

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Tuesday, 13th December, 2022, 7.30 pm - Creativity Pavilion,  
Alexandra Park and Palace Way, London, Greater London,  
N22 7AY (watch the live meeting [Here](#) or watch the recording  
[here](#))**

**Councillors:** Anne Stennett, Nick da Costa, Emine 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

### 3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 13 & 21 below)

#### **4. DECLARATIONS OF INTERESTS**

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

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

To consider any questions, deputations or petitions received in accordance with Part 4, Section B, Paragraph 29 of the Council's Constitution.

#### **6. MINUTES (PAGES 1 - 18)**

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 29 September 2022, and 17 November 2022 as an accurate record of the proceedings.
- ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on the 17 November 2022.
- iii. To receive and consider the minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 17 November 2022.
- iv. To receive the minutes of the Alexandra Palace and Park Consultative Committee held on 17 November 2022.

#### **7. FEEDBACK FROM THE ADVISORY & CONSULTATIVE COMMITTEES**

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

#### **8. CEOS REPORT (PAGES 19 - 26)**

To approve the recommendations.

**9. FRRAC CHAIR'S FEEDBACK (PAGES 27 - 28)**

To consider the feedback.

**10. FINANCE REPORT (PAGES 29 - 66)**

To note the current position and outline budget and to approve the Trustees 2021-22 Annual Report.

**11. ALEXANDRA PARK & PALACE ESTATE GUARDING CONTRACT PROCUREMENT (PAGES 67 - 88)**

To note the procurement process outlined in the report.

**12. ALEXANDRA PARK SPORTS CLUB NETS (PAGES 89 - 94)**

To approve the recommendation permitting the Club to install Cricket Nets.

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

**14. FUTURE MEETINGS**

Monday 20<sup>th</sup> March 2023

**15. DECISIONS TRACKER (PAGES 95 - 96)**

For noting.

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

Items 16 to 21 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.

**17. MINUTES (PAGES 97 - 100)**

To confirm the exempt minutes of the Alexandra Palace and Park Board held on the 29<sup>th</sup> of September 2022 as an accurate record of the proceedings

**18. EXEMPT FINANCIAL REPORT (PAGES 101 - 132)**

To note the additional information/ approve the recommendation and approve the 2021-22 Consolidated Financial Statements for signing and submission to the regulatory bodies.

**19. EXEMPT ESTATE GUARDING CONTRACT PROCUREMENT (PAGES 133 - 136)**

To approve the recommendation to award the contract.

**20. EXEMPT APTL BOARD CHAIRS REPORT**

To follow.

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

Ayshe Simsek  
Democratic Services and Scrutiny Manager  
0208 489 2929  
Fax – 020 8881 5218  
Email: ayshe.simsek@haringey.gov.uk

Fiona Alderman  
Head of Legal & Governance (Monitoring Officer)  
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 05 December 2022

## **MINUTES OF THE ALEXANDRA PARK AND PALACE BOARD MEETING HELD ON THURSDAY, 29 SEPTEMBER 2022 AT 7.30PM-8.30PM**

**Councillors:** Ibrahim (chair), Collett (vice-chair), and 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 da Costa, Councillor Mahbub and Councillor Elliott.

### **3. URGENT BUSINESS**

There were no items of urgent business.

### **4. DECLARATIONS OF INTERESTS**

There were no declarations of interest.

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

There were no questions, deputations, or petitions.

### **6. MINUTES**

The chair made a motion to change the order of business so that agenda items 9, 10, 11, 12, 14, 15, 18, 19, and 22 be taken after item 6. This was seconded by the vice-chair and agreed by the board.

### **RESOLVED**

- 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; and
- c. To note the Advisory & Consultative Committee minutes.

- d. To take agenda items 9, 10, 11, 12, 14, 15, 18, 19, and 22 after agenda item 6, so they became agenda items 7-15.

## **7. FABRIC MAINTENANCE PLAN ANNUAL REPORT**

The CEO outlined the report which summarised the annual review of the Fabric Maintenance Plan.

### **RESOLVED**

- a. To note progress made in 2021/22 despite the challenges of the limited budget, increasing number of severe weather events placing additional pressure on the assets; and
- b. To approve adjustments to priorities as listed in the report.

## **8. CO-OPTED TRUSTEES REPORT**

In response to a comment regarding the similar wording of the advert for a youth trustee and a non-voting co-opted member, the CEO agreed that it was important to differentiate tone. This was to ensure that language used was inclusive and applicable to candidates that met the youth trustee criteria.

### **RESOLVED**

- a. To approve the recruitment framework for two co-opted Youth Trustees, attached at Appendices 1 & 2;
- b. 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; and
- c. 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.

## **9. SIGNAGE AND WAYFINDING FRAMEWORK**

In response a question regarding the announcement on the bus service that ran through Alexandra Park and Palace, the CEO agreed that it would be sensible to seek to expand the announcement on the service. The suggested announcement would include the theatre, so that those attending theatre were aware when to get off the service. The CEO would liaise with officers to achieve this.

### **RESOLVED**

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

**10. PLANNING UPDATE**

**RESOLVED**

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

**11. ALEXANDRA PARK CLUB**

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

- The CEO welcomed that the addition of the Alexandra Park Club, particularly as they had a fantastic youth programme; and
- The CEO did not know the specifics around the club's approach to school engagement. It was suggested that the club be invited to the next Joint Consultative Committee/ Advisory Committee meeting to answer this and similar questions.

**RESOLVED**

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.

**12. POLICY REVIEW**

**RESOLVED**

- a. To approve the updated Complaints Policy attached at Appendix 1; and
- b. To approve the new Equality, Diversity and Inclusion Policy attached at Appendix 2.

**13. 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.

**14. EXEMPT MINUTES**

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

**15. EXEMPT 2022 PAY REVIEW**

**RESOLVED**

To approve the recommendations, subject to approval by the APTL Board or directors.

**16. EXEMPT THE GROVE REPORT**

**RESOLVED**

- a. To approve the recommendations.
- b. To readmit the press and public for items 17-20.

**17. FEEDBACK FROM THE ADVISORY & CONSULTATIVE COMMITTEES**

The most recent meeting, scheduled for 8 September, did not go ahead due to the death of Queen Elizabeth II. The members would be given an opportunity to discuss the reports at the next meeting on 17 November.

**18. CEO'S REPORT**

CEO outlined the report which provided 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. The report also provided an event summary following the July 2022 outdoor programme.

**RESOLVED**

To note the general update.

**19. HUMAN RESOURCES REPORT**

The CEO presented the report which provided an update on the current HR Activity for the trust.

**RESOLVED**

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

**20. NEW ITEMS OF URGENT BUSINESS**

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

**21. EXEMPT AUDIT FINDINGS REPORT**

**RESOLVED**

To note the exempt information.



**22. EXEMPT DRAFT TRUSTEES ANNUAL REPORT AND ACCOUNTS**

The item was noted.

**23. EXEMPT DELEGATED DECISIONS (PROCUREMENT)**

The CEO informed the board of the delegated decisions that had been taken.

**RESOLVED**

To note the decision taken by the CEO under delegated authority.

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

There were no exempt items of urgent business.

**25. FUTURE MEETINGS**

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 .....

This page is intentionally left blank

## **MINUTES OF THE ALEXANDRA PARK AND PALACE BOARD MEETING HELD ON THURSDAY, 17 NOVEMBER 2022 AT 7PM-7.15PM**

**Councillors:** Ibrahim (chair), Collett (vice-chair), and 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 Elliot and Duncan Neill.

### **3. URGENT BUSINESS**

There were no items of urgent business.

### **4. DECLARATIONS OF INTERESTS**

There were no declarations of interest.

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

There were no questions, depositions, or petitions.

### **6. CO-OPTED TRUSTEES**

The CEO, Emma Dagnes, set out the reason for the special meeting, which had been called due to a small amendment required to the recommendations approved by the Board in September. The original recommendation had delegated authority to the CEO of AP to take a report to Full Council and subsequently the Committees' Team had notified AP that there was no provision in the Council's Constitution for this and the recommendation needed to be approved to delegate authority to the Chair of the Trustee Board to present the report to Full Council in November.

**RESOLVED** to delegate authority to the Chair of the Trustee Board to present the report on the appointment of additional co-opted trustees to the Board as follows:

- a. To recommend to Full Council approval to the increase in 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 in line with part 4 section b of the constitution; and
- b. To recommend that Full Council delegate recruitment and appointment of the two co-opted Youth trustees and independent lead Trustee to the Chief Executive of Alexandra Palace and Park.

**7. NEW ITEMS OF URGENT BUSINESS**

No new items of urgent business.

**8. FUTURE MEETINGS**

Tuesday, 13 December 2022

Monday, 20 March 2023

All meetings to commence at 7.30pm unless otherwise stated.

CHAIR: Councillor Ibrahim

Signed by Chair .....

Date .....

# **MINUTES OF THE ALEXANDRA PARK AND PALACE STATUTORY ADVISORY COMMITTEE MEETING HELD ON THURSDAY, 17 NOVEMBER 2022, 9.30PM**

**SAC Appointed Councillors:** Brennan, Ibrahim, Weston, and Ali.

**SAC Nominated Members:** John Crompton, Elizabeth Richardson, Jason Beazley, and Joyce Rosser.

**Quorum:** The quorum for a meeting of the Advisory Committee shall be six, including not less than three appointed members and nominated members from not less than three different residents' associations.

## **1. FILMING AT MEETINGS**

Not discussed.

## **2. APOLOGIES FOR ABSENCE**

Not discussed.

## **3. DECLARATIONS OF INTEREST**

None.

## **4. URGENT BUSINESS**

None.

## **5. MINUTES**

### **RESOLVED**

To approve the minutes of the Advisory Committee held on the 20 June 2022 as a correct record.

## **6. STATUTORY ADVISORY COMMITTEE FEEDBACK**

The committee requested that designs for the proposed new Park signage be brought back to the Joint Advisory and Consultative Committee. The CEO highlighted that this would happen when the new designs had been created.

## **7. NEW ITEMS OF URGENT BUSINESS**

The CEO highlighted that the Charity had been approached by a telecommunications company that they were proposing to install a communications mast in the Alexandra park. The Charity could object to consenting to this.

**8. DATES OF FUTURE MEETINGS**

Thursday, 9 March 2023

All meetings to commence at 7.30pm.

## **MINUTES OF THE ALEXANDRA PARK AND PALACE JOINT ADVISORY COMMITTEE AND CONSULTATIVE COMMITTEE MEETING HELD ON THURSDAY, 17 NOVEMBER 2022, 7.30- 9PM**

**SAC Appointed Councillors:** Ibrahim, Weston, and Ali.

**SAC Nominated Members:** John Crompton, Kevin Stanfield, Elizabeth Richardson, David Frith, Jason Beazley, and Joyce Rosser.

**CC Appointed Councillors:** Collett, Stennett, Mahbub, and Da Costa.

**CC Nominated Members:** John Wilkinson, Hugh Macpherson, Jacob O'Callaghan, Gordon Hutchinson, Nigel Willmott (chair), Rachael Macdonald, and Val Paley.

**Also present:** Emma Dagnes (CEO), Jack Brooks (Head of Visitor Services), Mark Evison (Head of Park and Environmental Sustainability), Natalie Layton (Charity Secretary), and 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. FILMING AT MEETINGS**

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

### **2. APOLOGIES FOR ABSENCE**

Apologies for absence had been received from:

- Councillor Brennan who was unable to attend as there was a clash with an Adults Scrutiny Panel;
- Adrian Thomas;
- Councillor Wallace;
- Councillor Rossetti;
- Councillor Arkell;
- Councillor Elliot;
- Annette Baker; and
- John Thompson who had elected Rachael Macdonald as a substitute.

### **3. DECLARATIONS OF INTEREST**

None.

### **4. URGENT BUSINESS**

None.

## 5. MINUTES

### RESOLVED

- a. To approve the minutes of the Joint Meeting of the Advisory and Consultative Committees held on 20 June 2022 as a correct record;
- b. To note the draft minutes of the Advisory Committee meeting held on 20 June 2022;
- c. To note the draft minutes of the Consultative Committee meeting held on 20 June 2022; and
- d. To note the minutes of the Alexandra Palace and Park Board meeting held on 19 July 2022.

## 6. CEO'S UPDATE

The Emma Dagnes, CEO, introduced the report updating on activities since before the summer including 2021/22 information on complaints, theatre usage and outdoor events monitoring that had been due to be presented at the cancelled meeting on 8 September.

Also included were updates on Creative Learning , Park and Events activity, external lighting upgrades and planning, advertising and listed building proposals considered by the Committees at the last meeting.

NOTED in response to committee members' questions:

- Annual Park visitor numbers had been monitored over eight years:
  - o 3 million pre-pandemic;
  - o 6 million during the pandemic;
  - o 4 million post pandemic;
- Solar lighting was installed in the Park where possible and the new solar lights could blend-in with the existing lights;
- The Charity looked at creating a variety of partnerships to utilise all areas of the Park and Palace;
- The Creative Learning Team, including the Assistant Curator Role, were currently funded entirely through the Heritage National Lottery Fund secured as part of the East Wing Restoration Project. The team were doing important work, reaching over 70 community groups and programming a range of events and workshops with a small team
- The A in STEAM stood for Art (Science, Technology Engineering, Arts & Maths);
- The Charity had obtained Greater London Authority (GLA) funding for feasibility work for a rewilding project and would be applying for a second round of funding to implement the project
- The Wellness Cafe had resumed (relaunched under the name 'Café Palais') to counteract pressures around the cost-of-living crisis, to provide a warm space and improve wellbeing for local residents;
- The current season of Later with Jools Holland was being filmed in the theatre;



- A committee member congratulated the CEO on the success of the Kaleidoscope Festival, which had received positive feedback and more than 9000 people had attended;
- Regarding financial challenges the Charity was looking forward and continuing to focus on our custodianship. Expenditure is not at the level it needs to be to maintain the estate, even though the grant was reducing. The Estate Guarding Team were not park rangers and did not have enforcement powers. People experiencing anti-social behaviour in the park should phone the Police in the first instance
- The Committees congratulated on success of Wild in the Park and new round of funding the benefits of the provision. **Action** connect Mark Civil with Cllr Ibrahim Ali about the outreach and how to amplify

**RESOLVED** to note the content of the report.

## 7. PLANNING REPORT

The CEO provided an update on project proposals previously presented to the Committees and sought the Committees' views on the possibility of extending Planning and Listed Building Consent for the use of the temporary pagoda on The Beach, the Committees raised no objections to the proposal

In response to questions the CEO gave the following answers:

- The pagoda required planning permission as it was a structure that would be in place for more than 21 days up; and
- The opening hours of the bar were discussed. The CEO said that the opening hours were extended on a case-by-case basis.

**RESOLVED**

- a. To note the updates, and;
- b. To note 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).

## 8. ACCESSIBILITY

Jack Brooks, Head of Visitor Services gave a presentation on the work undertaken to improve accessibility at Alexandra Palace including:

- Improvements to accessibility had been a project conducted over three years. With specific challenges through the fact that the Palace was a Grade II listed building and the geography of the site;
- In 2017 Alexandra Park and Palace received a 2/10 for accessibility from the organisation Attitude is Everything. This was an extremely low score;

- Since he had joined as the Head of Visitor Services in 2019 there was now a dedicated accessibility team. This team had made a whole host of improvements such as:
  - o Ensuring a drop-down bar service;
  - o Accessibility information on the charity's website;
  - o Creating a range of accessibility policies and procedures;
  - o Expanding the amount of companion tickets and spaces;
  - o Engendered staff awareness of challenges around accessibility through trainings, which were delivered regularly across the workforce;
  - o Ensured there was braille signage, where before there was none;
  - o Made provision for British Sign Language;
  - o There was now a dedicated accessible entrance for concerts;
  - o Accessibility maps had been created, which were made suitable for visitors who were colour blind;
  - o There was a changing places project planned. To enact to this project, the charity was fundraising. Of the £85,000 needed, £50,000 had been raised; and
  - o The Recruitment and Employment policies had been reviewed and updated to ensure accessibility for staff.
- Attitude is Everything had since awarded the Charity silver status. and a Disability Smart Awards 2021;
- the Charity had also secured funding for a changing places facility, which would take the organisation nearer towards gold status with Attitude is Everything one of only 15 organisations nationally to achieve this.

In response to member questions the Head of Visitor Services gave the following answers:

- The recently installed pétanque court in the Park was accessible;
- The accessibility team were part of the Visitor Services team employed on both full time and part time basis';
- There was a hearing loop in the Theatre but not in the main halls as the music was incredibly loud;
- The Park currently did not have a dedicated sensory garden at present, Jack's focus currently was to ensure that the Palace met exemplary standards for disability access. When this phase was completed, he would look at ensuring accessibility in the Park;
- A drop-down service was a lowered bar for people who were not able to order drinks at a standard size bar;
- Access platforms were placed with evacuation, toilet access, and health and safety concerns in mind; and
- Volunteers are invited to the accessibility training as well as staff and also sit in briefings and know the access areas and procedures

**RESOLVED** to note the report and presentation provided at the meeting.

## **9. ENVIRONMENTAL SUSTAINABILITY POLICY**

Mark Evison, Head of Park and Environmental Sustainability, informed the committee of the progress made on establishing an Environmental Sustainability Policy, Strategy and Action Plan for the Park and Palace.

In response to member questions Head of Park and Environmental Sustainability gave the following answers:

- Feasibility studies would need to be done around rainwater capture and solar panel installation. It was hoped that the Charity would be able to access further funding from the GLA for these studies.
- Projects that would create energy efficiencies would be prioritised. One example was the 50 39% of which had automatic lighting and it was hoped that more automatic would be introduced;
- It was agreed that it was important to consider the impact of work done on
- Biodiversity is important for sustainability and enhancing it in the Park is important. Mark admitted that there was little in the policy but biodiversity is in the action plan and in the Tree & Woodland Management Plan and something that Mark is always thinking about. Needs to be mentioned regularly and kept in people's minds when talking about development such as installing lighting etc.
- Food waste data was available with the organisation's waste management supplier and increased data monitoring would become a focus, with the aim of reporting to the board and committees through a data dashboard.

**RESOLVED** to note the report and presentation provided at the meeting.

## **10. SIGNAGE AND WAYFINDING FRAMEWORK (DRAFT)**

The CEO relayed that the purpose of the agenda item was to consult with the committee on the proposed framework for the signage and wayfinding.

A committee member gave feedback that it would be good if signs had QR codes to provide visitors with additional information. The CEO thought this was a good idea and would relay it to her team. Funding was the main obstacle to signage at the park was funding. Progress was being made in acquiring funding for this, although yet there was nothing material to speak of.

The Committees were generally supportive and raised no objections to the draft Signage and Wayfinding Framework document.

**RESOLVED** to note the proposed framework for signage and wayfinding, attached at Appendix 1.

## **11. ALEXANDRA PALACE SPORTS CLUB**

The Head of Park and Environmental Sustainability consulted the committee on the proposal by the Alexandra Palace Club to install additional cricket nets on the site.

The proposal was from the Alexandra Park Club 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, would sit alongside the existing one lane net that the Club have already and replace the second which is unfit for purpose.

In response to questions the Head of Park and Environmental Sustainability gave the following answers:

- It was flagged by a committee member that the area adjacent to the proposed area was an important place of bird migration in the area. Could the Head of Park and Environmental Sustainability assure the committee that there was no lighting for the nets and that in the construction of the nets, excavated material would not be dumped in this area. The Head of Park and Environmental Sustainability said there was no lighting being installed with the nets. The dumping of excavated material could be put on as a condition when the board considered this item; and
- There was no biodiversity impact as netting would be packed away after use.

**RESOLVED** to advise the Board when considering the proposal, that a condition be placed on the permission to ensure that any excavated material was removed from the Park.

## **12. MATTERS RAISED BY INTERESTED GROUPS**

None.

## **13. NON-VOTING BOARD MEMBERS FEEDBACK**

None.

## **14. NEW ITEMS OF URGENT BUSINESS**

None.

## **15. DATES OF FUTURE MEETINGS**

Thursday, 9 March 2023 at 7.30pm, unless otherwise stated.

## **MINUTES OF THE ALEXANDRA PARK AND PALACE CONSULTATIVE COMMITTEE MEETING HELD ON THURSDAY, 17 NOVEMBER 2022, 9.15-9.20PM**

**CC Appointed Councillors:** Ibrahim (board chair), Collett (board vice-chair), Stennett, Mahbub, Da Costa.

**CC Nominated Members:** Jacob O'Callaghan, Gordon Hutchinson, Nigel Willmott, Rachael Macdonald, Duncan Neill, Val Paley, Jason Beazley, Adrian Thomas.

**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. FILMING AT MEETINGS**

Not discussed.

### **2. APOLOGIES FOR ABSENCE**

Not discussed.

### **3. DECLARATIONS OF INTEREST**

None.

### **4. URGENT BUSINESS**

The review of the governance of Alexandra Park and Palace committees was raised.

