

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 SEPTEMBER 2021 AT 10:30

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 22 July 2021 (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 **CUSTOMER COMPLAINTS, COMPLIMENTS &
REQUESTS**

Paper E/733/21

Presented by Dan Buck, Corporate Director

- 6 **UPDATED SAFEGUARDING POLICY AND DISCLOSURE AND BARRING SERVICE POLICY** Paper E/736/21

Presented by Victoria Yates, Head of Human Resources

- 7 **UPDATED VOLUNTEERS STRATEGY AND VOLUNTEERS POLICY** Paper E/735/21

Presented by Victoria Yates, Head of Human Resources

- 8 **LEE VALLEY ICE CENTRE REDEVELOPMENT - EXTERNAL FUNDING** Paper E/734/21

Presented by Dan Buck, Corporate Director

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

- 10 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)**

- 11 **GROUNDS MAINTENANCE CONTRACT RENEWAL** Paper E/737/21

Presented by Jon Carney, Corporate Director

Not for publication following the principles of the Local Government Act 1972, Schedule 12A, Part I, Section 3

- 12 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 September 2021

Shaun Dawson
Chief Executive

LEE VALLEY REGIONAL PARK AUTHORITY

**EXECUTIVE COMMITTEE
22 JULY 2021**

Members in remote presence:	Paul Osborn (Chairman) David Andrews Susan Barker Ross Houston	Heather Johnson Chris Kennedy Mary Sartin
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Apologies Received From: Graham McAndrew

In remote attendance: John Bevan

Officers in remote presence:	Shaun Dawson Beryl Foster Dan Buck Jon Carney Keith Kellard Victoria Yates Sandra Bertschin	- Chief Executive - Deputy Chief Executive - Corporate Director - Corporate Director - Head of Finance - Head of Human Resources - Committee & Members' Services Manager
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**Also in remote presence: Matt Bowmer (S151 Officer, LVRPA and
Interim Director Finance & Commercial, London Borough of Enfield)**

Part I

977 DECLARATIONS OF INTEREST

There were no declarations of interest.

978 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 24 June 2021 be approved and signed.

979 PUBLIC SPEAKING

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

Heather Johnson joined the meeting.

980 Q1 REVENUE BUDGET MONITORING 2021/22

Paper E/733/21

The report was introduced by the Chief Executive, including:

- a good start had been made to a challenging year but activity over the peak income generating period was critical in building confidence in performance at the year-end;**
- activities had not been impacted by the pandemic and the situation was being monitored; and**

- the Authority was looking to invest and bolster reserves in terms of resilience this year. A variety of investment projects was being developed subject to financial capacity in the autumn.

(1) the report was noted.

981 Q1 CAPITAL PROGRAMME BUDGET MONITORING 2021/22

Paper E/731/21

The report was introduced by the Head of Finance.

In response to a Member, the Corporate Director (Sport & Leisure) advised that discussions in relation to cost increases within the construction industry had recently been completed with the Ice Centre redevelopment contractor to protect the Authority against any future price variations.

(1) the report was noted.

982 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
9	Voluntary Redundancy Update	3

983 VOLUNTARY REDUNDANCY UPDATE

Paper E/732/21

The report was introduced by the Head of Human Resources.

- (1) the pension costs relating to the voluntary redundancy as detailed in paragraphs 14 and 15 of Paper E/732/21 was approved; and
- (2) the redundancy costs relating to the voluntary redundancy as detailed in paragraph 12 of Paper E/732/21 was noted.

Chairman

Date

The meeting started at 10.33am and ended at 10.45am

CUSTOMER COMPLAINTS, COMPLIMENTS AND REQUESTS

Presented by Corporate Director (Sport and Leisure)

EXECUTIVE SUMMARY

This purpose of this report is to seek Member approval of a revision to the current procedure for resolving feedback received from customers and, in particular, customer complaints.

The procedure, previously called Customer Communications, has been revised and updated following the ending of the contract with the Lee Valley Leisure Trust Limited and to ensure that the current procedure and contact process will be fit for purpose at the commencement of the new Leisure Service Contract with Greenwich Leisure Limited. It has been renamed for clarity. The revised procedure includes amendments to the hierarchy structure of the Authority prior to the final stage of a Member panel used to consider complaints that have been unable to be resolved by the procedure's earlier stages.

RECOMMENDATION

Members Approve: (1) adoption of the revised Customer Communications and Requests procedure attached as Appendix B to this report.

BACKGROUND

- 1 The current Customer Communications Procedure deals with all complaints, compliments, suggestions, enquiries and requests relating to Freedom of Information (FOI), Environmental Information Regulations (EIR), Data Protection (DP) and Subject Access Requests (SAR).
- 2 The current complaints process and procedure (attached at Appendix A to this report) for dealing with complaints comprises a three stage internal process following which, if the customer is still unsatisfied, the matter is referred to a final stage.
- 3 In the paper presented to the Authority on 21 January 2016 (Paper A/4223/16), the revised procedure included the creation of a final stage of a Member panel for resolution of complaints that could not be resolved by officers.

- 4 Members of the Executive Committee on 25 February 2016 (Paper E/439/16) and as requested by Authority agreed the process for the appointment of the Independent Advisor and also the appointment of Members to the final stage panel which remains unchanged by this revision. The appointment of Members will be made by the Executive Committee at the relevant time and will form a sub-committee of the Executive Committee to undertake the role of the panel. When setting up the sub-committee the Executive Committee meeting will also consider and agree the appointment of the Independent Advisor who will be selected following recommendations from the local authorities making up the Public Law Partnership as set out in paragraphs 14 and 15 below.
- 5 With the changes to the Authority's management structure in April 2020 and the departure of the Director of Finance and Resources, the current three stage internal complaints process had to be reviewed and updated.

CUSTOMER COMPLAINTS PROCEDURE – INTERNAL STAGES

- 6 The revised procedure for customer complaints, compliments and requests for information (Customer Communications and Requests) still contains a three stage officer procedure, followed by a final Member stage. Due to changes in structure, the officers listed in the three stage internal process have changed.
- 7 If a complaint is received it will be logged on the Authority's Customer Relationship Management (CRM) system and sent to the appropriate officer for investigation and resolution.
- 8 Stage 1 will be investigated by a relevant officer of the service area or facility that the complaint is regarding.
- 9 If the complainant is unhappy with the handling and resolution of the case, it will be escalated to Stage 2 where it will be investigated by a relevant Head of Service officer of the Authority who is the direct line manager of the Stage 1 investigating officer.
- 10 If the complainant is still dissatisfied with the investigation and resolution at Stages 1 and 2, the case will be escalated to Stage 3 where it will be considered by senior Authority officers. Currently these are listed as the Director of Corporate Services, the Director of Finance and Resources and the Information Officer.
- 11 The new management structure of the Authority has dispensed with the two Directors listed and the panel will now consist of the Authority's Monitoring Officer (Deputy Chief Executive), the Section 151 Officer (or their Deputy) and/or a Corporate Director, supported by the Legal and Information Officer.
- 12 If the complainant is still unsatisfied after Stage 3, they can then proceed to the final stage of the Authority's Customer Complaints process, which is a request for a Member review and remains the same as the present process.

CUSTOMER COMPLAINTS PROCEDURE – FINAL STAGE

- 13 The case or cases will continue to be considered by a Member panel made up of three Members, including either or both the Chairman and Vice Chairman, plus one or two Members from a pool of Members previously appointed by the

Executive Committee. The panel will receive all communications, background information and relevant documentation to investigate and resolve any open cases.

- 14 The panel shall include an independent advisor as appropriate and suitability will depend on the nature of the complaint. The Authority will seek to retain the advisor to assist Members in the resolution of the complaint.

APPOINTMENT OF INDEPENDENT ADVISOR

- 15 The Authority is a member of Public Law Partnership (PLP), the legal services partnership of authorities in Essex, Cambridgeshire, Hertfordshire and Suffolk who work together to share resources and ensure legal support is provided to all clients.
- 16 Upon the need for an Independent Advisor to review a complaint, PLP will be contacted to request recommendations on an appropriate external advisor and, dependant on their availability at such time, one will be appointed for a specific complaint. This retains flexibility and enables persons with different experience and expertise to be available depending on the nature of the complaint. Alternatively if a particular specialist Independent Advisor were required it would be open to the Authority to procure separately.

APPOINTMENT OF MEMBERS TO THE FINAL STAGE PANEL

- 17 As stated, the Members' panel is to be made up of three Authority Members and will include the Authority's current serving Chairman and/or the Vice Chairman with the remaining panel Members to be selected from a pool of six serving Members previously appointed by the Executive Committee.
- 18 Therefore the Executive Committee (minus the Chairman and Vice Chairman) will form the pool of six Members and the panel will be required to be a sub-committee of the Executive Committee. This is necessary to ensure that the "panel" can be decision making.
- 19 Upon the need for a final stage panel to be set up, Executive Committee will be asked to appoint one (if the Chairman and Vice Chairman are included) or two (if only one from the Chairman and Vice Chairman are included) of its members to form the sub-committee. This is similar to the approach many local authorities have in relation to their licensing committees.
- 20 The sub-committee will then meet to consider the recommendations of the Independent Advisor and decide the outcome of the complaint. The decision of the sub-committee will be final.

ENVIRONMENTAL IMPLICATIONS

- 21 There are no environmental implications arising directly out of the recommendations in this report.

FINANCIAL IMPLICATIONS

- 22 There is a financial commitment to the customer complaints process in the form of retained work from the independent advisory figure who would work with the Member panel to find a complaint resolution.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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BACKGROUND INFORMATION

None

PREVIOUS COMMITTEE REPORTS

Authority	A/4223/16	Customer Communications Procedure	21/01/16
Executive	E/439/16	Customer Communications Procedure	25/02/16

APPENDICES ATTACHED

Appendix A	Current Customer Communication Procedure
Appendix B	Updated Customer Communications and Request Procedure

LIST OF ABBREVIATIONS

the Authority	Lee Valley Regional Park Authority
ICO	Information Commissioners Office
CRM	Customer Relationship Management – software data collection and analysis system

Responsibilities

It is the responsibility of the Lee Valley Regional Park Authority to ensure there is a proactive system in place to ensure the effective management of customer relationships.

Detail

This procedure covers the following points:

Responsibilities	1
Detail.....	1
Introduction	1
Incoming Customer Communication:.....	2
Customer Communications Procedure	4
Stage 1	4
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Introduction

Customer Communication is the capture, management and analysis of customer information, and the two-way communication with customers that improves satisfaction and relationships, for example, (complaints, compliments, suggestions, enquiries), Freedom of Information (FOI), Environmental Information Regulations (EIR) and Data Protection (DPA).

Customer Relationship Management (CRM) is the database used to manage customer communication and is managed by the Information Officer of the Trust.

