



NOTICE OF MEETING

Alexandra Palace and Park Board

TUESDAY, 28TH APRIL, 2015 at 7.30 pm in THE LONDESBOROUGH ROOM,
ALEXANDRA PALACE WAY, WOOD GREEN, LONDON N22.

Councillors:

Councillor Christophides (Chair), Councillor Mann (Vice-Chair), Councillor Berryman,
Councillor B. Blake, Councillor Gallagher and Councillor Hare

Non-voting representatives:

Gordon Hutchinson, Colin Marr and Nigel Willmott
(Alexandra Palace and Park Consultative Committee).

Advisory Non-voting Board Members

Mr R Kidby and Mr R Hooper

Observer:

David Liebeck
(Chair, Alexandra Park and Palace Advisory Committee).

AGENDA

1. FILMING AT MEETINGS

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

By entering the meeting room and using the public seating area, you are consenting to being filmed and to the possible use of those images and sound recordings.

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

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 16 & 24 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 - 20)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 10 February 2015 as an accurate record of the proceedings. (Pages 1-7)
- ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 20 January 2015 (Pages 9-11) and 14 April 2015 (**to follow**) and to consider any recommendations from that Committee.
- iii. To receive and consider the minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 20 January 2015 (Pages 13-20) and 14 April 2015 (**to follow**)

7. COMMERCIAL DIRECTOR'S REPORT (PAGES 21 - 28)

To receive the report of the Commercial Director, Alexandra Palace, informing the Board of commercial activity and the calendar of events at Alexandra Palace.

8. FUNDRAISING REPORT (PAGES 29 - 30)

To note the update on fundraising and future plans.

9. PARK UPDATE (PAGES 31 - 34)

To receive the Alexandra Park update report.

10. LEARNING AND COMMUNITY REPORT (PAGES 35 - 38)

To receive the report updating on Learning and Community Programmes.

11. HERITAGE LOTTERY FUND UPDATE (PAGES 39 - 44)

To receive the report of the Regeneration Director, Alexandra Palace, updating on the Heritage Lottery Fund (HLF) "Reclaiming the People's Palace" project.

12. TRUST FINANCIAL RESULTS

To consider the Alexandra Park and Palace Charitable Trust Financial Results for the 11 month period to 28 February 2015.

TO FOLLOW

13. FINAL BUDGET 2015-16

To receive the final budget report for the Alexandra Park and Palace Charitable Trust.

TO FOLLOW

14. ANNUAL ACCOUNTS TIMETABLE

TO FOLLOW

15. RECRUITMENT AND SUCCESSION PLANS FOR SENIOR STAFF (PAGES 45 - 50)

To receive the report updating the Board on recruitment and succession plans for senior staff.

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

17. FUTURE MEETINGS

23 June 2015
15 July 2015
17 November 2015
16 February 2016

18. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting for consideration of Items 19 - 24 as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paras 1 & 2; namely information relating to any individual, and information likely to reveal the identity of an individual.

19. CAMPSBOURNE CENTRE LEASE (PAGES 51 - 72)

To agree the new lease for the Campsbourne Centre.

Appendix 1, Valuation Report, Strutt and Parker TO FOLLOW

20. REGENERATION DIRECTOR'S REPORT (PAGES 73 - 78)

To receive the report of the Interim Regeneration Director, Alexandra Palace.

21. TRADING COMPANY FINANCIAL RESULTS (PAGES 79 - 82)

To receive the exempt report on the Alexandra Palace Trading Company Financial Results for the 11 month period to 28 February 2015.

22. TRADING COMPANY FINAL BUDGET 2015-16

To receive the Alexandra Palace Trading Company final budget for 2015-16.

TO FOLLOW

23. EXEMPT MINUTES (PAGES 83 - 86)

To approve the exempt minutes of the meeting held on 10 February 2015.

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

Bernie Ryan
Assistant Director – Corporate Governance and
Monitoring Officer
River Park House
225 High Road
Wood Green
London N22 8HQ

Natalie Layton
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**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 10 FEBRUARY 2015**

Councillors Christophides (Chair), Berryman, B.Blake, Gallagher, Hare, Mann
(Vice-Chair)

Non-Voting Gordon Hutchinson, Colin Marr and Nigel Willmott
Representatives:

Advisory Non-Voting Representatives: Robert Kidby

Also present:

Duncan Wilson – Chief Executive, Alexandra Palace

Dorota Dominiczak – Director of Finance, Alexandra Palace

Lucy Fenner – Head of Client Sales, Alexandra Palace

Melissa Tettey – Head of Learning and Community Programmes, Alexandra Palace

Neville Murton – Head of Finance, LB Haringey

Bhikhu Samat – Principal Lawyer, LB Haringey

Natalie Layton – Clerk, LB Haringey

**MINUTE
NO.**

SUBJECT/DECISION

APBO01.	APOLOGIES FOR ABSENCE None received. Dorota Dominiczak, newly appointed Director of Finance, Alexandra Palace, was welcomed to the meeting.
APBO02.	URGENT BUSINESS None received.
APBO03.	DECLARATIONS OF INTERESTS None received.
APBO04.	QUESTIONS, DEPUTATIONS OR PETITIONS None received.
APBO05.	MINUTES i. <u>Alexandra Palace and Park Board</u> The minutes of the meetings held on 28 October 2014 and 9 December 2014 were agreed as accurate records of the proceedings and would be signed by the Chair. ii. <u>Alexandra Park and Palace Statutory Advisory Committee</u> The minutes of the Statutory Advisory Committee meetings held on 27 October 2014 and 20 January 2015 were noted.

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	<p>iii. <u>Informal Joint Alexandra Palace and Park Consultative Committee and Alexandra Park and Palace Advisory Committee</u></p> <p>The minutes of the Joint Consultative and Advisory Committee meetings held on 27 October 2014 and 20 January 2015 were noted.</p> <p>The following amendments to the minutes of the meeting held on 20 January 2015 were agreed:</p> <p>Page 21 – Attendance – An asterisk to be added to indicate that Gordon Hutchinson had not been present.</p> <p>Page 26 – Minute APSC – Any Other Business or Urgent Business – to be amended to read: “The Chair of the Committee advised...”</p> <p style="text-align: right;">Action: Clerk</p>
<p>APBO06.</p>	<p>FORTHCOMING EVENTS</p> <p>Received the report of the Commercial and Development Director, Lucy Fenner, as laid out on pages 29-33 of the agenda pack.</p> <p>Ms Fenner highlighted that</p> <ol style="list-style-type: none"> i. Alexandra Palace Trading Limited (APTL) had made a gross profit of £500,000 from concerts to the end of November and catering revenue had exceeded £1,000,000. ii. In December £581,000 total net profit had been achieved against a £500,000 target. iii. February 2015 had been a quiet month. iv. Plans to increase sales for the forthcoming year included: hosting an extra beer festival and a number of outdoor food festivals, increasing capacity at the darts event, attracting new clients, maximising work with concert promoters and maximising ticket sales for the ice-rink. <p>In response to questions it was noted that:</p> <ol style="list-style-type: none"> v. Alexandra Palace had been put forward to host the Land Rover event by an agency and the Board recognised that it had been a popular family event. In response to comments that the advert, recorded during the event, should be publicised it was noted that the advert was available on the Palace’s Facebook page and YouTube Channel. vi. Last February the Palace had hosted the Girl Guide bi-annual event, which would return next year and some concerts had already been secured for February 2016. vii. The Palace targeted who it was felt would reach the appropriate level of ticket sales for our venues. <p>Resolved that the contents of the report be noted.</p>
<p>APBO07.</p>	<p>LEARNING AND COMMUNITY REPORT</p> <p>Received the report of the Head of Learning and Community Projects, Melissa Tetley, as laid out on pages 35-39 of the agenda pack. Ms Tetley added that a joint skills workshop was being developed in partnership with Tottenham</p>

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	<p>Hostpurs Football Club focusing on skills in heritage and construction.</p> <p>Noted in response to questions and discussions that</p> <ol style="list-style-type: none"> i. The trial of an additional centenary project called Children of the Great War funded by Age Exchange and Heritage lottery Fund (HLF) had taken place on the previous Saturday and would be launched in March. ii. The War on the Home Front project will run until September 2015, after September some of the objects donated from private collectors would be returned but film and graphics from the exhibition would be incorporated in to the Palace's learning and community programmes. The Palace is not currently in the position to replace War on the Home Front with a new exhibition. iii. War on the Home Front had been well received with 1500 visitors engaging with the Palace's story, this had prompted visitors to enquire about the Palace's use during Second World War and the team would be looking to research the subject further in due course. <p>Resolved that recent progress with the Trust's learning and community programmes be noted.</p>
<p>APBO08.</p>	<p>REGENERATION AND PROPERTY REPORT</p> <p>Received the Property and Regeneration update report, on pages 41-53 of the agenda pack, introduced by Duncan Wilson, Chief Executive, Alexandra Palace.</p> <p>Noted that:</p> <ol style="list-style-type: none"> i. Paragraph 9.1 – Staffing - Mr Wilson explained that an interim Director of Property and Regeneration would be appointed to continue work on the Heritage Lottery Fund (HLF) project. A permanent candidate would be sought when final approval of the project had been confirmed by HLF. ii. The HLF Committee had visited the Palace and Park on 5 February and was expected to make a decision on 24 March. iii. The HLF project planning application would be considered by the London Borough of Haringey's Planning Committee on 16 February. iv. Paragraph 6.11 – Project Programme - It was hoped that the new facility would open in 2018. v. Subject to details about access to the archives being agreed the BBC had expressed support for the project. vi. Paragraphs 7.6 & 7.9 – Energy Efficiency – the following work was expected to reduce energy costs and alleviate risks associated with events: <ul style="list-style-type: none"> • Replacement of two out of four boilers; • Replacement of lighting system in the Great Hall; • Gas main replacement as perished seals were causing gas leaks. This work would consume half of the annual capital budget and would limit how much work listed in the Fabric Maintenance Plan (FMP) could be done. vii. It was hoped that some replacement brickwork on the terrace retaining wall would also take place in the next few months. <p>In response to questions and discussions it was noted that:</p> <ol style="list-style-type: none"> viii. The facilities contract was being terminated at the end of 2015 in accordance with the contract. A contracts administrator had been

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	<p>employed to help re-let a number of smaller supply and service contracts which should provide better value for money and generate long term savings.</p> <p>ix. Further to a Board Member's concerns it was confirmed that Little Dinosaurs (Campsbourne) had committed to reopening once the organisation's new management structure was confirmed.</p> <p>x. A small budget was available to start work on the new park vision (paragraph 8.9) and ideas for outdoor activities and zoning of wildlife habitats in the Park were being drawn up. In response to further questioning it was explained that a masterplan had been drawn up for the Palace and it was considered to be good practice to have the same for the Park.</p> <p>xi. In response to concerns it was explained that the Park was protected by the Alexandra Park and Palace Act and the new vision would not propose to close off any additional space within the Park, however, consultation would take place about how space could be better used.</p> <p>Resolved to note the updates on Regeneration, Facilities Maintenance, Property, Fabric Repair and Park related matters.</p>
<p>APBO09.</p>	<p>ALEXANDRA PALACE AND PARK CHARITABLE TRUST FINANCIAL RESULTS</p> <p>Received the Charitable Trust Financial Results report for the period ended 30 November 2014, on pages 55-58 of the agenda pack, introduced by Duncan Wilson, Chief Executive, Alexandra Palace, including:</p> <p>i. The Trust was on target to end the year with a lower deficit than projected and Gift Aid contribution from APTL was expected to be in line with projections.</p> <p>ii. The figures in the report were slightly out of date and December had been a better month. Overall the Trust was in a good position.</p> <p>iii. In response to a question it was clarified that the Land Rover event had been included in the events income figures. Where possible some income from events would be put towards increasing capital investment in the Park.</p> <p>Resolved that the performance of the Trust for the eight months ended November 2014 be noted.</p>
<p>APBO10.</p>	<p>2015/16 ALEXANDRA PALACE AND PARK CHARITABLE TRUST BUDGET FOR APPROVAL</p> <p>Received the Charitable Trust Budget for the 12 months ending 31st March 2016, pages 59-63 of the agenda pack, introduced by Duncan Wilson, Chief Executive, Alexandra Palace.</p> <p>Noted that</p> <p>i. The overall Haringey deficit funding was £2.15 million in 2014-15 and would reduce to £1.9 million in 2015-16.</p> <p>ii. The Trust would operate a balanced budget and profits from trading in 2015-16 were expected to increase by 5%, higher than the projected long term 2% annual profit increase trend in the Trust's 10 year plan.</p>

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	<p>iii. One staffing redundancy had been made and it was acknowledged that further reductions could risk the delivery of the overall HLF masterplan.</p> <p>iv. Any underspend would be carried forward to the next year.</p> <p>v. In response to questioning about how additional income would be achieved it was explained that new initiatives would be put in place including: The Trading Company (APTL) hosting its own (more profitable) events; sales staff being proactive in maximising extra spend by current concert clients; more revenue from Bar and Kitchen sales; and increasing upsales for exhibitions.</p> <p>vi. Creating additional fire exits in the West Hall would enable increased capacity at the darts event. Moving the event to the Great Hall had been proposed but promoters had felt that this would dilute the atmosphere at the event.</p> <p>vii. The success of the beer festival during the fireworks event would be followed up with an Easter beer festival. In response to questioning it was confirmed that the fireworks event had been organised in-house for reasons of practicality and the success of the event had justified the closure of most of the park for just over 24 hours for preparation and take-down.</p> <p>viii. Further to questioning on the regeneration costs it was clarified that the budget included a proportion of Trust staff salaries and a contingency fund to enable extra costs such as surveying which were not included in the HLF project plan. HLF funding would only be permitted to be spent on areas within the agreed project plan.</p> <p>Resolved that the Trust's budget for 2015/16 be approved.</p>
<p>APBO11.</p>	<p>LONDON BOROUGH OF HARINGEY DEBT CLARIFICATION</p> <p>Received the report proposing wording to clarify the terms of the debt from the Charitable Trust to Haringey Council, pages 65-66 of the agenda pack, introduced by Duncan Wilson, Chief Executive, Alexandra Palace.</p> <p>Board members discussed the issue at length and the following was noted:</p> <p>i. It was necessary to clarify the terms of the debt for the purpose of encouraging future investors in Alexandra Palace and also to satisfy the concerns of the Heritage Lottery Fund (HLF) Committee. The debt would be removed from the Trust's balance sheet and would make investment more attractive to potential partners.</p> <p>ii. Board members raised concerns that the wording would mean that the Trust accepted the debt permanently and urged the Trust to push for the debt to be written-off. Mr Wilson agreed that writing-off the debt was the preferred option and maintained that the proposed wording would not reduce the potential for the debt to be written-off in the future but would protect the Trust from the debt being unilaterally recovered.</p> <p>iii. Mr Wilson would draft a letter to the Council stating that the Board still expected the debt to be written-off and this letter would be public. The letter would emphasise the commercial objectives of APTL (Alexandra Palace Trading Ltd).</p> <p style="text-align: right;">Action: Chief Executive</p> <p>iv. Robert Kidby, Advisory Board Member, expressed agreement with the wording and advised the Board that it would be illogical to invite market investment when the Council's books stated it owed such a large sum. Mr</p>

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	<p>Kidby also highlighted the risk of the Council attempting to recover the fund if the wording was not agreed. He said it was important to include in the definition of “obligations” contractual as well as statutory obligations</p> <p>v. The Council remained the freeholder of and had a statutory duty towards Alexandra Palace and Park.</p> <p>vi. If approved the agreement would be put in place by end March 2014 and may require annual agreement.</p> <p>Resolved that</p> <p>i. The wording set out below be approved as the basis for further discussion and agreement with the Council, including the word “arbiter” being replaced with “arbitrator”:</p> <p>The Trustees of the APPCT (“the Charity”) acknowledge that as at 31st March 2014 the total amount advanced by the London Borough of Haringey (“Haringey”) and its predecessors to the Charity and not repaid by the charity was stated in the Trust’s accounts at £48.747m on a conservative basis.</p> <p>Haringey and the Charity have agreed that this amount will not be repayable in whole or in part by the Charity unless and until full financial provision has been made for the statutory and contractual obligations of the Charity for the foreseeable future. Any assessment of these obligations must be to the satisfaction of both the Charity and Haringey, both parties acting reasonably, before any such repayment is initiated. Should the parties be unable to reach an agreement, the issue to be settled by an independent arbitrator, answerable to both the Council and the Trust.</p> <p>ii. The Chief Executive write a letter to the Council stating that the Board still expected the debt to be written-off in the future and highlighting the commercial objectives of Alexandra Palace and Park Trading Ltd.</p>
<p>APBO12.</p>	<p>ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p><u>Replacement Chief Executive</u></p> <p>The Board regrettably noted the resignation of Mr Wilson and congratulated him on his new forthcoming role as Chief Executive of Historic England. Mr Wilson expressed that he was fully committed to Alexandra Palace and Park until his departure on 5 May and would ensure a succession plan was in place prior to this.</p> <p>Further to discussion and questions it was noted that:</p> <p>i. An agency would assist in the selection of potential candidates for the role.</p> <p>ii. An interim Chief Executive was likely to be put in place due to the four to six month recruitment process. The Trust would look first at the possibility of an existing member of staff being qualified to act up to the position.</p> <p>iii. Mr Wilson’s departure should not affect the chances of the project succeeding with HLF as long as there was a clear strategy for appointing a replacement Chief Executive.</p>

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	iv. Haringey Council and the Board of Trustees and Non-Executive Board Members were likely to be part of the recruitment process but the contract of employment would be between the Chief Executive and Haringey Council. All other Alexandra Palace staff were recruited by either the Trust or the Trading Company.
APBO13.	FUTURE MEETINGS The next meeting will be held on 28 April 2015.
APBO14.	EXCLUSION OF THE PUBLIC AND PRESS RESOLVED to exclude the press and public for the meeting for items 15-20 , as they were likely to contain exempt information as defined in Section 100a of the Local Government Act 1972; Paragraph 2 – information which is likely to reveal the identity of any individual and Paragraph 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).
APBO15.	RISK REGISTER Resolved to note the report.
APBO16.	ALEXANDRA PALACE TRADING COMPANY (APTL) RESULTS TO DATE Resolved to note the accounts for APTL for the eight months ended 30 November 2014.
APBO17.	PROPOSED APPCT INDEMNITIES TO APTL Resolved to approve the recommendations in the report.
APBO18.	GO APE PROPOSAL IN PARK LEASE AGREEMENT Resolved to note the report and approve the recommendation.
APBO19.	NON-EXECUTIVE DIRECTOR TO APTL Resolved to agree the recommendation in the report.
APBO20.	EXEMPT MINUTES The minutes of the Board meetings held on 28 October 2014 and 9 December 2014 be agreed as a correct record of the proceedings and signed by the Chair.
APBO21.	ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT None received.

The meeting ended at 21:15hrs
COUNCILLOR JOANNA CHRISTOPHIDES
Chair

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**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.
TUESDAY, 20 JANUARY 2015**

PRESENT: * denotes absence

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

Mrs J. Hutchinson	:	Alexandra Residents' Association
Mr K. Ranson	:	Bounds Green and District Residents' Association
Mr D. Neill	:	Muswell Hill and Fortis Green Association
Mr K. Stansfield	:	Palace Gates Residents' Association
*Ms L. Richardson	:	Palace View Residents' Association
Mr. D. Frith	:	The Rookfield Association
Mr. D. Liebeck	:	Warner Estate Residents' Association

APPOINTED MEMBERS

Councillor Patterson	:	Alexandra Ward
*Councillor C Bull	:	Bounds Green Ward
Councillor Ross	:	Fortis Green Ward
Councillor Jogee	:	Hornsey Ward
Councillor M. Blake	:	Muswell Hill Ward
Councillor Marshall	:	Noel Park Ward
Councillor Griffith	:	Council Wide appointment
Councillor Wright	:	Council Wide appointment

Also in attendance:

Mr Duncan Wilson – Chief Executive – Alexandra Palace
Ms Kerri Farnsworth – Director Regeneration and Property – Alexandra Palace
Mrs Natalie Layton – Clerk to the Committee

Public Gallery:

**MINUTE
NO.**

SUBJECT/DECISION

APSC01.	APOLOGIES FOR ABSENCE An apology for absence was received from Liz Richardson and an apology for lateness was received from Jane Hutchinson.
APSC02.	DECLARATIONS OF INTEREST None received.
APSC03.	MINUTES AND MATTERS ARISING a. <u>Informal Joint Statutory Advisory and Consultative Committee (SAC-CC) – 27 October 2014</u> Noted that i. A significant contribution from a member of the public, Professor

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	<p>Stephen Games, had been omitted from the minutes.</p> <p>ii. The Committee felt that Page 3, bullet no 2 “a big concern was the depth of interpretation” did not accurately reflect the depth of conversation.</p> <p>Resolved that the minutes would be amended and approved at the next meeting.</p> <p style="text-align: right;">Action: Clerk</p> <p>b. <u>Advisory Committee (SAC) - 27 October 2014</u></p> <p>The minutes of the Statutory Advisory Committee, held on 27 October 2014 were noted.</p> <p>c. <u>Alexandra Park and Palace and Park Board</u></p> <p>The minutes of the Alexandra Park and Palace Board meetings held on 28 October 2014 and 9 December 2014 were noted subject to the amendments below.</p> <p>i. The list of attendees be amended to remove Nigel Willmott and David Liebeck from the Councillors list.</p> <p>ii. APBO387 be amended to include “...but their advice [the SAC and Joint SAC-CC] was reported to the Board”.</p>
<p>APSC04.</p>	<p>REPORT OF THE CHIEF EXECUTIVE</p> <p>The Committee noted the discussion held during the Joint Advisory and Consultative Committees meeting.</p> <p>Resolved to note the report.</p>
<p>APSC05.</p>	<p>REPORT OF THE REGENERATION AND PROPERTY DIRECTOR</p> <p>The Committee noted the discussion held during the Joint Advisory and Consultative Committees meeting.</p> <p>Resolved to</p> <p>(i) note the report and the Alexandra Palace and Park Charitable Trust Board approval of the Go Ape proposal, and;</p> <p>(ii) endorse the recommendation that Version 2 of the course layout is accepted as the final design and that the existing underused cabin in the deer enclosure is adapted for use as Go Ape’s reception cabin.</p>
<p>APSC06.</p>	<p>ANY OTHER BUSINESS</p> <p>None received.</p>