### **5. MINUTES**

#### **RESOLVED**

To approve the minutes of the Consultative Committee on 20 June 2022 as a correct record.

### **6. FORMALISE ANY FEEDBACK TO THE TRUSTEE BOARD**

In relation to the proposal by Alexandra Park Club to install new Cricket Nets, that the Board place a condition on the Club to ensure all waste material is removed from the site and not dumped in the Park.

### **7. NEW ITEMS OF URGENT BUSINESS**

Jacob O'Callaghan raised the need to review the governance of the Alexandra Park and Palace committees. He asked the following questions:

- Why had the idea of an open forum not been pursued;

- Most charities, as far as he was aware, conducted an annual general meeting (AGM) which was open to the public. He asked why the Charity did not hold an AGM; and
- How was the charity planning on making the committees more diverse and representative of Haringey and London.

The Chair of the board responded on the point about an AGM, saying that the Alexandra Park and Palace Board met on a quarterly basis, as did the committees. All these meetings were open to the public, with provision, like other council meetings, for the public to make deputations and petitions. **Post meeting note:** *The requirement of an organisation in relation to holding AGMs depended on its governing document, for the Charity this was the Act of Parliament and with the Council as Corporate Trustee of the Charity, the AGM of Trustee Board, as a Council Committee, was incorporated in the Full Council's AGM, a public meeting held in May each year.*

The CEO added that the previous proposal for an open forum had not been pursued as it was felt an open forum would attract the same people who were involved in the committees rather than wider participation. The Charity had a wider group of stakeholders who were regularly engaged with outside of the formal structure of the Consultative Committee.

The chair responded saying that there was a planned workshop to discuss these types of issues. Adding that the email that Jacob O'Callaghan had sent round could be added to the agenda of this workshop. It was noted that the date for the proposed workshop was still to be agreed.

## 8. DATES OF FUTURE MEETINGS

To note the dates of future meetings:

Thursday, 9 March 2023

All meetings to commence at 7.30pm.



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

**13 December 2022**

**Report Title:** CEO's Report

**Report of:** Emma Dagnes, Chief Executive Officer

**Purpose:** To update the Trustees 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;
- 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 space outside the Phoenix Bar and Kitchen known as "The Beach" for two additional months a year from March to November following consultation with the Advisory and Consultative Committees;
- 1.3 To approve the New Year's Eve road closure between 21:00hrs on 31<sup>st</sup> December 2022 and 02:00hrs on 1<sup>st</sup> January 2023, except for the W3 bus.

### **2. Executive Summary**

- 2.1 This report provides a general update including Creative Learning and Park activity, the Christmas Programme and progress on planning and environmental sustainability projects.

### **3. Environmental Sustainability**

- 3.1 The Trustee Board approved the Environmental Sustainability Policy in September, which was also presented to the Advisory & Consultative Committees in November with an update of the work undertaken to date, including an energy audit and LED lighting replacements across the site.
- 3.2 An energy action plan is in place and a Sustainability Working Group has been set up to examine ways we can reduce our energy costs. This will explore actions we can all do to help, short term wins and longer term projects.

- 3.3 Our Head of Park and Environmental Sustainability has been reviewing energy data from the 80 electrical meters across the Park and Palace to understand the baselines and, in time, set priorities for improvements.
- 3.4 The team have also been supported by the Council's Carbon Reduction team to apply for grants to fund feasibility work for sustainability projects such as renewable energy sources.

#### **4. Planning applications**

- 4.1 The Listed Building Consent application to create a new opening from the East Court into the South East Office Building and the planning and advertisement consent application for the Parking Management System (parking charges) project have been submitted.
- 4.2 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.
- 4.3 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 required 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 these matters will be addressed as part of the application.
- 4.4 On 17<sup>th</sup> November the Advisory and Consultative Committee were consulted on the proposal to apply for an extension to the time limit for the temporary pagoda on the Beach (the area in-front of the Phoenix Bar and Kitchen). Currently the Trust is permitted to have the pagoda in place during the months from March to September (inclusive). The Committees noted the proposal and had no objections to the proposal to apply to extend planning permission for the pagoda of 2 months (March – November inclusive).

#### **5. Creative Learning**

- 5.1 In November the shortlist was announced for Biblio-buzz 2023, the Alexandra Palace Children's Book Awards. It features six authors, whose books will be read by hundreds of young people across Haringey before the programme culminates in March at a ceremony in the Theatre, where the young people will meet the authors, take part in workshops and vote for their favourite book.

More information available at: <https://www.alexandrapalace.com/biblio-buzz-2023>



- 5.2 The Wellness Centre in the Transmitter Hall has been renamed 'Café Palais' and is now open for weekly afternoons of tea, coffee, cake, conversation and local performance.
- 5.3 The Young Creatives Network (for people aged 16 to 24 to participate in a range of cultural projects that take inspiration from the exhilarating events programme at the Palace) have a number of projects underway:
- Podcasting workshops with the BBC at Alexandra Palace
  - Event management workshops in Wood Green Library
  - Transforming Places: Spoken Word, Rap and Creative Writing Workshops in various Haringey libraries

Read our Young Creatives Network blog <https://www.alexandrapalace.com/blog/84907/>

- 5.4 The recruitment of co-opted trustees, including youth trustees, has been delayed due to the deferral of the November Full Council meeting to approve the additional co-optees.

## **6. Raising Our Profile**

The Park and Palace continue to feature in high profile broadcasts

- 6.1 On 22<sup>nd</sup> November a performance in the Great Hall by artist, Central Cee's, was live streamed on Amazon Music.
- 6.2 On 25<sup>th</sup> November, as part of the celebrations of the BBC Centenary, a Television Special episode of QI on BBC 2, featured Alexandra Palace's TV cameras and a segment on broadcasts from the Palace. This was followed the following week by a segment on Dolly Shepherd.
- 6.3 Other appearances include: Strictly Come Dancing, starring roles on Celebrity Masterchef, the BBC 6 o'clock News and Antiques Roadshow as well as Later...with Jools Holland in the Theatre.
- 6.4 The Chief Executive also gave two talks in November about our activities and future plans to 200 members of the Crouch End University of the Third Age group and residents from the Muswell Hill and Fortis Green Residents Association. Both talks resulted in new volunteers signing up to support the Charity's work.

## **7. Park Update**

- 7.1 The Park is recovering well from the dry summer and in October the Creative Learning Team ran a successful Wetlands Activity Day to explore the south east corner of the Park as part of the research on creating a wetlands habitat area.
- 7.2 Resurfacing is underway along the lower road, funded by the capital grant from the Corporate Trustee.

- 7.3 The Sports Club have submitted a request to install new Cricket Nets, which has been considered by the Advisory and Consultative Committee with feedback provided in the board report, at agenda item 12.
- 7.2 The Petanque Court has been installed in the lower road (images below) and is available for free public use. The rules are on our website:  
<https://www.alexandrapalace.com/things-to-do/petanque-courts/>



## 7. Maintenance, Repairs & Improvements Since Last Reported

- Asbestos removal and cleaning - BBC Studios, Ground floor
- Periodic inspections to external elevations - Building (Front) West, Rear of West, Rear East, Front East
- Urgent glazing works - Great Hall
- External repair & redecoration – SW Pavilion/PCS5
- Fire Extinguisher & Fire Alarm Service - all areas
- West Hall Shutter Door Replacements - Great Hall
- Roof vent upgrades - East Court Dome
- Glazing works - East Court Atriums
- Roof vent upgrades - Palm Court Dome
- Empty sump pit - Great Hall, North West Yard/Hall

## 8. Event Activity

### 8.1 New Year's Eve Road Closure

As in previous years, we will be closing Alexandra Palace Way to vehicles except the W3 bus during the hours 21:00hr on the 31<sup>st</sup> December 2022 until 02:00hr on 1<sup>st</sup> January 2023. Notices will be placed on site from 15<sup>th</sup> December.

### 8.2 Noise Complaints

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

Date	Event	Total Number
4 June	Streathlife	1
3 July	Red Bull	2
16 July	Primal Scream	6
22 July	Fat Freddy's Drop	15
23 July	Kaleidoscope	10
22 October	Aitch concert*	1
23 October	Paulo Nutini*	1
29 October	Kasabian*	1
4 November	Fireworks build (sound checks)	4

\*complaints from same address, refused sound technician visit

### 8.3 The Christmas Programme has been launched, including:

- Bussy Malone The Musical in the Theatre
- Santa's Grotto in the East Court
- Toy making workshops, offering children the unique chance to make and race their very own wooden car
- Carol singing with local school choirs on 5, 6 and 7 December at 4.30pm.
- Christmas Club de Fromage Discos on ice



8.4 Ice Rink Pantomime

Ally Pally Amateur Productions will be re-telling of the story of Rapunzel by the Brothers Grimm put on by a cast of home-grown talent of all ages and Disney on Ice professionals.

8.5 On the west side of the Palace we welcome back the Cazoo World Darts Championships for this prestigious event.

8.6 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](http://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 December 2022-March 2023

<b>Event</b>	<b>Location</b>	<b>Date</b>
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
Santa's Grotto	East Court	2 – 23 December
Bugsy Malone, The Musical	Theatre	3 Dec 2022– 15 January 2023
Make & Rach your Own Toy Workshop	East Court	3-23 December
Christmas Tales with Chickenshed	Transmitter Hall	10 December
Haringey Huskies v Chelmsford Warriors	Ice Rink	17 December
Club de Fromage: Christmas Ice Disco	Ice Rink	17 & 23 December
2023 Cazoo Masters	ALL AREAS	8-15 Jan 2023
The Manifest Workshop	Theatre	4-5 February 2023
Haringey Huskies v Guildford Phoenix	Ice Rink	11 February 2023
You Me At Six	ALL AREAS	11 February 2023
What's Love Got to Do with It	Theatre	11 February 2023
Carly Rae Jepsen	ALL AREAS	15 February 2023
Sticky Fingers	ALL AREAS	18 February 2023
Gojira	ALL AREAS	22 February 2023
Robyn Hitchcock	Theatre	25 February 2023
Easy Life	Main Halls	25 February 2023
Crafterama	ALL AREAS	11-12 March 2023
Haringey Huskies vs Invicta Mustang	Ice Rink	11 March 2023
Grace Campbell	Theatre	11 March 2023
The London Festival of Railway Modelling	ALL AREAS	18-19 March 2023
A Boogie Wit Da Hoodie	ALL AREAS	24 March 2023
Don Broco	ALL AREAS	25 March 2023

Additional information can be found at: [www.alexandrapalace.com/whats-on](http://www.alexandrapalace.com/whats-on)

This page is intentionally left blank

## ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

**13 DECEMBER 2022**

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

**Report of:** Cllr Lotte Collett, Chair of FRRAC

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

### **1. Introduction**

- 1.1 FRRAC is a non-decision-making committee established by the Trustee Board to support the Board in delivering its finance, resource, risk and audit responsibilities.
- 1.2 The minutes of FRRAC meetings are circulated to the Trustee Board Members in their information pack.
- 1.3 This report highlights relevant considerations of the FRRAC at its meeting held on 22<sup>nd</sup> November 2022 and makes recommendations to the Trustee Board. The meeting was attended by: Cllr Lotte Collett (Chair), Cllr Ahmed Mahbub, Emma Dagnes (CEO), Richard Paterson (FD), Catherine Solomon (HR Director), Richard Weaver (Audit Partner) and Natalie Layton (EA & Charity Secretary).

### **2. Recommendations**

That the Trustee Board note the feedback including FRRAC recommendations:

- i. that the Trustees' Annual Report & Accounts 2021-2022 be approved by the Trustee Board and signed by the CEO and Chair, subject to the written letter of representation from the Corporate Trustee confirming funding and additional support for the 2023-24;
- ii. the recommendations for the award of the Estate Guarding Contract be approved.

### **3. Financial Position and 2021-22 Annual Report & Accounts**

- 3.1 FRRAC noted the current financial position of the Trust and the £543,000 deficit forecasted at the year-end (31 March 2023) due to the increase in energy costs and the delay in implementation of car park charging, as set out in the Finance Report at Item 10 of the Trustee Board Agenda;

- 3.2 We received the outline budget for 2023/24 noting the predicted impact of energy costs on the Trading Company's Gift Aid to the Trust next year; the measures being taken to reduce usage and seek funding applications for sustainable energy projects; and that regular conversations were taking place between the Trust and Corporate Trustee.
- 3.3 We met with the Trust's auditor and noted that there had been no changes to the 2021-2022 Financial Statements received by FRRAC in advance of previous meetings and that the only concerning issue was that of going concern.
- 3.4 Subject to the required written confirmation from the Corporate Trustee (including additional support should the Trust need it in 2023-24), FRRAC members expressed that they were comfortable with the information presented.

**FRRAC AGREED TO RECOMMEND**

- i. To the APTL Board: that Directors approve the Trading Company Accounts to enable the Charity and Group accounts to be signed-off.
- ii. To the Trustee Board: that the Trustees' Annual Report & Accounts 2021-2022 be approved and signed by the CEO and Chair, subject to the written letter of representation from the Corporate Trustee confirming funding and additional support for the 2023-24.

**4. Estate Guarding Contract Procurement**

- 4.1 FRRAC considered the report and AGREED that a fair and thorough procurement process had taken place and RECOMMENDED that the trustee Board approve the recommendation to award the contract to the successful bidder.

**5. Other items**

- 5.1 FRRAC was updated on the current fundraising approach including that the Trust was developing conversations with funders around specific repairs and maintenance projects and environmental sustainability.
- 5.2 We received Q2 HR and Health & Safety Report and noted the positive work on employee wellbeing including a new staff discount scheme and mental health first aid training.

**6. Legal Implications**

The Council's Head of Legal & Governance has been consulted in the preparation of this report.

**7. Financial Implications**

The Council's Chief Financial Officer has been consulted in the preparation of this report.

**8. Appendices - None**





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

**13 December 2022**

**Report Title:** FINANCE REPORT

**Report of:** Richard Paterson, Director of Finance and Resources

**Purpose:** This report seeks to inform the Trustee Board of the financial performance of the Trust and the impact of the energy crisis this and the following financial year.

### **1. Recommendations**

- i. To note the year to date position of the Trust.
- ii. To note the full year forecast for the Trust and the impact of energy prices.
- iii. To consider the outline budget for the Trust for 2023/24.
- iv. To approve the 2021-22 Annual Report (Appendix 3) and Financial Statements (Exempt Appendix 4) as recommended by FRRAC, and;
- v. To delegate the signing of the Annual Report and Financial Statements to the Chair of the Trustee Board and the CEO, subject to written confirmation from the Corporate Trustee confirming funding and additional support for the year 2023-24.

### **2. Alexandra Park and Palace Charitable Trust**

#### Full Year Forecast

- 2.1 Full year, the Trust is forecasting unrestricted revenue to be **£3,882,000** (Budget: £3,801,000), operating expenditure of £4,976,000 (Budget: £4,351,000) and an operating deficit of **£1,094,000**; £543,000 behind budget.
- 2.2 The reason behind this significant deterioration in the financial performance of the Trust is simply the significant increase in energy costs, with the Trust incurring a 132% increase in costs (£464,000 in real terms), despite the Energy Bills Support Scheme.
- 2.3 Other areas to note relate to the delay in the Car Parking Project as this has caused an unexpected funding gap. The Trust now expects car park charging to go live in Feb/Mar'23. Staffing costs are expected to come in better than Budget due to the Trust carrying vacancies whilst it works through the wider impact of the energy crisis.

## Trust 2022/23 Full Year Forecast

	Full Year Forecast	Budget	Variance
Grants	1,755,000	1,755,000	0
Gift Aid	1,005,164	1,465,000	(459,836)
Leases	294,844	294,753	90
AP Licence	200,000	200,000	0
Other Income	441,708	85,655	356,052
<i>Additional Income Targets</i>	0		
<b>Total Income</b>	<b>3,696,716</b>	<b>3,800,409</b>	<b>(103,693)</b>
Sundry Income	185,006	0	185,006
Cost of Events (Learning / Fundraising)	(10,082)	0	(10,082)
Interest Receivable	0	0	0
Salaries & Wages (admin)	(939,908)	(1,002,950)	63,042
Other Admin Expenses	(3,208,853)	(2,995,470)	(213,383)
Energy Costs	(352,800)	(352,800)	0
- Energy Cost Uplift	(463,932)	0	(463,932)
<i>Cost Savings/Efficiencies</i>	0		
<b>Total Overheads</b>	<b>(4,975,575)</b>	<b>(4,351,220)</b>	<b>(624,355)</b>
<b>Surplus / (Deficit)</b>	<b>(1,093,853)</b>	<b>(550,811)</b>	<b>(543,042)</b>

## Capital Spend

- 2.4 Since the beginning of the financial year £540,000 has been spent on a variety of projects including building works, improvements to infrastructure and IT.
- 2.5 As at October 2022 there is £626,000 of committed spending on projects that are to be delivered by 31<sup>st</sup> March 2023 with the possibility of an additional £331,000 Capital spending subject to contractor availability.
- 2.6 Of the £331,000 Capital, the following additional works will be tendered:
- £60,000 Great Hall Bridge Works
  - £40,000 South West Tower Roof Renewal
  - £31,000 Sprinkler System Survey and Service
  - £15,000 Central Battery System Replacement
  - £13,000 Zinc Roof Replacement above BBC Corridor.
- 2.7 £330,000 of regular funding will be available for any other unforeseen emergency repairs but the unspent amount of will be carried forward to 23/24 financial year.

## APTL

- 2.8 APTL fundamentally impacts the financial position of the Trust and therefore its important to consider how its performing alongside the information provided above.
- 2.9 Full year, APTL will also feel the impact of rising energy costs and it will see a 73% increase in costs alone (£536,000 in real terms). At the start of the financial year,

APTL was expecting to make a profit excluding restoration levy but this has been completely absorbed with the increases in energy costs and it is now expecting to only make a profit when restoration levy is added back (£415,000).

- 2.10 Profits from APTL are transferred to the Trust via Gift Aid in the following financial year, but in 2023/24 they will be £1,000,000 less than in 2022/23, putting an additional financial pressure on the charity.
- 2.11 It should be noted that the wider economic conditions facing the UK economy will have an impact on the financial performance of APTL in the coming weeks and months. It is expected that any decline in consumer confidence will feed through and put further strain on trading.

### 3. **Energy Costs**

- 3.1 On the 29 October 2022, the Government announced a support package for all non-domestic customers called the Energy Bill Relief Scheme. This is designed to provide urgent energy bill relief for all non-domestic customers in Great Britain and discounts will be applied to energy usage initially between 1 October 2022 and 31 March 2023.
- 3.2 To calculate our discount, the estimated wholesale portion of the unit price we would be paying this winter will be compared to a baseline 'government supported price' which is lower than currently expected wholesale prices this winter.
- 3.3 AP's price reduction will depend on the difference between the monthly weighted average base price that is paid and the government supported price. The maximum support available per unit of energy will also be limited by a maximum discount. However, it looks like it could cost as much as an additional £1m this financial year, an increase of c85% and an additional £2m+ next financial year.
- 3.4 One of the main considerations is how this cost is allocated between entities as this will have a large bearing on the short to medium term viability of each.
- 3.5 After discussions with AP's Auditors, costs for both this financial year and the next are based on the Trust picking up the fixed costs associated with energy costs such as the standing charges in addition to a small fixed usage amount, with the balance being allocated to APTL as they are the main consumers of energy.
- 3.6 APTL will continue to pick up the majority of the energy costs for the group.

### 4. **2023/24 Outline Budget**

#### Trust

- 4.1 Unsurprisingly, energy costs are the major challenge facing Trust in the next financial year and it'll not be able to trade without additional grant funding support from the Corporate Trustee.
- 4.2 At present, with the reduction in Gift Aid payable by APTL in 23/24, Trust is forecasting total unrestricted revenue of **£3,299,000** and a deficit of **-£2,354,000**. Of this, £1,113,000 relates specifically to energy costs. The balance is driven from a lack of Gift Aid payable from APTL which is also a consequence of energy costs.
- 4.3 The budget below assumes that there will be no additional central government funding available to support with the energy crisis beyond 31 March 2023.

- 4.4 The full list of assumptions underpinning these draft budget figures for both Trust and APTL are provided in the exempt report at agenda item 16.

