

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Monday, 13th December, 2021, 7.30 pm - Alexandra Palace, Palace Way, Wood Green, London N22 7AY

Members: Councillors Anne Stennett (Chair), Elin Weston (Vice-Chair), Nick da Costa, Dana Carlin, Bob Hare and Kirsten Hearn

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

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 13 & 24 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)

To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 11 October 2021 as an accurate record of the proceedings

7. TO CONSIDER ANY ADVICE OR COMMENTS FROM RECENT SAC/CC MEETINGS (PAGES 9 - 20)

8. PROPOSAL TO PILOT CONSULTATIVE COMMITTEE CHANGES (PAGES 21 - 36)

To approve the recommendation to pilot a new Open Forum

9. CEO'S REPORT (PAGES 37 - 46)

To note the update on current issues, projects and activities.

10. FRRAC CHAIR'S REPORT (PAGES 47 - 48)

To note the update from the Finance, Resource, Risk & Audit Committee (FRRAC).

11. FINANCE UPDATE (PAGES 49 - 54)

To note the current financial position of the Trust.

12. STREET AND PARK LIGHTING (PAGES 55 - 62)

To note the report

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

14. FUTURE MEETINGS

24 January 2022

15 March 2022

15. EXCLUSION OF THE PUBLIC AND PRESS

Items 16-24 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, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

16. EXEMPT - MINUTES (PAGES 63 - 66)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 11 October 2021 as an accurate record of the proceedings

17. EXEMPT - APTL CHAIR'S REPORT (PAGES 67 - 68)

18. EXEMPT - STRATEGIC RISK REGISTER (PAGES 69 - 76)

19. EXEMPT - LEASEHOLDER PROPERTY

20. SAFEGUARDING / WHISTLBLOWING

21. EXEMPT - PAY REVIEW (PAGES 77 - 100)

22. EXEMPT - CEO PAY REVIEW (PAGES 101 - 108)

23. EXEMPT - SUCCESSION PLANNING

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

Fax – 020 8881 5218

Email: felicity.foley@haringey.gov.uk

Fiona Alderman

Head of Legal & Governance (Monitoring Officer)

River Park House, 225 High Road, Wood Green, N22 8HQ

Wednesday, 08 December 2021

**MINUTES OF MEETING Alexandra Palace and Park Board HELD
ON Monday, 11th October, 2021, 7.30 - 9.05 pm**

PRESENT:

**Councillors: Anne Stennett (Chair), Elin Weston (Vice-Chair),
Nick da Costa, Dana Carlin and Bob Hare**

**Non-voting Members: Jason Beazley, Duncan Neil, Val Paley and Nigel
Willmott**

132. FILMING AT MEETINGS

The meeting was not filmed.

133. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Hearn.

Clerks note: Councillor Hearn joined the meeting via Teams and took part in the discussion of the items but did not take any decisions.

134. URGENT BUSINESS

None.

135. DECLARATIONS OF INTERESTS

None.

136. QUESTIONS, DEPUTATIONS OR PETITIONS

None.

137. MINUTES

RESOLVED

- i. that the minutes of the Alexandra Palace and Park Board held on 29 March 2021, 12 July 2021 and 30 September 2021 be approved as a correct record of the meeting;
- ii. that the minutes of the Alexandra Palace and Park Panel held on 7 June 2021 be approved as a correct record of the meeting;
- iii. to note the minutes of the Alexandra Park and Palace Advisory Committee held on 16 August 2021; and

- iv. to note the minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 16 August 2021.

138. APPOINTMENTS TO COMMITTEES

NOTED the appointments to the Statutory Advisory Committee and Consultative Committees.

139. TO CONSIDER ANY ADVICE OR COMMENTS FROM RECENT SAC/CC MEETINGS

The Board noted the advice contained in the minutes of the Statutory Advisory Committee.

140. CEO'S REPORT

Louise Stewart, Chief Executive Alexandra Palace, introduced the report as set out. She advised that an update on lighting the park would be presented at a future meeting.

RESOLVED to note the contents of the report.

141. FINANCE UPDATE

Dorota Dominiczak, Director of Finance & Resources, introduced the report as set out. There had been no material changes since the last update. It was noted that the Trading Company were working to recover from the pandemic to be in a position to donate profits to the Trust again in the future. However it was likely that there would be no donation to the Trust in 2022/23. The Council had been made aware of this.

RESOLVED to note the report.

142. FABRIC MAINTENANCE PLAN

Emma Dagnes, Deputy Chief Executive Alexandra Palace, introduced the report as set out. Progress had been made with the maintenance programme, despite the challenges of the past year. The fire alarm system and lighting in the West Hall had been upgraded. The strategy in regard to repairs was to endeavour to carry out every repair in a future proofing way.

RESOLVED to

- 1. Note progress made in 2020/21 despite the challenges of the very limited budget, increasing number of severe weather events placing additional pressure on the assets.**
- 2. Approve adjustments to priorities as listed below with more detail to be presented at the meeting:**

Sector 1 –West Entrance, Palm Court and Adjoining Spaces

- Priority A Straighten, repair & reglaze external WSY doors
- Priority A Palm Court Roof -Glazing overhaul & repairs
- Priority A Palm Court extras and straightening of 1no vent
- Priority A Palm Court minstrel gallery rooflights
- Priority A Roof Access Palm Court July 2020 and August
- Priority A Palm Court West Atrium -replace GWG glass next to door exit
- Priority A West atrium Replacement of 2No door stays
- Priority A Palm Court Glazing Repairs Access –January 2021
- Priority A Palm Court Roof Repairs January 2021
- Priority A/B SW Pavilion roof repair and decoration (deferred)
- Priority A/B Palm Court arched window glazing repairs and access windows
- Priority A/B Redecoration

Sector 2 –West Hall, West Corridor and Adjoining Rooms - Priority A/B Redecoration

Sector 3 –Service Yard, Stores and North West Tower

- Priority A/B West hall Organisers office corridor redecoration works
- Priority A Security corridor/staircase redecoration works
- Priority A Level 5 corridor/staircase redecoration works
- Priority A Balance for West Yard Acoustic Doors
- Priority A Replace rooflights over Marble Staircase
- Priority A West Hall inner shutter emergency screen and door and repairs to existing doors
- Priority A Roof leak repairs
- Priority B North West Service Hall roof access install (deferred)

Sector 4 –South West Tower

- Priority A SW Tower Masonry Repairs & Reinstatements
- Priority A Access -spider hire, generator and leads
- Priority B SW Tower renew roof, windows and internal scaffold (deferred)

Sector 5 –Panorama Room and South West Colonnade

- Priority A Emergency repairs to PR link roof
- Priority A/B -SW Colonnade floor slab renewal (2 bays) (deferred)
- Priority B SW Colonnade & West Light well roof access install (deferred)

Sector 6 –The Great Hall

- Priority A Great Hall floor patching repairs
- Priority A Spaceframe sample decoration panel
- Priority A Spaceframe welding repairs
- Priority A GH/NY Bridge/fire escape Structural survey & recommendations
- Priority A CAD elevations Bridge/GH North

- Priority A/B Great Hall Partial Redecoration January 2021
- Priority A Great Hall/North Service Yard Bridge & Stairs structural fees
- Priority Additional welding to the space frame September 2020
- Priority A Great Hall Spaceframes -External Redecoration
- Priority A Great Hall Glazing Servicing & Replacements
- Priority B Carry out feasibility for resurfacing the entire floor to Great Hall (deferred)

Sector 7 – Ice Rink and Adjoining Spaces

- Priority A Ice Rink Duct Trims
- Priority A Smoke Vents Replacement
- Priority A/B Works to Ice Rink Perimeter Flat Ceiling
- Priority A Plinth & surround works Ice Rink & Café
- Priority A Additional masonry works to Ice Rink west wall
- Priority A Remedial flooring works
- Priority A Ice Rink West Staircase -Replastering and renewal
- Priority A/B Ice rink partial redecoration to doors, by stands, East Corridor plinths & East Lightwell
- Priority A Glazed roof lantern (West) over Ice Cafe/Reception
- Priority A Roof repairs (south)
- Priority A Upgrade works to low ceiling, ice pad, replacement kicker boards
- Priority A Essential barrier works
- Priority A Sump pit waterproofing Snow pit & plantroom pit

Sector 8 –Theatre, North East Tower and Adjoining Spaces

- Priority A Theatre ceiling joist hanger installation-East & General
- Priority A Door Refurbishments
- Priority A Theatre ceiling joist hanger installation-East end
- Priority A Spider access for bi-annual inspections of ceiling, walls & proscenium arch
- Priority A Theatre Bi-annual ceiling, proscenium arch and walls inspections January 21
- Priority A Theatre auditorium ceiling -Additional strengthening works structural advice
- Priority A Theatre Stage propping scaffold inspections 2020/21
- Priority A/B Redecorations

Sector 9 : Former BBC Studios

- Priority A Door refurbishments East Lightwell
- Priority A/B East Lightwell replacement ceiling tiles
- Priority B East Lightwell roof access install (deferred)

Sector 10 : South East Tower and Adjoining Spaces

- Priority A BBC Tower 4th floor CEO office -Prop and resecure
- Priority B BBC Tower -Additional decorations after rewiring
- Priority A Door refurbishment
- Priority A/B Decoration & repairs to staff toilets, part offices & corridor

- Priority A BBC colonnade office cornice -urgent works Jan 2021
- Priority A Over felting to leaking zinc roof over BBC link/toilets (deferred)
- Priority B Extra over to renew roof with zinc coverings (deferred)
- Priority A/B Redecoration

Sector 11 : East Court, Ice Rink Foyer and Adjoining Spaces

- Priority A East Court Roof -Glazing overhaul & repairs
- Priority A Glazing Works to East Court -Retention for glass changes
- Priority A East Court Roof -Access -July 2020
- Priority A East Court ramp Yorkstone pinning & rebedding
- Priority A East Court Roof Repairs March 2021
- Priority A Equipment hire for East Court Roof Repairs March 2021
- Priority A SE office building staircase renew beam and ceiling
- Priority A/B Zinc roof renewal and parapet repairs over corridor (deferred)
- Priority A/B Glazing repairs to East Lightwell

Sector 12 : South Basement

- Priority A -Coniston -Retention
- Priority B Annual structural survey (deferred)

Services : Life Safety

- Priority A Replace 2 x CBS units West Hall Gantry
- Priority A Tank 1 + 2 remedial works
- Priority A Replacement of 1 x aspiration unit in Palm Court

Services : Critical

- Priority A/B B&K distribution board and Skate hire distribution board
- Priority A/B Move isolator, contactor &DB from gantries to accessible location x6
- Priority B South Terrace Power Supply
- Priority A Power distribution 5 year fixed wiring testing 20% per year
- Priority A Repairs to Back-up generator Main Building
- Priority B Back-up generator Main Building (deferred)
- Priority B Power distribution 5 year fixed wiring testing remainder (deferred)

Services : Operational

- Priority A West Yard Goods Lift additional enclosing
- MOB Controls & further works Supply & Fit 1 No Safety Control Board
- Priority B Re-location of Air conditioning Unit PC4
- Priority A Supply & Install 3 x 2000L Flamco Expansion
- Priority A Palm Court disabled internal doors
- Priority A Palm Court plantroom -Replace B&K hot water booster set

- **Priority C Remove redundant chiller to North Yard serving Palace Suite**
- **Priority A BMS remedial works -Replace 7 Belinodampers**
- **Priority A Replace insulation on AHUs and pipework on level 5 roof**
- **Priority A/B Upgrade of BMS system**
- **Priority A Roof cleaning**
- **Priority A Clean up pipes and repaint with waxlow paint**
- **Priority A Pipe modifications on Level 5 roof plant**
- **Priority A Install and commission new DP switch on Boiler 1**
- **Priority A Replace PCB and fan/motor**
- **Priority A Replace 9 flow control valves East Corridor smoke vents**

143. MAST LIGHTING POLICY

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

Members welcomed the policy, and following a short discussion it was felt best that a 'programme' of mast lighting should not be implemented as it would undermine the purpose of the policy. If Board Members felt that certain events should be marked by lighting the mast then they would need to submit an application in line with the policy.

