

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

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

A Special Interest bearing account with Natwest

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

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

The maturity analysis of financial liabilities at nominal value is as follows.

	2016/17 £'000s	2015/16 £'000s
Less than 1 year	0	0
Between 1 and 2 years	0	0
Between 2 and 5 years	0	0
More than 5 years	0	0
	<b>0</b>	<b>0</b>

**NOTE 30**

**NATURE AND RISKS OF FINANCIAL INSTRUMENTS**

**Market Risk**

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

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

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

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

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

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

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

**Price Risk**

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

**Foreign Exchange Risk**

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

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**NOTE 31**

**INTERNAL INSURANCE**

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

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**NOTE 32****ANALYSIS OF LEVY**

	2016/17	2015/16
	£'000s	£'000s
Corporation of London	20	19
<b>Inner London boroughs</b>		
Camden	251	256
Greenwich	212	209
Hackney	190	192
Hammersmith and Fulham	212	216
Islington	215	216
Kensington and Chelsea	271	278
Lambeth	288	293
Lewisham	224	227
Southwark	261	263
Tower Hamlets	239	237
Wandsworth	359	362
Westminster	358	366
<b>Outer London boroughs</b>		
Barking and Dagenham	131	128
Barnet	387	397
Bexley	225	232
Brent	255	249
Bromley	362	376
Croydon	337	342
Ealing	312	314
Enfield	269	275
Haringey	206	213
Harrow	234	239
Havering	244	249
Hillingdon	274	274
Hounslow	229	236
Kingston Upon Thames	172	178
Merton	204	209
Newham	196	201
Redbridge	238	242
Richmond Upon Thames	248	257
Sutton	202	209
Waltham Forest	205	206
<b>Hertfordshire and Essex authorities</b>		
Hertfordshire	1,225	1,268
Essex	1,442	1,489
Thurrock	140	142
<b>Total levies on local authorities</b>	<b>10,837</b>	<b>11,059</b>

**NOTE 33**

**NON-CURRENT ASSET VALUATIONS**

Following partial valuations in the previous four financial years, the Authority undertook a full asset valuation in 2013/14. This exercise was undertaken by Montagu Evans, Chartered Surveyors, as part of a five year rolling programme. Valuation were made in accordance with the Statements of Asset Valuation Practice and Guidance Notes of The Royal Institution of Chartered Surveyors.

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

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**NOTE 34****INFORMATION ON ASSETS HELD**

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

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

Leisure/sports centres	Lee Valley Ice Centre, Leyton Lee Valley Athletics Centre Lee Valley White Water Centre Lee Valley Velopark Lee Valley Tennis and Hockey Centre
Golf courses	Lee Valley Par 3 Golf Course, Leyton 18 - hole golf course at Lee Valley Leisure Complex
Riding centre	Lee Valley Riding Centre, Leyton
Farms	Holyfieldhall Farm, Waltham Abbey Hayes Hill Farm, Waltham Abbey
Boatyards	Lee Valley Marina, Springfield, Clapton Lee Valley Marina, Stanstead Abbotts
Campsites/caravan parks	Lee Valley Campsite, Sewardstone Lee Valley Caravan Park, Dobbs Weir
Sports ground	Myddelton House sports ground
Heritage sites	Three Mills Centre Myddelton House Gardens, Enfield Rye House Gatehouse, Hoddesdon Lee Valley Waterworks Centre Gunpowder Park, Waltham Abbey Abbey Gardens, Waltham Abbey
The Park and its open spaces (Community assets)	Spitalbrook, Broxbourne Essex & Middlesex Filter Beds, Leyton Tottenham Marshes Waltham and Cheshunt Marshes Fishers Green, Waltham Abbey Cathagena Estate, Broxbourne Wharf Road, Wormley

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

**NOTE 35****INVESTMENTS**

<b>Short term investments</b>	<b>31/03/2017</b>	<b>31/03/2016</b>
	<b>£'000s</b>	<b>£'000s</b>
Maturing within 7 days	62	62
Maturing between 7 days and 3 months	5,098	10,098
Maturing between 3 months and 1 year	7,102	3,000
	<b>12,262</b>	<b>13,160</b>

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**NOTE 36****BORROWINGS**

<b>Long term borrowing</b>	<b>2016/17</b>	<b>2015/16</b>
	<b>£'000s</b>	<b>£'000s</b>

**Analysis of loan by type**

Public Works Loan Board	0	0
	<u>0</u>	<u>0</u>

**Analysis of loan by maturity**

Between 1 and 2 years	0	0
Between 2 and 5 years	0	0
Between 5 and 10 years	0	0
More than 10 years	0	0
	<u>0</u>	<u>0</u>

<b>Short term borrowing</b>	<b>2016/17</b>	<b>2015/16</b>
	<b>£'000s</b>	<b>£'000s</b>

