



**ALEXANDRA PARK AND PALACE CHARITABLE TRUST**  
**BOARD MEETING**  
**15 JULY 2024**

**Report Title:** Human Resources Update Report.  
**Report of:** Catherine Solomon, Director of HR and Organisational Development  
**Purpose:** This report provides an update on the current HR activity for the group for the period 1 January 2024 to 31 March 2024

**1. Recommendation**

To note the contents of this report.

**2. Employment Breakdown**

**2.1 Turnover**

In the period 31 January 2024 to 31 March 2024:

Permanent leavers - Average 17%  
Casual leavers - 30%

The employee turnover rate in the last quarter was 5%.

The turnover rate for casual staff was 7% and the turnover rate for permanent staff was 3%.

The annual employee turnover rate is 23.5%. The annual turnover rate split by contract type is 17% for permanent staff and 30% for casual staff. The average staff turnover rate for UK employees is currently 19.9%.

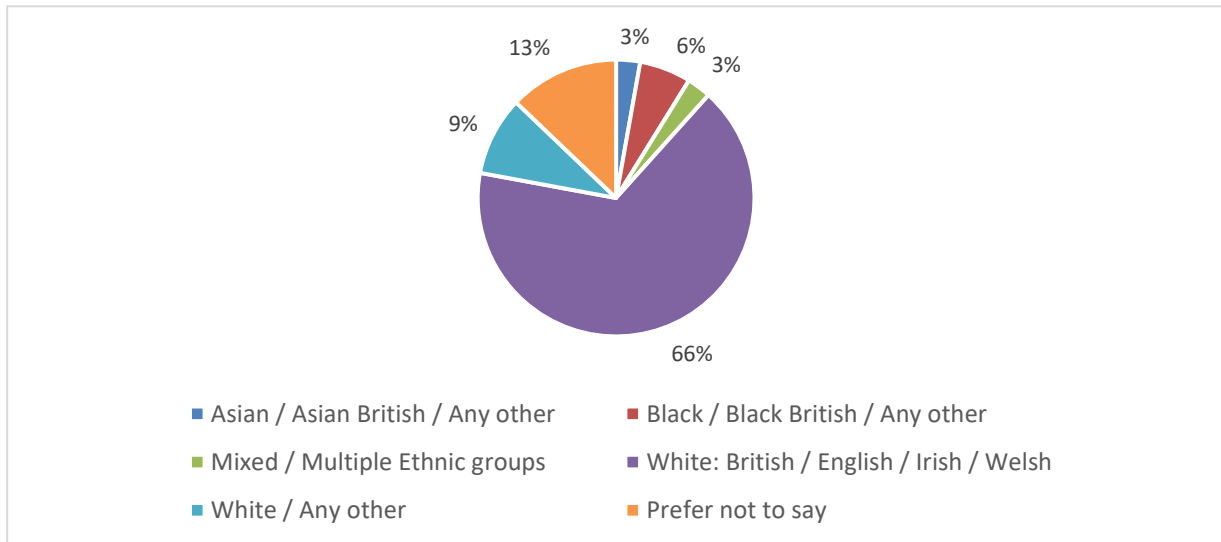
**2.2 Ethnicity**

We have EDI data for 90% of staff. Chart 1 illustrates the breakdown of all staff including casual workers. The picture is similar to that provided in January 2024 however there has been an increase to Black / Black British / Any other from 4% to 6%.

Overall, there has been a slight increase in staff from BAME background from 11% to 12% between 31 January and 31 March 2024 and an increase from 9% in March 2023.

We are continuing to take positive action to encourage underrepresented groups to apply for our jobs. This includes the use of straplines in all advertisements, targeted campaigns, management training and developing partnerships with local community groups.

**Chart 1: Ethnic Origin of Staff**



**2.4 Disability**

7% of permanent staff and 10% of casual workers have declared a disability. This is 9% of the workforce, up 3% from the last report. These are a mix of cognitive or learning disabilities, mental health conditions, invisible disability or long term, chronic condition.

**2.5 Male / Female split**

The last report noted a 45% / 55% split with a female majority. This majority has increased slightly to 57% in the last quarter.

**2.6 Age distribution**

The majority of staff are still aged between 21-30 and this figure includes casual workers where applicants tend to be a younger demographic. The smallest percentage of staff are over 60.