RESOLVED to approve the new policy on lighting the mast at Alexandra Palace.

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

None

145. FUTURE MEETINGS

13 December 2021
24 January 2022
15 March 2022

146. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED that the press and public be excluded from the remainder of the meeting as items 16-21 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), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

147. MINUTES

RESOLVED that the exempt minutes of the Alexandra Palace and Park Board held on 29 March 2021, 12 July 2021 and 30 September 2021 be approved as a correct record of the meeting.

148. EXEMPT - LEASED PROPERTIES ANNUAL REPORT

The recommendations in the report were approved.

149. EXEMPT - LEASE RENEWAL REPORT

The recommendations in the report were approved.

150. EXEMPT - AUDIT FINDINGS REPORT

The recommendations in the report were approved.

151. SAFEGUARDING / WHISTLEBLOWING

There was no update.

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

None.

CHAIR: Councillor Anne Stennett

Signed by Chair

Date

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MINUTES OF MEETING Joint meeting of the Alexandra Park & Palace Statutory Advisory Committee and the Alexandra Palace and Park Consultative Committee HELD ON Monday, 4th October, 2021,

PRESENT:

Statutory Advisory Committee Members:

Councillors Elin Weston and Viv Ross.

Duncan Neill (Muswell Hill & Fortis Green Association), and Jim Jenks (Warner Estate Residents Association)

Consultative Committee Members:

Councillors Anne Stennett (Chair), Bob Hare, Elin Weston and Dana Carlin.

John Wilkinson (Alexandra Palace Allotments Association), John Thompson (Alexandra Palace Television Group), Jacob O'Callaghan (Alexandra Park and Palace Conservation Area Advisory Committee), Gordon Hutchinson (Friends of Alexandra Park), Nigel Willmott (Friends of the Alexandra Palace Theatre), Val Paley (Palace View Residents Association), Rachael Macdonald (Hornsey Historical Society) & Elen Roberts (Heartlands High School).

1. ELECTION OF A CHAIR FOR THE MEETING

RESOLVED

Nigel Wilmott was nominated as Chair for this meeting.

2. FILMING AT MEETINGS

Noted.

3. APOLOGIES FOR ABSENCE

The following apologies for absence were received:

SAC

Cllr Moyeed, Cllr Berryman, Cllr Chiriyankandath, Cllr Ibrahim, Cllr Dixon.

Jason Beazley - Three Avenues Residents' Association.
David Frith – The Rookfield Association

Consultative Committee

Cllr Hearn
Dick Hudson – Warner Estate Residents Association
Jason Beazley - TARA

4. DECLARATIONS OF INTEREST

None.

5. URGENT BUSINESS

None.

6. MINUTES

**Clerk's Note - The SAC/CC induction briefing is attached to these minutes*

RESOLVED

- (i) That the minutes of the Joint Meeting of the Statutory Advisory and Consultative Committees held on 16 August 2021 were agreed as a correct record.
- (ii) That draft minutes of the Statutory Advisory Committee meeting held on 16 August 2021 were noted
- (iii) That the draft minutes of the Alexandra Palace and Park Board meeting held on 12 July 2021 were noted.

SAC/CC induction briefing

7. CHIEF EXECUTIVE OFFICER (CEO) UPDATE

Louise Stewart, Chief Executive Officer, introduced the report which provided an update on current issues and projects at Alexandra Park and Palace and additional information on the events programme and a range of activities of the Charitable Trust. The following arose as part of the discussion of this report:

- a. Jacob O'Callaghan, Alexandra Park and Palace Conservation Area Advisory Committee, reiterated his concerns raised at the previous meeting around his view that the Trustees should be enforcing bylaws instead of the current traffic enforcement arrangements. Jacob O'Callaghan advised that he had written to the Head of Legal at Haringey Council on this point. As part of the discussion on this, it was suggested that increasing the charges associated with fixed penalty notices would not necessarily result in increased recovery of fines as the recovery process could be long and some people would simply not pay. It was suggested that there was also a correlation between the cost of the fine and its recovery rate. Cllr Stennett raised practical concerns with asking enforcement officers to operate in the area late at night.

- b. It was suggested that enforcement was difficult as it would require council enforcement officers to operate on APPCT land and would also likely require significant fines to make it financially viable.
- c. It was further commented that many people would like to see the removal of the barriers and barricades as they looked unsightly. The Chief Executive Officer acknowledged concerns about the barriers but commented that the bylaws were not considered to be the most cost effective measures and would also require using enforcement officers.
- d. The CEO advised the JSAC/CC that she was prioritising the Trust's financial wellbeing at the minute and that she did not have a better solution to the barriers at present. The Chief Executive Officer suggested that she would continue to take stock of the issue and review it going forwards.
- e. In relation to a question, APPCT advised that the planning application for the West Hall had been submitted a while ago but they had not received any indication from the Council on when this would be taken to Planning Committee.
- f. In response to a question around public toilet locations, the JSAC/CC was advised that there was a single toilet at the Pitch and Putt but this had been closed due to poor drainage. There were also toilets outside the lakeside café. The other toilet location was a compost toilet at the Learning Zone but this was not open to the public. The JSAC/CC commented on the need for good quality public toilet provision.
- g. An application for a Changing Places scheme toilet in the East Court had been submitted. It was also noted that that the Grove Café had a toilet but that this had been closed due to Covid.
- h. The JSAC/CC commented that the Phoenix Bar looked great. APPCT advised that a new food and drinks menu had been introduced to focus on pizzas and a good quality drinks offer. The CEO advised that number attending the Phoenix bar were increasing.
- i. Concerns were raised about street lighting and the part of the park towards Muswell Hill in particular was commented as being quite dark. The JSAC/CC asked if an update on park lighting could be taken to a future meeting of the Board. In response the Palace agreed to bring an update to a future Board meeting. The CEO noted that lighting needed to be focused on the main routes through the park and that they also had to balance the need for lighting with nature conservation. **(Action: Natalie Layton)**.
- j. In relation to a question about activities during Black History Month, the Palace advised that they were not holding any specific events but were contributing to the Council's programme of events. The Creative Learning Zone were also looking at undertaking some small bits for Black History Month, including a social media post celebrating the life of Si Grant and his role in early television.
- k. In relation to an offer to provide the Palace with some content around the abolitionist movement, the CEO advised that any proposals should be put to her in writing and that she would take a look.
- l. The JSAC/CC enquired whether there was scope for existing events planned for Black History Month to be relocated to the Palace. The CEO advised that she would give any proposal put forward serious review and advised attendees to write to her with any proposals that they had.

RESOLVED

To note the report.

8. NON-VOTING BOARD MEMBERS FEEDBACK

Duncan Neill fed back to the JSAC/CC on the financial report, it was noted that the Board were looking to publish their accounts later in the year. The Trustees had a fiduciary responsibility to ensure that they were happy with the finances of the Trust and that the Trust was solvent.

9. ITEMS RAISED BY INTERESTED GROUPS

The JSAC/CC were asked about APPCT commitments around climate change, particularly in light of the upcoming COP 26 meeting. In response, the Palace advised that they had made progress in some areas but less so in others. The JSAC/CC were advised that sustainability was one of the key areas that they were looking into in the East Wing. Most of the events put on at the palace were almost plastic free as they Palace used Vegware and that this was disposed of sustainably.

In response to a question about why the fireworks were only on for one night this year, the Palace advised that they put on what they thought was achievable in the current circumstances.

10. NEW ITEMS OF URGENT BUSINESS

None.

11. DATES OF FUTURE MEETINGS

30 November 2021
9 March 2022

CHAIR:

Signed by Chair

Date



Briefing note: Advisory and Consultative Committee briefing

Date: July 2019

1. Introduction to Alexandra Park and Palace Charitable Trust

Alexandra Park was opened in 1863 as a leisure destination. The original parkland was landscaped by Alexander McKenzie as a centre for education and entertainment and to provide a green oasis for Londoners.

Alexandra Palace was opened in 1873. Built as the 'People's Palace', this remarkable seven-acre Grade II listed building remains one of London and the UK's most iconic structures and enjoys global recognition as the birthplace of television.

Today Alexandra Palace is surrounded by 196 acres of Grade II listed parkland and offers unprecedented views of the city. The multi-award winning destination maintains its original enterprising spirit by hosting an eclectic mix of live music, sport, cultural and leisure events, formal and informal recreation and enjoyment throughout the year, inside and out.

Alexandra Park and Palace was placed in trust by Act of Parliament in 1900. The Charity was effectively created when the Park and Palace were placed in Trust. Several Acts since have conferred further powers or enacted amendments.

In 1980 the functions of the trustees were transferred to Haringey Council, making it the Corporate Trustee. A further Act was passed in 1985 amending the previous legislation. The 1985 Act is a consolidation of the previous Acts and acknowledges the transfer of the functions of the Trustees from the Greater London Council to Haringey Council.

The Charitable Assets of the Park and Palace have been designated as a Local Nature Reserve, it is covered by several Statutory Conservation areas, it is also designated Metropolitan Open Land. Byelaws were established in 1929 and are still in force.

In recent years the Trust has successfully attracted restoration funding and has embarked upon a programme of fundraising for the longer term. Whilst financial sustainability has not yet been achieved it is less of a distant reality than it was a decade ago.

1.1 The functions of the Trustees are detailed in the 1900 Act and updated in subsequent Acts, the 1985 Act states that:

- The Trustees are under a statutory duty to uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes:
- To reconstruct and repair the Palace in a manner which will enable the Trustees to promote the use and enjoyment of the said Park and Palace by the public:
- The Trustees intend in fulfilling their statutory duty under the said trusts to take into account the contemporary needs of the public:
 - They shall maintain, uphold and improve the existing theatre in the Palace...

- They may let or license at the best rent that can reasonably be obtained any portion of the Park and Palace (subject to any covenants and conditions)...
- They may close any part of the Palace and Park for not more than fourteen days in any one year
- They may sell, let or otherwise dispose of the whole or any part of, or the whole or any part of any interest in land acquired by them after the passing of the 1985 Act together with any building or buildings erected thereon but may not without further authorisation dispose of property acquired pre 1985
(*Alexandra Park and Palace Act, 1985, Chapter xxiii*)¹

1.2 Alexandra Park and Palace Charitable Trust (APPCT) is a charity registered with the Charity Commission. The Charity encompasses the assets of Alexandra Park and Palace and the functions of the Trustees.

The Trust is responsible for the care and maintenance of the Park and the Palace. It is a challenging task, overcoming the dereliction of decades, backlog of repairs and ongoing maintenance to keep both safely open for the public to enjoy.

The Trust aims to maintain and strengthen this proud and iconic landmark destination as a successful, valuable and sustainable asset for all, including our local community and stakeholders.

The Trust delivers charitable activities, including maintaining, restoring and repairing the Park and Palace, delivering a creative learning programme and volunteering programme.

The Trust is required by charity legislation and regulation to contain activities considered 'commercial' within a trading subsidiary to protect the assets from the risks associated with trading. Our trading subsidiary, Alexandra Palace Trading Ltd, (APTL), is wholly owned by the Trust and donates its taxable profit to the Trust in the form of Gift Aid. These activities include events, entertainment, and leisure and hospitality activities. The activities support the charitable purposes by providing not just essential resource to the Trust but enlivening the venue for the purposes of its creation and encouraging a broad cross section of the public to access and enjoy it.

2. The Trustee Board and functions

Haringey Council discharges its duties as Corporate Trustee via a Council Committee, the Trustee Board, to which it delegates its power and authority as Trustee. The Charity is subject to general UK law including company law, in relation to its trading subsidiary.

2.1 Trustee Board remit - To discharge the trustee functions.

The Council's functions as statutory trustee of the Alexandra Palace and Park charitable trust are discharged by the Alexandra Palace and Park Board.

To fulfil the functions, powers and duties of the Council as Trustee of Alexandra Palace and Park under the Alexandra Park and Palace Acts and Order 1900 to 1985 and, without prejudice to the generality of this, these functions include:

- *The duty to uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes.*

¹ The 1985 Act lists the above and then amends the 1900 Act

- *Acting as the employing body for employees engaged in the working of the Trust at Alexandra Palace, and to be responsible for the setting of staffing policies, conditions of service and terms of employment of those employees.*
- *In relation to the Trust, being responsible for developing and monitoring the implementation of effective policies and practices to achieve equality of opportunity both for employment and service delivery.*

2.2 Trustee Board Membership

- 6 Council appointees (elected members)
- 3 appointees from the Consultative Committee
- 1 appointee from the Statutory Advisory Committee.