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APSC07.	DATES OF FUTURE MEETINGS Noted the date of the next meeting: 14 April 2015.
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The meeting ended at 20:45 hrs

David Liebeck

Chair

Signed by the Chair

Date

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**MINUTES OF THE JOINT MEETING OF THE ALEXANDRA PARK & PALACE
STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK
CONSULTATIVE COMMITTEE
TUESDAY, 20 JANUARY 2015**

PRESENT: * denotes absence

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

Advisory Committee Nominated Members of:

Alexandra Residents' Association	: Ms J. Hutchinson
Bounds Green and District Residents Association	: Mr K. Ranson
Muswell Hill and Fortis Green Association	: Mr D. Neill
Palace Gates Residents' Association	: Mr K. Stanfield
Palace View Residents Association	: *Ms E. Richardson
The Rookfield Association	: Mr D. Frith
Warner Estate Residents' Association	: Mr D. Liebeck
1 Vacancy	

Advisory Committee Appointed Members:

Alexandra Ward	:	Councillor Patterson
Bounds Green Ward	:	Councillor C. Bull
Fortis Green Ward	:	Councillor Ross
Hornsey Ward	:	Councillor Jogee
Muswell Hill Ward	:	Councillor M. Blake
Noel Park Ward	:	Councillor Marshall
Council-wide Member	:	Councillor Griffith
Council-wide Member	:	Councillor Wright

Consultative Committee Nominated Members:

Alexandra Palace Allotments Association	*Ms J. Bourne-Taylor
Alexandra Palace Organ Appeal	*Mr H. Macpherson
Alexandra Palace Television Group	Mr J. Thompson
Alexandra Residents' Association	Ms C. Hayter
Alexandra Park and Palace Conservation Area Advisory Committee	Mr C. Marr
Bounds Green and District Residents' Association	Mr K. Ranson
Friends of Alexandra Park	Mr G. Hutchinson
Friends of the Alexandra Palace Theatre	Mr N. Willmott
Heartlands High School	Mr D. Cole
Hornsey Historical Society	Ms R. Macdonald
Muswell Hill and Fortis Green Association	*Ms D Feeney
Muswell Hill Metro Group	Mr J. Boshier
Palace View Residents' Association	Ms V. Paley
St Mary's CE Primary School	Mrs F. Hargrove
Vitrine Ltd - The Lakeside Café	*Mr A. Yener
Warner Estate Residents' Association	*Prof. R. Hudson

Consultative Committee Appointed Members:

Councillor Berryman
Councillor B. Blake
Councillor Christophides
Councillor Gallagher
Councillor Hare
Councillor Mann

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STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK
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Also attending

Duncan Wilson – Chief Executive, Alexandra Palace
 Kerri Farnsworth – Director of Property and Regeneration, Alexandra Palace
 Isobel Aptaker – Education Officer, Alexandra Palace
 Natalie Layton - Clerk
 And 2 members of the public

MINUTE NO.	SUBJECT/DECISION
APSC31.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received from Denise Feeney, Liz Richardson, Jenny Bourne-Taylor, Caroline Hayter, Richard Hudson and Councillor Denise Marshall. An apology for lateness was received from David Liebeck.</p>
APSC32.	<p>DECLARATIONS OF INTEREST</p> <p>None received.</p>
APSC33.	<p>MINUTES AND MATTERS ARISING</p> <p>a. <u>Informal Joint Statutory Advisory and Consultative Committee (SAC-CC) – 27 October 2014</u></p> <p>Noted that</p> <ul style="list-style-type: none"> i. A significant contribution from a member of the public, Mr Stephen Games, had been omitted from the minutes. ii. The Committee felt that Page 3, bullet no 2 “a big concern was the depth of interpretation” did not accurately reflect the depth of conversation. iii. The minutes would be amended and approved at the next meeting. <p style="text-align: right;">Action: Clerk</p> <p>b. <u>Advisory Committee (SAC) - 27 October 2014</u></p> <p>The minutes of the Statutory Advisory Committee, held on 27 October 2014 were noted.</p> <p>c. <u>Alexandra Park and Palace and Park Board</u></p> <p>The minutes of the Alexandra Park and Palace Board meetings held on 28 October 2014 and 9 December 2014 were noted subject to the amendments below.</p> <ul style="list-style-type: none"> i. The list of attendees be amended to remove Nigel Willmott and David

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	<p>Liebeck from the Councillors list.</p> <p>ii. APBO387 be amended to include "...but their advice [the SAC and Joint SAC-CC] was reported to the Board".</p>
APSC34.	<p>REPORT OF THE CHIEF EXECUTIVE</p> <p>Received the report of the Chief Executive, Duncan Wilson updating the Committees on the overall position in relation to the Heritage Lottery Fund (HLF) project, the latest position on events at the Palace and in the Park, the learning and community programme report, and progress with sponsorship and fundraising. Areas of the report were introduced by Duncan Wilson and Isobel Aptaker, Education Officer, Alexandra Palace.</p> <p>Noted that</p> <p>a. <u>Heritage Lottery Fund (HLF) Project</u> (paragraph 6)</p> <p>The London Borough of Haringey would be holding a Development Forum on 28 January 2015, 7-9pm, at the Quaker Meeting House on Church Crescent, N10 3NE to discuss the Heritage Lottery Fund project planning application, prior to it being considered by the Planning Committee on 16 February.</p> <p>In response to a question about the timing of the letters of support listed in Appendix 1, it was explained that the letters were of support for the HLF project as a whole, rather than in response to the planning application. The letters had been submitted at the request of the Palace prior to the HLF bid being submitted and prior to the submission of the planning application.</p> <p>b. <u>Exhibition and Learning Programme</u> (paragraph 10)</p> <p>i. 1000 visitors had seen the War on the Homefront Exhibition since its launch in September 2014.</p> <p>ii. 64 people had attended the talk on 17 December about the Belgium Refugees' Christmas at Alexandra Palace.</p> <p>iii. Ms Aptaker expressed thanks to David Cole (Heartland High) and Fran Hargrove Head of St Mary's N8) for their work in promoting the Learning Programme and recognised the good work of the volunteers in delivering the programme.</p> <p>iv. Meetings with more schools were taking place and new bookings were being made. In response to a Committee Member questioning how schools were informed of the learning programme, it was explained that the issue had been taken to headteacher forums; emails and leaflets were sent to schools and meetings with headteachers were attempted where schools were not engaging.</p>

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	<p>iv. Committee Members congratulated the Palace on the exceptional growth and professional delivery of the learning programme. The Headteacher of St Mary's Church of England Primary School, Mrs Hargrove added that programmes were well organised and easy for schools to arrange and children got a lot out of the visits. In response to a question Ms Aptaker explained that, whilst Haringey Schools were primarily targeted, schools in neighbouring boroughs were also being approached.</p> <p>c. <u>Volunteering Update</u> (paragraph 14)</p> <p>Further to questioning it was explained that a meeting with a new group of potential Learning Volunteers would take place the following week.</p> <p>d. <u>Sponsorship/ Fundraising Update</u></p> <p>It was reported that the Palace had been successful in a bid for funding towards the HLF project and had been awarded £50,000 from the JP Getty Trust. In response to a question: the Fundraising Manager, Lucy Ward, was working towards submitting further applications for funding.</p> <p>Resolved that the Committee notes the report.</p>
<p>APSC35.</p>	<p>REPORT OF THE REGENERATION AND PROPERTY DIRECTOR</p> <p>Received the report of the Regeneration and Property Director, Kerri Farnsworth, updating on areas relating to property and regeneration at Alexandra Palace and Park.</p> <p>Noted that</p> <p>a. <u>Heritage Lottery Funding (HLF) Project</u></p> <p>i. The Planning and Listed Building consent application for the HLF project would be considered by the Planning Committee on 16 February 2015. This was a new date further to the originally proposed date of 9 February (paragraph 6.3).</p> <p>ii. In response to questions from the Committee:</p> <ul style="list-style-type: none"> • Comments on the application were still being submitted on the Haringey Planning Website. • Responses to the application were recorded as supporting or objecting to the application or as being neutral (page 27 of the agenda pack). The Planning Committee's options would be to agree or reject the application. <p>iii. Colin Marr, Alexandra Park and Palace Conservation Area Advisory Committee, highlighted that some aspects of the application were not</p>

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universally supported, particularly in relation to the opening of the arches. Mr Marr suggested that the application be amended to keep two of the arches blocked in order to retain some external evidence of the 1936 BBC alterations. In response, the Chief Executive, Duncan Wilson, recognised that there were differences in opinions on the project and explained that the proposals had been considered by the SAC/CC previously and there was a good case for unblocking all 15 arches. Furthermore, the planning application could not be amended; it would have to be withdrawn and the process restarted with a new application. Another Member of the Committee emphasised that there had been overwhelming support for the application from both the Advisory and Consultative Committees during the previous meetings.

- iv. The HLF Committee would consider the funding application on 24 March 2015 and a decision would be made subject to the Planning and Listed Building application being granted. A Committee Member questioned how the bid was related to the planning application and it was explained that HLF would not commit to funding a project unless all the required consents had been obtained. Alexandra Palace would then receive a 'permission to start' letter up to two months later.
- v. In response to questioning about fluctuating fuel costs during the project it was explained that the project included the cost of construction inflation, which was regularly updated and taken into account.

b. New Park Vision (paragraphs 7.7 & 7.8)

Colin Marr agreed to make available the relevant section of the APP Conservation Area Character Appraisal, although this may not be in digital form.

Action: Colin Marr

In response to questioning it was noted that the use of an outdoor gym could be considered as part of the vision. Some groups used the Park for commercial fitness sessions and were encouraged to sign-up to a licence.

c. Go Ape

- i. The Committee was informed that construction of the Go Ape course in Battersea Park had started further to Planning Consent being granted.
- ii. The Chair invited questions from Committee Members in relation to the information in section 8 of the report on the Go Ape proposals. In response to a question about timings for construction of Go Ape in Alexandra Park it was stated that, depending on the necessary

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planning permission, the course construction would begin in late spring and would open late in the summer or, if delayed, in Spring 2016.

