

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Thursday, 29 September 2022, 7.30 pm - Londesborough Room, Alexandra Park and Palace Way, London, Greater London, N22 7AY (watch the live meeting [here](#), watch the recording [here](#))

Councillors: Stennett, da Costa, Ibrahim (chair), Collett (vice-chair), Elliott and Mahbub

Co-optees/Non Voting Members: Jason Beazley (Three Avenues Residents Association (TARA)) (Co-Optee), 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 items 16 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:

- a. must disclose the interest at the start of the meeting or when the interest becomes apparent; and
- b. 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 - 14)

The board are asked to:

- a. To confirm and sign the minutes of the board meeting held on 19 July 2022 as a correct record.
- b. To note the amended Register of Trustees' Interests
- c. To note the Advisory & Consultative Committee minutes

7. FEEDBACK FROM THE ADVISORY & CONSULTATIVE COMMITTEES

To note any verbal updates from the observer/co-opted board members.

8. CEO'S REPORT (PAGES 15 - 22)

To note the general update.

9. FABRIC MAINTENANCE PLAN ANNUAL REPORT (PAGES 23 - 42)

To note the progress made in 2021/22 and to approve adjustments to priorities as set out in the report with more detail to be presented at the meeting.

10. CO-OPTED TRUSTEES REPORT (PAGES 43 - 66)

To approve the proposals for appointing additional co-optees to the Board.

11. SIGNAGE AND WAYFINDING FRAMEWORK (PAGES 67 - 84)

To approve the proposed framework for signage and wayfinding, subject to any comments from the Advisory and Consultative Committees.

12. PLANNING UPDATE (PAGES 85 - 88)

To note the update and approve the recommendation to apply to extend the use of the outdoor pagoda.

13. HUMAN RESOURCES REPORT (PAGES 89 - 92)

To note the report including Equality, Diversity and Inclusion (EDI) data provided.

14. ALEXANDRA PARK CLUB (PAGES 93 - 98)

To approve proposals for the installation of cricket nets in the park, subject to comments from the Advisory & Consultative Committees.

15. POLICY REVIEW (PAGES 99 - 114)

To approve and adopt the updated Complaints Policy and review the EDI Policy.

16. NEW ITEMS OF URGENT BUSINESS

To consider any items of urgent business brought forward at item 3.

17. EXCLUSION OF THE PUBLIC AND PRESS

Items 18-24 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.

18. EXEMPT MINUTES (PAGES 115 - 116)

To confirm the exempt minutes of the board meeting held on 19 July 2022 as an accurate record of the proceedings

19. EXEMPT 2022 PAY REVIEW (PAGES 117 - 138)

To approve the recommendations.

20. EXEMPT AUDIT FINDINGS REPORT (PAGES 139 - 174)

To note the exempt information.

21. EXEMPT DRAFT TRUSTEES ANNUAL REPORT AND ACCOUNTS (PAGES 175 - 230)

To receive feedback from FRRAC and APTL Board Chairs and to approve the annual report and accounts for signing and submission to the regulatory bodies.

22. EXEMPT THE GROVE REPORT (PAGES 231 - 236)

To approve the recommendations.

23. EXEMPT DELEGATED DECISIONS (PROCUREMENT) (PAGES 237 - 240)

To note the report on procurement for Ice Rink improvements.

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

To consider any exempt items of urgent business.

25. FUTURE MEETINGS

Thursday, 29 September 2022

Tuesday, 13 December 2022

Monday, 20 March 2023

All meetings to commence at 7.30pm unless otherwise stated.

Jack Booth, Principal Committee Co-ordinator

Tel – 020 8489 4773

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Fiona Alderman

Head of Legal & Governance (Monitoring Officer)

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

Wednesday, 21 September 2022

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MINUTES OF MEETING ALEXANDRA PALACE AND PARK BOARD HELD ON TUESDAY, 19 JULY 2022 AT 7-9.30PM

PRESENT:

Councillors: Ibrahim (chair), Collett (vice-chair), Elliot, Stennett

Co-optees/ Non-Voting Members: Jason Beazley (Three Avenues Residents Association (TARA)) (Co-Optee), 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: three councillors

1. FILMING AT MEETINGS

The meeting was not filmed.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Mahbub and Councillor da Costa.

3. URGENT BUSINESS

Minutes from the Advisory Committee and Consultative Committee meetings on the 20 June 2022 were tabled and noted by the board.

4. DECLARATIONS OF INTERESTS

There were no declarations of interest.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

There were no questions, deputations, or petitions.

6. MINUTES

RESOLVED

- a. To approve the minutes of the Alexandra Palace and Park Board meeting on 9 June 2022. Subject to the following amendments:
 - Councillor Elliot and Nigel Willmott had given their apologies for the meeting.
- b. To note the minutes of the Alexandra Palace and Park Joint Advisory and Consultative Committees meeting on 20 June 2022.

7. FEEDBACK FROM THE JOINT ADVISORY & CONSULTATIVE COMMITTEE

It was noted that the capital projects that the trust had set out were enthusiastically received by the Joint Advisory & Consultative Committee.

8. FEEDBACK FROM THE CHAIR OF FRRAC

There was no feedback from the chair of FRRAC.

9. PLANNING, ADVERTISING, AND LISTED BUILDING APPLICATIONS

The report sought approval to delegate authority to the CEO to submit applications for a number of planning, listed building and advertising consent proposals.

In response to questions the CEO provided the following responses:

- The West Yard Building was being used by trust staff. The trust were looking to complete works to this part of the building through fundraising;
- The new Ice Café in the East Corridor would be fully refurbished and operational during September 2022, and generating better income, with the existing café having been closed to the public since the major rewiring and relighting project to Ice Rink and East Corridor; and
- The summer pagoda referred to the structure outside the pub.

RESOLVED

- a. To note that the Advisory and Consultative Committees were consulted on the recommendations at a joint meeting on 20th June 2022, the draft minutes of which are included at agenda item 6b and within this report;
- b. To approve the submission of planning, listed building and advertising consent applications for the proposals outlined in the report at 1.2.
- c. To delegate to the CEO of Alexandra Park and Palace, the authority to submit the individual consent applications at the appropriate time during each project.

10. CEO'S REPORT

The CEO gave an update on current issues and projects at Alexandra Park and Palace and provided additional information on the events programme and the Trust's activities.

In response to questions the CEO provided the following responses:

- Since the pandemic there has been high attendance for Alexandra Park and Palace events. The fireworks event had over 100,000 people attend over two days. The overall event was very positively received. However, there were a few complaints that had been logged and there were operational improvements that can be made arising from these; and
- The summer festival had positive feedback, with minimal complaints, relative to the size of the festival. Complaints were around noise and traffic from guests.

RESOLVED

To note the general update including annual monitoring.

11. FINANCE REPORT

The Finance Director presented his Finance report.

In response to questions the Finance Director gave the following answers:

- The intention with car parking at Alexandra Park and Palace was that it would be operational from autumn 2022;
- Overall, the expenditure and income for Alexandra Park and Palace was relatively stable. Risks occurred around unexpected costs that were not planned for;
- There were opportunities around fundraising, particularly as the charity had not optimised this particularly revenue stream. It was important that potential funders were clear about what the charitable objectives of the charity were, as well as the intended outcomes of funding; and
- Support costs included services such as: legal; finance; governance; and audit.
- The cash flow projection had built in flexibility, while remaining dependent on the grant from the corporate trustee.

RESOLVED

To note the year end position report.

12. TRUSTEES' REGISTER OF INTERESTS

RESOLVED

To consider whether any trustees' interests are likely to give rise to a serious conflict of interest.

13. POLICY REVIEWS

RESOLVED

- a. To approve the amended Safeguarding Policy; and
- b. To approve the amended Whistleblowing Policy.

14. ENVIRONMENTAL SUSTAINABILITY REPORT

RESOLVED

To approve the Environmental Strategy.

15. NEW ITEMS OF URGENT BUSINESS

To consider any items of urgent business brought forward at item 3.

16. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED

That the press and public be excluded for the consideration of agenda items 13-15 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.

17. EXEMPT SPORTS GROUND LEASE

RESOLVED

The board noted the exempt information.

18. EXEMPT TRUSTEES DRAFT ANNUAL REPORT AND ACCOUNTS

This item was deferred to a special meeting.

19. EXEMPT AUDIT FINDINGS REPORT

RESOLVED

The board noted the exempt information.

20. DELEGATED DECISIONS

RESOLVED

To note delegated decisions and significant actions taken by Alexandra Park and Palace officers.

21. EXEMPT FEEDBACK FROM THE CHAIR OF THE TRADING SUBSIDIARY

RESOLVED

To note the report.

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

There were no exempt items of urgent business.

23. FUTURE MEETINGS

Thursday, 29 September 2022

Tuesday, 13 December 2022

Monday, 20 March 2023

All meetings to commence at 7.30pm unless otherwise stated.

CHAIR: Councillor Emine Ibrahim

Signed by Chair

Date

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ALEXANDRA PARK & PALACE TRUSTEES REGISTER OF INTERESTS

(July 2022)

TRUSTEE NAME: COUNCILLOR EMINE IBRAHIM		
Description of interest	Trustee or connected person?	Current?
Haringey Council Elected Member for Noel Park Ward	Trustee	Yes
Labour Party Member	Trustee	Yes
APP Statutory Advisory Committee Member	Trustee	Yes
APP Consultative Committee Member	Trustee	Yes
Company Director of Alexandra Palace Trading Limited (APTL)	Trustee	Yes
Employed at Unison Branch Secretary, LB Redbridge	Trustee	Yes
Selby Trust, Member	Trustee	Yes
People's Press Printing Society Member	Trustee	Yes
The Co-operative Party Member	Trustee	Yes
Unison Member	Trustee	Yes
Campaign for Labour Party Democracy Member	Trustee	Yes
Campaign for Nuclear Disarmament Member	Trustee	Yes
Socialist Education Association Member	Trustee	Yes
SERA – Labour's Environment Campaign Member	Trustee	Yes
Momentum Member	Trustee	Yes

TRUSTEE NAME: COUNCILLOR LOTTE COLLETT		
Description of interest	Trustee or connected person?	Current?
Haringey Council Elected Member for Woodside Ward	Trustee	Yes
Company Director of Alexandra Palace Trading Limited (APTL)	Trustee	Yes
APP Consultative Committee Member	Trustee	Yes
Freelance Theatre Designer	Trustee	Yes
Freelance Graphics and Data Technician	Partner	Yes
Associate of National Youth Theatre	Trustee	Yes
Labour Party Member	Trustee	Yes
Co-operative Party Member	Trustee	Yes
Momentum Member	Trustee	Yes
Fabian Society Member	Trustee	Yes
Amnesty International Member	Trustee	Yes
Member of Haringey Stand Up To Racism	Trustee	Yes

TRUSTEE NAME: COUNCILLOR ANNE STENNETT		
Description of interest	Trustee or connected person?	Current?
Haringey Council Elected Member for White Hart Lane Ward	Trustee	Yes
Company Director of Alexandra Palace Trading Limited (APTL)	Trustee	Yes
Member of APP Consultative Committee	Trustee	Yes
Labour Party Member	Trustee	Yes
Employed work as a solicitor for Curwens	Trustee	Yes
Member of Co-operative Party	Trustee	Yes
Member of GMB	Trustee	Yes
Trustee of the Selby Centre	Trustee	Yes
Governor of Risley Primary School	Trustee	Yes

TRUSTEE NAME: COUNCILLOR NICK DA COSTA		
Description of interest	Trustee or connected person?	Current?
Haringey Council Elected Member for Highgate Ward	Trustee	Yes
Liberal Democrats Party Member	Trustee	Yes
APP Consultative Committee Member	Trustee	Yes
Company Director & Chair, of Alexandra Palace Trading Limited (APTL)	Trustee	Yes
Get Real GmbH Member (Vienna) (unpaid director)	Trustee	Yes
Vice-Chair of the Friends of Ally Pally Station	Trustee	Yes
Member of ALDC (Association of Liberal Democrat Councillors)	Trustee	Yes
Managing Director, Da Costa International Consulting Limited	Trustee	Yes
Director, Global Healthcare Education Alliance Limited	Trustee	Yes
Director, IHSN Limited	Trustee	Yes
Member of Haringey Council Adults & Health Overview & Scrutiny Committee	Trustee	Yes
National Governance Association Member	Trustee	Yes
Friends of the British Museum	Trustee	Yes
Liberal Democrats Federal Conference Committee Chair	Trustee	Yes
Liberal Democrats Business & Entrepreneurs Network Member	Trustee	Yes
LGBT+ Liberal Democrats Member	Trustee	Yes
Chartered Institute of Insurers Member	Trustee	Yes
The Royal Society of Arts, Manufacturers & Commerce (RSA) Fellow	Trustee	Yes
Together for Tourism Alliance (co-chair)	Trustee	No
International Director, Emirates Hospital Association	Trustee	No
Vice Chair of The Grove School Governing Body	Trustee	No
Independent Non-Executive Director, Zentar Healthcare Limited	Trustee	No

TRUSTEE NAME: COUNCILLOR AHMED MAHBUB		
Description of interest	Trustee or connected person?	Current?
Haringey Council Elected Member for White Hart Lane Ward	Trustee	Yes
Labour Party Member	Trustee	Yes
Haringey Corporate Committee Member	Trustee	Yes
Local Government Association Member	Trustee	Yes
Solance Member	Trustee	Yes
APP Consultative Committee Member	Trustee	Yes
Haringey Corporate Committee Member	Trustee	Yes
Governor – Rowland Hill Nursery	Trustee	Yes

TRUSTEE NAME: COUNCILLOR SARAH ELLIOTT		
Description of interest	Trustee or connected person?	Current?
Haringey Council Elected Member for Alexandra Park Ward	Trustee	Yes
Member of APP Consultative Committee	Trustee	Yes
Labour Party Member	Trustee	Yes
Member of Unite	Trustee	Yes
Trustee – Hornsey Town Hall Trust	Trustee	Yes

TRUSTEE NAME: NIGEL WILLMOTT		
Description of interest	Trustee or connected person?	Current?
Member of APP Consultative Committee	Trustee	Yes
Chair of Friends of Alexandra Palace Theatre	Trustee	Yes
Company Director North One Communications Ltd	Trustee	Yes
Member of Friends of Alexandra Palace Theatre	Trustee	Yes

TRUSTEE NAME: JASON BEAZLEY		
Description of interest	Trustee or connected person?	Current?
Chair of APP Statutory Advisory Committee	Trustee	Yes
Member of APP Consultative Committee	Trustee	Yes
Vice Chair of Three Avenues Residents Association (TARA)	Trustee	Yes
Member of Hornsey and Wood Green Labour Party		Yes
Trustee of The Interfaith Youth Trust (IFYT)	Trustee	Yes
Member of the Co-operative Party and Society	Trustee	Yes
National Trust Member	Trustee	Yes
Member of Hornsey N8	Trustee	Yes
Member of Camra	Trustee	Yes
Member of Unite	Trustee	Yes

TRUSTEE NAME: VAL PALEY		
Description of interest	Trustee or connected person?	Current?
APP Consultative Committee Member	Trustee	Yes
Greenpeace Member	Trustee	Yes
Canal and River Trust Member	Trustee	Yes
Woodcraft Folk Leader	Trustee	Yes
Royal National Lifeboat Institute Supporter	Trustee	Yes
Guide Dogs For The Blind Supporter	Trustee	Yes
Residential property backs on to Redstone playing field	Trustee & Spouse	Yes
National Trust Member	Spouse	Yes
National Heritage Trust Member	Spouse	Yes

TRUSTEE NAME: DUNCAN NEILL		
Description of interest	Trustee or connected person?	Current?
Committee Member of Muswell Hill and Fortis Green Residents' Association	Trustee	Yes
APP Consultative Committee Member	Trustee	Yes
Auguration Limited Director & Beneficial Owner	Trustee	Yes
Auguration Tech Limited Director & Beneficial Owner	Trustee	Yes
Hornsey Historical Society Member	Trustee	Yes
Victorian Society Member	Trustee	Yes
Friends of Queens Wood Member	Trustee	Yes
CAMRA Member	Trustee	Yes
National Trust Member	Trustee	Yes
Aldeburgh Society Member	Trustee	Yes
Suffolk Preservation Society Member	Trustee	Yes
Chartered Institute of Management Accountants Member	Trustee	Yes
Chartered Institute of Personnel and Development Member	Trustee	Yes
Haysmacintyre (the Trust's Auditor) is also auditor of Auguration Limited & Auguration Tech Limited	Trustee	Yes
Royal Society for the Protection of Birds (Family Membership)	Spouse	Yes
Local schools attended by children	Children	Yes

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MINUTES OF THE ALEXANDRA PARK AND PALACE JOINT ADVISORY COMMITTEE AND CONSULTATIVE COMMITTEE MEETING HELD ON TUESDAY, 20 JUNE 2022, 7.30-9PM

SAC Appointed Councillors: Arkell, Brennan, Ibrahim, Rossetti, Wallace, Weston, and Ali.

SAC Nominated Members: Kevin Stanfield, Elizabeth Richardson, and Jim Jenks.

CC Appointed Councillors: Ibrahim, Stennett, and Da Costa.

CC Nominated Members: Annette Baker, John Wilkinson, Jacob O'Callaghan, Caroline Beattie-Merrion, Nigel Willmott, Duncan Neill, and Val Paley.

Also present: Emma Dagnes (CEO), Richard Paterson (CFO), Louise Johnson (Strategic Programme Manager), Mark Civil (Head of Creative Learning), Jack Booth (Principal Committee Co-ordinator).

Quorum: 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.

1. ELECTION OF THE CHAIR

RESOLVED

Nigel Willmott was elected chair of the committee.

2. ELECTION OF VICE-CHAIR

There were no nominations.

3. FILMING AT MEETINGS

A member commented that these committee meetings should be streamed and recorded to ensure the public could access them virtually.

4. APOLOGIES FOR ABSENCE

Apologies for absence had been received from:

- Jason Beazley;
- Gordon Hutchinson, Friends of Alexandra Park. He had nominated Caroline Beattie-Merriman as his substitute;
- Councillor Mahbub; and
- Adrian Thomas.

5. DECLARATIONS OF INTEREST

None.

6. URGENT BUSINESS

None.

7. COMMITTEE MEMBERS INDUCTION BRIEFING

RESOLVED

To note the contents of the report.

8. MINUTES

RESOLVED

- a. To approve the minutes of the Joint Meeting of the Statutory Advisory and Consultative Committees held on 9 March 2022 as a correct record.
- b. To note the minutes of the Alexandra Palace and Park Board meeting held on 25 March 2022.

9. PLANNING, ADVERTISING, AND LISTED BUILDING CONSENT

The Strategic Programme Manager went through the following proposals:

- Parking Management System (PMS) infrastructure;
- The Beach improvements;
- East Wing projects: Visitor Services office and store/ post room;
- East Court café/ restaurant;
- Signage and wayfinding improvement;
- Changing Places facility;
- Ice Rink café refurbishment;
- Skywalk Rooftop Adventure; and
- Go Ape Climbing Wall (non-material amendment to extant permission).

In response to member questions the Strategic Programme Manager and the CEO gave the following answers:

- Regarding the PMS there would be nine terminals across the site for payment along with clear signage. Parking would be enforced through an automatic number plate recognition system which monitored traffic. They were aiming at introducing the system this autumn;
- There were several ways to pay for parking including: Google Pay; Apple Pay; pay by phone; and paying at the car park terminal;
- Beach improvements would aim at upgrading the quality of the visitor experience through decluttering the existing area and updating parts of the building. The AstroTurf currently at the location would be factored into these considerations;
- The East Wing projects looked to improve visitor experience, while updating office space for staff. A member commented that a visitor centre would be a good addition to this proposal;

- The East Court cafe was a priority project. The charity would use their in-house team to deliver the service. Sustainability issues would be of paramount concern. A member commented that there were particularly good local food producers and sellers in the vicinity, this venture would be an opportunity to utilise them;
- Regarding wayfinding and signage, it was emphasised that the charity had done significant work around accessibility. For example, the charity was looking at signage in braille, audio, and larger print. This was to ensure that those with protected characteristics could navigate their way around Alexandra Park and Palace safely and efficiently. Members were directed [here](#), to the charity's website, for more information about how the charity made Alexandra Park and Palace accessible to the public.
- The Changing Places facility and Ice Rink refurbishment would be part of a holistic project to improve visitor access and experience. This proposal was in the planning phase. The specifics around how the space would work operationally would be brought back to the committee after the planning phase had been completed;
- The Skywalk Rooftop Adventure company had substantial experience organising this activity at several iconic buildings in London. The charity made free tickets to events available to schools, this offer would be extended to the Skywalk as well.
- Permission was already in place for a Go Ape Climbing Wall; and
- A member commented that it would be beneficial to the public to have toilets in the park. The CEO said that this idea was welcome. However, it would prove resource intensive due to requirements around drainage and maintenance.

RESOLVED

The committee noted the proposals.

10. CREATIVE LEARNING PRESENTATION

Mark Civil gave a presentation on creative learning.

11. CHIEF EXECUTIVE OFFICER (CEO) UPDATE

The CEO went through her report.

In response to member questions the CEO gave the following answers:

- Complaints were dealt with directly. To this end the charity had a close working relationship with the council.

RESOLVED

To note the general update.

12. END OF YEAR MONITORING REPORT

RESOLVED

To note the annual update on complaints and theatre use.