The members appointed by the Council to the Board must always act in the best interests of the Charity, above all other considerations.

The Trust is not required by the Act of Parliament to include any members of the SAC or CC onto the Board. Members of the Board appointed by the Consultative Committee and Statutory Advisory Committee have no voting rights on the Board and have no delegation of authority conferred upon them, other than their own appointing committees' terms of reference.

However, as they are part of the body of the Board, who are considered to have the management and control of the Charity their participation in discussions and decisions could qualify them as Trustees or quasi-trustees. The appointees of the SAC and CC are therefore considered co-optees. Co-optees have no voting rights.

As per the constitution of the SAC and CC committees these representatives have a duty to represent the views of the Committees on the Board and to report back to the Committees from each Board meeting, as stated by the Haringey Council Constitution. This can give rise to conflicts of interest when the best interests of the Charity can be compromised if inappropriate information is disclosed or information disclosed ahead of time.

Co-optee members therefore need to exercise careful judgement to comply with the 'best interests' of the Charity at all times.

3. **The Advisory Committee (SAC)**

The Advisory Committee, often referred to as the Statutory Advisory Committee or SAC was created by the 1985 Act of Parliament amendments.

3.1 Terms of reference

To promote the objects of the Charity and assist the Trustees in fulfilling the trusts by considering and advising the Trustees on the following matters:

- the general policy relating to the activities and events arranged or permitted in the Park and Palace;
- the effects of such activities and events upon the local inhabitants and local environment;
- the frequency of activities and events attracting more than 10,000 people at any one time and the maximum number to be permitted on such occasions;
- the adequacy of car parking arrangements within the Park and Palace so as to avoid overflow into adjoining residential streets;
- any proposals which require planning permission;
- the establishment and maintenance of the Park as a Metropolitan Park;
- the furtherance of recreation and leisure in the Park and Palace.

3.2 Membership

The SAC consists of up to 16 members;

- 8 Council members from the surrounding wards (Alexandra, Bounds Green (formally known as Bowes Park), Fortis Green, Hornsey, Muswell Hill and Noel Park) , and;
- 8 representatives from residents associations which meet specific requirements as set out in the 1985 Act.

3.3 Administration

The SAC is an independent body that can choose how it is to be administered.

The SAC is an outside body of the Council, currently administered as a Council committee under the Council's committee procedure rules.

The SAC elects a committee chair from its own membership.

The Council is responsible for all aspects of its administration including ensuring annual appointment deadlines are met.

As a Council committee the paperwork for meetings, agendas and minutes are compiled, collated and distributed by the council. The council clerks the meetings.

The SAC elects one of its members onto the APPCT Board annually.

For reasons of convenience the SAC meets jointly with the CC detailed below, under the title of 'Joint consultative committee' as many of the issues for discussion are the same. However as the Trust is required by statute to seek the advice of the SAC on the matters stated above, the SAC meets immediately after the Joint committee to consider its specific advice to the Trustee, as appropriate.

4. **Alexandra Palace and Park Consultative Committee (CC)**

Arising from the Council's role as Trustee of Alexandra Park and Palace the Consultative Committee was created in the 1980s.

4.1 Terms of reference

- To give representatives of appropriate local and national organisations the opportunity of full discussion with members of the Alexandra Palace and Park Board on general matters affecting Alexandra Palace and Park.
- To give members of the Alexandra Palace and Park Board the opportunity of discussing and explaining to the organisations matters affecting the overall policy and efficient management of Alexandra Palace and Park.
- To promote better understanding between members of the Alexandra Palace and Park Board, the Palace Management and local organisations.
- To enable appropriate local (and national) organisations to be fully consulted on decisions of direct concern to them.
- To promote the best interests of the Alexandra Palace and Park as a conservation area.

4.2 Membership

- 6 Councillors who are also the APPCT Trust Board members,
- up to 30 community group representatives.

The CC elects 3 of its members on to the APPCT Board annually, as non-voting members.

4.3 Administration

The CC is a sub-committee of the Trustee Board.

The CC is currently administered as a Council Sub Committee.

The CC elects a committee chair from its own membership.

The Council is responsible for all aspects of its administration, ensuring annual appointment deadlines are met.

As a Council committee the paperwork for meetings, agendas and minutes are compiled, collated and distributed by the council. The Council clerks the meetings.

The CC elects 3 of its members on to the APPCT Board annually, as non-voting members.

For reasons of convenience the CC meets jointly with the SAC detailed above, under the title of 'Joint consultative committee' as many of the issues for discussion are the same.

5. **The Joint Consultative Committee**

As mentioned above the two committees meet together for convenience. The meetings are administered by the Council as per the individual committees. The Chair of the Joint Committee is normally one of either the Chair of the SAC or CC.

6. **Points to remember**

- The Trustee Board has a duty to seek the advice of the SAC and to consult the CC on matters detailed above.
- It is not obliged to follow the advice or consulted opinion of the SAC or CC. The Trustee Board must always put the best interests of the Charity first.
- It is best practice for the Trustee Board to respond to the Committees' advice and consulted opinion.
- The Committee chairs should when providing advice or opinion to the Trust be mindful of the terms of reference of their committees.
- The Trust produces a Trust report from the CEO for meetings to give an update on various aspects of the Trust work, for information. Specific issues for consultation or advice are presented as individual agenda items.

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MINUTES OF MEETING Alexandra Park and Palace Advisory Committee HELD ON Monday, 4th October, 2021, 7.44 - 7.46 pm

PRESENT:

Councillors: Viv Ross and Elin Weston

Also Present: Jim Jenks (Advisory Committee Member),

14. ELECTION OF THE CHAIR FOR THE 2021-2022 MUNICIPAL YEAR

The meeting was not Quorate and any items on the agenda were deferred to the following meeting.

As per Paragraph 25 of the Council's Committee Procedure Rules:

"No business shall be transacted at any meeting of a Committee, Sub-Committee or other body, unless at least one quarter of the whole number of voting members are present, provided that in no case shall any business be transacted unless at least three voting members are present".

15. ELECTION OF THE VICE-CHAIR FOR THE 2021-2022 MUNICIPAL YEAR

16. FILMING AT MEETINGS

17. APOLOGIES FOR ABSENCE

18. DECLARATIONS OF INTEREST

19. MINUTES

20. URGENT BUSINESS

21. CHIEF EXECUTIVE OFFICER (CEO) UPDATE

22. NON-VOTING BOARD MEMBERS FEEDBACK

23. ITEMS RAISED BY INTERESTED GROUPS

24. NEW ITEMS OF URGENT BUSINESS

25. DATES OF FUTURE MEETINGS

CHAIR:

Signed by Chair

Date



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

13 DECEMBER 2021

- Report Title:** Proposal to pilot changes to the Consultative Committee
- Report of:** Louise Stewart, CEO
- Purpose:** *This report proposes changes to one of the Trust's stakeholder engagement mechanisms to improve effectiveness, participation and diversity.*

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

1. Recommendations

- 1.1 To consider any feedback from the respective meetings of the SAC and CC on 30 November (included at Appendix 3);
- 1.2 To discuss potential objectives, challenges and the criteria for success of the changes to the Committee.
- 1.3 To agree appropriate next steps.

2. Executive Summary

- 2.1 Since the 2017 Governance Review it has been an aspiration for Alexandra Park and Palace Charitable Trust (APPCT) to improve its mechanisms for regular and effective communication with its stakeholders and beneficiaries, to better meet the requirements of the Charity Governance Code.
- 2.2 This report sets out the existing arrangements for one of the engagement mechanisms, the Consultative Committee (CC), the rationale for change and proposals for achieving that change.
- 2.3 The proposal is to change the existing CC into a forum, open to all. It is proposed to pilot the recommended change for a 24-month period, with consultation during the pilot period to assess the success of the new arrangements.
- 2.4 The scope of this paper covers only the CC and not the Advisory Committee. The Trust does not have the capacity to change both structures at the same time. The Advisory Committee is part of the governing document of the Trust, the Acts and Orders, further work with the Advisory Committee will be required before approaching the Charity Commission with proposed changes to the Act.

- 2.5 However, it is recognised that the Advisory Committee also faces challenges. Although popular in the 1980s Residents associations locally no longer have a large membership. The membership in many cases is not representative of their local community and new forms of residents' structures have merged through social media advances. During the CC pilot period the Advisory Committee should be challenged to come up with solutions or options for addressing these weaknesses. There is also potential that the pilot of an open forum for the Consultative Committee may prove useful for determining a way forward for the Advisory Committee.
- 2.6 The Advisory Committee will continue as normal during the pilot period.
- 2.7 Advisory Committee members, as both stakeholders and members of the public, are able to attend the proposed pilot open forum.

3. Introduction & background

- 3.1 The Consultative Committee of Alexandra Park and Palace was established in the 1980s by the Corporate Trustee Haringey Council to provide a mechanism for the Charitable Trust to engage and consult with its stakeholders and beneficiaries.
- 3.2 The Committee's duties, functions and membership are detailed in appendix 1.
- 3.3 The CC appoints three of its members onto the APPCT Trustee Board as observer members – they have no voting rights but attend meetings to ensure the views of the CC are considered but must act in the best interests of the Trust at all times.
- 3.4 The CC has provided useful feedback, advice, challenge and support for the Trust's work over several decades. The advantage of this approach is that the Trust has been able to communicate to this group of stakeholders in an efficient way. The committees have built up knowledge over time so that there is a reduced need to answer the same questions each time the Charity is held to account.
- 3.5 The 2017 APPCT Governance Review stated that, the Consultative Committee is restricted to representatives of constituted local groups rather than general stakeholders and beneficiaries, which would include individuals. As with the Advisory Committee it is highly likely that this was to formalise and rationalise the task of consultation on the Trust to make it manageable. The Consultative Committee is made up of several 'friends of' and other groups that the Trust now has a separate and more focused and effective dialogue with. Operating as a Council committee, also raises questions as to whether this is the most effective form of engagement and dialogue appropriate for the Charity.
- 3.6 With the introduction of the new Charity Governance Code (see extract at Appendix 2) the Board should assess its stakeholder and beneficiary engagement approach afresh, to decide for itself who are the stakeholders and beneficiaries it needs to engage with and how it wishes to do that.
- 3.7 The two committees, the SAC and the CC, meet jointly as the Informal Joint Committee. The two committees have different status but broadly similar remits but the Board has a different duty to each. This can lead to confusion and frustration by all parties and in particular the Executive Team, who feel this engagement to be

less effective than the general public meetings held on specific issues when consulting on planning or licensing issues.

- 3.8 There was limited appetite for change from the committee members at the time of the Governance Review in 2017. Whilst progress on the Governance Change programme and Governance Improvement Programme has been hampered by the global pandemic and the more urgent financial challenges facing the Trust, the need to modernise the Trust's engagement has been raised several times by members of the public and the committees themselves.
- 3.9 At a combined meeting of the Consultative Committee and Advisory Committee on 4 October 2021 a consultative committee member raised the issue of membership of the Committees not being relevant, accessible, diverse or reflective of the community and that the bureaucracy of joining processes and the meetings themselves are off-putting. From an external perspective it can also be viewed as a closed circle of influencers. The formality and bureaucracy are off putting to members of the public especially those not versed in local authority committee processes and speaking in public.

4.0 Proposal - as presented to the Strategic Advisory Committee (SAC) and Consultative Committee (CC) on 30th November 2021

A summary of the key points made by the SAC & CC is included at Appendix 3.

