

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

**Tuesday, 19th July 2016, 7.30 pm - The Londesborough Room,
Alexandra Palace Way, Wood Green, London N22**

Members: Councillors Joanna Christophides (Chair), Tim Gallagher (Vice-Chair), Patrick Berryman, Bob Hare, Liz McShane and Anne Stennett

Co-optees/ Non Voting Members Gordon Hutchinson (Friends of Alexandra Park) (Non-voting), Colin Marr (Alexandra Park and Palace Conservation Area Advisory Committee) (Non-voting) and Nigel Willmott (Friends of the Alexandra Palace Theatre) (Non-voting)

Quorum: 3

1. FILMING AT MEETINGS

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

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

2. APOLOGIES FOR ABSENCE

3. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 15 & 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. ACKNOWLEDGEMENT OF 2016-17 MEMBERSHIPS OF BOARDS, COMMITTEES AND SUB COMMITTEES

To follow

7. MINUTES (PAGES 1 - 14)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 12 April 2016 as an accurate record of the proceedings.
- ii. To note the minutes of the Alexandra Park and Palace Statutory Advisory Committee held on 5 April 2016, and to consider any recommendations from that Committee.
- iii. To note the minutes of the Joint Alexandra Park and Palace Statutory Advisory Committee and the Alexandra Palace and Park Consultative Committee held on 5 April 2016.

8. CHIEF EXECUTIVE OFFICER'S REPORT (PAGES 15 - 34)

This report updates on current issues and projects at Alexandra Park and Palace.

9. PARK ACTIVITIES REPORT (PAGES 35 - 42)

To update the Board on current matters relating to Alexandra Park and to seek views on the commemorative bench policy.

10. LEARNING & PARTICIPATION PROGRAMME REPORT (PAGES 43 - 46)

To update the board on the progress of the learning programme.

11. COMMERCIAL DIRECTOR'S REPORT (PAGES 47 - 52)

To provide an update on all major commercial activity.

12. FINANCIAL RESULTS (PAGES 53 - 58)

This paper sets out the financial results for Alexandra Park and Palace Charitable Trust for the 2 months to 31.05.2016.

13. EAST WING RESTORATION UPDATE (PAGES 59 - 68)

The report updates the Board on the progress on the East Wing Restoration Project.

14. BOARD WORK PROGRAMME (PAGES 69 - 70)

To note the Board Work Programme.

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

16. FUTURE MEETINGS

6 December 2016
14 February 2017
25 April 2017

17. EXCLUSION OF THE PUBLIC AND PRESS

Items 18-24 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).

18. MINUTES (PAGES 71 - 74)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 12 April 2016 as an accurate record of the proceedings.

19. **EXEMPT - TRUST POSITION IN RELATION TO WOOD GREEN REGENERATION (PAGES 75 - 78)**
20. **EXEMPT - FIREWORKS FESTIVAL PROPOSAL (PAGES 79 - 106)**
21. **EXEMPT - EVENT EQUIPMENT STORAGE SOLUTION REPORT (PAGES 107 - 130)**
22. **EXEMPT - BUSINESS PLAN QUARTERLY PROGRESS DATA**

To follow

23. **EXEMPT - APPROVAL OF REPORTS AS RECOMMENDED BY THE FINANCE, RESOURCES AND AUDIT COMMITTEE (FRAC) & ALEXANDRA PALACE TRADING LIMITED (APTL) BOARD (PAGES 131 - 200)**
 - a. Exempt – Provision of Event Security *To Follow*
 - b. Exempt – Pensions Provider
 - c. Exempt – APTL Finance Results
 - d. Exempt – End of Year Accounts and Annual Review
 - e. Exempt – Risk Framework Recommendations
24. **ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

Felicity Foley, Principal Committee Co-ordinator
Tel – 0208 489 2919
Fax – 020 8881 5218
Email: felicity.foley@haringey.gov.uk

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

Monday, 11 July 2016

MINUTES OF THE MEETING OF THE ALEXANDRA PALACE AND PARK BOARD HELD ON Tuesday, 12th April, 2016

PRESENT:

Councillors: Joanna Christophides (Chair), Tim Gallagher (Vice-Chair), , Patrick Berryman, Bob Hare, Liz McShane and Anne Stennett

Non-Voting Members: Colin Marr (Non-voting), Nigel Willmott (Non-voting) and Councillor Stephen Mann (Observer)

87. FILMING AT MEETINGS

Noted.

