

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Monday, 20th March, 2023, 7.30 pm - Creativity Pavilion, Alexandra Palace, Alexandra Palace Way, London, Greater London, N22 7AY**

**Councillors:** Emine Ibrahim (Chair), Lotte Collett (Vice-Chair), Nick da Costa, Sarah Elliott, Ahmed Mahbub and Anne Stennett

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

**Quorum:** 3

### 1. **FILMING AT MEETINGS**

Please note that this meeting may be filmed or recorded by the Council for live or subsequent broadcast via the Council's internet site or by anyone attending the meeting using any communication method. Although we ask members of the public recording, filming or reporting on the meeting not to include the public seating areas, members of the public attending the meeting should be aware that we cannot guarantee that they will not be filmed or recorded by others attending the meeting. Members of the public participating in the meeting (e.g. making deputations, asking questions, making oral protests) should be aware that they are likely to be filmed, recorded or reported on. By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

The chair of the meeting has the discretion to terminate or suspend filming or recording, if in his or her opinion continuation of the filming, recording or reporting would disrupt or prejudice the proceedings, infringe the rights of any individual or may lead to the breach of a legal obligation by the Council.

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

### 3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 16 & 23)

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

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

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

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

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

**5. QUESTIONS, DEPUTATIONS OR PETITIONS**

To consider any questions, deputations or petitions received in accordance with Part 4, Section B29 of the Council's Constitution.

**6. MINUTES (PAGES 1 - 8)**

To approve the minutes of the meeting held on 13 December 2022.

**7. FEEDBACK FROM THE STATUTORY ADVISORY COMMITTEE AND CONSULTATIVE COMMITTEE**

To note any verbal updates from the observer and co-opted Board Members.

**8. FRRAC CHAIR'S REPORT (PAGES 9 - 10)**

**9. CEO REPORT (PAGES 11 - 20)**

**10. FINANCE REPORT**

*Report to follow*

**11. GO APE MINI LAND ROVER ADVENTURE (PAGES 21 - 30)**

**12. ENVIRONMENTAL SUSTAINABILITY REPORT (PAGES 31 - 36)**

**13. STRATEGIC RISK REGISTER (PAGES 37 - 48)**

**14. 2023/24 FORWARD PLAN (PAGES 49 - 50)**

**15. DECISIONS TRACKER (PAGES 51 - 52)**

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

**17. FUTURE MEETINGS**

*To be confirmed following approval of the 2023/24 calendar of meetings at Full Council.*

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

Items 19-23 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.

**19. EXEMPT - MINUTES (PAGES 53 - 56)**

To confirm the exempt minutes of the meeting held on 13 December 2022.

**20. EXEMPT - STRATEGIC RISK REGISTER (PAGES 57 - 58)**

**21. EXEMPT - LEGAL REPORT (PAGES 59 - 62)**

**22. EXEMPT - APTL BOARD CHAIR'S REPORT**

*Report to follow*

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

Felicity Foley, Committees Manager  
Tel – 020 8489 2919  
Fax – 020 8881 5218  
Email: felicity.foley@haringey.gov.uk

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

Friday, 10 March 2023

This page is intentionally left blank

## **MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD HELD ON TUESDAY, 13TH DECEMBER, 2022, 7.30PM – 9.15PM**

### **PRESENT:**

**Councillors: Anne Stennett, Jason Beazley (Co-Optee), Duncan Neill (Co-Optee), Val Paley (Co-Optee), Nigel Willmott (Co-Optee), Emine Ibrahim (Chair), Collett (Vice-Chair) and Sarah Elliott**

**Also Present:** Emma Dagnes(CEO) Richard Patterson(Director of Finance and Resources)Natalie Layton(Charity Secretary) Ayshe Simsek(Haringey Council Democratic Services Manager)

### **1. FILMING AT MEETINGS**

The Chair advised that the meeting was being filmed and recorded and attendees noted this information.

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

RECEIVED for absence from Cllr Nick da Costa & Cllr Ahmet Mahbub and for lateness from Val Paley & Cllr Anne Stennett.

### **3. URGENT BUSINESS**

There was on item to be considered at item 13 below - relating to the admission of a new group to the Consultative Committee membership.

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

There were no declarations of interest.

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

The Board RECEIVED two deputations - in response to APPCT CEO's October letter to tenants around the Masterplan for the Grove and the Trust offering lease extensions to 2027 and then on an annual 12 month rolling basis.

The Board noted that Jason Jenkins - Little Dinosaurs Leaseholder had put forward a deputation requisition, in accordance with CSO 29, wanting to make representations on:

- The impact and reality of recent events from the tenant's perspective.
- Realistic and manageable proposals to the Board for consideration prior to a third party company being engaged.

- Seeking clarity on the preferred intentions of APPCT around the Grove plans.

Mr Jenkins was invited to make his deputation and expressed the following:

- When he first took the business forward in the vacant building, it had been derelict and was now a vibrant indoor and outdoor play space welcoming 1500 users a week.
- In his view, the soft play facility had mental health benefits and the business had received positive feedback about being a lifeline for many local groups and was a safe place for children to play.
- There was no other soft play facility in Haringey that offered the indoor and outdoor fenced off play.
- That Little Dinosaurs was still in the early stages, a start-up business, and had not planned beyond 2029.
- During the pandemic, took forward business plan and applied for investment in this business. This was in discussion with the CEO of AP at the time.
- During initial negotiations a restriction was placed on the maximum number of years a tenancy could be in place but the then CEO had advised that unusual a tenancy to not be renewed.
- Needed a longer extension than 2027 to allow business to be future proofed
- The 12-month rolling lease would not work, as events and parties, which kept the business afloat, were booked often a year in advance.
- Crippling energy costs and need time to recover from Covid closures.
- Hoped to continue working partnership with the Trust
- Post 2027, Mr Jenkins was seeking an understanding and commitment to a managed exit.

NOTED in response to Board Member questions from Mr Jenkins:

- That all repairs, maintenance, fixtures, and fittings were the responsibility of the tenant as per the lease.
- Invested life savings as a start-up and then through Covid he had reinvested through a bounce back loan. He was now at the crucial point of deciding whether to invest the remainder of the business loan in making this a first class facility.
- The provision had a fenced in garden and contained an indoor and outdoor activity centre for children up to the age of 9 years old with parents, grandparents and carers.
- -Not informed verbally or in writing by the Trust that the lease would be longer than 2027.

*Clerk's note 1940 hrs Cllr Anne Stennett arrived during this item*

The Chair thanked Mr Jenkins for his representations.

Gemma Graham – Co-Chair of 345 Preschools was invited to put forward her deputation. NOTED that the purpose of the deputation was to air the views of 345 Preschools and discuss a number of issues with the proposed changes to the lease agreement. Gemma Graham wanted to ensure their organisation's case was heard and to have a generic conversation with the Board before the master planning process in the Grove began.

Gemma Graham outlined the following:

- Recently received the CEO's letter, indicating potential for the masterplan to bring all the different leases in the Grove together to expire in 2027 and then to each be on a 12-month rolling renewal. This came as a shock as earlier in the year the organisation had seen a draft lease document proposing a 14-year term lease.
- Located in the Grove for 40 years and a community nursery, a charity, with volunteer trustees and the available places were full as the demand for term time preschool setting is large.
- Wanted to help fulfil the APPCT ambitions in the strategic vision.
- The organisation was confused about next steps and whether the Trust wanted the leaseholders to leave in 2027?
- There was a need to fill places a year in advance and the 12-month rolling contract was not tenable for the preschool.
- The deputation party were seeking transparency in the plans for the Grove.

The following was NOTED in response to questions to Gemma Graham:

- 345 Preschools was not a state funded provision and run by a small committee of parents who helped run the pre-school for pre-school service across the borough and sometimes outside of the borough.
- Did have some visits from other preschools who wanted to use outdoor woodland space. There was a qualified staff team, and the parents volunteer as the trustees.
- Haringey fund 3-4 year olds 15 hours a week and anything over that the parents pay fees to the organisation, which they try to keep to a minimum. The reason one parent chose this provision was because 345 pre-schools offer completely free school spaces – the 15 hours are completely free.
- Currently have 39 children at the school.

The Chair thanked the deputations for making their representations and advised them that the Trust was still only at the beginning of the research & master planning process and, as the letter of 13 October stated, the tenants would be a part of the ongoing discussions.

## **6. MINUTES**

### **RESOLVED**

1. To confirm the unrestricted minutes from 29 September & 17 November 2022 as accurate records of the proceedings. and note that the Council Meeting in November was postponed and Co-opted trustee recruitment has been delayed as a result and will go to the next Council meeting.
2. To note the minutes of the Advisory Committee held on the 17 November 2022.
3. To note the minutes of the Joint Advisory & Consultative Committee held on 17 November 2022, further noting the Joint Committee's advice on page 16 - AP Club Nets, was included in the recommendations for the Board's approval on p.89 of the agenda pack.

4. To note the minutes of the Consultative Committee held on 17 November 2022 and that a date had been circulated for the CC workshop – 19th January 2023, 7-9pm.

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

Nigel Willmott – Chair of the Consultative Committee, highlighted that a Consultative Committee Workshop was arranged to continue discussion about diversifying the membership of the CC and to reassess its aims and objectives. This had been set for 19th January 2023. The Board noted that it was not possible to convene this session any sooner

## **8. CEOS REPORT**

Emma Dagnes, CEO, introduced the report which updated trustees on current issues and projects at Alexandra Park and Palace and provided information on the events programme and the Trust activities.

