

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

A meeting of the **EXECUTIVE COMMITTEE** (Quorum – 4) will be held via remote access on:

**THURSDAY, 20 JUNE 2024 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 MEETINGS**

To approve the Minutes of the meetings held on 14 & 23 May 2024 (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 **SICKNESS ABSENCE MONITORING - 2023/24** Paper E/858/24

Presented by Victoria Yates, Head of Human Resources

6 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.

- 7 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)**

- 8 UTILITIES PROVISION IN THE LEISURE SERVICES CONTRACT Paper E/859/24

Presented by Julie Smith, Head of Legal

Not for publication following the principles of the Local Government Act 1972, Schedule 12A, Part I, Section 3

- 9 UPDATE - PROPOSED DISPOSAL OF LAND WEST OF RAMMEY MARSH, ENFIELD Paper E/857/24

Presented by Marigold Wilberforce, Head of Property

Not for publication following the principles of the Local Government Act 1972, Schedule 12A, Part I, Section 3

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

12 June 2024

Shaun Dawson  
Chief Executive

**LEE VALLEY REGIONAL PARK AUTHORITY**

**ADDITIONAL EXECUTIVE COMMITTEE  
14 MAY 2024**

<b>Members</b>	<b>Paul Osborn (Chairman)</b>	<b>Heather Johnson</b>
<b>in remote presence:</b>	<b>David Andrews (Vice Chairman)</b>	<b>Chris Kennedy</b>
	<b>Susan Barker</b>	<b>Gordon Nicholson</b>

**Apologies Received From: Graham McAndrew**

**In remote attendance: John Bevan**

<b>Officers</b>	<b>Shaun Dawson</b>	<b>- Chief Executive</b>
<b>in remote presence:</b>	<b>Dan Buck</b>	<b>- Corporate Director</b>
	<b>Jon Carney</b>	<b>- Corporate Director</b>
	<b>Marigold Wilberforce</b>	<b>- Head of Property</b>
	<b>Julie Smith</b>	<b>- Head of Legal</b>
	<b>Claire Martin</b>	<b>- Head of Planning</b>
	<b>Keith Kellard</b>	<b>- Head of Finance</b>
	<b>Lindsey Johnson</b>	<b>- Committee Officer</b>

Part I

**326 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**327 PUBLIC SPEAKING**

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

**328 LAND WEST OF RAMMEY MARSH, ENFIELD. Paper E/856/24  
LAND OWNER REPRESENTATIONS TO SITE  
ALLOCATION IN LONDON BOROUGH OF  
ENFIELD'S DRAFT LOCAL PLAN 2019-2041**

The report was introduced by the Chief Executive who informed Members that this is a key strategic site in terms of what we might do with any capital receipt from it and that Members decided in June 2018 that it was no longer required for Park purposes. Along with ourselves, London Borough of Enfield (LBE) and TfL have an interest in the land, however, we have not been able to engage with TfL to date. We have aligned ourselves with LBE and have entered into a Memorandum of Understanding, commissioning studies in order to understand the land in more detail along with design work to show how employment use might work within the site. There will be a more detailed report on this coming to Members in June. Appendix B to Paper E/856/24 details the Authority's representations to LBE, where we are supportive of the allocation to employment land for the site but seek to build in flexibility in their Local Plan in order to ensure that any future developments are viable.

The Head of Property added that pages 4-6 of Appendix B to Paper E/856/24 highlights our proposed changes, with key areas being 65% land use requirements as there are many

**ADDITIONAL EXECUTIVE COMMITTEE MINUTES  
14 MAY 2024**

unknown site constraints at present, along with design principles C, D, E, F, I, K and L in order to ensure that the site will be commercially viable. The majority of our representations support the draft allocation and we look to work with LBE to bring the site forward.

A Member offered help in communicating with TfL when the time was right via his London Assembly Member.

A Member asked about the 65% land use requirements. The Head of Property stated that this had come from an 'Employment Topic Paper' that LBE had commissioned. The Chief Executive added that we don't currently know what that area will be, therefore wish to make the Local Plan as flexible as possible.

- (1) the Authority's representations to the Draft Site Allocation RUR.03 in the London Borough of Enfield's draft New Local Plan (2019-2041) as set out in Appendix B to Paper E/856/24; and**
- (2) delegation to the Chief Executive to make any non-material changes to the above were approved.**

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Chairman

\_\_\_\_\_  
Date

The meeting started at 1.03pm and ended at 1.24pm

**LEE VALLEY REGIONAL PARK AUTHORITY**

**EXECUTIVE COMMITTEE  
23 MAY 2024**

Members in remote presence: Paul Osborn (Chairman) Ross Houston  
David Andrews (Vice Chairman) Chris Kennedy  
Susan Barker Graham McAndrew

Apologies Received From: Heather Johnson, Gordon Nicholson (due to technical issues)

In remote attendance: John Bevan, David Gardner

Officers In remote presence: Shaun Dawson - Chief Executive  
Dan Buck - Corporate Director  
Keith Kellard - Head of Finance  
Julie Smith - Head of Legal  
Michael Sterry - Senior Accountant  
Sandra Bertschin - Committee & Members' Services Manager

Also remotely attending: Kevin Bartle – S151 Officer (London Borough of Enfield)

Part I

329 DECLARATIONS OF INTEREST

There were no declarations of interest.

330 MINUTES OF LAST MEETING

**THAT the minutes of the meeting held on 25 April 2024 be approved and signed.**

331 PUBLIC SPEAKING

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

332 Q4 REVENUE BUDGET MONITORING 2023/24

Paper E/853/24

The report was introduced by the Head of Finance.

Ross Houston and Chris Kennedy joined the meeting during the above introduction.

Members commended the positive financial result.

In response to a Member it was advised that recruitment to the Planning & Strategic Partnerships service area was still planned.

**(1) the report was noted; and**

**(2) the budget carry forward as stated in paragraph 21 of Paper E/853/24 was approved.**

333 Q4 CAPITAL PRGRAMME BUDGET MONITORING 2023/24 Paper E/854/24

The report was introduced by the Head of Finance.

**(1) the report was noted.**

334 ANNUAL REPORT ON TREASURY MANAGEMENT ACTIVITY 2023-24 Paper E/855/24

The report was introduced by the Head of Finance.

It was proposed to review the Treasury Management Policy given the changing financial environment.

Members commented that funding for habitat enhancements at East India Dock Basin should be sought from Section 106 and Neighbourhood Community Infrastructure Levy arising from ongoing development in the local area.

A Member praised the St Paul's Field project and suggested that local councillors and Members of Parliament be invited to a launch event.

**(1) the treasury management activity during 2023/24 was noted; and**

**(2) where appropriate the setting up of new treasury investment accounts as set out in paragraph 26 of Paper E/855/24 was approved.**

335 EXTENSION OF INTERNAL AUDIT ARRANGEMENTS Paper E/852/24

The report was introduced by the Head of Legal.

**(1) the extension of provision of internal audit services by Mazars LLP for two years to 31 March 2026; and**

**(2) the signing and sealing of the new access agreement between the Authority and London Borough of Croydon was approved.**

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Chairman

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Date

The meeting started at 10.33am and ended at 10.57am

## **SICKNESS ABSENCE MONITORING – 2023/24**

Presented by the Head of Human Resources

### **EXECUTIVE SUMMARY**

This report summarises employee sickness absence levels during 2023/24 and compares them to the target approved by Members. It also recommends a target for 2024/25.

At the Executive Committee in July 2023 (Paper E/813/23) Members approved an annual sickness absence target of 3 days per full time equivalent (FTE) employee for short term sickness only.

In April 2020 following transfer of the Leisure Services Contract venues back to the Authority, the FTE in the Authority increased from 84 to 251. Then, in April 2022, following commencement of the new Leisure Services Contract with Greenwich Leisure Limited (GLL), the FTE in the Authority decreased from 231 to 121. The FTE in 2023/24 was 127. The increase in FTE from 84 in April 2020 to 121 in April 2022 was, in the main, due to the Authority retaining the Campsites and Marinas in-house.

The Authority's average total number of days for short term sickness absence per FTE in 2023/24 equated to 3.02 days, which is just on target with the Authority's target of 3 days per FTE. The only comparative data found split into short term and long term sickness is from the Civil Service who reported an average of 3.7 days lost per FTE to short term sickness in 2023/24.

The Chartered Institute of Personnel & Development (CIPD) report an average of 10.6 days per FTE in the public sector and 5.8 days per FTE in the private sector, which is for both long term and short term sickness together. The Civil Service report a total average of 8.1 days sickness lost per FTE. The Authority's overall average for both long term and short term sickness in 2023/24 was 6.90 days per FTE, so lower than both the public sector average and Civil Service average.

In terms of a target for 2024/25, based on the Authority's sickness absence performance over previous years, it is proposed that a target of 3 days for short term sickness absence per FTE be continued.

### **RECOMMENDATIONS**

Members Note: (1) the contents of this report; and

Members Approve: (2) a 2024/25 sickness absence target of 3 days per Full Time Equivalent (FTE) for short term sickness.

## BACKGROUND

- 1 The Authority's sickness absence target (average short-term sickness per FTE employee) was agreed at the Executive Committee meeting in July 2023 (Paper E/813/23). A target of 3 days was set, based on the Authority's performance to date and public/private sector comparators.
- 2 Previously the Authority's sickness absence target related to all sickness absence (long term and short term). However, from 2022/23, it was changed to only relate to short term sickness absence, so the figures have been split out in this report.
- 3 The Authority historically uses comparative national, public and private sector data from the most recent Chartered Institute of Personnel & Development (CIPD) national survey of Health and Wellbeing at Work in partnership with Simply Health and the annual XperthHR Absence Rates and Costs Survey. However, no comparative information is available for national, public and private sector performance split into short term and long term absence (which is how we now report sickness absence) via the CIPD report, the XperthHR report or ONS data. However, the Civil Service do breakdown their sickness into long term and short term so these comparisons have been reported.

## SHORT TERM SICKNESS ABSENCE

- 4 Short term sickness absence is defined as any period of sickness absence of less than four weeks.
- 5 The table below compares the Authority's short term sickness absence performance for 2023/24 to the Civil Service performance.

	CIVIL SERVICE	LVRPA
Average days lost per FTE per year	3.7 days	3.02 days

- 6 In 2023/24 short term sickness absence equated to 44% of the Authority's total sickness absence and the average sickness days per FTE was 3.02 days. Short term sickness ranged from 0.5 days to 15 days in an occurrence.
- 7 The number of days attributed to short term sickness has slightly decreased when compared to last year, but is still higher than it has been in previous years. However, the CIPD report, states that the average absence levels increased across all sectors in 2023, and as in previous years were considerably higher in the public sector.
- 8 The Authority's recorded top five reasons for short term sickness absence in 2023/24 were coughs/colds/influenza, stomach upset, headache/migraine, Covid-19 and non-work related stress. In comparison, the CIPD's top five reasons were minor illnesses, musculoskeletal injuries, mental ill health (e.g. depression or anxiety), Covid 19 and stress.
- 9 25% of short term sickness absence in 2023/24 related to office based staff and 75% to field based / venue based staff.
- 10 The table below shows a comparison of the Authority's short term sickness absence



over the last five financial years.

<b>LVRPA - SHORT TERM SICKNESS ABSENCE</b>					
<b>Year</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Number of Days</b>	204	123.5	355	392	<b>383</b>
<b>% of Total Sickness</b>	48%	24%	30%	30%	<b>44%</b>
<b>Average sickness absence per FTE (short term sickness only)</b>	2.3 days	0.49 days	1.86 days	3.22 days	<b>3.02 days</b>

- 11 Human Resources will continue to closely monitor short term intermittent sickness in 2024/25 to ensure proactive management.

#### **LONG TERM SICKNESS ABSENCE**

- 12 Long term sickness, in accordance with the Authority's Sickness Absence Procedure, is defined as any continuous period of sickness absence in excess of four weeks.
- 13 The table below compares the Authority's long term sickness absence performance for 2023/24 to the Civil Service performance.

	<b>CIVIL SERVICE</b>	<b>LVRPA</b>
<b>Average days lost per FTE per year</b>	4.4 days	<b>3.89 days</b>

- 14 The table below shows a comparison of the Authority's long term sickness absence over the last five financial years.

<b>LVRPA - LONG TERM SICKNESS ABSENCE</b>					
<b>Year</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Number of Days</b>	221	397	827	897	<b>494</b>
<b>% of Total Sickness</b>	52%	76%	70%	70%	<b>56%</b>

- 15 Long term sickness absence in the 2023/24 period was 494 days, consisting of 8 employees.
- 16 These 8 employees represent 6% of the workforce.
- 17 These 8 cases were due to mental health issues, such as anxiety and stress, operations and injuries. 5 employees have returned to work, with 1 of those still on a phased return. 3 employees no longer work for the Authority. In comparison, the CIPD reported mental ill health (e.g. depression or anxiety), musculoskeletal injuries, stress, acute medical conditions and recurring medical conditions as the main causes of long term absence.
- 18 The Authority will continue to closely manage long term sickness in 2024/25 in order to ensure proactive management.

## **MANAGING SICKNESS ABSENCE**

- 19 The Authority's Sickness Absence Procedure includes:
- return to work interviews;
  - detailed monitoring of both short and long term sickness absence with reports to Senior Management;
  - managers maintaining regular contact with employees during their absence;
  - referrals to Occupational Health (OH) professionals; and proactively obtaining consent from employees regarding any relevant medical reports.
- 20 Following an employee's return to work after a long term sickness absence, reasonable adjustments are considered in consultation with the employee, manager, HR, Health & Safety and OH professionals to ensure the transition back into the workplace does not put the employee at further risk of sickness absence. The Authority also has a Capability Procedure which includes a framework for effectively managing sickness absence.
- 21 The Authority's Capability and Disciplinary Procedure and the continuing management of sickness absence, as set out in the Authority's Sickness Absence Procedure, enables the Authority to continue to effectively manage short and long term absence.
- 22 The Authority has an Employee Assistance Programme (EAP), which is currently provided by Health Assured and offers the following services to all employees and their immediate families:
- 24/7 telephone support;
  - legal information;
  - structured telephone counselling;
  - management support;
  - face to face counselling;
  - on-line counselling;
  - active care – early intervention for stress; and
  - on-line health portal.

## **MANAGING MENTAL HEALTH & WELLBEING**

- 23 According to the CIPD report, stress continues to be one of the main causes of short and long term absence. 76% of respondents reported some stress-related sickness in their organisation in the last year. Non-work factors, such as financial issues, relationships/family issues are among the most common causes of stress related sickness. At the Authority non-work related stress was one of the top five reasons for short term absence in 2023/24 and stress and anxiety were some of causes of long term sickness as well.
- 24 The Authority promotes a preventative approach to health and well-being, encouraging and supporting employees using a number of tools including:
- providing an EAP with a 24/7 telephone service for staff, face to face counselling sessions and access to the Health Assured website for advice and signposting;
  - providing an OH service and active care referrals;
  - offering flexible/hybrid working arrangements;

- offering self-funded health cash plans and dental plans;
  - providing annual health assessments for its employees; and
  - mental health awareness training for all staff and managers.
- 25 Employees are regularly reminded of the health and wellbeing services provided by the Authority and signposted to other useful sources of information/support via our monthly newsletters, through line managers and HR and regular reminder emails throughout the year.
- 26 A workplace health programme is now in place at the Authority, which includes staff health and wellbeing challenges, such as steps challenges, baking competitions, cycling challenges, group walks and yoga sessions. There is also a wellbeing group which is made up of staff from across the Authority, who meet regularly to organise these challenges and discuss feedback received from staff on future ideas.
- 27 There is also a business plan target to develop a health and wellbeing strategy in the next 2-3 years.

### **CONCLUSIONS AND TARGETS**

- 28 The Authority's short term sickness absence performance for 2023/24 was on target for the year.
- 29 The Human Resources section continues to ensure that managers are recording sickness absence accordingly across the board by reviewing the current procedure and providing training and coaching on how to manage sickness absence on a regular basis.
- 30 The Authority's employee numbers significantly increased between 2020/21 and 2021/22 due to the transfer of staff from Lee Valley Leisure Trust Ltd (the Trust) and Vibrant Partnerships to LVRPA and then decreased again in 2022/23 with the transfer of the LSC venues to GLL. Therefore, along with the Covid-19 Pandemic and the furlough scheme the sickness data and comparisons during these three financial years are somewhat skewed compared to previous years. However, we now have two years of data with the new short term sickness target with a stable FTE.
- 31 Based on the Authority's performance in 2023/24 it is proposed that the target for sickness absence in 2024/25 remains at 3 days per FTE for short term sickness absence.

### **ENVIRONMENTAL IMPLICATIONS**

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

### **FINANCIAL IMPLICATIONS**

- 33 The financial impact of sickness absence has been managed within the approved employees' budget for 2023/24.

### **HUMAN RESOURCE IMPLICATIONS**

- 34 The human resource implications are detailed within the body of this report.

**LEGAL IMPLICATIONS**

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

**RISK MANAGEMENT IMPLICATIONS**

- 36 In line with the Authority's Strategic Risk Register, there is always a potential risk that insufficient human resources through high sickness levels could mean that certain corporate objectives may not be met. To mitigate this risk senior managers review long term sickness to ensure adequate cover is in place with the necessary resources to ensure service levels are not adversely impacted. Resources are identified through the monthly budget monitoring process.

**EQUALITY IMPLICATIONS**

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

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**PREVIOUS COMMITTEE REPORTS**

Executive Committee	E/58/10	Sickness Absence Monitoring 2009/10	20 May 2010
Executive Committee	E/131/11	Sickness Absence Monitoring 2010/11	26 May 2011
Executive Committee	E/210/12	Sickness Absence Monitoring 2011/12	24 May 2012
Executive Committee	E/278/13	Sickness Absence Monitoring 2012/13	23 May 2013
Executive Committee	E/352/14	Sickness Absence Monitoring 2013/14	15 May 2014
Executive Committee	E/406/15	Sickness Absence Monitoring 2014/15	21 May 2015
Executive Committee	E/449/16	Sickness Absence Monitoring 2015/16	26 May 2016
Executive Committee	E/499/17	Sickness Absence Monitoring 2016/17	26 May 2017
Executive Committee	E/563/18	Sickness Absence Monitoring 2017/18	24 May 2018
Executive Committee	E/621/19	Sickness Absence Monitoring 2018/19	23 May 2019
Executive Committee	E/672/20	Sickness Absence Monitoring 2019/20	21 May 2020

Executive Committee	E/771/22	Sickness Absence Monitoring 2021/22	23 June 2022
Executive Committee	E/813/23	Sickness Absence Monitoring 2022/23	20 July 2023

#### **LIST OF ABBREVIATIONS**

<b>CIPD</b>	<b>Chartered Institute of Personnel &amp; Development</b>
<b>EAP</b>	<b>Employee Assistance Programme</b>
<b>FTE</b>	<b>Full Time Equivalent</b>
<b>GLL</b>	<b>Greenwich Leisure Limited</b>
<b>OH</b>	<b>Occupational Health</b>
<b>LVRPA</b>	<b>Lee Valley Regional Park Authority</b>
<b>the Trust</b>	<b>Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)</b>

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