2023/24 Trust Outline Budget:

	<b>2023/24 Draft Budget</b>	<b>2022/23 Forecast</b>	<b>Variance</b>
Grants	1,755,000	1,755,000	0
Gift Aid	415,182	1,005,164	(589,982)
Leases	297,974	294,844	3,131
AP Licence	100,000	200,000	(100,000)
Other Income	681,540	441,708	239,832
<i>Additional Income Targets</i>	49,500	0	
<b>Turnover</b>	<b>3,299,197</b>	<b>3,696,716</b>	<b>(447,019)</b>
Sundry	2,575	185,006	(182,431)
Cost of Events (Learning / Fundraising)	0	(10,082)	10,082
Interest Receivable	0	0	0
Salaries & Wages (admin)	(1,149,098)	(939,908)	(209,190)
Other Admin Expenses	(3,127,793)	(3,208,853)	81,060
Energy Costs	(352,800)	(352,800)	0
- Energy Cost Uplift	(1,113,437)	(463,932)	(649,505)
<i>Cost Savings/Efficiencies</i>	87,500	0	
<b>Total Overheads</b>	<b>(5,655,628)</b>	<b>(4,975,575)</b>	<b>(767,553)</b>
<b>Surplus / (Deficit)</b>	<b>(2,353,856)</b>	<b>(1,093,853)</b>	<b>(1,397,003)</b>

Cashflow

- 4.5 The financial projections shown above have a consequential impact on cashflow.
- 4.6 Due to the energy crisis and the significant deficits in both this and next financial year, the Trust will need additional working capital in or around March 2023 of around £500,000 and an additional £2,000,000 again in September/October 2023. The outline cashflow is shown in Appendix 2 below.
- 4.7 The Trust will do everything it can to control costs and reduce energy consumption in the next 12 months to mitigate the need for the full £2,000,000 in 2023/24 and it will only request what is absolutely necessary for it to be able to meet its financial obligations.

5. **Going Concern**

- 5.1 It is the responsibility of the Trustees when preparing the accounts to carry out an assessment to ascertain whether the company is a 'going concern'. The assessment should take into account all available information about the future, covering at least 12 months from the date the accounts are approved and signed-off by the directors.

- 5.2 It is clear that any going concern test is a challenge for the Trust in the current economic circumstances.
- 5.3 Without any additional intervention, it does not look like the Trust can be considered as a going concern at this stage. The Trust continues to look for additional Emergency Grant funding to support with energy costs and will apply as and when schemes come online.
- 5.4 At the time of writing, Trust has made an informal request to the Corporate Trustee for additional grant funding in this financial year and in 2023/24 to support us through the difficult financial conditions in the next 18-24 months.

## **6. Legal Implications**

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

## **7. Financial Implications**

The Council's Chief Financial Officer has been consulted in the preparation of this report and has provided the following comments. The continued adverse energy environment continues to impact the Trust, APTL and the Council. The efforts of the management team to mitigate the effects of the energy cost environment so far have borne fruit and the proposed continuation of that approach is welcomed. Continued close management of cost and maximising income will be needed throughout 2023/24. At this stage it is anticipated that a shortfall of £2m will occur in September/October 2023. This sum is stated as gross of any government support package for the sector. The potential call on Council resources is noted.

## **8. Appendices**

Appendix 1 – Budget Assumptions

Appendix 2 – Cashflow (Trust)

Appendix 3 – Trustees' Annual Report

Appendix 4 – Exempt 2021-22 Financial Statements (consolidated accounts) at agenda item 18

## APPENDIX 1

### Budget Assumptions

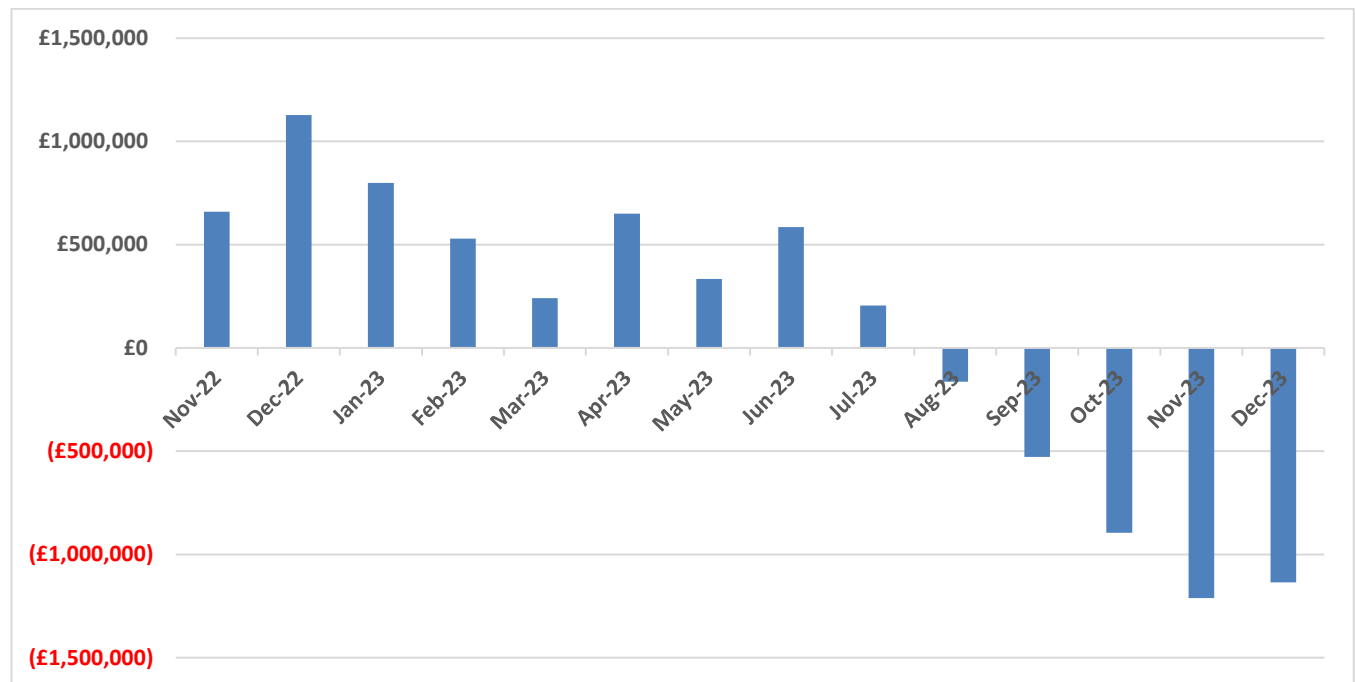
- All 21/22 Gift Aid and Restoration Levy will be payable to Trust in Dec'22
- Energy costs increase from 1 October 2022 at the end of the previous contract term. Both electricity and gas are subject to the energy cap
- Estimated impact of energy costs are £1m in 22/23 and £2m in 23/24.
  - No energy cap due from 1 April 2023
  - 23/24 energy premium is double 22/23 due to the phasing of energy consumption across the financial year with the majority being consumed in H2
- As previously, Trust will pick up all fixed energy costs (standing charges etc) plus some minor variable cost and APTL will pick up the balance. APTL will continue incur the majority of energy costs across the group
  - It is impossible to define how much energy Trust or APTL consumes specifically due to the metering currently in place
- Savings and additional income opportunities have been ignored in the modelling for 22/23, although this could amount to an additional £292,000 improvement to the bottom line across the group

### 23/24 Assumptions

- LBH core grant remains unchanged at £1,755,000
- AP license payable by APTL drops to £100,000 in the financial year due to lack of profits
- Car parking charges (yet to go live) deliver the financial returns included in the original business case
- Full Gift Aid and Restoration Levy will be paid over by APTL in 23/24 to Trust
- Savings and additional income opportunities identified only come online from the start of Q2
- Payroll costs increase by 3% in APTL and 2% in Trust from 1 Apr'23; 2% increase included in 22/23 figures for both APTL and Trust
- No staff reductions are included at this stage and current vacancies remain fully costed
- Non-staff costs, excluding energy, subject to a 5% inflationary increase in APTL
- Non-staff costs held flat in Trust with the expectation that budget holders and managers will work within budgets
- Energy costs included as above
- No additional income assumed from central government grants to support with the increased energy costs
- Trust will need additional funding support in both 22/23 and 23/24 to ensure it can continue to trade and meet its obligations.

**APPENDIX 2**

Cashflow for Trust (including energy uplift and pay award)



This page is intentionally left blank





**ALEXANDRA PARK & PALACE CHARITABLE TRUST**  
Charity Registration Number 281991

**TRUSTEES' ANNUAL REPORT  
AND FINANCIAL STATEMENTS**  
For the year ended 31<sup>st</sup> March 2022

## **CONTENTS**

<b>ABOUT US</b>	Page 1
<b>PUBLIC BENEFIT</b>	Page 2
<b>IMPACT MATRIX</b>	Page 3
 <b>OUTCOMES AND IMPACTS IN 2021-22</b>	
<b>1 Achievements against priorities</b>	Page 4
<b>2 Outcomes and impact</b>	Pages 5-16
<b>3 Five Year Plan Progress</b>	Page 19
<b>4 2022-23 Delivery Priorities</b>	Page 19
<b>5 Structure, Governance and Management</b>	Pages 21-23
<b>6 Key Stakeholders</b>	Page 24
<b>7 Directors' Strategic Report</b>	Page 25-26
<b>8 Financial Summary</b>	Pages 27-28
<b>9 Financial Statements 2021-22</b>	Page 29-54

**Primary Offices**  
**Bankers**  
**Auditors**

Alexandra Palace Way, Wood Green, London, N22 7AY  
Barclays Bank PLC  
Haysmacintyre LLP

## ABOUT US

**Alexandra Park** opened in 1863 as a leisure destination for Londoners. The original 220 acres of parkland were landscaped by Alexander McKenzie to provide a green oasis for Londoners and a centre for education and entertainment .

In 1873 **Alexandra Palace** was opened. Built as a ‘People’s Palace’, our remarkable seven-acre Grade II listed building remains one of London and the UK’s most iconic structures and enjoys global recognition as the birthplace of British television.

Today, the Palace, surrounded by 196 acres of Grade II listed Parkland, offers unprecedented views of the city and is a multi-award-winning destination, providing opportunities for informal recreation as well as an important habitat for wildlife and nature.

## Governing Documents

**Alexandra Park & Palace** was created as a trust by Act of Parliament in 1900 with further powers being conferred by subsequent Acts and Orders. In 1967 the organisation became a charitable trust and was registered with the Charity Commission in 1981.

The Alexandra Park and Palace Acts and Orders 1900–2020 set out the functions and duties for the trustees to “*uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation and for other public purposes.*”

## Activities

The Charity maintains its original enterprising spirit by hosting and producing an eclectic mix of events, entertainment, leisure, catering and learning activities throughout the year to generate income to pay for the repairs, maintenance and running costs of the Trust.

The activities are deemed commercial in nature and are contained within a trading subsidiary, **Alexandra Palace Trading Ltd (APTL)**. The activities of APTL play a vital role in delivering our charitable purposes by enlivening the Park and Palace for the purposes of its creation and encouraging a broad cross section of the public to access, enjoy and derive benefit from them.

## OUR PURPOSE

Enriching lives, through great experiences, forever.

## OUR MISSION

To repair, restore and maintain the park and palace for the recreation and enjoyment of the public forever.

## OUR VISION

An all-year-round cultural visitor destination, where people come to be entertained, engage with our fascinating past, are inspired to explore their creativity and experience our unique heritage setting; relevant to a changing society and achieving a level of physical and financial resilience delivering public benefit and enjoyment

## PUBLIC BENEFIT

We are a destination for recreation and enjoyment and our beneficiaries are the general public, regardless of their place of residence. People choose to come and enjoy the Park and Palace in many ways, informally or formally, through events and activities organised or hosted by us, our partners and other community, family, or social groups.

In approving the Trust's plans and priorities, the Trustee Board have had regard to guidance on public benefit issued by the Charity Commission. We work hard to engage and demonstrate the many different benefits we offer to and for different communities through our programmes of activity, in recognition that an imposing Victorian building or green open space may not automatically appeal or seem relevant to everyone.

Due to the open access nature of our site, detailed evidence on our individual beneficiaries is restricted to data from sampling surveys and ticket sales. We estimate that the Park and Palace provided more than 4 million visits in 2021/22.<sup>1</sup>

In its current condition, approximately two-thirds of the Palace can safely be opened to the public, but a key focus of our restoration programme is to make historic and long-closed parts of the Palace accessible to the public once again. Our Creative Learning programme includes the opportunity for the public to access some of the derelict areas at scheduled times throughout the year. We also hold events in some derelict spaces where we can safely host members of the public and protect the heritage. However, this has not been possible since the Pandemic due to Government restrictions on indoor events in 2020/21 and our focus on recovery during 2021/22. The East Court reopened to the public in September 2021 welcoming visitors to our heritage area seven days a week.

The Trust considers the level of any fees charged to reflect the need to provide enjoyment and recreation to the public as a whole and to not exclude those on lower incomes. Not all additional activities are charged for; we offer activities each year to attract the public to the Park and Palace that are free to attend.

With no endowment to call upon it is a considerable financial challenge every year to keep the building open, safe and in a good state of repair. The Trust therefore charges for specific activities to cover the costs of delivery including overheads and to generate income towards the charitable purposes. On the occasions that charges are made, it is for premium activities above the daily provision of the Park and Palace for general recreation, in accordance with the Acts and Orders.

This report explains how we have used our resources to deliver public benefit whilst maintaining and protecting our unique charitable heritage assets for future generations.



---

<sup>1</sup> Estimate is based on a consistent methodology

## Performance Impact Matrix 2021-22

Strategic Priorities	Inputs Our resources	Delivery activities What we do	Charitable outputs What we deliver	Impact Wider public benefits
<p><b>Strengthen our reputation and elevate our status in entertainment, heritage and recreation</b></p> <p><b>Create a stronger lifelong connection with our visitors, supporters and community</b></p> <p><b>Improve our overall resilience</b></p>	Board time & expertise	Deliver a repair programme to overcome the historic backlog.	The Park was open <b>365</b> days providing valuable green open space for recreation and enjoyment.	<p><b>Health &amp; Wellbeing impact</b></p> <ul style="list-style-type: none"> <li>• Provision of site for low-cost physical activity - contributes to reducing mental health distress, depression and obesity. Supports and improves wellbeing</li> <li>• Improved mental health and happiness through connection with nature</li> </ul> <p><b>Economic Impact</b></p> <ul style="list-style-type: none"> <li>• <b>£150m</b> of spending in the local area equating to an estimated economic impact locally of <b>£50m</b> (based on 2017 assessment)</li> <li>• Provider of local employment, at different entry levels and across a range of skill sets</li> <li>• Attraction of private investment and business due to environmental quality of area</li> </ul> <p><b>Environmental Impact</b></p> <ul style="list-style-type: none"> <li>• Improvement in wider visual amenity of Park and Palace engenders local pride</li> <li>• Pollution amelioration and cleaning of air of natural environment in urban areas</li> <li>• Provision of habitat for wildlife</li> </ul> <p><b>Educational impact</b></p> <ul style="list-style-type: none"> <li>• Educational resource and venue for school outings positive impact on child physical and cognitive development</li> </ul> <p><b>Profile Raising impact</b></p> <ul style="list-style-type: none"> <li>• Contribution to raising the profile of Haringey and North London as a cultural destination</li> <li>• Mast/ building lit <b>7</b> times</li> </ul> <p><b>Social Impact</b></p> <ul style="list-style-type: none"> <li>• Visual and physical amenity for local people and visitors (<b>4m park visits, 240,358</b> ice skating visitors)</li> <li>• Reaching diverse groups and communities formally and informally - creating social opportunities to improve sense of inclusion in society</li> <li>• Venue for community events and meeting other people</li> <li>• <b>120</b> individuals regularly volunteering and engaged in activities, <b>40</b> volunteer newsletters</li> </ul>
	Staff time & expertise	Ensure the building fabric remains safe and watertight.	0% of Palace restored out of dereliction in year.	
	2,294 volunteer hours	Improve and upgrade critical support infrastructure across the Park and Palace.	<b>£997,000</b> invested in services, repairs and maintenance to the building and <b>£1.4m</b> on capital improvements.	
	In kind support from partners and stakeholders	Deliver quality events, leisure experiences and activities throughout the year to bring the venue to life for the purposes it was created.	<b>5.8m</b> beneficiaries	
	Self-generated and fundraised income <b>£3.33m</b>	Manage the environmental impact of the organisation and leaseholder activities in the Park and the wider environment.	<b>3</b> (Park) designations/awards achieved for the historic & natural environment	
	Corporate Trustee Revenue Grant <b>£1.755m</b>	Raise and generate funds to support the restoration and development of the charitable assets.	Heritage tours of the Palace for more than <b>60</b> visitors	
	Corporate Trustee Capital Grant <b>£1.3m</b>	Improve the energy efficiency of the building.	<b>274</b> Creative Learning events:	
	SALIX Interest Free Loan <b>£493k</b>	Deliver a programme of restoration of the derelict areas of the Park and Palace.	<ul style="list-style-type: none"> <li>• <b>2,941</b> school pupils engaged with local history</li> <li>• <b>1,687</b> children and young people outside of formal education</li> <li>• <b>249</b> Adult learning programmes</li> <li>• <b>235</b> older people</li> <li>• <b>513</b> volunteering opportunities</li> </ul>	
		Deliver a programme of creative learning activities to engage a broad audience in the history and heritage of the Park and Palace.	More than <b>25,000</b> unique pieces of press coverage raising awareness and understanding of the Trust.	
		Record our history, conserve our historic records and make them accessible to the public.		

## I. SUMMARY OF ACHIEVEMENTS AGAINST PERFORMANCE TARGETS

We have a 25-year Strategic Vision for Alexandra Park and Palace, setting out a framework for decision making and potential projects to protect and develop the site, to keep it relevant to our society and deliver value and impact, both now and for future generations.

Our 5-year Strategy sets out our plans to deliver against the Vision over the medium term. 2021/22 was Year 2 of the strategy and our priority set out below aimed to lessen the ongoing financial challenges and uncertainties presented by the Pandemic.

### A. UNRESTRICTED INCOME GENERATION (£4.4m, against £4.6m target)

£1.755m revenue grant HC, £1.333k capital grant HC, £242k car parking income, £453k Lease and Licence income, £29k Fundraising income, £0 Charitable Donation from Trading Subsidiary). Following a successful application in the third round of the Culture Recovery Fund we generated a total £786k in income in 2021/22.

### B. RETURN APTL TO PROFIT BY END OF FINANCIAL YEAR 2021/22

Trading conditions continued to be impacted by the Pandemic, however, APTL adapted operations to offer new and existing experiences in a Covid-secure environment and exceeded expectations resulting in a positive outturn at the year end. More information is provided in the Directors' Strategic Report (Section 7).

### C. EFFECTIVELY PROTECTING THE SITE WITHIN AVAILABLE RESOURCES

Periodic inspections and routine maintenance to protect the heritage assets continued throughout the year and we took the opportunity, whilst the government restrictions on large events were still in place, to undertake additional critical works to the building and in the park.

### D. 100% CRITICAL FABRIC MAINTENANCE WORK ACHIEVED

A 10-Year Fabric Maintenance Plan (FMP) exists for works to protect the future life of the materials or appearance of the building. Despite the challenges of the previous year, all necessary critical works took place in 2021/22 (FMP Year 7), including West Hall (Wiring/Lighting/Fire Alarm), Great Hall (Fire Alarm) and East/Palm Court (Roof glazing).

### E. PRODUCE AN INFRASTRUCTURE INVESTMENT & MAINTENANCE PLAN

A consolidated three-year investment profile has been produced to prioritise elements of the FMP alongside other capital requirements across the estate, such as mechanical and electrical, site security and public safety. The Trust secured additional capital grant funding for 2022/23 from the Corporate Trustee to support Year 1 of the profile.

### F. DEVELOP THE PLAN AND SECURE FUNDING FOR THE FUTURE OF OUR CREATIVE LEARNING PROGRAMME

We have continued to be active to secure funding including to develop our Young Carers and Young Creatives Network projects. Due to the high level of competition for funding, many approaches were unsuccessful however, the Arts Council England have provided funding for the first time.

### G. DEVELOP THE OUTLINE SPECIFICATION TO MASTERPLAN THE REMAINING AREAS OF THE PALACE THAT HAVE BEEN IDENTIFIED TO BE BROUGHT BACK TO USE AND SECURE FUNDING FOR THIS WORKSTREAM.

In 2021, work was undertaken to review all Strategic Vision priority projects. This included the derelict North East Office Building, the South East Pavilion and the South East Office Building. Funding to move these projects forward was unachievable in 2021/2022, due to a number of factors, including the fragile fundraising climate during and immediately after the Pandemic. The focus for 2022/2023 will be on securing the necessary funding and partnerships required to make progress on completing the East Wing.

### H. FINALISE THE EQUALITY, DIVERSITY AND INCLUSION (EDI) ACTION PLAN AND SUMMARY VERSION FOR PUBLICATION

In October 2021 we published our summary EDI action plan, which specifically identifies what more we can do to make sure that, as a site and an organisation, we benefit all members of the public regardless of their ethnicity, socio-economic background or physical and mental abilities. The action plan will enable us to record and evidence our progress so that we can be held to account.

## 2. 2021/22 OUTCOMES AND IMPACT

### STRATEGIC PROJECTS

#### Governance Improvements

A governance review undertaken in 2018 resulted in two ongoing programmes *Governance Change*, to design and test the future establishment of a Charitable Company limited by guarantee to deliver the charitable purposes (halted to prioritise recovery from the impact of the Pandemic), and *Governance Improvements* - within the constraints of the existing governance model.