NOTED this was essentially the same report presented at the SAC/CC on the 17<sup>th</sup> of November and was seeking agreement to the extension of the use of the wooden structure space outside of the Phoenix Bar and Kitchen known as ‘the beach’ for two additional months and approval of the New Year’s Eve road closure between 21:00 on 31<sup>st</sup> of December and 02:00 on the 1<sup>st</sup> of Jan 2023, except for the W3 bus.

In response to questions the following information was noted.

- In relation to increasing car parking project, an application was progressing through the planning process with an decision hoped for at the end of January and implementation by March/ April 2023.
- With regards to raising community awareness of the Wellness Café / Café Palais, it was agreed that the CEO would feed back on the need to take this forward with the Creative Learning Team. They would in turn discuss this with the partners and groups that the Trust work with. It was suggested that Mark Civil have a direct conversation with Jason Beazley on the best ways to reach these groups.

## **RESOLVED**

1. To note the content of the attached report;
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;
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.



## 9. FRRAC CHAIR'S FEEDBACK

Cllr Collett, Chair of the FRAC, introduced the report highlighting the financial issues that the Trust was facing due to the increase in energy prices which was set out in the later Finance report item.

The letter of representation from the Council's Section 151 Officer confirming funding and additional support for the 2023-24 had not been sent as yet but was expected to be sent to APTL on the 31<sup>st</sup> December. This would also be received by the Trust to enable the consolidated accounts for the Group to be considered by the 31<sup>st</sup> of January 2022.

It was clarified that the Board were asked to note the following recommendations by FRRAC when considering agenda items 10, 11, 18,19.

1. 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;
2. The recommendations for the award of the Estate Guarding Contract be approved.

## 10. FINANCE REPORT

Richard Patterson, Director of Finance and Resources, introduced the report on the financial performance of the Trust. He highlighted that for the end of this year and the next financial year, the impact of energy costs both for the Trust and the trading company was significant. The trading company would not be able to gift aid any profit to the Trust and was reliant on the Corporate Trustee(Council), which had confirmed that it would support the Trust in meeting its financial obligations. It was noted that the trading company would meet its own liabilities.

The Director for Finance and Resources outlined that a major exercise for the organisation was to reduce energy consumption and it had started to do so with the LED lighting replacements and was taking forward a trial for solar lighting.

Although there was a lot to do , the Trust had already seen a 20% reduction in the cost of electricity and 38% on the use of gas. This was attributed to the use of the SALIX funding stream which had enabled upgraded lighting throughout the Palace from halogen discharge to LED.

The Trust were considering business cases for projects ensuring focus on reducing consumption and bringing costs down.

In response to questions, the following information was provided:

- APTL picked up over 50% of the energy costs because of its role as the main consumer of energy. The Trust had an idea of base consumption, from the

Covid lockdown period, and therefore anything over and above this has been assumed as trading costs.

- It was noted that if the trading company makes less profit and has higher energy costs, this will mean less gift aid to the Trust.
- The factoring of increased energy costs in contracts with consumers, clients, tenants would need to be discussed in the exempt part of the meeting.
- The impact of inflation had been reviewed.
- The Sundry income were items that were difficult to budget for, for example unplanned insurance contribution as a result of storm Eunice.
- Noted that the confirmation letter from the Corporate Trustee would unlikely convey a set financial figure of support and will likely indicate that it will act accordingly to ensure able to meet its liabilities.

**RESOLVED**

1. To note the year to date position of the Trust.
2. To note the full year forecast for the Trust and the impact of energy prices.
3. To consider the outline budget for the Trust for 2023/24.
4. To approve the 2021-22 Annual Report (Appendix 3) and Financial Statements (Exempt Appendix 4) as recommended by FRRAC, and;
5. 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.

**11. ALEXANDRA PARK & PALACE ESTATE GUARDING CONTRACT PROCUREMENT**

The Board agreed to consider the recommendations in more detail in the exempt section of the report.

Following discussion of the exempt part of the meeting the Trustee Board:

**RESOLVED**

1. 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;
2. To delegate authority to the Chief Executive of Alexandra Park & Palace to finalise the terms of the contract;
3. To authorise the Head of Legal and Governance, Haringey Council, to seal the contract.

**12. ALEXANDRA PARK SPORTS CLUB NETS**

In noting that the comments of the Joint Advisory & Consultative Committees had been taken into account, the Board

**RESOLVED:**

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.

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

NOTED that a group called the Campsbourne Estate Mutual Aid Network had applied to join the Consultative Committee and would be invited the Consultative and Joint Committee meetings going forward. This addition to the membership was AGREED and confirmed by the Board.

**14. FUTURE MEETINGS**

The next meeting on the 20<sup>th</sup> of March was noted.

**15. DECISIONS TRACKER**

NOTED

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

**RESOLVED**

To exclude the press and public from the meeting as the remaining items contained exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**17. MINUTES**

**RESOLVED**

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

**18. EXEMPT FINANCIAL REPORT**

NOTED the additional exempt information relating to the Trading Company and agreed the exempt recommendations set out in the exempt report.

**19. EXEMPT ESTATE GUARDING CONTRACT PROCUREMENT**

The Board NOTED the additional information provided in relation to the award of contract and agreed the exempt recommendations set out in the exempt report.

**20. EXEMPT ATL REPORT CHAIRS REPORT**

The Board NOTED the relevant considerations of the APTL Board from its meeting held on the 28<sup>th</sup> November 2022.

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

NOTED

CHAIR: Councillor Emine Ibrahim

Signed by Chair .....

Date .....



## ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

20 MARCH 2023

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

**Report of:** Claire Pape, Independent Member 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 6<sup>th</sup> February 2023 and makes recommendations to the Trustee Board. The meeting was attended by: Claire Pape (in the Chair), Cllr Sarah Elliott, Cllr Anne Stennett, Emma Dagnes (CEO), Richard Paterson (FD) and Natalie Layton (EA & Charity Secretary).

### 2. Recommendations

- i. To note the feedback from FRRAC;
- ii. To approve the Risk Management Policy at agenda item 14 and the 2023-24 Strategic Risk Register at agenda item 20;
- iii. To approve the Health and Safety Policy Statement for signing by the Chief Executive, the Chair of the Trustee Board, and the Chair of the APTL Board.

### 3. Finance and Business Planning

- 3.1 The Finance Report presented to FRRAC included information on the improved financial position for both entities in the Group. We discussed the cashflow risks for the Trust and the ongoing mitigations and, observing the gap in the budget due to the delay in implementation. FRRAC were pleased to note that the car park charging scheme would be in place in April 2023.
- 3.2 We noted that the that further assessments were being undertaken to finalise the 2023/24 Budget and FRRAC would convene a special meeting before the Board meets, in order to conduct the necessary scrutiny to advise the Trustees.

3.3 A summary of the 2023-24 Business Priorities was presented and we noted that Trustee Workshops were being arranged to consider the outcome of fundraising and impact consultancy work and to agree the approach for the Strategic Business Plan.

3.4 In considering the Quarter 3 report of the Director of Human Resources and Organisational Development, we noted that the 2023/24 budget included a 3% general uplift in salary, in keeping with benchmarking work and that, whilst staffing would be budgeted at full capacity some of the roles would not be filled by the start of the new financial year,

## **4. Health and Safety**

4.1 We received the quarterly report of the Head of Health & Safety, which reported one RIDDOR incident relating to an injury on the premises. The RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) The incident related to contractor operations; however, Trust fulfilled its duty in terms of reporting and recording the incident.

4.2 We acknowledged the variety of risks faced by the organisation and the efforts made beyond the legal requirements and that Trustees would require a briefing session on the implications of Martyn's Law (Protect Duty) on the organisation.

4.3 FRRAC recommended the Health and Safety Policy Statement (included in the CEO's report at agenda item 8) for signing by the Chief Executive, the Chair of the Trustee Board and the Chair of the APTL Board.

## **5. Strategic Risk Register**

5.1 FRRAC recommends approval of the revised Strategic Risk Register (SRR) which demonstrates reduced risk levels resulting from mitigations, and supported the proposed Risk Management development session for Trustees to re-assess the organisation's appetite for risk, which was currently set at low.

## **6. Other items**

6.1 FRRAC received information on the Trading Company's Summer Series 2023 programme and the 2023 Fireworks Festival, which we were pleased to note was returning to a two-night event for the first time since the pandemic.

## **7. Legal Implications**

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

## **8. Financial Implications**

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

## **9. Appendices - None**



**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD**  
**20 MARCH 2023**

**Report Title:** CEO's Report

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

**Purpose:** To update the Trustees on Alexandra Park and Palace Charitable Trust activities and the events programme.

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

**1. Recommendation**

- i. To note the content of the report.
- ii. To consider and approve the Health & Safety Policy Statement at Appendix 2, for signing by the Trust and APTL Chairs and the CEO.

**2. Executive Summary**

2.1 This report includes a general update on Creative Learning and Park activity, including events and noise complaints, the Palace's 150<sup>th</sup> Birthday Party and the recent workshop held with Consultative Committee members to improve the Committee's functioning.

2.3 Health & Safety Policy Statement Review

2.3.1 The Health & Safety Policy Statement is also attached at Appendix 2 for approval and signing by the CEO and the Chairs of the Trustee and APTL Boards. No significant amendments have been made to the Policy Statement, which has been considered by FRRAC and the APTL Board.

