

To: Paul Osborn (Chairman) Chris Kennedy
David Andrews (Vice Chairman) Heather Johnson
Susan Barker Graham McAndrew
Ross Houston Mary Sartin

A meeting of the **EXECUTIVE COMMITTEE** (Quorum – 4) will be held at Myddelton House on:

THURSDAY, 23 MARCH 2023 AT 11:30

at which the following business will be transacted:

AGENDA

Part I

1 To receive apologies for absence

2 **DECLARATION OF INTERESTS**

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

3 **MINUTES OF LAST MEETING**

To approve the Minutes of the meeting held on 23 February 2023 (copy herewith)

4 **PUBLIC SPEAKING**

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

5 **ENVIRONMENT POLICY** Paper E/804/23

Presented by Paul Roper, Head of Projects & Funding Delivery

6 **TRAINING AND DEVELOPMENT POLICY** Paper E/805/23

Presented by Victoria Yates, Head of Human Resources

- 7 **HOLYFIELD HALL FARM OPERATIONAL REVIEW** Paper E/806/23
Presented by Dave Hutley, Head of Parklands
- 8 **RISK REGISTER 2022/23** Paper E/803/23
Presented by Dan Buck, Corporate Director
- 9 **AMENDMENT OF STANDING ORDERS** Paper E/807/23
Presented by Beryl Foster, Deputy Chief Executive
- 10 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.
- 11 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.

**AGENDA
Part II
(Exempt Items)**

- 12 **LEE VALLEY WHITE WATER CENTRE RAMP FUNDING AGREEMENT** To Follow
Presented by Dan Buck, Corporate Director
- Not for publication following the principles of the Local Government Act 1972, Schedule 12A, Part I, Section 3
- 13 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.

15 March 2023

Shaun Dawson
Chief Executive

LEE VALLEY REGIONAL PARK AUTHORITY

**EXECUTIVE COMMITTEE
23 FEBRUARY 2023**

Members Present: Paul Osborn (Chairman) Chris Kennedy
David Andrews (Vice Chairman) Graham McAndrew
Susan Barker Mary Sartin
Ross Houston

Apologies Received From: Heather Johnson

In Attendance: John Bevan, David Gardner

Officers Present: Shaun Dawson - Chief Executive
Beryl Foster - Deputy Chief Executive
Dan Buck - Corporate Director
Jon Carney - Corporate Director
Keith Kellard - Head of Finance
Michael Sterry - Senior Accountant
Sandra Bertschin - Committee & Members' Services Manager

Part I

224 DECLARATIONS OF INTEREST

Name	Agenda Item No.	Nature of Interest	
Mary Sartin	11	Site located in her ward	<i>Non-pecuniary</i>

225 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 19 January 2023 be approved and signed.

226 PUBLIC SPEAKING

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

227 Q3 REVEUE BUDGET MONITORING 2022/23

Paper E/799/23

The report was introduced by the Head of Finance.

In response to Members it was advised that at the recent Ice Centre Community Liaison Group meeting residents had complimented the landscaping works. A Member suggested that delivery of this capital project within budget should be promoted at the opening.

A Member requested clarity on breakdown of 'Other' within presentation of financial data.

(1) the report was noted.

228 Q3 CAPITAL PROGRAMME BUDGET MONITORING 2022/23

Paper E/800/23

The report was introduced by the Head of Finance.

A Member requested an annual update be provided on adjustments to the Leisure Operators Base Trading Account (LOBTA) and Management Fee payments.

In response to a Member regarding funding for the East India Dock Basin project it was advised that should the National Lottery Heritage Fund bid be unsuccessful other funding streams and partnership working would be explored.

(1) the report was noted.

229 PROPOSED CAPITAL LED LIGHTING INVESTMENT AT LEISURE SERVICE CONTRACT VENUES

Paper E/802/23

The report was introduced by the Corporate Director.

In response to Members it was advised:

- external funding grants to carry out these works had been reviewed but the Park Authority was not eligible;
- the phasing of works to areas at each venue would be considered in respect of possible future investment; and
- the Park Authority had commissioned an initial energy overview of its estate looking at ways it could play a more direct part in sustainable energy.

(1) Inclusion within the capital programme of £1,522,223 for LED lighting upgrades at the Leisure Service Contract venues was approved.

230 SITE HIRE AGREEMENT FOR USE OF LEE VALLEY SHOWGROUND

Paper E801//23

The report was introduced by the Corporate Director including:

- correction to paragraph 20, whereby the hire fee would increase by 3% each year and not inflation as stated; and
- the traffic management plan included use of part of Lee Valley White Water Centre and this had been included within the agreement with the Leisure Service Contract operator (GLL).

In response to Members it was advised that the proposed agreement did not include a break clause, but was predicated on the operator obtaining a licence each year from the local authority and complying with robust stipulations regarding performance, safety and ground protection.

(1) entering into a new five year site hire agreement with We Are The Fair Ltd for the use of the Lee Valley Showground in accordance with paragraphs 18 to 25 of Paper E/801/23 was approved.

231 **EXEMPT ITEMS**

THAT based on the principles of Section 100A (4) of the Local Government Act 1972, the public and press be excluded from the meeting for the items of business below on the grounds that they involve the likely disclosure of exempt information again on the principles as defined in those sections of Part I of Schedule 12A of the Act indicated:

Agenda Item No	Subject	Exempt Information Section Number
11	Proposed Surrender of the Lease of Dobbs Weir Car Park	3
232	PROPOSED SURRENDER OF THE LEASE OF DOBBS WEIR CAR PARK	Paper E/798/23

The report was introduced by the Deputy Chief Executive.

- (1) surrender of the lease of Dobbs Weir car park;**
- (2) serving of a Change of Landlord Notice on the sub-tenant in order for it to renew its lease directly with the Superior Landlord; and**
- (3) the signing and sealing of any documentation as appropriate was approved.**

Chairman

Date

The meeting started at 10.36am and ended at 11.20am

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ENVIRONMENT POLICY

Presented by the Head of Projects and Funding Delivery

EXECUTIVE SUMMARY

The Authority currently does not have an adopted Environment Policy in place. The field of environmental policy and solutions to the climate emergency is a complex and evolving field, which lends itself to a number of perspectives and approaches.

Officers have developed a draft policy (Appendix A to this report) that is designed as an overarching document that sets out the framework for a detailed strategy and action plan. Alongside the policy, a draft strategy is also being developed and will look in detail at how we will seek to deliver the aspirations identified in the policy. The policy sets out what feeds into the strategy (e.g. Biodiversity Action Plan, Business Plan, other policies and management plans). It also gives more detail on the areas of operation and themes as well as listing a range of things under each theme, which the Authority will undertake to support our environmental work. On adoption of the policy by the Authority, officers will progress the strategy and action plan over the next 12 months with guidance from the Scrutiny Committee with the aim to be adopted by the end of 2023.

The policy has been developed to recognise the unique nature of the Authority and the areas that may contribute to the environment whilst identifying others which may be detrimental and any mitigation actions that can be developed. The policy will sit as an overarching direction guiding how the Authority then develops the detailed strategy and action plan.

The Scrutiny Committee of 23 June 2022 agreed to a “have your say” period on a first draft Environment Policy. All comments received were assessed, considered against the relevant sections of the policy and a view from the Authority formulated. From the comments received a number of revisions were made to the Policy. A revised draft was accepted by Scrutiny Committee on 23 February 2023 and with some amendments to the mission statement to reflect an aspiration to achieve net zero, it was agreed to recommend to Executive Committee the policy for adoption by full Authority.

Members are asked to propose the policy for approval by full Authority. Members are also asked to approve that the focus of future Scrutiny is the continued review and development of the draft Environmental Strategy and Action Plan.

RECOMMENDATIONS

- | | |
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| Members note: | (1) the report; |
| Executive Committee
Recommends to
Authority for adoption: | (2) the revised draft Environment Policy; and

(3) that the Scrutiny Committee continue to review and guide the development of the Draft Environmental Strategy and Action Plan. |

BACKGROUND

- 1 The Authority has for the past fifty years been delivering a range of environmental projects and regeneration in its open spaces that contribute to biodiversity improvement through our Biodiversity Action Plan (BAP), flood mitigation, habitat improvement and through these projects various levels of carbon capture. The Open Spaces are managed very much with the environment at the forefront and have been for many years. It is only in more recent times the climate crisis has raised more actions up the agenda. In more recent activity officers have been working on a suite of "spend to save" projects to seek energy reductions and cost savings as well as water and energy efficiencies at venues and Myddelton House. This programme of activity includes plans to retrofit things such as LED lighting, office heating, water heating systems where they are out of date, and is projected to deliver a range of savings and environmental benefits. Officers have also enlisted a consultant to look at commercial green energy options across the Authority estate to understand if we can implement technologies to generate green power for either its own use or to feed back into the national grid. The consultant's report is currently being reviewed. The Authority is also delivering a range of BAP projects increasing biodiversity and looking at new landscape projects on various sites with positive environmental benefits. We have also reduced our organisational travel, working in a more hybrid way and reducing the energy requirement at head office. The Asset and Maintenance department is also currently considering options for obtaining additional support for the implementation of the "spend to save" programme and to enable the Authority to take forward new energy saving or energy generating projects.
- 2 The Authority currently does not have an adopted Environment Policy (EP) in place – a draft has been proposed which has now been recommended by Scrutiny Committee for adoption pending amends to the mission statement (see Appendix A to this report).
- 3 The whole field of environmental policy and solutions to the climate emergency is a complex and evolving area. Environmental awareness has highlighted climate issues in recent years and linked them to carbon in the atmosphere resulting in global warming. However, the challenges with developing an EP do not just revolve around reducing carbon emission but covers a whole range of environmental actions, which are covered in this policy draft and will be threaded throughout our policy strategy and action plan.
- 4 There are varied perspectives on what should be included in a LVRPA EP and strategy. Various local authorities are doing different things to contribute to the solution. Some are investing, others seeking funding, some doing a lot and others doing the bare minimum. The vast majority of local authorities have followed the Government position and declared a climate emergency. Other

organisations have also undertaken various activities and some have done very little. Some only work to a sustainability strategy and others have a programme of green recovery focused around Nature Recovery projects, which are aimed at climate change. The intention is for the Authority's focus to be directed to solutions that are achievable and to deliver tangible improvements in its environmental performance.

- 5 Whilst the Authority has its own statutory remit under the Lee Valley Regional Park Act 1966, which is different to that of a local authority, it will look to adopt local authority best practice, where it is appropriate and practicable. It should be noted that whilst the Authority is not a local authority it is as a public body focused on solutions and contributions that are achievable for us as an organisation.
- 6 As mentioned it is a complex area and the terms Net Zero or Carbon Neutral need to be fully understood. These two terms are often talked about interchangeably which is unhelpful. **Net zero** requires reduction of carbon emissions as far as possible through all actions, which will stop or reduce carbon emissions created by an organisation's activities where possible. Only when all options have been explored and there is no further activity that can reduce the carbon emissions of an organisation can offsetting be considered. **Carbon neutrality** can be reached through offsetting alone and in fact for some organisations there isn't a focus on actually reducing carbon emissions/footprint as much as possible and they "buy" their carbon neutral status through just offsetting. Many organisations also use offsetting to reach the carbon neutral status because some actions are just too expensive or complicated to put in reduction actions. The UK government has set a target date of reaching net zero by 2050 although many local authorities are aiming for net zero by 2030.
- 7 The Authority needs to balance ambition with what is realistically deliverable. It is a fairly simple equation in that to deliver all of the improvements that might make the Authority net zero there is a very large cost implication (yet to be calculated) and/or long time scale (as yet understood what time scale is possible). However, it should be understood that to achieve a move to carbon neutral in a short timescale (for example by 2030) the Authority budget would need to increase significantly. In the medium term (3-5 years) carbon neutral will not be achievable without major increases in the Authority's budget.
- 8 The Authority has not been able to undertake a full cost appraisal of doing everything to move towards net zero. The recent refit of Lee Valley VeloPark with LED lighting was at a cost of approximately £800k and the projected total investment on our "spend to save" energy programme has allocated £1.5m (not including the £800k for Lee Valley VeloPark LED lights). Some venues will be more advanced than others and some will require more investment. An exercise still remains to be undertaken to identify the benefits of where we might prioritise further actions and this will be completed as part of the work on the strategy and action plan.

The London Legacy Development Corporation (LLDC) has recently undertaken an exercise to cost all of the actions required to meet net zero by 2030. This figure is a potential cost of £125m and with current allocations the LLDC has a shortfall of £57m (see Appendix C to this report). Whilst the Authority has not calculated its own projections, and given our estate is much larger than LLDC's, it is unlikely any budget increase in the medium term (2030) to meet net zero would be feasible. We also know that our "spend to save" programme has a

large cost associated with it and officers are currently working on pay back times for various retro fitting projects to understand which are priorities to deliver the best environmental benefit and saving against the investment. The recent fitting of LED lighting at Lee Valley VeloPark at a cost of £800k, early performance of the new LED lights show that there could be approximately 35% reduction in consumption in kwh with a payback time of approximately ten years. A paper went to Executive Committee on 23 February 2023 (Paper E/802/23) proposing a capital LED lighting investment at Leisure Service Contract (LSC) venues. The Authority also needs to ensure that it is not setting itself up to fail and that this policy and strategy as well as seeking to be ambitious will be allowed to develop with new technologies, improvements and ideas as they become available.

