

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Tuesday, 14th February, 2017, 7.30 pm - The Londesborough Room,  
Alexandra Palace Way, Wood Green, London N22 7AY**

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

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

**Observer:** Councillor Charles Wright

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 11 & 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 approve the unrestricted minutes of the Alexandra Palace and Park Board meeting held on 19 December 2016.
- ii. To note the informal notes of the inquorate Alexandra Palace and Park Board meeting held on 6 December 2016.

#### **7. CHIEF EXECUTIVE UPDATE REPORT (PAGES 9 - 14)**

To receive and note the report.

#### **8. TRUST FINANCIAL RESULTS (PAGES 15 - 20)**

To receive and note the report.

#### **9. BOARD WORK PROGRAMME (PAGES 21 - 22)**

To receive and note the Board's work programme.

#### **10. BOARD DECISIONS TRACKER**

To receive and note the report.

***TO FOLLOW***

**11. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

**12. FUTURE MEETINGS**

28 February 2017

25 April 2017

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

Items 14-20 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 and Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information

**14. EXEMPT MINUTES (PAGES 23 - 28)**

To note the exempt notes from the inquorate Alexandra Palace and Park Board held on 6 December 2016.

**15. EXEMPT - EAST WING RESTORATION REPORT**

*TO FOLLOW*

**16. EXEMPT - CHIEF EXECUTIVE REPORT (PAGES 29 - 38)**

**17. EXEMPT - STRATEGY AWAY DAY FOLLOW UP**

*TO FOLLOW*

**18. EXEMPT - FINANCE, RESOURCES AND AUDIT COMMITTEE (FRAC) MEETING HELD ON 31 JANUARY 2017 (PAGES 39 - 52)**

To note the minutes (*TO FOLLOW*) and approve any recommendations contained in the reports:

- i. Update report from the Director of Finance and Resources
- ii. Board Level Risk Register
- iii. Procurement of Legal Services

**19. EXEMPT - ALEXANDRA PALACE TRADING LTD (APTL) BOARD MEETING HELD ON 31 JANUARY 2017 (PAGES 53 - 72)**

To note the minutes (*TO FOLLOW*) and approve any recommendations contained in the reports:

- i. APTL Financial Results
- ii. APTL Commercial Report

- iii. APTL Director Vacancy – to ratify the decision of APTL to appoint Jo Moore to the vacancy.

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

Felicity Foley, Principal Committee Co-ordinator  
Tel – 0208 489 2919  
Fax – 020 8881 5218  
Email: felicity.foley@haringey.gov.uk

Bernie Ryan  
Assistant Director – Corporate Governance and Monitoring Officer  
River Park House, 225 High Road, Wood Green, N22 8HQ

Monday, 06 February 2017

## **MINUTES OF THE MEETING OF THE ALEXANDRA PALACE AND PARK BOARD HELD ON MONDAY, 19TH DECEMBER, 2016**

### **PRESENT:**

**Councillors: Bob Hare, Liz McShane, Anne Stennett and Charles Wright**

**Observer: Councillor Charles Wright**

#### **51. FILMING AT MEETINGS**

Noted.

#### **52. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Gordon Hutchinson, and Councillors Christophides, Gallagher and J Mann.

Councillor Stennett chaired the meeting in the absence of the Chair and Vice-Chair.

#### **53. URGENT BUSINESS**

It being a special meeting under Part 4, Section B, Paragraph 17 of the Council's Constitution no other business was discussed.

#### **54. DECLARATIONS OF INTERESTS**

None.

#### **55. QUESTIONS, DEPUTATIONS OR PETITIONS**

None.

#### **56. MEMBERSHIPS**

**RESOLVED that**

- i. Councillor Jennifer Mann be appointed to the vacancy on FRAC and APTL; and**
- i. Councillor Jennifer Mann be appointed as the substitute member to the APPCT East Wing Project Programme Board.**

#### **57. MINUTES**

**RESOLVED that**

- i. **The minutes of the Alexandra Palace and Park Board meetings held on 19 July 2016 and 29 September 2016 be approved as a correct record of the meeting; and**
- ii. **The minutes of the Joint Statutory Alexandra Palace and Park Advisory Committee and Consultative Committee held on 30 June 2016 and 29 September 2016 be noted.**

**58. FRIENDS OF THE THEATRE CONSTITUTION**

**RESOLVED that the amendments to the Friends of Alexandra Palace Theatre constitution document be approved.**

**59. FUTURE MEETINGS**

NOTED the dates of future meetings.