2.3.2 Trustees are reminded that under the Health & Safety at Work Act 1974 s3(2) and the Management of Health and Safety at Work Regulations 1999 s5) Alexandra Palace is required to have a written Health and Safety Policy Statement. This is a summary document which communicates to a wide range of both internal and external stakeholders how health and safety arrangements are managed within the organisation and details the responsibilities for discharging those requirements.

**3. General Update**

3.1 Following approval of the financial statements in December the Trust published the 2021/22 Trustees' Annual Report, with the Charity Commission and an end of year video for 2022 has also been produced. The 2-minute review, "A Year in the life at Ally Pally", can be seen at this link: <https://youtu.be/EJmZVzrmFq4>

3.2 As in previous years, Alexandra Palace Way was closed to traffic between 9pm on New Year's Eve until 2am on New Year's Day (except for the W3 bus), it was, however, still busy with approximately 4000 people on site to view the fireworks across London. The police provided a presence and barriers were erected to keep crowds away from the building.

### 3.3 Alexandra Palace 150<sup>th</sup>

3.3.1 2023 marks the 150<sup>th</sup> anniversary of Alexandra Palace's first opening to the public on 24<sup>th</sup> May, 1873.

3.3.2 We will be celebrating this landmark occasion with a free, Birthday Party event for all on Saturday 27<sup>th</sup> May between midday and 10pm. The day will feature an eclectic range of Creative Learning activities, tours, live music, entertainment and more across the Park and Palace for people of all ages to enjoy.

3.4 Trustee workshops are being arranged in March to review the Vision and receive presentations on recent work by fundraising and impact consultants, the work will inform the development of the Strategic Business Plan.

## 4. **Planning and Development**

4.1 The Listed Building Consent application to create a new opening from the East Court into the South East Office Building (reference HGY/2022/3927) was approved in February and work has started.

4.2 Planning and advertisement consent for the Parking Management System (parking charges) are awaiting approval and the car park charging scheme is expected to be in place approximately 6-8 weeks after permission has been granted. The original proposals are available to view on our website and <https://www.alexandrapalace.com/restoration/parking/> .

## 5. **The Park & Environmental Sustainability**

5.1 At its meeting on 17<sup>th</sup> November, the Joint Committee received a presentation on the Environmental Sustainability Policy which focuses on five strands: Reduce First, Our People's Commitment, Collaboration, Being Bold and Ambitions, Continuously Improving. We continue to review energy data from the 80 electrical meters across the Park and Palace to understand the baselines and, in time, set priorities for improvements.

5.2 A tender exercise is currently underway to procure a specialist consultant to undertake a green energy feasibility study for the Park and Palace. This project is in partnership with Haringey's Carbon Management Team, following an award of £85,000 secured from the GLA's Local Energy Accelerator (LEA). The Trust has also applied to the Haringey Community Carbon fund for funding towards solar panel feasibility work.



- 5.3 A Swap Shop for staff has also been established for staff to exchange items they no longer want for something they need. A quarterly progress report will be provided at the next Trustee Board meeting and will be shared at the subsequent SAC/CC meetings.
- 5.4 We continue to experience challenges with the lighting infrastructure in the Park and as we become aware of faulty lights, these are being replaced with LED lights, including decorative Victorian lights on the paths in front of the Palace building and the non-decorative lights in the playground and skate park.
- 5.5 Temporary repair work has been carried out on the surface water drain at Gate 1. Alexandra Park Road. The pipe is severely degraded and 70 metres of pipework will need to be replaced at some point.

## **6. Creative Learning**

- 6.1 45 members of the Young Creatives Network (YCN) produced a series of podcasts in BBC Academy workshops in December. The podcasts, called Culture Bubble, are centred on topics such as football, travel, friendship, self-growth, film & TV, cancel culture and mental health, are available to listen to via Spotify and Anchor. In March John Offord from BBC academy is returning to delivery 6 more sessions for young people, this time the workshops will be full day sessions and give the young people a chance to create longer podcasts about life as a young person, the issues they and all of us face in these challenging times as well as dive into culture and how the experience it. This opportunity will provide training for 90 young people who are all member of our YCN or will join it.
- 6.2 In January Alexandra Palace launched its Performing Arts School, Young Stars, where more than 60 young people attend the Saturday sessions. aged from 7 to 18.
- 6.3 35 people attended the re-opening of the Wellness Café in January, now called Café Palais, in February, which aims to encourage older people, people living with dementia and their carers to explore their creativity and improve their well-being. February's 1920s themed life drawing session was supported by artist and painter Quentin Martin, who provided advice on basic skills and techniques, alongside burlesque life model, performer Petit Pois. Future workshops (27<sup>th</sup> March and 24<sup>th</sup> April, 2-4pm) will feature cabaret, poetry, pottery-making, dancing and jazz.
- 6.4 Other fun activities planned in the Café Palais include a four-week Drama for Anxiety programme called Centre Stage, and a Drumming for Anxiety course called Off-Beat, these will happen alternate months throughout the year. We're also running a free Events Management Course for 20 16-18 year olds, where they will learn from AP industry professionals and an events management tutor about everything they need to know to put on a successful event. The group are currently working on two events to take place in Wood Green Library and programming The People's Stage at the 150<sup>th</sup>.
- 6.5 Biblio-buzz 2023, the Alexandra Palace Children's Book Award, launched in January at Wood Green Library and continues until 25<sup>th</sup> March with a series of workshops, online challenges and performances that are on offer in the lead up to the book awards finale taking place in Alexandra Palace Theatre in March.

- 6.6 Short film-making was the theme for February's half term creativity camp which was attended by 10-13 young people on each day. During the Easter Holiday an organisation called Rap Yoga will deliver Express Yourself, a creative day for 8-11 year olds focussing on wellbeing, creativity and confidence.
- 6.7 Forestry school taster sessions are being held between 22 February and 29<sup>th</sup> March to broaden the range of outdoor provision and engagement.
- 6.8 We are partnering with Area 51, specialist SEND college based in Wood Green to deliver a 6 week visual art project to create two 3D sensory sculptures for their changing rooms. Students are working with professional artist Alison Lam and designing and creating the work with her and her two assistant artists who are both members of our YCN and are using this opportunity to learn from Alison and gain experience working with PMLD (profound and multiple learning disabilities) students.
- 6.9 Through our partnership with Area 51 we are also delivering a 4 week filmmaking project for their P19 Creatives, a group with mild to moderate learning disabilities who are also wheelchair users. The students are learning from professional artist and filmmaker Joe Bloom and will learn the basics of filmmaking and editing skills. They will use these skills for their project 19 Ways and create short films to be used by Islington Council to train their staff and assist businesses and organisations in the local area to become more accessible. The P19 Creatives will be visiting the Cycle Show in April to test out how AP's accessibility and will create a short video/blog about their experience.
- 6.10 Belmont Infants School joined us on 27<sup>th</sup> February a workshop in their Nature Connections series. With artist and educator Laura Fox the children studied how our Wild in the Park space changes throughout the seasons in a creative way. They visited in November and will join us again in May and finally in July.

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

### December

- Great Hall main roof – double glazed unit replacements (Phase 3 – 18 units)
- BBC Studios Ground floor - ceiling repairs and testing
- Level 1 - excavations/drainage works
- Great Hall/North Service Yard Bridge – trial holes and metal sampling
- AP Way – renewal of lighting heads to LED

### January

- Back of house lift servicing
- External periodic inspections to the front and rear of the building (east and west)
- North Wall - external masonry repairs
- Internal bi-annual inspections – Theatre ceiling, walls and proscenium arch
- North West Hall - shutter repairs
- Building - fire alarm testing

February

- Panorama Room - roof and gutter repairs
- South West Pavilion/ Palm Court Suite 5 - external redecoration
- Theatre - inspections continued
- Palm Court (Indoor Beer Garden & Fountain Servery) - fabric roof repairs
- East Court East Atrium - scaffold and wall repointing/SEOB door openings
- Palm Court - drainage works to security office
- Palm Court - glazing and vent repairs
- Theatre corridor - floor repairs
- East Car Park - replacement of lamp column
- BBC fire escape cage - additional security grilles
- Level 1 – drainage bund installation

**8. Consultative Committee Workshop**

- 8.1 Consultative Committee Members were invited to a workshop on 19<sup>th</sup> January to consider its own functioning and how to increase diversity and engagement with the Committee. The workshop suggested some quick-win actions including:
- separate meetings of the Advisory and Consultative Committees, which has been considered by both committees in the past;
  - an annual meeting to report specifically on the previous year’s achievements and plans for the upcoming year, and;
  - hybrid meetings.
- 8.3 A fuller report on the recommendations of the workshop will be considered by the Consultative Committee at its next meeting.

**9. Event Activity**

9.1 The East Court saw 34,000 visitors for Bugsy Malone – The Musical (in the Theatre), Santa’s Grotto, Rapunzel On Ice and ice hockey matches.

9.2 Event Noise

9.2.1 45 complaints have been received about event noise in the current year:

<b>Event Noise 1 April 2022- 31 March 2023</b>		
<b>Date</b>	<b>Event</b>	<b>Number of complaints</b>
4 June	Streatlife	1
3 July	Red Bull	2
16 July	Primal Scream	6
22 July	Fat Freddy’s Drop	15
23 July	Kaleidoscope	10
22 October	Aitch concert	1
23 October	Paulo Nutini	1
29 October	Kasabian	1
4 November	Fireworks build (sound checks)	4
15 Dec-3 Jan	Darts	2
11 Feb	You Me At Six	1
22 Feb	Gojira	1
<b>Total complaints to date</b>		<b>45</b>

9.2.2 The complaints on 22<sup>nd</sup>, 23<sup>rd</sup> and 29<sup>th</sup> October were from same residential property and the complainant declined to be visited by the sound technician on each occasion.