HAVE YOUR SAY EXERCISE

- 9 At the Scrutiny Committee on 23 June 2022 Members agreed to a “have your say” period until the end of July 23 to allow interested parties to make comments on the draft Environment Policy. Just under 100 stakeholders and interested parties along with all staff and volunteers were alerted to the exercise and were offered the opportunity to comment. We ran social media communications to direct any member of the public wishing to comment to the website with a copy of the policy and strategy and a form to comment.
- 10 At the close of the “have your say” period a total of 21 comments were received on the draft policy. Comments were not asked for on the draft strategy and action plan at this point as this needs to be developed further, however 23 comments were also received on the strategy and action plan. These will be kept on file for when work on the strategy and action plan commences.
- 11 With regard to the comments received on the policy there were 3 comments from the Royal Society for the Protection of Birds (RSPB), 1 comment from Natural England, 1 comment from a private individual and 15 comments from Save Lea Marshes (SLM). There was also 1 comment from an individual (SLM) on land disposal which did not relate directly to a part of the policy.
- 12 All comments were considered and a view from officers formulated. Many comments and proposals from the external consultation were simply not feasible or appropriate, for example closing all our car parks or removing travel expenses for staff. Other comments such as “raising the levy to pay for required improvements to meet net zero” were considered to be unrealistic and too costly. There were however some useful comments around adding in biodiversity improvements and linking more to the BAP. Many of the comments were focused on the language and a request for the policy to be more specific and direct and a revision along these lines was completed and accepted by Scrutiny Committee on 23 February 2023.
- 13 From the comments made a number were considered and taken on board. A number of revisions were made to the Policy. From the 21 comments made 9 have been incorporated and revisions made.

ENVIRONMENT POLICY

- 14 The policy has been developed to recognise the unique nature of the Authority and the areas that may contribute to improving the environment whilst identifying others which may be detrimental and any mitigation actions that

might be developed. The policy will sit as an overarching principle guiding how the Authority then develops a detailed strategy and action plan. The strategy and action plan will be the topic for Scrutiny review for the next 12 months to refine and develop the proposals and action plan.

- 15 The draft of the Environment Policy (see Appendix A to this report) has now been revised following feedback from the public and stakeholders and is recommended by Scrutiny Committee to Executive Committee and for full Authority adoption.

ENVIRONMENTAL STRATEGY AND ACTION PLAN

- 16 The draft Environmental Strategy and Action Plan is now proposed to be reviewed and refined with guidance and discussion as part of the Scrutiny Committee work over the next 12 months. This process will ensure that it is aligned to the policy and also does not just cover carbon reductions but all aspects, including, water, waste, biodiversity and other wide ranging environmental improvement actions such as training staff and educating our users. This will support the path to being a more environmentally responsible organisation. In the interim a whole range of improvements including the "spend to save" programme and energy efficiency actions, our BAP programme, projects and staff training will continue to be progressed and a list of the work currently ongoing is given in Appendix B to this report.

BASELINE INFORMATION

- 17 Officers propose that the strategy and action plan is monitored through a review of performance indicators, which will be set out in the monitoring and review section of the Strategy. The action plan will set out actions over a period of time yet to be agreed. It is also proposed that the Authority's performance management framework will use the agreed range of performance indicators developed to support this strategy.
- 18 A baseline of information is currently being collected to understand performance over the financial year 2022/23 and these will be presented to Scrutiny in late 2023. The performance and monitoring team are working closely with officers to develop these measures to be meaningful and relevant.

SCOPE OF THE SCRUTINY REVIEW OF ENVIRONMENTAL STRATEGY AND ACTION PLAN

- 19 The scope of the review should allow the Scrutiny Committee to refine the proposals and explore the value of any further amendments to the strategy or action plan required to support the policy.

ENVIRONMENTAL IMPLICATIONS

- 20 Any environmental implications are set out in the body of this report.

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 24 There are potentially some risk management implications arising directly from the recommendations in this report which may lead to reputational damage if the Authority has not adopted an Environment Policy even if it is making progress in environmental areas.

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive Authority	E/234/11	Environment Strategy	24 November 2011
Executive Authority	A/4137/12	Draft Environment Strategy	26 January 2012
Executive Authority		Contaminated Land Strategy	20 September 2012
Executive Authority	A/4208/15	Contaminated Land Strategy	26 March 2015
Scrutiny	S/59/21	Contaminated land Strategy	30 April 2015
Scrutiny		Scrutiny Scoping Review – Environmental Policy	18 November 2021
Scrutiny	S/61/22	Scrutiny Scoping Review – Environmental Policy	23 June 2022
Executive	E/802/23	Proposed Capital LED Lighting Investment at Leisure Service Contract Venues	23 February 2023
Scrutiny	S/62/23	Scrutiny Scoping Review Environmental Policy	23 February 2023

APPENDICES ATTACHED

- Appendix A Revised draft of Environment Policy following “have your say” exercise and Scrutiny Committee review on 23rd February 2023
- Appendix B Environmental and spend to save projects currently pursued by the Authority
- Appendix C Highlights from report taken to LLDC Board meeting, agenda item 11 – 31st January 2023

LIST OF ABBREVIATIONS

BAP	Biodiversity Action Plan
SLM	Save Lea Marshes
RSPB	Royal Society for the Protection of Birds
APSE	Association of Public Service Excellence
LLDC	London Legacy Development Corporation
LED	Light Emitting Diode
EP	Environment Policy
LVRPA	Lee Valley Regional Park Authority

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Environment Policy

January 2023

Reference: [Version 0.3]



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Lee Valley Regional Park Authority,
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i Document Information

Title: Environment Policy

Status: Policy

Current Version: v0.2 (December 2021)

Author	Paul Roper – Head of Projects and Funding Delivery Tel: 01992 709 845 or Ext 845 proper@leevalleypark.org.uk
Sponsor	Beryl Foster – Deputy Chief Executive Tel: 01992 709 XXX Ext XXX bfoster@leevalleypark.org.uk
Consultation:	Members SMT Heads of Service Biodiversity Planning Open Spaces Procurement AMPD Events Policy and Procedure Review Group
Approved	Approved by: Authority Approval Date: TBC Review Frequency: Every 5 Years or earlier if there is a change in Government legislation Next Review: XXXXXXXX 20XX

Version History		
Version	Date	Description
1	08/08/21	Initial draft, circulated to SMT v0.1
2	18/11/21	Initial draft taken to Scrutiny Committee v0.1
3	22/12/21	Second draft circulated to HOS and SMT v0.2
4	03/03/22	Officer group discussion and amend of v0.2 draft
5	01/01/2023	Revision following 2022 have your say exercise and community consultation. Comments taken on board and v0.3 produced
6		
7		

II Contents

Preliminary Pages		
Section	Title	Page
Cover	Title Page	1
I	Document Information	3
II	Contents	4

Main Body		
Section	Title	Page
1	Mission Statement	5
2	Background	5
3	Policy Aims	7
4	Responsibilities	7
5	Legal Considerations	7
6	Relevant Policies & Procedures	7
7	Monitoring & Evaluation	8
8	Glossary of Terms	8
9	Appendices and References	8
10		8

1. Mission Statement

The Authority is governed by the Lee Valley Regional Park Act 1966 (the Park Act) and has a specific remit under this act which states the general duty of the Authority is:

“to develop improve, preserve and manage or to procure or arrange for the development, improvement, preservation and management of the park as a place for the occupation of leisure, recreation, sport, games or amusements or any similar activity, for the provision of nature reserves and for the provision and enjoyment of entertainments of any kind.”

For over fifty years, the Authority has been in the business of reclamation, remediation, biodiversity improvement, access to open space and preventing development (acquiring 5,000 acres) to develop the vision of a green lung.

The Authority produces a periodic business plan, which will link to and consider the Environment Policy along with other relevant documents including the Park Development Framework and our Biodiversity Action Plan.

The Authority recognises that the UK government and many local authorities have declared a climate emergency and has set a target date for the UK to meet net zero by 2050. The Authority also has a long term intention to meet net zero which it will develop targets to achieve through our strategy and action plan:

The Authority's mission statement for how it will consider its future development and management from an environmental perspective given the current climate and biodiversity crisis under its remit through the Park Act and Business plans is set out below:

“The Authority will, in the context of its statutory remit, pursue best practice in environmental innovation for the design, delivery and management of its operation across its, open spaces, biodiversity and built facilities. It will support the UK Government and climate emergency agenda and is committed to its achieving a net zero position, working in partnership with various agencies and the Parks many communities.”

The overarching aim of this policy is to follow the circular economy principles. A circular economy is based on three principles:

- Design out waste and pollution
- Keep products and materials in use
- Regenerate natural systems



The Authority will keep these principles at the heart of its policy, strategy and action plan development and as initiatives develop the Authority will investigate improvement options and continually revisit these principles.

2. Background

Why Develop a Policy?

The IPCC 2018 report on climate change found that meeting a 1.5°C target is still achievable, success is dependent on an ambitious international effort and an increase in investment. Exceeding the 1.5°C target would affect weather patterns, cause sea levels to rise further, create food and water shortages, and affect human security and economic growth. The special report Global Warming of 1.5°C (IPCC, 2018. Summary for Policymakers) shows that 420 million additional people will be exposed to extreme heat and up to 270 million additional people to water scarcity if global temperatures rise by 2°C, compared with a 1.5°C scenario. The world is now clearly in the midst of a climate and ecological emergency and there is now a unanimous consensus from the scientific community on the need for rapid action.

There is clear recognition that this challenge can only be overcome by taking urgent, radical action. This crisis is something that will have an effect on us all, and for some the impact of climate change is already being felt. The UK is committed to playing its full part in meeting the international target to limit the global average temperature rise to well below 2°C above pre-industrial levels by the year 2100, and aiming for 1.5°C, known as the Paris Agreement within the United Nations Framework on Climate Change.

The Convention on Biological Diversity (CBD) was opened for signature at the Earth Summit in Rio de Janeiro on 5 June 1992 and entered into force on 29 December 1993. The objective is to develop national strategies for the conservation and sustainable use of biological diversity, and it is often seen as the key document regarding sustainable development.

The Convention developed three main goals: the conservation of biological diversity (or biodiversity); the sustainable use of its components; and the fair and equitable sharing of benefits arising from genetic resources.

It has two supplementary agreements, the Cartagena Protocol and Nagoya Protocol. The Cartagena Protocol on Biosafety to the Convention on Biological Diversity is an international treaty governing the movements of living modified organisms (LMOs) resulting from modern biotechnology from one country to another. The Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization (ABS) to the Convention on Biological Diversity is another supplementary agreement to the CBD.

Whilst the Authority has no remit within the Park Act or legal obligation all organisations (including the Authority) have a moral duty to look at what they can do to support international, national, regional and London targets on climate change and biodiversity. Understanding climate risk and threats to biodiversity, in particular to our own operation, and what implications it may have to the public and our users is key to developing a robust policy and strategy for the Authority that contributes to the solution. There are many reports alongside the 2018 IPCC report and the CBD, which detail short, medium and long term risks. These have informed the development of this policy and are listed in section 9. The Authority needs to develop a policy and strategy that is resilient and can adapt to climate change and reverse biodiversity loss as it will seek to do all it can and as new technologies arise or new information unfolds, it will adapt as well as keeping the key aim of contributing to limiting global warming and improve biodiversity. However, the Authority recognises that most individual organisations cannot provide all of the solutions, as combating climate change and reversing biodiversity loss needs system-wide change that involves world leaders, governments, communities, businesses, individuals and stakeholders across all sectors of the economy, across the country and the wider world. This Policy will seek to adapt as these and other changes to how we live start to take shape. The reputation of the Authority is key and developing a policy and strategy seeking to support the current global issues on climate change and biodiversity will demonstrate that the Authority is seeking to play its part and contribute to the solution.

The scale and pace of change needed will require major investments, changes to the way in which we use and interact with energy and changes to how we live our lives and define success. It will also redefine how we manage and interact with our environment. Above all, it will involve a collective leadership and shared ambition to deal with this challenge head on.

The Challenge

The Lee Valley Regional Park Authority recognises that the current balance between economics, climate change, sustainability, carbon reduction, biodiversity improvement and resource usage is a major challenge to all organisations and governments. It recognises that the field of environmental management is a constantly changing and developing subject and some organisations are only currently able to have a small impact due to the nature of their business. Some organisations also have the constraints of their core objectives, some of which will only be able to change as larger industries and governments make headway with many of the proposed changes to how the world operates.

