

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

**Thursday, 14th December, 2023, 7.30 pm - Ice Rink Club Room/
Dance Studio – Accessed through the East Court (watch the
recording [here](#))**

Councillors: Emine Ibrahim (Chair), Sean O'Donovan (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) and John Chilton (Friends of Alexandra Park)

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 14 & 19 below)

4. DECLARATION 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. THE GROVE PUBLIC ENGAGEMENT EXERCISE

Representatives from Unit 38 and Studio HYTE will introduce plans for The Grove public engagement project.

7. MINUTES (PAGES 1 - 8)

To approve the minutes of the Trustee Board meetings held on 12 October 2023 and the 9 November 2023.

8. FEEDBACK FROM STAKEHOLDER COMMITTEES

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

- i. Consultative Committee held on 30 November 2023
- ii. Advisory Committee held on 30 November 2023

9. FEEDBACK FROM THE FINANCE, RESOURCE, RISK AND AUDIT COMMITTEE (FRAAC) (PAGES 9 - 10)

To consider the report of the Chair of FRRAC.

10. CHIEF EXECUTIVE'S GENERAL UPDATE (PAGES 11 - 22)

To note the general update.

11. ENVIRONMENTAL SUSTAINABILITY REPORT (PAGES 23 - 32)

To note the progress report and updated Environmental Sustainability Policy and Strategy

12. FINANCE REPORT (PAGES 33 - 38)

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

13. FABRIC MAINTENANCE PLAN REPORT (PAGES 39 - 46)

To consider the report and approve the recommended priority areas for 2024/25.

14. TECHNOLOGY PROGRAMME BOARD UPDATE REPORT (PAGES 47 - 50)

To note the progress report.

15. APPOINTMENTS (PAGES 51 - 52)

To approve appointments to FRRAC, APTL and a trustee to oversee the annual return.

16. NEW ITEMS OF URGENT BUSINESS

17. DECISION TRACKER (PAGES 53 - 54)

To note the decisions taken since last reported.

18. EXCLUSION OF THE PRESS AND PUBLIC

19. EXEMPT MINUTES (PAGES 55 - 58)

To approve the exempt minutes of the meetings held on 12 October 2023 and 9 November 2023.

20. EXEMPT DRAFT ANNUAL REPORT AND ACCOUNTS (PAGES 59 - 142)

To approve the Trustees' Annual Report and Consolidated accounts for publication and to note the Audit Findings Report.

21. EXEMPT ROOFTOP ADVENTURE LEASE REPORT AND ACCOUNTS (PAGES 143 - 148)

To approve the recommendations to enter into a lease agreement with Wire & Sky.

22. EXEMPT HEALTH AND SAFETY UPDATE (PAGES 149 - 156)

To consider the Q3 Health & Safety report and reporting dashboard.

23. EXEMPT TRADING SUBSIDIARY CHAIR'S REPORT (PAGES 157 - 158)

To note the update from the Chair of APTL.

24. EXEMPT STRATEGIC RISK REGISTER AND DEEP DIVE (PAGES 159 - 164)

To consider the information and make any decisions.

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

26. CLOSE MEETING

Boshra Begum
Email: boshra.begum@haringey.gov.uk

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

Thursday, 07 December 2023

ALEXANDRA PALACE AND PARK BOARD
12th OCTOBER 2023

MINUTES

Members Present: Councillors Emine Ibrahim (Chair), Nick da Costa, Ahmed Mahbub and Anne Stennett, 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)

Also present: Emma Dagnes (Chief Executive, APP), Richard Paterson (Director of Finance & Resources, APP), Catherine Solomon (Director of Human Resources, APP), Mark Evison (Head of Park and Environmental Sustainability, APP), Iain McDonald (Head of Facilities, APP), Neil Coe (Building Surveyor, APP), Natalie Layton (Charity Secretary, APP), Felicity Foley (Democratic Services Manager, LBH) and five members of the public.

1. FILMING AT MEETINGS

The Chair drew attention to the information included on the agenda front sheet and noted that the meeting was not being recorded for future or live webcasting.

2. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr Lotte Collett.

3. URGENT BUSINESS

There were no items of urgent business.

4. DECLARATIONS OF INTERESTS

Members were invited to declare any interests in relation to items on the agenda.

Cllr Mahbub reminded the Board of his role as chair of the Pensions Sub-Committee. The Trustee Board agreed that this was unlikely to give rise to any perceived conflict of interest during consideration of the Pay Review report at exempt item 15.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

5.1 Deputation

RECEIVED a deputation and briefing note by Colin Marr, Chair of the Alexandra Palace (AP) Conservation Area Advisory Committee (CAAC) explaining that the AP CAAC had applied, twice, to Historic England for Alexandra Palace to be upgraded to Grade II* listing (from its current Grade II listing).

NOTED

- Mr Marr expressed thanks for the opportunity to speak to the Board on behalf of the CAAC, which had several planning and conservation professionals among its membership.

- Both Grade II* applications had been unsuccessful and, it was the CAACs opinion that Historic England had not given proper attention to the matter.
- The CAAC was considering asking Historic England to conduct a further full assessment and wished to raise support from the Trustee Board.

NOTED the following responses to questions put to Mr Marr by the Trustee Board:

- The Palace had changed since obtaining Grade II listing in 1996 with stronger factors than other local buildings with Grade II* listing. As a much loved community asset, the CAAC believed that the Trust would have access to resources and guidance from Historic England with the higher grade of listing and potentially access to more funding.
- Grade II* listing did not necessarily mean increase costs for the Trust; to maintain higher standards and planning authority requirements would not change.
- The CAAC had held discussions with the AP staff in the past, who had been sceptical about whether Grade II* listing would be helpful.

Emma Dagnes (ED), Chief Executive APP:

- thanked Mr Marr and the CAAC for continuing to support the Palace and reminded those present at the meeting that the Trust was a high profile charity with a very small team, whose efforts had to be focussed on resourcing large fundraising applications;
- explained that statutory funders such as the National Heritage Lottery Fund (NHLF) and Historic England (HE) no longer used grade listing as a criteria for allocating funds and the Palace's status on the Heritage At Risk Register proved more beneficial;
- emphasised that if the executive team believed more funds could be raised for the charity by being Grade II* listed, this would have formed part of the recommended vision and goals put before the Trustee Board. The Trust remained a heritage building at risk and therefore the recommendation to the Board was to continue to focus on projects to raise funds to safeguard the charitable assets for the future. CM reiterated CAAC applauds the AP team for all its successes but does feel it has more importance than other local buildings with the higher listing.

The Chair thanked Mr Marr and the CAAC for their efforts in supporting the Palace.

5.2 Question by Jacob O'Callaghan (JOC), in relation to the Trust's Vision and Goals: Could the Friends of Alexandra Palace be reassured of the opportunity to participate and advise in these projects?

Following discussion, it was noted that:

- The Trust's commitment to consulting with its stakeholders was demonstrated by the Advisory Committee (SAC) and Consultative Committee (CC) and when project plans were available the stakeholder groups will be consulted through the SAC & CCs.

- The Trust would employ independent expertise for the various projects at the appropriate time through open procurement and was unlikely to seek direct involvement from local people unless through an open tender exercise.
- The Trust had much to thank its stakeholders for, in their past work to prevent serious mistakes being made that would have damaged the Palace. However, operations were different today and, whilst there would be difficult decisions to be made to protect the site, the Trust would continue to consult the SAC & CC when there were any formal proposals relating to the 2024 Vision & Goals.

6. MINUTES (PAGES 1 - 10)

ED highlighted amendment to the minutes of 19 July on Page 3 as there had been no planning in relation to the BBC Wing restoration project. It was agreed that the minutes should be amended to reflect the actual position:

BBC Wing Restoration Project

This project was listed in the Derelict Spaces project goals and ~~The Project Manager had started conversations with stakeholders and potential partners would take place when the Trust was ready to proceed with phase 1.~~

RESOLVED to approve, as correct records of the proceedings, the minutes of the Alexandra Palace and Park Board meetings held on:

- 19 July 2023, subject to the above amendment, and;
- 20 September 2023 as correct records of the proceedings,

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

NOTED the minutes of the following meetings:

- Joint Advisory & Consultative Committee – 20 April 2023
- Advisory Committee – 14 September 2023
- Informal notes of the inquorate Consultative Committee – 14 September 2023

The spelling of NW name would be amended **Action: Committee Clerk**

Nigel Willmott (NW):

- explained that there had been no nominations for the CC Chair due to the meeting being inquorate and that he, the present Chair, remained in position until the CC was able to take a decision;
- highlighted that concerns had been raised at the meeting about the lack of progress, due to capacity, on actions arising from the Consultative Committee workshop;
- Suggested a review of the CC quorum, which had been set when the Trustee Board had 8 members. **Action: Committee Clerk**

In response to comments about how people could find out about events in the Theatre, it was also noted that the local brochure was available in hard copy

from the East Court and should also be available in libraries, which would be checked. **Action ED.**

Board members commended the diverse programme of events.

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

RECEIVED the report, introduced by Emma Dagnes, Chief Executive of Alexandra Park and Palace (APP) as laid out.

- 8.1 The report recommended that the Trustee Board reconsider appointments to the lead trustee roles as the Sustainability Lead Trustee had not been filled at the previous meeting.
- 8.2. Mark Evison (ME), Park & Sustainability Manager explained that:
 - 8.2.1 Park visitor numbers remained high due to the change in working patterns since the pandemic which meant more pressure on the Park, which had won three Gold awards in London in Bloom as well as maintained the Green Flag.
 - 8.2.2 The Wetlands Feasibility Study is almost finished and the final report would be presented to the Board and the Committees. The Board congratulated the team on the work.
 - 8.2.3 The Cricket Nets previously brought before the Board were in place. A board member highlighted that the cricket team had been extremely positive about the support and work of the Park Team.
 - 8.2.4 In response to a question, ME explained that the Pétanque Court installed in a semi derelict car park, was regularly used and reminded the Board that it had been crowd-funded by the Hornsey Pétanque society.
 - 8.2.5 Trustees would receive a fuller report on sustainability at the next meeting. A staff team had entered a global Race to Zero challenge.
 - 8.2.6 The final report on the Local Energy Accelerator Project had been received. It contained 100 of pages of projects and data which needed to be worked through before bringing to the Board and Committees.
- 8.3 Members were encouraged to submit their photos for [By the People: 150 Lifetimes - The People's Picture \(thepeoplespicture.com\)](#), as soon as possible. The installation would be in place March 2024. In response to questioning ED explained that the other strands of the project include outreach work for community officers to go into care homes and schools to make their own murals as part of the project.
- 8.4 Communications and a map were being prepared for local residents to inform them that Gate 3 would be closed during the fireworks for health and safety reasons.
- 8.5 Members asked for more information about the Haringey Feast event, which was available at: <https://www.haringeyfeast.com/>

RESOLVED

- i. To note the report, and;
- ii. That Nick da Costa be appointed as Lead Trustee Board Member for Environmental Sustainability and, in the meantime;

- iii. The Council be asked to review whether co-opted trustees were able to take on Lead Trustee roles. **Action: Clerk & Charity Secretary**

9. FINANCE REPORT (PAGES 31 - 34)

RECEIVED the Finance Report introduced by Richard Paterson, Director of Finance and Resources, updating on the current year forecast including:

- £12,000 better than forecast and the increase on the projected Gift Aid amount from the trading subsidiary for 2022/23, which would be transferred to the Trust in the current year. More information on trading in the exempt section at the next meeting.
- Corporate Trustee Loan repayments were budgeted although this had an impact on cashflow.

