

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Tuesday, 18th July, 2017, 7.30 pm - Palm Court, Suite 5, Alexandra Palace Way, Wood Green, London N22 7AY

Members: Councillors Joanna Christophides (Chair), Ann Waters (Vice-Chair), Bob Hare, Jennifer Mann, Anne Stennett and Charles Wright

Co-optees/Non Voting Members: Nigel Willmott (Friends of the Alexandra Palace Theatre) (Non-voting), Jason Beazley (Three Avenues Residents Association (TARA)) and Val Paley (Palace View Residents' Association) (Non-voting) and Val Paley (Palace View Residents Association)

Quorum: 3

6.30pm – Trustees and Auditors private workshop (PCS 2/3)

1. FILMING AT MEETINGS

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 14 & 38 below).

4. DECLARATIONS OF INTERESTS

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

To consider any questions, deputations or petitions received in accordance with Part 4, Section B29 of the Council's Constitution.

6. MEMBERSHIP

To appoint a member to the EWRP Programme Board and appoint a Vice-Chair.

7. MINUTES (PAGES 1 - 14)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 25th April 2017
- ii. To receive the draft minutes of the Alexandra Park and Palace Advisory Committee held on 27th June and to consider any recommendations from that Committee.
- iii. To receive and consider the draft minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 27th June.

8. CHIEF EXECUTIVE'S REPORT (PAGES 15 - 24)

Reports for Approval

9. **SAFEGUARDING POLICY AND ROLES (PAGES 25 - 58)**
10. **WHISTLEBLOWING POLICY (PAGES 59 - 66)**
11. **SERIOUS INCIDENT REPORTING POLICY (PAGES 67 - 76)**
12. **COMPLAINTS POLICY (PAGES 77 - 82)**
13. **ANNUAL REPORT ON DIGITAL ARCHIVE (PAGES 83 - 88)**
14. **ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

Reports for Information

15. **FUNDRAISING UPDATE**

To follow.

16. **EXCLUSION OF THE PUBLIC AND PRESS**

Items 17 - 38 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

Exempt Reports for Approval

17. **MINUTES (PAGES 89 - 96)**

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 25th April 2017 as an accurate record of the proceedings.

18. **NEW YEAR'S EVE PROPOSALS (PAGES 97 - 104)**
19. **RESTORATION LEVY (PAGES 105 - 110)**
20. **ANNUAL REPORT AND ACCOUNTS SIGN OFF (PAGES 111 - 186)**
21. **FUNDRAISING STRATEGY (PAGES 187 - 198)**
22. **PENSIONS REPORT (PAGES 199 - 208)**
23. **PARK LEASES (PAGES 209 - 238)**

24. **BBC WING FORWARD PLAN (PAGES 239 - 244)**
25. **BUSINESS CONTINUITY REPORT (PAGES 245 - 252)**
26. **STRATEGIC RISK REGISTER (PAGES 253 - 268)**
27. **GOVERNANCE REVIEW FINDINGS**

To follow

Exempt Reports for Information

28. **TRUSTS FINANCIAL RESULTS (PAGES 269 - 276)**
29. **EXEMPT 2017/18 BUSINESS PLAN PROGRESS REPORT Q1**

To follow

30. **APTL ANNUAL ACCOUNTS (PAGES 277 - 298)**
31. **PROGRAMME BOARD**

To follow.

32. **BOARD WORK PROGRAMME (PAGES 299 - 300)**
33. **BOARD DECISIONS TRACKER (PAGES 301 - 302)**
34. **DRAFT FRAC MINUTES (PAGES 303 - 308)**

To receive the draft minutes from the FRAC on 27th June 2017.

35. **DRAFT APTL MINUTES (PAGES 309 - 314)**

To receive the draft APTL minutes from 27th June 2017

36. **ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

37. **FUTURE MEETINGS**

To note the dates of future Board meetings:

- Thursday 2nd November 2017
- Tuesday 20th February 2018
- Monday 26th March 2018
- Tuesday 3rd July 2018

Philip Slawther, Principal Committee Co-ordinator
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Bernie Ryan
Assistant Director – Corporate Governance and Monitoring Officer
River Park House, 225 High Road, Wood Green, N22 8HQ

Monday 10th July 2017

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MINUTES OF THE MEETING OF THE ALEXANDRA PALACE AND PARK BOARD HELD ON TUESDAY, 25TH APRIL, 2017, 19:30.

PRESENT:

Councillors: Joanna Christophides (Chair), Tim Gallagher (Vice-Chair), Bob Hare, Anne Stennett, Liz McShane & Jennifer Mann

Co-optees/Non Voting Members: Gordon Hutchinson (Friends of Alexandra Park), Colin Marr (Alexandra Park and Palace Conservation Area Advisory Committee), Nigel Willmott (Friends of the Alexandra Palace Theatre).

90. FILMING AT MEETINGS

The Chair referred those present to agenda Item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

91. APOLOGIES FOR ABSENCE

There were no apologies for absence.

92. URGENT BUSINESS

None.

93. DECLARATIONS OF INTERESTS

None.

94. QUESTIONS, DEPUTATIONS OR PETITIONS

None.

95. CHIEF EXECUTIVE'S UPDATE

Louise Stewart, Chief Executive, Alexandra Park and Palace, introduced the report as set out.

The following arose from the discussion of the report:

- a. The Board requested that that a high-level workshop be set up to help scope the revised scheme for the TV studios. It was suggested that the workshop include outside experts, as well as the management team and Board members. The Chief Executive advised that her team was working on a forward plan and

- a mapping exercise of what the next steps were. It was anticipated that this would be ready within the next 4-5 weeks.
- b. The Chief Executive suggested that the production of the Forward Plan would be a suitable juncture for the Board to discuss the project as a whole, not just one particular element. When the Forward Plan was presented, the Board would have the opportunity to ensure that they were happy with the steps that had been proposed, the different groups involved and the frequency and timing of workshops.
 - c. The Board sought reassurances that any workshops were scheduled in a formative stage of the project, in order to give the Board adequate scope to shape the project.
 - d. Work to the West Yard Storage Project had begun but it was estimated to be 6-8 weeks behind schedule due to issues with the design of the steel works. There were no cost implications to APP as a result. In response to a question on how the building would be used, the Board were advised that the building was for storage as planned and that the top floor was being considered as office space for the Trust to occupy, vacating the BBC tower enabling it to be used for other purposes. The Park Premises Licence was considered by the Licensing Authority on 20th April and notification of the decision in writing was due after 5 working days.
 - e. In response to a query around the concerns of neighbouring residents, the Chief Executive advised that the public reaction to the premises licence was constructive and that most residents sought assurances around noise levels, the amount of people potentially attending an event and how those events would be managed.
 - f. The junior Go Ape course opened to the public on 18th March, with the adult course due to commence construction in mid-June and would open in August.
 - g. The learning and participation team were up to full strength and were working in partnership with organisations across Haringey and further afield to deliver the full programme of engagement activity. The Board were advised that there was a significant level of engagement with schools, but the take up was largely dependent upon the interest shown by individual schools and teachers. The Board suggested that the management team also engaged with school governors. The Deputy Chief Executive, agreed to email Cllr Stennett with a list of engagement activities to pass on to local school governors (**Action: Emma Dagnes - complete**).

The Board NOTED the information contained in the report.

96. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED

That the press and public be excluded from the meeting as agenda items 8-22 contained exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).

97. MINUTES

RESOLVED

That the exempt minutes of the Board meetings held on 14th February 2017 and 21st March 2017 be approved as a correct record of the meeting.

98. PRESENTATION OF THE FABRIC MAINTENANCE PLAN

The Board noted the report and presentation.

99. TRUST'S FINANCIAL RESULTS

The Board noted the financial performance of the Trust.

100. 2016/17 BUSINESS PLAN PROGRESS REPORT

The Board noted the information contained in the report.

101. 2017/18 TRUST BUSINESS PLAN

The recommendations in the report were approved.

102. 2017/18 TRUST BUDGET

The recommendations in the report were approved.

103. PROCUREMENT OF PUBLIC AND EMPLOYEE LIABILITY INSURANCE - DELEGATED DECISION

The recommendations in the report were approved.

104. BOARD WORK PROGRAMME

Noted.

105. BOARD DECISIONS TRACKER

Noted.

106. STRATEGIC RISK REGISTER

The recommendations in the report were approved.

107. FRAC MINUTES

RESOLVED

That the Board noted the minutes of the FRAC meeting on 19th April 2017.

108. APTL MINUTES

RESOLVED

To note the minutes of the APTL Board meeting on 19th April 2017.

109. PROGRAMME BOARD

The recommendations in the report were approved.

110. ANY OTHER BUSINESS THE CHAIR CONSIDERS TO BE URGENT

The Board noted that there was a screening of a Royal Opera House production in the park on 14th July. Communications had gone out announcing the event earlier that day.

Dates had been circulated to the Board for a site visit of the ongoing building works.

111. FUTURE MEETINGS

Noted the provisional future meeting dates:

- 25th July 2017
- 2nd November 2017
- 20th February 2018
- 26th March 2018

CHAIR: Councillor Joanna Christophides

Signed by Chair

Date

MINUTES OF THE MEETING OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE HELD ON TUESDAY, 27TH JUNE, 2017, 19:30.

PRESENT:

Councillors: Claire Bull, Peter Mitchell, Charles Wright & Viv Ross.

Jason Beazley (Three Avenues Residents Association & Chair), Jim Jenks (Warner Estate Residents Association), Jane Hutchinson (Alexandra Residents Association), Elizabeth Richardson (Palace View Residents Association).

42. ELECTION OF CHAIR OF THE STATUTORY ADVISORY COMMITTEE FOR THE MUNICIPAL YEAR 2017-18

Jane Hutchinson nominated Jason Beazley, and this was seconded by Liz Richardson.

Jason Beazley was also nominated by Jane Hutchinson to sit as an observer on the Alexandra Park & Palace Board, this was seconded by Cllr Ross.

RESOLVED

That Jason Beazley be appointed as Chair of the Statutory Advisory Committee for the 2017-18 Municipal Year.

43. ELECTION OF VICE-CHAIR OF THE STATUTORY ADVISORY COMMITTEE FOR THE MUNICIPAL YEAR 2017-18

Jason Beazley nominated Jim Jenks, and this was seconded by Cllr Ross.

RESOLVED

That Jim Jenks be appointed as Vice-Chair of the Statutory Advisory Committee for the 2017-18 Municipal Year.

44. FILMING AT MEETINGS

The Chair referred those present to agenda Item 3 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

45. APOLOGIES FOR ABSENCE

Apologies for absence were received from David Frith, Cllr Paterson, Cllr Stephen Mann, Cllr Mark Blake and Cllr Jogee.

46. DECLARATIONS OF INTEREST

None.

47. MEMBERSHIPS

RESOLVED

That the Membership of the Statutory Advisory Committee for the 2017/18 municipal year be confirmed as:

Alexandra Residents Association - Jane Hutchinson.

Bounds Green and District Residents - Association Ken Ranson.

Muswell Hill and Fortis Green Association - Duncan Neill.

Palace Gates Residents Association - Kevin Stanfield.

Palace View Residents Association -Elizabeth Richardson.

The Rookfield Association - David Frith.

Three Avenues Residents Association - Jason Beazley.

Warner Estate Residents Association - Jim Jenks.

48. APPOINTMENT OF MEMBERS TO THE ALEXANDRA PARK AND PALACE STATUTORY ADVISORY URGENCY SUB-COMMITTEE FOR THE MUNICIPAL YEAR 2017-18

Cllr Mitchell nominated Cllr Bull to sit on Urgency Sub Committee, this was seconded by Cllr Ross.

Jason Beazley nominated Jim Jenks to sit on Urgency Sub Committee , this was seconded by Jane Hutchinson.

Jane Hutchinson nominated Jason Beazley to sit on Urgency Sub Committee , this was seconded by Jim Jenks.

Cllr Mitchell nominated Cllr Ross to sit on Urgency Sub Committee , this was seconded by Cllr Bull.

Jason Beazley nominated Cllr Bull as Chair of Urgency Sub Committee, this was seconded by Cllr Mitchell.

Jim Jenks nominated Jason Beazley as Vice-Chair of Urgency Sub Committee, this was seconded by Cllr Ross.

RESOLVED

- I. That Cllr Bull be appointed Chair of the Alexandra Park and Palace Statutory Advisory Urgency Sub-Committee for the 2017-18 Municipal Year.
- II. That Jason Beazley be appointed Vice-Chair of the Alexandra Park and Palace Statutory Advisory Urgency Sub-Committee for the 2017-18 Municipal Year.

- III. That Cllr Ross and Jim Jenks be appointed to sit on the Alexandra Park and Palace Statutory Advisory Urgency Sub-Committee for the 2017-18 Municipal Year.

49. MINUTES AND MATTERS ARISING

In reference to Item 39 a, the Committee clarified that the matter raised related to an omission from the Chief Executive Officer’s report that the monitoring framework also covered the surrounding areas as well as the Park itself.

RESOLVED

That, subject the above correction, the minutes of the Statutory Advisory Committee held on 19th April 2017 be approved as a correct record of the meeting

50. CHIEF EXECUTIVE OFFICERS REPORT

The SAC noted the discussion that took place during the Joint SAC-CC meeting and the following points were raised for noting by the Alexandra Park & Palace Board:

- a. The Committee reiterated a request for the Chief Executive to convene a meeting with representatives from the Warner Estate, TARA, Palace View and Palace Gates Residents Associations, as well as the licensing authority and the Noise team at Haringey Council to discuss live testing and the monitoring framework in relation to upcoming events. **(Action: Louise Stewart).**
- b. The Committee endorsed the potential road closure of Alexandra Palace Way on New Year’s Eve. The Committee also requested that any potential road closure should also include traffic controls to mitigate the impact on Warner Estate and surrounding roads. **(Action: Louise Stewart).**
- c. The Committee requested further engagement and information, when it was available, on how they would be consulted in regards to the governance review. **(Action: Louise Stewart).**
- d. The Committee commented that the acoustics during the meeting were poor and requested that additional microphones be installed for future meetings. **(Action: Natalie Layton)**

51. ANY OTHER BUSINESS

None.

52. DATES OF FUTURE MEETINGS

Noted the dates of future meetings:

- 3rd October 2017
- 23rd January 2018

CHAIR:

Signed by Chair

Date

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MINUTES OF THE MEETING OF THE JOINT MEETING OF THE ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE HELD ON TUESDAY, 27TH JUNE, 2017, 19:30.

PRESENT:

Statutory Advisory Committee Members:

Councillors: Clare Bull, Peter Mitchell, Viv Ross, and Charles Wright.

Jane Hutchinson, Elizabeth Richardson, Jason Beazley & Jim Jenks

Consultative Committee Members:

Councillors: Joanna Christophides, Anne Stennett, Jennifer Mann, Ann Waters, Charles Wright and Bob Hare

Gordon Hutchinson, Jacob O'Callaghan (Alexandra Park & Palace Conservation Area Advisory Committee), Nigel Willmott (Chair - Friends of Alexandra Palace Theatre), John Boshier (Muswell Hill Metro Group), Dermot Barnes (Alexandra Residents Association), Rachel Macdonald (Hornsey Historical Society) and Richard Hudson (Warner Estate Residents Association).

Also in attendance: Hugh Williams (Substitute for Val Paley),

50. APPOINTMENT OF CHAIR FOR MUNICIPAL YEAR

No nominations were received for the Chair of the Alexandra Park & Palace Consultative Committee.

Gordon Hutchinson agreed to Chair the Joint SAC/CC for this meeting.

RESOLVED

That there would be a rolling Chair for the municipal year 2017-18..

51. APPOINTMENT OF VICE-CHAIR FOR THE MUNICIPAL YEAR

No nominations were received for Vice-Chair of the Alexandra Park & Palace Consultative Committee.

Nigel Willmott was nominated to sit on the Alexandra Park and Palace Board as a non-voting member by John Boshier and this was seconded by Gordon Hutchinson.

Val Paley was nominated to sit on the Alexandra Park and Palace Board as a non-voting member by Hugh Williams and this was seconded by Cllr Ross.

