

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Monday, 26th February, 2024, 7.30 pm - Transmitter Hall, Alexandra Park and Palace Way, London, Greater London, N22 7AY (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**

To receive any 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. DECLARATIONS OF INTERESTS

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

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

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

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

5. QUESTIONS, DEPUTATIONS OR PETITIONS

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

6. MINUTES (PAGES 1 - 10)

To approve the minutes of the Trustee Board meeting held on 14 December 2023 & 25 January 2024.

7. FEEDBACK FROM THE STAKEHOLDER COMMITTEES

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

- i. Consultative Committee held on 25 January 2024
- ii. Advisory Committee held on 25 January 2024

8. CHIEF EXECUTIVE'S GENERAL UPDATE REPORT (PAGES 11 - 18)

To note the general update.

9. FEEDBACK FROM, RESOURCE, RISK AND AUDIT COMMITTEE (FRRAC)

To consider the report of the Chair of FRRAC and approve any recommendations from the 19 February FRRAC meeting.

10. FRRAC TERMS OF REFERENCE (PAGES 19 - 26)

To approve the reviewed terms of reference for adoption.

11. FINANCE REPORT (PAGES 27 - 32)

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

12. NEW ITEMS OF URGENT BUSINESS

13. DECISIONS TRACKER (PAGES 33 - 34)

Decisions taken since last reported for information

14. EXCLUSION OF THE PRESS AND PUBLIC

15. EXEMPT MINUTES

To approve the exempt minutes of the meeting held on 14 December 2023 & 25 January.

16. EXEMPT PROPERTY REPORT (PAGES 35 - 44)

To consider the recommendations.

17. EXEMPT STRATEGIC RISK REGISTER (PAGES 45 - 50)

To consider and make any decisions.

18. EXEMPT TRADING SUBSIDIARY CHAIR'S REPORT

To note the update from the Chair of APTL.

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

Boshra Begum, Senior Democratic Services Officer
Email: boshra.begum@haringey.gov.uk

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

Friday, 16 February 2024

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MINUTES OF MEETING Alexandra Palace and Park Board HELD ON Thursday, 14th December, 2023, 7.30pm, Ice Rink Club Room, Alexandra Palace Way, London N22 7AY.

PRESENT:

Councillors: Emine Ibrahim (Chair), Sean O'Donovan (Vice-Chair), Nick da Costa, Sarah Elliott, Ahmed Mahbub and Anne Stennett

Co-optees/Non-Voting Members: Duncan Neil (Muswell Hill and Fortis Green Association) (Co-Optee), Nigel Willmott (Friends of the Alexandra Palace Theatre) (Co-Optee)

ALSO ATTENDING: Emma Dagnes (APP CEO), Richard Paterson (APP Director of Finance & Resources), Boshra Begum (LBH Senior Democratic Services Officer), Natalie Layton (APP Charity Secretary), Mark Evison (Head of Park and Environmental Sustainability), Jamie Hignett (Unit 38), Neil Coe (Building Surveyor, APP), Iain McDonald (Head of Facilities and Property, APP)

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 or webcast live.

2. APOLOGIES FOR ABSENCE

No apologies for absence were received.

3. URGENT BUSINESS

There was an item of urgent business noted for a supplementary item, these were the legal comments that were received late for reports. This was considered under the Item of urgent business at item 16 and exempt urgent business at item 25.

4. DECLARATION OF INTERESTS

There were no declarations of interest.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

There were no questions, deputations or petitions.

6. THE GROVE PUBLIC ENGAGEMENT EXERCISE

Unit 38 and Studio HYTE were appointed to undertake the first stage of public consultation for The Grove. Jamie Hignett from Unit 38 presented the current progress working with Studio HYTE design experts on the project.

The Board was informed that the project began with community engagement work in Haringey to build the community plan. At present, there were a range of different projects around the country particularly on improving street markets and Finsbury Park People's Plinth Project partnered with Studio HYTE who specialised in accessibility in design projects. Unit 38 aimed to unlock potential within spaces, include social value, and identify the feasibility gap between individuals with good ideas against the challenges of a lack of funding.

The following points were noted in the discussion:

- Engagement: Unit 38 were interested in views of those who do not use the space and the reasons why for example aesthetic, accessibility, or other reasons.
- Current work: Unit 38 started to interview staff, different stakeholder groups and tenants in the Grove and will begin the public phase of the consultation in January 2024.
- Mid-January 2024: Unit 38 to launch the public consultation, Studio HYTE to build the visual online engagement form, the form will be accessible for those with language barriers, neurodiversity etc. The public consultation will stay open until the end of the workshops and events for roughly 3-4 months.
- April 2024: Workshops to commence and production of first stage plans.
- Unit 38 took on suggestions from the Board around engaging older residents, through groups such as Age Concern, Hornsey Pensioners and other groups recommended. The work at present engaged mainly with residents in Haringey with potential to engage groups outside of Haringey.
- The Board were informed that the current stage of the process was focused on ideas and information gathering, the consultation phase would take place with no pre-conceptions. Consultation aims to find out how people want to use the space.
- There was also potential for prototype events to be run during the school summer holidays, including different activities in the park for after Unit 38 leave the project. Unit 38 to make recommendations on different sources of funding for the brief, when agreed.
- Unit 38 reviewed 1999 plans and history of the area.

RESOLVED:

The Board noted the progress of the Grove Public Consultation led by Unit 38.

7. MINUTES

The minutes of the Alexandra Palace and Park Board held on 9th November 2023 and the 12th October 2023 and were agreed along with the following changes to the meeting on 12th October 2023:

1. Reference to Pensions Sub Committee this should be corrected to Pensions Committee.
2. Remove the bracket after Neil Coe.

8. FEEDBACK FROM STAKEHOLDER COMMITTEES

Nigel Willmott summarised the Consultative Committee held on 30th November 2023. Nigel informs the Board that he remains Chair and co-optee appointments were made to John Chilton (Friends of the Park) taking up the vacancy and Duncan, Nigel and Jason remained on the Board.

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

RESOLVED:

The report was noted by the Board and the recommendations were approved:

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

10. CHIEF EXECUTIVE'S GENERAL UPDATE

Emma Dagnes introduced the CEO's General Update. The Board received the report which trustees had considered at the Consultative Committee meeting on the 30th of November 2023.

The following points were noted in the discussion:

- It was clarified that the Campsbourne Building was not included as part of the Fabric Maintenance Plan. The Campsbourne Community Collective expressed interest in using the building to ensure the benefit to the community and Alexandra Palace.
- The CEO Emma Dagnes explained that there have been consultations with Campsbourne Community Collective and the Black Roots Group as well as other community groups within the area to ensure the best interests of the charity to retain control over its buildings. The Head of Fundraising and Strategic Projects was reviewing the potential funding pots for the projects.
- There were a low number of noise complaints received for fireworks, only 6 noise complaints were received in total.