88. APOLOGIES FOR ABSENCE

Apologies for absence were received from Gordon Hutchinson and Bob Kidby.

89. URGENT BUSINESS

NOTED that there would be an item of urgent business, which would be taken at item 24, as it was exempt.

90. DECLARATIONS OF INTERESTS

None.

91. QUESTIONS, DEPUTATIONS OR PETITIONS

None.

92. MINUTES

i. Alexandra Palace and Park Board – 16 February 2016

RESOLVED that the unrestricted minutes of the Alexandra Palace and Park Board held on 16 February 2016 be approved as an accurate record of the proceedings, subject to the following amendment:

Minute ABO76

Additional sentence to follow point b:

Colin Marr objected to the submission having been made on behalf of the Trust as he felt that there hadn't been adequate consideration by the Board, and asked for his dissent to the submission be minuted.

- ii. Joint Alexandra Park & Palace Statutory Advisory Committee and the Alexandra Palace & Park Consultative Committee – 2 February 2016

RESOLVED that the draft minutes of the Joint Alexandra Park & Palace Statutory Advisory Committee and the Alexandra Palace & Park Consultative Committee held on 2 February 2016 be noted.

- iii. Alexandra Park & Palace Statutory Advisory Committee - 2 February 2016.

RESOLVED that the draft minutes of the Alexandra Park & Palace Statutory Advisory Committee held on 2 February 2016 be noted.

93. REPORT OF THE CHIEF EXECUTIVE OFFICER

RECEIVED the report of Louise Stewart, Chief Executive, Alexandra Park and Palace.

The following arose from discussion of the report:

- a. Governance Review

A new Company Secretary, Erica Wilkinson, had been appointed. A draft review scope would be circulated in due course.

- b. Business Plan

This would be discussed in the exempt section of the meeting. Once the plan had been approved by the Board, a non-exempt version would be made available for the public.

RESOLVED that

- i. **The Board would be consulted electronically on the scope of the Governance Review between Board meetings; and**
- ii. **The timetable and special Board meeting on Wood Green regeneration be approved.**

94. PARK ACTIVITIES

Mark Evison, Park Manager, Alexandra Park and Palace, introduced the report as set out.

RESOLVED that the contents of the report be noted.

95. LEARNING AND COMMUNITIES

Emma Dagnes, Deputy Chief Executive, Alexandra Park and Palace, introduced the report as set out.

RESOLVED that

- i. **The contents of the report be noted; and**
- ii. **The continued increase in schools using the Park and Palace and continuing development of engagement with the local community be noted.**

96. COMMERCIAL UPDATE

Lucy Fenner, Commercial Director, Alexandra Park and Palace, introduced the report as set out.

RESOLVED that the commercial highlights be noted.

97. NEW-LOOK WEBSITE PRESENTATION

Martin Keane, Head of Marketing and Communications, Alexandra Park and Palace, provided a presentation on the new-look website.

The following arose during discussion:

- a. The existing website was built in 2013, and required updating to suit the changes in the organisation and the increased traffic to the website. The current website was hard to navigate and so a review of functionality was also required.
- b. The current website had an emphasis on events, and the new-look website would make it easier for visitors to view information on all areas of the Park and Palace and the Trust's activities.
- c. The interface would be updated to make it easier to use from a mobile device, and for people to buy tickets for events.

RESOLVED to note the presentation.

98. EAST WING RESTORATION PROJECT

Emma Dagnes, Deputy Chief Executive, Alexandra Park and Palace, introduced the report as set out.

The following arose from discussion of the report:

- a. The team was working with the contractor to retrieve lost time and bring completion back to the original December 2017 date.
- b. The interim Cost Plan showed an adverse variance of £411k from Stage 3 to Stage 4, and value engineering solutions would be explored in order to bring the Cost Plan back in line with Stage 3.
- c. Works carried out so far included undertaking surveys and investigations in order to de-risk the project as much as possible and removal of non-supporting walls and rubble in preparation for the main works to take place.

RESOLVED that the report be noted.

99. TRUST FINANCIAL REPORT (AND ANNUAL ACCOUNTS TIMETABLE)

Dorota Dominiczak, Director of Finance and Resources, Alexandra Park and Palace introduced the report as set out.