NOTED in response to questions:

- 9.1 The forecasted deficit on the cash balance in March was expected to improve in April after the grant payment and efficiencies were being considered to reduce the £500,000 deficit before the end of the year, which would mean some projects may not be completed. The large negative balance between April and May was mainly due to insurance costs which had been spread out over the year, when in the past it had been paid as a single upfront cost.
- 9.2 Feedback about car park signage had been taken on board and new signage had been ordered.

RESOVLED to note the 2023/23 full year forecast.

10. SAFEGUARDING REPORT (PAGES 35 - 44)

RECEIVED the report updating on the work conducted to promote safeguarding, introduced by Catherine Solomon (CS), Director of Human Resources and Organisational Development, APP) as laid out.

NOTED in response to Board Member questions:

- E-learning was refreshed on a regular basis;
- The Staff Handbook would be made available in hard copy if requested but staff were encouraged to access it online, due to links to various policies which were updated regularly.

RESOLVED to note the report.

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

None.

12. FUTURE MEETINGS

Noted the future dates: 14 December 2023 and 26 February 2024.

13. DECISION TRACKER

NOTED the tabled decisions tracker.

14. EXCLUSION OF THE PUBLIC AND PRESS

21:04 The Chair closed the public session of the meeting. AP staff left the meeting.

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

RECEIVED the Exempt Pay Review 2023 report.

RESOLVED to defer the item to a special APP Panel meeting to enable FRRAC and APTL Board to consider the recommendations first.

16. EXEMPT VERBAL UPDATE

None.

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

Ended: 21:00

Public MINUTES OF MEETING Alexandra Palace and Park Board HELD ON Thursday, 9th November, 2023, 7.30pm - 7.45pm

PRESENT:

Councillors: Emine Ibrahim (Chair), Nick da Costa, Anne Stennett and Nigel Willmott (Co-Optee)

ALSO ATTENDING: Emma Dagnes (APP CEO), Richard Paterson (APP Director of Finance & Resources, Catherine Solomon (APP Director of HR & Organisational Development), Natalie Layton (APP Charity Secretary), Ayshe Simsek (LBH Democratic Services Manager), Boshra Begum (LBH Democratic Services Officer),

1. FILMING AT MEETINGS

The Chair referred to the filming of meetings notice contained at agenda item 1 and attendees noted this information.

2. APOLOGIES FOR ABSENCE

There were apologies for absence from Cllr Mahbub ,Cllr Elliott and Jason Beazley.

3. URGENT BUSINESS

This being a special meeting of the Board, there were no items of urgent business.

4. DECLARATIONS OF INTERESTS

The Chair invited board members to declare any interests in relation to items on the agenda. No prejudicial interests were made but, for completeness, the Board noted a personal interest declared by the Chair, that the Chair was a trade union representative, which was recorded on the Trustees Register of Interests. She was advised that this was not a prejudicial interest and not relevant to the Pay Review Report as the decision did not involve Council staff.

5. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED to exclude the press and public from the meeting for consideration of Item 6, Exempt Pay Review, as the report contained exempt information as defined in Section 100a of the Local Government Act, 1972: Paragraph 1 – information relating to any individual.

6. EXEMPT PAY REVIEW

The Board continued to consider the exempt information and approve the recommendations set out in the exempt report.

CHAIR: Councillor Emine Ibrahim

Signed by Chair

Date



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

14 December 2023

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

Report of: Claire Pape, Independent Member, in the chair.

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 6th November 2023 and makes recommendations to the Trustee Board. The meeting was attended by Claire Pape (in the chair), Cllr Anne Stennett, Emma Dagnes (CEO), Richard Paterson (FD) and Natalie Layton.

2. Recommendation

To note this report and to approve the recommendations:

- i. For a lending agreement to be established between the Trust and Trading Subsidiary outlined in section 3;
- ii. To approve the Risk Register and consider Fundraising as the next deep-dive risk area.

3. Financial Update

- 3.1 We considered the latest projections for the Group and the budget assumptions for next year and agreed to convene an additional FRRAC meeting in early December to consider the 2022/23 financial statements and first draft budgets. FRRAC would then make recommendations to the Trustee and APTL Boards to sign-off the accounts.
- 3.2 We provided feedback on the draft Trustees' Annual Report for 2022/23 and agreed to make recommendations to the Trustee Board at the same time as considering the 2022/23 financial statements.
- 3.3 We supported the proposal for a loan agreement to be established between the Trust and Trading Subsidiary to alleviate short term cashflow challenges in the Trust.

We noted that:

- Combining the cashflows was a recommendation initially put forward by the Corporate Trustee and was not unusual for group structures.
- The lending agreement would enable short-term working capital loans between the entities with fixed pre-defined circumstances, purely to manage short-term internal cashflows.
- The agreement document would set out the broad terms: how and when the agreement would be enacted and, once approved by the Trust and APTL boards, would be added to the Group's cost sharing agreement.
- The transactions would be short-term working capital loans that would be repaid within the quarter to alleviate cashflow difficulties for the Trust in March.

FRRAC RESOLVED to support the proposal for a mechanism to be put in place for short term capital loans between the two entities, outlined in the report, and to recommend approval by the Trustee and APTL Boards.

4. Other items considered

- 4.1 We considered the 2023 Pay Review and made recommendations, as approved by the Trustee Board at its meeting on 9th November 2023.
- 4.2 We considered the Risk Register and recommended it for approval by the Trustee Board with a deep-dive into Fundraising (strategic approach). Security changes arising from the Protect Duty was also suggested as a deep-dive area in the future.
- 4.3 We noted that the Q2 Health & Safety update report would be circulated to FRRAC members after the Fireworks event.

5. Legal Implications

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

6. Financial Implications

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

7. Additional meeting of FRRAC on 4th December

On 4th December 2023 FRRAC met the Auditor and resolved to recommend approval of the 2022/23 Trustees Annual Report and Accounts.

8. Appendices - None



ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
14 DECEMBER 2023

Report Title: CEO's General Update
Report of: Emma Dagnes, Chief Executive, Alexandra Park & Palace
Purpose: To Provide a General Update on activity of the Trust to the Board of Trustees.

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

1. Recommendations

To note the content of the report and consider any feedback from the stakeholder committees.

2. Executive Summary

- 2.1 This report provides a general update including Creative Learning, Park, Property and Events activity.
- 2.3 The SAC and the CC were invited to consider the information during their respective meetings on 30th November.

3. Governance

- 3.1 The Trustee Board met on 12th October and appointed Cllr Nick da Costa as Lead Trustee for Environmental Sustainability.
- 3.2 Updated draft byelaws were sent to the SAC and CC in June and some feedback has been received. The SAC & CC will be consulted on the final draft, although work to replace the existing 1929 Byelaws is unlikely to progress until the next financial year. A timetable will be shared when available.

4. Maintenance, Repairs & Improvements Since Last Reported

3.1 September

- Theatre Dry Riser Service
- East Court Door Maintenance
- BBC, West Yard, Palm Court & North Yard staircase surveys
- West Lightwell roof lantern glazing replacements, Door removal, repairs and reinstatement for colonnade concert use
- East Lightwell removal of disused Ice Rink sign
- Palm Court dome and atrium glazing repairs
- East Court atrium glazing repairs
- Periodic masonry inspections to front west, and rear east/west of building
- Basement south elevation brick renewal and render repairs
- LV Electrical Room and corridor clean
- Panorama Room installation of water supply
- Sump pump installation to Level 1 water bund
- Palm Court box office power reinstatement
- South and West Terrace paving & step repairs
- Bedford Road structural retaining walls, path and railings work
- East Court Visitor Services office door brick works
- North West Hall and West Yard pot hole and bin ramp repairs
- Glass balustrade installed to EMI Tower display and interpretation displays refreshed/extended to East Court south atrium.

3.2 October

- Bedford Road structural retaining walls, path and railings work continued
- North West Hall and West Yard pot hole and bin ramp repairs continued
- Great Hall – double glazed units installation/replacements, including crane lift
- Great Hall plinth and pillar damage repairs
- Ice Rink replacement chiller installation, including crane lift from North Service Yard, and commissioning
- Theatre auditorium doors redecoration
- Periodic masonry inspections to front east of building
- South Terrace pot holes and sunken areas repairs
- North Yard/Theatre installation of smoking shelter
- East Lightwell removal of Ice Rink sign to former entrance

3.3 November

- Rear of building (North Service Yard & Theatre Courtyard) periodic masonry inspections
- Panorama Room toilets heater installation
- Panorama Room lobby roof renewal
- Great Hall – double glazed units installation/replacements continuing.

3.4 Collection Preservation

An archive shelving unit dismantled at Goodwood Archive and donated to the Trust in 2019 has been installed in the former BBC Canteen. The units will enable easy access to the collection, whilst maintaining the required storage conditions to prevent deterioration over time.



Images of the reinstated archive storage units

5. Upcoming Planning Applications

- 5.1. The People's Picture (150 Lifetimes) project will culminate in the installation of a giant mural in the East Court, as well as the replacement of the various interpretation / information boards located around external areas of eastern end of the building (the BBC Tower, Transmitter Hall). Planning applications including Listed Building Consent and Advert Consent will be required and are expected to be submitted to the Planning Authority in the coming weeks.

6. Strategic Projects

- 6.1. In autumn, a mini tender exercise was undertaken to procure the services of a public engagement specialist. The specialist will undertake a first phase fact-finding exercise to establish how users and non-users feel about The Grove, what improvements or changes they would like to see and provide recommendations on next steps. The Committees will be kept informed when there is a timetable for this work.
- 6.2. The Trust is investigating ideas from local community groups to reactivate the Campsbourne Building in the short to medium term. There are a number of works that are required in order to bring the building up to a good enough standard before the Trust can legally lease or licence the building.
- 6.3. An online visitor survey was launched in October to gather feedback and opinions on the northern part of the Park (skatepark, playground and Boating Lake). The purpose of the survey is to gather data that can be used to build the case for moving forward with improvement projects and to help with funding asks.

