



The Friends of Raikes Road Burial Ground

RAIKES ROAD BURIAL GROUND

Restoration Project Business Plan

1. BACKGROUND

- 1.1 Raikes Road Burial Ground was opened in 1846. The burials at the site provide a fascinating and unique insight into Skipton's Victorian community and include some notable Skiptonians such as Rudyard Kipling's grandparents and the Reverend William Cartman, who officiated at Charlotte Brontë's funeral. The last burials took place around 1900, but the site remains consecrated ground. At some stage the burial ground included a chapel and a mortuary, with associated pathways, but there is now little trace of these facilities on the ground.
- 1.2 As well as its rich cultural heritage the burial ground is home to a wide range of plants and animals, forming a potentially attractive green space in the heart of the town.
- 1.3 Since its closure the site has been neglected and it is now virtually inaccessible to the general public. In 2011 a group of concerned Craven residents, recognising the need to preserve and conserve the burial ground while at the same time making it more accessible for local people and visitors to enjoy, decided to establish a Friends group to save the site from total decay. With the help and support of Skipton Town Council the Friends of Raikes Road Burial Ground set about developing a project aimed at restoring the cemetery to its former glories, making it more accessible to local people, and fulfilling its educational potential for Craven's schoolchildren. Through a combination of household surveys, school visits, public talks, and on-site meetings, the Friends developed a vision of what the burial ground should look and feel like.
- 1.4 That vision has now been translated into a practical restoration project which is ready for implementation, provided the necessary funding can be found. This document sets out the components of the restoration and what needs to be done to achieve them.

2. THE VISION

- 2.1 In line with Craven District Council's 'Open Space Strategy' and 'Biodiversity Action Plan', the Raikes Road Restoration project will:
 - 2.1.1 enhance the flora and fauna of the burial ground, making it more attractive to wildlife and more rewarding for local people and tourists to visit;
 - 2.1.2 restore walls, memorials and gravestones to restore the beauty and sanctity of the burial ground and help protect visitors;
 - 2.1.3 establish pathways to open up the overgrown and inaccessible cemetery and give visitors the opportunity to appreciate its quiet beauty;
 - 2.1.4 undertake archaeological and environmental surveys to identify precisely what riches the burial ground holds and what needs to be done to preserve and enhance its cultural and environmental heritage into the future;
 - 2.1.5 help visitors to understand both the burial ground's wildlife and Skipton's 19th century history; and
 - 2.1.6 make local people more aware of the importance of the burial ground and encourage their involvement in restoring and maintaining it into the future.

- 2.2 The project will add considerable value by improving the quality of life for local residents and increasing the number of visitors to the town. Specifically the project will:
- 2.2.1 give older residents somewhere to find peace and tranquillity in the heart of the town;
 - 2.2.2 provide families with the opportunity to explore and discover new things;
 - 2.2.3 create a unique educational resource (a living classroom) for schoolchildren throughout South Craven;
 - 2.2.4 offer a lunchtime retreat for workers in the town;
 - 2.2.5 add to the list of attractions for visitors and tourists to explore; and
 - 2.2.6 make life easier for people researching family ties and histories.
- 2.3 More than 12,000 people live in households located within walking distance of the project. A survey by the Town Council in 1992 identified that of these 65% (7,800) would visit the burial ground on a regular basis if it was more accessible to the local community. With local schools (200), residents from other parts of South Craven (7,000), and visitors to the town (10,000) adding to these numbers it is anticipated that, once restored, the burial ground will be enjoyed by at least 25,000 people.

3. MAKING IT HAPPEN

- 3.1 Delivery of the project on the ground is dependent on the Group having the funding in place, but it is hoped that this can be achieved by 30 April 2013. On this basis the project plan anticipates that the newly restored burial ground will be fully functioning by 18 October 2013. A copy of the project plan can be found at Annex A. A summary of the project timescale and milestones is as follows:

Activity	Target Completion Date
Finalise design (including public consultation)	April 2013
Confirm project funding	April 2013
Design and print guide leaflets and flyers	June 2013
Create pathways and complete planting	July 2013
Produce and install bird and bat boxes (local schools)	July 2013
Specify and complete walling and masonry works	September 2013
Complete surveys & design & install information panels	September 2013
Formal opening ceremony	October 2013