The following process illustrates the steps that staff should follow when receiving customer communication. It covers:

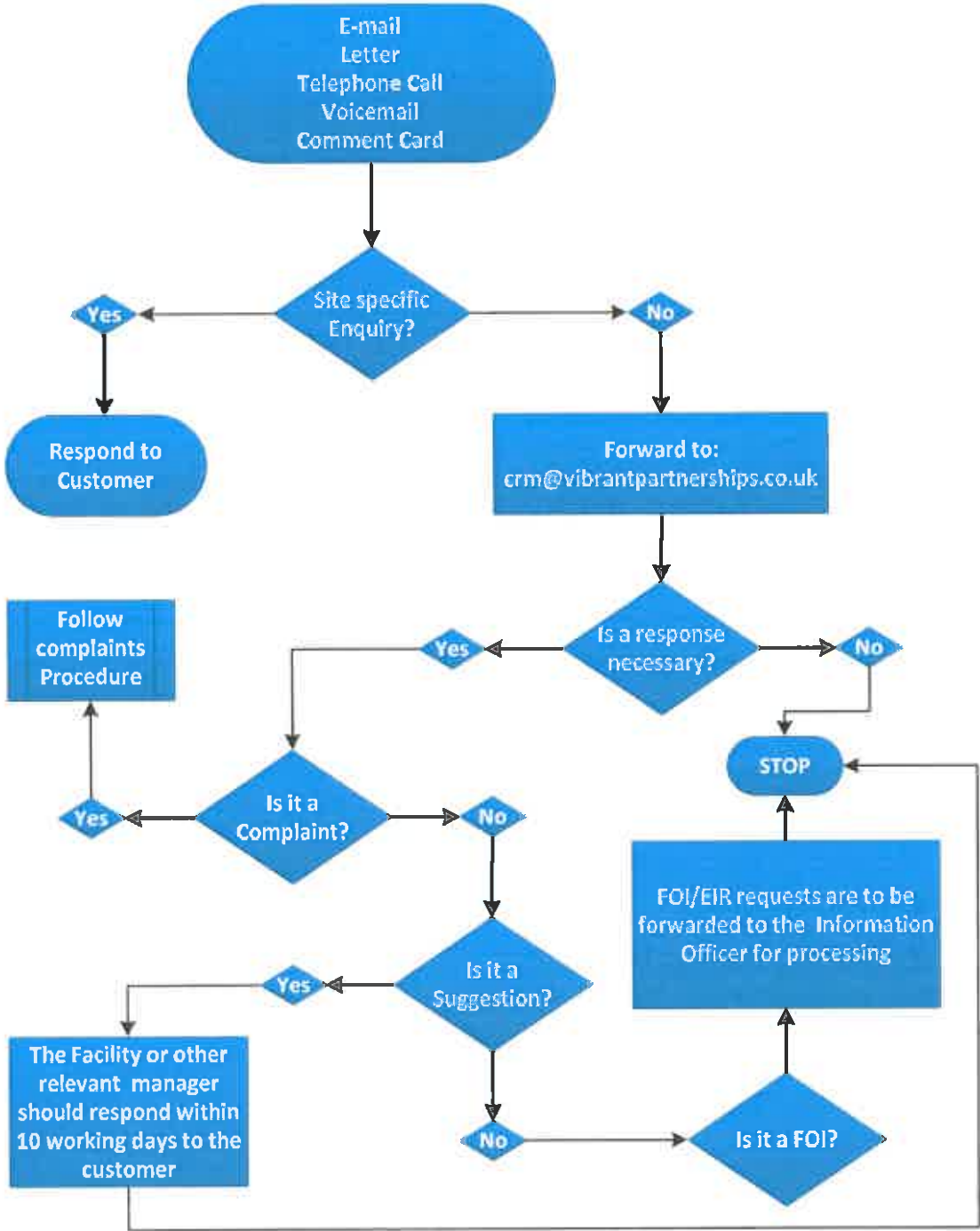
- Complaints
- Compliments
- Suggestions
- Enquires
- FOI/EIR Requests
- Data Protection Subject Access Requests (SAR)

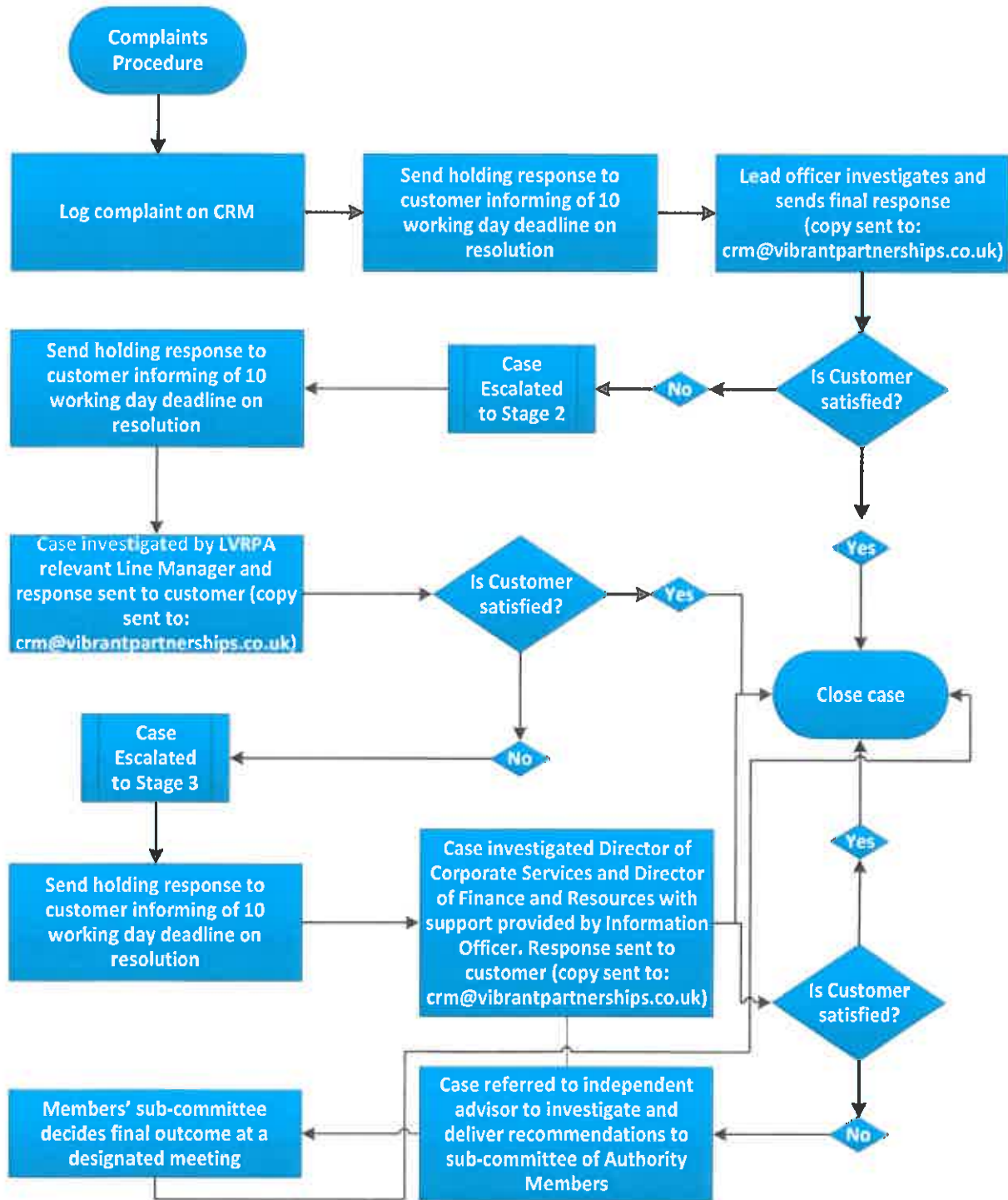


Customer Communication Issue 1

For situations that become confrontational, verbally abusive or potentially violent follow the Dealing with Difficult Customers procedure.

Incoming Customer Communication:





Customer Communications Procedure

Our customer communications procedure deals with complaints, compliments, suggestions, enquiries, and requests relating to Freedom of Information (FOI), Data Protection (DP) and Environmental Information Regulations (EIR) and can be reached by this link to the website - [Customer Complaints Procedure](#).

If you wish to contact the Authority you may do so via one of the following:

- In writing to Myddelton House, Bulls Cross, Enfield, Middlesex, EN2 9HG
- Emailing crm@vibrantpartnerships.co.uk
- Visiting www.VisitLeeValley.org.uk and filling in the [contact us form](#)

FOI, DP and EIR communications received are formally logged on the internal Customer Relationship Management (CRM) database and a case number is assigned.

Enquiries and suggestions are logged and the relevant area of service is informed of the details and comments are logged as customer feedback.

If someone wishes to complain about a certain area of the Park the details of the complaint will be passed to a relevant area of service.

Stage 1

If someone wishes to make a formal complaint against an action or service of the Authority it will be logged, assigned a case reference number and delegated to an officer from the relevant area of service. In the event that the complaint is about an individual, the complaint will be passed to the line manager of that individual.

The lead officer will fully investigate the complaint and provide a response within ten working days.

If the complaint requires more investigation, the complainant will be contacted and a reason for the delay will be provided along with a revised date for a response.

Stage 2

If the complainant is dissatisfied after the stage 1 investigation the complaint can be escalated to stage 2.

Please note that for a case to be escalated the complainant must outline exactly why they are dissatisfied after stage 1, whether that is the process of investigation, the way the case has been handled by the lead officer or the recommended course of action.

A stage 2 complaint will be investigated by the relevant Line Manager of the investigating officer of the Authority.

The officer will review the stage 1 investigation, any outcomes of the investigation and consider whether it has adequately satisfied the details of the stage 1 complaint. A response will be sent within 10 working days.

Stage 3

If the complainant is dissatisfied after the stage 2 investigation the complaint can be escalated to stage 3.

Please note that for a case to be escalated the complainant must outline exactly why they are dissatisfied after stage 2.

The complaint is investigated by the Director of Corporate Services and Director of Finance and Resources. Information and communication regarding the case shall be provided by the Information Officer.

The panel will review how the case was investigated, any outcomes and whether any further course of action or further investigation is needed. A response will be sent within 10 working days.

Authority Member Stage

If the complainant is dissatisfied by the investigation at stage 3 the complaint can be referred to an independent advisor for investigation. The independent advisor will review the process of the complaint and deliver recommendations to a sub-committee who will make a final decision on the outcome at a designated meeting.

The Members' sub-committee shall be made up of three Members and will include the Authority's current serving Chairman and/or the Vice Chairman with the remaining sub-committee Members to be selected from a pool of six serving Members from the Executive Committee.

The independent advisor will be retained by the Authority as an available resource in such an event and information and communication regarding a complaint shall be provided by the Authority's Information Officer.

This process will be completed as soon as practicably possible but in any event the complainant will be notified of the date and should receive a response within 10 working days of the sub-committee meeting.

Review:

January 2021

March 2016



Customer Communication

Issue 1

Internal Forms:

- Customer Comments Form

Sources of Information:

- LVRPA Customer Relationship Management

Appendix A

LVRPA Corporate Website

"Our customer communications procedure deals with complaints, compliments, suggestions, enquiries, and requests relating to Freedom of Information (FOI), Data Protection (DP) and Environmental Information Regulations (EIR).