Progress on governance improvements in 2021/22 include:

- Assessment of compliance against the Charity Governance Code principles. The resulting [action plan](#) will be taken forward in 2022/23 and includes assessing how the Charity is viewed by its stakeholders and establishing a framework for board and board member performance evaluation.
- Although valued groups, the Advisory and Consultative committees do not reflect the current beneficiaries of the Charity. We consulted the committees on proposals to pilot a new open forum that would provide a less formal mechanism for effective dialogue between the Charity and its stakeholders and diversify the feedback the Charity receives about its plans and activities. The committees raised concerns that will feed into the terms of reference for the open forum, however, were generally supportive of the 24-month pilot, starting in 2022.
- Approval to recruit two youth trustees to the Trustee Board in 2022.

#### Parking Charges

Following consultation in 2019 and Charity Commission approval in 2020, Euro Car Parks were appointed in January 2022 to manage the Charity's car parks and implement a car park charging system. Implementation is expected to be in place in the summer of 2022 and is a key project to diversify the Charity's income streams. The project has taken longer than anticipated to ensure the result is an appropriate solution for our complex site. The project aims to positively impact the visitor experience, support delivery of the charitable purposes and release the cost to the Charity of providing clean, safe and until now, free parking for visitors to divert to other charitable activities.

#### Accessibility

The accessibility of Alexandra Palace & Park for people with differing levels of physical ability was recognised as an area for development in the EDI Action Plan. These difficulties come from the combination of Victorian architecture, geographical location (built on a hill) and a chronic lack of resources to address the ongoing maintenance and repair requirements.

Building on the Attitude Is Everything Silver Award, and the Government Disability Confident Employer Status achieved in 2020, we have expanded our work on becoming more accessible and inclusive for deaf and disabled people with:

- Dedicated step free accessible entrances
- Increased capacity on the accessible platform for music concerts in the Great Hall
- Access platform drinks delivery service
- Increased availability of wheelchairs for hire from 3 to 7
- Updated Guide Dog, British Sign Language and Interpretation policies
- Braille signage on all accessible bathrooms in the Palace
- Increased the number of relaxed and audio assisted performances
- Visual journey guides and accessibility maps for way finding and how to get to the Palace
- Commenced a project to install a Changing Places Facility
- Members of staff completed train-a-trainer scheme for access awareness



## CULTURE RECOVERY FUNDED PROJECTS

The extension of the Culture Recovery Fund (CRF) project period to the end of June 2021 enabled deferral of some project spending from the £2.9m received in the first round of the government's CRF in 2020. These were planned projects to improve the organisation's resilience that, due to the impact of the Pandemic, would not have been possible without the grant. In December 2021 we received a further grant of £702,000 in the third round of CRF for essential operating costs such as utilities, security and staffing, to assist with planning a calendar of cultural events in 2022 to generate further income.

### HR Finance & Payroll Project

We procured and commenced implementation of new systems for key human resource processes including automated and self-service functions.

**Customer Relationship Management (CRM) system** has enabled the introduction of an in-house ticketing box office and data capture which will assist with progress reporting on Equality, Diversity and Inclusion targets.

### Outdoor eco-toilet in the Park

The grant enabled us to purchase an accessible, composting toilet facility in the dedicated outdoor learning space in the disused area that was previously the Deer Enclosure.

### Signage & Wayfinding

Stakeholders were consulted and the Trust obtained advertising consent to upgrade signage in the Park which aims to increase awareness of the site's heritage and improve the visitor experience. The project has been expanded to include directional signage around the building and final implementation has been delayed to 2022/23 financial year.

### Repairs

A proportion of the Round 3 grant was put towards repairing the paths on the South Slope in the Park, upgrading building management systems, installing replacement insulation on all roof ventilation ducts and installing a power supply from the Panorama Room to the Outdoor Beer Garden.

### Staff Training

To ensure staff were equipped to come back as quickly and strongly as possible, AP Values refresh sessions were held with staff early in 2021. Staff were also engaged in creating new Customer Service Standards aligned to our purpose, mission, vision, and values, which was followed by a bespoke training programme to embed and implement the new standards (image below).





## PERFORMANCE BY BUSINESS AREA

### Fundraising & Income Generation

The year saw continued significant support from the Culture Recovery Fund to help mitigate the worst impacts of the Pandemic, as Alexandra Palace was closed to the public for significant periods of time during the year.

Originally scheduled to finish at the end of March 2021, the spending period for CRF Round 1 was extended into June, and we rescheduled around 10% of the grant to Q1 2021/22. Further funding rounds were announced throughout the year, and we successfully secured £704,000 in Round 3. All of this was spent during 2021/22.

Support for our outdoor creative learning programme has continued from Tottenham Grammar School Foundation, John Thaw Foundation and Matchroom Sport Charitable Foundation. In addition, we have secured major new funding from Esmée Fairbairn Foundation for the Young Creatives Network.

As funding for the activity plan via National Lottery Heritage Fund (tied to the East Wing Restoration Project) winds down, we continue to seek new funding partners for the Creative Learning programme, to cover core and salary costs as well as project activities.

We successfully crowdfunded for the 2021 Artists Walk, which raised £5,665 (exceeding its £5,000 target) and received £5,000 match funding from the Mayor of London as part of the Make London campaign. The trail displayed work by 28 local artists around the Park and Palace throughout July and August 2021 with a downloadable map to guide visitors around the works and link to the artists involved (images below).



The fundraising landscape was upended by the Pandemic, as so many charities and cultural organisations sought emergency funding to help cover their costs. Competition for funding remains extremely high.

Car park donations brought in around £242,000 for the year, as visitors made an optional contribution to the charity. The new car parking management system is expected to be implemented this year. Public donations are now facilitated through the new Customer Relationship Management (CRM) system.

## Park Management

The Park remains open 24 hours a day throughout the year and has maintained its Green Flag status, for a fourteenth straight year, received the Green Heritage Site Accreditation, which recognises high standards in the management of sites with local or national heritage importance, and three Gold awards at the annual London in Bloom awards. Read our [blog](#).

The Alexandra Park team cleared more than 150 tonnes of rubbish, with assistance once a week from participants of a Community Payback scheme, and continue an annual programme of tree works, mainly tree-felling and crown reductions as part of ongoing tree safety management. Traffic management was in place for three days as the fourth and final phase of reductions of the chestnuts along Alexandra Palace Way took place.

The Park team were asked to stop using weedkiller around the site in the Summer and, whilst some time has been spent manually removing the weeds, they are tolerated a little more to support invertebrates. To help reduce noise and emissions in the Park, the contractor has also purchased battery powered equipment.

The Conservation Volunteers (TCV) contributed 616 hours of work in the Park with 118 volunteers, including 12 corporate groups with a particular focus on improving aeration and water infiltration by de-compacting the earth around veteran oak trees in the Grove, on the South Slope and in the Play Area. Other tasks by TCV volunteers include:

- litter picking small & micro plastics e.g. bottle tops that would have remained in the ground.
- tidying the woodland margins on the old racecourse.
- planting 5 mature Liquid Amber trees 3.5m tall in Go Ape that were donated to the Palace by Earthshot Prize event organisers.
- Working with the Friends of Alexandra Park and the local Bird Group in the Cricket scrub moving pre-cut material to make dead hedges around the bird trapping and ringing area to keep the public to the main pathway through the site.

The Friends of the Park continue to provide activities (attended by 397 individuals in 2021-22) and welcomed 796 people to the Park Visitor Centre. The Friends' volunteers spent approximately 1800 litter picking and 410 hours on activities including cutting the acid grass in the butterfly meadow by hand to avoid damaging the ant hills and have recorded two new butterfly species for the site, adding to the 27 species of butterfly recorded in 2020.

Improving the Park lighting was identified as a strategic project prior to the Pandemic however, budgets were cut to a level where only critical works were possible. In 2021 a survey confirmed that the 40-year-old infrastructure is at the end of its life. This year we have reduced the number of lights not working in the Park and on Alexandra Palace way to 20 (from 111) and have installed temporary solar lights in areas where lights have not been repairable. We are discussing more permanent solutions with the Corporate Trustee's Highways Team.

Trustees approved the creation of a Petanque Court in the lower road of the Park after being approached by Hornsey Petanque Club who are funding the project, which aligns with the Strategic Vision of increasing public benefit and improving the visitor experience.

Green Hairstreak



Longtailed blue



Images above: New butterfly species identified in 2021 by the Friends of Alexandra Park

## Communications

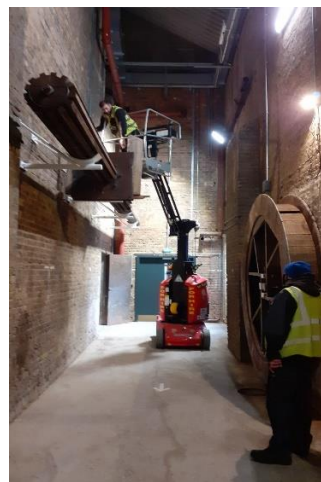
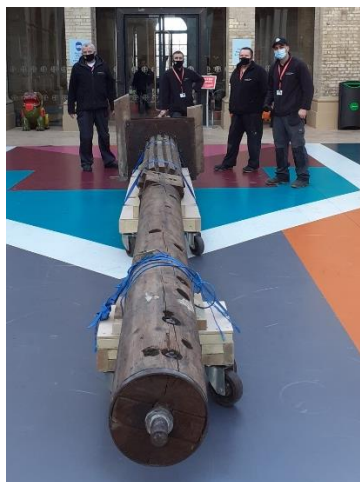
We have continued to promote the Park and Palace via our range of communication channels. We diversified content across our social media platforms, increasing followers and engagement. We published 53 blogs during the financial year covering volunteering, the park, the impact of our creative learning projects, as well as celebrating our heritage, relationship with the BBC in its centenary year and our events programme. We've achieved over 25,000 editorial mentions across national, regional and industry media. The Palace has also featured on a variety of high-profile television broadcasts, with viewing figures running into the millions. This includes the Earthshot Prize, BBC's Great British Menu, Good Morning Britain and the iconic, Later...with Jools Holland.

We kept our staff and volunteers engaged with bi-weekly newsletters and online meetings and have produced a local brochure informing visitors and local residents of our activities and events.

We have kept the public informed of the car park charging project implementation with regular updates on our website, improvements, and maintenance work across the site and of the decision to close the Park & Palace on 18 February to protect customers, park users and staff members as well as the charitable assets from damage/ injury during Storm Eunice.

## Interpretation

Foundation funding was secured to enable the conservation and relocation of the **1881 Savoy Theatre Drum and Shaft** for display in the Theatre corridor. Alexandra Palace Theatre has similar stage machinery.

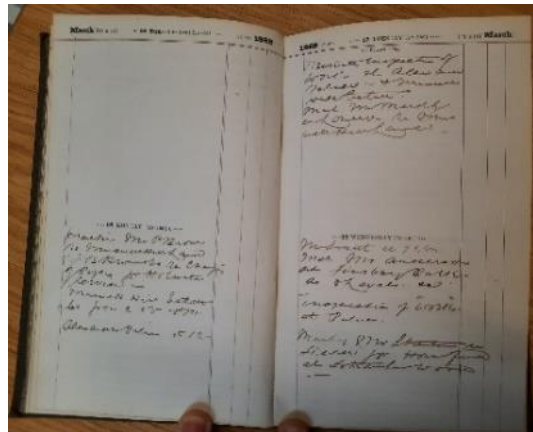


A strategy for the BBC Centenary has been developed to tell our story and the BBC's connection to the Palace through collaborative projects e.g. [National Science and Media Museum, Bradford \(NSMM\)](#) loan of experimental colour tv set and content for a [blog](#).

Other curatorial activity included:

- Contributing to staff wellbeing & connection with monthly online Heritage drop-in sessions.
- Archive input for the Queen's Platinum Jubilee celebrations.
- Research and gathering assets on artists work for the 1980s restoration.
- The National Archive website blog on [Alexandra Palace in the 1920s](#).
- Presentation at Bruce Castle's *She Who Dared...* Women of Haringey seminar.
- Heritage tours for staff and external organisations.
- Presentation on Alexandra Park and Palace at Lauderdale House Heritage weekend event
- Wrote and published online exhibit for the Google Arts and Culture "Gardens United" launch in July 2021 about the BBC television garden in Alexandra Park.

We tracked down a diary from 1868 belonging to Alexander McKenzie the landscape designer responsible for Alexandra Park (images below).



## Creative Learning

The Creative Learning programme has continued to grow as we discovered new ways to maximise public benefit from Alexandra Palace's extraordinary spaces. Our spaces, history and programme are the inspiration for creative activities, which aim to help local people gain skills, explore their creativity and improve their wellbeing. As we return to face-to-face delivery, our focus over the next three years will be on creating programmes for young people aged 16 – 24, building new partnership provision in Haringey, outdoor learning, and celebrating our wonderful assets such as the Victorian theatre and new spaces including the Creativity Pavilion and Wellness Centre.

### Young people aged 16 – 24

**“It meant a lot to see things I’ve created up in public at Ally Pally and I’m very thankful that I’ve been able to share my ideas and creativity.” Aysha**

The launch of Young Creative Network was made possible with seed funding from the **London Community Foundation’s #iwill Fund, Haringey Council** and **The National Heritage Lottery Fund**. We received a significant boost in February 2022 with 3 years of revenue funding from **Esmée Fairbairn Foundation**.

Building on work with a young people’s steering group to help us to design our young people’s programme a leadership programme, the Young Creative Network, was designed to support the next generation of cultural leaders from under-represented groups. The inaugural programme began with a season of exhibitions, talks and events providing young people from across the borough of Haringey with a voice through arts and culture. The programme introduced new co-curatorial ways of working at Alexandra Palace and introduced the venue to new communities, residents, organisations and emerging artists.

During 2021/22 the Young Creative Network hosted monthly panel discussions called **Culture Bubble** that examined the multitude of issues affecting youth today. This was followed by a programme designed by the Network where members participated in workshops to help them to survive and thrive in the creative sector (including **Creative Surgeries**, where aspiring artists were paired with artists at the top of their field) and participated in a decision-making panel that oversaw the allocation of grants for initiatives such as **Artists Walk**, an art trail around the grounds of Alexandra Palace to support Haringey artists, funded by the GLA.



The Young Creative Network also created a platform called **Re-emerge** for emerging artists as the world started to open up after another period of lockdown and produced theatre pieces performed at Alexandra Palace.

Over the next 3 years we aim to more than double the number of young people we reach (from 4,000 to 8,000) representing the diversity of our community, and to employ young people within the Alexandra Palace team.

In 2022-23 the existing partnership with Haringey Library Service (established through delivery partnerships on our Biblio-Buzz programme which tours great arts and cultural events in all the libraries across the borough) will be expanded. Haringey Libraries are a vital local service hub for Haringey communities and support residents to explore reading and learning through a wide range of methods. The Young Creatives Network will create hubs for young people to develop regeneration project opportunities in which young people will be supported by artists and creatives to deliver across the borough.

### *Outdoor Learning with Wild in the Park*

**“I like playing with my friends and finding the giant pinecone. I enjoy going to forest school because it's fun” Abdelmalek**

Wild in the Park, often referred to as ‘forest school’ by participants, is funded by Matchroom Sport Charitable Foundation and began in August 2019. This programme has helped thousands of young people learn more about nature and enjoy being outdoors, reinforcing Alexandra Park’s reputation as a place of learning, creativity and discovery.

In 2021-22, working alongside local schools and other organisations, and with artists, storytellers, craft makers and others, we have mounted exhibitions, performances, skate jams, out-of-school activities, ran regular workshops for schools (particularly for SEND learners), gardening groups and much more.

We also engaged families through self-directed activities and resources including our Nature Connections series and Dolly Shepherd Trail. It is difficult to quantify the number of people these resources reached, as many were provided online, but web visits and surveys indicated significant take-up. Added to this, we have printed an initial run of 500 Wild in the Park activity books, created in 2021-22, and some of these have been distributed to local libraries.

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.

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.

With local SEND colleges (for children with special educational needs and disabilities) we would like to create a work experience programme supported by our forest school providers Forest and Family. At the moment, Tree House School come in on a regular basis to do gardening, and this is something we are looking to offer to more colleges. We also aim to connect the students to our park management team John O’Conner so that learners can experience working in such roles and potentially gain employment in the future.

### *Creative Learning in the Theatre*

Creative Learning supports people to connect, engage and learn from inspiring theatre professionals and experience working in our wonderful theatre. Increasingly, Creative Learning are finding new ways to link their work to the theatre programme with bespoke workshops for schools, free or low costs tickets for young people, theatre tours, opportunities to observe rehearsals and Q&As with the artists.

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

July 2021, we saw the culmination of a month-long Creative Learning project that encouraged young people from Haringey to create scripts for alternative endings to their favourite fairy tales. Funded by the Arts Council, Everyone's A Playwright, was led by Crouch End Youth Theatre & Film Company and ultimately featured the young people's scripts being performed by professional actors in the Theatre and Creativity Pavilion.

Looking ahead, we are currently working with young people to co-create our first ever Young Actors Company. By recently welcoming our first group of 18-24 year-olds to rehearse in the theatre and pilot a performance programme in the summer of 2022.

### *Creativity Pavilion*

Early in 2021, the Creativity Pavilion housed programming for young carers and their families. Weekly workshops for young carers were run in partnership between the Palace's Creative Learning and Haringey's Early Help and Prevention team to provide a supportive and creative respite space for young carers from across the borough. Alongside this, monthly socially distanced programmes were designed for young carers and their families to come and join us for an evening of live music events and workshop activities.

This year, Creative Learning began programming the Creativity Pavilion as a studio theatre space (a second space to the main house if you like) to host family performances, cinema groups and, along with our Wellness Centre, a place to showcase performances from our talent development programme, which supports artists at all stages of their career to mount new work by offering them access to rehearsal space and access to office facilities.

Looking ahead, we plan to launch a range of new schools' workshops created by ***CONEY Performance Company*** and ***Middlesex Redloop Innovation Centre*** to welcome schools back to the palace after the disruption faced in education over the last two years. These workshops will maximise the full potential of the space creating a truly unique and bespoke learning experience.

### *Wellness Centre (Transmitter Hall)*

Our Wellness Centre has reopened in 2021-22, hosting a variety of events and activities designed to combat social isolation, and promote community cohesion and wellbeing.

Many initiatives provided opportunities for older people to come together and learn. For example, Five Bells Computer Club offers older people the chance to learn about accessing technology. In September we saw the return of Singing for the Brain, a partnership between the Palace and the Alzheimer's Society, which runs a choir for people with memory issues.

In the Spring, Coffin Club, a social franchise, worked with a small group of people to talk about death. Encouraging the participants to take control of what happens towards the end of their life and after they

have died. At each Coffin Club session people come together to plan their final farewell and even, if they want to, decorate their own coffin.

### *Schools*

Creative Learning's schools programme offers thousands of pupils each year the opportunity to explore their local history whilst learning about topics that schools are often unable to teach or can no longer afford to offer. Our programs enrich pupils' learning, promote social-emotional learning, and help students build background knowledge in cultural subjects.

By necessity, Creative Learning had to shift focus overnight to develop brand new online learning programmes for schools to support educationalists and parents grappling with new technology, managing staff and student absences, the subsequent learning loss, and devising and enforcing complicated one-way systems and ventilation solutions. Much online provision remained in place throughout 2021-22 but was peppered with a mixture of face-to-face provision too.

For example, Para Dance UK & Alexandra Palace partnered for the third year running for Youth Games Dance Competition 2021, engaged 13 SEND schools and 257 learners with disabilities in learning choreography from their classrooms and attend an online showcase event.

After 2 years, participants of our annual book awards, Biblio-Buzz, finally met their favourite authors face-to-face in a fantastic ceremony hosted by performance poet Simon Mole and singer/songwriter Gecko.

Despite seeing a decline in the number of schools visiting the palace for our local history workshops we still reached approximately 2500 pupils and saw a growth in schools using our outdoor learning provision. 120 Haringey school children participated in GIANT Tree Climbing Song Sessions, provided by Arts and Garden and The Great Big Tree Climbing Company, alongside expert singing leadership to explore simple folk songs about the forest as they learn how to climb. This year we reached more tutors than ever, by supporting CPD training with the Haringey Music Service including a session on Diversity, Representation and Inclusion in Music Education.