- iii. A number of Committee Members expressed the view that they did not have a clear idea of the visual impact of the course. The Committee was reminded that illustrations had been provided at the last meeting and the Chair had been delegated to take forward discussions about the visual aspect of the proposal. The CC Chair and some Committee Members had visited the Trent Park Go Ape site.
- iv. In response to concern raised about how the deer enclosure would be affected it was explained that the course would not hang over the deer enclosure, the perimeter of which would be moved slightly to accommodate the proposals. The Deer Herd Manager had been consulted on the plans.

Resolved that the Committee notes the report and the Alexandra Palace and Park Charitable Trust Board's approval of the Go Ape proposal, and endorses the recommendation that Version 2 of the course layout is accepted as the final design and that the existing underused cabin in the deer enclosure is adapted for use as Go Ape's reception cabin.

d. Other Matters

i. Thames Water Fencing

Concerns were raised about a short section of high barbed wire fence that had been erected on the Park border by Thames Water. The Trust's solicitor had written to Thames Water expressing that the Trust should have been given advance warning of the plan to install the fence and appropriate approvals obtained. After some time, a response from solicitors acting on behalf of Thames Water had been received explaining that the fence had been erected to stop trespassers accessing the reservoir from a bird viewing platform in the park. Haringey's Planning Department had been informed as there had been planning breaches as the Park is a Conservation Area. The fence had been moved from the Palace's property onto Thames Water land but the unsightly fence remained and further response from Thames Water was awaited.

ii. Honey Bees

A Member asked whether consideration had been given to installing honey bee hives on the Palace roofs. In response it was noted that the Palace roofs were not safely accessible and that conversations had taken place about the possibility of hives in the Park yard but there were concerns about potential vandalism. The Chair of the

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	<p>Alexandra Park Allotments Association (APAA) advised the Committee that there were sufficient hives in the Alexandra Palace Allotments.</p> <p>iii. <u>Orchard</u></p> <p>In response to an enquiry it was explained that the second orchard was sited on the old railway line in the small field of The Grove.</p> <p>iv. <u>All Weather Football Pitch</u></p> <p>A Member asked whether an all-weather football pitch was a possibility for the Park. The Committee was informed that the Cricket Club had examined the possibility of installing an all-weather pitch which had highlighted a number of challenges including the impact of flood-lights in a conservation area. The Club had been unsuccessful in its bid for funding. There were already three, non-all-weather, football pitches in the Park.</p> <p>v. <u>Planning Applications</u></p> <p>A planning application at 4 Anderton Court near the Alexandra Park Road entrance to the Park was raised and it was confirmed that the Park Manager had submitted a number of concerns. The Trust had not been informed of this application and of other applications affecting the Park. The Trust had raised this with Haringey's Planning Department who had undertaken to notify the Palace of any relevant live applications in future.</p> <p>Colin Marr agreed to send details of a local sub-station planning application to Kerri Farnsworth.</p> <p style="text-align: right;">Action: Colin Marr</p> <p>vi. <u>Solar Panels</u></p> <p>Further to a Committee Member raising the subject it was reported that consideration had been given to the possibility of solar panels on the Palace but it had not been considered to be the right investment in terms of value for money. Challenges to the installation of solar panels included roof size and strength, the visual intrusion the panels might have on the aspect of the Park, capital investment costs, reduced feed-in tariffs which meant lower revenue gains and fewer companies investing.</p>
<p>APSC36.</p>	<p>ANY OTHER BUSINESS OR URGENT BUSINESS</p> <p><u>Constitution of the Joint Advisory and Consultative Committee</u></p> <p>A Committee Member asked that previous confusion over chairing the Joint committee be avoided, and suggested that the Joint Committee's status be</p>

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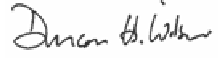
	<p>recognised by formalising its constitution to include the statutory elements within the Statutory Advisory Committee terms of reference. Duncan Wilson reminded the Committee that an Act of Parliament would be required to change the Statutory Advisory Committee's Constitution.</p> <p>Resolved that arrangements be made to include election of a Vice Chair in the terms of reference for the Joint Consultative Committee.</p>
APSC37.	DATES OF FUTURE MEETINGS Noted that the next meeting would be held on 14 April 2015.

The meeting ended at 20:45 hrs

Gordon Hutchinson
Chair

Signed by the Chair

Date

Alexandra Park and Palace	28 April 2015
Report Title: Report of Commercial & Development Director	
Report of: Lucy Fenner, Acting Commercial Director	
1. To update the Board on the recent developments and activities, in particular <ul style="list-style-type: none"> • Commercial activity update • The events calendar (Appendix 15.1) 	
2. Recommendations <p>2.1. That the Board notes the contents of the report and gives its views where appropriate.</p>	
Report Authorised by: Duncan Wilson, Chief Executive, APPCT & APTL 	
Contact Officer: Lucy Fenner, Acting Commercial Director, Alexandra Palace Trading Ltd, Alexandra Palace Way, Wood Green N22 7AY Tel No. 0208 365 4343	
3. Executive Summary <p>3.1. This report highlights the activity taking place across the commercial areas of the trading company including the Ice Rink, Events Halls and Catering including Bar & Kitchen.</p> <p>3.2. The report outlines the up and coming events schedule (Appendix 15.1)</p>	
4. Reasons for any change in policy or for new policy development (if applicable) <p>4.1. N/A</p>	
5. Local Government (Access to Information) Act 1985 <p>5.1. N/A</p>	

6. Background - EVENT SALES HIGHLIGHTS January 2015- April 2015

- 6.1 January was one of our most successful to date with 9 events including the final sessions of World Championship Darts and the Masters Snooker. The Masters attracted 18,000 visitors resulting in a 31% increase in catering sales.
- 6.2 Model Engineering returned for its ninth year and the client was delighted with the event delivery, which ran alongside the snooker final. This event has seen over 15,000 visitors since 2011 and this steady growth is reflected in increased catering sales.

- 6.3 The Ping Pong championships returned for its third year. Visitor numbers grew once again to 3,500 and the tournament was watched by thousands around the world. Catering again benefited from the higher footfall achieving a 50% increase in sales.
- 6.4 The Excursions show ran alongside the Ping Pong with footfall peaking at 1,700. Again concessions took advantage with the Bar & Kitchen especially showing a good return.
- 6.5 Southern Homes returned for its second year and grew into the Great Hall. The show ran over three days and took a 6 day tenancy. The visitors attracted were just less than 2,000 and not necessarily what the organiser had anticipated however the quality of customer converted into good sales for the exhibitors.

Also in January Land Rover hosted a PR event in the Park (open to the public) in which a sledging run was installed on the south slope and was named snow day. The event attracted significant media attention with a campaign that encouraged the public to embrace winter.

- 6.6 February was a quieter month. The Royal Yachting Exhibition returned, however good weather meant that visitor numbers were lower than expected. Overall figures against budget were low however a healthy January and March made up for this. The reason for the dip in February was due to concerts cancelling and the overoptimistic phasing of the budget at the start of the year. We did however continue to host Segway, unit base parking and a handful of film shoots during this month.
- 6.7 In March we welcomed the RCM Philharmonic Orchestra who performed with the Henry Willis Organ. The programme included Holst's popular Planet Suite which was enjoyed by 700 visitors - a record for an organ concert in the Great Hall.

International Antiques & Collectors Fair Ltd. delivered another successful show with 4,500 in attendance and a record number of exhibitors. Under new management this show continues to grow and attract new audiences.

- 6.8 UCAS hosted their first Higher Education convention in the Great Hall, business won from Olympia. Over 19,500 students attended to learn about apprenticeships, volunteer work, further education and employment.
- 6.9 The Edible Garden Show returned for a second year and achieved a 20% increase on last year's footfall with 6,600 visitors.
- 6.10 In addition to the above the operations team delivered efficient and effective turnarounds under extreme pressure. As the Antiques show broke down, the Ospre police exams started to set up. As Ospre finished it was straight into Clean Bandit build, the concert attracted 9,400 music fans, followed by Queensbury boxing attended by 1,000 people. The events team continued to deliver a high level of service under difficult conditions and the House and cleaning teams are to be recognised for their hard work.
- 6.11 Drive in cinema returned and has now taken residency in the Pavilion Carpark throughout the Spring and Summer. One hundred cars get to enjoy an array of films including Dirty Dancing, Blade Runner & Grease.
- 6.12 Mechanix has just finished a successful mid-week run. This is a regional auto repair tradeshow which has moved to Alexandra Palace from Sandown. The Client is hoping to improve on the 1,000 visitors next year. The Model Railway Show achieved an attendance of

10,000 over the weekend and a new nursing show organised by an existing client, MA Healthcare is currently setting up in the Halls.

- 6.13 At the end of the financial year we will have secured and hosted in excess of 200 events. This is the best result for APTL yet and the revenue and gross profit at year end will reflect this success.

7. FUTURE EVENTS

- 7.1 In April APTL will launch its brand new in-house event Spring Fest to tie in with the Bank Holiday weekend. The event has now sold out and we are already planning to move into the Great Hall next spring. Ben Howard will play 3 nights in the Great Hall and all nights have already sold out. Hyde Housing will host their annual conference for 1,200 in the west Hall.
- 7.2 In May the second of the four Antiques shows will take place and 2 sold out nights of Prodigy are scheduled with 1 late night (3am) finish planned for Friday 15th May. The Tattoo show will return alongside the in-house run craft beer festival, and the final live music night of the summer will be Axwell Ingrosso planned to finish at 1am.
- 7.3 Les Mills will return for its second year. Les Mills Fitness Event is designed to introduce the new Les Mills exercise programme to their instructors and key fitness personal within the industry – this is a 1 day event, with 1,500 participants and is a full packed schedule throughout the day.
- 7.4 A brand new show for Alexandra Palace will take place midweek in June from the organiser ABTT the Theatre Show. June events will also include: a private banquet for 1,200, Cyprus Wine, and Haringey Police will return for their annual community amateur boxing event.
- 7.5 An outdoor event plan is now in place to ensure that we are taking advantage of the opportunity the Park provides. In addition numerous Park events are on the horizon including the Ally Pally Summer Festival, a free event on 25th July to tie in with the 25th anniversary of the Ice Rink, Redbull Soapbox, monthly summer craft ale festivals, an RSPCA walk for 2,000 dog walkers, a cinema screening on the south slope, hosted by Luna cinema, Foodies festival for 20,000 expected visitors, (a maximum of 5,000 at any one time) a Drive in Cinema, and the regular Funfair, tree climbing and Segway events.

Over the coming months the commercial team will be working closely with the Park team to move the planning for the Go Ape course forward.

8. CATERING

- 8.1 Catering has shown growth year on year, but did not hit its ambitious target this financial year. However it is important the event hall hire and catering targets are looked at together and, as previously highlighted, this area of the business has exceeded its target overall.

8.2 Bar & Kitchen

Overall the B&K grew in terms of revenue and profit on previous years however ended below its budget. A focus in the next financial year is to grow public business daily to ensure the pub has its own regular customers and is not so reliant on the events business.

8.3 Ice Rink Café

The Ice Rink Café grew in terms of revenue and profit on previous year however ended below its budget. Another focus for the forthcoming year is to improve the offer within the ice café.