- 4.1 To replace the Consultative Committee with an Open Forum;
- 4.1.1 Two open forums a year. AP presents progress and performance and future plans for the year ahead. And takes questions.
- 4.1.2 The attendees from AP include representatives from the executive leadership team and trustee board.
- 4.1.3 Attendees can raise issues to be included on the agenda – but need to give two weeks' notice so that the team have time to prepare.
- 4.1.4 Attendees should pose questions in advance of the session, if it relates to an item that is not on the agenda, to provide time for the team to prepare an answer or to respond to at the meeting if it is an operational day to day question.
- 4.1.5 Attendees will be asked if they wish to ask the question themselves in the open forum, or if they would like their question to be read and answered without the need for them to speak in an open forum.
- 4.1.6 The Forums would be advertised through our stakeholder database, social media, and signs on site.
- 4.1.7 Attendance would be open to all – but places must be reserved and will be limited to the space available (with an agreed minimum number).
- 4.1.8 Dates will be promoted to stakeholders and beneficiaries.

4.1.9 Stakeholders and beneficiaries will be provided with guidance about the need to raise small operational issues directly with the team as part of our normal business via our VS team or complaints route.

4.1.10 Notes of the session will be published including answers to questions posed by attendees and those not able to attend in person.

4.2 The different engagement method would be piloted for 24 months. With 4 forums in that period.

4.3 Pilot assessment (criteria and assessment methodology)

4.3.1 Proposed assessment criteria

- Did the open forum attract a more diverse and representative stakeholder and beneficiary audience
- Did the open forum attract new people and groups to attend
- Did the open forum attract existing consultative committee members
- Were attendees satisfied with the arrangements for attendance
- Were attendees satisfied with the notice period to submit agenda items and questions in advance
- Were the forums frequent enough
- Were people satisfied with the format of the open forum
- Were people satisfied with the quality and level of information provided
- Were people satisfied with the amount of time devoted to questions
- Were attendees satisfied with the formal record of the session and actions identified
- Would attendees continue to attend in the future
- What recommendations would attendees suggest for the future if the open forum is made permanent
- Are stakeholders and beneficiaries happy to have these sessions administered by the Charitable Trust

4.3.2 The decision to change the Consultative Committee to an open Forum rests with Haringey Council as Corporate Trustee.¹ In making their decision it is recommended that they will have access to the findings of the pilot assessment, direct feedback from the Trustee Board and direct feedback from existing Consultative Committee Members.

4.3.3 Assessment of the open forum will therefore include;

- an assessment by the Trustee Board
- an assessment by the Consultative Committee
- a consultation of attendees of the Open Forum

4.3.4 It is also recommended that feedback is sought after each forum to identify any issues and improvements during the pilot period.

4.3.5 It is proposed that the Open Forums be wholly managed and administered by the Trust. Therefore, if successful, the proposal would reduce the number of Alexandra Park & Palace meetings administered by the Council's Democratic Services Team.

¹ Subject to discussion with Haringey

4.4 For the period of the pilot it is proposed to retain the current nominated appointees from the Consultative Committee on the Trustee Board. However, if the pilot is successful and it becomes permanent it is proposed that the observer positions on the Board from the Consultative Committee are advertised openly to the forum and the wider public, and a selection process undertaken.

4.5 The criteria for selection as with any charity trustee board would be the skills and expertise required and for these roles that would also include having a good understanding of the broad views of the Trust's stakeholders and beneficiaries.

5. Is the decision/ action consistent with the Charity's Vision, Mission Purpose and Values? Five Year Plan priority pillars?

5.1 The proposal seeks to improve direct engagement with the Charity's beneficiaries about the work we do and will contribute to furthering the Charity's mission (*to repair, restore, and maintain the Park and Palace for the enjoyment of the public forever*) and purpose (*to enrich lives, through great experiences, forever*).

5.2 Changing the make of the stakeholder forum demonstrates the organisation's values:

Resourceful – new approach to engage with a broader range of stakeholders more representative of the Trusts stakeholders and beneficiaries.

Collaborative – bringing diverse groups together to raise issue they want to discuss.

Passionate & fun – encouraging a new range of people who are engaged and passionate about Alexandra Palace.

Bold - piloting change with the opportunity to review/ revert to previous mechanism.

Open & genuine – improving inclusiveness and diversity, welcoming feedback. Reducing bureaucratic barriers.

5.3 The proposals are in line with the main areas of focus in the Trust's Five-Year plan:

- Strengthen our reputation and elevate our status in entertainment, heritage and recreation
- Create a stronger lifelong connection with our visitors, supporters and community

6. Equality, Diversity & Inclusion

6.1 The main purpose is to increase diversity and include people who would not normally be eligible to join or have the desire to engage in the bureaucracy of the existing Consultative Committee, therefore the proposal will have a positive impact on EDI making engagement with Alexandra Palace more accessible.

6.2 No adverse impacts are expected in relation to any protected characteristic groups.

7. Risks

- 7.1 Cost and capacity.
- 7.2 Too many conflicting issues – we have considered having different forums for different interests, Charity does not have the resource to manage several forums. Past experience demonstrates that there is benefit in joint meetings for efficiency and effective communication for all parties.

8. Legal Implications

- 8.1 No changes to the SAC are being proposed at this time. It is acknowledged that if and when such changes are proposed the *Trust would need to apply to the Charity Commission to grant a scheme, under Section 73 of the Charities Act 2011 to alter the provisions the Alexandra Park and Palace Act 1985.*
- 8.2 Other Council Committees have non-voting co-optees in their memberships, however, confirmation would be needed from the Council in relation to the appointment of observers to the Alexandra Park and Palace Board through an open process.
- 8.3 The Council's Head of Legal & Governance has been consulted in the preparation of this report and, in noting the intention to maintain the current structure for the duration of the pilot scheme, and a willingness to take account of any albeit at this stage unanticipated equalities issues, has no comments.

9. Financial Implications

- 9.1 There are no material financial implications for the Trust. Recruitment on the open market for observer trustees is the pilot is successful could incur costs but the Trust has a strong track record in recruiting for non-executive positions directly at minimal cost.
- 9.2 Potential costs for an independent assessment of the pilot if the Consultative Committee feel they would prefer this.
- 9.3 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comments.

10. Use of Appendices

- Appendix 1 – Consultative Committee Functions & Duties
- Appendix 2 – Charity Commission
- Appendix 3 – Feedback from the SAC/CC

11. Background Papers

- 2017 Governance Review Summary Reports to previous meetings

APPENDIX 1

London Borough of Haringey

Alexandra Park and Palace Charitable Trust

ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE

CONSTITUTION

1. OBJECT

1. To give representatives of appropriate local and national organisations the opportunity of full discussion on general matters affecting Alexandra Palace and Park.
2. To give the Board of Charity Trustees the opportunity of discussion and explaining to the organisations matters affecting the overall policy and efficient management of Alexandra Palace and Park.
3. To promote better understanding between the Board of Trustees, the Palace management and local organisations.
4. To enable appropriate local (and national) organisations to participate in decisions of direct concern to them.
5. To further the Alexandra Palace and Park as a conservation area.

2. CONSTITUTION

1. TITLE

The Committee shall be called "The Alexandra Palace and Park Consultative Committee".

2. ORGANISATION

(a) Membership

- (i) The Board of Charity Trustees shall be the representatives of the Charitable Trust.
- (ii) Organisations which fulfil the criteria set out in sub-paragraphs (a) to (e) below shall be eligible to apply for membership of the Consultative Committee. Such application shall be made to the Alexandra Palace and Park Board for approval.
 - (a) Local residents associations, properly constituted, whose membership includes at least 50 households resident within

Alexandra, Bounds Green, Fortis Green, Hornsey, Muswell Hill and Noel Park Wards of the London Borough of Haringey.

- (b) Local organisations which are not residents associations but which demonstrate a sufficient interest in the Palace as an historic building or an interest in the use of the Palace and Park for leisure and recreation purposes or an interest in the dissemination of information about the Palace and Park.
 - (c) National organisations which demonstrate a sufficient interest as defined in (b) above.
 - (d) Lessees for the time being of the London Borough of Haringey within the Alexandra Palace and Park; and
 - (e) Trade Unions representing staff employed by the London Borough of Haringey at Alexandra Palace and Park.
- (iii) Where an organisation has been accepted for membership of the Consultative Committee it shall be entitled to nominate a representative as follows:
- (a) Local and national organisations – One named representative with full voting powers.
 - (b) Lessees – One named non-voting representative
 - (c) Trade Unions – One named representative with full voting powers.
- (iv) There shall not be more than 30 associations appointed to membership of the Consultative Committee at any one time.
- (v) For the avoidance of doubt it is hereby declared that:
- (a) Where a Charity Trustee ceases to hold that position he/she shall cease to be a Member of the Consultative Committee and their successor shall automatically become a Member.
 - (b) Where a lease has come to an end by effluxion of time or otherwise the lessee shall no longer be entitled to membership of the Consultative Committee; and
 - (c) Where any person ceases to be the duly appointed representative of a local or national organisation, lessee or Trade Union, she/he shall not be entitled to membership of the Committee and the organisation shall be entitled to nominate a successor.
- (vi) Membership of the Consultative Committee from residents and local organisations shall be elected following nomination by voting at their

A.G.M or at a general meeting to which all paid up membership is invited.

- (vii) Organisations accepted for membership of the Consultative Committee shall notify the Secretary of the name of their representative and deputy before the first Consultative Committee meeting of each Municipal Year. If for any reason neither the representative nor the deputy can attend a meeting of the Consultative Committee the organisation shall, wherever possible, inform the Secretary to the Consultative Committee before the meeting of the name of the person representing them.
- (viii) In the event of a vacancy arising, whether by resignation, removal or otherwise, applications for membership to fill the vacancy shall be considered within six weeks or as soon as reasonably possible thereafter.
- (ix) Organisations accepted for membership of the Consultative Committee shall, if requested by the Secretary, supply information concerning their membership, constitution and activities. Such information will usually be requested to be submitted not later than one month before the first meeting of the Consultative Committee in each Municipal Year. When requested, organisations should provide summaries of their objectives in relation to the running and any future developments at the Palace and Park.

(b) Chair

- (i) The Chair of the Consultative Committee shall be elected from the Full Membership of the Consultative Committee, at its first meeting after the commencement of each Municipal Year for 1 year and hold office until the first meeting of the following year.
- (ii) In the event of the Chair not being present at the meeting, the Consultative Committee shall elect a Chair for the meeting.

(c) Deputies

Any Member of the Consultative Committee unable to attend a meeting may be represented at that meeting by a duly qualified deputy, provided that such Member or the deputy gives notice to the Secretary before the meeting.

(d) Secretary

The Head of Local Democracy and Member Services or their representative shall be the Secretary to the Consultative Committee.

(e) Officers

Officers of the Charity shall attend meetings of and give advice to the Consultative Committee at the invitation of the Chair.

3. REPRESENTATION ON THE ALEXANDRA PALACE AND PARK BOARD

The Consultative Committee shall nominate three of its Members by majority vote of all Members present at the Consultative Committee, to act as representatives on the Board, without voting powers, but with an obligation to report the views of the Consultative Committee to the Board and decisions of the Board to the Consultative Committee.

4. TERMS OF REFERENCE

The Consultative Committee shall be primarily consultative in nature. Every aspect of Alexandra Palace and Park shall be open to discussion and consideration by the Consultative Committee.

5. RULES

- (i) The Consultative Committee shall meet at least three times a year, but a special meeting shall be called by the Secretary within seven days of receipt by him/her of a requisition signed by the Chair or on behalf of a majority of Member organisations, that meeting to be held within three weeks of receipt of the requisition.
- (ii) All meetings of the Consultative Committee shall be open to the press and public unless otherwise agreed by the Consultative Committee.
- (iii) Any Member of the Consultative Committee may request an item to be placed on the agenda for the next meeting. The matters to be discussed at a meeting of the Consultative Committee shall be determined by the Chair and stated upon the notice summoning the meeting. At the conclusion of each meeting the Chair may permit questions or comments upon matters of which notice has not been given provided they do not require a substantial decision from the Consultative Committee at that meeting and provided this could not more conveniently be referred to the next meeting. Individual management matters shall not be brought to the Consultative Committee unless the organisation concerned has first raised the matter with the General Manager, Alexandra Palace without satisfactory results.
- (iv) Meetings shall normally be held at Alexandra Palace and shall commence at 7.30 pm and terminate by 9.30 pm.
- (v) There shall be minutes taken of all meetings of the Consultative Committee for circulation to all Members of the Consultative Committee. The Minutes shall be submitted to the next or subsequent meeting of the Consultative Committee. Any recommendations shall be submitted to the Alexandra Palace and Park Board.
- (vi) Recommendations shall be arrived at only by agreement of a majority of Members entitled to vote. Voting shall normally be by show of hands.
- (vii) Any matter not provided in the rules and any question of interpretation shall be determined by the Alexandra Palace and Park Board.