If you wish to contact the Authority you may do so via one of the following:

- In writing to Lee Valley Regional Park Authority, Myddelton House, Bulls Cross, Enfield, Middlesex EN2 9HG
- By email to crm@vibrantpartnerships.co.uk
- Completing a [contact us form](#)

FOI, DP and EIR communications received are formally logged on the internal Customer Relationship Management (CRM) database and a case number is assigned.

Enquiries and suggestions are logged and the relevant area of service is informed of the details and comments are logged as customer feedback.

If someone wishes to complain about a certain area of the Park the details of the complaint will be passed to a relevant area of service.

Stage 1

If someone wishes to make a formal complaint against an action or service of the Authority it will be logged, assigned a case reference number and delegated to an officer from the relevant area of service. In the event that the complaint is about an individual, the complaint will be passed to the line manager of that individual.

The lead officer will fully investigate the complaint and provide a response within 10 working days.

If the complaint requires more investigation, the complainant will be contacted and a reason for the delay will be provided along with a revised date for a response.

Stage 2

If the complainant is dissatisfied after the Stage 1 investigation the complaint can be escalated to Stage 2.

Please note that for a case to be escalated the complainant must outline exactly why they are dissatisfied after Stage 1, whether that is the process of investigation, the way the case has been handled by the lead officer or the recommended course of action.

A Stage 2 complaint will be investigated by the line manager of the original investigating officer of the Authority.



Customer Communication

Issue 1

The officer will review the Stage 1 investigation, any outcomes of the investigation and consider whether it has adequately satisfied the details of the stage 1 complaint. A response will be sent within 10 working days.

Stage 3

If the complainant is dissatisfied after the stage 2 investigation the complaint can be escalated to stage 3.

Please note that for a case to be escalated the complainant must outline exactly why they are dissatisfied after stage 2.

The complaint is investigated by the Director of Corporate Services and Director of Finance and Resources. Information and communication regarding the case shall be provided by the Information Officer.

The panel will review how the case was investigated, any outcomes and whether any further course of action or further investigation is needed. A response will be sent within 10 working days.

Authority Member Stage

If the complainant is dissatisfied by the investigation at Stage 3 the complaint can be referred to an independent advisor for investigation. The independent advisor will review the process of the complaint and deliver recommendations to a sub-committee who will make a final decision on the outcome at a designated meeting.

The Members' sub-committee shall be made up of three Members and will include the Authority's current serving Chairman and/or the Vice Chairman with the remaining sub-committee Members to be selected from a pool of six serving Members from the Executive Committee.

The independent advisor will be retained by the Authority as an available resource in such an event and information and communication regarding a complaint shall be provided by the Authority's Information Officer.

This process will be completed as soon as practicably possible but in any event the complainant will be notified of the date and should receive a response within 10 working days of the sub-committee meeting."



Customer Communication and Requests

Issue 1

Responsibilities

It is the responsibility of the Lee Valley Regional Park Authority to ensure there is a proactive system in place to ensure the effective management of customer relationships.

Detail

This procedure covers the following points:	
Responsibilities	1
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Introduction

The Customer Communication and Requests procedure is the capture, management and analysis of customer information, the two-way communication with customers that improves satisfaction and relationships, for example complaints, compliments, suggestions, enquiries, along with Freedom of Information (FOI), Environmental Information Regulations (EIR) requests and Data Protection (DPA) including the current GDPR regulations.

Customer Relationship Management (CRM) applications (such as Microsoft CRM) are used to manage customer data, customer complaints and compliments, and as a tool to communicate to customers (via additional tools such as 'Click Dimensions') and is managed by the Sport and Leisure Department of Lee Valley Regional Park Authority.

Venues that sit within the Leisure Service Contract are currently managed by the Authority and any communication received regarding areas that sit within LVRPA will be forwarded on by facility managers to the Authority.



Customer Communication and Requests

Issue 1

The following process illustrates the steps that staff should follow when receiving customer communication. It covers:

- Complaints
- Compliments
- Suggestions
- Enquiries
- FOI/EIR Requests
- GDPR Breach
- Data Protection Subject Access Requests (SAR)
- Legal matters/court/ litigation papers

For situations that become confrontational, verbally abusive or potentially violent follow the Dealing with Difficult Customers procedure.

Customer Communications and Request Procedure

Our customer communications procedure deals with complaints, compliments, suggestions, enquiries, and requests relating to Freedom of Information (FOI), Data Protection (DP) and Environmental Information Regulations (EIR). Customers can view this information on our website - [Customer Communications Procedure](#).

If someone wishes to contact the Authority they may do so via one of the following:

- In writing to Myddelton House, Bulls Cross, Enfield, Middlesex EN2 9HG
- Emailing crm@leevalleypark.org.uk
- Visiting www.visitleevalley.org.uk and filling in the [contact us form](#)
- Phone or voicemail
- Customer comment card where supplied

FOI, DP, GDPR and EIR communications received are formally logged on the internal Customer Relationship Management (CRM) database and a case number is assigned.

Enquiries and suggestions are logged and the relevant area of service is informed of the details and comments are logged as customer feedback.

If someone wishes to complain about a certain area of the Park the details of the complaint will be passed to the relevant head/director of service.

Customer Communication and Requests

Issue 1

Stage 1

If someone wishes to make a formal complaint against an action or service of the Authority it will be logged, assigned a case reference number and delegated to an officer from the relevant area of service. In the event that the complaint is about an individual, the complaint will be passed to the line manager of that individual.

The lead officer will fully investigate the complaint and provide a response within 10 working days, sending a holding letter if required.

If the complaint requires more investigation, the complainant will be contacted by the most suitable method consistent with the original complaint and a reason for the delay will be provided along with a revised date for a response with CRM updated.

Stage 2

If the complainant is dissatisfied after the stage 1 investigation the complaint can be escalated to stage 2.

Please note that for a case to be escalated the complainant must outline exactly why they are dissatisfied after stage 1, whether that is the process of investigation, the way the case has been handled by the lead officer or the recommended course of action.

A stage 2 complaint will be investigated by a Head of Service officer of the Authority.

The officer will review the stage 1 investigation, any outcomes of the investigation and consider whether it has adequately satisfied the details of the stage 1 complaint. A response will be sent within 10 working days.

Stage 3

If the complainant is dissatisfied after the stage 2 investigation the complaint can be escalated to stage 3.

Please note that for a case to be escalated the complainant must outline exactly why they are dissatisfied after stage 2.

The complaint is investigated by a panel consisting of; the Authority's Monitoring Officer (the Deputy Chief Executive), the Section 151 Officer (or Deputy) and/or a Corporate Director.

The panel will review how the case was investigated, any outcomes and whether any further course of action or further investigation is needed. A response will be sent within 10 working days.



Customer Communication and Requests

Issue 1

Authority Member Stage

If the complainant is dissatisfied by the investigation at stage 3 the complaint can be referred to a panel of Authority Members who will review the case and make a final decision on the outcome at a designated meeting.

The Members' Panel shall be made up of three Members and will include the Authority's current serving Chairman and/or the Vice Chairman with the remaining sub-committee Members to be selected from a pool of six serving Members from the Executive Committee. The panel shall also include an independent advisor who will be retained by the Authority as an available resource in such an event.

This process will be completed as soon as practicably possible but in any event the complainant will be notified of the date and should receive a response within 10 working days of the Members' Panel meeting.

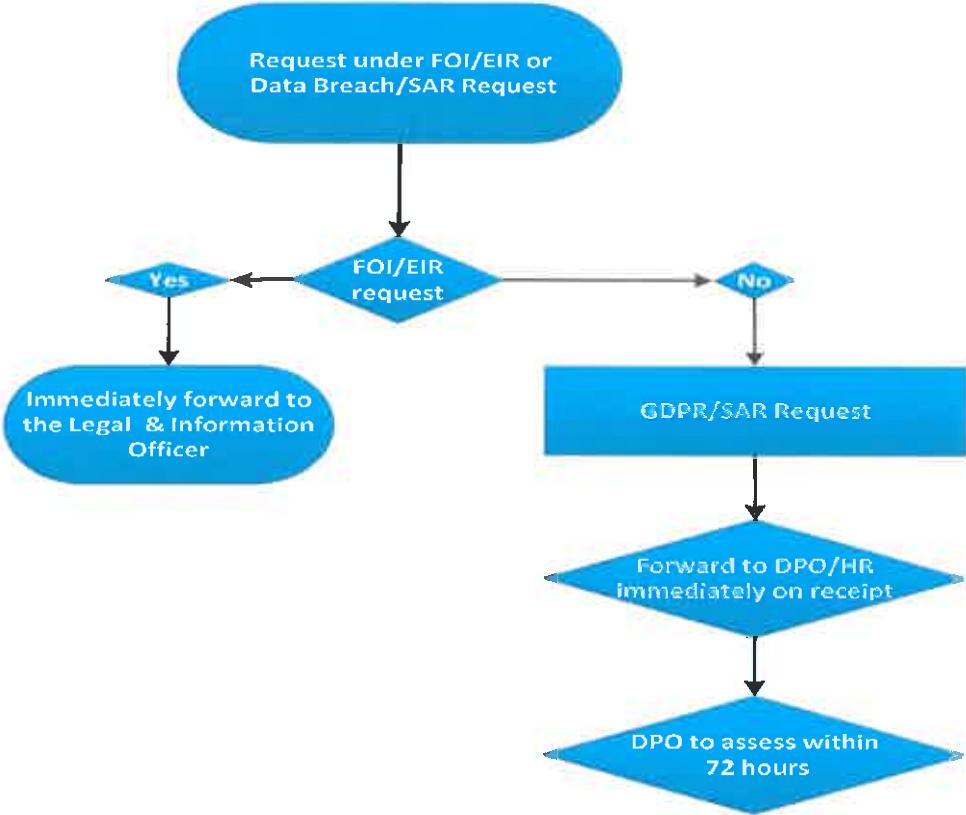
FOI/EIR/Data Breach/SAR Requests

Any FOI/EIR requests received by the Authority will be forwarded to the Legal and Information Officer for investigation and response. Any Data Breach/SAR requests will be forwarded to the Data Protection Officer/HR for investigation and response.