8.4 Park Catering (Ice Cream, Outdoor Event Catering, Coffee Offer)

The Park Catering team did not trade between October–March and will pick up trading in the spring.

9. ICE RINK

9.1 The ice rink exceeded its target for the year, achieving this through the introduction of online ticketing, showing growth in adult & junior skating sales. Private hire and cost saving also contributed. Looking ahead the ice rink now needs to prepare for regeneration ensuring it still delivers against its targets.

9.2 A 12 month campaign starts now to celebrate 25 years of the ice rink.

10. Marketing

10.1 With a vast amount of activity now onsite, it is imperative that our marketing plan is both focused and strategic. We need to ensure we develop our consumer marketing campaign, look at new ways to maximise from digital marketing, keep our website up to date and improve our onsite communication. Over the coming months we will increase editorial coverage to ensure we continue to raise the venues profile and also ensure we look at new way to target corporate business.

11. Event operations

11.1 Over the past 6 months the Head of Event Operations has written and introduced The Venue Management Plan (VMP) to the organisation including all operational staff and contractors. The VMP is now the key document setting out how the building operates in alert or emergency scenarios. Primarily it gives guidance as to how all staff should respond to an incident and gives clarity on how any decisions are then formed. The document has updated the venue's procedures and gives instructions to key team members, identifying who should respond to specific types of incident.

11.2 To support our clients by growing their event through an increase in attendees, it was important we looked to increasing the capacity in West Hall. The events team have been working with the licensing authority and the London Fire Brigade, who have approved our recommendations.

11.3 In line with the work above and an overall capacity review we will be looking to vary our license to accommodate these changes. We will be using the opportunity to make several changes to conditions to bring them in line with accepted events management practice.

12. RECOMMENDATIONS

12.1 That the **Board** notes the contents of this report and approves the approach.

13. LEGAL IMPLICATIONS

13.1 The Council's Assistant Director, Corporate Governance has been consulted in the preparation of this report and has no comments.

14. FINANCIAL IMPLICATIONS

14.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and notes the positive year that the Trust has had in terms of it's commercial activities.

15. APPENDICES

15.1 Event Schedule: April to August

Event	Public Event	Date
Drive In Cinema	Live event	Throughout April- July
Spring Fest	Live event	3rd April
Big Stamp	Exhibition	9th - 10th April
Ben Howard	Live Music	16-18 th April
Antiques	Exhibition	3 rd May
Prodigy	Live Music	15 th -16 th May
Phew- Plumbing Show	Exhibition	20 th May
Craft Beer Festival	Live event	22 nd May
Tattoo Show	Exhibition	23-24 th May
Axwell Ingrosso	Live Music	6 th June
Les Mills	Live event	13 th June
Haringey Amateur Boxing	Sport	19-21 st June
Craft Beer Festival	Live event	20 th June
Theatre Show	Exhibition	24 th -25 th June
Cyprus Wine Festival	Community Exhibition	27 th -28 th June
Foodies Festival	Outdoor park event	3-5 th July
Redbull	Live event	12 th July
Craft Beer Festival	Live event	25 th July
Luna cinema Screening	Outdoor park event	1-2 nd August
Craft Beer Festival	Live event	22 nd August

Farmers Market and Tree Climbing on in the Park throughout the summer weekend

15.2 **APPENDIX** Marketing Stats

Marketing Stats outlining the coverage received following the HLF announcement:

Live Media Coverage:

BBC London News – 6.30pm - Weds 25th March
London Live news – x 5 segments throughout the day Thurs 26th March
BBC London Radio – 15 minute interview – Sat 28th March

Press Coverage:

BBC news website
Evening Standard
Haringey Independent
Ham and High Broadway
Tottenham & Wood Green Independent
Haringey Council Website
HLF Website

Trade Media Coverage:

The Stage
Stand Out
Broadway.com
Business Daily
Exhibition News
Music Week

Social Media: (data from 25/3 – 26/3)

1,600 unique mentions (by others of HLF announcement)
457,100 impressions (number of people who saw a mention)
158 new Twitter followers
115 new Facebook followers

15.3 **APPENDIX** See AP Summer What's on included

THIS SUMMER AT ALLY PALLY

alexandrapalace.com

EVENTS

STREET FOOD &
CRAFT BEER



ALLY PALLY
SUMMER FESTIVAL

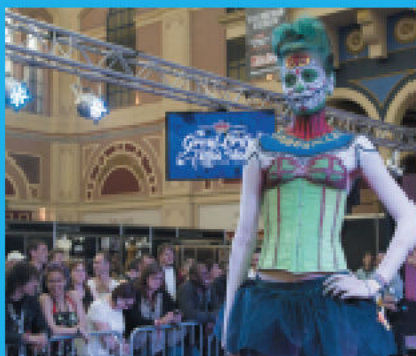


DRIVE IN
FILM CLUB



LIVE

GREAT BRITISH
TATTOO SHOW



RED BULL
SOAPBOX RACE

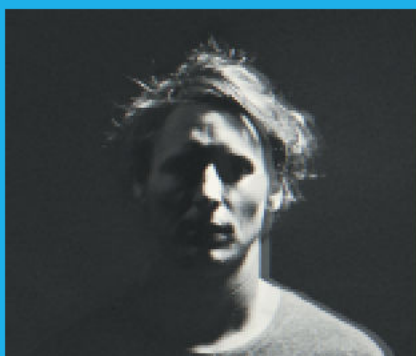


FOODIES FESTIVAL

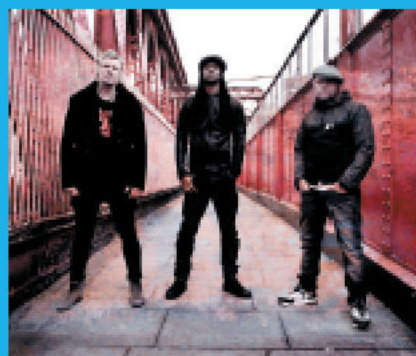


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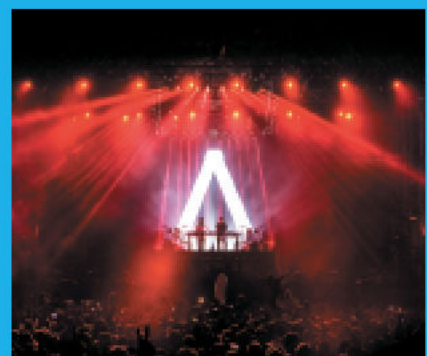
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Alexandra
Palace the
people's palace.

Alexandra Park and Palace Board

28 April 2015

Report Title: **Fundraising Update**

Report of: **Lucy Ward, Fundraising Manager, Alexandra Palace Charitable Trust**

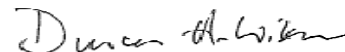
1. Purpose

1.1 Update on fundraising to date and future plans

2. Recommendations

2.1 To be noted by the Board.

Report Authorised by: **Duncan Wilson, Chief Executive, Alexandra Park and Palace**



Contact Officer: Lucy Ward, Fundraising Manager, **Alexandra Palace & Park,
Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4363**

3. Executive Summary

3.1 The total fundraising target in support of the HLF project is £1,094,000 which we have committed to raise by the end of 2016. Initial focus has been placed on Trusts and Foundations with plans now in place to launch a public fundraising campaign in May. We have so far raised £50,000.

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 N/A

6. Background

6.1 It has been agreed with the Heritage Lottery Fund that Alexandra Park and Palace Charitable Trust's target is to have raised £1,094,000 from private sources by the end of 2016.

6.2 Initial focus has been placed on Trusts and Foundations with a grant of £50,000 received from the J Paul Getty Jr Charitable Trust in December 2014.

- 6.3 The Wolfson Foundation and Garfield Weston Foundation did not award grants however, Wolfson have advised that we can reapply in 12 months' time (Oct - Dec 2015), and now that the HLF grant has been confirmed we should stand a better chance of success.
- 6.4 The Trusts and Foundations pipeline has been developed to identify a number of Trusts / Foundations for applications to be submitted throughout the year.
- 6.5 In addition to this, we are designing (see 7 below) a public fundraising campaign to launch in May 2015.

7. Public Fundraising Campaign

- 7.1 The main focus of the campaign is to raise awareness of the fundraising target and to provide donation opportunities both on-site and online.
- 7.2 The campaign will launch in mid-May 2015 with clear messaging placed around the site and online about the HLF project and fundraising campaign.
- 7.3 The campaign will include a 'Buy a Brick' scheme. Donors will have the opportunity to buy a brick, paving stone or theatre seat (priced at different tiers) to be engraved with their name.
- 7.4 Donation opportunities on-site will include collection cans at till points, donation asks at history and open house tours, text to donate messaging at events.
- 7.5 On-line donation opportunities will include an optional donation added to event ticket purchases and donating via JustGiving.
- 7.6 We may look to run a small crowdfunding campaign if required towards the end of the campaign. Crowdfunding is resource heavy and relatively risky to rely too heavily on at this stage.

8. Legal Implications

- 8.1 The Council's Assistant Director Corporate Governance has been consulted in the preparation of this report and has no comments.

9. Financial Implications

- 9.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and notes the plans outlined to work towards achieving the challenging target of £1.094m. Regular updates on progress should be received by the Board.

10. Use of Appendices

- 10.1 There are none.

Report Title: Park Update

Report of: Mark Evison, Park Manager

1. Purpose:

1.1 To provide an update on various Park matters

2. Recommendations:

2.1 That the Board

Notes the progress on the Park Vision exercise

- Notes the requirement to tender the Grounds Maintenance Contract
- Notes the progress on the Go Ape scheme and the satisfactory Charities Act report on the rental figures

Report Authorised by: **Duncan Wilson, Chief Executive**



Contact Officer: **Mark Evison, Alexandra Palace & Park, Alexandra Palace Way, Wood Green, N22 7AY Tel No: 020 8365 4144**

3. Executive Summary

3.1 Consultations on the future Vision for the Park are underway and the results will be presented to the Board in the Autumn.

3.2 Options for extension to the Grounds Maintenance Contract have been exhausted and the service will require tendering.

3.3 The Go Ape project is moving forward and a planning application from the tenants is imminent.

4. Reasons for any change in policy or for any new policy development (if applicable)

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 N/A

Background

6. Background Park Update

6.1 Park Vision

Further to previous reports, landscape architects *Exterior Architecture* have produced a discussion document in relation to the physical landscape and features of the Park. The physical landscape is one of four themes which will be discussed as this project progresses. This will include environment, historic landscape and recreational potential.

The other themes identified for discussion are:

- Park Tenancies
- Outdoor Events & Commercial Activities
- Policies and Byelaws.

The Park Manager held initial discussions on these topics with the Grounds Maintenance Team, the Committee of the Friends of Alexandra Park and Alexandra Palace Staff.

The next step is a discussion with the members of the Advisory and Consultative Committees, current plans are for session in mid-May.

The output from these sessions will be a series of targets and actions which can be presented to the Board in the autumn as the proposed framework of a new Strategy and Vision for managing the Park over the next 10-20 years.

