

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

**Wednesday, 19th July, 2023, 7.30 pm - Londesborough Room,
Alexandra Park and 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

Non Voting Members: Jason Beazley (SAC Chair, Observer), Duncan Neill (Consultative Committee) and Nigel Willmott (Consultative Committee)

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 & 25 below)

4. DECLARATIONS OF INTERESTS

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

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

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

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

5. QUESTIONS, DEPUTATIONS OR PETITIONS

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

6. MINUTES (PAGES 1 - 6)

To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 20 March 2023 as an accurate record of the proceedings.

Note – the meeting on 3 May 2023 was inquorate, therefore no minutes were produced.

7. MATTERS ARISING (PAGES 7 - 16)

To approve the vision and goals, as presented in the report for 3 May 2023.

8. FEEDBACK FROM THE ADVISORY & CONSULTATIVE COMMITTEES

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

9. GENERAL UPDATE

To receive a verbal update from the Chief Executive Officer.

10. FRRAC CHAIR'S REPORT (PAGES 17 - 18)

To consider the feedback from the Finance, Resource, Risk and Audit Committee (FRRAC).

11. FINANCE REPORT (PAGES 19 - 24)

To consider the report updating on the Trust's financial position.

12. APPOINTMENTS TO COMMITTEES (PAGES 25 - 30)

To agree the appointments for 2023/24.

13. REGISTER OF TRUSTEES' INTERESTS (PAGES 31 - 36)

To collectively review the register of interests.

14. 2022/23 END OF YEAR MONITORING REPORT (PAGES 37 - 42)

To note the summary report on Complaints, Theatre and Outdoor Events.

15. STRATEGIC RISK REGISTER (PAGES 43 - 46)

To note the cover report and to approve the risk register in the exempt section.

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

17. DECISIONS TRACKER (PAGES 47 - 48)

To note the decisions taken since last reported.

18. FUTURE MEETINGS

12 October 2023
14 December 2023
26 February 2024

19. EXCLUSION OF THE PUBLIC AND PRESS

Items 20-25 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.

20. EXEMPT MINUTES (PAGES 49 - 50)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 20 March 2023 as an accurate record of the proceedings

21. EXEMPT - STRATEGIC RISK REGISTER (PAGES 51 - 52)

To consider and approve the Risk Register.

22. EXEMPT - RISK DEEP DIVE: STAFF RETENTION

Presentation

23. EXEMPT - ATTENDANCE

Verbal update from the Chair

24. EXEMPT - APTL BOARD CHAIR'S REPORT

To note the feedback from the APTL Board

Report to follow

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

Felicity Foley, Committees Manager
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Email: felicity.foley@haringey.gov.uk

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

Tuesday, 11 July 2023

MINUTES OF MEETING Alexandra Palace and Park Board HELD ON Monday, 20th March, 2023, 7.30 - 8.50 pm

PRESENT:

Councillors: Emine Ibrahim (Chair), Lotte Collett (Vice-Chair), Sarah Elliott and Anne Stennett

Non-voting members: Duncan Neill and Nigel Willmott

Observer: Jason Beazley

1. FILMING AT MEETINGS

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

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Val Paley and Councillors da Costa and Mahbub.

3. URGENT BUSINESS

There were no items of urgent business.

4. DECLARATIONS OF INTERESTS

None.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

None.

6. MINUTES

RESOLVED that the minutes of the meeting held on 13 December 2022 be approved as a correct record, subject to the following amendments:

- Attendance to be amended to make clear who were Members and non-Members
- Item 5, last bullet point of Mr Jenkins' deputation to be amended to read:
"Mr Jenkins expressed that if the board decided Little Dinosaurs could not indefinitely remain, which was his preferred choice, he sought a much improved term than 2027 to allow for a properly managed exit (which 2027 certainly would not)."

7. FEEDBACK FROM THE STATUTORY ADVISORY COMMITTEE AND CONSULTATIVE COMMITTEE

Nigel Willmott reported back on the discussion following the Consultative Committee workshop held in January 2023 and advised that there would be some short term changes such as annual reporting, and looking forward to the year ahead and making it clearer on how people could raise items at a meeting.

8. FRRAC CHAIR'S REPORT

Councillor Collett introduced the report which recommended approval of the Risk Management Policy at agenda item 15, the Risk Management Policy at exempt item 20 and the Health and Safety Policy Statement at agenda item 9.

RESOLVED

- 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.

9. CEO REPORT

Emma Dagnes, Chief Executive Officer, introduced the report as set out.

Actions:

- Reports to be made clearer around which Creative Learning activities were funded and which were paid for
- Feedback to be provided on the Area 51 project
- Biblio-Buzz engagement data to be shared with the Board

RESOLVED

- 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.

10. FINANCE REPORT

Richard Paterson (RP), Director of Finance and Resources, introduced the report as set out. RP advised that recommendation ii 'to approve the 2023/24 budget' had been withdrawn from the report, as the budget was not ready to be tabled at the meeting as some remodelling of figures was required following the Government's Budget announcement.

RP & ED responded to questions from the Board:

- Car park charging project: the planning decision was due to be issued by the end of the week. If successful, then there would be a 6-8 week implementation period.
- The forecast 2022/23 outcome was not expected to change in the final accounts.
- Capital projects were still on track.

RESOLVED to note the year to date position of the Trust.

11. GO APE MINI LAND ROVER ADVENTURE

Emma Dagnes (ED), Chief Executive Officer, introduced the report as set out. ED advised that Go Ape had previously invested more than £1m in the high ropes course and were proposing the addition of a mini Land Rover adventure to diversify participation. The Trust had requested that Go Ape consider installing a composting toilet within the area, in line with the Trust's sustainability strategy and targets.

NOTED in response to questions from the Board:

- Children under a certain age and height would have to be accompanied by an adult to participate in the activity.
- The vehicles, used by Go Ape at other locations, were electric and were very quiet.
- The Trust would have an allocation of tickets for distribution via the Creative Learning team to young people in the Borough.
- The vehicles were not as large as they looked in the proposal document. **Post meeting note:** the size of the vehicles would be – 327mm high (603mm with windscreen) and 1783mm long.
- The pricing strategy had not yet been confirmed, however, the average price was £8.

RESOLVED

- 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.
- 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;
- To authorise the Council's legal officer to seal the lease, at the appropriate time.

12. ENVIRONMENTAL SUSTAINABILITY REPORT

Emma Dagnes, Chief Executive Officer, introduced the report as set out.

It was agreed that the appointment of a Lead Member for environmental sustainability would be deferred until after the Council's AGM in May.

RESOLVED to note the content of the report.

13. STRATEGIC RISK REGISTER

Richard Paterson, Director of Finance and Resources, introduced the report as set out. It was noted that the Risk Register had been reviewed to be more user friendly, and was regularly considered by the FRRAC.

It was noted that there would be a workshop for Board Members on 3rd May in relation to risk management.

RESOLVED

- i. To approve the Risk Management Policy at Appendix 1 of the report;
- 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 (3rd May), and note that this will include revision of the Trust's Risk Appetite statement.

14. 2023/24 FORWARD PLAN

RESOLVED to note the 2023/24 Forward Plan.

15. DECISIONS TRACKER

RESOLVED to note the decisions tracker.

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

None.

17. FUTURE MEETINGS

Noted.

18. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED to exclude the press and public for the consideration of agenda items 19-23 as they contained exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

19. EXEMPT - MINUTES

RESOLVED that the exempt minutes of the meeting held on 13 December 2022 be approved as a correct record.

20. EXEMPT - STRATEGIC RISK REGISTER

The exempt information was noted.

21. EXEMPT - LEGAL REPORT

The exempt information was noted.

22. EXEMPT - APTL BOARD CHAIR'S REPORT

RESOLVED to note the feedback from the APTL Board.

