

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Friday, 25 March, 2022, 12.30 pm - Meeson House, Alexandra Palace and Park, N22 7AY (watch the live meeting [here](#), watch the recording [here](#))

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) (Co-Optee), Val Paley (Palace View Residents' Association) (Co-Optee) and Nigel Willmott (Friends of the Alexandra Palace Theatre) (Co-Optee)

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**

To receive any 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 item 11 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 - 12)

- i. To confirm the minutes of the Alexandra Palace and Park Board held on 24 January 2022 as an accurate record of the proceedings.
- ii. To note the minutes of the informal Alexandra Palace and Park Board meeting on the 15 March 2022.

7. FINANCE UPDATE AND DRAFT BUDGET (PAGES 13 - 20)

To approve the budget as recommended by the Board on 15 March 2022.

8. PÉTANQUE COURT (PAGES 21 - 28)

To approve the proposal to create Pétanque Courts on land adjacent to the Lower Road, East as recommended by the Board on 15 March 2022.

9. YOUTH TRUSTEES (PAGES 29 - 34)

To approve the proposal to appoint two Youth Trustee Board members as recommended by the Board on 15 March 2022.

10. FORWARD PLAN (PAGES 35 - 36)

To approve the Board Forward Plan.

11. NEW ITEMS OF URGENT BUSINESS

To consider any items of urgent business.

12. EXCLUSION OF THE PUBLIC AND PRESS

Items 13, 14, and 15 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.

13. EXEMPT MINUTES (PAGES 37 - 46)

To approve the exempt minutes of 24 January 2022 and to note the minutes of the informal meeting held on 15 March 2022.

14. EXEMPT PÉTANQUE FUNDING AGREEMENT (PAGES 47 - 52)

To note the additional exempt information relating to the report at item 8.

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

To consider any other exempt business.

Jack Booth, Principal Committee Co-ordinator

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Fiona Alderman

Head of Legal & Governance (Monitoring Officer)

George Meehan House, 294 High Road, Wood Green, N22 8JZ

Thursday, 17 March 2022

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MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD MEETING HELD ON MONDAY, 24TH JANUARY, 2022, 7.30 - 9.55 PM

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

Non-Voting Members: Duncan Neill and Jason Beazley.

The following members joined the meeting virtually: Councillor Kirsten Hearn

1. FILMING AT MEETINGS

The meeting was not filmed.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Hearn and Nigel Willmott.

Councillor Hearn joined the meeting virtually and took part in the discussion of the items but did not take any decisions.

3. URGENT BUSINESS

There was no urgent business.

4. DECLARATIONS OF INTERESTS

There were no declarations of interest.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

There were no questions, deputations, or petitions.

6. MINUTES

Under item 160, Proposal to Pilot Consultative Committee Changes, it should be clarified that the recommendations made were to hold two open forums and two Consultative Committee meetings **per year** during the pilot. This was agreed by the Board.

The Chair noted that the workshop was due to be organised with the Board and that this would be discussed with the Charity Secretary.

RESOLVED

That, subject to the above amendment, the minutes of the Alexandra Palace and Park Board held on 13 December 2021 be approved.

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

Cllr Carlin noted that she had submitted apologies for the meeting.

The Board noted the minutes of the Statutory Advisory Committee and Consultative Committee held on 30 November 2021.

8. APPOINTMENT OF CHAIR OF THE FINANCE, RISK, RESOURCE, AND AUDIT COMMITTEE

The Chair nominated Cllr Carlin to be the interim Chair of the Finance, Risk, Resource, and Audit Committee; this was seconded by Cllr Da Costa and unanimously agreed.

RESOLVED

To nominate Cllr Carlin as the interim Chair of the Finance, Risk, Resource, and Audit Committee.

9. CHIEF EXECUTIVE OFFICER'S REPORT

The Chief Executive introduced the report which provided an update on current issues, projects, and activities.

In response to questions, the following responses were provided:

- The Chief Executive highlighted the number of repairs and maintenance that had been undertaken as well as the amount of creative learning activity.
- It was noted that the Grow Back Greener application had been unsuccessful. Emma Dagnes, Deputy Chief Executive, explained that the team had received feedback from this application and there was confidence that there was a good chance of future success. It was added that there had been a large number of applications and that many of the successful applications had projects that were at a more advanced stage. It was noted that the team was targeting funds that were available for feasibility in order to develop projects to a more advanced stage in readiness for the next round of funding.
- In relation to creative learning, Cllr Weston suggested that it would be useful to explore links with Hornsey Town Hall. She noted that she was a Trustee at Hornsey Town Hall. Louise Stewart, Chief Executive, explained that there was a

good working relationship with Hornsey Town Hall and that it was useful to know where there were connections between the two organisations' boards.

- The Board passed on its congratulations in relation to the recent high profile events held at Alexandra Palace, including snooker and ice skating.

RESOLVED

To note the report.

10. PROCUREMENT REPORT

The Board considered the report which sought approval for the award of contract to the successful bidder of the Car Parking Management tender.

The report was discussed in the exempt part of the meeting to enable Board members to freely discuss all the information, with the agreement that all public information would be noted in the public minutes.

In response to questions, the following responses were noted:

- The Parking Management Scheme would operate 365 days a year but revenue generation would be based on compliance rather than enforcement.
- As the scheme was introduced, there would be an initial period where Customer Notice Letters (CNIs) would be used before any Parking Charge Notices (PCNs) were issued.
- Clarification meetings with tenderers had taken place as part of the Haringey Council procurement process. It was explained that this had allowed clarification on questions from the tender evaluation panel before final assessments were undertaken. As a result of this process, two of the bidders had increased their contract prices to include items that had been omitted from their original submissions but were desirable in the contract.
- The capital costs, as outlined in the exempt report, involved items such as Automatic Number Plate Reader (ANPR) cameras and pay machines and revenue costs relating to management and operational fees which would be paid monthly. The Trust did not have the capital to pay for infrastructure from the start of the contract but would re-pay this to the contractor over a period of five years. The infrastructure would then belong to the Trust and there was a clause in the contract which allowed the Trust to purchase the infrastructure without penalty if the contract was terminated early.
- It was noted that the variable costs were:
 - Staffing, which, as the system was embedded, may be reduced: and
 - Maintenance costs due to the age of the car park infrastructure.
- The assumptions about car parking income were considered to be reasonably accurate, based on the data from the existing donate to park scheme.
- There would be a more detailed implementation timeline and a Trustee workshop would be held before the car park charging was implemented.
- The management fees were fixed and any future decisions on car parking tariffs would need to take this into account as this would impact the Trust's finances.

- There were allowances in the costs for the replacement of cameras and maintenance work.
- It was noted that lit signage would likely be problematic in the conservation area and details would be discussed with the provider.
- In relation to a question about anti-social behaviour, it was noted that ANPR would be focused on charging for car parking and would not operate as a speed camera. It was stated that the Trust would have access to some data relating to vehicles which could be used to some extent, subject to the regulations around personal data.

Following consideration of the exempt information, it was

RESOLVED

1. To approve the award of contract for the provision of car park management infrastructure and services to Bidder 2, for a period of 10 years, with the option to extend for a further 5 years.
2. To authorise the Haringey Council's Head of Legal and Governance to seal the contract.