- 3.2 The pathways and planting work will be completed by volunteers (the Friends of Raikes Road Burial Ground) under the supervision of Skipton Town Council staff and in accordance with the Town Council's health and safety procedures. Town Council staff will also supervise the production and installation of bird and bat boxes by local schools, assisted by the volunteer Friends. All of this work will be covered by the Town Council's £10 million public liability insurance.
- 3.3 The tree maintenance work, once approved by the District Council's Tree Officer, will be completed by a qualified arboriculturalist under the supervision of Town Council staff. The walling and masonry works will be completed by a contractor following an open competition supervised by the Town Council's professional Project Manager. Town Council staff will also supervise the works. The specification for the works cannot be finalised until a detailed survey of the memorials, gravestones and other structures in the burial ground has been completed. However, the work will be completed in accordance with the general conditions set out in Annex B.
- 3.4 The form of the opening ceremony has not yet been decided but arrangements for the post-audit and ongoing usage monitoring are already in place. Those activities will be completed in the period after October 2013. The Town Council has kindly offered to undertake the project appraisal on behalf of the Friends Group, using its existing systems and procedures. The Council will also oversee the usage monitoring.

4. RESOURCE ANALYSIS

Human Resources

- 4.1 The Friends Group has no paid staff but will utilise its existing volunteer resources to complete those elements of the project where its input is required. The Chairman of the Friends Group is managing the project on behalf of the Friends in liaison with, and supported by, the Town Council's professional Project Manager. The Group is also calling on expert advice, as required, from the *National Federation of Cemetery Friends* and from the *Yorkshire Wildlife Trust* and *Skipton Civic Society*.

Project Costs

- 4.2 The priced schedule of works for the capital elements of the project, including VAT, is estimated as follows:

<u>Activity</u>	<u>Estimated Cost</u>
	£
Restoration of gravestones and memorials	3,000.00
Design, production and installation of information panels	3,000.00
Tree maintenance works	1,000.00
Walling and other structural repairs	1,000.00
Layout and installation of pathways	500.00
Wildflower and tree planting	500.00

Complete archaeological and environmental surveys	450.00
Printing and design costs (guide leaflets and flyers)	280.00
Bird and bat box materials	150.00
Opening ceremony costs (hire of gazebos and catering)	120.00
TOTAL	<u>10,000.00</u>

- 4.3 The Town Council is making no charge for its Project Officer's time in support of the project. The Town Council has also agreed to meet the cost of tree maintenance work (£1,000) and the opening ceremony (£120). All of the Friends involved in the project are providing their services free of charge.

Financial Appraisal

- 4.4 It is hoped to fund both the capital and revenue elements of the project cost from two main sources, as follows:

<u>Anticipated Funding Sources:</u>	£
Craven District Council (Localism Fund)	8,880.00
Skipton Town Council	1,120.00
TOTAL	<u>10,000.00</u>

- 4.5 It has been estimated that it will cost around £1,000 a year to maintain the burial ground on an ongoing basis once the restoration project is complete. The Friends of Raikes Road Burial Ground hope to raise sufficient funding from donations to meet the ongoing maintenance costs but Skipton Town Council has agreed to underwrite any shortfall in funding.

5. MARKETING AND COMMUNICATIONS STRATEGY

- 5.1 Following its successful deployment by the Friends of The Wilderness in promoting similar projects that they have undertaken, at The Wilderness Nature Reserve on Otley Road in Skipton, the Friends Group proposes to use the same strategy in promoting the restoration project for Raikes Road:

- 5.1.2 Leaflet drops to all households neighbouring the burial ground (on the Raikes estate and neighbouring parts of the town centre).

5.1.3 Follow up door-to-door surveys.

5.1.4 Promotion via the Town Council's website and any hard copy publications produced in the project period.

5.1.5 Press releases to local newspapers prior to the start of work on site, on completion of the physical works, and in advance of the formal opening ceremony.

5.2 This strategy will be used to advise local people of the proposed design workshops in January and February 2013, the target dates for the various installation works on site, and details of the opening ceremony. It will also be used to inform the project appraisal and post-audit process, and as part of the ongoing monitoring of visitor numbers and visitor satisfaction once the project is complete.

5.3 The overall effectiveness of the strategy will be assessed as part of the project appraisal process and the results fed to the Town Council and other Friends Groups in the area as appropriate.

6. MONITORING AND EVALUATION

6.1 The project appraisal will focus on the extent to which the project objectives and outcomes have been met, using questionnaires, interviews with users (both on-site and on the doorstep), and direct observation, to identify in particular:

6.1.1 the increase in user numbers following completion of the project;

6.1.2 visitor satisfaction; and

6.1.3 community involvement in the restoration of the burial ground and the reporting of any ongoing problems, including anti-social behaviour.

6.3 In addition to routine, ongoing monitoring a formal, one-off monitoring exercise will be undertaken three months after the completion of work on site to assess the proportion of local people and tourists visiting the burial ground and their satisfaction with the new facilities. The results will be fed back to other Friends Groups in the area as appropriate.