11. ENVIRONMENTAL SUSTAINABILITY REPORT

The Board received the report which trustees had considered at the Consultative Committee meeting on the 30th of November 2023.

The following points were noted in the discussion:

- There were concerns around whether trees would be preserved as part of this report, and the Board was informed that as the park as a whole is a local nature reserve the trees above a certain size threshold are protected by the conservation area and there is a tree management plan.
- It was explained to the Board that the carbon footprint for the Park and Palace has been calculated as far as practicable for the last four years. Pre-covid figure stood at 3,000 tonnes, although this has reduced to 2,243 for 2022/23 the figure remains large due to the size of the estate.
- Although the standard measure is to compare carbon footprint per metre, due to the pandemic there is missing data. However, eventually the idea would be to use carbon

emissions measurements and number of events/visitors to get an accurate picture.

RESOLVED:

The Board noted the report and the updated Environmental Sustainability Policy and Strategy documents.

12. FINANCE REPORT

The Board received the report introduced by the Richard Paterson, the Director of Finance & Resources.

The following points were noted in the discussion:

- The proposed loan facility between the two entities were short term loans to deal with cashflow shortages, largely supported by the APTL Board and FRRAC and to ensure the pressures could ease on the Corporate Trustee to bridge any cash flow gaps within the Trust. Further technical details on this would follow in the draft of the report.
- On fundraising it was noted that the report refers to general fundraising like bucket collections in the East Hall which will go towards general expenditure and therefore any other fundraising will be towards specific projects.
- On Car Parking penalties, there were no major concerns and at present there were only general reminder letters being sent. From January penalty charge notices will be issued.
- A 3 month review was conducted on parking charges, this showed that a very small percentage do not pay and most people have embraced the charges.
- On Cashflow forecasts, this has been improving since the report was written, confident as there have been additional put into place. In a better position after the audit as looking like will not go into negative.
- The Board was informed that once the loan facility was in place the agreement would be made clear in the process and the relatively short periods for repayment would be highlighted.
- The financial systems were also a priority for the technology strategy project in the IT Programme, at present is in a good position to review the financial systems, this would also make up a recommendation to come out of the project.

RESOLVED

1. The Board noted the full year position;
2. The Board approved 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.

13. FABRIC MAINTENANCE PLAN REPORT

Iain McDonald, Head of Facilities and Property introduced the report.

The following points were noted in the discussion:

- Board members expressed they felt the report was succinctly summarised and recommendations clear.
- On risks, due to limited resources the Trust 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. The areas referred to were the basements below the Great Hall, Panorama Room and BBC Tower. The Panorama

- The spaces discussed are big spaces and the NEOB will only account for 1% of the derelict spaces and therefore will need another big project.
- Priority projects included the NEOB, Panorama Room and BBC Wing and not just the studios.
- It was noted that it would be an achievement if one of those projects were to be completed within the next few years and basements would be looked at last once other areas were secured, protected and successfully brought back into use.
- Board members also welcomed the Head of Facilities who had been in place for three months.

RESOLVED:

1. The Board considered and noted the maintenance and repairs progress made in 2022/2023 (including scheduled work not yet conducted).
2. To approve the following priority works for the 2024/2025.

14. TECHNOLOGY PROGRAMME BOARD UPDATE REPORT

Richard Paterson, the Director of Finance and Resources introduced the report.

The following points were noted in the discussion:

- The report aimed to inform Board members of the purpose and activities of the newly formed Alexandra Palace Technology Programme (TP).
- The 'IT Discovery Project 2022', a review into all systems and processes resulted in 21 recommendations. Out of the recommendations, the team agreed 10 priority projects work was currently underway, small improvements being made.
- Project updates included the projects nearing completion included Revised Electronic Point of Sale solution for tills, upgraded WiFi, new Customer Relationship Management system.
- Current projects included the New Venue Management System, GDPR Audit and the revised Technology Strategy.
- Projects being initiated: included New Rostering capability for staff, Estate Security, Buildings and Infrastructure Technology, WiFi Phase 2 and the CRM Phase 2.
- The Board acknowledged the great work of Richard Warner, a volunteer that dedicated a great deal of time and commitment. Richard, a local resident, has a strong family attachment to the Palace, his father worked on the original mast and became interested in volunteering for the palace a year ago while on a tour. The Board welcomed the idea of inviting Richard to a future meeting.

RESOLVED:

The Board noted the report.

15. APPOINTMENTS

Board members agreed to appoint Councillor Sean O'Donovan as the Chair of FRRAC and as the APTL Company Director.

The Board also agreed to appoint Councillor Emine Ibrahim as the chair of the Alexandra Park and Palace Board and to authorise the charity's annual return.

ACTION: Natalie to send Councillor O'Donovan the Trustee and APTL Director forms for completion.

RESOLVED:

The report was noted.

16. NEW ITEMS OF URGENT BUSINESS

The Board noted the supplementary information provided under urgent business, which were received late, this contained legal officer comments on reports.

17. DECISION TRACKER

ACTION: Natalie to amend the decision tracker to remove the hourly rates which should be made public.

18. EXCLUSION OF THE PRESS AND PUBLIC

19. EXEMPT MINUTES

The Exempt minutes were agreed.

20. EXEMPT DRAFT ANNUAL REPORT AND ACCOUNTS

The Report was noted and the recommendations were agreed.

21. EXEMPT ROOFTOP ADVENTURE LEASE REPORT AND ACCOUNTS

The report was noted and the recommendations were agreed.

22. EXEMPT HEALTH AND SAFETY UPDATE

The report was noted and the recommendations were agreed.

23. EXEMPT TRADING SUBSIDIARY CHAIR'S REPORT

The report was noted and the recommendations were agreed.

24. EXEMPT STRATEGIC RISK REGISTER AND DEEP DIVE

The report was noted and the recommendations were agreed.

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

The Board received the supplementary legal comments on the exempt reports and this was noted.