Councillor Hearn did not take part in the voting for this item.

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

There was no other unrestricted business that the Chair considered to be urgent.

12. FUTURE MEETINGS

It was noted that the next meeting of the Alexandra Palace and Park Board was 15 March 2022.

The Board members noted that Louise Stewart would shortly be leaving her role as Chief Executive and expressed their thanks for her years of service. The Board members stated that her advice and guidance had been invaluable and they wished her well in her new role.

13. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED

That the press and public be excluded for the consideration of agenda items 14-18 as they contained 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.

14. EXEMPT - MINUTES

RESOLVED

That the exempt minutes of the Alexandra Palace and Park Board held on 13 December 2021 be approved as a correct record.

15. EXEMPT - PROCUREMENT REPORT

The Board considered the exempt information.

Councillor Hearn did not take part in the voting for this item.

16. EXEMPT - CHIEF EXECUTIVE OFFICER SUCCESSION PLANNING

The Board considered the exempt information.

Councillor Hearn did not take part in the voting for this item.

17. SAFEGUARDING / WHISTLEBLOWING

No safeguarding or whistleblowing matters were reported.

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

There was no other exempt business.

CHAIR: Councillor Anne Stennett

Signed by Chair

Date

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MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD MEETING HELD ON TUESDAY, 15 MARCH 2022 AT 7.30-8.45-PM

PRESENT: Councillors Anne Stennett (Chair), and Bob Hare.

Co-optees/ Non-Voting Members: Duncan Neill (Muswell Hill and Fortis Green Association) (Co-optee) and Val Paley (Palace View Residents' Association) (Co-optee).

Clerk's Note: the meeting was inquorate; therefore, it was held informally.

1. FILMING AT MEETINGS

The meeting was not filmed.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Elin Weston (Vice-Chair), Nick da Costa, Dana Carlin, and Kirsten Hearn. Nigel Willmott also gave apologies.

3. URGENT BUSINESS

There was no urgent business.

4. DECLARATIONS OF INTERESTS

There were no declarations of interest.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

There were no questions, deputations, or petitions.

6. MINUTES

RECOMMENDED FOR RESOLUTION AT A FUTURE MEETING

To approve the minutes of the Alexandra Palace and Park meeting on 24 January 2022.

7. TO CONSIDER ANY ADVICE OR COMMENTS FROM THE JOINT SAC/CC MEETING ON 9 MARCH 2022

It was noted that the SAC had been inquorate. This was a reoccurring theme, having happened several times in the year. It was highlighted at the SAC/CC that the SAC could meeting virtually, should it decide to, as it was a statutory body and not restricted by Council rules.

The SAC/CC considered the following issues:

- The proposal to create pétanque courts was supported. In response to questions asked about material, signage, and drainage, the CEO suggested that the Alexandra Palace and Park website be updated to include details for anyone searching for

pétanque courts in London. The Strategic Projects Manager had confirmed that this would be in place;

- The proposal of having youth board members on the Alexandra Palace and Park Board was supported. The Head of Creative Learning responded to questions raised about the method of appointing potential youth board members and general governance arrangements, relaying that he was looking for approval of the idea before drilling down into the specifics of the arrangement. He would look to bring back another report to the Joint SAC/CC meeting outlining in greater details the governance arrangements for the proposal; and
- The Mast Lighting policy was presented to the Joint SAC/CC meeting. Discussion about the policy was fractious at times; the general feeling was that the policy was professionally written, although a segment of the committee thought that the mast could be lit more often.

8. REPORT OF THE CHAIR OF FRRAC

The Interim Chair of the FRRAC presented her report from the FRRAC committee.

RECOMMENDED FOR RESOLUTION AT A FUTURE MEETING

1. To approve the 2022/23 Budget at agenda item 10, despite the predicted deficit outturn for the reasons set out in section 4 of this report;
2. To note that following the Board's approval the pay review recommendations in December 2021, the London Living Wage (LLW) had subsequently increased and some roles in the organisation now fell outside of the LLW; and
3. To approve the re-appointment for the Independent Member of FRRAC and APTL Non-Executive Directors for a further period of three years.

9. CEO'S REPORT

The CEO introduced the report which provided an update on current issues, projects, and activities.

The Board noted a comprehensive presentation was given by the Head of Creative Learning at the Joint SAC/CC meeting. Materials from the presentation were circulated by email to Trustees.

RECOMMENDED FOR RESOLUTION AT A FUTURE MEETING

To note the content of the report.

10. FINANCE UPATE AND DRAFT BUDGET

The Director of Finance and Resources presented his report which sought to inform the Board of the Trust's current financial outlook for the next year.

The following was highlighted:

- At the end of the financial year there was an expected operational deficit of around £900,000. It was noted that it was not typical to start a financial with a predicted deficit; this would have been worse without CRF. It was emphasised that there was no immediate liquidity risk; and
- The next financial it was predicted that liquidity would begin to become an issue at the beginning of winter. At this point the Trust would need to apply for additional support from the Corporate Trustee. To this end the Director of Finance and Resources was in discussions with the senior finance team at the Council. There was a liquidity deficit of £450,000 that would fluctuate throughout the year, it was then assumed that it would deteriorate towards year end. Mitigations were in place as set out in the report, to ensure that the Trust did not go into deficit. It was acknowledged that last quarter was the trading subsidiary's busiest time. The Trust does not benefit from gains made through the trading subsidiary until the following financial year.

The following responses to questions were provided:

- The Director of Finance and Resources agreed to demonstrate, in future reports, expenditure affecting the cash flow fluctuations **(Action)**.
- Funds could be released from the budget, if a request to the Corporate Trustee for capital repairs funding, of £1,100,000, was granted. It was hoped that additional revenue could be generated from the introduction of the car parking scheme. The Trust were also reviewing procurement contracts and overall strategy in the hope that cost savings were available.
- There was a variance in leaseholder income due to a leaseholder's reliance of footfall.
- Charging points for electric vehicles would be considered in the future as part the Trust's sustainability strategy. The Trust had received consultation from experts on the installation of charging points. The consensus opinion was that the technology was still nascent, awaiting further development would yield more optimal outcomes in terms of sustainability and revenue creation.

RECOMMENDED FOR RESOLUTION AT A FUTURE MEETING

1. To note the year-to-date position of the Trust;
2. To consider any feedback from the Finance, Risk, Resource & Audit Committee included at Agenda Item 8; and
3. To approve the draft Budget.

11. FUNDRAISING REPORT

The CEO introduced the report which informed the Board on fundraising efforts during 2021-22. The report highlighted that the upper limit for the CRF was £4,000,000 and the Trust had worked incredibly hard to achieve £3,900,000.

The following responses to questions were provided:

- The trust had submitted three successful applications and seven unsuccessful applications. The three successful applications would be explained in the exempt part of the meeting.

RECOMMENDED FOR RESOLUTION AT A FUTURE MEETING

To note the content of the report.