7. RISK MANAGEMENT

7.1 A summary of the key risks surrounding the delivery of the Business Plan can be found at Annex C. Effective management measures will be put in place to ensure each of these risks does not materialise, or is minimised, over the Business Plan period.

8. SUPPORTING INFORMATION

8.1 The following supporting documentation is included with this Business Plan:

8.1.1 Annex A: Project plan

8.1.2 Annex B: General Conditions for construction works and preliminaries

8.1.3 Annex C: Risk assessment and management plan

8.1.4 Annex D: The Friends of Raikes Road Burial Ground's current child protection policy document

Date	Nov 2012	Dec 2012	Jan 2013	Feb 2013	March 2013	April 2013	May 2013	June 2013	July 2013	August 2013	Sep 2013	Oct 2013	TOTAL
	Finalise design proposal (pathways, planting, and info panels etc locations)		Public consultation and workshops (local people and schools)		Finalise design	Secure CDC, Diocesan & STC approval							
					Confirm project funding								
					Arrange volunteer teams to lay out and create pathways/plant		Lay out and create pathways						
							Order wildflower seeds and plants, and tree stocks	Planting					
	Arrange tree condition survey			Tree condition survey		Assess tree survey	Order tree work	Complete tree work					
						Arrange Schools Open Day to produce and install bird and bat boxes		Order bird/bat box materials	Schools Open Day				
			Complete survey of walling and masonry works required		Prepare detailed specification for walling and masonry works		Secure quotations	Resolve queries/award contract	Complete walling and masonry works				
						Design the guide leaflets and flyers		Print guide leaflet/flyers					
	Complete archaeological and environmental surveys			Interpret survey results		Design information panels		Order information panels			Info. Panels installation		
									Arrange opening ceremony			Opening ceremony	
Staff Resources													
Volunteers	5 man days	5 man days	6 man days	8 man days	10 man days	11 man days	14 man days	4 man days	13 man days	2 man days	2 man days	6 man days	86 man days
STC staff (donated)		1 man day			1 man day	1 man day	1 man day	1 man day	1 man day		1 man day	1 man day	8 man days
Financial Resources													
Capital (inc. VAT)				£450		£50	£1,000	£730	£950	£2,000	£4,700		£9,880
Revenue (inc. VAT)											£120		£120
Total (inc. VAT)				£450		£50	£1,000	£730	£950	£2,000	£4,820		£10,000

ANNEX A - RAIKES ROAD BURIAL GROUND RESTORATION - PROJECT PLAN

ANNEX B - GENERAL CONDITIONS FOR CONSTRUCTION WORKS AND PRELIMINARIES

1. GENERAL CONDITIONS AND PRELIMINARIES

General

- 1.1 Any changes to scale plans, drawings or any other part of the Works Specification must be agreed with the Friends of Raikes Road Burial Ground and the Chief Officer of Skipton Town Council.
- 1.2 The contractor must accept full responsibility for the satisfactory completion of the whole of the specified works by the agreed date, and the rectification of any defects notified by the Friends of Raikes Road Burial Ground and Skipton Town Council's Chief Officer within three months of that date.
- 1.3 Unless otherwise indicated any description of the work to be undertaken shall be deemed to include: materials and components as specified and all labour in fitting and fixing in position, including cutting and wastage; use of plant tools and temporary works of every description; production of a scale plan showing the agreed location of the play equipment to be installed; and the direct employment by the contractor of professional or other specialist expertise to detail and oversee the delivery of any aspect of the project.
- 1.4 Any components set in concrete must be accurately positioned and securely supported. All concrete works must be completed in accordance with BS EN 206 (BS 8500), BS EN 1992, and BRE Guide AP254 and must be an appropriate depth and shape to provide adequate support and to receive overlying safety surfaces. Fresh concrete installations must be maintained undisturbed for a minimum of 48 hours.
- 1.5 For all products, goods and systems used in the works, for which the particular proprietary brand has been chosen by the contractor, the Town Council must be provided with:
 - 2.5.1 a copy of each manufacturer's standard printed operating, cleaning, and maintenance instructions;
 - 2.5.2 any specialist tools required for operation, maintenance and cleaning purposes;
 - 2.5.3 copies of all guarantees, warranties, and maintenance agreements offered by subcontractors and manufacturers; and
 - 2.5.5 the name of the installer if different to the contractor.
- 1.6 The contractor will be responsible for the co-ordination of all sub-contracted work and the Friends of Raikes Road Burial Ground and Skipton Town Council will not be liable for any cost, loss, expense or delay resulting from the failure by the contractor to undertake such co-ordination as is necessary for the satisfactory completion of the specified works nor from the failure of any subcontractor to meet the programme.