13. MATTERS RAISED BY INTERESTED GROUPS

A member asked for an update on the proposed plans to create a forum. They thought that the plans for a forum were in keeping with Haringey Council's aims for resident co-production, while simultaneously extending the reach of Alexandra Park and Palace to the rest of London. The CEO said that this would be discussed at board level at the next meeting in July. The charity was committed to reaching a wider audience, while acknowledging the financial parameters in which it operated. Generally, the task of promoting engagement with a broad demographic was about engendering community links, as well as providing and facilitating a space for discussion.

A committee member felt that it was vital for the Joint Advisory Committee and Consultative Committee to discuss and feedback back on how the forum would be conducted. The chair of Alexandra Park and Palace Board illustrated that the future governance and consultative arrangements of charity should be well planned to ensure clarity, in order to create wider engagement. An important part of this process was to make these types of meetings accessible to all those who wished to attend, either online, or in-person. A committee member added that it was important to balance extending engagement beyond the borough with the specific needs of residents.

14. NON-VOTING BOARD MEMBERS FEEDBACK

None.

15. NEW ITEMS OF URGENT BUSINESS

None.

16. DATES OF FUTURE MEETINGS

Thursday, 17 November 2022

Tuesday, 6 December 2022

Thursday, 9 March 2023

All meetings to commence at 7.30pm, unless otherwise stated.



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

29 September 2022

Report Title: CEO's Report

Report of: Emma Dagnes, Chief Executive Officer

Purpose: To update on current issues and projects at Alexandra Park and Palace and provide additional information on the events programme and the Trust's activities.

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 This report provides a general update including Creative Learning and Park activity, external lighting upgrades and planning, advertising and listed building proposals considered by the Committees at the last meeting.

2.2 An event summary following the July 2022 outdoor programme.

3. National Period of Mourning

3.1 Following the announcement of the sad passing of Her Majesty Queen Elizabeth II, Alexandra Palace implemented our protocol for national mourning. This included:

- Raising, lowering, and flying the flag at half and full mast at various stages throughout the mourning period as per protocol
- Visitor Services managing a book of condolence in the East Court
- Front of House staff, if they wished to do so, wore black arm bands
- Social media/ AP What's On updates kept to a minimum and considered against the mood of the nation
- Keeping tenants and leaseholders informed
- Events took place/ were postponed as considered fit and agreed with organisers and the Palace was closed on 19th September, the day of the Queen's Funeral.

3.2 The Joint Advisory and Consultative Committee meeting on 8th September was cancelled as a result of the announcement and items will be deferred to the next meeting of the Committees on 17th November.

4. Financial Update

4.1 2021-22 Accounts

The Trustee Board will be asked to approve the Trustees 2021-22 Annual Report and Accounts for sign-off at Exempt Agenda Item XX, after which the report will be submitted to the Charity Commission and published.

4.2 2022/23 Position

There has been no change to the Trust's financial position for the current year, since reported in July. [Link to Haringey Council 19 July Board meeting documents pages](#)

5. Park Update

5.1 Delighted to have retained the Green Flag Award for 2022. The judge's comments were very positive:

"There is clearly a strong relationship between the GM [Grounds Maintenance] contractors and the various community groups which has been built up over time. This is positive, and on the visit, we were impressed with the ownership from these groups. The manager has a critical eye and is clearly very aware of a range of the small issues that are starting to affect various elements of the Park. The key will be if this can be communicated in the management plan with a clear action plan of how and when these things will be dealt with. The budget and resource constraints are recognised but other innovative ways to deal with things could be considered."

5.2 Park visitor numbers are currently above the pre-pandemic average.

5.3 Two poor quality footpaths (the North View Road and South Slope paths) were reconstructed with the money from the Culture Recovery Fund, although the dry weather has caused the clay edging to dry out on the heavily used South Slope path. The Contractor is reviewing the damage and will consider the cause and possible repair work.

5.4 Further works which will be undertaken in the coming months include reconstruction of the collapsed speed tables on Alexandra Palace Way, addressing the erosion caused by heavy rain on the path, and work to address the collapsing brick walls at Bedford Road and the play area.

5.5 The volunteer gardening group have been busy, and the results of their work were evident for all to see when the wild flower area was in bloom in early summer.

5.6 The group will be taking on the challenging task of improving the shrub beds around the boating lake this autumn; spreading woodchip provided by John O'Conner to improve the soil and planting a few new shrubs to fill gaps in the beds.

5.7 The prolonged hot weather has been challenging for the Park. The increased use brings more litter, vandalism and wear and tear to deal with. The dry conditions also pose an increased fire risk.

- 5.8 We have been reminding visitors that our Byelaws prohibit fires in the Park including BBQs and put in some additional measures in place during August:
- Signage installed across the Park
 - Increased security patrols on weekends and the bank holiday
 - Enhanced communications on social media
 - Partnership working with the local fire brigade, who have increased their presence in the Park and supporting the Keep Britain Tidy campaign.

We have also been reminding visitors and staff, if they spot a fire risk, to not put themselves in danger or confront other visitors using BBQs, but to report to the Palace's Security Control via 020 8365 4331 or visitor.services@alexandrapalace.com and to contact 999 if they see a fire, in the first instance.

- 5.9 The trees are under stress and have been losing leaves during July and August. The Park team have been out watering the trees planted during winter 2019-20 during the Grow Back Greener Project funding by the Mayor of London.
- 5.10 The boating lake also suffers in long hot spells. The water levels drop, and oxygen levels can be depleted as algae blooms in the warm sunny conditions. The addition of nutrients through feeding the birds exacerbates this issue. The aerators have been operating and supplying oxygen to help maintain the water quality.
- 5.11 The local Police, in partnership with Professionalism Headquarters, held an open bike-marking and violence related crime prevention stall in the East Car Park on the afternoon of 3rd August.

6. Maintenance, Repairs & Improvements

Lighting in the Park

- 6.1 External lighting across the site relies on outdated infrastructure, including sodium lamps, which although efficient, can be hazardous and are no longer in production. As lights have failed, where possible they have been replaced with LED lighting and where appropriate, solar powered lights have been trialled.
- 6.2 The strategic routes, which currently have mains powered lighting and could switch to LED are: Alexandra Palace Way, the Car Parks, and Dukes Avenue (Dukes Avenue was completed in 2021). Alexandra Palace Way is the highest priority, and the Trust will be working to replace 56 lamps and ballasts (which provide the current to the light) on the road (and one column in the East Car Park) with LED lights. The pillars and posts were upgraded in 2012 and are structurally sound and will not be replaced.
- 6.3 11 of the 24 lights in The Paddocks Car Park are currently not working and a condition survey is required before LED lighting can be considered. Tree cover would limit the effectiveness of solar lighting in this area.
- 6.4 The Grove Car Park, has two lights (one of which does not work) and has been identified as a potential sight for 4-6 solar powered units.
- 6.5 The Trust aims to ensure a programme of works to replace defunct lights and non-operating post with solar powered options, near the Old Deer Enclosure and the paths in The Grove.

- 6.6 A Victorian style solar powered unit, in keeping with the current decorative style lights in the park, has been ordered. At the time of writing this report the timeframe for delivery was unknown.
- 6.7 The park lighting project is complex and presents multiple challenges due to the age of the infrastructure. It should be noted that the APPCT team have worked hard to investigate, trial, and find solutions to mitigate the need for invasive and costly approaches such as simply replacing like for like, which would not meet the organisations commitment for a sustainable future. The upgrades, trials and further innovations will continue, as will reviewing the feedback that we receive from visitors and stakeholders.

Other works

- 6.8 During July works have included, pigeon deterrent netting replacement in the West Yard, Great Hall roof glazing renovations and lamp column installations on Alexandra Palace Way and upgrades to the Palace Suite.

7. Creative Learning

7.1 Young Actors Company

7.1.1 On 6th July, Alexandra Palace's first ever Young Actors Company held its inaugural performance in the Theatre with a matinee and evening showing attended by c250 people. The Company – the first of its kind in the history of Alexandra Palace – is made up of 26 actors (whittled down from 90 strong applicants), all aged 18-24, based in Haringey, neighbouring boroughs and wider London. The performance called Fragments, was a fast-paced examination of human connection and hope for the future amid the challenges of 21st-century London life.

7.1.2 Next for the Company will be a series of Masterclasses working with a range of artists and teachers, including writers, directors, actors, and movement directors. The Company will then work on a text for performance early 2023

- 7.2 Haringey Shed's performance of Transmission, celebrating the history of television and 100 years of the BBC took place on Friday 12th August, in the Transmitter Hall. The show was performed by thirty young people to an audience of c60.

7.3 Assistant Producer Role

7.3.1 In July we advertised for the recruitment of a new Assistant Producer role, for 1-year fixed term, within the Creative Learning team. The purpose of the role is to support a young people aged 16-24 to launch a career in the creative sector.

7.3.2 The successful candidate will be working with our Young Creatives Network and on Haringey's Cultural Impact Award project, as part of the Mayor or London's Borough of Culture programme, which will include activities throughout 2022 leading up to a large-scale Haringey Feast event in the summer of 2023.

- 7.4 The second Global Cinema Club took place in June showing, films, spoken word performances and music that draws on the experience of LGBTQ and belonging to the Turkish and Greek Cypriot community.
- 7.5 In June, 30 students University of the Arts London, completed interactive films that video mapped onto structures East Court to engage audiences with stories that celebrated the anniversary of the BBC.
- 7.6 At the time of writing this report, 46 young people were booked to attend our summer creativity camps. This year's five-day workshops cover: Spoken Word Street Art Comedy Improv Song writing and Theatre.
- 7.7 More information on the above activities will be given at the meeting during the Creative Learning Presentation.
- 7.8 The Matchroom Foundation
- 7.8.1 In June, we successfully bid to Matchroom Sport Charitable Foundation for another 3 years of funding for our outdoor learning programme **Wild in the Park** (often referred to as 'forest school' by participants).
- 7.8.2 Since August 2019, we have helped over 3000 young people to learn more about nature and enjoy themselves outdoors, in turn helping to develop Alexandra Park as a place of learning, creativity and discovery.
- 7.8.3 Looking ahead, we aim to engage in more depth with the volunteer programme, young people aged 16-24, adults and older people with dementia. We will create bespoke projects to engage with these different groups to allow the whole community access to our outdoor provision.
- 7.8.4 We also aim to do even more outdoor events such as the Poetry Picnic, and Skate Jam in the park and, with the return of the Great Fete next year, we will be engaging many local community groups to take part in and lead creative activities as part of the day festival. This will include a stage at the Great Fete where young people aged 16-24 will be able to showcase their talents and curate a programme of exciting activities and acts.

8. Summer Events Programme Update 2022

Red Bull – 3rd July 2022

- 8.1 Red Bull Soapbox race returned for the 5th year to Alexandra Palace on Sunday 3rd July 2022. Red Bull Soapbox Race is an international event in which amateur drivers race home-made soapbox vehicles, powered by the force of gravity. Experienced racers and amateurs alike compete against the clock in the downhill race.

- 8.2 The event was attended by c15,000 people and the feedback was overwhelmingly positive from both event attendees and the client. Highlights from the event can be found at [Red Bull Soapbox Race London 2022: Official Event Page](#)
- 8.3 Operationally the event requires Alexandra Palace Way to be closed. This year the road closure went in at 00:01hrs on Friday 1st June and re-opened to traffic at 4pm on Monday 4th July. The site was cleared and returned to use within 48 hours, during the post event site walk four areas of concern were identified, damage to a manhole cover a missing reflective bollard (those these first two are believed to have been damaged prior to the event taking place). Damage did occur to the wild flowerbed and a tree branch was broken in the Rose Garden. Lessons learnt have been learnt from these incidents and will be addressed for future years.
- 8.4 The event received two noise complaints please see paragraph 10.5 for more information.

South-Slope Park Events 16th, 22nd & 23rd July

Primal Scream – 16th July

- 8.5 Playing their seminal 1991 album *Screamadelica*, Primal Scream entered *Ally Pally* history books by being the first single act to perform a gig in the Park. All other performances in the past have been part of festivals or multi-band line ups. The event received a number accolades and lead singer Bobby Gillespie said *“To follow the forefathers of Rock and Roll... It’s part of British youth culture. That’s why I think Alexandra Palace is really special: underground Rock and Roll culture.”*
- 8.6 Operationally Alexandra Palace Way was closed from 06:00 hours on Friday 15th July and re-opened to traffic by 2pm on Sunday 17th July, as advertised. The “event site” which is also deemed a construction site whilst not in event mode was kept closed for the build of the forthcoming events, namely Fat Freddy’s Drop and Kaleidoscope. Access from East to West of the park was provided by a 4m meter walk-away which was signposted and lit at night, with security patrols in place.
- 8.7 Six noise complaints were logged please see paragraph 10.5 for more details

Fat Freddy’s Drop – 22nd July

- 8.8 Fat Freddy’s Drop are a band from New Zealand well known to playing Gigs at Alexandra Palace, however this event was their first in the Park. The event was well received. The road closure went in as advertised at 06:30 hours on Thursday 21 July due to Kaleidoscope as advertised and lifted post that event (see below).
- 8.9 Fifteen noise complaints were logged please see paragraph 10.5 for more details

Kaleidoscope – 23rd July

- 8.10 Alexandra Park and Palaces own festival returned in 2022 with an exceptional line-up, extended children’s zone, and lots of wonderment to be enjoyed by those who attended. Feedback has been exceptional both through social media and press, there is always room for improvement, but overall, the team are proud of the

achievement particularly during an increasingly challenging time due to supply chain issues from infrastructure to staffing.

- 8.11 Post-event clearing took place in phases agreed by operational teams prior to the event and, with the exception of a water ballast in the Fairground which was collected a day late, site clearing targets were met:
- AP Way reopened at 2pm on Sunday 24th July
 - The lower section of the South Slope re-opened at 9am on Wednesday 27th July
 - Main staging area by 9am on Friday morning.

8.12 34 complaints have been received about event noise in the current year:

Date	Event	Total Number
4 June	Streatlife	1
3 July	Red Bull	2
16 July	Primal Scream	6
22 July	Fat Freddy's Drop	15
23 July	Kaleidoscope	10

*complaints from same address are treated individually and recorded as such

8.13 The event schedule is attached at Appendix 1; however, the programme of events is ever evolving, and we encourage committee members to keep up-to-date by visiting www.alexandrapalace.com/whats-on.

9. Legal Implications

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

10. Financial Implications

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

11. Use of Appendices

Appendix 1 – Schedule of Events

12. Background Papers - None

Appendix 1 - Schedule of events September 2022-March 2023

Appendix 1 Events Schedule	Location	Date
Parkway Drive	ALL AREAS	30 September
Tycho – Dive Live	Theatre	1 October
The Black Blues Brothers	Theatre	2 October
The Knitting and Stitching Show	ALL AREAS	6-9 October
Cass McCombs	Theatre	13 October
Mind Body Soul Exhibition	ALL AREAS	14-16 October
OM Yoga Show	ALL AREAS	14-16 October
Franz Ferdinand	ALL AREAS	20 October
Sum 41	ALL AREAS	21 October
Ladysmith Black Mombazo	Theatre	21 October
Aitch	Main Halls	22 October
Crouch End Festival Chorus – Adams to Elgar	Theatre	23 October
Paulo Nutini	Main Halls	25-26 October
One Step Beyond with Suggs & Friends with Paul Weller	Theatre	27 October
London Gay Men’s Chorus: The Halloween Ball	Theatre	28-29 October
Kasabian	ALL AREAS	29 October
Moderat	ALL AREAS	31 October
Fireworks	Park	4-5 November
Maggie Rogers	ALL AREAS	10 November
The Delines plus special guests	Theatre	11 November
Woman to Woman – Beverly	Theatre	12-13 November
Jamie T	ALL AREAS	18 November
Sea Girls	ALL AREAS	25 November
M Huncho	Main Halls	30 November
Sea Girls	ALL AREAS	1st December
Bicep	ALL AREAS	2-3 December
Rapunzel On Ice	Ice Rink	5-12 December
2022 – 2023 World Darts	ALL AREAS	15 December 2022 – 3 January 2023
Christmas Production	Theatre	December 2022– January 2023
2023 Cazoo Masters	ALL AREAS	8-15 Jan 2023
You Me At Six	ALL AREAS	11 February 2023
What’s Love Got to Do with It	Theatre	11 February 2023
Gojira	ALL AREAS	22 February 2023
Robyn Hitchcock	Theatre	25 February 2023
Don Broco	Main Halls	25 February 2023

Additional information can be found at: www.alexandrapalace.com/whats-on



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

29 September 2022

Report Title: Fabric Maintenance Annual Update

Report of: Neil Coe (Building Surveyor), presented by Emma Dagnes (CEO)

Purpose: This cover report summarises the annual review of the Fabric Maintenance Plan and seeks the Board's approval to note and proceed with the recommended priorities.

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

1. Recommendations

- 1.1 To note progress made in 2021/22 despite the challenges of the very limited budget, increasing number of severe weather events placing additional pressure on the assets.
- 1.2 To 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 Glazing works plus access £14,510 and £104,094
- Priority A Crittall lantern re-glazing £4,000
- Priority A Crittall lantern refurbishment £11,000
- Priority A Various roof leaks £13,436
- Priority A Box office roof repairs £1,926
- Priority A/B SW Pavilion roof repair and decoration **DEFERRED**
- Priority A/B Redecoration **DEFERRED**

Sector 2 –West Hall, West Corridor and Adjoining Rooms

- Priority A/B Redecoration **DEFERRED**

Sector 3 –Service Yard, Stores and North West Tower

- Priority B North West Service Hall roof access install **DEFERRED**

Sector 4 –South West Tower

- Priority B SW Tower renew roof, windows and internal scaffold **DEFERRED**

Sector 5 –Panorama Room and South West Colonnade

- Priority A North west hall roof repairs £2,889
- 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/North Service Yard Bridge & Stairs structural repairs **DEFERRED**
- Priority A Great Hall Spaceframes -External Redecoration £73,140
- Priority A Great Hall Glazing Servicing & Replacements £21,680
- Priority A Great Hall Glazing Servicing & Replacements £12,490 **PART DEFERRED**
- Priority B Carry out feasibility for resurfacing the entire floor to Great Hall **DEFERRED**

Sector 7 – Ice Rink and Adjoining Spaces

- Priority A Smoke Vents Replacement £7,080
- Priority A Roof repairs (south) £2,889

Sector 8 –Theatre, North East Tower and Adjoining Spaces

- Priority A Spider access for bi-annual inspections of ceiling, walls & proscenium arch July 21 £3,282 plus £650
- Priority A Theatre Bi-annual ceiling, proscenium arch and walls inspections January 22
- Priority A Auditorium ceiling and walls preventative works £3,475

Sector 9 - Former BBC Studios

- Priority B East Lightwell roof access install **DEFERRED**
- Priority A Repair transmitter hall £7,702

Sector 10 - South East Tower and Adjoining Spaces

- 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 Additional decorations following rewiring £2,125
- Priority A BBC Tower 5 floor roof repairs £1,269
- Priority A BBC Tower external steps & railing repairs £7,600

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

- Priority A East Court Roof -Glazing overhaul & repairs £47,237 plus access £15,815 May & June
- Priority A Glazing Works to East Court £9,000 plus £37,790
- Priority A SE office building staircase renew beam and ceiling £8,625
- Priority A/B Zinc roof renewal and parapet repairs over corridor **DEFERRED**

Sector 12 - South Basement

- Priority A -Coniston -Retention release £3,391
- Priority B Annual structural survey **DEFERRED**

Services - Life Safety

- Priority A New Ice Rink inverter and touch pad x2 CO sensors £4,084
- Priority A Fire Alarm upgrade WH, GH & PC £26,7761 (£54,209 deferred)
- Priority A Fire Alarm upgrade fees £21,200 (£5,916 deferred)

Services - Critical

- Priority B Back-up generator Main Building **DEFERRED**
- Priority B Power distribution 5 year fixed wiring testing remainder **DEFERRED**
- Priority A West Hall Salix fees £47,500 (£5,921 remaining)
- Priority A West Hall rewire £293,111 (£5,921 committed)

Services - Operational

No works carried out during 2021/22

2. Background

- 2.1 Further to the preparation of the 10-year Fabric Maintenance Plan by the Surveyor to the Fabric, Purcell, in 2014 an update has been undertaken and the priorities for Year 7 2020/21 are set out within Appendix 1.
- 2.2 Over 10 years the plan identified that the Trust needed to spend £14.7m on the building fabric repairs, services repair/renewals, and improved roof access. This covered maintaining and repairing the existing elements, rather than wholesale enhancements which would be covered by major projects. The Trust's capital budget and project funds do not cover all of the scheduled works.
- 2.3 The services elements (electrics, fire systems etc.) on the Theatre, East Court and BBC Studios were excluded from the FMP, as complete redesign and renewal was envisaged under the East Wing Restoration Project (EWRP). Similarly, the services installed in the new West Yard Building post-date the original FMP.
- 2.4 Overall progress since the last review of the 10-year Fabric Maintenance Plan is:
- | | | |
|----------------|-------|--|
| Fabric items | 39.6% | (actual against target of 96.6% for end of Year 8) |
| Services items | 90.4% | (actual against target of 83.9% for end of Year 8) |
- 2.5 This compares with slightly modified results for the previous year of:
- | | | |
|----------------|-------|--|
| Fabric items | 35.6% | (actual against target of 75.7% for end of Year 7) |
| Services items | 69.4% | (actual against target of 75.9% for end of Year 7) |
- 2.6 The requirements (not actual funds available) break down as:
- | | | | |
|---------------------------|-------|----|-------------|
| Building Fabric Repairs | 18.5% | of | £11,850,200 |
| Services Repair/Renewal | 44% | of | £2,569,400 |
| Roof Access Installations | 1% | of | £279,800 |
- 2.7 Year 7 and 8 continued to focus on Health and Safety and making the building weather-tight, and the phased works to East Court and Palm Court glazed domes and atriums reinstated as a priority during lockdown and when the event spaces were out of full use. The Great Hall also benefitted from the repair and redecoration of the external spaceframes, together with the first phases of the renewal and sealing of the double glazed units to the main roof. The package of priority roof leak repairs (rather than wholesale renewal) has continued with gradual reduction in roof leaks and deterioration. The other main focus has been the upgrade of electrical distribution boards, rewiring of main event space and ancillary support spaces, such as serveries. The start of the fire alarm upgrade progressed during Year 7 and 8, to Great Hall, West Hall and Palm Court, and associated back of house areas. The relighting of the West Hall was a significant project, together with upgrade of lighting to LED to Ice Rink and back of house spaces/areas. The expenditure on these major projects, has been spread over financial years with some commitments concluding in 2022/23.
- 2.8 The continued deferral of the TV studios restoration (originally part of EWRP) has delayed progress of the FMP scheduled fabric repair and services renewal in these areas into Year 9 and beyond.
- 2.9 Installing safe access to all roof areas has been deferred a further year (with previous progress on EWRP and WYP in Year 4 and part Great Hall in Year 3), due to other H&S and operational priorities. Further elements of the LBC for Great Hall roof access upgrade, are hoped to be realised as part of the Skywalk to assist with the attraction but to also improve maintenance access provision.