The Authority will play its part in helping to tackle one of the significant challenges of our time: a changing climate, loss of biodiversity and overconsumption of resources. Much of the Authority's work involves activity such as improvements for biodiversity and provision of cycling and walking routes throughout the park. These contribute to nature recovery, reduced use of resources through greener travel, health and wellbeing, provision of nature improvement and biodiversity improvement projects as well as acting as a carbon sink in our green open spaces. These things will remain as core objectives and this policy should also recognise the value of this work and the Authority's remit in this area.

Many local authorities, governments and organisations have declared a climate emergency for which they are directing resource and activity to a range of initiatives ranging from provision of EV charging points, retro fitting their building portfolio with energy saving equipment or replacing vehicle fleets with Electric or HVO powered vehicles. All these initiatives are being implemented to try to slow down and reverse climate change. Other organisations are also seeking ways they can support action or change how they operate to contribute towards a reduction in climate change. Much has been made of reducing carbon emissions and the current aim for many is to become carbon neutral or net zero. This can be achieved in two ways – either reducing the carbon footprint or offsetting by investing in projects which reduce or remove carbon. Organisations will need to find what works for them and seek initiatives that deliver benefits for the climate whilst also ensuring they can remain viable as a business. However, environmental contribution is not just about carbon reduction or net zero. Restoring and protecting land for recreation and to benefit wildlife, managing land to conserve and enhance biodiversity, can be just as important and should be recognised. Biodiversity net gain will be something used in the

future and organisations can look at integrated approaches to create overall benefits this will also be a focus for the Authority as opportunities arise and we will work with partners to realise benefits in our managed land portfolio to ensure BNG is considered in all that we do.

The Authority is in a unique position in that part of its operation involves work which enhances biodiversity, protect land and develops resilient open spaces, which will contribute to a range of climate change objectives in the future. Part of its operation inevitably involves activity, which may create excess carbon emissions or use resources some of which will be difficult to reduce without stopping that activity, we will investigate these areas to reduce our impact.

We recognise many Local Authorities and similar organisations have declared a climate emergency and have set target dates to become carbon neutral or "net zero". It is unclear yet how many of these plans and target dates are achievable and only time will tell if they will be successful. Some organisations are looking at contributing elements to support international or regional targets by smaller contributions such as net zero mobility or carbon zero new builds. To meet a target of full carbon neutral for the Authority as a whole we suspect would be difficult without offsetting or unless we offset our own enhancement activities in open spaces or BAP actions against venues and services.

This policy and associated strategy will seek to determine what can realistically be achieved as a meaningful contribution rather than seeking to aim for the unachievable. Rather than declaring an emergency and setting a date to become net zero our current aim is to support the international, national, regional and London effort to reduce global warming where we can. We will do this by investigating all the things we can change or improve to make our landholdings climate resilient, reduce our carbon footprint, investigating how we can improve biodiversity further, improving air quality, educate people, support ecosystem services, creating flood resilience, health and wellbeing. We will develop targeted actions under each area of operation and themes set out in Appendix 1 of this policy.

The actions

The Authority recognises it has a responsibility and needs to minimise the negative impacts on the environment and support the climate change emergency with the need to operate as an effective public body and the requirement to reduce the burden on the taxpayer. It acknowledges the contribution it can make to protecting and enhancing the land and buildings in its custody whilst being sensitive to environmental, economic and social considerations. The Authority is in a position to lead by example and educate others, in particular park users to develop awareness and behave in an environmentally responsible manner. The Authority will take this opportunity and policy to develop an integrated approach to its environment strategy and action plan.

It will seek to develop appropriate and specific solutions to the different types of sites, venues and open spaces that it owns and manages to meet improvements in the common themes under each area of operation which will be set out in a strategy and action plan. This Policy and the strategy will address options for contractors, leaseholders and other bodies operating within the Park and ensure a joined up approach to maximise the benefit.

The Policy aims are set out in more detail in section 3.

The Authority recognises that it has a number of distinct areas of activity and operation . These can be divided into five main areas of operation as set out in Appendix 1:

- 1 - New Construction and Projects**
- 2 - Open Spaces Management**
- 3 - Facilities Management**
- 4 - Events**
- 5 - Corporate**

Open Spaces and their activities in the main tend to contribute to positive environmental activity (climate change mitigation, biodiversity enhancements and habitat protection). New builds can use technology to deliver carbon neutral builds but these are often cost prohibitive or difficult to implement to truly achieve a neutral build. We are committed to reviewing new technology on every project and build as part of our business case to deliver more sustainable and greener construction. The venues contribute in many positive ways for example to the health agenda, social cohesion and much of the remit of the Park Act but from an environmental perspective. It is a fact this part of our operation contributes to energy use, travel and resource use, as do many elements of the events we run along with our corporate activity and these are necessary to deliver our provision of sporting and leisure activity we have been proud to deliver over the past fifty years. The Authority does need to deliver its broad remit and this policy and supporting strategy will seek to construct a framework which outlines the most effective actions each theme can take to maximise its contribution to the environmental crisis. Although there may be some individual constraints the overall aim and the Authorities Environmental vision is to make improvements that support the effort to reduce climate change. We will also seek to balance out the negative impacts against the positive ones to demonstrate our overall value and understand our true effects on the world whilst providing a world class leisure destination for sport and nature.

The Authority owns assets which are leased to, managed/operated by a third party who will have their own requirements, environmental standards or policies. The Authority will require all third party organisations have their own environment policy in place, which is acceptable to the Authority. Whilst the Authority cannot impose its own standards onto other organisations it will however through its procurement process seek to ensure they all operators meet or exceed our own standards of environmental practice. Operators will be required to provide data and monitoring on a range of KPI's as set out in each contract.

The Authority uses a large number of other contractors for a wide variety of contracts from design and delivery projects through to standard operational maintenance and repair works. As part of the general procurement process the Authority will ensure all contractors have a good standard of environmental practice or an appropriate environment policy in place.

Customers, visitors and regular park users can also play a part and the Authority will demonstrate good practice, lead by example and provide information and interpretation via its website and onsite to engage with people about how it is supporting environmental measures.

This policy and the framework set out in Appendix 1 will link to an overall strategy that the Authority will adopt. The strategy will be a working document and develop specific activity and actions within each theme and a range of common threads to maximise the contribution to the climate emergency. We will become as environmentally supportive as possible in our own actions and in influencing the actions of third party operators and contractors.

Environment Group

The strategy will be steered by an "Environment Group" and specific working groups convened from relevant Authority officers reporting back to Members. The group should seek to champion the policy and strategy including developing ownership and cooperation from specific areas that will be required to deliver the strategy. This will develop a "Golden Thread" running through the organisation which is committed to supporting the objective of ensuring our operations contribute towards the international objective of limiting climate change.

3. Policy Aims

The Authority will undertake all environmental actions and initiatives that it reasonably can to address the climate emergency relevant to the achievement of the vision within its remit. It will work on areas of sustainability and new technologies to support the Policy, Strategy and any associated action plans.

The following list of policy aims is not exhaustive and will be reviewed on an annual basis by an "Environment Group" as to how we will continue to develop actions to maximise our environmental action:

Organisation Policy Aims

- Recognise the climate emergency and biodiversity loss
- Follow the principle of the Circular Economy (see glossary)
- Follow the five business areas to develop a strategy under each theme as set out in Appendix 1
- Within the five business areas, develop and ensure appropriate and achievable environmental objectives and actions and targets are set.
- Review new technology and initiatives through an "Environment Group" which will meet once a quarter to develop and progress the strategy and action plan.
- Consider the environmental implications and opportunities of policies, projects, decisions and working practices.
- Identify environmental risks, prioritise and manage these in an appropriate and timely way.
- Mitigate the impacts of past land uses and activities, in particular remediating contaminated land where possible.
- Manage our operations (directly and through contractors) in ways that are environmentally sustainable and economically feasible.
- Meet or exceed all the environmental legislation that relates to the Authority and suppliers/contractors.
- Ensure the environmental impacts of goods and services are considered within our procurement decisions.
- Raise and maintain environmental awareness amongst staff with appropriate training and awareness activity.
- Develop a set of targets and measures to effectively monitor our environmental performance
- Develop a baseline of performance in 2022/23 and seek areas for improvement with stretch targets
- Work on public awareness of what we are doing and how the public can contribute

4. Responsibilities

All Authority staff are responsible for considering the impact on the environment of any action or activity. Senior Management Team and an Environment Group are responsible for the overview, monitoring and evaluation of the Environment Policy and any subsequent strategy and action plan.

5. Legal Considerations

There is a range of environmental legislation the Authority is required to adhere to, from simple acts within planning applications through to work undertaken in the open spaces. As an organisation we have a duty and it is our policy to keep abreast of changes in legislation and ensure we are compliant at all times.

6. Relevant Policy & Procedures

Environment Strategy and Action Plan

7. Monitoring & Evaluation

A set of KPI's specifically relating to the effectiveness of our environmental performance, will be developed to check if we are meeting targets that we set in our strategy.

The strategy will identify a range of measures which we will develop a baseline in year one (2022/23) then monitor on an ongoing basis through agreed KPI's to identify areas for

improvement under each theme and strategy thread. The effectiveness of this policy will be measured against the targets set within the strategy and ongoing monitoring of the environmental KPI's for the Authority.

The implementation of this policy informs the day to day operation of the all officers and the discharge of their duties.

The policy will be rolled out via Compass for all staff and via staff training. The policy will also be available on the Lee Valley Visit and Authority Corporate web sites.

8. Glossary of Terms

Some of the terminology used in this document may be unfamiliar so this glossary has been attached to clarify some new terminology.

IPCC

Intergovernmental Panel on Climate Change

CBD

Convention on Biological Diversity

KPI's

Key Performance Indicators

Net zero

To reach Net zero the basic principle requires reduction of carbon emissions as far as possible *before* considering offsetting.

Carbon neutrality

This is slightly different to Net zero and can be reached *through offsetting alone*.

Circular Economy

A circular economy is based on three principles, 1) design out waste and pollution, 2) keep products and materials in use, 3) regenerate natural systems

Ecosystem Services

This is the many and varied benefits to people that are provided by the natural environment and healthy ecosystems. It can include things like flood defence by soft landscaping rather than hard landscaping, plants for pollination or carbon capture projects – e.g. tree planting projects which also help exchange CO₂ for oxygen.

BNG

Biodiversity net gain

BAP

Biodiversity Action Plan

9. Appendices and References

There are several references and documents which have informed this policy:

IPCC, 2018: Summary for Policymakers.

In: Global warming of 1.5°C.

**COP24 Special Report Health and Climate
Change World Health Organisation 2018**

**Net Zero The UK's contribution to stopping global warming
Committee on Climate Change May 2019**

East Herts Environment and Infrastructure Service Plan 2021-2026

Enfield Physical and Environmental Security Policy 2020

Essex Environmental Statement - Essex County Council 2021

Sustainable Hertfordshire Strategy 2020

Sustainable Hertfordshire Action Plan 2020

**What Do Londoners Think About Climate Change? Results from London Council's 2020
climate change polling**

London Councils Joint Statement on Climate Change March 2020

Mayor of London - London Environment Strategy 2018

Tower Hamlets Net Zero Carbon Plan 2020

London Legacy Development Corporation Environmental Sustainability Report 2019/20

Waltham Forest Climate Change Strategy 2008

Understanding Climate Risk – Buro Hapold LLDC report May 2021

LLDC Board meeting 31 January 2023 - Sustainability Update (agenda item 11)

Appendix 1 – Areas of Operation and Common Themes

Authority Areas of Operation

The focus is on five sub divisions which are key areas of operation as set out in the Authorities Environment Policy and carried through to the Strategy and Action Plan they are:

- 1 - New Construction and Projects
- 2 - Open Spaces Management
- 3 - Facilities Management
- 4 - Events
- 5 - Corporate

Common Themes

Under each area of operation we have identified a list of common environmental themes that can be measured and improved upon. The aims and measures have been grouped under common themes, not all will be relevant to every areas of operation. Two areas, Procurement and Communications will be considered separately as elements under our corporate area of operation but are not common themes across all.

- Travel
- Organisational Resource use (paper, supplies etc.)
- Machinery
- Water usage and quality
- Energy usage
- Waste management
- Property and Land use (including contaminated land)
- Biodiversity and nature improvement
- Learning
- Sustainable Design + Build
- Procurement – (Corporate)
- Communications – (Corporate)

These themes will be carried through to the strategy, developed along with actions to take forward. As business plans are reviewed and technologies develop there may be further additions under each broad theme.