The third non-voting membership of the Alexandra Park and Palace Board was left vacant.

RESOLVED

That Nigel Willmott and Val Paley be appointed to sit on the Alexandra Park and Palace Board as non-voting members for the 2017-18 municipal year.

52. FILMING AT MEETINGS

The Chair referred those present to agenda Item 3 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

53. APOLOGIES FOR ABSENCE

Apologies for absence were received from David Frith, Cllr Paterson, Cllr Stephen Mann, Cllr Mark Blake and Cllr Jogee.

Apologies for absence were also received from Hugh Macpherson, John Wilkinson and Val Paley. Hugh Williams attended as substitute for Val Paley.

54. DECLARATIONS OF INTEREST

Cllr Hare declared that he was the Chair of the Alexandra Park & Palace Allotments Society.

55. URGENT BUSINESS

There were no items of urgent business.

56. MINUTES

RESOLVED

- I. That the minutes of the informal Joint Statutory Advisory and Consultative Committee held on 19th April 2017, be approved;
- II. That the minutes of the Statutory Advisory Committee held on 19th April 2017, be noted;
- III. That the minutes of the Alexandra Palace & Park Board held on 25th April 2017, be noted.

57. CHIEF EXECUTIVE OFFICERS REPORT

RECIEVED the report of Louise Stewart, Chief Executive, Alexandra Park and Palace.

The following matters arose from discussion of the report:

- a. East Wing Restoration Project - In response to a request for further information about the revised scope of the project including the decision to defer the restoration of the TV Studios, and whether the HLF were supportive of this decision; the Chief Executive commented that the Board had agreed to the project being re-scoped in order to stay within the available budget and that the major funders had agreed with this decision, which included the deferral of the TV studios. The Committee was also advised that the Management team of the Alexandra Park & Palace were currently developing a plan to ascertain what steps needed to be taken to ensure that the project was not forgotten. At the Board's request the forward plan would include consultation workshops with external experts. The Committee was advised that the scope and nature of the expertise required was still to be determined.
- b. In response to a request for reassurance around the deferral of external landscaping, the Chief Executive advised that this had been deferred due to cost pressures on the wider project but that the management team were looking at alternative means of delivery including sponsorship, fundraising and improved design.
- c. No timescales were available at this point in time for the renovation of the TV Studios.
- d. The Chief Executive advised that there were a number of conditions placed on Willmott Dixon, as the main contractor, by the Planning Authority to secure local employment and apprenticeship schemes.
- e. West Yard Storage Project – in response to a question, the Chief Executive advised that delays were primarily due to issues with getting the steel on site and that the costs of delay were borne by the contractor. It was anticipated that the stated completion timescales for the project, at the end of the year, would be met.
- f. Events – Concerns were raised about the lack of live testing to ascertain the impact of event noise and the implementation of a noise monitoring programme was requested. The Chief Executive agreed to convene a meeting with representatives from the Warner Estate, TARA, Palace View and Palace Gates Residents Associations, as well as the licensing authority and the Noise team at Haringey Council to discuss the issues of testing and noise monitoring in relation to upcoming events. The CEO commented that the meeting was likely to repeat the information previously provided by the Licensing Authority and Alexandra Palace at previous public meetings. **(Action: Louise Stewart)**.
- g. There was an offer of contacts for experts if needed for any lectures and other exhibitions to mark the 50 year anniversary of the 1967 Summer Of Love elements of the Summer Festival in the Park, the Chief Executive advised that she would be more than happy to receive suggestions of experts and contacts but advised that the summer festival had a very tight budget.
- h. In relation to the closure of Alexandra Palace Way to all public vehicles for the summer festival, the Committee expressed its support for the decision taken to allow the W3 bus through access throughout the day.

- i. The Chief Executive agreed that she would come back to the Committee with details of the location of the zip wire when the information was available. **(Action: Louise Stewart).**
- j. Park Update – In response to a question about park monitoring the Chief Executive informed the committee that there were some automatic monitoring counters on site in the Park.
- k. Learning and Participation – The CEO mentioned the online APTV channel coverage of the BAFTA and Microsoft day at the Palace. The Clerk agreed to include a link to the Palace’s YouTube channel in the minutes:
https://www.youtube.com/channel/UCokPPHKEjs_E6ipz549nueQ
- l. The first Big Schools day took place on 20th June which included 1060 pupils from 19 schools across the borough. The event included use of the organ and showcased different careers within television, it was delivered in partnership with BAFTA kids and Microsoft. The Chief Executive acknowledged that she would like to develop further links with Microsoft in future.
- m. The Chief Executive acknowledged that the Palace did allow internships but the availability of places was very limited and as a result placements were only agreed if there was a clear business case. The Chief Executive agreed to come back to Cllr Ross on whether the two current placements were paid internships. **(Action: Louise Stewart).**
- n. New Year’s Eve Road Closure – The Chief Executive advised that the Trustee Board would receive a report at its July meeting on the potential closure of Alexandra Palace Way on New Year’s Eve due to growing incidents of anti-social behaviour in the Park as large number of people visit to watch the firework displays across London, and the associated reputational risk to the Trust from failing control the situation. The JSAC/CC’s views would be sought at the October meeting once the Board had considered the matter. The Chief Executive clarified that the intention was not to prevent local people accessing the Park on foot. The majority of issues were caused by visitors arriving in cars. Members of the committee voiced support for the closure but requested further details of how it would operate and how the potential impact on parking in neighbouring streets would be addressed.

58. NON-VOTING BOARD MEMBERS FEEDBACK

The Committee was advised that most of the business of the April Board meeting was carried out in the exempt section, and therefore there was very little to feedback upon, above what was contained in the minutes.

59. ITEMS RAISED BY INTERESTED GROUPS

Jacob O’Callaghan, representing the Alexandra Park and Palace Conservation Area Advisory Committee, sought information about the Board discussions on the future of the SAC and the Consultative Committee.

In response the Chief Executive advised that, as previously discussed at SAC/CC the Board was undertaking a governance review,. The Chief Executive advised that she was unable to provide details on the contents of the governance review until it had been discussed formally and agreed by the Board. The Governance of APPCT was acknowledged as complicated. The Committee was advised that both the SAC and

the Consultative Committee would be consulted on the governance review but that there was no current timeframe around that consultation.

60. NEW ITEMS OF URGENT BUSINESS

N/A.

61. DATES OF FUTURE MEETINGS

Tuesday 3rd October 2017.
23rd January 2018.

CHAIR: Nigel Wilmott

Signed by Chair

Date

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Alexandra Palace

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD** **18 JULY 2017**

- Report Title:** Chief Executive's Report
- Report of:** Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)
- Report Authorised by:** Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

This report updates the Board of Trustees on current issues and projects at Alexandra Park and Palace. It also provides additional information on the events programme and a range of activities of the Charitable Trust.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To note the information.

2. Business Plan

- 2.1 The 2017/18 Trust Business Plan was approved by the Board at the previous meeting on 25th April 2017 and the quarter 1 progress report is included at item 19 on the agenda for this meeting. The Business Plan is publicly available on the Alexandra Palace website.

3. Governance

- 3.1 On 3rd July 2017 the scheduled Annual Trustee induction was held.
- 3.2 Board members attended a workshop on 11th May 2017 on the progress of the Governance Review.

4. Strategic Vision

- 4.1 On 3rd July 2017 the Board attended a workshop with BOP consulting to be updated on the progress of the Strategic Vision work.

5. East Wing Restoration Project

- 5.1 The Trust Board agreed on 21 March 2017 to proceed with the Main Works of the East Wing Restoration Project. However the scope of the project has changed to keep expenditure within the budget available. The focus of the current project will be on the Theatre, Theatre Foyer, North East Tower and East Court. The Board agreed that the restoration of the former TV Studios would be deferred. The external landscaping works were also deferred.
- 5.2 The team are developing a new timetable for the studios project. The ambition is to deliver an interactive celebration of the proud history of broadcasting and the BBC at Alexandra Palace as well an exploration of cutting edge broadcasting and technology.
- 5.3 The HLF Activity Plan, for learning and participation to engage the public in the project and our history, has not been affected by these decisions.
- 5.4 A Planning and Listed Buildings Tracker is used to monitor the progression of the need to discharge conditions. Regular liaison is undertaken, especially with the Principal Conservation Officer and Historic England.
- 5.5 Recent discussions have taken place with Haringey Council's Economic Development Team in respect of skills and training.
- 5.6 Completion of the East Wing is expected in the summer of 2018.

6. West Yard Storage Project

- 6.1 Planning permission and Listed Building Consent was granted on the 18 January 2017.
- 6.2 Works have been delayed with the contractor experiencing design delays with the main steel frame. Completion is expected to be at the end of 2017.
- 6.3 Discussions with the Planning Authority have progressed with the discharge of conditions including materials to being used. There are no current changes to the Planning permission or Listed Building Consent received.
- 6.4 The most obvious activity in the next quarter will be the presence of a large crane on site. Neighboring properties will be communicated with to explain why, when and for how long the crane will be present and the safety measures in place.

7. Commercial Director's Update

Events

7.1 Park Premises Licence

7.1.1 The local Licensing Authority (Haringey Council) granted the Alexandra Park Grounds licensing application on 20th April 2017 in principle. We are currently awaiting the finalised conditions.

7.1.2 In its decision the Licensing Committee acknowledged the concerns raised by the local community during the hearing and had been satisfied that the conditions imposed were appropriate and proportionate.

A park monitoring framework is being compiled and will be tested at events in July.

7.2 Quarter 1 Events

7.2.1 In Q1 we have now hosted two of our own in-house events. Springfest, the German Beer festival inside the Palace, was a great Success. StrEATlife - over May bank holiday weekend was our first free event of the summer and the second StrEATlife took place over 17-18 June. There have been no notable negative comments on social media and no noise complaints.

7.2.2 The Country Living exhibition was a new event for the Palace and was a huge success, attended by over 15,000, and received great feedback from both exhibitors and visitors.

7.3 Future Events

7.3.1 The Summer Festival will be taking place on Saturday 22nd July with some additional activity taking place on Sunday in the Grove (theatre performance) and the south slopes (outdoor cinema). This is a free to enter event although some of the activities are ticketed. Help supporting this event through the SAC local resident communication channels would be much appreciated.

7.3.2 On the basis of event safety it is proposed to close Alexandra Palace Way to all public vehicles for the Summer Festival. Access to the car parks will still be maintained. The exception will be the W3 Bus which will continue to run along Alexandra Palace throughout the day.

7.3.3 We are working with experienced operators to deliver two new temporary leisure attractions in the summer: a zip wire, which will operate from the Palace to the Park and a large inflatable obstacle course installed in the Great Hall over the August Bank Holiday.

7.4 Event forward schedule:

The table attached at Appendix 1 summarises the public events scheduled until the end of Q3 (end of December). All special requirements are discussed in detail at production meetings and at Safety Advisory Group meetings as appropriate. Updates since the last report are highlighted in bold.

Security

- 7.5 Following the tragic incident that took place in Manchester, Alexandra Palace, along with all other venues, has reviewed its security procedures.

Ice Rink

- 7.6 The skating courses for Q1 for children from 3 years up to adults are well subscribed.
- 7.7 The Ice Rink has both senior and junior British champion dance pairs training here and competing internationally as representatives of Alexandra Palace. Their success has been supported by input from Jayne Torvil and Christopher Dean.
- 7.8 Alexandra Palace Ice Rink is seeking ways to accommodate additional business from Lee Valley and Queensway ice rinks over the summer as both rinks are temporarily closing for repairs. This includes both skating coaches and ice hockey teams.

8. Park update

- 8.1 Park Maintenance is going well, low rainfall and cool temperatures during Spring have helped the Park dry out. Horticultural Students from Capel Manor College have been assisting with work on the bedding displays.
- 8.2 Consultants have been engaged to undertake a desk review to investigate the issues with springs and wet patches. Some testing has been carried out to ascertain the source of the water. One area, on the old race course, has been fenced off to keep people and dogs out in order to prevent contamination of the samples.
- 8.3 The tree inspection and work programme continues. London plane trees are under threat from *Massaria disease of plane*. This relatively new issue causes large branches to fall within a short timescale following infection. The plane trees in the Park are now inspected more frequently and there will be more frequent branch removals in response to protect Park users and property. There were no trees lost during storm Doris in February. Although it may appear that a lot of tree cutting and felling takes place where it is safe and there is space to do so, dead trees are left standing for their wildlife value.
- 8.4 The work with Park tenants continues. Scheduled lease renewals and rent reviews have been taking place, health and safety management monitored and issues such as safeguarding reviewed. A full report on leasehold property, requested by the Board, is contained within the exempt report on this agenda.
- 8.5 The Friends of the Park have been assisting with visitor counting surveys over the past few months. The data collected assists in refining the methodology we use to calculate the number of visitors to the Park. Data for the first quarter of 2017 show the visitor numbers were up by 12%.

9. Learning and Participation

9.1 School Workshops

Spring and Summer are the busiest in terms of workshops for schools. Between April and the end of June the Palace welcomed 387 pupils from 7 schools across the borough with a further 8 visits booked before the end of the Summer term. These visits include 3 Reception classes from Rhodes Avenue and each class from St Paul's and All Hallows using the Park to practice basic map reading skills.

Work is underway planning for scaling up the delivery of the learning programme from September in line with the target of 5,000 pupils per year by 2019.

9.2 Big Schools Day

On 20th June the Learning & Participation team took over the Palace for the first Big Schools Day for over 1,000 pupils (Year 5,6 & 7) from 19 schools across the borough. Through this event we have engaged with 9 new schools including Ferry Lane, Hornsey School for Girls and Mulberry Primary School. The day showcased different careers within television and was delivered in partnership with BAFTA Kids and Microsoft.

9.3 Easter Activities

The Learning and Participation team worked with a local artist to deliver 4 days of creative heritage workshops in the Palm Court during the Easter holidays. These included making a giant collage using images of the Palm Court architecture and making clay animals using images of monkeys, parrots and bears from the Alexandra Palace archive as inspiration.

Over the 4 days we had 147 adults and 211 children attending. The activity was hugely successful with overwhelmingly positive feedback from parents and children. Parents commented on how beautiful and peaceful the space was, many experiencing Palm Court for the first time.

9.4 Haringey Weekend of Play

As part of the borough wide Weekend of Play (28th – 30th April) Alexandra Palace ran drop-in orienteering inspired by Victorian activities in the Park and Palace. Using the Park Information Centre as the base families dropped in before using map reading skills to find markers hidden around the Grove. Throughout the day over 60 people took part in the activities with positive feedback from all who participated.

9.5 Dementia Friendly Activities

L&P has been developing relationships with local day care centres and dementia friendly groups through a number of different activities such as archive collage making sessions, reminiscence sessions and sensory walks in the Park. We aim to nurture these relationships through more regular activities and longer term projects and events as we move towards the opening of the East Wing in 2018.

- Dementia Café – Hornsey Housing Trust

10 people with dementia and their carers participated in a collage making session using images from the Palace's archive. Drawings and photos of the Palace throughout history took participants on a journey, many of them reminiscing of times spent at the Palace, particular hairstyles and dresses they used to wear and memorable events like the Queen's coronation. Participants were encouraged to make their own version of the Palace resulting in surreal and magical representations of Ally Pally.

- Spring Sensory Walk

In celebration of Dementia Awareness Week (15th-21st May), the L&P team hosted three Spring Sensory Strolls in the Park exploring the heritage of both the Park and Palace and Park and engaging the group on a sensory level. 28 people with dementia and their carers attended throughout the week from a number of different care centres.

9.6 Corporate Volunteering

To mark XL Caitlin (A global insurance company) 'Global Day of Giving', 26 people from their London office volunteered their time to give back to the local community. Activities included tours of the Park (delivered by the Friends of the Park), litter picking and tours of the Victorian Theatre. The feedback on the day from the organiser and people taking part was extremely positive, for many of them this was their first visit to the Park and Palace.

9.7 National Volunteer Week

To thank the Palace's team of volunteers the Learning & Participation team ran an event for National Volunteer Week on the 1st June. 15 active volunteers attended for a briefing about changes to the volunteering programme and to feed their ideas into the ongoing plan.

9.8 Placements

To support the work of the Learning & Participation department, the team have recruited a BA Events Management Student from Leeds Beckett University and an MA Museum Studies student from UCL.

10. Archive and Interpretation

The team have been promoting the work of the team and developing new relationships, including:

- Presentation to Hornsey Historical Society (as part of L&P engagement).
- Liaison with Central St Martins Culture Curation & Criticism students on live project with L&P
- Talk on digitisation to Friends of the Park.
- Liaison with University of Lincoln on their Hidden Heritage project – initial scoping for 3D scanning of stage machinery in the Theatre.
- Contributing to the Summer Festival with historic content theming.

- Meeting with FAPT members and talk on digitisation

11. Legal Implications

- 11.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and has no comments.

12. Financial Implications

- 12.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

13. Use of Appendices

Appendix 1 - Forthcoming events schedule

APPENDIX 1 – Forthcoming events

Event	Event Type	Date (tenancy)	Date (event open)	Special requirements
Fat Freddy's Drop	Concert	02.06.17-03.06.17	03.06.17	
ABTT Theatre Show	Exhibition	04.06.17-08.06.17	07.06.17-08.06.17	
DRL (Drone) – London	Sport	10.06.17-14.06.17	12.06.17-13.06.17	Drone Racing (Inside the Palace)
Haringey Boxing	Sport	15.05.17-18.05.17	15.05.17-18.05.17	
Street Food & Craft Beer Festival (StrEATlife)	Park	16.06.17-19.06.17	17.06.17-18.06.17	Music on the Beach/Catering Units along the South Terrace and Beach
International Yoga Day	Park	17.06.17-18.06.17	18.06.17	Situated in the Lower Field, free for guests to attend – estimated 3000 guests over the day
The Maccabees	Concert	28.06.17-02.07.17	29.06.17-1.07.17	
Karting on Ice	Ice Rink	01.07.17	01.07.17	Small group of 30 visitors
Junior Hockey Camp	Ice Rink	02.07.17	02.07.17	Small group of 50 people
Red Bull	Live	06.07.17-10.07.17	09.07.17	The public access road shall be closed between the hours of 12:00 hours (midday) on Friday 7 th July to 05:00 hours on Monday 10 th July
Figure Skating Camp	Ice Rink	16.07.17	16.07.17	Small group of 50 people
Street Food Summer Festival (StrEATlife)	Park	21.07.17-23.07.17	22-23.07.17	Music on the Beach and in the Park, additional activities taking place inside and outside the venue along with street food vendors in the Park
Karting on Ice	Ice Rink	05.08.17	05.08.17	Small group of 30 visitors
Street Food Summer Festival (StrEATlife)	Park	18.08.17-20.08.17	19-20.08.17	Music on the Beach and in the Park, additional activities taking place inside and outside the venue along with street food vendors in the Park
Junior Hockey Camp	Ice Rink	19.08.17	19.08.17	Small group of 50 people
Junior Hockey Camp	Ice Rink	26.08.17	26.08.17	Small group of 50 people
Junior Jockey Camp	Ice Rink	27.08.17	27.08.17	Small group of 50 people
Foodies Festival	Park	23.08.17-30.08.17	26.08.17-28.08.17	Situated in the Lower Field, acoustics back ground music, chef demonstrations.
Interpol	Concert	01.09.17	01.09.17	
Antiques	Exhibition	02.09.17-03.09.17	03.09.17	
Luna Cinema	Outdoor	15.09.17	15.09.17	

	South Slope			
Event	Event Type	Date (tenancy)	Date (event open)	Special requirements
Asiana Wedding Show	Exhibition	08.09.17-10.09.17	09.09.17-10.09.17	Due to West Hall event guest will access the Great Hall via the Rose Window throughout both event open days
Progress Wrestling	Sport	10.10.17	10.10.17	
Crafting At Ally Pally	Exhibition	14.09.17-17.09.17	16.09.17-17.09.17	
Luna Cinema	Outdoor South Slope	16.09.17	16.09.17	
Phoenix	Concert	30.09.17	30.09.17	
Knitting & Stitching Show	Exhibition	08.10.17-15.10.17	11.10.17-15.10.17	
Mind, Body, Soul & Yoga Show	Exhibition	18.10.17-22.10.17	20.10.17-22.10.17	
Crystal Fighters	Concert	28.10.17	28.10.17	
Fireworks	Live Event	02.10.17-05.10.17	04.11.17-05.11.17	
Don Broco	Concert	11.11.17	11.11.17	
War on Drugs	Concert	14.11.17	14.11.17	
Antiques	Exhibition	18.11.17-19.11.17	19.11.17	
Enter Shkari	Concert	25.11.17	25.11.17	
Royal Blood	Concert	20.11.17	20.11.17	
Woodcraft Folk Junior Hockey Camp	Ice Rink	25.11.17	25.11.17	Estimated 700 visitors
Parovoz	Concert	01.12.17-02.12.17	02.12.17	
Christmas Panto	Ice Rink	04.12.17-11.12.17	04.12.17-11.12.17	12 sessions in total – Moved dates so not to clash with Darts Visitors – 750 visitors per session
Darts	Sports	09.12.17-04.01.18	14.12.17-02.01.18	22 sessions in total – excluding Christmas Eve, Christmas Day, Boxing Day and New Years Eve

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Alexandra Palace

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD**

18th JULY 2017

Report Title: Safeguarding Policy

Report of: Catherine Solomon, Head of HR and Organisational Development

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Local Government (Access to Information) Act 1985

N/A

Purpose:

- 1.1 Alexandra Park and Palace Charitable Trust (APPCT) has a responsibility for ensuring a safe environment for young people and vulnerable adults. In addition, there is a duty of care to protect the welfare and prevent the abuse of children and vulnerable adults with whom it comes into contact.
- 1.2 There is a responsibility to ensure APPCT safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice.
- 1.3 APPCT has a responsibility to ensure all the activities and services it provides or facilitates are safe, secure and do everything possible to prevent the abuse of children and vulnerable adults with whom it comes into contact.
- 1.4 Where safeguarding concerns are raised APPCT will take swift action to ensure that concerns are acknowledged, correctly managed and reported to the proper safeguarding authorities.
- 1.5 The organisation will work together with Haringey Council and other organisations responsible for investigating and assessing safeguarding concerns to ensure that wherever possible any child or vulnerable adult referred to such organisations by us will be protected.
- 1.6 This policy sets out:

- the legal expectations and requirements;
- the scope of APPCT work involving children and vulnerable adults;
- safeguarding roles and responsibilities;
- APPCT approach to recruitment, vetting, induction and training of staff;
- The procedure for managing a disclosure and reporting a concern.

2. Recommendations

- 2.1 To approve and support the implementation of the proposed Safeguarding Policy.
- 2.2 To authorise the Chair of the Trustee Board to sign the Safeguarding Policy on behalf of Alexandra Park and Palace Charitable Trust.
- 2.3 This policy should be considered in conjunction with Appendix 4 outlining the Safeguarding responsibility of the Chair of the Trust Board and Trust Board members to ensure understanding of the importance of Safeguarding in the organisation and their role in this.

3. Reason for the decision

- 3.1 There is no current safeguarding policy in place, adopting this policy and practice will mitigate the risks associated with legal non-compliance of our statutory responsibilities under Children Act 1989, Rehabilitation of Offenders Act 1974, Health and Safety at Work Act 1974, Youth and Criminal Justice Evidence Act 1999, Safeguarding Vulnerable Groups Act 2006.
- 3.2 To clearly communicate APPCT and APTL's commitment to Safeguarding.
- 3.3 The recommendations were endorsed by the Finance Risk and Audit Committee at its meeting on 27th June 2017.

4. Legal Implications

- 4.1 The Council's Assistant Director of Corporate Governance was still being consulted in the preparation of this report at the time of printing; therefore any comments received will be tabled at the meeting.

5. Financial Implications

- 5.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

6. Use of Appendices

Appendix 1 – Safeguarding Policy and Procedure
Appendix 2 – Key Legislation
Appendix 3 – Safeguarding Code of Conduct
Appendix 4 – The Role of the Charity Trustee in Safeguarding

Alexandra Palace

SAFEGUARDING POLICY	Date Approved:
	FRAC 27 June 2017
	APPCT 18 July 2017
	Issue Date:
	Review Date:

1. Introduction

This document sets out the policy and procedures of Alexandra Park and Palace Charitable Trust and its trading subsidiary APTL hereafter known as Alexandra Palace to ensure a safe environment for young people and vulnerable adults. Alexandra Palace is committed to protecting the welfare and preventing the abuse of children and vulnerable adults with whom it comes into contact.

Where safeguarding concerns are raised we will take swift action to ensure that concerns are acknowledged, correctly managed and reported.

Alexandra Palace also recognises its responsibilities to protect staff and volunteers against unfounded allegations of abuse.

This policy aims to ensure that young people and vulnerable adults, and all those who work with them, are safe and supported within Alexandra Palace and its organised activities.

2. Policy Statement

Alexandra Palace acknowledges a duty of care to safeguard and promote the welfare of children and vulnerable adults and is committed to ensuring that its safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice.

It aims to ensure that regardless of age, gender, religion or belief, ethnicity, disability, sexual orientation, marital status or socioeconomic background, all children and vulnerable adults:

- have a positive and enjoyable experience at Alexandra Palace in a safe environment and are protected from abuse;
- Alexandra Palace acknowledges that some children and vulnerable adults, including disabled people or those from ethnic minority communities, can be particularly vulnerable to abuse and we accept the responsibility to take reasonable and appropriate steps to ensure their welfare.

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It is our policy that we will

- promote and prioritise the safety and wellbeing of children, young people and vulnerable adults;
- ensure everyone understands their roles and responsibilities in respect of safeguarding and is provided with appropriate learning opportunities to recognise, identify and respond to signs of abuse, neglect and other safeguarding concerns relating to children, young people and vulnerable adults;
- ensure appropriate action is taken in the event of incidents/concerns of abuse or risk of harm and provide support to the individual/s that raise or disclose the concern;
- ensure that confidential, detailed and accurate records of all safeguarding concerns are maintained and securely stored;
- do our utmost to prevent the employment/deployment of unsuitable individuals;
- ensure robust safeguarding arrangements and procedures are in operation.

Failure to comply with the policy and procedures may result in disciplinary action under the Alexandra Palace Disciplinary process.

3. Confidentiality

Alexandra Palace has a responsibility to share relevant information about the protection of children and vulnerable adults. If a child or vulnerable adult confides in a member of staff and requests that the information is kept secret, it is important that the member of staff tells the child or vulnerable adult sensitively that he/she has a responsibility to refer cases of alleged abuse to the Designated Safeguarding Lead for their own sake. Within that context, the child or vulnerable adult should, however, be assured that the matter will be disclosed only to people who need to know about it. Members of staff who receive information about children and their families in the course of their work should share that information only within appropriate professional contexts. Staff can contact the Designated Safeguarding Lead for clarification.

4. Definitions

For the purposes of this policy and procedure, the following definitions apply:

‘Member of staff’- The term ‘Member of staff’ shall mean any permanent, temporary or fixed-term employee, casual worker, It also covers individuals providing services or performing work, such as agency workers and contractors, contracted services as well as volunteers.

This policy applies to all employees both full-time, part-time and those working on a fixed term or casual contract. It also covers other, and these individuals are also encouraged to use this policy.

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'Child' - For these purposes, a 'Child' is defined as any young person under the age of 18 (Section 105 of the Children Act 1989) who is participating in educational activities, attending a performance, event, ice-skating or on work experience.

'Vulnerable adult' is any person aged 18 or over who is or may be in need of community care services because of disability, age or illness, and who:

- is or may be unable to take care of themselves;
- is unable to protect themselves from significant harm or exploitation.

Vulnerable adults could include:

- older people;
- people with a visual or hearing impairment, physical disability;
- people with learning disabilities;
- people with mental health condition;
- people living with HIV or AIDS.

In some cases, vulnerable adults may lack the capacity to make certain decisions for themselves. The Mental Capacity Act helps to protect vulnerable people where this is the case, makes clear who can make decisions, in which circumstances and how they should go about doing this.

'Responsible adult' - Any adult, not being a parent of the Child, who, for the time being, has legitimate care, custody or control of that Child.

'Child Abuse' - Child Abuse is the abuse of relationships. It is a misuse of power and a betrayal of trust. The consequences of the pain of Child Abuse are frequently more harmful than most people realise and unresolved abuse issues may follow the child into adulthood. See Appendix 1 for detailed definitions. For further information, visit <http://www.londoncp.co.uk/>

Abuse of vulnerable adults can include:

physical abuse including hitting, slapping, pushing, kicking, restraint, misuse of medication

- sexual abuse including acts to which the adult at risk has not consented
- psychological abuse including emotional abuse, threats of harm or abandonment, humiliation, intimidation, verbal abuse.
- financial or material abuse, including theft, fraud, exploitation, pressure in connection with wills or property.
- neglect and acts of omission
- discriminatory abuse.
- Other – Discriminatory abuse, honour based violence, forced marriage, human trafficking, exploitation by radicalisers who promote violence, Domestic violence.

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See Appendix 1 for detailed definitions.

5. Legal expectations and requirements:

Alexandra Park and Palace Charitable Trust is a registered charity and does not at present deliver registerable services under the care standards act or under the children acts as such. Nevertheless, it is a provider of 'teaching, training and instruction' (as defined in the guidance on Regulated Activity) to children and sometimes to vulnerable adults. Some of these fall within the definitions of Regulated Activities within the meaning of the DBS (disclosure and barring service) and the DFE definitions of Regulated Activity.

The charity has significant contact with children, has a duty to prevent abuse and to listen to children when they express concerns and to take the right action to protect them. We recognise that Section 11 of the Children Act 2004 and Working Together to Safeguard Children¹ (March 2013: pages 6, 47 and 57) apply to us generally and apply specifically when engaged in Regulated Activity. Whilst we are not (in the legal sense) a school or college we do provide education and instruction and therefore seek to work to the standards set out in Keeping Children Safe in Education April 2014. We recognise documented definitions of types of child abuse and provide a senior officer (Head of HR), who has the full support of the CEO and the Board, who performs the role of 'Designated Safeguarding Lead' who implements this policy and is there to advise staff, volunteers and colleagues and to manage referrals to safeguarding authorities.

In relation to vulnerable adults, we recognise 'No Secrets'(2000), the Safeguarding Vulnerable Groups Act 2006 and seek to work to the Social Care Institute for Excellence guidance on prevention in adult safeguarding (May 2011).

Above all Alexandra Palace recognises that the prevention of child abuse and the protection of vulnerable adults is everybody's business. It will continuously seek to achieve the best standards in its safeguarding practices.

See Appendix 2 for further detail on relevant legislation

6. Scope of our work

Staff and volunteers expected to be involved in Regulated Activity as defined in law will be recruited, selected and trained in accordance with the proper standards and all staff will receive appropriate safeguarding training that is professionally delivered and up to date. Staff and volunteers delivering Regulated Activity will also receive proper supervision. For further information on safer recruitment training visit www.saferrecruitmentconsortium.org.

The current contexts in which Alexandra Palace works with young people under the age of 18 are:

¹ DofE Statutory guidance on inter-agency working to safeguard and promote the welfare of children

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Learning and Participation Programme: onsite and offsite workshops, events, tours, handling collections and presentations, master classes and work experience placements

Ice rink: Skating coaches and judges are required to apply to NISA annually for a license, the license requires them to be DBS checked attend safeguarding training, Alexandra Palace holds copies of all licenses and renewal documentation. In addition, we engage licensed and registered Chaperones during Pantomime performances.

Within Alexandra Palace's Venue Management Plan (VMP) protocols are established detailing how a report of a lost child or vulnerable adult should be managed. A similar protocol exists as to how the venue will act when a child or vulnerable adult is found to be separated from their carer.

For ticketed events such as concerts, age restrictions for unaccompanied children are assessed and agreed with promoters, before being made clear to customers at point of sale. Such age restrictions are enforced by Security Personnel on entry to the building.

Alexandra Palace sources security personnel and stewards from SIA Licensed companies. All SIA licensed security personnel receive DBS checking as part of their licensing arrangements.

Alexandra Palace is working to achieve the White Ribbon Music award which aims to eliminate Violence against Women and Girls. This work aims to establish an environment whereby any complaints of harassment, violence or assault are received and managed by Alexandra Palace team members in a sensitive and appropriate manner.

Alexandra Palace has a responsibility to promote that our leaseholders and Friend Groups and Societies and when working in partnership within the park and palace safeguard and promote the welfare of children and vulnerable adults and are committed to ensuring that its safeguarding practice reflects statutory responsibilities, government guidance and complies with best practice.

7. Safeguarding roles and responsibilities

- adopting safeguarding guidelines through procedures and a Code of Conduct Appendix 3 for staff and volunteers;
- following carefully the procedures for recruitment and selection of staff and volunteers;
- providing effective management for staff and volunteers through supervision, support and training;
- reporting information about concerns
- sharing information about child protection and good practice with staff and volunteers;
- reviewing its policies and practice at regular intervals,
- Dealing effectively with any allegations made against staff and volunteers.

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All staff have a role to play in delivering Safeguarding Policy, but specific responsibility has been allocated to named staff as outlined below.

The CEO has responsibility for safeguarding and ensuring compliance with Charity Commission requirements and ensuring the Board and Executive team have ownership of safeguarding issues.

The Board will appoint a safeguarding trustee on the Board.

The Head of Human Resources is responsible for ensuring that appropriate Disclosure and Barring Service (DBS) checks are undertaken, and up to date records maintained, as well as that the appropriate checks and references are taken up for staff offered employment. DBS back checks and ensuring that staff receive safeguarding training.

The Head of Learning is responsible for ensuring that appropriate Disclosure and Barring Service (DBS) checks are undertaken, and up to date records maintained, as well as that the appropriate checks and references are taken up for volunteers. DBS back checks and ensuring that staff receive safeguarding training.

The Safeguarding Working Group is responsible for steering work in relation to safeguarding, reviewing the Safeguarding Policy and making recommendations to the Executive Team for any actions that need to be taken to maintain compliance and good practice.

All staff have a responsibility to report any concerns to their manager or Designated Safeguarding Lead.

8. Recruitment, vetting, induction and training of staff

Alexandra Palace recognises that anyone may have the potential to abuse children and vulnerable adults in some way and that all reasonable steps are taken to ensure unsuitable people are prevented from working with them.

Alexandra Palace complies with an on-going duty to notify DBS with any relevant information regarding the conduct of any individual which the Alexandra Palace considers to have caused harm or pose a risk of harm to vulnerable groups. Alexandra Palace will implement appropriate recruitment procedures for members of staff working on activities with children and/or vulnerable adults, having substantial access to children and/or vulnerable adults, access to children's personal information or images, or who through the course of their work are liable to find themselves in a position of trust. These procedures will include:

- Disclosure and Barring Service checks carried out by HR Department on the offer of a post which is likely to have significant contact with children and/or vulnerable adults.
- Two reference checks which confirm their suitability to work with children.

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- Ensuring all existing staff regularly in contact with children, or unsupervised and or regulated activity, will have completed updated Disclosure and Barring Service checks (DBS checks, formerly CRB).
- All staff contracts will refer to this policy about protecting children and vulnerable adults, and by signing contracts, staff will be confirming that they have received and read a copy of this policy.
- Employees are required them to inform Alexandra Palace if they or their child is subject to a child protect investigation. Failure to do so could result in Disciplinary action;
- It is essential that all staff who have access to children and vulnerable adults understand their safeguarding responsibilities and what to do in the event a disclosure is made to them, or they suspect risk of harm or abuse. To aid this, all staff working with students, with children or likely to be in regular contact with vulnerable adults will receive training on safeguarding training.

For its widening participation, and outreach work Alexandra Palace will take the following steps:

- Only employ staff, where possible, who have actually been observed working with children, young people or vulnerable adults (as appropriate)
- Ensure that a teacher, youth worker, care worker or other group leader from the host organisation is present during workshops delivered by Alexandra Palace.
- Provide visiting professionals with a copy of this policy.

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9. Procedure for Managing a disclosure

Disclosing abuse is difficult for variety of reasons. Some children and vulnerable adults do not disclose because they feel they will not be believed or be taken seriously. It is very important that staff actively listen and respond sensitively. Creating a safe space to talk is crucial in breaking down barriers to disclosure. The chart below shows some things to do and those not to do when speaking to someone.

Do	Don't
<ul style="list-style-type: none"> • Stay calm; • Recognise your feelings, but keep them to yourself; • Use language that the person can understand; • Reassure the person: telling you is doing the right thing, they are not to blame, you believe that they are telling the truth; • Listen carefully, record what the person says and keep these notes; • Explain what you will do next (i.e. tell your manager or Designated Safeguarding Lead) in a simple and clear way • Follow the standard procedure in telling your manager or Designated Safeguarding Lead and seeking advice and support for yourself. 	<ul style="list-style-type: none"> • Panic or delay; • Express strong feelings of upset or anger; • Use jargon or express opinions; • Probe deeply for information; • Use leading questions; • Make them repeat the story; • Promise unconditional confidentiality; • Approach the person against whom the allegation has been made, or discuss the disclosure with anyone other than your manager or the Designated Safeguarding Lead.

10. Reporting a concern / disclosure

This procedure below will be followed whenever a disclosure has been made, or there is a suspicion that a child or vulnerable adult is at risk of harm or has been abused. If in doubt, about whether to make a written record (for example, you have a slight concern), you can contact the designated safeguarding lead.

The member of staff will make a detailed written record of the matter, using if possible the Safeguarding Report Form, and report it within twenty-four hours to their line manager / safeguarding lead. In the case of an urgent concern, the member of staff will communicate the matter as soon as possible, and complete the written report afterwards.

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The Designated Safeguarding Lead will seek advice from the Local Authority Designated Officer (LADO) where required to inform decision making about the appropriate course of action to be taken, sharing necessary information as appropriate to best protect the child or adult at risk, with their consent wherever possible.

Where risk of harm or abuse is identified, we will take action to best protect the child or vulnerable adult.

Alexandra Palace will involve the child or vulnerable adult in decision making and act with their consent where possible. The Designated Safeguarding Lead will take action without consent where this is considered to be in the best interests of the child or vulnerable adult.

If the matter is the subject of a criminal investigation Alexandra Palace is entitled to pursue its own or complementary confidential enquiries and disciplinary action. The Designated Safeguarding Lead will consult with the relevant agencies in such cases.

To maintain the integrity of the investigation, individuals who face an allegation may be advised to only discuss the substance of the allegation with his or her union or legal representative, immediate family or as directed by the investigating officer.

Following an investigation, disciplinary action may be taken as appropriate.

Information is shared and discussed between staff and relevant agencies on a need to-act basis only.

Flowchart for Reporting Safeguarding concerns.

11. Responding to Concerns

Deal with any immediate needs:

- Take all reasonable steps to ensure the child or vulnerable adult is in no immediate danger;
- Seek medical treatment if required as a matter of urgency.

Listen carefully if a child or vulnerable adult discloses abuse to ensure that they are heard and not discouraged from reporting abuse. Clarify the bare facts of the reported abuse or grounds for suspicion of abuse but:

- It is not your role to interview the child or vulnerable adult;
- Do not discuss in any circumstances the allegation of abuse with the alleged perpetrator.

Explain:

- That you must inform your line manager;

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- Tell the victim that others will have to be informed, e.g. Designated Safeguarding Lead, Local Authority Designated Officer (LADO) and the police;
- Find out how the victim of abuse feels about informing others who might help, in particular Local Authority Designated Officer and the police.

Record:

Using the safeguarding report form, make an accurate written record of the allegation, or the grounds for suspecting abuse, including:

- The date and time of the incident;
- What was said by the victim of abuse in their own words;
- The appearance and behaviour of the victim;
- Any injuries witnessed;
- Anyone who was present at the time.

Inform:

- Your line manager immediately;
- In the absence of your line manager, a senior manager, Designated Safeguarding Lead or Lead Site Security team member, or emergency services in an emergency. During an event, Venue 1 will act as designated safeguarding lead and should be notified of any disclosures received so that the appropriate response can be initiated by Event Control. The event protocol should be followed and employees should seek advice if unsure.

What you should **not** do

- **Do not** confront the person you think is responsible for the abuse in the case of an event you should contact Lead Site Security Team Member;
- **Do not** destroy the evidence;
- **Do not** start to investigate the situation;
- **Do not** ignore even if the person does not want it to be disclosed.

12. Responsibilities of the line manager

Once the allegation or suspicion of abuse has been raised with the line manager, he or she must decide without delay on the most appropriate course of action.

It is the duty of the line manager to:

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Deal with any immediate needs:

- Ensure the victim of the alleged abuse is safe;
- Ensure that any necessary emergency medical treatment is arranged;
- Ensure that no forensic evidence is lost.

Clarify:

- The facts stated by the member of staff but **do not** discuss in any circumstances the allegation of abuse with the alleged perpetrator or if possible the victim;
- That the circumstances fall within the safeguarding procedures, i.e. meeting the definition of abuse as defined in this policy and procedures;
- Questions of consent and confidentiality as far as possible, e.g. has an assessment of capacity been made, is the alleged victim of abuse able to decide who should be informed and has an internal investigation be made and the outcome been documented.

Refer by completing the Safeguarding Report Form (Appendix 1) and submitting to the Designated Safeguarding Lead who informs the Local Authority Designated Officer (LADO)

In the event of an accident or non-safeguarding related incident the standard Health and Safety reporting procedures should be followed. In regard to potential safeguarding incidents there are four main scenarios where the need to report is necessary.

If you have:

1. Concern that a child or vulnerable adult attending Alexandra Palace event or Alexandra Palace related projects (including those in community based settings) is being abused but by somebody not connected to Alexandra Palace.
2. Concern that a child or vulnerable adult is being abused by an Alexandra Palace member of staff.
3. A disclosure from a child or vulnerable adult that they are being abused by somebody not connected to Alexandra Palace.
4. An allegation that somebody working at Alexandra Palace has abused a child or vulnerable adult.

You should inform your manager or Designated Safeguarding Lead.

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If the circumstances involve a member of staff or volunteer the Designated Safeguarding Lead will seek advice from the Local Authority Designated Officer (LADO) and inform the CEO.

Do not inform parents if the abuse allegation concerns what is happening in the child's or vulnerable adult's home, seek advice from the Designated Safeguarding Lead.

Because it can be very difficult for a child to report that they are being abused, particularly while it is happening, it is important that any allegation is taken seriously, and everything is recorded factually and on the same day.

With regard to the action that should be taken when direct allegations are made, prior to the investigation, the Designated Safeguarding Lead may obtain specialist independent advice on whether the allegation is one where suspension is necessary. If the decision is made to suspend an individual, this would be without prejudice.

Alexandra Palace is aware that we have a responsibility both to the children / vulnerable adults and to the member of staff who has been accused. To be accused of abuse or inappropriate behaviour is an extremely traumatic experience for all concerned. The HR Department can arrange for telephone counselling through our EAP package.

If the allegation about a member of staff is made to another member of staff it is important that this information is reported to the HR Department as soon as possible. Because of the rules of evidence with regard to criminal investigation, it is important that staff do not seek to interview the child, influence the parents or seek to stop the child from informing the statutory agencies. Such action can also be seen as conspiring to pervert the course of justice.

Failure to refer promptly may mean that vital evidence will be lost and result in more suffering to the child concerned, as well as potentially leaving other children at risk.

In certain circumstances it may not be appropriate for a member of Alexandra Palace staff to investigate an alleged incident themselves, in which case investigations must be left to appropriate professionals.

On occasion, the evidence needed to prosecute an alleged offender 'beyond reasonable doubt' is of such a high standard of proof, that a prosecution will not take place and even if a prosecution goes ahead, that person may be acquitted. Employees need to be aware that regardless of whether a prosecution takes place, behaviour may still be in breach of our standards of conduct, and the allegations may be subject to an internal disciplinary process, subject to the advice of the LADO.

13. Whistleblowing

Alexandra Palace encourages all members of staff to raise any concerns that they may have about the conduct of others in the organisation in relation to any suspected instances of fraud, misconduct or wrongdoing. The Whistleblowing Policy and Procedures sets out Alexandra Palace position in these matters and lays out a

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procedure for individuals to raise any concerns and how those concerns will be dealt with.

14. Children Attending events / tours

Children attending events/tours / learning programmes and the park are the responsibility of their parents, carers, guardians, teachers or other persons who accompany them. Unaccompanied minors under the age of 14 will not be admitted. In the event that a child is reported as being separated from their adult carer, this should be reported to AP Control via radio or extension 2222 who will initiate the appropriate Alexandra Palace Lost Child protocol.

Children attending performances/events/tours and the park as part of a school or community group are the responsibility of the adult group leader at all times. A ratio of adults to children is required for all large groups.

1: 3 for Early Years and Foundation students (2 to 5 years)

1: 6 for Years 1,2 and 3 (5-8 years)

1: 10 for Year 4 and above (9 upwards)

15. Procedure for lost children attending a performance, event or tour.

In the event that a child is found having been separated from the adult carer, the member of Alexandra Palace staff should contact AP Control via radio or extension 2222 who will implement Alexandra Palace's Found Child protocol. At all times, where practicable, we undertake that any lost child will be with at least two members of staff, preferably including one SIA licensed site security and in a public and visible place covered by CCTV.

The matter should be recorded and reported using the Control Daily Occurrence Book.

16. 'Abandoned' Children

If a child is found in the building under the age of 14 and is unaccompanied by an adult, it should be established if they have been abandoned, if this is the case it should be reported to Alexandra Palace Control via radio or extension 2222 and the Found Child protocol should be initiated. The matter should be recorded and reported in the control Daily Occurrence Book.

NB: This procedure should only be used if the adult is not in the building, not if a parent and child have become separated.

No member of staff should accept responsibility for a child under any circumstances.

Unaccompanied Minors Each event will have established through risk assessment and agreement with promoters/client a lower age limit under which unaccompanied children will not be admitted to the venue.

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Alexandra Palace Ice Rink does not admit unaccompanied minors to public sessions who appear to be 12 years or less. For patch ice or ice rink lessons, where a minor is below the public session age limit, children 12 and over can be left at the discretion of parent, guardian or responsible adult.

Unaccompanied minors in public areas of building such as Palm Court, East Court and other public areas of the Palace and Park are left at the discretion of parent, guardian or responsible adult.

During daytime opening hours, security on duty should be alert for any unaccompanied minors entering the building.

18. Work Experience

Alexandra Palace considers applications for Work Experience on a case by case basis subject to the needs of the business.

The manager hosting a work experience placement must liaise with the HR Department to ensure there is an awareness of under-18 and over-18 work experience students in the building. This ensures risks can be managed and a standardised approach to ensure insurances, risk assessments and learning programmes are in place.

The manager / HR Department is responsible for ensuring, prior to the placement commencing, that the School, parent, carer or guardian of the child has completed a permission form for attendance on the work experience, and has been provided with an appropriate risk assessment and all documentation relevant to the placement.

The manager in whose department the young person is to undertake the work experience must ensure that the department has an up-to-date Risk Assessment for work experience placements and, for under-18s, an individual risk assessment which is signed, dated and specific to the individual young person.

HR is responsible for collecting emergency contact details from the parent, carer or guardian identified in the work experience application form. The supervising manager is responsible for advising the Work Experience Coordinator of any accidents or emergencies, and HR will inform the parent, carer or guardian or school in liaison with Head of Health Safety.

The manager in whose department the young person is to undertake the work experience must ensure that the members of staff who are working with or supervising that young person are briefed on their responsibilities and are competent to undertake that role.

Under Disclosure and Barring Service rules, staff supervising or working alongside young people on work experience would not normally be required to undertake a DBS check. However, all staff must be aware of and must follow the code of conduct for dealing with children outlined above.

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The manager in whose department the young person is to undertake the work experience must ensure he/she receives a Health and Safety induction and Health and Safety Risk Assessment.

The manager must ensure that the young person is supervised at all times.

19. Sexual relationships

Under the Sexual Offences Act 2003, it is a criminal offence for a person to engage in a sexual relationship with a person under the age of 18 when they are in a position of trust in relation to that person. All staff and volunteers are considered to be in a position of trust for this purpose.

20. Alcohol

It is illegal for alcohol to be sold to or bought by people who are under the age of 18 years. Alexandra Palace takes reasonable steps to seek to ensure that the law is not broken in relation to licensed premises and operates a Challenge 25 policy.

21. Associated documentation and further information

This document provides only a basic guide to safeguarding. Further advice and guidance can be obtained from the HR Department.

The policy should be read in conjunction with the following documents:

- Code of conduct
- Capability policy and procedure
- Disciplinary policy and procedure
- Whistleblowing policy
- Bullying and harassment policy and procedure
- Recruitment and selection policy and procedure
- Training and induction policy
- Health and Safety policy
- Lone Working policy
- Equality, Diversity and Inclusion Policy

22. Status of policy

This procedure is a statement of current Alexandra Palace policy taking into account current legislation. Alexandra Palace therefore reserves the right to amend the procedure as necessary to meet any changing requirements.

Date	Version	Author	Amendments

APPENDIX 1: Detailed definitions

Child Abuse Definitions

There are four types of child abuse. They are defined in the UK Government Guidance Working Together to Safeguard Children 2010 (1.33 – 1.36) as follows:

1. Physical abuse
2. Emotional abuse
3. Sexual abuse
4. Neglect

Bullying is not defined as a form of abuse in Working Together but there is clear evidence that it is abusive and will include at least one, if not two, three or all four, of the defined categories of abuse. For this reason, it has been included in this factsheet.

Physical abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

Emotional Abuse

Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may include not giving the child opportunities to express their views, deliberately silencing them or 'making fun' of what they say or how they communicate. It may feature age or developmentally inappropriate expectations being imposed on children. These may include interactions that are beyond the child's developmental capability, as well as overprotection and limitation of exploration and learning, or preventing the child participating in normal social interaction. It may involve seeing or hearing the ill-treatment of another. It may involve serious bullying (including cyberbullying), causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

Sexual Abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact,

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including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet). Sexual abuse is not solely perpetrated by adult males. Women can also commit acts of sexual abuse, as can other children.

Neglect

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. Neglect may occur during pregnancy as a result of maternal substance abuse. Once a child is born, neglect may involve a parent or carer failing to:

- provide adequate food, clothing and shelter (including exclusion from home or abandonment);
- protect a child from physical and emotional harm or danger;
- ensure adequate supervision (including the use of inadequate care-givers);
- or ensure access to appropriate medical care or treatment.

It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

Bullying

Bullying may be defined as deliberately hurtful behaviour, usually repeated over a period of time, where it is difficult for those bullied to defend themselves. It can take many forms but the three main types are physical (e.g. kicking, hitting, theft), verbal (e.g. racist or homophobic remarks, threats name calling) and emotional (e.g. isolating an individual from the activities and social acceptance peer group). The damage inflicted by bullying can frequently be underestimated. It can cause considerable distress to children to the extent that it affects their health and development or, at the extreme, cause them significant harm (including self-harm). All settings in which children are provided with services or are living away from home should have in place rigorously enforced anti – bullying strategies.

Definitions taken from the document NSPCC Child Protection Fact Sheet - Definitions and signs of child abuse.

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APPENDIX 2: Safeguarding Key Legislation

1 Children Act 1989

The intention of the Children Act is to protect children and ensure that their welfare and development is paramount and promoted. The Act allows for provision of services to support children and their families and for the compulsory intervention of the state to protect children. The act also gives local authorities a responsibility for ensuring that this happens by working together with all the relevant agencies. It states that only the Police, Social Services and the NSPCC have the legal right and responsibility to investigate concerns about child abuse.

For any updated modifications from 2004 onwards go to Government Legislation - Children's Act

Principles

- Paramount – the child's welfare is paramount – the most important consideration;
- Parental Responsibility – parents have a duty to care for their child and meet their needs;
- Partnership – professionals and families are to work together for the welfare of the children;
- Participation – children's wishes and feelings should be ascertained so that they can contribute appropriately;
- Prevention and Provision of Services – services may be necessary to safeguard and promote the welfare of a 'child in need';
- Protection – a child must be protected from serious harm. The Local Authority has a duty to investigate any report that a child is suffering or likely to suffer, 'Significant Harm'.

Section 17 – Child in Need

Under the Children Act (1989) a child is considered to be in need if:

- he/ she is unlikely to achieve or maintain, or to have the opportunity of achieving or maintaining, a reasonable standard of health or development without the provision for him/her of services by a local authority under this Part;
- his/her health or development is likely to be significantly impaired, or further impaired, without the provision for him/her of such services; or
- he/she is disabled.

Section 47 – Child at Risk of Significant Harm/In need of protection

Places a statutory duty on the local authority.

Where a local authority has reasonable cause to suspect that a child who lives, or is found, in their area is suffering, or is likely to suffer, significant harm, the authority

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shall make, or cause to be made, such enquiries as they consider necessary to enable them to decide whether they should take any action to safeguard or promote the child's welfare.

Significant Harm

In relation to children:

The Children Act 1989 introduced Significant Harm as the threshold that justifies compulsory intervention in family life in the best interests of children.

Physical Abuse, Sexual Abuse, Emotional Abuse and Neglect are all categories of Significant Harm.

Harm is defined as the ill treatment or impairment of health and development. This definition was clarified in section 120 of the Adoption and Children Act 2002 (implemented on 31 January 2005) so that it may include, "for example, impairment suffered from seeing or hearing the ill treatment of another".

Suspicious or allegations that a child is suffering or likely to suffer Significant Harm should result in an Assessment incorporating a Section 47 Enquiry

There are no absolute criteria on which to rely when judging what constitutes significant harm. Sometimes a single violent episode may constitute significant harm but more often it is an accumulation of significant events, both acute and longstanding, which interrupt, damage or change the child's development.

In relation to adults:

A key concept in adult safeguarding work is 'Significant Harm'.

The impact of harm upon a person will be individual and depend upon each person's circumstances and the severity, degree and impact or effect of this upon that person.

Working Together to Safeguard Children

This document sets out how all agencies and professionals in the statutory, voluntary and independent sectors should work together to promote children's welfare and protect them from abuse and neglect and requires those agencies to share information. This document was updated in March 2013 for modifications please go to Working to Safeguard Young Children 2013

Framework for the Assessment of Children in Need and their Families

This document outlines a procedure for all those who work with children and families in determining whether a child is in need (under the Children Act 1989) and decides how best to provide help. A child in need does not necessarily require protection, but they and their family may need additional support. This could be due to:

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Domestic violence, drug or other substance abuse, social exclusion, mental health problems

A child in need can be at risk of abuse, if the family does not receive help. (This document has now been archived)

The Children (Protection from Offenders) (Miscellaneous Amendments) Regulations 1997

These regulations came into force in October 1997. They are mainly concerned with preventing the approval of people as foster carer or adoptive parents where either they or any other member of the household over the age of 18 is known to have been convicted or cautioned for relevant offences. These regulations also apply to child-minding, private fostering and residential care.

The Children (Protection from Offenders) (Misc. Amends)1997

The United Nations Convention on the Rights of the Child

The United Nations Convention sets out the rights of all children, including their right to be protected from harm.

The United Nations Convention on the Rights of the Child - UNICEF

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Rehabilitation of Offenders Act 1974

This act allows people not to declare convictions to employers. People who are involved in situations where they have sustained or prolonged access to children are exempt from the Rehabilitation of Offenders legislation. This means that prospective employees, self-employed workers and volunteers must declare all criminal convictions relating to children, however long ago: and that these will be taken into account when deciding on their suitability for working with children. NB: verification of Criminal Records will be obtained in all cases from the Criminal Records Bureau.

Health and Safety at Work Act 1974

The Health and Safety at Work Act gives all organisations a legal responsibility to prevent injuries and ill health to employees and others, including members of the public. Much of this responsibility is delegated to managers who have control of work activities but the legislation also provides all employees with an obligation to take reasonable care of themselves and others.

Youth Justice and Criminal Evidence Act 1999

Working together to achieve best evidence in relation to vulnerable and intimidated witnesses, which includes children. NB: all young people under 17 are always classed as vulnerable witnesses in cases of violent and sexual offences.

Youth Justice and Criminal Evidence Act 1999

Safeguarding Vulnerable Groups Act 2006

This piece of legislation was created following the UK Government accepting recommendation 19 of the inquiry headed by Sir Michael Bichard, which was set up in the wake of the Soham Murders.

The Safeguarding Vulnerable Groups Act establishes the legal basis for the Independent Safeguarding Authority who will manage the two lists of people barred from working with children and/or vulnerable adults replacing the current barred lists (List 99, the Protection of Children Act 1999 (PcCA), the scheme relating to the Protection of Vulnerable Adults (PoVA) and Disqualification Orders). The Safeguarding Vulnerable Groups Act also places a statutory duty on all those working with vulnerable groups to register and undergo an advanced vetting process with criminal sanctions for non-compliance.

The Sexual Offences Act 2003

- Introduced the offences of:
- causing or inciting a child to engage in sexual activity
- engaging in sexual activity in the presence of a child
- causing a child to watch as sexual act
- meeting a child following sexual grooming
- arranging or facilitating a child sexual offence

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Abuse of Position of Trust

The Sexual Offences Act (2003) re-enacts and extends the abuse of position of trust to include;

An offence for any person aged 18 or over, who is in a 'position of trust', to have a sexual relationship with a young person under 18 if their role is one identified within the Act. These include staff working in;

- Institutions looking after children detained under a court order
- Accommodation provided by local authorities / voluntary organisations under statutory provision
- Hospitals, clinics, children's homes and residential family centres
- Education institutions

Protection of Freedoms Act 2012

- Formed DBS in 2012 from ISA and CRB
- Safer recruitment for public, private and voluntary sectors by identifying candidates unsuitable for working with children and vulnerable adults
- Covers England and Wales
- 'Regulated Activity' employers legally required to refer safeguarding concerns
- Illegal for a person barred by DBS to apply or work within the sector or for an employer to knowingly employ someone barred by the DBS.
- Protection of Freedoms Act 2012

Female Genital Mutilation Act 2003

FGM has been a specific criminal offence in the UK since 1985 when the (Wide)

Prohibition of Female Circumcision Act ("the 1985 Act") was passed. The Female Genital Mutilation Act 2003 ("the 2003 Act") replaced the 1985 Act in England, Wales and Northern Ireland. It modernised the offence of FGM and the offence of assisting a girl to carry out FGM on herself while also creating extra-territorial offences to deter people from taking girls abroad for mutilation. To reflect the serious harm caused, the 2003 Act increased the maximum penalty for any of the FGM offences from five to 14 years' imprisonment.

Child Sexual Exploitation

Child sexual exploitation (CSE) is a type of sexual abuse in which children are sexually exploited for money, power or status.

Children or young people may be tricked into believing they're in a loving, consensual relationship. They might be invited to parties and given drugs and alcohol. They may also be groomed online.

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Some children and young people are trafficked into or within the UK for the purpose of sexual exploitation. Sexual exploitation can also happen to young people in gangs.

Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or a third person or persons) receive 'something' (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities. Child sexual exploitation can occur through the use of technology without the child's immediate recognition; for example, being persuaded to post sexual images on the Internet/mobile phones without immediate payment or gain. In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources. Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability.

This definition of child sexual exploitation was created by the UK National Working Group for Sexually Exploited Children and Young People (NWG) and is used in statutory guidance for England.

Counter-Terrorism and Security Act 2015

The Counter-Terrorism and Security Act 2015 introduced a new duty on regulated higher education bodies to have due regard to the need to prevent people from being drawn into terrorism. This is known as the Prevent Duty. The aim of the Prevent strategy is to reduce the threat to the UK from all forms of terrorism by stopping people becoming terrorists or supporting terrorism.

Radicalisation refers to the process by which a person comes to support terrorism and forms of extremism leading to terrorism. Radicalisation is usually a process not an event. During this process, there will inevitably be opportunities to intervene in order to reduce the risk of the individual being attracted to extremist ideology and causes and safeguard him/her from the risk of radicalisation. It is important to be able to recognise the factors that might contribute towards the radicalisation of an individual. Indeed, some of the factors that lead an individual to becoming radicalised are no different to those that might lead individuals towards involvement with or being vulnerable to other activity such as gangs, drugs and sexual exploitation for example.

Those involved in extremist activity come from a range of backgrounds and experiences.

There is no single profile of what an extremist looks like or what might drive a young person towards becoming radicalised. It can affect impressionable young boys and men and also impressionable young girls and women.

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Children and Young Persons Act 2008

An Act to make provision about the delivery of local authority social work services for children and young persons; to amend Parts 2 and 3 of the Children Act 1989; to make further provision about the functions of local authorities and others in relation to children and young persons; to make provision about the enforcement of care standards in relation to certain establishments or agencies connected with children; to make provision about the independent review of determinations relating to adoption; and for connected purposes.

Mental Capacity Act 2005

An assessment to establish whether a person lacks capacity should take place whenever there is a concern that an individual might lack the mental capacity to make a proposed decision (including safeguarding).

Processes for people who lack capacity should be different in significant respects from processes undertaken with people who have capacity (e.g. in relation to sharing information and consent).

The principles of the Mental Capacity Act make it clear that a person is not to be treated as unable to make a decision unless all practical steps have been taken to help them do so, and that no one should be deemed to lack capacity on the grounds that their decisions appear to be unwise.

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APPENDIX 3: Safeguarding Code of Conduct

No member of staff shall engage in sexual contact or in any relationship with a child other than a properly conducted staff-to-young person relationship. This condition applies regardless of the age of the child and also when the child is over the age of consent

No member of staff shall engage in conduct towards a child or vulnerable adult that is intended to be oppressive, threatening, and manipulative or in any way improper or with a view to causing the child or vulnerable adult physical or emotional harm or sexual harm.

It is the primary duty of every member of staff to ensure the safety and wellbeing of every child and vulnerable adult whilst on site. Each member of staff must ensure that all reasonable steps are taken to minimise risk of harm or injury to any child and must abide by the policies, procedures and guidelines set out in this document.

Where there is any reason for believing that a child or vulnerable adult has been abused, is being abused or is at risk of being abused, in any way arising as a result of that child's association with Alexandra Palace, it shall be the duty of any member of staff to whom that information is made known to take action at once, according to the reporting procedures section 10.

Any instance of inappropriate behaviour towards a child or vulnerable adult, by any person employed by Alexandra Palace will be the subject of an enquiry, which may involve external statutory authorities. Alexandra Palace will always seek and adhere to advice from the Local Authority Designated Officer (LADO). The report of any enquiry will be presented to the CEO who will decide what further action is necessary and whether there are sufficient grounds to institute disciplinary proceedings. This will take place whether the Police choose to prosecute or not.

A member of staff who finds him/herself alone with a child must exercise particular care. There should be no apprehensiveness in the mind of either person if such a situation arises, but physical contact should be avoided or appropriate to the nature of work and the situation whenever possible and the presence of an additional person sought as soon as reasonably practicable.

Children must at all times be treated with respect in attitude, language and behaviour. Sexual innuendo whether by word or gesture is prohibited.

No person under the age of 18 years shall have the responsibility for supervising any other child.

Alexandra Palace works with a variety of media to promote understanding and engagement with its work. Children should not be photographed or filmed without prior permission from their teacher, parent or guardian. In use of this material the following guidelines should be considered:

- Photographs of children must be retained and stored in an appropriate manner and only used for legitimate Alexandra Palace purposes;

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- The use of both a child's first and last name in photographs, captions and file names, identifiable logos e.g. school badges should be avoided;
- Group pictures rather than individuals should be used wherever possible;
- Only images of children in suitable dress should be used to reduce the risk of inappropriate use;
- A media consent form should be completed.

Relevant Heads of Department who are involved in media activities are responsible for developing departmental procedures to ensure that these guidelines are implemented in their area of responsibility.

Staff should not accept children below 18 years of age who they have met through their work as 'friends' on social networking sites. Neither should they divulge private email addresses or telephone numbers to these children. Staff should not publish pictures on social networking sites of their work that involves children.

In working with children staff should be aware of the Good Practice guidelines below. Good practice creates a positive child protection climate and assists in protecting staff from false allegations of abuse.

Good Practice:

- Always working in and encouraging an open environment (e.g. no secrets);
- Treating all young people equally, with respect and dignity;
- Always putting the welfare of each young person first;
- Maintaining a safe and appropriate distance except where it is an essential part of the process;
- Building a balanced relationship based on mutual trust which empowers children;
- Ensuring that any form of manual assistance or physical support is provided openly. Children and parents, guardians or carers should be consulted and their agreement gained.
- Involve parents, guardians, carers and chaperones wherever possible;
- If groups have to be supervised do so in pairs where practicable;
- Being an excellent role model, this includes not smoking or drinking alcohol in the company of young people;
- Record any injuries sustained accurately in line with Alexandra Palace accident reporting policy.

Practice to be avoided:

- Avoid spending time alone with children away from others;
- Avoid association (outside the work environment) with children you have met at work;

Practice never to be allowed:

- Engage in rough, physical or sexually provocative games, including horseplay;
- Allow or engage in any form of inappropriate touching;

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- Allow children to use inappropriate language unchallenged;
- Allow adults to use inappropriate language in the presence of children unchallenged;
- Make sexually suggestive comments to a child, even in fun;
- Reduce a child to tears as a form of control;
- Allow allegations made by a child to go unchallenged, unrecorded or not acted upon;
- Do things of a personal nature for children that they can do by themselves;
- Invite or allow children to stay with you at your home unsupervised.

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Appendix 4 – Board Responsibilities

Report Title: Safeguarding – Role of Charity Trustees in Safeguarding

Report of: Erica Wilkinson, Company Secretary

The Role of Charity Trustees in Safeguarding

This note examines the role and responsibilities of charity trustees in the context of safeguarding. Whilst it focusses on the specific regime that applies to charities – and the regulatory oversight of the Charity Commission – a number of the principles discussed here have broader application. So, the five itemised actions that the Commission will want to see (identified below) would be sensible steps for any board (and especially any non-executive board) to take. The Charity Commission's emphasis as a regulator in this area is on good governance and its approach.

Regulatory Climate

The last few years have not seen any major shifts in charity law that specifically affect charities working with children, but they have been distinguished by a marked change in the approach of the Charity Commission to regulation. During this period, the Commission has turned away from its post-2006 focus on demonstrable measures of impact and public benefit and reverted to focusing on the core duties of Trustees as stewards of their charities and beneficiaries. In parallel, the Commission has used its formal investigatory powers much more intensively, with 3882 operational compliance cases and 502 statutory inquiries being opened in 2016/2017, 1,032 operational compliance cases and 103 statutory inquiries being opened in 2014/2015, compared with only 15 statutory inquiries in 2012/2013 and 12 in 2011/2012.

The themes emerging from those inquiries suggest that the main areas of regulatory concern are: unauthorised conflicts of interest and trustee benefits; misuse of charity assets; criminal activity; and safeguarding. In response, the Charity Commission's annual report isolates three high impact strategic risks facing charities, which are under review in the Commission's new risk framework. They are: financial crime and abuse; counter-terrorism; and safeguarding. In consequence, trustees might be surprised not only to see terrorism and safeguarding both covered by the same regulator, but also to be aware of the nature and depth of the Commission's involvement in safeguarding matters, given the number of other agencies they are, more obviously, required to involve when incidents arise.

Role of the Charity Commission

The central source of Government guidance on safeguarding, to which charities working with children must have regard, is the multi-agency guidance document [Working together to safeguard children \(March 2015\)](#) (**Working Together**). That guidance sets out the legislative requirements and expectations placed on organisations working with children to safeguard and promote the welfare of those in

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their care. Charities operating within certain regulated sectors also have the benefit of additional guidance specific to them, such as [Keeping Children Safe in Education](#) (July 2015) (**KCSIE**), which applies to both maintained and independent schools (including academies, free schools and alternative provision academies). Taken together, those documents tell trustees what to do and who to approach at each stage of a safeguarding incident.

It is noteworthy that Working Together, despite being comprehensive, makes no mention at all of the Charity Commission. It even contains a schedule of all the agencies and types of organisations who are supposed to co-ordinate in order to better protect children from abuse. The Commission is absent from that schedule and, it would seem, has no role to play.

However, that is not the position the Commission takes. It has published its own guidance, which falls primarily into two parts. First, a policy paper entitled [Safeguarding children and young people](#) (the **Policy Paper**) which explains how charities working with children must safeguard them from harm; and secondly, a strategy document called [Strategy for dealing with safeguarding vulnerable groups including children issues in charities](#) (the **Safeguarding Strategy**), which explains the Commission's role and approach in relation to safeguarding issues. Those documents are supplemented by commentary in various other pieces of Commission guidance, including in particular [CC3: The essential trustee](#), which explains the key duties of charity trustees and what they need to do to carry out those duties competently.

As a result, there is clearly a disconnect between the principal agencies that have direct responsibility for safeguarding (charities, local authorities, the police, and other sector regulators such as the DfE) and the Charity Commission. In practice, the existence of those parallel regimes is problematic because:-

- charities (and thus trustees) can believe they are fully compliant with the requirements of Working Together and any specific guidance which applies to them (and indeed may be fully compliant) and yet find they are failing to meet the Commission's expectations; and
- the Commission's own guidance on safeguarding is high-level, and elides with its broad and expansive general guidance on charity trustees and their duties. This contrasts with the clear and detailed guidance contained in sector-specific documents, like KCSIE.

However, the Commission does have (limited) jurisdiction in safeguarding issues and it is important therefore to be aware of what it requires.

In that context, the Safeguarding Strategy contains a diagram explaining the Commission's view of its role, compared with that of the other agencies, stating, revealingly, that the Commission "*investigates [the] actions of trustees*". It goes on to describe the Commission as having a "*limited and very specific regulatory role*" which is focused on examining the conduct of trustees and their governance systems, as the means by which trustees are able to fulfil their overriding duty to act in the best interests of their charity and protect both the charity and its beneficiaries from harm.

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Trustees' Charity Law Duties in Relation to Safeguarding

The Commission's position, as expressed in the Policy Paper, is that the overriding duty of charity trustees in safeguarding matters is as follows: *Charity trustees are responsible for ensuring that those benefiting from, or working with, their charity are not harmed in any way through contact with it. They have a legal duty to act prudently and this means that they must take all reasonable steps within their powers to ensure that this does not happen.* It is clearly not straightforward to understand what this means in practice. It must be reasonable for trustees to assume that compliance with Working Together and any sector-specific guidance and legislation will amount to taking all reasonable steps to prevent harm.

However, the Commission takes the issue of trustee responsibility further. The Commission wants to see that Trustees have:

- assessed the safeguarding risks that might arise from their charity's activities and operations;
- created, developed and put in place suitable policies and procedures to handle allegations and incidents;
- undertaken on-going monitoring to ensure effective implementation of those policies and procedures;
- taken steps to ensure that both the board and people working within the charity respond properly when allegations and incidents arise and report as necessary to the police and other agencies; and
- reviewed policies and procedures both periodically and following serious incidents, using their experience of particular incidents to manage and minimise the risk of something similar happening again by making any necessary changes to the charity's policies and procedures.

Conceptually, there is nothing unfamiliar or unusual about that approach: the principles of risk assessment, mitigation and monitoring are intrinsic to good governance (in charities and, of course, in other fields where boards are exercising fiduciary duties). However, cases where safeguarding matters have arisen, the Commission has high expectations of how trustees are personally involved at each of those stages.

Bearing in mind the principle of collective responsibility, and the legal rule that states that trustees cannot delegate or reallocate responsibility for the proper discharge of their duties, what this means in practice is that the Commission takes great interest in how the trustees as a board engage with safeguarding issues. It will want to see policies and procedures being actively discussed and approved at trustees' meetings, rather than merely accepted on the advice of a lead trustee or expert. It will want to know how the issue of risk assessment and management is approached at board level, and to see clear involvement of the trustees (and not just a committee), including in setting the terms of reference for ongoing review of the policies and procedures. It will want to be assured that, as the body with responsibility for general oversight of the charity, the board does not only consider incidents in isolation, but also receives systematic analysis of concerns, so that trends do not go unnoticed. It will also want to understand how trustees approach their monitoring responsibilities. This will often involve a trustee with special

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responsibility for safeguarding, but, if that is the case, the Commission will want to see a clear definition of their role, which is reflected in the safeguarding policy, and to understand how the board has been involved in developing that role, and ensuring it is effective, particularly where oversight is divided between two or more individuals.

Of course, in case the Commission (or indeed other agencies) want to see how matters have been handled, it is critical to have a good paper trail, and accurate minutes, demonstrating how the trustees have acted and showing genuine engagement of individual Board members with the development of policies and procedures. However, care should be taken to consider anonymising sensitive information where possible.

Inevitably, there is a risk of overlap and confusion as the Commission expands upon the overriding duty, and in particular there is a risk that trustees see their role as being concerned with the handling of live incidents. In the schools context, KCSIE makes it clear that it is not the job of the trustees to deal at this operational level with incidents as they arise. The Commission accepts this as a general principle, and appreciates that it is typically the case that senior employees will liaise with one of the trustees (usually the Chair) as such cases emerge and need to be dealt with. But care needs to be taken to ensure that the trustees as a whole are informed and are able to respond.

Equally, there is a risk that the Commission is seen as an alternative prosecuting authority. That should not be the case and the Commission is clear both that it does not directly administer safeguarding legislation and that its involvement in safeguarding incidents is subordinate to that of the police and other agencies with direct responsibility for children. However, given the Commission's focus on governance, circumstances can arise where the Commission might choose to take forward its own intervention into a charity even where the police do not. That can happen where an incident (or allegation) reveals serious concerns about failings on the part of trustees and the Commission feels the need to take action to assess whether, notwithstanding any harm to a child, the trustees have handled the matter properly and appropriately and whether the charity's assets (including its reputation) are protected.

Good Practice Guidance from the Commission

It is worth bearing in mind that the Commission's guidance does contain some more specific recommendations for charities to adopt in dealing with governance matters relating to safeguarding. In particular, the Policy Paper contains an outline list of "*essential inclusions*" for a child protection policy (at section 4) and a companion high level checklist of matters that the accompanying "*procedures and systems should include*" (at section 5).

Those recommendations will not necessarily match precisely (or indeed, in some contexts, sit entirely comfortably alongside) what other regulators or regimes expect, but all charities working with children should have regard to them and consider – ideally at Board level – whether it would be sensible to make additions to their existing policies and procedures to address any gaps highlighted by the

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Commission's list. Doing so not only provides charities with comfort that their policies and procedures meet the Commission's expectations of good practice, but also enables trustees to be able to explain and justify their approach, particularly if they decide not to follow the Commission's lead. This is worthwhile because the Commission's published position in CC3 is that, when investigating potential mismanagement within a charity "*it may take account of evidence that trustees have exposed the charity, its assets or beneficiaries to harm or undue risk by not following good practice*".

Conclusion

It is essential that boards of trustees are familiar with their charity law duties to manage safeguarding risks, allegations and incidents appropriately. In discharging those duties, they must have in mind not only the need for their charity to follow Working Together and any other regulatory guidance, but also the broader requirement for them, as the people ultimately responsible for leading their charity, to engage personally and thoughtfully with how safeguarding policies and procedures are developed, recorded and implemented.

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ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD**

18th JULY 2017

Report Title: Whistleblowing Policy

Report of: Catherine Solomon, Head of HR and Organisational Development

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Local Government (Access to Information) Act 1985

N/A

1. Purpose:

- 1.1 Alexandra Park and Palace Charitable Trust (APPCT) has a responsibility to be transparent ensuring our reputation and maintaining public confidence in everything we do.
- 1.2 There is a responsibility to ensure that any fraud, misconduct or wrongdoing is reported and properly dealt with and individuals are able to raise concerns that they may have about the conduct of others in the organisation or the way in which the organisation is run.
- 1.3 There is no current whistleblowing policy in place, adopting this policy and practice will encourage a culture where concerns are reported early, which makes it easier to address concerns and potentially avoid serious regulatory breaches, reputational damage or external disclosures.
- 1.4 To clearly communicate APPCT commitment to ensure concerns are properly dealt.

2. Recommendations

- 2.1 To approve and support the implementation of the proposed Whistleblowing Policy.
- 2.2 To authorise the Chair of the Trustee Board to sign this document on behalf of Alexandra Park and Palace Charitable Trust.

3. Background

- 3.1 The law provides protection for individuals who raise legitimate concerns about specified matters. This means that they have the right not to be dismissed, subjected to any other detriment, or victimised, because they have made a disclosure.
- 3.2 These are called "qualifying disclosures". A qualifying disclosure is one made in the public interest by an individual who has a reasonable belief that one of the following acts is being, has been, or is likely to be, committed:
 - a criminal offence;
 - a miscarriage of justice;
 - an act creating risk to health and safety;
 - an act causing damage to the environment e.g. Pollution incident;
 - financial irregularities;
 - act of bribery;
 - harassment of a colleague, customer or other individual
 - a breach of any other legal obligation; or
 - concealment of any of the above.
- 3.3 The recommendations in this report were endorsed by the Finance, Risk and Audit Committee at its meeting on 27th June 2017.

4. Whistleblowing Policy

The Policy is attached at Appendix 1 and sets out:

- the procedure for raising concerns;
- APPCT and APTL approach to handling the matter;
- how to escalate concerns;
- the process for report the matter to the proper authority.

5. Legal Implications

- 5.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and having consulted with the Council's Head of Audit and Risk Management provided comments on the proposed policy for the consideration of the report author. It is further understood that the policy has been drafted in line with "Charity Commission Regulation", and so the Council's Assistant Director of Corporate Governance has no further comments.

6. Financial Implications

- 6.1 Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

7. Use of Appendices

Appendix 1 – Whistleblowing Policy

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Whistleblowing Policy	Date Approved: FRAC – 27 June 2017 APPCT – 18 July 2017
	Issue Date:
	Review Date:

1. Introduction

This document sets out the organisation's Whistle Blowing Policy.

2. Background

The law provides protection for individuals who raise legitimate concerns about specified matters. This means that they have the right not to be dismissed, subjected to any other detriment, or victimised, because they have made a disclosure.

These are called "qualifying disclosures". A qualifying disclosure is one made in the public interest by an individual who has a reasonable belief that one of the following acts is being, has been, or is likely to be, committed:

- a criminal offence;
- a miscarriage of justice;
- an act creating risk to health and safety;
- an act causing damage to the environment e.g. Pollution incident;
- financial irregularities;
- act of bribery;
- harassment of a colleague, customer or other individual
- a breach of any other legal obligation; or
- concealment of any of the above.

As a charity we need to be transparent in all that we do ensuring our reputation and maintaining public confidence in everything we do. This means that the definition of public interest is broad.

It is not necessary for the individual to have proof that such an act is being, has been, or is likely to be, committed - a reasonable belief is sufficient. The individual has no responsibility for investigating the matter; Alexandra Palace has responsibility to ensure that an investigation takes place.

3. Scope

This policy applies to all employees both full-time, part-time and those working on a fixed term or casual contract. It also covers other individuals providing services or

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performing work, such as agency workers and contractors, and these individuals are also encouraged to use this policy.

This policy covers disclosures about matters other than a breach of an employee's own contract of employment. If, an employee wishes to make a complaint about their employment or how they have been treated, they should use the following policies:

- Dignity at Work Policy
- Equality Policy
- Grievance Policy
- Serious Incident Reporting

4. Policy

It is our policy that any fraud, misconduct or wrongdoing is reported and properly dealt with. Alexandra Palace therefore encourages all individuals to raise any concerns that they may have about the conduct of others in the organisation or the way in which the organisation is run. This policy also sets out the procedure in which individuals may raise any concerns that they have and how those concerns will be dealt with.

Everyone should be aware of the importance of preventing and eliminating wrongdoing at work. Individuals should be watchful for illegal or unethical conduct and report anything of that nature that they become aware of.

- Any matter raised will be investigated thoroughly, promptly and confidentially, and the outcome of the investigation reported back to the individual who raised the issue;
- No individual will be victimised for raising a matter under this procedure. This means that the continued employment and opportunities for future promotion or training of the individual will not be prejudiced because he/she has raised a legitimate concern;
- Victimisation of an individual for raising a qualified disclosure will be a disciplinary offence;
- If misconduct is discovered as a result of any investigation under this procedure the Alexandra Palace disciplinary procedure will be used, in addition to any appropriate external measures;
- Maliciously making a false allegation is a disciplinary offence;
- An instruction to cover up wrongdoing is itself a disciplinary offence. If told not to raise or pursue any concern, even by a person in authority such as a manager, individuals should not agree to remain silent. They should report the matter to the HR Department.

5. Procedure

Alexandra Palace encourages individuals to raise their concerns under this procedure in the first instance. If an individual is not sure whether or not to raise a concern, he/she should discuss the issue with his/her line manager or the HR department.

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Stage 1 Raising concerns

In the first instance, any concerns should be raised with the individual's line manager unless the individual reasonably believes his/her line manager to be involved in the wrongdoing, or if for any other reason the individual does not wish to approach his/her line manager. If he/she believes the line manager to be involved, or for any reason does not wish to approach the line manager, then the individual should proceed straight to stage 3.

Stage 2 How Alexandra Palace will handle the matter

When advised of a concern or on receipt of a complaint Alexandra Palace will assess the information and consider what action might be appropriate. This may involve an informal review, an internal inquiry or a more formal investigation. Alexandra Palace will advise the individual who will be handling the matter, how to contact them, what further assistance that may be needed and agree a timetable for feedback. When requested, Alexandra Palace will write to the individual summarising the concern and setting out the proposal for handling the concern. Please note, however, that it may not always be possible to inform the individual about the precise actions Alexandra Palace will take where this would infringe on a duty of confidence owed to another person.

Stage 3 Escalation of concerns

If the individual is concerned that his/her line manager is involved in the wrongdoing, has failed to make a proper investigation or has failed to report the outcome of the investigations to the Board, he/she should inform a Whistle blowing contact Head of HR or Board Trustee, who will arrange for another manager to review the investigation carried out, make any necessary enquiries and make his/her own report to the Board as in stage 2 above. If for any other reason the individual does not wish to approach his/her line manager, he/she should also in the first instance contact Head of HR. Any approach to the director will be treated with the strictest confidence and the individual's identity will not be disclosed without his/her prior consent.

6. Reporting the matter to the proper authority

If on conclusion of stages 1, 2 and 3 the individual reasonably believes that the appropriate action has not been taken, he/she should report the matter to the proper authority. The legislation sets out a number of bodies to which qualifying disclosures may be made. These include:

- HM Revenue & Customs;
- the Financial Conduct Authority (formerly the Financial Services Authority);
- the Competition and Markets Authority;
- the Health and Safety Executive;
- the Environment Agency;
- the Independent Police Complaints Commission; and
- the Serious Fraud Office.

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7. Action to be taken by the manager

Any manager who is informed by an individual of potential wrongdoing will take immediate action to investigate the situation. In doing so, the manager will take every possible step to maintain the anonymity of the individual who has made the allegation of wrongdoing.

The individual who has raised the issue will be kept informed of any investigation that is taking place. The individual will also be informed of the outcome of the investigation. It might not always be appropriate to tell the individual the detail of any action that is taken, but the individual will be informed if action is taken.

8. Alerting outside bodies to a potential wrongdoing

An individual should always, in the first instance, talk to a manager in the organisation about a potential wrongdoing. If the individual is not satisfied with the response, he/ she is entitled to contact a relevant external body to express their concerns. In doing this the individual should:

- have a reasonable belief that the allegation is based on correct facts
- make the disclosure to a relevant body
- have a reasonable belief it is in the public interest to make the disclosure.

A “relevant body” is likely to be a regulatory body (e.g. the Health and Safety Executive, or the Financial Services Authority).

9. Contacting the media

In the first instance Alexandra Palace would want to investigate any Whistle blowing concerns. Individuals should not contact the media with allegations about the organisation, except in extraordinary circumstances where neither the organisation nor the relevant regulatory body would be appropriate.

10. Independent Advice

If an individual is unsure as to whether to use this policy or wants confidential advice about raising a concern about malpractice at work, they may contact the independent charity Public Concern at Work on **0207 404 6609** www.pcaw.co.uk or by email at advice33@pcaw.co.uk.

11. Employee Assistance Programme

Alexandra Palace also provides an employee assistance programme that offers confidential support service and advice on personal issues and work related issues. Employees can contact the service, 24 hours a day 7 days a week on 0800 047 4097.

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12. Associated documentation and further information

The policy should be read in conjunction with the following documents:

- Grievance Policy
- Bullying and Harassment Policy
- Code of Conduct
- Serious Incident Policy
- Health and Safety Policy

13. Status of policy

This procedure is a statement of current Alexandra Palace policy taking into account current legislation. Alexandra Palace therefore reserves the right to amend the procedure as necessary to meet any changing requirements.

Date	Version	Author	Amendments

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ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD**

18 JULY 2017

Report Title: Serious Incident Reporting

Report of: Erica Wilkinson, Company Secretary

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: Alexandra Park and Palace Charitable Trust (APPCT) Trustees have a responsibility to ensure that any serious incidents are reported to the Charity Commission. The purpose of this report is to introduce a policy and process for serious incident reporting to ensure that we have systems in place to fulfil these responsibilities.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To approve and support the implementation of the proposed Policy.
- 1.2 To authorise the Chair of the Trustee Board to sign the Policy on behalf of Alexandra Park and Palace Charitable Trust.
- 1.3 That all Trustees complete and submit the form at Appendix 2 by the end of July 2017.

2. Background

- 2.1 Under section 169 of the Charities Act 2011 there is a requirement for trustees to submit, as part of the Annual Return, information specified by the Commission in its regulations and sign a declaration that there are no serious incidents or other matters relating to APPCT's previous financial year that should have been brought to the Commission's attention but has not.

The following issues have been identified as being higher risk by the Commission:

- significant financial loss to a charity
- serious criminality and/or illegal activity within or involving a charity (including fraud and money laundering)
- charities deliberately being used for significant private advantage
- where a charity's independence is seriously called into question
- other significant non-compliance, breaches of trust or abuse that otherwise impact significantly on public trust and confidence in the charity and charities generally

2.2 It is normally an offence to act as a trustee while disqualified unless the Commission has given a waiver under section 181 of the Charities Act 2011 (or in relation to charitable companies, permission has been given by the court).

Therefore a key action under the policy is for Trustees to declare that they are eligible to act which shows that the trustees are discharging their legal duties and responsibilities as trustees. This form is provided at Appendix 2.

2.3 In future this will form part of the induction process for new Trustees.

2.4 The Finance, Risk and Audit committee endorsed the recommendation in this report at its meeting on 27th June 2017.

3. Reason for the decision

3.1 There is currently no Serious Incident Reporting Policy in place, adopting this policy and practice will mitigate the risks associated with legal non-compliance of our statutory responsibilities under section 169 of the Charities Act 2011

4. Legal Implications

4.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and understands that the policy had been drafted in line with "Charity Commission Regulation" and so has no further comments.

5. Financial Implications

5.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

6. Use of Appendices

Appendix 1 – Serious Incident Reporting Policy

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Serious Incident Reporting Policy	Date Approved: FRAC – 27 June 2017 APPCT – 18 July 2017
	Issue Date: 18 July 2017
	Review Date: July 2018

1. Introduction

Trustees must comply with the legal duties of charity trustees in the administration of a charity. Trustees have a general duty to take reasonable steps to assess and manage risks to their charity's activities, beneficiaries, property, work or reputation. This policy should be read in conjunction with the Charity Commission's ("the Commission") Reporting Serious Incidents – guidance for Trustees and APPCT's Risk Management Policy and Whistleblowing Policy.

2. Background

Declaration in Annual Return

Under section 169 of the Charities Act 2011 there is a requirement for trustees to submit, as part of the Annual Return, information specified by the Commission in its regulations and sign a declaration that there are no serious incidents or other matters relating to APPCT's previous financial year that should have been brought to the Commission's attention but has not.

Reporting serious incidents demonstrates to the Commission that we have identified a risk to APPCT and that we are taking appropriate action to deal with it. This is very important because safeguarding the assets of APPCT and APPCT's beneficiaries are key trustee responsibilities.

Where it is clear that trustees are handling serious incidents appropriately and the risks are being managed by them the Commission is unlikely to take further action. If it is not clear that the incident and risks arising from it are being dealt with and that the trustees are acting responsibly, the Commission will need to engage further with APPCT. The Commission may need to use their legal powers to protect APPCT. If a serious incident that has not been reported becomes known to the Commission at a later date, they may consider taking regulatory action against the trustees, particularly if further abuse or damage has arisen.

Trustees will ensure that APPCT will report on risk management arrangements in their Annual Report.

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3. Policy

Duty of Trustees

Trustees will report any serious incident that has resulted or could result in a significant loss of funds or a significant risk to APPCT's property, work, beneficiaries or reputation should be reported to the Commission immediately, not just on completion of the Annual Return. This will enable the Commission to offer APPCT guidance as soon as possible and help protect APPCT and its beneficiaries.

Charity Commission Identified Risks

The following issues have been identified as being higher risk by the Commission:

- significant financial loss to a charity
- serious criminality and/or illegal activity within or involving a charity (including fraud and money laundering)
- charities deliberately being used for significant private advantage
- where a charity's independence is seriously called into question
- other significant non-compliance, breaches of trust or abuse that otherwise impact significantly on public trust and confidence in the charity and charities generally

When to report a serious incident

Arising out of the higher risk issues detailed above, the following areas will be reported to the Commission where the matter in question causes such serious concern that due to the impact on APPCT if true, and on the reputation of APPCT, even if not true:

- the incident is also reported to the police or other statutory agencies (unless it is a technical or minor issue that poses little or no risk)
- APPCT, or individuals associated with them and in connection with their role within it, are the subject of a police or other statutory agency investigation
- the trustees decide that the incident presents a serious or significant risk to APPCT, its beneficiaries, reputation or assets
- the internal risk assessment of the incident concludes that APPCT should act to avoid a serious or significant risk to the charity, its beneficiaries, reputation, services or assets or
- APPCT's professional advisers have advised you to notify the Commission of the incident

Criminal activity

Trustees should inform the Commission of any actual or suspected criminal activity within or involving APPCT as soon as possible after the incident. Trustees must do so where an individual may have committed an offence that calls into question their suitability to be involved in or connected with APPCT, whether as a trustee, member or member of staff.

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Trustees should report crime, or suspected crime, to the police and obtain a crime reference number, this is imperative as the more serious the crime, the more difficult it is to see how trustees could discharge their duties to act in the best interests of APPCT and their duty of care to protect APPCT, its assets and beneficiaries. Where there is evidence or reasonable grounds to believe that criminality has taken place, and the trustees have failed to report this to the police, then the Commission has a duty to do so.

Fraud and theft

"Fraud" - a form of dishonesty, involving either false representation, failing to disclose information or abuse of position, undertaken in order to make a gain or cause loss to another.

"Theft" dishonestly appropriating property belonging to another with the intention of permanently depriving the other of it.

Actual or suspected serious incidents of fraud, theft and other financial crimes should be reported if you know an event has taken place or where you reasonably suspect that it happened. How to report incidents is detailed at Appendix 1.

Other significant loss

Trustees will report any significant loss due to other causes, such as fire, flood or storm damage or having to abandon property, where the value is over £25,000.00. Such significant losses will not include a decrease in the value of investment funds occurring in the ordinary course of investment business or losses such as impairments, asset write downs, pension deficits and bad debts.

Significant sums of money or other property donated to the charity from an unknown or unverified source

Trustees will report any unusually large one-off donations or a series of smaller donations from a source that cannot be identified or checked. Donations may take forms other than money, for example, shares or goods totalling £25,000.00 or more.

Donations and Transactions

The Finance Act 2011 section 27 requires trustees to consider from 1 April 2011, whether the charity is in receipt of tainted charity donations. Prior to the Finance Act 2011, the Finance Act 2006, section 54, means that a charity should keep records of substantial donors and transactions with those donors. This is to avoid a tax liability. Trustees' general legal duties mean that they must act with due diligence in the receipt (and expenditure) of funds.

The charity (including any individual staff or trustees) has any known or alleged link to a proscribed (banned) organisation or to terrorist or other unlawful activity

Under section 19 of the Terrorism Act 2000 there is a duty to disclose a belief or suspicion that a terrorism offence has been committed when the information comes to your attention through trade, profession, business or employment. Non-disclosure may result in an offence being committed. This is relevant for trustees of charities, as

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'employment' has been amended to specifically include voluntary work. If it comes to your attention or you suspect that another trustee, member or member of staff, or anyone associated with the charity has any such links, you must immediately inform the police and should also inform us. It is a criminal offence not to report the matter to the police.

A person disqualified from acting as a trustee has been or is currently acting as a trustee of the charity

Some people are disqualified by law from acting as trustees, including anyone described in section 178 of the Charities Act 2011. This includes individuals who:

- have been convicted of any offence involving dishonesty or deception which is 'unspent'
- are undischarged bankrupts
- have made an arrangement with creditors and have not been discharged (this will include an Individual Voluntary Arrangement (IVA))
- have been removed from the office of charity trustee by an order made by the Commission or the High Court
- have been removed under section 34(5)(e) of the Charities and Trustee Investment (Scotland) Act 2005 or relevant earlier legislation, from being concerned in the management or control of any body
- have been the subject of a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002
- are subject to an order made under section 429(2) of the Insolvency Act 1986

It is normally an offence to act as a trustee while disqualified unless the Commission has given a waiver under section 181 of the Charities Act 2011 (or in relation to charitable companies, permission has been given by the court).

Trustees are expected to sign a declaration of their eligibility to act which shows that the trustees are discharging their legal duties and responsibilities as trustees. This form is provided at Appendix 2.

The charity has been subject to a criminal investigation, or an investigation by another regulator or agency; or sanctions have been imposed or concerns raised by another regulator or agency

You should inform us if the charity has been the subject of any criminal investigation or if another regulator or agency has imposed any formal sanction on it. The Commission will also need to be advised of significant developments and notified of the outcome of the investigation by other agencies and the outcome of criminal court proceedings.

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4. Procedure

APPENDIX 1

How to report:

Fraud

Trustees should report incidents of fraud that take place in their charity to Action Fraud and ensure they obtain a crime reference number. Action Fraud is the national reporting centre for fraud and for information relating to fraud. It has an online fraud reporting service which is available 24 hours a day, and their website includes a comprehensive A to Z of fraud types, providing information about how these frauds operate and how to report them.

Trustees should also make a serious incident report to the Commission.

Theft

Trustees should report incidents of theft to the police and obtain a crime reference number. They should also report the incident to the Commission.

What the Charity Commission need to know

When you report the incident to the Charity Commission, they will need to know:

- the amount involved
- how it was discovered (for example by the charity through internal controls, by the charity's auditors or professional advisers or its bank)
- a summary of the circumstances of the theft/fraud with enough details to enable us to be clear about the risks and be satisfied that you are dealing with them responsibly
- if you have a policy or procedure for dealing with these types of incidents and confirm it has been followed in this case
- what action you have taken to deal with it; confirming whether you have reported the fraud or theft to Action Fraud or the police respectively, providing us with the crime reference number
- if you have recovered the money/goods or are taking steps to do so
- whether or not losses are covered by insurance

Alexandra Palace

APPENDIX 2

Section 1 Personal Details

Name	<input type="text"/>			
Address	<input type="text"/>			
	<input type="text"/>			
	<input type="text"/>			
	Postcode	<input type="text"/>		
Daytime number	telephone	<input type="text"/>	Evening telephone number	<input type="text"/>

Section 2 Charity Details

Name of Charity	<input type="text"/>
Charity registration number	<input type="text"/>

Section 3 Declaration

I declare that I am not disqualified from acting as a charity trustee and that:

- I am capable of managing and administering my own affairs;
- I do not have an unspent conviction relating to any offence involving deception or dishonesty;
- I am not an undischarged bankrupt nor have I made a composition or arrangement with, or granted a trust deed for, my creditors (ignore if discharged from such an arrangement);
- I am not subject to a disqualification order under the Company Directors Disqualification Act 1986 or to an Order made under section 429(b) of the Insolvency Act 1986;
- I have not been removed from the office of charity trustee or trustee for a charity by an Order made by the Charity Commissioners or the High Court on the grounds of any misconduct or mismanagement nor am I subject to an Order under section 7 of the Law Reform (Miscellaneous Provisions) (Scotland) Act 1990, preventing me from being concerned in the management or control of any relevant organisation or body.

Signed

Dated

Alexandra Palace

5. Associated documentation and further information

Charity Commission's Reporting Serious Incidents – guidance for Trustees and APPCT's Risk Management Policy and Whistleblowing Policy.

6. Status of policy

This new statutory draft policy to be considered by the FRAC for recommendation of adoption by the APPCT Board of Trustees.

Date	Version	Author	Amendments

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Alexandra Palace

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD**

18 JULY 2017

Report Title: Complaints Policy

Report of: Erica Wilkinson, Company Secretary

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: The Charity Commission requires Trustees to have the appropriate procedures for dealing with complaints against the Charity and ensure that the procedures are easy to follow.

This report proposes a policy and a process for the Trust to meet this Charity Commission requirement.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To approve and support the implementation of the proposed Complaints Policy.
- 1.2 To authorise the CEO to review the existing operational process to ensure that they implement this policy appropriately and that key staff are trained on their responsibilities in relation to complaints handling.

2. Introduction

- 2.1 The definition of a complaint is any expression of serious dissatisfaction, whether justified or not, about any aspect of APPCT.
- 2.2 Whilst there is a complaints procedure in place it is very much about the operation of our activities. This is not a proposal to have a separate policy for the Trust. Across the Trust, its trading subsidiary and for general members of the public it isn't

always possible to distinguish the type of complaint – a complaint about noise from an event held here is to some a complaint against the charity.

2.3 Overall responsibility for this policy and its implementation lies with the Board of Trustees.

2.4 There needs to be clear policy and process in place and training of the staff receiving and handling complaints to ensure that complaints about the charity are graded and escalated appropriately.

3. Legal Implications

3.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and having consulted with the Council's Feedback and Information Governance Manager provided comments on the proposed policy for the consideration of the report author, and so has no further comments.

4. Financial Implications

4.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

5. Use of Appendices

Appendix 1 – Complaints Policy

Alexandra Palace

Complaints Policy	Date Approved: FRAC – 27 June 2017 APPCT – 18 July 2017
	Issue Date: 18 July 2017
	Review Date: July 2018

1. Introduction

The APPCT Board of Trustees need to view complaints as an opportunity to learn and improve for the future, as well as a chance to put things right for the person or organisation that has made the complaint.

2. Background

The Charity Commission requires Trustees to have the appropriate procedures for dealing with complaints and ensure that the procedures are easy to follow.

3. Scope

The policy below complies with regulation and provides APPCT with an effective and easy to follow process in line with good practice guidance.

4. Policy

APPCT Complaints Policy

Our policy is:

- To provide a fair complaints procedure which is clear and easy to use for anyone wishing to make a complaint
- To publicise the existence of our complaints procedure so that people know how to contact us to make a complaint
- To make sure everyone at APPCT knows what to do if a complaint is received
- To make sure all complaints are investigated fairly and in a timely way
- To make sure that complaints are, wherever possible, resolved and that relationships are repaired
- To gather information which helps us to improve what we do

Definition of a Complaint

A complaint is any expression of serious dissatisfaction, whether justified or not, about any aspect of APPCT.

Alexandra Palace

Where Complaints Come From

Complaints may come from any person or organisation who has a legitimate interest in APPCT. A complaint can be received verbally, by phone, by email or in writing.

All complaint information will be handled sensitively, telling only those who need to know and following any relevant data protection requirements.

Responsibility

Overall responsibility for this policy and its implementation lies with the Board of Trustees.

Review

This policy is reviewed regularly and updated as required. Adopted on: [TBC]

Publicised Contact Details for Complaints:

Written complaints may be sent to the Company Secretary or CEO at Alexandra Park & Palace, Alexandra Palace Way, Wood Green, London N22 7AY or by e-mail at erica.wilkinson@alexandrapalace.org or ceo@alexandrapalace.org.

Verbal complaints may be made by phone to 07710 796930/0208 365 4335 or in person to the Company Secretary or CEO.

Receiving Complaints

Complaints may arrive through channels publicised for that purpose or through any other contact details or opportunities the complainant may have.

Complaints received by telephone or in person need to be recorded. The person who receives a phone or in person complaint should:

- Write down the facts of the complaint
- Take the complainant's name, address and telephone number
- Note down the relationship of the complainant to APPCT
- Tell the complainant that we have a complaints procedure
- Tell the complainant what will happen next and how long it will take
- Where appropriate, ask the complainant to send a written account by post or by email so that the complaint is recorded in the complainant's own words.

Resolving Complaints

Stage One

In many cases, a complaint is best resolved by the person responsible for the issue being complained about. If the complaint has been received by that person, they may be able to resolve it swiftly and should do so if possible and appropriate.

Whether or not the complaint has been resolved, the complaint information should be passed to the Company Secretary or CEO within three working days.

Alexandra Palace

On receiving the complaint, the Company Secretary or CEO records it in the complaints log. If it has not already been resolved, the CEO will delegate an appropriate person to investigate it and to take appropriate action.

If the complaint relates to a specific person, they should be informed and given a fair opportunity to respond. Complaints should be acknowledged by the person handling the complaint within five working days. The acknowledgement should say who is dealing with the complaint and when the person complaining can expect a reply.

A copy of this complaints procedure should be attached.

Ideally complainants should receive a definitive reply within four weeks. If this is not possible because for example, an investigation has not been fully completed, a progress report should be sent with an indication of when a full reply will be given.

Whether the complaint is justified or not, the reply to the complainant should describe the action taken to investigate the complaint, the conclusions from the investigation, and any action taken as a result of the complaint.

Stage Two

If the complainant feels that the problem has not been satisfactorily resolved at Stage One, they can request that the complaint is reviewed at Board level. At this stage, the complaint will be passed to the Chair of the APPCT Trustee Board.

The request for Board level review should be acknowledged within five working days of receiving it. The acknowledgement should say who will deal with the case and when the complainant can expect a reply.

The Chair may investigate the facts of the case themselves or delegate a suitably senior person to do so. This may involve reviewing the paperwork of the case and speaking with the person who dealt with the complaint at Stage One.

If the complaint relates to a specific person, they should be informed and given a further opportunity to respond. The person who dealt with the original complaint at Stage One should be kept informed of what is happening.

Ideally complainants should receive a definitive reply within four weeks. If this is not possible because for example, an investigation has not been fully completed, a progress report should be sent with an indication of when a full reply will be given.

Whether the complaint is upheld or not, the reply to the complainant should describe the action taken to investigate the complaint, the conclusions from the investigation, and any action taken as a result of the complaint.

The decision taken at this stage is final, unless the Board decides it is appropriate to seek external assistance with resolution.

External Stage

The complainant can complain to the Charity Commission at any stage.

Alexandra Palace

Information about the kind of complaints the Commission can involve itself in can be found on their website at:

www.charitycommission.gov.uk/publications/cc47.aspx

Variation of the Complaints Procedure

The Board may vary the procedure for good reason. This may be necessary to avoid a conflict of interest, for example, a complaint about the Chair should not also have the Chair as the person leading a Stage Two review.

Monitoring and Learning from Complaints

Complaints are reviewed annually to identify any trends which may indicate a need to take further action.

5. Status of policy

This new draft policy (at Board level as opposed to operational level) to be considered by the FRAC for recommendation of adoption by the APPCT Board of Trustees.

6. Associated documentation and further information

None.

Date	Version	Author	Amendments

Alexandra Palace

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD** **18 JULY 2017**

Report Title: Annual report on the digital archive project

Report of: Kirsten Forrest, Regeneration Manager, APPCT

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: This report provides an update on the digitisation project, which commenced in 2016 to create a digital archive of the Alexandra Park and Palace collection.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

To note the report.

2. Background

- 2.1 In order to successfully deliver the goals of the restoration of Alexandra Palace, APPCT committed to the creation of a digital archive intended to collate all available relevant material from disparate collections both private and in the local museum, to create public access hitherto impossible or difficult to achieve. £50,000 was allocated in the HLF Activity Plan budget for digitisation of collections.
- 2.2 Digital surrogates are essential tools used to support interpretation and learning both onsite and in online platforms, and to enable sustainable management of the restored heritage areas through commercial enterprise.
- 2.3 To realise this goal, a key agreement with Haringey Council's Museums Service regarding Alexandra Park and Palace Collections held in the archives at Bruce Castle Museum in Tottenham, was brokered last spring. It detailed terms of access

to the collections and those relating to the history of Alexandra Park and Palace with the principle of full unmoderated access and the rights and use of the digital surrogates created through digitisation of those collections. A Service Level Agreement was signed with Haringey Council in May 2016.

- 2.4 The budget of £50k was set in 2014, two years before the discovery of the hidden archive at AP which expanded the anticipated scope and cost of the project considerably. To ensure the project was carried out effectively, to the standard required, APPCT committed to work in partnership with specialists in the field. Fortuitously, conversations with Google Cultural Institute were just beginning to bear fruit and the emerging relationship changed focus when the AP archive was discovered in June. Our Google partnership agreement was signed in September 2016.
- 2.5 Scanning began in the middle of September on site at Alexandra Palace in a specially appointed secure room with a specialist photographer and with equipment of a very high specification provided by Google.
- 2.6 Digitisation of the archive got off to a flying start and within a month generated **1221** scans and a side project using 360degree scans of spaces in the Park and Palace.
- 2.7 Collections that were completely digitised by October 2016 included:
- Nancy McMillan archive (theatre)
 - Isaac Shoenberg family archive (Marconi-EMI)
 - Carl Holzer, First World War collection
 - Tom Edwards, BBC Master Carpenter archive
 - Alexandra Palace Prints collection
 - Alexandra Palace Postcards collection
 - Alexandra Palace Stereo Slides collection
 - Alexandra Palace Television Society Document collection
 - Alexandra Palace Television Society Photograph collection

Some were underway:

- Richard Greenough, BBC Designer - 75% complete
 - Alexandra Palace Ephemera collection - 90% complete
 - Alexandra Palace Trade Brochures collection - 50% complete
 - Hornsey Historical Society collection - 80% complete
- 2.8 The culmination of phase 1 of the project was the 2 November launch of the Alexandra Palace archive on the Google Arts and Culture platform, which released 521 items, as well as three curated exhibitions investigating the Opening Night of Television, the History of Alexandra Palace, and introducing the “Hidden Archive”. Google kindly produced a video to accompany the scanning project and highlight the rediscovered collections. The collections can be viewed here: <https://www.google.com/culturalinstitute/beta/partner/alexandra-palace>
- 2.9 The Curatorial team secured permission from the BBC to include content from their archive and permissions to use their copyright across our platforms. We were

given digitised documents and footage to include in the first AP online exhibition looking at the opening night of television.

- 2.10 Two virtual tours of the Park and Palace for the Google Expeditions programme were created. The first tour looks at the First World War and is a legacy development from the HLF 'War on the Home Front' project of 2014. This forms part of the L&P schools outreach programme and is also available to the general public. The second tour looks at Victorian entertainments.
- 2.11 Working with a team of 8 volunteers, over 3,500 scans had been created, digitising two private collections (Nancy McMillan and Shoenberg family archive); highlights from the Hornsey Historical Society; approximately 75% of the Alexandra Palace Television Society Collection; the complete collection of Alexandra Palace's print, postcards, stereocards, and First World War collections, whilst making a huge dent in the newly rediscovered APPCT collection.
- 2.12 Because this equipment was on loan and the opportunity to capture everything at super high resolutions was unmissable, scanning had to be done at a much greater speed than planned. With a lack of dedicated resources, unfortunately cataloguing could not be done simultaneously. Much research still needs to be done to create a searchable database and to make that useable for the future.
- 2.13 The digitisation project was completed in March 2017 when the Google scanner equipment left site. A total of 8123 scans were captured over a 5-month period. External hard drives containing the scanned files (digital surrogates), have been given to each of the following organisations which contributed collections on loan for the creation of this digital archive:
 - Bruce Castle Collection : 2179 images
 - Hornsey Historical Society : 273 images
 - Nancy McMillan archive : 71 images
 - Sir Isaac Shoenberg archive : 55 images
 - APTS : 1672 images
 - First World War collection : 21 items
 - Postcards : 33 items
 - Stereocards : 3 items
 - Prints : 35 items
 - Victorian designs : 23 images
 - Ephemera : 35 items
 - Photographs : approx. 1000 images
 - 1980s restoration documents : including complete run of Palace Guard newsletter
- 2.14 StreetView images have been added to the Google Arts and Culture page to allow the public to 'visit' the Rose Window, Cellars, and Willis Organ platform. The Curatorial team have begun to add sound to the online exhibitions, starting with Cecil Madden explaining his process of staging the early experimental broadcasts to RadiOlympia. Preparation for the next tranche of images to be uploaded to the GAC platform is ongoing and an additional online exhibition is to be completed for July.

3. Summary of the Digitisation Project

The project with Google:

- Provided high-spec scanning equipment
- Imported specialist technician from Germany to install equipment (twice)
- Hired professional high-spec independent photographer
- Provided conservation supplies to support scanning
- Provided supporting specialist hardware and software
- Cloud storage of high-res images
- Remote quality control on images and metadata
- Created video documenting hidden archive discovery and scanning project
- Provided staff training for specialist equipment
- Provided robust online platform with unique copyright protection features
- Provided training, quality control and personal assistance with platform management
- Secondary cloud based storage for images and expanded metadata
- Provided online exhibition platform – Google Arts and Culture (GAC)
- Provided and installed 8 interactive podiums during 2nd November launch event
- Specialist photographer and equipment to capture StreetView images across Park and Palace
- Performed all technology and back-end elements of tour creation
- Platform to distribute virtual reality tours to schools and to public through app
- Support and guidance on tour writing
- Copy writing and editing across tour text
- Ongoing platform maintenance and promotion

Enabled APPCT to benefit from:

- Digitisation quality beyond industry standard
- Brand association with other Arts and Culture organisations
- Online archive platform beyond industry standard

Social Media Presence

- Increased engagement in social media and accounts that would not ordinarily engage with APPCT
- Retweets by other heritage partners
- Double the number of visitors to the digital archive over 24-25 June weekend due to a retweet by “Museum Week” (a national initiative).

4. Future Aspirations

- 4.1 It is hoped that over time APPCT delivers a successful archive & collections programme, can build a strong reputation in this field so that more archive items are donated and made available to the public. The Trust would then actively seek to develop the physical collections through bequests and gifts as well as digital surrogates. Although this is unlikely in the immediate future and the trust does not yet have the capacity or resources to take on this role, the curatorial team are

working to establish the infrastructure to support sustainable collections care and management.

5. Legal Implications

- 5.1 APPCT and the owner of the original asset are each granted irrevocable, non-exclusive, royalty free, perpetual and worldwide license to reproduce the captured images in raw and edited forms, in all mediums known and yet to come. This agreement does not cover third party copyrights, which remain with the original copyright holder.
- 5.2 APPCT assert that any third party materials, such as those that contain BBC IP or references must not be shared or distributed for commercial or non-commercial purposes, including social media, without the written permission of the third party. Any clearances made by APPCT are exclusive to pre-arranged agreement between APPCT and the third party and do not cover use by the owner.
- 5.3 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and has no comments.

6. Financial Implications

- 6.1 This project would have cost the Trust more than £50,000 without the partnership with Google. The £50,000 set aside for this project has been reallocated to the Learning and Participation Team and implementation of the HLF Activity Plan.
- 6.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

7. Use of Appendices

None

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