12. PÉTANQUE COURTS

The CEO introduced the report which laid out the funding the agreement. It was noted that this would be elaborated on in the exempt part of the agenda. The Joint SAC/CC Committee had been consulted as illustrated at agenda item 7.

A Councillor commented that the introduction of pétanque courts was a welcome addition to the park.

The following responses to questions were provided:

- The issue of water drainage around the suggested site for the courts had been investigated by Thames Water. Nigel Grimes, AP Sports Club, was in attendance and was invited to update the Board. He explained that there were still drainage issues, explaining that Thames Water had failed to fully resolve the issue of two leaking valves; the main leak took weeks to resolve.
- It was explained that the court required minimal infrastructure, it would not be fenced off, and would be fully accessible. The Pétanque Club would publicise and advise the specifics around participation.

RECOMMENDED FOR RESOLUTION AT A FUTURE MEETING

1. To consider the comments and advice of the Advisory and Consultative Committees on the proposal;
2. To approve the proposal and funding arrangements for the creation of Pétanque Courts on the land adjacent to the Lower Road, East; and
3. To delegate responsibility for delivery to the CEO to deliver the project within the available funding supplied by the players and sign the funding agreement with the Hornsey Pétanque Club (HPC).

13. YOUTH TRUSTEES

The Head of Creative Learning introduced the report which sought feedback from SAC/CC members on expanding the youth programmes to include representation of young people on the Board. He highlighted that having youth Trustees on the board had become increasingly important in the criteria for fundraising. This proposal aimed at ensuring that the Trust continued to be funded by key trusts and foundations.

The following responses to questions were provided:

- The Trust was currently consulting with organisations such as the Roundhouse about the specific arrangements they had in place for their youth Trustees. It was hoped that such consultations would offer insight into the selection process of potential candidates and the level of training needed for these candidates to fully participate in meetings. Following on from a question related to the selection process the Trust was listening to feedback from the SAC/CC committee. The committee had

highlighted that the selection process could be linked to page 14 of the Alexandra Palace and Park Act 1985 which states that the 'park palace and other lands shall be available for the free use and recreation of the public for ever.' The committee felt that the term 'public' could be seen in a London wide context rather than in a strictly borough wide sense. This would mean that the selection process could be across London. The Head of Creative Learning agreed with this, although felt that most applicants would be based in the borough. Board members agreed that having trustees from outside the borough would benefit the charity.

RECOMMENDED FOR RESOLUTION AT A FUTURE MEETING

1. To consider any feedback from the Statutory Advisory and Consultative Committees;
2. To authorise the CEO to liaise with the Corporate Trustee's Monitoring Officer to apply to the Council's Standards Committee to seek approval from Full Council in May 2022 to include the appointment of youth trustee board members on the Trustee Board, subject to feedback and advice from the SAC & CC; and
3. To authorise the Head of Creative Learning to begin preparations for the recruitment of two youth trustees and for the trustee board to be informed of the details by email.

14. CHARITY GOVERNANCE CODE ACTION PLAN

The CEO introduced the report which sought Board approval of the Charity Governance Code Action Plan.

RECOMMENDED FOR RESOLUTION AT A FUTURE MEETING

To approve the Charity Governance Code action plan attached at Appendix 3, as part of the wider Governance Improvements Programme.

NB: The Board noted the action plan and supported it in principle. There was no urgency in getting Trustees' approval for the plan as it was not a key decision. The Trust would bring to the Board in July an update on the matter (Action).

15. FUTURE MEETINGS

The workshop scheduled for 21 March 2022 would be rescheduled for April, the exact date of which would be decided closer to the time.

A quorate panel meeting would be scheduled before the end of the financial year to allow the budget to be approved and various works planned works to continue.

16. NEW ITEMS OF URGENT BUSINESS

The Chair thanked Councillor Hare for 15 years' service as a Trustee. Councillor Hare was stepping down as a councillor.

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

25 March 2022

Report Title: FINANCE REPORT

Report of: Richard Paterson, Director of Finance and Resources

Purpose: This report seeks to inform the Board of the Trust's current financial outlook for the next Financial Year.

1. Recommendations

- 1.1 To note the year to date position of the Trust;
- 1.2 To consider any feedback from the Finance, Risk, Resource & Audit Committee included at Agenda Item 8, and;
- 1.3 To approve the draft Budget.

2. Q3 ACTUALS and FORECAST

- 2.1 At the end of December 2021, the Trust was forecasting to finish the year with unrestricted revenue of £3,299,358 (Budget: £2,527,318) with expenditure of £4,181,667 (Budget: £3,974,107) and an operating unrestricted deficit of £882,309 (Budget: £1,446,789); an improvement of £564,480 that is largely because of the impact of the 3rd Round of the Culture Recovery Funding received this year.
- 2.2 This funding was aimed specifically at underpinning operational staff costs and security, but also allowing the Trust to invest in key infrastructure like a new Time and Attendance System, a new HR and Payroll system together with making improvements around the park such as the new paths that will improve the overall safety and the visitor experience. These investments simply would not have been possible without this funding.
- 2.3 As has been discussed previously with the Trustee Board, trading conditions have been challenging this year and it is still uncertain whether any Gift Aid will be generated in the financial year.
- 2.4 In respect to the relatively modest Restricted Funding within the Trust, there are no major risks to make the Trustee Board aware of at this stage.

- 2.5 Capital funding is as ever, challenging. This year, the Corporate Trustee has provided special grant funding of £858,000 to support the rewiring of the West Hall and the replacement of Fire Alarms. In addition, they also supported the Trust in securing a Salix loan to invest in energy efficient lighting that will prove to be a critical investment in the Palace as it looks to generate increased revenue and profits in APTL.

Table 1 – 2021/22 Forecasted Income and Expenditure Summary

	Year 2021/22 Budget £	Year 2021/22 Forecast £	Variance to Forecast £
Income			
HC Grant - Operational	1,755,000	1,755,000	0
HC Grant - Additional	0	0	0
CRF Round 1	84,210	83,895	(315)
CRF Round 3	0	702,000	702,000
Palace APTL Licence	100,000	100,000	0
Donations via fundraising platforms	24,100	23,898	(202)
Carparking	297,840	286,674	(11,166)
Park Leases and Recharges	193,693	243,654	49,961
Palace Leases and Recharges	72,475	94,086	21,611
Creative Learning	0	10,151	10,151
Total Income	2,527,318	3,299,358	772,040
Expenses			
Running and maintaining the Park	(571,228)	(741,919)	(170,691)
Running and maintaining the Palace	(2,582,104)	(2,608,107)	(26,003)
Creative Learning	(4,710)	(12,526)	(7,816)
Strategic Projects	(241,877)	(241,834)	43
Fundraising	(120,422)	(122,143)	(1,721)
Strategic Leadership	(266,092)	(262,542)	3,550
Support Costs	(187,674)	(192,596)	(4,922)
Total Expenses	(3,974,107)	(4,181,667)	(207,560)
Surplus/Deficit	(1,446,789)	(882,309)	564,480

- 2.6 Although finishing the financial year with an unrestricted deficit of £882,309 is far from ideal, the Trustee Board should be reassured that the cash balance as at the end of the financial year is still predicted to be £450,000.