26. CLOSE MEETING

The meeting closed at 9.10pm

CHAIR: Councillor Emine Ibrahim

Signed by Chair

Date

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**MINUTES OF MEETING Alexandra Palace and Park Board HELD
ON Thursday, 25th January, 2024, 6pm**

PRESENT: Emine Ibrahim (Chair), Sean O'Donovan (Vice-Chair), Nick da Costa, Sarah Elliott and Ahmed Mahbub

Co-optees/Non-Voting Members: Duncan Neil (Muswell Hill and Fortis Green Association) (Co-Optee), Nigel Willmott (Friends of the Alexandra Palace Theatre) (Co-Optee)

ALSO ATTENDING: Catherine Solomon, Richard Paterson, Boshra Begum, Natalie Layton

33. FILMING AT MEETINGS

The Chair drew attention to the information included on the agenda front sheet and noted that the meeting was being recorded and webcast live.

34. APOLOGIES FOR ABSENCE

There were apologies for absence received from Anne Stennett.

35. URGENT BUSINESS

The Chair informed members of the board that, as it was a special meeting, under Part 4, Section B, Paragraph 17, of the Council's Constitution, no other business would be considered at the meeting. Therefore, any required tabled items would only relate to those items shown on the agenda.

36. DECLARATIONS OF INTERESTS

There were no declarations of interest.

37. EXCLUSION OF THE PUBLIC AND PRESS

38. EXEMPT - CEO SUCCESSION ARRANGEMENTS

The report was noted and the recommendations were agreed.

CHAIR:

Signed by Chair

Date



ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
26 FEBRUARY 2024

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. The Advisory (SAC) and Consultative (CC) committees were invited to consider the information during their respective meetings on 25th January.

3. Planning and Strategic Project Updates

- 3.1 The Grove Masterplan:
Unit38, the specialists leading on the *Shaping The Grove* public engagement exercise gave a brief presentation to the SAC & CC on 25th January setting out the approach. The online survey is now open [Shaping the Grove \(jotform.com\)](https://jotform.com) and contains 27 multiple choice questions, and text boxes for additional comments, to establish how users and non-users feel about The Grove. Posters are available for distribution in the local area and the survey will be pushed on social media to maximise participation. Some of the ideas raised during the survey period will be tested at free events in the Grove during the Easter Holidays on Friday 5th April and Saturday 6th April.
- 3.2 North East Office Building (NEOB) Repairs:
The first phase of works to make the NEOB watertight have started and are expected to complete in May 2024. Discussions with external funders about the next phase have been taking place and bids are being prepared.

3.3 Campsbourne Building Reactivation

We are working to find a solution to a funding gap in order to bring the building up to the required standards for allowing public access.

3.4 Northern Area of the Park:

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.

3.5 The People's Picture (150 Lifetimes)

The 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). Statutory applications including Listed Building Consent and Advert Consent will be required and, at the time of writing, the applications were being prepared for submission to the Planning Authority.

3.6 Café Restaurant

A multidisciplinary team are currently working on layout designs (RIBA 0-2) which will be discussed with the Planning Authority prior to a formal application being made later in the year.

4. Maintenance, Repairs & Improvements Since Last Reported

4.1 November

- Fire alarm upgrades in Gracie Fields room (Theatre)
- Upgrades to lamppost cabling in the Park and on the South Terrace
- Upgraded cabling to link accessible WC's and alert Security Control
- Additional inspection and safety work to SW Colonnade interior elevations
- Completion of double glazed unit replacements to Great Hall roof (39no. in total predominately to northern bays)
- Masonry repairs to Great Hall and West Corridor plinths

4.2 December

- Panorama Room: foyer drape installation, renewed coverings and framework to roof link between Panorama Room foyer and Palm Court
- Metalwork installations including East Court door threshold plates to entrance, Level 1 floor grille and North Service Yard handrails
- West Hall and BBC Tower fire door remedial works
- PAVA (Public Address and Voice Alarm System) major service

4.3 January

- Panorama Room toilet roof (leak) repairs, cleaning, temporary replacement lining and repositioning of heaters (damage caused by growth of tree branches)
- Johnson servery (various leaks) investigation and repairs
- Various CCTV camera improvements
- East Court various electrical works
- Great Hall / Ice Rink noisy smoke vent compressor replaced
- Ice Rink air handling unit maintenance (dampers replaced on 2 units)
- South Slope lighting – underground cables replaced
- LED and emergency lighting installation work started in the South East and South West staircases to gantry
- Deep cleaning in public areas following the Christmas Programme.
- North East Office Building Repair Project – Site set up to East Car Park/Theatre Courtyard

4.4 February

- Panorama Room Toilets – new roof, insulation and covering fitted.
- Johnson servery refurbishment started (ceiling and floors)
- South East Office Building - power, lighting, emergency lighting and data cable works to bring the offices back into use
- East Court Café – power and water supply installed
- BBC 2nd floor office kitchenette replaced
- Theatre Foyer emergency exit doors modified to open individually
- Smoke Vent compressor replaced in the Ice Rink (west side)
- South East and South West and 2x plantrooms LED and emergency lighting works completed
- Paddock car park lighting repairs
- Dukes Avenue path lights replaced with refurbished Victorian style lamppost heads
- Accessible toilet alarm installed
- North East Office Building Repair Project – Removing lanterns, stripping roof and making safe
- West Lightwell glazing repairs
- Smoke vents service to Great Hall, West Hall, Ice Rink, East Corridor and North West Hall
- Great Hall roof – Crane lift to remove old double glazed units
- Roof vents service (part) to East Court
- East Court roof vents – Storm damage investigations and making safe
- East Court dome and east atrium- Leak investigations and erection of scaffolding for access and repair
- Palm Court glazing – Storm damage investigations, making safe and reglazing
- Ice Rink trenches – Investigation and repair to floor trench behind West Stands

- 4.5 The Henry Willis Organ pedal reed restoration work is due to complete early in February. The pipes were removed for restoration by specialists in 2022 and are being reinstated bringing the organ back into use. This project was funded by the Alexandra Palace Organ Appeal.

5. Park & Environmental Sustainability

- 5.1 The park crew have collected a total of 145 tonnes of rubbish (to November 2023) and, at the time of writing this report, another 10-15 tonnes were estimated for December. The expected 155-160 tonnes for the year is similar to 2022/23 figures (155.5 tonnes) and slightly higher than the pre-pandemic figure of 152.2 tonnes in 2018. The highest number registered was 181.9 tonnes in 2020.
- 5.2 This year the park team have increased collaboration with external volunteer groups, in particular the involvement of The Conservation Volunteers (TCV). Large corporate teams have provided support in expanding paths in the Blandford area, improving visibility, enhancing safety for the public, and maintaining tidiness. Gardening volunteers have been active caring for the Park's formal horticultural features, including the Rose Garden, south front lavender beds, and wildflower bed. They have also contributed to the installation of new planters by the Theatre Courtyard.
- 5.3 Significant efforts have been dedicated to enhancing traffic safety throughout the Park. In addition to the annual hard surface survey and repairs and continuous road signage maintenance, new road line markings were completed in April 2023. Temporary road safety measures were implemented near the farmers market site, and speed limit signs are currently being installed at the Paddocks slip road.
- 5.4 In 2023, eight new memorial benches were installed, and three benches were renovated with the financial support of bench donors. Additionally, three new rubbish bins were installed, replacing the most damaged ones. A process for refurbishing notice boards has been established; two signs will be taken off-site at a time for refurbishment and temporary signage will be in place during the process, which will include fundraising messaging to contribute towards the work.
- 5.5 Additional security staff were deployed on New Year's Eve to oversee the c6,000 people who attended the site to watch fireworks across the London skyline. The road was closed to traffic (with the exception of buses and emergency vehicles) from 9pm and the South Terrace was fenced off to protect the building. Whilst no major incidents were recorded, fireworks were launched from the South Slope and among crowds by many of the visitors and security officers were required to extinguish a number of residual fires.
- 5.6 We have published a new blog about our plans to improve the Park.
<https://www.alexandrapalace.com/blog/improving-the-park/>

- 5.7 Alexandra Palace's Staff Green Team conducted a night-time energy use survey of the Palace building to identify any lights and equipment a running through the night and then work out why and identify possible improvements/ solutions.

6. Creative Learning

- 6.1 Focus is on projects to commemorative Alexandra Palace's 150th Anniversary continue including outreach towards an exhibition and mural concluding in the Spring of 2024. <https://thepeoplespicture.com/alexandra-palace-150/>
- 6.1.1 1,800 People have submitted photographs and memories of Alexandra Palace to help create the mural by artist Helen Marshall.
- 6.1.2 16 community curators have been working with the Curation and Interpretation Manager and Head of Creative Learning to mount a new exhibition marking the 150th, which will launch in March. The exhibition will celebrate 150 people, past and present, who have helped shape and safeguard the future of the Park and Palace. The exhibition will focus on broadening the discussion of the Palace's history to include previously unheard stories and voices. The community curation team meet once every week to hear from experts including those from other heritage venues and organisations such as Bruce Castle, The Irish in England, The Whitechapel Gallery and Avril Nanton the author of Black London.
- 6.1.3 Alexandra Palace's Young Actors Company are currently working with the former Associate Director of The Hampstead Theatre, Jonny Siddle, on a version of Macbeth based on the young people's experiences of living in Haringey. The performance will take audiences on a tour of the Palace's basements, opening this rarely seen space for visitors as part of the 150th programme.
- 6.1.4 150th Anniversary inspired tours will take place in January for schools, pupils and the public. Fifteen volunteers will deliver the Theatre tours with a steward that will talk about the By The People: 150 Lifetimes projects. At the end of each tour the visitors will be encouraged to share their memories of Ally Pally with the volunteers so that these can be captured and become part of the project.
- 6.1.5 Schools taking part in our 2024 Biblio-Buzz challenge will also be encouraged to participate in By The People: 150 Lifetimes by visiting with groups of children bespoke tours. The tours will be followed by workshops with one of our education facilitators about how the children can put together their own exhibition in school. Six volunteers are devising a new tour script to include stories that will capture the imagination of the children.

- 6.1.6 At the time of writing, five of the schools had signed up for the project. With schools coming from across the borough many will not have visited the Palace before, so this will be an opportunity for them to create their first memories of the Palace as we celebrate 150 years of memories!
- 6.1.7 Educational specialists, 2 Simple are creating a digital learning resource for primary and secondary schools to help pupils learn heritage skills in curation, interpretation and running a heritage venue, which will form part of the legacy of the 150th commemorative programme.
- 6.1.8 Residents at Latimer House retirement home worked with 'dance for camera' artists to commemorate their own experiences of living in Haringey as part of documenting people's lives from a range of backgrounds for the commemorative programme.
- 6.2 Rhythm Stick, our night club for adults with disabilities, took place on the 14th December in Marcus Garvey Library as part of the Young Creative Network (YCN) programme. The event programme included a performance by Alexis Taylor (from the band Hotchip and ambassador for the YCN) and DJ's from the disabled community.
- 6.3 Alexis Taylor also delivered a 'round table' discussion with YCN members about his experience of working in and breaking into the music industry.
- 6.4 Artist/filmmaker Joe Bloom has been working with YCN members who self-identify as disabled at the John Dewey Community College to create a film and mural for the College grounds.
- 6.5 The Creative Learning and Events teams supported delivery of the Haringey Feast event in November, assisting with administration, programming and event co-ordination.
- 6.6 36 Haringey Schools are participating in Biblio-buzz 2024 (33 in 2023), Alexandra Palace's Children's book awards, officially launched in December with an event at Wood Green Central Library on 12th December. 30 people attended the launch event and participated in a workshop run by Alix Smith, a specialist in learning through visual art, on how to design an eye-catching book cover.
 - 6.6.1 This year Enfield libraries will be participating in the programme which launches in Enfield Central Library on January 13th.
 - 6.6.2 A Biblio-buzz tour of literary based activities is currently being finalised with Haringey and Enfield Libraries which will include author readings, performances, crafts workshops, and creative writing activities. The tour runs from January to March 2024.
 - 6.6.3 As part of Biblio-Buzz 2024 the Creative Learning Team will run a four-day book festival across a range of spaces in the Palace, including in the Theatre. The programme includes literary luminaries such as Lemony Snicket, Justine Thurston and Natalie Haynes.

6.7 Volunteering at the Palace

6.7.1 60 Active volunteers are embedded in numerous departments across Alexandra Park & Palace and delivering: stewarding in the theatre/events, archive and interpretation, image moderation, curation, supporting creative learning activities, assistants teaching, designing/running tours, and gardening. A new recruitment drive is planned for early 2024 to increase the number of Theatre volunteers.

6.7.2 21 Volunteers supported the delivery of the Haringey Feast with all volunteer opportunities delivered by the Creative Learning team.

6.8 The Transmitter Hall and Creativity Pavilion continues to be used regularly for community group activities and rehearsals including: boxing and skating clubs, Haringey Music Service and other local music groups and the theatre school.

7. Events

7.1 Events in the Park will require temporary closures of Alexandra Palace Way and areas of the Park as well as changes to car parking and public transport. Details including reopening times will be publicised in due course including on Park entrances and on the Alexandra Palace website.

7.2 Red Bull - Saturday 22 June 2023

The road will be closed on Friday 21 June until Sunday 23 June 2024

7.3 Summer Series 2024

- Friday 12 July Bombay Bicycle Club
- Saturday 13th July Kaleidoscope Festival

The road will be closed from Thursday 11th July until Sunday 14th July.