7. Park

- 7.1 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.
- 7.2 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.
- 7.3 The Wetlands project final report is due in early-November, it will set out proposals to better manage surface water in the conservation area, create a new wetland habitat to increase habitat diversity and species richness and provide capacity for peak rainwater flows. The report will be used to form the basis of an application to the GLA's Rewilding London Fund in late-November. If the application is successful more information will be provided at a future meeting.
- 7.4 The cricket practice nets previously discussed by these committees and 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. Creative Learning

5.1 By the People: 150 Lifetimes - The People's Picture

5.1.1 The Trust was successful in its bid for £88,000 from the National Heritage Lottery Fund (NHLF) for a series of exhibitions and events to commemorate our 150th anniversary. The project will encourage collective discussions about peoples' connections to Alexandra Palace, past and present; focussing on topics such as heritage, identity and place. The programme will culminate with the unveiling of a major new exhibition in March 2024, in the East Court, by artist Helen Marshall.

5.1.2 The project has four outputs:

- Output 1** Helen Marshall will create a giant portrait of the Palace, housed in the East Court (using people's selfies sent in through a variety of digital channels).
- Output 2** Digital version of Helen's portrait for people to find their images online.
- Output 3** Outreach programme in schools and residential homes teaching people to mount their own exhibition.
- Output 4** Exhibition in the East Court celebrating with support of unsung local stakeholders who support the palace; including volunteers, friends of groups, trustees etc.

5.1.3 By the People: 150 Lifetimes (Sept – Nov programme)

- 9th-13th Sept. Schools & residential homes (3) sign up to the programme
- 10th Sept. Promotional film for the exhibition is created
- 16th Sept. Project launches - <https://www.bbc.co.uk/news/uk-england-london-66879258>
- 20th Sept. Two Public Launch events were delivered.

These events aimed:

- to share information about the project with volunteers and outlining a range of opportunities for them to engage with the programme, first was face to face followed by a volunteer social attended by the CEO and another online.
- The general public began to submit images, which are moderated by a team of volunteers.
- Volunteer role descriptors were written and 24 volunteers signed up to the programme in a variety of roles; including working in archive, image moderation, tour giving, curation and delivering workshops.
- Young curators were employed to lead on diversity and inclusion for Output 4.
- Tom Hobden, from Unit, begins with Haringey elders to create a 'dance for camera' film.

- 31st Oct-8th Nov Community curatorial team created and guest speakers booked.

3 rd November	2simple commissioned to create digital schools resource promoting employment opportunities in the heritage sector and developing curatorial skills. This will be accessible for schools worldwide.
7 th November	Community Curation began.

Members are encouraged to submit their images: www.thepeoplespicture.com

5.2 Haringey Feast

The Creative Learning team received funding to deliver engagement activities that celebrate communities for both the Haringey Feast and Alexandra Palace's 150th Anniversary.

Using this funding, Alexandra Palace's Creative Learning Young Producers have overseen two commissions which involved the Young Producers:

- forming part of the commissioning panel to review approximately 100 submissions;
- organising and delivering 10 workshops across Haringey primary schools to create tie-dye napkins for the Haringey Feast event. Participating schools included: Alexandra Palace Primary School, Campsbourne Primary School, St. Paul's Primary School, Bounds Green Primary School, Our Young Creatives Network at Ally Pally and John Dewey Specialist College;
- running embroidery workshops at Alexandra Palace's Café Palais with older Haringey residents - also creating napkins for the Feast, working with Mr. X Stitch, (a needlework expert) and sharing embroidery skills;
- leading on digital content for The Feast; capturing the workshops taking place around the borough, including drama, candle making and pottery to create for short films to be premiered at The Feast.

5.3 Unit - AP commission for The Haringey Feast

The Creative Learning team also commissioned a choreographer/ filmmaker Tom Hobden (founder of Unit) to make a 'dance for camera' film with older residents at Latimer House, in Seven Sisters. The film was created to commemorate Alexandra Palace's 150th anniversary and explores the participants' memories of when they were happiest in their lives and will premiere at the Haringey Feast on 19th November with an additional film screening will take place at Latimer House – date TBC.

5.4 Haringey Music Services

Since September, Haringey Young Musicians have been using the Transmitter Hall at Alexandra Palace as a rehearsal space for various activities including:

- 5.4.1 Afterschool ensembles working towards performances at the end of the Autumn Term.
- 5.4.2 Percussion Groups are working towards a joint performance with other borough groups as part of Haringey Feast on 19th November.
- 5.4.3 The Symphony Orchestra are working on an exciting programme of repertoire this term, featuring the Overture from Dame Ethel Smyth's *The Wreckers*, Vaughan Williams' *Sinfonia Antarctica*, and a selection from Danny Elfman's music for *The Nightmare Before Christmas*.
- 5.4.4 Big Band and Stage Band have recently come back from an exciting exchange trip to Sassari, Sardinia. After hosting 25 of their young musicians, dancers and teachers earlier this year, this return journey incorporated workshops, concerts in local schools/theatres, a celebratory joint BBQ and some sightseeing across the island. The highlight was a collaborative concert at the Conservatorio di musical "Canepa". There will be a return concert at Holy Innocents Church on Wednesday 6 December.
- 5.4.5 Haringey Music Service brings 106 young musicians to Alexandra Palace each week (broken down below) as well as 9 visiting professionals (teachers and senior leaders)
 - Training Percussion: 7
 - Senior Percussion: 6
 - Big Band: 18
 - Stage Band: 6
 - Symphony Orchestra: 69

"We are beyond grateful for the support we have received from all at the Palace". Dan Early, Head of Haringey Music Service

5.5 John Dewey Specialist College – film

Young adults with disabilities from John Dewey Specialist College have been working with filmmaker Joe Bloom to make a short film. Using iPads Joe teaches participants basic filmmaking and editing skills. This is a Young Creatives Network project designed to support people 16–28-year-olds who are interested in launching a career in the creative sector.

5.6 Rhythm Stick: Events Management Course & Inclusive Club Night

Created by and for people with disabilities. 15 young people have signed up to the course, which starts on 8th November, and will learn events management skills 'on the job' whilst producing *Rhythm Stick Inclusive Club Night* for people with disabilities to be held in Marcus Garvey library as part of the **Library Lates** series.

5.7 **Biblio-buzz 2024**

- 5.7.1 In October, the Creative Learning department was awarded a grant from the Tottenham Grammar School Foundation to deliver a programme of engagement activities across Haringey Library Service for Biblio-buzz 2024.
- 5.7.2 The programme will tour inclusive performances, author readings, panel discussions around libraries over three months, leading to an award ceremony on Saturday 23rd March 2024.
- 5.7.3 **30 Schools are currently enrolled in the programme:** Alexandra Park School, Belmont Junior School, Blessed Dominic Catholic Primary School, Brecknock Primary School, Campsbourne Primary School, Channing Junior School, Chestnuts Primary, Coleridge Primary School, Duke's Aldridge Academy, Fortismere, Greig City Academy, Harris Academy Tottenham, Harris Primary Academy Coleraine Park, Harris Primary Academy Philip Lane, Heron Hall Academy, Highgate Primary School, Highgate Wood School, Holy Trinity C of E Primary School, Hornsey School for Girls, Lancasterian Primary School, Lea Valley Primary School, Muswell Hill Primary School, North Haringay Primary School, Rhodes Avenue Primary School, St John Vianney, St Mary's CofE Primary School, St Pauls Primary School, St Thomas More Catholic School, Torriano Primary, Trinity Primary Academy.

5.8 **Alexandra Palace's North London Book Festival**

- 5.8.1 Plans are taking shape to deliver Alexandra Palace's North London Book Festival, which will include Biblio-buzz, over 4 days in March 2023.
- 5.8.2 The programme will celebrate families reading for pleasure together with a special focus on encouraging fathers to spend time reading with children. The programme will also celebrate the writing of Global Majority authors and explore contemporary notions of family.
- 5.8.3 Waterstones have agreed to support the programme by creating a bookstore in the East Court and we have authors McMillan Press, Harper Collins and many more.

5.9 **Windrush '75 - The Grip Exhibition (Created by Code1)**

- 5.9.1 Haringey artists Bevali Mckenzie, from Code1, worked with older Haringey residents from the Windrush Generation on the exhibition through a photoshoot in Alexandra Palace's Theatre on Windrush Day (22nd June).
- 5.9.2 The photographs were exhibited at an exhibition at Bruce Castle Museum and will remain part of their archive.

5.9.3 On 31st October the Creative Learning Team hosted an event in the Creativity Pavilion to celebrate and evaluate the project. Sixty participants enjoyed a Caribbean food feast, African drumming, performances, and a DJ set and were able to view their photographs for the first time whilst sharing their experiences of arriving in the UK.

5.10 Other regular partnership activities:

- Café Palais a FREE 1920s café monthly event for older people, people living with dementia and their carers.
- North London Skater group meets a minimum 3 times a week either in the Park or the Wellness Centre (Transmitter Hall).
- Elite Transformations Boxing Club (every Monday & Thursday night)
- Haringey Music Service (every Tuesday & Wednesday for rehearsals)
- Kaos community choir (weekly meet up on Thursdays)
- Young Actors Company are currently working with director Jonny Siddle every Tuesday evening on a version of Macbeth to perform in the basement in February 2024.
- 40 young people attend the Alexandra Palace Performing Arts School every Saturday.
- Events management training for people with disabilities takes place on Wednesday evenings.
- Wild in the Park (Wednesday and Thursdays).
- Singing for the Brain (weekly on Thursdays) for older people with dementia and their carers.
- Nature Connections – schools work with artists Laura Fox to explore a range of curriculum subjects through outdoor learning.
- Monthly Wednesday yoga and sound healing workshops.

5.11 **Volunteering at the Palace**

- a. 81 active volunteers are embedded in numerous departments across Alexandra Park & Palace including:
- a small group collaborating with Fundraising & Development about future strategy, one volunteer providing expert IT consultancy to the Executive Team, various archive research projects.
 - The largest group of volunteers support the Theatre acting as ambassadors for the Theatre and the Palace and ensuring all the visitors have a great experience.
 - who give their time to support the various events run by the Creative Learning team such as Café Palais and Singing for the Brain,
 - The volunteer gardening group meets monthly to tackle different projects in Park and were recognised by the judges for London in Bloom.
 - A regular newsletter is produced to keep the volunteers informed of all the latest volunteering & Ally Pally news.

- b. The CEO hosted a social event with the volunteers in September to thank the volunteers for their continued support and plan the launch of the 'By the People: 150 Lifetimes' project. The volunteers' involvement will be crucial to the successful execution of the project and a large number of them have now signed up for the six roles we've created for them.
- c. **Volunteering in Quarter 1 (April - June 2023) data (updated 2/11/23)**
- 98 – Number of volunteering events
 - 232 – Number of volunteering shifts
 - 845 – Number of hours by volunteers
 - 43 from AP volunteers & 8 from a Corporate Social Responsibility scheme (insurance company)
- d. **Volunteering in Quarter 2 (July - Sept 2023) data (as per 2/11/23):**
- 113 – Number of volunteering events
 - 247 – Number of volunteering shifts
 - 753.5 – Number of hours by volunteers
 - 46 – Number of active volunteers
- e. **Volunteering in data Quarter 3 - *still being compiled***

5.12 Friends of Alexandra Park (FOAP)

The FOAP volunteers continue to open the Park Visitor Centre every Sunday and on the first Saturday in the month for two hours (except on the fireworks weekend) and host regular events (as shown in the table below).

The Friends of the Park are currently planning the programme for 2024. All activities are publicised on the Friends' website and a monthly newsletter for members is produced to report on events and developments in the park.

More information can be found overleaf and on the Friends of Alexandra Park website: <https://sites.google.com/view/newfoap/home>

Table 1 – Friends of Alexandra Park Events

Dates in 2023	Activity/Event	Times	Notes
September			
Sunday 10	AitP for Families	10:30–11:30	Art and nature
Sunday 10	Grove concert	2 to 4	LMB Community Band
Monday 11	Bat walk	7:15 pm	
Tuesday 12	Work party	9:30	
Saturday 16	Wildflower walks	11 + 2:30	
Sunday 17	Bird walk	8 am	
Thursday 21	Work party	10 to 12:30	Grass cutting in the Anthill Meadow
Thursday 21	Art in the park	10 to 12	Art and nature
October			
Thursday 5	Work party	10 to 12:30	Grass cutting in the Anthill Meadow
Sunday 8	Members' walk	11 to 12:30	Nature
Tuesday 10	Work party	2 to 4	Grass cutting
Thursday 19	Art in the Park	10 to 11:30	Art and nature
Tuesday 24	Work party	10 to 12:30	
Saturday 28	Autumn tree walk	11 to 12:30	
November			
Saturday 11	Fungus walk	1 to 2:30 pm	
Saturday 18	Members' walk	11 am to noon	History
Thursday 23	Work party	10 to 12:30	Clearing brambles and saplings in the Spinney
Thursday 23	Art in the park	10 to 11	Art and nature
December			
Sunday 3	Farmer's market	10 am to 3 pm	Calendar sales
Tuesday 12	Work Party	10 to 12:30	Anthill Meadow
Thursday 14	Art in the Park	10 to 11:30	Art and nature

6. Events

6.1 Outdoor Events – Park Monitoring

6.1.1 Summer Series – Post Event

The post event site survey following the outdoor concerts (14th, 21st and 22nd July) scored 82% against a framework of indicators (to ensure the site has been cleared and is free of damage to the parkland). Minor damage was reported to the grass on the South Slope and tarmac in the Paddocks car park as well as some paths and paving slabs. Timely removal of event infrastructure (signs, bollards, fencing) was recorded as an area for improvement.

6.1.2 20th October Private Event

The clearing of litter and event infrastructure (cable ties, signs on lamp posts, bollards) was not completed within the 48 hour timeframe following the private event on the South Slope and South Terrace on 20 October and the overall post-event clean-up score was 60%.

6.2.3 Fireworks was attended by 27,513 people on Friday (3rd November) and 43,315 on the Saturday (4th November). 200 tickets were given to Haringey residents through the Creative Learning Programme. There were 6 noise complaints during the event (compared to 4 complaints received during last year's 1-night event).

- 6.2 20 noise complaints have been received in the current year (April 2023 to March 2024) and are attributed to the following events:

Noise complaints recorded for the 2023/23 Year, since 1 st April 2023		
Date	Event	Number of complaints
23 May	150th Celebration Party	2
30 May	Four Tet	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
03 November	Fireworks	5
04 November	Fireworks	1
Total complaints to date		20

- 6.3 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/> .

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 and has no comments.
9. **Use of Appendices:** Appendix 1 – Schedule of Events
10. **Background Papers** – None

Appendix 1 - Schedule of events November 2023 - February 2024

DATE	EVENT	LOCATION
1 st November	Rhys Darby	Theatre
3 rd – 4 th November	Fireworks Festival	PARK + ALL AREAS
8 th – 18 th November	Treason	Theatre
10 th -11 th November	Little Simz	Palm Court ALL AREAS
16 th November	The Streets	Palm Court ALL AREAS
17 th – 18 th November	Jessie Ware	Palm Court ALL AREAS
19 th November	Haringey Feast	East Court
24 th – 25 th November	The Prodigy	Palm Court ALL AREAS
24 th November – 7 th January 2024	A Christmas Carol: A Ghost Story	Theatre
30 th November	Ashnikko	Palm Court ALL AREAS
2 nd December	Sleaford Mods	Palm Court ALL AREAS
6 th -9 th December	Mosconi Cup - 30th Anniversary	Palm Court ALL AREAS
8 th – 11 th December	Peter Pan on Ice	Ice Rink
11 th Dec -5 th January 2024	World Darts Championship	Palm Court ALL AREAS
7 th -14 th January 2024	Cazoo Masters Snooker Championship	ALL AREAS
8 th February	What's Love Got to do with It	Theatre
17 th February	Roisin Murphy	Palm Court ALL AREAS
20 th February	Masego	Palm Court ALL AREAS
23 rd February	PinkPantheress	Palm Court ALL AREAS



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

14 December 2023

Report Title: Environmental Sustainability Year 1 Progress
Report of: Mark Evison, Head of Park and Environmental Sustainability
Purpose: To report on the progress since establishing an Environmental Sustainability Policy, Strategy and Action Plan for the Park and Palace.

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

1. Recommendations

To note the report and updated Environmental Sustainability Policy and Strategy documents attached at Appendices 1 and 2.

2. Executive Summary

The Environmental Sustainability Policy and Strategy was approved by the Trustee Board in July 2022. During the first year efforts have been focussed on gathering information to understand environmental impacts and to establish baselines to measure future performance. This report provides a brief overview of progress for the year 2022-23

3. Progress

3.1 The Environmental Sustainability Programme comprises eight categories covering the wide range of activity and events that take place at the Park and Palace.

3.2 Biodiversity

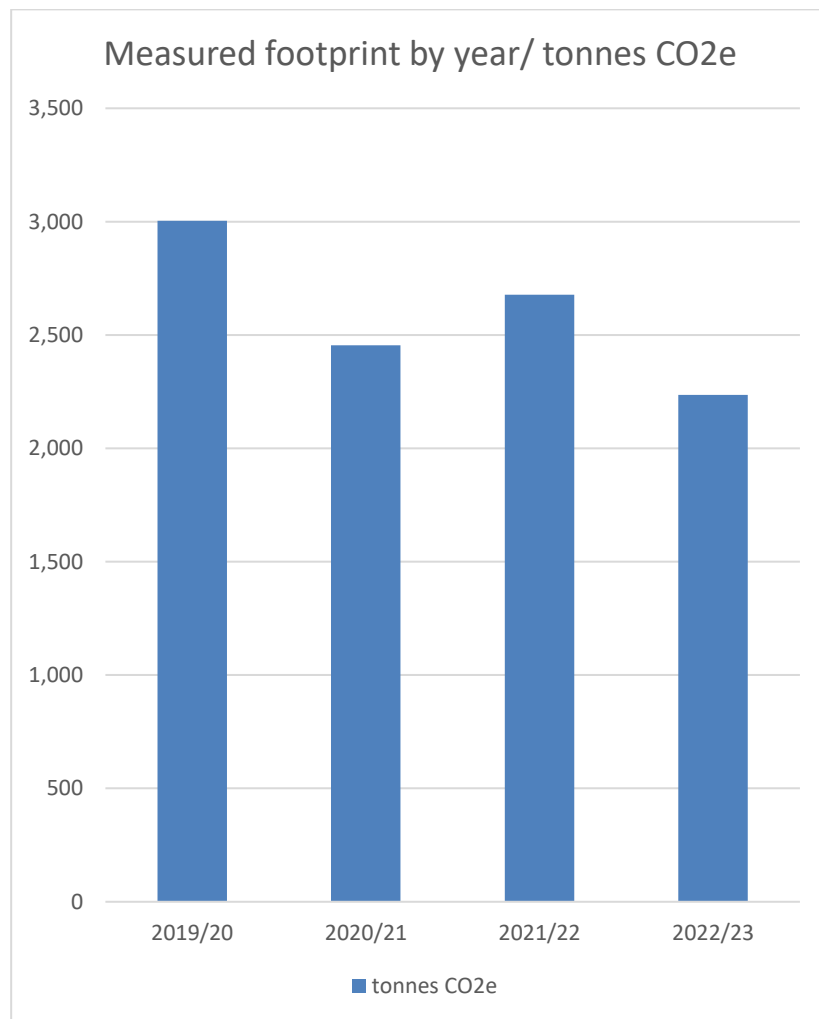
The Park continues to be managed with biodiversity in mind. New bird and bat nesting boxes have been installed. The tree and woodland management plan caters for dead wood habitats where practicable. Glyphosate is no longer used for general weed control on site, but only for targeting invasive species such as Japanese knotweed.

3.3 Carbon Footprint

3.3.1 The carbon footprint for the Park and Palace has been calculated as far as practicable for the last four years. Pre-covid the figure was 3,000 tonnes CO₂e based on the Palace's electricity and gas consumption plus waste disposal. This is equivalent to the annual emissions of around 250 homes.

The figure drops during the lockdown years. Public activity in the Palace reduced during this time, but charitable activity and filming continued so the building was still in use.

3.3.2 The carbon footprint for 2022/23 reduced to 2,243 tonnes CO₂e, the calculation includes most aspects including repairs and maintenance in the Park, fuel used for heating and some site-based vehicles, and water consumption and disposal.



A number of energy saving changes have contributed to this reduction.

3.3.3 Gas consumption for 2022/23 is down by 21% on the previous year. That's 1.8 million kWh, equivalent to 338 tonnes CO₂e. This reduction can be attributed new actuation valves installed allowing automatic control. The on-going work to replace old lighting systems with new LED luminaires and motion sensors has helped to reduce demand from lighting across the Palace.

3.3.4 Efficiencies have also taken place the Ice Rink. The plant was reprogrammed in December 2022, so it doesn't freeze the ice to as low a temperature when not required (-4.5°C rather than -7°C) and secondly, plexiglass was installed around the rink to replace the old nets, this effectively raised the barrier height by 1.89m. This now helps hold the cold air over the ice pad, reducing demand on the plant. The result is that the Ice Rink plant's average monthly electricity consumption for January to August 2023 reduced by over 32%.