- 1.7 The contractor must meet, from his/her own resources, the cost of repairs for any damage arising from activities associated with the works activities, whether directly or indirectly.

Site

- 1.8 Both the entrance to the site and the site itself are extremely restricted. The site is bounded by stone walls on all sides.
- 1.9 Some hard excavations may be required, but no information is available on existing mains, services, and utilities. The contractor is responsible for locating any such services present on site, including depths, so as to satisfy him/herself that the operations can be safely carried out. Neither the Friends of Raikes Road Burial Ground, Skipton Town Council, nor the owning authorities can be held responsible for the accuracy of information given in relation to existing mains and services. Statutory Undertakers will normally attend on site to assist in the location of services if requested by the contractor.
- 1.10 The contractor must protect and secure the safety of existing services, to the satisfaction of their owners, by temporary diversion if necessary, taking care not to damage any gas or water pipe, sewers, drains, cables or the like which may be encountered in delivering the works. The contractor must give all notices and pay any fees that may be required in connection therewith. The contractor must also indemnify the Friends of Raikes Road Burial Ground and the Town Council against any claims for damage to any services encountered whether their presence was known or unknown. In relation to services in particular the contractor has an obligation to provide a safe working environment for his/her employees.
- 1.11 In completing the specified works the contractor shall not be deemed to have exclusive possession of any part of the Church of England's, Skipton Town Council's, or the Friends of Raikes Road Burial Ground's property. The contractor will have permission to occupy only those parts of the property necessary for the completion of the works.
- 1.12 The contractor must use the site only for the construction of the works and must comply with all extant codes of practice for noise control on construction sites, including BS 5228. Noise on site should be kept to as low a level as possible and in particular the contractor must take steps to prevent nuisance from radio receivers, audio equipment, and similar devices. Electrical power tools and plant, fitted with silencers where appropriate, should be used wherever possible. Compressors should be fitted with properly lined and sealed acoustic covers which should be kept closed whenever in use. Pneumatic percussive tools should be fitted with mufflers or silencers of the type recommended by the manufacturers. Details of any applicable restrictions on acceptable noise levels in the locality of the site are available from the Environmental Health Officer at Craven District Council.
- 1.13 Work on site should not commence before 8 am (9 am at weekends) and be completed before 6 pm. All reasonable requests from the public and adjoining occupiers with regard to working hours, weekend working, and noise, disturbance, and any other nuisance associated with the delivery of the works, must be complied with. The contractor must also make arrangements for on

and off site management, administration and liaison with the Police and relevant local authorities, and any other parties likely to be affected by the works including adjoining occupiers.

- 1.14 The contractor must keep the works clean and tidy at all times. Rubbish, waste and debris must be stored in agreed locations and promptly removed from the site to prevent accumulation, obstruction or fire risk. Tipping charges must be met from the contractor's own resources. Any material on the site is the property of the Church of England and shall be used and/or removed from the site only as specified.
- 1.15 The contractor must take all reasonable steps to prevent dust, smoke, spillage, pollution, vermin, and any other nuisance associated with the works. Particular care should be taken with the storage and handling of fuel, lubricants and hydraulic fluids. If a spillage occurs the appropriate authorities and the Friends of Raikes Road Burial Ground and the Town Council must be informed immediately and the appropriate emergency action must be taken.
- 1.16 No bonfires are to be made on, or adjacent to, the site.
- 1.17 The contractor must protect the works, the site generally and property adjacent to (or not forming part of the works) from theft and vandalism, and from any form of damage or deterioration arising from the work activities. The contractor must also ensure that work people do not trespass on adjacent property and that the security of adjacent properties is not prejudiced as a result of activities associated with the works, either directly or indirectly. In addition the contractor must protect roads, paths, paved areas and access routes to, from and across the site. In particular the contractor must take precautions to prevent mud or debris from being deposited on the highway.
- 1.18 Where appropriate the contractor should obtain local weather forecasts and take precautions against unfavourable weather before commencing works externally.
- 1.19 Temporary screens should be provided whenever needed for safety, noise or dust control, weather protection, security or other purposes to facilitate the works. Completed portions of the work must also be protected. Protection shall include coverings, guard rails, temporary heating, and other appropriate methods.

Health and Safety

- 1.20 The contractor must comply with all health and safety obligations in providing the works and must provide on request risk assessments and method statements for each part of the work as set out in the specification, prior to commencing that part of the works.
- 1.21 In addition to the requirements of the relevant Acts and regulations the contractor must take special precautions to avoid the outbreak of fire, including but not restricted to: ceasing any work involving naked flames or sparks at least 45 minutes before work stops for the day and avoiding the accumulation of inflammable debris. Flammable liquids or gasses must not be brought onto the site other than that needed for one day's work. Smoking on site is prohibited.