Customer Communication and Requests

Issue 1

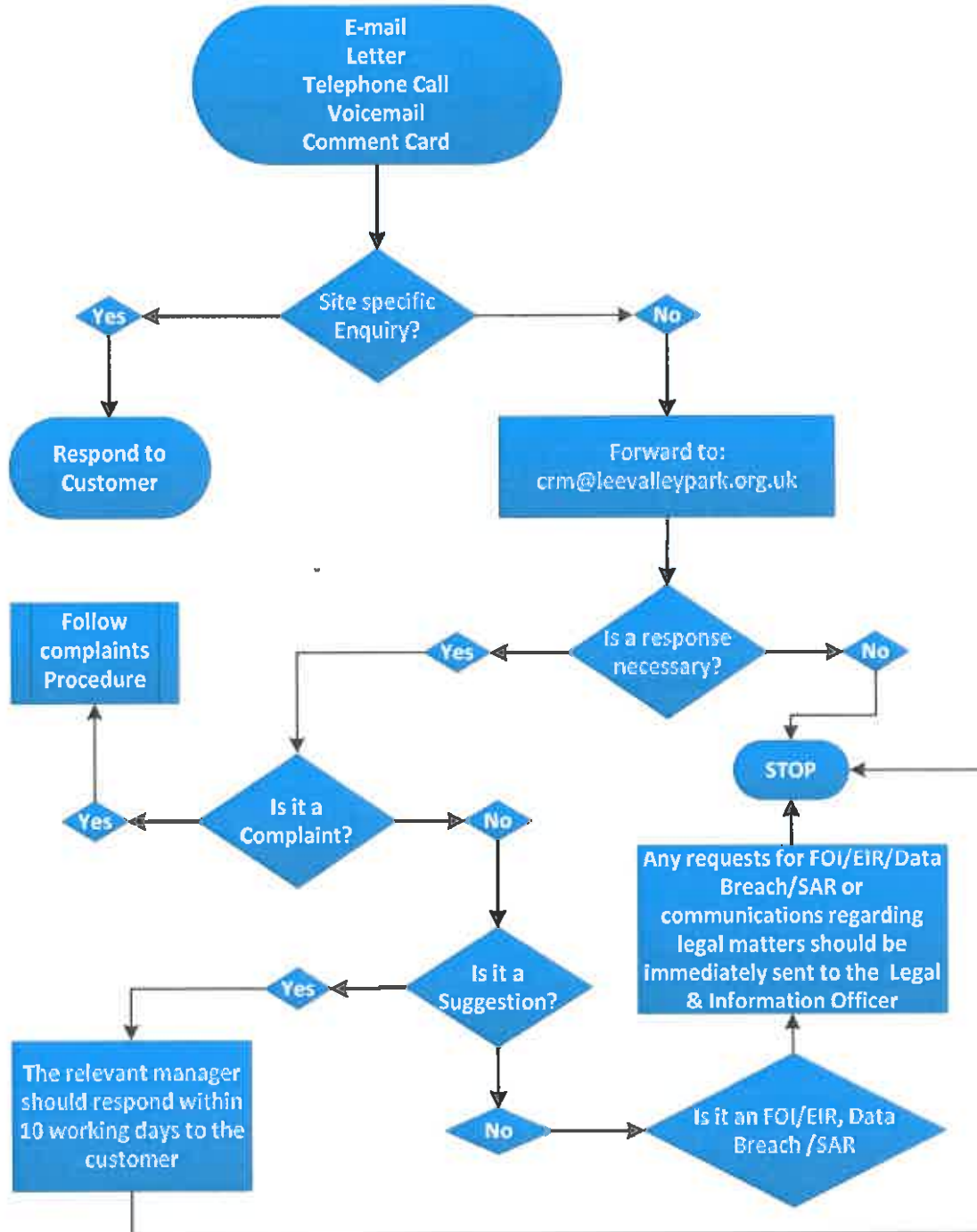




Customer Communication and Requests

Issue 1

Incoming General Customer Communication - Authority:





Customer Communication and Requests

Issue 1

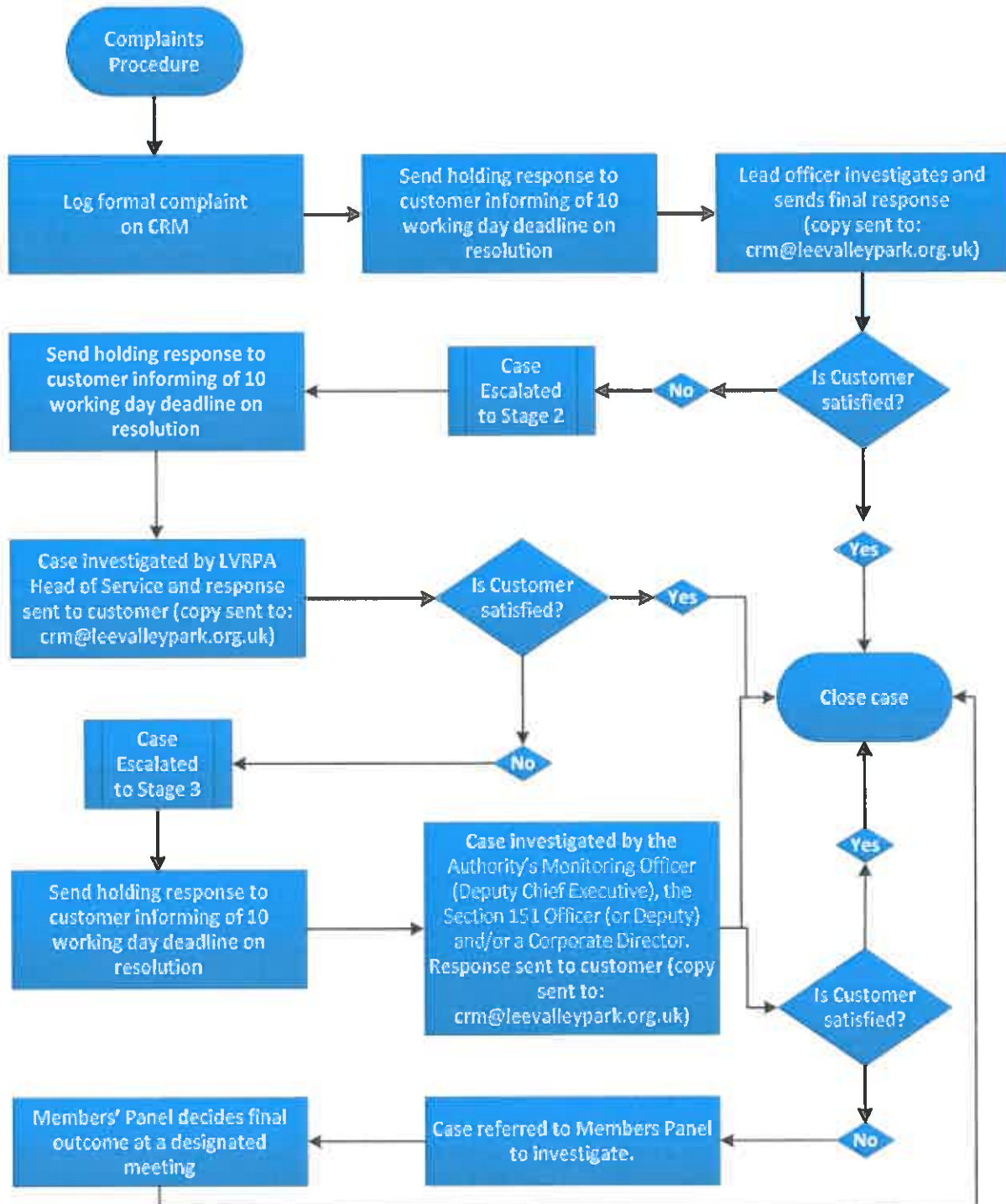
Formal customer complaints

The complaints requiring logging will be formal complaints regarding the service or performance of the park (e.g. being locked in at a car park) and/or its employees. Notification complaints (e.g. dog bins overflowing), will not require logging. Any complaints regarding LSC operated Venues/Staff, must be forwarded to the operator.



Customer Communication and Requests

Issue 1



Letsure Service Contractor complaints

As noted in the previous section, any complaints regarding LSC Venues/Staff, must be forwarded to the operator (currently the Authority). In the event that a customer is dissatisfied by the response received, the complaint will follow the Formal Complaint procedure process as outlined above.



Customer Communication and Requests

Issue 1

The outcome of this process would normally be reported back to the LSC contractor as it would form part of the Payment and Performance Mechanism under Service Performance Failures and Performance Indicators.

Review:

August 2022

Internal Forms:

- Customer Comments Form

Sources of Information:

- LVRPA Customer Relationship Management
- Dealing with Difficult Customers procedure

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**UPDATED SAFEGUARDING POLICY AND
DISCLOSURE AND BARRING SERVICE POLICY**

Presented by the Head of Human Resources

EXECUTIVE SUMMARY

The purpose of this report is to seek Member approval for the revised safeguarding policy and disclosure and barring service (DBS) policy that have been updated as part the Authority's policy review programme. The policies have been updated to take account of any legislative changes and best practice.

RECOMMENDATIONS

- Members Recommend to (1) the Safeguarding Policy attached at Appendix A Authority: to this report; and
- (2) the Disclosure and Barring Service (DBS) Policy attached at Appendix B 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.
- 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.

SAFEGUARDING POLICY

- 4 A draft of the Safeguarding Policy is attached at Appendix A of this report for Members' consideration and approval.
- 5 Although the Lee Valley Regional Park Authority is not a Local Authority for the

purposes of the Children Act 1989 and 2004, it recognises that all organisations that work with children share a commitment to safeguarding and promoting their welfare. Therefore, the Authority aims to comply with the recommendations of the Working Together to Safeguard Children (2018) guidance.

The Authority shall also apply these arrangements to vulnerable adults by way of ensuring best practice.

- 6 The Safeguarding Policy aims to ensure the Authority has systems in place to:
- have regard to the need to safeguard children and members of vulnerable groups when carrying out its services and functions;
 - have employees who are adequately trained and supported to achieve this; and
 - that the good name and integrity of the Authority and the services they provide are maintained.
- 7 This Policy in conjunction with the Safeguarding Procedure and training in place will ensure that the welfare of children and members of vulnerable groups is paramount to the Authority.

DISCLOSURE AND BARRING SERVICE POLICY

- 8 A draft of the Disclosure and Barring Service (DBS) Policy is attached at Appendix B to this report for Members' consideration and approval.
- 9 The DBS Policy aims to ensure that the Authority are undertaking DBS checks in line with the DBS Code of Practice in terms of the recruitment of ex-offenders, correct handling of data, safe keeping of disclosure information and re-checks.
- 10 This policy in conjunction with the DBS Checking Procedure will ensure that all employees working with children and vulnerable groups have the appropriate level of Disclosure and Barring Service Disclosure.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

- 13 The new policies 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

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

RISK MANAGEMENT IMPLICATIONS

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

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APPENDICES ATTACHED

Appendix A	Safeguarding Policy
Appendix B	Disclosure and Barring Service (DBS) Policy

LIST OF ABBREVIATIONS

HR	Human Resources
DBS	Disclosure and Barring Service

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Safeguarding Policy

July 2021

Reference: [Version 3.0]



I Document Information

Title: Safeguarding Policy

Status: Final

Current Version: v3.0 (July 2021)

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Consultation:	Senior Management Team, Senior Safeguarding Officers, Policy/Procedure Review Group
Approved	Approved by: Authority Approval Date: October 2021 Review Frequency: Every 3 Years Next Review: October 2024

Version History		
Version	Date	Description
0.1	26 Jan 2010	Initial draft, circulated to Performance Team
0.2		
1	21 April 2011	Authority meeting approved. Paper A/4118/11
0.3	27 Jul 2015	New Draft circulated to Policy & Procedure Review Group
2	24 Sept 2015	New Draft circulated to Policy & Procedure Review Group
2.1	09 June 2016	New Draft circulated to Policy & Procedure Review Group
2.2	March 2017	New draft circulated to Policy & Procedure Review Group
2.3	13 July 2017	Final Draft circulated to Policy & Procedure Review Group
3.0	July 2021	Sponsor updated
3.0	July 2021	Legislation updated
3.0	July 2021	Related policies/procedures updated
3.0	July 2021	Links to procedures updated

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1. Context

- 1.1 Although the Lee Valley Regional Park Authority is not a Local Authority for the purposes of the Children Act 1989 and 2004, it recognises that all organisations that work with children share a commitment to safeguarding and promoting their welfare. Therefore, the Authority aims to comply with the recommendations of the Working Together to Safeguard Children (2018) guidance and implement the 10 mandatory arrangements to be in place in any organisation that provides services for, or works with children (as set out in this Policy). This will also apply to any Contractor appointed by LVRPA to manage its facilities under a Leisure Service Contract.
- 1.2 The Authority shall also apply these arrangements to vulnerable adults by way of ensuring best practice.
- 1.3 The welfare of children and members of vulnerable groups is paramount.