6.2 Grounds Maintenance Contract

The Board will recall that the current arrangements with the Grounds Maintenance Contractor, John O'Conner (GM) Ltd, expire at the end of April 2016.

The Park Manager has investigated various options to extend the contract beyond this date. The potential advantages of an extension are avoidance of the uncertainty and instability that a tendering process brings, avoidance of the associated costs in time and resources, and continuation of a successful and reliable service.

Benchmarking with other authorities shows that the current contract offers good value for money and the Trust's spend per hectare is below the London average (normalised values from 2009).

It was hoped that the Council's Contract Procedure Rules would allow the Board to approve a further extension of the contract. However, initial legal advice is that any further extension beyond the original advertised period would be open to challenge. This option therefore brings a certain degree of risk and will not now be pursued.

The Grounds Maintenance Contract will now be tendered by the Park Manager. The new Team Assistant and Procurement Manager will support this process.

The aim is to continue with the same level of service quality, and attempt to rationalise and make efficiencies where possible.

6.3 Go Ape course

Members will recall that changes were made to the course layout following comments from the Advisory and Consultative Committees. Representatives from Go Ape recently met with Haringey Council for pre-application advice and no major issues were raised. The Council's Nature Conservation Officer requested that an ecological survey of the site be carried out prior to submission of the planning application. An initial ecological survey and five-year follow-up were already obligations in the draft Lease. This request brings that requirement forward, it is likely the survey report will be ready in late April. The Tenant is likely to submit a planning application shortly afterwards.

Furthermore, Go Ape are intending to hold a two-day information exercise in the Park in late April. Their staff will hand out leaflets to Park users and visitors and answer questions about the proposal.

The Board will also be pleased to note that the independent surveyor's Charities Act report on the rental figure is satisfactory and the Lease is ready to be sealed once planning permission has been granted.

7. Legal Implications

- 7.1 The Council's Assistant Director Corporate Governance has been consulted in the preparation of this report and has no comments, save to confirm that the reason for the risk of challenge to an extension of the grounds maintenance contract is brought about by the fact that extensions go beyond the maximum period of extension that was advertised when the contract was tendered, and as such they would be non-compliant material changes to the contract. Accordingly, as the present contract does not expire until the end of April 2016, there ought to be sufficient time to facilitate a re-tender of the contract to take place".

8. Financial Implication

- 8.1 Tendering of the Grounds Maintenance Contract could cost up to £20,000
- 8.2 The cost of the Grounds Maintenance Contract could rise and affect the Park maintenance budget for 2016 and beyond.

9. Financial Implications

- 9.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and notes the uncertainty that the requirement to re-tender the grounds maintenance contract brings however, it is also the chance to re-test the market and potentially to drive out further value; whatever the result, there will be time for the Trust to build changes into 16/17 budget. It is further noted that there will be costs,

estimated at £20k, associated with the procurement activity. The report is silent over how this expenditure will be covered and the Board should request confirmation on this point at the meeting.

10. Appendices

10.1 There are none.

Alexandra Park and Palace Board

on 28 April 2015

Report Title: **Report of the Head of Learning and Community Programmes,
Alexandra Park and Palace**

Report of: Melissa Tetley, Head of Learning and Community Programmes Alexandra
Park and Palace

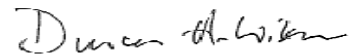
1. Purpose

1.1 To update the Board on learning and community programmes

2. Recommendations

2.1 That the Board notes recent progress with the Trust's learning and community
programmes

Report Authorised by: **Duncan Wilson, Chief Executive**



Contact Officer: Melissa Tetley, Head of Learning and Community Programmes
Alexandra Palace and Park 020 8365 4321

3. Executive Summary

3.1 An overview of the Learning programme including the temporary exhibition Alexandra
Palace; War on the Home Front, progress update on the learning programme in 2015

3.2 An update on the volunteer programme

3.3 An update on the community programme

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 N/A

6. Background Learning and Community Update

6.1 War on the Home Front (Exhibition and Learning Programme)

The War on the Home Front exhibition is open to the public every Thursday morning (10:00 – 13:00), Friday afternoon (14:00 – 17:00) and the first Saturday of the month (10-13:00) and manned by a dedicated team of Volunteer Exhibition Assistants. To date the exhibition has welcomed over 1,940 people and the Learning and Community Team are working closely with the Marketing Team to maintain this interest with a varied programme of supporting activities.

To promote the exhibition to visitors already onsite there is now a pop-up banner for the Ice Rink and the Bar & Kitchen in addition to a poster outside the Transmitter Hall directing people inside. The new marketing material has had a positive impact on the number of walk-in visitors to the exhibition and we hope this trend will continue as the weather continues to improve.

Within the exhibition there is now additional reference material available, these include a newspaper, a programme of events and an introductory board providing a welcome and contextual timeline. The dwell time of visitors to the exhibition has increased to over 45 minutes with a number of requests to purchase the additional reference material available. The team are currently looking into making the reference material available online via our website.

Maggie Butt's talk "Ally Pally Prison Camp", the second talk in our First World War series, was held on the 6th February and was attended by 30 people. The date for the next talk by Ian Castle about the use of Zeppelins in the First World War has now been confirmed as Wednesday, 20th May, information will be added to the website 4 – 6 weeks in advance of the event and an e-shot will be sent to people on the History mailing list (approx 20,000) to promote the event.

6.2 Middlesex Locative App

Having produced a short film for the exhibition our project partners Middlesex University are now working on a locative media app for the Park. The app will be available for download from the App store and visitors will be encouraged to do this before visiting the Park. The app uses GPS (Global Positioning System) and the content is triggered by movement, as visitors walk around the Park they will hear personal accounts of the internees who were imprisoned at the Palace between 1915 & 1919. The app is now in the final stages of development with feedback and comments from the Palace's teams about content and the overall visitor experience being incorporated. It is hoped that the app will be ready to launch in April/May in line with the spring programme of activities for the exhibition.

6.3 Core Learning Programme

Within this financial year (March 14 – March 15) the Learning team has welcomed over 1,280 pupils to the Palace. This is three times the amount of pupils compared with the previous financial year. A number of schools are now booking multiple sessions for different year groups and we are continually developing new resources and activities in response to feedback from teachers for pupils to take part in onsite. The visits are primarily from the boroughs 62 primary schools however we will be looking at promoting the workshops in the boroughs neighbouring Haringey from the start of the academic year (September 2015.)

Initially the three workshops were targeted to key stage 2 pupils (7 – 11) linking in with the history and geography curriculum. In discussion with teachers the Learning Team has now started taking bookings for Key stage 1 (5 – 7) including a visit for 90 five year olds from Coldfall School on the 24th March.

To increase the numbers of pupils visiting the Palace, the Learning Officer has made appointments with Head Teachers to discuss the current learning workshops. These meetings have resulted in a number of new bookings and an increased awareness of the learning programme. In addition the Learning Team is hosting an afternoon tea event for key stage 1 & 2 teachers on the 24th March to update them about the workshops and forthcoming plans.

6.4 History Tours 11th and 12th April 2015

To accommodate the demand for History Tours, Alexandra Palace will be opening its doors for one hour guided tours on Saturday 11th and Sunday 12th April. Tickets went on sale to people on the current Tours waiting list on Thursday 12th March and at the time of writing this report (24th March) over 350 tickets have been sold. Working with the catering team visitors to the Palace are now offered tea, coffee and cake as part of their ticket. A verbal update on the tours will be provided at the meeting.

6.5 Trading Company cross-over

The Learning Team ran a stall at “Excursions” (Saturday 25th January) to promote the lifelong learning opportunities available to groups at the Palace. Interest from lifelong learners remains high with over 200 visiting the stall on Saturday and 4 bookings in response to promotional material available at Excursions. A new bespoke package has been developed in partnership with the catering team for visitors to finish their tour with meal from a set menu in the Bar and Kitchen.

6.6 Volunteering Update

Data gained during the Activity Plan consultation indicates the general public would like to see more volunteer opportunities available in conservation, archiving, events and marketing. 318 people expressed an interest in seeing marketing volunteer roles at the Palace, and the team are currently working with the marketing department to recruit a volunteer to support the Trust in raising awareness, and promoting for the current learning and community programme.

Three new volunteers from the Borough of Haringey have joined the Palace as exhibition volunteers. They will be supporting the existing volunteer team manage the increase in visitor numbers and programme of activities that run alongside the exhibition.

APPCT has recently undertaken a UK wide volunteer benchmarking exercise, and in the following categories of Travel Expenses, Subsistence, and Benefits we scored highly in line with large scale organisation such as national museums, heritage and trust bodies. The benchmarking exercise highlighted one area of development, the need to provide a more regular programme of specialised training, study and development to ensure our volunteers have the opportunity to continually develop their skills and interest. The Activity Plan has reflected the training needs of our volunteers, but in the interim the team will be looking to undertake a Training Needs Analysis (TNA) to identify if we can arrange in-house training to support our volunteers.

June 1st-7th marks National Volunteer Week and as a thank you to our volunteers APPCT is planning a volunteer event to reward and recognise the contribution volunteers make in supporting the Trust.

7. Community Update

- 7.1 APPCT is exploring the possibilities of a more collaborative approach to fundraising for community projects by partnering with community organisations to combine the strengths and skills of each organisation.
- 7.2 Research is currently underway to explore the ways community groups may choose to use the Transmitter Hall post September 2015 when the War on the Home Front Exhibition ends. There has been interest from arts organisations to hold a bespoke one-off drawing class using the Palace's history and changing landscape for inspiration.

Trustees are invited to note progress and activity on our Learning and Community programmes

8. Legal Implications

- 8.1 The Council's Assistant Director Corporate Governance has been consulted in the preparation of this report and has no comments.

9. Financial Implications

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

10. Use of Appendices

- 10.1 N/A

Alexandra Park and Palace Board

28 April 2015

Report Title: **Reclaiming the People's Palace – Significant Dates, Aims, Procurement and Governance**

Report of: **Tot Brill, Interim Regeneration Director, Alexandra Park and Palace Charitable Trust**

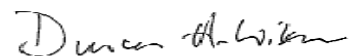
1. Purpose

- 1.1 To inform the board as to the timetable of decision making for the Heritage Lottery Fund " Reclaiming the People's Palace" Project.
- 1.2 To restate and confirm the project goals for the delivery phase
- 1.3 To seek agreement to the project governance for the delivery phase

2. Recommendations

- 2.1 The Board of APPCT are asked to confirm the procurement route and contract form as set out in paragraph 9.5
- 2.2 The Board of APPCT are asked to confirm the project goals as set out in paragraph 10.1
- 2.3 The Board of APPCT are asked to confirm the project governance arrangements as set out in paragraphs 11.3 – 11.7

Report Authorised by: **Duncan Wilson, Chief Executive.**



Contact Officer: **Tot Brill, Interim Regeneration Director, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365**

3. Executive Summary

- 3.1 This paper informs the Board about key dates in the Heritage Lottery Fund Projects, confirms the procurement route for the project, restates the project's aims in the development phase and sets out a governance structure for the development phase.

4. Reasons for any change in policy or for new policy development (if applicable)

- 4.1 N/A

5. Local Government (Access to Information) Act 1985

- 5.1 N/A

6. Background

- 6.1 The “Reclaiming the People’s Palace” project to restore the former BBC studios, the theatre and the East Court has been awarded £18.8m by the Heritage Lottery Fund (HLF). LB Haringey are providing a funding contribution of £6.8m. The Trust will raise a further £1m. We intend to be on site with enabling works in the autumn of this year. The main building contract will start in May 2016 and should complete by the end of autumn 2017.

7. Revised programme and Significant Dates

- 7.1 Between now and the start of the full programme there are a number of planned key decisions the Board needs to make:

Table One

Date	Decision
April 2015	Form of contracts and procurement method for enabling and full works
November 2015	Award of contract for enabling works
January 2016	Sign off budget and designs for construction project
February 2016	If required, value engineering to meet agreed cost limits for construction
June 2016	Award of contracts for Main Phase construction

- 7.2 These dates, driven by the project timetable, do not always sit easily with the scheduled Board meetings for 2015 and 2016:
- 7.3 It may be necessary to call extra Board meetings, or reschedule pre-arranged Board meetings, but we will try to keep this to an absolute minimum.

8. Project Timetable

- 8.1 The table below sets out the project build timetable as of April 2015. It is, of course, subject to revision, and departures from the timetable will be reported to future Board meetings.

Date		Phase 1
Apr – May 2015	HLF confirms in writing Permission to Proceed	Phase 2 Enabling works
Jan – Mar 2015	Surveys	
Mar – May 2015	Enabling works tender prep	
Feb – May 2015	OJEU pre qual	
Aug – Sep 2015	Enabling works out to tender	
Sep – Oct 2015	Enabling works tender review	
Oct 2015	Enabling works contract award	

Nov 2015 - Mar 2016	Enabling works on site	Phase 2 Main works
May 2015 - Jan 2016	Detailed design	
Nov - Jan 2016	Cost review	
Jan - Feb 2016	Main works tender prep	
Feb - Apr 2016	Main works out to tender	
Apr - May 2016	Main works tender review	
May - Jun 2016	Main works contract award	
Jun 2016 - Sep 2017	Main works on site	Returned to APPCT
Sep - Dec 2017	Handover	
Quarter 1 2018	Open to the public	

8.2 The Board will want to be aware that Permission to Proceed is likely to be granted by the HLF and our agreement to proceed signed by the Chief Executive of APPCT at the end of April 2015. This approval gives us the red light to proceed with the development phase of the project.

9. Procurement

9.1 The Mott MacDonald Alexandra Palace Procurement Report of March 2014 recommended that we use a Traditional Single Stage Joint Contracts Tribunal (JCT) form of contract, advertised through the Restricted Official Journal of the European Union (OJEU) pathway. In November 2014, on the advice of the HLF, and as a result of our own soft market testing, we decided to amend the form of contract to a traditional two stage JCT contract, advertised through the Restricted OJEU pathway because the two stage contract should minimise the contractor's risk, while protecting our own position.

9.2 Earlier this year LB Haringey signalled their intention to create a Framework contract for construction works. We held back on starting the work to prepare the advertisement for the OJEU, as a framework contract, provided the range of contractors included in the framework was suitable for the specialised work of heritage restoration, would be cost effective way of procuring a contractor.

9.3 The framework contract is due to be live in mid-May, so our procurement strategy is still under review at the time of writing this report. We will update the Board at the meeting and seek your agreement to the most effective procurement route.

10. Project aims

10.1 The key initiation documents for the project describe it in similar, but slightly different ways. This is perfectly understandable, but we need to set out the key aims for the project to inform the Project Execution Plan.

10.2 The Project Execution Plan is the document that brings together all the information about the project and is the guide we will use to inform decisions about the project and measure our progress and success.

10.3 The following goals for the project are drawn from existing documents, and are not ranked in any order of importance:-

- We want to ensure that the fabric of Alexandra Palace does not deteriorate further, with the intention of being eventually removed from both English Heritage's and the Theatres' Trust's At Risk registers
- We want to celebrate the historic contribution Alexandra Palace made to the cultural life of the UK, and, in the case of the television studios, to the world, by delivering a programme of learning, participation and activities for everyone, as well as enabling public access to historical items, archive footage and documentation relating to the Palace, the Park, the Studios and the Theatre.
- We want to refresh and reinvigorate the tradition of recreation and enjoyment at Alexandra Palace, allowing public access to the most historically significant parts of the East Wing.
- We want to increase the breadth of recreation available at Alexandra Palace, making Alexandra Palace the destination of choice for London and the Home Counties, with something here to enjoy at more times of the day and night.
- We want to strengthen the revenue operation of Alexandra Palace and reduce the burden of funding on the taxpayers of Haringey.
- We want to contribute to the regeneration of Haringey by creating jobs and training opportunities for local people both during the building and conservation period and in the operation of the new facilities in the East Wing.

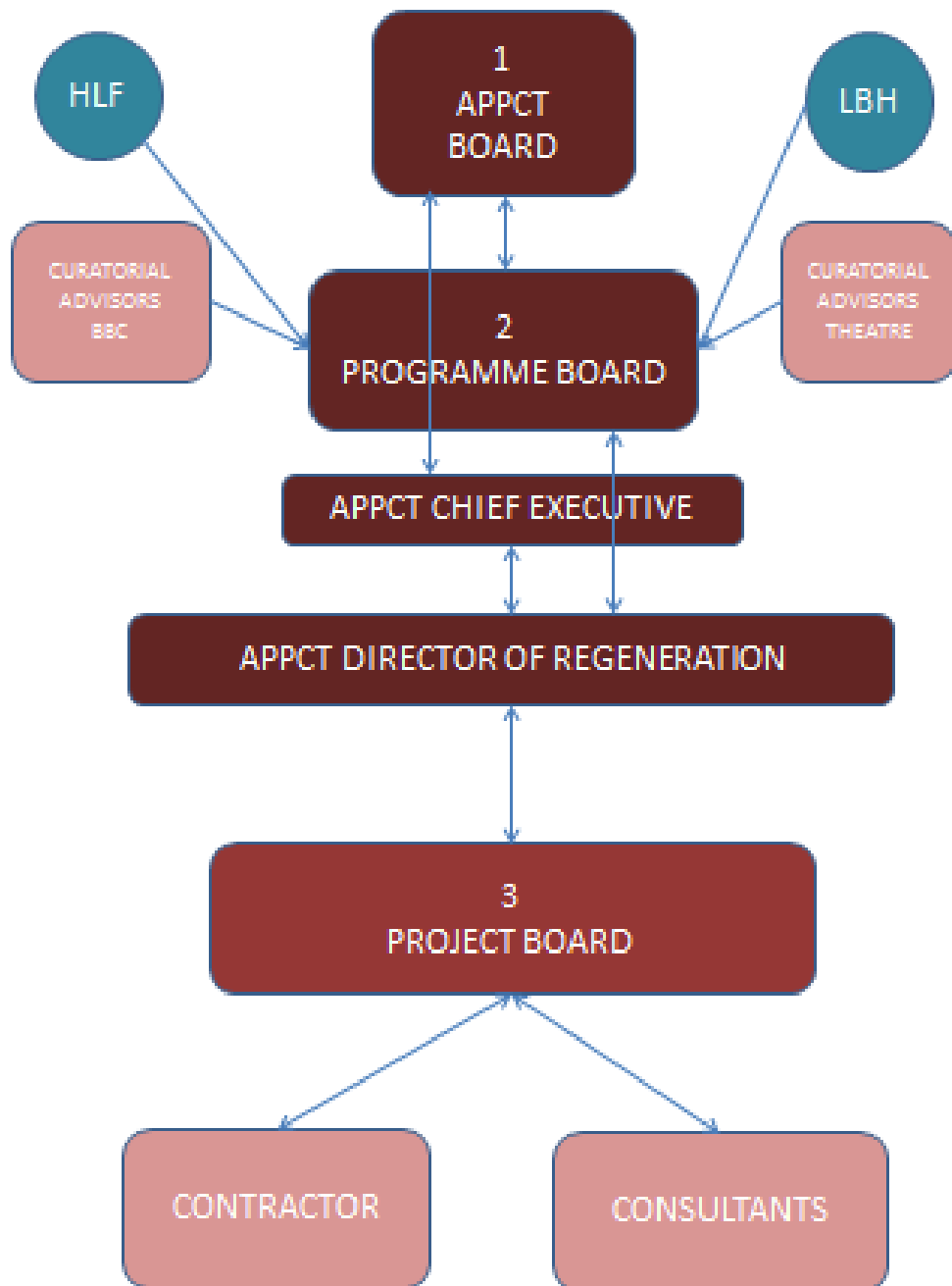
10.4 Of course there are other goals for the project, such as being well managed, delivering in budget and on time, minimising disruption to residents, customers and users, not adversely affecting the financial operation of Alexandra Palace during construction etc., but these six aims describe the primary objectives for undertaking the project.

10.5 The Board are recommended to agree these six primary objectives for inclusion in the Project Execution Plan as the goals against which the success of the project will be measured.

11. Governance

11.1 While the Board are the primary overseeing and decision making body for the project, the project's day to day governance requires additional oversight. While it would be perfectly possible to separate the staff and consultants' management of the project from the decision making role of the Board, it would be beneficial for the management of the project to bring the strategic influence of the Board into the closer governance of the project.

11.2 We propose a governance structure for the HLF Regeneration Programme which allows proper oversight of the project with decision making at the appropriate levels.



11.3 The **Board (1)** is the client for the project. It makes the key decisions concerning the programme. Once it has agreed the programme plans, budget and timescales, it will receive the minutes of the Programme Board, high level reports and exception reports at its quarterly meetings.

11.4 The **Programme Board (2)** should therefore be an informal sub group of the Board. It is not a formal Council Committee, and has no formal decision making powers. Its role is to advise the APP staff on the direction of the programme. It should meet monthly and receive copies of the reports to funders, advice from curators, specialists, progress against budget and programme.

- 11.5 We propose that the Programme Board is made up of 2 APPCT Board Members as observers, plus the Chair of APPCT with the APP Director of Regeneration, the LBH Director of Regeneration, Planning and Development (or their representative), the Project Manager and other staff and consultants in attendance as appropriate. The group will be administered by the APP Regeneration Team.
- 11.6 The **Project Board (3)** is the mechanism by which the work of the consultants and contractors is managed and agreed within the parameters agreed by the Board. It meets monthly, bi-weekly or weekly as required. Its business includes design progress, cost review and risk review.
- 11.7 We propose that the Project Board be chaired by the APP Director of Regeneration and meet in advance of the Programme Board, allowing the operational reports made to the Project Board to inform the Programme Board.

12. Legal Implications

- 12.1 The Council's Assistant Director Corporate Governance has been consulted in the preparation of this report and has no comments.

13. Financial Implications

- 13.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no additional comments to add at this time.

14. Use of Appendices

- 14.1 There are none.

Report Title: **Recruitment of senior posts, APPB**

Report of: Duncan Wilson, Chief Executive, Alexandra Park and Palace

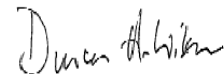
1. Purpose

1.1 To update the APPB on recruitment and succession plans for senior staff

2. Recommendations

2.1 That the Board notes this report.

Report Authorised by: **Duncan Wilson, Chief Executive Alexandra Palace and Park**



Contact Officer: **Duncan Wilson, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4335**

3. Executive Summary

3.1 The Board is asked to note:-

- i) The appointment of Tot Brill as Interim Regeneration Director. Tot will be present at the Board meeting so there will be an opportunity to meet her then;
- ii) The appointment of Emma Dagnes as Interim Chief Executive for 6 months, to provide maximum continuity; and
- iii) The recruitment process for the permanent Chief Executive (CE) appointment, which will begin shortly after Easter and will be led by executive search consultants Berwick and Partners. The Board will be fully engaged in the process, via the London Borough of Haringey (LBH) who are leading on the appointment following the customary reporting lines of the post.

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 N/A

6. Recruitment of new senior executive team

- 6.1 I am pleased to announce that we have appointed Tot Brill as Interim Director of Regeneration who will fill the vacancy left by Kerri Farnsworth's departure in February.

She started with us on 30 March. Tot comes from Kensington and Chelsea's Exhibition Road project, and has plenty of relevant Heritage Lottery Fund (HLF), local authority and heritage experience. She will present her paper updating the Board on regeneration on 28 April.

- 6.2 We have appointed Emma Dagnes (ED) as Interim CE, on the basis that this will maximise continuity and ensure that there is no gap at the senior management level whilst the long term needs of the Trust and Trading Company are considered following the HLF decision and a recruitment process is run. It may take up to six months before the new permanent appointee takes up post. Emma has considerable experience not just of leading the commercial events business at Alexandra Park and Palace (APP) but also of engaging with other local authorities and complex stakeholder networks. She will be present at the meeting on April 28, and will work in parallel with Duncan Wilson until she takes over the role on 2 May 2015. Formally, she will be seconded from the Trading Company to the Trust during the period of appointment, and will report to LBH and the Board. Lucy Fenner will continue as Acting Commercial Director, a post which she has filled and in which she has performed very well during ED's maternity leave. She will focus on preparing the business for the implementation of the new HLF business plan, and continuing to deliver against wider Trust and Trading Company priorities.
- 6.3 Finally the Board is also asked to note that the recruitment process for the permanent CE role will be initiated after Easter. LBH are leading on this but the Chair and the Board will be fully involved in the decision-making process.
- 6.4 Finally, the revised staff structure approved as part of the HLF Business Plan, to deliver and update the new HLF facilities, is attached (at Appendix A) for information.

7. Legal Implications

- 7.1 The Council's Assistant Director, Corporate Governance has been consulted in the preparation of this report and has no comments.

8. Financial Implications

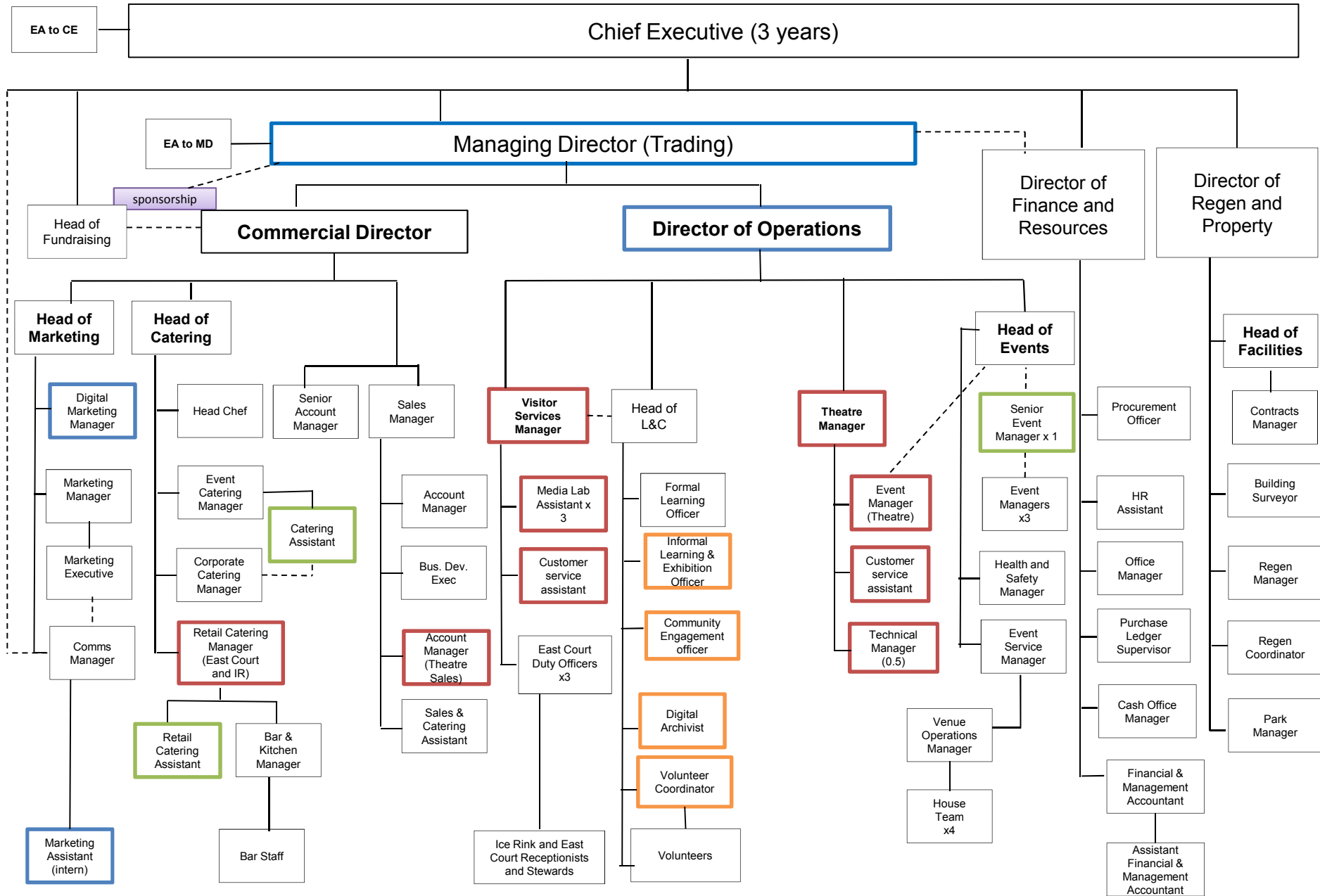
- 8.1 The Council's Chief Financial Officer has been consulted on the contents of the report and notes that the costs associated with these proposals are built into the 15/16 Trust budget.

9. Use of Appendices

- 9.1 Appendix A – Revised Structure Chart approved as part of the HLF Business Plan
9.2 Appendix B – Interim Structure Chart

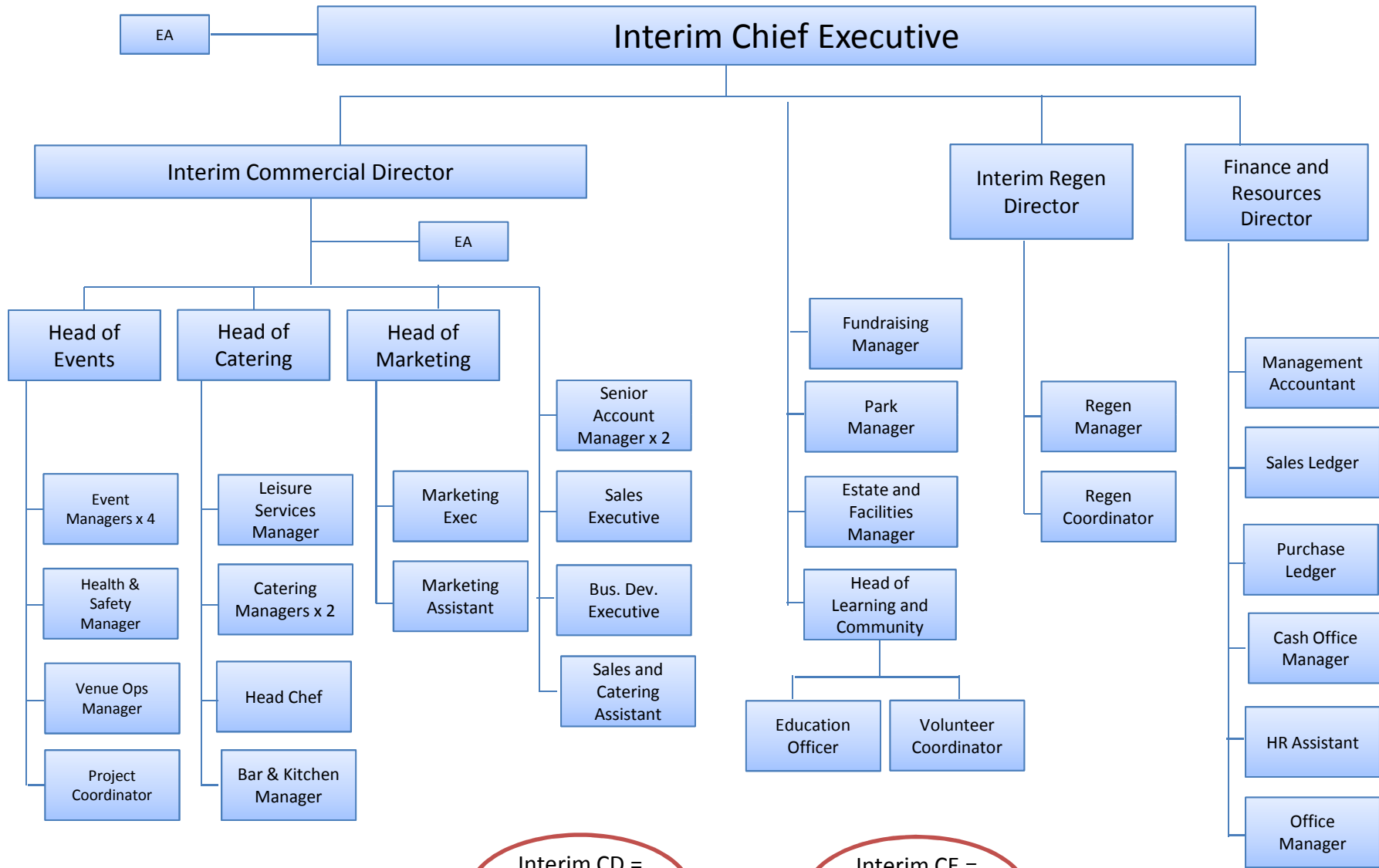
Structure post HLF

Existing resources	HLF Business Plan	HLF Funded	New / Restructured post for APTL
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Proposed interim structure: May 2015



Interim CD =
9 direct reports

Interim CE =
8 direct reports

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