- Thursday 18 July Suede + Manic Street Preachers
- Friday 19 July Tom Odell
- Saturday 20 July Noel Gallagher's High Flying Birds

The road will be closed from Wednesday 17th July until Monday 22nd July.

7.4 Fireworks 2024 – early November, exact date(s) tbc

- 7.6 21 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
11 Dec-5 Jan	Darts	1
7-14 January	Snooker	0
Total complaints to date		21

- 7.7 As mentioned at the Advisory and Consultative Committees on 25 January, due to the lead-time in the report publication process, the events schedule is often out of date by the time the committees meet and would no longer be included in general update report. Members are encouraged to regularly review on our What's On pages at <https://www.alexandrapalace.com/whats-on/> and may still ask questions during or in advance of meetings.

7. Legal Implications

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

8. Financial implications

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

9. Use of Appendices: None

10. Background Papers: None



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

26 FEBRUARY 2024

Report Title: Review of FRRAC Terms of Reference

Report of: Richard Paterson, Director of Finance & Resources

Purpose: To review and approve the amended Terms of Reference for the Finance, Resource, Risk and Audit Committee (FRRAC).

Local Government (Access to Information) Act 1985

N/A

1. Recommendation

To approve the amended Terms of Reference for the Finance, Resource, Risk and Audit Committee (FRRAC) for adoption with immediate effect.

2. Executive Summary

- 2.1 Although an advisory committee with no decision making powers, it is still good governance practice to review the Terms of Reference for FRRAC, which were last reviewed in November 2018.
- 2.2 The 'Finance and Audit Committee' was originally established by the APTL Board in 2010 following a suggestion by a non-executive director 'to deal with financial and audit matters in more detail.' Over the years, the committee evolved into 'FRRAC' and any functions relating to APTL have disappeared from the Terms of Reference, although both Trust and Trading matters continue to be reported to and considered by FRRAC. Specific reference to the Group has been suggested in the amendments included at Appendix 1.
- 2.3 Other changes have been made to the Terms of Reference including specific reference to the recruitment of an independent member, improved formatting and clarified wording, as shown in tracked changes.

- 2.4 The FRRAC and APTL Boards will be considering the amended terms of reference at their respective meetings on 19th and 22nd February and will report back to the trustee board in the respective chair's reports.

3. Legal Implications

- 3.1 The Council's Head of Legal & Governance has consulted the Head of Audit and Risk Management whose comments have been incorporated in the document [highlighted yellow]. He advises that the FRRAC should not have HR responsibilities as these are bordering on executive functions and should be removed so that FRRAC concentrates on Audit Functions. The Council is conducting a governance review and the FRRAC's HR remit will be considered as part of this review and advice given.

4. Financial Implications

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

5. Use of Appendices

Appendix 1 – Revised Terms of Reference for the Finance, Resource, Risk and Audit Committee (FRRAC)

6. Background Papers

None



**ALEXANDRA PARK AND PALACE CHARITABLE TRUST
FINANCE, RESOURCE, RISK AND AUDIT COMMITTEE (FRRAC)**

TERMS OF REFERENCE

1. Constitution

The Board of Alexandra Park and Palace Charitable Trust hereby resolves to establish a FRRAC of the Board, to be known as the "Finance, Resource, Risk and Audit Committee" ("the FRRAC"), to assist the Board in fulfilling its responsibilities.

2. Membership

2.1 ~~The FRRAC shall be appointed by the board from amongst the members of the Board;~~ Members of the committee shall be appointed by the trustee board comprising at least three trustees and any other independent and suitably skilled individuals deemed by the trustee board to be in the best interests of the charity;

2.2.1 The independent member(s):

- i. shall be appointed through a formal open recruitment process;
- ii. have all the rights of a trustee member of the committee;
- iii. may hold the position of chair of the committee;
- iv. may not sit on any of the Trust's stakeholder committees or be a member or employee of Haringey Council.

2.2 ~~The FRRAC shall consist of not fewer than three members~~ The chairs of the trustee and trading company boards may not be chair of the committee;

2.3 ~~A~~ The quorum shall be two trustees who are members of the committee;

2.4 ~~The chairman of the FRRAC shall be appointed by the Board~~ In the absence of the FRRAC Chairman chair and/or a duly appointed deputy, the remaining members present shall elect one of themselves to chair the meeting;

2.5 The charity secretary shall ~~be act as~~ the secretary of the FRRAC committee and will ensure that the committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues.

3. Meetings

- 3.1 The committee shall meet at least **four** times a year at appropriate intervals in the reporting and audit cycle and otherwise as required at the request of a member of the committee or trustee board. Meetings may be virtual or in-person.
- 3.2 Only FRRAC-members of the committee shall be entitled to attend FRRAC committee meetings but the CEO, the Director of Finance, other directors -and the auditors ~~(for every other meeting) would~~will be invited to attend meetings on a regular basis and other individuals may be invited to attend all or part of any meeting as and when appropriate. ~~also normally be in attendance: others may attend by invitation.~~
- 3.3 The secretary shall minute the proceedings, including recording the names of those present and in attendance, and once approved by the committee, the minute shall be circulated to all members of the trustee board.
- 3.4 The external or internal auditors may request a meeting with the FRRAC committee or the Chair of the Committee ~~if they consider one necessary and part of every meeting should be made available for the FRRAC to meet with external or internal auditors and this may be~~ without the presence of executive management;
- ~~3.5 The FRRAC shall meet not less than three times per calendar year in accordance with the cycle of Board meetings. Further meetings may be convened as necessary either at the request of a member of the FRRAC or the Board.~~

4. Authority

The FRRAC committee has no executive powers and is authorised by the Btrustee board to:-

- 4.1 Investigate any activity within its terms of reference;
- 4.2 Seek any information that it requires from any employee of the Charity and its subsidiaries and all employees will be directed to co-operate with any reasonable request made by the committee;
- 4.3 Obtain outside legal or independent professional advice as it considers necessary;
- 4.4 ~~The FRRAC has no executive powers with regard to its findings and~~Make recommendations to the trustee and trading subsidiary boards as it considers necessary.

5. Financial and Risk Responsibilities

Financial reporting

- 5.1 ~~To monitor~~ Monitor the integrity of the ~~annual~~ financial statements including the trust's regulatory returns and statements relating to the Group's financial performance and position, in discussion with management and the external auditors, ~~before submission and report~~ to the ~~trustee board~~ on significant issues arising from those statements, ~~focusing on~~
- 5.2 Review and challenge where necessary: ~~The quality and acceptability~~ application of, and changes to, accounting policies and practices and financial reporting disclosures, decisions requiring a significant element of judgement, the clarity of disclosures, the going concern assumption, compliance ~~(with relevant financial and governance reporting standards and requirements)~~.
- 5.3 Review of the external auditor's letter of representation, the management letter and audit findings letter raised by the external auditor to management in respect of the accounting records, financial accounts or systems of control together with management's responses on such issues.
- 5.4 Review the content of the annual report and accounts and advise the board on whether, taken as a whole, it is fair, balanced and understandable and provides the information necessary for members and other stakeholders to assess trust's performance, business model and strategy.

Use of resources

- 5.5 Oversee the use of the financial resources including:
- i. Balance sheet review;
 - ii. The financial aspects of the pay remit process;
 - iii. Pensions liabilities;
 - iv. Mismanagement of funds/fraud;
- 5.6 ~~Advising~~ the ~~Board trustee board~~ with regard to significant financial decisions;
- ~~6.2—Overseeing the preparation of the financial statements;~~
- 5.7 ~~Reviewing the annual financial calendar~~, the budget and business planning process and ~~management accounts~~ financial reports.

Internal controls and risk management

- 5.5 To periodically review the Strategic Risk Register on behalf of the trustee board ~~and~~, in accordance with the Risk Management Policy, including:
- i. ~~To review the assessment of fraud risks and potential harm from fraud and corruption;~~

- ii. ~~Reviews~~ the adequacy and effectiveness of the overall arrangements put in place by management to identify, assess, manage fraud and monitor financial and non-financial risk;
- iii. ~~Reviews~~ the ~~annual~~ statements in the annual report on internal control and risk management (including the assessment of principle and emerging risks) in the Annual Accounts;
- iv. ~~Monitors monitoring~~ the effectiveness of risk assessment, risk management strategies and internal control processes;
- v. ~~Makes~~ recommendations and provides assurance to the ~~Trustee~~ board on the level of residual risk and effectiveness of the risk management framework.

5.6 To ~~consider reports on~~ keep under review the ~~effectiveness of~~ internal controls systems and monitor the implementation of agreed actions and to annually periodically review the Alexandra Palace Financial Regulations, ~~which are the Charity's financial controls, internal control and risk management systems~~ in discussion with management as necessary.

Anti Fraud and Corruption

5.7 To consider the assessment of fraud, bribery and corruption risks and potential harm.

5.8 To ensure that appropriate whistleblowing arrangements are in place for employees or other parties to raise concerns, in confidence and that procedures are in place for dealing with "whistleblowing" and for investigating such matters, ~~where earlier resolution has not proved possible or where the matter has been specifically referred to the FRRAC by the Board, a Board member or a member of the effective management team;~~

6. Audit Responsibilities

6.1 To receive and review: the internal audit ~~overview annual report letter~~, internal audit plans, reports on progress of internal audit recommendations and consider any other reports relating to internal audit performance and effectiveness of policies and, to discuss with the external auditor, before the internal audit commences, the nature and scope of the internal audit and reporting obligations;

6.2 To make recommendations to the ~~trustee~~ Board in respect of the appointment, re-appointment and removal of the external and, if any, internal auditors; to review the remuneration and terms of engagement of such auditors; and to report on the circumstances of the resignation of such auditors, and; ~~to monitor~~ oversee the relationship with the external auditor and their's independence, ~~and~~ objectivity and the effectiveness of the audit process in accordance with the applicable standards;

6.3 To advise the trustee board on the benefits, or otherwise, of arrangements for audit functions, insurance and/or any other assurance processes or topics referred by the trustee board.

7. Human Resource Functions

To consider and make recommendations regarding: ~~To act as the human resource and remuneration committee to:~~

- 7.1 ~~establish and review amendments to the~~ pay policy and structure and make recommendations to the trustee board;
~~consider issues of staffing and remuneration policy;~~
~~establish and review pay policy and structure;~~
- 7.2 assessment of the human resource capacity and capability of the executive team to deliver the requirements of the organisation;
- 7.3 assessment of any people related risks.
- 7.4 Review of HR Strategy and related policies~~staff salaries~~ and the benefits package from time to time as appropriate;
- 7.5 Review of HR data and reporting
- 7.6 ~~commission and consider~~ any organisational reviews.

8. Investment

In relation to the prudential management of any surplus funds available for investment pending their application in the activities of the cCharity, ~~In its Investment FRRAC role, the FRRAC's Terms of Reference shall be:~~ the committee shall:

- 8.1 ~~To~~ propose an investment strategy ~~to the Board~~ when applicable;
- 8.2 ~~To~~ oversee ~~APPCT management's~~ execution of the agreed investment strategy
- 8.3 ~~To~~ make recommendations in relation to the appointment and remuneration of any fund manager(s) and the removal of such fund manager(s) from office;
- 8.4 ~~To~~ monitor the performance and suitability of any fund manager(s) appointed to manage ~~APPCT's~~ the investment portfolio;
- 8.5 ~~To~~ consider the implications of economic events on the investment ~~policy~~ strategy;
- 8.6 ~~To~~ consider any other matter referred to the ~~FRRAC~~ committee by the ~~Trustee~~ board.

9. Governance

The committee shall:

- 9.1 ~~To~~ advise the Board periodically with respect to significant developments in the law and practice of corporate governance as well as the Charity's compliance with the UK and local codes of Corporate Governance ~~Code,~~ and related guidance and applicable laws and regulations.
- 9.2 ~~To~~ make recommendations to the Board on ~~all~~ matters of corporate governance and on any corrective action to be taken, as ~~the FRRAC may~~ deemed appropriate.

- 9.3 ~~The FRRAC shall, at least once a year, periodically~~ review its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the ~~trustee~~ Board for approval.

9. Reporting

~~The secretary shall circulate the minutes of meetings of the FRRAC to all members of the Board and to the executive team.~~

~~The FRRAC shall annually review its terms of reference and its own effectiveness and shall recommend any necessary changes to the Governing Body;~~

~~The FRRAC shall prepare a report on its role and responsibilities for inclusion in the annual report and accounts, the report to include—~~

~~A summary of the role of the FRRAC~~

~~The names and qualifications of all members of the FRRAC during the period~~

~~The number of FRRAC meetings and attendance by each member, and~~

~~The way the FRRAC has discharged its responsibilities.~~

~~The FRRAC shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.~~



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

26 FEBRUARY 2024

Report Title: FINANCE REPORT

Report of: Richard Paterson, Director of Finance and Resources

Purpose: This report seeks to inform the Committee of the current financial performance of both the Trust and APTL and layout a draft Budget for 2024/25 for both entities.