- (viii) This Constitution as amended came into force on 24 November 1980 when it was approved by the Council. Any further amendment shall require the approval of the Alexandra Palace and Park Board and be reported to Council.

(Last amended by the Alexandra Palace and Park Board on 18th October 2011 and confirmed by Full Council on 21 November 2011)

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Extract from the Charity Governance Code

The Charity Governance Code was designed as a tool to support continuous improvement and sets out principles and recommended practice for charity trustee boards. Seven principles make up the Code.

1. Organisational Purpose
2. Leadership
3. Integrity
4. Decision Making, Risk & Control
5. Board Effectiveness
6. Equality, diversity and inclusion
7. **Openness and accountability**

Openness and accountability

The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.

Principle

The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be.

Rationale

The public's trust that a charity is delivering public benefit is fundamental to its reputation and success, and by extension, the success of the wider sector. Making accountability real, through genuine and open two-way communication that celebrates successes and demonstrates willingness to learn from mistakes, helps to build this trust and confidence and earn legitimacy.

Key outcomes

1. The organisation's work and impact are appreciated by all its stakeholders.
2. The board ensures that the charity's performance and interaction with its stakeholders are guided by the values, ethics and culture put in place by the board. Trustees make sure that the charity collaborates with stakeholders to promote ethical conduct.
3. The charity takes seriously its responsibility for building public trust and confidence in its work.
4. The charity is seen to have legitimacy in representing its beneficiaries and stakeholders.

Recommended practice

Communicating and consulting effectively with stakeholders

1. The board identifies the key stakeholders with an interest in the charity's work. These might include users or beneficiaries, staff, volunteers, members, donors, suppliers, local communities and others.
2. The board makes sure that there is a strategy for regular and effective communication with these stakeholders about the charity's purposes, values, work and achievements, including information that enables them to measure the charity's success in achieving its purposes.
3. As part of this strategy, the board thinks about how best to communicate how the charity is governed, who the trustees are and the decisions they make.

4. The board ensures that stakeholders have an opportunity to hold the board to account through agreed processes and routes, for example question and answer sessions.
5. The board makes sure there is suitable consultation with stakeholders about significant changes to the charity's services or policies.

Developing a culture of openness within the charity

1. The board gets regular reports on the positive and negative feedback and complaints given to the charity. It demonstrates that it learns from mistakes and errors and uses this learning to improve performance and internal decision making.
2. The board makes sure that there is a transparent, well-publicised, effective and timely process for making and handling a complaint and that any internal or external complaints are handled constructively, impartially and effectively.
3. The board keeps a register of interests for trustees and senior staff and agrees an approach for how these are communicated publicly in line with Principle 3.
4. Trustees publish the process for setting the remuneration of senior staff, and their remuneration levels, on the charity's websites and in its annual report

Member engagement

In charities where trustees are appointed by an organisational membership wider than the trustees, the board makes sure that the charity:

1. has clear policies on who is eligible for membership of the charity
2. has clear, accurate and up-to-date membership records
3. tells members about the charity's work
4. looks for, values and takes into account members' views on key issues
5. is clear and open about the ways that members can participate in the charity's governance, including, where applicable, serving on committees or being elected as trustees.

Proposed pilot changes to Consultative Committee - Appendix 3

SAC/CC – 30 November 2021

Feedback on Changes to Stakeholder Committees (Open Forum) report (*informal notes*)

Consultative Committee (CC)

- Forums have worked well in the past, when consulting on proposals
- The objectives of the open forum should be set out and agreed
- Agendas should be published and forums advertised in public/ community noticeboards, as well as online
- Online participation in the forum should be allowed
- AP should continue to provide routine written reports for the forum
- Risk of becoming a staged Q&A session – needs to encourage debate - could be facilitated by consultative committee members
- Strong opinion that the CC should not be abolished and should continue to meet twice annually in addition to the two open forums. Being a Council constituted committee gives the CC legitimacy CC meeting seeks views and includes Board members)
- Open forums should include online options.
- It was generally agreed that action was needed to increase representation from the community

SAC's comments:

- The open forum would give more weight to the SAC
- Future SAC - Residents' Associations still had a role to play – some are experiencing difficulties in increasing diversity and engagement and getting support/ information from the local authority.
- Local people do not understand AP Governance
- During the pilot, two Consultative Committee meetings each year should take place (interspersed with the two open forums) to enable the CC to review
- The SAC would continue to meet during the pilots to input and review after each open forum
- Trustee board members should be in attendances

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
13 December 2021

Report Title: CEO's Report

Report of: Louise Stewart, Chief Executive Officer

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

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

1. Recommendations

1.1 To note the content of this report.

2. General Update

2.1 The East Court reopened to the public in the middle of September and will be open seven days a week, 9am-5pm. There is currently no food or beverage offer in this space other than when theatre events are scheduled. Future provision is being planned.

2.2 The Governance Improvement Programme has resumed and, following points raised by members of the committees and discussions at recent Joint SAC/CC meetings, a proposal for improving the Trust's stakeholder engagement is included on this agenda for discussion

2.3 A summary of the Trust's Equality Diversity and Inclusion (EDI) Action Plan is now published on the website

<https://assets.alexandrapalace.com/content/uploads/2021/09/Summary-Equality-Diversity-and-Inclusion-Policy.pdf>

2.4 The Car Park Charging project is on track, with a final proposal for the award of contract being presented to the Trustee Board in January 2022.

2.5 Planning, Listed Building and Advertising consent has been granted in principle for the external signage upgrades, improvements to the outdoor beer garden and composting toilet installation. The Trust was unable to gain support from the Conservation Officer to install 7 eyelets in the Palace's external wall, therefore, the proposed festoon lighting in the outdoor beer garden was removed from the original application.

- 2.6 At the 2021 London Venue Awards Alexandra Palace won the award for *Best Community Support During Covid* and also the *Bronze Award for Best Covid Response*. Comments left by the judges' from our winning entry were:

"This vast space has certainly come into its own during the pandemic. Hats off to the team and army of volunteers for their contribution

Going to extraordinary lengths to maximise every space for the benefit of the community – from Covid testing and food distribution to offering a peaceful open-air space for everyday visitors. "

- 2.7 As with previous years Alexandra Palace Way will be closed to traffic (with the exception of the W3 bus and emergency vehicles) on New Year's Eve. Times are still to be confirmed but it will likely be from 21:00-02:00hrs.

3. Park Update

- 3.1 The Park has maintained its Green Flag status, for a fourteenth straight year. We also received the Green Heritage Site Accreditation, which recognises high standards in the management of sites with local or national heritage importance and three Gold awards at the annual London in Bloom awards. Read our blog at this website link: https://www.alexandrapalace.com/blog/alexandra-park-recognised-with-awards/?dm_t=0,0,0,0,0
- 3.2 A new Community Payback scheme has started in the Park. A small group are working on site once a week for a trial until the new year. They have been weeding and tidying shrub beds near the lake. This is in addition to the Tree Conservation Volunteers (TCV) corporate volunteering scheme which has seen groups undertaking the hard work to de-compact the soil beneath our valuable oak trees to improve aeration and water infiltration.
- 3.3 The Earthshot team donated a large number of trees and shrubs following the event last month. The trees have been planted by the John O'Conner Park team and a corporate group with the TCV. Some of the shrubs were planted by the Community Payback team.
- 3.4 Visitor numbers are still above average, although not at the extreme highs of the early pandemic. Across June, Jul and August, the numbers were up 20% compared to the average, September was a whopping 58% higher than average (probably because of the unusually warm and dry weather). The Park team continue to maintain the site, they have collected over 100 tonnes of rubbish from site since 1st April. The hay meadow cutting took place after it was cancelled last year due to budget cuts. The removal of the arisings helps to reduce the fertility of the soil and allow a greater diversity of species to flourish. John O'Conner have taken on three kick-starter placements who are making a great addition to the team.
- 3.5 The annual tree safety survey has been completed, although the report is behind schedule. In the meantime various ad hoc works are scheduled to remove broken branches and dead trees. Boundary tree works have also been agreed with a number of Park neighbours (at their cost) according to the new boundary tree policy. The lockdown and working from home seems to have given rise to an increase in enquiries and the policy is in place to protect the valuable trees whilst taking account of neighbour's common law rights and to permit removal of less valuable trees at their cost. An application was made to the GLA's grow back greener fund to implement

some of the actions set out in the tree and woodland management plan and the result of the application should be known soon.

- 3.6 The Friends of the Park continue to provide activities and other support for the Park. Recent work parties have been cutting the acid grass in the butterfly meadow by hand to avoid damaging the ant hills. The Friend's wildlife group have recorded two new butterfly species for the site, long-tailed blue and green hairstreak were seen earlier in the year.
- 3.7 A new management approach for Oak Processionary Moth this year in conjunction with the Forestry Commission. The site was divided into zones based on usage and dwell time and the high priority areas were pre-emptively sprayed in Spring to prevent the larvae developing into the large, hairy caterpillars with silken nests that can cause skin irritation. This was successful, and avoided a programme of nest removal later in the year which puts the operatives at risk.
- 3.8 The Park team were asked to stop using weedkiller around the site in the Summer. This year has been an experimental phase to see how the weeds respond, the weeds can also be re-classified a 'pavement plants' and tolerated a little more to support invertebrates. The team have spent some time strimming or manually pulling the weeds, but they don't have the equivalent time available to make up for losing weedkiller as a "tool". Feedback from committee members on whether they've noticed the change in policy is welcome and whether there is an appetite to help support this scheme by forming a volunteer group to tackle the issues.

4. Repairs, maintenance and improvements

- 4.1 As part of the Salix Lighting Project (completed in the West Hall in September) works to install LED light fittings have been largely completed in event back of house areas including the lights in the BBC Tower and BBC Corridors.
- 4.2 Further improvements in energy efficiency and sustainability are planned with LED lighting upgrades in the Ice Rink and in the Ice Café commencing in January. To enable the works to take place, however, we will need to close the Ice Rink and have informed our regular users.
- 4.2.1 The Ice Rink closure will take place on week days only, between 10 January 2022 – 4 February 2022. Weekends will continue to operate as normal. Dates the rink is closed:
- 10-14 January
 - 17-21 January
 - 24-28 January
 - 31 January - 4 February
- 4.2.2 The Ice Café requires significant work on the electrical infrastructure and will remain closed until the middle of March 2022.
- 4.3 Repairs to the Reconstruction of 70m of the South Slope Path was undertaken in October. This project extends the area of the path with sufficient foundations to withstand the heavy vehicles associated with outdoor events. A further section of the path is scheduled to be reconstructed next financial year.
- 4.4 The Historic Environment Forum, supported by the Heritage Alliance (of which the Trust is a member), launched the #HeritageResponds report, which features the Trust's partnership project with Haringey Council and Salix to replace the West Hall

lighting with more cost effective and energy efficient LEDs. View the report at this link: <https://historicenvironmentforum.org.uk/wp-content/uploads/2021/10/HEF-Climate-Change-doc-final.pdf>

4.5 Other maintenance and repairs:

- Refurbishment of 2no. glazed roof lanterns over Palm Court Suites
- Plaster consolidation to Theatre auditorium ceiling and walls including spider machine access
- H&S repairs to Alexandra Way pavement prior to Fireworks festival
- Additional roof leak repairs to various areas – Ongoing
- Remedial works to Theatre Stage roof gutters to improve falls to outlets
- West Yard Vehicle Gate repairs. Right hand side solenoid valves and safe edge replaced to allow the gate to operate correctly.
- Annual service and safety inspection of retractable seating in the Theatre (3 days)
- PAVA minor service
- Fire alarm maintenance in the Ice Rink, Palm Court, Theatre, Pitch & Putt and Lakeside Café/ Boat House.
- Routine flushing of the Grove foul drains

4.6 On 14 November the London Fire Brigade attended the site due to a fire alarm activation in the boiler room. The rubber seal on boiler expansion joint had corroded resulting in a leak of water and steam, setting off the fire alarm. All necessary fire procedure actions were followed, including the immediate isolation of power to the boiler pump, and our expert facilities team were able to repaired the issue with minimal impact on operations.