**Analysis of loan by type**

Public Works Loan Board	0	0
	<u>0</u>	<u>0</u>

**ANALYSIS OF LOAN BY MATURITY**

<b>Loan maturity schedule</b>	<b>2016/17</b>	<b>2015/16</b>
	<b>£'000s</b>	<b>£'000s</b>

**Short-term borrowing**

Loans Maturity Within 1 Year	0	0
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**Long-term borrowing**

Between 1 and 2 years	0	0
Between 2 and 5 years	0	0
Between 5 and 10 years	0	0
More Than 10 years	0	0
	<u>0</u>	<u>0</u>

<b>Total Loans</b>	<b>0</b>	<b>0</b>
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Amount applied to loan repayment	0	627
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**LOAN MOVEMENT SUMMARY**

Total loans outstanding 01 April	0	627
New loans taken out	0	0
Loans repaid	0	627
<b>Total loans outstanding 31 March</b>	<b>0</b>	<b>0</b>

**NOTE 37**

**CONTINGENT ASSETS AND LIABILITIES**

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

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

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

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**NOTE 38**

**EVENTS AFTER THE BALANCE SHEET DATE**

## **NOTE 39**

### **Critical judgements in applying accounting policies**

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

The critical judgements made in the Statement of Accounts are:

#### **Capital grants received in advance**

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

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

#### **Group accounts**

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

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

## **NOTE 40**

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

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

The items in the Authority's balance sheet at 31 March 2017 for which there is significant risk of material adjustment in the forthcoming financial year are as follows:

#### **Pensions liability**

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

The net pension liability can vary considerable year on year, due to the complex ways in which the assumptions interact. For example, a 0.1% increase in the discount rate assumption would result in a decrease in the pension liability of £1,445,000

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

#### **Property, plant and equipment**

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

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

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

## **NOTE 41**

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

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

- IAS 19 Employee Benefits (Defined Benefit Plans: Employee Contributions)
- Annual Improvement to IFRSs 2010-2014 Cycle
- IFRS 11 Joint Arrangements (Accounting for Acquisitions of Interests in Joint Operations)
- IAS 16 Property, Plant and Equipment and IAS 38 Intangible Assets (Clarification of Acceptable Methods of Depreciation and Amortisation)
- IAS 1 Presentation of Financial Statements (Disclosure Initiative)

The Code does not anticipate that the above amendments will have a material impact on the information provided in the financial statements ie there is unlikely to be a change to the reported information in the net cost of services or the Surplus or Deficit on the Provision of Services.

However, in the 2016/17 year the comparator 2015/16 Comprehensive Income and Expenditure Statement and the Movement in Reserves Statement must reflect the new formats and reporting requirements as a result of the Telling the Story review of the presentation of local authority financial statements.



## **GLOSSARY OF FINANCIAL TERMS AND ABBREVIATIONS**

### **Accounting policies**

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

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

Accounting policies do not include estimation techniques.

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

### **Actuarial gains and losses**

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

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

### **Capital expenditure**

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

### **Class of long term assets**

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

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

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

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

Operational assets Non-operational assets:

### **Community assets**

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

### **Consistency**

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

### **Contingent Asset**

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

### **Contingent Liability**

A contingent liability is either:

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

### **Corporate and democratic core**

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

### **Current service cost (pensions)**

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

### **Curtailement**

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

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

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

**Revenue expenditure funded from capital under statute**

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

**Defined benefit scheme**

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

**Depreciation**

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

**Discretionary benefits**

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

**Estimation techniques**

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

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

**Events after the balance sheet date**

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

**Exceptional items**

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

**Expected rate of return on pensions assets**

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

**Extraordinary items**

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

**Financial instruments**

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

**Finance lease**

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

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

**IAS 19 (under SORP FRS17)**

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

**Going concern**

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

**Government grants**

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

**Impairment**

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

**Infrastructure assets**

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

**Interest cost (pensions)**

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

**Investment properties**

Interest in land and/or buildings:

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

**Investments (non-pensions fund)**

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

**Liquid resources**

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

**Net book value**

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

**Net current replacement cost**

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

**Net realisable value**

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

**Non-operational assets**

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

**Operating leases**

A lease other than a finance lease.

**Operational assets**

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

**Past service cost**

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

**Prior period adjustments**

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

**Related parties**

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

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

Examples of related parties of an authority include:

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

Examples of related parties of a pension fund include its:

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

These lists are not intended to be comprehensive.

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

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

**Related party transactions**

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

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

This list is not intended to be comprehensive.

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

**Remuneration**

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

**Residual Value**

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

**Retirement benefits**

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

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

**Scheme liabilities**

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

**Settlement**

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

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

**Stocks**

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

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

**Tangible non-current assets**

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

**Useful life**

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

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