- 2.10 The condition of the East Court and Palm Court glazing, gutters and leadwork has continued to improve, with full abseil access gained to both domes and all atriums, but new defects have been made apparent during storm conditions to the opening and fixed roof vents. Works are now programmed during 2022/23 to address the risk of breakages and rainwater ingress, as part of the LBH extra capital works to East Court and Palm Court. The condition of the Great Hall glazing has deteriorated further, with breakages of the internal Georgian wired panes to the double glazed units, and the phased renewals will be started in 2022/23, with money carried over from 2021/22 and extra capital works grant, as part of a five year upgrade plan.
- 2.11 The bi-monthly periodic inspections continue to the external elevations, due to lack of funds for conservation works, and are still deemed essential, with the gradually improving or stabilized over the last 12 months. We continue to experience unusually hot and wet weather, but relatively mild winters, and the impact on the fabric is rather unpredictable and monitoring will have to stay in place for the foreseeable future. The fabric repairs to the derelict NE Office Building, between East Court entrance and the Theatre Courtyard, continue to be a concern with the postponing of this project (predominately to be funded through Historic England, with modest match funding) and an essential roof and parapet repair scope has been submitted as a fresh bid.
- 2.12 Progress has been prioritised on the renewal of services, with Life Safety and Critical installations, including fire alarm network, lighting, electrical distribution, central battery systems upgrading to provide better standards and resilience. The services progress against target is therefore reflected in the more recent figures.
- 2.13 The renewal of Operational services installations, has had to take a lower priority, due to the value of the Life Safety and Critical services renewals over the last two years.
- 2.14 The FMP is split into 13 building sectors and the condition of each element has been reassessed to compare between the original survey of 2014 and that of early 2021, and are classed as 'Poor', 'Fair' and 'Good'.

The priority ratings for each work package have also been adjusted to suit the current condition and operational requirements, and are relisted under:

- A = Within 12 months,
- B = Within 36 months,
- C = Within 5 Years, and
- D = Desirable – Within 10 Years.

- 2.15 We presently have capital and project budget allocations to carry out predominately Priority A items only in Year 8, with several Priority A and A/B items deferred from Year 7 into subsequent years. All of the Priority B, C and D items will need to be deferred into Year 9 or 10 and beyond; this includes approximately £5.8 million Building Fabric/Roof Access items and £264,000 Services Infrastructure items.
- 2.16 The proposed deferral of these Priority B & C items (and some Priority A items) will have an impact on the presentation of the building, such as the internal decorations to the Great Hall, West Hall and Ice Rink. The brick and render repair to the South Terrace/Traitor's Gate and low level to the BBC colonnades and SW Tower also remain desirable, and will start to be addressed in Year 9 (2022/23) with the extra capital grant monies for various packages.

2.17 Packages of interest include Parapet Repairs to North Wall, Brickwork and Render Renewals/Repair to South Elevation/Traitors Gate, Yorkstone Drainage Chanel and Surfacing Repairs to South Terrace, Reroofing of SW Tower, Resurfacing works to Alexandra Way, Levelling of entrance to Theatre Courtyard, for Year 9 (2022/23) many of which have been deferred from former years and cannot be delayed any further. Funding for these essential H&S and presentation/operational projects forming part of the extra capital works for the current year and will hopefully clear some of the major backlog on the fabric works (at Year 8) , which is lagging behind the services upgrades.

2.18 This is not an exhaustive list.

3. Risks

3.1 Due to lack of resources the Trust has had to spend below the recommended amount to bring the fabric and services into good condition within the 10-year plan and the general condition has only improved slightly in certain areas.

3.2 The more recent improvements to the Ice Rink (Interior), and projects to the West Hall (Wiring/Lighting/Fire Alarm), Great Hall (Fire Alarm) and East/Palm Court (Roof glazing) and other larger projects have been reflected in this annual review.

3.3 The original percentages of the building being 60% in use to 40% semi-derelect/out of use, had gradually improved with the ratio at the end of Year 5 & 6 remaining at 71% to 29%. The further modest enhancements hoped to be achieved by end of Year 7 & 8 (2020/21 & 2021/22) were not forthcoming, with no new areas brought back into use (including the conservation repair of the North East Office Building) and potential Meantime Use/Investment in various semi-derelect/unused spaces has yet to be realised.

3.4 The plan to renew all life safety systems which include fire alarms systems, smoke vents controls, emergency lighting, public address speakers, sprinklers and lightning protection, by the end of Year 4 had slipped into subsequent years. However, good progress was made in Year 6 to 8 to complete fire alarm network upgrades, renew smoke vent controls, renewal of further central battery systems, renewal of Great Hall loading bay shutter which forms part of fire strategy, and Great Hall/West Hall/Palm Court fire alarms and relocation of emergency lighting batteries for West Hall.

3.5 The structural condition of the Victorian basements under the Panorama Room and SW Colonnades has stabilized following the structural investigations/repairs, enhancements to drainage and ventilation, and waterproofing completed in Year 5.

3.6 The proposed renewal of two bays of the corroding clinker concrete floor slab to the SW Colonnades at £39,000 reallocated into Year 7 has been deferred further into 2023/24 due to higher priorities elsewhere. There are still no immediate plans at the time of writing for the redevelopment of this area with reinstatement of a building behind the colonnades and partial use of the basements, and the condition will be monitors and loading restrictions are in place.

3.7 Palm Court Suites lantern refurbishment was deferred until 2021/22 and part funded by the Rose Foundation, with further phase of restoration still required.

3.8 It may be worth reiterating that the FMP had to take a pragmatic approach to the renewal of the business-critical services items (including high voltage breakers, power

distribution, generators, transformers and IT), as these date from the late 1980's and are beyond their standard serviceable life but are well built and operational. In the event of a breakdown, it may not be possible to restart these systems or obtain replacement parts, which proved the case for the West Hall wiring and lighting.

- 3.9 We also previously reported the full cost of renewing all of the services throughout the Palace was estimated at £26 million and, therefore, the decision was taken to upgrade as part of each major project.
- 3.10 The condition of the services was originally rated as Poor throughout largely due to the age of the installations. Sectors such as the Theatre and East Court previously improved to Good/Fair due to renewals within the EWRP (which were excluded from the FMP), and progress had been made on the Life Systems and some Operational Systems, including the main lifts. The renewal of the services has been slightly greater than that included within the FMP by Year 10 based on the average/extra spends to date.
- 3.11 The rewiring and relighting of the West Hall proved essential and this major project was completed during lockdown and extended closure of the event spaces. Energy efficiencies for relighting being funded by Salix as previously reported.
The rewiring of the Great Hall serveries and BBC Offices also proved necessary, and this was carried out by the in-house engineering team to control costs. Major replacement of electrical distribution has also now been completed to the BBC Tower and transmitter equipment.
- 3.12 The condition of the fabric has stayed practically the same since last reported with a modest improvement to the services for Life Safety and Critical systems.
- 3.13 The BBC Wing and South Basement elevations remain as 'Poor' but in relatively stable condition, whereas the North East Office Building has deteriorated further.
- 3.14 Progress has continued although not achieved the target (particularly on the Fabric items) due to lack of funds, however, Trustees are reminded that the schedule of works is dynamic and regularly reprioritised when issues emerge, or surveys indicate different works are required. The lockdowns and change of opportunities had a major impact on the priorities and availability of time to carry out essential maintenance and renewal. The priority is remained the safety of the public, staff, and contractors but also to make the building and operations more resilient in the longer term.
- 3.15 Opportunities still exist for the enhancement of the derelict North East Office Building, (with new funding application pending) and fit out of the South East Office Building in the years ahead, with the East Court café/restaurant brief progressing for the associated SE Pavilion.
- 3.16 The recent storms and exceptionally hot weather conditions have led to damage of the fabric, particularly to the Panorama Room roof, ground floor room to BBC, and the Great Hall roof glazing. Insurance claims are being pursued where appropriate, and areas taken out of use, and additional surveys undertake and remedial works planned.
- 3.17 The Trust holds valid Public and Employer Liability Insurance and property insurance (with specialist insurers for historic buildings) as previously reported. The insurers are fully aware of the building condition and our programme of repair and maintenance, and their representatives attend annual meetings and inspections of the building. Any areas or faults highlighted by the insurers at the time of inspection are prioritised and the insurers are kept well informed of the progress to avoid any risk of invalidating the insurance by not complying with insurers' recommendations.

4. Legal Implications

- 4.1 The functions of the Trust stipulated in the Alexandra Park and Palace Acts and Orders include: to uphold, maintain and repair the Palace as a place of public resort. Under charity law the Trustee Board Members also have individual and collective responsibility for safeguarding the Charity's assets for the benefit of the public.
- 4.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report and has no comments.

5. Financial Implications

- 5.1 Reallocation of capital items to remain within budget for 2021/22 with carry-over from deferred projects allocated in 2022/23 and beyond.
- 5.2 The Council's Chief Financial Officer has been consulted in the preparation of this report and advises that The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comments.

6. Use of Appendices

Appendix 1 - Charts and Year 8 Priority A Packages
Appendix 2 – Graph 10 Year against actual

7. Background Papers

APP Fabric Maintenance Plan, APP Colour Framework, 2020/21 Trust Budget.

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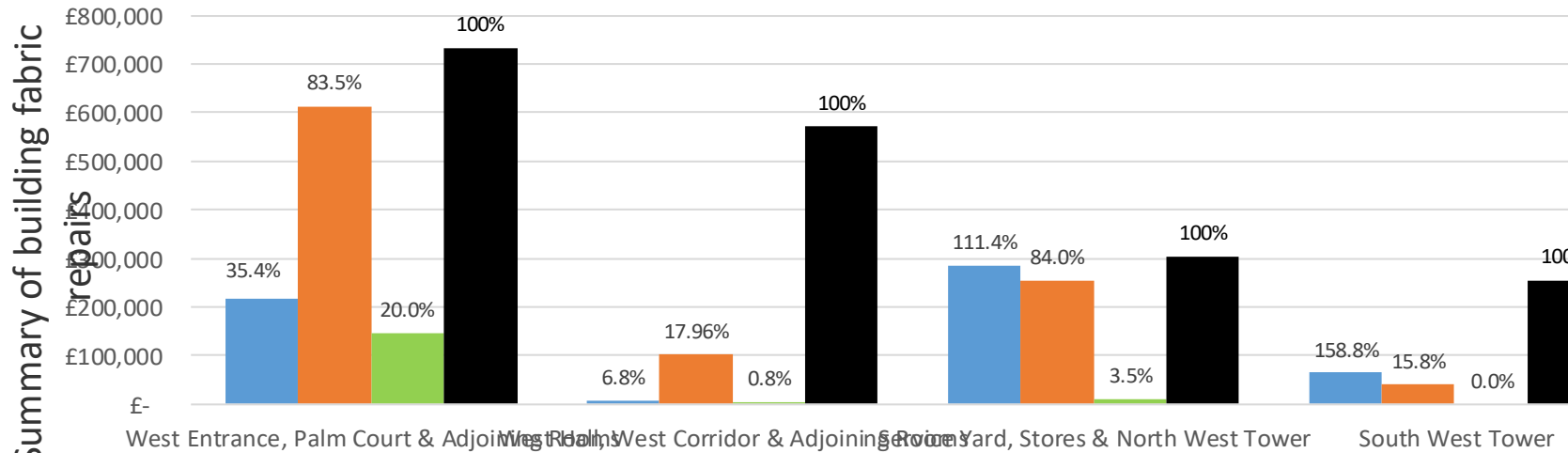
Alexandra Park and Palace Charitable Trust

Forward Maintenance Plan Annual Update and Recommendation 2021/22

August 2022– Charts and Year 8 Priority A Packages

Progress to date against 10 year Fabric Maintenance Plan

Actual @ end Year 7 Target @ end Year 7 Priority items for Year 8 Total @ end Year 10



Condition (2014) Fair
Condition (2021) Fair

Sector 1

Condition (2014) Fair
Condition (2021) Fair

Sector 2

Condition (2014) Poor
Condition (2021) Fair

Sector 3

Condition (2014) Fair
Condition (2021) Fair/Poor

Sector 4

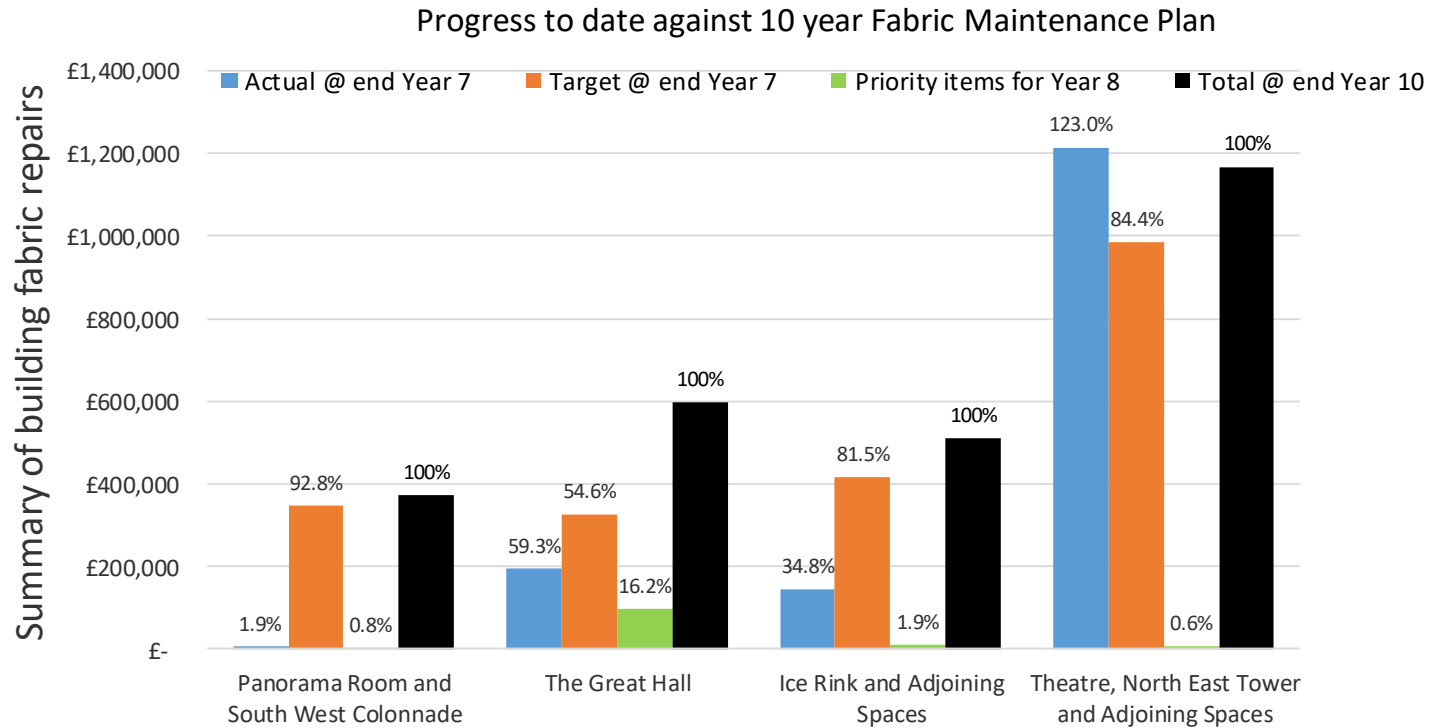
FMP Packages – Year 8 2021/22

- **Sector 1 – West Entrance, Palm Court and Adjoining Spaces**
 - Priority A Glazing works plus access £14,510 and £104,094
 - Priority A Crittall lantern re-glazing £4,000
 - Priority A Crittall lantern refurbishment £11,000
 - Priority A Various roof leaks £13,436 to Sector 1 and other sectors
 - Priority A/B SW Pavilion roof repair and decoration *DEFERRED*
 - Priority A/B Redecoration *DEFERRED*

- **Sector 2 – West Hall, West Corridor and Adjoining Rooms**
 - Priority A £4,640
 - Priority A/B Redecoration £1,200 *DEFERRED*

- **Sector 3 – Service Yard, Stores and North West Tower**
 - Priority A Box Office roof repairs £1,926
 - Priority A/B Box Office refurbishment £8,594
 - Priority B North West Service Hall roof access install *DEFERRED*

- **Sector 4 – South West Tower**
 - Priority B SW Tower renew roof, windows and internal scaffold *DEFERRED*



Condition (2014) Fair
Condition (2021) Fair/Poor

Sector 5

Condition (2014) Fair
Condition (2021) Fair/Poor

Sector 6

Condition (2014) Fair
Condition (2021) Fair

Sector 7

Condition (2014) Poor
Condition (2021) Good/Fair

Sector 8



FMP Packages – Year 8

- **Sector 5 – Panorama Room and South West Colonnade**
 - Priority A Emergency repairs to PR link roof £500
 - Priority A/B - SW Colonnade floor slab renewal (2 bays) £39,000 DEFERRED
 - Priority B SW Colonnade & West Light well roof access install £3,400 DEFERRED

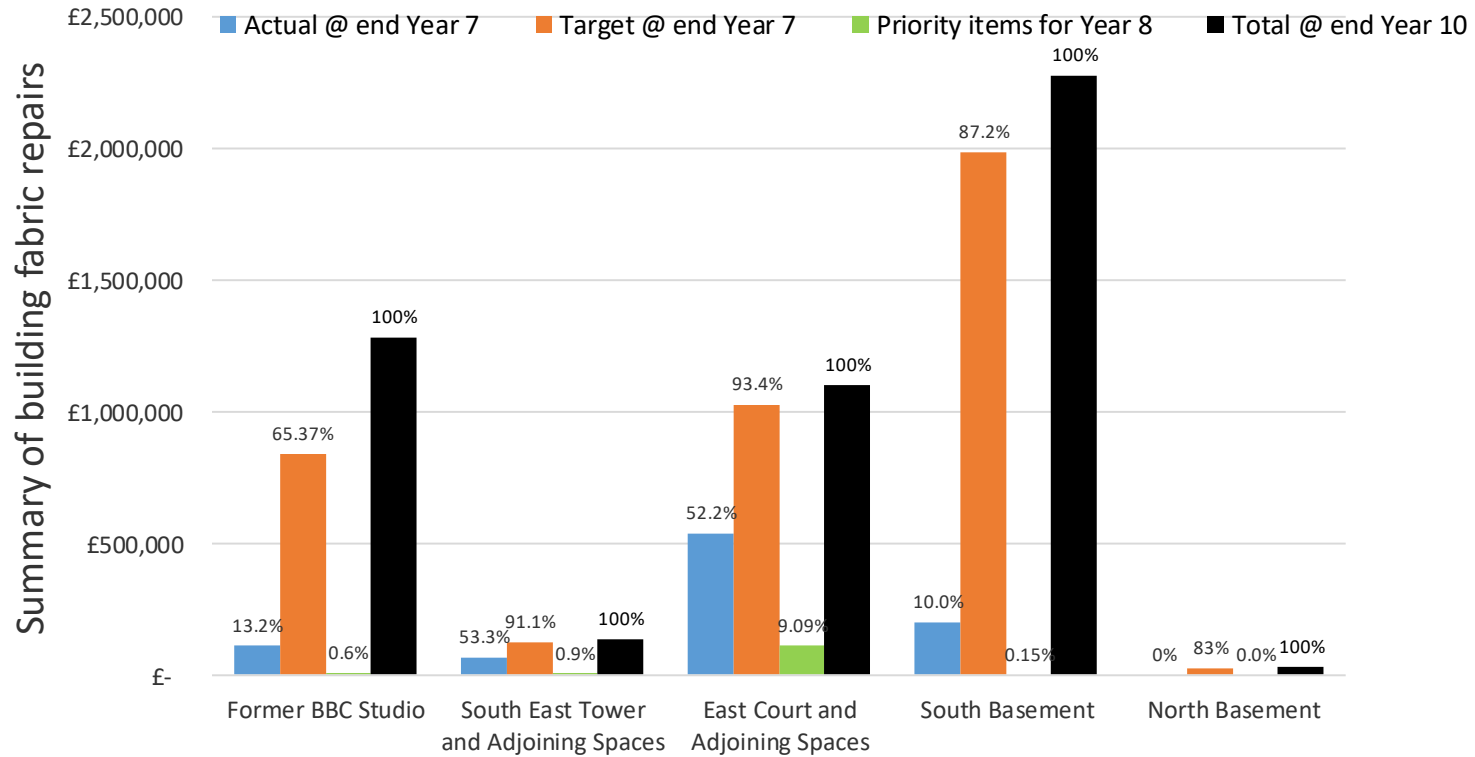
- **Sector 6 – The Great Hall**
 - Priority A Great Hall/North Service Yard Bridge & Stairs structural repairs DEFERRED
 - Priority A Great Hall Spaceframes -External Redecoration £73140
 - Priority A Great Hall Glazing Servicing & Replacements £21680
 - Priority A Great Hall Glazing Servicing & Replacements £12490 PART DEFERRED
 - Priority B Carry out feasibility for resurfacing the entire floor to Great Hall DEFERRED