Insurance

- 1.22 The contractor must indemnify the Friends of Raikes Road Burial Ground and Skipton Town Council against any and all claims that may arise out of any injury, loss or damage suffered by the contractors, employees or agents in connection with the works.

ANNEX C - RISKS INVOLVED IN DELIVERING THE RAIKES ROAD BURIAL GROUND RESTORATION PROJECT

Risk	Risk management measures
<p>Concerns are raised about the Friends' ability to run design workshops, and activities on site, involving schoolchildren and other young people.</p>	<p>The Friends of Raikes Road Burial Ground has implemented its own Child Protection Policy and has put in place procedures to ensure its volunteers follow the guidance set out in the Policy.</p> <p>A copy of the Policy can be found at Annex D.</p>
<p>The relevant authorities (particularly the Diocese) reject the final design.</p>	<p>The site owner, the incumbent of Holy Trinity Church in Skipton, is a Friend of Raikes Road Burial Ground and has been involved at every stage in the development of the project. He is aware that, when the design is finalised, it will represent precisely the wishes of local people.</p> <p>To ensure the Church's continued support and commitment to the project a presentation will be made to the incumbent of Holy Trinity, and representatives of the Diocese of Bradford, in March 2013.</p>
<p>Funding levels are lower than anticipated.</p>	<p>The Friends Group is making every effort to secure the necessary funding for the project, but has put in place a contingency plan to minimise delays to the project if funding levels are lower than anticipated.</p> <p>If sufficient grant funds cannot be secured to meet the cost of the project the Group will seek loans from identified sponsors. This approach has worked well for other Friends Groups in the area. For example, the Friends of Lytham Close Play Area persuaded the Town Council to provide the top-up funds required to complete their project to restore a redundant play area, on the understanding that the balance put forward would be repaid within an agreed timescale. [In the event the Group raised the necessary funds more quickly than anticipated and repaid the loan soon after the completion of work on site.]</p>

Risk	Risk management measures
<p>Quotations for the cost of the walling and masonry work come in higher than anticipated.</p>	<p>Detailed negotiations have been held with three local contractors to assess the estimated cost of the works, as shown in paragraph 4.2 and used in the project plan. It is anticipated that the quotations received will be broadly in line with these estimates.</p> <p>If quotations come in significantly above the estimated costs the successful contractor will be asked to identify areas where the specification could be tailored to enable costs to be reduced in line with the project budget, without significant impact on the quality of the equipment to be provided.</p> <p>The Council's Project Manager has considerable experience in this field and has undertaken to handle the process if required.</p>
<p>Work on site is delayed, for example by bad weather.</p>	<p>Work on site is scheduled to start, and be completed, between May and September 2013. It is likely that, over such a lengthy time period, delays will occur. However, sufficient time has been allowed in the timing of the different components of the work to allow for any delays arising.</p> <p>The different elements of the work are also, to a large extent, independent of each other so any delays in one area are unlikely to impact on other parts of the project.</p>
<p>Costs overrun because of bad ground conditions or other unforeseen factors.</p>	<p>The walling and masonry work will be awarded to the successful bidder on the basis of a standard minor works contract, which makes allowances for liability in the event of unforeseen works.</p> <p>If additional costs arise and cannot be borne by the contractor, the contractor will be asked to identify areas where the specification can be tailored to enable costs to be reduced in line with the project budget.</p> <p>Where this adjustment is likely to impact significantly on the integrity of the project the Friends will seek to put in place additional funds to maintain the integrity of the required output.</p>

Risk	Risk management measures
<p>The project fails to deliver the anticipated benefits.</p>	<p>The involvement of local people, schools, and other relevant authorities, at every stage of the design process, should ensure that the project meets their requirements.</p> <p>If this proves not to be the case the Friends will liaise with the local community to identify any shortfalls and the best way of resolving them.</p> <p>Efforts will then be made to secure funding for the improvements required.</p>

ANNEX E: CHILD PROTECTION



The Friends of Raikes Road Burial Ground

FRIENDS OF RAIKES ROAD BURIAL GROUND CHILD PROTECTION POLICY

The purpose of this policy document is to inform volunteers of their responsibilities when working with children. Volunteers should implement this policy using the following guidelines when conducting work that involves children. This will protect the safety and well-being of children engaging with the Friends and that of our volunteers.

For all Friends activity and events involving children the Chairman of the Friends, and in her absence the Vice-Chairman, is the Friends' 'lead officer' on child protection. The lead officer is responsible for raising awareness of this policy and its guidelines among other volunteers and where appropriate the children and their parents or carers.

