

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

**Tuesday, 6th November, 2018, 7.30 pm - The Palace Suite,
Alexandra Palace Way, Wood Green, London N22 7AY**

Members: Councillors Anne Stennett (Chair), Sarah Williams (Vice-Chair), Dana Carlin, Nick da Costa, Erdal Dogan and Bob Hare

Non Voting Members: Duncan Neill (Muswell Hill and Fortis Green Association), Val Paley (Palace View Residents' Association) and Nigel Willmott (Friends of the Alexandra Palace Theatre)

Observer: Jason Beazley (Three Avenues Residents Association (TARA))

Quorum: 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 & 20 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. MINUTES (PAGES 1 - 8)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 11 September 2018 as an accurate record of the proceedings.
- ii. To receive the draft minutes of the Alexandra Park and Palace Advisory Committee held on 25 October 2018 and to consider any recommendations from that Committee. **(to follow)**
- 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 25 October 2018. **(to follow)**

7. CEO'S UPDATE

To receive a verbal update from Louise Stewart on the Board Strategy Day, Fireworks, November & December events, learning & participation activities, and to provide an opportunity for Board Members to comment on any of the items in the CEO's report to the SAC-CC on 25 October.

8. FINANCIAL RESULTS (PAGES 9 - 22)

To consider the Trust's financial position.

9. FEEDBACK FROM THE CHAIR OF THE FINANCE, RESOURCES, RISK AND AUDIT COMMITTEE (FRRAC) (PAGES 23 - 24)

To receive a summary report.

10. FRRAC TERMS OF REFERENCE

To approve the reviewed Finance, Resources, Risk and Audit Committee (FRRAC) Terms of Reference.

TO FOLLOW

11. COST OF LIVING AWARD (PAGES 25 - 28)

To approve the recommendations for the cost of living award.

12. ANNUAL REVIEW SAFEGUARDING POLICY (PAGES 29 - 56)

To approve amendments to the policy as a result of the annual review.

13. ANNUAL REPORT ON OUTDOOR EVENTS MONITORING FRAMEWORK (PAGES 57 - 78)

To consider the annual report on the monitoring of events in the Park.

14. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT

15. FUTURE MEETINGS

26 February 2019

30 April 2019

16. EXCLUSION OF THE PUBLIC AND PRESS

Items 17 - 20 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 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual and Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).

17. EXEMPT - MINUTES (PAGES 79 - 80)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 11 September 2018 as an accurate record of the proceedings

18. EXEMPT - PAY REVIEW (PAGES 81 - 108)

To approve the pay structure and policy.

- 19. EXEMPT - FEEDBACK FROM THE CHAIR OF THE ALEXANDRA PALACE TRADING COMPANY (APTL) (PAGES 109 - 112)**
- 20. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

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Bernie Ryan
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Monday, 29 October 2018

**MINUTES OF THE MEETING OF THE ALEXANDRA PALACE AND
PARK BOARD HELD ON TUESDAY, 11TH SEPTEMBER, 2018,
7.30 - 9.45 pm**

PRESENT:

**Councillors: Anne Stennett (Chair), Sarah Williams (Vice-Chair),
Dana Carlin, Nick da Costa, Erdal Dogan, Bob Hare, Jason Beazley,
Duncan Neill, Val Paley and Nigel Willmott**

283. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

284. APOLOGIES FOR ABSENCE

Apologies for lateness were received from Val Paley.

285. URGENT BUSINESS

There were no items of urgent business.

286. DECLARATIONS OF INTERESTS

There were no declarations of interest.

287. QUESTIONS, DEPUTATIONS OR PETITIONS

Two questions had been received by Jacob O'Callaghan, which were as follows:

- 1. Do officers consider (with the greatest of respect) that all the non-commercially confidential material in the items 19 and 20 listed as exempt, really needs to be kept secret, in particular the presentation on "branding", according to the criteria in the Local Government Act 1972 s100, and should some of this in any case have been subject to consultation with the APP Conservation Area Advisory Committee and other interested parties?*
- 2. Have there been any developments regarding restructuring the governance of the charity, please?*

A written response had been provided to Jacob O'Callaghan before the meeting and circulated to Board Members including::

“The branding is for both the charity and the trading subsidiary. It is not in the best interests of either entity for incomplete and unapproved branding proposals to be in the public domain. The marketing decisions of neither entity is subject to consultation with stakeholder committees. We will be more than happy to share our revised branding with our recognised stakeholder committees once the Board has had the opportunity to agree on the revisions.

The Council’s Legal team are consulted in the preparation of all reports. Information provided in items 19 and 20 were exempted as defined in Schedule 12a of the Local Government Act 1972; Paragraph 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).

The branding is majority funded by APTL and the Trust’s contribution is a small percentage of the costs of the work. In any case, the element provided by the Trust is charitable not public. The Charity has an obligation to consult the SAC on planning permission. Listed Building Consent is not planning permission and the Trust has not routinely consulted on LBC as the LBC process itself includes a statutory consultation requirement.

The Colour Strategy has been withdrawn from this Board meeting and will be presented to the board at a future date.

There have been no further developments on governance restructuring at this moment in time.

288. MINUTES

An Amendment was noted with regard to the draft minutes of the Alexandra Park and Palace Advisory Committee, held on 12 July 2018, where under ‘Appointment of SAC Advisory Urgency Sub-Committee’, Cllr Emery had erroneously been named in place of Cllr Dogan.

RESOLVED

- I. To approve the unrestricted minutes of the Alexandra Palace and Park Board meeting held on 19 July 2018.
- II. To note the draft minutes of the Alexandra Park and Palace Advisory Committee held on 12 July 2018.
- III. To note the draft minutes of the Joint Alexandra Park and Palace Advisory Committee and Alexandra Palace and Park Consultative Committee held on 12 July 2018. – trust has a duty to consult cc on some items.

289. CHIEF EXECUTIVE'S REPORT

The Chief Executive, Louise Stewart, introduced this report for noting which provided an update on current issues at Alexandra Palace and Park as set out.

The Board was notified that:

- The Great Fete was successful in cementing local partnerships and was well received by members of the public.
- A 5th October 2018 fundraising deadline had been set for supporters to have their name included on the Donor Board in time for the opening of the Theatre. The Board were encouraged to advocate the fundraising campaign.
- With regard to noise management for the Kaleidoscope Festival and Great Fete that took place on 21st July 2018 and 18th August respectively, it was noted that a small number of noise complaints regarding both events were made. However, it was acknowledged that all endeavours were made by staff to ensure that noise levels were managed appropriately and, in all cases investigated, noise levels were found to be within the limits of the Park Events.

The Board acknowledged the Green Flag Award achieved again for the Park. The Board also praised the entire staff of Alexandra Palace for their efforts in the restoration of the Theatre and the hosting of the Proms, and noted the positive reaction from performers, especially in relation to the acoustics.

Following discussion, it was noted that:

- Regarding the dog walking signs that had been included in the Park as part of the 'Walk This Way' scheme run by Keep Britain Tidy and The Dogs Trust, they were meant to assist dog walkers by providing on routes that had dog bins well placed at regular intervals to encourage the tidying up of dog waste.
- It was queried how necessary the increased number of new signs and posts were around the Park and that, where possible, the Park should remain a neutral canvass. In response, it was clarified that the intention was not to take away the Park's natural feel but to strike a balance between ensuring that signage was right for customers, and leaving areas as natural as possible whilst also giving the impression that the Park was a managed space. It was important that dog owners were aware that the Park was a managed space as, if not, it might see an increase in the number of dog owners not clearing up after their dogs. There was broad support amongst the Board for the trial and its objectives.
- Alexandra Palace had been shortlisted for the following Live UK Music Business Awards:
 - Best Venue Teamwork (Arena); Campaign Event Awards
 - Best Venue Team; and London Venue Awards
 - Best London Event / Exhibition Venue
 - Best Venue with a View
 - Best Unusual or Unique Venue and Most Versatile London Venue

Resolved

To note the content of this report.

290. COLOUR STRATEGY

This item was withdrawn ahead of this meeting to enable the full Colour Strategy to be finalised. This would also allow time to seek the advice of the Alexandra Park and Palace Statutory Advisory and Consultative Committees on 25th October 2018, and then the Alexandra Park and Board on 6th November 2018.

291. BRAND REFRESH

The Head of Marketing and Communications, Martin Keane, presented updates on the brand refresh. The Board was informed that the branding of Alexandra Palace had been carefully re-evaluated, taking into account the views of the Board from previous meetings.

The Board noted that, since their inception, the new branding (including the monogram and 'Full Name Logo') had received positive reactions from members of the public on recent marketing literature.

Resolved

To approve the brand refresh (further to the presentation in the exempt session of the meeting).

292. TRUST FINANCIAL RESULTS

The Director of Finance and Resources, Dorota Dominiczak, introduced this report for noting which sets out the results for Alexandra Park and Palace Charitable Trust for July 2018, including the annual forecast of incoming and outgoing resources.

The Board was informed that, with regard to an update on the latest cash flow forecast for the East Wing Project, the Trust was not in a position to provide this information but would present such an update at the next Board meeting. It was anticipated that there would be a slight increase in cost but the Board was reassured that there was an existing cash fund of up to £600k available to cover this, in the event that it did go over previous estimates. Any increase on the project overspend would need to be made available from the 2019/20 budget.

Resolved

To note the financial performance of the Trust.

293. ANNUAL REPORT ON FABRIC MAINTENANCE PLAN

The Deputy Chief Executive, Emma Dagnes, introduced this report which summarised the annual review of the Fabric Maintenance Plan and sought the Board's approval to proceed with the recommended priorities. The Board was provided with an overview of the history of the 10-year Fabric Maintenance Plan (developed by the Surveyor to the Fabric, Purcell), which provided a year-by-year framework for spending £14.7m on

building fabric repairs, services repair/renewals, and improved roof access. The Fabric Maintenance Plan broke down different spending areas into sectors, and then into priorities, with full details contained at Item 11, Appendix 1. If the Board wished to discuss the full details of the percentages further, they were invited to do so with the Deputy Chief Executive.

The Board's attention was drawn to the progress of individual sectors to date against the 10-year Fabric Maintenance Plan.