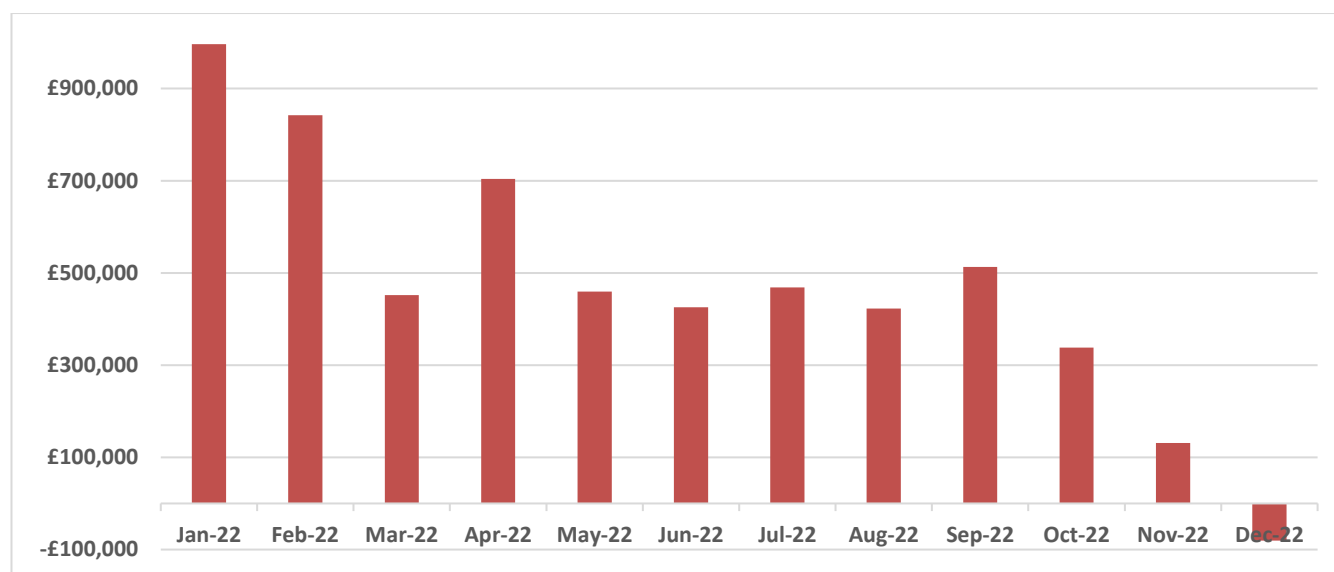
2.7 The major variance highlights are as follows:

- **Running and maintenance of the Park** – the majority of the overspend is for the Park path repairs, funded by Culture Recovery Fund.
- **Palace running** – overspend due to additional cleaning of the West and Great Halls ahead of capital works
- **Creative Learning** – overspend due to additional, fully funded, programme costs

3. CASHFLOW

- 3.1 Cashflow remains difficult. The Executive Team are working at ways to improve the situation and find creative ways to stretch resources. However, at the time of writing, thanks to the CRF3 funding, the Trust looks like it does not have a short-term cash need, but it will need additional working capital around October/November and it may need the Corporate Trustee to provide this additional support.
- 3.2 At the end of March'22, the Trust should have a cash surplus of between £400,000 and £500,000; but this will have dropped to around £100,000 by November'22.

Table 2 – Cashflow Projection



- 3.3 The cashflow shows that the Trust will have a £80,500 cash deficit in December'22 with this position deteriorating throughout the rest of Q4. The cash position, without additional funding support from the Corporate Trustee, through Q4 is estimated to be as follows:

Dec'22	-£80,500
Jan'23	-£260,500
Feb'23	-£537,000
Mar'23	-£806,500

4. 2022/23 BUDGET

- 4.1 The Executive Team has been through their normal budgeting exercise and present below the draft outturn position for the 2022/23 Financial Year.
- 4.2 With income for the year of £3,699,841 and expenditure of £4,082,418; the Trust is currently budgeting an operating deficit of £382,577.
- 4.3 The Trust continues to operate with no free reserves to cater for any emergencies or unexpected costs. This needs to be resolved in the medium to long term as it exposes the Corporate Trustee to significant financial risk.

4.4 The key assumptions included in the 2022-23 budget are as follows:

- a) The Corporate Trustee revenue grant remains at £1,755,000
- b) An additional £800,000 grant from the Corporate Trustee is included, although this will not be paid to the Trust if the financial position has improved, and it's not required
- c) The implementation of car park charging is included and is assumed to return £215,000 in the first year as per the business case approved by the Board of Trustees.
- d) The APTL licence fee, permitting the commercial use of the Palace, is included at £300,000, an increase of £200,000 from 2020/21.
- e) Due to the ongoing challenge and recovery from Covid-19 in 2021/22, no Gift Aid is payable by APTL to the Trust in the financial year.
- f) There is no significant increase in insurance or business rates.
- g) Salaries include the 1% uplift awarded to staff in February 2022 and all existing posts are fully funded even if currently vacant.
- h) Inflation has been applied to the cost base where possible although that will have an inevitable knock-on impact on service delivery.
- i) There is no significant weather event that impacts the maintenance plans for the Park and Palace.
- j) Cutting security and reactive maintenance does not put the Palace at further risk of decay
- k) All Capital, Depreciation and Restricted spending is excluded as they do not form part of unrestricted accounting.
- l) The cashflow is based on the latest accounts and forecast.

Table 3 – Budget Income and Expenditure Summary

	Year 2021/22 Budget £	Year 2021/22 Forecast £	Year 2022/23 Budget £	Variance to Forecast £
Income				
HC Grant - Operational	1,755,000	1,755,000	1,755,000	0
HC Grant - Additional	0	0	800,000	800,000
CRF Round 1	84,210	83,895	0	-83,895
CRF Round 3	-	702,000	0	-702,000
Palace APTL Licence	100,000	100,000	300,000	200,000
Donations via fundraising platforms	24,100	23,898	40,000	16,102
Carparking	297,840	286,674	525,000	238,326
Park Leases and Recharges	193,693	243,654	208,173	-35,481
Palace Leases and Recharges	72,475	94,086	71,668	-22,418
Creative Learning	0	10,151	0	-10,151
Total Income	2,527,318	3,299,358	3,699,841	400,483
Expenses				
Running and maintaining the Park	-571,228	-741,919	-581,451	160,468
Running and maintaining the Palace	-2,582,104	-2,608,107	-2,596,738	11,369
Creative Learning	-4,710	-12,526	-75,399	-62,873
Strategic Projects	-241,877	-241,834	-246,900	-5,066
Fundraising	-120,422	-122,143	-121,573	570
Strategic Leadership	-266,092	-262,542	-276,486	-13,944
Support Costs	-187,674	-192,596	-183,871	8,725
Total Expenses	-3,974,107	-4,181,667	-4,082,418	99,249
Surplus/Deficit	-1,446,789	-882,309	-382,577	499,732

See Appendix 1 for a more detailed breakdown of Expenditure.