9.2.3 The two Darts complaints were about noise during the egress period and not during the event.

9.3 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).

### **10. Legal Implications**

The Council's Head of Legal & Governance has been consulted in the preparation of this report and in noting that the legal implications in relation to the Health and Safety Policy Statement are set out in paragraph 2.3.2 of the report, has no comments.

### **11. Financial Implications**

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

### **12. Use of Appendices**

Appendix 1 – Schedule of Events

### **13. Background Papers – None**

## Appendix 1 - Schedule of events March 2023-January 2024

<b>Event</b>	<b>Location</b>	<b>Date</b>
Pendulum	Main Halls	5 March 2023
Grace Campbell	Theatre	11 March 2023
Crafterama	Main Halls	11-12 March 2023
Haringey Huskies v Invicta Mustang	Ice Rink	11 March 2023
London Festival of Railway Modelling	Main Halls	18-19 March 2023
King Gizzard & The Lizard Wizard	Main Halls	22 March 2023
A Boogie Wit Da Hoodie	Main Halls	24 March 2023
Don Broco	Main Halls	25 March 2023
Toolfair	Main Halls	30-31 March 2023
Lemon Jelly Arts	Theatre	1 April 2023
Badly Drawn Boy	Theatre	4 April 2023
The Amazing Maurice – Live	Theatre	9 April 2023
Rainbow Nation Charity Gala 2023	Theatre	15 April 2023
Women's Yoga & Sound Healing Experience	Creativity Pavilion	19 April 2023
The Damned	Theatre	20-21 April 2023
The Cycle Show	Main Halls	21-23 April 2023
Asim Azhar	Theatre	29 April 2023
The Great British Tattoo Show	Main Halls	13-14 May 2023
Dave Gorman: Power To The People	Theatre	19 May 2023
Four Tet	Main Halls	23-25 May 2023
150 <sup>th</sup> Anniversary Event	All areas	27 May 2023
ABTT Theatre Show 2023	Main Halls	7-8 June 2023
Tim Key – Mulberry	Theatre	9-11 June 2023
Keith Brymer Jones	Theatre	15 June 2023
Haringey Boxing	Main Hall	16-18 June 2023
This Classical Life	Theatre	18 – 19 June 2023
Jen Brister – The Optimist	Theatre	29 - 30 June 2023
Bastille	Park	14 <sup>th</sup> July 2023
Kaleidoscope Festival	Park	15 July 2023
Provisional Concert	Park	21 July 2023
Ben Howard	Park	22 July 2023
Provisional Concert	Park	23 July 2023
Jimmy Carr	Theatre	28 July 2023
Sir Ranulph Fiennes – Mad, Bad & Dangerous To Know	Theatre	7 September 2023
Slowthai	Main Halls	22 September 2023
While She Sleeps	Main Halls	23 September 2023
The National	Main Halls	26-27 September 2023
Knit & Stitch	Main Halls	5 – 8 October 2023
Darts	Main Halls	9 December 2023-Jan 2024
Snooker	Main Halls	7-14 January 2024
Pierce The Veil	Main Halls	13 April 2024

This page is intentionally left blank



## Health & Safety Policy Statement

### 1. Introduction

Alexandra Park and Palace Charitable Trust (APPCT) and its trading subsidiary, Alexandra Palace Trading Limited (APTL), hereafter known as 'Alexandra Palace', is committed to managing health, safety, wellbeing and environmental issues effectively.

### 2. Policy

2.1 While Alexandra Palace is formed from two separate legal entities, a joint health and safety policy statement demonstrates a coordinated approach to safety management and an efficient and effective method to achieve compliance with all relevant legislation and achieve best practice.

2.2 The Directors of Alexandra Palace and the Board of Trustees for APPCT collectively accept personal responsibility for:

- protecting the health, safety and wellbeing of employees
- protecting the health and safety of everyone who can be affected by the Palace, Park, events or leisure facilities
- protecting and enhancing the environment
- fostering a positive health and safety culture across the organisation
- holding safety at the core of all activities and decision making processes.

2.3 Managing health, safety, wellbeing and environmental issues appropriately is a key contributor to the continuing success of Alexandra Palace and Park as both an attraction and company. We do this by:

- putting the necessary focus on these issues
- valuing our employees through consulting them on significant decisions
- working together at all levels across Alexandra Palace and with everyone who helps to create and manage events and provide leisure facilities
- assessing and adequately managing all significant risks under our control
- providing appropriate training, information and supervision for employees
- monitoring, auditing and reviewing our health, safety and environmental performance, in order to learn and make sure we continually improve.

2.4 The overall responsibility for making sure that health, safety, wellbeing and environment issues are properly managed is with the Chief Executive Officer of Alexandra Palace. For day to day operations this responsibility is delegated through the line management structure, with all managers being responsible for actively managing health, safety, wellbeing and environment within their teams and areas of responsibility, including setting a good example.

2.5 All employees are responsible for:

- working safely, taking care of themselves, others and for the environment

- co-operating with all health, safety, wellbeing and environmental requirements at Alexandra Palace
- reporting hazards and other health, safety, welfare and environmental problems promptly

2.6 Should any employee feel that any work activity or task is being undertaken in a manner likely to expose themselves, colleagues or others to unacceptable or unnecessary risks, then this one individual is empowered to stop the work activity. A suitable manager will then immediately review the concerns raised, with support from the health and safety team as required. Work will recommence when the individual's concerns have been suitably addressed and all involved agree the work activity is safe to continue.

2.7 No member of the team working at Alexandra Palace will be negatively impacted or adversely treated for raising a genuine concern about the safety of themselves, work activity or others in the workplace.

2.8 We also need our employees and everyone involved in creating and managing events to actively participate in improving health and safety. We can only achieve and maintain a good performance with the co-operation and support of everyone involved.

**Version Control:**

This policy statement is reviewed annually, upon significant change within the organisation or upon change in appropriate legislation.

Date	Version	Author	Amendments
25/01/2023	3.0	Graeme Timms, Head of H&S	Re-endorsement from current Chief Executive and Chair of Board of Trustees.
08/01/2019	3.0	Graeme Timms, Head of H&S	Addition of additional responsibility to hold safety at the core of all activities and decision making and addition of fostering a positive safety culture.
04/12/2017	2.0	Graeme Timms, Head of Health and Safety	Minor – non substantive changes to introduction. Adjustments in Section 2 to explicitly state directors and trustees responsibilities. Next review 31 March 2024

Signed	Name	Position	Date
	Cllr Emine Ibrahim	Chair of Board of Trustees	
	Cllr Nick da Costa	Chair of APTL Board	
	Emma Dagnes	Chief Executive Officer, APPCT	





**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD**  
**20 MARCH 2023**

**Report Title:** Go Ape Mini-Land Rover Proposal

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

**Purpose:** To seek approval of a proposal submitted by Go Ape for a new activity in Alexandra Park.

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

**1. Recommendation**

- i. To approve the proposal by Alexandra Park leaseholder, Go Ape, for a new mini-Land Rover activity, subject to planning permission and consideration of any advice or feedback from the Advisory and Consultative Committees.
- ii. To delegate authority to the Chief Executive to negotiate a suitable lease agreement subject to satisfactory Charities Act Report and proposed ecological development plan, and;
- iii. To authorise the Council's legal officer to seal the lease, at the appropriate time.

**2. Executive Summary**

- 2.1 Go Ape have operated a high ropes adventure course in the Park since 2017, investing around £1,000,000 and providing experiences for approximately 400,000 visitors.
- 2.2 To encourage adventurous activities for younger visitors, some of whom may not yet be tall enough to climb the junior ropes course, Go Ape are proposing a mini-Land Rover activity.
- 2.5 The Advisory and Consultative Committee were invited to consider the proposal on 9<sup>th</sup> March and comments are included below.

**3. Proposals**

- 3.1 The Go Ape team first approached the Trust with a proposal for two new activities: mini-Land Rovers and Axe Throwing. Following initial discussions about the suitability and noise impacts, the proposal for an Axe Throwing activity was declined.
- 3.2 The mini-Land Rovers are fully functioning electric cars specifically designed for children between the ages of 3-11 years and operate at a speed of up to 5 miles an hour.

3.3 The project would require Go Ape obtaining planning permission. The infrastructure requirements include a delineated track around the field, a welcome building, storage container, an additional gate in the fence, new steps on the existing steep bank and associated signage.

3.4 The new welcome cabin and storage facility would enable the Go Ape team to hold ground-based games too and the Trust's Executive Team have discussed consequently renaming the area '*the Activity Field*'.

3.5 The area would be improved as part of the plan, for example creation of a wildflower meadow and native planting. The details of an ecological approval plan are subject to discussions with the Park Team.

#### **4. Tenure**

4.1 A 10-year supplementary lease has been proposed by Go Ape and this would be subject to the Trust's obligations to obtain the best rent reasonably achievable. The current lease for the high ropes course runs to 2038.

#### **5. Public Benefit**

5.1 The proposal has been considered through the Trust's internal Strategic Vision process and has progressed to this stage. The proposed activity is in line with our mission to be 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.

5.2 The former deer enclosure has remained closed since the deer were moved and has been used only occasionally for the Segway activity. This proposal offers a new use for this area with the benefits of the proposed ecological improvements and increases the opportunity for younger/ smaller children to participate in the Go Ape experience.