5. Creative Learning

5.1 In October J.K Rowling chose the Theatre to launch her new children's book, The Christmas Pig. Over 100 pupils from four Haringey schools had front row seats to the event and had the chance to meet the author afterwards. Those attending were participants in Biblio-Buzz, the annual literary initiative run by the Palace's Creative Learning team in partnership with local libraries, schools, authors and bookshops.

5.2 The Creative Learning team, working with partners with connections to London based charities, arranged for four local asylum seekers and refugees to attend the Yung Blut concert for free on 1 October. The aim was to provide young people engaged with our activities with new opportunities to take part in arts and cultural experiences, provided at the Palace, that might otherwise be unavailable to them.

5.3 Working with Coombs Croft Library and Parliament's learning team, we delivered a Campaign For Change workshop for young people to learn more about how Parliament operates and how to work with their local community to campaign on issues that are important to them.

5.4 The Creativity Pavilion hosted two nights dedicated to the fringe show TUNA by Airlock Theatre on 21 & 22 October. All proceeds went towards supporting the Young People's programme.

5.5 Our first outdoor learning sessions for the new school year began on 7 October with two learning sessions.

- 5.6 Our monthly volunteer-led gardening group is growing and the group have been busy clearing the weeds and rubbish from a number of flower beds in the park.
- 5.7 The GIANT tree climbing and singing sessions ended in October and the feedback has been positive, the children who took part found the sessions very rewarding. We look forward to welcoming GIANT back next year to engage with more schools as we look to expand the programme to SEND (Special educational needs and disabilities) schools.
- 5.8 This month we launched a new workshop series, in partnership with Alexandra Palace's Young Creative Network and Haringey Library Services, called Flavour EXCHANGE that aims to give young people (aged 16-24) a platform to develop their climate literacy and debate the climate crisis and related issues. The sessions are being run by creative consultant and performance poet Kieron Rennie and refugee theatre-maker Ali Ghaderi.
- 5.9 3 community groups have used the Creativity Pavilion or Transmitter Hall for rehearsals/ coaching.
- 5.10 List of learning and participation events since the last meeting and upcoming:

20 & 21 October	Forest School
Every Tuesday	Five Bells Computer Club
Every other Tuesday	Community Group rehearsals in Transmitter Hall
Every Thursday	Haringey Young Carers and Singing for the Brain
Every Saturday	Coaching sessions in Creativity Pavilion
Sundays in November	Rangers Skill Sharing (Park & Transmitter Hall)
3 November	Campaign For Change workshop
10 & 11 November	Forest School
10, 17, 24 & 27 November	Flavour EXCHANGE workshops
15 & 25 November	Heritage Tours
15 Nov & 17 Nov	Rehearsals in the Creativity Pavilion
7 January	Creativity Pavilion in use for teacher training

6. Activities and Events

- 6.1 On 17 October, the Palace hosted The Royal Foundation (of the Duke and Duchess of Cambridge) Earthshot Prize, organised by and broadcast live on BBC1. The prize celebrates environmental heroes from around the world and featured performances from Coldplay (powered by 60 cyclists in the park), Ed Sheeran, KSI and Yemi Alade. Mo Salah, David Attenborough and Emily Watson were among those presenting awards.
- 6.2 Also in October, to celebrate the return of live music to the Palace, we created a photo essay series examining the roles played by some of the 400+ professionals it takes to run a live music night here, as well as the importance that a busy Palace has to supporting jobs and the local economy. Read the blog at the following link: https://www.alexandrapalace.com/blog/live-music-returns-to-the-palace-2/?dm_t=0,0,0,0,0
- 6.3 With November packed full of more live gigs, we've been reminding people of the story of music at Alexandra Palace, and the role the venue has played in some of the seminal moments of modern music history. Watch our Music Heritage Video at the following YouTube link: <https://www.youtube.com/watch?v=tcHUCp09uGk>

- 6.4 Our Visitor Services Team was shortlisted for the Disability Smart Award for Customer Service. Although we did not win the award, it was a huge achievement to be shortlisted out of 150 nominees.
- 6.5 The Fireworks Festival was held on Saturday, 6 November attended by 40,000 people. One noise complaint was received about amplified music levels and we received some customer feedback in relation to Wi-fi outages and congestion in the family area. The post event clear-up was completed within the 72-hour target although two large items are awaiting removal (a portable toilet and a blue pallet at Gate 1).
- 6.6 The 2021 Red Bull event will take place on Sunday 3rd July with build-up starting on Thursday 30 June. More details on the arrangements will be provided in due course.
- 6.7 5 complaints about event noise have been received in the current year to date:

25 July 2021	Kaleidoscope	no complaints
7 August 2021	Streatlife	1 complaint
22 August 2021	Streatlife	2 complaints
21 October 2021	Corporate Event	1 complaint
24 October 2021	Tattoo Show	1 complaint
6 November 2021	Fireworks	1 complaint

(Total number of noise complaints received (2021/22 1st Apr-31st March) -5)

7. Legal Implications

- 7.1 The Council's Head of Legal & Governance has been consulted in the preparation of this report and has no comment.

8. Financial Implications

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

9. Use of Appendices

Appendix 1 – Schedule of Events

APPCT Board 13 December 2021 - CEO's Report, Appendix 1 – Events Schedule*Red indicates items added since last reported***Theatre shows**

7 Nov	North London Laughs (comedy fundraiser)
9 Nov	Lady Anne Glenconner
11 Nov	Black Midi (concert)
12 Nov	Yussef Dayes (concert)
14 Nov	Iain Stirling: Failing Upwards (comedy)
16 Nov	Rutherford & Fry - The Complete Guide to Everything
17 Nov	Giovanna Fletcher(spoken word)
20 Nov	Saint Etienne
26 Nov-9 Jan	A Christmas Carol
6 Feb	Bryony Gordon – No Such Thing as Normal
12 Feb 2022	Whitney – Queen of the Night
21 February	Gypsy (musical)
5 March	Music From the Movies...with London Concertante
10 March	Maverick Sabre
17 March	Tommy Tiernan: Tomfoolery
19 March	Reginald D Hunter: Bombe Shuffleur
23 March	An Evening with Andrew Cotter, Olive and Mabel
26-27 March	Ludovico EinaudiL Underwater
31 March	Greentea Peng
3 April	Jimmy Carr: Terribly Funny
7-30 April	Jane Austen's Persuasion
16-17 June	Dylan Moran – We Got This
24 September	Martin Bayfield's Rugby Legends
21 October	Ladysmith Black Mombazo

Large Events (Great & West Hall)

11 Nov	Suede (concert)	
12-13 Nov	London Grammar (concert)	
19 Nov	Glass Animals (concert)	
20-21 Nov	Sam Fender	
4 Dec	Enter Shikari concert	
7-10 Dec	Mosconi Cup	West Hall only
15 Dec – 3 Jan	Darts	
9-16 Jan 2022	World Snooker Masters	
24 February	Tripoe Redd presents: Tripp at Knight Tour	
25 Feb 2022	Mogwai concert	
4 March 2022	Gojira	
5 March 2022	Disclosure	
25 March	Future Islands	
1 April	Franz Ferdinand	
14 April	Khruangbin	
29 April	Peter Kay's Dance for Life	
6 May	Architects	
7 May	Metronomy	
17 May	James Blake	
19 May	Charli XCX	
25 May	Michael Kiwanuka	
28 June	Lorde	

C - Ice Rink

20 November	Haringey Huskies vs Peterborough Phantoms 2
6-12 December	The Nutcracker on Ice
8 January	Haringey Huskies vs Cardiff Fire
29 January	Haringey Huskies vs Swindon Wildcats 2
5 February	Haringey Huskies vs Basingstoke Buffalo
19 February	Haringey Huskies vs Solent Junior Devils
19 March	Haringey Huskies vs Guildford Phoenix
19 February	Haringey Huskies vs
19 February	Haringey Huskies vs

D – Park Events 2021

1-22 December **Christmas on the Hill** (sustainable Christmas tree rental)

E – East Court

3-23 December **Santa's Grotto**

D – Park Events 2022

13 Feb 2022	Running Event	Park
19 - 24 April 2022	Cycle Show	Great Hall, West Hall, Palace Suite, Londesborough Room & Park
3 - 4 June 2022	Streatlife	Panorama Room & Park
18 - 19 June 2022	Streatlife	Panorama Room, Park
29 - 30 July 2022	Streatlife	Panorama Room, Park
15-19 June 2022	Pavilion Concert Series	Pavilion, Park
30 June - 4 July 22	Red Bull	ALL Areas
15 July 2022	Provisional Music Concert	South and East Slope
16 July 2022	Primal Scream	South and East Slope
22 July 2022	Fat Freddy Drop	South and East Slope
23 July 2022	Kaleidoscope	All areas
24 July 2022	Provisional Music Concert	All areas
20 August 2022	Summer Festival	South Slope
26 – 28 August 2022	Pavilion Bank Holiday Event	Pavilion, Park
2-7 November 2022	Fireworks	ALL AREAS

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

13 DECEMBER 2021

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

Report of: Cllr Elin Weston, Chair of FRRAC

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 support the Board in delivering its finance, resource, risk and audit responsibilities.
- 1.2 The minutes of FRRAC meetings are circulated to the Trustee Board Members in their information pack.
- 1.3 This report highlights relevant considerations of the FRRAC at its meeting held on 9 November 2021 and makes recommendations to the Trustee Board. The meeting was attended by: Cllr Elin Weston, Cllr Dana Carlin, Cllr Bob Hare, Claire Pape, Louise Stewart, Emma Dagnes, Dorota Dominiczak and Nat Layton (clerk).

2. Recommendations

The Trustee Board is recommended:

- i. To note this report;
- ii. To approve the Strategic Risk Register elsewhere on this agenda.

3. Financial Position

- 3.1 We note that Trustee Board will consider the Trust's Finance Report on this agenda.
- 3.2 FRRAC asked outstanding actions from the previous meeting to be carried forward (review of internal controls, updating loan agreements and the future funding of creative learning activities).

4. Governance Change and Improvement Programmes

We received a report updating on the progress of both the Governance Change and Governance Improvements programmes and noted that:

- 4.1 A workshop would be held early in 2022 for Trustees to assess the Charity's compliance with the Charity Governance Code principles on equality, diversity and inclusion (EDI); EDI and safeguarding toolkits.
- 4.2 The Independent Member Term of Office expires in July 2022 and proposals for re-appointment would be brought to the next meeting.
- 4.3 Although the Governance Improvements Programme was progressing, we expressed concern about the Governance Change Programme delaying and noted that pushing forward with such a significant change while the Trust and the Corporate Trustee were still recovering from the impact of the pandemic would not be beneficial to the future relationship when funding streams for the next few years were still unclear.

5. Other items

- 5.1 We received a well written update on Cyber Security and were reassured that there is sufficient IT knowledge in the organisation and that staff would receive training on cyber awareness.
- 5.2 We considered Pay Review reports and our feedback is included within the relevant exempt reports on the Trustee Board agenda.
- 5.3 We also noted the Health & Safety performance report and reviewed the Strategic Risk Register, which is recommended for approval by the Trustee Board.

6. Appendices - None



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

13 DECEMBER 2021

Report Title: Financial Position of APPCT and APTL
Report of: Dorota Dominiczak, Director of Finance & Resources
Purpose: To update the Trustee Board on Q2 performance and the revised annual forecast.

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

1. Recommendations

To note the report.

2. Executive Summary

- 2.1 The Trust emerged from the pandemic with surplus reserves of £1.4m, which are being utilised during 2021/22 to cover its budgeted operating deficit of £1.4m (Table 1). The deficit is attributable to zero contribution from the trading subsidiary due to a significant reduction in operations during the pandemic.
- 2.2 The Trust's cash projection is positive throughout 2021/22. The cash balance at the beginning of April 2021 was just under £1.3m, achieved following the Culture Recovery Fund grant, which supported last year's expenditure and enabled the Trust to accumulate cash resources to fund 2021/22 expenditure. We are currently reviewing available options to improve Trust's liquidity beyond September 2022 (Table 3).
- 2.3 The 2020/21 Trustees' Annual Report and Accounts were signed and filed with the Charity Commission following approval on 11 October 2021.