The following arose from discussion of the report:

- a. Due to the success of the Trading Company, the Gift Aid contribution had increased by £615k to £1,712k.
- b. The £108k spend on the fire alarm system should be the final spend on this area to meet current fire regulations.
- c. With regards to the damage caused by the gas mains works, contact had been made with the company and they will be working with the Park Manager to carry out remedial works.

RESOLVED that

- i) The performance of the Trust and the attached timetable for submitting the annual accounts be noted; and**
- ii) A salary increase of 2% for all Trust employees effective from 1st April 2016 be approved.**

100. RESERVES POLICY

Dorota Dominiczak, Director of Finance and Resources, Alexandra Park and Palace introduced the report as set out.

The following arose from discussion of the report:

- a. The Trust was required by law to have a draft reserves policy, which should be reviewed annually. Appendix one contained a first draft of the policy, of which a more comprehensive version would be produced at a later date.
- b. In terms of the level of reserves required to cover six months running costs, further work needed to be carried out to establish what this amount is and to identify how the Trust can build this level of reserve.

RESOLVED that

- i) The draft Reserves Policy attached at Appendix 1 be approved; and**
- ii) A more comprehensive Reserves Policy shall be presented to the Board at a later stage.**

101. STORAGE UNIT PROPOSAL

Russell Eacott, Interim Project Director for the East Wing Restoration Project, presented the proposals for a new storage building in the West Yard.

The following arose from discussion of the report:

- a. If the Board approved the proposal, the team would work with the Council to approve funding through the Capital Programme Board. The Business Plan showed how revenue could be made from the space, and it was noted that if the space was not utilised in some way then the project would need to be financed from other areas within the Palace.
- b. There were time pressures on the project, which would need to be completed by February 2017 to allow the East Wing Restoration Project to continue into Area 7, and to avoid costs of offsite storage.
- c. The scaffold bracing supporting the North Wall was reasonably stable, but it would need replacing at some point in the future.
- d. The function space would have a separate entrance to the main building and so would be available to use alongside functions in the main building.
- e. Louise Stewart agreed that to share the findings of work undertaken by the team demonstrating that no temporary solutions were possible due to the capacity and volume of space required to house and move such major infrastructure, and reiterated to members that the project was time sensitive in relation to the East Wing Restoration Project.
- f. The primary purpose of the building was for storage, however the function room would be multi-functional and would ensure that there was flexibility for event space at the Palace in the future.

RESOLVED that

- i) The contents of the report and the SAC-CC comments regarding the seeking of Planning Permission and Listed Building Consent as considered at their meeting on the 5 April 2016 be noted;**
- ii) The Chief Executive be permitted to work with Haringey Council through its project approvals and business case procedure to seek a £2.5m loan to finance the West Yard Storage Project;**
- iii) Authority be delegated to the Chief Executive, in consultation with the Trust Chair, to finalise details of the Business Case for the project; which the Chair undertook to share with the Board for comment;**
- iv) The same governance arrangements to oversee and monitor the project as approved by the Trustees at their meeting of the 18 April 2015 be utilised;**
- v) An updated report at a specially convened meeting be received in due course to appoint the contractor to complete the design and build contract for the West Yard Storage Project;**
- vi) Clear deadlines and project information be provided to the Trustees; and**

- vii) **A report of the options appraisal showing that there was no other location for the storage unit including any suitable temporary solutions be circulated to the Board.**

102. ALEXANDRA PALACE AND PARK BOARD WORK PROGRAMME

RESOLVED that the work programme be noted.

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

There was no such business.

104. FUTURE MEETINGS

NOTED the future meeting dates.

105. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED to exclude the press and public from the meeting as items 20 to 23 contained exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – information which is likely to reveal the identity of an individual, Para 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – information in respect of which a claim to legal profession privilege could be maintained in legal proceedings.

106. EXEMPT MINUTES

RESOLVED that the exempt minutes of the Alexandra Palace and Park Board held on 16 February 2016 be approved.

107. EXEMPT CHIEF EXECUTIVE REPORT

The recommendations in the report were approved as set out.

108. EXEMPT PROVISION OF ESTATE GUARDING TO ALEXANDRA PALACE

The recommendations in the report were approved as set out.

109. EXEMPT - CREATIVE WORKSPACE

The recommendations in the report were approved as set out.