3.4 Energy Management

3.4.1 The Palace has a large and complicated electrical distribution system. Installed in the 1980s the 100+ sub-meters are almost all mechanical and require manual readings. Monthly readings have been taken for 12-months to build a pattern and ascertain which systems consume the most energy. The top ten systems will now be investigated to establish whether any reductions can be made. The investigations are also helping to disaggregate power consumption by third parties (e.g. the TV mast or event clients) to help refine the understanding of which Scopes the carbon emissions fall into.

3.4.2 We were delighted to be awarded a Local Energy Accelerator grant by the Greater London Authority (GLA) in 2022. This funded a clean energy feasibility study which assessed the possible ways of reducing the carbon footprint of the Park and Palace.

3.4.3 The main outcomes of the report are several building interventions to reduce demand and the installation of ground source heat pumps. The building interventions include flow restrictors, lighting controls, further conversion to LED lights, insulation and destratification fans to balance warm and cold air. These are being investigated individually to establish cost, viability and timelines. The ground source heat pumps would be a major project, requiring further specialist advice and a future bid to the clean energy fund is being considered. The fees for a consultant to support the trust with a bid for such a grant have been quoted at £10,000.

3.4.4 Options for Solar Panels (PV) were considered in the report, given the constraints of the roof (mostly glass or already at maximum weight capacity with event rigging) there is little scope for installation of solar panels. The report found that, at best, solar panels would meet 6% of the Palace's energy demand.

3.5 Events and Catering

3.5.1 The Catering Team are working on a sustainability plan to reduce their environmental impact through areas including, menus, food waste, local sourcing and reducing packaging. The team have been aiming to remove single-use plastic from events. Nearly all customer facing bars and catering outlets are now plastic-free as paper and wooden cutlery are now used.

That's 1.5 million plastic cups and 4 million single-use plastic cutlery items avoided each year.

3.5.2 The Theatre team are working towards the Theatre Green Book standards <https://theatregreenbook.com/> and all productions are required to have Albert Sustainable production accreditation. <https://wearealbert.org/>

3.6 Governance, staff and partnerships

3.6.1 The Board has now appointed a lead-Member for Environmental Sustainability, whose role is to support and guide the Board on the organisation's strategic approach to Environmental Sustainability and associated policy and practice.

3.6.2 A staff sustainability attitudes survey was carried out over the summer and 95% of respondents said they were concerned about climate change. The environmental issues of most interest to staff were: climate change (82% of respondents), protection of nature, waste, renewable energy, plastic pollution.

3.6.3 A staff Green Team was set up in 2022-23 to involve staff in the sustainability action plan and to progress sustainability ideas.

3.7 Transport

Alexandra Palace and its contractors have a fleet of vehicles and machines, these have been catalogued for the first time to begin a process to assess the carbon impacts. The Park team have replaced two diesel vehicles with electric versions and reduced diesel consumption by almost 40%, the security team now have an electric buggy in place of a diesel vehicle.

3.8 Waste Management

Almost 2,000 tonnes of waste was collected at the Park and Palace in the four years from April 2019 to March 2023. The recycling rate for the waste collecting in the Palace was 34%. There have been initiatives by staff and the cleaning contractor to improve this rate including:

- increased separation with options for toner, food waste and batteries
- rejected loads reduced with removal of paper towels from toilets
- improved signs in disposal areas

No waste from Alexandra Park and Palace goes to landfill. Any material that is not recycled is sent to the Edmonton *energy-from-waste* facility (incinerated).

3.9 Water Management

The baseline of water consumption has been calculated for 2022-23. Across the whole site 30,000 cubic metres of water were consumed in 2022/23, enough to fill 12 Olympic sized swimming pools.

3.10 Policy and Strategy Annual Review

The ES Policy and Strategy overview documents have been reviewed and updated to reflect the progress made and signed off by the Chief Executive and are attached at Appendix 1 and Appendix 2.

4. Summary

This first year has been a journey of discovery, a vast amount of information and data has been collected. The Board, Executive Team and the staff have shown commitment and embraced the challenges of reducing environmental impacts. There have been successes, both large and small. During this time the organisation aligned with Haringey Council targets relating to net zero.

A lot of work lies ahead, traditional ways of working will be challenged and building improvements are needed and additional resources will be required to implement them.

A full version of the Annual Environmental Sustainability Report will be presented at a future meeting of the Board.

5. Environmental Sustainability Policy and Strategy

The Policy and Strategy documents have been updated to reflect the progress over the previous 12 months. These documents apply to staff across the whole organisation to help change practices and behaviours to reduce the organisation's environmental impact.

6. Legal Implications

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

7. Financial Implications

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

8. Use of Appendices

Appendix 1 – ES Policy

Appendix 2 – ES Strategy (updated)

8. Background Papers

Julie's Bicycle Sustainability Audit Documents, Wetlands Feasibility Report

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ENVIRONMENTAL SUSTAINABILITY POLICY

Our vision is to create a sustainable home for everyone to experience inspirational culture, world-class entertainment, unique heritage, life-enriching creative and educational opportunities and restorative green space.

Alexandra Park and Palace, a forever asset, has been providing entertainment and recreation for over 150 years. As custodians, the decisions we take or don't take, and the subsequent progress we make, or don't make, will be the difference in securing the enjoyment of the Park and Palace forevermore. It is imperative to find ways to become more sustainable in all areas of our work, so that future generations can be part of the People's Palace incredible and enduring story, for the next 150 years and beyond.

This Environmental Sustainability Policy sets out the five strands of work we are committed to, in order to ensure the Park and Palace can continue to evolve and grow, but in a more sustainable way, reducing our impact on the environment whilst working collaboratively, with purpose - we want to ensure a positive legacy and a future safe-guarded, with everyone – Trustees, staff, volunteers, contractors, suppliers, and our audiences - playing their part.

The five strands are:

1. REDUCE FIRST

Reduce energy use, waste creation and consumption of materials and water across the site

2. OUR PEOPLE'S COMMITMENT

Listen to, empower and upskill our people to champion green practices in all that we do and celebrate their successes

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

4. BEING BOLD AND AMBITIOUS

Set ambitious targets and investigate innovative solutions with funders and partners and showcase best practice to our peers

5. CONTINUOUSLY IMPROVING

Develop and improve our strategy and Environmental Sustainability programme, communicating our progress in a transparent way

Signed:

Emma L Dagnes, CEO, Alexandra Park and Palace

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ENVIRONMENTAL SUSTAINABILITY STRATEGY

A sustainable Park and Palace for all

The Environmental Strategy expands on the five strands identified in the Environmental Sustainability Policy, setting out our commitments towards a more sustainable future.

1. REDUCE FIRST

Reduce energy use, waste and consumption of materials and water across the site

We will do this by:

Monitoring energy use (fuel, gas, electricity and water) so as understand the true scale of issue, targeting reductions and measuring results

Monitoring and reducing waste streams, including food waste across the site and reducing the amount of waste sent for incineration

Reducing energy demand by changing behaviour, improving the building and investing in energy-saving alternatives, where non-renewables are still required

Continuing on our path to becoming a plastic-free site

2. OUR PEOPLE'S COMMITMENT

Listen to, empower and upskill our people to champion green practices in all that we do

- a. Ensuring effective leadership of the Environmental Sustainability Policy and Strategy by the CEO, Executive Team and Trustee Board
- b. Implementing and reporting on the Environmental Sustainability programme
- c. Auditing and encouraging sustainable travel
- d. Encouraging staff through educational workshops and training to work in an environmentally sustainable manner
- e. Engaging in national and international events such as Earth Hour
- f. Continue the Green Group meetings to engage staff and collaborate on ideas and resolve ES issues

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

We will do this by:

- a. Develop Sustainability standards for clients

September 2023

Version 2

- b. Procuring goods and services from sustainability-accredited companies, and always endeavouring to use UK-based suppliers
- c. Working with existing suppliers and contractors to improve accountability through the whole supply chain
- d. Programming exhibitions, events and activities that address the climate and ecological emergency
- e. Providing information about the environmental impact of exhibitions, events and activities and how we can all play a role in reducing those impacts

4. BEING BOLD AND AMBITIOUS

Set ambitious targets and investigate innovative solutions with funders and partners and showcase best practice to our peers Being open to APP as a pilot/ testbed site for new, innovative tech

We will do this by:

- a. Engaging with key partners and organisations including HE, NLHF, Carbon Trust, Haringey Council, the GLA to help us make progress with our commitments and ES programme
- b. Talking to industry experts and those in academia, finding opportunities for pro-bono advice and guidance
- c. Continuing to reimagine the Park and building through new uses
- d. Using our platform as an international events venue to amplify the concerns around climate change, working with artists where possible
- e. Working with others in our industry to learn and share experiences and ideas and to challenge the accepted standards of practice within the sector

5. CONTINUOUSLY IMPROVING

Develop and improve our strategy and action plan, communicating our progress in a transparent way

We will do this by:

- a. Monitoring, measuring and communicating our environmental performance
- b. Engaging with groups and organisations who can help AP improve the Policy, Strategy and Action Plan
- c. Communicating our goals and results publicly in the ES Annual Review
- d. Discussing Environmental Sustainability as a standing item on the Board agenda



ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
14 DECEMBER 2023

Report Title: FINANCE REPORT
Report of: Richard Paterson, Director of Finance and Resources
Purpose: This report seeks to inform Trustees of the likely outturn position of the Trust in 2023/24

1. Recommendations

- 1.1 To note the full year position of both the Trust.
- 1.2 To approve the drafting of a loan agreement to provide a mechanism for short term capital loans between the entities, following approval in principle by FRRAC and the APTL Board.

2. Alexandra Park and Palace Charitable Trust

- 2.1 For the financial year to March 2024, the Trust is forecasting unrestricted revenue of **£5,277,000** (Budget: £5,150,000) with operating expenditure of £5,545,000 (Budget: £5,689,000) and an operating deficit of **£268,000** (Budget: £539,000); £271,000 better than budget.
- 2.2 Running a deficit is not sustainable and therefore work needs to be done to find new income streams and cost savings/efficiencies across the site to start to fill the gap. This work is ongoing and has been shared with Trustees in various other forums.
- 2.3 In terms of the numbers themselves, the financial position is improving as the year progresses and the predicted deficit is forecasted to reduce.
- 2.4 The biggest income variance came from Gift Aid (paid to the Trust in 2023/24 for FY 2022/23). APTL produced a much improved financial performance in 2022/23 that delivered more in Gift Aid than was originally anticipated.
- 2.5 As in previous years, Car Park charges have also caused the Trust a financial challenge. Although car park charging is now live and operationally has been a smooth implementation, the project was delayed until August which has caused a funding gap in this financial year. Income in the year is down £179,000.
- 2.6 Salary and wages costs are expected to be £142,000 below forecasted as recruitment has either been delayed or postponed.