5.3 The advice of the Advisory and Consultative Committees is used to assist the Board when considering the proposal. The Functions of the Advisory Committee as laid down in the Alexandra Park and Palace Act 1985 include to promote the charitable objects and to consider and advise the Trustees on any proposal which require planning permission and the furtherance of recreation and leisure in the Park and Palace.

5.4 The Advisory and Consultative Committees were consulted at their joint meeting on 9<sup>th</sup> March and noted that the proposed area was currently fenced off and so there would be no loss of access to the public. There was general support for the new activity which would encourage families with young children to participate, provided the infrastructure was installed and operated with care, to protect the environment. Whilst the wild area of the Park would be sacrificed, it would benefit through the developments agreed between the Trust and Go Ape (for example, wildflower meadows or a pond to diversify the wildlife).

5.5 An additional comment was received by email from a Consultative Committee member suggesting that the Trust ensure the proposals include the provision of toilets.

**6. Risks**

- 6.1 There are no financial risks for the Trust in association with the proposal. The proposed activity would fall within Go Ape's public liability insurance, as the leaseholder for the site on which the activity takes place.
- 6.2 Health & Safety – Go Ape has appropriate risk assessment procedures in place and has shared a copy of its generic risk assessment for the operation of the Mini-Land Rovers. A site specific risk assessment would be completed by the site team prior to operation.
- 6.3 Reputational risk – Go Ape is a trusted leaseholder with a proven history of meeting the terms of its lease and very few complaints have been received by the Trust from visitors and local residents. The Trust would manage any complaints in relation to noise and disturbance associated with the additional activity in accordance with current policy and procedures.

**7. Legal Implications**

The Council's Head of Legal & Governance has been consulted and has no comments.

**8. Financial Implications**

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 – Go Ape proposal document.

**10. Background Papers – None**

This page is intentionally left blank



GO APE AT  
ALEXANDRA  
PALACE – MINI  
LAND ROVERS



Business Development  
January 2023

Adventure Forest Ltd. t/a Go Ape™  
Banana HQ, The Drift, Fornham St. Martin,  
Bury St Edmunds, Suffolk. IP31 1SL



## INTRODUCTION

Go has been a partner with Alexandra Palace since early 2017 investing circa. £1 million and have welcomed around 400,000 visitors to the park since then. We would like to continue with this partnership and continue to invest to create a popular and sustainable destination for visitors.

Alexandra Palace has always been “the People’s Palace” with a rich history of innovative leisure attraction – from racecourses and ski slopes to the current high ropes offering. It has always been a destination with many complimentary activities on the site. Developments at Go Ape will continue to diversify the offering and help boost Go Ape’s financial contribution and the experience of the Palace and its park.

## MINI LAND ROVERS

We are continually looking for opportunities to invest in our sites, giving “more reasons to adventure”. We would like to develop a “pathway” to adventure by adding opportunities for our youngest visitors the ability to access activities, generally for a shorter time and at a lower price point. It gives these families an introduction to Go Ape and interest in completing our ropes course activities. These activities aimed at younger people allows us to boost our visitor numbers during the quieter times of the year when older children are at school.

The “Deer Field” has long been dormant, and we feel there is an opportunity to bring it back into use as an “Activity Field”.

The Activity Field would provide a good location for mini electric Land Rovers running on a track around the field. This is a family friendly activity, and the electric Land Rover activity will be a great addition to the park.

- The mini-Land Rovers are fully functioning electric cars for children which can drive forwards, backwards, left, and right over different types of terrain. The cars include a remote cut out switch for safety which is intended for use by the supervising adult and have fully adjustable electronic control units to allow speed and acceleration to be managed.
- Track length is usually around 150m-200m long and we try to keep the surface as natural as possible, but some areas may need to be surfaced with gravel to prevent excessive mud.





- The cars are intended for use by children under the supervision of adults, they are intended to be driven on inclines of not more than 15%.
- The Landrovers are very quiet as they are electric.







The use of the field would also be beneficial in providing space for Go Ape to run ground-based team building games to support school groups and corporate groups.

## INFRASTRUCTURE

The Mini Land Rover activity is a low impact activity. Infrastructure consists of:

- A one-way track of approximately 200m length with 2 loops for drivers to complete. The track is delineated by 30cm high wooden boards. Small areas of obstacles will be included to add interest to the journey around the loops. The slope across the field may need some work to lessen the angle, likely to be by a wooden or gravel ramp.
- A storage and welcome reception wooden (Usually larch) clad shipping container (size to be confirmed but no bigger than 40ft and clad similarly to the existing buildings to be agreed with the Palace). This will be of suitable colour and wood to satisfy any conservation requirements. Power will need to be provided to allow overnight charging of the vehicles.





- Additional works required:
  - Wooden steps installed from Go Ape cabin to field.
  - Gate installed in fence.
  - Signage on welcome container – Go Ape logo and activity name.
  - Ecological improvements in track interior e.g. wildflower meadow, native species planting and potentially a small pond.



Thank you for taking the time to read this. We are enthusiastic to develop Go Ape activities and continue to work with the Palace to ensure its continued success, particularly in the current uncertain operating climate. Should the proposal be successful then Go Ape will be able to provide an increase in revenue to the Palace.

This page is intentionally left blank



**ALEXANDRA PARK AND PALACE CHARITABLE TRUST**  
**BOARD MEETING**  
**20 MARCH 2023**

**Report Title:** Environmental Sustainability Reporting  
**Report of:** Emma Dagnes, CEO  
**Purpose:** To update the Board on the progress of the Environmental Sustainability Action Plan and the first Carbon Footprint Report for Alexandra Park and Palace

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

**1. Recommendations**

- i. To note the content of the report.
- ii. To appoint a Board Member as Lead Trustee for Environmental Sustainability.

**2. Executive Summary**

- 2.1 Following approval of the Environmental Sustainability Policy and Strategy in July 2022 an Environmental Sustainability Action Plan has been created. This Action Plan has around 90 items ranging from large, complex projects to simple, small-scale fixes.
- 2.2 At this stage the Action Plan is proving very useful to establish baseline information and monitoring methodology and the report summarises the progress made. More details will be presented in future updates to the Board.
- 2.3 Some quick-wins are reported in the main body of the report.
- 2.4 It is good practice for a Trustee Board Member to be appointed as a champion to lead on Environmental Sustainability, in the same way as the Board appoints a lead trustee for Safeguarding, Whistleblowing and Equality Diversity and Inclusion. A role description is attached at Appendix A. Once appointed, an introductory meeting will be arranged between the Lead Member and the Head of Environmental Sustainability.

### 3. Environmental Sustainability Action Plan summary

- 3.1 The Environmental Sustainability action plan was initially drafted by Julie's Bicycle following their research including a series of interviews with key staff, and wider staff survey and a carbon foot printing exercise. This initial plan has been re-drafted over the past six-months to capture new initiatives and update the timescales for certain action. It is still a work in progress, some of the actions are small and simple and others are large costly projects in their own right. Further drafting of the plan is required to ensure ease of use. Reporting methods are being established simple ways of collating, analysing, and reporting large amounts of data.
- 3.2 Of an initial 91 actions identified, eleven have been completed and seven have been closed as shown in Table 1.

**Table 1: ES Action Plan progress summary**

Actions	No.	%
Complete	9	11
Underway - in progress	11	13
Underway - pending	58	68
Concern	0	0
Closed	7	8
<b>Total</b>	<b>85</b>	<b>100</b>

- 3.3 The completed actions include several governance items, such as setting up the internal Environmental Sustainability Board, lead by the Chief Exec and establishing Environmental Sustainability as a standing item on the APP Board Agenda.
- 3.4 Other highlights include:
- 1) Major lighting upgrades in West Hall, Ice Rink, BBC Tower and other areas to convert to low energy LED lights and PIR sensors to reduce electrical consumption.
  - 2) Reprogramming the Ice Rink plant to increase the temperature of the ice at certain times (therefore reducing the plant running time). Initial findings show a 10-12% reduction in electricity on this major electrical sub-system.
  - 3) Four long-running water leaks in the Park repaired by Thames Water.
- 3.5 There are many other exciting projects underway including the work to establish carbon footprint data, and other baselines (such as recycling rates), energy audits, in-depth analysis of the complicated electrical system that serves the 7-acre building (and beyond) to identify future efficiencies, staff engagement, and clean energy grant applications (as detailed in section 4 below and in section 5 of the CEO's report at agenda 9).
- 3.6 Other projects just commencing include improving food waste collection from concessions at exhibitions & events and staff office areas to reduce the amount going into the (more expensive) general waste stream, and investigations into alternatives for food waste (such as wormeries and digesters).

#### **4. Clean Energy Grants**

##### **4.1 Local Energy Accelerator (LEA)**

The Trust was delighted to be awarded a LEA grant from the GLA. This project will fund a Feasibility Study and Technical Options Appraisal for projects that focus on developing clean and locally generated energy at Alexandra Park and Palace, over the next 10 years. The Technical Options Appraisal will include risks, opportunities and funding sources for potential schemes. The Invitation to Tender was published on 15 February 2023.

##### **4.2 Haringey Community Carbon Fund (HCCF)**

An application was made in the new year to the HCCF for funding towards a separate Feasibility Study for a photovoltaic system (solar panels) on the roof of Alexandra Palace. The study will investigate the physical constraints, including the structural limitations and cable routing, plus the planning constraints. The outcome of the application is expected in March 2023.

#### **5. Carbon Footprint Report**

5.1 Calculating the organisations carbon footprint is an important part of understanding its environmental impact. Once baseline measurements are complete they can be used to track progress. The results of an initial study of the carbon footprint will be shared with the Board at a future meeting.

#### **6. Charity's Vision, Mission Purpose**

6.1 There is an increasing expectation on charities in relation to establishing and publishing policies around Environmental, Social and Governance (ESG) and to report on progress. The Environmental Sustainability Strategy and Policy have been approved by the Trustee Board and the implications align with the Charity's mission and purpose and presents no negative impacts on Equality, Diversity and Inclusion. The 2020-25 Five Year Plan includes Environmental Sustainability as a cross-organisation priority focus-area.

6.2 The Environmental Sustainability Policy, Strategy and accompanying documents will support future funding applications.

#### **7. Legal Implications**

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

**8. Financial Implications**

- 8.1 There are no financial implications associated with this report. Projects identified within the Environmental Sustainability Action Plan will have financial implications, which will be presented to the trustees and/or FRRAC as required.
- 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 – Lead Trustee Role Description - Environmental Sustainability Champion

**10. Background Papers**

Environmental Sustainability Action Plan



## Environmental Sustainability Champion (Lead Trustee Role Description)

### **1. Purpose of the Role**

- 1.1 To support and guide the Trustee Board on the organisation's strategic approach to Environmental Sustainability and associated policy and practice.
- 1.2 However, ensuring that the organisation adheres to its Environmental Sustainability Strategy and obligations remain the responsibility of all Trustee Board members.

### **2. Main Tasks**

- 2.1. Review strategic plans to ensure that they reflect the stated Environmental Sustainability expectations of the board, stakeholders and statutory guidance from the Charity Commission.
- 2.2. Review documents presented to the Board through the Environmental Sustainability lens to assist the Board in identifying opportunities to improve.
- 2.3. Act as a point of contact for Board members and the Executive Leadership Team to discuss the Environmental Sustainability action plan, ideas and progress as required.

### **3. Skills and Experience which will be helpful**

- 3.1 Whilst no specialist knowledge is required a willingness to undertake the necessary training to develop the knowledge and skills required would be beneficial. Lived experience and or a passion for the agenda would also be invaluable.

This page is intentionally left blank





**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD**  
**20 MARCH 2023**

**Report Title:** Risk Management Policy and Risk Register

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

**Purpose:** This report seeks approval of the Risk Management Policy and the 2023-24 Risk Register.

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

**1. Recommendations**

- i. To approve the Risk Management Policy at Appendix 1;
- ii. To approve the 2023-24 Strategic Risk Register at Exempt Agenda Item 19;
- iii. To agree the date of a Risk Management trustee development session in May 2023 and note that this will include revision of the Trust's Risk Appetite statement.

**2. Executive Summary**

- 2.1 In accordance with its Terms of Reference, FRRAC has responsibility for reviewing the effectiveness of the risk management framework (Risk Management Policy, Appendix 1) and periodically reviews Risk Register.
- 2.2 Further to comments from FRRAC and the APTL Board during 2021/22 the Risk Register has been redrafted in a simplified format and is attached at Exempt Agenda Item 20. The changes are summarised in this report.
- 2.3 In line with good practice, Trustees should regularly consider the Risk Management Policy (Appendix 1), which has also been reviewed internally and updated with a revised risk scoring heatmap.
- 2.4 FRRAC reviewed the Risk Management Policy and Strategic Risk Register at its meeting on 6<sup>th</sup> February 2023 and has recommended approval by the Trustee Board.
- 2.5 The Risk Register includes 15 key risks: 3 remain high risk (red), 10 amber and 2 low level.

**3. Risk Register Review**

- 3.1 Separate risk registers have been maintained for the Trust and Trading Company in recent years, each listed more than 20 risks. Appendix 2 contains a combined Risk Register for the Group with 15 key risks.

- 3.2 In response to previous considerations by FRRAC and the APTL Board, the Risk Register has been simplified including:
- 3.2.1 The heatmap (shown in Addendum 3 of the Risk Management Policy) has been updated to avoid a risk score to be both amber and green, a concern raised by FRRAC previously.
- 3.2.2 The order in which risks appear will vary according to their mitigated score with the highest at the top of the register.
- 3.3 Since last reviewed in 2021-22 the following risks have been removed from the strategic register:
- CCTV system (removed, CCTV review as part of gap analysis by new estate security provider)
  - Failure to implement sustainability measures (Environmental Policy in place and quarterly reports to be provided on feasibility funding and projects progress)
  - Cashless operations
  - Car Park Charging
  - Fatalities on site
- 3.4 Some risks have been incorporated within other risk areas, including:
- Cashless operations
  - Car Park Charging
  - Fatalities on site
  - Fraud/ Cyber Attacks

#### **4. Legal Implications**

- 4.1 There are no legal implications arising from this report, however, Trustees are responsible for ensuring controls are in place to identify and manage risk and regularly reviewing these controls provides assurance that risks are being managed.
- 4.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report and concurs with 4.1 above.

#### **5. Financial Implications**

- 5.1 Financial risks identified in the risk register although there are no financial implications arising from this report.
- 5.2 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comments.

#### **6. Appendices**

Appendix 1 – Risk Management Policy  
Exempt Appendix 2 – 2023-24 Risk Register (agenda item 19)



## RISK MANGEMENT POLICY

### 1. Introduction

1.1 Risk is a function of the uncertainty of outcomes. It can be defined as:

“Any action or event that may affect the achievement of the aims and objectives of Alexandra Park and Palace Charitable Trust (APPCT) and its trading subsidiary APTL, (hereafter known as ‘Alexandra Palace’) or cause loss or damage to the charitable funds and assets”.

1.2 This policy sets out the key principles and process of risk management at Alexandra Palace.

### 2. Background

2.1 Risk management describes the processes, techniques and behaviours that are used to actively identify and manage risks against objectives and targets.

Risks are identified under five principal headings:

- Strategic
- Financial
- Legal
- Reputational
- Operational

2.2 Risk management is only effective when delivered on a day-to-day basis and where every Alexandra Palace colleague understands, embraces and incorporates the management process into their daily working practices.

### 3. Policy

3.1 Alexandra Palace’s Risk Management Policy is to safeguard all funds and assets (including staff and volunteers) and minimise the possibility that its charitable purposes are not delivered and, to that end, to manage risk to a level that is acceptable to the Trustee Board. The **Risk Appetite Statements are included at Attachment 1.**

3.2 All staff have responsibility for identifying risks as detailed in the Staff section of the Accountability and Responsibility framework, Table 2.

3.3 Reporting risk to the boards is principally the responsibility of the Executive Team; final approval of items on the risk register is the responsibility of the board. Management of risk is monitored by the Trust Board (through its Finance, Risk, Resource and Audit Committee (FRRAC)), by the APTL Board and independently reviewed and tested by the internal and external audit teams.

3.4 Risks are managed at Alexandra Palace through a continuous process of identifying, analysing, responding to and monitoring risks and opportunities within the internal and external

environments, at all levels within the organisation. Each risk identified has an owner who is responsible for selecting and implementing an appropriate risk management response in accordance with the policy.

3.5 The Risk Register is reviewed regularly by FRRAC, the Trustee Board and the APTL Board and the Chief Executive (or their deputy) attends meetings, to answer questions.

#### 4. Application of Effective Risk Management – Critical Success Factors

4.1 Alexandra Palace is striving to achieve good practice in the identification, assessment and cost effective control of risks, to ensure that they are eliminated where possible, reduced to an acceptable level or managed and contained within the risk appetite of the Board.

4.2 In order to be effective in managing risks we must:

- ensure our financial, operational and management systems support the management of risks that threaten the achievement of business or charitable targets and strategic objectives. This means having robust internal policies and procedures in place for the relevant areas of risk and ensuring risk registers are monitored and changes to risk levels are reported to the Boards.
- ensure the executive team has sufficient knowledge of the range and level of risk exposure that they have to manage;
- ensure all employees share an appropriate understanding of risks and priorities through induction and training and regular staff briefings;
- all employees understand and commit to the risk management policy and procedure which employees will be required to sign during their induction;
- ensure our exposure to risk is managed effectively by the implementation of cost effective internal controls and action plans where appropriate;
- deliver a programme of regular risk review and reporting;
- review this policy and associated procedures on an annual basis.

#### 5. Risk Management Framework

##### 5.1 Strategic Risk Register

The diagram below shows how identified risks that go outside of the Board’s stated risk appetite are escalated sub-risk-registers can feeds into the Strategic Risk Register.



## 5.2 Risk Management

Table 1 below shows the roles and responsibilities for identifying, recording, managing and overseeing risk in the organisation.

Table 1 – Risk Management Overview

Register	Overseen By	Managed by	Review	Board Review
Strategic Risk Register	Trustee Board	Executive Team	Quarterly by FRRAC	Annually (or when changes are made to the register during the quarterly review)
Operational Risk Register	Director of Event & Leisure Operations	Business Area Managers	Quarterly Ops meetings and as required in between	Relevant risks escalated to the Strategic and/or APTL registers as identified
Project Risk Registers	Project Sponsor/Director/ Programme Board	Project Manager	Monthly/ Quarterly (project dependent)	At project approval and at progress reporting stages

## 6. **Accountability and Responsibility**

- 6.1 All staff are responsible for the management of risk in their working environment and for the safeguarding of funds and assets to ensure the organisation's goals and charitable objectives can be delivered. There are also specific responsibilities and accountabilities for maintaining an effective risk management framework as set out in Table 2 below:

Table 2 – Risk Accountability Framework

Owner	Responsibility
<b>APPCT Board</b>	<ul style="list-style-type: none"> <li>• Seek assurance from the CEO that a framework for effective risk management is in place.</li> <li>• Approve the Risk Management Policy and procedures.</li> </ul>
<b>APTL Board</b>	<ul style="list-style-type: none"> <li>• Establish and review risk appetite as part of the strategic planning process.</li> <li>• Consider residual risk and the effectiveness of the risk management framework on a quarterly basis, or on an exception basis as required</li> </ul>
<b>Finance, Resource, Risk &amp; Audit Committee (FRRAC)</b>	<ul style="list-style-type: none"> <li>• Review the adequacy and effectiveness of the overall arrangements put in place by management to manage fraud, financial and non-financial risk.</li> <li>• Review the annual statement on internal control in the Annual Accounts.</li> <li>• Monitor the effectiveness of risk assessment, risk management strategies and internal control processes.</li> <li>• Make recommendations and provide assurance to the Boards on the level of residual risk and effectiveness of the risk management framework.</li> </ul>
<b>CEO</b>	<ul style="list-style-type: none"> <li>• Accepts overall responsibility for risk management and for maintaining a sound system of internal controls that support Alexandra Palace's objectives.</li> <li>• Sets the tone and influences the culture of risk management across the Charity.</li> </ul>
<b>Finance Director/ Company Secretary</b>	<ul style="list-style-type: none"> <li>• Propose the policy and strategy for risk management within Alexandra Palace.</li> <li>• Determine the criteria for risk profiling and prioritising.</li> <li>• Set the tone and influences the culture of risk management across the organisation.</li> <li>• Ensure that internal controls are in place and are reviewed to mitigate the key risks identified.</li> <li>• Provide assurance regarding the system of internal control and risk management that is reported on in the Statement on Internal Control that is included within the Annual Report and Accounts.</li> </ul>
<b>Executive Team and Senior Management</b>	<ul style="list-style-type: none"> <li>• Implement the Risk Management Policy as endorsed by the Trust Board and APTL Board.</li> <li>• Monitors and manages risks in accordance with the policy.</li> <li>• Actively participate in an annual review of the policy and procedures, considering whether risk management continues to be linked to the achievement of the business targets and strategic objectives, as well as the overall effectiveness of and approach to risk management.</li> <li>• Identify key risks to projects, programmes and activities linked to the business targets and strategic objectives, as an integral part of effective management and operation.</li> </ul>
<b>Risk Owner</b>	Every risk has a named "owner", who has principal responsibility for monitoring and management of the individual risk and for the delivery of any associated actions within the agreed target date
<b>Staff</b>	All staff are responsible for the management of risk in their working environment and should report to their line manager any identified risks, including risks of damage to the organisation's funds /property/ reputation and risks of harm to people using the organisation's services and facilities and other stakeholders.

## **7. Identifying and Recording Risk**

- 7.1 The Strategic Risk Register is an integral part of the process of managing risk and is used to:
- record risks as they arise from the risk management review process and correlate these to strategic objectives where appropriate;
  - express risks in terms of probability, impact and consequence;
  - rank risks in order that they may be prioritised for action;
  - identify and report high priority risks in a meaningful manner to permit better informed decisions.
- 7.2 Once a risk has been identified it is mapped, in that the source and consequence of the risk are identified and considered.
- 7.3 The risk is allocated a score for Likelihood of Occurrence (a) and for Severity of Impact (b), by using the Alexandra Palace matrix set out in the risk scoring system attached to the Risk Register (and at the end of this policy). Risk is initially scored before taking account of any mitigation provided by internal controls.
- 7.4 A risk cannot be deleted from the risk register or altered without the sanction of the CEO and subsequent approval by the Board. All movements for recorded risks are logged to maintain a clear audit trail of changes in risk status or the retirement of risks.
- 7.5 Risks are reviewed by the Finance, Resource, Risk and Audit Committee (FRRAC) and the APTL Board and any significant changes to operations or direction are approved by the Boards. The Trustee Board reviews the Strategic Risk Register on an annual basis, unless there are significant changes to be reported. However, it is important to note that should a risk require urgent escalation, it is the responsibility of the risk owner, or the employee who has identified the risk, to inform the CEO immediately, rather than waiting for the next formal review. The CEO will then take appropriate action.

## **8. Likelihood of Occurrence**

- 8.1 The assessment of the probability that a risk may occur is partly subjective but is based on observation of comparable circumstances and experience within the relevant area of activity both within Alexandra Palace and from wider industry knowledge. Likelihood of occurrence is looked at on a 10-year time frame (which matches the framework of Alexandra Palace's long term planning) and from this the probability that the risk will occur in any one year is estimated ("annual probability"). The outcome is measured on a scale from 1 to 5, where "5" is near certainty that a risk will occur within a stated time frame.

## **9. Severity of Impact**

- 9.1 The assessment of severity of impact also has subjective elements and frequently cannot be measured accurately, particularly in terms of financial impact. It is, however, an objective of the process of risk management to identify those risks that, if they were to arise, would have an impact of sufficient severity to require active management and control. Severity is measured on a scale from 1 to 5 where 1 would have a negligible impact but 5 would threaten the viability of a major activity or of Alexandra Palace as a whole. Where possible, an estimated range of financial cost should be assigned to each level of severity to provide context for the assessment of the severity of each risk and the organisation's risk appetite.

## 10. Risk Treatment

10.1 Once the residual risk has been established, further action may be required to “treat” the risk and ensure the residual risk is reduced in line with the requirements of the Policy. The treatment of risk involves one or more of the following:

- **Accept** - identify the risk and monitor it to ensure not misjudged and notice any changes.
- **Avoid** – risk by stopping any activity.
- **Transfer** – risk (insurance/ contracting out the activity).
- **Mitigate** – develop response plan to mitigate the effects of an adverse risk event, or to take advantage of a planned opportunity.
- **Control** – reduce the likelihood of an adverse risk event by putting controls in place.
- **Management action** – to increase the chances of success.

## 11. Risk Appetite and Board Reporting

11.1 The level of risk acceptable to the Board is set out in the Board Risk Appetite Statement and will be reviewed annually.

11.2 The Board may generally be prepared to accept a significant degree of risk in some strategic activities but has a low appetite in other areas such as compliance, operational efficiency and reputation. This is in recognition of the size of the task in managing the Charity, the availability of resources and the historic issues inherited.

11.3 The Board requires the significant, high level risk areas to be regularly reported to them regardless of appetite. Lower level risk areas, typically in operational areas directly supervised by management, will only be reported to the Board on an exceptional basis where the residual risk exceeds the stated risk appetite for the Board.

11.4 The Board delegates the regular review of the strategic risk register to FRRAC and receives recommendations from this committee before approving any amendments. This provides additional assurance on the effectiveness of the framework.

## 12. Status of policy

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

Date	Version	Author	Amendments
03.11.2017	V3	Louise Stewart	Additional wording in para 2.2 and 6.5 to clarify that the Board gives final approval of risks contained in the risk register.
03.10.2018	V4	Louise Stewart	Inclusion of APTL, various wording as disclosed in FRRAC & APTL covering report 25 October 2018.
29.01.2019	V5	Louise Stewart	Addition of Risk Appetite Statement at Appendix 1
July 2019	V7	L. Stewart	3.1, 3.2 wording added to include staff & volunteers responsibility, various amendments 5.1, 5.2, 9 and appetite statements to correspond with review of 2019/20 SRR
Sept 2019	V9	L. Stewart	Inclusion of Risk Scoring Table and minor amends
January 2023	V11	R.Paterson	In accordance with revised and simplified risk register.



**13. Associated documentation and further information**

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

- Safeguarding Policy
- Serious Incident Reporting Policy
- Data Protection Policies and Procedures
- Code of Conduct
- Values and Behaviour competency Framework
- Equality, Diversity and Inclusion Policy
- Health and Safety Policy Statement and associated plans

**Addendums:**

1. Trustee Board Risk Appetite Statement
2. APTL Board Risk Appetite Statement
3. Risk Scoring System

## RISK APPETITE STATEMENTS

**A. Alexandra Park and Palace Charitable Trust - Risk Appetite Statement**

The Board is responsible for determining the nature and extent of the significant risks it is willing to take in delivering its charitable and strategic objectives. The Board has identified the risks to which it is exposed and seeks regular assurance that all risks are being managed, rather than focussing predominately on high rated risks.

We define 'Risk Appetite' as the amount of risk the organisation is prepared to accept or be exposed to at any point in time. We must be satisfied that the evidence base presented is sufficient to assess and inform our decision making and be mindful to assess not just individual risks but the total risk exposure in any business period.

For this reason, the risk register refers to Risk Tolerance, reflecting that the Trust generally has a low risk appetite but 'tolerates' a higher risk in some areas. We take into account the external and historical context that the Trust may not be able to control or alter and recognise that there may be limited means and methods to respond. The Trust's Risk Register clearly sets out a 'Risk Tolerance' rating (between 1 and 5, with 5 being zero tolerance) for each individual risk on the register.

However, it is best practice for the Trust to make a clear statement of its overarching Risk Appetite.

The Risk Appetite Statement should be reviewed at least annually, but also if there are significant changes in the Trust's internal or external environment.