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Environmental and spend to save actions and projects currently being delivered/developed by the Authority

Environmental Improvement Projects

- Spittalbrook – creation of a new 200 acre Country Park with significant habitat enhancement.
- St Paul's Field – creation of a new footpath with environmental improvements
- Middlesex Filter Beds – re wetting for environmental and biodiversity improvements
- North Wall Road – potential greening/rewilding project
- East India Dock Basin – desilting and environmental and biodiversity improvements
- Following the pandemic the Authority has continued hybrid working (reducing traffic movements for business and home of office as well as travelling costs by continuing with virtual meetings)

BAP Projects

- River restoration on the River Lynch at Dobbs Weir – funded through S106 with HCC
- Installation of Floating reedbeds on the Lea Navigation at Lee Park Way – funded through the GLA's Rewild London fund
- Enhancements to Hall Marsh Scrape - enhancements identified through the Lee Valley Wader Strategy
- Range of enhancements to the Regional Parks open water habitats in partnership with local landowners, as identified through the 2021 Lee Valley Wetland Assessment (a project has been completed this year on Stanstead Innings)
- Range of enhancements on Water Vole habitat across the Regional Park as identified through the Lee Valley Water Vole Survey (2022) (enhancements undertaken this year at Stanstead Innings)
- Targeted management of Creeping Marshwort on Walthamstow Marshes including propagation of cuttings under Natural England licence
- Working in partnership with British Canoe Union, Angling Trust, EA and CRT to remove the invasive non-native Floating Pennywort from the River Lea and tributaries
- Continuing to fund the Hertfordshire Water Vole and Invasive Non-native Species Project to co-ordinate the targeted work for Water Vole conservation in the region
- Supporting local groups to continue their work to enhance waterways in the south of the Park (Tottenham and Hackney)
- Delivery of a range of environmental enhancements funded through the North London Reinforcement Project (specific projects include creation of a bat hibernacula, pond restoration and grassland restoration)

Training Activity

- SMT and HOS to undertake Carbon Literacy Training from Association of Public Service Excellence (APSE) as an external provider- spring 2023
- Officers attending APSE seminars and conferences

Spend to Save Projects

The following spend to save projects are being investigated at a range of venues and sites. The list under each is not an exhaustive list and just a small number of examples of energy saving or generation projects being specifically looked at for each site.

- **Lee Valley VeloPark**

- LED lighting (already installed)
- Consider solar control measures
- Add time control to heating system
- Chiller system be investigated to gain an understanding of its efficiency and possible
- Consider installing building mounted wind turbine(s).
- Movement sensors and LED lighting to back of house areas and corridors

- **Lee Valley Hockey & Tennis Centre**

- Consider solar control measures such as the application of reflective coating or shading devices to windows.
- Add time control to heating system.
- It is recommended that the heat generator system be investigated to gain an understanding of its efficiency and possible improvements.
- Some windows have high U-values - consider installing secondary glazing.
- Add local temperature control to the heating system.
- LED lighting to back of house and public areas with movement sensors

- **Lee Valley White Water Centre**

- It is recommended that the chiller system be investigated to gain an understanding of its efficiency and possible improvements.
- Consider installing building mounted wind turbine(s).
- Consider installing solar water heating.
- Consider with chefs and kitchen managers how a training programme and monitoring systems with incentives could be implemented.
- Engage experts to assess the air conditioning systems in accordance with CIBSE TM 44.
- Consider upgrading major time controls to include optimum start/stop.
- Consider with experts implementation of an energy efficient equipment procurement regime that will upgrade existing equipment and renew in a planned cost-effective programme.
- Enable power save settings and power down management on computers and associated equipment.
- Consider engaging experts to review the condition of the building fabric and propose measures to improve energy performance.
- Engage experts to propose specific measures to reduce hot water wastage
- Consider installing a Hydro-electric generator.
- Consider installing a ground source heat pump.
- Consider switching to a less carbon intensive fuel.
- Consider installing building mounted photovoltaic electricity generating panels.
- Consider installing building mounted solar water heating.
- Consider upgrading lighting to LED technology.
- Consider upgrading lighting controls to daylight sensing.

- **Lee Valley Athletics Centre**

- Replace tungsten GLS lamps with CFLs.
- Consider solar control measures such as the application of reflective coating or shading devices to windows.
- Add time control to heating system.
- Enable power save settings and power down management on computers and associated equipment.
- Review the air conditioning energy performance report and seek to implement any outstanding recommendations for action.
- Consider fitting existing air curtains with energy saving controls such as door interlocks and occupancy time switches.
- Consider applying reflective coating to windows and/or fit shading devices to reduce unwanted solar gain.
- Consider a Combined Heating and Power (CHP) system as an alternative to conventional boilers.
- Consider installing a ground source heat pump.
- Consider installing building mounted photovoltaic electricity generating panels.
- Consider upgrading lighting including automatic controls, daylight & occupancy sensing and LEDs.
- Fit insulation jackets to valves and flanges within the boiler room to reduce heat losses.
- Consider updating the hot water time schedules to save energy over night.
- Investigate Daylight harvesting and LED lights

- **Lee Valley Riding Centre**

- Consider solar control measures such as the application of reflective coating or shading devices to windows.
- Add time control to heating system.
- Some walls have uninsulated cavities - introduce cavity wall insulation.
- Some windows have high U-values - consider installing secondary glazing.
- Some solid walls are poorly insulated - introduce or improve internal wall insulation.
- Consider replacing heating boiler plant with a condensing type.
- Replace/improve glazing and/or frames.
- Consider implementing a programme of planned lighting systems maintenance to maintain effectiveness and energy efficiency
- Fit insulation jackets to valves and flanges within the boiler room to reduce heat losses.
- Install occupancy sensing control and zoning to the lighting.
- Replace the halogen spotlights in the shop area with LED lamps.
- Consider installing a submeter to measure renewable energy produced by the on-site solar PV system.

- **Springfield Marina**

- Consider installing weather compensator controls on heating and cooling systems.
- Consider adjusting existing, or installing new, automatic external door closers, or consider adopting revolving door solutions.
- Consider installing timer controls to energy consuming plant and equipment and adjust to suit current building occupancy.
- Consider how building fabric air tightness could be improved, for example sealing, draught stripping and closing off unused ventilation openings, chimneys.
- Consider installing automatic closers to loading bay goods doors or shutters.
- Consider introducing or improving loft insulation.
- Consider introducing or improving cavity wall insulation.
- Consider fitting secondary glazing and/or under glaze sky lights where appropriate.
- Consider installing flexible air curtains across loading bay doors.
- Consider introducing or improving wall insulation (internal lining) to solid single skin structures.
- Consider constructing draught lobbies to reduce unwanted air infiltration.
- Lobby required in Reception to avoid cold draughts.
- No bms control of heating in the corridors and so temperatures not always ideal. Provide local control.
- Consider replacing 3 port valves with two port and variable speed pump controls.
- Consideration of solar energy collection (either solar thermal and/or photovoltaic) on roof is recommended.
- No pipe insulation to heating or hot water services
- Lighting to be redesigned and LED's introduced

- **Stanstead Marina**

- Consider installing weather compensator controls on heating and cooling systems.
- Consider adjusting existing, or installing new, automatic external door closers, or consider adopting revolving door solutions.
- Consider installing timer controls to energy consuming plant and equipment and adjust to suit current building occupancy.
- Consider how building fabric air tightness could be improved, for example sealing, draught stripping and closing off unused ventilation openings, chimneys.
- Consider installing automatic closers to loading bay goods doors or shutters.
- Consider upgrading major time controls to include optimum start/stop.
- Consider introducing or improving cavity wall insulation.
- Consider installing flexible air curtains across loading bay doors.
- Consider installing building mounted solar water heating.
- Consider replacing or improving glazing.
- Consider constructing draught lobbies to reduce unwanted air infiltration.
- Consideration of solar energy collection (either solar thermal and/or photovoltaic) on roof is recommended.
- Lighting to be redesigned and LED,s introduced.

- Improve sealing to large doors for winter operation.
- Some glazing is poorly insulated. Replace/improve glazing and/or frames.
- Consider installing an air source heat pump or a ground source heat pump.

- **Dobbs Weir Campsite**
 - Reduce number of immersions being used in winter season (5 down to 2) already completed.
 - Look at timers for night time lighting and or PIR sensors

- **Sewardstone Campsite**
 - Look at timers for night time lighting and or PIR sensors

- **Edmonton Campsite**
 - EPC is registered as Golf Shop but this is one building for campsite adjust for both as well.
 - Introduce HF (high frequency) ballasts for fluorescent tubes: Reduced number of fittings required.
 - Some windows have high U-values - consider installing secondary glazing.
 - Some glazing is poorly insulated. Replace/improve glazing and/or frames.
 - Consider installing an air source heat pump.
 - Consider installing building mounted wind turbine(s).
 - Roof is poorly insulated. Install or improve insulation of roof.
 - Consider installing PV.

- **Myddelton House**
 - Engage experts to assess the air conditioning systems in accordance with CIBSE TM 44.
 - Consider how building fabric air tightness could be improved, for example sealing, draught stripping and closing off unused ventilation openings, chimneys.
 - Consider introducing or improving loft insulation.
 - Consider upgrading major time controls to include optimum start/stop.
 - Consider replacing or improving glazing.
 - Consider a metering survey in accordance with CIBSE TM:39 to understand and update the current metering strategy.
 - Consider reducing heating/cooling set points and setting tighter dead bands between heating/cooling.
 - Consider adding timer controls to electric point of use hot water units.
 - Consider changing conservatory heating system from gas and connecting to wood chip boiler.
 - Consider increasing the server room setpoints to 24C+. This is still within the safe tolerance of server equipment.

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Highlights from report taken to LLDC Board meeting, agenda item 11 – 31 January 2023

LLDC Sustainability Update (agenda item 11)

- Net zero carbon by 2030 is technically achievable, but at a cost. The recently undertaken climate budget estimates this potential cost at £125m.
- The total amount of additional funding that is forecast to be required is c£57m, which is not funded within LLDC’s Long Term Model, it does also not contain funding for any additional resources that may be required. LLDC is currently quantifying the resource implications to ensure it has capacity to proactively address the rising challenges.
 - LEDs in London Aquatics Centre (£510k)
 - Solar membrane on London Stadium (£4m)
 - Replacement of chillers at London Aquatics Centre (£650k)
 - Replacement of lighting at Copper Box Arena (£300k)
 - Electric lawn maintenance equipment (£19k)
 - Solar on London Stadium ticket office and shop (£81k)
 - Further LEDs at London Stadium (£900k)
 - Update to London Stadium BMS (£200k)
 - London Stadium vehicle replacements (£100k)
 - Officer to support measures (£400k to 2030)
 - District heat network (£50m)
- Key projects in the 2023/24 budget submission:
 - Street lighting (£210k)
 - Improvements to London Aquatics Centre pumps (£510k)
 - Copper Box Arena LEDs (£101k)
 - London Stadium solar panels (£175k)

4. LLDC path to net zero carbon

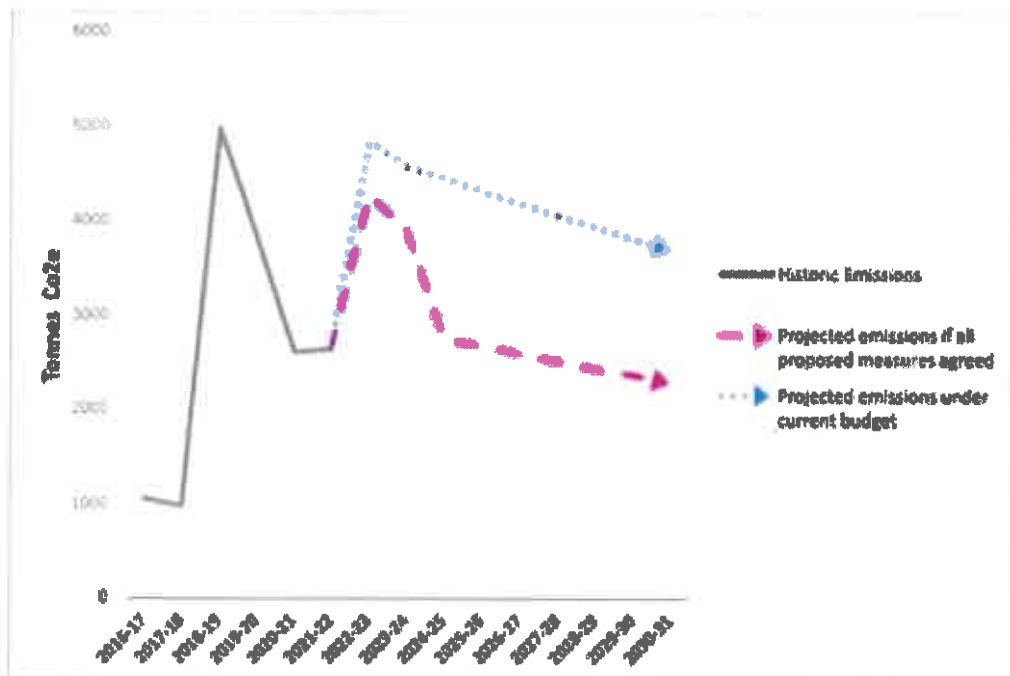


Figure 3 Historic emissions (grey line), projected emissions with current budget (blue line), and projected emissions if future budget is made available (pink line). Note: The spike in 2018-2019 represents the acquisition of the London stadium. This year followed by low levels of operation due to the pandemic, with operations only returning to near normal in 2022-2023. LLDC’s planned procurement of electricity via a power purchase agreement (PPA, see above for explanation) will reduce the pink dotted line by approximately half – the residual being emissions associated with the district energy network (DEN)

LLDC state that there is still work to do in terms of defining the scope, and that £68M of the £125M total is derived by simply multiplying the total development pipeline by the 5% uplift in construction costs expected to be seen from achieving 1.5 degree alignment (the best data we have to date). The costs of decarbonising Olympic venues and the Olympic Park is significantly lower and many may pay for themselves in energy reduction terms.