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

1. Recommendations

- 1.1 To note the full year forecast for the Trust.
- 1.2 To approve the outline Budget position for 2024/25.
- 1.3 To note the Trust's intention to undertake an internal review the Trading Subsidiary Licence Fee and Cost Sharing agreements, as set out in section 5.

2. Alexandra Park and Palace Charitable Trust

2023/24 Full Year Forecast

- 2.1 Full year, the Trust is forecasting unrestricted revenue to be £5,180,000 (Budget: £5,150,000), operating expenditure of £5,613,000 (Budget: £5,689,000) and an operating deficit of £433,000; £107,000 better than budgeted.
- 2.2 The financial position has improved as the year has progressed and the predicted deficit is a good outcome given the circumstances faced at the beginning of the financial year.
- 2.3 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 over £131,000 more in Gift Aid than was originally anticipated.
- 2.4 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 smoothly implemented, the project was delayed until August creating a funding gap in this financial year. Income in the year is down £189,000.

- 2.5 Salary and wages costs are expected to be £166,000 below forecasted as recruitment has either been delayed or postponed.
- 2.6 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 October'24 where the rate will be revised once more. It is hoped that the price will continue to drop. The overall saving in this financial year is forecasted to be £174,000.
- 2.7 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. Additional savings have been seen across departments as the Trust looks to minimise the deficit position.

TRUST	2023/24 Budget	2023/24 Forecast	Variance
Grants	1,755,000	1,836,461	81,461
Gift Aid	2,200,000	2,331,490	131,490
Leases	315,325	297,955	(17,370)
AP Licence	300,000	300,000	0
Other Income	44,175	78,618	34,443
Turnover	4,614,500	4,844,524	230,024
Carparking and Donations	535,000	335,494	(199,506)
Cost of Events (Learning / Fundraising)	(6,000)	(7,034)	(1,034)
Interest Receivable	0	1	1
Salaries & Wages (admin)	(1,134,881)	(968,609)	166,272
Other Admin Expenses	(3,414,937)	(3,678,013)	(263,076)
Energy Costs	(1,132,850)	(958,885)	173,965
Total Overheads	(5,688,668)	(5,612,540)	76,128
Surplus / (Deficit)	(539,168)	(432,522)	106,646

3. 2024/25 Outline Budget

Trust

- 3.1 The continued improvement in the financial performance of APTL in 23/24 has had a positive impact and improved the financial projections of the Trust next year.
- 3.2 The Trust is forecasting total unrestricted revenue of **£4,814,000** and a deficit of **-£1,012,000**, an adverse variance of almost £600,000 from this financial year.

Table 1 - Trust 2024/25 Outline Budget

TRUST	2023/24 Budget	2023/24 Forecast	2024/25 Budget	Variance	Variance vs Forecast
Grants	1,755,000	1,836,461	1,755,000	0	(81,461)
Gift Aid	2,200,000	2,331,490	2,000,000	(200,000)	(331,490)
Leases	315,325	297,955	246,319	(69,006)	(51,636)
AP Licence	300,000	300,000	300,000	0	0
Other Income	44,175	78,618	142,715	98,540	64,097
Turnover	4,614,500	4,844,524	4,444,034	(170,466)	(400,490)
Carparking and Donations	535,000	335,494	369,500	(165,500)	34,006
Cost of Events (Learning / Fundraising)	(6,000)	(7,034)	(16,350)	(10,350)	(9,316)
Interest Receivable	0	1		0	(1)
Salaries & Wages (admin)	(1,134,881)	(968,609)	(1,244,480)	(109,599)	(275,871)
Other Admin Expenses	(3,414,937)	(3,678,013)	(3,818,118)	(403,181)	(140,105)
Energy Costs	(1,132,850)	(958,885)	(746,500)	386,350	212,385
Total Overheads	(5,688,668)	(5,612,540)	(5,825,448)	(136,780)	(212,907)
Surplus / (Deficit)	(539,168)	(432,522)	(1,011,913)	(472,745)	(579,391)

3.3 As provided previously, some of the 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 £2,000,000¹.
- 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 has been rephased to reflect current trends. Any re-pricing will provide additional income to that included here.
- Inflationary increases are expected in insurance, Estate Guarding, Park Maintenance and Core Cleaning.
- Utility Costs (excluding tenants) are likely to drop further.
- Further wage increases against inflation may also be required.
- Additional posts have been included where there is a clear business case and rationale to do so.
- Costs are held at their 2023/24 prices and inflation will erode the amount of 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.

¹ Awaiting final confirmation of the final Gift Aid amount

- 3.4 The outline cashflow for Trust is shown in Appendix 1 below.
- 3.5 Due to the forecasted improvements this financial year, cashflow isn't as challenging as presented previously but work is still required to ensure it is in a position to pay all its debts in the financial year.

4. **Licence Fee and Cost Sharing Agreement**

- 4.1 The licence fee and cost sharing agreement should be reviewed as the Licence Fee structure has been in place for a number of years.
- 4.2 The licence fee structure was reviewed by a property consultancy, in February 2019 and the consultant's report suggested using a hybrid of traditional structures to determine the licence fee.
- 4.3 The suggested process is a mechanical one and does not require future surveyors' input.
- 4.4 It is recommended that the methodology is used to review the proposed licence fee before the start of the 2024/25 financial year to ensure that it is still valid and it should be adjusted accordingly.

5. **Risks**

- 5.1 The risks include:
 - Cost of living crisis and the impact this will have on consumer confidence, ticket sales and spend per head.
 - Ongoing inflationary pressures and the impact this will have on suppliers and the cost base.
 - Recruitment and retention of staff if the Group is unable to afford reasonable pay increases.
 - Recruitment and retention of casual workers given the difficulties seen in the sector.
 - Capital funding not at the levels required to ensure investment into the building, park and core infrastructure is maintained. Nor will it enable the major infrastructure programmes planned to be started.

6. **Legal Implications**

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

7. Financial implications

The Council’s Chief Financial Officer has been consulted in the preparation of this report and welcomes the improved financial position for 2023/24. However, the position for 2024/25 does not appear as healthy with an increase forecast for the year end deficit. This appears to be a combination of increased costs and decreased income. The Trust will need to work hard to remedy the forecast deficit.