### *Volunteering*

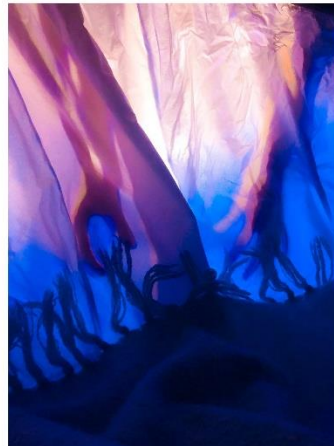
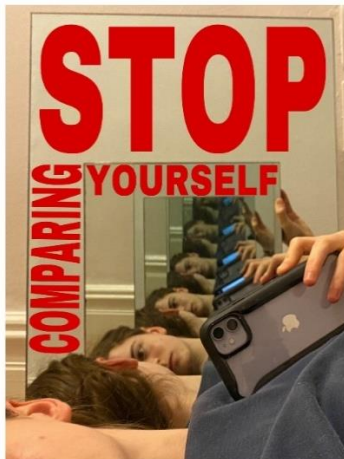
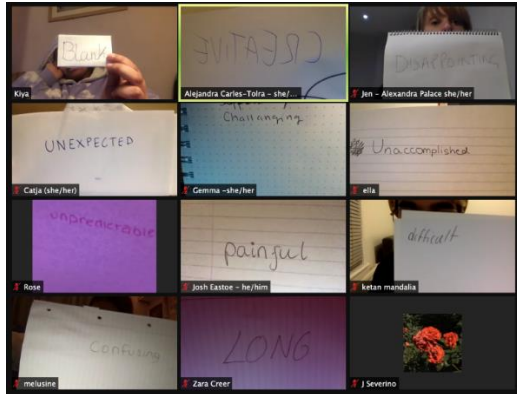
The Trust has 121 volunteers to call upon to support events and activities, 85 of whom have regularly participated, giving a total of 2,294 volunteering hours and 603 shifts during 2021/22.

Our volunteers are aged 16-85 and bring a range of skills, experience and expertise to a wide range of departments at Alexandra Palace, including the Park, Theatre, Interpretation and Events teams. While the site is closed we have continued to engage with our volunteers through weekly newsletters to update them on Creative Learning and the wider organisation activities as well as information about opportunities and support in the locality.

Our volunteers have worked on the digital archive, to enrich the collections online. They have provided administrative support, produced magazines, newsletters, run tours, and started a volunteer led monthly gardening club - currently working on tidying up the Rose Garden.

## Activities snapshot!

The New Decade photography exhibition ran for a month in May. It combined a trail of four exhibition spaces around Ally Pally with a full virtual exhibition online on the website. The project showcased work from a team of young creatives, inspired by Zoom workshops led by Artist Alejandra Carles-Tolra, who encouraged participants to explore the last year of their lives in lockdown.



*In June, the team held a new outdoor event called Poetry Picnic, led by poet Simon Mole and musician Gecko for children aged 6 and over. Five young creatives who took part in previous poetry workshops were invited to perform their poems at the event.*



Our Creative Learning team joined forces with artist and curator Alice White for a Protest Print workshop. Young People aged 16-24 can learn linocut, explore typography and create their own poster campaign. They will also explore the democratic history of print and radical educators and artists such as Sister Corita Kent, Paul Peter Piech and the Lenthall Road Print Workshop.



The GIANT tree climbing and singing sessions ended in October and the feedback has been positive. Children who took part found the sessions very rewarding. We welcomed GIANT back in the current year to engage with more schools as we look to expand the programme to SEND (Special educational needs and disabilities) schools.



- The Creative Learning team, working with partners connected to London based charities, arranged for four local asylum seekers/ refugees to attend the Yung Blud concert on 1st October for free. The aim was to provide young people with an opportunity to take part in an arts and cultural experience, provided at the Palace, that might otherwise be unavailable to them.
- Four week-long Summer Creativity Camps were held through the school holidays, with each week ending in a performance. Last year's activities were: Outdoor Theatre, Junkyard Orchestra, Outdoor Sculpture and Breakdancing.
- Artist Alix Smith created a piece of art that was displayed in a tree near the rose garden to launch the new 'Stories by Moonlight' project. The aim of the project is to inspire families to read bedtime stories together outside in nature. A soft launch took place through the autumn and will be rolled out in full this year. The artwork was donated to the library of a local school after the installation was taken down.

## Facilities and Property Management

The building remained largely closed to the public until September although we continued support the Covid response and recovery effort providing space for a lateral flow testing centre in the Transmitter Hall (in addition to the testing unit in the Paddocks Car Park).

Periodic inspections of masonry and the building continued. Regular updates were presented to the Trustee Board on planned and reactive repairs and maintenance through the year. Repairs and refreshing of the public spaces were prioritised.

### The Great Hall



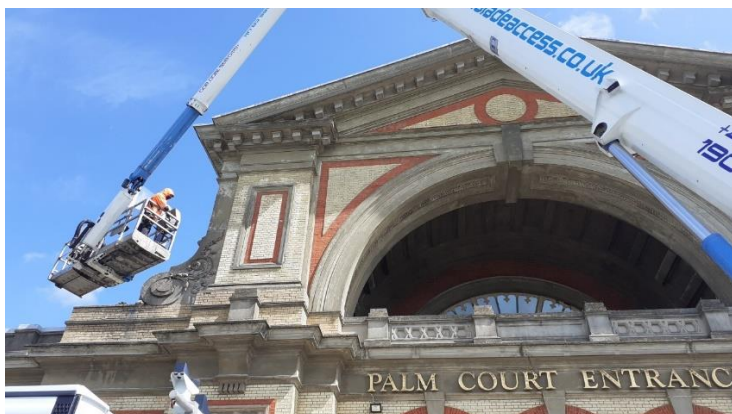
*Repairs to damage in the South East corner of the Great Hall, high level cleaning including the fabric canopies, walkways and overhead door and redecoration to reinstate damaged paintwork.*

### East Court & Palm Court



*Glazing repairs and replacements to reduce water and energy leaks*

### Great Hall spaceframes



Listed Building Consent was granted to change the colour of the Great Hall space frames which have been repaired and redecorated in 'aluminium grey' marine paint (from 'blue'). The new paint should provide lasting protection for many years.

### Fabric Maintenance Plan

We are now in the ninth year of the 10-year Fabric Maintenance Plan (FMP) to protect and repair the building and renew services.

In Year 8 (2021-22) the cumulative totals are:

- **36%** Building Fabric Repairs (of original £9,961,738 estimate of works) compared with *target of 96.6% by end of Year 8*
- **96%** Services Repair/Replacement (of original £2,569,376) compared with *target of 83.9% by end of Year 8*
- **10%** Roof replacements (of original £2,605,500)
- **23%** Aspirational roof replacements (of additional £1,892,500)

The combined percentage for Fabric, Services, Roof replacements is 53% of the original £12,810,864 (which excludes the aspirational roof replacements). Combined with the aspirational roof replacement programme this equates to 46% of £14,703,364. However, with the East Wing Restoration Project (EWRP) replacements & enhancements (Services) not originally part of the FMP, 79% of fabric, maintenance and repairs work has been completed in the last eight years.

Whilst this looks like good progress and on target for Year 8 of 10 Year it is important to remember that 60% of the original building fabric repair items are still outstanding at end of Year 8 (which is unlikely to be achieved in the remaining 2 years of the scheduled plan) and little under 10% of the original services repair/replacement in non EWRP areas remains which should be achievable years 9 and 10.

In terms of budget against actual spend, we have achieved 95% completion for planned fabric works and 89% completion for Services in 2021-22. In October the Trustees approved adjustments of the plan to defer some lower priority works such as roof repairs and decoration, colonnade works and a feasibility study to Great Hall floor resurfacing, which has impacted on the presentation of the building but has enabled upgrades to critical and operational services to improve our overall resilience, namely:

- Rewiring of the West Hall
- Installation of new LED lights in the West Hall, Ice Rink and BBC Tower corridors
- Fire detection system upgrades in Palm Court, Great Hall and West Hall

The work was made possible through the reallocation of funds from 2020-21, additional grant funding from the Corporate Trustee and an interest-free loan from Salix Finance to improve energy efficiency, reduce carbon emissions and lower energy bills.



No new areas of the Palace were restored and 29% of the building remains derelict. The backlog of repairs remain. The North East Office Building has deteriorated further and remains a priority project for funding. On the Historic England 'Buildings at Risk Register', the Palace remains listed as 'poor' but is in the lowest priority category 'F' due to there being a repair scheme in progress and the building having a clearly identifiable use.

## Sustainability

We have taken several positive steps towards reducing our impact on the environment. We have reduced our energy consumption by upgrading building management systems, carrying out solar lighting trials in the Park, installing LED lighting internally, repairing glazing and improving insulation. We installed our first composting toilet facility. Single-use plastics have been replaced with recycled or recyclable materials. We have engaged climate experts from Julie's Bicycle to support us in developing a Sustainability Policy and supporting action plan that will include analysing and monitoring our carbon footprint, as well as staff training and engagement.

## Human Resource (HR) Management & Organisational Development

We have continued to monitor the safety and wellbeing of our staff, physically and mentally, as we adapted to post Pandemic operations and a phased return to site. 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. Wellbeing Surveys were undertaken and feedback provided to staff at monthly meetings which continued to be held virtually. Staff were encouraged to take annual leave for their own wellbeing but also to avoid operational capacity issues late in the year that would place undue stress on the organisation and its people. Work is ongoing to rebuild connections and integration between operational teams who have been working onsite, those who have been remote/ hybrid working and new starters.

As we moved into rebuild and recovery phase, recruitment has been extremely busy in the context of a particularly challenging external environment. Market pressures in hospitality are widely documented and there is a significant skills shortage within this sector due to both the effects of Brexit and the impact of Pandemic, with labour moving to other sectors and leaving the UK altogether. HR have worked with managers to ensure we are in a position to attract and retain the best talent, encourage progression and development for existing staff in a fast paced recruitment market. We have worked with IGNEUS programme a government Restart Scheme supporting unemployed people across Haringey to help participants secure sustainable employment.

With CRF funding we were able to deliver a Values refresh programme, launch a project to develop our new customer service standards, and deliver training to all staff. In January we relaunched our e-learning platform which had been suspended during the Pandemic. This includes mandatory training (GDPR, Equality and Diversity, Safeguarding, and Action Counter Terrorism Awareness) for all employees, casual staff, Trustees, and volunteers. A Cyber Security module has been trialled.

We are nearing completion of the implementation of automation and systems for key HR processes (Payroll, HR System,). The project had been expected to go-live in January 2022, however, the date was delayed due to system integration issues and will go live in June 2022. Work will commence on Rostering, Time and Attendance, and Recruitment in Summer 2022 in the next phase of the roll out.

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.

## Health & Safety

Alexandra Palace has continued to operate in a safe and responsible manner throughout different levels of Pandemic related government restrictions and best practice guidance; establishing venue policies beyond the Government's minimum requirements. This proved beneficial on a number of occasions, particularly in December where our operations were already voluntarily compliant with Plan B requirements. This gave organisers the confidence, during an uncertain period, to continue with their events when consumer confidence in coming to a COVID Secure venue had increased.

The collective skill and ability within the team was demonstrated in 2021, when Alexandra Palace and production partners Slammin' Events planned and produced London's first music festival since the Pandemic began with 11. The event was delivered safely and enjoyed by a full capacity audience.

A number of well documented post-Pandemic challenges exist such as the loss of a large number of skilled workers from the wider industry. Alexandra Palace is monitoring the impact of this on our operations and will continue to evolve and adapt working practices as required to maintain a safe environment and experience for all staff, performers and customers at the diverse range of events.

## Wider Impact

The Trust leases several of its properties on the estate and the delivery of public benefit of leaseholder activities is not fully captured, however, from the information gathered we can determine that the contribution is significant. Not all the figures below are included in the Trust's impact matrix, but some are captured in the Park visitor data.

### ***Sporting activities***

The Alexandra Park Club, home to the Alexandra Park Youth Football Club, Senior Football Club and Cricket Club, welcomed **20,626 participants** including the Club's members, visiting teams and occasional sports hires.

### ***Community, Social and Educational activities***

- The Friends of Alexandra Park delivered a range of activities to 397 participants, had 796 visitors to the Visitor Centre, gave 410 Friends' volunteer and 1800 hours litter picking.
- The Alexandra Palace Garden Centre delivers a small number of gardening education workshops.
- The Old Station Building is leased to a separate charity, CUFOS, that hires the building to regular and semi-regular local community groups who provide various activities and meeting spaces for community groups and party hire. Due to the Pandemic there were long periods when only support groups could meet and parties were not possible. Towards the end of the year as restrictions were lifted the 30 regular groups started up again and in total there have been more than 50 parties and 5 special events.
- Little Dinosaurs provides indoor soft play and a wildlife friendly garden for outdoor play and runs some free and discounted events for local charities and community groups and schools.
- Lakeside Facilities: **89,631** visitors to the Café and the boating lake in the year.
- Go Ape: **59,306** participants in the various adventure course activities.
- Pre-school education is provided by two on-site establishments.

### ***Lighting the mast***

The Alexandra Palace Mast was lit in support of various national campaigns over the year, including celebrating the NHS, 'Light it Red' awareness of event venues that may not reopen, Green Flag Award in recognition of parks and green spaces, the NSPCC Christmas Campaign, Grief Awareness Week, and World Encephalitis Day.

### 3. FIVE YEAR PLAN PROGRESS

#### 2020-25 Five Year Plan Achievements against Years 1 & 2

Priority Pillar	Achievement
<b>1. Strengthen our reputation and elevate our status in entertainment, heritage and recreation</b>	<ul style="list-style-type: none"> <li>– 95% critical services plan achieved, cumulative over 8 years</li> <li>– 4m visits to the Park</li> <li>– Website page views 6,414,408</li> <li>– 1,908,221 website users</li> <li>– 185,765 new users to website</li> <li>– More than 25,000 editorial mentions</li> <li>– High profile events: Earth Shot Awards, Ed Sheeren, Coldplay</li> <li>– 57 events in the Theatre (150 performances) attended by 150,000 people</li> </ul>
<b>2. Create a stronger lifelong connection with our visitors, supporters and community</b>	<ul style="list-style-type: none"> <li>– Established Young Creatives Network and Young Carers programmes</li> <li>– Customer Service Standards established</li> <li>– Customer Relationship Management system implemented enabling greater insight and focussed communications</li> <li>– Consistent and frequent communications on key issues – ASB, Lighting, Car parking, Funding plight, Storm Eunice closure</li> <li>– Regular thanking of donors and funders in communications and in response to direct donations.</li> <li>– 46 blog post</li> <li>– Wayfinding Plan in place and funding for new information boards on site to orientate visitors, tell our story and inform about current activities</li> <li>– 11,228 Ice Skating Course participants</li> </ul>
<b>3. Improve our overall resilience</b>	<ul style="list-style-type: none"> <li>– Maintained the principles of the strategic vision in our approach to generating new income streams</li> <li>– £29k public fundraising in year</li> <li>– Green Flag and London in Bloom Awards</li> <li>– Invested in repairs in the Park</li> <li>– IT upgrade programme started, and local business employed for IT Support</li> <li>– Developed sustainability agenda</li> <li>– Assessed compliance against the Charity Governance Code principles and action plan created.</li> <li>– Consulted stakeholder committees on open forum pilot</li> <li>– Approval to recruit two youth trustees to the Trustee Board in 2022.</li> </ul>

### 4. DELIVERY PRIORITIES IN 2022/23

- Develop Strategic Vision priority projects that will improve income generation opportunities including developing the East Wing masterplan.
- Secure funding for the Creative Learning programme and develop the outdoor learning programme
- Recruit youth trustee board members
- 150 Years Celebration Campaign
- Deliver capital projects in the Park including Rewilding, Drainage and Wetlands projects
- Develop and Implement Sustainability Strategy

## 5. STRUCTURE, GOVERNANCE AND MANAGEMENT

### Corporate Trustee

The Park and Palace are charitable assets held on trust by the London Borough of Haringey, sole Corporate Trustee since 1980. The Council provides critical funding to the Charity to deliver the functions set out in the Alexandra Park and Palace Acts and Orders to “uphold, maintain and repair the Palace and to maintain the Park as a place of public resort and recreation and for other public purposes”.

The Council delegates its Corporate Trustee duties to a committee that acts as the Trustee Board. The Trust is subject to charity law and Charity Commission Regulation.

### Trustee Board Member Appointments

The corporate trustee appointed councillors are **voting members**, appointed annually to reflect the political composition of the Council. The Council members step down for local government elections and those who are re-elected may be re-appointed at the annual general meeting of the Council.

**Non-voting members** are appointed by the local stakeholder advisory and consultative committees.

In 2022 the Trustee Board approved proposals to appoint two **Youth Trustees** to the Board in 2022/23.

The **Alexandra Park and Palace Board** meets formally every quarter and informally throughout the year as required for development sessions and workshops.

The Board has overall responsibility, representing the Corporate Trustee, for ensuring that the charitable objectives are met and adequate systems of control are in place to:

- safeguard the Trust’s assets and provide assurance that the Trust operates efficiently and effectively;
- ensure compliance with relevant laws and regulations and maintains proper records;
- support the executive leadership team’s operations;
- review and approve the budgets and business plans;
- appoint auditors.

### Induction and Training

On the appointment of new board members, usually at the beginning of each municipal year, an induction meeting is arranged. Existing Board members are invited as a refresher. Board members are provided with the governing documents together with key policies, reports, budgets and audited accounts. Further training is considered on an individual basis during the year and annual safeguarding and governance workshops take place.

### Committees

#### Finance, Resource, Risk and Audit Committee (FRRAC)

Advises the Trustee Board on the organisation’s financial and human resource policies, performance, and risk management and oversees the appointment of internal and external auditors, reviews the management accounts, provides oversight of the budget process, and scrutinises the annual accounts and internal audit programme. The FRRAC has no decision-making powers.

Our principal risk is the financial sustainability of the Trust and the impact of this on the extent to which we can deliver our charitable purposes.

The Charity's trading subsidiary, **Alexandra Palace Trading Limited (APTL)**, is a company limited by guarantee, governed by its Memorandum and Articles of Association dated 29<sup>th</sup> July 1999. The subsidiary operates within a framework set by the Trust and donates its taxable profit from these activities to the Trust.

#### Statement of Trustee's responsibilities

The Trustee Board is responsible for preparing the annual report and financial statements in accordance with Charities Statement of Recommended Practice, (SORP), FRS 102 (The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland') and the reporting requirements of the Charities Act 2011.

#### Fundraising Disclosure

During 2021/22 the Charity's fundraising activity continued to focus on mitigating the impact of the Pandemic. This included delivering on the commitments made for Round 1 of the Culture Recovery Fund, and successfully applying for a further grant in Round 3. This subsequent grant was substantially used for salary and security costs, as well as repairs to pathways in the park. The entire grant was spent during the financial year.

Public fundraising continued, with the donation scheme operating in our car parks continuing to raise much needed funds. Despite the disruption caused by the Pandemic, we were also able to progress relationships with key funders and secure a grant from the Greater London Authority towards sustainable development of the park and a major new grant to support our Creative Learning activities. Existing supporters for this programme also stayed with us again through this financial year.

The Trust employs a Development Director to lead our fundraising activities supported by our volunteers.

We do not employ agents to fundraise on our behalf. However, we do accept voluntary assistance from community groups that wish to fundraise on our behalf, if they satisfy our criteria and enable us to comply with our Fundraising Policy.

The Trust is registered with the Fundraising Regulator and therefore abides by the Code of Fundraising Practice, summarised in the 'Fundraising Promise', which is reflected in our Fundraising Policy.

On occasion, other charities may undertake fundraising activities at Alexandra Palace or within the Park, with permission. We expect them to uphold the same standards as set out by the Fundraising Regulator.

In 2021/22 we received no complaints or concerns from the Fundraising Regulator.

#### Complaints

355 complaints were received in 2021/22. Although not distinguished between charitable and trading activities, they can be broken down as: 319 complaints from event and ice-rink customers, 7 related to noise from events, 29 direct to Trust mainly about lighting in the Park. In 4 instances we fell short in responding to complaints made directly to the trust which weren't acknowledged within our framework timescale of four days, due to resource capacity, however, these issues were resolved within 10 days.

No complaints were escalated for internal investigation or to the Trustee Board.

We are not aware of any complaints made to the Charity Commission or the Fundraising Regulator about the Charity.

#### Serious incidents

The Charity did not report any serious incidents to the Charity Commission in the year and there were no other serious incidents that were not reported to the Charity Commission (involving the Charity, Trading Subsidiary, leaseholders and partners).