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TRAINING AND DEVELOPMENT POLICY

Presented by the Head of Human Resources

EXECUTIVE SUMMARY

The purpose of this report is to seek Members approval for the revised Training and Development Policy which has been updated as part of the ongoing review of all the Authority's existing policies. The policy has been updated to take account of legislative changes, best practice and the Authority's business objectives.

RECOMMENDATION

Members Recommend to (1) the Training and Development Policy attached at Authority:

Appendix A to this report.

BACKGROUND

- 1 The Authority has a register of policies that ensure the organisation works efficiently and consistently towards delivering its Business Strategy. These policies are reviewed to ensure they are relevant and up to date with legislation and best practice.
- 2 There are a number of Human Resources policies and these are currently being updated and will be presented to Members for consideration and approval as and when they are reviewed. The next set of Human Resources policies to be reviewed are Maternity, Paternity and Adoption.
- 3 It should be noted that the Authority implements legislative changes from the date they are introduced; and there may be a time lag between this and the relevant policies being updated.

TRAINING AND DEVELOPMENT POLICY

- 4 A draft of the revised Training and Development Policy is attached as Appendix A of this report for Members' consideration and approval. All changes are highlighted in yellow in the document.
- 5 The Authority recognises that its employees are central to its success and is therefore committed to effectively training and developing staff in ways which enable them as individuals and the organisation as a whole to continue to be

successful.

- 6 The Authority is committed to ensuring equal access to appropriate training and development for all employees in the Authority whatever their role or designation.
- 7 This policy aims to ensure that the Authority's high standards are met and maintained and to create an environment, which also encourages all staff to take responsibility for their training and development.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

- 10 The new policy will be communicated to all staff and the Authority will ensure that managers are adequately trained to implement the procedures in accordance with this policy.

LEGAL IMPLICATIONS

- 11 The legal implications are set out in the body of this report.

RISK MANAGEMENT IMPLICATIONS

- 12 In line with the Authority's Corporate Risk Register, there is always a potential risk that the Authority fails to recruit/retain staff at all levels of the appropriate calibre.

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APPENDIX ATTACHED

Appendix A Training and Development Policy



Training and Development Policy

March 2023

Reference: [Version 2.0]



This document is controlled by Lee Valley Regional Park Authority.

Lee Valley Regional Park Authority,
Myddelton House, Bulls Cross, Enfield, Middlesex, EN2 9HG

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i Document Information

Title: Template Policy**Status:** Draft**Current Version:** v2.0

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Consultation:	Policy and procedure review group, Senior Management Team (SMT)
Approved	Approved by: Authority Approval Date: April 2023 Review Frequency: Every 5 years or earlier if there is a change in Government legislation Next Review: April 2028

Version History		
Version	Date	Description
1.0	16 February 2006	Agreed at HR Panel Paper HR49
1.0	23 February 2006	Signed off at Finance & Audit Committee paper FA82
2.0	Feb 2023	Put into new policy template
2.0	Feb 2023	Updated job titles and names
2.0	Feb 2023	Updated background
2.0	Feb 2023	Updated policy aims
2.0	Feb 2023	Added section on appraisals
2.0	March 2023	Added section on non-attendance
2.0	March 2023	Added relevant legislation
2.0	March 2023	Updated relevant policies and procedures section
2.0	March 2023	Updated identifying training needs
2.0	March 2023	Added responsibilities section
2.0	March 2023	Updated records section
2.0	March 2023	Updated budget section
2.0	March 2023	Added section on training matrices
2.0	March 2023	Added section on annual training schedule

II Contents

Preliminary Pages		
Section	Title	Page
Cover	Title Page	1
i	Document Information	3
II	Contents	4

Main Body		
Section	Title	Page
1	Background	5
2	Policy Aims	5
3	The Training System	5
4	Identifying Training and Development Needs	5
5	Training Matrices	6
6	Annual Training Schedule	6
7	Budget	6
8	Further Education	6
9	Professional Membership	7
10	Appraisals	7
11	Records	7
12	Responsibilities	7
13	Non-attendance	8
14	Legal Considerations	8
15	Relevant Policy & Procedures	9
16	Monitoring & Evaluation	9

1. Background

- 1.1 The Authority recognises that its employees are fundamental to its success and is committed to effectively managing and developing people in ways which enable them as individuals and the organisation as a whole to be successful.
- 1.2 The Authority is committed to ensuring that we have employees with the right skills and knowledge to fulfil its strategic aims.
- 1.3 The Authority is committed to ensuring equal access to appropriate training and development for all employees in the Authority whatever their role or designation.
- 1.4 Professional advice and support is available at all stages of the training process from the HR Team.

2. Policy Aims

- 2.1 The Authority has high standards and will provide training and development to ensure those standards are met and maintained. This will be addressed through identifying training and development needs.
- 2.2 To ensure the Authority's Equality, Diversity and Inclusion Policy is adhered to
- 2.3 To create an environment which encourages all staff to take responsibility for their training and development.
- 2.4 To comply with all relevant legislation and reduce any risk to the Authority.

3. The Training System

- 3.1 When training needs have been identified, the needs will be prioritised based on importance, impact, urgency and cost.
- 3.2 Wherever possible, training is delivered on the job.
- 3.3 All training should be discussed and approved by the Head of Human Resources.
- 3.4 Training is to be delivered only where training needs exist, or succession planning or career development identifies relevant training for future roles or development or to build capacity for the Authority.
- 3.5 Training is to be delivered only where it is job related and/or of benefit to the Authority.

4. Identifying Training & Development Needs

- 4.1 Identifying training needs and assessing effectiveness is a continuous activity. They can be identified in a number of ways:
 - At interview stage
 - During the induction and probation process
 - Through annual performance appraisals
 - Changes to working practices/new systems
 - Changes to legislation

- Audits and reviews
- Ongoing dialogue between employees and managers through regular one to one meetings
- Succession planning

5. Training Matrices

- 5.1 Mandatory Training is designed to promote safe practice and/or reduce the risks to visitors and staff which may arise from unsafe and/or out of date practice or procedures.
- 5.2 The Corporate training matrix is managed by Human Resources and lists all the corporate and statutory training that employees require and how often that training needs to be undertaken.
- 5.3 Section/site training matrices are managed by section/site managers and should list all the training that employees require that is specific for their role and section/site.
- 5.4 Managers must ensure that their training matrix is kept up to date for all employees and that these records are accessible to Human Resources

6. Annual training schedule

- 6.1 Human Resources will develop and manage an annual training schedule covering the corporate training needs of each year.
- 6.2 The training schedule will be published on the Intranet in advance with the dates and times of each training course.
- 6.3 The annual training schedule will be discussed and agreed by the Senior Management Team.

7. Budget

- 7.1 Corporate training budget –funds all Authority-led corporate internal and external training and development initiatives and all qualification training and development agreed by the Training Panel.
- 7.2 Section/site training budgets – funds all section/site specific internal and external training and development.
- 7.3 The Head of Human Resources has discretion on where and if training budget is spent.

8. Further Education

- 8.1 Further education relates to academic or professional studies, normally leading to a qualification.

8.2 A Training Panel will be held each year to assess applications for further education and should be approved based on:

- Business priority
- Relevance of the activity for meeting the need identified
- Return on investment
- Equality of opportunity

9. Professional Membership

9.1 The Authority will reimburse annual practice certificates and professional institute membership subscriptions for employees if they are deemed to be an "essential" requirement for the post (as indicated on the person specification). Receipts must be submitted via the Expenses Claim Procedure.

9.2 Professional membership costs will be paid by the Authority if individuals are studying towards the professional qualification and their training has been sponsored via the Authority's Training Panel.

10. Appraisals

10.1 The Authority recognises appraisals as an important process for employees and managers. Appraisals gives employees the opportunity to engage in a dialogue about performance and development.

10.2 Human Resources will record details of completed appraisals and will supply regular reports to SMT to enable them to monitor compliance.

10.3 Managers are required to ensure that all employees have an annual appraisal by 31 March each year, with a six month review in October.

10.4 Managers should hold regular one to one meetings with their staff to discuss and monitor targets set in their appraisal.

11. Records

11.1 Human Resources maintain training records for each employee on the HR Information System.

11.2 Attendance details for all training organised by sections/sites must be sent to HR to be recorded on the HR Information System.

11.3 Any relevant training certificates should be sent to HR so they can be recorded on kept on file.

12. Responsibilities

12.1 Senior Management Team (SMT) has an important part to play in training and development by:

- Demonstrating a commitment to train and develop employees
- Ensuring that training and development plans are focused on the Authority's needs at corporate and service levels and provide adequate resources

12.2 Human Resources (HR) role is to:

- Provide professional guidance on training and development policy and processes
- Assist managers to identify training and development needs
- Develop and publicise an annual corporate training plan/schedule and assist with section/site training plans
- Design and organise specific training activities
- Evaluate training activity at individual, section/site and corporate levels

12.3 Managers main areas of responsibility are to:

- Induct new employees
- Identify training and development needs jointly with employees
- Carry out on the job training and coaching
- Make all employees aware of training and development opportunities available to them, select employees for training and brief them
- Conduct annual appraisals with all employees
- Make appropriate provision for the release of staff from their duties to attend training where appropriate
- Ensure learning is shared other wherever possible and appropriate

12.4 The Individual employees role is to:

- Identify personal training and development needs
- Be aware of training and development opportunities available and request training where appropriate to their training needs
- Evaluate the effectiveness of training with their manager
- Share learning with their colleagues wherever possible and appropriate

13. Non-Attendance

13.1 Employees must make every effort to attend training to which they have committed.

13.2 If an employee needs to withdraw from a training session, they must first seek permission from their line manager and give as much notice as possible to Human Resources.

13.3 Employees who consistently fail to undertake mandatory training, without sufficient reason, may be subject to disciplinary action.

14. Legal Considerations

This policy is written considering the following legislation and or guidance:

- Health and Safety at Work Etc Act 1974
- Part-time Workers (Prevention of Less Favorable Treatment) Regulations 2000
- Fixed-term Workers (Prevention of Less Favorable Treatment) Regulations 2002

- Equality Act 2010

15. Relevant Policy & Procedures

This policy operates in conjunction with the following policies procedures:

- Equality, Diversity & Inclusion Policy
- Recruitment Policy
- Recruitment Procedure
- Training & Development Procedure
- Induction Procedure
- Probation Procedure
- Performance & Conduct Policy
- Qualification Training Panel Terms of Reference
- Health and Safety Management System
- Business Continuity Plan
- Risk Management Strategy and Policy

16. Monitoring & Evaluation

- 16.1 The policy will be monitored and evaluated on effectiveness periodically.
- 16.2 Training and development initiatives will be monitored and evaluated and changes made where necessary.

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HOLYFIELD HALL FARM OPERATIONAL REVIEW

Presented by the Head of Parklands

EXECUTIVE SUMMARY

Authority Officers, with the support of external consultants, have been reviewing the business operations at Holyfield Hall Farm in response to its direct exposure to world events and the phasing out of current European Farming Subsidies (BPS).

As such, this report focusses on current operational aspects, its inherent risks with proposed changes and improvements. The proposed changes safeguard the business and bring financial confidence to the future operations that Holyfield Hall Farm delivers for the Authority, whilst also enhancing the conservation grazing and allowing an adaptability to changing environmental schemes the Government may introduce.

RECOMMENDATIONS

- Members Approve:
- (1) conversion from Dairy herd to a Suckler herd;
 - (2) subject to (1) above amendments to the Authority's capital programme as set out in paragraphs 20 & 21 of this report; and
 - (3) subject to (1) above amendment of the Authority's revenue budget for 2023/24 as set out in paragraph 19 of this report.

BACKGROUND

- 1 Holyfield Hall Farm (the Farm) has been owned and directly managed by the Authority since 1976. Its 500 acres (200Ha) are managed as a mixed farm supporting a milking herd, livestock and arable operation. The Authority owns circa 4,500 acres of land including many areas of parkland open to the public. The Farm also then provides grazing animals, which are important in the ongoing management of nature conservation sites within the Regional Park, while providing alternatives to the Grounds Maintenance contract allowing areas to be reduced which has produced cost savings.
- 2 Over the last decade the Authority has invested in the Farm: £150,000 on a

photovoltaic (PV) system; and £25,000 on pasteurising plant and milk vending. A further £300,000 is currently allocated from the capital programme, for further investment in new slurry storage, replacement bulk tank and new calf barn.

- 3 The financial performance of the Farm has been quite turbulent over the last 10 years with the forecast for the current year being a net deficit of £38,600, the average deficit for the most current 5 years is £45,400.

This improved position is in part down to the hard work of the Farm team plus efficiencies where possible. However, changes in world markets are making both dairy and arable businesses struggle to make any profit.

- 4 Officers believe the Farm is an important component of the Authority's land management function and that improvements can be made in the Farm's financial performance that would require minimal changes to staff structures and operational methods. The current farming payment options is an ever changing scene. Payments such as our Basic Payment scheme which is EU funded has been removed. Higher Level Stewardship again EU funded is being phased out so the Government is drawing up new schemes, but these are as yet undefined, This change in the funding regime along with the direct exposure to world events informed the decision to engage a consultant to look at various options and undertake a comprehensive review.
- 5 The review looked at all of the Farm operations and resourcing and advised whether the Authority was getting the most out of this enterprise in financial terms. The review outlined what changes/options might be available to make the Farm more robust and financially resilient and guided the decision on the way forward.

CURRENT OPERATION

- 6 The Farm currently employs two fulltime members of staff plus an apprentice. The Herdsman is a further member of staff and is employed via a contract with LKL Services Limited (the country's largest dairy farming recruitment agency) rather than directly with the Authority as recruiting direct into this role has proved challenging over a number of years. The apprentice position is currently vacant. The Farm has three tied houses and a static caravan for the staff. One house is currently unoccupied.
- 7 The dairy unit consists of 110 Holstein/Friesian dairy herd, with each cow producing 9,000 litres of milk on average per annum which is sold to Arla. This is slightly above the national average of 8,090 litres per cow per annum and the maximum which can be attained without compromising the herds health and fertility. Arla have given permission for 10% of our production to be used to supply our vending operation without penalty. The current price we receive from Arla per litre is 0.44p (as at 1 March 2023). Part of the dairy unit produces animals for beef supply, which is currently 160 beef units sold per annum at 15 - 20 months of age.
- 8 The arable enterprise consists of 190 acres of cereals (average 2.5 tonnes per acre over the last 5 harvests, Barley and Wheat combined), and in 2022/23 this will produce an income of £50,000. This current figure is below national averages but in line with other local averages in the area. This is in part due to soil conditions which will be improved in the new model and the variable weather encountered over the past few seasons. The arable enterprise also

produces crops for the dairy unit for feed: 80 acres of maize silage; 140 acres of grass silage; 80 acres of Higher Level Stewardship (HLS); plus straw from the cereals to use as bedding.

- 9 The Farm also has 35 acres of good quality grazing land and a further 300 acres of poorer quality grazing which are mainly used as conservation sites.
- 10 To support all of these operations the Farm has various operational buildings which consist of a modern dairy building, modern workshop and grain barns, modern and older beef units (smaller calves barns.) The PV cells are located on the barn roofs where possible.
- 11 The Farm is in higher level stewardship which is an environmental enhancement scheme. The current agreement is due to expire in November 2023 and as these schemes are in the process of change we are looking at the best way forward to maximise allowed grants for the Authority.
- 12 The Farm also currently houses the North Ranger team and all of its kit, which means the Authority does not need to provide alternative accommodation, as well as a small area which is leased to our Fisheries Management Agents. The Farm staff and equipment also provide additional out of hours support for Park incidents and emergencies.

SCOPE OF THE REVIEW

- 13 Officers have been working with Douglas Green Consultant Ltd who were asked to undertake a full review of the Farm's operations, with the aim of improving the Farm's financial performance to enable it to be less affected by world markets, if possible. This included:

- areas for performance improvement;
- staff structure changes if appropriate;
- alternative management/delivery vehicles;
- comparison between continuing to manage in-house against leasing the Farm out to other operators, either fully or partially;
- review efficiency of the current arable/dairy/beef operations;
- equipment and renewal, in line with any suggested changes to operations and efficiencies this might bring; and
- outline any suggested investments needed to make a positive impact and greater financial returns.

Following the review Douglas Green Consultant Ltd provided 3 options to investigate further, these were:

1. keep the status quo and press on with dairy / slurry investment, beef and arable operation;
 2. increase dairy herd numbers in addition to the first option to spread the costs across greater cow numbers and thus milk/beef production; and
 3. dispense with the dairy operation, replace the dairy herd with a suckler beef herd to focus on the beef operation, and adjust the arable operation to best utilise the potential new enhancement schemes.
- 14 Following further investigation and in no large part due to the massive direct impact borne by the dairy operation to fluctuations in world markets the

consultant recommendation shows that the best operational option for the Farm is to dispense with the dairy and concentrate on a beef suckler herd. Market prices on beef over the past few years have remained constant and the market is envisaged to remain so for as long as markets predict.

The beef suckler herd will be Hereford based. We had already started crossing our dairy heifers with a Hereford bull. A second bull would be required. The herd would consist of 120 head of cows, the young will be the ones that replace the cows and provide the beef sales. This method of cattle management is less intense than the current dairy unit, with the cows having a longer and less intensive life cycle. The cattle would be outside longer and be free to graze the paddocks around the Farm and the areas across our land holdings. Herefords are better suited to this form of grazing and do better than the current dairy cows.

- 15 The rationale behind this is that the Authority will have greater control and security of its business when it comes to price fluctuations in world markets and a better control and ability to diversify in the future on the back of changes to farming landscapes with the removal of European grants. In turn this will possibly see a financial return as well as enhanced environmental standards. Where appropriate Members will be consulted on the sign-up to any new Government schemes when they become available. The new Farm operation will build upon and further enhance the Farm's current excellent standards.
- 16 **There are a number of further advantages to the Authority as follows:**
- less specialised staff are required which should assist future recruitment;
 - a reduction in the number of staff to run the business;
 - less residential accommodation will be required allowing other options for the vacant accommodation;
 - the funds of £300,000 currently set aside in the capital programme for Farm works, can be released to be used on other projects within the Park;
 - less energy will be consumed by the Farm as the milking unit will not be used; and
 - possible local markets for the beef

WIDER BENEFITS FOR THE PARK FROM HOLYFIELD HALL FARM

- 17 Significant additional benefits and associated costs savings are provided to the Authority by the Farm, which has an inherent notional value. These costs are not accounted for elsewhere and is therefore a cost the Authority could face if the Farm operations ceased altogether.
- Nature Conservation Grazing valued at £80,000-£100,000 when using external price comparisons.
 - Provides secure storage for materials, equipment and machinery for Rangers, Biodiversity, Volunteers, Fisheries and the pumps for Lee Valley White Water Centre.
 - North Ranger base.
 - Enable delivery and handling of large or bulky items as the Farm has the

space and equipment to handle such items, for example the spare pumps for Lee Valley White Water Centre are stored there.

- Provides essential back up with agricultural equipment to help Open Spaces Management, traveller incursions and removal of vehicles, extra patrols, and 24hour on-site support.
- Due to sympathetic management the Farm is one of the best farmland bird watching sites in South East England with over 90 species recorded, 17 of which are on the high conservation concern list and 33 on the medium concern list.
- Butterfly surveys have yielded similar findings to the bird survey.
- Water Voles, a red list endangered species thrive in the ditches within the Farm following habitat creation and management. An Authority and regional Biodiversity Action Plan species.
- Liaison with other landowners, farmers and public helping to promote the whole Park and its venues and aims. Farm staff provide support and expertise in other areas e.g. engineering.
- Training venue for the Royal Vets College and regional agricultural colleges.

ENVIRONMENTAL IMPLICATIONS

- 18 There will be environmental implications to operational changes to the operation of the Farm, these will be seen via the greater control and opportunity the Farm has to react to new environmental schemes that are realised. Where appropriate Members will be consulted on the sign-up to these schemes when they become available. The new system will improve the Farm's current excellent standards and is much less intensive and more in line with traditional farming methods.

FINANCIAL IMPLICATIONS

- 19 There will be financial implications, both in terms of revenue and capital accounting, for the operational changes, although these are to the benefit of the Authority and give added security in the future against changes to world markets.

Revenue Accounting

Figures below show the forecast positions of the Farm in its current operating model and also the new model as a comparison. It is worth noting here that BPS European Subsidies are being phased out and this will be the case in both working methods.

The wholesale price of milk is currently artificially high when compared to its long term average and forecast for the next year. We have received up to 50ppl over the last few months, although this price is starting to come down, and the Farm has just received a further cut to the milk price which came into effect 1 March 2023 which was the third cut since January 2023.

Costings below are shown using the current 44ppl as the price of milk, but this

is very likely to fall over future months back to an average of around 36ppl. An 8ppl fall will reduce income by £70,000 per annum.

The price of grain is also well above its long term average, and whilst there has been some downwards movement in prices recently, this is not falling in the same way that milk prices are. A movement away from having to purchase grain feed to one of producing the majority of our own, will also reduce our exposure to price risk.

Financial Comparison Year 1 (2023/24) and Year 5 (2027/28)

	2023/24 £000s	2027/28 £000s
Dairy @ 44ppl		
Income	(607)	(564)
Expenditure	689	734
Net Deficit	82	174
Beef		
Income	(260)	(279)
Expenditure	350	377
Net Deficit	90	98
Net Change	8	(76)

Due to not being able to maximise the beef income in the first year, the forecast is for a larger deficit than would be expected for a full year of operation. Appendix A to this report compares the next five year costs for dairy against a beef operation.

The cost of changing to a beef herd is forecast to a small deficit change to the 2023/24 budget, based on the price of milk remaining at the current level. A fall to 40ppl, which over the coming year is quite likely, will increase the dairy loss to around £115,000 and make the beef operation an even better option.

20 Capital Accounting

The usual accounting for the purchase and sale of livestock as part of the normal operation of the Farm would be that they are treated as revenue, and surpluses credited to the General Fund. With the disposal of the whole of the dairy herd, due to the fact that the dairy cattle are classed as a biological asset and reported in this way on the balance sheet, a significant sum in excess of £10,000 (the de-minimus limit as set out in Local Authorities (Capital Finance and Accounting) (England) Regulations) will result in a capital receipt, and will be credited to the Authority's Capital Receipts Reserve.

Along with the disposal of the remaining dairy machinery, this will form a total capital receipt estimated to be around £200,000. The dairy herd and ancillary equipment will be sold to other farms via auction.

These funds should be ring-fenced for reinvestment at the Farm, and the subsequent purchase of the Suckler Herd, as well as works on the conversion of the dairy, purchase of new plant, fencing works, and any further works identified whilst the conversion works are ongoing, will be directly financed

from this.

Once all works have been completed, and the operation of the Farm has been fully transferred to the beef enterprise, any remaining balance from the ring-fenced capital receipt should be transferred to the general Capital Receipts pool, to be utilised on future expenditure throughout the Park.

Use of the capital receipt to finance expenditure will remove the need to fund any of the Farm works from revenue.

A further £300,000 is currently allocated from the capital programme, for further investment in new slurry storage, replacement bulk tank and new calf barn. In the suggested new farm enterprises this money is not required so can be returned into the Park's capital programme to enable other Park projects.

21 Changes to the Capital Programme for 2023/24

	£000s
Capital Receipts	(£200)
Capital Expenditure	
- Suckler Herd *	£50
- Conversion of dairy	£45
- Plant (baler/spreader)	£50
- Fencing works	£10
Total	£155
Unallocated receipt balance	£45

* expected as at February 2023 prices

HUMAN RESOURCE IMPLICATIONS

- 22 The LKL Services Ltd contract that supplies the Herdsman will be terminated. One role within the team will be revised in the new structure with a restructure of roles to coincide with this, but there are no redundancies as a result of this change and no other human resources implications

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 24 By reverting to a suckler herd operation the Authority will have reduced the risk significantly in terms of the direct effect of changes in world markets based on events outside of its control and will be better placed to react to any changes going forward.