- **Sector 7 – Ice Rink and Adjoining Spaces**
 - Priority A Smoke Vents Replacement £7080
 - Priority A Roof repairs (south) £2889

- **Sector 8 – Theatre, North East Tower and Adjoining Spaces**
 - Priority A Spider access for bi-annual inspections of ceiling, walls & proscenium arch July 21 £3282 plus £650
 - Priority A Theatre Bi-annual ceiling, proscenium arch and walls inspections January 22
 - Priority A Auditorium ceiling and walls preventative works £3475



Progress to date against 10 year Fabric Maintenance Plan



Condition (2014) Poor
Condition (2021) Poor

Sector 9

Condition (2014) Fair
Condition (2021) Fair/Poor

Sector 10

Condition (2014) Poor
Condition (2021) Good/Poor

Sector 11

Condition (2014) Poor
Condition (2021) Poor

Sector 12

Condition (2014) Fair
Condition (2021) Fair

Sector 13



FMP Packages – Year 8

- **Sector 9 : Former BBC Studios**
 - Priority B East Lightwell roof access install *DEFERRED*
 - Priority A Repair transmitter hall ramp £7702

- **Sector 10 : South East Tower and Adjoining Spaces**
 - 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 Additional decorations following rewiring £2125
 - Priority A BBC Tower 5 floor roof repairs £1269
 - Priority A BBC Tower external steps & railing repairs £7600

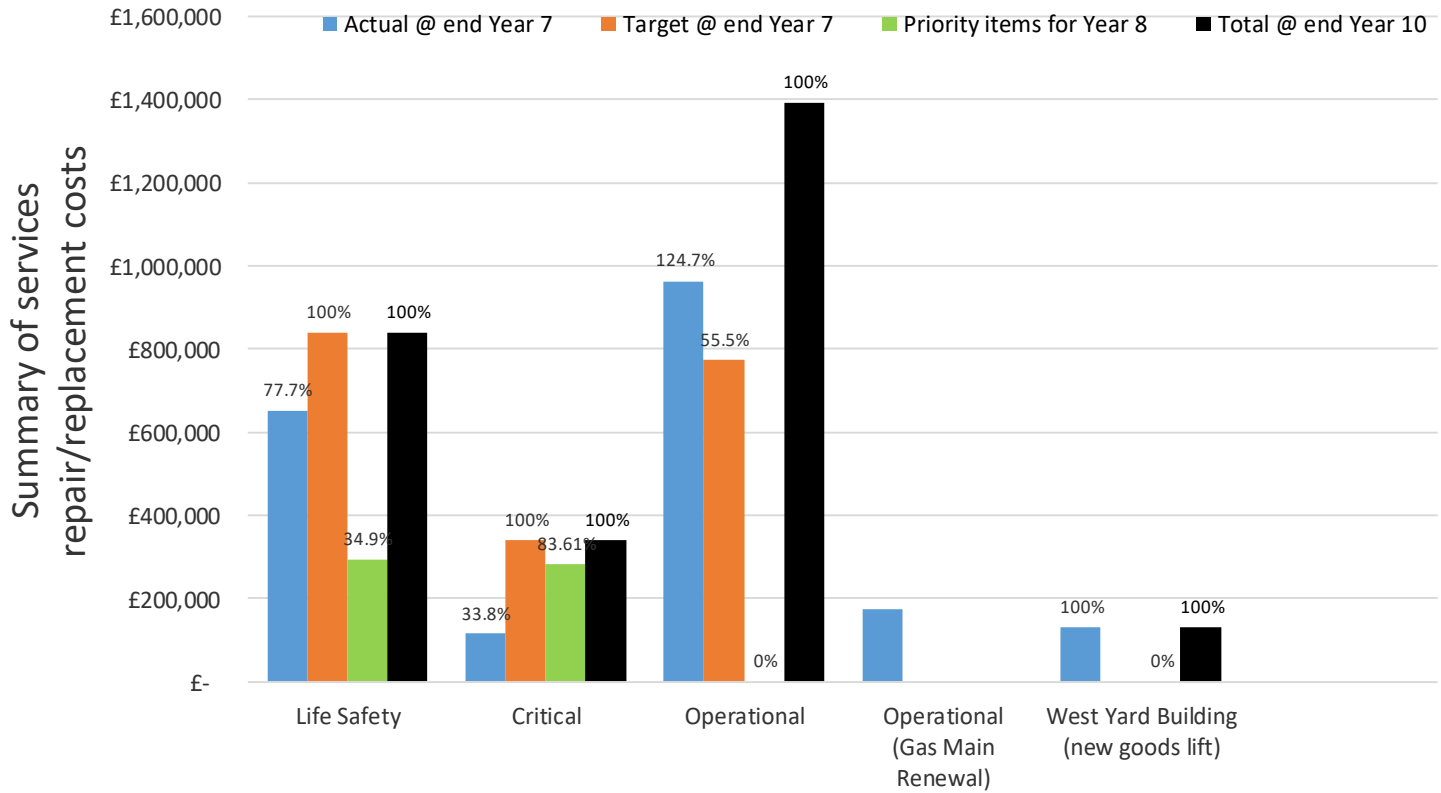
- **Sector 11 : East Court, Ice Rink Foyer and Adjoining Spaces**
 - Priority A East Court Roof -Glazing overhaul & repairs £47237 plus access £15815 May & June
 - Priority A Glazing Works to East Court £9000 plus £37790
 - Priority A SE office building staircase renew beam and ceiling £8245 plus scaffold £380
 - **Priority A/B Zinc roof renewal and parapet repairs over corridor** *DEFERRED*

- **Sector 12 : South Basement**
 - Priority A -Coniston -Retention release £3391
 - Priority B Annual structural survey *DEFERRED*

- **Sector 13 : North Basement**



Progress to date against 10 year Fabric Maintenance Plan



Condition (2014) Poor
Condition (2021) Fair

All Sectors

Condition (2014) Poor
Condition (2021) Fair

All Sectors

Condition (2014) Poor
Condition (2021) Fair/Poor

All Sectors

Condition (2014) Poor
Condition (2021) Good

Grounds

Condition (2014) Poor
Condition (2020) Good

Sector 3



FMP Packages – Year 8

- **Services : Life Safety**
 - Priority A New Ice Rink inverter and touch pad x2 CO sensors £4084
 - Priority A Fire Alarm upgrade WH, GH & PC £267761 (£54209 deferred)
 - Priority A Fire Alarm upgrade fees £21200 (£5916 deferred)
 -

- **Services : Critical**
 - Priority B Back-up generator Main Building *DEFERRED*
 - Priority B Power distribution 5 year fixed wiring testing remainder *DEFERRED*
 - *Priority A West Hall Salix fees £47500 (£5921 remaining)*
 - *Priority A West Hall rewire £293,111 (£5921 committed)*

- **Services : Operational**
 - No works carried out during 2021/22



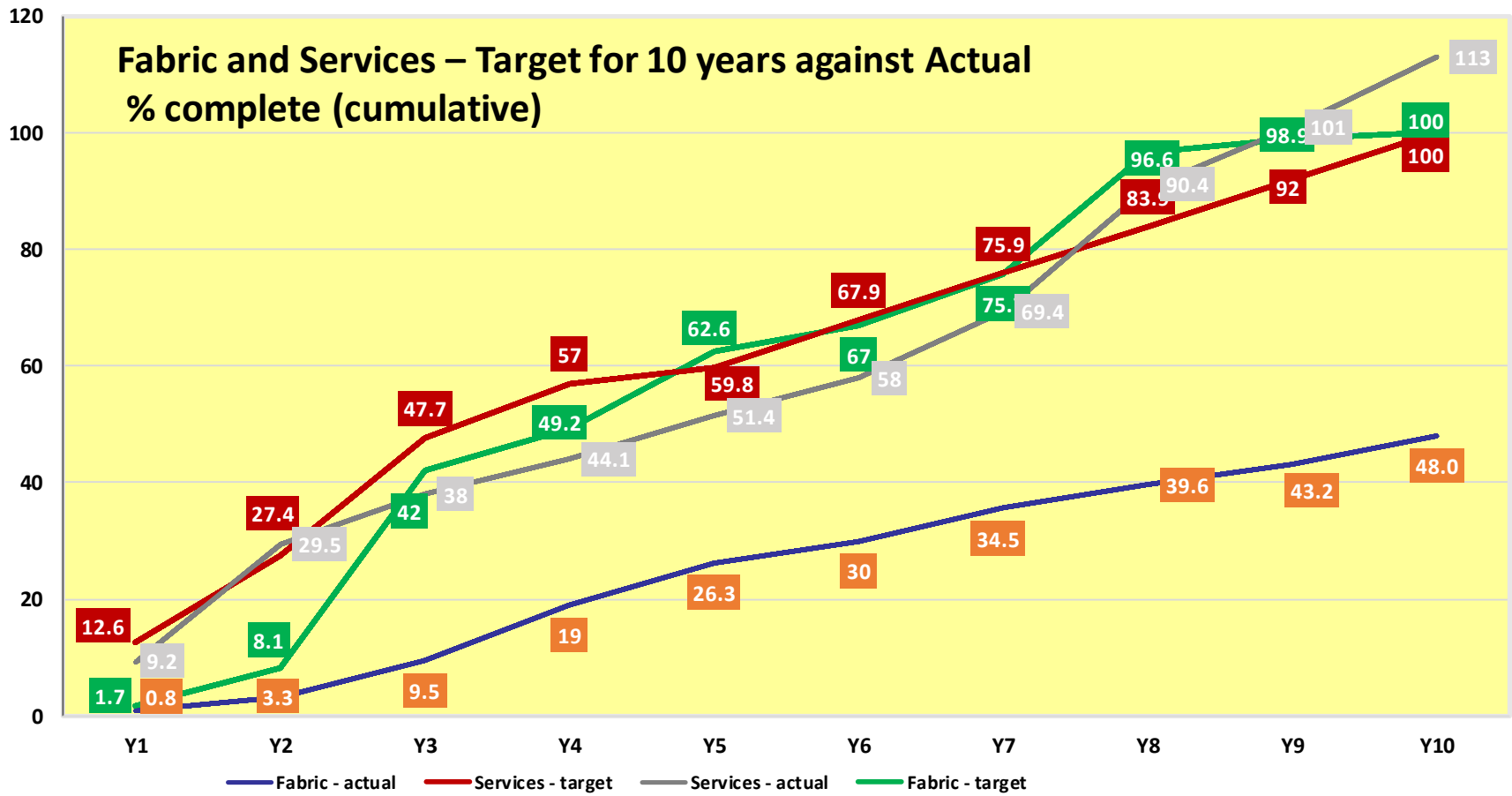
QUESTIONS



Alexandra Park and Palace Charitable Trust

Forward Maintenance Plan Annual Update and Recommendation 2021/22

August 2022 – Summary Chart – Target for 10 years against actual (Priority A only)





ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

29 SEPTEMBER 2022

Report Title: Co-opted Trustees
Report of: CEO, Alexandra Park & Palace
Purpose: To obtain approval to co-opt two youth trustees and an independent lead trustee for fundraising to the trustee board.

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

1. Recommendations

- 1.1 To approve the recruitment framework for two co-opted Youth Trustees, attached at Appendices 1 & 2;
- 1.2 To consider and approve the proposals and recruitment framework (attached at Appendices 3 & 4) of an independent co-opted lead trustee board member for fundraising;
- 1.2 To delegate authority to the Chief Executive to obtain Full Council approval to increase the number of co-optees on the Alexandra Palace and Park Board, from three to six, to enable two youth trustees and an independent lead trustee for fundraising to be recruited.

2. Executive Summary

- 2.1 Membership of the Trustee Board currently includes four co-optees who are ex-officio appointments from the Consultative Committee and the Advisory Committee ('observer').
- 2.2 In March 2022 the Board authorised the Trust's staff to proceed in obtaining Council approval to co-opt two youth trustees. For the purpose of new board members appointed in May 2022 this report summarises the background and reasons behind appointing youth trustees and sets out the proposed recruitment framework.
- 2.3 It is also proposed to recruit a third additional co-optee to provide fundraising expertise. This co-optee would be independent i.e. not representing any of the stakeholder or beneficiary groups.
- 2.4 If the recommendations are approved, a report will be taken to the Council's Standards Committee on 4th October 2022.
- 2.5 Final approval would be sought from Full Council on 17th November 2022 to increase the number of co-opted Alexandra Palace and Park Board Members from three to six, to include two co-opted youth trustees and a co-opted independent lead trustee for fundraising.

3. Background

Young Trustees

- 3.1 Alexandra Palace's Young Creatives Network aims to help young people develop cultural commissioning and production skills through a free programme rooted in their community by:
- Creating an alternative route for young people aged 16-24 to gain skills for creative careers;
 - Providing opportunities for young people to shape cultural provision in their locality;
 - Increasing engagement with cultural provision by young people from across Haringey's diverse communities
 - Creating a network of ambassadors and young advisers for the Trust
- 3.2 Appointing young trustees contributes to building this network of ambassadors and young advisers and fits with a drive in the arts sector to incorporate youth voices in governance structures.
- 3.3 To increase the number of young people developed, the young trustee role will be for a one-year fixed term and the opportunities will be advertised openly for London-wide applicants. The roles will be advertised on social media channels and through networks, working with the Young Trustees Movement. The proposed recruitment pack is included at Appendix 1 and recruitment checklist at Appendix 2.
- 3.4 Successful candidates will receive a full induction (including Trustee Handbook) to ensure they have the skills needed to fulfil the trustee role and additional support such as:
- Ongoing mentoring and development and regular checks as part of the new board performance framework for all board members;
 - Access to the Young Creatives Network;
 - Additional governance and financial training beyond the standard induction;
 - to ensure it meets the needs of young trustees.

Independent Trustee for Fundraising

- 3.5 Following Full Council approval in April 2011 to strengthen the Board's expertise, Trustees last appointed an independent co-optee in 2013 as the Trust began the East Wing regeneration project.
- 3.6 The Board is asked to consider recruiting a co-opted board member with a fundraising background, for a three-year term of office, subject to annual renewal as with all board members.
- 3.7 In addition to the general duties of a trustee, the role will include providing expert fundraising knowledge as the Executive Team take forward strategic projects, such as advising on funding strategies for capital projects or introductions to network contacts.
- 3.8 A draft Recruitment Pack is attached at Appendix 2 and the Recruitment Checklist at Appendix 3 which outlines the process and panel members.

4. Reason for the decision

4.1 A diverse board will achieve greater scrutiny and more robust decision making.

Youth Trustees

4.2 Involving young people in governance has become increasingly important in funders' criteria and recruiting youth trustees will ensure we continue to be funded by key trusts and foundations.

4.3 The Trustee Board will benefit from intergenerational perspectives on the strategic direction of the Charity; enhance decision-making to be more reflective of the communities it serves and reduce the perceived disconnect that can exist between board members and beneficiaries.

Independent Fundraising Trustee

4.4 Trustee skills audits have historically shown a gap in the area of charity sector campaigning and fundraising. This role will fill a gap in charity fundraising experience on the Board and, as a trustee not subject to a conflict of interest between the Charity, will provide independent judgement in setting the strategy for future income generation.

5. Risks

5.1 Young people have concerns about the legal responsibilities of being a trustee
A non-voting member was unlikely to be held responsible but the governance and protective mechanisms (insurance, record keeping, risk registers) would be explained during induction.

5.2 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.
Appointing more than one youth trustee will reduce any risk of a youth trustee feeling exposed and isolated, as per good practice. The role description is the same for all trustees with some additional reference to youth engagement. The whole Board are reminded to challenge any age-related prejudice.

5.3 Young people may have less experience of organisational structures and processes.
A quality induction including governance, culture, history and values with empower trustees to participate as best they can. A buddying or mentoring system which provides opportunities for regular feedback will to help the Board to make alterations to processes and ensure the Board culture is sufficiently open, welcoming and supportive.

5.4 Youth Trustees stay too long and are no longer young!

- A one-year fixed term of office is proposed 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)

5.5 The co-optee role is advisory and not decision-making, due to the constitution of the Trust whereby only elected members of the Borough can serve as voting trustees. In the past, this two-tier structure has been a barrier to attracting and retaining skilled independent Board members.

Other than when a matter comes to a vote, all trustee board members are treated the same and there are few occasions when the Board does take a vote. In reality, the Trustee Board take into account the views and advice of the existing co-optees in its decision-making, which directly influences the management and control of the Trust.

6. Is the decision/ action consistent with the Charity's Vision, Mission Purpose and Values?

- 6.1 The proposal supports 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 The Charity will be able to demonstrate its commitment to equality, diversity and inclusion whilst developing young people and introducing them to governance and the charity sector.
- 6.3 Increased public confidence by having a wider range of people represented on the Board, which can encourage greater support from the public.
- 6.4 Independent fundraising expertise on the Board will help to deliver the strategic projects for future financial and environmental sustainability.
- 6.5 The proposals are in line with the main areas of focus in the Trust's Five-Year plan:
- Generate income through fundraising activities
 - Strengthen our reputation and elevate our status in entertainment, heritage and recreation.
 - Create a stronger lifelong connection with our visitors, supporters and community.

7. Legal Implications

- 7.1 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.
- 7.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report and in noting that the proposal to increase the number of Trustees on the Board will be subject to a report to the Standards Committee and approval by Full Council, has no comments.

8. Financial Implications

- 8.1 Apart from any expenses, in line with the Board Member Expenses Policy, there are no direct financial implications associated with the contents of this report as the posts are not remunerated.
- 8.2 The experience that the independent member will bring should be beneficial in terms of achieving the strategic aims of the Trust.
- 8.3 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.
- 8.4 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comment.

9. Appendices

- Appendix 1 – Youth Trustee Recruitment Pack
- Appendix 2 – Youth Trustee Recruitment Checklist
- Appendix 3 – Independent Trustee Recruitment Pack
- Appendix 4 – Independent Trustee Recruitment Checklist

10. Background documents

- 4th April 2011 Full Council Report – Alexandra Palace Proposals
- 15th March 2021 Trustee Board Report – Youth Trustees

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Co-opted Youth Trustee Recruitment Pack

**ALEXANDRA PARK & PALACE
CHARITABLE TRUST**

November 2022



Dear Applicant

Co-opted Youth Trustee Board Member

Thank you for your interest in Alexandra Park and Palace.

This document aims to provide you with information on the role and responsibilities of the Alexandra Park and Palace Trustee Board and details about the application process for the role of Co-opted Youth Trustee.

If you feel you would benefit from an informal discussion about the position, please let me know by contacting Natalie Layton, Executive Assistant to CEO & Charity Secretary by email: Natalie.layton@alexandrapalace.com or Telephone 020 8365 4335.

If you have any queries regarding the application process or you require information in an alternative format, please email recruitment@alexandrapalace.com.

Yours sincerely,

Emma Dagnes
(Chief Executive)



ALEXANDRA PARK AND PALACE CHARITABLE TRUST (APPCT)

Alexandra Park and Palace is a major heritage and cultural destination located in north London. It is a rare survivor of the great Victorian age of entrepreneurship, exhibition and spectacle. It is now known for its panoramic views of the city, diverse entertainment programme and as the birthplace of BBC Television in 1936, yet its history is broader, richer and deeper. The Palace is 7.5 acres in size and is surrounded by 196 acres of award winning parkland and together they receive over 3 million visits per year.

The Park and Palace exist for the enjoyment of the public forever and are held in trust by Haringey Council, which discharges its duty as Corporate Trustee of Alexandra Park and Palace to the members of the Alexandra Park and Palace Charitable Trust (APPCT) Board.

The Trust is responsible for the maintenance, restoration and repair of the Park and Palace for the enjoyment of the public and delivers an annual programme of works and activities to ensure the charitable purposes are achieved.

The Charity's trading subsidiary delivers events, entertainment and leisure activities on the premises all year round, from live music concerts to Health and Wellbeing exhibitions and generates essential income for the Charity, as well as bringing the site to life for a diverse audience.

The Trust has recently completed a £28m restoration programme of the Palace's East Wing, reopening after 80 years, a Victorian Theatre as a cultural performance space and refurbishing a grand Victorian exhibition hall as a public space to welcome visitors and encourage them into the Palace building. This is an exciting additional remit for the trading subsidiary.

The Charity generates nearly 50% of its income from trading and other income generating activities and receives an annual grant from its Corporate Trustee, Haringey Council. A 25 Year Strategic Vision has been developed to help the Charity to achieve its long-term aspiration towards greater financial sustainability.