- 2.7 In addition to salaries, energy costs have come down and the Trust is now paying a lower unit price per kilowatt hour than it was at the start of the financial year. This price is locked in until April'24 where the rate will be revised once more. It is hoped that the price will continue to drop although the market has yet to react to the Israel/Hamas conflict which could have an adverse impact once again. The overall saving in this financial year is forecasted to be £69,000.
- 2.8 Energy consumption continues to be managed and additional interventions will be rolled out over the next 12 to 18 months to reduce this still further.
- 2.9 Additional savings have been seen across departments as the Trust looks to minimise the deficit position.

Table 1 – Trust 2023/24 Full Year Forecast

	2023/24 Budget	2023/24 Forecast	Variance
Grants	1,755,000	1,836,461	81,461
Gift Aid	2,200,000	2,357,000	157,000
Leases	315,325	311,287	(4,038)
AP Licence	300,000	300,000	0
Other Income	44,175	115,755	71,580
Turnover	4,614,500	4,920,503	306,003
Carparking and Donations	535,000	356,486	(178,514)
Cost of Events (Learning / Fundraising)	(6,000)	(4,656)	1,344
Interest Receivable	0	0	0
Salaries & Wages (admin)	(1,134,881)	(992,456)	142,425
Other Admin Expenses	(3,414,937)	(3,484,256)	(69,319)
Energy Costs	(1,132,850)	(1,064,077)	68,773
Total Overheads	(5,688,668)	(5,545,445)	143,223
Surplus / (Deficit)	(539,168)	(268,457)	270,711

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:
- Works to the Bedford Road wall
 - Works to smoke vents
 - Various CCTV upgrades
 - Numerous glazing repairs across the Palace roof

3.3 A new Head of Property and Facilities joined the organisation at the start of August and he is starting to work his way through what the priorities and demands will be for the next 18-24 months in respect to capital expenditure.

3.4 In addition to the above, the Trust recently submitted an application to the Corporate Trustee for Capital Expenditure for the financial year 2024/25. This covers expenditure on security measures, critical expenditure where there is a risk to life, injury and compliance.

4. **2024/25 Budget**

4.1 The budgeting cycle for 2024/25 has just begun and the organisation is in the process of working through this process.

4.2 Some of the planning assumptions being included in the Trust's 2024/25 Budget are as follows:

- The Corporate Trustee revenue grant remains at £1,755,000.
- The expected Gift Aid from the Trading Company is £1,600,000¹.
- The Licence Fee payable from the Trading Company is £300,000.
- No unrestricted fundraising income will be recognised in 2024/25 as the strategic priority remains capital projects.
- Car Parking income continues to grow and the 2nd year of the contract will generate additional revenue.
- Inflationary increases are expected in insurance, Estate Guarding, Park Maintenance and Core Cleaning.
- Utility Costs (excluding tenants) are likely to drop further, although pricing estimates from 1 April'24 has yet to be released.
- Further wage increases against inflation may also be required.
- Additional posts will be included where there is a clear business case and rationale to do so.
- Costs are held at their 2023/24 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.

5. **Cashflow**

5.1 The outline cashflow is shown in Appendix 1 below. The Trust's cashflow is challenging but due to the forecasted improvements in the current financial year, cashflow is improving and the Trust may close the year in a cash neutral position.

5.2 The current assumption is that the Trust will restart repayments for outstanding loans (including interest) to the Corporate Trustee.

5.3 It is anticipated that additional working capital will be required in February 2024.

¹ Awaiting final confirmation of the final Gift Aid amount

- 5.4 Discussions are ongoing with senior officers with respect to how they can support the Trust but the organisation is committed to minimising any impact on the Corporate Trustee and it will only request support if it's absolutely necessary.
- 5.5 One of the options available to the Trust is to manage cash on a Group basis. At present, there is no mechanism in place to allow the Trust or APTL to borrow from the other entity should a short term need arise.
- 5.6 Therefore, following agreement in principle by FRRAC and the APTL Board, it is proposed that a lending mechanism is put in place to allow a short term working capital loan between entities on a needs-must basis if certain criteria are met to enable cash to be managed between entities. This would be on the basis of certain conditions being met and could only be done with the authorisation of the Director of Finance and Resources or the CEO.

6. Risks

- 6.1 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 continues to drop and a new lower price came into effect on 1 October 2023.
- 6.2 Other risks of note include:
- (a) The continuing cost of living crisis and the impact this will 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) The ongoing impact on the war in Ukraine and now the Israel/Hamas conflict.
 - (d) Recruitment and retention of staff if the Group is unable to afford reasonable pay increases.
 - (e) Recruitment and retention of casual workers given the difficulties seen in the sector.
 - (f) 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.

7. Legal Implications

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

8. Financial Implications

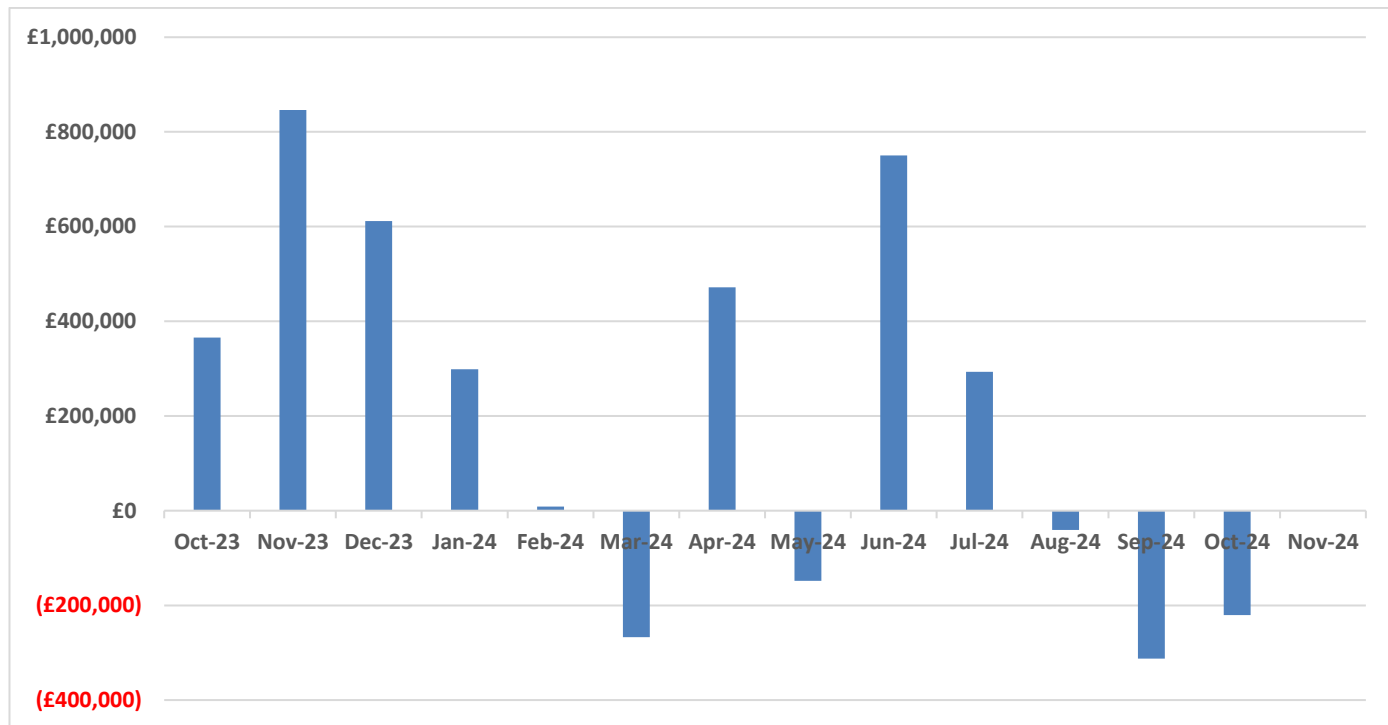
The Council's Chief Financial Officer has been consulted in the preparation of this report. The hard work of the trust and its officers is showing through in a better financial performance. The potential arrangement for pooling of cash flow in the group is very much supported.

9. Appendices

Appendix 1 – Cashflow

APPENDIX 1

Cashflow for Trust (including debt repayments)





ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
14 DECEMBER 2023

Report Title: Annual Review of Fabric Maintenance & Repairs
Report of: Iain McDonald, Head of Property & Facilities
Purpose: To inform the Trustee Board following the annual review of the Fabric Maintenance Plan (FMP)

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

1. Recommendations

- 1.1 To consider and note the maintenance and repairs progress made in 2022/23 and 2023/24 (including scheduled work not yet conducted).
- 1.2 To approve the following priority works for 2024/25:
 - i. **Roof Repairs:**
Urgent continual attention is needed for roof and glazing repairs to prevent further water damage and risk to the buildings.
 - ii. **Safety Upgrades:**
Allocate resources for safety improvements, including replacement of Distribution boards, upgrade of Emergency lighting, Smoke vent and Damper remedials, CCTV infrastructure upgrade, hostile Vehicle Mitigation system.
 - iii. **Energy Efficiency Measures:**
Invest in energy-efficient upgrades to reduce operational costs and environmental impact.
 - iv. **Aesthetic Enhancements:**
Enhance the overall appearance of our facilities to improve the visitor experience, through interior and exterior improvements.
 - v. **Long-Term Planning:**
Allocate funds for the development of a long-term maintenance and renovation plan. Investment into aging plant and roof structures to prevent water ingress and further damage to masonry and interiors.

2. Introduction

- 2.1 A Fabric Maintenance Plan (FMP) was produced in 2014 and has since provided a schedule for building fabric and services repairs and renewals, over a ten-year timeframe.
- 2.2 Annual reporting on progress against the plan has become difficult as additional work not included in the plan has been conducted such as the East Wing Restoration Project. 59% of the original building fabric repair items on the FMP were still outstanding at end of Year 9 and are unlikely to be achieved in the remaining year of the scheduled plan. Therefore, as we approach the end of the ten year plan, rather than a schedule, the FMP will continue to be used as a framework for repairs and maintenance planning.
- 2.3 An annual review of the fabric maintenance plan will continue to be conducted to assess the current state of our facilities and identify priorities for maintenance and improvements. This report aims to summarise the key findings and recommend priorities for the board of trustees' approval.
- 2.4 A report of last year's progress and 2023/24 to date can be found in Appendix 1.

3. Key Findings

3.1 Structural Integrity:

A structural survey has taken place and revealed several priority areas that require attention, including roof repairs and bridge repairs.

We have identified 147 Great Hall roof glazing units for immediate replacement and a requirement to carry out extensive repairs on our Emergency Exit Bridge serving the Great Hall and the public foot bridge.

3.2 Safety

Electrical installation systems in key visitor areas have been identified as a priority, such as Distribution board replacements, Emergency Lighting renewal and upgrades to detection systems.

3.3 Energy Efficiency:

Our buildings showed potential for energy efficiency improvement in various areas including continual work on our BMS controls and heating system infrastructure, LED lighting upgrades and feasibility studies to support future progress.