Following discussion amongst the Board, it was noted that:

- With regard to climate control, issues still existed in controlling the variances with a combination of ventilation and heating but this was being addressed.
- There was particular emphasis on prioritising commitments that the Trust was able to afford and that would create long lasting solutions to the problems associated with up keep and maintenance.
- Regarding the progress of the Plan, whilst the targets were underachieved, the Plan was created as a guidance tool in assisting the Trust with determining priorities and the funds required maintain the building in accordance with modern requirements and legislation. The Trust needs to source the funding required to implement the Plan.
- It was possible to revise the scheduling of some of the sectors but life safety systems were being prioritised. The Trust had a duty to ensure that all visitors and staff were safe when at the Palace.
- FMP priorities are built into larger restoration projects such as the East Wing in order to attract necessary funding, that would not be forthcoming if the FMP projects were presented in isolation.
- It was important to communicate the decisions taken by the Trust and ensure stakeholder understood why certain projects were prioritised.

Resolved

To approve the Fabric Maintenance Plan priorities for 2018/19 presented in the PowerPoint document during the meeting.

294. POLICY REVIEW REGISTER

The Board considered this report for noting which detailed the Board Level Policy Review Register.

Resolved

To note the Board Level Policy Review Register and that the annual review of the Safeguarding Policy had been deferred to enable updates to statutory guidance on 1st August and 1st September 2018 to be considered as part of the review.

295. ANNUAL REVIEW OF WHISTLEBLOWING POLICY

The Chief Executive introduced this report. It was noted that the review enabled General Data Protection Regulation 2016/679 to be included. . The CEO informed the board the cover sheet would be prepared in the future to clearly identify where and what changes have been made.

Following discussion amongst the Board, it was noted that the policy refers to individuals by their positions rather than the name of individual currently in that post to safeguard against having to make amendments to the policy if such individuals leave.

Resolved

To approve the amended Whistleblowing Policy at Appendix 1, subject to the inclusion in the policy of a direct whistleblowing telephone number and email address.

296. BOARD MEMBERS EXPENSES POLICY

The Chief Executive introduced this report. It was explained that, as a trustee Board and in accordance with proper governance, it was necessary that board members were made aware of how to claim expenses if incurred during the course of their duties.

Following discussion, it was noted that this was a new policy and that, whilst there was currently no budget set aside for board members expenses as it had not been necessary to date, a budget could be made available if needed in the future.

It was further noted that it was important that the Board had an effective Board Member Expenses Policy that encouraged diversity amongst its members. For example, child care costs could be covered for members with small children and travel fares could be covered for those without the means to fund this.

Resolved

To approve and adopt the Board Member Expenses Policy at Appendix A.

297. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT

None.

298. FUTURE MEETINGS

6 November 2018
26 February 2019
30 April 2019

Noted.

299. EXCLUSION OF THE PUBLIC AND PRESS

Resolved

That the press and public be excluded from the meeting for discussion of Items 18 – 22 of the Agenda as they 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).

Clerk notes – Val Paley was present for the remainder of the session.

300. MINUTES

Resolved

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 19 July 2018 as an accurate record of the proceedings.

301. BRAND REFRESH (PRESENTATION)

The Board considered exempt information pertaining to Agenda Item 9.

302. ANNUAL REPORT ON RESTORATION LEVY

Resolved

That the annual report on the Restoration Levy be noted.

303. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT

None.

CHAIR: Councillor Anne Stennett

Signed by Chair

Date

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Alexandra Palace

ALEXANDRA PARK AND PALACE CHARITABLE TRUST **(APPCT) BOARD MEETING** **6th NOVEMBER 2018**

Report Title: Alexandra Park and Palace Charitable Trust Financial Results with annual forecast

Report of: Dorota Dominiczak, Director of Finance and Resources

Report Authorised by: Louise Stewart, Chief Executive Officer

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

Purpose: This report sets out the financial position of Alexandra Park and Palace Charitable Trust for the 5 months to August 2018 including the annual forecast of incoming and outgoing resources.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

1.1 To note the financial performance of the Trust and the pressure on the 2019/20 Trust budget.

2. Executive Summary of 2018-19 Forecast

2.1 The Statement of Incoming and Outgoing Resources (Table 1) illustrates various activities undertaken by the Trust, including revenue and capital funded from unrestricted income, restricted grants and loans

2.2 Unrestricted Reserves (refer to Appendix 1) – The annual revenue expenditure of £3,240,000 (budget) to maintain the Park and Palace is met from: the Corporate Trustee grant, the Trust's own generated income and Gift Aid from the trading subsidiary. The unrestricted reserves also support the annual repayment of the Trust's loans of £340,000. There are no concerns with regard to the unrestricted funds and the unrestricted cash flow to report in 2018-19.

2.3 In order to cash-flow the unrestricted activities in 2019-20 the Trust requires a gift aid amount from its subsidiary of at least £1m annually. APTL profit is currently

tracking below this level which might have cash flow implications for the Trust in 2019-20 based on the current projection.

- 2.4 Capital Projects (West Yard and East Wing, Theatre) are progressing further as planned and are being funded from the restricted Trust's reserves (HLF grant, Corporate Trustee grant and the restoration levy). Both projects are due for completion in 2018-19.
- 2.5 The East Wing Restoration Project construction works are due to finish in November with an estimated cost of £17.7m. This is currently tracking approximately £300,000 above the current year's construction budget and £1.1m above the total budget, subject to the final account being agreed with the contractor. The Trust has the available funds to meet approximately £950,000 of the estimated over-spend. This has been achieved by revision of the project cash flow and £300k allocated from the restoration levy fund.

3. Table 1 - Statement of Incoming and Outgoing Resources – 2018-19 forecast

APPCT Forecast based on 31 st July 2018	2017/18 Audited £	Year 2018/19 Budget £	Year 2018/19 Forecast £	Year 2018/19 Diff £
Unrestricted	3,418,618	3,571,552	3,585,199	13,647
Capital Fund	470,000	470,000	470,000	0
East Wing & Activity Plan	348,518	1,116,254	1,127,815	11,561
West Yard Storage Claims	243,244	-	138,182	138,182
Total Incoming Resources	4,480,379	5,157,806	5,321,195	163,389
Running and maintaining the Park	(534,493)	(560,125)	(557,507)	2,618
Running and maintaining the Palace	(2,210,772)	(2,304,648)	(2,291,101)	13,547
Learning & Community	(15,076)	(25,025)	(30,329)	(5,305)
Regeneration	(230,921)	(251,629)	(256,175)	(4,546)
West Yard Storage	(987,624)	(782,632)	(765,179)	17,453
East Wing & Activity Plan	(13,827,518)	(7,959,776)	(8,256,652)	(296,875)
Direct Charitable Expenditure	(17,806,404)	(11,883,835)	(12,156,942)	(273,107)
Raising funds	(97,287)	(132,700)	(132,697)	3
Strategic Leadership	(380,803)	(352,041)	(352,118)	(77)
Support Costs	(189,772)	(214,701)	(212,132)	2,569
Total Outgoing Resources	(18,474,266)	(12,583,276)	(12,853,889)	(270,613)
Net Movement in Trust Funds	(13,993,887)	(7,425,470)	(7,532,694)	(107,224)
Balance Sheet extract:		1 April 2018	31 August 2018	
		£	£	
Resources available as total Reserves		26,551,086	21,543,481	
Represented by:		£	£	
HLF Grant Claims due		7,264,569	2,832,398	
Cash at bank:				
Main account - unrestricted		39,301	676,668	
HLF Project account - restricted		1,466,671	256,026	
West Yard Project account - restricted		765,036	484,965	
HC Capital Grant account - restricted		514,521	575,962	
Fixed assets/liabilities		16,500,988	16,717,462	
Resources available as total Reserves		26,551,086	21,543,481	

4. Incoming Funding

4.1 Table 2 – 2018-19 Income - breakdown

APPCT	2017/18	Year 2018/19		
	Audited £	Budget £	Forecast £	Diff £
Unrestricted	Total Trust	Total Trust		
4.2) Unrestricted Grants	1,950,000	1,950,000	1,950,000	-
4.3) Palace APTL Licence	300,000	300,000	300,000	-
4.4) Gift Aid	920,000	1,070,000	1,070,000	-
4.5) Park Leases and Recharges	162,540	172,552	180,151	7,599
4.5) Palace Leases and Recharges	78,659	73,000	73,744	744
4.6) Creative Learning	7,419	6,000	11,304	5,304
	3,418,617	3,571,552	3,585,199	13,647
Restricted				
4.7) HC Capital Grant	470,000	470,000	470,000	-
4.8) Grants and Other: East Wing & Activity	268,050	1,116,254	1,116,254	-
4.8) Donation	80,468	-	11,561	11,561
Exceptional income:	243,244	-	138,182	138,182
4.9) West Yard Contract Provision				
	4,480,379	5,157,806	5,321,195	163,389

- 4.2 The Corporate Trustee has maintained the annual revenue grant of £1,950,000 and this enables the Trust to deliver its charitable purposes.
- 4.3 The APTL licence fee is receivable from the Trading Company (APTL) and is set at £300,000 for 2018-19. The current licence, which permits APTL's commercial use of the Palace, was drafted in 2008 and is currently being reviewed to ensure that it is fit for purpose.
- 4.4 The Gift Aid due from APTL is a critical source of unrestricted funding for the Trust. The 2018-19 Gift aid is budgeted as £1,070,000 and will be transferred in cash to the Trust shortly after APTL Board's expected approval of transfer on 25 October 2018 to take full advantage of the corporation tax exemption within this financial year.
- 4.5 Park and Palace leases and recharges represent annual lease income receivable from the tenants and recharged facilities costs as well as accidental repairs if the Trust is entitled to recharge these costs under the terms of the lease. The 2018-19 annual income from this source (unrestricted) is budgeted at £245,000. The positive variance is due to an uplift in expected rechargeable expenditure to tenants.

- 4.6 Creative Learning income represents fees receivable from events as well as fees charged to schools for workshops and educational activities, to cover the costs of delivery. To date a small increase on budgeted income has been achieved with a corresponding increase in costs of delivering events. This relates to sales of food and beverage at the Kid's BAFTA.
- 4.7 The Capital grant (restricted) in 2018-19 from our Corporate Trustee is £470,000 and has been maintained at the previous year's level.
- 4.8 Donations and grants (East Wing, Activity Plan and Learning Centre) are restricted income for the Regeneration Project. The budget represents funds allocated to Extension of Time on the East Wing Project of £616,000 and £500,000 receivable from the grant application. Individual donations received to date for this period amount to £11,500.

5. Direct Charitable expenditure

- 5.1 Running and maintenance of the Park includes the Park maintenance contract and its management as well as maintenance and repairs of properties in the Park leased to the tenants and accidental other repairs in the Park area. The total annual cost is budgeted at £560,000 with no significant variance reported.
- 5.2 Palace running costs include the in-house maintenance team, third party contracts for maintenance of specialist areas for example the lifts, shutters, catering equipment, Ice Rink plant; it also covers the building insurance and rates. The annual cost is budgeted at £2,300,000 with no significant variance reported (the small variance of £13,000 is due to the timing of expenditure).
- 5.3 Creative Learning costs represent a proportion of salaries paid to the staff delivering these activities; the remainder are funded by the HLF Activity Plan grant.
- 5.4 Regeneration spending represents the costs for directly supporting the East Wing Project which are not funded from the HLF budget, for example the Project Director fees and partly the salaries of the team and also various project marketing and PR expenditure. The annual cost is £250,000 with no significant variance reported.
- 5.5 The West Yard Project costs of £782,000 represent the costs to completion of the construction works budgeted for 2018-19. The storage area is already in use but the official completion is scheduled for October.
- 5.6 East Wing main construction works of £7,960,000 are budgeted for 2018-19. The total cost of construction works is currently tracking approximately £300,000 above the current year's cost budget, subject to the final settlement agreement with the contractor.

6. Fundraising costs

This covers the costs of fundraising activity to raise funds for the East Wing Project. The budget of £132,000 has been allocated to fundraising with no significant variance reported.

7. Strategic Leadership costs

This represents the costs of the leadership team and support costs expected to take the recommendations of the Governance Review forward and undertake next steps on the Strategic Vision work; no significant cost variance is reported.

8. Support costs

This represents the costs of running the office including: IT support, office administration and supplies.

9. Annual Capital Expenditure

9.1 Capital Projects (outside the East Wing Project and the West Yard Project) are funded from either the Corporate Trustee annual capital grant or from the Restoration Levy collected by the Trading Subsidiary on sales of tickets to concerts and exhibitions.

9.2 The following projects are scheduled in 2018-19, funded from the Corporate Trustee grant:

West Hall duct works	£	14,000
Roof access installation	£	132,518
Basement works	£	147,318
Area 7 Roof	£	175,000
Emergency Lighting	£	12,382
Diesel Fire	£	36,693
Fire Networks	£	17,194
North Service Yard Paint Store	£	70,582
Theatre items	£	52,870
Critical Fire Systems	£	105,228
	£	<u>763,785</u>

9.3 On 11th September the Board approved the Fabric Maintenance Plan priorities, which would focus on upgrading some of the organisation's critical safety systems. This includes from the table above:

West Hall duct works – The raising and reinstatement of the ventilation trunking to facilitate roof repairs shall be carried out later this year to the west end of the roof over the West Corridor, with the eastern end planned for 2019/20.

West Hall duct works – The permanent roof access installations, roof and glazing repairs and redecoration of the external space frames has been partially deferred, and will now commence in February 2019 and span over two financial years, with £132,518 in 2018/19 and the remainder in 2019/20. The non-compliant hooped ladder to the Theatre Foyer roof is also being renewed as part of this work to link to the enhanced roof access elsewhere to the Theatre. Priority will be given to the Great Hall roof access and repairs to isolated areas of corrosion to the external space frames/part redecoration in November 2018, with a contribution of £20,000 towards the roof access from the Rose Foundation.

Basement Works - The basement investigations, opening up and structural works, enhancements to ventilation and drainage, and damp proofing works, were awarded to Coniston Limited and commenced on 17th September 2018, with completion due during November 2018. The major clearance has gone well and revealed some historic finds and is allowing the basement to dry out more effectively. Structural opening up has confirmed that the massive cast iron beams are in relatively good condition considering the age and extent of saturation due to water ingress and condensation, but the smaller steel beams are poor and require renewal as anticipated. The bearing ends to the beams also need repair in the longer term and in the event that a new building is founded on them. Drainage works are in progress and renewal of the tarmac hardstanding with asphalt damp proofing, together with enhancement ventilation, is due to be completed shortly.

Area 7 Roof – The renewal of the Area 7 roof coverings, with the addition of tapered insulation, has been completed by Willmott Dixon Construction, as a variation to the EWRP (funded from the Capital Budget). This has significantly improved the thermal value of this roof and negated the problem of condensation within the new dressing rooms below, as well as enhancing the drainage of rainwater from this roof, which was previously flat. . The extensive plant and equipment for the Theatre is also now installed over this roof as part of the EWRP. Minor associated alterations to existing vents and extract are also nearing completion.

Emergency Lighting – The current central battery systems (CBS) units are operational and will work in case of emergency, but if discharged may not be able to recharge. 6 CBS units have already been replaced and 5 will be replaced this year in: the west hall (x2), the ice rink, roman bar, kitchen corridor.

Diesel Fire System – the pump that backs up the fire sprinkler system for the whole building, which has been replaced.

Fire Networks – New fire alarm panels have been installed and the transfer over from the older panels is scheduled for October/November 2018 to conclude this project.

North Service Yard Paint Store – works to convert the old paint store into a new security control room has not yet commenced.

Theatre Items

- The disposal of non-historic items and cataloguing and storage of theatre items has been completed, costing £6,345.

- The propping of the front of the theatre stage with temporary scaffolding was completed prior to the BBC Prom event, by Millcroft Services in the sum of £19,525, plus fees from structural engineer, SFK consulting. The front area of the stage (6m deep x 11m wide) can now be safely loaded to 6kN/m², which is adequate for most situations, although below the industry wide 7.5kN/m². The scaffold propping has been carefully positioned in between the historic theatre traps and cages, to facilitate their future restoration, and the supporting structures are completely freestanding and reversible.
- The proposed propping of the north side of the theatre stage (to provide a route for event build-up) is designed to achieve 7.5kN/m², this work will cost in the region of £20,000 and is due for installation in late October/early November 2018 and similarly will be reversible. This will give a supported route to the new platform lift, located in the auditorium orchestra pit, to allow build and derig from Area 7 to auditorium, via the stage in between.

Critical Fire Systems – The order to renew all of the smoke vent cabinets has been issued to Brakel Airvents in the sum of £105,228 and these works will be phased over December 2018 to February 2019 to suit operational requirements.

9.4 Additional Theatre Items

The following projects are scheduled for completion before December 2018 and are fully funded by the restoration levy. These are essential for the opening for the East Wing and the Theatre but are not funded by the Heritage Lottery Fund:

<u>Already committed by the end of September 2018</u>	
Theatre Lighting	168,018.00
Power Distribution	14,804.00
Sound Desk	43,616.00
Microphone Package	6,499.00
PA System	174,569.00
Back of house comms	29,552.00
	<u>437,058.00</u>
<u>Remaining to commit before December 2018</u>	
Stage Rig	31,073.00
Stage Mic	7,210.00
Playback	2,682.00
Pallet Stacker chairs	3,806.00
Stage legs	3,660.00
Others	4,773.00
	<u>53,204.00</u>
Total	490,262.00

10. Loan commitments

APPCT 2017-18 Budget	capital amount o/s 1.4.2018	annual interest	annual repayment	remaining term of Loan	instalment payment due date
West Yard Loan	2,461,000	82,000	122,000	33 years	Paid 13 Aug 2018
Ice Rink main loan	1,350,000	45,000	164,000	8 years	Paid 10 May 2018
Lighting loan (SIF)	189,500	-	44,417	5 years	Paid 10 May 2018
	4,000,500	127,000	330,417		

All Trust's loan commitments are up to date.

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 - Income and Expenditure – unrestricted funds

Appendix 2 - Unrestricted funds cash flow

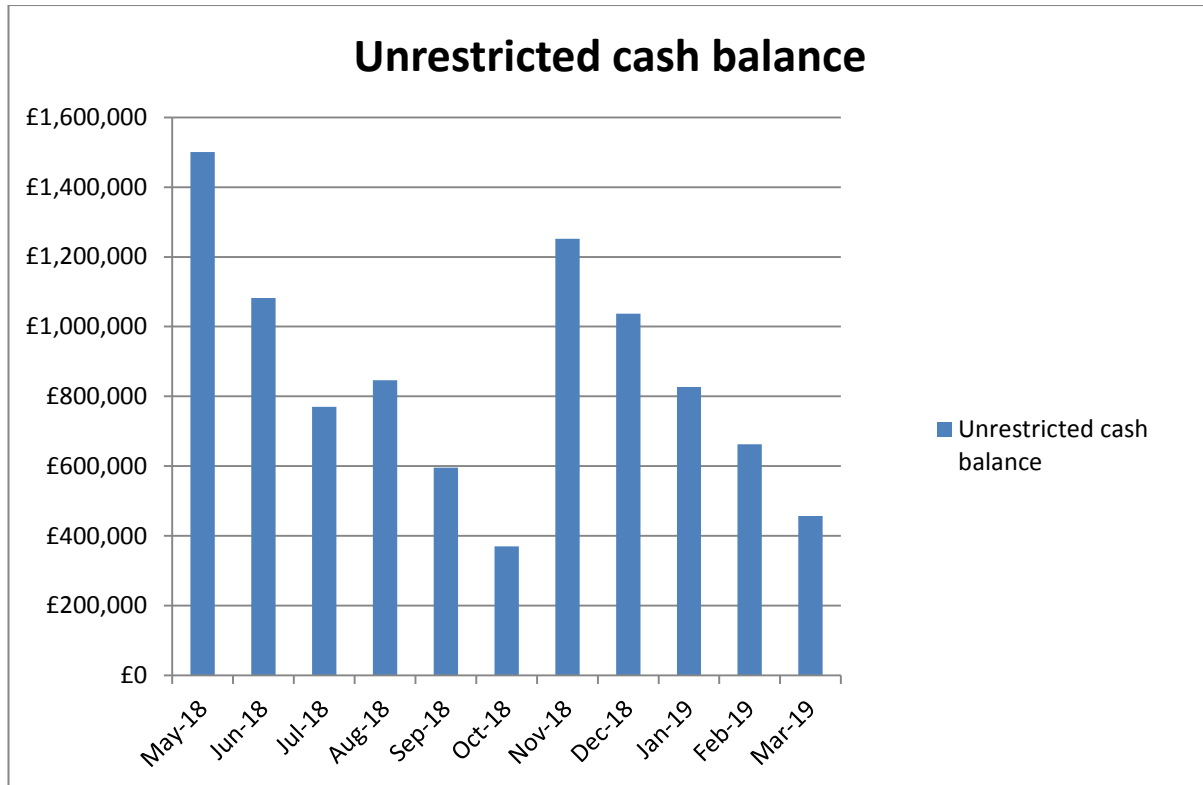
Appendix 3 - East Wing Project cash flow

Appendix 4 - West Yard Project cash flow

Appendix 1 – Income and Expenditure – unrestricted funds only

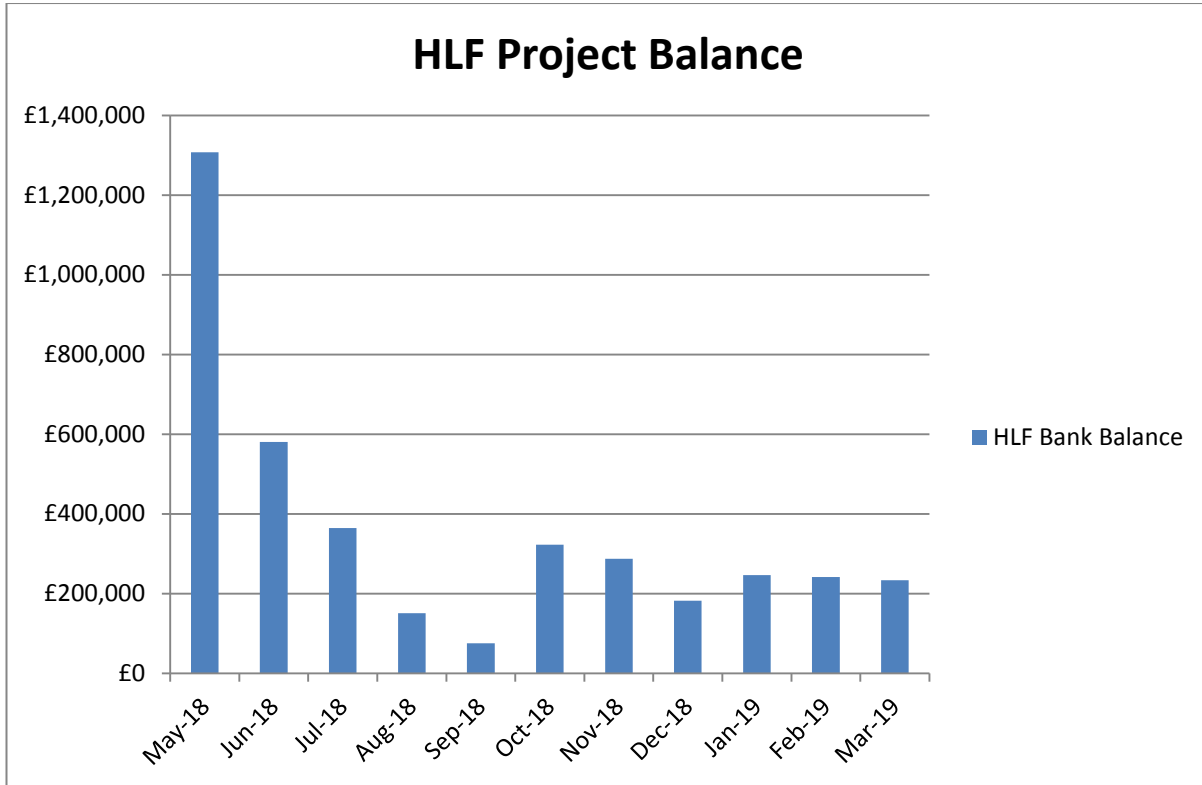
	2017/18	Year 2018/19		
	Audited	Budget	Forecast	Diff
	Unrestricted	Unrestricted		
Incoming Resources	£	£	£	£
HC Grant - Operational	1,950,000	1,950,000	1,950,000	-
Palace APTL Licence	300,000	300,000	300,000	-
Palace Leases & Recharges	78,659	73,000	73,744	744
Park Leases & Recharges	162,540	172,552	180,151	7,599
Learning & Community	7,419	6,000	11,304	5,304
Gift Aid	920,000	1,070,000	1,070,000	-
Total Incoming Resources	3,418,617	3,571,552	3,585,199	13,647
Overheads				
Cost of Events including Learning and Fundraising	(4,965)	(26,000)	(29,542)	(3,542)
Wages & Salaries (inc Ni Agency & Welfare)	(675,075)	(771,007)	(780,238)	(9,230)
Other Wage Costs (Travel & Training & Recruitment)	(12,785)	(17,595)	(17,580)	15
Maintenance Contract Palace	(330,147)	(329,004)	(329,004)	-
Maintenance Contract Park	(331,418)	(329,556)	(329,555)	1
Repair & Maintenance Other	(147,344)	(199,610)	(198,442)	1,168
Security Control	(503,516)	(507,800)	(507,844)	(44)
Cleaning & Pest	(7,533)	(6,000)	(9,564)	(3,564)
Rates & Insurance	(372,352)	(398,071)	(394,188)	3,884
Office expenses (Hire,stationery)	(120,164)	(118,140)	(116,779)	1,361
Utilities	(88,064)	(86,596)	(83,754)	2,842
Software & IT	(47,146)	(51,370)	(51,370)	0
Sundries, Meeting & Subscriptions	(11,967)	(19,930)	(17,794)	2,136
Marketing, Advertising & Design	(35,825)	(31,300)	(30,594)	706
Legal & Professional (Contains Construction)	(204,438)	(268,100)	(273,570)	(5,470)
Banking Costs	(628)	(1,500)	(1,515)	(15)
APTL Cost recharges	(78,060)	(78,060)	(78,060)	-
Total Outgoing Resources	(2,971,425)	(3,239,639)	(3,249,393)	(9,753)
Result	447,193	331,913	335,806	3,894
<u>Loan Commitments</u>				
West Yard loan	(122,000)	(122,000)	(122,000)	n/a
Ice Rink main loan	(164,000)	(164,000)	(164,000)	n/a
Ice Rink SIF loan	(13,000)	0	0	n/a
Lighting SIF loan	(44,417)	(44,417)	(44,417)	n/a
	(343,417)	(330,417)	(330,417)	n/a

Appendix 2 – Unrestricted Funds cash flow



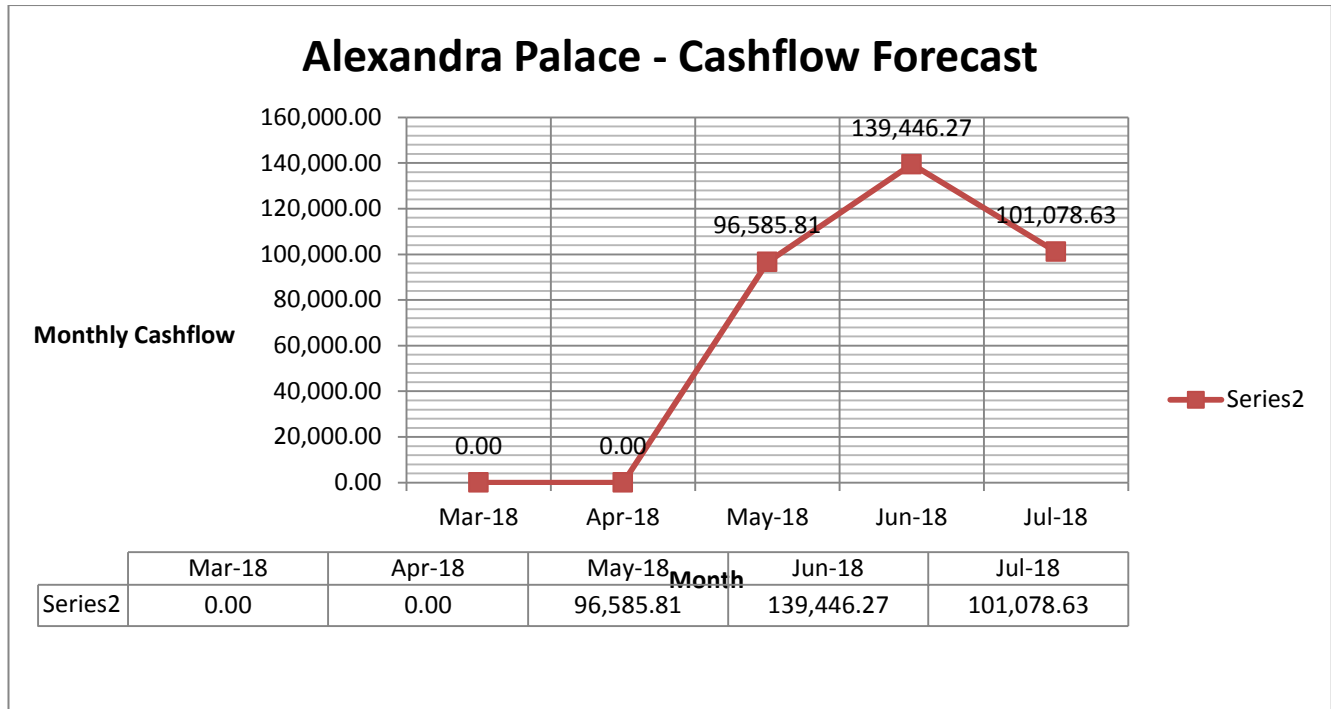
This is a projection of unrestricted cash at bank per month in 2018-19 ie cash funding daily operations of the Trust. The Corporate Trustee grant cash flows the first 3 quarters of the year and the last quarter of the year is funded by a transfer of the 2017-18 Gift Aid in cash (transfer in November/December 2018). Based on current budget and forecast there are sufficient cash funds available in 2018-19.

Appendix 3 – East Wing Project cash flow



The East Wing Project is funded from a separate restricted bank account which is funded through monthly claims submitted to HLF and accumulated restricted cash reserves.

Appendix 4 – West Yard Project cash flow



The Project cash flow prepared by Kier Construction (May 2018) – this project carries very limited risk of overspending as contractual risks are passed on to the contractor. The cash funds which pay for the construction works are kept on a dedicated loan bank account to ensure separation of funds from other activities of the Trust.

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST **BOARD MEETING – 6th November 2018**

Report Title: Finance, Resources, Risk and Audit Committee (FRRAC) Chair's report

Report of: Sarah Williams, Chair of FRRAC

Contact Officer: Natalie Layton, Executive Assistant

Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Local Government (Access to Information) Act 1985 N/A

1. Introduction

- 1.1 FRRAC is a non-decision making committee established by the Trust Board to fulfil the Board's responsibilities relating to finance, resources, risk and audit.
- 1.2 The minutes of FRRAC meetings are circulated to the Trust Board in each information pack.
- 1.3 This report highlights relevant considerations of the FRRAC at its meeting on 25th October 2018 and any recommendations to the Board.

2. Recommendations:

FRRAC recommends that the Board approve:

- 2.1 the reviewed FRRAC Terms of Reference (agenda item 10);
- 2.2 the recommendations in the Cost of Living report (agenda item 11);
- 2.3 the amended Safeguarding Policy (agenda item 12);
- 2.4 the Pay Structure and Pay Policy (exempt agenda item 19);
- 2.5 the updates to the Strategic Risk Register (Trustee information pack).