MEMBERSHIP OF THE TRUSTEE BOARD

The Corporate Trustee appoints 6 council members to the Board and there are currently 4 co-opted members appointed by the Alexandra Park and Palace stakeholder committees. We are seeking two young people to join the board as co-opted trustees, training and development will be provided.

THE ROLE AND RESPONSIBILITIES OF THE TRUSTEE BOARD

The Governing Documents for the Trust are collectively known as the Alexandra Park and Palace Acts and Orders 1900–2020. The Trustee (APPCT) Board has delegated authority from the Corporate Trustee to control the entire management and administration of the Charity; the day to day running of it is delegated to the Chief Executive Officer of APPCT.

CO-OPTED TRUSTEE ROLE

The Charities Act 2011 defines charity trustees as those responsible under the charity's governing document for controlling the administration and management of the charity. The post is advisory only and not decision-making, due to the constitution of the Trust whereby only Elected Members of the Borough can serve as voting trustees.



CO-OPTED YOUTH TRUSTEE DUTIES

- To ensure, with the other trustees, that the charity complies with its governing documents and an applicable legislation and regulations.
- To ensure the charity manages activities and resources effectively in furtherance of the charitable objects.
- To contribute to setting the strategic direction and policy of the Charity, and monitoring performance against agreed targets.
- Protecting and managing the charitable assets.
- Avoiding any conflict of interests and following the Code of Conduct and safeguarding the good name and ethos of the Charity

RESPONSIBILITIES

- Act as ambassadors to increase engagement with cultural provision by young people from across London's diverse communities.
- Contribute to discussions, identify key issues to ensure that the voices and views of key stakeholders.
- Attend and prepare well for meetings and demonstrate commitment to the work of the Board.
- Exercise due care and attention and use reasonable skill in dealing with the Charity's affairs.
- Use own skills, knowledge and experience to help the trustees reach sound decisions.
- Take part in training and development.

TIME COMMITMENT

- A least 5 meetings each year, usually held in the evenings at Alexandra Palace and additional time for reading documents and other communications.
- Telephone discussions and email correspondence if and when required with the Chair, Head of Creative Learning and /or other members of the leadership team as appropriate.
- Successful candidates will be expected to undertake an induction programme, which is expected to take at least one full day, with the potential for additional sessions in particular areas of focus at a later date.

COMPETENCIES

- Commitment to the vision, mission and purpose including equality, diversity and inclusion.
- High ethical standards and integrity.
- Independent judgement and creative thinking.
- Ability to constructively challenge and contribute to the development of strategy.
- Ability to reach conclusions based on a rational interpretation of available information.
- Ability to create and maintain a good image for the Trust, and to demonstrate loyalty and build and manage external relationships.
- Willing to challenge freely and constructively, but also to accept consensus decisions.
- Willingness to undertake training to understand financial reports and assess whether the financial information is accurate, and that financial controls and systems of risk management are robust.
- scrutinise the performance of the Trust senior leadership team in meeting agreed goals and objectives and monitor the reporting of performance.

KNOWLEDGE & EXPERIENCE

- Exceptional interpersonal skills and communication skills, proven leadership skills
- Education/ experience in the heritage, cultural, leisure or entertainment industry
- Sufficient time and commitment to fulfill the role



EXPENSES

The trustee role is not remunerated but reasonable expenses will be reimbursed.

TERM OF THE APPOINTMENT

The term of the appointment is 1 year fixed term.

START DATE

Appointees are expected to be available to take up their role in May 2023.

APPOINTMENT PROCESS

Following an assessment of applications against the criteria for appointment, shortlisted applicants will be invited to be interviewed by a selection panel **comprising of the Trust Chair or Vice Chair, the Head of Creative Learning and a Human Resources representative.**

HOW TO APPLY

Candidates are invited to apply by submitting a CV and cover letter of no more than 5 sides (combined).

The CV must include details of employment, directorships and qualifications; the name and contact details of two referees and any relevant information regarding eligibility for appointment.

The covering letter should provide details of the relevant experience that equips you to act as a trustee, **addressing the criteria listed in the person specification.**

Applications should be submitted to recruitment@alexandrapalace.com

The closing date for applications is **09.00am on Friday 30th December 2022 .**

Shortlisting is expected to take place by 16th January 2023 with interviews in the week commencing 23rd January.

Thank you for taking the time to apply for this role.

All data will be processed in accordance with the provisions of General Data Protection Regulation (2016/679 EU) Data Protection Act 2018.

Alexandra Palace promotes equal opportunity and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, transgender status, religion or belief, marital status, or pregnancy and maternity.

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Recruitment Campaign Checklist

I. General Details

Vacancy Job Title	Youth Trustee (unremunerated)
Authority to Recruit complete	No. Board approved on 29.03.2022
Job description and person specification approved	Approval to be sought on 29 Sept. 2022
Media to be used Options could include: <ul style="list-style-type: none"> • AP website • AP social channels • Executive linkdln network • Internal email • General jobs boards (paid) • Specialist jobs boards • Print media 	AP Website Young Creatives Network Young Trustees Movement network Instagram
Advert Agreed	Approval sought on 29 Sept. 2022
Advert Publish Date	18 th November 2022 (after Full Council)
Advert Closing Date	30 th December 2022
Shortlisting	2 nd -16 th January 2023
Interview Date(s)	23-27 th January 2023

2. Shortlisting and Interview Panel

	Name	Job Title
Chair	Mark Civil	Head of Creative Learning
Panel	Emine Ibrahim	Chair of the Trustee Board
	Lotte Collett	Vice Chair of the Trustee Board
	Catherine Solomon	Director HR & Organisational Development

Interview	Name	Job Title
Chair	Emine Ibrahim/ Lotte Collett	Chair/ Vice Chair of the Trustee Board
Panel	Mark Civil	Head of Creative Learning
	Catherine Solomon	Director HR & Organisational Development



3. Interview Details

Date of interview(s)	w/c 23 rd January 2023
Time of 1st interview	
Duration of each interview	Approx. 1 hour
Last interview to be no later than	
Interview venue	Tbc
Who / Where should candidates report to on arrival?	

4. Assessments / Testing Arrangements

Please provide details of any assessments or tests proposed to take place prior to the interview

--



Co-opted Fundraising Trustee

**ALEXANDRA PARK & PALACE
CHARITABLE TRUST**

November 2022



Dear Applicant

Co-opted Fundraising Trustee Board Member

Thank you for your interest in Alexandra Park and Palace.

This document aims to provide you with information on the role and responsibilities of the Alexandra Park and Palace Trustee Board and details about the application process for the role of Co-opted Fundraising Trustee.

If you feel you would benefit from an informal discussion about the position, please let me know by contacting Natalie Layton, Executive Assistant to CEO & Charity Secretary by email: Natalie.layton@alexandrapalace.com or Telephone 020 8365 4335.

If you have any queries regarding the application process or you require information in an alternative format, please email recruitment@alexandrapalace.com.

Yours sincerely,

Emma Dagnes
(Chief Executive)



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The Charity generates nearly 50% of its income from trading and other income generating activities and receives an annual grant from its Corporate Trustee, Haringey Council. A 25 Year Strategic Vision has been developed to help the Charity to achieve its long-term aspiration towards greater financial sustainability.

MEMBERSHIP OF THE TRUSTEE BOARD

The Corporate Trustee appoints 6 elected Council members to the Board and there are currently 4 co-opted members appointed by the Alexandra Park and Palace stakeholder committees. We are seeking a co-opted board member to provide fundraising expertise on the trustee board.

THE ROLE AND RESPONSIBILITIES OF THE TRUSTEE BOARD

The Governing Documents for the Trust are collectively known as the Alexandra Park and Palace Acts and Orders 1900–2020. The Trustee (APPCT) Board has delegated authority from the Corporate Trustee to control the entire management and administration of the Charity; the day to day running of it is delegated to the Chief Executive Officer of APPCT.

CO-OPTED TRUSTEE ROLE

The Charities Act 2011 defines charity trustees as those responsible under the charity's governing document for controlling the administration and management of the charity. The post is advisory only and not decision-making, due to the constitution of the Trust whereby only elected members of the Borough can serve as voting trustees.



CO-OPTED FUNDRAISING TRUSTEE DUTIES

- To ensure, with the other trustees, that the charity complies with its governing documents and an applicable legislation and regulations.
- To ensure the charity manages activities and resources effectively in furtherance of the charitable objects.
- To contribute to setting the strategic direction and policy of the Charity, and monitoring performance against agreed targets.
- Protecting and managing the charitable assets.
- Avoiding any conflict of interests and following the Code of Conduct and safeguarding the good name and ethos of the Charity.

RESPONSIBILITIES

- Act as an ambassador for and adviser to the Trust to strengthen its approach to fundraising and income generation.
- Contribute skills, knowledge and experience in fundraising and strategies.
- Assess risk in new fundraising endeavours to help the trustees reach sound decisions.

ALL TRUSTEES ARE ALSO EXPECTED TO

- Attend and prepare well for meetings and demonstrate commitment to the work of the Board.
- Exercise due care and attention and use reasonable skill in dealing with the Charity's affairs.
- Take part in training and development, as required.

TIME COMMITMENT

- A least 5 meetings each year, usually held in the evenings at Alexandra Palace and additional time for reading documents and other communications.
- Telephone discussions and email correspondence if and when required with the Trust Chair, Development Director and/ or CEO as appropriate.
- Successful candidates will be expected to undertake an induction programme, which is expected to take at least one full day, with the potential for additional sessions in particular areas of focus at a later date.

COMPETENCIES

- Commitment to the vision, mission and purpose including equality, diversity and inclusion.
- High ethical standards and integrity.
- Sound, independent judgement and creative thinking.
- Ability to constructively challenge and contribute to the development of strategy.
- Ability to reach conclusions based on a rational interpretation of available information.
- Ability to create and maintain a good image for the Trust, and to demonstrate loyalty and build and manage external relationships.
- Willing to challenge freely and constructively, but also to accept consensus decisions.
- Ability to interpret financial reports and assess whether the financial information is accurate, and that financial controls and systems of risk management are robust.
- Ability to scrutinise the performance of the Trust senior leadership team in meeting agreed goals and objectives and monitor the reporting of performance.

KNOWLEDGE & EXPERIENCE

- A background in fundraising and/ or income generation.
- Experience in the charitable or voluntary sector and an understanding of grant funding
- Experience in diverse income generation practices
- Well-networked with exceptional interpersonal skills and communication skills, proven leadership skills
- Sufficient time and commitment to fulfill the role



EXPENSES

The trustee role is not remunerated but reasonable expenses will be reimbursed.

TERM OF THE APPOINTMENT

The term of the appointment is 3 years, subject to annual renewal, confirmed by mutual agreement.

START DATE

Appointees are expected to be available to take up their role in May 2023.

APPOINTMENT PROCESS

Following an assessment of applications against the criteria for appointment, shortlisted applicants will be invited to be interviewed by a selection panel. The selection panel will comprise: The CEO, Development Director and the Trust Chair/ Vice Chair.

HOW TO APPLY

Candidates are invited to apply by submitting a CV and cover letter of no more than 5 sides (combined).

The CV must include details of employment, directorships and qualifications; the name and contact details of two referees and any relevant information regarding eligibility for appointment.

The covering letter should provide details of the relevant experience that equips you to act as a trustee, **addressing the criteria listed in the person specification.**

Applications should be submitted to recruitment@alexandrapalace.com

The closing date for applications is **09.00am on Friday 30th December 2022**

Shortlisting is expected to take place by 16th January 2023 with interviews in the week commencing 23rd January.

Thank you for taking the time to apply for this role.

All data will be processed in accordance with the provisions of General Data Protection Regulation (2016/679 EU) Data Protection Act 2018.

Alexandra Palace promotes equal opportunity and positively encourages applications from suitably qualified and eligible candidates regardless of sex, race, disability, age, sexual orientation, transgender status, religion or belief, marital status, or pregnancy and maternity.

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Recruitment Campaign Checklist

I. General Details

Vacancy Job Title	Fundraising Trustee Board Member
Authority to Recruit complete	No
Job description and person specification approved	Approval to be sought on 29 Sept. 2022
Media to be used Options could include: <ul style="list-style-type: none"> • AP website • AP social channels • Executive linkdIn network • Internal email • General jobs boards (paid) • Specialist jobs boards • Print media 	AP Website Linked In Through networks
Advert Agreed	Approval to be sought on 29 Sept. 2022
Advert Publish Date	18 th November 2022 (after Full Council)
Advert Closing Date	30 th December 2022
Shortlisting	2 nd -16 th January 2023
Interview Date(s)	23-27 th January 2023

2. Shortlisting and Interview Panel

Shortlisting	Name	Job Title
Chair	Emma Dagnes	CEO
Panel	James Atkinson	Director of Development
	Emine Ibrahim/ Lotte Collett	Chair/ Vice Chair of the Trustee Board

Interviews	Name	Job Title
Chair	Emma	
Panel	James Atkinson	Director of Development
	Emine Ibrahim/ Lotte Collett	Chair/ Vice Chair of the Trustee Board



3. Interview Details

Date of interview(s)	w/c 23 rd January 2022
Time of 1st interview	
Duration of each interview	Approx. 1 hour
Last interview to be no later than	
Interview venue	Tbc
Who / Where should candidates report to on arrival?	

4. Assessments / Testing Arrangements

Please provide details of any assessments or tests proposed to take place prior to the interview

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

29 SEPTEMBER 2022

Report Title: Signage and Wayfinding Framework
Report of: Emma Dagnes, CEO
Purpose: To obtain approval for the adoption of the Signage and Wayfinding Framework.

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

1. Recommendations

- 1.1 To seek approval of the proposed framework for signage and wayfinding, attached at Appendix 1, subject to any comments from the Advisory and Consultative Committees.

2. Introduction

- 2.1 The Signage and Wayfinding Framework is an internal document, to be used by Alexandra Park and Palace staff and partners, which sets out the principles to be applied when considering permanent signage and wayfinding across the site.
- 2.2 The Framework also defines an implementation approach for consistency to ensure signs and wayfinding meets the needs of everyone.
- 2.3 The Framework was circulated to Advisory & Consultative Committee members prior to the cancelled meeting on 8th September, who have been invited to provide any feedback in advance of the Trustee Board meeting. However, the Committees will have an opportunity to discuss the Framework as a group at the next Joint Meeting of the Committees on 17th November.

3. Summary of the Framework

- 3.1 Four principles for using signage are set out:
- only when necessary
 - location to be part of the process for planning for the building/ environment
 - short and simple messaging
 - consistent branding

3.2 Signs can be categorised into four functional groups:

- **Information signs:** for orientation and include the building, car parks and other internal signs identifying main locations inside the building and include directories, maps and plans covering the whole site, internally and externally.
- **Direction signs:** for directing visitors to destinations using arrows and can include directional text.
- **Identification or location signs:** these signs – always without an arrow – are installed at individual destinations to indicate the location of a facility or service, a room, or a person, once the destination has been reached.
- **Safety, fire safety and mandatory signs:** these are essential for the safety of users and can be either warning or prohibition signs. They will be positioned in strategic locations to give warnings. They include exit signs, fire exit signs and details of fire equipment.

3.3 Wayfinding should be considered as architecture – critical to helping visitors but also to create a sense of place that positively impacts on their experience on site.

- **Orientation:** at the most basic level, visitors need to be able to find what they need – Where's the front door? Where is the bus stop? Where is the bar? Where do I get my tickets from?
- **Graphic identity:** having a strong graphic identity based on both historic and contemporary qualities of the Park and Palace will strengthen and reinforce the experience visitors will have on site.
- **Material language:** wayfinding should be informed by the historic significance of the site in the same way new materials are used for architectural interventions.
- **Hierarchy of spaces:** wayfinding should help visitors understand the importance of spaces and help them quickly choose where they want to be and know how to get there.

3.4 It is important to ensure any new permanent wayfinding or signage is easy to understand, consistent and concise, and people with a visual impairment are not placed at a disadvantage. 'The Sign Design Guide: a guide to inclusive signage' has been reviewed, summarised and included as an Appendix to the Framework.

4. Legal Implications

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

5. Financial Implications

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

6. Use of Appendices

Appendix 1 – Draft Signage and Wayfinding Framework

7. **Background Papers:** Alexandra Palace Branding Guidelines.



SIGNAGE AND WAYFINDING FRAMEWORK

July 2022

I.0 Introduction and Background

I.1 Inclusive signage and wayfinding

There are four basic principles¹ in sign design:

- Signs should only be used when **necessary**;
- Sign location should be **part of the process** of planning the building and the environment;
- Messages should be **short, simple and easily understood**;
- Signs should be **consistent**, using prescribed typefaces, colours and contrast

Most signs can be divided into four functional groups:

Information signs: for **orientation** and include the building, car parks and other internal signs identifying main locations inside the building and include directories, maps and plans covering the whole site, internally and externally.

Direction signs: for **directing visitors to destinations** using arrows and can include directional text.

Identification or location signs: these signs – always without an arrow – are installed at individual destinations to **indicate the location of a facility or service, a room or a person**, once the destination has been reached.

Safety, fire safety and mandatory signs: these are essential for the safety of users and can be either warning or prohibition signs. They will be **positioned in strategic locations** to give warnings. They include exit signs, fire exit signs and details of fire equipment.

I.2 Wayfinding as architecture

In the context of Alexandra Park and Palace, wayfinding should be considered as **an architectural layer** – critical to helping visitors not only find their way around but also to **create a sense of place** that positively impacts on their experience on site.

The following issues require consideration when planning for wayfinding interventions:

Orientation: at the most basic level, visitors need to be able to find what they need – Where's the front door? Where is the bus stop? Where is the bar? Where do I get my tickets from?

Graphic identity: having a strong graphic identity based on both historic and contemporary qualities of the Park and Palace will strengthen and reinforce the experience visitors will have on site.

Material language: wayfinding should be informed by the historic significance of the site in the same way new materials are used for architectural interventions.

Hierarchy of spaces: wayfinding should help visitors understand the importance of spaces and help them quickly choose where they want to be and know how to get there.

¹ Sign Design Guide: a guide to inclusive signage (JMU and the Sign Design Society)

APPCT SIGNAGE AND WAYFINDING FRAMEWORK July 2022

1.2 An ever-evolving site

Both Palace and Park have been modified considerably over a period of 150+ years, with the Palace in particular experiencing sizeable change as it has been reincarnated many times over. Serious damage from fire, war, significant adaptations, underuse and closure, lack of resources and general neglect has resulted in a number of challenges, including how to maintain a relevant and coherent decorative scheme, including signage and wayfinding.

1.3 Why a Signage and Wayfinding Framework is needed

There are two main reasons why a Signage and Wayfinding Framework is needed:

Considering the needs of everyone

It is important that the built environment caters for everyone, and Alexandra Park and Palace are no exception; even more so given the Charity's purpose. Signage and wayfinding play an important role in creating a barrier-free environment, so that everyone has the opportunity to engage with and enjoy what the Park and Palace have to offer.

Consistency in an ever-changing site

Both the Park and Palace are in a constant state of evolution – this presents a challenge in how to ensure a consistent and relevant wayfinding identity. The site is complex with many different approaches, entrances and exits. It is important that any intervention enhances the sense of the Park and Palace as a destination, worth visiting at any time of the day or evening.

As well as ensuring signage is simple and inclusive, a clear expression of the sense of 'place' through design is critical, and it is important that there is consistency across the site. This sense of place further help cement the Park and Palace's vision to be a destination, and not just somewhere you come to with a ticket for a specific event.

There are three major new and extant challenges that are of concern. The current provision of wayfinding and signage in general is inconsistent and does not take into account accessibility requirements; the existing signage around the Park is insufficient; and information and directional signage is not effective - attendees regularly show up at the wrong entrance (Palm Court/ Great Hall visitors trying to access the site via the East Court).

In order to ensure coherence and consistency, a Signage and Wayfinding Framework is needed to bring the Park and Palace together under one graphic and material identity, with a consistent, simple and inclusive design process and implementation.

2.0 The Brand

A significant amount of work has already been undertaken and agreed with regards to the brand. Any new proposals for signage and wayfinding will need to refer to both the Framework and the brand guidelines documents. Branding guidelines can be accessed here: <\\files\server\general\Marketing Assets\Brand Assets>

3.0 The Scope

The Signage and Wayfinding Framework applies to the following areas:

- **All internal areas** of the Palace;
- **All external areas** of the Palace;
- **All buildings and structures in the Park** (lamp posts, benches, gates etc.)

4.0 Signage and Wayfinding Objectives

There are two objectives of the Signage and Wayfinding Framework:

1. To define the **Principles** that should be applied when considering signage and wayfinding;
2. To define an **Implementation Approach**, so there is consistency in how decisions on wayfinding and signage are taken particularly with regards to permanent wayfinding signage that requires consent.

1. Principles

- a) Signage should be **easy to understand, consistent and concise** and people with a visual impairment should not be placed at a disadvantage – the language should utilise words which the visitor understands and should relate to their needs;
- b) Wherever appropriate, signage should incorporate information which includes the following elements:
 - i. Visual
 - ii. Embossed and Braille
 - iii. Audible
- c) Where possible, wayfinding should **include an interpretative layer**: graphics for orientation and wayfinding should not simply be a change in surface treatment – where possible they should look to respond to an aspect of the character, context or history of the site;
- d) **Wayfinding in the parkland should integrate placemaking and amenity**: improving local access points into the Park and establishing an improved network and **hierarchy of pathways and routes** access the Park will improve the overall experience;
- e) Wayfinding should be **a multi-channel system**, through a variety of communication channels including web-based, mobile tech, printed products and on-site signage as well as human interfaces (volunteers, Visitor Services etc.);
- f) Colours, design and materials (other than the brand) should be appealing and **relevant to today's audiences**, creating interest, whilst **complementing the heritage setting**;
- g) Products and materials should be **commercially available, durable and cost-effective**;
- h) **Consistency** for permanent wayfinding signage is key; design and messaging of event signage can be dynamic to suit each event. Permanent wayfinding **should unify the Park and Palace, and be distinctive**

2. Implementation Approach

- a) Guidelines on **sign location, sign content, language wording and punctuation**, as set out in the '*Sign Design Guide: a guide to inclusive signage*' should be adhered to (see Appendix 4)
- b) For consistency, colours, designs and materials that have **already been agreed** for other parts of the Park and Palace should be **taken into consideration** (see Appendix 3) – it is important however to avoid colours that have a safety meaning i.e. green which is used for fire exits.
- c) Any new permanent wayfinding signage, in the Park or Palace, may require some form of consent whether it be Listed Building Consent or Advertisement Consent. Advice can be sought from the Strategic Vision team.
- d) A **short project brief** should be drafted, setting out the reasons for the proposed works, the preferred colour/ material choices and the justification for those;

APPCT SIGNAGE AND WAYFINDING FRAMEWORK
July 2022

- e) To ensure economies of scale, consistency and value for money, the services of APTL's Designer should be utilised, and extant suppliers invited to price for work;
- f) Any permanent wayfinding, regardless of whether the project is being delivered internally or in partnership/contract with a third party, **the approach will require sign off from the Alexandra Palace CEO**. The CEO will assess whether the proposals achieve the aims of the project and guidance contained within the Framework, over and above personal taste.

APPENDIX I

GOOD EXAMPLES OF EXISTING SIGNAGE

ADD PHOTOS

BAD EXAMPLES OF EXISTING SIGNAGE

ADD PHOTOS

APPENDIX 2

PREVIOUS SIGNAGE APPLICATIONS AND PROJECTS

Year	Project	Location	Rationale
2013	On-building signage	34no windows across the site	The core value of this project was to articulate, through imagery, 'windows to the past, present and future'. This was inspired by the desire to reinvigorate the look and feel of the building for people walking past – there are a number of windows that have been blocked up and covered with plywood. The new signs will deliver directional and way-finding functions, whilst also greatly improving the exterior and visitor experience.
2016	Ice Rink signage	East Lightwell entrance, steps and South Terrace	In advance of the East Wing Restoration Project, the Ice Rink entrance was moved to the East Lightwell. New signage is required to maintain a good level of customer service and a welcome to IR visitors, and to improve the look and feel of the East Lightwell entrance.
2018	East Wing hoardings	Around East Court and BBC perimeter	In advance of the East Wing Restoration Project, 14m of hoarding was installed around the project site. Instead of plain / contractor branded hoarding, the Trust applied for advert consent to use the hoarding as a storytelling tool, with imagery, text and a timeline of the Park and Palace's history, to engage with passers-by and visitors.
2019	On-building and directional signage	34no windows across the site	Following the reopening of the East Wing, the on-building signage that was installed in 2013 is now out of date. The Trust has undertaken a brand refreshing exercise, and the signage needs updating to reflect the changes to ensure a holistic and modern look and feel across the site.
2021	Park signage and lamppost banners	Alexandra Palace Way and park noticeboards	To enable consistency of messaging across the site, consent was sought to change/ update existing park signage and install advertising banners on the lampposts along AP Way.

APPENDIX 3

EXISTING PERMANENT SIGNAGE

Location/ Item	Detail	Colour code	Swatch
East Court entrance	Gold lettering in Palace Display		
East Court Creativity Pavilion	Monogram on doors		
Theatre FOH	Gold lettering in ? mounted onto mesh		
Theatre BOH	Hand painted, in Palace Display ?		
Palm Court	Gold lettering in ?		

Materials/ products already agreed

APPENDIX 4

SIGN DESIGN GUIDE: A GUIDE TO INCLUSIVE SIGNAGE

Most signs can be divided into four functional groups:

Information signs: for orientation and include the building, car parks and other internal signs identifying main locations inside the building and include directories, maps and plans covering the whole site, internally and externally.



Direction signs: for directing visitors to destinations using arrows and can include directional text. Note, in accordance with the 'Sign Design Guide: a guide to inclusive signage' the use of finger posts should be avoided.



Identification or location signs: these signs – always without an arrow – are installed at individual destinations to indicate the location of a facility or service, a room or a person, once the destination has been reached.



Safety, fire safety and mandatory signs: these are essential for the safety of users and can be either warning or prohibition signs. They will be positioned in strategic locations to give warnings. They include exit signs, fire exit signs and details of fire equipment. This category also includes mandatory signs which are usually characterised by a special colour and shape, i.e. a white letter on a blue square.



Some basic guidelines on sign location

1. Think carefully about **possible obstructions** of signs. It is no good choosing a location for a sign in a reception area if it will be regularly obscured by deliveries, for example. Remember that external signs may become partially covered by plants or trees in leaf during the summer.
2. Consider whether **the sign itself may become an obstruction**. Suspended and wall mounted signs should be located at an adequate height to avoid obstruction, but care must be taken not to place them too far above a person's sightline. Placing a sign in the middle of a route on the basis that they will be more easily noticed will cause problems for people with sight impairments. A floor mounted sign will cause an obvious hazard. A suspended sign placed in the middle of a route **may cause difficulty** in locating or reading a sign due to a changing or inconsistent background.
3. Consider whether a sign will be read **from a distance** (such as across a car park or at the end of a corridor) **or close-up**. This will have a bearing on text height and consequently on sign size.
4. Remember that locations for signs **require good illumination**; avoid areas that are gloomy and cannot receive supplementary lighting.
5. Room identification signs should ideally be located **at eye level**, on the wall immediately adjacent to the latch side of the door. Where a sign cannot be placed on the wall, for example, where there is no available space, the sign can be placed on the door. Ensure that all room identifications are positioned **at the same height** throughout the building, ideally within the 1400 – 1700mm band.

Some basic guidelines on sign content

1. Information can be better understood if it is **grouped together** either alphabetically, or by floor or by department.
2. **Too many messages on a sign should be avoided**. A hierarchical system may be used, with a further breakdown of information provided as progress along a route to a destination. **Several small groups of messages are easier to read than one long one**.
3. Room identification signs should be simple and concise. **Once a name has been chosen, it should be used consistently** throughout the building.
4. **Abbreviations should be avoided** as they can be particularly confusing for people with a visual impairment.
5. Descriptive words such as 'Personnel' or 'Accounts' do not need to be qualified by the use of Department or Division.
6. Visually impaired people can recognise numbers more easily than names and numbers can of course be larger than text without occupying too much space.

When a decision has been made about the hierarchy of information to adopt within a building, it should be applied consistently to avoid confusion.

Language, wording and punctuation

Clarity: If messages are technical or complicated in their wording, many people will be discouraged and will need to seek assurance from others. **Official terms which may be unfamiliar should be avoided.**

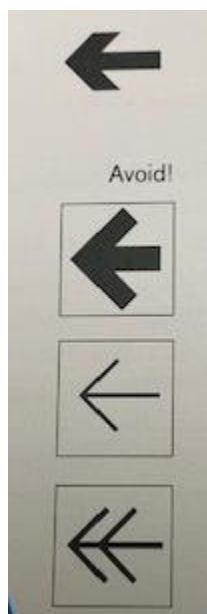
Consistency: terminology should be consistent i.e. the words used on the entrance should be identical to those found on a specific department door.

Conciseness: Keep information to a minimum. Too much information confuses people and will be ignored or forgotten.

- Signs should be short enough to read in passing;
- Floor plans are a useful complement to directories as they can carry the detail whilst the directory can list each main destination;
- Use capital letters for the first letter of each key word;
- Names for specific job titles, places or people should have capitals at the beginning of each word;
- Exceptions are specific words required by legislation i.e. EXIT or TAXI;
- Punctuation should be used sparingly – avoid full stops;
- Avoid abbreviation

Arrows

Arrows are one of the most useful symbols in signage systems. However, they are misused more than any other graphic form. It is advisable to always use the ISO 7001 recommendation, an arrow whose ends are parallel with the main stem, not cut off at a 90 degree angle.



On large board signs where a number of messages are listed, e.g. at entrances to buildings, a group of messages should be preceded by a single arrow, rather than using individual arrows for each message. On combination signs, where several arrows are required in close proximity, they are more intelligible if they are arranged according to direction:

- Left up
- Left

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- Left down and straight ahead
- Right up
- Right
- Right down and straight ahead

Messages on signs should be aligned in accordance with the direction of the arrow:

- Arrows indicating direction left, straight ahead or down should be placed on the left hand side of the message
- Arrows indicating direction to the right should be placed on the right hand side of the message.

When positioning arrows of a 45 degree indication, care must be taken in their use as they have no inherent exactness and can be open to misinterpretation. In general they should be reserved for stairs, escalators, ramps and diagonal routes through open areas only.

Symbols

Some signs, particularly directional signs, are often supplemented by specific pictorial devices such as arrows and/or symbols. **Well-recognised symbols are often better than words for most types of vision**, but are particularly useful for visually impaired people because they can be larger than the equivalent text. In addition many symbols are internationally recognised, overcoming language barriers.

Letterform selection

Letterforms or typefaces should be **legible** and **easy to obtain**. One of the most universally used typeface for signs is Helvetica Medium. The choice of the letterform however will depend on the building, or site and **its historic context**. The best effect will be achieved by the **appropriate choice of letterform, colour and materials**.

Sizing of letters and symbols

Sizing depends on the location of the sign and the reading distance:

Long distance	At building entrances and house numbers, a minimum character size is 150mm
Medium	Identification signs in reception areas, or directions in corridors, a minimum character size is 50-100mm
Close-up	Directories and wall-mounted information signs, a minimum character size is 15-25mm
Symbols	Where space permits, symbols should be at least 100mm in height

Embossed signs

By their nature, these signs are always read close-up and should be positioned where they can be easily touched. The ideal range of heights for positioning should be between 1400mm and 1700mm above finished floor level.

Signs should be embossed, **not engraved**. Characters should be raised from around the surrounding surface by 1mm-1.5mm and the thickness of each stroke of the letter should be such that both sides of the stroke can be felt with the finger in one pass. The minimum character height will vary between 15mm and 50mm depending on the space available and the reading distance

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required. The stroke width should be between 1.5mm and 2mm and for a 15mm letter height and pro rata for larger letters.

Inter-character spacing should be increased between 20 and 30 per cent, depending on the selected font; the inter-word spacing should be increased by approximately 25 per cent. Characters should not have sharp edges but should be clearly defined with rounded or chamfered edges. A sans serif typeface should be specified.

Reading an embossed sign in a vertical plane is not comfortable, so if the face of the sign can be inclined at 45-60 degrees from the horizontal, it provides a more natural position for the hand.

Braille

Braille is a system of raised dots, which enable visually impaired people to read with their fingers. It is made up of a pattern of six dots allowing 63 possible combinations, which corresponds to the letters of the alphabet, numbers, punctuation and letter groups or words.

Grade 1 Braille: letter-for-letter transcription which can be read by all Braille users, but because it is bulky it is usually replaced by Grade 2 Braille which is a contracted form. As a general rule, Grade 1 Braille should be used for single words and short descriptions e.g. 'push bar to open'. Grade 2 Braille should be used for longer sentences and descriptions.

Grade 2 Braille: consists of contractions added to the combinations to represent common letter groups like 'the' and 'for'. Grade 2 Braille is used for the production of books, magazines and leaflets.

Layout and spacing

There are three types of spacing:

- Spaces between letters
- Spaces between words
- Spaces between lines

For visually impaired people, it is desirable to **increase the space** between letters, words and lines **between 20 and 30 per cent**, depending on the selected letterform.

There are three types of text ranging:

- Ranging left (aligning on the left-hand side, ragged on the right)
- Ranging right (aligning on the right-hand side, ragged on the left)
- Centred (aligning on a centre point)

Ranged left text is the easiest to read.



Capital letters and lower case

- Sans serif typefaces are **more legible** than serif typefaces;
- Signs showing **more than five messages creates confusion** and may be ignored;
- From tests with both sighted and visually impaired people, signs which use **a mixture of both capitals and lower case letters** are the most satisfactory solutions for most types of vision



Colour and contrast

Basic principle

Difference between all the elements of the sign is essential:

- Between the background (bricks, trees etc.) and the signboard and
- between the signboard and the text or symbol on it

Some people have low colour vision which affects their perception of some colours, for example, **people with visual impairments tend to have a reduction in their ability to recognise some reds, greens and blues.**

Tonal differences are much more effective than differences in hue (i.e. red, green, blue).



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Some sign systems use a different colour for each level of a building, but the success of this relies upon the user's ability to recognise the difference between colours. Some of the most **successful signing systems use white with one or two additional colours** – for example motorway signs, road warning signs, and original British Airports signs. If in doubt, use as few colours as possible and avoid colours which may conflict with fire and safety signs.

Black and white provide the most obvious contrast, however white lettering on a dark signboard (not necessarily black) gives good legibility if accompanied by a matt surface.

It is important to **check the background** against which the sign is to be seen – black letters on a white sign would not be helpful positioned on a white wall.

External colour contrasts

Contrast derives from the **light reflectance factor of the colours used**, not the difference between the colours, e.g. light green against dark green.

Ideally the contrast between wall and sign panel should be 70 per cent; the gloss factor should be 50 per cent which will give adequate legibility but still facilitate cleaning.

Illumination and glare

To minimise glare:

Use materials with **a matt finish**;

Do not place suspended signs against a light source, i.e. at the end of corridors which have windows or glass doors or against overhead fitted lights;

Do not position signs directly onto external glazing;

If the existing lighting system is inadequate, localised lighting of the signs may be necessary, but **internally illuminated signs are not recommended**. If possible, all light sources should be concealed or shaded.

For more detailed guidance and information, please speak to Visitor Services for a full copy of the Sign Design Guide.

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

29 SEPTEMBER 2022

Report Title: Planning Report

Report of: Emma Dagnes, Chief Executive Officer

Purpose: To update on project proposals previously presented and to seek approval to apply to the Local Planning Authority to extend Planning and Listed Building Consent for the use of the temporary pagoda on The Beach.

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

1. Recommendations

- 1.1 To note the updates, and;
- 1.2 To approve the proposal to apply to the Local Planning Authority for Planning and Listed Building Consent to extend the use of the shaded wooden structure (the pagoda) on The Beach for two additional months a year (from March to November each year), subject to any comments from the Advisory and Consultative Committee Members.

2. Executive Summary

- 2.1 In July 2022 the Board approved the submission of planning, listed building and advertising consent applications for Parking Management System, various projects to improve the visitor experience and for income generation. This report provides updates on those projects.
- 2.2 Following consultation with the Advisory and Consultative Committees in 2019 the Trust was granted the required Listed Building Consent and Planning Permission to install outdoor shading structures on The Beach area of the Phoenix Bar & Kitchen. The conditions of consent were that the temporary shaded seating structure (the 'pagoda') with benches would be removed annually outside of the months of March – September. This report also seeks approval to apply for an extension to the number of months the structure is permitted to be in place on The Beach, from 7 months (Mar-Sept) to 9 months in the year (Mar-Nov).
- 2.3 This report has been circulated to Advisory & Consultative Committee members, who have been invited to provide comments in advance of the Trustee Board meeting. However, the Committees will have an opportunity to discuss the proposal as a group at the next Joint Meeting of the Committees on 17th November and we have invited individual comments before the 29th September.

3. Update on projects brought to the Trustee Board in July.

- 3.1 Following the last Board meeting in July, where several projects that require consent (planning, LBC or advert, or a combination of) were discussed, the team have progressed several workstreams with a view to formally submit applications in the coming weeks.
- 3.2 The applications that are likely to be submitted first are the parking management system, the post room and office for Visitor Services (from East Court) and the skywalk adventure project.
- 3.3 On 15 July, a formal pre-application meeting with the Haringey team took place to discuss the skywalk adventure proposal. Representatives from planning, conservation and transport were present. In principle, there was unanimous support for the proposal, as the planning team appreciated how the project aligned with the Trusts objectives and that it was a new, exciting and innovative way for visitors to enjoy the heritage setting of the Park and Palace whilst learning about its eclectic and inspiring past, present and future.
- 3.4 The Planning Authority has advised that to ensure the proposal is acceptable in planning and heritage terms, there needs to be an assessment undertaken on the existing make-up and condition of the Great Hall roof and a clear understanding of how new interventions into the listed fabric will be minimal, and the impact mitigated. It is also fundamental that the proposal does not have a negative impact on the local views of the Palace. These are all matters and considerations that had been previously identified by the APPCT team and therefore we are confident that we address these matters as part of the application which will be submitted within the next month.

4. Pagoda time limit extension (location in front of the Phoenix Bar & Kitchen)

- 4.1 We will be applying for an extension to the time limit for the temporary pagoda on the Beach (located in front of the Phoenix Bar and Kitchen). At present, the permission allows for the pagoda to be in place from March to September (inclusive). We are simply applying for an extension to the time limit of 2 months (March – November inclusive).
- 4.2 It has been evident that during the pandemic (and out the other side), the pagoda has been used by more than just people coming to events. We have noticed lots of people using it for shade/ respite during the intensely hot weather, and school groups use it as their base for the start/ end of activities that take place here; it has been really popular in general for people coming up to the Palace for a drink or bite to eat; and appears to be a good meeting point for staff and non-staff, allowing for a safe, open and airy alternative to sitting in meeting rooms or the East Court; and of course, it has been an intrinsic part of the overall offer when we do host events on that side of the building.
- 4.3 It costs the Trust between £20k-£25k each year to dismantle, store and then reassemble the pagoda (storage costs being a significant percentage of the overall cost).
- 4.4 It is proposed that the time limit be extended to end of November. This would allow the team to trial the space as part of the visitor experience for the autumn/winter

season of gigs for 2022 (which run from September through to end of November), which will in turn allow for some savings to be made on storage costs, and hopefully improve revenue generation in terms of the events for the autumn/winter season. Advice sought from the Planning Authority has indicated that we would need to submit a new planning and LBC application. There would be no other changes made, just a request to extend the time the temporary pagoda is up (by two additional months).

5. Legal Implications

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

6. Financial Implications

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

7. Use of Appendices - None

8. Background Papers – Trustee Board Report 19 July 2022

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

29th September 2022

Report Title: HR Report
Report of: Catherine Solomon, Director of HR and Organisational Development

Purpose: This report provides an update on the current HR Activity for the Trust.

1. Recommendations

1.1 To note the content of this report.

2. Employment Breakdown

2.1 As of 8 August

Permanent employees	81	40%
Fixed term employees	3	1%
Casual contract	121	59%
Total	205	

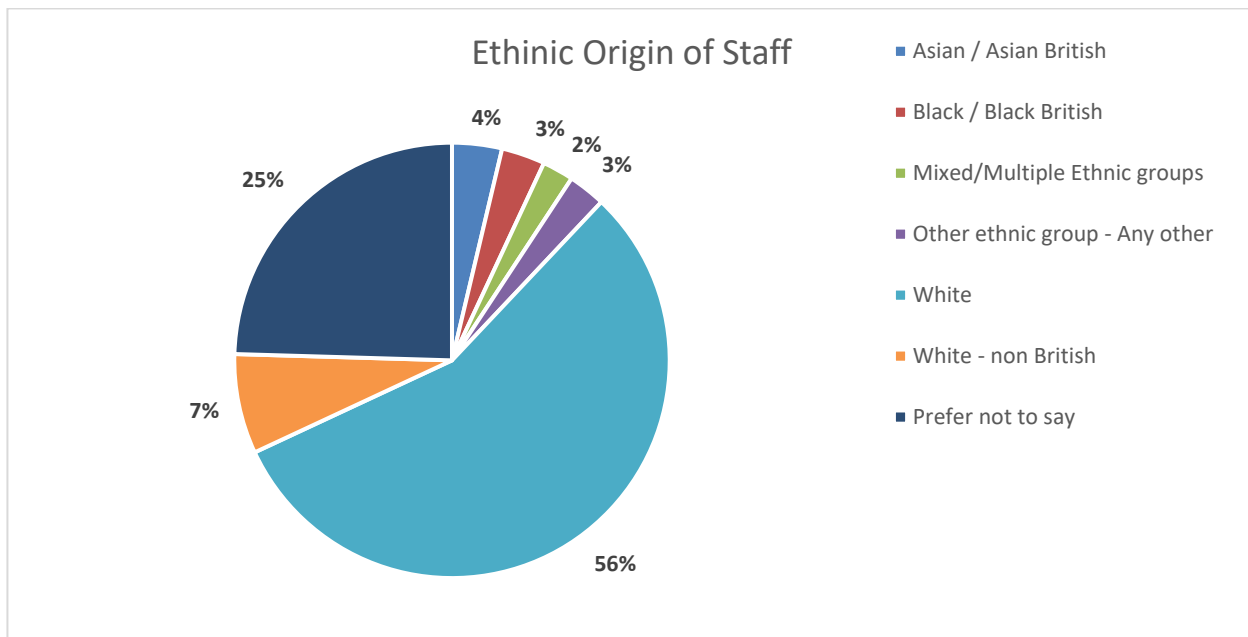
Two of the salaried employees are employed directly by the Trust, there are 10 APTL employees who spend 100% of their time working on Trust activity and a further 10 APTL employees who spend a percentage of their time working on Trust activity, these costs are recharged to the Trust.