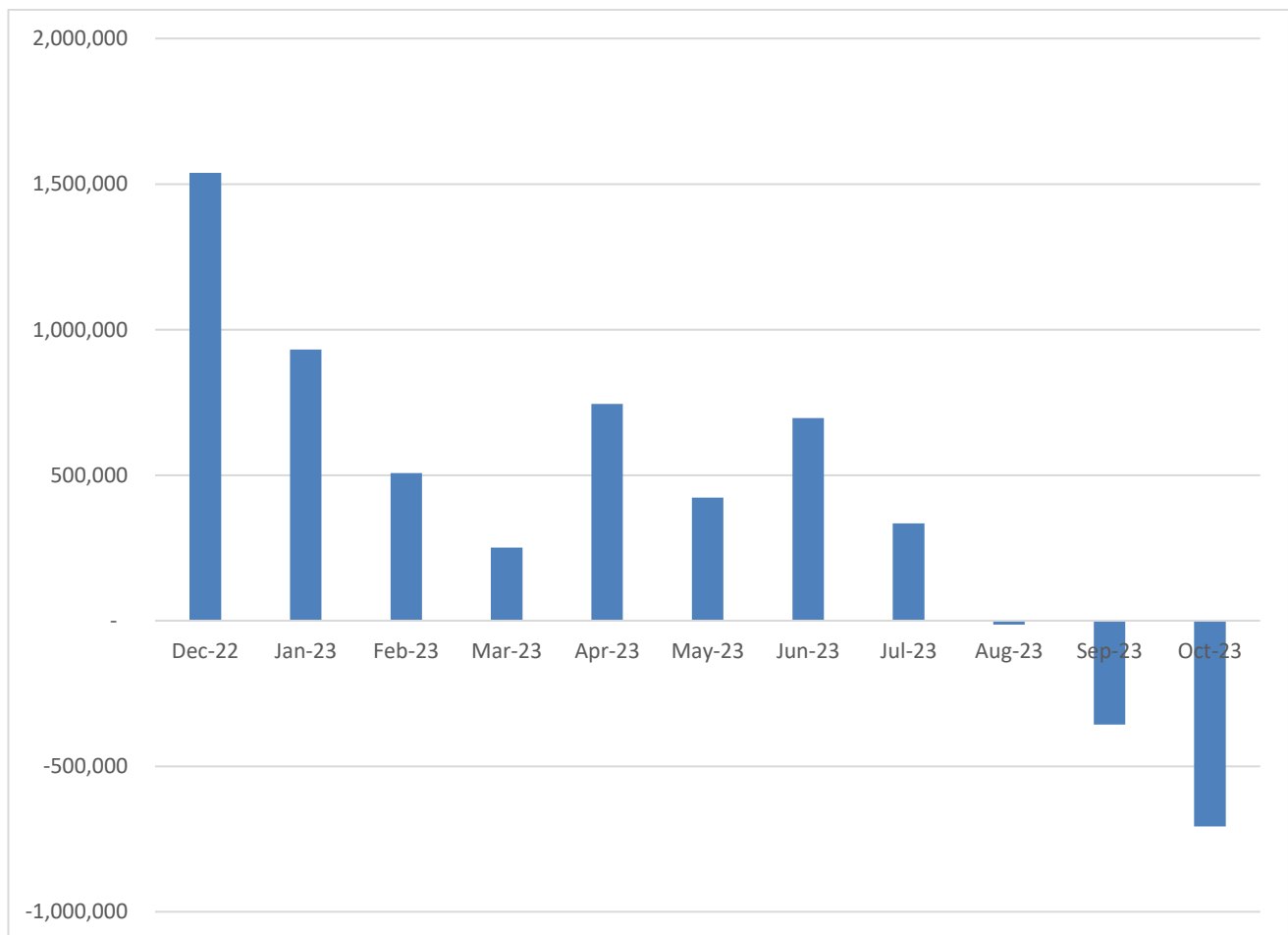
8. Appendices

Appendix 1 – Cashflows

9. Background Papers: None

APPENDIX 1

Cashflow for Trust (including energy uplift and pay award)



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Alexandra Park and Palace Charitable Trustee Board – 2023-24 Decisions

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.	N/A	Strategic
	Approved the 2023/24 Budget	Ongoing	
	Approved appointments to APTL Board, FRRAC and Lead Trustee Roles, noted committee memberships.	Complete s	Governance
	Noted Trustees' Register of Trustees' Interests.	N/A	Governance
	Approved the Risk Register.	N/A	Governance
20 September 2023	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 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 from 1 st April to 31 st October 2023 and a 10% increase from 1 st November 2023 to 31 st March 2024 and, To maintain 5.6% differential between level 9 and 10, and to anchor level 11 hourly rates at the median salary to achieve differential between level 10 and 11 and apply a 3% increase on all other hourly rates.	Implemented	Financial & Governance

DATE	DECISION	Completed	Category
14 December 2023	Approved the drafting of a loan agreement between the Trust and Trading Company for short term capital loans.	Ongoing	Financial & Governance
	Approved the 2024/25 Priority Fabric, Maintenance & Services works.	Ongoing	Financial & Governance
	Approved the Appointments (to committees and APTL)	Complete	Governance
	Approved the Trustees' Annual Report & Financial Statements for 2022/23 for filing with the Charity Commission.	Complete	Financial & Governance
	Wire & Sky Lease, resolved to: 1.1 formally approve the Trust entering into a lease for a period of 10 years; 1.2 To delegate authority to the Chief Executive and Director of Finance and Resources to finalise the terms of the lease; 1.3 That the Trustee Board receive the final lease by email with any material changes highlighted, prior to completion and, subject to no further concerns raised by the Trustees; 1.4 To authorise the Head of Legal and Governance, Haringey Council, to seal the lease.	In progress	Financial & Governance
	Approved the Risk Register	N/A	Governance
24/01/24 Delegated Decision	CEO approved the issuing of a further letter of intent (LOI) to the North East Office Building contractor to the value of £100,000, to enable works to commence in the event that the contract is not completed by 26 th January 2024.	Complete	Governance
25/01/24	Approved the extension of the appointment of the current Acting CEO on existing terms for a further period of 12 months (to 31 st January 2025), while the below recommendations are executed; <ul style="list-style-type: none"> A review of APP governance arrangements to establish clarity on areas of responsibility and the status of the APP CEO's position in terms of accountability and employment with a view to amending the Council's Constitution accordingly, and that this work is finalised within 6 months; that, subject to the outcome of 1.2 above, a process for recruitment into the permanent APP CEO position (based on the proposed new CEO Job Description at Appendix 3) is prepared by the Trustee Board and Haringey Council with a view to appointment by 1st February 2025; that the Trust Chair conducts regular reviews of performance against the agreed objectives as documented and discussed by the Board. 	Deadline July 2025	Governance

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

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By virtue of paragraph(s) 3, 5 of Part 1 of Schedule 12A
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