**TRUSTEES***Serving when annual report was approved:*

<b>Name</b>	<b>Offices (if any)</b>	<b>Appointing body</b>	<b>Dates served as trustee</b>
Emine Ibrahim	Trust Chair, APTL Director		Since May 2022
Lotte Collett	Vice Chair, FRRAC Chair, APTL Director	London	Since May 2022
Anne Stennett	FRRAC Member & APTL Director	Borough of	Since May 2017
Nick da Costa	APTL Director	Haringey	Since May 2018
Ahmed Mahbub	FRRAC Member	(Corporate	Since May 2022
Sarah Elliott	FRRAC Member	Trustee)	Since May 2022
Nigel Willmott	Co-opted		Since 2017
Val Paley	Co-opted	Consultative	Since 1996
Duncan Neill	Co-opted	Committee	Since 2017
Jason Beazley	Observer, SAC Chair	Advisory	Since 2017
		Committee	

*Serving during reporting period:*

Mike Hakata	Chair, FRRAC Member & APTL Director		Oct 2020-May 2021
Eldridge Culverwell	APTL Director	London	May 2018-May 2021
Elin Weston	Vice Chair & FRRAC Chair	Borough of	Oct 2020-May 2022
Bob hare	FRRAC member	Haringey	May 2014-May 2022
Dana Carlin	FRRAC Vice Chair & APTL Director	(Corporate	May 2018-May 2022
Kirsten Hearn	APTL Director	Trustee)	May 2021-May 2022

**INDEPENDENT MEMBERS**

Claire Pape	Independent member of FRRAC, <i>since 2017</i>
Andrew Morton	Independent Non-Executive Director, APTL, <i>since 2017</i>
Jamie Copas	Independent Non-Executive Director, APTL, <i>since 2017</i>

**EXECUTIVE LEADERSHIP TEAM**

Emma Dagnes	Chief Executive Officer
Richard Paterson	Director of Finance & Resources
Lucy Fenner	Commercial Director
Simon Fell	Director of Event & Leisure Operations
Catherine Solomon	Director of Human Resources & Organisational Development
James Atkinson	Director of Development
Mark Civil	Head of Creative Learning
Joe Coggins	Communications Manager
Lucy Evans	Head of Marketing

## 6. KEY STAKEHOLDERS

**Statutory Advisory Committee (SAC)** – established by the 1985 Act of Parliament for a defined list of organisations to advise the Trustee Board on the general policies for events permitted in the Park and Palace, and the effects on local residents and the environment. The SAC appoints an observer onto the Trustee Board.

**The Consultative Committee (CC)** – established by the Corporate Trustee as a forum for discussion between the Trustee Board and appropriate local/ national organisations on general matters affecting the Park and Palace. The CC appoints three of its members on to the Trustee Board in a non-voting capacity.

**The London Borough of Haringey** (Haringey Council) became the Corporate Trustee of the Charity in 1980 and is a vital source of funding, providing an annual grant to meet a proportion of the Trust's operating costs and a capital grant to cover the cost of capital repairs and maintenance.

**Charity Commission for England and Wales** - is the non-ministerial government department that regulates registered charities in England and Wales. As a registered Charity the Trust must comply with charity law.

**Our Special Interest Groups and Volunteers** - The Trust benefits from the expertise, passion and time of several voluntary interest groups and individual volunteers. The interest groups are; Friends of Alexandra Palace Theatre, Alexandra Palace Television Society, Friends of Alexandra Park, Alexandra Palace Television Group, Alexandra Palace Organ Society, The Conservation Volunteers, The Alzheimer's Society, Haringey Library Service.

**Local Community** - Whilst the local community is an important audience for the activities and facilities provided within the Park and at the Palace we recognise that it is also our neighbour. We work hard to minimise the impact of our activities on the local community aiming to ensure that the benefits we provide outweigh the difficulties of living close to a major entertainment and recreation venue.

**The National Lottery Heritage Fund** uses money from the National Lottery to support a wide range of projects involving the local, regional and national heritage of the UK. As the main funder of the East Wing restoration programme NLHF is a major stakeholder in Alexandra Palace. NLHF have previously funded projects in the Park, the conditions of the funding are still being discharged.

**Historic England** is an executive non-departmental public body. It is tasked with protecting the historical environment of England by preserving and listing historic buildings, ancient monuments and advising central and local government. Alexandra Palace is one of the largest buildings on Historic England's buildings at risk register. As the Palace is a listed building it is important that we maintain a strong and collaborative relationship with Historic England in undertaking repair and restoration works to the Palace, including the East Wing restoration programme.

**The British Broadcasting Corporation (BBC)** and Alexandra Park and Palace have a shared history and entered into a ten-year partnership agreement, in 2016/17, to create wider national access to the BBC's programmes and collections through allowing the AP television story to be told with objectivity and perspective, to deliver an engaging and sustainable learning programme in relation to broadcast history, and to add coherence, dynamism and longevity to the national broadcast story.

### Our funders and donors

In addition to the core funding from our Corporate Trustee and the programme funding from NLHF the Trust is now an active fundraising Trust. Our stakeholders therefore now include: members of the public who have donated, trusts, foundations and large donors. We have a responsibility to communicate effectively so that we are open and transparent when both seeking funding and reporting on how that funding is spent.

We are increasingly working more in partnership to deliver our strategic aims and add value, expertise and profile to the programmes of work we are undertaking (particularly in the fields of Creative Learning and Interpretation). Our stakeholders therefore include local, national and international partners including other charities, global business and Higher Education Institutions.

## DECLARATION

This report was approved by the Trustees on 29<sup>th</sup> September 2022 and signed on its behalf:

<b>Signature(s)</b>		
<b>Full Name(s)</b>	Cllr, Emine Ibrahim	Emma Dagnes
<b>Position</b>	Chair, Alexandra Park & Palace Charitable Trust Board	CEO, Alexandra Palace

## 7. DIRECTORS' STRATEGIC REPORT

### Trading Activity

APTL continued to manage the ever changing landscape of the Pandemic with restrictions significantly impacting on operations and consumer confidence. The emergence of Omicron towards the end of 2021 caused a downturn in footfall to the Darts as people took the decision to protect their chances of seeing family at Christmas; this trend was also reflected across the Ice Rink and Theatre. However, Q4 was exceptional with the team focused on securing business, achieving increased spend and driving efficiencies across events and other commercial activities. With restoration levy and operating profit the total amount generated by the Trading subsidiary in support of the Charitable Trust was £1,574,000 - a remarkable result in such a turbulent year.

### Key Highlights

**Kaleidoscope Festival** was held on the 24<sup>th</sup> July 2021 only a few days after Covid Restrictions were lifted, becoming the first non-Covid restricted festival to be held in London for nearly two years. Audiences of 10,000 enjoyed Groove Armada, The Coral and numerous spoken word and comedy acts throughout the day. The event attracted high praise both on social media and in the press. "Kaleidoscope Festival at Alexandra Palace review: kudos for pulling this off London's highest - and first in a long time - festival will live long in the memory." Evening Standard.

*"Kaleidoscope Festival at Alexandra Palace review: kudos for pulling this off London's highest - and first in a long time - festival will live long in the memory." Evening Standard*

**The Great Hall** threw open its doors to Live Music once again in September 2021. In our first week of opening, we hosted Dermott, Kennedy, Gerry Cinnamon and Tom Grennan to sell out audiences. Followed later in the year by Suede, London Grammar, Fontaines DC, DMAS, Glass Animals, Sam Fender and Enter Shikari. The shows were well managed and audience feedback was positive. Though some shows experienced high on the night drop out rates it didn't affect the commercial return as spend per head proved to be higher than pre-Covid averages.

The Exhibition sector has been particularly hard hit by the Pandemic with many shows not returning once doors re-opened as consumer confidence was low. However, Alexandra Palace was proud to host some of our stalwart exhibitions again including Freight In the City, Knitting & Stitching, Festival of Railway Modeling and the Tool Fair. Footfall was lower than pre-Pandemic years but clients are confident for the future and our long term tenancies for the majority of our exhibitions are still secure.

When restrictions allowed **The Theatre** was used extensively for streaming, live performance and rehearsals including Coldplay, Ed Sheeran, London Grammar, Michael Kiwanuka, Saint Etienne, BBC Concert Orchestra and many more.

As part of the start to the BBC's celebration of 100 years in 2022 the theatre also played host to live broadcasts including Earth Shot founded by The Royal Foundation of The Duke and Duchess of Cambridge, hosted by Sir David Attenborough and broadcast by the BBC. Further BBC projects included The Great British Menu which broadcast every night on BBC Two for a week with the opening credits presenting an aerial view of Alexandra Park and Palace with the final banquet hosted in the Theatre. Other bookings included the filming of Celebrity MasterChef to be broadcast later in 2022 and Later with Jools Holland.

The Theatre also continued to build its reputation for spoken word, comedy, hosting numerous book launches and Q&A evenings. Performances included Reginald D Hunter, Quentin Tarantino, Miriam Margolyes, Adam Kay, Yotam Ottolenghi, Simon Amstell, Giovanna Fletcher and JK Rowling.

**Christmas 2021** was planned to present an exciting eclectic mix of entertainment and leisure offers across the site. From Mark Gattis with his adaptation of Christmas Carol to a new rent a Christmas tree offer, Santa's Grotto and Panto On Ice and of course the World Professional Darts Championships which had sold out to a 75,000 capacity over 16 days and 28 sessions.

However, with the onset of Omicron the team once again had to adapt to manage an ever evolving situation which at times threw into doubt whether we would be able to remain open and trading. However, the teams worked hard with the Local Authority and the exceptional reputation that we had earned due to our handling of the Pandemic provided the confidence the authorities required to continue to allow us to host the public to our variety of Christmas offers including the Darts. Though footfall dipped before Christmas it picked up after with spend per head staying strong.

### Investment in 2021/22 to improve the visitor experience

The **Ice Rink** benefited from significant upgrades to lighting and rink infrastructure. The Ice Rink Team must be commended for their agile and entrepreneurial approach to 21/22 despite the continued challenges presented by the Pandemic and in the final quarter rolling closure due to the works.

The **Phoenix Bar & Kitchen** also saw a modest investment and reopened on the 23rd September with a new management team and a wood fired pizza offer which almost instantly attracted a new customer base. The ongoing feedback is overwhelmingly positive, particularly regarding the improved customer service.

In total, we held **90 events** in the main halls across **247 days tenancy** whilst the Theatre hosted **150 performances**. Across all event spaces, we attracted just over **700,000** visitors, in a year that, due to the ongoing impact of Covid-19 restrictions, we could only be open for part of.

A significant investment for APTL in 21/22 was in the new (and first) CRM system funded by the Cultural Recovery Fund. Though a shared system across the Charity and Trading Subsidiary the implementation and integration was led by the APTL team - no small feat alongside the day job. The launch of the system was successful. Initial benefits include:

- Retaining 100% booking fee on the venue ticket allocation to events, ice rink and golf, driving additional revenue.
- Securing more donations to the charity on tickets bought in the theatre, in addition to fees and levy paid.
- Securing more opt in data to enable us to market directly to specific customers.
- Collation of our data into one place enabling us to continue to build on the CRM strategy by understanding more about our audiences and be far more targeted in our marketing approach.

In 21/22 Alexandra Palace faced another year of uncertainty and a forever changing and challenging landscape. However, despite the adversity our profile was raised and our reputation enhanced as we managed successfully to pivot, adapt and diversify. The team's hard work has put us in a good position to face the challenges of 22/23. As we enter the Palace's 150th year we will continue to entertain London as we have done since 1873.

### DECLARATION

This report was approved by Directors of the Alexandra Palace Trading Limited Board on 28<sup>th</sup> September 2022 and signed on its behalf:

<b>Signature(s)</b>		
<b>Full Name(s)</b>	Nick da Costa	Emma Dagnes
<b>Position</b>	Chair, APTL Board	CEO, Alexandra Palace

## 8. Financial Summary

The financial performance of Alexandra Palace for the year under review and the financial position at the Balance Sheet date are set out in this report. In particular the Statement of Financial Activities (SOFA), which includes both unrestricted and restricted funds, shows the performance of the group during the year.

Following on from 2020/21, 2021/22 continued to be challenging as the Group continued to react to the impact of the Covid-19 Pandemic. As with most other organisations, the year constantly changed as government guidance changed and new variants of the virus emerged. Omicron could have had a devastating effect on the Group, but fortunately the country rebounded, and the public continued to support events throughout Christmas and into the new calendar year.

The final quarter of the year was hugely successful as the public started to regain confidence and return to live events and it was a big contributor to the ultimate financial performance of the group.

### Unrestricted funds

A significant proportion of the unrestricted funding comes from the Charity's Corporate Trustee Haringey Council. The Trust also generates its own income from the Park and Palace under the long term lease agreements with its tenants. The Charity is grateful to its tenants for continuing to meet their financial obligations.

Significant emergency funding was secured for the Group from various sources to ensure its survival and recovery post Covid-19 Pandemic. The Culture Recovery Fund Round 3 grant (£702k) was provided to assist in stabilising finances during the Pandemic and to ensure the Group is able to achieve a smooth recovery.

The other main source of the unrestricted funding is the charitable donation from Alexandra Palace Trading Limited. Due to the Pandemic, no Gift Aid donation was made as APTL required the funds to meet its own financial obligations and survive the impact of the Pandemic.

The Trading Company achieved a turnover of £12.8m (2021: £2.0m) and operating profit of £1.6m (2021: -£0.3m). The extremely positive financial performance was a result of the sales and growth strategy as well as the large number of events and customers seen across the financial year despite the impact of the Pandemic. The financial return was achieved despite other financial pressures and competition from across the sector.

Throughout the year both the Trust and the Trading Company continued to monitor the Group's cash flow and operated in a tightly controlled environment as the Group is working towards achieving a minimum level of free cash reserves available.

Monitoring of budgeted costs and prioritising of revenue projects will remain in place for the foreseeable future to ensure that the Group meets its financial obligations.

### Reserves Policy

The Funds generated by the organisation are available, at the discretion of the Trustee Board, to further the charitable objectives of the Trust.

The Trusts objective is to establish unrestricted reserves sufficient to cover the Park and Palace running costs and staff costs for a period of 6 months in case of a significant decrease in funding or a downturn of the Charity's own fund-generating activities, whether undertaken by the Trust or by its Trading Company, with a priority to meet the non-cancellable commitments including servicing of the loans.

The Corporate Trustee has agreed to suspend loan repayments in 2020/21 and 2022/23 to assist in improving short term liquidity of the Charity.

The consolidated unrestricted reserves at the 2022 year-end amounted to £26.3m (2021: £25.8m). This included designated capital funds of £22.8m (2021: £23.2m) representing, to the fullest extent possible, the net book value of the Charity's capital assets.

A key measure of financial stability is a charity's 'free reserve' (unrestricted, undesignated funds not held in fixed assets), which are funds available to the charity at the year-end. At 31 March 2022 the group's 'free reserves' are negative £(3,282k) (2021: £(3,589k)) because of long term loan commitments regarding investment in the infrastructure to protect the charitable asset for the future.

### Going Concern

The financial statements have been prepared on a going concern basis.

The Trustees consider that there is a reasonable expectation that the Group have sufficient resources to continue in operational existence for the foreseeable future and for this reason they have adopted the going concern basis in preparing the financial statements.

### Investment Policy

The Group maintains bank accounts with Barclays Bank plc and seeks to maintain all current accounts in credit. Cashflow has been challenging over the last few years, but as and when the Group has surplus funds these are placed in longer term call deposit accounts with the bank.

### Financial Risk

The Financial Risks of the Group are monitored regularly and their impact and mitigating action are being continuously evaluated and assessed.

In 2022/23 we are hoping to see a recovery from the financial and operational uncertainty caused by Covid-19 although the cost of living crisis, inflation and the pressure on energy prices will have an inevitable impact.

The availability of good staff in the market also represents a challenge to the business. It is well documented that staffing shortages are affecting the wider economy and the Group is no different. The Group continues to look at innovative ways to both recruit and retain staff.

The Charity has developed a long term financial planning approach to help achieve longer term financial stability and will continue its journey to achieve a long term sustainability.

The fundraising support from individuals as well as Trusts, Foundations and corporates is critical during these uncertain times and after a significant success in raising funds during the Pandemic we will continue in our efforts to expand this income stream for the Charity. Given the funding that was committed during the Pandemic and the pressures being created by things like the Ukraine conflict, fundraising over the next 3 to 5 years may not be as easy as it has been previously.



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

**13 DECEMBER 2022**

**Report Title:** Award of Contract for the provision of Estate Guarding

**Report of:** Richard Paterson, Director of Finance and Resources (Estate Guarding Procurement Project Sponsor)

**Purpose:** This report sets out the procurement exercise undertaken for the re-provision of Estate Guarding Services and seeks the Trustee Board's approval to award the contract.

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

### **1. Recommendations**

- i. To approve the award of contract for the provision twenty-four-hour, seven-days-a-week estate guarding at Alexandra Park & Palace to Bidder 2, for a period of five years with the option to extend for a further two years (total 7 years). The estimated contract value is £3,340,235, subject to the further consideration set out in paragraphs 1iv. and 8.4 of Exempt Appendix 3;
- ii. To delegate authority to the Chief Executive of Alexandra Park & Palace to finalise the terms of the contract;
- iii. To authorise the Head of Legal and Governance, Haringey Council, to seal the contract.

### **2. Executive Summary**

- 2.1 The current Estate Guarding provider was procured in 2016 following an OJEU (Official Journal of the European Union) notice and the contract term officially ended in August 2021. At the time, the Trust was part-way through procurement of a car park management contractor, and, with no in-house procurement expertise, it was not practical for the Trust to begin another large procurement exercise. The incumbent had been delivering the contract successfully since 2016 and agreed to continue to deliver the contract pending a formal tender.
- 2.2 As an unincorporated body, with the Council as the Corporate Trustee, the Trust is bound by Public Contracts Regulations 2015 and the Council's Contract Procedure Rules. With the assistance of the Council's Procurement Service, a formal tender process began in June 2022. The specification documents are attached at Appendix 1a and Appendix 1b.
- 2.3 This report sets out the two stage restricted tender exercise that completed in November 2022, the evaluation process and the reasons for the recommendation to award the

contract to the highest scoring bidder. The recommendations in this report are supported by the commercial information contained in Exempt Appendices 3 and 4, Agenda Item 17.

### **3. Procurement Process**

- 3.1 The Council's Contract Standing Orders and Public Contracts Regulations 2015 apply to the Trust, which, as an unincorporated body, relies on the Corporate Trustee to enter into contracts on its behalf. In March 2022 the Trust and the Council's Strategic Procurement Unit began discussing the route to an effective procurement process.
- 3.2 The 2016 Estate Guarding Contract Specification was still relevant but, as an input based specification (prescribing the exact service requirements), it left little room for contractor innovation particularly in relation to new technology and systems that might support the contract. An output based specification gave bidders the opportunity to demonstrate their expertise and put forward their own proposals for delivery of the contract.
- 3.3 The two procurement routes available were:
- an open procedure (where any provider could submit a tender), or;
  - a restricted procedure (where there's an initial down selection process based on provider suitability and then only selected providers are directly invited to tender).
- 3.4 Other considerations were current industry challenges, the expected increase in the contract value, which at present was mostly salary costs, and whether an in-house estate guarding model was an option.

#### Pre-market engagement

- 3.5 To understand what the best approach would be the Trust invited a range of industry providers to the site for pre-market engagement.
- 3.6 Five industry providers (of twelve invited) attended the site visits over two days in May 2022.

#### Restricted Tender Process

- 3.7 Although requiring a longer timeframe, a restricted procedure was considered to be the best option for a number of reasons including:
- the contract value and complexities of the site;
  - the restricted procedure enabled a selection assessment to filter out any providers that did not meet the requirements;
  - the resource implications on the Trust of an open tender, which any business could bid for resulting in a potentially high volume of responses to be reviewed.



## 3.8 Tender timeframe:

<b>Stage One – Selection Stage</b>	
Publish Selection Questionnaire (SQ)	01.06.2022
Deadline for SQ submission	30.06.2022
Evaluate SQ	01.07.2022-12.08.2022
Inform all interested parties of the results	19.08.2022
<b>Stage Two – Invitation to Tender (ITT)</b>	
Send ITT to successful providers	22.08.2022
Deadline for Tender submission	30.09.2022
Notify result to all bidders	14.12.2022
Anticipated Contract Start Date	01.04.2023

## 3.9 Stage One

3.9.1 On 1<sup>st</sup> June 2022 eight providers were notified via the HPCS (Haringey Procurement & Contract System) Portal that Alexandra Park & Palace Trust would be going to market for the supply of estate guarding for the entire site and invited to express an interest by obtaining and submitting a Selection Questionnaire (SQ).

Around the same time, the incumbent was requested to supply contract TUPE (Transfer of Undertakings (Protection of Employment)) information, which they did, within the given timescales.

3.9.2 Six providers (identified in the Exempt Appendix 3, paragraph 3) formally registered an interest.

3.9.3 However, only five providers submitted a completed Selection Questionnaire; the sixth provider (identified in the Exempt Appendix 3, paragraph 3) declined the opportunity, having expressed concern about the expected commitment to pay the London Living Wage (LLW), a decision taken by the Trustee Board in 2018, before understanding the implications of the next LLW announcement in September 2022. The provider had also been concerned about the potential risk of liabilities should the incumbent issue pay increases to existing estate guarding staff above the LLW.

3.9.4 The Evaluation Panel comprised: Richard Paterson (Director of Finance & Resources), Zed Major (Head of Facilities), Graeme Timms (Head of Health & Safety), Mark Evison (Head of Park & Environmental Sustainability) and Natalie Layton (Charity Secretary).

3.9.5 Individual evaluations were completed and submitted to the project moderator, Shashi Sharma (Haringey Council, Procurement Officer). As all five providers met the selection criteria and up to five providers were permitted to be invited to tender, the Panel agreed that final scoring and ranking was not necessary and on 19<sup>th</sup> August 2022 all five providers were notified that they would be invited to tender.

#### 4. Contract Award

##### Stage Two

- 4.1 The Invitation to Tender (ITT) was sent to the five providers via the HPCS portal on 22<sup>nd</sup> August with a deadline for returns by 30<sup>th</sup> September.
- 4.2 The tenders would be evaluated against 60% Quality and 40% Price and a Pricing Schedule was provided for bidders to complete with the total contract price for years 1-7. Scores for price would be created by dividing the lowest price by each supplier's tendered price. The ratio would be multiplied by the price weighting (40%) to give a price score for each bidder.
- 4.3 The ITT pack also contained the Council's Terms & Conditions and the contract specification documents:
- **Part A:** Content of the market engagement discussions collated into a single information document (**Appendix 1**)
  - **Part B:** The output-based contract delivery specification (**Appendix 2**)
- 4.5 Quality would be scored on responses to five method statements and in light of any required clarifications of tenderers' submissions. Method statements 1-3 were based on the specification and were each given a weighting of 15 points:
1. Proposed approach to site guarding in the different modes of operation
  2. Proposals for site surveillance on both event and non-event days
  3. Incident response processes and continuous service improvement

With two further method statements, standard questions:

4. Added value and innovation (total weight 5)
5. Social value (weight 10)

- 4.6 The mechanism for assessment by the individual evaluation panel members for was based on a score of zero to 5:

SCORE	
0	Question not answered
1	Poor – Falls well short of meeting the requirements of the Question
2	Low Expectations - Meets some of the requirements of the Question
3	Satisfactory - Largely meets the requirements of the Question.
4	Good - Meets all major requirements of the Question.
5	Excellent - Meets & complies with all the requirements of the Question. No Reservations.

- 4.7 Soon after publication of the ITT documents, Bidder 5, sought an amendment to clause 15.1 of the Contract Terms and Condition relating to unlimited liability. A response was sent, via HPCS, explaining that UK legislation did not permit such liabilities (for losses relating to death or personal injury or for any breach of any obligations implied by Section 2 of the Supply of Goods and Services Act 1982) to be contractually capped, following which Bidder 5 pulled out of the process explaining that they would not be able to meet the requirements.
- 4.8 The Evaluation Panel comprised: Richard Paterson (Director of Finance & Resources), Zed Major (Head of Facilities), Graeme Timms (Head of Health & Safety), Stephan Hickey (Head of Event Operations), Shenda Lowis (Facilities Co-ordinator) and Natalie Layton (Charity Secretary) and moderator, Shashi Sharma (Haringey Council, Procurement Officer).

4.9 The Panel held clarification meetings with each of the remaining four bidders between 28<sup>th</sup> October and 3<sup>rd</sup> November, to answer questions on their bids and each bidder was invited to amend their final tenders in response to the clarifications discussed, mainly around staffing structure.

4.10 Final prices tendered:

<b>Bidder</b>	<b>Tendered Price</b>
1	£3,970,813
2	£3,340,235
3	£2,344,751
4	£3,449,835

4.11 A moderation workshop was held on 11<sup>th</sup> November where the evaluation panel, for the first time, discussed their individual scores for each of the method statements taking into account discussions at the clarification meetings, and agreed final scores.

<b>Bidder</b>	<b>A</b> Price (40%)	<b>B</b> Quality (60%)	<b>A + B = C</b> <b>Final Score</b>	<b>Rank</b>
1.	24	36	<b>60</b>	3 <sup>rd</sup>
2.	28	46	<b>74</b>	1 <sup>st</sup>
3.	40	15	<b>55</b>	4 <sup>th</sup>
4.	27	35	<b>62</b>	2 <sup>nd</sup>

4.12 Bidder 2 scored the overall highest score and, particularly during the clarification meeting demonstrated that they could deliver the core service collaboratively and provide expert industry knowledge and experience as part of the added value.

## 5. Other options considered

5.1 The evaluation panel discussed whether an in-house estate guarding model was an option but agreed that there was insufficient capacity within the Trust to manage such a model. However, in the future the Trust may consider bringing some elements of security in house such as an AP overseeing security manager to manage the contractors that would take ownership and deliver our values.

## 6. Risks

### 6.1 Increase in the contract cost

It was anticipated prior to tendering that the contract cost was likely to increase since last tendered in 2016 due to the increased number of visitors to the site. The Trust is already paying for additional staffing above the contracted hours to meet the current needs of the organisation.

6.2 Current industry challenges

The Protect Duty, arising from the Manchester Arena Inquiry, has placed pressure on the security industry, although the full implications of the recommendations are still unknown. However, this will impact event security services more than estate guarding and is not considered a high risk factor at the current time.

6.3 Contract fails to deliver the terms of the contract

Subject to adequate contract performance management, the terms and conditions of the contract provide a clause for the Trust to terminate the contract at any time by with one month notice in writing (the Trust may extend the notice period).

**7. Legal Implications**

7.1 The Council's Head of Legal & Governance has been consulted in the preparation of this report.

7.2 This report is recommending the award of a services contract valued in excess of the current threshold above which tendering is required under the Public Contract Regulations 2015 (PCR 2015).

7.3 The contract has been tendered in accordance with the full tender requirements of the PCR 2015 and Contract Standing Orders (CSO) which, according to the express provisions of CSO 14, apply to APPCT. The contract was tendered using the restricted procedure. Legal Services have been consulted during the procurement process.

7.4 The recommendation for award of the contract has been made on the basis that the recommended provider submitted the most economically advantageous tender in accordance with CSO 9.07.1a) (bids are to be accepted, if the contract value is above the applicable threshold under the PCR, based on the most economically advantageous tender).

7.5 As the contract value exceeds £500,000, under CSO 9.07.1d) (contracts valued at £500,000 or more may only be approved by Cabinet) and under CSO 14b) (Board has the powers and duties of Cabinet under CSOs), the Board has the power to approve the proposed award.

7.6 Subject to the Strategic Procurement's confirmation that the tender process was conducted in a compliant manner, the Head of Legal and Governance confirms that there are no legal reasons preventing the Board from approving the recommendations in paragraph 1 of this report.

**8. Strategic Procurement Comments**

8.1 The Council's Head of Strategic Procurement has been consulted in the preparation of this report.

8.2 The restricted procurement process was undertaken in compliance with Regulation 28 with a reduction in the number of candidates in accordance with Regulation 65 of Public contract Regulation 2015 as detailed in section 3 of this report.

- 8.3 The recommendation of the award of contract is compliant with Contract Standing Order 9.07.1d) and 14b) where the Alexandra Palace and Park Board and Panel shall have the powers and duties of the Cabinet.
- 8.4 Strategic Procurement confirm there is no reason to prevent the award of contract as recommended in section 1i) of this report

## **9. Financial Implications**

- 9.1 There was no expectation that the procurement process would provide savings, given the existing market challenges relating to the employment of security personnel.
- 9.2 The tender price by Bidder 2 is the fixed price for the term of the contract and has been factored into the Trust's medium term financial planning. The price factors in the level of staffing currently provided. This was the second lowest price tendered, however, throughout the tender process this bidder gave the evaluation panel the confidence that they would deliver a modernised approach to estate guarding. This included technical awareness and recommendations that would streamline existing processes for incident management but also improve wider operations, such as additional remote CCTV monitoring during large events and deployment of critical response team
- 9.3 The contract costs are broken down in Exempt Appendix 3.
- 9.4 Breakdown of capital costs are provided in Exempt Appendix 3.
- 9.5 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comments.

## **10. Use of Appendices**

Appendix 1	Contract Specification Document Part A
Appendix 2	Contract Specification Document Part B
Exempt Appendix 3	Exempt Additional information (Agenda Item 17)
Exempt Appendix 4	Exempt Winning Tender Price (Agenda item 17)

This page is intentionally left blank



## ALEXANDRA PARK & PALACE ESTATE GUARDING SERVICES

### SERVICE SPECIFICATION PART A - INTRODUCTION

#### Background

Rising above the North London skyline, Alexandra Park and Palace has provided entertainment and recreation for Londoners for over 150 years. Following the success of the Great Exhibition of 1851 and the development of Crystal Palace in 1865, the Palace opened in 1873 as a private venture to provide a 'People's Palace' for public entertainment and recreation.

The Palace is listed and is on the Historic England "Buildings at Risk" register. It is 35,490sqm in size and is set in 196 acres of award-winning parkland. It has hosted extraordinary events, been home to technological innovations, and played a key role in both World Wars. The People's Palace is steeped in history, in particular the birth of British broadcast television.

The Park and Palace are currently used for a range of live entertainment events, including concerts, exhibitions, and sporting events, as well as weddings, banquets, and conferences. Other attractions include a national-sized ice rink (popular with community groups, sporting clubs and the general public), a boating lake and a pub/bistro. Together, these events attracted over 4 million visits a year.

The Park is heavily used by the local population; it is a significant visitor draw, especially in good weather, and is a popular place for recreation. It is also used for hosting events like the annual fireworks festival, which attracts around 90,000 people over two nights. The Park is a Local Nature Reserve and a designated Conservation Area.

#### Alexandra Park and Palace Charitable Trust

By Act of Parliament, Alexandra Park and Palace Charitable Trust (the Trust) is a registered charity responsible for '*upholding, maintaining and repairing the Palace and maintaining the Park as a place of public resort and recreation*'. The Mayor & Burgesses of the London Borough of Haringey ("Haringey Council") are the Corporate Trustee of Alexandra Park and Palace Charitable Trust and exercises their charitable responsibilities for the Park and Palace through a Trustee Board with its own executive team. The Trust undertakes some of its activities on a commercial basis to provide essential funding to deliver its charitable purposes.

#### The Contract

The contract is for the **provision of estate guarding** across the Park and Palace 24 hours a day, seven days a week and **does not include event security**. In addition to protecting the fixed and tangible assets, the service provider will be responsible for protecting staff, service providers, visitors, and other members of the public. Duties will include opening/locking access points, managing the access control system and a proactive participation in the operational and incident management processes.

## The Park

- 196 acres of parkland, open 24 hours, 7 days a week, 365 days a year.
- Hotspots for anti-social behaviour include: The Grove car park, children's playground, skatepark, Newland Road/ Reston Road fields in lower area of the Park. Incident numbers, however, are low for a site of this size and operation.
- 13 entrances into the Park, only 2 of which are locked at night, at specific times, determined by local residents who regularly engage with the Trust.
- 200 neighbouring residential properties.

## The Park continued

- Not all late-night visitors will be causing a nuisance, any who are sitting on the South Terrace/ Outdoor Beer Garden/ Park will require a soft approach, checking their welfare and letting them know they are being monitored but there is no need to move them on. On rare occasions where rough sleepers or vulnerable people are identified the relevant authorities will need to be notified.
- Sensitivity needed around locking-up areas such as the children's playground and skatepark at dusk – giving users advance warning.
- 10 park tenants/ leaseholders (for which Security Control hold the keys and provide access for deliveries) including Boating Lake, 2 cafes, Go Ape, Sports Club, Garden Centre, Allotments, Soft Play.
- Alexandra Palace Way is a private road but is used as a public highway with strategic routes for W3 bus-stops. Street lighting repairs along these routes are a particular area of complaint.
- The Trust may close the road or areas of the Park for events or for safety reasons.
- The Park and the road can be busy during summer months and good weather and the estate security function is expected to engage with visitors and our history to deter unwanted behaviours (loud music, bar-b-ques), in a friendly Park Ranger capacity rather than hard enforcement of the Park Byelaws.

## The Palace Building

- 150-year-old, Grade II listed, 7-acre building – regularly inspected by the Trust's building surveyor. Historic lack of investment in repairs and maintenance.
- Main entrances operated by MAG locking systems with large chain locks used as additional deterrents. Listed Building Consent required to improve electronic security systems.
- On-site pub, the Phoenix Bar & Kitchen, open from 11am to 11pm, 7 days a week.
- 39% of the unique building remains derelict, including basements, which are often opened-up for tours or creative/ cultural activities.
- Challenging space with a large number of entrances and fire-exits, which present risks of unauthorised access by explorers
- Multifunctional site with complex flow of people, often several different stakeholders at the same times, e.g., when several events are taking place or maintenance and repairs.
- Estate Security Staff have access to all areas and there are particular back of house service areas where access is restricted to only security and engineering staff (Elephants Walk in the North Yard for example).

## Contract Expectations

- 24-hour site guarding for the protection of the fixed and tangible assets on the entire estate, including derelict areas.
- 24-hour Control Room operation; monitoring of relevant systems and functions such as CCTV, DVRs, PTZ camera, radios, defibrillator, key controls, grab bag.
- Some CCTV blind spots exist, and the Trust is currently examining options for CCTV head-end upgrades, biggest cost will be upgrading the 40-year-old infrastructure. Some works to upgrade connectivity in the park have started.
- Support day to day operations and management of systems, including a number of alarm systems, some of which are managed remotely (maintenance of the systems would not fall within the contract).
- Assisting emergency / blue light services and authorities as required.
- Uniformed staff and sustainable vehicle provision for external multi-terrain patrols (to prevent damage to the Park)



- Adopting, review and develop the Trust's SOPs (Standard Operating Procedures) as necessary, which shall remain the intellectual property of the Trust.
- Modernise manual systems to benefit the Trust and the service provider.
- Performance and incident analysis.

### Key Tasks

- Access control - including opening-up and locking down, vehicle/delivery/ roof/ service provider access, staff ID cards, key management. Individuals may have authorised access, but Security Control will distribute keys as necessary (20-30 packs of keys exist) – using a manual signing-out system. The Trust would like to see processes streamlined such as automated key access system, event logging and incident reporting.
- Leaseholder and service provider gatekeeping.
- Managing and monitoring systems – mainly remote controlled from the Control Room as well as physically. Alarm systems are consistent across the site, although some are controlled centrally and others separately.
- One security officer must remain in the static Control Room at all times, can rotate between shift staff.
- Internal (x3) and external (x3) patrols per shift (currently physical patrols, following a set route) – guarding the estate against damage, protecting visitors from injury, and implementing filming policy (ensuring professional filming and photography, drone pilots have obtained the appropriate licence from the Trust)
- Incident response, management, and reporting (anti-social behaviour, health & safety, fire alarm activations, traffic, crime, damage).
- Enforcing site health and safety policies and procedures.
- Modernise and update record keeping systems (currently manual)
- Comply with regulations.
- High level of cooperation with the providers of Event security (Show and Event Security – SES), traffic management (CSP – The Combined Services Provider) and car parking (Euro Car Parks).
- Interface with staff, service providers, visitors and other members of the public providing reassurance and assistance as and when required.
- Understanding the dynamics between different user groups and stakeholders.

### Stakeholders

- All staff (reporting to the Estates and Facilities Manager) (RED lanyards)
- Volunteers (GREEN lanyards) and leaseholders, local residents, visitors, clients, and customers.
- Event and Traffic Security, Park Maintenance team, other service providers (BLACK lanyards)
- Access authorised by Estate and Facilities Manager.

### Staffing

- At present each 12-hour shift consists of three security staff members plus a manager or supervisor between 9am and 5pm. There are no periods of inactivity during these shifts and a modernised approach to estate guarding to reduce the burden on a relatively small security team would be welcomed.
- Whilst staff on the ground will always be needed the Trust is seeking an estate guarding provision that includes technological innovation to support the day-to-day security operation.
- Security Control is the out of hours point of contact (from 5pm until 9am) – expected to understand the site and engage in the operational structure, knowing who to contact for the different issues that arise and pass on to the correct Duty Manager.
- The Park is accessible 24 hours a day and late-night visitors are expected to be monitored with security maintaining a soft approach to challenge.
- Upholding and demonstrating the Trust's Values and Behaviours, Equality, Diversity, Inclusion (EDI) and Safeguarding principles.

- TUPE of existing staff expected. Incumbent employs two staff members on zero-hour contracts, at the request of those staff members, which provides flexibility for holiday and sickness cover.

### **Non-Event Mode**

- Estate guarding team are responsible for monitoring and managing the Pub and the Park, both of which can be extremely busy particularly in fine weather and school holidays. With Alexandra Palace's history of fires, the estate security team have to be quick to act on reports of smoke/ fire in the Park which often turn out to be unauthorised Barbeques.
- Permitted catering units in the Park cross over with events as this is a trading, rather than charitable, activity. Occasionally illegal traders need to be challenged.
- Occurrences of fly tipping abandoned vehicles and vandalism.
- Securing the site to prevent access to traveller incursions.
- Records include daily occurrence book, Incidents of Interest reports to key individuals.

### **Event Mode**

- For large events, specific areas will be heavily controlled by Event Security and internal security control will be condensed to CCTV monitoring for the static Control Room of the active event space and remainder of the estate.
- The Terrace – pub outdoor beer garden, often live music events, which would be managed by event security.
- Event Control (located in a separate area to the main Control Room) takes over venue management and emergency procedures for the duration of large events.
- The Security Control Room continues to operate during events, to manage the building and control access to non-event spaces.

## **KEY AREAS OF THE SITE**

### **East Court**

- Reopened in 2018 following significant investment to restore the derelict Victorian Theatre in the East Wing, which had been closed for 80 years.
- The East Court is the most modern space in the building and houses the Creativity Pavilion, used for learning and participation activities for groups and people of all ages.
- Visitor engagement space, free flowing public access from 9am to 5pm, seven days a week, where people can dwell.
- Interpretation structure tells people our history.
- Main public entrance for Ice Rink, Ice Hockey, and Theatre ticket holders.
- 2 catering facilities

### **BBC Tower**

- Main staff offices Ground Floor to Fourth Floor.
- Level five is leased to a communications provider (Arqiva).

### **Transmitter Hall**

- Mainly used for community and non-commercial activities
- The old BBC Television Studios and BBC basements are secured - derelict areas sometimes opened up for tours.

## South Terrace

- Multiple uses and users on the South Terrace with a number of entrances into the building including 'lightwells'.
- Out of hours entrance into the Ice Rink for Patch skating (from 6am) and Ice Hockey (up to 11pm), via intercom linking to the Control Room.
- Loading up and event build access into Great Hall, Panorama Room
- Sectioned off for private/ corporate functions and used as smoking area for large events in the main halls such as Darts, Bier Festival, StEATlife food festival and viewing platform during Fireworks.

## Palm Court

- Main entrance for large events in the Great Hall, West Hall and Panorama Room, Palace Suite (also used as Back Stage Bar for concerts), Roman Bar, Kitchens.
- Indoor beer garden
- Events office

## West Yard

- Service provider, delivery entrance, refuse storage,
- West Yard building houses event storage facility above which is a vacant office space, yet to be furnished.
- One of two staff and service provider smoking areas

## North Yard

- Main goods yard / loading bay. Also provides staff and event parking and storage space for the back-up generator, boiler house, water tanks and some equipment.
- Used as hire space for outside broadcasting units (i.e., BBC / Sky Sports) and artist touring buses during performances.
- Second of two staff and service provider smoking areas
- Fire exit route from Great Hall and back of house kitchen areas
- Smoking area and exit route for the Backstage Bar ('BSB'), which is sometimes open until 1am or even as late as 3am. This is an area of concern for local residents, late-night noise complaints.

## Car Parks

- During the pandemic lockdowns, all seven car parks were closed.
- Only the East Car Park re-opened on a daily basis, with 7am to 7pm traffic marshalling, costs are covered by a voluntary donation to park scheme.
- The Grove car park was previously open until 7pm but had always been a hotspot for anti-social behaviour. The Grove and the Paddocks car parks are opened only for events, until parking scheme is implemented.
- Euro Car Parks: 3-year contract awarded in January 2022 for design, implementation, and operation of car parks. In June 2022 the Trust will charge a fee for car parking in all seven car parks, using ANPR technology.
- Car parks are often hired out unit bases for filming in the locality.

## Addendums

Addendum 1	Estate / Site Map
Addendum 2	Note on Policies, Procedures & SOPs
Addendum 3	Our Values
Addendum 4	Our Customer Service Standard

Addendum 1- Estate/ Site Map



## **Addendum 2 – Note on Policies, Procedures and Standard Operating Procedures (SOPs)**

The service provider's employees will have access to the Trust's policies and associated procedures from the contract commencement date.

Key policies in relation to this contract are:

- Safeguarding
- Complaints
- Equality, Diversity & Inclusion
- Data Protection, GDPR and Document Retention
- Risk Management
- Abandoned Vehicles
- Venue Management
- Emergency Evacuation (event and non-event mode)
- Use of Company Off-Road Vehicles
- Drone Use
- Timber Removal
- Traveller Response (guidance)
- Gate Procedure
- Smoking
- Flag Raising
- Mast Lighting
- Lost Property

There are 80 Standard Operating Procedures (SOPs), including but not restricted to the following areas:

- Security, Health & Safety
- Electrical & Mechanical Systems
- Health & Safety
- Fire Safety
- Event Management
- Site Wide
- Internal and External Patrols
- Access Control
- Building, Repairs, Maintenance and other work
- Communications
- Theatre & East Wing
- Ice Rink
- Park
- Leaseholders

### Addendum 3 – Our Values

#### **WE ARE RESOURCEFUL**

We use what we have creatively to get the best results possible, solving problems and overcoming difficulties.