2.2 The employee turnover rate (1 April to 1 August 2022) was 8.5% for the period. This is 1.5% higher than the last figure reported to Board, and is tracking slightly higher than the national average of 15% (per annum).

2.3 We have EDI data for 97% of staff. Chart 1 illustrates the ethnic origin breakdown of all staff. 56% identify as 'White' (this includes: White British, White English, White Irish and White Welsh). 7% are White – non-British. 4% are Asian / Asian British, 3% are Black / Black British and Other Ethnic Group, and 2% are Mixed / Multiple Ethnic Origins.

65% of the Haringey population is made up of non-white-British ethnic groups.

Chart 1: Ethnic Origin of Staff



2.4 5% of staff identify as disabled. 45% work within Visitor Services, and 36% within the Ice Rink. We have recently run Access is Everything disability awareness training for all staff.

2.5 The majority of staff (39%) are aged 21-30 years old. The smallest percentages are at either end of the scale with 13% under 21, and 2% over 60.

Table 1: Age distribution of staff

Age Band:	Age Band:	Age Band:	Age Band:	Age Band:	Age Band:
< 21	21 to 30	31 to 40	41 to 50	51 to 60	> 60
13%	39%	17%	17%	12%	2%

2.6 There is an largely even split between male and female staff: 51% male and 49% female.

2.7 Our workforce is less diverse than the UK population and more so, the London population. We need to understand why and work on changing this. Our Equalities Action Plan identifies the need for positive action to encourage underrepresented groups to apply.

3. Recruitment

3.1 Recruitment activity has continued to be busy for the period 1 April to 1 August 2022 With 26 new starters and 2 internal transfers in the period, details of which relate to the Trading Company and are therefore not included in this report.

With the introduction of the recruitment module in the new HR System we will also be able to report on equality information details for all job applicants.

4. Learning and Development

4.1 There has been an average 8% increase in completion rates across e-learning modules. GDPR has the highest completion rate and staff are required to have completed this course before being given access to the CRM & Ticketing system.

E-learning completion rates (all staff including casuals)

Action Counter Terrorism	46%	(+3%)
Equality and Diversity	47%	(+11%)
GDPR	56%	(+5%)
Safeguarding Vulnerable Adults	44%	(+13%)

4.2 We have delivered face to face MEWP, Electric Pump and Forklift training and are currently working with our medical provider to schedule a 3-day first aid at work course for representatives across all departments.

4.3 We are currently sourcing training providers to provide management training.

5. Risks/ other issues

5.1 Employee Wellbeing

We have continued to monitor the safety and wellbeing of our staff, physically and mentally. The working from home policy and onsite practices were regularly reviewed to meet the organisation's needs in line with government guidance, specific to our site and operations.

We have recently sought feedback from staff on types of benefits and initiatives they would like to see. As a result of this we are rebranding our benefit offer, providing further details on how to access staff discounts. We have recently introduced monthly healthy snack boxes for all staff and will also be joining CSCC (Civic Services Sports Council) which provides

- Money off sports events and gym memberships
- discounts on dining out and cinema tickets
- Exclusive discounts on days out across the UK
- Health and wellbeing advice and support
- Opportunities to try new activities for less
- Access to a huge, active community of like-minded people.

We have introduced a new policy on supporting employees experiencing the menopause. We are also planning to conduct an employee survey in November 2022.

5.2 Customer Service Standards Project

We worked with an external provider to run a series focus workshops to engage with the whole team in creating new customer service standards that are aligned to our purpose, mission, vision, and values. Training for all staff to embed and implement the new standards took place in March and April, we will be running an additional session for new starters and other staff who missed the previous training. Our job

descriptions and performance management objective reflect our new standards. There will also be regular internal training sessions run by our Head of Visitor Services. In addition, we are creating e-learning modules.

5.3 HR and Payroll Project

Our new HR and Payroll system went live successfully in June 2022. Work will commence on Rostering and Time and Attendance and Recruitment in Summer / Autumn 2022 in the next phase of the roll out.

5.4 Annual Pay Review

In December 2021 board members approved cost of living pay increases which achieved the Trust's commitment to the London Living Wage (LLW). However, following a subsequent increase in LLW, some roles in the organisation have since fallen outside of the LLW until the annual benchmarking exercise has been completed and recommended options are presented to Trustees. Benchmarking is currently underway, the new LLW wage rates for 2022 are due to be announced in September.

6. Legal Implications

6.1 There are no specific legal implications relating to this report.

6.2 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 There are financial implications of cost-of-living crisis and rising inflation means that staffing costs continue to increase significantly. The internal process for approving new posts or filling vacancies is robust and includes ensuring that the department had budgeted for the role or its budget can accommodate. However, there are no specific financial implications of this report.

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

8. Appendices - None

9. Background documents - None



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

29 SEPTEMBER 2022

Report Title: Alexandra Park Club – Proposal To Install Cricket Nets
Report of: Mark Evison, Head of Park & Environmental Sustainability
Purpose: To obtain the Board’s approval of the Alexandra Park Club proposal to install cricket nets, subject to planning consent.

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

1. Recommendations

- 1.1 To approve the Alexandra Park Club’s proposal to install a new three lane cricket batting and bowling net facility, subject to any comments from the Advisory and Consultative Committees.

2. Executive Summary

- 2.1 The Alexandra Park Club intends to apply to the local planning authority for consent to install a new three lane cricket batting and bowling net facility at the club on the site of the old tennis courts on the western side of the clubhouse. This, if approved, will sit alongside the existing one lane net and replace the second which is unfit for purpose.
- 2.2 It was intended to consult the Advisory & Consultative Committee at the cancelled meeting on 8th September. The Committees’ Members have been invited to provide comments in advance of the Trustee Board meeting. However, the Committees will also have an opportunity to discuss the proposal as a group at the next Joint Meeting of the Committees on 17th November.

3. Reason for the decision

- 3.1 The aim of the proposal is to improve training facilities for both senior and junior sections, something which is crucial for both sections. More so for the latter as our existing facilities are one reason why we lose junior players to the numerous other clubs in our area. We are essentially playing catch-up in providing sustainable and effective training facilities when the squares are out of action or too wet to use.

4. Construction and Installation

4.1 Below are images of how the nets would look.

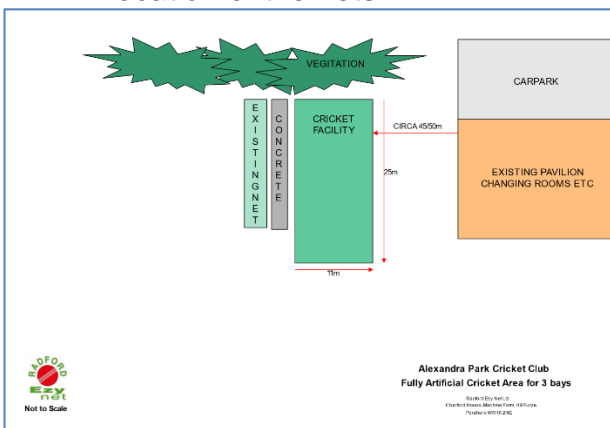


4.2 The standard size is 24m long and 2.4m high. The nets are held in place by a fixed socket system. The sockets are safely capped by a cap of artificial grass. They use a winch system to open and close the top and side nettings in a few minutes. Each lane is open ended to allow for bowlers to have a proper run-up. There is roof netting at the batter's end like so:



4.3 Work would take five working days and would require access to the Club for excavation equipment. and the spoil will be used on site or taken away by the contractors if unused. The supplier has provided the Cub with diagrams of the proposed construction process and layout (Appendix 1).

4.4 Location of the nets:



4.5 Storage

The facility will be erected in the Spring. When not in use during the cricket season, the nets are drawn like curtains, retracted and stored in the green 3m poles/boxes (see below. Note fencing as shown will not be used). At the end of the season the poles/boxes/nets will be fully dismantled and put into storage.



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

The decision does not conflict with the Charity’s vision, mission and values and aligns with the charitable purposes around use of the Park for recreation and enjoyment.

6. **Equality, Diversity & Inclusion (EDI)**

The proposal would have no negative impact on any groups with protected characteristics groups.

7. **Legal Implications**

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

8. **Financial Implications**

8.1 There are no financial implications for the Trust. The Tenant will cover all costs for the nets, including installation and removal of the old nets using a legacy fund donated by a previous member of the Club.

8.2 The Council’s Chief Financial Officer has been consulted in the preparation of this report and has no comments.

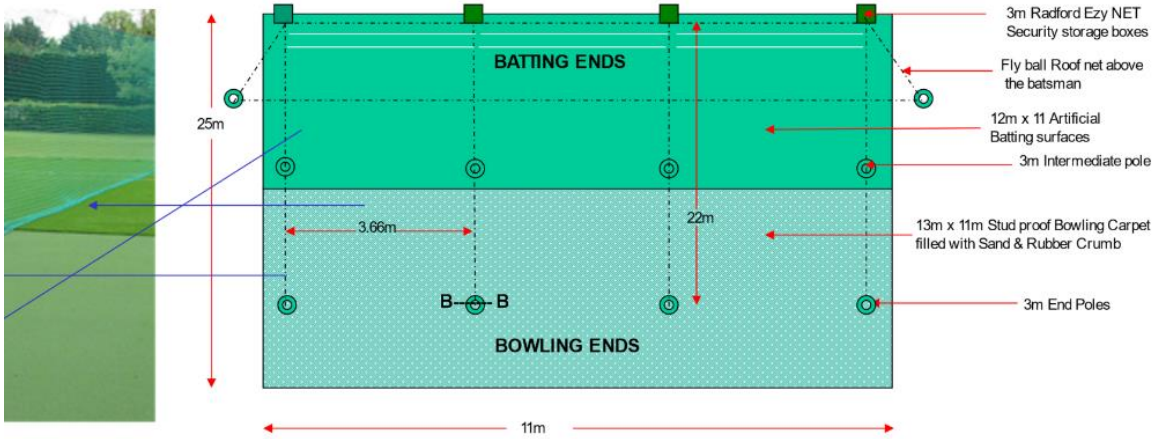
11. **Use of Appendices**

Appendix 1 – Design images and diagrams

10. **Background Papers - None**

Appendix 1 – Diagrams for proposed layout of Cricket Nets

3 x 25m Artificial Batting & Bowling Ends

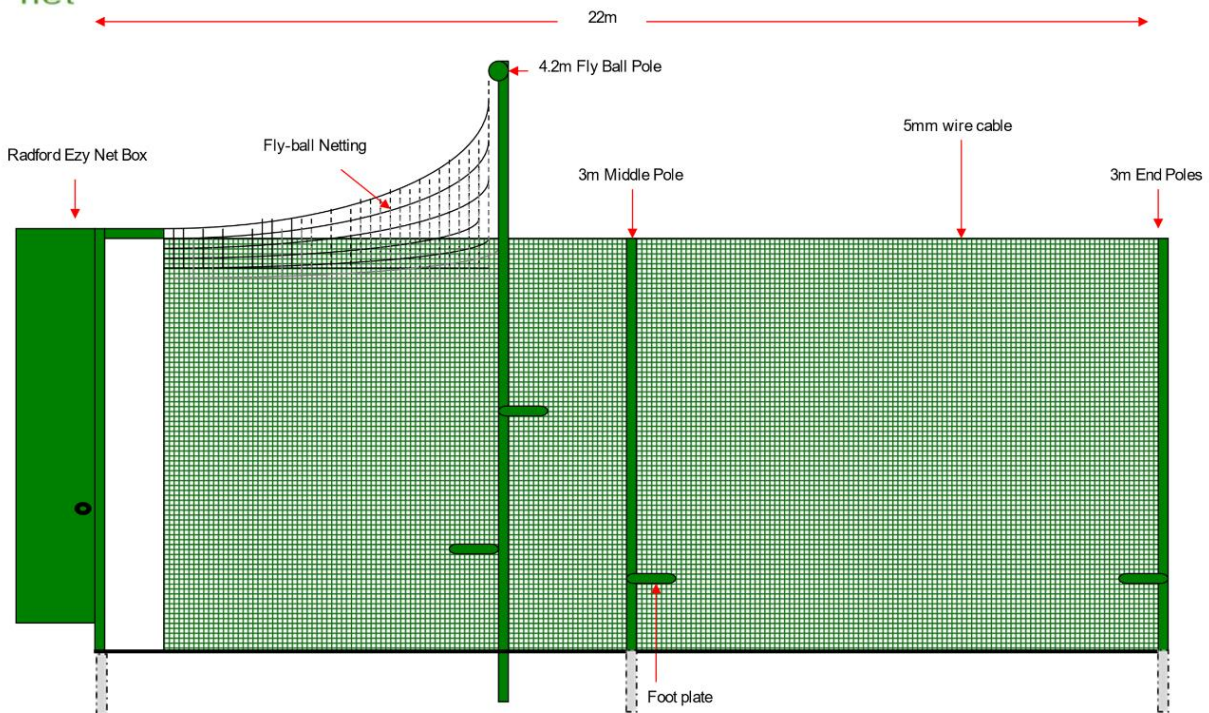


Section B-B
see Sheet 201

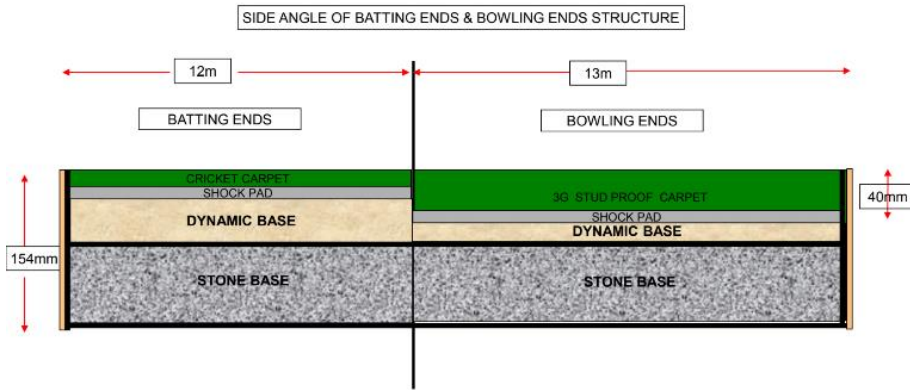
Alexandra Park Cricket Club Fully Artificial Cricket Area for 3 bays	
Radford Ezy Net Ltd Charford House, Machine Farm, Hill Furze, Pershore WR10 2NE	Sheet 200
Not to Scale	



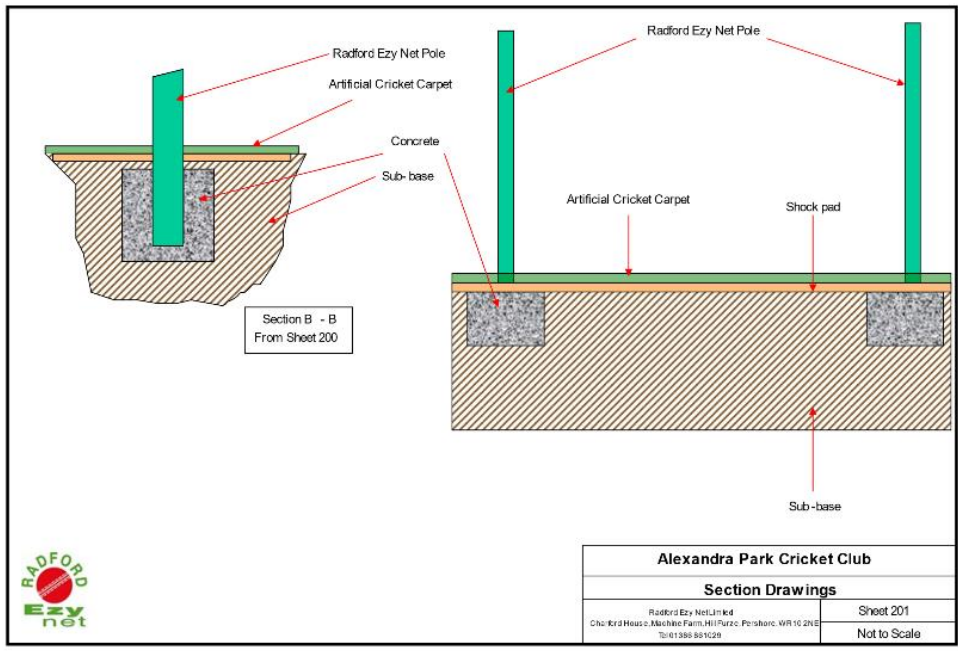
**Alexandra Park Cricket Club
Side view of netting system**



The nets would sit on this type of base:



The poles/storage boxes would be installed like this:



Alexandra Park Cricket Club	
Section Drawings	
Radford Ezy Net Ltd Clarendon House, Meadow Farm, Hill Farm, Pershore, WR10 2NE Tel: 01286 861029	Sheet 201 Not to Scale

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

29 SEPTEMBER 2022

Report Title: Policy Review
Report of: Emma Dagnes, CEO
Purpose: This report invites the Trustee Board to review and approve the updated Complaints Policy and the new Equality, Diversity and Inclusion Policy.

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

1. Recommendations

To approve:

- i. the updated Complaints Policy attached at Appendix 1, and;
- ii. the new Equality, Diversity and Inclusion Policy attached at Appendix 2.

2. Executive Summary

- 2.1 The Charity Commission requires Trustees to have in place appropriate procedures for dealing with complaints against the Charity and to ensure that the procedures are easy to follow. The Complaints Policy, at Appendix 1, has been reviewed by the Head of Visitor services and simplified to reflect the existing structure of the Visitor Services Team. Section 3 of this report highlights the key changes made to the Complaints Policy.
- 2.2 The Trustee Board approved the Organisation's Equality, Diversity and Inclusion (EDI) Action Plan in July 2021 and the Equality, Diversity and Inclusion (EDI) Policy was subsequently produced to replace the previous Equal Opportunities Policy. The 2020 review of the Charity Governance Code placed more responsibility on trustees to understand the EDI approach within their charities and therefore it is appropriate for the EDI Policy, attached at Appendix 2, to be a Trustee Board owned and approved policy.

3. Legal Implications

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

4. Financial Implications

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

5. Use of Appendices

Appendix 1 – Complaints Policy

Appendix 2 – Equality, Diversity and Inclusion Policy

6. Background Papers – None

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CUSTOMER COMPLAINTS POLICY

1. Introduction

Alexandra Park and Palace Charitable Trust (APPCT) and its trading subsidiary APTL, hereafter known as 'Alexandra Palace', view complaints as an opportunity to explain our actions, to put things right for the person or organisation that has made the complaint, if appropriate, and as an opportunity to learn and improve what we do and how we do it.

2. Scope

- 2.1 This policy aims to ensure that visitor and customer complaints are managed consistently and appropriately.
- 2.2 Alexandra Palace outsources some delivery to contractors and hires the Park and the Palace to external clients for events and activities. Any customer complaint about a contractor, client or event is included within the scope of this policy.
- 2.3 Employee complaints or grievances are not included within the scope of this policy and are dealt with under separate Grievance and Whistleblowing policies.

3. Policy

- 3.1 A complaint is any expression of serious dissatisfaction, whether justified or not, about any aspect of Alexandra Palace. For this reason, the complaints policy applies both to the Trust and its Trading Subsidiary.
- 3.2 We aim to:
 - provide a fair complaints procedure which is clear and easy to use;
 - publish the complaints procedure so that people know how to make a complaint;
 - respond to all complaints in a timely manner and investigate them appropriately and fairly;
 - resolve complaints and repair relationships, wherever possible;
 - gather information and take action when necessary to help us to improve;
 - handle all complaints and complaint information sensitively, telling only those who need to know, following principles of relevant data protection legislation;
 - ensure everyone at Alexandra Palace knows what to do if a complaint is received.

4. Making a Complaint

4.1 We encourage the swift reporting of dissatisfaction, whilst a customer is on site, to the staff at the facility being used or at one of the designated receptions so that we can put things right at the time.

4.2 If this is not possible, or customers are not satisfied with the response received, complaints should be made:

in writing to 'Feedback' at Alexandra Park & Palace Charitable Trust,
Alexandra Palace Way, Wood Green, London N22 7AY

by e-mail to Visitor.Services@alexandrapalace.com

by telephone on 020 8365 2121

4.3 Your complaint should include the following information:

- A clear description of what happened, including the date, time and location of the incident. Please be as specific as possible about the location within the Palace or the Parkland.
- Tell us why you are making a complaint.
- Tell us what you would like as an outcome.
- Please provide your full name, email (or postal) address and contact phone number.
- Tell us how you would prefer us to contact you.
- If appropriate, please send us any documents that support your complaint.

4.4 Complaints received by members of staff in other departments:

- the person receiving the complaint will aim to capture and record the information outlined above and will pass the complaint to the Visitor Services Team for handling.
- When appropriate, we will ask the complainant to send a written account by post or by email to the Visitor Services Team so that the complaint is recorded in the complainant's own words.

4.5 Complaints made via social media:

- We cannot guarantee that complaints made by social media channels will be seen and responded to within the timescales set out in this policy as we do not have the resources to monitor the wide range of social media channels available.
- We will aim to acknowledge complaints made via these channels but refer the complainant to an alternative method of communication so that the complaints policy can be followed.

4.6 If you have asked someone to contact us on your behalf, please make sure they provide evidence that you have given them permission to act on your behalf.

4.7 Anonymous complaints will be treated in as similar a way as possible, although the complainant should be encouraged to consider the Whistleblowing Policy as a more appropriate way complain and protect their identity.

- 4.8 If an individual is concerned they can inform the Whistle blowing contact by telephone: 020 8365 4555 or by emailing whistleblowing@alexandrapalace.com please see whistleblowing policy for further details.
- 4.9 We encourage customers and visitors to contact us directly with their complaint, however, a complaint can be made to the Charity Commission at any stage. Information about the kind of complaints the Commission can involve itself in can be found on their website at: www.charitycommission.gov.uk/publications/cc47.aspx
- 4.10 Alexandra Palace is registered with The Fundraising Regulator and adopts the standards set out in the Code of Fundraising Practice. Complaints in relation to our fundraising activities will be dealt with in accordance with this complaints policy, however, a complaint can be made to The Fundraising Regulator if you are not satisfied with the outcome of our complaints procedure: <https://www.fundraisingregulator.org.uk/>

5. Complaints handling

- 5.1 To ensure they are appropriately recorded and handled; all complaints are to go through the Visitor Services Team.
- 5.2 A Visitor Services Assistant (VSA) will:
- log all complaints;
 - respond to low level complaints within 72 hours;
 - tell the complainant what will happen next and give an indication of timescale;
 - make the complainant aware of this complaints policy.
- 5.3 If a complaint cannot be resolved within 72 hours a response acknowledging this will be sent by the VSA with a deadline for response (within a 4-week period).
- 5.4 Stage 1
- 5.4.1 If the complainant is not satisfied with the VSA's handling of the complaint, the complaint will be escalated to the Visitor Services Supervisor and if the complaint is still not resolved it will be escalated to the Visitor Services Manager/ Assistant Visitor Services Manager and subsequently the Head of Visitor Services.
- 5.4.2 The Head of Visitor Services will conclude or escalate the complaint.

5.5 Stage 2

Where complaints are recurring or particularly sensitive, the Head of Visitor Services may assess whether the issue warrants escalation to Executive Leadership Team members to identify and implement actions to prevent future complaints.

The scope of stage two is to establish if the,

- process was undertaken in accordance with the complaints policy
- process was appropriately thorough
- evidence supported the conclusions reached

This may involve reviewing the paperwork and speaking with the individuals who dealt with the complaint at level one. No new evidence should be submitted at this stage.

5.6 Stage 3

Where a complaint is recurring, the Head of Visitor Services may escalate it to the Chief Executive or an Alexandra Palace Board Member.

At this stage, the complaint will be passed to the CEO or the Chair of the Alexandra Park & Palace Charitable Trustee Board. The Chair may undertake the review themselves or delegate to another board member of Alexandra Palace.

The aim of stage three is to review the process followed at stage two, and may involve reviewing paperwork and speaking with individuals involved at stages one and two.

No new evidence should be submitted at this stage.

6. Complaint Resolution

6.1 Complaint responses will explain our actions or the situation and whether we agree with their complaint and what we are doing about it; or the outcome of the investigation.

6.2 The Head of Visitor Services may request an investigation into a complaint which will provide one of the following conclusions:

- a) Complaint is upheld - the complaint is justified in full or in part and the organisation needs to take remedial action
- b) Complaint not upheld – the organisation acted in accordance with its standard operating policies and procedures and that these are in accordance with legal requirement and industry best practice.
- c) Complaint not upheld, as in b) above, but there are lessons for the organisation.
- d) Complaint partially upheld and explanation provided as in a) b) and c) above.

6.3 Ideally complainants should receive a definitive reply within four weeks. If this is not possible an indication will be given of when a full reply can be expected.

6.4 Whether the complaint is justified or not, the reply to the complainant should describe the action taken to assess or investigate the complaint, the conclusions from the investigation, and any action taken as a result of the complaint.

6.5 If the complaint relates to a specific member of staff or volunteer, they will be informed and given a fair opportunity to respond. Complaints of this nature will be acknowledged within five working days and the acknowledgement should say who is dealing with the complaint and when the person complaining can expect a reply.

7. Variation of the Complaints Procedure

7.1 The Head of Visitor Services may vary the procedure for good reason. This may be necessary to avoid a conflict of interest, for example.

7.2 In the case of multiple complaints from beneficiaries about the same issue (customers, visitors, users of the Park and Palace) the complaint will be assessed as a single complaint but each individual complainant will be responded to.

8. Recording, Monitoring and Learning from Complaints

Complaints are recorded and complaints are reviewed annually to identify any trends that may indicate a need to take further action.

9. Responsibility

Overall responsibility for this policy and its implementation lies with the Board of Trustees.

10. Associated documentation and further information

- Data Protection and Document Retention Policies
- Subject Access Request Policy
- Whistleblowing Policy

11. Data Protection

Alexandra Palace processes personal data as part of recording and responding to complaints in accordance with its data protection policy. When an individual makes a complaint, Alexandra Palace will process any personal data collected in accordance with our data protection policy. Data collected is held securely and accessed by, and disclosed to, individuals only for the purpose of dealing with the complaint.

12. Equality

Alexandra Palace is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, sex, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief, responsibilities for dependents, age, physical/mental disability or offending background.

13. Status of policy

This is a statement of current Alexandra Palace policy taking into account current legislation. Alexandra Palace therefore reserves the right to amend the procedure as necessary to meet any changing requirements.

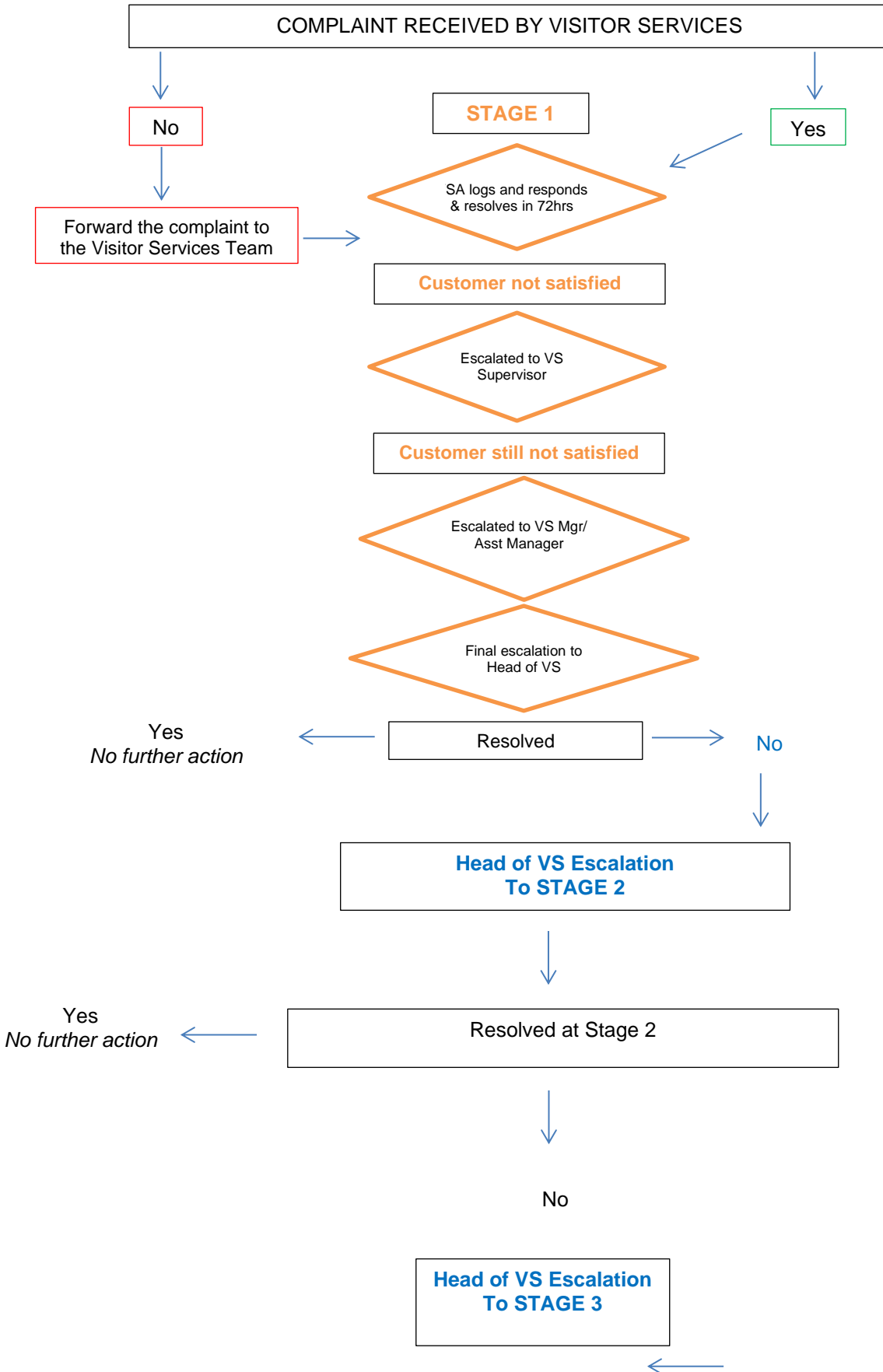
The organisation will review and ensure compliance with this policy at regular intervals.

POLICY REVIEW		
Date	Author	Amendments
June 2019	Commercial Director & VSM	Includes the role of the Visitor Service Team in complaint/feedback handling included. Sections 6 & 7 Stage 2 amended to be completed at Director level and Stage 3 at Board level
July 2022	Head of VS	Simplified for a clear and consistent process, emphasis on all complaints going via the Visitor Services Team.

14. Appendices

Appendix 1 – Internal Complaints Procedure Flowchart
Appendix 2 – Complaint Recording

Appendix 1 - Internal Complaints Procedure Flowchart



Appendix 2 – Complaint recording

Complaint record keeping

All acknowledged complaints will be recorded on the complaints register.

The complaint register records:

- the complaint reference number
- The date the complaint was made
- The name of the complainant, while the complaint is live (anonymised once complaint resolved)
- The nature of the complaint
- The name of the lead investigator/complaint handler
- What action is or has been taken
- The date of action being taken
- The outcome of the complaint
- If the complaint corresponds with an incident logged by the onsite security team (on the 'Incident or Issue log' known as the IOI) the relevant reference number will also be recorded.

Complaint filing (Paper and electronic)

~~A complaint file will be opened for each complaint and will include,~~

- ~~A copyCopies of the complaint -- such as the_ letters, emails, or recorded information from social media or complaint phone call and related correspondence and will be filed in a digital complaints folder as well as any investigation reports and supporting evidence.~~
- ~~All correspondence in relation to the complaint, including written communication within the organisation~~
- ~~A copy of the investigation report and supporting evidence.~~

Investigation reports

All internal investigations will produce an investigation report in the agreed organisational format. This report will include;

- The nature, process, and findings of the investigation and its conclusion.
- The witness statements and supporting evidence.
- Any points of learning for the organisation and any action required

Complaint document retention

The complaint register information will be held on a restricted access file for a maximum of five years so that trend data can be established for performance management purposes.

This complaint file will be held on a restricted access file for a maximum of three years or until the complaint is fully resolved. Full resolution includes any subsequent action being taken by the complainant or any third party such as the charity regulator, ombudsman, Health and Safety Executive (HSE) or UK Courts.

After these stated time periods the documentation will be deleted and/or destroyed

Complainant access to stored information

If a complainant requests access to their personal data through a formal Subject Access Request (SAR) under the Data Protection Act (DPA) the information will be provided in accordance with the requirements of the legislation and guidance from the regulator, the Information Commissioners Office (ICO).

However, information will be anonymised and redacted as deemed necessary to protect and safeguard employees, and the employees of third party contractors, of Alexandra Palace.

The Charity and its trading subsidiary are not public bodies and therefore not subject to Freedom of Information (FOI) legislation. If information is requested the Chief Executive will consider each request on its own merit, assessing whether it is in the best interests of the Charity to release any information and the terms on which the information will be provided.

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Equality, Diversity and Inclusion Policy

1. Purpose

The purpose of this policy is to draw together our approach and principles in relation to Equality, Diversity and Inclusion as both a provider of entertainment, leisure, and experiences for our visitors and as an employer.

2. Policy Statement

Alexandra Park and Palace Charitable Trust and its trading subsidiary APTL hereafter known as Alexandra Palace is fully committed to the elimination of unlawful and unfair discrimination and values the differences that a diverse workforce brings to our organisation.

Alexandra Palace is committed to enriching lives, through great experiences, for the enjoyment of the public forever.

We work to develop quality experiences that meet our visitor needs, provide inclusive experiences and engage with the public and our local communities.

We recognise that certain groups in society may experience prejudice, discrimination, and / or less favourable treatment on the grounds of their protected characteristics as defined within the Equality Act 2010, and that this limits people's choices and opportunities.

We will not discriminate because of age, disability (physical or mental), gender reassignment, marriage and civil partnership, pregnancy and maternity, race (which includes colour, nationality and ethnic or national origins), religion or belief, sex or sexual orientation.

We will not discriminate because of any other irrelevant factor and we will build a culture that is open and genuine and values fairness and transparency.

We recognise our responsibility for improving equality by:

- Removing or minimising disadvantages suffered by people due to their protected characteristics;
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people;
- Encouraging people from protected groups to participate in activities where their participation is disproportionately low.

We also recognise the [Charity Commission diversity and inclusion strategy](#) which sets out four key objectives:

- Meeting our statutory requirements and going beyond this by taking positive action and building a culture that champions diversity and inclusion
- Maintaining our representation where we are doing well and improving our representation in areas where we could improve
- Creating an inclusive culture, that values diversity, in how we treat each other and interact with those that we regulate and come into contact with

In implementing this policy, we will:

- Meet legislative requirements;
- Define our operational approach and intended outcomes;
- Monitor and report on progress

3. Scope

The policy is applicable to all employees, casual staff, agency staff, volunteers, clients, suppliers and contractors, whether permanent or temporary. The policy applies to all processes relating to employment and training and to any dealings with customers and clients. Decisions relating to customers will be based on business-related criteria only and any irrelevant information will not form part of the process.

4. Responsibility

Our Board has overall responsibility for setting the strategic direction and for establishing policies and plans to ensure that the governance and promotion of the Equality, Diversity and Inclusion policy is compliant with the statutory framework that prohibits discrimination.

The Chief Executive, Executive team, and Senior Management team have day-to-day responsibility for the operation of the policy, ensuring it is up to date, and taking appropriate action should any breach of the policy occur. Members of the Executive team and Senior Management team are individually and corporately responsible for ensuring that the policy is implemented in their areas of responsibility.

All managers are responsible for demonstrating good practice and vigilance in identifying and preventing unacceptable behaviour.

All staff, including consultants, contractors, agency workers, and volunteers, have a responsibility to recognise and respond to Equality, Diversity and Inclusion issues, and to uphold the principles of this policy. They are responsible for ensuring that the policy is incorporated into their work activities and in all their dealings with customers, colleagues, and anyone else they come into contact with during the course of their work. This includes events and activities as well as work-related social events.

Our stakeholders are expected to respect and uphold the principles within this policy, and not to discriminate or induce discrimination.

Any breach of this policy will be taken very seriously and we will take a zero tolerance approach towards unlawful discrimination. Any member of staff who is found to have

committed acts of discrimination or harassment will be subject to appropriate disciplinary action.

5. Policy Implementation

We are committed to our organisational values, they describe what we stand for – the core principles we live by every day at work, guiding our behaviour and decisions. They define what we can expect from each other and what our customers expect from us.

We are Open and Genuine – We are inclusive and diverse welcoming all through our doors. We are genuine; we do what we say we will and do it in a way that is in line with our values. Behaviours relating to our value of Open and Genuine and examples of inclusive practices are included in our behavioural competency framework and will form an integral part of performance reviews throughout the year.

Through the approach set out in this policy we will encourage a culture where the principles of Equality, Diversity and Inclusion are treated as integral to everything we do. We will consider the needs of all individuals in shaping our policies, providing experiences, and in relation to our employees.

We will eliminate all forms of unlawful discrimination, harassment, and victimisation in all parts of our organisation.

We work to foster good relations and advance equality of opportunity between those who share a protected characteristic and those who do not share by tackling prejudice and promoting understanding.

5.1 Awareness and Training

We recognise that while legislation provides guidance it does not necessarily change behaviours to make a fair and inclusive society. We appreciate that we need to provide information, training, and guidance to enable our employees to fulfil their responsibilities and to ensure we are an inclusive and fair employer.

We will communicate our values and approach to our staff, volunteers, Board Members, customers, partners, and suppliers. We will also provide training, which begins with induction, for our staff, volunteers to enable them to understand their responsibilities and implement this policy. This includes e-learning modules for office based staff and face to face training for other staff.

5.2 Meeting the needs of our customers

We will be sensitive and responsive to the needs of individuals and specific groups and will work closely with customers, making reasonable adjustments wherever practicable.

We believe that all customers should be able to access our site and events safely with the same ease, and that the quality of our service is the same high standard for all.

Alexandra Palace has made a number of adjustments to improve accessibility at events. Given the nature of this historic listed building, it is not always possible to accommodate all requests. If a visitor has specific accessibility requirements, they can contact Access@alexandrapalace.com before their visit so we can seek to provide them with the best experience possible at Alexandra Palace.

Accessible tickets are available online and include access to a viewing platform plus a free personal assistant or essential companion ticket. Due to Licensing and Health & Safety Assessments, the number of accessible tickets we can admit to the platform is limited. Therefore, once this allocation has sold out, we are not able to release any more.

We will make people aware through the Alexandra Palace Website and Social Media Channels of particular relevant information regarding a performance for example the use of strobe lighting and the potential impact on those individuals with photosensitive epilepsy or haze and the potential impact on those with breathing difficulties.

We will ensure that our policies and processes do not discriminate against any individual person or specific groups of customers, and that our site, building and events are physically accessible to all where practicable.

We are working towards ensuring that our website is accessible to all customers.

We will seek feedback from our customers through our visitor surveys, social media accounts and review sites and actively work with customers to address any concerns in order to improve our service and increase satisfaction.

6. At Work

We aim to create a working environment where all employees, volunteers and other partners feel able to contribute to the best of their potential and have the skills to achieve the organisation's commitments and strategic goals. We will strive to ensure that all individuals are treated fairly and with respect. This applies to all areas of employment including recruitment, promotion, training, pay, and working conditions.

We will create inclusive and fair policies and practices in order to recruit, develop, and retain a diverse and culturally-aware workforce, and work to ensure staff are positively engaged.

We recruit, develop, and promote staff on the basis of a fair, objective assessment of competence and potential, and aim to ensure that no job applicant receives less favourable treatment on the grounds of any protected characteristic. We recognise that the Equality Act 2010 allows positive action to encourage people from groups with different needs or with a past track record of disadvantage or low participation to apply for jobs.

We will seek to comply with Race, Gender, Disability, and Equal Pay Codes of Practice, and any other guidance issued by the Equalities and Human Rights Commission in relation to the Equality Act 2010.

We will work to provide opportunities for employment for people with disabilities where possible.

We will, where possible, make reasonable adjustments to working practices, terms and conditions, and facilities to meet the needs of individual employees and groups of employees.

Staff concerns regarding equality-related malpractice or wrongdoing will be managed according to the Whistleblowing Policy. Advice and support regarding Equality, Diversity and Inclusion issues and/or service delivery may also be requested from the HR team.

6.1 Equality Analysis

Proposals to significantly change or develop the way we do things and policies will include an analysis of the potential impact on groups with protected characteristics. Where the analysis identifies an adverse impact upon a group(s) we will, wherever possible, take mitigating action.

We will analyse the impact of our work with the aim of:

- Eliminating discrimination, harassment, victimisation, and other unlawful conduct.
- Advancing equality of opportunity between those who share a protected characteristic and those who do not.
- Fostering good relationships between those who share protected characteristics and those who do not.
- Achieving positive outcomes for all our visitors.

6.2 Representation

We will work to ensure that our Board and our employees reflect the diversity of the sectors, communities and industry in which we operate.

6.3 Contractors and Partners

In order to meet our legislative and regulatory requirements and organisational objectives, we acknowledge that we are stronger working in partnership with our stakeholders and other organisations that share our values.

We will promote equality through our procurement practices, with our consultants, contractors, and suppliers who provide services on our behalf. We expect our partners to commit to the aims and principles set out in this policy, and to reflect these in the way they do business with and engage with our organisation, customers, and stakeholders.

7. Feedback

Any one visitor who is dissatisfied with any aspect of our service will have the opportunity to seek redress through our Complaints Policy. We welcome all feedback, good or bad, to get in touch go to www.alexandrapalace.com/get-in-touch/feedback/ or call 020 8365 2121.

8. Data protection

Alexandra Palace processes personal data collected in relation to any aspects of Equality, Diversity & Inclusion in accordance with the General Data Protection Regulation (GDPR). Data collected from employees through the promotion of Equality, Diversity and Inclusion are held securely and accessed by, and disclosed to individuals only for the purpose of Equality, Diversity and Inclusion. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the Alexandra Palace's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under our disciplinary procedure.

9. Associated documentation and further information

The policy should be read in conjunction with the following documents:

- Recruitment and Selection Policy
- Recruitment Policy
- Complaints Policy
- Bullying and Harassment
- Whistleblowing Policy
- Behavioural Competency Framework

10. Status of policy

The policy will be reviewed on an ongoing basis to reflect changes in the law, demographics and internal business requirements. Progress relating to the policy will be recorded annually and a full report will be presented to the Executive team to debate progress and review the policy status.

Date	Version	Author	Amendments

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