**The Trustee Board** has defined its risk appetite as follows:

We accept that in 2019/20 our assessment of the level of risk is higher in several areas than our risk 'appetite'. As a Board we recognise that we are responsible for large physical assets that have suffered damage, lain derelict and as a result there is an historic backlog of repairs and so we are prepared to tolerate these. Therefore, our risk tolerance may sometimes vary from our risk appetite. This does not mean that we should adjust our risk appetite but that we must focus our attention on the mitigation of these risks, within the resources available to us.

Our overall **appetite for financial risk is low**. Our focus is on maintaining expenditure to achieve objectives, within strict resource limits and adherence to financial controls. However, the work of the Trust does require us to take some financial risks on specific restoration, repair and development projects. In these instances, the Trustee Board's tolerance **may rise to medium** if we are satisfied that appropriate controls have been put in place.

As a site that is accessible to the public we have a **low appetite for risk that could result in harm**, injury or loss of life to the public or our staff.

We have a broad range of stakeholders and beneficiaries and recognise that some of our activities and programmes will sometimes be controversial. The Board is willing to take decisions that may be scrutinised on issues where it is felt that the benefits to the Charity outweigh the risks. Therefore, we accept a **medium level of risk in relation to our reputation**, but we expect our mitigations to be strong.

**B. Alexandra Palace Trading Ltd - Risk Appetite Statement**

The Company Directors of APTL (the APTL Board) are responsible for determining the nature and extent of the significant risks it is willing to take when delivering its business objectives. The Board has identified the risks to which it is exposed and seeks regular assurance that all risks are being managed, but predominantly focussing on high rated risks.

We define 'Risk Appetite' as the amount of risk the organisation is prepared to accept or be exposed to at any point in time, being mindful of our duty to not expose our parent charity to undue risks.

The Risk Register clearly sets out a 'Risk Tolerance' rating for each individual risk on the register. However, it is best practice for the Board of Directors to make a clear statement of its overarching Risk Appetite. The Risk Appetite Statement should be reviewed at least annually, and adjustments made if there are significant changes in the internal or external environment.

**The APTL Board** has defined its risk appetite as follows:

Alexandra Palace Trading Limited Board is **willing to accept, in some circumstances, risks** that may result in some financial loss or exposure in order to develop new revenue sources and increase income but will only pursue medium to high risk activities if the return has been assessed as probable and the Gift Aid Target set by our parent Trust is not jeopardised. **Therefore, our financial risk appetite is set as medium.**

**We have a low appetite for risks that could result in harm**, injury or loss of life to the public or our staff, but we recognise that as our business activity is heavily reliant on gathering large volumes of people together, we are exposed to a high level of risk. We place a high priority on controls and mitigations in this area and our aim in 2023/24 is to reduce our risk level to medium.

**Risk Scoring System****HEATMAP**

	1	2	3	4	5
5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5

**LIKELIHOOD SCORING**

1	Very Low	Unlikely to occur in the next 10 years
2	Low	Unlikely in the current year but possible in the medium term (next 5 years)
3	Moderate	Unlikely in the immediate future but could occur in the longer term without specific action taken
4	High	Expected to occur unless specific action is taken to counter the risk
5	Very High	Probably within a year unless action is taken to prevent the risk

**IMPACT SCORING**

IMPACT SCORING			TRUST	APTL
1	Insignificant	<b>Does not affect stakeholder perception.</b> No impact on service/ facilities/ reputation/ finances, H&S, complaint/ litigation unlikely	Less than £1,000	Less than £25,000
2	Fairly serious	<b>Potential impact managed by a response plan.</b> Slight impact on service/ facilities/ reputation/ finances, H&S risk, complaint, litigation possible. Managed by a response plan.	£1,000 - £2,500	£25,001- £100,000
3	Serious	<b>Definite impact needs careful management.</b> Some disruption, potential H&S risk, potential for financial loss/ complaint/litigation/ adverse publicity (careful handling).	£2,500 - £5,000	£100,001- £300,00
4	Very serious	<b>Requires significant action to avoid permanent damage.</b> Service/ facilities fully disrupted, risk to H&S, financial loss, complaint/litigation probable, adverse publicity not avoidable.	£5,000 - £25,000,	£301,001- £600,000
5	Major disaster	<b>Could seriously undermine position/ result in closure.</b> Service facilities interrupted for significant time, major H&S risk, financial loss & national publicity not avoidable, litigation expected, resignation of senior management & board.	More than £25,000	More than £600,001

**TOLERANCE**

0	Zero tolerance	Where the nature or impact of the risk is such that it is not acceptable within the organisation
1	Risk Averse	Where some risk is unavoidable but this should be kept to a minimum
2	Risk Equilibrium	Where the dangers of the risk are fairly evenly offset by the opportunities and advantages offered by carrying it
3	Risk Orientated	Where the dangers of the risk are limited and reasonable offset either by the opportunities and advantages afforded by carrying it or by eliminating the costs of actions and systems needed to mitigate it
4	Risk Taking	Where the potential benefits of taking the risk are significant against the likelihood and impact of the risk which are limited

<b>ALEXANDRA PARK &amp; PALACE BOARDS &amp; COMMITTEES FORWARD PLAN</b>		
<i>Working document subject to change</i>		
<b>MEETING DATE</b>		<b>Provisional agenda:</b>
FRRAC , 6pm	<b>20th March</b>	- Budget
APPCT Board, 7.30pm	<b>20th March</b>	- CEO's Report (update on Co-optees) - FRRAC Chair's Report - Financial Report including insurance renewal - Approval of Risk Register - Go Ape land rover proposal approval - Environmental Sustainability Quarterly update - Appointment of Lead Trustee for Sustainability
Trustee Workshop	<b>Weds 22nd March 2023</b>	Fundraising & Impact Workshop
Trustee Workshop	<b>Weds 29<sup>th</sup> March 2023</b>	Vision, Roadmap & Outline Strategic Business Plan
Joint SAC/CC	<b>Thurs 20<sup>th</sup> April 2023</b>	Charity annual round up & plans for year ahead including Vision & Roadmap/ EDI / Env Sustainability consultations & events
APPCT Special Board/ Panel	<b>Weds 3<sup>rd</sup> May 2023</b>	Approval of Vision, Roadmap & Strategic Plan <i>for 150<sup>th</sup> announcement</i>
Trustee Workshop		<b>Risk Management</b> (trustee development)
Trustee Induction	<b>TBC</b>	TBC by the Council
FRRAC , 5.30pm	<b>Monday 12<sup>th</sup> June 2023</b>	- Audit Findings Report - Draft Trustees' Annual Report - Terms of Reference Review - Draft Park Byelaws - IT Update
APTL 5.30pm	<b>Mon 19<sup>th</sup> June 2023</b>	- Audit Findings Report - Draft Year End Report - Articles of Association Review - APTL User Agreement & Cost Sharing Agreement
APPCT Board	<b>Thurs 13<sup>th</sup> July 2023</b>	Sign-off accounts, committee appointments, feedback from SAC/CC
FRRAC <i>TEAMS MEETING</i>	<b>Thurs 10<sup>th</sup> Aug 2023</b>	- Q1 results - Financial Regulations - Internal Auditor Appointment
APTL	<b>Monday 14<sup>th</sup> Aug 2023</b>	- Q1 - Financial Regulations - Internal Auditor Appointment
SAC & CC meetings	<b>Thurs 14<sup>th</sup> Sept 2023</b>	General update, consultations & events
Trustee Workshop	<b>Thurs 12<sup>th</sup> Oct 2023</b>	6-7.30pm Safeguarding (annual workshop) & draft Park Byelaws
APPCT Board		7.30-9pm Q1 & feedback from SAC/CC
FRRAC <i>TEAMS MEETING</i>	<b>Monday 6<sup>th</sup> Nov 2023</b>	- Q2 - Annual Pay Review
APTL	<b>Mon 13<sup>th</sup> Nov 2023</b>	- Q2
SAC & CC meetings	<b>Thurs 30<sup>th</sup> Nov 2023</b>	General updates, consultations & events
APPCT	<b>Thurs 14<sup>th</sup> Dec 2023</b>	- Q2 & feedback from SAC/CC - Fabric Maintenance Plan Annual Report
SAC & CC meetings	<b>Thurs 29<sup>th</sup> Jan 2024</b>	General updates, consultations & events
FRRAC <i>TEAMS MEETING</i>	<b>Mon 19<sup>th</sup> Feb 2024</b>	- Q3
APTL	<b>Thurs 22<sup>nd</sup> Feb 2024</b>	- Q3
APPCT	<b>Tues 12<sup>th</sup> March 2024</b>	- Q3 & feedback from SAC/CC

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	Governance
	Reviewed Safeguarding and Whistleblowing Policies		
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
	Reviewed Complaints & EDI Policies	N/A	Governance
17 Nov 2022	Approved amendment to the recommendation relating to Co-Opted Trustee report to Council	Recruitment in 2023-24	Governance
13 Dec 2022	Approved <ul style="list-style-type: none"> <li>- Proposal to apply for planning and listed building consent to extend the use of the outdoor wooden structure at the Pub for two additional months each year.</li> <li>- AP Sports Club proposal to install new cricket nets</li> </ul>	complete	Governance
	Approved New Years Eve Road Closure as in previous years.	N/A	Stewardship
	Approved the 2021-22 Trustees Annual Report and Accounts for signing.	Submitted	Financial
	Approved the Estate Guarding Procurement Recommendations: To ISG Commercial Limited.	Contract signed	Stewardship & Financial

This page is intentionally left blank



By virtue of paragraph(s) 1, 2, 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 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) 1, 2, 5 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank