

To: Paul Osborn (Chairman)	Lesley Greensmyth	Suzanne Rutland-Barsby
David Andrews	Steven Heather	Mary Sartin
Ken Ayling	Calvin Horner	Marshall Vance
Susan Barker	Ross Houston	Terry Wheeler
John Bevan	Heather Johnson	Holly Whitbread
Janet Burgess MBE	Denise Jones	John Wyllie
Nesil Caliskan	Christopher Kennedy	2 x Vacancies
Rokhsana Fiaz OBE	Graham McAndrew	Ben Radbone (EA)
David Gardner	Gordon Nicholson	Mark Pearson (C&RT)
Mike Garnett	Dilip Patel	

A meeting of the **AUTHORITY** (Quorum - 7) will be held by remote access on:

THURSDAY, 21 OCTOBER 2021 AT 14:00

at which the following business will be transacted:

A G E N D A

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 8 July 2021 (copy herewith)

4 **PUBLIC SPEAKING**

To receive any representations from members of the public or representative of an organisation which concerns any area of the Authority's business. 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 **2021/22 CORPORATE WORK PROGRAMME** Paper A/4307/21
6 MONTH UPDATE

Presented by Shaun Dawson, Chief Executive

- 6 **UPDATED SAFEGUARDING POLICY AND** Paper A/4306/21
DISCLOSURE & BARRING SERVICE POLICY

Presented by Victoria Yates, Head of Human Resources

- 7 **UPDATED VOLUNTEERS STRATEGY AND** Paper A/4305/21
VOLUNTEERS POLICY

Presented by Victoria Yates, Head of Human Resources

- 8 **DATE OF NEXT MEETING OF THE AUTHORITY**

To note that the next meeting of the Authority will be held on Thursday, 20 January 2022 at 2.00pm.

- 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 1 of Schedule 12A of the Act as are listed on the Agenda.

A G E N D A
PART II
(Exempt Items)

- 11 **LEE VALLEY LEISURE SERVICES CONTRACT UPDATE** A/4308/21

Presented by Dan Buck, 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.

13 October 2021

Shaun Dawson
Chief Executive

LEE VALLEY REGIONAL PARK AUTHORITY

**AUTHORITY MEETING
8 JULY 2021**

Members Present:

Paul Osborn (Chairman)	Heather Johnson
David Andrews	Denise Jones
Ken Ayling	Christopher Kennedy
Susan Barker	Graham McAndrew
John Bevan	Gordon Nicholson
Janet Burgess MBE	Mary Sartin
Mike Garnett	Marshall Vance
David Gardner	Terry Wheeler
Lesley Greensmyth	Holly Whitbread
Steven Heather	John Wyllie
Calvin Horner	Ian Kemp (Deputy for Suzanne Rutland-Barsby)
Ross Houston	

Apologies Received From: Nesil Caliskan, Rokhsana Fiaz OBE, Dilip Patel, Suzanne Rutland-Barsby

Officers Present:

Shaun Dawson	- Chief Executive
Beryl Foster	- Deputy Chief Executive
Dan Buck	- Corporate Director
Cath Patrick	- Conservation Manager
Jessica Whitehead	- Volunteers Officer
Sandra Bertschin	- Committee & Members' Services Manager
Lindsey Johnson	- Committee Services Officer

Also attending: Matt Bowmer (S151 Officer, London Borough of Enfield)
Lyn White (Member of the public)

Part I

47 MEMBERSHIP OF AUTHORITY

The following Membership of the Authority was noted:

Essex County Council	Susan Barker Mike Garnett Marshall Vance Holly Whitbread
Hertfordshire County Council	David Andrews Lesley Greensmyth Calvin Horner Graham McAndrew
Broxbourne Borough Council	Ken Ayling Gordon Nicholson
East Hertfordshire District Council	John Wyllie Suzanne Rutland-Barsby
Epping Forest District Council	Steven Heather Mary Sartin

ANNUAL AUTHORITY MINUTES

8 JULY 2021

London Borough of Barnet
London Borough of Camden
London Borough of Enfield
Royal Borough of Greenwich
London Borough of Hackney
London Borough of Haringey
London Borough of Harrow
London Borough of Havering
London Borough of Islington
London Borough of Newham
London Borough of Tower Hamlets
London Borough of Waltham Forest
Non-riparian London boroughs
Co-opted Members:
Environment Agency
Canal & River Trust

Ross Houston
Heather Johnson
Nesli Caliskan
David Gardner
Chris Kennedy
John Bevan
Paul Osborn
Dilip Patel
Janet Burgess MBE
Rokhsana Fiaz OBE
Denise Jones
Terry Wheeler
2 x Vacancies

Ben Radbone
Mark Pearson

48 DECLARATIONS OF INTEREST

There were no declarations of interest.

1 (a) APPOINTMENT OF VICE CHAIRMAN OF THE AUTHORITY

The Chairman proposed David Andrews, seconded by Mike Garnett.

Ross Houston proposed Heather Johnson, seconded by Chris Kennedy.

Vote: David Andrews x 13 and Heather Johnson x 8

(1) David Andrews was appointed Vice Chairman of the Authority.

Denise Jones joined the meeting.

1 (b) APPOINTMENT OF CHAIRMAN OF THE AUTHORITY

The Vice Chairman took the Chair.

The Vice Chairman proposed Paul Osborn, seconded by John Wyllie.

(1) Paul Osborn was appointed Chairman of the Authority.

On behalf of Members, Ross Houston congratulated the Chairman and Vice Chairman on their appointment.

The Chairman took the Chair.

2 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 29 April 2021 be approved and signed.

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3 PUBLIC SPEAKING

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

4 PROPOSED COMMITTEES AND GROUPS FOR 2021/22 - Paper A/4302/21 APPOINTMENT OF MEMBERSHIP AND CHAIRMEN

- (1) membership of Committees and Groups for 2021/22 as agreed at this meeting and set out as Addendum A to these minutes was approved; and**
- (2) any appointments unfilled at this meeting will be agreed through Group Leaders and reported to the next Authority meeting or Executive Committee was noted.**

5 APPOINTMENT TO OUTSIDE BODIES FOR 2021/22 Paper A/4303/21

- (1) the proposals for appointments to outside bodies for 2021/22 as set out in Appendix A to Paper A/4303/21 was approved.**

6 CALENDAR OF MEETINGS 2021/22 Paper A/4304/21

- (1) the calendar of meetings for 2021/22 as shown in Appendix A to Paper A/4304/21 was approved.**

The Chairman highlighted the Member Tours and encouraged all Members to attend.

7 UPDATE ON KEY STRATEGIC PROJECTS/INITIATIVES

The Chief Executive gave a presentation '2021/22 Business Plan – Recover and Rebuild', key points included:

- **2021/22 Business Plan;**
- **Budget Overview;**
- **Strategic Development Sites:**
 - **Spitalbrook;**
 - **Picketts Lock;**
 - **Ice Centre;**
 - **Eton Manor – Queen Elizabeth Olympic Park;**
 - **Leyton Mills Development Framework;**
 - **East India Dock Basin, Tower Hamlets;**
 - **East India Dock Basin, Regeneration Project; and**
 - **Major Events.**

In response to questions from Members it was advised:

- **a robust building contract was in place for the new Ice Centre including a fixed price with built in contingency and financial penalties if not completed to schedule;**
- **due diligence would continue to be undertaken on Greenwich Leisure Ltd (GLL) during the lead-in to the proposed new Leisure Services Contract (LSC) on 1 April 2022. Information to date indicated they were in a reasonable position following the pandemic;**
- **officers were considering opportunities arising from the forthcoming Tokyo Olympics to promote venues and activities;**

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- ongoing dialogue with the London Borough of Newham's Regeneration Board would hopefully lead to improvements in active travel links in the south of the Regional Park;
- active travel would be an important theme in the new business plan over the next 5 to 10 years;
- Hayes Hill Farm had been leased to a specialist operator from 1 April 2021 and appeared to be doing well so far.

A Member commented that the last year had shown the value of the Regional Park's green and open spaces and that they should continue to be promoted for active leisure and general wellbeing.

The Chairman commented that the Ice Centre Project had been a heavily led Member process and advised that a briefing could be provided should new Members wish.

8 VOLUNTEERING

The Volunteers Officer gave a presentation 'Volunteers Programme 2021', key points included:

- Introduction to Volunteering;
- Volunteering Today;
- Volunteers Programme 2020;
- Partnerships in 2020;
- Volunteer Hours;
- Hours Highlights 2020;
- Monetary Value;
- Demographics; and
- Reward and Recognition.

In response to a Member it was advised that a lot of volunteers do not like to disclose their ethnicity and that the Park Authority's volunteers' ethnicity was typical of most volunteer groups. Discussions with other organisations were ongoing to identify opportunities, such as developing different volunteering roles, to attract volunteers from under-represented ethnicities. The Chairman suggested that a meeting be held with riparian Members to establish local contacts to reach out to diverse communities.

The Chairman encouraged Members to attend the annual Volunteers Party to recognise the work of volunteers.

9 BIODIVERSITY

The Conservation Manager gave a presentation 'Biodiversity Action Plan', key points included:

- LVRPA Designated Sites;
- Biodiversity Team Overview;
- Biodiversity Action Plan;
- Wildlife Discovery Centre, Fishers Green;
- Section 106 Agreements;
- Froglife TOAD Project Pond Creation;
- Surveys;
- Lower Lee Valley Hedgehog Project;
- Cheshunt Marsh Site of Special Scientific Interest Grassland Restoration;

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- video of an otter in the Regional Park.

In response to Members it was advised:

- initial discussions had been held and will continue in regard to the National City Park; and
- the Wildlife Discovery Centre was well equipped for school visits.

10 NEXT MEETING OF THE AUTHORITY

It was noted that the next meeting of the Authority will be held on Thursday, 21 October 2021 at 2.00pm.

A Member thanked officers for their interesting and informative presentations.

Chairman

Date

The meeting started at 2.01pm and ended at 3.20pm

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ADDENDUM A

MEMBERSHIP OF COMMITTEES AND GROUPS 2021/22

COMMITTEES

EXECUTIVE COMMITTEE – 8 Members (at least 50% to be London Members), 1 Member nominated jointly by the non-majority groups preferably from one of the London Olympic Boroughs.		
MEETINGS: 12 per year or as required		
Labour (3)	Conservative (5)	Lib Dem (0)
Ross Houston	David Andrews	
Heather Johnson	Susan Barker	
Chris Kennedy	Graham McAndrew	
	Paul Osborn	
	Mary Sartin	
Chairman: Paul Osborn		Vice Chairman: David Andrews

AUDIT COMMITTEE – 7 Members		
MEETINGS: 3 per year		
Labour (3)	Conservative (4)	Lib Dem (0)
John Bevan	Mike Garnett	
David Gardner	Lesley Greensmyth	
Terry Wheeler	Dilip Patel	
	Suzanne Rutland-Barsby	
Chairman: David Gardner		Vice Chairman: Suzanne Rutland-Barsby

REGENERATION & PLANNING COMMITTEE – 11 Members		
MEETINGS: 6 weekly or as required		
Labour (4)	Conservative (6)	Lib Dem (1)
John Bevan	David Andrews	Calvin Horner
David Gardner	Graham McAndrew	
Denise Jones	Gordon Nicholson	
Chris Kennedy	Paul Osborn	
	Mary Sartin	
	John Wyllie	
Chairman: David Andrews		Vice Chairman: Chris Kennedy

SCRUTINY COMMITTEE – 9 Members		
MEETINGS: 3 per year		
Labour (3)	Conservative (5)	Lib Dem (1)
John Bevan	Ken Ayling	Calvin Horner
David Gardner	Mike Garnett	
Terry Wheeler	Gordon Nicholson	
	John Wyllie	
	Steven Heather	
Chairman: John Bevan		Vice Chairman: Gordon Nicholson

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TASK AND FINISH GROUPS

LAND & PROPERTY REVIEW WORKING GROUP – 7 Members		
MEETINGS: As required		
Labour (3)	Conservative (4)	Lib Dem (0)
Ross Houston	David Andrews	
Heather Johnson	Graham McAndrew	
Chris Kennedy	Paul Osborn	
	Mary Sartin	
Chairman: Paul Osborn		

LEVY STRATEGY WORKING GROUP – 8 Members		
MEETINGS: As required		
Labour (3)	Conservative (5)	Lib Dem (0)
Heather Johnson	David Andrews	
Chris Kennedy	Ken Ayling	
John Bevan	Susan Barker	
	Graham McAndrew	
	Paul Osborn	
Chairman: Paul Osborn		

LEISURE SERVICES CONTRACT REVIEW WORKING GROUP – 8 Members		
MEETINGS: As required		
Labour (3)	Conservative (5)	Lib Dem (0)
Ross Houston	David Andrews	
Heather Johnson	Graham McAndrew	
Chris Kennedy	Paul Osborn	
	Mary Sartin	
	Marshall Vance	
Chairman: Paul Osborn		

APPOINTMENT TO OUTSIDE BODIES

Waltham Abbey Town Partnership	Steven Heather
Six Authorities Liaison Group (Formerly Enfield, Essex & Herts Border Liaison Group)	David Andrews Ken Ayling Marshall Vance Gordon Nicholson

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2021/22 CORPORATE WORK PROGRAMME 6 MONTH UPDATE

Presented by the Chief Executive

SUMMARY

The main focus for the organisation over the first 6 months of 2021/22 has been to maximise income generation and to generally get the Authority budget into a stronger position, following the impact of the pandemic. A projected end of year budget surplus of £800k is a positive position at this stage.

The work programme shows good progress on a number of fronts. The Ice Centre construction is well underway, with The Wave scheme and Eton Manor schemes gaining some momentum. In addition, the Leisure Services Contract is at an important stage and other key work areas, such as, exploring commercial opportunities and planning for the 10th anniversary of the London 2012 Games are moving forward.

RECOMMENDATION

Members Note: (1) the report.

BACKGROUND

- 1 As reported to Members at the April Authority meeting and presented at the AGM in July, the context for the 2021/22 work programme is the need to recover and rebuild in response to the impact of the pandemic. Recover a strong financial position and rebuild the activities programme and investment plan for the Regional Park.
- 2 The budget for 2021/22 was set in January when there was a great deal of uncertainty around how and when the Park would open back up and what level of Government support would be in place in 2021/22. The budget was cautious with its income projections and a healthy contingency was built in. In order to deliver this budget and to start recovering the Authority's financial position a significant savings package of circa £1mill was required. Around £600k of savings were found through a voluntary redundancy programme with the rest coming from service efficiencies. In addition, the levy was increased by 2%, which follows a decade of levy reductions.

THE WORK PROGRAMME FOR 2021/22 HAS FOUR MAIN STRANDS

- 3
 - Maximise income generation
 - Progress major developments
 - Deliver against a range of corporate projects and initiatives
 - Develop a 2022-27 business plan
- 4 In the first 6 months of 2021/22 the main objective has been to maximise income from the venues as they have opened back up, whilst also fully capitalising on the Government support measures, such as the furlough scheme (ended on 30 September).

6 MONTH BUDGET POSITION

- 5 Nearly 70% of the Authority's income derives from its income generating activities, with 30% coming from the levy. 70% of the income generation occurs during the peak period, between April and October. The main focus for the organisation therefore, has been to maximise income, against a backdrop of operating constraints from the Covid restrictions (in the early part of the period) and some natural caution from customers as sport and leisure facilities reopened. In addition, the organisation has continued its tight control on expenditure and sought to take advantage of all Government and local authority Covid related support.
- 6 The 6 month budget picture forecasts a **net £800k surplus** at year end. The key over performance areas are as follows:
 - Furlough grant - £510k received for the period April-September;
 - Local Authority grants - £182k;
 - Campsites and Marinas - £250k (a strong staycation market);
 - Events - £130k (music events at 3 Mills in Bow and the Showground site in Waltham Abbey);
 - Business Rates refund - £136k (outcome of rates appeal for Lee Valley VeloPark);
 - Property Management - £150k (the main contribution comes from the 3 Mills rent review which has seen the rent increase from £425k to £592.5k per annum).
- 7 The 6 main sports venues have traded well during the 6 months. However, income generation was affected significantly during the April - July period when restrictions were still in place. As a result, an additional £1mill will be needed to support these venues in 2021/22. This support is included in the £800k surplus position.

2022/23 BUDGET PROCESS

- 8 The budget exercise for 2022/23 has started with senior officer team discussions. Chairman/Vice Chairman discussions will take place in November with the Member Budget Workshop in December and the budget set by the Authority in January 2022.

- 9 There a number of important considerations for the 2022/23 budget:
- the year 1 management fee for the Leisure Services Contract;
 - impact of the increase in energy costs; and
 - investment plan for income generation and cost savings.

WORK PROGRAMME

10 Major Developments

a) Ice Centre

The Ice Centre redevelopment project is progressing well. The past 3 months have focused on the closure/demolition of the old centre and preparing the ground for the new centre's foundations. Despite volatility in the building trade, caused by supply chain challenges and cost increases of some materials, the Ice Centre project is not currently affected. The building contract between the Authority and Buckingham, the contractor, has taken into account the pressures in the construction industry with the contract price and risks allocated accordingly.

The next 3 months will focus on the foundation works, the steel frame and the utilities infrastructure. Officers continue to work closely with GLL on the final internal layout detail around catering and the gym.

b) The Wave (Inland Surfing Facility)

Back in April The Wave (TW) scheme was on hold, due to TW Company, in light of the pandemic, having to revisit the business model and funding options. Over the past few months TW scheme has developed a fresh momentum with TW Company close to securing the capital funding and recently it entered into the Pre Planning Application process with the London Borough of Enfield (LBE).

The 130 acre Pickets Lock (PL) site is Metropolitan Open Land (MOL) and therefore comes with a number of planning challenges e.g.: impact on open space, impact on biodiversity and transport/car parking. In addition, there are a number of existing operations on the site (Odeon, wedding venue and Lee Valley Athletics Centre) and the TW scheme, which will occupy around 100 acres of the site, needs be framed as part of a wider masterplan. Officers are working closely with TW and LBE to work through the planning issues and develop the masterplan.

The Authority entered into a second Exclusivity Agreement (EA) with TW in December 2019 and this expires in November 2021. The EA commits both parties to the scheme for the period agreed. For TW project to proceed a further extension to the EA will be required and so a report will be taken to the November Executive Committee seeking approval.

The provisional timeline for the scheme is submission of planning application autumn 2022, start building TW summer 2023 and open summer 2024.

c) Eton Manor

Before the pandemic the Authority procured a developer to develop a hotel on the site and following a 12 month pause, in April 2021 the developer was keen to get the development back on track. In the past few months the Authority has been in discussions with University College London (UCL) who are looking to enhance the sport and leisure offer on Queen Elizabeth Olympic Park (QEOP) ahead of their new campus opening on QEOP in 2022. The UCL campus will eventually host 4,000 students. UCL is interested in the potential of the Eton Manor site, both in terms of current offer and additional facilities.

The Authority's objective is to increase the footfall and activity levels on the site, ensuring long-term viability and maximum utilisation of sporting facilities. The Authority and UCL have recently jointly funded and commissioned a feasibility study and masterplan to look at options for investment. The hotel development is still very much part of the thinking in line with the procurement and the developer will be involved in the exercise.

The study will be completed towards the end of 2021 and soon after officers will present the outcomes to Members.

d) East India Dock Basin

The partnership with London Borough of Tower Hamlets (LBTH) continues and a stakeholder group has been established. In addition to the Authority and LBTH this group comprises Ballymore, Regal Homes, Trinity Buoy Wharf and One Housing i.e.: local developers and operators with an interest in East India Dock Basin. The group had its first meeting in August and will meet on site in November.

The technical studies for the lock gates, silt and water have been commissioned with work starting end of October. This work will be completed March/April 2022.

Discussions regarding funding continue with Heritage Lottery Fund (HLF). The HLF has been positive with its advice and has suggested that an expression of interest is submitted once the technical studies have been completed and the stakeholder/partner positions determined. Possible funding support from Homes England is also being explored and a meeting will take place early in 2022.

e) Spitalbrook

There has been no significant progress with the Spitalbrook site over the past 6 months due to the balancing of priorities. Officers are in the process of getting drone footage of the site. This will provide Members and officers with a good understanding of the 200+ acre site and in the first instance might be more useful than a site visit.

There will be an Authority/Borough of Broxbourne senior officers' discussion on how to take the site forward in the next month or so and a Member discussion will be arranged in the next couple of months.

CORPORATE PROJECTS & INITIATIVES

11 i) Procurement of the Grounds Maintenance Contract

The procurement process has been completed with the 10 year contract awarded to Glendale Services. The annual fee of £688k did not exceed the estimated budget. The new contract starts on 1 November 2021.

ii) Leisure Services Contract (LSC)

The LSC is the subject of another paper on the Authority agenda. In short, good progress has been made with GLL, both in terms of agreeing a year 1 management fee and preparing for the mobilisation process ahead of the LSC start date of 1 April 2022.

iii) London Legacy Development Corporation (LLDC) Transition Plan

The LLDC in consultation with the GLA, the 4 local Boroughs and other key stakeholders such as the Authority has been determining post 2025 governance and estate management arrangements for QEOP. The Chairman and Chief Executive are due to meet with the LLDC Chairman and Chief Executive in late October. Members will be briefed on the latest position in November.

iv) Restoration of Abercrombie Lodge for Office Use

Due to supply chain issues the completion of works to bring Abercrombie Lodge back into office use have been put back to January 2022. Officers are assessing the short term use of the building and also exploring the potential for leasing, as office space, to a third party.

v) Commercial Opportunities

The London 2012 venues on QEOP have failed to achieve any significant commercial partnership over the past 9 years. The LLDC and the Authority have tried, individually, to secure sponsorship and/or naming rights but without much success. Both organisations have decided that joining forces and looking at our assets collectively perhaps offers the best chance of attracting commercial interest. A fresh piece of work has been commissioned, which will assess LLDC and LVRPA assets, including the new Ice Centre and Lee Valley White Water Centre, to look at how these can be packaged and produce a list of target sectors and companies.

The assessment of assets stage will be completed early in 2022. This will be followed by the marketing stage during 2022 and this work will be commissioned separately.

Following the assessment of assets stage there will be a detailed report to Members on the outcomes and also a discussion on the parameters for any commercial arrangement concerning Authority venues.

vi) 10 Year Anniversary of the 2012 Olympic and Paralympic Games

Officers are currently creating a set of suggested activities to capitalise on the 10 year anniversary of London 2012.

The track cycling events for the Commonwealth Games at Lee Valley VeloPark provide a tangible endorsement of the Authority's legacy approach, with an expected sell out event 10 years, almost to the day, since the Games.

Officers are creating plans for an exhibition to be held at Lee Valley VeloPark. This will showcase the incredible success of Team GB in the Olympics and Paralympics. There will be a refocusing of the Community Access Fund to emphasise the legacy from the Games plus activation in the open spaces to mark the anniversary. In addition a document charting the Authority's contribution of the sporting legacy from the Games will be published, along with a communications programme to reach stakeholders, visitors and key audiences. We are working on plans that we can implement ourselves, along with activities that we can do in partnership with colleagues at LLDC, British Olympic Association, sports' national governing bodies and others. Officers will update Members on this area of work shortly.

ENVIRONMENTAL IMPLICATIONS

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

FINANCIAL IMPLICATIONS

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

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

Author: Shaun Dawson, 01992 709 848, sdawson@leevalleypark.org.uk

PREVIOUS COMMITTEE REPORTS

Authority 29/04/21 Corporate Work Programme 2021/22 A/4299/21

LIST OF ABBREVIATIONS

GLL	Greenwich Leisure Ltd
TW	The Wave
LBE	London Borough of Enfield
PL	Picketts Lock
MOL	Metropolitan Open Land
EA	Exclusivity Agreement
UCL	University College London
QEOP	Queen Elizabeth Olympic Park
LBTH	London Borough of Tower Hamlets
HLF	Heritage Lottery Fund
LSC	Leisure Services Contract
LLDC	London Legacy Development Corporation
LVRPA	Lee Valley Regional Park Authority

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

Presented by the Head of Human Resources

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 of the Authority's policy review programme. The policies have been updated to take account of any legislative changes and best practice.

Executive Committee has approved the revised policies for recommendation to Authority (Paper E/736/21).

RECOMMENDATIONS

Members approve:

- (1) the Safeguarding Policy attached at Appendix A of this report; and
- (2) the Disclosure and Barring Service (DBS) Policy attached at Appendix B of 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 Resource 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 provided 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 of this report for Members' consideration and approval.
- 9 The DBS Policy aims to ensure that the Authority is 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.

Author: Victoria Yates, 01992 709 915, vyates@leevalleypark.org.uk

PREVIOUS COMMITTEE REPORTS

Executive Committee	E/736/21	Updated Safeguarding Policy and Disclosure and Barring Service Policy	23 September 2021
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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 2017~~ July 2021

Reference: [Version 3.02.3]



Status: Final

Current Version: [v3.0 \(July 2021\)](#)

Author	Vince Donaldson and Victoria Yates Sport & Leisure & Human Resources ✉ vdonaldson@leevalleypark.org.uk ✉ vyates@leevalleypark.org.uk ☎ (01992) 709816 or x915
Sponsor	Beryl Foster – Deputy Chief Executive ✉ bfoster@leevalleypark.org.uk ☎ (01992) 709836
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 note 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 members 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 <u>and</u> , 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&>

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Disclosure and Barring Service (DBS) Policy

~~March 2017~~ July ~~February 2021~~

Reference: [Version 32]



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i Document Information

Title: Disclosure and Barring Service (DBS) Policy

Status: [Draft](#)

Current Version: v3.00

Author	Victoria Yates – Head of Human Resources  vyates@leevalleypark.org.uk  (01992) 709915 or x915
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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
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

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**UPDATED VOLUNTEERS STRATEGY AND
VOLUNTEERS POLICY**

Presented by the Head of Human Resources

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.

Executive Committee has approved the revised policy and strategy for recommendation to Authority (Paper E/735/21).

RECOMMENDATIONS

Members Approve:

- (1) the Volunteers Policy attached at Appendix A of this report; and
- (2) the Volunteers Strategy attached at Appendix B of 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 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 the 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 (iV) 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.

Author: Victoria Yates, 01992 709 915, vyates@leevalleypark.org.uk

BACKGROUND REPORTS

None

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
Executive Committee	E/735/21	Updated Volunteers Strategy and Volunteers Policy	23 September 2021

APPENDICES ATTACHED

Appendix A	Volunteers Policy
Appendix B	Volunteers Strategy

LIST OF ABBREVIATIONS

liV	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**

Status: Draft

Current Version: v7 (March 2021)

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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	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 (iV) every three years at renewal.
 - a) By constantly refining all procedures and ensure they are 'best in class' in line with iV 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.

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	29 th September 2021	Revision and update following Executive Committee

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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 three 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:**
 - (i) Continually reviewing the organisations capacity gaps and matching these with existing volunteer skill set.
 - (ii) 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.
- (iii) supporting with routes into employment within the Authority and beyond.

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.

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11. Appendices

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

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