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

None

CHAIR: Councillor Emine Ibrahim

Signed by Chair

Date

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
19 JULY 2023

Report Title: Alexandra Park and Palace (APP) 2023-33 Vision & Goals
Report of: Emma Dagnes, Chief Executive
Purpose: To formally approve the reimagined Vision and 10-year Goals presented at the inquorate meeting on 3 May 2023.

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

1. Recommendations

- 1.1 To approve the 2023-2033 Vision and Goals and delegate authority to the Chief Executive to finalise, for roll out during the summer 2023.

2. Executive Summary

- 2.1 Whilst supportive of the Vision and Goals for the next ten years, presented at the Trustee Board meeting on 3 May 2023, the meeting had been inquorate, and the Board was unable make a formal decision. At this meeting the CEO provided a presentation and the feedback received during consultation with partners and stakeholders.
- 2.2 In 2022 as APP headed towards its 150th year, the Trustees identified the need to explore a reimagined Vision for the Charity taking us through the next ten years. The work would ensure that APP would have a roadmap for the future that ensures it can continue to build on success to date and inspire, enrich and support generations to come.
- 2.3 An Impact Study was commissioned to establish an evidence base for the cultural, social, and economic impact of the Charity as it is today and establish a baseline from which to track progress of the Charity going forwards. The Study evidenced that the Charity is a significant entity on the cultural and economic landscape of Haringey and London, contributing £60 million a year in economic impact and generating thousands of job opportunities across the entertainment, cultural and leisure sectors.
- 2.4 In parallel with the Impact Study a Fundraising Report was undertaken to assess APP's position within the context of the evolving and highly competitive fundraising climate. The report was comprehensive and recommended that having established, via the Impact Study, that the 2016 Vision had been achieved APP therefore to consider its Vision for the future.
- 2.5 The report identified that while progress had been made during the pandemic, the fact that Alexandra Park and Palace is a charity that has significant impact for the good of society needs to be better and more widely understood. The report

recommends that identifying a single unifying cause that is emotionally engaging would enable APP to maximise capital and revenue fundraising potential and therefore strengthen the Charity's ability to self-generate funds for the future.

- 2.6 Utilising these two reports and their recommendations the Trustees and the Alexandra Park and Palace Leadership Team, together with input from stakeholders and partners, have developed a Reimagined Vision. This is underpinned by 10 ambitious Goals which set the direction of travel for the Charity over the next 10 years.

3. Background: Development of the Draft Vision & 10 Year Goals

- 3.1 APP has no shortage of potential. With a seven-acre Palace, extensive and beautiful parkland, a rich history, range of leisure opportunities, a myriad of popular entertainment and millions of visitors, it truly offers something for everyone. *"It's been part of our lives – and our children's lives – forever"* (testimonial for fundraising report).
- 3.2 However, the eclectic programme and overwhelming abundance of opportunity also make it challenging to articulate a single compelling Vision that is required for a developing a successful case for support. This Vision statement should unify our diversity under a headline message that is relevant, transformational, and credible.
- 3.3 In developing the new Vision statement the Trustees were conscious that it needed to be a bold statement of intent that traversed across all pathways of activity at APP and should inspire stakeholders, partners and potential supporters to take specific action to become part of our exciting future.
- 3.4 A number of workshops were held with Trustees and feedback sought from partners, stakeholders (internal and external) and the Committees that are part of APP's governance. The Draft Vision and Goals have been well received and APP have gathered significant insights and feedback which have informed the evolution of the development of the Vision and Goals, a draft of which will be presented alongside this report.

4. Background: The Draft Vision & Goals APP 2023 – 2033

- 4.1 The re-imaged Vision springs APP from achieving our 2016 vision *"to become a year-round cultural destination"* to *"achieving a sustainable home for all that we do"*. We believe that as custodians of this extraordinary asset, we have a responsibility to ensure that it is here for generations to come. The only way to achieve this is for Alexandra Park and Palace to work towards a sustainable future, both environmentally and financially, across all that we do.
- 4.2 The Vision is underpinned by 10 ambitious Goals. These are not being presented in any order of importance and we consider them all to be as important as each other to achieve our Vision.
- **Build Climate Change Resilience**
 - **Safeguard our Green Lung for London**
 - **Protect Our Heritage Assets**
 - **Restore Derelict Spaces**
 - **Provide Great Entertainment & Culture For All**
 - **Protect Our Archives and share our stories in innovative ways**
 - **Inspire and Engage our communities**
 - **Create A Great Place To Work**
 - **Strengthen Our Overall Resilience**
 - **Establish New Exciting Partnerships**

5. Equality, Diversity, Inclusion and Accessibility (EDIA)

- 5.1 EDIA runs as a golden thread through all that we do at Alexandra Park and Palace and each of the Goals has been developed with the requirement of contributing to driving our Equality, Diversity, Inclusion and Accessibility Action Plan forward at pace.
- 5.2 Over the last decade the organisation has significantly evolved, and we believe that APP can be a sector leader by utilising our unique position as an egalitarian organisation with a highly diverse offer. We will challenge not only ourselves but also those in the sectors in which we operate to do and achieve more, quicker.

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

- 6.1 The reimagined Vision was developed in consideration of the Charity's Mission, Purpose, and Values. The 10-year Goals will be underpinned by a Strategic Plan which will supersede the 5 Year Plan that was developed to support the 2016 Vision. The Strategic Plan is in development and will be presented to Trustees later in the year.

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 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 – Vision & Goals Case For Support

10. Background Papers

None

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Our Vision is to Create a Sustainable Home For All That We Do

**Enabling everyone to experience inspirational culture,
world-class entertainment, unique heritage, life-enriching
creative and educational opportunities and restorative
green space. Forever.**



Goals

Over the Next 10 Years We Will



Build Climate Change Resilience

Actively responding to the climate change emergency, we will strive and challenge ourselves to take the Palace off grid within a generation, lessening our impact on the environment, reducing our energy consumption and harnessing the parkland to build climate resilience.



Safeguard Our Green Lung For London

We will implement new technology and innovation to help local habitats and species thrive in our 196-acre park, whilst encouraging diverse audiences, new visitors and new communities to engage with and benefit from our unique environment through outdoor interpretation, events and activities.

Goals

Over the Next 10 Years We Will



Protect Our Heritage Assets

Reverse the decline in the heritage asset by raising the funds needed to tackle the backlog of conservation and infrastructure repair and maintenance across the estate. We commit to utilising innovative sustainable materials and methods at every opportunity.



Restore Derelict Spaces

Adopting an adaptive reuse approach to restoration, we will bring currently underused, inaccessible or derelict spaces back into use, unlocking potential and enabling us to welcome everyone through our doors with a wider range of activities, entertainment and experiences.

Goals

Over the Next 10 Years We Will



Provide Great Entertainment & Culture For All

Accessible and welcoming, we will continue to challenge ourselves to gain better understanding of our current and future audiences and their needs, ensuring our Cultural and Entertainment programme reflects the tastes and innovations of the time. We will support and develop opportunities for artists to showcase their talents and reach new and diverse audiences.



Protect Our Archives And Share Our Stories In Innovative Ways

Celebrating our heritage and growing our reputation in the sector, we will provide environmentally sustainable facilities for the care of our valuable collections and archives to tell our stories and enable access to a wider range of people.

Goals

Over the Next 10 Years We Will



Inspire And Engage Our Communities

Taking inspiration from our eclectic history and inspiring cultural assets, we will collaborate with our communities and partners providing a range of creative and engaging events and workshops, to help people of all ages and backgrounds gain skills, explore their creativity and improve their well-being whilst cultivating warm and affectionate attachments to everything we do.

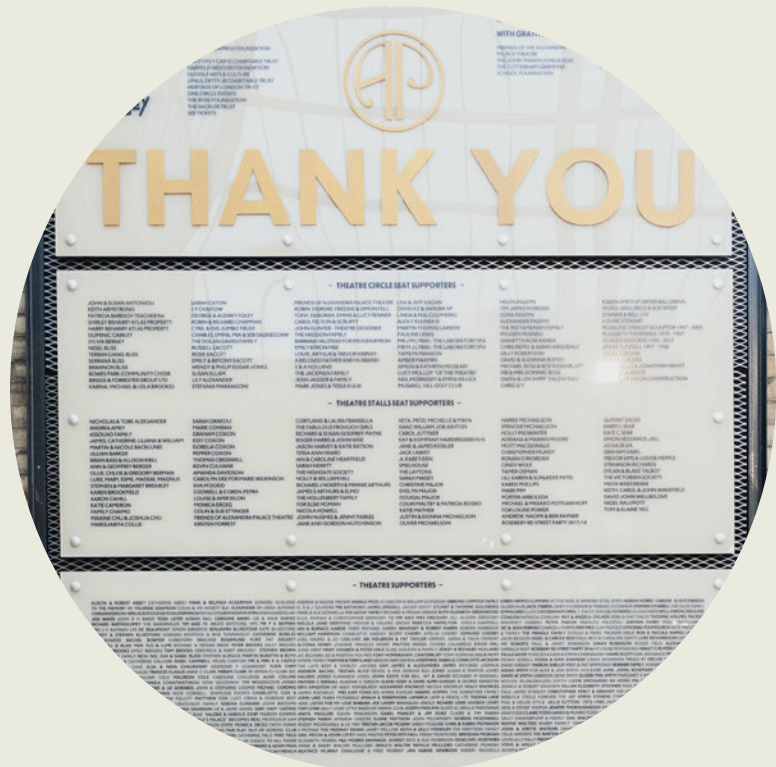


Create A Great Place To Work

An inclusive environment where staff are happy and proud to work and feel like they belong. A culture that listens, recognises, and empowers its staff and lives by its Values and Behaviours. We will support our staff to grow and develop to achieve their potential.

Goals

Over the Next 10 Years We Will



Strengthen Our Overall Resilience

Safeguarding the assets for future generations, we will fortify our governance and raise funds through diversifying our revenue streams. This will include introducing a donor programme, building our corporate partnerships in line with our Values and attracting visitors all year round to the Park and Palace, creating a dynamic and sustainable future for the charity.

Establish New, Exciting Partnerships

Amplifying our purpose of enriching lives, we will strive to form stand-out partnerships with universities, colleges and creative institutes and employers to support skills development and career opportunities for people of all ages.

**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****19 JULY 2023**

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

Report of: Cllr Lotte Collett, Chair of FRRAC

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

1. Introduction

- 1.1 FRRAC is a non-decision-making committee established by the Trustee Board to support the Board in delivering its finance, resource, risk and audit responsibilities.
- 1.2 The minutes of FRRAC meetings are circulated to the Trustee Board Members in their information pack.
- 1.3 This report highlights relevant considerations of the FRRAC at its meeting held on 12th June 2023 and makes recommendations to the Trustee Board. The meeting was attended by: Cllr Lotte Collett (Chair), Claire Pape, Cllr Anne Stennett, Cllr Ahmed Mahbub, Emma Dagnes (CEO), Richard Paterson (FD) and Natalie Layton.

2. Recommendation

To note this report and to approve the recommendations in section 6 relating to the Risk Register, Agenda Item 15 & Exempt Agenda Item 20.

3. Financial Update

- 3.1 Auditors were finalising their work on the 2022/23 year end and FRRAC agreed to reconvene when the audit findings report was available, prior to Trustee Board approval of the accounts. We noted the improved performance, £400,000 better than the forecast deficit, following a successful year and the 2021/22 transfer of Gift Aid from the trading subsidiary.
- 3.2 We noted the financial update and draft budget, including that the forecast gap in the Trust's 2023/24 budget was also expected to reduce through lower energy consumption levels and Gift Aid contribution.

4. Technology Programme Board

- 4.1 We received a presentation on priority technology projects identified following an independent review of the various IT systems used by the organisation. A volunteer consultant is supporting the Technology Programme Board (comprising of the Executive Team) to progress each project as resources become available.

4.2 The priority projects are:

- i. Site Connectivity (Phase 1) – ensuring Wi-Fi capability is as robust and effective as possible.
- ii. Operational Management solution
- iii. Activity Management Solution – how activities and events are managed on site.
- iv. EPOS System – electronic payment till system (new system at implementation stage).
- v. Develop a Five-Year Technology Strategy
- vi. Improving Revenue / Profitability – explore what data we have available and how we can use this to make more effective decisions.
- vii. Identify opportunities to exploit our Customer Relationship Management (CRM).
- viii. HR capabilities - Recording Training and Time & Attendance.
- ix. GDPR Compliance Audit.
- x. Finance process and systems

5. **Other items**

5.1 We received the end of year reports for Human Resources and Health and Safety included in trustees' information packs.

5.1.1 In relation to Human Resources FRRAC endorsed the work to encourage professional development and the investment in mental health first aid training for staff.

5.1.2 We were impressed with the progress reported in relation to preparing to meet the obligations of the Protect Duty (also known as Martyn's Law).

6. **Strategic Risk Register**

6.1 We considered the Strategic Risk Register, included for the Trustee Board's consideration at agenda items 15 & 20 and **recommend that the Trustee Board approves** the Risk Appetite Statement and the updated Risk Register.

6.2 We also recommend that the Trustee Board considers a single area of risk in more detail in the exempt section of each meeting, as discussed during the trustee risk management workshop in May.

7. **Legal Implications**

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

8. **Financial Implications**

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

9. **Appendices - None**



ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
19 JULY 2023

Report Title: Finance Report

Report of: Richard Paterson, Director of Finance and Resources

Purpose: This report seeks to inform the Committee of the full year financial performance of both the Trust and APTL. In addition, it also advises on the budget position for 2023/24.

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

1. Recommendations

- 1.1 To note the 2022/23 full year position;
- 1.2 To approve the 2023/24 Budget.

2. 2022/23 Year End Summary

- 2.1 At the end of the financial year to March 2023, the Trust was reporting unrestricted revenue of **£4,044,000** (Budget: £3,800,000) with operating expenditure of £4,580,000 (Budget: £4,351,000) and an operating deficit of **£536,000** (Budget: £551,000); £15,000 better than budget.
- 2.2 Although running a deficit is not sustainable in the medium term, this is an extremely positive outturn position in a year that came with a number of significant challenges such as rapidly increasing energy costs.
- 2.3 In terms of income, the biggest variance came from Gift Aid (paid to the Trust in 2022/23 for FY 2021/22). APTL produced an improved financial performance in 2021/22 that delivered over £400,000 more in Gift Aid than was originally anticipated.
- 2.4 Car Parking charges has also caused the Trust a financial challenge. This has yet to go live and in the financial year has created a £336,000 funding gap. It is hoped that car parking charges will go live in August 2023.
- 2.5 Salary and wages were down £99,000 as the phasing of recruitment was either delayed or postponed.
- 2.6 In addition to salaries, the other main variance in the year came from energy costs. As mentioned in previous reports; this has had a significant impact on the Trust. However, whilst the Trust has been the beneficiary of a significant discount from the Energy Relief Scheme (approx. £370,000 across the Group in the year), staff across

the business have worked hard to reduce consumption and the volume of energy consumed. In the year, across both the Trust and APTL, gas consumption dropped 24% and electricity 14%.

Table 1 – Trust 2022/23 Year End Result

TRUST	2022/23 Actual	2022/23 Previous Forecast	2022/23 Budget	Variance Actual vs Budget
Grants	1,755,000	1,755,000	1,755,000	0
Gift Aid	1,315,624	1,315,624	900,000	415,624
Leases	279,226	286,532	294,753	(15,528)
AP Licence	200,000	200,000	200,000	0
Other Income	265,140	237,905	85,655	179,485
<i>Additional Income Targets</i>				
Total Income	3,814,990	3,795,061	3,235,409	579,581
Carparking and Donations	229,092	218,657	565,000	(335,908)
Cost of Events (Learning / Fundraising)	(10,621)	(10,354)	0	(10,621)
Interest Receivable	0	0	0	0
Salaries & Wages (admin)	(904,340)	(940,011)	(1,002,950)	98,610
Other Admin Expenses	(3,007,434)	(3,101,910)	(2,995,470)	(11,964)
Energy Costs	(352,800)	(352,800)	(352,800)	0
- Energy Cost Uplift	(304,690)	(285,489)	0	(304,690)
<i>Cost Savings/Efficiencies</i>	0	0		
Total Overheads	(4,579,885)	(4,690,564)	(4,351,220)	(228,665)
Surplus / (Deficit)	(535,803)	(676,846)	(550,811)	15,008

3. Capital Expenditure

- 3.1 During the financial year the Corporate Trustee provided the Trust with £1,564,000 for Capital spending with an additional £135,000 designated from the Trading Subsidiary's Gift Aid contribution.
- 3.2 Together with the £216,000 brought forward from 2021/22 the total amount available for Capital Spending was £1,916,000.
- 3.3 As at 31st March 2023, £1,020,000 has been invoiced/paid, £317,000 is currently committed with contractors with an additional £275,000 earmarked for near future works.
- 3.4 Currently £303,000 of the £1,916,000 will be carried forward into 2023-2024.
- 3.5 Notable expenditure in the year includes:
- (a) Replacement of the speed tables on Alexandra Palace Way
 - (b) Investment in the new East Court Bar and Visitor Services Desk
 - (c) New Plexiglass for the Ice Rink
 - (d) The upgrade of various electrical distribution boards around the Palace
 - (e) Numerous glazing repairs across the Palace roof

4. 2023/24 Budget

- 4.1 The strong performance of APTL in 2023/23 has improved the financial projections of the Trust in 2023/24.
- 4.2 Trust is forecasting total unrestricted revenue of **£5,250,000** and a deficit of - **£439,000**, a big improvement in the numbers shared at the last meeting in February.

Table 3 – Trust 2023/24 Budget

TRUST	2022/23 Actual	2022/23 Budget	2023/24 Draft Budget	Variance Last Yr Actual vs Budget
Grants	1,755,000	1,755,000	1,755,000	0
Gift Aid	1,315,624	900,000	2,300,000	984,376
Leases	279,226	294,753	243,434	(35,792)
AP Licence	200,000	200,000	300,000	100,000
Other Income	265,140	85,655	116,065	(149,075)
<i>Additional Income Targets</i>				
Total Income	3,814,990	3,235,409	4,714,499	899,509
Carparking and Donations	229,092	565,000	535,000	305,908
Cost of Events (Learning / Fundraising)	(10,621)	0	(6,000)	4,621
Interest Receivable	0	0	0	0
Salaries & Wages (admin)	(904,340)	(1,002,950)	(1,099,431)	(195,091)
Other Admin Expenses	(3,007,434)	(2,995,470)	(3,450,386)	(442,952)
Energy Costs	(352,800)	(352,800)	(352,800)	0
- Energy Cost Uplift	(304,690)	0	(780,050)	(475,360)
<i>Cost Savings/Efficiencies</i>	0		0	0
Total Overheads	(4,579,885)	(4,351,220)	(5,688,667)	(1,108,782)
Surplus / (Deficit)	(535,803)	(550,811)	(439,168)	96,635

4.3 Assumptions included in the Trust 2023/24 Budget are as follows:

- The Corporate Trustee revenue grant remains at £1,755,000.
- The expected total contribution from the Trading Company 22/23 result is £2,300,000¹. Shown in the Gift Aid line.
- The Licence Fee payable from the Trading Company in 23/24 is £300,000, an increase of £100,000.
- Car Parking comes into effect by July 2023 to achieve a planned contribution of £115,000 based on income of £495,000. Shown in the Car Parking income line.
- Increases are expected in Insurance (£50,551 est. 10% increase), Estate Guarding (£40,000), Park Maintenance (£41,000), Core cleaning (£17,000). Shown in Other Admin Expenses.
- Palace Maintenance is expected to be £450,000, unchanged from 2022/23.
- Utility Costs (excluding tenants) are provided at £1,107,250 (increase of £484,000). These estimates are based on the latest Crown Commercial estimate of rates from 1st October 2023. This is shown in the Energy Cost and Energy Cost uplift lines.
 - At the time of writing, it's expected that the Government scheme from 1st April does not afford AP any discounts as wholesale prices are lower than the threshold set.
- Salaries have been updated and include a 3% increase implemented December 2023 for all posts.
- Additional posts have been added and include a new Project Manager (Strategic Programmes), a Mechanical & Electrical Engineer and an Assistant Fundraising Manager. The salaries budget has increased £195,000 from 22/23.
- Costs are held at their 2022-23 prices and that inflation erodes the amount of the services that can be purchased from yearly allowances wherever possible.
- All Capital, Depreciation and Restricted spending is excluded as they do not form part of unrestricted accounting.

Cashflow

- 4.4 The financial projection has a consequential impact on cashflow, shown in Appendix 1 below, although not as challenging as presented in the last report in March 2023.
- 4.5 The Trust still has loans outstanding with the Corporate Trustee some of which go back to 2016. Repayments will recommence in this financial year.
- 4.6 It is anticipated that additional working capital may be required in January/February 2024.

5. Risks

- 5.1 The risks contained on the strategic risk register have not changed materially since the last meeting. However, it should be noted that although the wholesale utility cost is dropping, the price we continue to pay will remain relatively high until October when we enter a new contract period and this has been factored into the budget for 2023/24.
- 5.2 Other risks of note include:

¹ Awaiting final confirmation of the final Gift Aid amount

- (a) The continuing cost of living crisis and the impact this may have on consumer confidence, ticket sales and spend per head.
- (b) Inflation and the impact this will have on suppliers and the cost base.
- (c) Recruitment and retention of staff if the Group is unable to afford reasonable pay increases.
- (d) Recruitment and retention of casual workers given the difficulties seen in the sector.
- (e) Capital funding not at the levels required to ensure investment into the building, park and core infrastructure is maintained. Nor will it enable the major infrastructure programmes planned to be started.

6. Legal Implications

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

7. Financial Implications

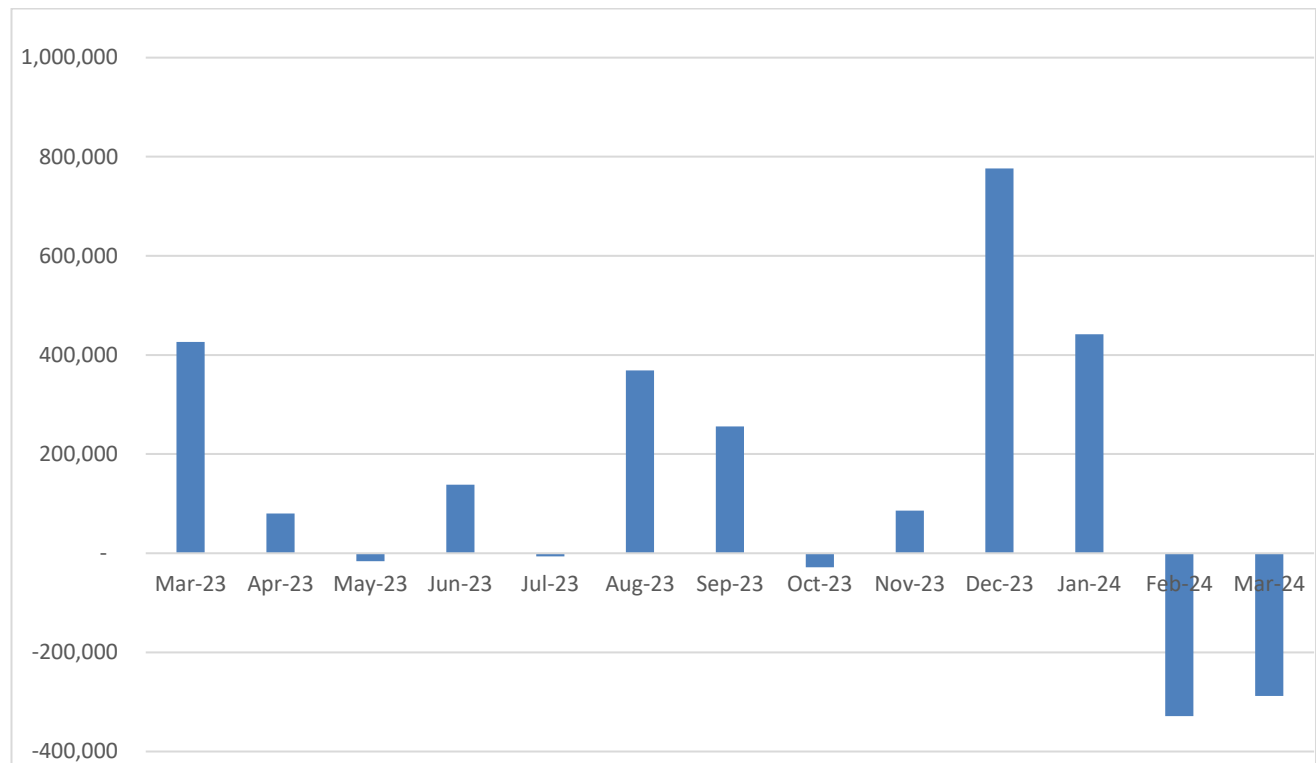
- 7.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and notes the projected financial position of the Trust. The improved position for the previous financial year was in large part due to the improvement in the gift aid from APTL and other elements. The position for the group overall remains challenging and a continued focus on cost management and income generation is required in 2023/24.

8. Appendices

Appendix 1 – Cashflows

APPENDIX 1

Cashflow for Trust (including debt repayments)





ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

19 JULY 2023

Report Title: Appointments to Committees

Report of: Emma Dagnes, Chief Executive, Alexandra Park and Palace Charitable Trust (APPCT)

Purpose: This report seeks formal ratification of the memberships of the Advisory and Consultative Committees for 2023/24, the Finance, Risk, Resource and Audit Committee (FRRAC), the Alexandra Palace Trading Limited (APTL) Board, the Programme Board and Lead Trustee Roles.

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

1. Recommendations

- 1.1 To note membership of the Alexandra Park and Palace Statutory Advisory Committee, as listed in Appendix 1;
- 1.2 To note the membership of the Alexandra Park and Palace Consultative Committee, as listed in Appendix 1;
- 1.3 To **appoint** Trustee Board members for the Finance, Resource, Risk and Audit Committee (FRRAC);
- 1.4 To **agree** which of the FRRAC members appointed will act as Chair of FRRAC;
- 1.5 To **appoint** Trustee Board members to act as APTL Company Directors;
- 1.6 To **agree** which APTL Director will act as Chair of the APTL Board,
- 1.7 To **appoint** Trustee Board Members to the Programme Board;
- 1.8 To **appoint** Lead Trustee Board Members for the following areas:
 - i. Safeguarding;
 - ii. Whistleblowing;
 - iii. Equality, Diversity and Inclusion;
 - iv. Sustainability.

2. Introduction/ background

- 2.1 The voting members of the Alexandra Park and Palace Charitable Trust Board are appointed by Haringey Council, the Corporate Trustee of Alexandra Park and Palace Charitable Trust.
- 2.2 The Board may appoint up to four of its voting members (who are representatives of the Corporate Trustee) to the board of the Charity's trading subsidiary, APTL.
- 2.3 The Statutory Advisory Committee was established by the Alexandra Park and Palace Act, 1985, and membership consists of:
 - eight members appointed by Haringey Council, 6 of whom shall be elected councillors of the areas (wards) neighbouring Alexandra Park and Palace (APP);
 - 6 members nominated by local residents' associations who meet the criteria stated within the Act.
- 2.4 Haringey Council has constituted a Consultative Committee of up to 30 members of local groups that meet specific criteria. The Council Members of the Trustee Board are also appointed to the Consultative Committee.
- 2.5 The memberships of the SAC, CC, APTL and FRRAC were last appointed in June and July 2022.
- 2.6 There were no changes to the Trustee Board Members in 2023.

3. Advisory Committee

- 3.1 The 1985 Act requires representatives on the Advisory Committee to represent residents' associations in one or more of the following wards: Alexandra, Bounds Green, Fortis Green, Hornsey, Muswell Hill, Noel Park.
- 3.2 The associations must be open to all residents in the areas and must have written constitutions, a minimum of 50 households in their memberships and meet regularly.
- 3.3 Haringey Council administers the Committee and therefore confirms the Advisory Committee members each year and receive the minutes of the associations' AGMs (annual general meetings), 2023/24 members are listed at **Appendix 1**.

4. Consultative Committee

- 4.1 The Consultative Committee comprises the Alexandra Palace and Park Board and up to 30 community representatives.
- 4.2 Currently 12 community representatives sit on the Consultative Committee.
- 4.3 Haringey Council administers the Committee and therefore reviews its membership annually and 2023/24 members are listed at **Appendix 1**.

5. FRRAC

- 5.1 The Finance, Risk, Resource and Audit Committee is appointed by the APPCT Board from amongst its members and shall consist of no less than three members.
- 5.2 In 2022/23 the FRRAC membership consisted of: Cllrs Lotte Collett (Chair), Anne Stennett, Ahmet Mahbub, Sarah Elliott and independent member Claire Pape.
- 5.3 The Trustee Board are asked to appoint up to four of its Members to sit on FRRAC in 2023/24 and to appoint a Chair of FRRAC.
- 5.4 In June 2022 the term of office for FRRAC Independent Member, Claire Pape, was extended by the Trustee Board for a further period of 3 years (to June 2025).

6. APTL

- 6.1 The APTL Memorandum and Articles of Association state the maximum number of directors shall be eight and the minimum two comprising:
- Up to four trustees of the Charity;
 - One employee of the Company
 - One officer of the Council
 - Two others who are not officers or members of the Council or employees or trustees of the Charity (Non-Executive Directors (NEDs)).
- 6.2 in 2022/23 the APTL Company Directors, were:
- Trustee Directors: Nick da Costa (Chair), Emine Ibrahim, Anne Stennett, Lotte Collett
 Council Employee Director: Vacant
 APTL Employee Director: Emma Dagnes
 Non-Executive Directors: Jamie Copas & Andrew Morton
- 6.3 In June 2022 the Trustee Board approved extending the terms of office of Non-Executive Directors, Andrew Morton and Jamie Copas for a further period of 3 years (until June 2025).
- 6.4 In accordance with section 19 of the APTL Memorandum and Article of Association, at its meeting on 12 October 2020, the APTL Board received two nominations for Chair of APTL and as a result the APTL Board resolved to appoint a Non-Executive Director as Vice Chair. This led to the NED Remuneration Policy to be adopted:

Non-Executive Post	Remuneration p.a.
Independent Director	£6,000
Vice Chair	£8,000
Chair	£10,000

- 6.5 The current Chair and Vice Chair were re-appointed on 4 July 2022. However, as a Trustee Board Member, the APTL Chair is not remunerated. It is proposed that in 2023/24 the APTL Board does not appoint a Vice Chair and that, in the event of the Chair not being present at a meeting, the APTL Board appoints a Director to chair that particular meeting.

7. Programme Board

The Programme Board is a sub-committee of the Trust Board and is convened to oversee any major restoration and capital works projects and consists of two Trustees, a Council Planning officer and a Finance Officer. Last year the Programme Board Members were Cllr Ibrahim and Cllr da Costa.

8. Legal Implications

The Council's Head of Legal and Governance has been consulted on this report and has no comments.

9. Financial Implications

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

10. Use of Appendices

Appendix 1 – 2023/24 SAC & CC Members

Appendix 2 - FRRAC, APTL Membership lists & Lead Roles (*current*)

11. Background reports

10 November 2020 – NED Remuneration Policy Report

STATUTORY ADVISORY COMMITTEE (SAC) MEMBERSHIP 2023/24**Advisory Committee Nominated Members of:**

Muswell Hill and Fortis Green Association	John Crompton
Noel Park Residents Association	<i>To be confirmed</i>
Palace Gates Residents Association	Kevin Stanfield
Palace View Residents Association	Elizabeth Richardson
The Rookfield Association	<i>To be confirmed</i>
Three Avenues Residents Association	Jason Beazley
Warner Estate Residents Association	Joyce Rosser

Appointed Members

Bounds Green Ward	Cllr Emily Arkell
Muswell Hill Ward	Cllr Cathy Brennan
Noel Park Ward	Cllr Emine Ibrahim
Alexandra Park Ward	Cllr Alexandra Rossetti
Fortis Green Ward	Cllr Eldridge Culverwell
Hornsey Ward	Cllr Elin Weston
Council-Wide Member	Cllr Mark Blake
Council Wide Member	Cllr Sarah Elliott

CONSULTATIVE COMMITTEE MEMBERSHIP 2023/24**Nominated Members:**

Friends of Alexandra Palace	Annette Baker
Alexandra Palace Allotments Association	John Wilkinson
Alexandra Palace Organ Appeal	Hugh Macpherson
Alexandra Palace Television Group	John Thompson
Alexandra Park & Palace Conservation Area Advisory Committee	Jacob O'Callaghan
Bounds Green and District Residents Association	John Crompton
Campsbourne Estate Mutual Aid Network	Beatrice Murray
Friends of Alexandra Park	John Chilton
Friends of the Alexandra Palace Theatre	Nigel Willmott
Muswell Hill and Fortis Green Association	Duncan Neill
Muswell Hill Metro Group	<i>To be confirmed</i>
Three Avenues Residents' Association	Jason Beazley

Appointed Members

Councillor Emine Ibrahim (Chair of APPCT Board)
 Councillor Lotte Collett (Vice Chair of APPCT Board)
 Councillor Anne Stennett
 Councillor Ahmed Mahbub
 Councillor Sarah Elliott
 Councillor Nick da Costa

FRRAC (FINANCE, RESOUCES, RISK AND AUDIT COMMITTEE) MEMBERSHIP

Lotte Collett	APPCT Board Member (FRRAC Chair – To be agreed)
Ahmed Mahbub	APPCT Board Member
Sarah Elliott	APPCT Board Member
Anne Stennett	APPCT Board Member
Claire Pape	Independent Member

APTL (ALEXANDRA PALACE TRADING LTD) MEMBERSHIP

Nick da Costa	Director (APPCT Board Member) & Chair (To be agreed)
Emine Ibrahim	Director (APPCT Board Member)
Lotte Collett	Director (APPCT Board Member)
Anne Stennett	Director (APPCT Board Member)
<i>Vacancy</i>	Director (Council Employee)
Emma Dagnes	Director (APTL Employee)
Andrew Morton	Independent Director
Jamie Copas	Independent Director

PROGRAMME BOARD (To be agreed**)**

Emine Ibrahim	APPCT Board Member
Nick da Costa	APPCT Board Member
Council Finance & Planning Officers	

LEAD TRUSTEE FOR SAFEGUARDING: Anne Stennett (**To be agreed**)

LEAD TRUSTEE FOR WHISTLEBLOWING: Lotte Collett (**To be agreed**)

LEAD TRUSTEE FOR EQUALITY DIVERSITY: Ahmed Mahbub (**To be agreed**)

LEAD TRUSTEE FOR SUSTAINABILITY: *New role* (**To be agreed**)

**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****19 JULY 2023****Report Title:** Register of Trustees' Interests**Report of:** Emma Dagnes, Chief Executive Officer**Local Government (Access to Information) Act 1985 - N/A**

Purpose: The appendix to this report collates all declared personal interests of Trustees and identifies any conflicts that may arise.

1. Recommendations

- 1.1 To note the attached Register of Trustees' Interests' and consider whether any of the interests are likely to give rise to a serious conflict of interest, which will affect the Board's decision making.

2. Introduction

- 2.1 Charity Trustees have a legal duty to identify and manage conflicts of interest and any perceived conflicts of interest to maintain public trust and confidence that Trustees are taking decisions only in the best interests of the Charity and are not influenced by their other interests.
- 2.2 The Charity Secretary maintains a register of trustees' interests (whether or not they give rise to any potential conflicts) and invites trustees to revise their declarations annually and update as necessary. In the interests of transparency, the register is publicly available, and may be inspected by the Charity Commission. All identified conflicts and actions taken by the Trustees to deal with them are recorded (usually in the minutes of relevant meetings).
- 2.3 Trustees are required to review and sign the Charity's Conflict of Interests Policy and declare their interests on appointment and regularly during their terms of office and are required to make known thereafter, to the whole Board, any additional interests that arise as soon as possible after they are identified. The declaration of interest forms completed by Trustees require both direct and indirect (connected persons) interests to be declared.

- 2.4 Trustees are also expected, and reminded, to identify any current or new interests at each meeting if any of the listed interests at Appendix 1 change, including changes of employment.
- 2.5 Where a conflict of interest has not been dealt with properly and is subsequently identified, the Charity Commission expects charities to act promptly to put matters right and prevent the same issue from arising again.
- 2.6 Conflicts cannot be avoided and are not seen to affect the integrity of a trustee but they must be managed correctly. Trustees may be required to remove themselves from discussions where a conflict of interest or loyalty may put the Charity at risk.
- 2.7 Where a trustee's interest is regularly preventing them from taking part in decision making the interested trustee may need to consider stepping down from the Board.

3. Register of Interests

- 3.1 The 2023 Register of Trustees' Interests is attached at Appendix 1.
- 3.2 Inherently, as they are appointed by the Corporate Trustee, all voting trustees have a potential conflict of loyalty. In order to fulfil their duty to act only in the best interests of the Charity, when taking trustee board decisions, a trustee's primary concern must be the Charity.
- 3.3 Trustees must also ensure that any confidential information that they have access to in their roles as a trustee remains confidential.
- 3.4 Where a declaration of interest is made, Trustees must decide whether the interest will affect the Board's decision making and take appropriate action, for example: the conflicted trustee withdrawing from the meeting during discussion of the matter; the Board not pursuing a course of action or a trustee stepping down.
- 3.5 In 2022-23 there were no decisions taken by the Trustee Board or contracts awarded by the Charity or its Trading Subsidiary, which affected any of the interests declared by Trustees.

4. Risks

- 4.1 The Charity's reputation and public trust and confidence in charities in general can be seriously affected if conflicts of interest are not identified and properly managed. The Charity could also be subject to legal challenge.
- 4.2 Any transactions, contracts and agreements could be void if a declaration of interest is not made at the appropriate time, which could result in financial loss to the Charity and reduce the impact of charitable activities.

5. Legal Implications

- 5.1. The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report and confirms the legal duty on Board Members to avoid conflicts of interest and act only in the best interests of the Charity. That duty arises under Charity Commission guidance, and section 175 of the Companies Act 2006 for APTL Directors. Accordingly, Members must not put themselves in any position where their duties as trustee may conflict – or give the impression of so doing - with any personal interest or loyalty they may have. The compilation of a Register of Interests – which needs to be treated as a living document, and as such kept under review, with amendments made promptly - will assist in delivering on the duty.
- 5.2 Trustees should also note the risk of challenge by either the Charity Commission itself, or a third party affected by a decision made by the Board, where a member participates in the decision-making process, but fails to disclose a conflict in the matter to be decided.

6.1 Financial Implications

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

7. Use of Appendices

Appendix 1 – Trustee Register of Declarations of Interests

APPENDIX 1 REGISTER OF TRUSTEES' INTERESTS JULY 2023

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

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

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

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

TRUSTEE NAME: COUNCILLOR AHMED MAHBUB		
Description of interest	Trustee or connected person?	Current?
Haringey Council Elected Member for White Hart Lane Ward	Trustee	Yes
Labour Party Member	Trustee	Yes
Haringey Corporate Committee Member	Trustee	Yes
Chair of Haringey Council's Pensions Committee & Board	Trustee	Yes
Member of APP FRRAC (Finance, Resource, Risk & Audit Committee)	Trustee	Yes
APP Consultative Committee Member	Trustee	Yes
Local Government Association Member	Trustee	Yes
Solance Member	Trustee	Yes
APP Consultative Committee Member	Trustee	Yes
Haringey Corporate Committee Member	Trustee	Yes
Governor – Rowland Hill Nursery	Trustee	Yes

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

TRUSTEE NAME: NIGEL WILLMOTT		
Description of interest	Trustee or connected person?	Current?
Member of APP Consultative Committee	Trustee	Yes
Chair of Friends of Alexandra Palace Theatre	Trustee	No
Company Director North One Communications Ltd	Trustee	Yes
Member of Friends of Alexandra Palace Theatre	Trustee	Yes

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

TRUSTEE NAME: DUNCAN NEILL		
Description of interest	Trustee or connected person?	Current?
Committee Member of Muswell Hill and Fortis Green Residents' Association	Trustee	Yes
APP Consultative Committee Member	Trustee	Yes
Auguration Limited Director & Beneficial Owner	Trustee	Yes
Auguration Tech Limited Director & Beneficial Owner	Trustee	Yes
Hornsey Historical Society Member	Trustee	Yes
Victorian Society Member	Trustee	Yes
Friends of Queens Wood Member	Trustee	Yes
CAMRA Member	Trustee	Yes
National Trust Member	Trustee	Yes
Aldeburgh Society Member	Trustee	Yes
Suffolk Preservation Society Member	Trustee	Yes
Chartered Institute of Management Accountants Member	Trustee	Yes
Chartered Institute of Personnel and Development Member	Trustee	No
Haysmacintyre (the Trust's Auditor) is also auditor of Auguration Limited & Auguration Tech Limited	Trustee	Yes
Royal Society for the Protection of Birds (Family Membership)	Spouse	Yes
Local schools attended by children	Children	Yes



ALEXANDRA PARK AND PALACE CHARITABLE TRUST

19 JULY 2023 APPCT BOARD

Report Title: 2022/23 End of Year Monitoring Report

Report of: Emma Dagnes, CEO

Purpose: This report provides a summary of complaints, theatre activity and the outdoor event monitoring framework.

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

1. Recommendation

To consider and note the end of year monitoring report.

2. Complaints and Feedback

- 2.1 375 formal complaints were made to the Trust about its service and facilities in the period from 1st April 2022 to 31st March 2023. A central complaints log records all complaints and does not attribute to or distinguish between charitable or trading activities:
 - 295 were event related and ice-rink customer complaints.
 - 45 related to event noise.
 - 49 were around other issues with the Park
- 2.2 Complaints about event security personnel and event security measures such as the bag drop operation were repeated themes in customer complaints.
- 2.3 All complaints were resolved within the Complaints Policy timeframes and no complaints were escalated for internal investigation / to the Trustee Board.
- 2.4 We are not aware of any complaints made to the Charity Commission or the Fundraising Regulator about the Charity.
- 2.5 When a noise complaint is received during the event, a sound engineer will visit the location of the complaint (if agreed by the caller) to test sound levels are within licensed limits.

2.6 The noise complaints are attributed to the following events:

Date	Event	Number of complaints
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
Total complaints to date		45

Other feedback

- 2.7 In addition to the formal complaints recorded, the Trust's Security Control and Parks Team recorded more than 1000 calls/emails from members of the public, leaseholders and other stakeholders notifying the organisation of issues. Regular items reported were litter, graffiti, unauthorised activities (such as parking, BBQs), access and security issues (such as gates locked/ open) and suspicious activity around the site.
- 2.8 Social media channels are monitored daily and comments responded to as appropriate. Due to the scale of social media activity much of the feedback is not captured in this report, however, individuals who contact us with complaints via social media channels are encouraged to email our Visitor Services team, so that issues can be formally addressed according to the complaints policy and are captured above.
- 2.9 Many positive comments and compliments were received through various touch points during the year regarding customer service with particular staff and departments being praised.

3. Theatre Activity – 1 April 2022 to 31st March 2023

3.1 The Theatre hosted 300 performances and welcomed 85,500 visitors.

- 14 music and 7 *an audience with...* shows
- 11 BBC Concert Orchestra rehearsal days
- 81 shows
- 47 Christmas shows
- 0 Festive Films as part of our Christmas offering
- 7 days of Creative Learning and participation events
- 11 days community use
- 43 Shoot days

3.2 Music concerts highlights

- 3.2.1 4 standing concerts, beginning with the second sold out show of Ed Sheeran's warm ups for his Wembley residency.
- 3.2.2 14 seated concerts including: Joan As Policewoman and London Gay Men's Chorus: spectacularly staged choral shows presented by Europe's largest LGBT+ choir, with more than 200 singing members – they celebrated their 30th birthday last December, and have been marking this milestone with a year-long programme of celebrations including the Halloween Ball hosted by the theatre.

3.4 Theatre Programme Highlights:

- 3.4.1 Persuasion - <https://www.alexandrapalace.com/blog/pictures-and-reactions-a-joyfully-silly-take-on-jane-austens-persuasion-at-ally-pally-theatre/>;
- 3.4.2 Tom Dick & Harry: we developed an immersive in the round format for the summer run with a bespoke lighting and sound set up (reviews attached) and;
- 3.4.3 Bugsy Malone: widely tipped in the press as the festive show to see last Christmas. Our most technically complex musical run so far (reviews attached) - <https://www.alexandrapalace.com/blog/recap-bugsy-malone-the-musical-at-alexandra-palace-theatre/>

3.5 Comedy & Spoken Word - Our comedy programme highlights include Jimmy Carr, Simon Amstell, Dylan Moran and Grace Campbell and spoken word with Rev. Richard Coles as well as Alice Oseman – writer of the award winning Heartstopper graphic novels and Netflix series.

3.6 Filming - The theatre became the home for Later... With Jools Holland with two seasons filmed with us, including an Arctic Monkeys special, the award winning team behind the upcoming Bob Marley feature film codenamed Exodus shot in the theatre for ten days in January, using the Great Hall, Palace Suites, Pavilion and Paddocks as production space due to the large number of scenes shot with more than 200 extras. As well as the Apple Classical shoot and the Jungle Album Music Video shoot.

3.7 Orchestral & Classical - BBC Concert Orchestra, London Symphony Orchestra, London Philharmonic Orchestra all rehearsed and recorded with us. This Classical Life recorded with an audience and Radio 3 live recorded with an audience.

3.8 A number of Private Events & Award Ceremonies were held in the Theatre including:

- Krug Champagne multisensory experience created by Ryuichi Sakamoto and Krug; European launch including dinner served on our stagehouse <https://www.linkedin.com/feed/update/urn:li:activity:6988952943244812289/>.
- The G & G Event: used the full capabilities of the theatre; we pushed our technical resources to its limits to achieve a private event that included a reception, dinner and performances including Robbie Williams and Michael McIntyre.
- Barcadia returned with the Women in Finance Recognition Awards
- The London Off Westend Awards – the great and the good of the Off West End and subsidised theatre world gathered in the theatre for the 13th Annual Offies Awards. Presenters included Catherine West MP, Linda Marlowe, Dame Maureen Lipman and Emma Dagnes.

3.9 Creative Learning & Community Events

- 3.9.1 Our Young Actors Company presented Fragments: their first show, designed in traverse;
- 3.9.2 Queens shoot –Featuring a diverse, multi-generational selection of Black British ‘Queens’ from the local area of Tottenham, London, QUEENS aims to shine a spotlight on the Black British experience.
- 3.9.3 North London disability dance charity icandance returned to the theatre to stage their annual celebratory performance.
- 3.9.4 Bibliobuzz – we had some really nice feedback –
<https://www.alexandrapalace.com/blog/biblio-buzz-2023-and-the-winner-is/>
- 3.9.5 As well as performances by The Rainbow Nation Charity Gala to raise funds and awareness of issues facing the LGBTQ+ community, the Crouch End Festival Chorus.

4. Summary of Outdoor Events Monitoring

- 4.1 In 2017 the Board approved a framework for monitoring the impact of outdoor events. Overall performance is reported to the Board annually, with updates throughout the year, as necessary, to the Board and the Stakeholder Committees. The framework applies to all events in the Park and involves the Park and Events Teams conducting site walks 48 hours after each event to ensure the site has been cleared and is free of damage to the parkland.
- 4.2 In 2022/23 five large outdoor events were held: Red Bull Soap Box (3 July 2022), Primal Scream (16 July 2022), Fat Freddy’s Drop (22 July 2022), Kaleidoscope (23 July 2022), and Fireworks (5 November 2022). The sites were reopened within 48 hours of the events, although due to the event infrastructure remaining in place between 16 July and 23 July, the post-event clear-up after Primal Scream and Fatt Freddy’s Drop focused on litter clearing.
- 4.3 3 July 2022 - Red Bull – Alexandra Palace Way was closed from 0100hrs on Friday 1 July until 1600hrs on Monday 4 July as advertised. During the post event site walk four areas of concern were identified, damage to a manhole cover a missing reflective bollard (those these first two are believed to have been damaged prior to the event taking place). Damage did occur to the wild flowerbed and a tree branch was broken in the Rose Garden. Lessons learnt have been learnt from these incidents and will be addressed for future years.
- 4.4 16 July 2022 - Primal Scream – The road was closed from 0600hrs on Friday 15 July until 1400hrs on Sunday 17 July as advertised. Whilst marquees and steel fencing were removed post event and litter cleared by 1100hrs the following day, the “event site (deemed a construction site whilst not in event mode) was kept closed for the build of the following events.

During this event, cracks began to appear in the heavily used South Slope Path, which had recently been resurfaced.

- 4.5 22 July 2022 – Fat Freddy’s Drop – The road was closed as advertised at 0630hrs on Thursday 21 July and was reopened on after Kaleidoscope, at 2pm on Sunday 24 July.

A branch was in the way of the rear stage platform which was removed prior to the event . During the post clean up inspection it was reported that the South Slope path continued to crack on the side as there was nothing on the edges keeping it compacted and the Park was very dry under foot due to very hot weather.

4.6 23 July 2022 - Kaleidoscope

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

4.7 5 November 2022 - Fireworks:

The Park was very boggy in some areas particularly on the Lower Field and at Gate 5 and the team will consider mitigations in future planning, such as bark or trackway or one way systems in high footfall spaces. Site cleaning took place overnight.

4.8. Long Term Environmental Monitoring

- A general ecology study was conducted late in 2021 with no major concerns raised although continued and potentially increased levels of recreational pressure was identified as a future risk.
- The report included recommendations: to improve the condition of grass and parkland such as relaxation of mowing regimes and additional seeding, and additional features to support species (platforms/boxes for nesting birds, bat rooting features on trees and buildings and hedgehog hibernation structures).
- A set of 20 bird and bat boxes have been installed on trees and more will be installed this autumn. Dead wood is retained on site where possible which, along with dead hedges provide refuges for invertebrates and potentially for hedgehogs.

6. Legal Implications

- 6.1 The Council's Head of Legal and Governance has been consulted on this report and has no comments.

7. Financial Implications

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

8. Appendices

None

9. Background documents

None

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
19 JULY 2023

Report Title: Risk Register & Risk Appetite

Report of: Richard Paterson, Director of Finance & Resources

Purpose: To review the Risk Register and Risk Appetite Statements and make recommendations to the Trustee and APTL Boards.

Local Government (Access to Information) Act 1985 - This report contains exempt information as defined in Schedule 12a of the Local Government Act 1972; Paragraph 3 –information relating to the business or financial affairs of any particular person (including the authority holding that information)

1. Recommendations

- i. To approve the Trustee Board's Risk Appetite Statement in section 3.2;
- ii. To approve the updated Risk Register, Exempt Appendix 2;
- iv. To conduct a deep dive into a single area of risk at each Trustee Board meeting.

2. Executive Summary

- 2.1 In accordance with its Terms of Reference, FRRAC has responsibility for reviewing the effectiveness of the risk management and periodically reviews the Risk Register.
- 2.2 The Risk Management Policy and 2023/24 Risk Register were reviewed by FRRAC on 6th February 2023 and subsequently approved by the Trustee Board on 20th March 2023.
- 2.3 The Risk Register, which combined key risks for the Group, was also considered by the APTL Board of Directors on 20th February 2023.
- 2.4 Trustee Board members and the FRRAC Independent Member were invited to a development session on 3 May 2023, during which the trustees considered their duties and responsibilities in relation to risk management. At this workshop Trustees also reviewed the Trust's risk management statement.
- 2.5 This report updates on changes to the risk register and summarises the outcomes of the risk management workshop.

3. Risk Appetite

3.1 The Trust's risk appetite statement forms part of the Risk Management Policy and is also summarised in the Trustees' Annual Report.

3.2 In 2019/20 the Trustee Board approved the following risk appetite statement:

*We accept that 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**.*

3.4 At the 3 May 2023 workshop, the consensus was that the existing risk appetite remained appropriate, provided that Trustees were satisfied that effective processes were in place for escalation to the Trustee Board if a risk exceeded the agreed risk appetite level.

4. Risk Register Review

Summary of feedback from the 3rd May 2023 workshop:

4.1 Whilst accompanying cover reports provided general information on new risks and risks that have moved or changed level, Trustees observed that the Strategic Risk Register was too detailed a document to be considered in depth during single meetings.

4.2 Trustee's also observed that Trustee Board should be reassured that appropriate risk monitoring and risk management procedures were in place through:

- Lead Trustees meeting with risk owners in their relevant areas (Safeguarding, EDI, Sustainability, Fundraising) and reporting back to the Trustee Board;
- Executive director reporting;
- Feedback from FRRAC.

- 4.3 It was proposed that the Trustee Board collectively deep dive into one risk area at each meeting and it was suggested that HR/ Staff Retention be the first focus area (at Exempt Agenda Item 21).
- 4.4 At its meeting on 12 June 2023 FRRAC agreed to recommend that the Trustee Board:
- iii. Approves the Risk Appetite Statement in section 3.2. and the updated Risk Register, attached at Appendix 1;
 - ii. Conduct a deep dive into a single area of risk (as a standing item in the exempt agenda) at each Trustee Board meeting.

5. Legal Implications

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

6. Financial Implications

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

7. Appendices

- Appendix 1 – Risk Scoring System (for information)
Appendix 2 – Exempt Strategic Risk Register

Appendix 1 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			TRUST	APTL
1	Insignificant	Does not affect stakeholder perception. No impact on service/ facilities/ reputation/ finances, H&S, complaint/ litigation unlikely	Less than £1,000	Less than £25,000
2	Fairly serious	Potential impact managed by a response plan. 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	Definite impact needs careful management. 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	Requires significant action to avoid permanent damage. 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	Could seriously undermine position/ result in closure. 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

Alexandra Park and Palace Charitable Trustee Board – 2023-24 Decisions since last reported in December 2022

DATE	DECISION	Completed	Category
20 March 2023	Reviewed and approved the Risk Management Policy & Risk Register	N/A	Governance
	Reviewed and approved the Health & Safety Policy Statement for signing.	Completed	Governance
	Resolved	In progress	Governance & Financial
	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.		

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By virtue of paragraph(s) 1, 2, 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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

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