Members requested that the date of the next meeting (14 February) be moved.

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

**RESOLVED that the press and public be excluded for the remainder of the meeting as items 11 & 12 contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).**

**61. MINUTES**

**RESOLVED that the exempt minutes of the Alexandra Palace and Park Board held on 19 July 2016 and 29 September 2016 be approved as a correct record of the proceedings.**

**62. FINANCE, RESOURCES AND AUDIT COMMITTEE - 22 NOVEMBER 2016**

- i. **RESOLVED to note the minutes of the FRAC meeting held on 22 November 2016.**

- ii. **Procurement of Auditors**

**RESOLVED that the decision to award of contract for audit services to the successful bidder of tender competition be approved.**

- iii. **Development Working Group**

**RESOLVED that**

- A. the proposal to establish an Alexandra Park and Palace Charitable Trust (APPCT) Development Working Group be approved;
- B. the terms of reference of the working group, known as the Development Board, be agreed.

**iv. Health and Safety Policy**

**RESOLVED that**

- A. the implementation of the proposed Health and Policy Statement be endorsed and supported;
- B. the Chair of the Trustee Board be authorised to sign this document on behalf of Alexandra Park and Palace Charitable Trust.
- C. the Chief Executive Officer be authorised to sign this document on behalf of Alexandra Palace Trading Ltd;
- D. the proposed schedule for the review and implementation of the Health and Safety Policy be agreed and presented at the next FRAC meeting.

CHAIR: Councillor Anne Stennett

Signed by Chair .....

Date .....

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## **MINUTES OF THE MEETING OF THE ALEXANDRA PALACE AND PARK BOARD HELD ON TUESDAY, 6TH DECEMBER, 2016**

### **PRESENT:**

**Councillors: Joanna Christophides (Chair) and Tim Gallagher (Vice-Chair),**

**Non-Voting Members: Gordon Hutchinson, Colin Marr and Nigel Willmott**

### **31. FILMING AT MEETINGS**

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

### **32. APOLOGIES FOR ABSENCE**

Apologies for Absence were noted from Cllr McShane, Cllr Mann & Cllr Hare.

Apologies for Absence were also noted from Cllr Wright.

*\*Clerks note – The meeting was not Quorate as there were only two voting Members present. It was agreed that the meeting of the Board would continue informally to review some of the reports contained in the agenda pack for discussion. However, the Board would be unable to take any decisions.\**

### **33. URGENT BUSINESS**

No items of Urgent Business were received.

### **34. DECLARATIONS OF INTERESTS**

No Declarations of Interest were received.

### **35. QUESTIONS, DEPUTATIONS OR PETITIONS**

No Questions, Deputations or Petitions were received.

### **36. MEMBERSHIPS**

The Board noted the appointment of Cllr Jennifer Mann to the Alexandra Palace and Park Board, as approved by Full Council on 21 November 2016.

The Board noted that it would need to defer the appointment of a member of the Alexandra Palace & Park Board to the vacancy on FRAC and APTL. **Action: Clerk.**

### **37. MINUTES**

The Minutes of the APPB held on 19<sup>th</sup> July 2016 and 29 September 2016 were deferred to the next meeting of the Board. **Action: Clerk.**

The Minutes of the Joint Statutory Alexandra Park and Palace Advisory Committee and Consultative Committee held on 30 June 2016 and 29 September 2016 were also deferred to the next meeting of the Board. **Action: Clerk.**

NOTED that there was a typographical error on page 9 of the agenda pack: Gordon Hutchinson should be listed as the Chair of the Friends of Alexandra Park (not Finsbury Park).

### **38. CHIEF EXECUTIVE OFFICER'S REPORT**

The Board received a report from the Chief Executive Officer which provided an update on current issues and projects at Alexandra Park and Palace. The Board noted the information contained in the report.

### **39. TRUST FINANCIAL RESULTS**

The Board received a report from Dorota Dominiczak, Director of Finance & Resources, Alexandra Park & Palace which set out the results for Alexandra Park and Palace Charitable Trust for 6 months to 30/09/2016. The Board noted the performance of the Trust.