4. OTHER CONSIDERATIONS

- 4.1 It is not desirable to enter the financial year with a deficit budget and the Executive Team continue to look for ways to mitigate this outturn position.
- 4.2 The Trust has a range of options available to it to bridge the funding gap and hopefully take some funding pressure off the Corporate Trustee.
- a) *There could be further rounds of Cultural Recovery Funding (CRF) in 2022/23* - although many cultural and heritage sites have been the beneficiary of CRF rounds to date, there is an acknowledgement from Central Government that the impact of Covid-19 is not yet over and organisations such as APPCT may still need further financial help.
 - b) *Better than anticipated trading environment, post Covid-19* – it is simply too early to tell how the market and public will respond. Although the trading forecasts in place are realistic, there could be upside should visitor numbers far exceed those predicted at present. The team continues to work at ways of improving spend per head and maximise any income opportunities.
 - c) *Review the payment phasing of the Restoration Levy* – at present, the levy is paid by APTL to the Trust the year after it is earned. This is an understandable position to take if APTL is unsure of its financial position and ongoing financial sustainability, but there is a logic that suggests that this should be paid over in the year it's earned.
 - d) *Phasing of Expenditure* – APPCT will review the phasing of its expenditure. Although it's not desirable to delay essential works, it may be possible to rephase some of these works.
 - e) *Better procurement* – APPCT has a sizable cost base and there are opportunities to review and improve costs and contract terms across all service areas.

5. Budget Risks

- 5.1 The fundamental budget risks are energy prices, inflation and the ongoing uncertainty created by the pandemic.

6. Legal Implications

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

7. Financial Implications

- 7.1 The Council's Chief Financial Officer has been consulted in the preparation of this report. The continued effects of the pandemic are adversely impacting on the trust and the Corporate Trustee. To address the effect of the pandemic the Trust will need to

review all expenditure decisions to ensure that they are necessary; review all income opportunities to increase actual income; and where possible defer works/schemes to assist with the cash flow position. As is stated in the report, the Trust is entering the 2022/23 financial year with a budgeted deficit and a cash flow that turns negative around November 2022. An assumption within the Trust budget is that the Corporate Trustee will make that good. That support would be in addition to the agreement to the loan deferrals for 2021/22 and 2022/23.

- 7.2 Given the financial position of the Trust and the impact that that has on the Corporate Trustee, it is vital that regular monthly engagement between the parties is maintained with early notification of financial issues being a priority.

8. Use of Appendices

Appendix 1 – Budget Expenditure

Appendix 1 – Budget Expenditure (APPCT)

Categories of spending	R&M Park £	R&M Palace £	Creative Learning £	Strategic Projects £	Fundraising £	Strategic Leadership £	Support £	Total £
Salaries & Wages	60,720	326,656	75,399	157,246	113,243	178,286	111,054	1,022,604
Agency Staff							6,000	6,000
Staff Welfare		10,450						10,450
Travel Expenses	300			180		1,800		2,280
Training	2,445	3,000					5,000	10,445
Contract Maintenance & PPM	387,894	306,916						694,810
Variable Repairs - Park & Palace	83,060	14,000		12,000				109,060
Security Contract		888,000						888,000
Refuse Removal & Pest Control	5,000	59,704						64,704
General Rates & Insurance		515,435						515,435
Equipment Hire	610	64,497		26,600	300		7,800	99,807
Utilities	24,000	328,800						352,800
Office Costs	200	1,402					6,600	8,202
IT		10,225		4,950			46,266	61,441
Subs & Membership	1,022	953		1,824	530	900	751	5,980
PR & Marketing	1,700	23,800			4,800			30,300
Design & Publications					1,500			1,500
Legal & Professional	14,500	20,400		44,100		95,500		174,500
Bank Charges		22,500			1,200		400	24,100
Expenditure	581,451	2,596,738	75,399	246,900	121,573	276,486	183,871	4,082,418

Running and maintenance of the Park - includes the Park maintenance contract and its management as well as maintenance and repairs of properties in the Park leased to the tenants and accidental other repairs in the Park area.

Palace running - include the in-house maintenance team, third party contracts for maintenance of specialist areas for example the lifts, shutters, catering equipment, Ice Rink plant; it also covers the building insurance and rates.

Creative Learning - represent a proportion of salaries paid to the staff delivering these activities that are not funded by the HLF grant which is expected to be exhausted in 2022-23. Costs of programmes are met from restricted funds.

Strategic Projects - represents costs of developing Strategic Vision projects. The salaried posts are Strategic Projects Manager, Interpretations Manager and the Building Surveyor.

Fundraising - covers the costs of fundraising activities to raise funds for Alexandra Palace to support its restricted and unrestricted projects.

Strategic Leadership - represents salaries and on-costs of the leadership team charged to the Trust. Costs of Legal and Governance work for asset protection and the annual audit fee are charged here.

Support - represents the office running costs including IT support, postage, printing and office administration and supplies.

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

25 MARCH 2022

Report Title: Creation of Petanque Courts
Report of: Emma Dagnes, Chief Executive Officer

Purpose: To seek Trustee Board approval of the creation of Petanque (boules) courts on land adjacent to the Lower Road, East.

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

1. Recommendations

- 1.1 To consider the comments and advice of the Advisory and Consultative Committees on the proposal;
- 1.2 To approve the proposal and funding arrangements for the creation of Petanque Courts on the land adjacent to the Lower Road, East.
- 1.3 To delegate responsibility for delivery to the CEO to deliver the project within the available funding supplied by the players and sign the funding agreement with the Hornsey Petanque Club (HPC).

2. Background

- 2.1 For several years a group of local people have met to play Petanque (Boules) in the Fairground Car Park. The group avoid playing on days when the car park is in use as an event venue, event operations area and car park.
- 2.2 In 2019 the Trust was approached by a local community group about the possibility of creating a permanent four-lane Petanque Court in Alexandra Park. Whilst the Trust was supportive, a suitable permanent location for the size requested could not be found. The Fairground Car Park is well used throughout the year as a multi-purpose operational site and is an unsuitable location for a permanent Court.
- 2.3 In 2021 the local players approached the Trust again. This time the proposal was for a two-lane Petanque Court. The group had also raised money to fund the Courts creation.
- 2.4 The Trust reassessed the new proposal and suggested the location shown on the map in Appendix 1. Both parties agree that the location is suitable. The proposed site also has plenty of exposure to passers-by to generate interest, with lots of viewing space around the new court and its location will not block

access to the steps that give access to the sports club access road and lower park area.

- 2.5 Although the location is used by the Trust during event days and weekly by the Park Run it is felt that the Court can be accommodated alongside these uses. The area is also sometimes used as an overflow car park for the Sports Club. However, this is not part of the club's leased area and will be unavailable for this use in the future if the Petanque Court is created.

3. Petanque Court Proposal

- 3.1 The proposal is to create two Courts adjacent to each other in total measuring c. 8m by 16m. The Courts are at ground level, bounded by sleepers, slightly raised above the level of the ground. No excavation is required.
- 3.2 The Courts would not be surrounded by fencing, as they sometimes are in other more formal Park locations, to avoid enclosing areas of the Park unnecessarily and to reduce the ongoing maintenance costs to the Trust. The Courts would not be lit. Plans and example pictures are provided at Appendix 2.
- 3.3 The Courts would be open to any member of the public to play on any day of the week. Playing on the Courts would be free of charge. No special times are reserved for any group of players and no booking system will be in operation. However there would be times when the Courts are deemed out of use such as when events are being held or hosted in the Park and the area is fenced off.
- 3.4 a small, location-appropriate, information board is planned to explain what the Courts are and the game of Petanque.
- 3.5 The local group of Petanque players are in the process of becoming a constituted group registered with the English Petanque league as the Hornsey Petanque Club. The Club will provide the funding but also advise the Trust on the design and installation and support the Trust in monitoring the condition of the Court.

4. Petanque as a sport

- 4.1 The broad appeal of petanque covers a wide demographic, particularly those that are not always engaged with sport. The English Pétanque Association is committed to ensuring this highly accessible sport can be enjoyed by all. As the National Governing Body for the sport in England they are officially recognised by Sport England are members of the World governing body, the Fédération Internationale de Pétanque et Jeu Provençal (FIPJP) and the European governing body, the Confédération Européenne de Pétanque (CEP), they are also members of the Sport + Recreation Alliance.

*see footnote 1

5. Relationship between the Petanque players and the Trust

- 5.1 Discussions with the Petanque players covered the relationship between the Trust and the players. A user agreement was drafted and discounted by both parties as being overly onerous for the purposes of the players. A funding agreement was considered as the most appropriate way forward. This is attached at Appendix 3.
- 5.2 However the players have agreed to become a constituted group and are keen to work with the Trust to promote the courts and to encourage wide participation.

6. SAC/CC feedback

The SAC/CC will be consulted on the proposal at their Joint Meeting on 9th March and feedback will be provided to the Trustee Board on 10th March by email and included in the minutes of the Board meeting.

7. Timelines

- 7.1 A high-level discussion with the planning team at Haringey Council has indicated that planning permission will be required. An application will be made to the Council as soon as possible after the Board meeting (subject to approval). The works are expected to take no more than two weeks. It is envisaged that the courts will be playable in late spring 2022.

Activity	Deadline
Final proposal received	Feb. 2021
Trust Assessment (Strategic Vision Project Group)	April 2021
In principle agreement of initial terms	June 2021
Develop proposals & consult planning	Feb. 2022
SAC & CC consultation	March 2022
Formal consideration by Trustee Board	March 2022
Planning / Listed Building Consent	April-May 2022
Legal review of User Agreement	April 2022
Construction	May-June 2022

8. Risks

- 8.1 Courts not utilised - Although HPC would reserve the Courts exclusively for 2 hours twice a week (10-12am on Wednesday and Friday mornings), they will be for community use. Appropriate signage will inform the public of the agreed times that the Court is reserved for the Club. A number of informal Petanque groups are understood to also use Park and it is expected that the numbers of players could reach 20-30 per week.
- 8.2 Costs for loss, damage, injury – If the Club is unable to cover the costs of maintenance and repairs to the Court the Trust will reserve the right to serve notice for the removal of the court. The Trust's insurance will not extend to the Court or the Club's liabilities and the Club will be required to provide copies of adequate insurance certificates.

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

9.1 The proposal aligns with the Charity’s purpose of enriching lives, through great experiences, forever and the mission to repair, restore and maintain the park and palace for the recreation and enjoyment of the public forever.”

9.3 Our values:

- The team have been *resourceful* and *collaborative* with the Hornsey Petanque Club to locate an appropriate site for the Court.
- *Passionate & fun & Bold* – we hope to create more and new experiences of enjoyment for the public by having this new sport on site.
- *Open & genuine* - the Court will encourage new players of all ages.

9.4 Contributes towards *creating a stronger lifelong connection with our visitors, supporters and community (Five Year Plan Pillar 2).*

10. Equality, Diversity & Inclusion

10.1 *There are no adverse implications for any protected characteristics groups.*

11. Legal Implications

11.1 The creation of Petanque Courts sits within the powers of the Trust and the purposes of the Park and Palace as set out in the Act of Parliament.

11.2 The Council’s Head of Legal & Governance has been consulted in the preparation of this report, and has no comments.

12. Financial Implications

12.1 The funding agreement (attached at Exempt Agenda Item 19) states that the funding supplied by the HPC must be sufficient to cover 100% of the costs of installation, including any signage. The Trust does not have the resources to cover any of the costs of installation.

12.2 The group have had their proposals costed. The funds available of £15,000 are deemed to be sufficient. In addition, the group have negotiated with Capital Gardens (Alexandra Palace Garden Centre) to supply materials at a significant discount.

12.3 If the Trustee Board is minded to approve the proposed creation of the Courts, quotes have been obtained by the HPC and the preferred contractor is on the Haringey Council suppliers list.

12.4 Ongoing maintenance costs are expected to be minimal requiring no more resource than the area currently requires.

12.5 The funding agreement covers the expected lifetime of the Courts and what happens at the end of that lifetime or if the Courts become dilapidated before then.

12.6 Funding will be passed to APPCT before any work commences, on a restricted basis, as set out in the funding agreement.

12.7 Fundraising Due Diligence

12.7.1 The funds raised by the HPC are from C-Field, an Irish construction company currently building the Cross Lane Development in Hornsey, as part of its corporate social responsibility programme in those areas that it operates in.

12.7.2 The Trust's Development Director has conducted due diligence on C-Field, a family owned business and a registered company for more than 10 years with a London registered address. The directors are mainly based in EIRE but the company's activities mainly take place in the UK. There are no matters which raise concern about the legitimacy of the funds at this time.

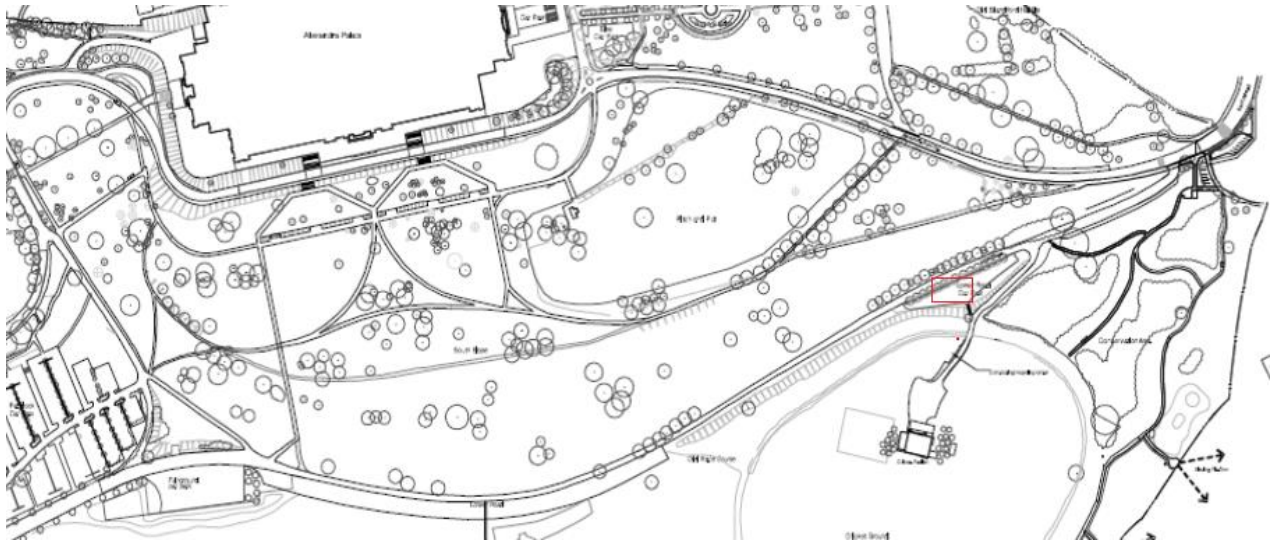
12.8 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