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

There was one late item of business. The recommendations in the report were approved as set out.

CHAIR: Councillor Joanna Christophides

Signed by Chair

Date

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MINUTES OF THE MEETING OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE HELD ON TUESDAY, 5TH APRIL, 2016

PRESENT:

Advisory Committee Nominated Members of:

Alexandra Residents Association
Bounds Green and District Residents Association
Muswell Hill and Fortis Green Association
Palace Gates Residents Association
Palace View Residents Association
The Rookfield Association
Three Avenues Residents Association
Warner Estate Residents Association

Jane Hutchinson
Ken Ranson
Duncan Neill
Kevin Stanfield
Elizabeth Richardson
David Frith
Jason Beazley
Jim Jenks

Advisory Committee Appointed Members:

Alexandra Ward
Bounds Green Ward
Fortis Green Ward
Hornsey Ward
Muswell Hill Ward
Noel Park Ward
Council-wide Member
Council-wide Member

Councillor James Patterson
Councillor Clare Bull
Councillor Viv Ross
Councillor Adam Jogee
Councillor Mark Blake
Councillor Stephen Mann
Councillor Eddie Griffith
Councillor Charles Wright

33. FILMING AT MEETINGS

Noted.

34. APOLOGIES FOR ABSENCE

Apologies for absence were received from:

Councillor Stephen Mann
Councillor James Patterson
Jim Jenks
Kevin Stanfield

35. DECLARATIONS OF INTEREST

None.

36. URGENT BUSINESS

It being a special meeting, under the Council’s Constitution Part 4, Section B, Paragraph 17, no other business shall be considered at the meeting.

37. WEST YARD STORAGE PROJECT

Russell Eacott, Interim Project Director for the East Wing Restoration Project gave a presentation on the principles of a new storage building in the West Yard and asked for comments from the Committee in advance of the proposal being presented to the Alexandra Park and Palace Board at their meeting on 12 April 2016.

NOTED the following discussion points and comments:

- Concerns were raised over the timetable of this and the HLF East Wing Restoration Project, and the potential for loss of storage space while the West Yard was under construction. Russell Eacott explained that the scheduling of the project would delay the handover of the West Yard area to the contractor (who would work on other areas in the meantime) to allow for the construction of the storage building and eliminate the need for off-site storage.
- It was felt that a function space deflected from the HLF project, and that particular area of the Palace was an isolated area and it did not make sense to have a function room in this area when there were potentially other areas in the Palace which were not currently used, and could be brought into use. Russell Eacott responded that the provision of a function space would establish an income generating element to the proposal.
- With regards to sustainability, it was commented that the Palace should use this as an opportunity to build a structure which had a minimal economic impact, was as efficient as possible, and could be an exemplar structure for Haringey.

Members also commented on the financial implications of the proposal, and the Chair reminded Members that the remit of the SAC-CC was to provide comments on the planning proposal. All other aspects would be considered by the Board.

The general consensus of the SAC-CC was that this was an attractive proposal, which would be welcomed.

RESOLVED that the comments made by the Joint Statutory Advisory Committee and Consultative Committee be provided to the Alexandra Park and Palace Board at the meeting on 12 April 2016.

38. DATES OF FUTURE MEETINGS

Noted.

CHAIR: Councillor Adam Jogee

Signed by Chair

Date

MINUTES OF THE MEETING OF THE JOINT MEETING OF THE ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE HELD ON Tuesday, 5th April, 2016,

PRESENT: *Italics denote absence*

Advisory Committee Nominated Members of:

| | |
|---|------------------------|
| Alexandra Residents Association | Jane Hutchinson |
| Bounds Green and District Residents Association | <i>Ken Ranson</i> |
| Muswell Hill and Fortis Green Association | Duncan Neill |
| Palace Gates Residents Association | <i>Kevin Stanfield</i> |
| Palace View Residents Association | Elizabeth Richardson |
| The Rookfield Association | David Frith |
| Three Avenues Residents Association | Jason Beazley |
| Warner Estate Residents Association | <i>Jim Jenks</i> |