#### **WE ARE OPEN & 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.

#### **WE ARE COLLABORATIVE**

We work as one team, sharing ideas, knowledge and insight to achieve our common purpose.

#### **WE ARE BOLD**

We are bold and we embrace change – we constantly look for new opportunities and innovative ways of doing things.

#### **WE ARE PASSIONATE & FUN**

Our job is to put smiles on people's faces, by being engaged and passionate in all we do. We deliver our purpose with fun and enjoyment.

### Addendum 4 – Our Customer Service Standards

#### **We Value You**

"warm, friendly and genuine"  
"engaging and connected"



#### **We Own It**

"respectful and helpful"  
"responsive and proactive"



"professional and competent"  
"consistent and unified"



#### **Team Ally Pally**



"clear and transparent"  
"accountable and solution focussed"

#### **We Sort It**

## ALEXANDRA PARK &amp; PALACE ESTATE GUARDING

## SERVICE SPECIFICATION PART B

## Definitions &amp; abbreviations:

TERM	MEANING
<b>The Contract</b>	The contract for Alexandra Park and Palace estate guarding services for which this is one part of the Service Specification.
<b>“Council” or “Haringey Council”</b>	means the Mayor & Burgesses of the London Borough of Haringey (Haringey Council)
<b>“The Trust Board”</b>	The Alexandra Park and Palace Trust Board, a committee of the Council
<b>The Trust</b>	The Council acting as Corporate Trustee of Alexandra Park and Palace Charitable Trust
<b>APTL</b>	Alexandra Palace Trading Limited (APTL), the Trust’s trading subsidiary
<b>SIA</b>	The Security Industry Authority
<b>KPI</b>	Key Performance Indicator

## 1. General

**The Service Provider shall:**

- 1.1 Provide a 24-hour, 7-days a week (365 days per year) estate guarding services, including control room operation and associated services, at Alexandra Park and Palace. The Contract will apply to all areas, grounds and premises of the estate that comprise Alexandra Park and Palace, please refer to **Addendum 1 of the Service Specification Part A**.
- 1.2 Uphold the Trust’s Values and Customer Service Standards more fully set out in **Addendum 3 and Addendum 4 of the Service Specification Part A** and briefly outlined below.

1.2.1 Values

We are:

- Resourceful
- Open & Genuine
- Collaborative
- Bold
- Passionate & Fun

1.2.2 Customer Service Standards

- We Value You – *warm, friendly & genuine, engaging & connected*
- We Own it – *respectful and helpful, responsive & productive*
- Team Ally Pally – *professional & competent, consistent & unified*
- We Sort It – *clear & transparent, accountable & solution focussed*

1.3 Provide a cost-effective service.

1.4 Work with the Trust to agree service level agreements and work on a programme of continuous improvement, adding value wherever possible throughout the lifetime of the Contract.

**2. Event Security**

2.1 The Contract shall not apply to the provision of security and associated services for events held at Alexandra Palace. However, the Service Provider shall ensure full and timely co-operation and liaison with APTL event management staff and associated event security providers.

2.2 Whilst event security is contracted separately, there may be opportunities for optional overtime for contracted estate guarding staff to cover the Event Control operation during events.

**3. Safeguarding**

**The Service Provider shall:**

3.1 Provide around the clock safety and protection of all staff, volunteers, Service Providers, visitors, tenants, clients and other members of the public and the protection of all fixed and moveable assets (excluding cash).

3.2 Be courteous and solution focussed when interfacing with staff, volunteers, Service Providers, visitors, local residents, tenants, clients and other members of the public.

3.3 Deploy effective management, reporting and recording of access control and incidents.

3.4 Participate, as far as might reasonably be expected, in the day-to-day operations of health and safety management and enforcement of the Park byelaws.

3.5 Be active in guarding and carrying out patrol services, that provide reassurance and assistance, as and when required, to all people on site.



#### **4. Operations**

##### **The Service Provider shall:**

- 4.1 Provide a Site Security Manager and sufficient security officers appropriately trained to a sufficient standard of operation to deliver the Contract aims, which includes managing out of office communications appropriately and ensuring that any complaints are addressed promptly.
- 4.2 Assist in the prevention of accidents and with the evacuation of the building in the event of an emergency and report and record all accidents, incidents, near misses, as required, and give evidence to the authorities/ attend court, if required.
- 4.3 Ensure that Data Protection, Health & Safety, safeguarding regulations, and any potential Protect Duty requirements, are observed at all times.
- 4.4 Familiarise itself with critical safety/life systems, firefighting equipment locations, call points and alarm panels, reporting any defects or activations.
- 4.5 Commit to sustainability and the efficient use of resources, in particular ensuring energy wastage is reduced as much as possible.
- 4.6 Adhere to and maintain the Trust's policies and standard operating procedures, making recommendations for improvements. All procedures shall remain the intellectual property of the Trust's.
- 4.7 Assist other teams within the Trust and APTL when required and render all proper assistance in any emergency including communicating messages. Other departments include:
  - Facilities
  - Events
  - Creative Learning
  - Ice Rink
  - Park
  - Sales
  - Administrative offices: CEO, Finance, HR
- 4.8 Be accountable in supporting a safe operational environment for staff, volunteers, Service Providers, visitors, tenants, clients and other members of the public and the protection of buildings and enabling the first line of response. This includes reporting defects, damage, and other incidents, as soon as is reasonably possible, and investigating appropriately, reporting findings.

## **5. Staffing**

### **The Service Provider shall:**

- 5.1 Ensure a core, fully trained, security team is maintained to deliver a consistent level of service, sharing advance rosters with the Trust's relevant representative.
- 5.2 Have a business continuity plan, and a process of informing the Trust in a timely manner when such a plan is implemented, to ensure the full complement of required shifts are covered (i.e., in unforeseeable absences and extreme / adverse circumstances).
- 5.3 Ensure its employees are always well presented, polite and courteous, whilst remaining authoritative, and carry out their duties thoroughly and conscientiously to ensure that the Trust's customers can enjoy a safer and more secure environment. All persons employed on this Contract must be SIA accredited and able to demonstrate an appropriate level of the English language in an emergency.
- 5.4 Provide development and training, preferably at no cost to the Service Provider's employees, to ensure its employees always work towards ongoing improvements in delivery of the Contract.
- 5.5 Maintain effective employment procedures.
- 5.6 Pay its employees the London Living Wage.

## **6. Innovations**

### **The Service Provider shall:**

- 6.1 Provide a sufficiently equipped sustainable vehicle for external multi-terrain patrols.
- 6.2 Provide an appropriate number of communication devices, as agreed with the Trust, whether radios, cellular handsets or other and including spares, to enable effective communications to service the needs of the Contract. The Trust reserves the right to detail the service providers of such equipment to ensure integration with the Trust's systems.
- 6.3 Modernise manual systems and regularly review process and practice, and where necessary and agreed with the Trust, recommend technology and support systems to improve delivery of the Contract.
- 6.4 Provide advice for CCTV improvements, technical solutions and remote options to better support the Contract and estimated costs for any proposed improvements.
- 6.5 Any systems must be operated in accordance with the Trust's existing Alexandra Palace policies, procedures and standard operating procedures (SOPs).
- 6.6 The Trust shall be the Data Controller for the site. All Subject Access Requests would be managed and authorised by the Trust.

**7. Contract Management and Reporting**

**The Service Provider shall:**

- 7.1 Appoint an appropriate named account manager, who shall be the point of contact for the Trust and shall meet the contract performance monitoring requirements (KPIs).
- 7.2 Have efficient processes to interface with and support internal and external stakeholders and shall ensure that all staff engaged in the Contract report, in the first instance, to the Service Provider's Site Security Manager. The Service Provider's delegated authority limits will be specified by the Trust and variations provided to the Service Provider in writing.
- 7.3 Provide a recommended approach to performance and incident analysis and agree a schedule of KPIs with the Trust to enable joint monitoring of the Contract.

**8. The Trust shall**

- 8.1 The Trust shall make available, free of charge, reasonable suitable accommodation with heating, lighting, power water supplies and toilet facilities to enable the Service Provider and its staff to properly carry out the services. Any damage caused to the facility through misuse, negligence, unauthorised use or by deliberate means or through theft, will be made good or replaced by the Service Provider. The Trust will provide a regular cleaning regime of all associated areas and the Service Provider shall ensure all areas are kept in a clean, tidy and presentable state.

This page is intentionally left blank

**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****13 December 2022**

**Report Title:** Sports Club Cricket Nets installation

**Report of:** Mark Evison, Head of Park and Environmental Sustainability

**Purpose:** To obtain landlord permission, i.e. Trustee Board approval, of the proposal by the Alexandra Palace Club to install additional cricket nets on the site, at the Clubs own expense.

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

**1. Recommendation**

To approve the proposal by the Alexandra Park Club to install a new three lane cricket batting and bowling net facility in the Club grounds, subject to the condition that any waste material resulting from the installation is removed from the site and properly disposed of by the contractor and not dumped anywhere in the Park.

**2. Proposal**

The Alexandra Park Club wish 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 that the Club have already and replace the second which is unfit for purpose.

The aim 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.



Images 1 & 2 – proposed new nets

### 3. The Nets

In situ, the images 1 & 2 above show how the nets would look. 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:

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. Construction and installation

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

### 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.



**6. Consultation**

The Advisory and Consultative Committees were consulted on the proposal on 17<sup>th</sup> November and noted that the area adjacent to the proposed nets was an important place of bird migration. The Head of Park and Environmental Sustainability confirmed that there would be little impact on biodiversity as the netting would be packed away after use, no lighting would be installed with the nets and, whilst the proposal included that 'all spoil would be used or taken away by contractors' the Board could condition this when approving the proposal.

**7. Legal Implications**

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

**8. Financial Implications**

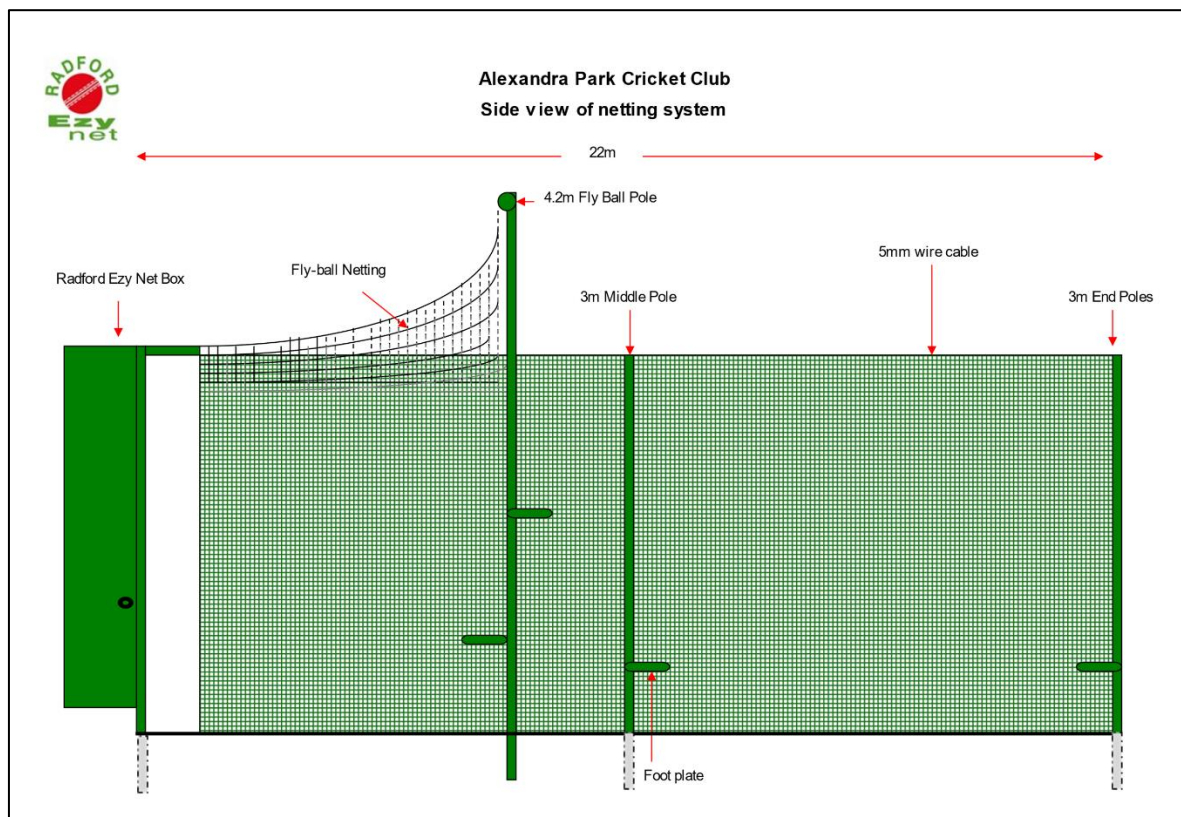
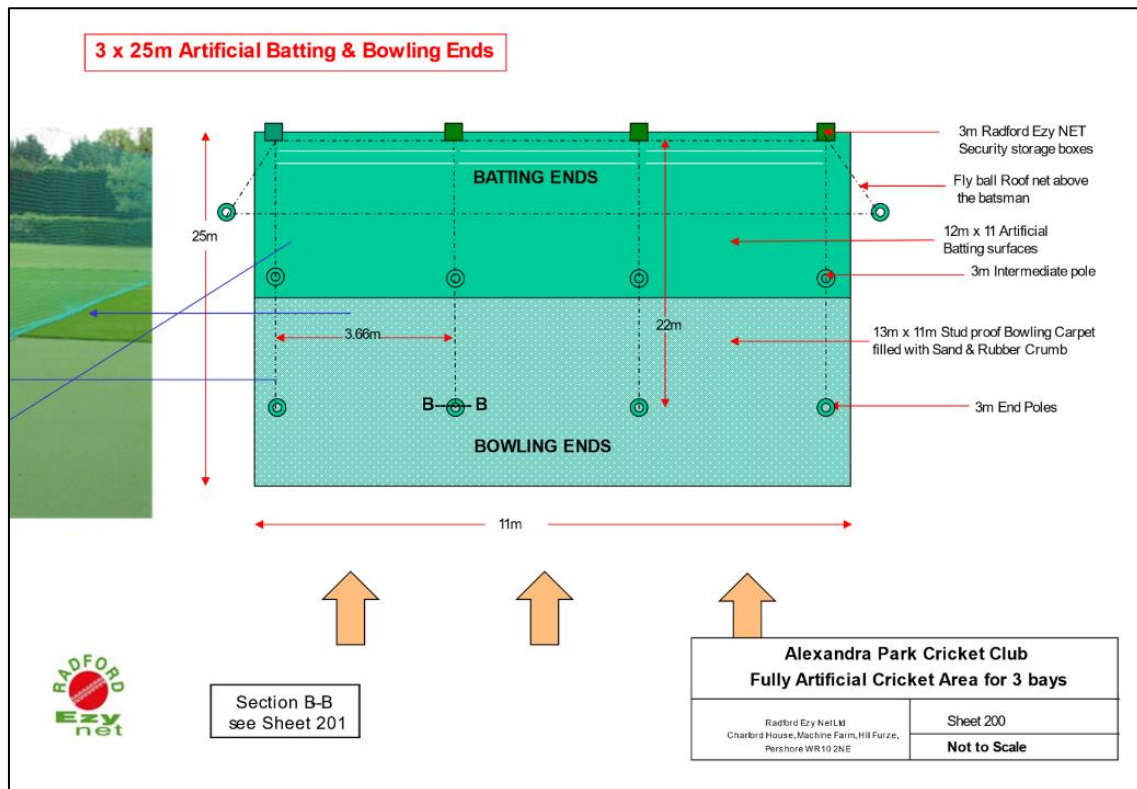
- 8.1 There are no financial or VAT implications for the Trust. The Tenant will cover all costs for the nets, including installation and removal of the old nets using a legacy fund donated by a previous member of the Club. The nets will be treated as the Club's own moveable assets.
- 8.2 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comments.

**9. Use of Appendices – Appendix 1 – Manufacturer diagrams**

**10. Background Papers - None**



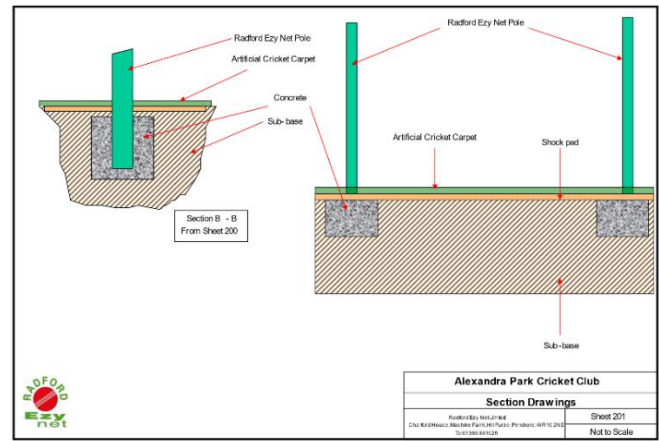
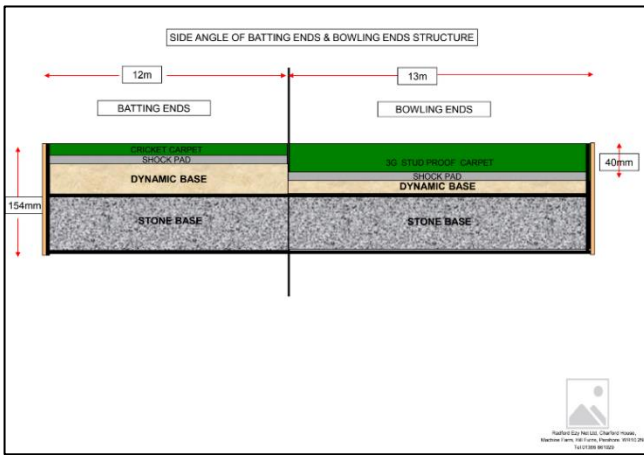
## Appendix 1 – Manufacturer Diagrams



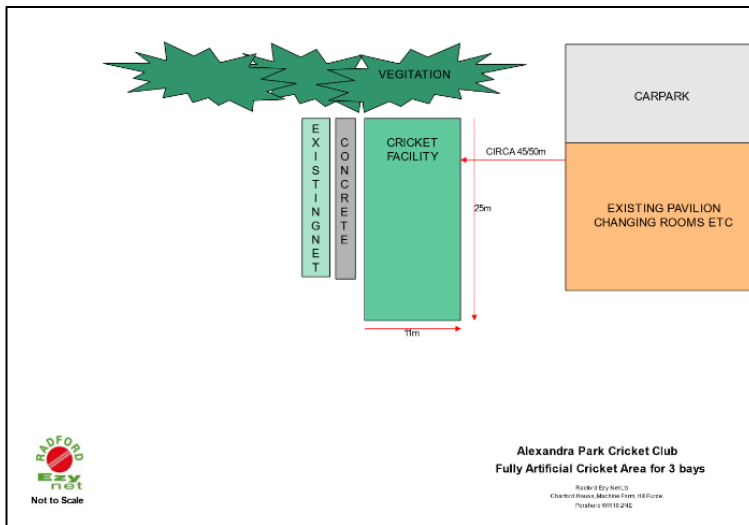
Base for the nets:

The poles/storage boxes installation





## Nets location:



This page is intentionally left blank

Alexandra Park and Palace Charitable Trust – 2022/23 Trustee Board Decisions Tracker

DATE	DECISION	Completed	Category
9 June 2022	Approved appointments to FRRAC, APTL, Programme Board and Lead Trustee Roles	N/A	Governance
19 July 2022	Delegated authority to the CEO to submit Planning and Listed Building Consent applications (for the West Yard Office fit-out, the Ice Café Refurbishment and Outdoor Seating Structure for the Pub)	On-going	Financial & Governance
	Approved the new lease for the Sports Ground and Pavilion	Complete	
29 Sept. 2022	Approved the adjustments made in 2021/22 to the Fabric Maintenance Plan	N/A	Financial & Governance
	Approved proposals to recruit co-opted trustees.	On-going	Governance
	Approved the Signage and Wayfinding Framework, subject to feedback from the Advisory & Consultative Committees.	Adopted 29/11/22	Governance
	Approved the recommendation to apply to extend the use of the outdoor pagoda.	On-going	Governance
	Approved the Alexandra Park Club's proposal to install a new three lane cricket net facility, subject to any comments from the Advisory and Consultative Committees.	Permission required	Governance
	Approved the recommendations in the Exempt Grove Report	On-going	Financial & Governance

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank



By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank