

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Thursday, 12th October, 2023, 7.30 pm - George Meehan House, 294 High Road, N22 8JZ**

**Members:** 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)) (Co-Optee), Duncan Neill (Muswell Hill and Fortis Green Association) (Co-Optee) and Nigel Willmott (Friends of the Alexandra Palace Theatre) (Co-Optee)

**Quorum:** 3 Council Members

### 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 11 & 17 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 - 10)**

To approve the minutes of the Alexandra Palace and Park Board held on:

19 July 2023  
20 September 2023

#### **7. FEEDBACK FROM THE STAKEHOLDER COMMITTEES (PAGES 11 - 22)**

To note the minutes and to consider any feedback or advice from the committees.

Joint Advisory & Consultative Committee – 20 April 2023  
Advisory Committee – 14 September 2023  
Consultative Committee – 14 September 2023 (*this meeting was inquorate so an informal note was produced*)

#### **8. CHIEF EXECUTIVE'S GENERAL UPDATE (PAGES 23 - 30)**

To note the general update and to consider the recommendation to reconsider appointments to the lead trustee roles.

#### **9. FINANCE REPORT (PAGES 31 - 34)**

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

**10. SAFEGUARDING REPORT (PAGES 35 - 44)**

To note the progress on actions to promote safeguarding.

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

**12. FUTURE MEETINGS**

14 December 2023

26 February 2024

**13. DECISION TRACKER**

To note the decisions taken since last reported (**TO FOLLOW**)

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

Items 15-17 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)

**15. EXEMPT - PAY REVIEW (PAGES 45 - 66)**

To consider the recommendations arising from the annual pay review.

**16. EXEMPT VERBAL UPDATE**

To consider any additional information presented by the CEO (*as required*)

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

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

Wednesday, 04 October 2023

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## **MINUTES OF MEETING ALEXANDRA PALACE AND PARK BOARD HELD ON WEDNESDAY 19 JULY, 2023, 19:30 – 10:15**

### **PRESENT:**

**Councillors:** Emine Ibrahim (Chair), Lotte Collett (Vice-Chair), Nick da Costa and Anne Stennett.

**Also Present:** Duncan Neill, Nigel Willmott & Jason Beazley (Co-opted Trustees), Emma Dagnes (Chief Executive, Alexandra Park & Palace), Richard Paterson (Director of Finance & Resources, APP), Natalie Layton (Charity Secretary, APP), Bhavya Nair (Democratic Services Officer, LBH)

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

The Chair referred to the notice of filming at meetings and this information was noted.

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

Apologies for absence were received from Councillor Sarah Elliott.

### **3. URGENT BUSINESS**

There were no items of urgent business.

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

There were no declarations of interest.

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

None.

### **6. MINUTES**

RESOLVED: Committee has approved the minutes of meeting held on 20 March 2023 and to note that the meeting on 3 May 2023 was inquorate, therefore no minutes were produced.

### **7. MATTERS ARISING**

The reimagined Vision for the Charity and Goals for the next ten years were envisaged to be launched during 2023, as the Palace celebrated its 150<sup>th</sup> anniversary.

The work ensured that Alexandra Park and Palace would have a roadmap for the future that ensured it continued to build on success to date and inspire, enrich and support generations to come.

Approval was sought for the vision and goals presented in the report for 3 May 2023.

The recommendations were unanimously approved.

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

Verbal updates from Jason, Nigel & Duncan were noted.

There had been no CC meetings since the last board meeting, but a charter had been drafted and would be brought to the next Consultative Committee.

An Induction session was due to be held for SAC members on 14<sup>th</sup> Sept before the next meeting.

### **9. GENERAL UPDATE**

A Verbal update from Emma Dagnes, Chief Executive Alexandra Palace, was noted:

Q1 Summary:

- Head of Fundraising Recruitment – Katherine Harding (previously Fundraising Manager) had re-joined as Head and would work with Nicole Newman, fundraising consultant, to implement the fundraising strategy plan presented to Trustees in May.
- General recruitment - Policies and processes were in place to ensure recruitment was conducted fairly and the new accessibility policy currently being drafted would be reflected in all recruitment too.

Strategically, the talent pipeline at leadership level does not exist but the Young Creatives Network were the talent for the future, being invested in now for future leaders. Other sectors were approaching the same challenges.

- The new Head of Facilities would be joining in August –from a Director Role at Westminster Abbey with experience of live/ high profile events in a heritage site.
- The Car Park Charging infrastructure installation had started and stakeholder communications were regularly updated.
- The East Court Restaurant Project was in progress. Following market research and expressions of interest, a tender exercise was being prepared for 2024. Intended to complete during the 150<sup>th</sup> year the project has been extended to ensure an appropriate specification for the space.

- Vision and goals would include projects to restore other derelict spaces in the East Wing , including opening-up the room currently referred to as the Theatre Archive onto the South Terrace, the spaces beneath the BBC Tower, the South Tower – opposite / mirroring the Outdoor Beer Garden, in accordance with the Farrels Masterplan. There were plans to rehouse the Theatre archive in the upcoming NEOB project.
- Creative Learning:  
There would be a fuller report at SAC & CC in Sept.

The Global Roots exhibition – in Haringey was exploring how to approach diversity in the curriculum and the working with teachers had been successful.

Creativity Camps were starting on the 31 July – Comic Book making, Experimental Music Group, Film Making, Game Design.

Café Palais in June – swing dancing for older people.

Library Lates Event in Coombes Croft Library was on 15 July.

The successful Library Lates events were coming to Tottenham on 15 July to host a stage at the North London Lates festival.

The Young Creatives Network was working on a range of projects: Tottenham Stadium curating their own exhibition following the Gazza Exhibition, with the record shop in Wood Green shopping centre for a young people led music space and to learn Dj-ing skills.

- Summer series:  
Kaleidoscope – The team had a plan ready to execute once the decision had been made to cancel the Kaleidoscope Festival (due to the high winds forecast)
- Hozier & Ben Howard were performing at Alexandra Palace on 21 July 2023 for a special headline outdoor show in the Park as part of the Summer Series
- Counter Terrorism work:  
FRRAC and APTL Board reports were noted.

The Head of Health & Safety was working on CT Risk Management Action Plan.

- BBC Wing restoration project:  
This project was listed in the Derelict Spaces project goals. The Project Manager had started conversations with stakeholders and potential partners to proceed with phase 1.
- Byelaws Review:  
Noted that existing Byelaws 1929 no longer effectively covered the way in which Alexandra Park were used today, making them difficult to rely on in enforcement. In June, the draft new Byelaws were circulated to SAC and CC

members for consultation, based on the model from the Department for Levelling Up, Housing & Communities.

Formal public consultation would take place following collation of all feedback.

- A Trustee Strategy Day had been arranged for 29 September and would include an induction refresher followed by a Trustee Dinner to showcase the hospitality function.
- Upcoming planning matters:  
The SAC and CC would be consulted by email on Fencing Replacement Works, which was a security measure being undertaken following advice from counter terrorism colleagues.

## **10. FRRAC CHAIR'S REPORT**

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.

Cllr Collett, FRRAC Chair, introduced the report, which highlighted relevant considerations of the FRRAC at its meeting held on 12th June 2023 and made recommendations to the Trustee Board.

### **RESOLVED**

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

## **11. FINANCE REPORT**

Richard Paterson, Director of Finance & Resources introduced the report and outlined the following:

- Progress had been made on capital projects following additional funding from the council as listed in the report. There were replaced visitor services desk and new bar in the east court.
- Distribution board works were a huge project, and the Charity was taking the opportunity to replace boards across the site as capacity in budgets allowed.
- The 2023/24 forecast showed a deficit of £499k.
- APTL had a good 2022/23. It will contribute a significant and record sum which will be effective in the figures for next year. Contribution was equivalent to £2.4m in comparison to the initial 2m to underwrite from the Council.
- Car Parking came into effect in July 2023 to achieve a planned contribution of £115,000 based on income of £495,000. Insurance has gone up by 10% and



estate guarding by 3%. There was no change in the contracts, this is just by general inflation.

- The Trust still had loans outstanding with the Corporate Trustee, some of which dated back to 2016. Repayments had recommenced in this financial year.

**RESOLVED**

To note the 2022/23 full year position and approve the 2023/24 Budget.

**12. APPOINTMENTS TO COMMITTEES**

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.

**RESOLVED**

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; To also note that the Consultative Committee will need to re-nominate co-opted trustees at their next meeting on 14<sup>th</sup> Sept. (following the unexpected passing of Val Paley unexpected passing).

1.3 To appoint Trustee Board members for the Finance, Resource, Risk and Audit Committee (FRRAC).

Lotte Collett	APPCT Vice Chair of the Trustee Board
Ahmed Mahbub	APPCT Board Member
Sarah Elliott	APPCT Board Member
Anne Stennett	APPCT Board Member
Claire Pape	Independent Member

1.4 To agree which of the FRRAC members appointed will act as Chair of FRRAC. Cllr Lotte Collett as appointed Vice Chair of the Board would be the obvious choice.

***The Chair nominated Cllr Collett to continue as FRRAC Chair and this was unanimously agreed by the Trustee Board.***

1.5 To appoint Trustee Board members to act as APTL Company Directors.

Agreed that the following would remain as APTL Company directors.

Nick da Costa	Director (APPCT Board Member)
Emine Ibrahim	Director (APPCT Board Member)
Lotte Collett	Director (APPCT Board Member)
Anne Stennett	Director (APPCT Board Member)

- 1.6 To agree which APTL Director will act as Chair of the APTL Board

***The Chair nominated Cllr da Costa continue as Chair of the APTL Board and this was unanimously agreed by the Trustee Board.***

- 1.7 To appoint Trustee Board Members to the Programme Board.

***Agreed should a programme board be called that Nick and Emine would remain.***

***Emine Ibrahim***

***APPCT Board Member***

***Nick da Costa***

***APPCT Board Member***

- 1.8 To appoint Lead Trustee Board Members for the following areas:

Chair highlighted before nominations were made: The Lead Trustee role is about taking on a continuing special interest on behalf of the Board. Keen to create a culture in which Lead Trustees visit (or Teams meet) every quarter to consult with the relevant staff and really understand the particular area they are championing.

- i. Safeguarding; Cllr Anne Stennett***
- ii. Whistleblowing; Cllr Lotte Collett***
- iii. Equality, Diversity and Inclusion;***
- iv. Sustainability Role. To be confirmed***

### **13. REGISTER OF TRUSTEES' INTERESTS**

The report was noted.

Charity Trustees had 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.

The Charity Secretary maintained a register of trustees' interests and invited trustees and revised their declarations and updated as necessary.

- Cllr da Costa provided updates.
- Cllr Ibrahim had one or two updates then will re-publish.
- Anne Stennett – member of the law society.
- Cllr Collett is also a member of the Nuclear Weapons Disarmament Society.
- All committees to be added.

**RESOLVED**

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.

**14. 2022/23 END OF YEAR MONITORING REPORT**

**RESOLVED**

To consider and note the end of year monitoring report.

**15. STRATEGIC RISK REGISTER**

The report was noted.

**RESOLVED**

- To approve the Trustee Board's Risk Appetite Statement in section 3.2 (page 44).
- To approve the updated Risk Register, Exempt Appendix 2; but any discussion on the risks to take place during agenda item 21.
- To conduct a deep dive into a single area of risk at each Trustee Board meeting. Which will now be a standing Exempt agenda item.

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

None.

**17. DECISIONS TRACKER**

Noted.

**18. FUTURE MEETINGS**

Thursday 12<sup>th</sup> October 2023  
Thursday 14<sup>th</sup> December 2023  
Monday 26<sup>th</sup> February 2024

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

**RESOLVED** to exclude the press and public for the consideration of items 20-25 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.

**20. EXEMPT MINUTES**

**RESOLVED**

To approve the exempt minutes of meeting held on 20 March 2023 and to note that the meeting on 3 May 2023 was inquorate, therefore no minutes were produced.

**21. EXEMPT - STRATEGIC RISK REGISTER**

Noted and approved.

**22. EXEMPT - RISK DEEP DIVE: STAFF RETENTION**

The presentation was noted.

**23. EXEMPT - ATTENDANCE**

The report was noted.

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

The report was noted.

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

None.

CHAIR: Councillor Emine Ibrahim

Signed by Chair .....

Date .....

## **MINUTES OF MEETING Alexandra Palace and Park Board HELD ON Wednesday, 20th September, 2023, 8.00 - 8.10 pm**

### **PRESENT:**

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

**ALSO ATTENDING: Louise Johnson (Alexandra Palace), Natalie Layton (Alexandra  
Palace) and Felicity Foley (Committees Manager, Haringey Council)**

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

The meeting was not filmed.

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

Apologies for absence were received from Councillor Stennett, Jason Beazley and Duncan Neill.

### **3. URGENT BUSINESS**

None.

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

None.

### **5. AWARD OF CONTRACT FOR EMERGENCY REPAIR WORKS TO THE NORTH EAST OFFICE BUILDING**

The Board considered the report which set out the procurement exercise undertaken for the Delivery Phase of the North East Office Building Emergency Repair Works project and sought approval to award the contract, subject to the conditions set out.

The Board also noted the urgency of the decision. The contract was required to commence in September 2023 for works to be completed during fair weather conditions and prior to the winter season, in order to prevent further deterioration. Furthermore, project funding secured from Historic England (HE) must be spent during the financial year.

### **RESOLVED**

- i. For the Board to waive Contract Standing Order (CSO) 9.01.1 (requirement to publish an appropriate advertisement) on the grounds set out in CSO

10.01.2.(d)(ii) (it is in the Council's overall interest) and pursuant to CSO 9.07.1(d) to approve the award of contract for works to make emergency repairs to the currently derelict North East Office Building to Bidder 1 as identified in the Exempt Appendix 3 (Report On Tenders). The estimated contract value is £562,059 exc. VAT subject to the further consideration set out in Exempt Appendix 3; and receipt of final grant offer letter expected on 29<sup>th</sup> September. The contract award is conditional on funding being awarded by Historic England and works will not go ahead without it being in place.

- ii. To delegate authority to the Chief Executive of Alexandra Park & Palace to finalise the terms of the contract;
- iii. To authorise the Head of Legal and Governance (Monitoring Officer), Haringey Council, to seal the contract.

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

**RESOLVED that the press and public be excluded for the consideration of item 7 as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).**

**7. EXEMPT - AWARD OF CONTRACT FOR EMERGENCY REPAIR WORKS TO THE NORTH EAST OFFICE BUILDING**

The exempt information was noted.

CHAIR: Councillor Emine Ibrahim

Signed by Chair .....

Date .....

## **MINUTES OF THE Alexandra Park and Palace Joint Advisory & Consultative Committee HELD ON Thursday, 20th April, 2023, 7:45PM - 9:30PM**

PRESENT: Councillor Emine Ibrahim, Councillor Lotte Collett, Councillor Anne Stennett, Councillor Emily Arkell, Councillor Cathy Brennan, Councillor Elin Weston, Councillor Mark Blake,

PRESENT: Consultative Commmittee Members:

Mr Nigel Willmott (Friends of Alexandra Palace Theatre & CC Chair), Mr Jason Beazley (Three Avenues Residents' Association), Mr Jacob O Callaghan (Alexandra Park & Palace Conservation Area Advisory Committee), , Ms Annette Baker (Friends of Alexandra Palace), Mr Gordon Hutchinson, Mr John Thompson (Alexandra Palace Television Group), Councillors Emine Ibrahim, Lotte Collett, Anne Stennett.

Advisory Committee Members: Cllr Elin Weston (Hornsey Ward), Cllr Emily Arkell (Bounds Green Ward), Joyce Rosser (Warner Estate Residents' Association), Ms Liz Richardson (Palace View Residents' Association), Mr John Crompton (Muswell Hill & Fortis Green Association),

Also present: Nazyer Choudhury (LB Haringey), Emma Dagnes (CEO, APP), Amandra Cole (Head of Marketing, APP), Mark Evison (Head of Park & Environmental Sustainability, APP), Louise Johnson (Head of Strategic Programmes, APP), Natalie Layton (Charity Secretary), & SAC Member)

PRESENT ONLINE:

Ms Caroline Beattie (Friends of Alexandra Park Committee), Councillor Alessandra Rossetti (SAC Member for Alexandra Park Ward)

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

The Chair referred to the filming of meetings and the information was noted.

### **2. WELCOME AND APOLOGIES FOR ABSENCE**

Apologies had been received from Ms Beatrice Murray, Mr Duncan Neill, Councillor Ahmed Mahbub, Councillor Sarah Elliott and Ms Val Paley.

**3. REMINDER OF THE PURPOSE OF THE JOINT MEETING**

The reminder was noted.

**4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**5. URGENT BUSINESS**

Councillor Rossetti asked that two items be considered under agenda item 12; One regarding people racing cars on Alexander Palace Way and another regarding the lack of clarity regarding bus diversions in the area. This was agreed.

**6. MINUTES AND MATTERS ARISING**

Councillor Emily Arkell was present at the last meeting and the minutes would be amended, subject to this, it was:

RESOLVED:

That subject to the above change, the minutes of the meeting held on 9 March 2023 and 17 November 2022 be agreed and signed as a correct record.

**7. POWERPOINT PRESENTATION ON 2022/23 ACHIEVEMENTS AND PLANS FOR 2023/24**

Ms Emma Dagnes( CEO APP), Mr Mark Evison (Head of Park & Environmental Sustainability, APP) and Ms Louise Johnson (Head of Strategic Programmes) presented the item.

The Committee congratulated AP Staff on the achievements reported which included:

- 0% of waste at the premises went to landfill. All wastage was recycled or sent to the incinerator.
- It would be useful to receive feedback of the diversity of people taking part in the sustainability programmes at AP this data was collected for staff and could be provided directly to any councillor requesting the information. There was considerable detail on the activities including the banning of flasks and the research done into certain types of disposable cups
- The café and their activities were a great help to residents.
- The progress and plant development over time of the premises was a massive achievement. It was important to have a narrative about what the palace would look like in the future and who its customers and beneficiaries would be.
- The presentation would be delivered to members of the Council when possible.
- APP was held in trust by Act of Parliament, but to aid funding, a vision had been set to assist funding in the future.



- Inclusivity was important and needed to be considered in all activities and in the general appeal of the premises and could also be built by young people being part of Alexandra Palace from a young age.
- There were some programmes that were represented by children from multiple schools across entire borough.
- It would be useful to know what demographic of children were visiting Alexandra Palace on a regular basis.
- Alexandra Palace had 53 spaces on Go Ape every month that was organised through the creative learning team, the people referral team, the primary schools and parents supported in the community for additional places to be made available for those in need. Contractual arrangements were usually made with organisations to make available places with free access for those in the community who were unable to afford it.
- The creative network gave young people free event management training.
- A recent change in how the building operated was a soft ticket check. This was performed on patrons attempting to enter the premises for an event.
- A clean energy accelerator feasibility study would start the journey on reducing carbon emissions. There was no obligation for the Charity to report carbon emissions, but progress was being made to gather work in the area.

#### RESOLVED

That the presentation be noted.

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

No matters were raised.

#### **9. SUGGESTIONS FOR FUTURE AGENDA ITEMS**

Team members could be emailed suggestions in nearer the time for the next meeting.

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

Councillor Rossetti raised a query regarding cars being raced in the area. Some response had been given to residents, but some action needed to be taken including working with the Police and the installation and use of CCTV.

Councillor Rossetti also raised a query regarding bus diversions. It was not always clear that if buses in certain parts of the Alexandra Palace area would be diverted and in what manner. It would be helpful to residents if work could be done with all parties including TfL to ensure that any information posted up to residents was accurate and relevant.

The meeting heard that:

- Any work that could be done by the Alexandra Palace team with the TfL in order to consult for up-to-date and accurate information would be done. The team often tried to provide as much information as possible.

- The Alexandra Palace website often had well researched information on bus diversions.
- Alexandra Palace did not have control over the works done by TfL.
- There was a very small team at the Palace to deal with issues regarding the disruption caused by any works undertaken in the area.
- Speeding issues needed to be reported to the Police rather than social media as it helped the team at Alexandra Palace and the Police to build a case.

**11. DATES OF FUTURE MEETINGS**

The next meeting would be held on 14 September 2023.

CHAIR:

Signed by Chair .....

Date .....

**MINUTES OF MEETING Alexandra Park and Palace Statutory  
Advisory Committee HELD ON Thursday, 14th September, 2023,  
7.00 - 8.00 pm**

**PRESENT:**

**Councillors: Emily Arkell, Cathy Brennan, Rossetti, Elin Weston and Sarah Elliott**

**ALSO ATTENDING:**

**John Crompton, Elizabeth Richardson, Jason Beazley, Kodi Sprott, Emma Dagnes and Natalie Layton**

**1. APPOINTMENT OF CHAIR**

Cllr Elliott nominated Jason Beazley and this was seconded by Cllr Weston–

**RESOLVED that** Jason Beazley continue to act as chair of the Advisory Committee & observer to the board.

**2. SAC REPRESENTATIVE AS TRUSTEE BOARD OBSERVER**

**RESOLVED that** Jason Beazley be appointed as SAC representative as trustee board observer.

**3. FILMING AT MEETINGS**

The Chair referred to the potential filming of meetings and this information was noted.

**4. WELCOME AND APOLOGIES**

Apologies for absence were received from Joyce Rosser (WERA) and Councillor Ibrahim.

**5. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**6. URGENT BUSINESS**

There were no items of urgent business. It was noted that the Chair requested an agenda item to discuss the functions of the committee at the next meeting.

**7. MINUTES AND MATTERS ARISING**

The Chair had met with Emma Dagnes (CEO OF AP&P) following the last meeting to consider the comment that the Board was not obliged to follow advice of SAC (item 3 of the minutes). An induction session for SAC members had also taken place prior to the SAC meeting to review the committee's functions. Chair would like to bring this back to the next meeting. **Action NL**

In the Attendees Present section – genders were stated for residents and not councillors. It was requested that these gender titles be removed. **Action KS**

**RESOLVED:**

That subject to the above change, the minutes of the meeting held on 20th April 2023 be agreed and signed as a correct record.

**8. CEO'S GENERAL UPDATE REPORT**

Emma Dagnes, CEO of Alexandra Palace and Park introduced the report on activities at Alexandra Park and Palace as laid out on pages 7-18 of the agenda pack.

The following was noted:

- SAC members were encouraged to report incidents of crime and disorder in Alexandra Park, to the police – rather than to Visitor Services as the Security Team did not have the same powers as the Police and in an emergency the Police response was likely to be quicker.
- Cllr Arkell noted that there had been several complaints about anti-social behaviour outside the Starting Gate Pub. Residents had originally been concerned that these were people leaving Alexandra Palace (AP). The CEO explained that for large events held at AP, specifically positioned security and traffic marshals were placed around Bedford Road to remind people to leave quietly. It would be highly difficult to enforce customer behaviours any further past this area. However AP staff were aware of these issues and AP could potentially give some advice to the Pub. The Chair explained that it wasn't only the Pub but the neighbouring off-licence which sold alcohol to people who congregated on the green opposite of the pub. The CEO advised residents to take the matter up with the licensing team who may be able to advise residents and ward councillors.
- North East Office Building repairs would not affect events in the East Wing, the Team were very experienced in managing restoration projects in a live venue.
- Regarding the new counter terrorism measures, specifically the bag drop operation in the Grove car park, a complaint had been received that it was a long way to walk to and from the bag drop location into the venue. As a result, the location of the bag drop had later been moved to the Dive car park. In addition to the bag drop operation, body scanning was also being implemented along the South terrace as customers entered the event.
- Subject to a successful funding bid, Bibliobuzz Book Awards would extend to a literacy festival event, this would also be expanded to reach a wider audience of younger children.

- The car park charging scheme had been implemented and well received. Committee Members were reminded to submit their vehicle registration number for parking on site when coming to meetings.
- A committee member commended the renewal works to The Palm Court bus shelter.
- The Young Creatives Network continued to flourish, there had also been a positive meeting with Cllr Brabazon (Cabinet Member) on how to reach further groups.
- It was noted by a member that following the last meeting in April, there was a lack of lighting in the Grove carpark. This would be fed back to the team.

**Action NL**

- It was noted by a member if it would be possible to mark the events on the sheet which would expect more than 10,000 people. It was explained that these events could be distinguished as the location would be all areas. Alexandra Palace wouldn't put the capacities of events in the public domain. The team sent out a lot of communication when there are large, presentations were also bought to these meetings.

**RESOLVED.**

This report was noted.

**9. PLANNING UPDATES REPORT**

Emma Dagnes, CEO of Alexandra Palace and Park introduced the report,

- A significant sum of money had been granted by National Heritage Lottery fund for the People's Picture by Helen Marshall - this would be formally announced next week. Individuals would be able to log on to the portal and upload their story and photo which the artist would choose from to include in the mural. Other strands would be built into this project, including programmes around curation and engagement with older people. The piece of art would be both permanent and digital so people could click on a person's photograph and read about their story.
- Comments could be raised on the potential telegraph pole. BT open reach have surveyed the site and proposed a route. The trust would not be paying for this.

**RESOLVED –**

The content of this report was noted and provide any advice or feedback to the trustee board.

**10. ACCESSIBILITY POLICY**

- With access to tickets, if people were unable to purchase online tickets or through the box office they could contact the visitor services team.. Further clarification would be added to the policy.

- On Page 29, proof of eligibility, it was noted that there should be capacity to put something in this around discussing accessibility requirements before tickets for events were purchased. This would be clarified with the policy team.
- It was suggested there should be a note which confirmed Alexandra Palace and Park do not retain data without permission. This could be reflected in the wording in the clause.
- It would be useful to have further clarification on contact details regarding accessibility requirements for each individual section.
- General thank you from members for an extremely thorough document, enormous ramifications for the venue.

**RESOLVED**

To consider the draft Alexandra Place Accessibility policy attached at appendix 1 and provide advice/recommendations to the Trustee Board.

**11. SUGGESTIONS FOR FUTURE AGENDAS**

Agreed members email addresses to be shared and can contact the chair outside of meetings to add items to the agenda.

**12. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

**13. DATES OF FUTURE MEETINGS**

The dates for future meetings were noted.

30th November 2023

29th January 2024

CHAIR:

Signed by Chair .....

Date .....

**INFORMAL NOTES OF MEETING Alexandra Palace and Park  
Consultative Committee HELD ON Thursday, 14th September,  
2023, 8.20 - 9.37 pm**

**THIS MEETING WAS NOT QUORATE.**

**PRESENT:**

**Councillors: Lotte Collett and Sarah Elliott**

**ALSO ATTENDING:**

**Annette Baker, Jacob O'Callaghan, Nigel Willmott, Duncan Neill,  
John Chilton, Jason Beazley, John Crompton, Beatrice Murray, Kodi  
Spratt, Emma Dagnes, Natalie Layton**

**1. APPOINTMENT OF CHAIR**

Due to the meeting not being quorate, Nigel Willmott was appointed chair for the meeting, and the appointment of chair for the municipal year would be deferred to the next meeting. **Action NL**

**2. FILMING AT MEETINGS**

The Chair referred to the filming of meetings and this information was noted.

**3. WELCOME AND APOLOGIES**

Apologies had been received from Cllr Ibrahim, Cllr Stennett, Cllr Mahbub and Cllr Da Costa. The meeting was inquorate, but an informal note was taken.

**4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

**5. URGENT BUSINESS**

There were no items of urgent business.

**6. MINUTES AND MATTERS ARISING**

- It was noted by members that board reports had not been received, there were concerns around this. This would be rectified for the next committee meeting.

- Following the last meeting, officers drew up an action plan. It was noted that some of these had been acted on yet most of the others have not.
- There were concerns from members around the web page for the Consultative Committee, there were also concerns around the placement of the web page.
- Members noted the need for agreement of a charter for the committee, the draft could be considered at the next meeting. **Action NL**
- Suggest further discussion to come up with ideas on how best to action appendix 1.

## **7. NOMINATION OF NON-VOTING CO-OPTES TO THE ALEXANDRA PALACE AND PARK BOARD**

There were no nominations.

## **8. CEO'S GENERAL UPDATE**

Emma Dagnes, CEO of Alexandra Palace and Park introduced the report,

The following was noted:

- Regarding noise nuisance, residents were given the option of a noise monitoring officer who would attend their home to do a reading. Alternatively, any complaints would be registered.
- It was worth highlighting Bugzy Malone, hard work had been done by designers to integrate the show into the space. This included creating a proscenium arch. This spoke a lot to how inspiring the space was.
- It was noted by a member that Alexandra Palace was the 'new venue to go'.
- The charity had many revenue streams, the team were delighted with how the theatre had performed. There was a commercial benefit to this but it had also connected with the community. Generally, things have changed positively with having the theatre.
- In terms of the theatre profile, the team have not received a grant for wayfinding yet. However, a programme is released every quarter. This would not be solely for the theatre; this would also include the main halls, ice rinks and park. The front desk and website is where all information for events would be. There would also be promotional boards outside of the palace.
- The average time for a shoot in the palace varies, biopics can take a couple of weeks whereas a music video could take a day.
- It was noted that the signage in the car park was not clear, this could be tweaked. The committee asked if the red and white barriers or concrete blocks could be removed now that the parking charges were in place. ED explained that this was a future aspiration but depended on extending the car parking cameras and other infrastructure.
- The car park opening times are dependent on what events are happening in the palace, however, there would be 24-hour security on site who manage the car park at night.
- Concerns were raised regarding the Peregrine Nesting platform. The team explained as a heritage listed building it would be necessary to ensure that any



installation did not affect the programme of inspections and repair works in those areas.

- There are currently no plans to have an open theatre, this may be a future ambition.
- It was noted that within the report there was no mention of the Friends guided walks, which had 35 regular volunteers. This information would be reflected in the next report. **Action NL**
- The path near the reservoir can get very wet due to adverse weather. Concerns were raised regarding safety; it was explained that this was monitored and not seen as a concern currently.
- Noted the Park Byelaws review and that the team was unable to commit to any timescales.

## **RESOLVED**

To note the contents of the report.

### **9. PLANNING UPDATES REPORT**

Emma Dagnes, CEO of Alexandra Palace and Park introduced the report,

The following was noted:

- If the Garden Centre's proposed telecoms improvements went ahead, there would be an underground section dug out for potential telegraph pole, following this would then be restored. Concerns were raised regarding this from members, these concerns would be relayed back.

## **RESOLVED**

To note the content of this report and provide any advice or feedback to the Trustee board.

### **10. ACCESSIBILITY POLICY**

Emma Dagnes, CEO of Alexandra Palace and Park introduced the report,

The following was noted:

- It was noted that the accessible parking seemed to focus on free parking as opposed to proximity of parking spaces to the venue.
- It was noted that there seemed to be an unwelcoming response regarding food allergies. Members were reassured that anyone with a food allergy would be able to bring their own food into events as long as staff were notified, to prevent any challenge.
- It was reiterated that visitor services staff were situated at all entrances during events.

**RESOLVED**

To consider the draft Alexandra Place Accessibility policy attached at appendix 1 and provide advice/recommendations to the Trustee Board.

**11. MATTERS RAISED BY INTERESTED GROUPS**

There were no matters raised by interested groups.

**12. VIEWS / QUESTIONS FROM MEMBERS OF THE PUBLIC**

There were no views/questions from members of the public.

**13. NON VOTING BOARD MEMBERS FEEDBACK**

- Chair noted the strategy meeting for the board.

**14. SUGGESTIONS FOR FUTURE AGENDAS**

It was suggested that the results of the workshop be added to the next agenda, the workings and diversity of this committee was also suggested. It was noted by member that they would like this as a standard item going forward. **Action NL**

Agreement of a charter for the committee, the draft could be considered at the next meeting.

**15. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

**16. DATE OF FUTURE MEETINGS**

To note the date of future meetings.

30th November 2023

29th January 2024

CHAIR:

Signed by Chair .....

Date .....



**ALEXANDRA PARK AND PALACE CHARITABLE TRUST**  
**BOARD MEETING**  
**12 OCTOBER 2023**

**Report Title:** Chief Executive's General Update  
**Report of:** Emma Dagnes, Chief Executive, Alexandra Park & Palace  
**Purpose:** This report provides a general update on current issues and projects at Alexandra Park and Palace, including governance and lead trustee roles and provides information on the events programme.

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

**1. Recommendations**

- 1.1 To consider and note the content of this report;
- 1.2 To review the Lead Trustee Board Member appointments to ensure that each of the following roles are filled:
  - i. Safeguarding;
  - ii. Whistleblowing;
  - iii. Equality, Diversity and Inclusion;
  - iv. Sustainability.

**2. Executive Summary**

- 2.1 This report provides a general update on the Trust's activities and the events programme including:
  - Governance matters
  - The Park Bylaws & Park Update
  - Environmental Sustainability
  - Creative Learning activities
  - Events Programme
- 2.2 The Governance section of this report reminds Trustees that the role of Lead Trustee for Sustainability remains vacant and invites the Trustees to reconsider the appointments to ensure all lead roles are filled.

### 3. Governance

#### 3.1 Lead Trustee Roles

- i. Lead trustees adopt a continuing special interest in an area on behalf of the Board. The role involves interacting with relevant staff to review policy and practices and to understand the particular area that they are championing, reporting into to the Board as necessary.
- ii. The anticipated time commitments depend on each role, although it is recommended that the lead trustees visit/ meet teams on a quarterly basis for 30-60 minutes.
- iii. On 19 July 2023 the Board appointed: Cllr Stennett as Safeguarding Lead, Cllr Collett as Whistleblowing Lead and Cllr Mahbub as Equality, Diversity & Inclusion Lead. The Sustainability Lead role remains vacant. Trustees are invited to reconsider the appointments to fill all of these roles.
- iv. Internal conversations have resumed to begin preparations for the recruitment of Co-opted Trustees (Lead Fundraising and Youth Trustees). The Trustee Board will be kept informed of progress.

3.2 There have been no meetings of the Finance, Resource, Risk and August Committee (FRRAC) and the APTL Board since the last Trustee Board meeting. The 2022/23 end of year reports will be presented to FRRAC and APTL Board at their respective meetings in November and recommendations presented to Trustees in December.

#### 3.3 Park Byelaws

- i. The existing Byelaws from 1929 do not effectively cover the way in which Alexandra Park is used today, making them difficult to rely on in enforcement. In June we circulated draft new Byelaws to SAC and CC members for consultation, based on the model from the Department for Levelling Up, Housing & Communities:  
<https://www.gov.uk/guidance/local-government-legislation-byelaws?msckid=dc9b9881a55811ecb16b37df538d8f4a> ).
- ii. A timeline for the review has not yet been established, the key stages are listed below and will proceed as capacity and resources permit:
  - Internal consultation
  - SAC & CC informal consultation
  - Informal consultation with the Council
  - Legal review
  - Formal consultation with the Council
  - Formal SAC & CC consultation
  - Formal public consultation
  - Regulatory assessment and publication
  - Application to the Secretary of State for leave to make the Byelaw
  - Full Council approval to make the Byelaw
  - Publication of Notice of Byelaw

#### 4. Park

- 4.1 Park visitor numbers for 2022-23 are estimated to be 3.8 million. Although this is lower than the peaks during the pandemic, the numbers remain higher than the pre pandemic averages. This shows the value of the Park to the community.
- 4.2 The Park has retained the Green Flag and Green Heritage Awards this year and has also achieved Gold standard in three London in Bloom categories (large park, heritage park and large conservation area). The London in Bloom judge was impressed with the range of habitats and activities in the Park as well as the volunteering activities undertaken by the Gardening Group and the Friends of the Park.
- 4.3 The Wetlands Feasibility Study, which was funded by the GLA has been delayed and regrettably, the final report is not yet available.
- 4.4 The cricket practice nets previously approved by the Board have been constructed by the Alexandra Park Club. The installation consists of three lanes for batting and bowling practice and were officially opened by Catherine West MP in July.

#### 5. Environmental Sustainability – Year 1 progress

Environmental Sustainability Policy was presented to Trustees in July 2022 below is a summary of progress made under the five key strands of work in the Policy.

- 5.1 **REDUCE FIRST** - Reduce energy use, waste creation and consumption of materials and water across the site:
  - Improved reporting on waste management: **No** waste goes into landfill but is either recycled or sent to the energy from waste plant at Edmonton.
  - Food waste bins and battery recycling boxes in offices.
  - Rolling out replacing hand towel dispensers with dryers in event customer bathrooms and using toilet rolls made from recycled paper.
  - The new Plexiglas in the ice rink together with reprogramming of the cooling plant has resulted in a 30% reduction in electricity demand since January.
- 5.2 **OUR PEOPLE'S COMMITMENT** - Listen to, empower and upskill our people to champion green practices in all that we do:
  - Two Staff Swap Shop event have taken place.
  - Regular meetings of the staff 'Green Team' to share ideas and enable positive changes.
  - Undertaken staff Environmental Attitudes survey.
- 5.3 **CIRCLE OF COLLABORATION** - Work with clients, artists, suppliers, service partners, contractors and our visitors and communities to ensure we work towards a more sustainable Park and Palace in a truly collaborative way:

- Cleaning supplier switched to sustainable products and moved away from single use bottles.
- Trialling food waste bin option in the Pub, to be rolled out to food vendors if successful.
- Continue to work with bar partner on a reusable plastic cups solution, hope to reduce paper cup use from November.

5.4 BEING BOLD AND AMBITIOUS - Set ambitious targets and investigate innovative solutions with funders and partners and showcase best practice to our peers:

- The Environmental Sustainability Policy, Strategy and accompanying documents underpin the revised Vision and Goals.
- £85,000 Local Energy Accelerator (LEA) Clean Energy project underway, with support from Haringey Council. Report has been received and is being reviewed for future project funding applications.

5.5 CONTINUOUSLY IMPROVING - Develop and improve our strategy and action plan, communicating our progress in a transparent way:

- Environmental Sustainability Policy and Strategy have been updated to align with the 10 year Vision and goals.
- Work on the Action Plan is progressing and a full annual report will be presented to a future meeting of the Board.

## 6. Creative Learning

6.1 In Q1 the 4,926 people of all ages and backgrounds participated in the Creative Learning outdoor programme including: skills workshops, holiday camps, festivals, events, and performances.

6.2 To mark Alexandra Palace's 150<sup>th</sup> anniversary local communities engaged in outdoor creative activities during the daylong festival. This includes The People's Stage where young people aged 16-24 were able to showcase their talents and curate a programme of exciting activities and acts including:

- 200 People compete in our Assault Course
- 400 young people learning circus skills
- 98 Families enjoying Forest school taster sessions
- 370 Children and families' participating in outdoor creative workshops
- 600 People were thrilled by local performance on The People Stage
- 1480 People exploring their wellbeing in our Chi dome
- 60 Families enjoying story telling under the canopy of trees
- 220 Families enjoying outdoor photography workshops
- 120 children having their face painted in the sun
- 350 Families decorating cakes in the grass
- 122 stalls were trading local Makers Market in collaboration with Made in Tottenham, with a few more stalls being info stalls (e.g. for local charities)

6.3 Young Creatives Network (Young People, aged 16 – 24)

- i. Network members programmed and delivered a series of Library Lates throughout Haringey Libraries Services with two pilot events taking place at Wood Green Central Library before moving on to become of North London Lates at Coombes Croft Library forming part of the celebration of Tottenham high street. Modelled on the Museum Lates programmes the aim of the project is to draw young people into libraries with a fun line up of stand up, spoken word, live music, DJ's and more.
- ii. The top line figures are:
  - 225 network members
  - 98 from Haringey
  - 110 from North London boroughs
  - 120 identify as Global Majority
  - 30 self-identify as disabled
  - 68 young people attended gigs for free this quarter as part of the Network membership equating to approximately £2,040 of ticket value.
- iii. Network members will learn events management skills to mount a live event; including budgeting, booking artists, staffing events, fundraising and more. After the pilots, young people should have the necessary tools to keep on organising regular Library Lates events across all libraries. Proving them with the opportunity to develop new cultural hubs for young people within the libraries.
- iv. Library Lates events have enabled:
  - 30 young people to train in events management and tested their skills whilst mounting a range of events.
  - 225 attended Library Lates events

6.4 347 older people have engaged with our programmes through events like Café Palais and Singing for the Brain. Eight young people who self-identify as disabled gained work experience via catering for the café.

6.5 Volunteering in Quarter 1 (April-July) data:

- 97 – Number of volunteering events
- 228 – Number of volunteering shifts
- 827.5 – Number of hours by volunteers
- Number of active volunteers – 42 from AP volunteers & 8 from CSR (insurance company)

6.6 [By the People: 150 Lifetimes - The People's Picture \(thepeoplespicture.com\)](http://thepeoplespicture.com)

- i. The Trust has been successful in its bid for £88,000 from the National Heritage Lottery Fund (NHLF) for a series of exhibitions and events to commemorate our 150<sup>th</sup> anniversary.
- ii. The project will encourage collective discussions about peoples' connections to Alexandra Palace, past and present; focussing on topics such as heritage, identity and place.

- iii. The programme will culminate with the unveiling of a major new exhibition in March 2024, in the East Court, by artist Helen Marshall.



[The People's Monarch | 2012](#)  
Helen Marshall. Commissioned  
by [BBC South East](#) for Queen  
Elizabeth's Diamond Jubilee.

## 7. Maintenance, Repairs and Improvements

Trustees received a list of work completed between March and August in the report to the Consultative Committee on 14 September 2023, which can be revisited at: <https://www.minutes.haringey.gov.uk/documents/s141438/8.%20CEOs%20report.pdf>

Presentation of the annual Fabric Maintenance Plan report has been deferred to the December meeting which will be onsite at Alexandra Palace. Trustees will be introduced to the recently appointed Head of Facilities and take a tour of parts of the building.

## 8. Planning & Development

- 8.1 Trustees approved the award of contract for the Delivery Phase of the North East Office Building Emergency Repair Works. The contract award was conditional on approval of Historic England funding, the Trust will be informed of the outcome of their application at the end of September.
- 8.2 Planning and listed building consents were granted for the rooftop adventure in August 2023. The Trust is in the process of finalising quotes for the landlord works and is in discussions with Wire and Sky regarding the lease arrangements. The teams are working towards a spring 2024 opening.
- 8.3 The Trust will be submitting a listed building consent application for new internal signage before the end of the year. The Committees were consulted on the proposals in March 2023 to replace existing signs, mostly back of house, with some additional signs to improving wayfinding.

## 9. Events

- 9.1 The Summer Series (including three Park events) was followed by five nights of live music in the Great Hall in early September, bringing more than 75,000 event customers to the site.



- 9.2 14 event related noise complaints have been received in the current year, broken down in the table below:

Table 1 – Event Noise Complaints Recorded

<b>Date</b>	<b>Event</b>	<b>Number of complaints</b>
23 May	Four Tet	2
27 May	150 <sup>th</sup> Party	1
10 June	Fatboy Slim	1
14 June	Bastille	2
21 July	Hozier	3
05 September	Fred Again	1
09 September	Fred Again	3
24 September	Cavetown	1
<b>Total complaints</b> to date (since 1 <sup>st</sup> April 2023)		<b>14</b>

- 9.3 The Fireworks Festival returns to a two night event this year and communications about road closures and site access are being prepared for stakeholders and local residents.

- 9.4 The events schedule is attached at Appendix 1. Additional information is available on our What's On pages at <https://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 would like to stress the importance for good governance of having a Lead Trustee for Sustainability.

## 11. Financial Implications

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

## 12. Use of Appendices

Appendix 1 – Events Schedule

## 13. Background Papers

*None*

## Appendix 1 - Schedule of events September 2023 - February 2024

<b>DATE</b>	<b>EVENT</b>	<b>LOCATION</b>
13 <sup>th</sup> -15 <sup>th</sup> October	Mind Body Soul Experience /OM Yoga Show	Palm Court ALL AREAS
21 <sup>st</sup> October	Crouch End Festival Chorus	Theatre
27 <sup>th</sup> October	McFly	Palm Court ALL AREAS
27 <sup>th</sup> October	Buffy Revamped	Theatre
1 <sup>st</sup> November	Rhys Darby	Theatre
3 <sup>rd</sup> -4 <sup>th</sup> November	Fireworks Festival (Friday & Sat)	ALL AREAS
8 <sup>th</sup> -18 <sup>th</sup> November	Treason - The Musical	Theatre
9 <sup>th</sup> November	Provisional Concert	Palm Court ALL AREAS
10 <sup>th</sup> - 11 <sup>th</sup> November	Little Simz	Palm Court ALL AREAS
16 <sup>th</sup> November	The Streets	Palm Court ALL AREAS
17 <sup>th</sup> -18 <sup>th</sup> November	Jessie Ware	Palm Court ALL AREAS
19 <sup>th</sup> November	Haringey Feast	East Court
23 <sup>rd</sup> November	Provisional Concert	Palm Court ALL AREAS
24 <sup>th</sup> -25 <sup>th</sup> November	The Prodigy	Palm Court ALL AREAS
24 <sup>th</sup> Nov - 7 <sup>th</sup> Jan. 2024	A Christmas Carol: A Ghost Story	Theatre
26 <sup>th</sup> -27 <sup>th</sup> November	Provisional skating event	Ice Rink, East Court, Great Hall
30 <sup>th</sup> November	Ashnikko	Palm Court ALL AREAS
1 <sup>st</sup> December	Provisional Concert	Palm Court ALL AREAS
2 <sup>nd</sup> December	Sleaford Mods	Palm Court ALL AREAS
6 <sup>th</sup> -9 <sup>th</sup> December	Mosconi Cup - 30th Anniversary	Palm Court ALL AREAS
8 <sup>th</sup> -11 <sup>th</sup> December	Peter Pan on Ice	Ice Rink
11 <sup>th</sup> Dec -5 <sup>th</sup> Jan 2024	World Darts Championship	Palm Court ALL AREAS
7 <sup>th</sup> -14 <sup>th</sup> January 2024	Cazoo Masters Snooker Championship	ALL AREAS
8 <sup>th</sup> February	What's Love Got to do with It	Theatre
17 <sup>th</sup> February	Roisin Murphy	Palm Court ALL AREAS



**ALEXANDRA PARK AND PALACE CHARITABLE TRUST**  
**BOARD MEETING**  
**12 October 2023**

**Report Title:** Finance Report  
**Report of:** Richard Paterson, Director of Finance and Resources  
**Purpose:** This report seeks to inform the Committee of the financial performance of both the Trust and APTL.

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

**1. Recommendations**

1.1 To note the 2023/24 full year forecast position.

**2. 2023/24 Full year forecast**

2.1 Full year to March 2024, the Trust is forecasting unrestricted revenue of **£5,238,894** (Budget: £5,149,500) with operating expenditure of £5,765,660 (Budget: £5,688,668) and an operating deficit of **£526,766** (Budget: £539,168); **£12,402** better than budget.

2.2 It has been a positive start to the year and although the Trust is seeing some overruns in places, costs and income are broadly as expected at this time of year.

2.3 In terms of income, the biggest variance came from Gift Aid (paid to the Trust in 2023/24 for FY 2022/23). APTL produced an improved financial performance in 2022/23 that delivered over £150,000 more in Gift Aid than was originally anticipated.

2.4 Car Parking charges have continued to cause the Trust a financial challenge. Although this has now gone live, the delay has created a £140,000 funding gap. It is hoped that car parking charges will continue to increase over the winter months and it will start to generate income levels anticipated in the budget/business case.

2.5 Salary and wages were down £27,000 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 other Admin Expenses which is due in most part to expenditure relating to the Environmental Sustainability Feasibility that's been funded by the Greater London Authority through their LEA Fund.

Table 1 – Trust 2022/23 Year End Forecast

	2023/24 Draft Budget	2022/23 Forecast	Variance
Grants	1,755,000	1,836,461	(81,461)
Gift Aid	2,200,000	2,350,000	(150,000)
Leases	315,325	311,287	4,038
AP Licence	300,000	300,000	0
Other Income	44,175	47,027	(2,852)
<i>Additional Income Targets</i>		0	
<b>Turnover</b>	<b>4,614,500</b>	<b>4,844,775</b>	<b>(230,275)</b>
Carparking and Donations	535,000	394,119	140,881
Cost of Events (Learning / Fundraising)	(6,000)	(4,656)	(1,344)
Interest Receivable	0	0	0
Salaries & Wages (admin)	(1,134,881)	(1,107,935)	(26,946)
Other Admin Expenses	(3,414,937)	(3,531,992)	117,055
Energy Costs	(1,132,850)	(1,121,077)	(11,773)
- Energy Cost Uplift			0
<i>Cost Savings/Efficiencies</i>		0	
<b>Total Overheads</b>	<b>(5,688,668)</b>	<b>(5,765,660)</b>	<b>76,992</b>
<b>Surplus / (Deficit)</b>	<b>(539,168)</b>	<b>(526,766)</b>	<b>(12,402)</b>

### 3. Capital Expenditure

3.1 During the financial year the Corporate Trustee provided the Trust with £470,000.

3.2 Notable expenditure in the year includes:

- a) Works to the Bedford Road wall
- b) Works to smoke vents
- c) Various CCTV upgrades
- d) Numerous glazing repairs across the Palace roof

### 4. Trading Update

4.1 Management Accounts to Aug'23 are not provided as the team continue to work through the impact of the Summer Series and the Kaleidoscope cancellation on the P&L.

4.2 The insurance underwriter is currently considering APTL's claim and a result should be known soon. At this stage, there is no reason to think the claim will not be paid.

4.3 Other than the Summer Series, it has been an extremely encouraging first few months of the year and the financial performance of APTL has been strong with a number of sold out gigs making a significant contribution.

- 4.4 At this stage, APTL is continuing to see spend per head maintained and the wider economic challenges are not having a material impact on income levels although the risk will remain throughout the remainder of the financial year.

### **Cashflow**

- 4.5 The financial projection has a consequential impact on cashflow, shown in Appendix 1 below.
- 4.6 Cashflow remains a challenge for the Trust and it is being proactively managed on a weekly basis.
- 4.7 It is anticipated that additional working capital will be required in January/February 2024. The cashflow assumes a loan repayment of £411,601 to the Corporate Trustee in this financial year.

### **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:
- (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 comment.

### **7. Financial Implications**

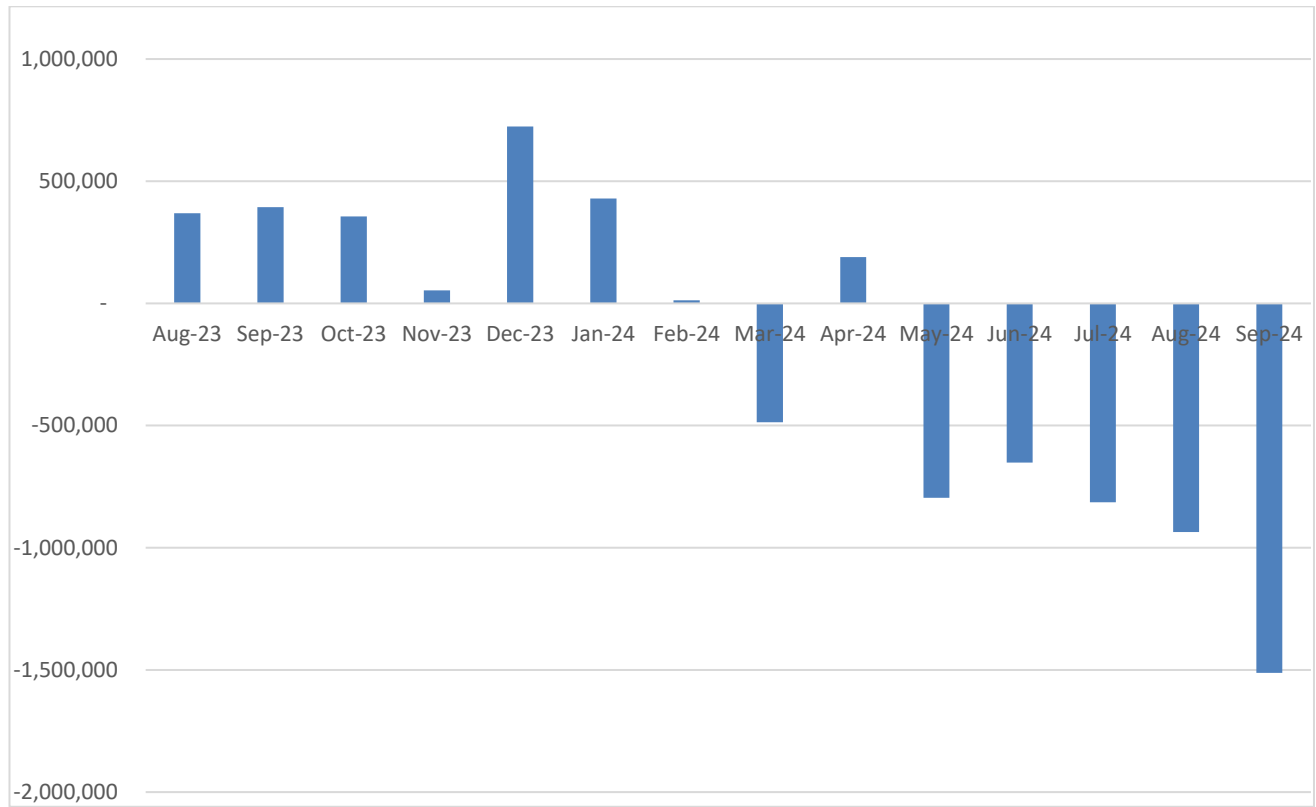
- 7.1 The Council's Chief Financial Officer has been consulted in the preparation of this report. It is encouraging to see a forecast improvement in the deficit position and all the management actions taken to improve the financial position. At this time the projected cash deficit is noted and a continued dialogue between the council officers and Trust officers will be crucial to understanding the likely deficit and its impact on both organisations.

### **8. Appendices**

Appendix 1 – Cashflows

**APPENDIX 1**

Cashflow for Trust (including debt repayments)





**ALEXANDRA PARK AND PALACE CHARITABLE TRUST**  
**BOARD MEETING**  
**12 OCTOBER 2023**

**Report Title:** Safeguarding Progress Report  
**Report of:** Catherine Solomon, Director of Human Resources  
**Purpose:** To inform Trustees of progress on actions to promote safeguarding.

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

**1. Recommendations**

To note the information.

**2. Executive Summary**

- 2.1 Trustees duties in relation to safeguarding include protecting people who come into contact with the Charity from harm, ensuring an open, positive culture and reviewing policies, procedures and practices.
- 2.2 On appointment, Trustees are required to complete Safeguarding e-learning modules as part of the induction programme, are invited to review the Safeguarding Policy annually and attend ad hoc development sessions and have a nominated Lead Trustee for Safeguarding.
- 2.3 Trustees have set a 'zero' tolerance level in relation to Risk 108 on the risk register: Failure to Comply with Legislation, which features Safeguarding and Health & Safety). The risk is currently scored as low as a result of effective mitigations in place, including:
- Induction process in place for all Board, committee & staff members
  - Full suite of policies in place with timetable for revision.
  - Safeguarding proactively promoted on site.
  - Monitoring government, sector guidance & policy requirements.
  - Consulting legal advisors as required
  - Tribunal insurance in place
- 2.4 During Safeguarding Workshops in 2021 and 2022 Trustees agreed that more should be done to promote our safeguarding work and policies. This report provides a progress update.

### 3. Identified actions to promote safeguarding

#### 3.1 More activity to promote our safeguarding work and policies.

- Blog – In November 2021 to coincide with lighting the mast in support of the NSPCC we published a Safeguarding Blog about our approach to protecting people with a link to our summary safeguarding policy.
- Ask Angela Scheme  
This is a code word where support is provided by the venue staff to remove the person asking for Angela from a situation. Posters have been placed around the venue and the scheme was used by a customer on one occasion.
- Welfare Officers deployed at large concerts and individual medical risk assessment, which may result in different medical provision at those events.

#### 3.2 Developing and ensuring learning programmes are fit for purpose as digitisation progresses and provide training on using social media.

- Safeguarding and other E-learning modules developed and a mandatory requirement for all staff. 78% completion rate. In addition, we have run face to face briefings for frontline staff.
- Mental Health Awareness Training – offered to all staff and a 2-day Mental Health First Aid at work course completed by 10 staff across the organisation.

#### 3.3 Messaging to ensure people are comfortable with the reporting mechanisms

- We have worked with Health and safety and operational teams to develop an operational decisions framework which provides more detailed practical information and safeguarding scenarios for our front-line staff in what to do in an emergency situation, attached at Appendix 1.
- We are currently exploring option of membership to the Events Industry Safe Space Charter attached at Appendix 2.

#### 3.4 Ensuring the Board are getting the information they need to fulfil their role. Metrics on DBS checks will be built into reporting.

- The Board are only informed of incidents when there has been an allegation or a report in progress and care is taken to protect the data.
- Quarterly reviews of the strategic risk register and deep dives/ workshops.

#### 3.5 Fundraising Policy to be reviewed to ensure the Safeguarding Policy is reflected.

The Fundraising Policy commits to: preventing intrusive/coercive tactics /undue pressure on individuals and abiding by the standards set out in the Code of Fundraising Practice.



**4. Legal Implications**

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

**5. Financial Implications**

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

**6. Use of Appendices**

Appendix 1 – Alexandra Palace Safeguarding Operational Guidance  
Appendix 2 – Events Industry Safe Space Charter

**7. Background Papers – None**

## **APPENDIX I**

### **Safeguarding event operations decisions framework**

**1. Principle**

Safeguarding is everyone's responsibility.

**2. Purpose**

To promote and ensure the safety and wellbeing of all those people taking part /attending the event.  
To ensure that all those responsible for the welfare of all young people and adults at risk understand their role and responsibility.

**3. First Point of Contact**

In event mode, Event Control is designated as first point of contact for advice and to respond to any safeguarding concerns that arise during an event. Notification to Event Control will enable the correct venue response to be taken.

It is essential that any suspicions, concerns, or allegations are acted upon appropriately.

**4. Responsibility of Venue I**

Venue I in event briefing should ensure that all staff and volunteers (if relevant) are aware of their specific safeguarding responsibilities at the event.

**5. What is a safeguarding concern?**

This is where a child (under the age of 18) or adult at risk could be at risk of abuse or harm.

**6. What is harm?**

This can be physical harm, emotional or psychological harm, sexual harm, neglect.

## **7. What do I do if have a concern or something doesn't look right?**

Notify your manager or Event Control in event mode. Refer to Safeguarding Reporting Flowchart (attached)

## **8. What to do in an emergency**

Deal with any immediate needs and take all reasonable steps to ensure the child or adult at risk is in no immediate danger;

- Seek medical treatment if required as a matter of urgency.
- if you believe someone is at imminent risk of significant harm, you should call the police and/or an ambulance by ringing 999 and then report the matter in accordance with section 10 of this policy.

**Listen carefully if a child or adult at risk discloses abuse to ensure that they are heard and not discouraged from reporting abuse. Clarify the bare facts of the reported abuse or grounds for suspicion of abuse but:**

It is not your role to interview the child or adult at risk;

- Do not discuss in any circumstances the allegation of abuse with the alleged perpetrator.

**Explain:**

- That you must inform your line manager/event control

## **9. Possible scenarios**

### **9.1 Lost / Found Child Adult at Risk**

In the event that a child is reported as being separated from their adult carer, this should be reported to AP Control/Event Control via radio or extension 2222 who will initiate the appropriate Alexandra Palace Code 300 protocol.

In the event that a child or adult at risk is found having been separated from their carer, the member of Alexandra Palace staff should contact AP Control via radio or extension 2222 who will implement Alexandra Palace's Code 400 protocol.

### **9.2 Intoxicated / under the influence of alcohol / drugs**

It is foreseeable that customers may choose to either consume excessive levels of alcohol or drugs of misuse. Depending on the customer and their own tolerance to the substances consumed, their level of intoxication may differ. Evaluation of their capacity either individually or supported by friends to return home safely should be considered.

Please remember that should an individual over the age of 18 of sound mind refuse treatment or support, then this cannot be enforced without their consent.

### **9.3 Managing entry / refusals**

The right of admission to any event is reserved by the organisers. The range of reasons for refusals is wide and to be applied by the onsite Venue Manager, Venue 1. However, when refusing entry to the event consideration should be given to how the individual will return to home or lodgings. Aspects such as their capacity to look after themselves, levels of impairment, distance of travel, time of day along with their knowledge and experience of the local area and travel methods that they will be using. If the individual is a minor and the individual is insistent that they are capable to safely leave the venue where the venue option is to the opposite, then consideration should be given to obtaining parental consent.

#### 9.4 Ask for Angela

Alexandra Palace is signed up to the safety initiative 'Ask for Angela' that is being rolled out to bars, clubs and other licensed businesses across London. People who feel unsafe, vulnerable or threatened can discreetly seek help by approaching venue staff and asking them for 'Angela'. This code-phrase will indicate to staff that they require help with their situation and a trained member of staff will then look to support and assist them. This might be through reuniting them with a friend, seeing them to a taxi, or by calling venue security and/or the police. **The first point of contact should be our Visitor Services – Visitor Services Manager / Supervisor (VS1/2) .**

#### 9.5 Sexual Harassment

Alexandra Palace has a zero-tolerance approach to any form of sexual harassment however motivated. Appropriate support should be given to anyone reporting sexual harassment, whether physical, suggested or other without judgement. Should the resources of the venue be able to identify a potential assailant, then consideration should be given to detaining this individual pending police attendance. While a large proportion of such incidents are likely to be male-on-female, staff should deal with all allegations of sexual harassment in a similar manner regardless of how those involved identify. Where the report is under the age of 18 this also requires escalation to the Designated Safeguarding Lead.

#### 9.6 Indecent Exposure

Where an individual intentionally shows their sexual organs in public with the intent that someone will see them and be caused alarm or distress, the individual is considered to have committed an offence under the Sexual Offences Act 2003 s66. Another person does not need to see the individual exposure nor does anyone have to be alarmed or distressed; the potential for some to see the individual is sufficient for the offence to have been committed.

The circumstances of the indecent exposure should be considered. Was this targeted at a specific group or demographic? Was this part of wider protest or an individual simply on their own?

The welfare of those who have witnessed the exposure should be considered, Do these people need support? Different people will react differently in situations such as this given their own experiences in life; some may use humour, some may display emotion, others may just freeze and say nothing as headline examples. Any witnesses should be cared for until they are ready to leave or transferred to the care of an appropriate third party.

Alexandra Palace supports self-expression and welcome all through the doors. We acknowledge that some of our events will attract niche interest groups or those who choose to dress outside of usual societal expectations. The environment in which they are could affect whether exposure of sexual organ is considered an offence. Sexual organs may foreseeably be exposed at some events within event halls, where expectation of this is clearly made to those in attendance at the point of ticket purchase and entry, and also where clear age restrictions have been applied and enforced to safeguard children. However, the same individual being dressed in a similar way in the Ice Rink or Phoenix B&K would not be accepted given this is publicly accessible space and hence team members should intervene in a sympathetic but clear manner.

### 10. Questions to consider

Is there a foreseeable risk of harm?

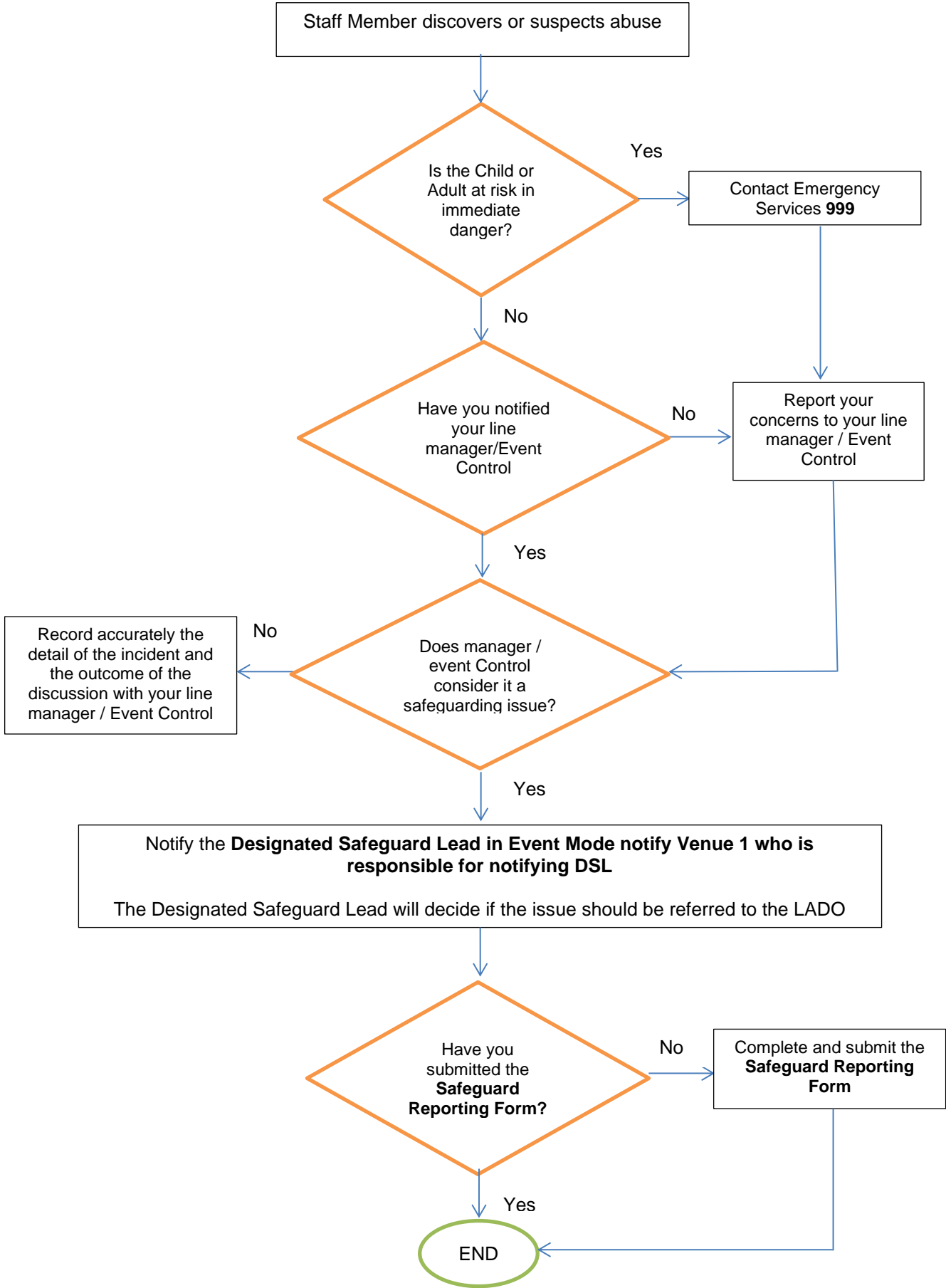
Is the child or adult at risk capable / incapable? What is the level of incapability?

Are they with a group? Do they look uncomfortable in the groups company?

Do they know where they are going / are they able to get home / have any fear of getting home?

Double up – with another member of the team where practicable when dealing with a potential situation

**Appendix 1a Safeguarding Reporting – Flowchart**



At Diversity Alliance we are dedicated to fostering diversity, equity, and inclusion in every facet of the events industry. As part of our ongoing commitment to creating safe spaces, we proudly present our “Safe Space Charter”—a cornerstone of our DEI initiatives.



The safe space charter outlines a commitment to maintaining a zero tolerance policy against harassment, discrimination and any form of harmful behavior.





**The charter serves as a guiding framework to ensure that all individuals attending events feel respected, valued, and safe.**

By committing to upholding the four pledges, the Safe Space charter can lead the way in ensuring safe and inclusive environments for all event attendees. This is the necessary change that the events industry and events need, where organisations can take a stand against discrimination or harassment, and implement the required changes to create better workplaces for individuals and safer events for delegates, participants and stakeholders.

**By implementing our Safe Space charter, you will help:**

**1**

**Create an environment that addresses the immediate needs of all stakeholders**

**2**

**Foster a culture of prevention and education.**



**At your organisation you will be committed to creating a safe and inclusive environment for all attendees at your events. You will agree to uphold a zero tolerance policy against sexual harassment and agree to pledge to the following:**

### Reporting and Supporting

We provide a clearly marked safe space where attendees can privately report incidents of discrimination or harassment to our dedicated event staff, who are available at all times.

We offer a dedicated phone number and/or email address for anonymous reporting of harassment, ensuring that attendees can report incidents before, during, and after the event.

Our event staff are briefed on proper procedures for handling reports of discrimination or harassment, ensuring victims and witnesses feel supported throughout the process.

We communicate the consequences of discrimination and sexual harassment clearly through appropriate language and means. e.g. via our code of conduct

### Safety Initiatives

Our event teams undergo training on recognising and responding to safeguarding issues during live events.

We display signage in restrooms, providing attendees with a discreet way to signal for help if they feel unsafe.

Our event staff are highly visible and available during networking portions of the event, ensuring a safe and secure environment for all participants.

We provide assets and signage that prominently display the dedicated reporting number and/or email address, ensuring attendees can easily access them.

We regularly remind attendees that they can text or call the event number for anonymous assistance.

### Accessibility

We ensure that our safeguarding information is accessible to attendees of all abilities.

### Marketing and Messaging

We display the "Safe Space" pledge logo on our website and relevant communications, demonstrating our commitment to a safe and inclusive environment.

We make our code of conduct and harassment policy clear in all event communications leading up to and during the event.

If you wish to sign up to the charter and pledge to commit to Safe Spaces at events, [please complete this form](#) and share your company logo. Once you have provided the required information, we will share the "Safe Space" pledge promotional information where you can add the logo to your website, social media and event communications.

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

Document is exempt

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