3. Internal Auditor's Recommendations

- 3.1 FRRAC considered the organisation's progress on the internal auditor's recommendations (relating to risk management and financial controls) and that this be a standing item on future FRRAC agendas.

- 3.2 The Trust's Director of Finance was asked to consider whether it would be appropriate to incorporate fraud escalation procedures into the Whistleblowing Policy, rather than a separate policy.
- 3.3 The Committee agreed to recommend that the Board approve the amendments to the FRRAC Terms of Reference as set out in the report on this agenda.
- 3.4 The CEO was tasked with drafting a proposal for the recruitment of a new advisory member of the FRRAC, which will be presented to the Board in due course.

4. Risk Management Policy Annual Review

- 5.1 FRRAC agreed that Board approval of the Risk Management Policy should be deferred until the Trust's risk appetite statement is documented and presented to the Trust Board.

6. Other issues to be noted by the Board:

- 6.1 Trustees are encouraged to notify the CEO & Deputy CEO of any potential connections that might assist with the Trust's fundraising or celebrities who could be potential ambassadors. The Board would receive a role description for the Charity's ambassador role and a list of key industry or specialist areas that are of interest
- 6.2 The FRRAC Chair asked that apprenticeships be considered by the Trust and its trading subsidiary. It was noted that resources and support infrastructure were lacking, but developing partnerships with other bodies might open up the possibility. Trustees were invited to share any offers they receive for appropriate apprentice partnerships with the Trust for consideration. A paper will be presented to FRRAC in the future on the potential or progress on this agenda.

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST **(APPCT) BOARD MEETING** **6th NOVEMBER 2018**

Report Title: Cost of Living Pay Award

Report of: Catherine Solomon, Head of Human Resources

Report Authorised by: Louise Stewart, Chief Executive Officer

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

Purpose: This report proposes a cost of living pay award of 2% for all APPCT employees backdated to 1 April 2018 and a further 2% with effect from 1 April 2019.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

1.1 To approve a cost of living increase of 2% for all APPCT employees backdated to 1 April 2018 and a further 2% with effect from 1 April 2019.

2. Introduction

2.1 A cost of living award is an increase in pay to match an increase in the cost of living and so maintain the real value of earnings in the face of inflation. This report proposes the level of pay award and outlines the financial implications of paying this award for APPCT.

2.2 Traditionally there has been a strong link between inflation and pay awards to ensure that employees receive an increase in line with cost of living increases, while only a minority of organisations link pay explicitly to a measure of inflation, the majority take it into account as a factor when considering cost of living awards.

The two main measures are

- Retail Price Index (RPI), the longstanding inflation measure that includes housing costs such as mortgage interest payments; and

- The Consumer Price Index (CPI), which is a newer internationally comparable measure and forms the basis of the Government's inflation target.

The RPI increase at June 2018 was 2.3% and CPI was at 2.5% for March 2018.

3. Background Considerations

- 3.1 APPCT employees are on *National Joint Council (NJC)* conditions for Local Government Services, which means that they are entitled to receive nationally agreed pay increases and cost of living awards. In previous years the cost of living percentage has been applied to both APPCT and APTL employees, to achieve a uniform and fair cost of living increase for all staff.
- 3.2 NJC awarded agreed a two year pay deal of a basic 2% cost of living award to all employees in April 2018 and a further 2% in April 2019. Employees at the lower end of the pay scale received a higher increase.
- 3.3 No Cost of Living Award has been awarded for 2018/19 to APPCT to date pending the results of the pay review. This item is covered as part of a separate pay review paper.
- 3.4 A cost of living pay award of 1% was last paid to APPCT employees in April 2017 for the period 2017/18. Prior to that a cost of living pay award of 2% was paid to APPC employees in April 2016. This covered a period of two years (2014-15 and 2016-17).

4. Risks and Considerations

- 4.1 Whilst affordability is a key issue, failure to implement a cost of living award would mean our pay rates would fall further behind inflationary increases. (A pay review has been undertaken that provides an audit of pay and a separate paper has been prepared to further explore these issues and financial implications).
- 4.1 All APPCT employees are paid above the National Living Wage and London Living Wage.

5. Legal Implications

- 5.1 APPCT employees are employed on *National Joint Council (NJC)* conditions for Local Government Services, which means that they are contractually entitled to receive nationally agreed pay increases and cost of living awards. Not paying this could expose the organisation to a claim for breach of contract.
- 5.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, advises that there appear to be no legal implications arising from this report.

6. Financial Implications

List current payroll cost / Total cost

- 6.1 In 2018-19 the increase to the current payroll costs of the Trust as a result of 2% cost of living award is estimated to be £21,186 (gross salaries plus Employer National Insurance plus Employer Pension Contribution).
- 6.2 In 2019-20 the increase to the current payroll costs of as a result of a further 2% cost of living increase is estimated at £21,609.70 (gross salaries plus Employer National Insurance plus Employer Pension Contribution).

APPCT		
Costs	Impact	Salary bill
Current Salary Bill		£1,059,302.00
2018/19 2% cost of living award	£21,186.00	£1,080,488.00
2019/20 2% cost of living award	£21,609.70	£1,102,097.70
Implementing NLW (£8.20)*	-	-

*No-one in the Trust is paid below NLW

- 6.3. The Council's Chief Financial Officer has been consulted in the preparation of this report, and advises that the proposed application of a 2% pay rise in this and the next financial year will need to be contained within existing resources, or from new resources identified (additional income) or savings.

7. Use of Appendices

None

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST **(APPCT) BOARD MEETING** **6th NOVEMBER 2018**

Report Title: Safeguarding Policy Review

Report of: Catherine Solomon, Head of HR & Organisational Development and Lead for Safeguarding

Contact Officer: Natalie Layton, Executive Assistant

Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: To approve the amendments to the annual review of the Safeguarding Policy attached at Appendix 1.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To approve the amendments to the Safeguarding Policy and authorise the Chair of the Trustee Board to sign the reviewed Safeguarding Policy on behalf of Alexandra Park and Palace Charitable Trust.
- 1.2 To note the Charity Commission's Regulatory Alert on Safeguarding, published on 19 December 2017, at Appendix 4.

2. Introduction

- 2.1 The Trust has a responsibility for ensuring a safe environment for young people and vulnerable adults in all activities and services and facilities provided. 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.

The Safeguarding Policy and associated procedures seek to ensure the Trust's safeguarding practice complies with statutory responsibilities, government and regulatory guidance and aims to achieve best practice, within the resources available and appropriate to the scope and scale of our operation.

The Trust Board approved the Safeguarding Policy on 18th July 2017 and it is good practice for the Board to review the organisation's strategic policies on an annual basis, in accordance with the Trust's policy review schedule.

This Policy has been reviewed internally by the Head of HR and Organisational Development and the Lead Trustee for Safeguarding and sets out:

- amendments made to the Policy in response to updated guidance.
- the legal expectations and requirements;
- the scope of Alexandra Palace's work involving children and vulnerable adults;
- safeguarding roles and responsibilities;
- Alexandra Palace's approach to recruitment, vetting, induction and training of staff;
- The procedure for managing a disclosure and reporting a concern.

3. Amendments to the Policy

3.1 Changes to the scope, size or delivery practices of our activities that have been considered and or impacted on the review

- Policy updated to reflect the name change of Creative Learning team.
- Scope of our work context amended for Creative Learning to include reference to vulnerable adults.
- Scope of our work context amended for Ice Rink to include NISA require coaches to follow a Good Practice Guide.
- Section 8 amended to reference Induction training and assurance that staff will be trained, supported and know how to raise concerns.
- Section 10 amended to provide escalation (CEO) should line manager / DSL not take appropriate action.
- Section 12 note added Investigations will be undertaken fairly and without undue delay

3.2 Amendments in light of updated statutory guidance

- Working Together to Safeguard Children (July 2018);
- Keeping Children Safe in Education (September 2018);
- Care and Support Statutory Guidance (Updated July 2018)
- The Charity Commission Safeguarding Duties for Charity Trustees (Updated August 2018) (Appendix 4)

3.3 Data Protection

New wording on data protection has been included at section 22 in light of the new General Data Protection Regulations, which came into force on 25th May 2018.

4. Who was consulted as part of the review

- Trustee Board Lead for Safeguarding – Cllr Sarah Williams
- Corporate Trustee LADO – Sarah Roberts
- Corporate Trustee Legal – Stephen Lawrence-Orumwense (in August 2018) and Haydee Nunes De Souza (October 2018)
- Corporate Trustee Finance – John O'Keefe
- Finance, Risk and Audit Committee – 25th October 2018

5. Legal Implications

- 5.1 The policy review takes into account the recent guidance: set out in 3.2 above. The Board should assure itself that the Safeguarding Policy reflects the expectations in of the guidance, particularly the Charity Commission's guidance on Safeguarding Duties for Trustees at Appendix 4, in particular, that there are appropriate arrangements in place to safeguard and protect children and adults at risk, from abuse and neglect.
- 5.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and advises that the policy has been reviewed by officers in his Social Care Division, and as such has no further comments on the report.

6. Financial Implications

- 6.1 There are no financial implications arising from the review of this policy.
- 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

Appendix 1 – Safeguarding Policy and Procedure

Appendix 2 – Key Legislation

Appendix 3 – Safeguarding Code of Conduct

Appendix 4 – Charity Commission's Regulatory Alert on Safeguarding, published on 19 December 2017

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SAFEGUARDING POLICY	Date Approved: FRAC 27 June 2017 APPCT 18 July 2017
	Issue Date: July 2018
	Review Date: FRAC – 25th October 2018 APTL – 25th October 2018 APPCT – 6th November 2018

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.

Alexandra Park and Palace Charitable Trust recognises that all organisations providing activities for young people and vulnerable adults share a commitment to their welfare and are required to comply with the Government's Statutory Guidance Working Together to Safeguard Children (2018) to minimise risks to young people and vulnerable adults who visit and take part in activities in the Park and Palace.

Whilst the Trust is not part of the local authority it recognises that all organisations which provide activities for young people and vulnerable adults share a commitment to safeguarding and promoting their welfare. Therefore, the Trust's Safeguarding Policy includes arrangements as detailed in the [2018 Working Together to Safeguard Children](#) guidance.

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, those special educational needs or those from ethnic minority communities, can be

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particularly vulnerable to abuse and we accept the responsibility to take reasonable and appropriate steps to ensure their welfare.