3.4 Aesthetic Enhancements:

Many of our facilities would benefit from aesthetic enhancements, including interior and exterior decorating and signage improvements to enhance the Palace and Park. Pathways across the estate need to be invested in to ensure minimal claims against slips and trips.

4. Recommended Priorities

Based on the findings of the annual review, the following priorities for 2024/25 are recommended for the board of trustee" approval:

- 4.1 **Roof Repairs:**
Urgent continual attention is needed for roof and glazing repairs to prevent further water damage and deterioration to the buildings.
- 4.2 **Safety Upgrades:**
Allocate resources for safety improvements, including replacement of Distribution boards, upgrade of Emergency lighting, Smoke vent and Damper remedials, CCTV infrastructure upgrade, hostile Vehicle Mitigation system.
- 4.3 **Energy Efficiency Measures:**
Invest in energy-efficient upgrades to reduce operational costs and environmental impact.
- 4.4 **Aesthetic Enhancements:**
Enhance the overall appearance of our facilities to improve the visitor experience, through interior and exterior improvements.
- 4.5 **Long-Term Planning:**
Allocate funds for the development of a long-term maintenance and renovation plan.

Investment into aging plant and roof structures to prevent water ingress and further damage to masonry and interior spaces.

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

The proposed priorities are in line with the charitable Mission To uphold, maintain and repair the Palace. These measures will not only ensure the safety and functionality of our facilities but also contribute to our long-term sustainability and success as outlined in the Vision.

6. Risk

- 6.1 Due to limited resources the Trust has had to spend below the recommended amount to bring the fabric and services into good condition within the 10-year plan and the general condition has only improved slightly in certain areas and 29% of the building remains derelict. Q4 2023/24 will see conservation repairs of the North East Office Building (NEOB) further to the successful application to Historic England, and further funding applications will be made in 2024/25 to bring this area back from dereliction and into public use.
- 6.2 The Trust holds valid Public and Employer Liability Insurance and property insurance (with specialist insurers for historic buildings) as previously reported. The insurers are fully aware of the building condition and our programme of repair and maintenance, and their representatives attend annual meetings and

inspections of the building. Any areas or faults highlighted by the insurers at the time of inspection are prioritised and the insurers are kept well informed of the progress to avoid any risk of invalidating the insurance by not complying with insurers' recommendations.

7. Legal Implications

- 7.1 The functions of the Trust stipulated in the Alexandra Park and Palace Acts and Orders include: to uphold, maintain and repair the Palace as a place of public resort. Under charity law the Trustee Board Members also have individual and collective responsibility for safeguarding the Charity's assets for the benefit of the public.
- 7.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report.

8. Financial Implications

- 8.1 Reallocation of capital items to remain within budget for 2023/24.
- 8.2 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comments.

9. Use of Appendices

Appendix 1 – Year 9 (2022/23) and Year 10 (2023/24) Progress

10. Background Papers - APP Fabric Maintenance Plan & Budget Documents

Year 9 (2022/23) completed items:

Year 9 continued to focus on risk to safety and resilience and the renewal of services, with Life Safety and Critical installations, including fire alarm network, lighting, electrical distribution, central battery systems upgrading. Not all costs included below.

Sector 1 –West Entrance, Palm Court and Adjoining Spaces

- Palm Court Roof vent upgrade £14,800 and access £5,000
- SW Pavilion roof repair and decoration £10,620

Sector 2 –West Hall, West Corridor and Adjoining Rooms

- West Hall Roof leak repairs £1,000

Sector 3 –Service Yard, Stores and North West Tower

- North West Hall parapet repairs £17,000 and access/hoist £6,500

Sector 5 –Panorama Room and South West Colonnade

- Panorama Room roof and gutter repairs £6,700

Sector 6 –The Great Hall

- Structural and architectural fees £16,000 and Trial holes and metalwork investigations £8,000
- Great Hall DGU replacements to main roof Bays 1-4 £61,000
- Great Hall Extra DGU replacements Bays 5-15 £12,000
- Great Hall Roof repairs £9,000
- Great Hall Floor duct panel replacements (Phase 1) £56,000

Sector 7 – Ice Rink and Adjoining Spaces

- Ice Rink Install Plexiglass & posts to rink £82,500
- Ice Rink Install netting above Plexiglass to rink £26,000

Sector 8 –Theatre, North East Tower and Adjoining Spaces

- Spider access for bi-annual inspections of ceiling, walls & proscenium arch July 22
- Theatre Bi-annual ceiling, proscenium arch and walls inspections January 23
- Theatre loading bay doors replacement £4,500
- Theatre Courtyard install graduated external ramp £19,000

Sector 9 - Former BBC Studios

- Roof Repairs to BBC Wing and other areas £6,500

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

- East Court Roof vent upgrade £16,000 and access £3,500
- East Court glazing repairs £13,000
- SEOB/East Court VS door openings and East atrium wall repointing including scaffolding £38,000
- SEOB staircase beam and ceiling including redecoration £10,000

Sector 13 – North Basement

- Level 1 leak and bund £6,000

Services - Life Safety

- PAVA emergency repairs £14,500
- Fire Alarm upgrade Great Hall & West Hall ASD £73,000
- Smoke Vent work £6,000
- Emergency lighting CBS £13,500

Services - Critical

- West Hall rewiring/lighting controls £9,500
- Power distribution 5 year fixed wiring testing 20% per annum
- West Hall lighting project fees £5,500
- West Hall rewire £28,000 (retention)
- Back of house areas/BBC Tower lighting project £33,500
- BBC Wing/Tower distribution upgrades £98,500
- Distribution boards upgrade (Part – General areas) £14,500

Services – Operational

- Boiler replacement zone valves & actuators £10,000
- CCTV headend upgrade £22,000
- IT equipment – Firewall & installation £33,500
- Street lighting repairs/replacement

2023/24 Works completed:

Sector 1 – Palm Court

- Essential glazing repairs to dome and atriums. £5,000
- Conclusion of projects to Palm Court (Fire Alarm)

Sector 2 – West Hall

- Conclusion of projects to the West Hall (Wiring/Lighting/Fire Alarm),

Sector 5 –Panorama Room and South West Colonnade

- Replacement of the Link roof between Palm court and the Panorama room £5,000
- Repair existing toilets in the Panorama room £21,000.

Sector 6 –The Great Hall

- Faulty Glazing units have been replaced in several locations where they were deemed a danger to fall or blown. 10no. in August and 40no. in November 2023. £90,000
- We had to carry out substantial repairs to the floor ducts in the Great Hall including purpose made new duct covers. £6,000 (Phase 2).
- Survey and repair some of our Gantry walkways across/within the roof and fire escape staircases for our team to continue maintaining the roofs and safe public/staff usage to escape staircases. £9,000
- Conclusion of projects to Great Hall (Fire Alarm)

Sector 7 – Ice Rink and Adjoining Spaces

- Plexiglass was installed around our Ice rink. Improving visitor experience and safety, improving energy efficiency and providing a facility that supports the progress of the Ice Hockey team to a higher league.

Sector 11 – East Court

- Essential glazing repairs to dome and atriums

Services – Water Main

- The water main serving the entire Palace, including the tanks serving the sprinkler systems and essential water provision, burst in the North Service Yard, and we have managed to contain and fix a section that was in immediate need for repair but still need to plan future works before failure happens down the rest of the line.

Services – Critical

- Distribution boards (phase one) various locations across the estate.

Services – Operational

- We have upgraded some of our CCTV cameras that were failing.

Grounds and Park

- Bedford Road retaining walls were rebuilt after finding sections of wall and path in danger of collapse.
- Boundary fencing to North Service Yard was replaced.
- Speed tables were restored on our road to ensure safety to the public.

It is worth reiterating that the FMP had to take a pragmatic approach to the renewal of the business-critical services items (including high voltage breakers, power distribution, generators, transformers and IT), as these date from the late 1980's and are beyond their standard serviceable life but are well built and operational. In the event of a breakdown, it may not be possible to restart these systems or obtain replacement parts, which proved the case for the smoke vents and emergency central battery units.

The condition of the services was originally rated as Poor throughout largely due to the age of the installations. Sectors such as the Theatre and East Court previously improved to Good/Fair due to renewals within the EWRP (which were excluded from the FMP), and progress had been made on the Life Systems and some Operational Systems, including the main lifts. The renewal of the services remains slightly greater than that included within the FMP by Year 10 based on the average/extra spends to date.

Installing safe access to all roof areas has been deferred one further year (with previous progress on EWRP and WYP in Year 4 and part Great Hall in Year 3), due to

other H&S and operational priorities. Further elements of the Listed Building Consent for Great Hall roof access upgrade will be realised as part of the Skywalk (rooftop adventure) to assist with the attraction but to also improve maintenance access provision.

Further planned work in the remainder of 2023/24

Sector 3 – Service Yard & Stores, and North West Tower

- The West Yard Building and NW Tower (Level 5 & 4) will be finished.

Sector 5 – Panorama Room & SW Colonnade

- GWG replacements to West Lightwell lantern.

Sector 6 –The Great Hall

- Wire & Sky rooftop experience will commence to ensure a revenue income to the Palace.
- Distribution boards will be replaced in further locations.

Sector 7 – Theatre, North East Tower & Adjoining Spaces

- Cyclical redecoration of doors and plastered walls to Theatre auditorium, foyer and dressing rooms.

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

- The urgent fabric repairs to the derelict NE Office Building, between the East Court entrance and the Theatre Courtyard, are subject to a funding application to Historic England, with essential external roof and parapet repairs and internal stabilization within the scope of the project. This should save the NEOB from further dereliction and/or roof and lantern collapse and be a catalyst for the restoration and reuse of the interior spaces for APPTC functions.

Services – Critical Life Safety Systems

- We are replacing Emergency Lighting within the Palace, the first phase of a larger project across the next 3 years.



ALEXANDRA PARK AND PALACE CHARITABLE TRUST

BOARD MEETING

14 DECEMBER 2023

Report Title: Technology Programme Progress Report
Report of: Richard Paterson, Director of Finance & Resources
Purpose: This report provides Trustees with an update on the work of the Technology Programme.

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

1. Recommendations

1.1 To note the content of this report.

2. Executive Summary

2.1 This report is to inform board members of the purpose and activities of the newly formed Alexandra Palace Technology Programme (TP).

2.2 An IT Discovery project in 2022 documented all systems and processes and resulted in a report containing 21 recommendations. As a result, the Executive Team formed a new Technology Programme to provide consistent governance of IT projects. An advisory meeting is independently chaired by a volunteer consultant, Richard Warner every 4 to 6 weeks.

2.3 The purpose of the TP is to continuously prioritise technology projects, monitor and support progress, and align projects to Alexandra Palaces strategy and business plan.