**Table 1: Age distribution of staff**

	Age Band: < 21	Age Band: 21 to 30	Age Band: 31 to 40	Age Band: 41 to 50	Age Band: 51 to 60	Age Band: > 60
Jan 2024	10%	46%	20%	11%	9%	4%
Mar 2024	10%	44%	22%	12%	9%	3%

### 3. Learning and Development

#### 3.1 Table 2: e-learning completion rates

Module	Jan-24 completion rate	Mar-24 completion rate	% change
Action Counter Terrorism (ACT)	64%	69%	+5%
Equality & Diversity	65%	68%	+3%

There has been improvement in completion levels across all e-learning modules.

We have introduced role-specific e-learning modules for Food Safety Level 1 for casual Catering staff and Health and Safety COSH for operational event staff.

#### 3.2 Compliance training

We now have a contract in place to act as host for MEWP training centre days. This arrangement provides us with a discount on staff telehandler, forklift, cherry picker and scissor lift training as well as providing some commercial income.

We have Fire Marshall training sessions scheduled for all staff in the coming months, and have a 24/25 plan in place for First Aid and Mental Health First Aid delivery.

#### 3.3 Leadership Development Programme

The Leadership Development Programme has continued across the last quarter with a graduation for the Senior Leadership Team scheduled for 3 July.

#### 3.4 Apprenticeships

We continue to work in collaboration with our Creative Learning Team, to further partnerships with colleges and creative institutes to support skills development and offer apprenticeship opportunities. In June 2024 we are looking to recruit a Fundraising Assistant Apprentice.

### 4. **Development of our People Strategy**

- 4.1 The development of our People Strategy is now completed, and we will move into a three-year implementation plan. It is aligned to our new vision and 10-year goals specifically to **CREATE A GREAT PLACE TO WORK: *An inclusive environment where staff are happy are proud to work and feel like they belong. A culture that listens, recognises, and empowers its staff to act and lives by its Values and Behaviours. Staff are supported to grow and develop to achieve their potential.***

- 4.2 In February we ran a series of focus groups to look at what staff think is great about working here, and what we could do to make it even better. This feedback has helped inform our People Strategy priorities for the next 3 years.
- 4.3 As part of the Business Plan and People Strategy we have reviewed how we will measure our progress. This will include a revised deck of HR KPI's /OKR's for future HR Reports.

## **5. Contracts Handbook and Policies**

- 5.1 The final design for our new handbook has now been completed and launched to staff.
- 5.2 We have updated our Flexible Working, Maternity, Paternity and Carers policy in line with April 2024 Employment Law Changes.
- 5.3 We have redesigned our performance appraisal form to make the form more user friendly and establish clarity on the link between our vision and 10-year goals and individual performance objectives.

## **6. Employee Engagement and Wellbeing**

- 6.1 In March this year Alexandra Palace took part in the Best Companies b-Heard engagement survey. The aim of the survey was to gather anonymous and honest feedback about working for us.
- 6.2 Engagement is about building relationships and energy, while creating a working environment where our colleagues feel invested in what we are trying to achieve, and one where our colleagues understand how they impact the bigger picture.
- 6.3 We had 73% response rate which is really positive. We will use this feedback to help us illustrate what is great about working for Alexandra Palace and equally understand where we can make improvements to help make Alexandra Palace an even better place to work – part of our future vision for all.
- 6.4 Employee survey responses were tallied up to give us an overall Best Companies Index (BCI) score. This is Best Companies' measure of workplace engagement. *More information is included in the Exempt Information Report.*

## **7. Other updates**

- 7.1 An independent review of our GDPR practice and compliance was undertaken in February. The audit consisted of a review of our GDPR policies and procedures and meetings with various team representatives. A final report was

provided with 34 recommendations and 22 corrective actions. AP now has a phased action plan for updating its Data Protection practices:

- Phase 1      Documentation (mapping the ROPA, updating policies and procedures into the framework manual) June 2024  
Organisation wide communication on the project and launch new Data Protection Handbook.
- Phase 2      Culture (creating a data protection awareness culture) – planning and delivering training.
- Phase 3      Ongoing regular activities (data cleansing, audits, refreshing agreements and training).

Progress on activity will be monitored through the Executive Team.

7.2 Data for the 2024 annual benchmarking has been submitted and we will now start modelling this data and will bring options for pay to a future meeting.

## **8 Risks/ other issues**

There are no specific risks to highlight in this report.

## **9 Legal Implications**

- 9.1 There are no specific legal implications relating to this report.
- 9.2 The Council's Assistant Director for Legal & Governance has been consulted in the preparation of this report has no comments.

## **10 Financial Implications**

- 10.1 There are no specific financial implications arising from this report.
- 10.2 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comments.

## **11. Appendices - None**

## **12. Background documents – None**