EQUALITY IMPLICATIONS

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

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APPENDICES ATTACHED

Appendix A 5 year comparison
Appendix B Map

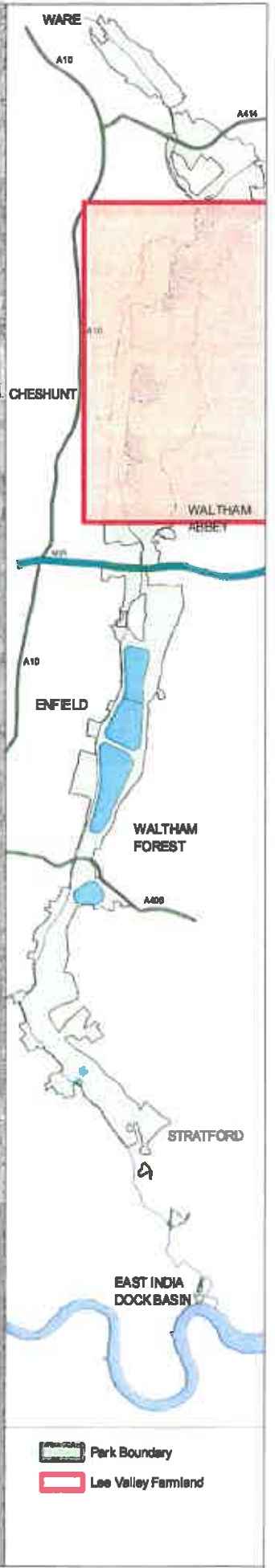
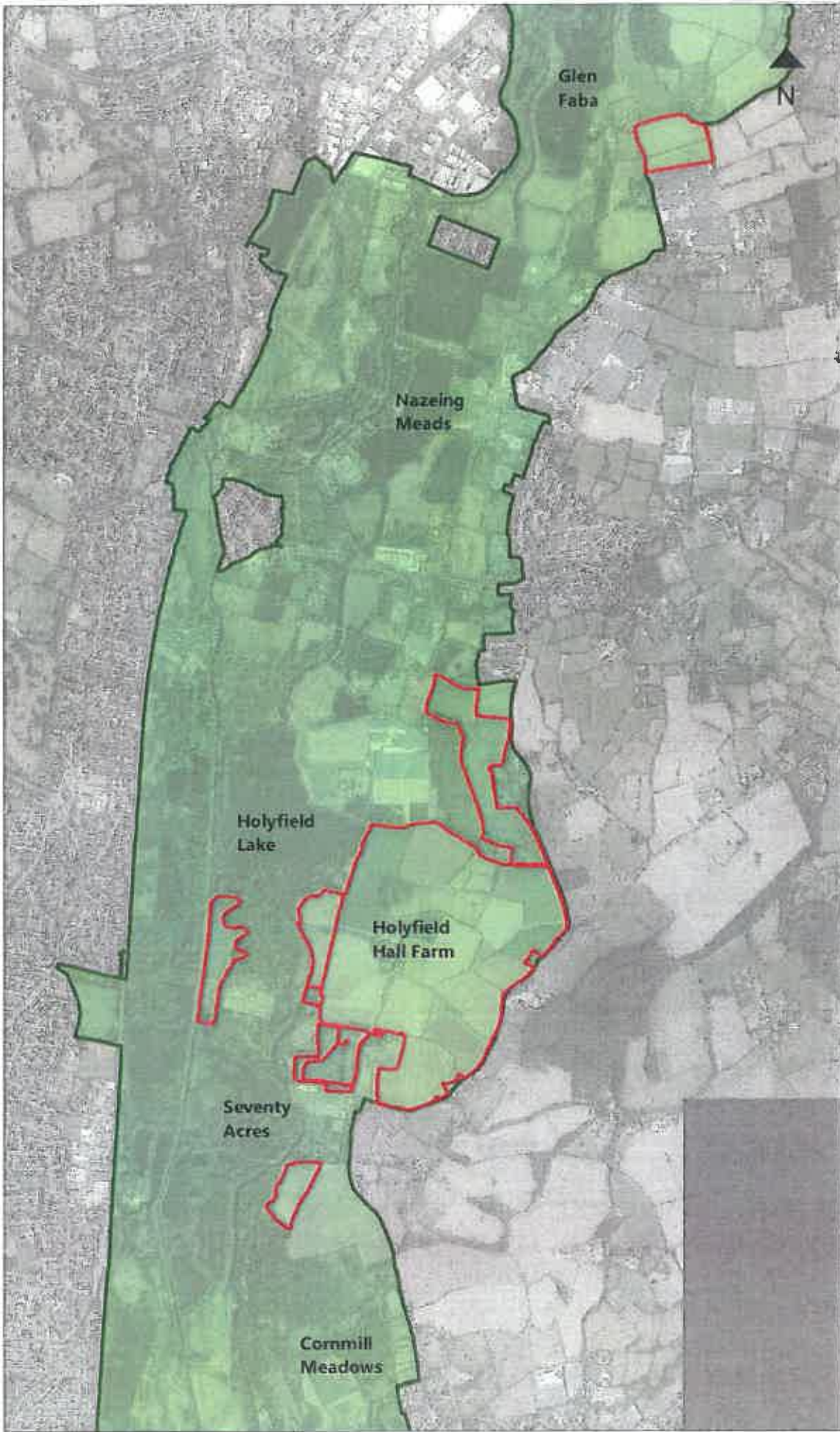
LIST OF ABBREVIATIONS

PPL Pence Per Litre
the Farm Holyfield Hall Farm
PV Photovoltaic

Holyfieldhall Farm

Five Year Revenue Cost Comparison

	2023/24	2024/25	2025/26	2026/27	2027/28
Dairy Operation					
Income (@ 44ppl)	-607	-593	-584	-574	-564
Expenditure	689	693	709	723	738
Net Deficit	82	100	125	149	174
Beef Operation					
Income	-260	-306	-278	-289	-279
Expenditure	350	346	350	359	377
Net Deficit	90	40	72	70	98
Net Difference	8	-60	-53	-79	-76
Price Scenarios					
Dairy @ 40ppl					
Milk Deficit	117	135	160	184	209
Net Difference	-27	-95	-88	-114	-111



 Park Boundary
 Lee Valley Farmland

RISK REGISTER 2022/23

Presented by the Corporate Director

EXECUTIVE SUMMARY

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

The Executive Committee is asked to note the contents of the Risk Register and associated paper presented at a meeting of the Audit Committee held on 23 February 2023 (Paper AUD/131/23) and an oral update will be given at the Executive Committee meeting.

RECOMMENDATION

Members note: (1) the Corporate Risk Register included at Appendix A to Paper AUD/131/23.

BACKGROUND

- 1 Risk management is one of the key internal controls for an organisation. The Authority needs 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.
- 2 The Corporate Risk Register has been revised for strategy, format, and content. The strategy has been revised and updated with a workshop held in March 2022 which was open to all Members and the strategy, format and content was reviewed and was formally approved by the Audit Committee in June 2022 (Paper AUD/126/22).
- 3 As part of the process it was noted that it will be the responsibility of the Audit Committee as per its terms of reference to continue to monitor and review the Authority's risk management policies and procedures which include the review of the Authority Corporate Risk Register (and any sub-Risk Registers) at their programmed meetings. On completion of the meeting, the Audit Committee will approve the Corporate Risk Register and present this to the Executive Committee highlighting any changes or areas of medium to high risk that are of concern.

CORPORATE RISK REGISTER

- 4 The Audit Committee considered the Corporate Risk Register at a meeting on 22 February 2023 (Paper AUD/131/23) – see Annex A to this report and an oral update will be given at the Executive Committee meeting.
- 5 Any environmental, financial, human resource, legal and risk management implications are covered in paper AUD/131/23 attached as Annex A to this report.


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PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/131/23	Risk Register 2022/23	23 February 2023
Executive Committee	E/778/22	Risk Register 2022/23	20 October 2022
Audit Committee	AUD/129/22	Risk Register 2022/23	22 September 2022
Audit Committee	AUD/126/22	Risk Register 2021/22	23 June 2022
Audit Committee	AUD/123/21	Risk Register 2021/22	23 September 2021
Audit Committee	AUD/118/21	Risk Register 2020/21	24 June 2021
Audit Committee	AUD/116/21	Risk Register 2020/21	25 February 2021
Audit Committee	AUD/113/20	Risk Register 2020/21	22 October 2020
Audit Committee	AUD/111/20	Risk Register 2020/21	25 June 2020
Executive Committee	E/674/20	Emergency Budget 2020/21	21 May 2020
Audit Committee	AUD/106/20	Risk Register 2019/20	27 February 2020
Audit Committee	AUD/104/19	Risk Register 2019/20	19 September 2019
Audit Committee	AUD/101/19	Risk Register 2019/20	20 June 2019
Audit Committee	AUD/97/19	Risk Register 2018/19	14 February 2019
Audit Risk Workshop			07 June 2018

ANNEX ATTACHED

Annex A Paper AUD/131/23

 <p>LEE VALLEY REGIONAL PARK AUTHORITY</p> <p>AUDIT COMMITTEE</p> <p>23 FEBRUARY 2023 AT 13:00</p>	<p><u>Agenda Item No:</u></p> <p><u>Report No:</u></p> <p>AUD/131/23</p>
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RISK REGISTER 2022/23

Presented by the Corporate Director (S&L)

SUMMARY

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

At the Audit Committee in June 2022 (Paper AUD/126/22) Members approved the updated risk management strategy and corporate risk register following the Risk Management Workshop held on 22 March 2022. This Workshop analysed and reviewed the risk management strategy and corporate risk register in detail to ensure that this Committee could proactively input into, manage and monitor the register going forward, with up to date risks identified that are relevant to the Authority's business over the coming years. This included some minor changes which were made to ensure that the Authority Chair and Executive Committee are part of the approval process.

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

RECOMMENDATION

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

BACKGROUND

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

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

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

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

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

3 Each financial year the relevant authority must:

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

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

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

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

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

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

strategy, format and content was reviewed again and was formally approved by the Audit Committee in Jun 2022 (Paper AUD/126/22).

REVIEW OF THE STRATEGIC RISK REGISTER

- 8 The current Strategic Risk Register is reviewed by officers and Members on an on-going basis and signed off at each Audit Committee.
- 9 Members last considered the risk register at the Audit Committee in September 2022 (Paper AUD/129/22).
- 10 Since the September Committee, officers have incorporated approved Member revisions, reviewed the register, considered and added potential new risks and updated the scoring.

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

Risk	Residual Risks 24 June 2021	Residual Risks 23 September 2021	Residual Risks 24 February 2022	Residual Risks 24 June 2022	Residual Risks 22 September 2022	Residual Risks 23 February 2023
	3	2	0	0	1	1
	10	12	15	18	21	17
	9	9	8	8	10	12
Total Risks	22	23	23	26	32	30
Notional Score	566	547	512	591	759	665

- 12 The key point to note since the last review of the Authority Strategic Risk Register is the overall decrease in the corporate risk register residual notional score. This is due to the deletion of risks previously sitting within the sub-Risk Registers. Several of the original inherent risks have shown a reduction in the residual score and additional risks that had been added to the risk register as a result of the Covid-19 situation including the possible effect of 'long-Covid' have been removed.
- 13 Energy prices continue to be of concern, increasing risk around utility costs and considering the effect of the removal of the Energy Bills Discount Scheme. The Authority's two year fixed price agreement with Laser (public bodies energy procurement consortium) ended in October 2022, and like all organisations we have seen exceptional increases in the price of electricity (+150%) and gas (+450%). Laser have secured medium term prices on purchase of energy which have allowed them to guarantee us fixed prices for electricity and gas until October 2023, at levels at or below the Government's Energy Price Cap. This has reduced our exposure to price increases until the second half of 2023. The Authority has supported GLL in obtaining the same basket prices as us, which are fixed on the same tariff terms as we are, again reducing their exposure to increases. The 2023/24 budget includes provision for the increase from October 2023 at an estimated price that takes into account Laser's forecast for that time, and contingency for any price increase above the current estimated level.

- 14 Decisions taken to mitigate these risks will be approved by full Authority and monitoring of these risks is taking place at Executive Committee, along with the Senior Management Team and Heads of Service level.
- 15 The Risk Management audit carried out by Mazars has some recommendations which will be completed over the coming months, with input from the Authority's Senior Management Team. The result of the audit will form part of the annual review produced by Mazars.
- 16 A verbal update will be presented at the meeting to advise Members regarding the changes to the register which are in red font to indicate changes since the last Audit Committee risk register paper.

ENVIRONMENTAL IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 19 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.
- 20 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.
- 21 Utility costs are a significant risk that will have a material impact on the Authority's revenue outturn position. Officers will report the anticipated impact to Members in the Q3 revenue monitoring report by which time the new unit rates from Laser as noted in paragraph 13 and any further updates on government support should have been announced.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 24 These are dealt with through the main body of the report and through the revised register. The Ice Centre redevelopment; the Picketts Lock

development; the Leisure Services Contract; and the Land & Property Strategy are recognised as the highest corporate risks facing the organisation at present. Continuing mitigation against these identified risks is demonstrated by the proposed actions in the Strategic Risk Register as set out in Appendix A to this report and primarily through implementing and delivering a Corporate Work Programme for 2022/23 followed by the revised approved Business Plan and Business Plan objective list. In addition, the Authority will review the National Risk Register (2020) to consider any relevant implications that could impact on the business of the Authority as a whole.

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BACKGROUND REPORTS

Lee Valley Regional Park Authority Risk Management Strategy June 2018

PREVIOUS COMMITTEE REPORTS

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

APPENDICES ATTACHED

Appendix A	2022/23 Corporate Risk Register – Authority
Appendix B	Risk Scoring Criteria (extract from the approved risk management strategy (June 2022))

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STRATEGIC RISK REGISTER AS AT 23 FEBRUARY 2023

Risk ID	Risk Description	Category	Priority	Impact	Frequency	Current Status	Responsible Party	Key Actions	Next Review	Notes
S81.1	Failure to comply with the 1500 Net Act and other statutory requirements.	DCSD	6	1	6	6	DCSD	Member working through Authority & Compliance Annual Governance Statement. Per-Act framework covered by Indicators for new staff.	31/03/2023	The monitoring officer continues to monitor compliance with the 1500 Net Act and other statutory requirements. The monitoring officer continues to monitor compliance with the 1500 Net Act and other statutory requirements. The monitoring officer continues to monitor compliance with the 1500 Net Act and other statutory requirements.
S81.2	Failure to comply with Health & Safety legislation.	CD	9	6	54	7	CD	Health and Safety management systems (previously reviewed by Health and Safety Commission) are being updated. H&S Risk Register is being updated. External H&S Assessment 2023 Annual Report to Audit Commission.	31/03/2023	New H&S contract fully processed and will commence in October 2023. This will provide the Authority with a much enhanced and robust framework for all workers. H&S contract will be fully implemented by the end of the year. All personnel under the contract will be fully trained by the end of the year.
S82.1	Agreeing to accept a primary financial bonus and conditions that will place an unacceptable long term liability on the Authority.	Net	9	4	36	9	Net	Reports to SMT and Members. Financial Approval of objectives to be undertaken with the Authority. Delivery monitored by Director/Head of Finance. Reports to Executive & Strategy Committees.	31/03/2023	Financial projects should be reviewed in line with financial requirements of the Authority. Financial projects should be reviewed in line with financial requirements of the Authority. Financial projects should be reviewed in line with financial requirements of the Authority.
S82.2	Contractors, Operating Bodies, or Third Party Operator not adhering agreed objectives/contract.	CD	7	5	35	7	CD	Contracts reviewed prior to commencement by a contractor. Delivery monitored by Director/Head of Finance. Reports to Executive & Strategy Committees.	31/03/2023	New LSC has been in place since April 2022 and has been operating well. The first 6 months has been for the Authority to support the change in operations and monitoring etc. has been focused on doing that along with building all the pre-launcher requirements for the start of the year. The first 6 months has been for the Authority to support the change in operations and monitoring etc. has been focused on doing that along with building all the pre-launcher requirements for the start of the year. The first 6 months has been for the Authority to support the change in operations and monitoring etc. has been focused on doing that along with building all the pre-launcher requirements for the start of the year.
S82.3	Management of Facilities, Contracts & Failure to deliver works to a good H&S and operational standard.	CD	9	4	36	9	CD	Active and support APMD plus external contractors. Quality assurance for maintenance through the contract. (Price Quality ratio applied)	31/03/2023	Major PM contracts to be let in 2023. The Authority will continue to monitor compliance with the contract. The Authority will continue to monitor compliance with the contract. The Authority will continue to monitor compliance with the contract.
S82.4	Contractor stability affected by external influences or national/international conditions prevailing at the time.	CD	9	4	36	9	CD	Reports to SMT and Members. Financial Approval of objectives to be undertaken with the Authority. Delivery monitored by Director/Head of Finance. Reports to Executive & Strategy Committees.	31/03/2023	Contractor stability should be monitored in line with financial requirements of the Authority. Contractor stability should be monitored in line with financial requirements of the Authority. Contractor stability should be monitored in line with financial requirements of the Authority.
S82.5	Inefficient contractors tendering for contracts.	CD	9	3	27	9	CD	Reports to SMT. Financial Approval of objectives to be undertaken with the Authority. Delivery monitored by Director/Head of Finance. Reports to Executive & Strategy Committees.	31/03/2023	The Authority continues to get the best value for its money. The Authority continues to get the best value for its money. The Authority continues to get the best value for its money.
S82.6	Major contractor or other failure at one or more venues resulting in cancellations of operations.	CD	9	6	54	9	CD	Reports to SMT. Financial Approval of objectives to be undertaken with the Authority. Delivery monitored by Director/Head of Finance. Reports to Executive & Strategy Committees.	31/03/2023	Major contractor or other failure at one or more venues resulting in cancellations of operations. Major contractor or other failure at one or more venues resulting in cancellations of operations. Major contractor or other failure at one or more venues resulting in cancellations of operations.
S82.7	Failure of LSC contractor organisation or failure of LSC contractor to deliver as required by contract.	CD	9	6	54	9	CD	Reports to SMT. Financial Approval of objectives to be undertaken with the Authority. Delivery monitored by Director/Head of Finance. Reports to Executive & Strategy Committees.	31/03/2023	Failure of LSC contractor organisation or failure of LSC contractor to deliver as required by contract. Failure of LSC contractor organisation or failure of LSC contractor to deliver as required by contract. Failure of LSC contractor organisation or failure of LSC contractor to deliver as required by contract.

Strategic Risk	Impact on the Authority's powers to raise the levy with members from many constituent councils.	CEO	9	7	68	Subsidiary engagement Senior budget/Levy Director Financial Planning Levy Working Groups Monitoring of Legislation	Weekly Meetings As needed	Trust	6	1	5	5/2023	Monitoring 5/2023	CEO	Impact on the Authority's powers to raise the levy with members from many constituent councils.
SRL2	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.	CEO	9	7	68	Verma on service communication Proactive marketing, media relations, speaker engagement and stakeholder engagement	Weekly Meeting M 2/14 Authority Meetings M 2/14 Authority Meetings Perception 1/21	Trust	6	3	35	Trust	5/2023	CEO	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.
SRL3	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.	CEO	9	7	68	Verma on service communication Proactive marketing, media relations, speaker engagement and stakeholder engagement	Weekly Meeting M 2/14 Authority Meetings M 2/14 Authority Meetings Perception 1/21	Trust	6	3	35	Trust	5/2023	CEO	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.
SRL4	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.	CEO	9	7	68	Verma on service communication Proactive marketing, media relations, speaker engagement and stakeholder engagement	Weekly Meeting M 2/14 Authority Meetings M 2/14 Authority Meetings Perception 1/21	Trust	6	3	35	Trust	5/2023	CEO	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.
SRL5	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.	CEO	9	7	68	Verma on service communication Proactive marketing, media relations, speaker engagement and stakeholder engagement	Weekly Meeting M 2/14 Authority Meetings M 2/14 Authority Meetings Perception 1/21	Trust	6	3	35	Trust	5/2023	CEO	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.
SRL6	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.	CEO	9	7	68	Verma on service communication Proactive marketing, media relations, speaker engagement and stakeholder engagement	Weekly Meeting M 2/14 Authority Meetings M 2/14 Authority Meetings Perception 1/21	Trust	6	3	35	Trust	5/2023	CEO	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.
SRL7	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.	CEO	9	7	68	Verma on service communication Proactive marketing, media relations, speaker engagement and stakeholder engagement	Weekly Meeting M 2/14 Authority Meetings M 2/14 Authority Meetings Perception 1/21	Trust	6	3	35	Trust	5/2023	CEO	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.
SRL8	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.	CEO	9	7	68	Verma on service communication Proactive marketing, media relations, speaker engagement and stakeholder engagement	Weekly Meeting M 2/14 Authority Meetings M 2/14 Authority Meetings Perception 1/21	Trust	6	3	35	Trust	5/2023	CEO	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.
SRL9	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.	CEO	9	7	68	Verma on service communication Proactive marketing, media relations, speaker engagement and stakeholder engagement	Weekly Meeting M 2/14 Authority Meetings M 2/14 Authority Meetings Perception 1/21	Trust	6	3	35	Trust	5/2023	CEO	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.
SRL10	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.	CEO	9	7	68	Verma on service communication Proactive marketing, media relations, speaker engagement and stakeholder engagement	Weekly Meeting M 2/14 Authority Meetings M 2/14 Authority Meetings Perception 1/21	Trust	6	3	35	Trust	5/2023	CEO	Impact on the Authority's reputation due to similar powers to business, industry, stakeholder and/or contractor relationships.

STRATEGIC RISK REGISTER AS AT 23 FEBRUARY 2023

Item ID	Description	Strategic Area	Impact	Priority	Current Status	Next Review	Responsible Party	Start Date	End Date	Notes
SR001	... to Strategic Risk 1.6 ...	CEO	3	3	3	SR001	CEO	1/1/2023	31/12/2023	...
SR002	... Opportunity Cost of ...	CEO	3	3	3	SR002	CEO	1/1/2023	31/12/2023	...
SR003	... legal challenges, ...	CEO	3	3	3	SR003	CEO	1/1/2023	31/12/2023	...
SR004	... high risk ...	CEO	7	3	3	SR004	CEO	1/1/2023	31/12/2023	...

Score 65-83 High Risk
 Score 35-64 Moderate Risk
 Score 1-34 Low Risk

Risk Appetite

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

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

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

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

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

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

Scoring Criteria

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

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



AMENDMENT OF STANDING ORDERS

Presented by the Deputy Chief Executive

EXECUTIVE SUMMARY

This report seeks Members' approval of an amendment to Standing Orders in regard to authentication of documents, to enable the recently appointed Head of Legal to sign legal agreements, contracts, leases, notices or otherwise on behalf of the Authority. Currently only the Chief Executive and Deputy Chief Executive are authorised to do so.

RECOMMENDATIONS

- Members Approve:
- (1) the amendment of Standing Order 94 as detailed in paragraph 6 of this report; and
 - (2) delegation to the Deputy Chief Executive to make any minor changes to assist in interpretation or clarification or to correct any administrative errors or omissions that have been overlooked.

BACKGROUND

- 1 The Lee Valley Regional Park Authority was created by a private act of parliament, the Lee Valley Regional Park Act 1966 (the Park Act), which provides that the Authority may make Standing Orders with respect to the proceedings of its meetings.
- 2 The Authority's present Standing Orders (SO) were last revised in April 2021 and 2020 to reflect Regulations (Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020) which had been brought in due to Covid and ended on 7 May 2021, and establishment of a new senior management structure from April 2020 (Paper E/649/19). The Deputy Chief Executive has delegation to make minor changes to assist in interpretation or clarification or to correct any administrative errors or omissions that have been overlooked.

- 3 The senior management structure which was put in place from April 2020 included the post of Head of Legal. This post has now been recruited to and the proposed amendment of SO94 reflects this.

STANDING ORDERS

- 4 For Members' information, the following are provisions adopted by Authority Members which do not flow directly from the Park Act:
 - the Authority generally adopts the principles of the Local Government Acts (pre-amble to Standing Orders);
 - proportionality in relation to political balance (SO42);
 - Substitute Members (SO73);
 - extra provisions in relation to co-opted Members (SO76);
 - Politically Restricted posts (SO89); and
 - Access to Information provision (SO98).
- 5 Approval is sought for amendment of SO94 in regard to authentication of documents, to enable the Head of Legal to also sign legal agreements, contracts, leases, notices or otherwise on behalf of the Authority.
- 6 The proposed amendment of SO94 is shown in strikethrough and red:

Where any document will be a necessary step in legal proceedings or shall be a legal agreement, contract, lease, notice or otherwise on behalf of the Authority, it shall (unless any other enactment requires or authorises or the necessary delegated authority shall be given to some other person) be signed by the Chief Executive, ~~or Deputy Chief Executive~~ or **Head of Legal**. Where permitted by law, this signature may be applied electronically.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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ABBREVIATIONS

the Park Act Lee Valley Regional Park Act 1966
SO Standing Order

PREVIOUS COMMITTEE REPORTS

Authority	A/4279/20	Amendment of Standing Orders and Financial Regulations Following Emergency Legislation Relating to Coronavirus	23 April 2020
Authority	A/4261/18	Review of Standing Orders	5 July 2018
Authority	A/4207/15	Review of Standing Orders	30 April 2015
Authority	A/4194/14	Amendments to Standing Orders	23 October 2014
Authority	A/4191/14	Modification of Standing Orders in regard to Substitutes	31 July 2014
Authority	A/4178/14	Review of Standing Orders	23 January 2014
Executive Committee	E/333/14	Review of Standing Orders	23 January 2014
Authority	A/4172/13	Review of Standing Orders and other related Governance matters	11 July 2013
Executive Committee	E/198/12	Review of Standing Orders	22 March 2012
Authority	A/4079/10	Proposed changes to Standing Orders to provide for the public to ask questions and speak at meetings	21 January 2010
Authority	A/4078/10	Legal position of deputies under the Lee Valley Regional Park Act 1966 and the options for Members to appoint substitutes to committees	21 January 2010
Authority	A/3978/08	Revision of Standing Orders	27 March 2008
Authority	A/3890/06	Revision of Standing Orders	28 September 2006
Authority	A/3664/03	Revision of Standing Orders	25 September 2003
Authority	A/3263/99	Revision of Standing Orders	21 January 1999

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