13. Use of Appendices

Appendix 1 – Maps showing proposed location / overflow car park

Appendix 2 – Design, size, layout plans

Appendix 1 – Site location



Footnote 1: www.petanque-england.uk

Appendix 2 – Design, size, layout plans

Court Dimensions (approximately 8m by 16m):

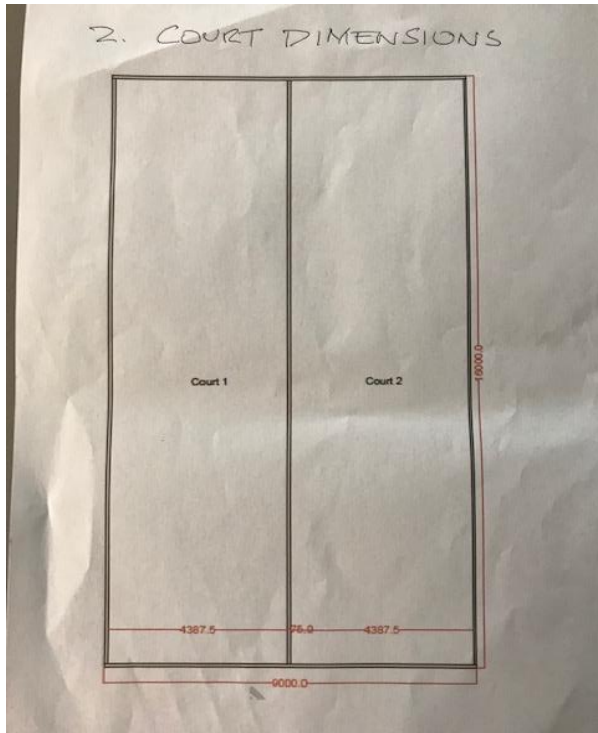


Image of site location



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

25 MARCH 2022

Report Title: Appointment of Youth Trustee Board Members as Non-Voting Co-optees
Report of: Mark Civil, Head of Creative Learning
Purpose: To seek feedback from SAC/CC members on expanding the youth programmes to include representation of young people on the Trustee Board.

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

1. Recommendations

- 1.1 To consider any feedback from the Statutory Advisory and Consultative Committees;
- 1.2 To authorise the CEO to liaise with the Corporate Trustee's Monitoring Officer to apply to the Council's Standards Committee to seek approval from Full Council in May 2022 to include the appointment of youth trustee board members on the Trustee Board, subject to feedback and advice from the SAC & CC.
- 1.3 To authorise the Head of Creative Learning to begin preparations for the recruitment of two youth trustees and for the trustee board to be informed of the details by email.

2. Executive Summary

- 2.1 Young people today are the charity leaders of the future. Over the last two years, APPCT support for young people has facilitated and engaged young people with the Charity - through volunteering, raising and donating funds, as audiences and makers, helping them to develop commissioning, strategic thinking and leadership skills.
- 2.2 We now propose that the board supports this mission further by creating Board positions for young trustees, to contribute their voice and perspective, contribute to the delivery of our Equality, Diversity and Inclusion goals and our Governance Improvement work.

3. Background

- 3.1 In January 2020, Creative Learning launched a pilot work for the Young Creatives Network (YCN) funded through grants from the #iWill Fund and National Lottery Heritage Fund Activity Plan to Alexandra Palace.
- 3.2 Young Creatives Network would help young people to develop cultural commissioning and production skills through a free programme rooted in their community.
- 3.3 It aimed to:
- Create an alternative route for young people aged 16-24 to gain skills for creative careers;
 - Provide opportunities for young people to shape cultural provision in their locality;
 - Increase engagement with cultural provision by young people from across Haringey's diverse communities
 - **Create a network of ambassadors and young advisers for APPCT – a necessary first step towards appointing young Trustees on APPCT board**
- 3.4 At a Board meeting on 26 January 2021 Trustees received a presentation on the work of the Creative Learning Team, including the Young People's Programme and were keen to engage with the Young People's Panel at a future meeting. The proposals presented in this report are in line with this and would ensure a regular dialogue with young people.
- 3.5 The Head of Creative Learning will be working with the Young Trustees Movement to devise best practice recruitment processes which will be provided to the Trustee Board in more detail if the proposals are supported.
- 3.5 The Trustee Board gave their full, in principle, support of the proposal at a workshop on 13 December 2021 and agreed the next steps:
- To consult SAC/CC members;
 - Obtain feedback from Haringey Council legal and finance officers;
 - Take a formal decision at the 15 March 2022 Board Meeting for appointments to be made by the Corporate Trustee Full Council meeting in May 2022.

4. Reason for the decision

- 4.1 Young Trustees have so much to offer and can benefit APPCT board in multiple ways including demonstrating:
- good practice
 - commitment to being a learning Charity
 - commitment to developing young people
 - an evolving approach to consultation with their communities
 - Commitment to EDI
 - A belief in providing intergenerational perspectives that will enable better decision making.

- 4.2 Boards benefit from having diverse perspectives, skills and experience in the room – this should include young people.

Helping APPCT to:

- Navigate uncertainty
- Future proof decision making
- Bring new and innovative ideas
- Invest in the future of charity leaders
- Reflect interests of communities they serve

- 4.3 Young trustees would gain an incredible experience that would boost their career and give them the opportunity to:

- Develop skills
- Grow their network
- Learn about governance and understand how the charity sector works
- Make a difference

- 4.4 APPCT would become part of a growing network of charity's that are changing the image of what a Trustee looks like; including organisations like:

- Roundhouse
- British Council
- Whitechapel Gallery
- Tate Modern
- British Museum

- 4.5 Appointing Young Trustees can help to reduce the perceived disconnect that can exist between board members and beneficiaries,

- 4.6 Increasing public confidence in APPCT by having a wider range of people represented on the Board, which can encourage greater support from the public.

- 4.7 The Board will benefit from new skills and viewpoints, which could result in an increased flexibility, greater scrutiny and better informed and more robust decision making.

- 4.8 Evidence suggests young trustees are hungry to learn and make a difference and ask the questions others won't.

- 4.9 APPCT would benefit from having young ambassadors at Board Level able to speak on behalf of the Charity.

- 4.10 APPCT be supporting the wider Charity sector by developing trustees of the future, enabling young people to gain skill and experience that comes from serving it in a meaningful way.

- 4.11 Lack of representation of young people at board level is becoming a barrier to APPCT securing funding as many funders now see it as core requirement

5. Risks

- 5.1 Young people have concerns about legal responsibilities; mitigations might include:
- Make it clear to the young person that this is more likely be a positive experience that would give significant advantage to them in their careers
 - Provide training for the young trustees
- 5.2 Young people may have less experience in dealing with organisational finance and strategic planning – the Board will not be able to rely on assumptions about levels of knowledge and may need to rethink some ways that it presents information; mitigations might include:
- Some documents provide additional information and wider context
 - Information may need to be developed in a more accessible way
 - Financial training may be required above and beyond the standard induction
 - Creative learning would support the recruitment process and provide training in governance
 - Adapt the induction programme to ensure it meets the needs of young trustees
 - Build in regular checks to ensure understanding as we do with all Board members
- 5.3 Young people being perceived as only being present to provide the youth perspective may feel undervalued, less respected or taken less seriously than the other trustees; mitigations might include:
- Clarity of role description to ensure Young trustees are appointed to discuss all matters and not just there to represent ‘young people’
 - Whole Board to challenge any age-related prejudice
 - Appointing more than one young trustee will stop young trustees feeling exposed and isolated, as per good practice
- 5.4 Young people may have less experience of organisational structures and processes; mitigations might include:
- Quality induction including culture, history and values to empower people to participate as best they can
 - A buddying or mentoring system which provides opportunities for regular feedback from young trustees to help the board to make alterations to processes and ensure the Board Culture is sufficiently open, welcoming and supportive
 - Appointing more than one young trustee. This will stop young trustees feeling exposed and isolated.
- 5.5 Young Trustees stay too long and are no longer young! Mitigations:
- A term of office shall be two years for a maximum of one term to create a turnover of opportunities for other young people.
 - Alexandra Palace classifies young people at aged 18-24. Other initiatives pitch young trustees at aged 18-30, and so a young trustee recruited at the upper age limit could still be considered appropriate if they were to remain for the two-year term.
 - Appointments will be in line with annual Full Council appointments to committees (at the start of the municipal year)

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

6.1 The proposal does not conflict with the Charity's objects, mission and values. Appointing youth board members will improve engagement with an important group of the Charity's beneficiaries and will support the purpose: *enriching lives, through great experiences, forever.*

6.2 Including Younger Trustees on the board demonstrates our value by;

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.

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

6.3 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.

7. Equality, Diversity & Inclusion

7.1 The proposal seeks to increase diversity and include young people specifically. There are alternative mechanisms for other co-opted board members to join the Trustee Board, therefore, no adverse impacts are expected in relation to any protected characteristic groups.

7.2 According to the Charities Aid Foundation, young people represent a significant portion of the population: 12%, but evidence suggests the average of a Trustee is 57, with:

- Less than 3% of charity trustees under 30 and,
- 18 – 24-year-olds account for less than 0.5% of all charity trustees

7.3 The Governance Code states that “diversity, in the widest sense, is essential for boards to stay informed and responsive and to navigate the fast-paced and complex changes facing the voluntary sector. Boards whose trustees have different backgrounds and experience are more likely to encourage debate and to make better decisions”.

7.4 Diversity of perspectives are a requirement, not a nice to have for a high-performing board.

7.5 It is recommended that appointments should be from the local community and reflect the diversity of the world in which the Charity operates. Including approaching any other local organisations working with young people.

7.6 The appointment of more than one young trustee will give the Board greater diversity and stop young trustees feeling exposed and isolated.

8. Legal Implications

8.1 The Trustee Board is constituted as a Council Committee and currently provides for 3 Co-opted Members from the Consultative Committee and an observer from the Advisory Committee.

8.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report and in noting that the appointment of the two youth trustees will be subject to a report to the Standards Committee and approval by Full Council, has no comments.

9. Financial Implications

9.1 Many funding organisations now see young trustees as a non-negotiable prerequisite for securing funding and see it as a demonstration of an organisation's commitment to ensuring diverse perspectives are considered at a board level. This is particularly relevant for funders of our creative Learning programme.

9.2 Expenses, in line with the Board Member Expenses Policy, to cover travel costs to meetings

9.3 Governance mentoring, time invested in developing young trustees and their ideas.

9.4 Organise time for additional meetings with the young trustees and help them to find initiatives they would particularly like to champion

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

10. Appendices *None*

11. Background documents:

- The Roundhouse Youth Governance Guide on how to include young people on your board and in your decision-making processes is available to view at the following link (36 pages) <https://www.roundhouse.org.uk/about-us/our-work-with-young-people/youth-governance/>
- The Young Trustees Movement <https://youngtrusteesmovement.org>



2022/23 Trustee Board Forward Plan

Meeting Date	Agenda items (purpose)
April TBC 2022, 6pm	Trustee Workshop: Car Parking Implementation, Open Forum, Grade II Star Listed Building, Feedback on trustee induction process, Kier Construction
May & June 2022 <i>dates TBC</i>	Trustee Induction and refresher sessions (including form filling and policies)
Mon. 10 th July 2022	<ul style="list-style-type: none"> - Annual appointments to committees - Register of Interests - Review of key policies: including Board Performance, Board Room Protocols - CEO's Report - 2021/22 Year End Financial Position Report - End of Year HR Report including 6-month EDI reporting - End of Year Complaints, Park Monitoring, Theatre report - Young People's Network/ Youth Board Manifesto - Risk Management Policy & Risk Register - FRRAC Chair's Report & Financial Report - Draft Trustees Annual Report (TAR) - Rooftop adventure - Internal Auditor Appointment
Thurs 29 Sept. 2022	<ul style="list-style-type: none"> - FRRAC Chair's Report & Financial Report - CEO's report & Q1 KPIs report - Governance Improvements 6m review - Fabric Maintenance Plan Annual Report - Team Member Presentation - Byelaws Review TBC
10 October 2022	5.30pm – FRRAC Trust Budget Planning 7pm – Annual Safeguarding Workshop
November DATE TBC	Procurement Estate Guarding Contract Award TBC
Tues 13 th Dec. 2022	<ul style="list-style-type: none"> - FRRAC Chair's Report & Financial Report - CEO's Report & Q2 KPIs report - 2023/24 Budget Approval - 2022 Staff Survey ('Everyone feels safe & respected') - Team member presentation
January 2023 TBC	2xWorkshops: Charity Governance Code assessments Principles 1&2 and 4,5&6
Mon 20 th March 2023	<ul style="list-style-type: none"> - CEO's Report & Q3 KPIs report - FRRAC Chair's Report & Financial Report - Insurance Renewal - Annual EDI monitoring (charity context & how embedded in the organisation)
To be programmed when capacity & resources permit	<ul style="list-style-type: none"> - GDPR Audit (action from Internal audit programme (3 year rolling programme)) - East Wing Masterplan - Capital Projects: North East & South East Office buildings, Changing Places - Campsbourne Park Project - Heritage Significance Appraisal Final Document - 2022 Independent review of compliance with governance code
July 2023	- Q4 KPIs & Year End Reporting etc

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

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