Definitions

A 'child' is defined as any person under the age of 18 years (in accordance with the Children Act 1989) participating in Friends'-led activities.

'Volunteer' includes anyone recognised as a member of the Friends of Raikes Road Burial Ground including those on an associate basis.

Children's Rights - the Friends of Raikes Road Burial Ground's Child Protection Policy

All children have needs and rights:

- The need for physical care and attention
- The need for intellectual stimulation
- The need for emotional love and security
- The need for social contact and relationships
- The right to have their needs met and safeguarded
- The right to be protected from neglect, abuse and exploitation
- The right to be protected from discrimination
- The right to be treated as an individual

The Friends of Raikes Road Burial Ground are committed to ensuring that these needs are met and these rights respected in all Friends' activities and events involving children. All children, whatever their age, culture, disability, gender, language, racial origin, religious beliefs and/or sexual identity have the right to protection from abuse and all suspicions and allegations of abuse will be taken seriously and dealt with swiftly and appropriately. All volunteers have a responsibility to report concerns to the Chairman of the Friends or, in her absence, to the Vice Chairman.

Volunteers have a duty to take such steps that, in the circumstances of a Friends Group, are reasonable to see that the child is safe from harm while involved in Friends' activities. All children have a right to protection, and the needs of disabled children and others who may be particularly vulnerable must be taken into account. The welfare of the child is paramount. The Friends will ensure the safety and protection of all children involved in its activities through adherence to the Child Protection guidelines it has adopted.

Policy aims

The aim of this Child Protection Policy is to promote good practice:

- Providing children and young people with appropriate safety and protection whilst visiting and/or in the care of the Friends; and
- Allowing all volunteers to make informed and confident responses to specific child protection issues.

Policy implementation

All volunteers who work with children must comply with this Policy.

Volunteers are required to implement this Policy through adherence to the following policy guidelines:

- Volunteer conduct
- Child protection procedures

Volunteer Conduct

Good practice guidelines

All volunteers should demonstrate exemplary behaviour in order to protect themselves from allegations of misconduct. Staff should maintain their standards of behaviour therefore acting as a role model.

The following guidelines should be observed at all times:

- Always work in an open environment (ie avoiding private or unobserved situations and encouraging open communication with no secrets).
- Never allow yourself to be left alone with a participant.
- There may be rare occasions when a confidential interview or a one-to-one meeting is necessary and in such circumstances the interview should be conducted in a room with an open door or an area with visual access. Where this is not possible, the member of volunteer concerned should ensure that there is another adult nearby.
- Never make gratuitous physical contact with a participant. [There may be occasions where a distressed participant needs comfort which may include physical comforting and volunteers should use their discretion to ensure that it is appropriate and not unnecessary or unjustified contact.]
- Be cautious about physical contact in games. Where physical contact is inescapable (eg to demonstrate equipment or a particular exercise or move) volunteers should be aware of the limits within which such contact should take place and of the possibility for misinterpretation of such contact.

- Treat all children equally, and with respect and dignity. The Friends will take positive action to eliminate discrimination against any person or group of people. Volunteers should ensure that children are protected from discrimination on any grounds, including ability, and challenge discriminating comments and behaviour.
- Activities should be designed to include all children and to promote positive attitudes towards differences.
- Be clear about the objectives of the activity before it begins and always put the welfare of each child first, before winning or achieving goals.
- Maintain a safe and appropriate distance with children (eg it is not appropriate for volunteers to have an intimate relationship with a child).
- Build balanced relationships based on mutual trust which empowers children to share in the decision-making process.
- Ensure that if children of mixed genders are to be supervised, they are always accompanied by a male and female volunteer. Be aware, however, that same gender abuse can also occur.
- Conduct yourself in a manner that sets a good example to the participants. Be an excellent role model – this includes not smoking or drinking alcohol in the company of, or whilst responsible for, children.
- Give enthusiastic and constructive feedback rather than negative criticism.
- Never use physical force against a participant, unless it constitutes reasonable restraint to protect him or her or another person or to protect property. If it is necessary to restrain a participant because they are an immediate danger to themselves or others or to property then the minimum amount of force should be used for the shortest amount of time. Remain calm and get the attention and support of other staff. The incident should be recorded in writing, with a witness statement (where possible), immediately afterwards.
- Never use physical punishment.
- Secure parental consent in writing if the need arises to administer emergency first aid and/or other medical treatment where the participant is under 16. First aid given should be recorded in writing and reported to the lead officer on child protection who will inform the parent or carer.
- Keep a written record of any injury that occurs, along with the details of any treatment given.
- Request written parental consent if it is necessary to transport young people in your car. [Parental consent is also required if photographs are taken from which the identity of participants could be deduced.]
- Always refer any problems to the lead officer.
- Question any unknown adult who engages with any Friends' activity and/or who attempts to engage with any children present.

Practices never to be sanctioned

The following practices should never be sanctioned:

- Engaging in rough, physical or sexually provocative games, including horseplay.
- Engaging in any form of inappropriate touching.

- Children's inappropriate use of language and/or behaviour. This should always be challenged.
- Sexually suggestive comments to a child, even in fun.
- Reducing a child to tears as a form of control.
- Allowing allegations made by a child to go unchallenged, unrecorded or not acted upon.
- Doing things of a personal nature for children or disabled adults that they can do for themselves (eg apply sunscreen).
- Inviting or allowing children to stay with you at your home or arranging meetings away.

Challenging Behaviour

'Bad' behaviour is often a response to a situation, or a way to seek attention. If children are occupied there will be less of a need to seek attention and less of a chance for boredom to set in.

The following guidelines can be used to deal with challenging behaviour constructively:

- Be aware of what unacceptable behaviour is. (Ask the lead officer if you are unsure.)
- Issue a code of conduct to all children attending activities, where appropriate.
- Explain to children why certain behaviour is unacceptable - this makes children feel responsible for their behaviour and they are less likely to repeat it.
- Make sure it is the behaviour which is punished and not the person. Always avoid labelling someone as 'bad'.
- Ignore the bad behaviour for a while, if appropriate – a child may only be attention-seeking.

Doing things of a personal nature for children

Staff should never do things of a personal nature for children or disabled adults that they can do for themselves (e.g. apply sunscreen), but it may sometimes be necessary where children are very young or are disabled. These tasks should be carried out only with the full understanding and consent of parents. There is a need to be responsive to a person's reactions. If a person is fully dependent on you, talk with him or her about what you are doing and give choices where possible. This is particularly important if you are involved in any dressing or undressing of outer clothing, or where there is physical contact, lifting or assisting a child to carry out particular activities. Avoid taking on the responsibility for tasks for which you are not appropriately trained.

Use of photographic and/or filming equipment

Written consent to take and use images of children should be obtained prior to the taking of photographs and/or video footage. Parents should be made aware of when, where and how the images may be used in order to give their informed consent. This includes comprehensive information regarding:

- the use of images eg in print, multi-media, broadcast;
- for what purpose eg promotion, publicity, evaluation, audit, or review; and
- where possible an indication of who the audience will be eg the general public, the participating children and their families, or other organisations and institutes.

Child Protection Procedures

The Friends' general procedures for child protection are as follows:

- For all activity and events involving children the Chairman of the Friends, and in her absence the Vice-Chairman of the Friends, is the lead officer on child protection.
- All volunteers are advised of the name of the lead officer for child protection and provided with details of the role.
- Checks are carried out to ensure that all volunteers understand their responsibilities in being alert to the signs of abuse and their responsibility for referring any concerns to the lead officer. (Volunteers are reminded, however, that they are not trained to deal with situations of abuse or to decide if abuse has occurred.)
- Parents are provided, as appropriate, with an understanding of the responsibility placed on the Friends for child protection.
- Effective links are maintained with relevant agencies and the Friends co-operate as required with their enquiries regarding child protection matters.
- Written records are kept of concerns about children, even where there is no need to refer the matter immediately. All records are kept securely in locked locations.

The Friends' specific procedures for dealing with concerns about possible child abuse [as defined by the NSPCC: "... neglect, physical injury, sexual abuse or emotional abuse inflicted or knowingly not prevented, which causes significant harm or death"] and/or where an allegation is made against a volunteer are as follows.

Awareness of actual or likely occurrence of abuse

There are a number of ways in which abuse becomes apparent:

- A child discloses abuse.
- Someone else discloses that a child has told him/her or that he/she strongly believes
- A child has been or is being abused.
- A child may show signs of physical injury for which there appears to be no satisfactory explanation.
- A child's behaviour may indicate that it is likely that he/she is being abused.
- A volunteer's behaviour or the way in which he or she relates to a child causes concern.

Issues of Disclosure

Becoming aware of abuse can cause a multitude of emotional reactions, which are personal to each individual. Whatever the reaction and however the abuse has become apparent, actual or suspected, it must be dealt with in the correct manner according to the procedure outlined here. Even if the truth of the disclosure is uncertain – an appropriate response has to be made. A response in accordance with the procedure outlined here will be supported by the lead officer.

What to do upon suspicion or disclosure

There are some basic principles in reacting to suspicions, allegations, and/or disclosures.

What to do and what not to do:

- Stay calm - don't panic. Don't over-react. It is extremely unlikely that the participant is in immediate danger.
- Listen, hear and believe.
- Don't probe for more information. Questioning the participant may affect how the participant's disclosure is received at a later date.
- Give time to the person to say what they want.
- Don't make assumptions, don't paraphrase and don't offer alternative explanations.
- Reassure & explain that they have done the right thing in telling.
- Explain that only those professionals who need to know will be informed.
- Don't promise confidentiality to keep secrets or that everything will be OK (it might not).
- Act immediately in accordance with the procedure in this policy.
- Don't try to deal with it yourself.
- Don't make a child repeat a story unnecessarily
- Record in writing as near as verbatim as possible what was said as soon as possible.
- Don't make negative comments about the alleged abuser.
- Report to the lead officer.
- Don't 'gossip' with colleagues about what has been said to you.

It is the duty of anyone who works with children to report disclosure of abuse. It is not for volunteers to decide whether or not a suspicion or allegation is true. All suspicions or allegations must be taken seriously and dealt with according to this procedure.

Responsibility

Volunteers made aware of suspicions, allegations or actual abuse, are responsible for taking the appropriate action according to this procedure. The primary responsibility of the person who first suspects or who is told of abuse is to report it and to ensure that their concern is taken seriously whilst adhering to the do's and don't's above.

The incident should be reported immediately to the lead officer who is then responsible for dealing with allegations or suspicions of abuse. Staff should never try to deal with a suspicion, allegation or actual incident of abuse by him/herself.

Reporting suspected, alleged, or actual incidents of abuse

It may sometimes be difficult to accept that something that has been disclosed in confidence by a child or anyone else should be passed on. But the welfare of a child must be paramount and you therefore have a duty to report suspicions, allegations or actual incidents to the lead officer. Information should also be reported if you yourself have concerns that a child may be suffering harm or at risk of abuse, even if you are unsure about your suspicions.

Once this initial report has been made, the lead officer will consult with the relevant statutory agencies: North Yorkshire County Council Social Services Team, the Child Protection Unit, and the NSPCC Child Protection Helpline (0800 800 500). The following information may be required:

- Volunteer name, address, telephone number, position, and role.
- As many details about the child as possible ie name, date of birth, address, home telephone number, and school.
- The reasons for telephoning ie the suspicions, allegations, or what has been said, giving details of times and dates and the child's emotional state, or what the child has said in response to the suspicions/concerns. (Make a clear distinction between what is fact, opinion or hearsay).
- What action has been taken so far.
- Where possible referral to the police or social services should be confirmed in writing within 24 hours and the name of the contact who took the referral should be recorded.

The relevant statutory agency will then give instructions as to what to do next and take the responsibility for further action. What happens next is entirely up to the relevant statutory agency, usually Social Services.

Enough information passed onto the agency may lead to the suspicion, allegation or actual incident being dealt with quickly with few complications, or it may lead to thorough checks with several other organisations and possibly a child protection conference. A child protection conference involves as many people as possible, (including the parents or carers and sometimes the child as well), who discuss the issues that have been raised in the suspicions, allegations, or actual abuse that has been reported and investigated. Decisions about what will happen next are made at the conference.

Quite often, the person who has made the initial report may not be contacted again unless further information is required and it is not usual practice for the relevant statutory agency to feedback developments. However, if you feel that not enough action has been taken, and the child is still at risk, concerns should be reported again or the NSPCC Child Protection Helpline contacted for advice.

Recording suspected or actual incidents

No matter what happens to a suspicion, allegation or actual incident of abuse, (that is whether or not it is processed through a statutory agency or not), all details must be recorded.

Important information to record includes:

- The date and time of disclosure, suspicion, allegation or actual abuse incident.
- Details given to you about the above eg date & time of when things occurred.
- An indication of the parties involved.
- Details of what action you and the Friends have taken.
- Details of reporting to statutory agencies eg who to (statutory agency) and when.

If for any reason it is decided not to consult with a relevant statutory agency, a full explanation must be documented.

Recording should be factual ie no reference being made to your own subjective opinions. Records should be kept completely confidential and secure (always locked away) and shared only with those who need to know about the suspicion, allegation or actual incident of abuse.

The Friends' commitment to equality and diversity means that this policy has been screened in relation to the use of gender-neutral language, jargon-free plain English, recognition of the needs of disabled people, promotion of the positive duty in relation to race and disability and avoidance of stereotypes.

This document is available in alternative formats on request. If you think we can improve the fairness of this policy, please contact the lead officer.