There were no major variances to report. In terms of unrestricted funds, £1.3m of 2015/16 Gift Aid had been transferred from the trading company to the Trust as budgeted. The Board were also advised that the current forecast of 2016-17 trading profit was £448,000 under budget. The Director of Finance & Resources advised that a compromise had been agreed with LBH and that half of the funding gap would be met from LBH and half would have to be found by APP.

In response to a question on why the Great Hall and West Hall would be closed for 3 weeks, the Board was advised that this was to enable piling works for the West Yard storage project.

### **40. EAST WING RESTORATION UPDATE**

The Board received a report from Emma Dagnes, Deputy Chief Executive, Alexandra Park and Palace which provided an update on the East Wing Restoration Project. The report was included in the second dispatch agenda pack at pages 1-7. The Board noted the contents of the report.

The overall RAG Status of the project was still red due to the delays for delivery of Stage 4 Design Information which was 15 weeks delayed and the knock-on effect this had on the issuing of tender information and the submission of costings from sub-contractors. In response to a request for clarification on the cause of the delays, the Board was advised that the architect and team were under resourced and that this

only came to light during Stage 4 Design. Discussions were ongoing with the principle partner and consideration was being given to the issuance of a default notice.

**41. FRIENDS OF THE THEATRE CONSTITUTION**

The report seeking Board approval of amendments to the constitution of the Friends of the Alexandra Palace Theatre was deferred until the next meeting of the Board.  
**Action: Clerk**

No comments were noted in relation to the proposed amendments to the constitution of the Friends of the Alexandra Palace Theatre.

**42. BOARD WORK PROGRAMME**

Noted.

**43. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

None.

**44. FUTURE MEETINGS**

Noted.

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

**RESOLVED**

That the press and public be excluded from the remainder of the meeting as the items contained exempt information, as defined under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

**46. MINUTES**

The exempt minutes of the Alexandra Palace and Park Board held on 19 July 2016 and 29 September 2016 were deferred. **Action: Clerk**

The Board noted the Terms of Reference for the Development Working Group, which were tabled.

**47. EXEMPT VERBAL UPDATE ON EAST WING PROJECT STAGE 2 CONTRACT AWARD**

Noted the verbal update in relation to the East Wing Project Stage 2 Contract Award.

**48. EXEMPT CHIEF EXECUTIVE REPORT**

Received the exempt Chief Executive Officers report.

**49. REPORTS OF FRAC AND APTL BOARD - FOR NOTING**

Noted the minutes from the Alexandra Palace Trading Company meeting on 22<sup>nd</sup> November and the exempt minutes from the FRAC meeting on 22<sup>nd</sup> November.

Received the following exempt reports from the Finance, Risk & Audit Committee (FRAC):

- a. Exempt Ticketing Service Contract
- b. Exempt Procurement of Auditors
- c. Exempt Development Board proposals
- d. Exempt H&S Policy
- e. Exempt Annual Policy Review Schedule

FRAC reports and the exempt minutes from the Alexandra Palace Trading Company meeting on 22<sup>nd</sup> November and the exempt minutes from the FRAC meeting on 22<sup>nd</sup> November to be deferred to the next meeting. **Action: Clerk.**

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

Received the Partnership Agreement for the BBC and Alexandra Park and Palace Charitable Trust.

CHAIR: Councillor Joanna Christophides

Signed by Chair .....

Date .....

# Alexandra Palace

## **ALEXANDRA PARK AND PALACE** **CHARITABLE TRUST BOARD**

Tuesday 14<sup>th</sup> February 2017

**Report Title:** Chief Executive Officer's report

**Report of:** Louise Stewart, CEO, APPCT

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

Contact Officer: Natalie Layton, Executive Assistant, APPCT  
Email: [Natalie.layton@alexandrapalace.com](mailto:Natalie.layton@alexandrapalace.com), Telephone: 020 8365 4335

**Purpose:** To update the Board on current issues and projects at Alexandra Park and Palace.

**Local Government (Access to Information) Act 1985**

N/A

### **1. Recommendations**

1.1 To note the information.

### **2. Business Plan**

2.1 The Executive Team are in the process of preparing the 2017/18 Business Plan and finalising the budget, which will be presented to the Board in April.