3. APPCT Funds

Table 1 - Unrestricted Funds forecast

APPCT At Month Ending 30th September 2021	Year 2021/22 Budget £	Year 2021/22 Quarter 1 Forecast £	Year 2021/22 Quarter 2 Forecast £	Year 2021/22 Quarter 2 Forecast vs Budget £
Income				
Unrestricted	2,527,318	2,543,830	2,597,359	70,040
Total Income	2,527,318	2,543,830	2,597,359	70,040
Expenses				
Running and maintaining the Park	(571,228)	(580,653)	(624,919)	(53,691)
Running and maintaining the Palace	(2,582,104)	(2,582,792)	(2,608,107)	(26,003)
Creative Learning	(4,710)	(11,120)	(12,526)	(7,816)
Strategic Projects	(241,877)	(241,867)	(241,834)	43
Fundraising	(120,422)	(125,681)	(122,143)	(1,721)
Strategic Leadership	(266,092)	(255,849)	(262,542)	3,550
Support Costs	(187,674)	(187,780)	(192,596)	(4,923)
Total Expenses	(3,974,107)	(3,985,742)	(4,064,667)	(90,561)
Net Movement in Unrestricted Trust Funds	(1,446,788)	(1,441,912)	(1,467,308)	(20,520)
Unrestricted Funds Brought Forward 1st April x	24,477,069	24,477,069	24,477,069	
Movement	(1,446,788)	(1,441,912)	(1,467,308)	
Unrestricted Funds Brought Carried Forward 31st March x	23,030,281	23,035,157	23,009,761	

- 3.1 The control mechanism is in place to ensure no over-spending occurs unless an additional income source becomes available to cover the costs and the expenditure is necessary to protect the Park and Palace.
- 3.2 The additional spending in the park relates to the emergency repairs to the path which otherwise would have been a health and safety hazard to the public. The uplift in Park expenditure was funded from additional income generated by a Park tenant and a contribution from the Restoration Levy fund. The additional spending on Palace maintenance was due to some outstanding repairs to the West Yard shutters, covered by the property insurance policy.
- 3.3 The overall net increase in the forecast movement in funds is explained by additional audit fees relating to 2020/21 and 2021/22 to cover the pandemic assessments and also fees relating to the termination and change-over of the IT contract which will reduce the costs of IT support going forward.

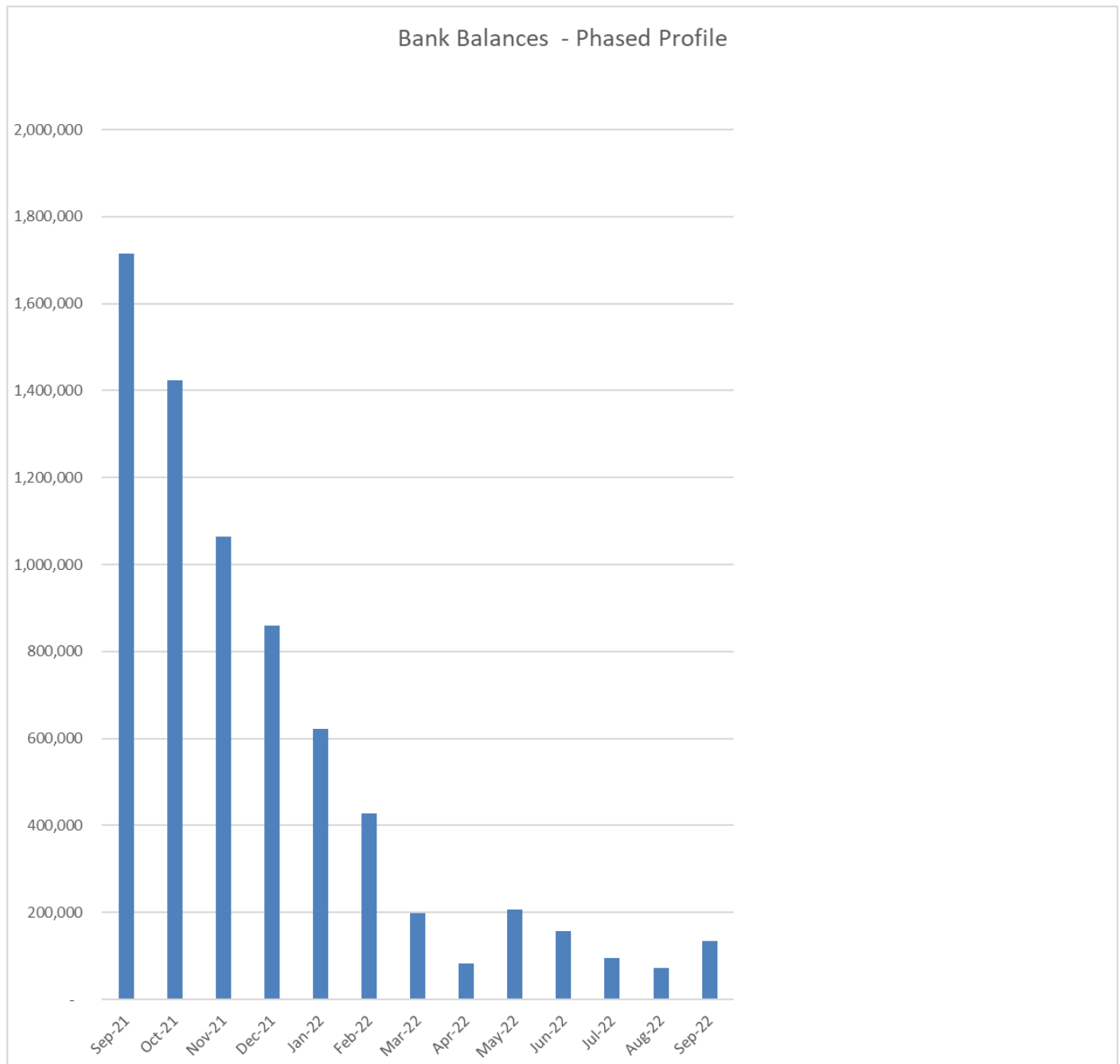
Table 2 Restricted Funds forecast

Funds & Expenditure	Total of Creative Learning Funds	Ice Rink Screens	NHLF remaining funds to support salaries	English Heritage grant - remaining funds	Creative Learning Zone remaining funds	Organs Repair and Maintenance	Total Restricted Funds
	£	£	£	£	£	£	£
Funds as at 01.04.2021	394,028	15,000	26,383	1,382	3,243	-	440,035
Results Summary	Total	Total	Total	Total	Total	Total	Total
	£	£	£	£	£	£	£
Incoming Funds	52,060	(15,000)	-	-	-	29,779	66,839
Expenses	(179,358)	0	(26,382)	0	0	(29,779)	(235,518)
	(127,298)	(15,000)	(26,382)	0	0	0	(168,679)
Funds remaining at 31.3.2022	266,730	0	0	1,382	3,243	0	271,356

- 3.3 The Trust has a limited number of restricted funds, namely the remaining NLHF grant for the Activity Plan and the NHLF Project funds to cover salaries. A further £15,000 represents funding towards the Ice Rink screens, however, as the campaign did not achieve its £95k target, the donation has been returned (in accordance with fundraising regulations).
- 3.4 In 2021/22 £179,000 of restricted funds will be used to support salaries and activities in the Creative Learning team. Our fundraising efforts continue to explore funding options to support this team post 2021/22. We are also modelling self-funding options as otherwise these costs will have to be met from unrestricted funds in the future, putting more pressure on the Trust's resources, or ceasing some activities altogether.
- 3.5 Organ restoration is funded by the Friends of the Organ and the Trust delivers this function on their behalf (cost neutral to the trust). The Trust contributes to repairs and maintenance.

Table 3 Cash Flow projection to September 2022 – current projection

Month	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22
Bank Balance	1,714,882	1,422,895	1,065,032	859,116	621,113	427,457	197,969	82,845	206,043	157,696	96,119	72,807	134,148



The current cash flow projection is based on the revenue and expenditure forecast as summarised in Table 1. It is expected that the unrestricted cash balance at 31 March 2022 Trust will be c£200k and that the cash flow will remain positive until September 2022.

We are considering all available options to improve the Trust's liquidity beyond September 2022. These options include approaching the Corporate Trustee as well as external funders. In October the Trust submitted an application for the CRF Round 3 grant for £702,000 and we are in discussions with the Corporate Trustee regarding the capital and revenue funding for 2022/23.

4. APPCT - Risks and considerations

- 4.1 The pandemic has made a significant and long-lasting impact on the Trust and its trading subsidiary. The Trust's Five-Year forecast is assuming that it will take at least several years for APTL to recover to its full profitability at its pre-pandemic level. The gift aid transfer and other contributions from APTL is a critical source of income for the Trust each year. The current cash flow forecast assumes no gift aid transfer in 2021/22 and 2022/23 and therefore it remains positive only until September 2022.
- 4.2 The other critical source of income is the annual grant from the Corporate Trustee. The financial outlook assumes no changes to the funding level but no formal Funding Agreement in place makes the longer-term planning difficult and uncertain. The Corporate Trustee has confirmed that the planned reduction in funding for next financial year will not take place. We are currently in discussions with the Corporate Trustee regarding the increased level of capital and revenue funding to protect the asset and charitable activities while the trading company recovers from the pandemic.
- 4.3 It has been clear for several years that the level of capital funding available to the trust is insufficient to keep up with required critical repairs and maintenance. This year the Corporate Trustee provided a special grant funding of £858k to support the rewiring of West Hall and the replacement of Fire Alarms project, both of which became urgent. We also appreciate the facilitation provided to secure the Salix lighting loan, to replace discharge lighting with LEDs in two of our main spaces. These projects are critical to ensure that the palace provides a safe and sustainable space for its income generating activities to take place. The annual capital grant of £470k ensures a basic but insufficient maintenance of the Place and Park, which is likely to result in more emergency situations in the future.
- 4.4 The Corporate Trustee allowed a period of no loan repayments until April 2022 and a further deferment period is being discussed. In 2021/22 a new interest free loan of £500k has been taken from Salix to support the sustainable lighting project mentioned above. Over the past few years, the Trust has taken loans to invest in the building capital repairs and for the development of the spaces to support its activities, but it is becoming difficult to plan for the repayments whilst income sources remain uncertain.
- 4.5 The fundraising efforts secured a significant amount of emergency grant funding including Culture Recovery Fund grant last year to support unrestricted expenditure. We have taken advantage of the CRF Round 3 and applied for £702,000 which will cover salaries and security costs during the allowed period from October 2021 to January 2022.

5. Legal Implications

- 5.1 The Council's Head of Legal & Governance has been consulted in the preparation of this report and has no comments.

6. Financial Implications

- 6.1 The Council's Chief Financial Officer has been consulted in the preparation of this report. The financial situation that the Trust faces is extremely serious. A continued focus on cost reduction, income maximisation, and cash retention must be maintained. The financial position as described in the report reflects a certain set of assumptions at a certain point in time. Any of the assumptions used in the preparation of the financial position can and probably will change. Given the seriousness of the situation the Corporate Trustee will be engaging with the Trust on a regular basis to review the

financial position. The Corporate Trustee has provided financial support to the Trust over the pandemic period and will consider any requests for further support should the need arise during the next financial year.

7. **Use of Appendices** - None
8. **Background Papers:** Trustees Information Pack documents.



ALEXANDRA PARK AND PALACE CHARITABLE TRUST

BOARD MEETING

13 DECEMBER 2021

Report Title: Street Lights and lighting in the Park
Report of: Emma Dagnes, Deputy CEO
Purpose: To inform the Trustee Board of the condition of external lighting across the site and the improvement measures being taken.

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

1. Recommendations

1.1 To note the content of this report.

2. Executive Summary

2.1 The amount of feedback that the Trust has received about street lights and lighting in the Park has increased in recent years and the Trust has been working through a backlog of faults across the site, including recurring power outages and ageing infrastructure.