Advisory Committee Appointed Members:

| | |
|---------------------|-----------------------------------|
| Alexandra Ward | <i>Councillor James Patterson</i> |
| Bounds Green Ward | Councillor Clare Bull |
| Fortis Green Ward | Councillor Viv Ross |
| Hornsey Ward | Councillor Adam Jogee |
| Muswell Hill Ward | <i>Councillor Mark Blake</i> |
| Noel Park Ward | <i>Councillor Stephen Mann</i> |
| Council-wide Member | Councillor Eddie Griffith |
| Council-wide Member | Councillor Charles Wright |

Consultative Committee Nominated Members:

| | |
|---|--------------------------|
| Alexandra Palace Allotments Association | Jenny Bourne-Taylor |
| Alexandra Palace Organ Appeal | <i>Hugh Macpherson</i> |
| Alexandra Palace Television Group | <i>John Thompson</i> |
| Alexandra Residents Association | Dermot Barnes |
| Alexandra Park and Palace Conservation Area Advisory Committee | <i>Colin Marr</i> |
| Bounds Green and District Residents Association | <i>Ken Ranson</i> |
| Friends of Alexandra Park | <i>Gordon Hutchinson</i> |
| Friends of the Alexandra Palace Theatre | <i>Nigel Willmott</i> |
| Heartlands High School | <i>David Cole</i> |
| Hornsey Historical Society | Rachael Macdonald |
| Muswell Hill and Fortis Green Association | <i>Chris Roche</i> |
| Muswell Hill Metro Group | <i>John Boshier</i> |
| Palace View Residents Association | Val Paley |
| St Mary's CE Primary School | <i>Frances Hargrove</i> |
| Warner Estate Residents Association | <i>Jim Jenks</i> |

Consultative Committee Appointed Members

Councillor Pat Berryman
Councillor Joanna Christophides
Councillor Tim Gallagher
Councillor Liz McShane
Councillor Anne Stennett
Councillor Bob Hare

55. FILMING AT MEETINGS

Noted.

56. APOLOGIES FOR ABSENCE

Apologies for absence were received from:

Councillor Joanna Christophides
Councillor Tim Gallagher
Councillor Stephen Mann
Councillor James Patterson
John Boshier
Gordon Hutchinson
Jim Jenks
Hugh Macpherson
Colin Marr
Kevin Stanfield
John Thompson

As the Vice-Chair of the Joint Statutory Advisory Committee & Consultative Committee, and the Chair of the Statutory Advisory Committee, Councillor Adam Jogee chaired the meeting in the absence of Gordon Hutchinson.

57. DECLARATIONS OF INTEREST

None.

58. URGENT BUSINESS

It being a special meeting, under the Council's Constitution Part 4, Section B, Paragraph 17, no other business shall be considered at the meeting.

59. WEST YARD STORAGE PROJECT

Russell Eacott, Interim Project Director for the East Wing Restoration Project gave a presentation on the principles of a new storage building in the West Yard and asked for comments from the Committee in advance of the proposal being presented to the Alexandra Park and Palace Board at their meeting on 12 April 2016.

NOTED the following discussion points and comments:

- Concerns were raised over the timetable of this and the HLF East Wing Restoration Project, and the potential for loss of storage space while the West Yard was under construction. Russell Eacott explained that the scheduling of the project would delay the handover of the West Yard area to the contractor (who would work on other areas in the meantime) to allow for the construction of the storage building and eliminate the need for off-site storage.
- It was felt that a function space deflected from the HLF project, and that particular area of the Palace was an isolated area and it did not make sense to have a function room in this area when there were potentially other areas in the Palace which were not currently used, and could be brought into use. Russell Eacott responded that the provision of a function space would establish an income generating element to the proposal.
- With regards to sustainability, it was commented that the Palace should use this as an opportunity to build a structure which had a minimal economic impact, was as efficient as possible, and could be an exemplar structure for Haringey.

Members also commented on the financial implications of the proposal, and the Chair reminded Members that the remit of the SAC-CC was to provide comments on the planning proposal. All other aspects would be considered by the Board.

The general consensus of the SAC-CC was that this was an attractive proposal, which would be welcomed.

RESOLVED that the comments made by the Joint Statutory Advisory Committee and Consultative Committee be provided to the Alexandra Park and Palace Board at the meeting on 12 April 2016.

60. DATES OF FUTURE MEETINGS

NOTED.

CHAIR:

Signed by Chair

Date

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ALEXANDRA PARK AND PALACE
CHARITABLE TRUST BOARD
19th JULY 2016

Agenda Item: 8
Report Title: Chief Executive Officer's Report
Report of: Louise Stewart, CEO, Alexandra Park and Palace

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace

Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

This report updates on current issues and projects at Alexandra Park and Palace.

1. Recommendations

- 1.1 To note the content of this report;
- 1.2 To formally approve the Trust's current position in relation to the Wood Green Regeneration (**Appendix 1** Item 19 on the agenda and Exempt until approved);
- 1.3 To formally approve the scope and methodology for the Governance Review (**Appendix 2**).

2. Wood Green Regeneration

- 2.1 Members of the Trust Board attended a session on 9th March 2016 with Fluid, the consultants leading the work on Wood Green Regeneration for Haringey Council. The Board discussed the implications of the regeneration proposals on the Park

and Palace in order to establish a position and a series of principles at a workshop on 24th May. It is important to recognise that the Board is just commencing its own Strategic Vision work and needs to ensure that principles set now for Wood Green do not constrain the Vision for the charitable assets unnecessarily.

- 2.2 The Board were given the opportunity to comment on the final draft circulated following the workshop. No amendments were made. The Position Statement and Principles attached at Appendix 1.

3. Strategic Vision Project Update

- 3.1 The procurement process is now underway to secure support and expertise to develop a long term vision for the Park and Palace. A request for Information to a selection of potential suppliers produced useful information that allowed us to test the brief for the work with experts in their fields. The specification for the Strategic Vision was refined and an open call for Expressions of Interest was made.
- 3.2 Six submissions were received. Three of these submissions have been invited to the next stage, to tender for the work. A site visit for all three potential suppliers was held on 21st June 2016. The visit included presentations from the senior team and a tour of the Palace and Park.
- 3.3 The team are on course to complete the procurement and commence the work by September 2016.

4. Governance and Risk Register

- 4.1 On 24th May 2016 the Board discussed the detail of the Governance review. The documents were amended and circulated to the Board for comment. The Governance Review has now commenced and is led by Erica Wilkinson, the Trust's Company Secretary.
- 4.2 The Board is invited to formally approve the scope and methodology for the review, previously circulated and, attached at Appendix 2.

5. Review of Human Resource Management

- 5.1 The independent review of human resource management undertaken in the final quarter of 2015/16 financial year is now complete. The findings and recommendations were shared with the Finance Risk and Audit Committee on 30th June 2016.
- 5.2 An internal working group has been established to prioritise and implement the findings of the review. It is planned to increase the level of resource that the Trust dedicates to this management area in the future. The business case indicates that the current known ongoing additional financial impact on the Trust will be circa £27k.

6. East Car Park

- 6.1 The onsite security team at Alexandra Palace have highlighted concerns regarding growing antisocial behaviour taking place in the early afternoon and evening within cars in the East Car Park. This is at a time of day when the car park is extremely busy with young families.
- 6.2 Monitoring of the situation has identified that when traffic marshals are deployed at the entrance to the car park for events, the anti-social behaviour declined. This led to a trial run of stationing traffic marshals on the entrance point on non-event days.
- 6.3 The trial has had a positive impact, acting as a deterrent and reducing the antisocial behaviour.
- 6.4 However it has also highlighted that;
- it is not financially sustainable to have traffic marshals present on the gates 24/7
 - at times, due to the current entry point and where the traffic marshals are stationed a traffic jam can be created
 - the traffic marshals have faced some challenges in relation to acting as a deterrent for a specific group at the same time as trying to achieve a welcoming service to genuine visitors
- 6.5 The team are investigating longer term and more cost effective solutions, including the potential to introduce automatic barriers and the potential for automated recognition of registration numbers as cars enter and exit the car park. We will also look at where any future 'controls' need to be located to avoid creating impacts to the flow of car and pedestrian traffic.

7. Strategy Day

- 7.1 Board members have been invited to attend a Trust Strategy Day on Saturday 22nd October 2016, 10am until 4pm. The purpose of the meeting is to take the opportunity to look at the challenges ahead and the Trust's approach.
- 7.2 The day will also include a closed session for the Board to meet without the Executive in attendance.
- 7.3 Members are invited to inform the Chair of items they would like to propose for discussion at the strategy day, by 30th September.

8. Business Plan 2016/17

Following approval of the annual Business Plan by the Board a summary version has been published on the www.alexandrapalace.com website.