2. Policy Aims

- 2.1 The Lee Valley Regional Park Authority have systems in place to ensure:
- That it has regard to the need to safeguard children and members of vulnerable groups when carrying out its services and functions.
 - Employees are adequately supported to achieve this.
 - That the good name and integrity of the Authority and the services they provide are maintained.

3. Safeguarding Children and Vulnerable Groups

3.1 Introduction

- 3.1.1 All children and members of vulnerable groups whatever their age, culture, disability, gender, language, racial origin, religious belief and/or sexual identity, have the right to protection from abuse.
- 3.1.2 The Authority is committed to providing a safe environment in which children, families and members of vulnerable groups can use and enjoy its services and facilities.
- 3.1.3 All suspicions and allegations or suspicions of inappropriate behaviour will be taken seriously and responded to promptly and appropriately.
- 3.1.4 Abuse can and does occur outside the family setting. As such the Authority recognises that appropriate safeguarding is not just about preventing abuse but providing the best environment for children to enjoy themselves and the Authority's facilities.

3.2 Designated Officers

- 3.2.1 The Authority and the Contractor will appoint at least one Senior Safeguarding Officer (SSO) with responsibility for implementing the above points and for the application of this policy and procedures relating to Safeguarding Children & Vulnerable Adults.
- 3.2.2 There will be a Designated Safeguarding Officer (DSO) and Deputy Designated Safeguarding Officer (DDSO) at all Authority and Contractor Facilities responsible for supporting the delivery of this policy.

3.3 Disclosure and Barring Service

- 3.3.1 The Authority undertake to treat all applicants for positions fairly. They undertake not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed, but reserves the right not to recruit on disclosures not exempt under the Rehabilitation of Offenders Act 1974 (as amended).
- 3.3.2 For further information please see the Disclosure and Barring Service Policy.

<https://leevalley.interactgo.com/Interact/Pages/Content/Document.aspx?id=14980>

3.4 Accusations against employees and partners associated with Lee Valley Regional Park

- 3.4.1 Accusations of inappropriate behaviour involving children or members of vulnerable groups are very serious and the Authority will deal with any accusations promptly and involve other organisations, for example the police, as appropriate.

3.4.2 The process for this is detailed within the Safeguarding Procedure in the Lee Valley Quality Management System.

<https://leevalley.interactgo.com/Interact/Pages/Content/Document.aspx?id=14986>

4. Responsibilities

4.1 Who is responsible for Safeguarding?

4.1.1 'Working Together to Safeguard Children (2018)' states; "Whilst it is parents and carers who have primary care for their children, local authorities (LA), working with partner organisations and agencies, have specific duties to safeguard and promote welfare of all children in their area".

4.1.2 Clear priorities for safeguarding and promoting the welfare of children and members of vulnerable groups, which are to be explicitly, stated in strategic policy documents.

4.1.3 As an organisation and as employees we have a duty of care to report safeguarding incidents and deal with them in accordance with our Safeguarding Procedure.

4.2 Management Responsibilities

4.2.1 The Authority's Senior Management Team are accountable for the policy's implementation across the Authority and ensuring it is communicated, translated into practice and enforcing its content.

4.2.2 It is the responsibility of the Authority to ensure that all employees working with children and vulnerable adults have the appropriate level of Disclosure and Barring Service Disclosure (DBS) check.

Line managers must ensure their staff have submitted their documents for a DBS check during the recruitment or re-check process within one month of the employee receiving notification that a check is required.

It will be the responsibility of the Line Manager to ensure all staff requiring a DBS check have an up to date check recorded. Any discrepancies are to be immediately reported to the HR section for suitable action to be taken.

In the event of a member of staff being employed prior to a DBS check being completed; the Line Manager will carry out a risk assessment for the employee ensuring that the employee is supervised at all times when it involves children or vulnerable adults. The SSO will formally approve the Risk Assessment prior to the member of staff starting work to ensure that the staff member is being adequately supervised and that the Risk Assessment meets the Authorities protocols for safe working practices.

- 4.2.3 The Authority and Line managers will be responsible to ensure that all employees working directly with or who may come in to contact with children and members of vulnerable groups have the appropriate knowledge/skills and are managed and supported.
- 4.2.4 It is the responsibility of all managers whose employees work with or around children or members of vulnerable groups to ensure they know whom to contact to express concern regarding a child's or a member of vulnerable groups' welfare.
- 4.2.5 Line managers should seek specialist advice in liaison with Human Resources and the Senior Safeguarding Officer (SSO).

4.3 Employee Responsibilities

- 4.3.1 It is the responsibility of all Authority employees working with or around children or vulnerable groups to ensure they are familiar with the Authority's procedures and know whom to contact to express concern about a child's, or member(s) of vulnerable groups, welfare.
- 4.3.2 Employees who work directly or come into contact with children or member(s) of a vulnerable group have a specific role to play in relation to protection and will be briefed and trained accordingly.

4.4 Role of Human Resources

- 4.4.1 Human Resources (HR) will provide clear safeguarding policies and procedures, ensuring they are effectively communicated and implemented. Training to designated officers will also be arranged by HR.
- 4.4.2 HR will provide regular monitoring information to the Senior Management Team (as necessary).
- 4.4.3 HR will assist managers by providing appropriate recruitment and people management procedures that reinforce the safeguarding policy; providing letter templates; attending as the organisation's witness during formal meetings (as necessary) and providing advice on the procedures, especially if the Authority are contemplating dismissing or relevant formal action against an employee.
- 4.4.4 HR will maintain personnel and up-to-date DBS records to ensure appropriate vetting has taken place.

HR will regularly circulate (every 3 months) a Facility DBS records overview for checking that staff are current, staff DBS records have not expired and new staff are listed with their current DBS status.

4.5 Role of Senior Safeguarding Officer (SSO)

- 4.5.1 To act as the point of contact for all Safeguarding issues raised by Designated Safeguarding Officers at Authority Facilities and Open Spaces and to be available for Contractor Officers in the event they cannot contact their Senior Safeguarding Officer or Deputy.
- 4.5.2 To ensure the necessary internal and external bodies are informed of any Safeguarding issues within the timescales set by the relevant legislation.
- 4.5.3 To co-chair the Safeguarding working group meetings.
- 4.5.4 The Deputy Senior Safeguarding Officer has the same level of responsibility as the Senior Safeguarding Officer in their absence.
- 4.5.5 It is the responsibility of Line Managers to notify the SSO when a DSO or DDSO steps down from this role at their site and to confirm who the replacement will be.

5. Legal Considerations

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

- The Children Act 1989 & 2004
- The Sex Offenders Act 1997
- The Sexual Offences Act 2003
- Safeguarding Vulnerable Groups Act 2006
- The Rehabilitation of Offenders Act 1974
- Statutory guidance on making arrangements to safeguard and promote the welfare of children under section 11 of the Children Act 2004.
- Working Together 2018
- Keeping Children Safe in Education 2020
- Care Act 2014
- [Care and Support Statutory Guidance 2021](#)
- Mental Capacity Act 2005
- Making Arrangements to Safeguard and Promote the Welfare of Children
- ISA Vetting and Barring Scheme 2009
- DBS Code of Practice 2015

5.2 If there is any conflict between the supporting procedures and statutory provisions, the latter will prevail.

6. Relevant Policy & Procedures

6.1 This policy is under-pinned by the Safeguarding Procedure.

6.2 This policy operates in conjunction with the following policies procedures:

- Safeguarding Procedure

- Disclosure and Barring Service Policy
- Disclosure and Barring Service Procedure
- Recruitment Policy
- Recruitment Procedure
- Training & Development Policy
- Equal Opportunities Policy
- Whistleblowing Policy
- Anti-Fraud, Bribery and Corruption Policy
- Performance & Conduct Policy
- Disciplinary Procedure

7. Monitoring & Evaluation

- 7.1 The implementation of this policy will be monitored through the HR team's regular reporting to the Senior Management Team highlighting areas that have not been fully implemented or issues preventing implementation and providing recommendations to remedy.

8. Review

- 8.1 This policy will be reviewed in light of significant experience or new legislation, every three years or whichever is the earlier.

9. Glossary of Terms

- 9.1 The key definitions and concepts shown below are taken from the "Working Together to Safeguard Children 2018" government guidance on inter-agency working to safeguard and promote the welfare of children.

Term	Definition
Children	Anyone who has not yet reached their 18th birthday. The fact that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate, does not change their status or entitlements to services or protection.
Safeguarding and promoting the welfare of children	Defined for the purposes of the guidance as: a. protecting children from maltreatment b. preventing impairment of children's health or development c. ensuring that children are growing up in circumstances consistent with the provision of safe and effective care d. taking action to enable all children to have the best outcomes
Child Protection	Child protection is a part of safeguarding

	and promoting welfare. This refers to the activity that is undertaken to protect specific children who are suffering, or are likely to suffer, significant harm. Effective child protection is essential as part of wider work to safeguard and promote the welfare of children. However, all agencies and individuals should proactively aim to safeguard and promote the welfare of children so that the need for action to protect children from harm is reduced
Worker	Permanent and temporary employee, agency worker, casual worker, volunteers and members.
Vulnerable groups	Include those who are likely to have additional needs and experience poorer outcomes if these are needs are not met

10. Appendices

Appendix A – Safeguarding Procedure –

<https://leevalley.interactgo.com/Interact/Pages/Content/Document.aspx?id=14986>

Appendix B – List of Designated Safeguarding Officers –

<https://leevalley.interactgo.com/Interact/Pages/Content/Document.aspx?id=14984&SearchId=38388&>

<https://leevalley.interactgo.com/Interact/Pages/Content/Document.aspx?id=14985&SearchId=38389&>



Disclosure and Barring Service (DBS) Policy

July 2021

Reference: [Version 3]



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i Document Information

Title: Disclosure and Barring Service (DBS) Policy

Status: Draft

Current Version: v3.00

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Version History		
Version	Date	Description
V2.00	March 2017	Changes made due to change in name from CRB to DBS and updating of Safeguarding Policy
3	July 2021	Sponsor updated
3	July 2021	Legislation updated
3	July 2021	Related policies/procedures updated

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1. Context

- 1.1 The Disclosure and Barring Service (DBS) replaced the Criminal Records Bureau (CRB) and the Independent Safeguarding Authority (ISA) in December 2012.
- 1.2 As an organisation using the Disclosure and Barring service (DBS) to assess applicant's suitability for positions of authority, through the use of an Umbrella Body the Authority undertakes to treat all applicants for positions fairly. It undertakes not to discriminate unfairly against any subject of a Disclosure on the basis of conviction or other information revealed.
- 1.3 This policy also applies to employees, people undertaking volunteer work for the Authority and casual workers.