2.2 The lights are regularly inspected. Improving the Park lighting was identified as a strategic project prior to the pandemic, however, budgets were cut to a level where only critical works have been possible.

2.3 In 2021 a survey was undertaken and, as expected, the 40 year old infrastructure is at the end of its life. The Trust does not have the estimated £1m+ resources required to upgrade the lighting network, which is now on the list of 'unfunded priority works required', and the Trust is actively seeking funding options.

2.4 This report sets out the Trust's policy on lighting the Park and strategic routes and temporary measures being taken and the funding options being considered.

3. External lighting policy

3.1 There are three elements of external lighting, which are managed in different ways according to operational requirements:

- Globe lighting on the South Terrace – which also serves as emergency lighting
- Park lighting – around the Park and the Park pathways
- Alexandra Palace Way street lighting – a strategic transport route

- 3.2 Where a report of a faulty street or park light is received the Trust's facilities team will assess and repair as soon as possible, with lights on strategic transport and main routes taking priority. Often it is not a straight forward case of changing a lightbulb, in most cases the wiring infrastructure that supports the street or park light has failed and cannot be easily resolved.
- 3.3 It is the Trust's Policy that the existing lighting in the Park will not be increased. The priority for lighting is to ensure adequate lighting is provided for the Trust to undertake its activities effectively and not to create unnecessary disturbance to wildlife, caused by lighting. The main routes are; the road and pavement along Alexandra Palace Way, the path along the Old Deer Enclosure and the passage from Duke Avenue underneath the railway bridge. This creates a well lit route for people to arrive and leave events and activities at the Palace from our car parks, public transport and neighbouring streets. We also acknowledge that this route enables people to access the W3 bus route.

These main routes remain well lit and are our priority to fix when the infrastructure and budgets allow.

- 3.4 Recent works in November include;
- Following regular power outages, the Council's Highways Team provided assistance in powering up the Dukes Avenue passage lights. We had intended to pilot the use of a solar light in this area, which has now been relocated to the pathway opposite the Grove Car park.
 - Installing a solar powered light on the pathway to Gate 1 (near the Old Deer Enclosure), which has received positive feedback and the Trust will be purchasing three additional units to instal along this path.
- 3.6 There have been requests for additional lighting in other areas of the site, such as the path beside the playground to Dukes Avenue, which have to be considered very carefully in terms of risks to nature conservation and increasing anti-social behaviour in the playground at night.

4. Next steps and options being considered

- 4.1 The current style of lampposts on site (and fitting sulphur bulbs) are no longer manufactured due to changes in industry standards and the Trust is searching for suppliers that are holding stock, in order to replace the 4 condemned lampposts, expected to cost in the region of £30,000.
- 4.2 Haringey Council's Highways team have been extremely supportive in assisting to improve the street lighting on site and further conversations will be taking place at the end of November to discuss the possibility of replacing the street lights on AP Way with modern, energy efficient LED lights that is consistent with street lighting across the borough. This would enable the Trust to enter into a service level agreement with the Council's highways team for repairs and maintenance of the street lights.
- 4.3 Park lighting was found to be less urgent than expected and, although initially we considered this to be a full rewiring project at a cost of £1m+, through the success of the solar trials and with support from Haringey Council we are moving closer towards sustainable solutions that would prevent the need to rewire and replace the existing infrastructure. This is a huge achievement and we will continue to monitor the

performance and the lighting levels of the trial solar powered lights to ascertain the most suitable light fitting for different locations within the Park.

5. Risks

- 5.1 Reputation and perception of safety in the Park - Whilst we understand the concerns particularly in light of recent high profile crimes and particularly against women, we do not advocate anyone walking through a dark park at night time off these main routes. Even when there is some lighting. There is a lot of evidence to suggest that lighting can create dark spots that can create hazards, including places for people to hide and ambush.
- 5.2 Impact on the heritage – The historic warm Victorian style of lighting is no longer viable from a cost and sustainability perspective. White LED lighting is more compliant.
- 5.3 Impact on biodiversity – The lighting at Alexandra Palace has been in existence for decades. We've had no professional ecological advice on the lighting scheme. One of the test units produces light with wavelengths thought to have a lower impact on bats.

6. Is the decision/ action consistent with the Charity's Vision, Mission Purpose and Values? Five Year Plan priority pillars?

The options of LED and Solar lighting being considered are in line with:

- 6.1 The charitable purposes to repair, restore and maintain the Park and Palace for public benefit and will support resilience as we re-open and resume *enriching lives, through great experiences*.
- 6.2 Our values, specifically bring *resourceful*, to repair and protect the charitable assets, under exceptional circumstances, in the most cost and time effective way possible.
- 6.3 All three Pillars of the Five Year Plan:
 - **Pillar 1** *Put in place and maintain the highest achievable standards of heritage & environmental stewardship for the Park, Palace & Collections*
 - **Pillar 3** *Improve our overall resilience*

7. Equality, Diversity & Inclusion

- 7.1 The actions outlined in this report are assessed as having no adverse impact on any protected characteristics groups or any other groups.

8. Legal Implications

- 8.1 There is no legal requirement around the provision of lighting in the Park and on Alexandra Palace Way, which is charity land, however the Occupiers Liability Act 1984 applies. In prioritising repairs to lighting on the main routes through the site, the Trust is meeting its statutory duty as a landowner to keep visitors safe.
- 8.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report, and has no comments.

9. Financial Implications

- 9.1 The wiring that supports the Park Lighting is past its life span and in certain areas of the park has deteriorated to a point where it is not feasible to bring the lights on without major infrastructure repairs. Replacing the existing network (cabling and hardware) like for like would be £1.8m+ (based on £7,400 per lamppost replacement and digging up cabling £1m). If the solar trials continue to a successful conclusion solar installation is estimated to cost £504,000 (based on £2k per light x 252 lampposts). The Trust remains unable to fund the full solar installation as a wholesale change but could look to do it in stages if no external funding is forthcoming.
- 9.2 Replacing all street lighting on Alexandra Palace Way with the standard lampposts installed across the borough will be significant and have yet to be costed.
- 9.3 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

10. Use of Appendices

Appendix 1 – Summary of 2021 Lighting Survey

Appendix 2 – Map of external lights on site, highlighting strategic main routes

11. Background Papers – None

Lighting report – Appendix 1

Summary of 2021 Survey of Lighting Network

1 A full survey of external lighting across the site was carried out over three weeks in 2021, which looked at both structural and electrical infrastructure. As expected, the 40 year old infrastructure is at the end of its life with some areas in a much worse state than others.

2 South Terrace Globe Lighting

This infrastructure has reached the end of its life and is being managed and maintained as best as possible within the Charity's resources. A quote received for replacing these with a rewired LED system to allow colour change to soft glow from white light is estimated at £1m.

3 Park Lighting

The survey found that, although the infrastructure is old, it wasn't in as bad a condition as expected.

4 Alexandra Palace Way Lighting

4.1 The structural survey assessed all 252 lampposts across the site for damage, deterioration, defects and unsafe conditions. Each lamppost was rated against the following criteria:

GREEN: - No structural defects that affect the columns continuing performance, next inspection within 72 months or 36 months for a column that has received just a visual inspection. **82 lampposts were assessed as green.**

AMBER: - A single or several structural defects that affect the units continuing performance and the next inspection within 36 months. **166 lampposts were assessed as amber.**

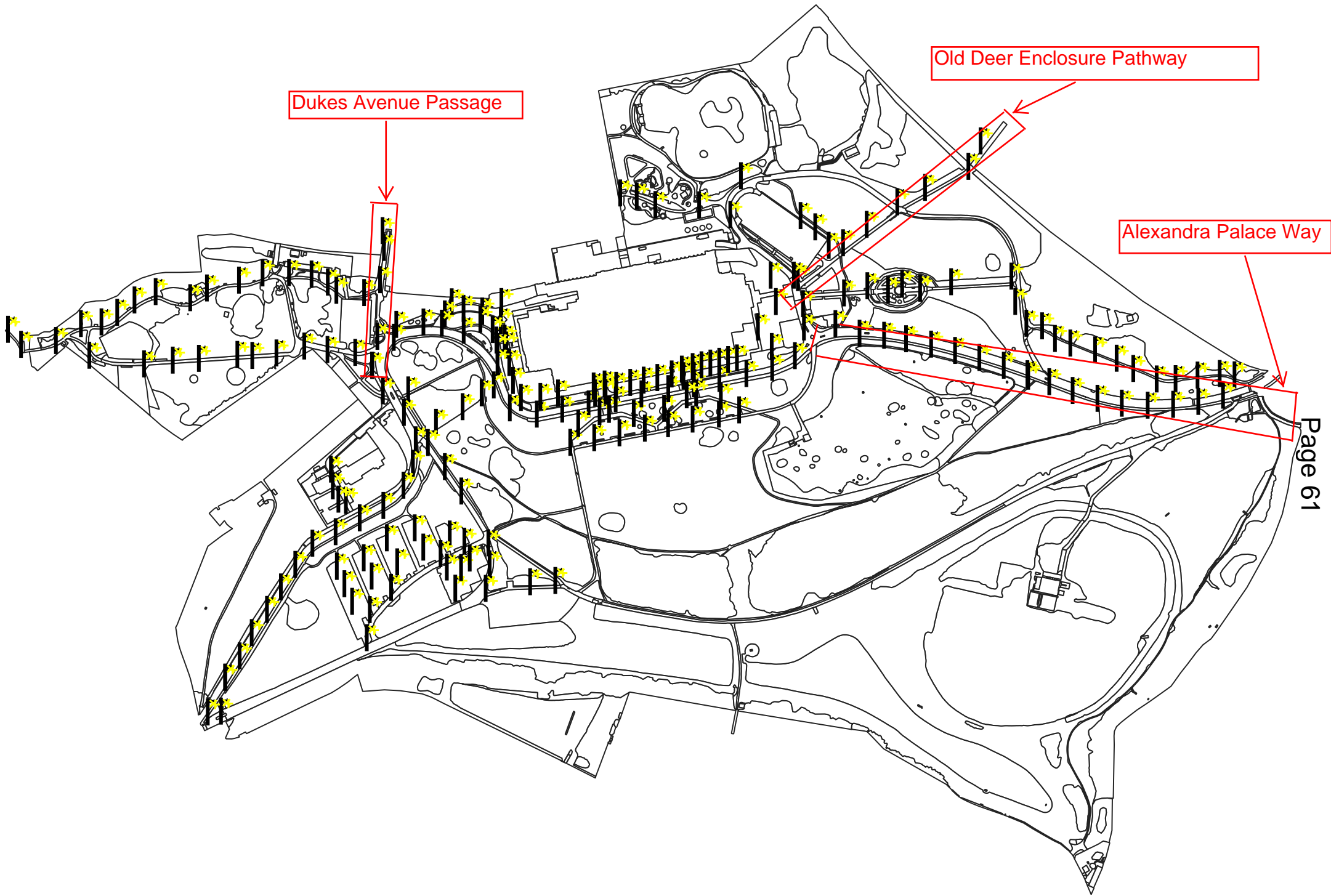
RED: - A single or several very significant structural defects that affect the units continuing performance and the unit is replaced as soon as is reasonably practicable.

4.2 **4 lampposts were red rated** and recommended for replacement:

- No 23 on AP Way opposite the building.
- No. 39 on the path opposite The Grove car park
- No 56 on AP Way between The Grove and Hornsey Gate
- No. 131 on the footpath at the far end of The Grove car park

4.3 Due to the road being a strategic transport route there are different criteria to be considered in the performance of the street lighting on AP Way, compared to park lighting and we are working with Haringey to find a sustainable solution for the future.

5 The estimated cost for addressing the entire lighting network including underground cabling, on a like for like basis, exceeds £1m. The Trust does not have the resources to undertake these works which are now on the list of 'unfunded priority works required' and the Charity will be actively looking for funding schemes to apply for and have requested additional grant from Haringey Council to address priorities on this list. The lighting is included.



Dukes Avenue Passage

Old Deer Enclosure Pathway

Alexandra Palace Way

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