2.2 The 2016/17 third quarter Business Plan progress report is included in the exempt section of the agenda.

### **3. Governance Review**

3.1 The Governance Review is making progress identifying areas for improvement, greater clarity and refreshing existing processes and policies. Board members will be invited to attend a Governance Workshop in April to discuss the findings of the Review.

### **4. Strategic Vision**

4.1 The Strategic Vision Steering Group met on 14<sup>th</sup> December to feedback on the findings from stage 1 (review of previous studies, masterplans and consultation). The

findings from stage 1 were shared with the Board on 18<sup>th</sup> January via email. Feedback has been passed on to the consultants.

- 4.2 Stage 2, which focuses on developing the Vision and objectives for the site, proposing projects to develop the Park and Palace to achieve the vision has now commenced. The team are at the early stages of planning the timing and methods to consult local stakeholders on the proposals.
- 4.3 Provisional dates for Board workshops on the Strategic Vision have been set: Tuesday 18<sup>th</sup> April and Monday 12<sup>th</sup> June.

### **5. East Wing Restoration Project**

- 5.1 The Phase 1 - Enabling Works were due to complete in June 2016. This was extended to 8 December 2016. During the last few months the Contractor issued a 'Notice of Potential Delay' related to the discovery of asbestos containing material within a wall to BBC Studio zone 7 (Gallery). Further notices have been received for delays related to the discovery of asbestos to the window frames in the BBC Studio south elevation. It was planned to have all asbestos works completed by Christmas but these new finds mean the works ran into January.
- 5.2 Willmott Dixon demolished the East Court Ice Rink Reception/Bunker before Christmas and the breaking up the East Court floor commenced in January 2017. These are both items that were originally part of the main contract but have been brought forward due to the delays to the Enabling Works, to assist in minimising delays to the overall programme.
- 5.3 Phase 2 - The tenders for the Main Construction works have been received and assessed. These were in excess of the budget agreed for the restoration programme. These costs are now being revised. The Trust Board will consider the awarding of the main contract in February. The earliest Works will commence on site is March 2017 for a completion by late Spring 2018.
- 5.4 The concept design for the East Court is being progressed by the Architect. This aims to achieve an improved welcome for visitors and a new learning and participation zone.
- 5.5 The final approvals for the Activity Plan have been received and this will now commence in the new year with new staff to deliver it starting early in 2017.
- 5.6 Following the approval of the Listed Building Consent application for the removal of the sleeper walls in the Theatre in November 2016, the works are underway and the new floor slab is programmed for completion by mid-April 2017.
- 5.7 The Theatre ceiling survey work has concluded that there is significantly more damage, poor keying and missing sections than originally estimated. This is a combination of its age and damage incurred over the years. Proposals for its restoration treatment are being developed and reviewed with the Heritage Officers.

5.8 In mid-January Board members were sent an information note on the archive materials including the background, the items in the archive and progress on the conservation condition and approach. Two Board members have responded to the offer of a private viewing of a selection of these materials, which will be held at 6pm on 14<sup>th</sup> February, prior to this Board meeting.

## **6. Park premises licence**

6.1 A stakeholder information session on licensing and events in the park was held on 31<sup>st</sup> January 2017. The session was attended by a mixture of SAC/CC members and members of the public. The team were able to give greater detail about the types of events that were being planned, although it should be noted these events are still in their early concept stages. Issues raised included;

- The timing of events
- The number of events
- The needs for clarity about the number of event days versus number of events
- The egress plans for the larger events
- The noise levels
- The marshalling at key pinch points
- The closure of the road and W3 Bus diversion

6.2 Whilst issues were raised there was not an overall objection to events in the Parkland. The audience were more supportive than anticipated. The team will review how we can mitigate the concerns of local residents in our management and planning of the events.

6.3 The License application will be made in February.

## **7. Fireworks feedback**

7.2 As part of the planning for the 2017 Fireworks event the team are,

- investigating the resident parking permit process with Haringey Council and our traffic management contractor
- our resident and stakeholder communications to ensure that residents are better informed so they can make alternative arrangements regarding access for Fireworks and other events where access through the Park may be restricted.

7.4 The team have investigated the specific issue of the diversion timings of the W3 at the 2016 Fireworks event. On Friday 4<sup>th</sup> November the W3 was diverted earlier than was planned. In this instance the venue was not made aware of the earlier diversion of the bus. Discussions are planned with TFL to ensure where possible that bus diversion times are adhered to and the correct information is shown on the Alexandra Palace website.

## **8. Park**

- 8.1 Go Ape Progress – The junior ropes course is now finished and the reception cabin is 90% complete. The current intention is to open this course in Spring 2017. Construction of the adult course is due to commence soon and will take up to eight weeks. At the time of writing the delivery date of the large wooden poles is unknown. This date is the key to the rest of the project.
- 8.2 Commemorative Benches Policy – Further to discussions on this subject last Summer the Advisory Committee's comments have been incorporated into the written policy and a decision flow chart has been created see Appendix 1, which should make the intentions more easily understood.
- 8.3 Park Works: This tree work due to be completed before Christmas has been re-scheduled due to contractor personnel changes. Work to resurface the Lower Road commenced in the new year. This capital project will improve the problems with erosion and surface condition of over 2,500 square metres of hard surface.

## **9. Customer Services**

- 9.3 BBC reception is now a business only entrance. There is a buzzer entry system for business visitors. The old reception has been converted to office space and for the Learning and Participation team. A new visitor reception has been created within Palm Court and this is occupied by a newly created post of Customer Services Assistant.

## **10. Legal Implications**

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

## **11. Financial Implications**

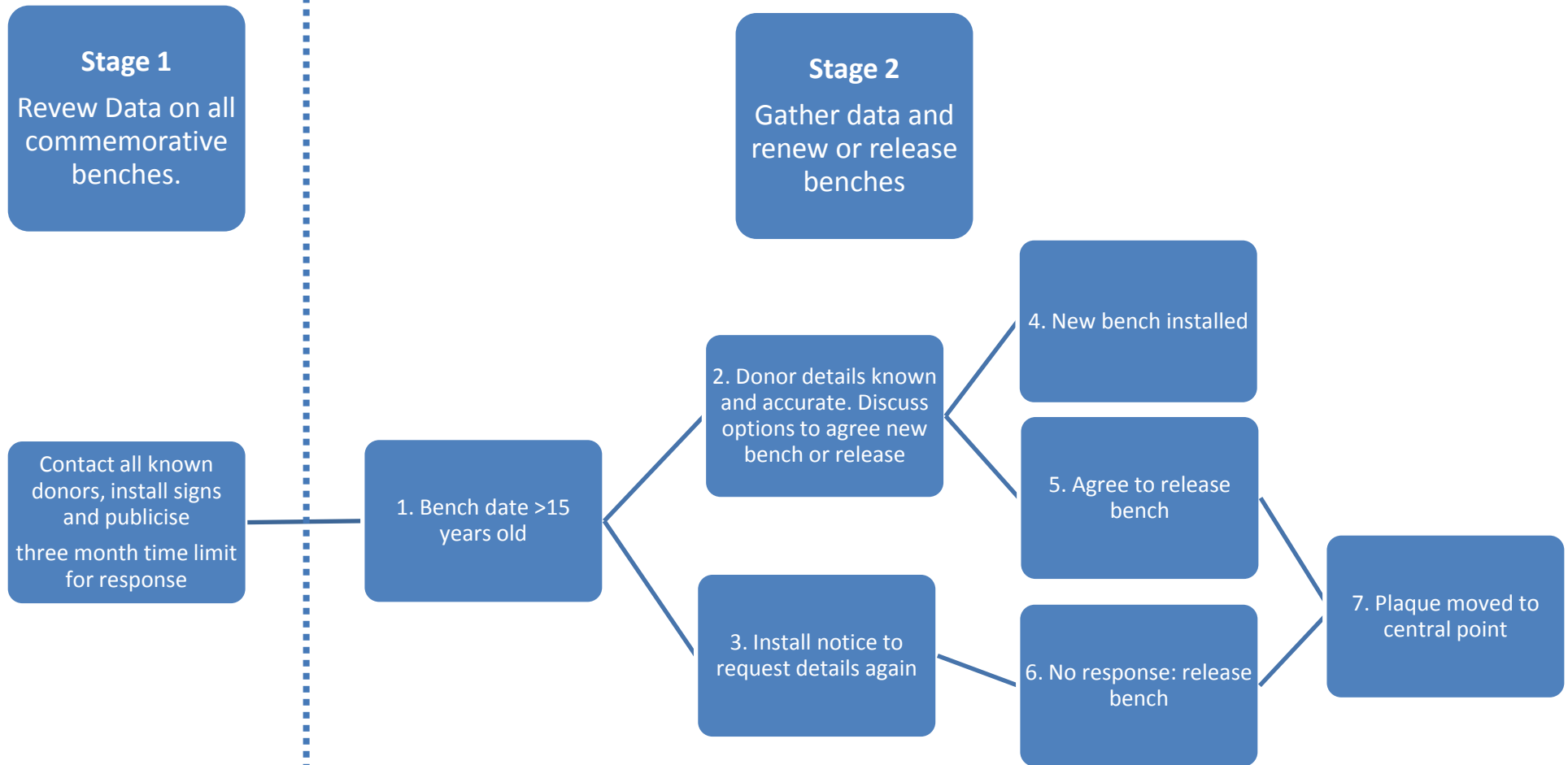
- 11.1 The Council's Chief Financial Officer has noted the contents of this report, and has no comments/ advice at this stage.

## **12. Use of Appendices**

Appendix 1 – decision Flowchart for Commemorative Benches



Alexandra Park – Commemorative Bench decision flow chart - 2016



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# Alexandra Palace

## **ALEXANDRA PARK AND PALACE** **CHARITABLE TRUST BOARD**

14<sup>TH</sup> FEBRUARY 2017

- 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, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT  
Email: [Natalie.layton@alexandrapalace.com](mailto:Natalie.layton@alexandrapalace.com) , Telephone: 020 8365 4335

### **Purpose:**

This paper sets out the results for Alexandra Park and Palace Charitable Trust for 9 months to 31 December 2016.

### **1. Recommendations**

To note the performance of the Trust.

### **2. Results for 9 months to 31 December 2016**

#### **Unrestricted Activities**

- 2.1 Income of the Trust in the first 9 months of the year does not show significant variances on budget. All Haringey Council funding has been received as anticipated in pre-agreed instalments to enable sufficient cash flow for the unrestricted activities of the Trust. On 22 November 2016 the Trust received a transfer of £1,300,000 of 2015-16 Gift Aid cash as planned. Other sources of income include the leases from Park and Palace tenants and they are being received as budgeted.
- 2.2 Moving onto 2016-17 a projected and significant decrease in Gift Aid is noted. The Gift Aid is due from Alexandra Palace Trading Limited and represents its trading profits generated in 2016-17.
- 2.3 The current projection of 2016-17 trading profits is £446,000 under budget. This position has not changed since it was reported the Alexandra Park and Palace Trust Board and the Haringey finance team in November 2016. As this short fall in profit will have a significant impact on the Trust's cash flow in 2017-18 we have already discussed a way forward with Haringey Council. An action plan is in place to secure an

increase in grant funding in 2017-18 and to implement cost management measures within the Trust to close the cash flow gap.

- 2.4 Overhead spending, both for the 9 month period and the annual forecast, are both under budget. This is attributable to a) results of the cost cutting exercise undertaken in November 2016, b) capitalising a proportion of Project Management costs and Repairs costs of a capital nature previously reflected as revenue expenditure.

### 3. Capital Expenditure – Haringey Council capital grant (restricted)

- 3.1 Capital Projects (outside the East Wing Project and the West yard Project) are funded from the LBH's capital grant. The 2016-17 grant is £400,000 but the total funds available for 2016-17 are £585,000 due to the carried forward allowance from the previous year and the additional £70,000 funding for capitalised revenue costs.

Table 1 – Capital repair and maintenance programme 2016/17

Expenditure	£ amount
Fire Alarm Replacements (various areas of Palace)	£45,911
Level 5 refurbishments (WYP – move required)	£18,725
Light Well Entrance (New Ice Rink Entrance)	£64,910
New boiler	£50,000
Level 3 refurbishment	£10,020
Cherry pickers for capital works	£7,650
Power supplies	£32,714
Road Repairs	£15,495
<b>Total spending to 30/9/2016</b>	<b>£245,425</b>
<b>Committed but not spent up to end of December 2016 *(3.2below)</b>	<b>£339,575</b>
<b>Target capital spending in 2016-17</b>	<b>£585,000</b>

- 3.2 \*Some of the items committed but not spent to the end of December are:

Further expenditure to complete the Fire Alarm	£54,000
Further expenditure to complete Road repairs	£84,000
Further expenditure to complete power supplies (Ice Rink and Lighting)	£36,000
Roof Access works	£100,000

- 3.3 The capital needs of the Trust to maintain the Palace and Park are enormous but the budget is very limited compared to its needs. The priorities are changing even when the plans are drawn as some areas might need urgent repairs and money gets diverted to accommodate the most urgent priorities. For example in the current year we had to prioritise the road resurfacing works and cut back some other capital projects in the Park.

### 4. East Wing Project

- 4.1 The progress of the East Wing Project is reported separately. This report covers expenditure to date only.
- 4.2 The cash funds for the project are kept in a separate bank account to ring fence the funds for its restricted purpose only. The balance at the end of December 2016 was £2,193,000 and was in line with the Project cash projection to date.
- 4.3 To the end of December the expenditure on the project in the preliminary phase was £2.5m. It is worth noting that the total contracted sum for preliminary works was originally £1,145,983. Current anticipated final account costs for the enabling works is £4,385,464 (as per the latest Mott MacDonald report January 2017). This is because some works were brought forward from the Main Contract construction phase, for example works in the Theatre and the East Court. In addition, asbestos and other unexpected finds (unbudgeted i.e. unidentified before the works started) are in excess of £1.8m. The re-profiled budget for the £1.855m contingency fund is less than 20% at this point in time.
- 4.4 The second stage Main Contract Works was received in November and was well in excess of the budget for the Project. Substantial reviews have taken place over the past 10 weeks including extensive value engineering and a review of the whole project. A final review of the whole project budget has also taken place to ensure that Trustees will have accurate information to consider the tender offer for the second stage works. It is expected that the Contractor will submit this revised tender offer on the 31 January 2017. If this offer is within the budget available the Trust Board will be asked to consider this along with any changes to the scope of the project that may be necessary.

## **5. West Yard Project**

- 5.1 The progress of the West Yard Project is reported separately. This report covers expenditure to date only.
- 5.2 The Project is funded by a loan from LBH. All funds of the loan of £2.5m were received in June 2016. A Contract Sum was accepted for £2,524,340.23 on the 29 November 2016. Of this sum £46,483 was funded from the feasibility budget in 2015/16. The funds are kept in a separate bank account to ring fence the funds for this purpose only. Spending on the project to the end of December amounted to £42,000 leaving the available balance of £2,458,000. The Project main works have now started on site and a spend profile will be provided along with the completion and signing of the contract.

## **6. Legal Implications**

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

## **7. Financial Implications**

- 7.1 The Council's Chief Financial Officer has noted the contents of this report, and has no comments/ advice to make at this stage.

## **8. Use of Appendices**

Appendix 1 - Trust financial results YTD and Forecast

## APPCT

## YTD and Forecast

## For 9 Months Ending 31st December 2016

	Cumm 31/12/2016			Year 2016/17		
	Budget	Actual	Diff	Budget	Forecast	Diff
<b>Unrestricted Activities</b>						
<b>Trust Income</b>	£	£	£	£	£	£
LBH Grant - Operational	1,900,000	1,900,000	0	1,900,000	1,900,000	0
LBH Grant - Capital	0	0	0	0	0	0
Palace APTL Licence	225,000	225,000	0	300,000	300,000	0
Palace Leases	55,850	46,407	(9,443)	67,100	57,657	(9,443)
Park Leases	90,278	95,291	5,013	118,872	123,385	4,513
Learning & Community	23,250	5,078	(18,172)	30,100	10,229	(19,871)
Gift Aid	0	0	0	1,320,795	874,369	(446,426)
Other	5,250	35,263	30,013	23,495	52,258	28,763
<b>Total Incoming Resources</b>	<b>2,299,628</b>	<b>2,307,039</b>	<b>7,411</b>	<b>3,760,362</b>	<b>3,317,898</b>	<b>(442,464)</b>
<b>Overheads</b>						
Cost of Sales	5,410	5,024	(386)	6,810	5,324	(1,486)
Wages & Salaries (including pension & Ni)	691,740	651,495	(40,244)	931,283	855,968	(75,315)
Other Wage Costs (Agency,Welfare,Travel)	49,495	36,900	(12,595)	76,196	69,955	(6,241)
Maintenance Contract Palace	283,500	270,142	(13,358)	384,000	397,563	13,563
Maintenance Contract Park	258,294	271,113	12,819	323,768	337,023	13,255
Repair & Maintenance Other	137,425	107,306	(30,119)	227,100	160,894	(66,206)
Security Control	367,750	372,275	4,525	488,100	496,075	7,975
Cleaning & Pest	12,210	15,350	3,140	14,960	17,600	2,640
Rates & Insurance	260,767	262,261	1,494	342,624	344,478	1,854
Office expenses (Hire,stationery)	70,230	65,388	(4,842)	95,060	88,148	(6,912)
Utilities	92,070	74,654	(17,416)	122,760	112,844	(9,916)
Software & IT	49,038	33,189	(15,849)	64,584	48,735	(15,849)
Sundries, Meeting & Subscriptions	5,205	10,315	5,110	7,189	12,113	4,924
Marketing, Advertising & Design	91,403	83,847	(7,556)	113,150	123,447	10,297
Legal & Professional	208,700	196,995	(11,705)	323,200	287,629	(35,571)
Depreciation (Unrestricted are loan Assets)	91,764	90,351	(1,413)	122,352	120,468	(1,884)
Interest on Loan Assets	70,718	73,848	3,130	107,624	107,685	61
Banking Costs	450	27	(423)	600	177	(423)
APTL Cost recharges	58,545	58,545	0	78,060	78,060	0
Contingency	0	0	0	0	0	0
<b>Total Outgoing Resources</b>	<b>2,804,714</b>	<b>2,679,025</b>	<b>(125,688)</b>	<b>3,829,420</b>	<b>3,664,186</b>	<b>(165,234)</b>
<b>Result</b>	<b>(505,086)</b>	<b>(371,987)</b>	<b>133,099</b>	<b>(69,058)</b>	<b>(346,288)</b>	<b>(277,230)</b>

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# Alexandra Palace

## 2016/17 & 17/18 APPCT Board work programme

Meeting Date	Agenda item & details	Reason/background
Special Meeting Tues 28 <sup>th</sup> Feb 2017	<ul style="list-style-type: none"> <li>East Wing Project Stage 2 Contract Award</li> </ul> <b>1<sup>st</sup>/2nd week in January 2017, will be urgent</b>	
Tuesday 18 <sup>th</sup> April	Strategic Vision Workshop	
April 2017,	<b>Governance Workshop</b> (provisional items) <ul style="list-style-type: none"> <li>Board calendar/ work programme</li> <li>Board Communications Strategy*</li> <li>Scheme of Delegation*</li> <li>Governing Documents summary*</li> <li>Finance Presentation (to include FRAC &amp; APTL)</li> <li>Board Member JDs</li> </ul>	Actions arising from Trustee strategy away day
Tuesday 25 <sup>th</sup> April 2017	<b>Standing Items</b> <ul style="list-style-type: none"> <li>CEO Report including commercial, park and L&amp;P</li> <li>Exempt CEOs report including Business Plan Quarterly progress Q4</li> <li>Restoration Project Update</li> <li>Board work programme</li> <li>Decisions Tracker</li> <li>Board Development session</li> </ul> <b>Additional items</b> <ul style="list-style-type: none"> <li>SV update</li> <li>Governance Review Update</li> <li>Business Plan for approval</li> <li>Outdoor events policy</li> <li>FMP/ Repairs &amp; maintenance detailed report (Neil Coe) <i>deferred from Dec to include summary of Purcells document and other docs</i></li> <li>EXEMPT Charities act reports for the leases of the Old Station Building (ME)</li> <li>Fundraising strategy</li> <li>Draft Business Plan (if available) (LS)</li> <li>Ice Rink 5-year Plan</li> <li>Nominations and Remunerations Committee (NRC)</li> <li>FRAC &amp; APTL Terms of Reference</li> </ul>	Standing items are information reports for noting and for any recommendations to be considered <ul style="list-style-type: none"> <li>SV &amp; Gov Review: to note and approve any recommendations</li> <li>For approval</li> </ul> <ul style="list-style-type: none"> <li>Lease approval</li> </ul>
Monday 12 <sup>th</sup> June	Strategic vision Workshop	

### To be programmed

May 2017 – Annual report on digitisation project  
Reserves Policy Review  
Additional Board Development sessions

*\* Please note that this is a working document, dates and agenda items listed above are subject to change*

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