2. Policy Aims

- 2.1 The aim of this policy is to ensure that the Authority are undertaking DBS checks in line with the DBS code of Practice in terms of the recruitment of ex-offenders, correct handling of data, safe keeping of disclosure information and re-checks.

3. Protocols

3.1 Recruitment

- 3.1.1 A Disclosure is only requested after an assessment of the duties of the post has indicated that one is both proportionate and relevant to the position concerned. This assessment is carried out by the line manager and Human Resources (HR) There are two types of DBS check that could be carried out; standard and enhanced:

- A Standard DBS Check
- An Enhanced DBS Check
 - with a children's barred list check
 - without a children's barred list check

A further assessment takes place to indicate the type of check required e.g. standard or enhanced.

- 3.1.2 Where a Disclosure is to form part of the recruitment process, we encourage all applicants called for interview to provide details of their criminal record at an early stage in the application process.
- 3.1.3 Unless the nature of the position allows the Authority to ask questions about an applicant's entire criminal record we only ask about "unspent"

convictions on our application form as defined in the Rehabilitation of Offenders Act 1974.

- 3.1.4 Once a DBS check has been completed we undertake to discuss any matter revealed in a Disclosure with the person seeking the position before offering or withdrawing a conditional offer of employment. **Having a criminal record will not necessarily exclude an individual from working with us.** This will depend on the nature of the position and the circumstances and background of the offences. We reserve the right to make a decision on an individual basis.

3.2 Frequency of Re-checks

- 3.2.1 All positions that require Disclosure will be subject to re-checks every three years or sooner if required. In the event that a Disclosure with content is obtained for an employee we will discuss any matter revealed with the employee before taking any action. The action taken may be disciplinary and will depend on the nature of the position and the circumstances and background of the offences.
- 3.2.2 If a DBS re-check does not take place within one month of the re-check date due to forms and documents not being completed by an employee, the Authority may, dependant on the circumstances, take disciplinary action.

3.3 Storage and Access

- 3.3.1 Once a DBS check is obtained through the Authority's Umbrella Body, the date, type of disclosure and reference number only will be input onto the HR database.

3.4 Handling

- 3.4.1 In accordance with section 124 of the Police Act 1997, Disclosure information is only passed to those who are authorised to receive it in the course of their duties. We maintain a record of all those to whom Disclosures or Disclosure information has been revealed and we recognise that it is a criminal offence to pass this information to anyone who is not entitled to receive it.

3.5 Usage

- 3.5.1 Disclosure information is only used for the specific purpose for which it was requested and for which the applicant's full consent has been given.

3.6 Retention

- 3.6.1 Once a recruitment (or other relevant) decision has been made, we do not keep Disclosure information for any longer than is absolutely

necessary. This is generally for a period of up to six months, to allow for the consideration and resolution of any disputes or complaints. If, in very exceptional circumstances, it is considered necessary to keep Disclosure information for longer than six-months, we will consult the DBS about this and will give full consideration to the Data Protection and Human Rights individual subject before doing so. Throughout this time, the usual conditions regarding safe storage and strictly controlled access will prevail.

3.7 Disposal

3.7.1 Once the retention period has elapsed, we will ensure that any Disclosure information is immediately suitably destroyed by secure means, i.e. by shredding. While awaiting destruction, Disclosure information will not be kept in any insecure receptacle (e.g. waste bin or confidential waste sack). We will not keep any photocopy or other image of the Disclosure or any copy or representation of the contents of a Disclosure.

3.7.2 However, notwithstanding the above, we will keep a record of the date of issue of a Disclosure, the name of the subject, the type of Disclosure requested, the position for which the Disclosure was requested, the unique reference number of the Disclosure and the details of the recruitment decision taken on our HR system

3.8 Breaches of Policy

3.8.1 Anyone found to have breached any aspect of this entire policy will be subject to disciplinary action, which may result in dismissal.

4. Responsibilities

4.1 Employee Responsibilities

It is the responsibility of all Authority employees working with or around children or vulnerable groups to ensure they complete their DBS check application forms in a timely manner for re-checks as stated in 3.2.2.

4.3 Management Responsibilities

4.3.1 The Senior Management Team are accountable for the policy's implementation across the Authority and ensuring it is communicated, translated into practice and enforcing its content.

4.3.2 It is the responsibility of the Authority, line managers and the Senior Safeguarding Officers (SSO) to ensure that all employees working with children and vulnerable groups have the appropriate level of Disclosure and Barring Service Disclosure.

4.3.3 The line manager will be responsible to ensure that all employees working directly with or who may come in to contact with children and vulnerable groups have the appropriate knowledge/skills and are managed and supported.

4.4 Role of Human Resources

4.4.1 Human Resources (HR) or the Volunteers Section will apply for all necessary DBS checks during the recruitment process and for re-checks.

4.4.2 HR will provide regular monitoring information to the Senior Management Team and Senior Safeguarding Officers and line managers (as necessary).

4.4.3 HR will maintain personnel and up-to-date DBS records to ensure appropriate vetting has taken place.

5. Legal Considerations

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

- The Children Act 1989
- The Children Act 2004
- Police Act 1997
- The Sex Offenders Act 1997
- The Sexual Offences Act 2003
- Safeguarding Vulnerable Groups Act 2006
- The Rehabilitation of Offenders Act 1974
- Working Together to Safeguard Children 2018
- ISA Vetting and Barring Scheme 2009
- DBS Code of Practice 2016

6. Relevant Policy & Procedures

6.1 This policy operates in conjunction with the following policies, procedures and statements:

- DBS Checking Procedure
- Safeguarding Policy
- Safeguarding Children and Other Vulnerable Groups Procedure
- Recruitment Policy
- Recruitment Procedure
- Induction Procedure
- Training & Development Policy
- Equal Opportunities Policy
- Performance & Conduct Policy

- **Disciplinary Procedure**

7. Policy Implementation

- 7.1 This policy will be available on the intranet (Compass) for all employees to access. Once the policy has been approved HR and line managers will be responsible for ensuring on behalf of the Authority's Senior Management Team that this is carried out.

8. Monitoring & Evaluation

- 8.1 The policy will be monitored and evaluated on effectiveness periodically.

9. Review

- 9.1 This policy will be reviewed in light of any new legislation/regulations, every five years or whichever is the earlier.

10. Glossary of Terms

Term	Definition
DBS	Disclosure and Barring Service
CRB	Criminal Records Bureau
HR	Human Resources
ISA	Independent Safeguarding Authority

**UPDATED VOLUNTEERS STRATEGY
AND VOLUNTEERS POLICY**

Presented by the Head of Human Resources

EXECUTIVE SUMMARY

The purpose of this report is to seek Member approval for the revised Volunteers' Policy and Volunteers Strategy that have been updated as part the Authority's policy review programme.

RECOMMENDATIONS

Members Recommend to (1) the Volunteers Policy attached at Appendix A to Authority: this report; and

Members Recommend to (2) the Volunteers Strategy attached at Appendix B Authority: 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 A Volunteers Strategy for the Authority was originally written and presented to Members in 2006 (Paper 3851). This document has directed the work of the volunteers' team and development of the volunteers' programme since that date. The initial strategy received a number of revisions and became two documents, a Policy and a Strategy, specifically for the application of Investors in Volunteers in 2007.
- 3 Since 2007 two documents, a strategy and a policy, have been in use for the volunteers team, volunteers and staff working with volunteers to work to and guide the activities with volunteers and the development of the volunteers programme for the Authority.
- 4 The volunteers strategy and policy were last reviewed and approved by

Members in 2018 (Paper A/4262/18).

VOLUNTEERS POLICY

- 5 The Volunteers Policy, which is attached at Appendix A to this report, sets out six objectives to ensure that the volunteers programme is fit for purpose and reaches the communities and partners we wish to work with. Each objective identifies actions that will deliver continuous improvements and enhancements to the service.
- 6 Volunteering plays a key part of the continued transformation of Lee Valley Regional Park and the dedication of our registered volunteers continues to grow year on year through a range of mutually beneficial volunteering opportunities and quality volunteer management.

VOLUNTEERS STRATEGY

- 7 The Volunteers Strategy is aligned to the Policy and has been a working document since it was initially written. It seeks to review and re-set targets and work activities to improve the volunteer experience and benefit to the Authority.
- 8 This Strategy will be reviewed again in one year, instead of the usual three years, as the Authority's Investing in Volunteers (IiV) Assessment is taking place at the end of 2021 and the new Leisure Services Contract (LSC) should be in place in April 2022, so a review at this point will be prudent.
- 9 The Strategy has also been altered to reflect changes that we have witnessed in volunteering as a result of the global pandemic and when we review it in 2022 we will be looking at how volunteering has changed due to the impact of this unprecedented global event.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Authority	Paper 3851	Development of a Volunteer Programme	23 February 2006
Executive Committee	E/578/18	Volunteers Strategy and Volunteers Policy	20 September 2018
Authority	A/4262/18	Volunteers Strategy and Volunteers Policy	18 October 2018

APPENDICES ATTACHED

Appendix A	Volunteers Policy
Appendix B	Volunteers Strategy

LIST OF ABBREVIATIONS

IIV	Investing in Volunteers
LSC	Leisure Services Contract

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Volunteers Policy

March 2021

Reference: [Version 7]



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i Document Information

Title: Volunteers Policy

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1	16 th January 2013	Initial draft, circulated to Performance Team
2	15 th January 2014	Working draft published on web site
3	31 st July 2015	Revision and update
4	27 th October 2015	Revised consideration at SMT
5	09 th March 2018	Revision and update
6	20 th September 2018	Member approval at Executive Committee
7	22 nd March 2021	Revision and update

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1. Context

The Authority has adopted the National Council for Volunteering Organisations (NCVO) definition of volunteering as:

'..... any activity that involves spending time, unpaid, doing something that aims to benefit the environment or someone (individuals or groups) other than, or in addition to, close relatives. Central to this definition is the fact that volunteering must be a choice freely made by each individual.'

Volunteering plays a key part of the continued transformation of the Lee Valley Regional Park. The vision for the Lee Valley Regional Park Authority is to become a 'World Class Leisure Destination' and the dedication of our registered volunteers continues to grow year on year through a range of mutually beneficial volunteering opportunities and quality volunteer management.

2. Objectives

These objectives are derived directly from the Authority's aim for 'Community – a Park which will provide opportunities for wellbeing'; this includes a specific objective that recognises the importance of the 'provision of opportunities for volunteering'. Each objective identified below identifies actions that will deliver continuous improvements and enhancements to the service.

1. Develop a volunteer programme in the Authority and encourage activities for all by:
 - (i) Improving awareness and increasing access to volunteering opportunities for both the Authority and its managed venues.
 - (ii) Seek to raise the current ratio of volunteers to staff.
 - (iii) Work with all departments within the Authority to constantly identify new opportunities to meet changing needs and business priorities.
 - (iv) Secure Investing in Volunteers (IIV) every three years at renewal.
 - a) By constantly refining all procedures and ensure they are 'best in class' in line with IIV standards.
 - b) Ensure we carry out our duty of care to volunteers by operating robust procedures in relation to safeguarding and mechanisms for dealing with complaints or disciplinary incidents involving volunteers.
2. Match the Authority's business needs with volunteer support through:
 - (i) Ensuring each department's capacity can support the volunteer programme by identifying gaps and matching these with existing skill sets of existing and new volunteers.
 - (ii) Reviewing our recruitment processes to ensure new volunteers have the right skill set where possible to serve our business needs.

3. **Develop opportunities to promote diversity involving groups from hard-to-reach communities and the voluntary sector by:**
 - (i) **Promoting the Volunteer Strategy and programme to 'target groups'.**

4. **Resource additional support for volunteers by:**
 - (i) **Reviewing the operation and function of the existing staff team, to ensure there are no capacity issues.**

 - (ii) **Actively promote the involvement (including sponsorship of sites) of 'corporates' through presentations and visits. 'Corporates' represent a good opportunity for volunteering as part of their corporate 'social responsibility' programmes.**

 - (iii) **Seek to develop new options for companies to contribute to the Park through their CSR activities.**

 - (iv) **Maintaining the enthusiasm and commitment of our existing volunteer base by ensuring individuals and groups are rewarded for their dedication, endeavour and contribution.**

 - (v) **Constantly review and examine our reward and recognition activities.**

5. **Encourage staff to pursue volunteering opportunities which support communities across the Region by:**
 - (i) **Actively creating volunteering opportunities and then promoting and encouraging staff to pursue those opportunities initially in their own free time, but potentially longer term as part of a CSR programme.**

6. **Actively seek opportunities for joint partner programmes for volunteer activities through:**
 - (i) **Identifying areas where further joint working can be identified and delivered. This should build on one or two partners that currently undertake projects with the organisation – for example Canal and River Trust and CHEXS, who already deliver joint projects across the Park.**

3. Responsibilities

The Head of Human Resources is responsible for the delivery of the Policy and the Volunteers Officer is responsible for the overview, monitoring and evaluation of the Volunteer Policy.

4. Legal Considerations

1. **There is no legislation in relation to working with volunteers (although there is case law which provides guidance). As an organisation using volunteers we have a duty to keep abreast of changes in good practice and ensure these are conveyed appropriately. Working with organisations such as National Council for Voluntary Organisations (NCVO), local volunteer centres and holder of the**

Investing in Volunteers Award (IIV) the Authority is seen as maintaining the highest standards of Volunteer Management.

2. Set out below are some suggestions (derived from the case law) to reduce the risk for the Authority of creating a legally binding contract with volunteers. It may not be realistic to avoid all of the potential risk factors, but removing some of the indicators of a contractual relationship should be possible:
 - (i) Avoid making payments to volunteers that could be construed as wages. Payments to cover actual expenses should be clearly identified as such and ideally reimbursed against receipts.
 - (ii) Remove or, at least, minimise perks that could be seen as consideration.
 - (iii) Reduce obligations on the part of the volunteer. Giving a volunteer the ability to refuse tasks and choose when to work will point away from the existence of a binding contract.
 - (iv) Avoid using language that makes the arrangement sound contractual and adopt flexible language, such as "usual" and "suggested".
 - (v) Treat volunteers fairly by dealing with problems and grievances and good communication between the parties should reduce the likelihood of disputes with volunteers.

5. Relevant Policy & Procedures

There is a Volunteers Strategy that is directly linked to this policy and a Volunteers Handbook that supports the overall volunteers programme. The volunteers programme is managed through process and procedure that is part of the Quality Management System process and there are relevant procedures available to all staff working with volunteers via the Authority's Intranet (Compass) and the Authority's Corporate and Visit web sites. There is also support in the form of a guide for staff who manage volunteers and an e-learning module which is available to all staff.

6. Policy Implementation

The implementation of this policy is the responsibility of the Volunteers Officer and staff who work with volunteers. The policy will be published on Compass for all staff and training will be provided for those working directly with volunteers. The policy will also be available on the Lee Valley Visit and Authority Corporate web sites.

7. Monitoring & Evaluation

1. The effectiveness of this policy will be measured against the following targets:
 - Volunteer Hours
 - Active Volunteers
 - Monetary Value of Volunteering
 - Non-Riparian Volunteers percentage changes
 - Minority Volunteers percentage changes
 - Ratio of Volunteers to Staff

2. The following Performance Indicators are reported via the Authority Scorecard to the Members:

- Usage
- Customer Satisfaction
- Complaints
- Compliments
- Regionality
- Health and Safety Audit

8. Review

The policy will be fully reviewed every 3 years or sooner if any legislation comes into place or changes.

9. 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.

- **Private and Commercial Sector Groups (Corporate Tasks)** – Groups of volunteers who are attached to a company or organisation undertaking a single day of volunteering activity. Normally funded by the company and undertaken on a normal working day. Used also as team building days or also called community days.
- **Diversity** – In this context means the variety of people that you have within your volunteering force and will include ethnic diversity, age diversity, gender diversity, disability diversity and community diversity. The essence is not to discriminate against any level of diversity within an organisation.
- **Hard-to-Reach / Minority** - ('target groups') current terminology used by the government and volunteering organisations to describe any person or group who may not have access to general information due to language or technical barriers. This includes many ethnic minority communities, people with disabilities or young or old sections of the community.

10. Appendices

There are a several companion documents to this policy:

- Volunteer Strategy Document
- Volunteers Handbook
- Staff Guide to working with Volunteers



Volunteers Strategy

March 2021

Reference: [Version 7]



This document is controlled by Lee Valley Regional Park Authority.

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i Document Information

Title: Volunteers Strategy

Status: Live

Current Version: v7 (March 2021)

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Consultation:	Procedure Review Group Human Resources Senior Management Team
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Version History		
Version	Date	Description
1	16 th January 2013	Initial draft, circulated to Performance Team
2	15 th January 2014	Working draft published on web site
3	31 st July 2015	Revision and update
4	27 th October 2015	Revised consideration at SMT
5	09 th March 2018	Revision and update
6	20 th September 2018	Member approval at Executive Committee
7	5 th March 2021	Revision and update

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1. Context

- 1.1. Volunteering increasingly forms an important and distinct element in the delivery of services by many private and public sector organisations. At an intrinsic level volunteering demonstrates a strong commitment to human values of support and empathy which provides stimulus and reward, 'the 'economics of well-being'. On a practical level it can ensure that jobs can be completed in a more effective way due the additional resource volunteers provide.
- 1.2. Volunteering plays a key part of the continued transformation of the [Lee Valley Regional Park](#) and its vision to be 'a world class leisure destination'. The Authority's adopted strategic aims include 'Increase the attractiveness and use of the Parkland and venues to support the health and wellbeing of visitors from all communities', with volunteering recognised as an activity which reinforces this aim.
- 1.3. The dedication of the Authority's registered volunteers continues to grow year on year through a range of mutually beneficial volunteering opportunities, quality volunteer management activities and reward and recognition initiatives.
- 1.4. In line with the Authority's corporate approach to strategy development the current strategy has been reviewed and revised to account for changes which have occurred in the environment externally to the Authority.
- 1.5. The strategy outlines how the aims of the Volunteer Policy are to be delivered.

2. Background

- 2.1. In 2020 across the Authority's parklands and venues over 1,200 volunteers contributed over 11,000 hours (around 60% less hours than in 2019) which was a huge achievement during a global pandemic. Volunteering was carried out to support Fisheries, Rangers Service (Livestock checkers, Litter pickers, Conservation, Honorary Wardens), Biodiversity, Myddelton House Gardens and Holyfield Hall Farm. Pre-Covid-19 volunteers also supported our externally managed venues. Additionally, there are a number of joint 'volunteer' programmes some of which are not yet fully developed. They represent partnership working with Major Event organisers, National Governing Bodies and smaller voluntary groups or partners to facilitate Lee Valley Park volunteer involvement.

3. Strategy Vision, Aims and Objectives

- 3.1. This Strategy outlines how the Authority will seek to improve its volunteer programme.
- 3.2. Officers from the Authority consider that the strategy requires a clear vision to drive forward the strategy and to ensure that we can grow and develop our volunteer's network.

The Authority aims to be an exemplar of how it attracts, involves and supports its volunteers in the delivery of its vision.

The successful delivery of this requires integration of a range of service areas to ensure a clear and consistent approach.

3.3. The service areas include the following:

- (i) Human resources – there are two elements to this.
 - a) Firstly, although not directly employed by the Authority the use of volunteers raises many of the same issues that the employment of staff raises in terms of their 'recruitment', training and support. If all else fails, this may involve corrective action. We will ensure that the appointment of volunteers is delivered to the same standards to those which underpin our directly employed staff.
 - b) Secondly, the Authority's human resources policies allow 'flexible' working which allows all staff the freedom to become volunteers themselves.
- (ii) The Authority owns only 43% of the area of the Regional Park. Only through working with partners such as the Canal and River Trust, The Conservation Volunteers and event providers working with volunteers can this vision be realised. In working with its partners we will ensure that our high standards of support and interest can be maintained through the negotiation of 'local' agreements with partners.

3.4. The Volunteers Strategy has 6 aims which are in turn supported by a series of objectives which will:

1) Develop our volunteer programme at venues and the Authority's parklands for all by:

- (i) Improving awareness and increased access to volunteering opportunities to raise the current ratio of volunteers to staff.
- (ii) Working with Authority departments to continuously identify new opportunities as business direction directs.
- (iii) Maintain the Investing in Volunteers accreditation at successive renewals.

2) Match the Authority's business needs with volunteer support through:

- (iv) Continually reviewing the organisations capacity gaps and matching these with existing volunteer skill set.
- (v) Regularly reviewing our recruitment processes to ensure new volunteers have the right skill set where possible to serve our business needs.

3) Develop specific opportunities to promote diversity involving hard-to-reach ethnic minority, disabled, private, diverse age ranges, community and voluntary sector groups:

- (i) Actively promote volunteering and programmes to specific 'target groups', through new and established links with local authorities,, external partnerships, volunteer centres, action groups and community groups

4) Attract additional support for volunteers by:

- (i) Actively promoting engagement of companies through presentations and visits. 'Corporates' represent a good opportunity for partnerships linked to volunteering as part of their corporate 'social responsibility'
- (ii) Rewarding dedication, endeavour and contribution.

5) Encourage staff to pursue volunteering opportunities to support communities across the Region.

The Authority recognises the importance of volunteering as a means for personal 'enrichment' and the achievement of new skills. These skills should not be denied to our staff.

This will be achieved through:

- (i) The Volunteers Team working closely with Human Resources to find a system to actively encourage opportunities for staff either within the Park or in other areas across the region to volunteer as part of a Corporate Social Responsibility activity for the Park Authority or external organisations.

6) Actively seek opportunities for joint partner programmes

- (i) The delivery of joint programmes and the shared use of a 'dedicated' pool of volunteers across the range of opportunities. The Regional Park represents a major extension to our current activity which is consistent with our corporate vision.

This will be sought through:

Identifying partners where jointly agreed volunteer or corporate programmes can be delivered.

4. Responsibilities

The Head of Human Resources is responsible for the delivery of the Volunteers Strategy.

The Volunteers Officer is responsible for the overview, monitoring and evaluation of the of the Volunteer's Strategy.

5. Legal Considerations

There is no legislation in relation to working with volunteers (although there is case law which provides guidance). As an organisation using volunteers we have a duty to keep abreast of changes in good practice and ensure that these are conveyed appropriately. Working with organisations such as National Council for Voluntary Organisations (NCVO), local volunteer centres and holder of the Investing in Volunteers Award (IIV) the Authority is seen as maintaining the highest standards of Volunteer Management.

6. Relevant Policy & Procedures

There is a Volunteers Policy that is directly linked to this strategy and a Volunteers Handbook that supports the overall volunteers programme.

7. Strategy Implementation

This strategy will be implemented through the series of objectives identified above in section 3 and forms the day to day running of the volunteer's programme, the responsibility of which is down to the Volunteers Team and staff.

8. Monitoring & Evaluation

The effectiveness of this strategy will be measured against the volunteer programme targets and Performance Indicators detailed on the Authority Scorecard.

Stretch Targets set until 2022

Current Position (2020)	By 2022 we will
<ul style="list-style-type: none"> • 12,000 volunteer hours <ul style="list-style-type: none"> - Authority Venues = 420 (includes Lee Valley Park Farms = 190) - All other Authority = 10,050 - Partner organisations = 1,530 	<ul style="list-style-type: none"> • Increase volunteer hours to a target of 12,500 <ul style="list-style-type: none"> - Authority Venues target* = 200 - All other Authority** = 11,000 - Farms who no longer belong to the Authority) - Partner organisations target** = 1,550
<ul style="list-style-type: none"> • 1,200 registered volunteers 	<ul style="list-style-type: none"> • Increase number of registered volunteers to 1,300
<ul style="list-style-type: none"> • Non-riparian volunteers 303 	<ul style="list-style-type: none"> • Increase to 320
<ul style="list-style-type: none"> • Minority Group Volunteers 122 	<ul style="list-style-type: none"> • Increase to 150
<ul style="list-style-type: none"> • Ratio of volunteers currently <ul style="list-style-type: none"> - Authority ratio 3.2:1 volunteers to FTE's - Venues ratio 0.1:1 volunteers to FTE's 	<ul style="list-style-type: none"> • Increase: <ul style="list-style-type: none"> - Authority** ratio 4:1 volunteers to FTE's - Venues* ratio 0.5:1 volunteers to FTE's

*excludes Lee Valley Park Farms as no longer belongs to the Authority

**takes into account decreased activity due to another year of Covid-19 restrictions in place

These figures will be monitored on an annual basis by the Volunteers Team.

9. Review

The strategy will be reviewed every 3 years in line with the re-assessment of Investing in Volunteers and rolled out via Compass and the internet for all staff via Volunteer Supervisor training for those working directly with volunteers.

10. Glossary of Terms

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

- **Private and Commercial Sector Groups (Corporate Tasks)** – Groups of volunteers who are attached to a company or organisation undertaking a single day of volunteering activity. Normally funded by the company and undertaken on a normal working day. Used also as team building days or also called community days.
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- **Hard-to-Reach / Minority** – (referred to as 'target groups') current terminology used by the government and volunteering organisations to describe any person or group who may not have access to general information due to language or technical barriers. This includes many ethnic minority communities, people with disabilities or young or old sections of the community.

11. Appendices

There are three companion documents to this strategy:

- **Volunteers Policy**
- **Volunteers Handbook**
- **Guide to working with Volunteers**

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**LEE VALLEY ICE CENTRE REDEVELOPMENT
– EXTERNAL FUNDING**

Presented by the Corporate Director

EXECUTIVE SUMMARY

This report seeks Members approval for the Authority to enter into a 10 year funding agreement with the London Borough of Waltham Forest to support the funding package for the new Twin Pad Ice Centre.

The Authority have obtained the relevant consents to continue with the project and this proposed funding agreement has been designed to support the Authority's cash flow during the early years for the venue's operation whilst delivering a host of community benefits.

The requirements from the London Borough of Waltham Forest have been fed into the business plan and programme for the new venue and the costs associated with it have been fully assessed.

The Authority has the appropriate officer structure in place to service the agreement and has the required arrangements in place via the Leisure Service Contractor to ensure the effective delivery of the obligations set out.

RECOMMENDATION

Members Approve: (1) entering into a funding agreement with the London Borough of Waltham Forest as set out in paragraph 5 of this report.

BACKGROUND

1 On 29 April 2021 Members at the full Authority meeting approved the recommendations within papers A/4300/21 and A/4301/21 which was to:

- borrow up to £30million to fund the Ice Centre redevelopment, subject to consent from the Secretary of State (SOS);
- to not progress a temporary ice rink during the build phase;
- the business continuity and support initiatives for coaches and clubs;
- entering into a heads of terms (HOT) with the Canal & River Trust; and
- subject to SOS consent being granted for the borrowing, entering into an

agreement under seal with the preferred Bidder to build the new venue.

SOS consent was applied for on 30 April and on 18 June we received written confirmation that as long as we complied with the provisions of the Local Government Act 2003, which our Section 151 Officer has confirmed we are, then the Authority can progress with its application to borrow.

- 2 External funding has been an area that officers have throughout the project sought to obtain. This has been challenging throughout and further discussions with Sport England (SE) and the London Marathon Trust (LMT) have not resulted in any offer of funding. The current criteria set out for SE support does not fit with the project and LMT are in a different place given COVID-19 and its impact on mass participation events and its income generating ability. Officers will continue discussions with SE and LMT but it is unlikely any financial support will be available from these funding partners.

LONDON BOROUGH OF WALTHAM FOREST

- 3 Discussions with the London Borough of Waltham Forest (LBWF) have progressed well and at their Cabinet meeting on 4 April 2021 the cabinet gave approval for a 10 year agreement to support the funding of the Ice Centre redevelopment project. The package is broken down as follows:

- LBWF to provide £1million support over the first five years of operation, £200,000 pa;
- the Authority to supply community benefits through the pre-agreed programme with the long term operator of the venue and within existing team structures of the Authority:
 - targeted 'free' sessions for under-represented groups, 4 hours per week at off peak;
 - targeted Crime Prevention Programme and mental health and wellbeing programme;
 - Biodiversity education programme;
 - employment/apprenticeship scheme; and
 - community tickets for events.

The obligations to deliver the community benefits as set out have been fed into the business planning work for the venue and the impact from a value perspective of the proposal is fully considered.

- 4 The funding agreement is for a 10 year period, and will commence at the opening of the new Lee Valley Ice Centre (November 2022). The community benefits will be delivered for 10 years plus the required number of days to finish on 31 March. So for clarity, the provision will start in November 2022 and will finish on 31 March 2033, but the Authority will receive the funding over the first five years of the operation.

THE AGREEMENT

- 5 Under the funding agreement, the Authority may only use the £1million grant for the purpose of providing the new Lee Valley Ice Centre. LBWF has a right to require the Authority to refund any instalments already paid by LBWF that have been proven, to the reasonable satisfaction of LBWF, not to have been used for the purpose of providing the new Ice Centre.

Along with providing the community benefits set out above, the Authority is required to provide LBWF with information including overall participant numbers, post code data and outcomes at six monthly intervals and senior representatives of each party will meet at least once in every six months to discuss delivery of the community benefits.

The agreement provides for an escalation process involving increasingly senior officers of each party, and, ultimately, in the case of the Authority, to the Executive Committee (or sub-committee formed for this purpose) in the event of a dispute in relation to the delivery of the community benefits and agreeing a recovery plan for their provision. The payment of future instalments may be withheld where a recovery plan is not agreed or the agreement is not complied with. If payments are withheld for more than two years, or the community benefits are not in compliance with the agreement for any two years, then LBWF has the right to require the repayment of previous instalments having regard to the extent to which the community benefits have been provided by the Authority to that point, and no instalments are repayable in respect of years in which all community benefits were provided.

Under the agreement, the Authority is obliged to acknowledge LBWF's financial support for the new Lee Valley Ice Centre in promotional and publicity material, site hoardings and such other ways as the parties may agree.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 7 The financial implications arising directly from the recommendations in this report are included within the body of the report.

The funding agreement allows for five payments of £200,000 per annum, with the first receipt on signing of the agreement, and subsequent payment annually, commencing April 2022.

The Authority will have a potential liability for repayment of all, or part, of this funding for the 10 year period of the agreement, so will require the support funding to be carried as a "Revenue Grant Received in Advance" on our balance sheet, rather than charged to the General Fund. Once all conditions have been met, it will be "written" back to revenue.

Whilst the General Fund will not be credited with the income until the funding obligations have been met in March 2033, the £200,000 annual funding will assist with our cash flow in the first years of operation.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

- 9 The legal implications arising directly from the recommendations in this report are set out in paragraph 5 above.

RISK MANAGEMENT IMPLICATIONS

- 10 Failure to deliver the agreed community support benefits will result in the Authority having to repay part, or all, of the funding.

EQUALITY IMPLICATIONS

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

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PREVIOUS COMMITTEE REPORTS

Executive Committee	E/203/12	Review of the Lee Valley Ice Centre	19 April 2012
Executive Committee	E/404/15	Ice Centre Feasibility Study – Phase 3	21 May 2015
Executive Committee	E/431/15	Ice Centre Feasibility Study – Phase 3 Part 1	17 December 2015
Authority	A/4228/16	Outcome of the Ice Centre Feasibility Exercise and Proposed Next Steps	16 June 2016
Executive Committee	E/502/17	Potential Ice Pad, Cooling System and Barrier repair	25 May 2017
Executive Committee	E/546/18	Lee Valley Ice Centre 2 Staged Twin Pad Option	22 February 2018
Executive Committee	E/571/18	Lee Valley Ice Centre Twin Pad Alternative Approach	26 July 2018
Executive Committee	E/618/19	Lee Valley Ice Centre: Next Stage Detailed Design and Planning Application	25 April 2019
Executive Committee	E/698/20	Lee Valley Ice Centre Redevelopment – Section 106 Agreement	19 November 2020
Executive Committee	E/719/21	Lee Valley Ice Centre Redevelopment	25 March 2021
Authority Meeting	A/4300/21	Lee Valley Ice Redevelopment	29 April 2021
Authority Meeting	A/4301/21	Lee Valley Ice Redevelopment	29 April 2021

LIST OF ABBREVIATIONS

LVIC	Lee Valley Ice Centre
LBE	London Borough of Enfield

LBWF	London Borough of Waltham Forest
SOS	Secretary of State
HOT	Heads of Terms
LSC	Leisure Services Contract
SE	Sport England
LMT	London Marathon Trust

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