2.4 Governance and guidance is in place including Terms of Reference, Reporting Templates, Technology Assessment Framework and a revised Business Case template. Care has been taken to ensure this governance is light-touch while remaining effective.

2.5 Project update:

- Projects nearing completion: Revised Electronic Point Of Sale solution for tills, Upgraded WiFi, new Customer Relationship Management system
- Projects underway: New Venue Management system, GDPR Audit, revised Technology Strategy
- Projects being initiated: New Rostering capability for staff, Estate Security, Buildings and Infrastructure Technology, Wifi Phase 2, CRM phase 2

3. Background

- 3.1 An IT Discovery project in 2022 documented key systems and processes in use across Alexandra Palace. The systems and processes were assessed via workshops with staff and interviews with key users. 21 improvement recommendations were made. They ranged from introducing new systems, to upgrading existing capabilities and enhancing processes.
- 3.2 After reviewing the report the Executive Team formed a new board to provide a more consistent approach to the management of IT. After a few months, the scope was widened to include all technology. For example, Wi-Fi and devices.
- 3.3 In preparation for the first TP meeting a workshop was held to prioritise the improvement recommendations, agree the top nine projects and establish executive sponsorship.
- 3.2 The first meeting was held on the 26th May 2023.

4. Purpose of the Technology Programme (TP)

- 4.1 The purpose of the TP is to provide a consistent way of managing technology projects to improve quality, cost and timely delivery. It also ensures that benefits are optimised, manages dependencies and aligns projects with Alexandra Palaces strategy and business plan.
- 4.2 The TP recognises that Alexandra Palace has limited resources to apply to technology project and programme management and has adopted a pragmatic light-touch approach. This uses only the essential aspects of project and programme management needed for an organisation of this size to get the best from common practices.
- 4.2 The TP Terms of Reference are as follows:

Objectives

- To monitor and support projects to improve AP IT, Tech and Processes.
- Continuously prioritise active projects, add new projects when capacity allows.
- Scrutinise progress against critical milestones and benefits for each project.
- Review and approve key outputs e.g., Business Cases, Project Plans, Post-Implementation Reviews.

Technology Programme Meeting attendees

- Alexandra Palace Executive Team
 - Emma Dagnes, CEO
 - Richard Paterson, Director of Finance & Resources
 - Catherine Solomon, Director of HR & Organisational Development
 - Lucy Fenner, Commercial Director
 - Simon Fell, Director of Events, Leisure & Festivals
- Independent Chair – Richard Warner
- Secretary – Natalie Layton

Frequency

- Initially every two to three weeks

5. Progress

5.1 Governance

- Terms of Reference have been agreed.
- A standing agenda is in place to review the status of all active projects
- The following frameworks and templates have been created and are in use:
 - Prioritisation framework
 - Project Initiation Document template
 - Updated Business Case template
 - Project Reporting template
 - Technology Assessment framework (aligned with Alexandra Palace procurement policies and procedures)

5.3 Projects - The following projects are nearing completion:

Site Connectivity Phase 1 – WiFi enhancements

- After feedback from staff, volunteers and customers that there were occasional problems with WiFi coverage a survey was undertaken to establish the effectiveness of WiFi during events and to review the deployed hardware. An improvement plan was created and WiFi infrastructure was upgraded over the summer, in time for the September concert season. It improves coverage, resilience and capacity. Positive feedback has been received and complaints reduced. A final assessment of WiFi under load is planned to ensure expected benefits have been achieved before sign-off.

Revised EPOS solution – Till System

- Completed Phase 1: Cross organisation project to implement a single till system to replace the existing combination of systems and hardware which had become increasingly difficult to operate and reconcile. The requirements of a new system were integrated menu, recipe and stock management whilst maintaining speed of sales, i.e. moving away from fixed terminals to handheld devices. Trials of the four main suppliers took place and results were recorded and the various stakeholders agreed on a single provider (Sum Up) that met all the requirements, integrated with existing finance system and was easy to use.
- The system is providing the following benefits: single solution for all outlets (easier for staff to move between sales points), multiple menus/outlets trading / using the live sales reporting functions to make decisions on staffing.
- Phase 2 by end of 2023: to integrate a fully linked ingredient based stock system (back of house linking with front of house menus), staff to receive training.
- The final phase will be connecting all menus to live stock which will simplify reporting, improve stock control and help to drive revenue.

Customer Relationship Management system Phase1

- A new system, Spektrix, has been implemented, data loaded and is in use. Benefits for Phases 1 and 2 include:
- Improved Customer Experience, Customer Acquisition and Customer Loyalty by:
 - Acquiring a rich 360° view of our customers through collating and analysing data we have
 - Segmenting these audiences to effectively market to them and find new customers through look alike analysis
 - Creating personalised email campaigns

Venue Management System

- This project aims to create a framework for log and incident reporting and simplify workflows for key safety and operational checks and remove manual, duplicated processes.
- New system, Halo, successfully running for estate Security. New hardware installed in our Control Centre and HALO device handsets in use. Good feedback from staff. Cleaning/Facilities departments configuration and testing commenced, which highlighted a change in the approach to full system usage across AP.

GDPR Compliance Audit

- Following four estimates, a supplier was chosen to conduct an audit of Data Protection Compliance and provide a gap analysis report with recommendations to reduce risk of data breach. The audit will take place over 5 days towards the end of January 2024 with a final report expected in February 2024.

Technology Strategy Development

- An effective Technology and Systems strategy will align our IT, systems and technology capabilities with the new business plan and build a baseline for future investment in technology/IT infrastructure.
 - A list of technology used across the organisation has been produced and Head of /Tech Manager job Description created and budgeted for. Ongoing
- Projects being initiated.
 - HR capabilities Phase 1 – Rostering and Attendance Management
 - Estate Security
 - Buildings and Infrastructure Technology
 - Wifi Phase 2
 - Customer Relationship Management (CRM) - Phase 2
 - Projects on hold
 - Activity Management Solution (until Venue Management System rolled out sufficiently)

6. Legal Implications

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

7. Financial Implications

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

8. Use of Appendices None

9. Background Papers None



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

14 December 2023

Report Title: Appointments

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

Purpose: This report seeks approval of changes in the membership of the Finance, Risk, Resource and Audit Committee (FRRAC), the Alexandra Palace Trading Limited (APTL) Board and to appoint a trustee to formally approve the Annual Return.

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

1. Recommendations

- 1.1 To **appoint** Cllr Sean O'Donovan (Trustee Board Vice Chair) as a member, and the Chair of, the Finance, Resource, Risk and Audit Committee (FRRAC);
- 1.2 To **appoint** Cllr Sean O'Donovan as an APTL Company Director.
- 1.3 To **appoint** the Chair of the Trustee Board to sign-off the Charity's Annual Return.

2. FRRAC

- 2.1 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.
- 2.2 In 2023 the Board approved the FRRAC membership: Cllrs Lotte Collett (Chair), Anne Stennett, Ahmet Mahbub, Sarah Elliott and independent member Claire Pape.
- 2.3 Following changes within the labour group, Cllr Sean O'Donovan has replaced Cllr Lotte Collett as Vice Chair of the Trustee Board. The Board is invited to appoint Cllr O'Donovan to fill the vacancy for a Chair of FRRAC.

3. APTL

- 3.1 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 2023 the Board appointed the APTL Company Directors as follows:

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 Following changes within the labour group, Cllr Sean O'Donovan has replaced Cllr Lotte Collett as Vice Chair of the Trustee Board and the Board is invited to appoint Cllr O'Donovan to fill the vacancies for an APTL Company Director.

7. Oversight for the submission of the Annual Return

7.1 The Annual Return is submitted to the Charity Commission by the 31st January filing deadline, along with the Trustees' Annual Report and Accounts.

7.2 In 2023 the Charity Commission added 23 new questions to the Annual Return covering governance (financial, risk, safeguarding), charity operations and structure, employees and volunteers and response to major external change.

7.3 At the meeting of FRRAC on 4 December the auditor advised trustees to nominate a trustee to oversee and sign-off the Annual Return. It is recommended that the Chair takes on this role, working with the Charity Secretary.

8 Legal Implications

The Council's Head of Legal and Governance has been consulted on this report.

9. Financial Implications

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

10. **Use of Appendices** Appendix 1 – proposed FRRAC & APTL Membership lists

11. **Background reports** None

Appendix 1

FRRAC (FINANCE, RESOUC, RISK AND AUDIT COMMITTEE) MEMBERSHIP *(proposed)*

Cllr Sean O'Donovan	APPCT Board Member (FRRAC Chair)
Ahmed Mahbub	APPCT Board Member
Sarah Elliott	APPCT Board Member
Anne Stennett	APPCT Board Member
Claire Pape	Independent Member
Cllr Emine Ibrahim	APPCT Chair (observer)

APTL (ALEXANDRA PALACE TRADING LTD) MEMBERSHIP *(proposed)*

Nick da Costa	Director (APPCT Board Member) & Chair
Emine Ibrahim	Director (APPCT Board Member)
Sean O'Donovan	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

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 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.	In progress	Governance & Financial
19 July 2023	Approved the Vision & Goals presented in May.	Ongoing	Strategic
	Approved the 2023/24 Budget	Ongoing	
	Approved appointments to APTL Board, FRRAC and Lead Trustee Roles, noted committee memberships.	ES Lead Trustee Appt outstanding	Governance
	Noted Trustees' Register of Trustees' Interests.	N/A	Governance
20 September 2023	Approved the Risk Register.	N/A	Governance
	Special meeting to approve the award of contract for delivery phase of North East Office Building emergency repair works. Subject to funding, which has since been confirmed.	Complete	Financial & Governance
29 September 2023	Delegated Decision: Waiver of Contract Standing Order (CSO) 8.02 (3 quotes for works over £5,000) in relation to the award architectural services (RIBA 0-2) to FCBS . Reason: FCBS conducted a considerable amount of architectural design work on the East Wing Restoration Project and initial work on the Café Restaurant scope and therefore it was deemed to be in the best interests of the Charity to instruct the same architect to undertake the services required to deliver the EC Café Restaurant project.	Complete	Governance
12 Oct.2023	Appointed Cllr da Costa as Lead for Environmental Sustainability	N/A	Governance
9 November 2023	2023 Pay Review: Approved the recommended pay approach: at a total annual cost of £170,115 to APTL including: 3% increase to all salaries (pro-rated for new starters and pro-rated to new salaries where individuals have had a mid-year uplift), London Living Wage paid at £11.95 (2022 rate) from 1 st April to 31 st October 2023 and a 10% increase to £13.15 from 1 st November 2023 to 31 st March 2024 (2023 rate) and, To maintain 5.6% differential between level 9 and 10 (£13.87), and to anchor level 11 hourly rates at the median salary to achieve differential between level 10 and 11 (£14.16) and apply a 3% increase on all other hourly rates.	15/12.2023	Financial & Governance

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

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