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 and Information Sharing

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 guidance and 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.

'Child' - For these purposes, a 'Child' is defined A child is anyone who has not yet reached their 18th birthday

'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 conditions;

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- 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 2005 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 any action by another person – adult or child – that causes significant harm to a child. 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.

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 Act 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, 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 (July 2018: pages 9- 12 and Chapter 2) 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 September 2018. 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 Care and Support Statutory Guidance (Updated in July 2018), 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).

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

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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 and Vulnerable Adults are:

Creative Learning 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. NISA require coaches to follow a good practice guide. 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 DBS checks 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 induction, 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 the aims of the 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 and Head of Creative 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 staff offered employment. 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 the need to adopt a consistent and thorough recruitment process in order to ensure that people who are unsuitable to work with children and vulnerable adults are prevented from doing so.

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 regular contact with children and/or vulnerable adults.
- Two reference checks which confirm their suitability to work with children.
- 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 protection 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.
- All new starters will be inducted of the Safeguarding Procedure
- Alexandra palace will ensure that staff know how to raise concerns and are supported in the process

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

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- 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.

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 making a disclosure

Do	Don't
<ul style="list-style-type: none"> • Listen carefully • Stay calm; • Recognise your feelings, but keep them to yourself; • Use language that the person can understand; • Reassure the person: telling them they are doing the right thing, they are not to blame, you believe that they are telling the truth; • 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 in reporting the disclosure; • 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 against an Alexandra Palace staff member of volunteer

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, or you have any question or concern you can contact the designated safeguarding lead. If the line manager or designated safeguarding lead fails to take appropriate action the matter should be escalated to the CEO.

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.

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.

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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;
- 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 factual 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;

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- 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:

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

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.

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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.

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 counselling through our EAP package. All investigations will be undertaken fairly and without undue delay

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 who will carry out an external investigation.

On occasion, the evidence needed to secure a conviction may not be available. The court requires allegations to be proven 'beyond reasonable doubt'. This is a high standard of proof. Following an allegation and investigation, a prosecution may not take place and even if a prosecution goes ahead, the person prosecuted 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.

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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 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 under the age of 14 is found in the building, and they are unaccompanied by an adult, it should be established if that child has 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.

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 under can be left at the discretion of parent, guardian or responsible adult.

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Unaccompanied minors in public areas of the 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.

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.

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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. Data Protection

When an individual makes a disclosure or reports a concern, Alexandra Palace will process any personal data collected in accordance with our data protection policy. Data collected from the point at which the individual makes the report is held securely and accessed by, and disclosed to, individuals only for the purposes of dealing with the disclosure.

23. 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
02.10.18	V2	Catherine Solomon	Policy updated in light of legislative changes Section 22 on Data Protection added.

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APPENDIX 1: Detailed definitions

Child Abuse Definitions

There are four types of child abuse. They are defined in the Working Together to Safeguard Children 2018 Appendix A 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 which 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, 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.

Child sexual exploitation is a form of child sexual abuse. It occurs where an individual or group takes advantage of an imbalance of power to coerce, manipulate or deceive a child or young person under the age of 18 into sexual activity (a) in exchange for something the victim needs or wants, and/or (b) for the financial advantage or increased status of the perpetrator or facilitator. The victim may have

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been sexually exploited even if the sexual activity appears consensual. Child sexual exploitation does not always involve physical contact; it can also occur through the use of technology

Radicalisation and extremism

Radicalisation is a process by which an individual or group comes to adopt increasingly extreme political, social, or religious ideals and aspirations that reject or undermine the status quo or reject and/or undermine contemporary ideas and expressions of freedom of choice. The threats to children & young people take many forms, not only the high profile incidents of those travelling to countries such as Syria and Iraq to fight, but on a much broader perspective also. The internet, in particular social media, is being used as a channel to promote and engage. Often this promotion glorifies violence, attracting and influencing many people including children and in the extreme cases, radicalising them. Children can be trusting and not necessarily appreciate bias that can lead to them being drawn into these groups and adopt these extremist views, and in viewing this shocking and extreme content may become normalised to it.

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: Key Legislation Children Act 2004

Section 10 requires each local authority to make arrangements to promote co-operation between the authority, each of the authority's relevant partners, and such other persons or bodies who exercise functions or are engaged in activities in relation to children in the local authority's area, as the authority considers appropriate. The arrangements are to be made with a view to improving the wellbeing of children in the authority's area – which includes protection from harm and neglect alongside other outcomes.

Section 11 places duties on a range of organisations and individuals to make arrangements for ensuring that their functions, and any services that they contract out to others, are discharged with regard to the need to safeguard and promote the welfare of children.

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 www.legislation.gov.uk - Children Act 1989.

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 to investigate

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 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.

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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".

Suspensions 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.

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.

Police protection powers

Under section 46 of the Children Act 1989, where a police officer has reasonable cause to believe that a child would otherwise be likely to suffer significant harm, the officer may:

- remove the child to suitable accommodation and keep him there; or
- take reasonable steps to ensure that the child's removal from any hospital or other place in which the child is then being accommodated is prevented.

No child may be kept in police protection for more than 72 hours.

Emergency protection powers

The court may make an emergency protection order with respect to a child under section 44 of the Children Act 1989 on application by any person, if it is satisfied that there is reasonable cause to believe that a child is likely to suffer significant harm if the child:

- is not removed to different accommodation (provided by or on behalf of the applicant); or
- does not remain in the place in which the child is then being accommodated.

An emergency protection order may also be made by the court on the application of a local authority or an authorised person (i.e. a person authorised to apply to the court for care orders or supervision orders under section 31 of the Act) if the court is satisfied that:

- enquires being made with respect to the child (in the case of a local authority, under section 47 (1) (b) of the Act) are being frustrated by access to the child being unreasonably refused to a person authorised to seek access, and
- the applicant has reasonable cause to believe that access is needed as a matter of urgency.

In addition, where the applicant is an authorised person the court must be satisfied that the applicant has reasonable cause to suspect that a child is suffering, or is likely to suffer, significant harm. An emergency protection order gives authority to remove a child to accommodation provided by or on behalf of the applicant and place the child under the protection of the applicant, amongst other things.

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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 July 2018.

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

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

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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

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.

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.

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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.

Care Act 2014

The Act sets out the legal framework for the provision of adult social care. It includes the general responsibility of local authorities to promote the wellbeing of adults in need of care and support and with his partners, to safeguard such adults from abuse or neglect. Local authorities must make enquiries, or to ask others to make enquiries, where they reasonably suspect that an adult in its area is at risk of neglect or abuse, including financial abuse. The purpose of the enquiry is to establish with the individual and/or their representatives, what, if any, action is required in relation to the situation; and to establish who should take such action. The duty applies to adults who have care and support needs (regardless of whether they are currently receiving support, from the local authority or indeed anyone); and who are at risk of or experiencing neglect or abuse, including financial abuse; but are unable to protect themselves. **Care and Support Guidance 2018**

Care and Support Statutory Guidance (Updated Feb 2018) Chapter 14 provides guidance to agencies on the requirements and arrangements for safeguarding adults at risk of or experiencing abuse or neglect.

Statutory Guidance:

Working Together to Safeguard Children (July 2018);

Keeping Children Safe in Education (September 2018);

Care and Support Statutory Guidance (Updated July 2018)

The Charity Commission Safeguarding Duties for Charity Trustees (Updated August 2018)

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APPENDIX 3: 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, even if they are 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, 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;
- 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

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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;
- 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.

Appendix 4 – Safeguarding Policy Agenda item 12

Charity Commission’s Regulatory alert to charities – safeguarding (December 2017)

The Charity Commission (‘the Commission’), the independent regulator of charities in England and Wales, is issuing this alert to charities as regulatory advice under section 15(2) of the Charities Act 2011.

It has published this alert to charities following a number of serious incidents reported to the Commission, and recent public interest about accusations of harassment in the work place, including media reporting about some safeguarding incidents which have affected charity beneficiaries, charity workers or other persons coming into contact with charities.

The [Charity Commission’s recently updated safeguarding strategy](#) makes clear that safeguarding should be a key governance priority for all charities, not just those working with groups traditionally considered at risk.

Everybody has the right to be safe, no matter who they are or what their circumstances are, and the public expects charities, quite rightly, to be safe and trusted places.

We are reminding charities of the importance of:

- providing a safe and trusted environment which safeguards anyone who comes into contact with it including beneficiaries, staff and volunteers
- setting an organisational culture that prioritises safeguarding, so that it is safe for those affected to come forward and report incidents and concerns with the assurance they will be handled sensitively and properly
- having adequate safeguarding policies, procedures and measures to protect people
- providing clarity as to how incidents and allegations will be handled should they arise, including reporting to the relevant authorities, such as the Commission.

The Commission’s guidance makes clear that:

- trustee duties include avoiding exposing the charity’s assets, beneficiaries or reputation to undue risk - this means taking reasonable steps to protect beneficiaries, employees and volunteers from harm
- on occasion, charities may be targeted by people who abuse their position and privileges to gain access to vulnerable people or their records for inappropriate or illegal purposes - trustees must be alert to this risk and the need to manage it
- safeguarding goes beyond preventing physical abuse, and includes protecting people from harm generally, including neglect, emotional abuse, exploitation, radicalisation, and the consequences of the misuse of personal data

Trustees need to be satisfied that there are clear lines of responsibility and accountability for safeguarding, in particular when working with other organisations to deliver services to their beneficiaries. Trustees should be satisfied that any partner organisation has in place adequate safeguarding arrangements, including appropriate policies and mechanisms to provide assurance on compliance. This is particularly relevant for charities which undertake overseas humanitarian or development work with affiliates or in a confederated structure.

If something goes wrong in a charity, the trustees are accountable and the Commission expects the trustees to take responsibility for putting things right. This is why trustees should assure themselves that their safeguarding practices are robust. If there are concerns about this or about how issues may have been dealt with in past, trustees should carry out a formal review, including on the adequacy and robustness of the charity's safeguarding measures, procedures and policies.

Trustees are advised to ensure that their charities:

- undertake a thorough review of their charity's safeguarding governance and management arrangements and performance if one has not been recently conducted within the last 12 months
- contact the Commission about safeguarding issues, or serious safeguarding incidents, complaints or allegations which have not previously been disclosed to the charity regulator

Failures by trustees to manage safeguarding risks would be of serious regulatory concern to the Commission. We may consider this to be misconduct and/or mismanagement in the administration of the charity and it may also be a breach of trustee duty.

How to ensure you protect your beneficiaries and others that come into contact with your charity

Specifically, our advice is trustees need to:

- know your duties and responsibilities – under charity law but also under other specific statutory duties or guidance which apply because of the type of work your charity undertakes
- ensure adequate measures are in place to assess and address safeguarding risks
- put in place adequate safeguarding policies and procedures, including relevant HR matters, appropriate for your charity's particular circumstances and which reflect both the law and best practice
- make sure your charity's policies and procedures are effectively applied in practice
- ensure there are mechanisms in place which provide trustees with assurance about your charity's compliance with those policies and procedures
- ensure those safeguarding policies, practice, and performance are robustly and regularly reviewed to ensure they are up to date and fit for purpose
- actively promote a safe culture and strong awareness of everyone's safeguarding responsibilities in your charity
- take steps to help deter and prevent safeguarding issues from occurring
- ensure there are mechanisms in place to promptly identify and act upon emerging safeguarding trends or issues
- ensure that serious incidents are reported to the Commission in accordance with its guidance and that safeguarding allegations, complaints or incidents are reported to other agencies in accordance with the law and best practice

The measures in place should be proportionate to the size of the charity and the risks arising from the charity's activities.

For further information see the Charity Commissions Safeguarding Strategy:

<https://www.gov.uk/government/publications/strategy-for-dealing-with-safeguarding-issues-in-charities/strategy-for-dealing-with-safeguarding-issues-in-charities>

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST **(APPCT) BOARD MEETING** **6th NOVEMBER 2018**

Report Title: Annual Report on Outdoor Events Monitoring Framework

Report of: Simon Fell, Director of Event Operations

Report authorised by: Louise Stewart, CEO, Alexandra Park and Palace

Contact Officer: Natalie Layton, Executive Assistant

Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: The outdoor events monitoring framework exists to monitor and record the effect of events on the parkland and their management.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

To consider the results of the Outdoor Monitoring Framework.

2. Background

- 2.1 The Board approved the framework in November 2017 and resolved that overall performance should be reported to the Board annually, with updates throughout the year, as necessary, to the Board and the Statutory Advisory Committee/ the Consultative Committee. Appendix 1 provides overall performance against the framework, Appendix 2 shows the performance against each major event held in the Park and the checklist used and the monitoring indicators are explained at Appendix 3.
- 2.2 The outdoor monitoring framework has been adopted for all events in the Park and involves the Park Manager, Event Manager and Event Services Manager conducting site walks 48 hours after each event.

3. Summary

- 3.1 This is the first year of reporting and it is acknowledged that two part years are being reported. The next report will be provided at the end of 2019/20 to provide a complete year.

- 3.2 Since November 2017, 3 events have been held in the Park: Kaleidoscope, The Great Fete and Luna outdoor cinema.
- 3.3 This review does not include Fireworks 2018, which will be reported in the next CEO's Board report (February 2019) and/ or SAC/CC report (January 2019) if there are any issues to report. The information will not be available by Trust Board publication deadlines for the 6th November Trust Board meeting. The performance indicators for the 2017 Fireworks festival are included in Appendix 1.
- 3.4 The target is for each event to achieve an overall KPI of 80% within a 48-hour period of the event. ¹
- 3.5 In the 2017/18 financial year the overall KPI achieved was 92.76%. The average KPI achieved for the events held to date in 2018 is 88%, which demonstrates that the framework is working as a tool for monitoring and protecting the parkland.

4. Significant areas of damage to the Park

- 4.1 The Kaleidoscope event saw some areas of isolated damage to the parkland. This was primarily around the main stage where the ground was damaged for a short period of time. There was also some damage to the flagstones on Alexandra Palace Way which was noticed around the time of Kaleidoscope and therefore attributed to this event. The Park Manager reported some infrastructure had been left behind after the 48 hr period, some of which was eventually removed by the park maintenance team.
- 4.2 Damage also took place to the main path on the south slope. This path has loose foundations and often subsides when used by large vehicles. Improving the foundation for this path is on the list of repairs for the Park and is a priority item for the Park from the Restoration Levy. Reconstruction of the path to a suitable standard to accommodate vehicles has been quoted at approximately £32,000.
- 4.3 Event clear-ups have improved. There is an inherent difficulty post-event as the teams move their focus to the next event, this means the final snagging items in the Park can be left for long periods. Smaller events are not captured in the overview in Appendix 1, such as one film shoot and the fun fair (at the Great Fete) this year left rubbish behind.
- 4.4 The Park Manager and the Events Team attended a workshop to reinforce the need not to lose focus. Improving the process of monitoring these smaller events and leisure uses will be looked at in 2019/20.
- 4.5 Some activity in the Park is unmonitored.

6. Long Term Environmental Monitoring

- 6.1 Bird and bat surveys were carried out across the year and across a number of events. The results are still being analysed and will be reported to the Board early

¹ It is important to note that for larger events such as Kaleidoscope when much of the Park is still fenced off for safety reasons this is not always achievable.

in 2019. One headline is that 8 of the 16 native species were detected on site during the monitoring.

- 6.1 Soil analysis was carried out in November 2017 and is due to be carried out again in late 2019; this looks at the compaction and structure of the soil and health of the grass.

7. Other areas of monitoring

7.1 Litter

7.1.1 post event cleaning has improved and is demonstrated by the KPI scores in Appendix 1. An additional day of clearing up and monitoring is required for large scale events with substantial infrastructure such as Fireworks and Kaleidoscope to allow for dismantling.

7.1.2 Daily and overnight litter picks deal with waste that has not been picked up as part of the event clean-up. 2 additional days of cleaning sweeps are arranged by the events team to take place in the Park after events although it is difficult to determine whether litter has been left as a result of the event or by the general public using the Park after the event.

7.1.3 When it is felt the litter in the Park may be due to an overspill of an event not held within the parkland (i.e. StrEATlife), a cleaning group from the APTL cleaning team is assigned to the Park to reduce the amount of litter collecting by the Park Management team (John O'Connor) who conduct litter picks each morning.

- 7.2 Egress from events has been improved to minimise disruption to local residents after indoor events such as Darts. Additional signage, barriers and staff are put in place at the lower end of Alexandra Palace Way to ensure people leaving the site remain on the Alexandra Palace station side rather than walking along the residential pavement.

Additional litter sacks are also positioned along the egress route left by event attendees and the cleaning team ensures a sweep after egress and in the morning when suitable. This is also replicated for large outdoor events.

- 7.3 Number of complaints relating to event noise– Table 1

Month	Event	No. of complaints
November	2017 Fireworks	0
Total number of complaints received to date (Nov 2017-31st Mar 2018)		0
July	Kaleidoscope Festival	11
August	The Great Fete	4
Total number of complaints received to date (2018/19 1st Apr-31st Mar)		15

8. Conclusion

- 8.1 The framework has supported improved engagement across the teams (i.e. parks, cleaning and events) and provides clarity on the impact of events in the Park. On the whole there have been positive outcomes and targets have been achieved
- 8.2 Carrying out additional assessments of areas of concern such as path ways prior to events will result in less damage attributed to particular events and enables repairs, where possible and affordable to areas such as pathways will result in less damage.
- 8.3 Event monitoring scores – Table 2

Event Name	Event Date	Monitoring Score
Fireworks	3 rd & 4 th November 2017	86%
Kaleidoscope Festival	21 st July 2018	88%
The Great Fete	18 th August 2018	91%
Luna Outdoor Cinema	15 th & 16 th September 2018	83%

- 8.4 Number of complaints related to cleaning up after events/ negative impact on Park – Table 3

Event Name	Event Date	Number of complaints
Not known – 4 small events took place (relating to security misdirecting cars to Garden Centre)	10 th May 2018	1
Kaleidoscope Festival	21 st July 2018	1
The Great Fete	18 th August 2018	0
Luna Outdoor Cinema	15 th & 16 th Sept.2018	0

9. Financial Implications

- 9.1 Without capital investment in the Park infrastructure outdoor events do have potential to cause a negative impact on the Park. A park infrastructure monitoring plan is being developed as well as a priority list of works for the Park is being assessed for potential funding out of the Restoration Levy.
- 9.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and has no comments.

10. Financial Implications

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

11. Appendices

Appendix 1 – 2018 Events Park Monitoring KPIs and sample monitoring sheet
Appendix 2 – Outdoor Events Park Monitoring Indicators

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KPI 2018 - Overview

Event	Event Date	Walk date	Number of areas used	Returned to good pre site walk	TOTAL KPI for event	area free of litter?		all equipment been removed?		all old AP signs and heras triangles been removed?		Have all cable ties been removed and disposed of?		All CSP signs removed?		Any damage to paths?		Any damage to grass and /or trees?		Any damage to infrastructure eg lamposts benches or bins?		Any oil stains etc from caterers?		Has a site walk been undertaken by park manager and ESM ?	
						returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete	returned to good	KPI % complete
Fireworks	3 & 4/11/17	07/11/17	300	258	86%	21	70.00%	19	63.33%	30	100.00%	27	90.00%	29	96.67%	27	90.00%	19	63.33%	26	86.67%	30	100.00%	30	100.00%
Kaleidoscope	21/7/18	23/7/18 & 26/7/18	90	79	88%	8	88.89%	7	77.78%	8	88.89%	8	88.89%	9	100.00%	6	66.67%	6	66.67%	9	100.00%	9	100.00%	9	100.00%
Great Fete/ Streat Life	18/8/18	20/8/18	70	64	91%	7	100.00%	7	100.00%	6	85.71%	4	57.14%	7	100.00%	7	100.00%	7	100.00%	7	100.00%	7	100.00%	7	100.00%
Luna	15 & 16/09/18	N/A	30	25	83%	2	66.67%	3	100.00%	3	100.00%	2	66.67%	3	100.00%	3	100.00%	3	100.00%	3	100.00%	3	100.00%	3	100.00%
totals 2018				168	88%	17	85%	17	93%	17	92%	14	71%	19	100%	16	89%	16	89%	19	100%	19	100%	19	100%

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Kaleidoscope		Event date: 21/07/2018				Inspection date: 23/07/18 & 26/07/18							
Area in use	area free of litter?	all equipment been removed?	all old AP signs and heras triangles been removed?	Have all cable ties been removed and disposed of?	All CSP signs removed?	any damage to paths?	any damage to grass and /or trees?	any damage to infrastructure eg lamposts benches or bins?	any oil stains etc from caterers?	Has a site walk been undertaken by park manager and ESM?	TOTALS	comments	
Beach	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete		
South Terrace	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete		
South Slope (West side)	complete	not done	complete	complete	complete	minor damage see comments	minor damage see comments	complete	complete	complete	complete	Damage to track and pavement Water damage to the west south slope Confetti required to be cleared	
South Slope (East side)	needs improvement	complete	complete	complete	complete	needs improvement	see comment box	complete	complete	complete	needs improvement	Some cable ties and fencing to be removed - bump out taking place until Tuesday site required to remain sterile	
Paddocks car park	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete		
Fairground car park	needs improvement	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	rubbish left behind to be cleared	
Lower road	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete		
Lower field (west side)	complete	not done	complete	complete	complete	needs improvement	needs improvement	complete	complete	complete	complete	Staging to be dismantled - some damage to trackway and grass	
Alexandra Palace way from roundabout to station	complete	complete	needs improvement	needs improvement	complete	complete	complete	complete	complete	complete	complete	Cable ties to be removed - ensure all is removed from trees and posts	
Alexandra Palace way - south front	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete		
Alexandra Palace way - palm court to hornsey gate	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete		
Hornsey gate road	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	review removal of signage on park notices	
complete:	7	7	8	8	9	6	6	9	9	9	78		
needs improvement:	2	0	1	1	0	2	1	0	0	0	7		
not done:	0	2	0	0	0	0	0	0	0	0	2		
see comment box:	0	0	0	0	0	0	1	0	0	0	1		
minor damage see comments	0	0	0	0	0	1	1	0	0	0	2		
major damage see comments	0	0		0	0	0	0	0	0	0	0		
TOTAL:	9	9	9	9	9	9	9	9	9	9	90		

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Great Fete / Streat Life	Event date: 18/08/2018				Inspection date: 20/08/18							TOTALS	comments
	area free of litter?	all equipment been removed?	all old AP signs and heras triangles been removed?	Have all cable ties been removed and disposed of?	All CSP signs removed?	any damage to paths?	any damage to grass and /or trees?	any damage to infrastructure eg lamposts benches or bins?	any oil stains etc from caterers?	Has a site walk been undertaken by park manager and ESM?			
Beach	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	
South Terrace	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	
South Slope (West side)	complete	complete	complete	see comment box	complete	complete	complete	needs improvement	complete	complete	complete	needs improvement	Scaffolding poles need to be removed
South Slope (East side)	complete	complete	complete	see comment box	complete	complete	complete	needs improvement	complete	complete	complete	needs improvement	A few cable ties remained - structure from creative team
Palm court slope	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	
Slip road	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	
Alexandra Palace way from roundabout to station	complete	complete	see comment box	needs improvement	complete	complete	complete	complete	complete	complete	complete	complete	Some signage was still in situ - Cable ties need to be collected and heras to be moved for future promotional materials
Alexandra Palace way - south front	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	
Alexandra Palace way - palm court to hornsey gate	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	
Hornsey gate road	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	complete	
Panorama room loading bay	complete	complete	needs improvement	complete	complete	complete	complete	complete	complete	complete	complete	needs improvement	Signage to be changed
complete:	7	7	6	4	7	7	5	7	7	7	7	64	
needs improvement:	0	0	0	1	0	0	2	0	0	0	0	3	
not done:	0	0	0	0	0	0	0	0	0	0	0	0	
see comment box:	0	0	1	2	0	0	0	0	0	0	0	3	
minor damage see comments	0	0	0	0	0	0	0	0	0	0	0	0	
major damage see comments	0	0		0	0	0	0	0	0	0	0	0	
TOTAL:	7	7	7	7	7	7	7	7	7	7	7	70	

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Luna													
	15 and 16 September 2018												
Area in Use	area free of litter?	all equipment been removed?	all old AP signs and heras triangles been removed?	Have all cable ties been removed and disposed of?	All CSP signs removed?	any damage to paths?	any damage to grass and /or trees?	any damage to infrastructure eg lamposts benches or bins?	any oil stains etc from caterers?	Has a site walk been undertaken by park manager and ESM?	TOTALS	comments	
Beach	complete	complete	complete	complete	complete	complete	complete	complete	complete	not done			
South Terrace	complete	complete	complete	complete	complete	complete	complete	complete	complete	not done			
South Slope (West side)	needs improvement	complete	complete	needs improvement	complete	complete	complete	complete	complete	not done		cable ties and electrical tape were left behind	
complete:	2	3	3	2	3	3	3	3	3	0	25		
needs improvement:	1	0	0	1	0	0	0	0	0	0	2		
not done:	0	0	0	0	0	0	0	0	0	3	3		
see comment box:	0	0	0	0	0	0	0	0	0	0	0		
minor damage see comments	0	0	0	0	0	0	0	0	0	0	0		
major damage see comments	0	0	0	0	0	0	0	0	0	0	0		
TOTAL:	3	3	3	3	3	3	3	3	3	3	30		

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Outdoor events post-event checklist

Event	Area in use	Is the area free of litter?	Has all equipment been removed?	Have all old signs and heras triangles been removed?	Is there any damage to paths?	Is there any damage to grass?	Is there any damage to benches or bins?	Are there any oil stains etc from caterers?	Has a site walk been undertaken by park manager and ESM?	Details of any 'no' responses
Streatlife July 2017		yes	yes	yes	yes	yes	yes	yes	yes	
Streatlife Aug 2017		no	no	no	no	no	no	no	no	
Summer festival										
Redbull										
Royal Opera House										
Luna										
Areas										
Beach										
South Terrace										
South Slope (West side)										
South Slope (East side)										
Palm court slope										
Slip road										
Grove										
Grove car park										
Paddocks car park										
Fairground car park										
Lower road										
Lower field (west side)										
Lower field - old race course										
Cricket ground										
Redston playing field										
Newland playing field										
Alexandra Palace station										
Alexandra Palace way from roundabout to station										
Alexandra Palace way - south front										
Alexandra Palace way - palm court to hornsey gate										
Hornsey gate road										
Rose garden										
Blandford way										
Old deer enclosure paths										
Pavillion car park										
East Car park										
North yard										
West Yard										
North west hall										
Panorama room loading bay										
Around Pitch & putt course										

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Park Events Licence – monitoring and indicators

1. Environmental Indicators

Long Range	Indicator	Monitoring method	Management & Mitigation	Responsibility	Frequency	Cost
Habitat disturbance and change in habitat quality	Species diversity and numbers	Nesting bird surveys Plant diversity surveys Invertebrate diversity surveys	Control visitor footfall, event traffic and infrastructure Create buffers and increase value of other areas (see 4. Long Term Investment)	Park Manager	Before, during, after Events in nesting season Year 1, 2 then review Year 1, 2 then review	Eco survey c.£2,500
Conditions of soils	Visual condition of ground Soil condition Condition of trees	Photographic survey Soil condition testing Tree surveys	Control routes, traffic, footfall Testing, aeration & decompaction of grass areas	Park Manager	Spring and Autumn each year Annually Annually	Time Soil test c. £2,000pa Decompact Cost unknown
Designations and Awards maintained	Type and number of awards and designations	Type and number of awards and designations	Good event management	Park Manager	Annually	Within Park Budget
Damage to Park caused by event (physical damage to trees, turf or infrastructure etc) remaining after 48 hours of event open period	Condition of site	Checklist with rankings (1-4)	Good site management Good planning and management of BU, EVO and BD	Event Manager	Each event. Event Manager hands over to Park Manager: then 14 days to remediate any outstanding items	Time Repairs beyond level of damage deposit

2. Charitable Purposes Indicators

	Indicator	Monitoring method	Management & Mitigation	Responsibility	Frequency	Cost
No of members of public enjoying events in the Park	Visitor numbers	Ticket Sales, Clicker count	Ticketing or surveys	Event Manager/ Marketing?	Each event	

3. Event Delivery and Management Quality Indicators

	Indicator	Monitoring Method	Management & Mitigation	Responsibility	Frequency	Cost
No. of days full access to the Park is closed	Turnaround time to original condition (normal access, litter, signs etc)	Event Schedule monitoring		Event Manager	Quarterly?	Time

4. Long term quality investment to correct/mitigate outdoor events

Area	Item	Value	Value	Issue	Investment	Cost
General	Hard Surfaces	High	Reputation	Public safety and amenity	Prioritised plan of improvements	£10,000
General	Infrastructure	High	Reputation	Amenity	Prioritised Infrastructure plan Bollards, lighting, access gates etc	£5,000
Grove	Woodlands	Moderate	Breeding birds	Disturbance in busy area Closed structure Non-native species	Buffer to people Open structure Native species Remove bramble and ash saplings	£1,500
Grove	Veteran trees	High	Dead wood, bats	Disturbance in busy area Damage by events	Buffer	£500
Grove	Scots pine stand	Moderate	Unique on site	Small	Plant new trees, buffer	£500
South, West slopes	Meadow areas	High	Invertebrates Feeding birds	Disturbance in busy area	Leave 30-50% uncut on rotation	Within GM contract

Area	Item		Value	Issue	Investment	
Park	Scrub and Wooded areas	Moderate - high	Plants and invertebrates	Disturbance in busy area	Increase size/numbers, buffer	£500
Park	Acid grassland	High	Plants and invertebrates	Disturbance in busy area	Increase size/numbers, buffer	£500
Upper Field	Woodland scrub	Moderate	Birds and bats	Disturbance in busy area lack of native species	Plant dog rose, guilder rose,	£500
Redston Field	Redston pond	Low	Water habitat	Overshaded	Coppice and fell trees, Plant marginal vegetation	£1,500
Cricket ground	Scrub	High	Migrant birds		Coppice rotation	£500
Cricket ground	Ditch habitats	High	Water Habitat	Maturing	Lay to create dense hedge	£500
Conservation area	Woods	Moderate – high	Plants and invertebrates	Dense, non-natives	Remove bramble, ash sycamore saplings	£1,000
Conservation area	Pond	Moderate	Plants and invertebrates	Encroaching bulrush	Reduce coverage of bulrush	£500
Paddock & woods	Woodland	Moderate	Plants and invertebrates	Dense, non-natives	Clear cherry laurel & snowberry	£500
Blandford site	Woodland	Moderate	Plants and invertebrates	Dense, non-natives	Create birch feature, Remove bramble, ash sycamore saplings	£1,000
West slip road	Embankment woods	Medium	Plants and invertebrates	Dense cover , non-natives	Remove non-native species, thin canopy retain deadwood	£500
General	Habitat enhancement	Medium	Birds and bats	Improvement	Bird boxes	£150
General	Habitat enhancement	Medium	Birds and bats	Improvement	Bat boxes	£150
General	Habitat enhancement	High	Invertebrates	Improvement	Dead wood retention (varied types)	Within works

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