9. Legal Implications

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

10. Financial Implications

- 10.1 There are financial implications in relation to the increased capacity required for human resources. This was planned and budgeted for in the Business Plan 16/17.
- 10.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

11. Use of Appendices

- Appendix 1 – Wood Green Regeneration Position Statement (Exempt Item 19 on the agenda)
- Appendix 2 – Scope and Methodology of Governance Review



Alexandra Park & Palace Charitable Trust

Governance Review - Scope & Methodology

May 2016

Erica Wilkinson
Company Secretary
Alexandra Park & Palace Charitable Trust

CONFIDENTIAL

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1. Introduction

Since October 2015 when Alexandra Park and Palace Charitable Trust's (APPCT) new CEO was appointed, a number of significant governance challenges have been identified. The CEO has responded to the challenges by gaining approval from the Charitable Trust Board to employ a Company Secretary to carry out a governance review.

It has been recognised that roles and responsibilities are unclear and that the Act of Parliament may not be fit for purpose if APPCT is to successfully deliver its charitable objectives whilst progressing towards financial sustainability to reduce financial dependence on the Corporate Trustee, Haringey Borough Council (LBH).

The importance of good governance cannot be underestimated; it is not solely about compliance with the legislative and regulatory framework it is about providing oversight, strategic direction for the Executive and appropriate challenge. Poor governance is not only a financial risk to APPCT but a reputational one and as a consequence, a reputational risk for LBH and the Members of the Corporate Trustee Board.

The governance review is seen as a way in which APPCT can ensure that no breach of trust is taking place and that Statute, charity law, Charity Commission regulation and company law are being complied with and give "comfort" to the Corporate Trustee, APPCT Board and the CEO.

2. Purpose, Aims and Objectives

Purpose - To ensure that APPCT's governance is fit for purpose, efficient and effective, now and in the future.

Aim - to provide a governance framework for the organisation that is compliant with legislation and guidance, supports APPCT's need for efficiency, aids clarity and understanding of the relationships between, and the roles and responsibilities of, the Corporate Trustee, the APPCT Board and the Executive staff of the Trust and its trading subsidiary.

Objectives

- To codify existing governance arrangements
- To review APPCT's existing governance arrangements to identify areas of; compliance and noncompliance, risk and opportunity
- Assess APPCT's fitness for purpose for its changing scope of operation, organisational aspirations and increasing need for efficiency in its operations
- Identify areas of APPCT's existing governance that may facilitate, or act as barriers to, achieving those aspirations
- To develop appropriate and deliverable recommendations for improving governance at APPCT.

3. Scope of the Review

The governance review will cover;

- roles and responsibilities of the Corporate Trustee and the Board of Trustees (and executive)
- processes to ensure fitness for purpose and best use of resource
- the Act of Parliament; to identify barriers to achieving the aspirations of APPCT for the longer term
- delegation of authority from the Corporate Trustee to the Board of Trustees and from the Board to any sub committees of the Board and the Executive of the Trust, including the Board of the Trading subsidiary and the staff of the trading subsidiary
- skills, capabilities and effectiveness of the Board to undertake its duties including its committees and any other committees that advise the Board
- the long term direction of APPCT, including its objectives or purpose
- implementation of policies and activities to achieve objectives
- compliance with legal requirements
- accountability to those with an interest or 'stake' in APPCT
- clarity about who APPCT is accountable to and how it is held to account/or account for its actions
- alignment of the governance system with existing and any new strategic direction
- if the current governance system adds value or is a burden to the organisation

- risks in relation to unclear areas of responsibility and accountability
- specific issues of concern with the current governance structure such as the number or type of Board committees; lack of clarity over decision making or delegated powers
- if the Board, which is ultimately responsible for all the actions and decisions of APPCT, have in place specific charters, policies and similar governance documentation to guide organisational behaviour.

4. Methodology

Governance reviews are a systematic way of improving how an organisation is governed and the approach will be to work collaboratively with the APPCT Board and key staff. The principles enshrined in Good Governance: A Code for the Voluntary and Community Sector (Second edition: October 2010) - <http://www.governancecode.org/> will be used as a framework against which to evaluate the effectiveness of the APPCT's current governance arrangements.

An initial project scoping meeting took place on 9th May 2016 between the CEO, Company Secretary and a representative from the Corporate Trustee's office. The purpose of the meeting was to discuss the background, context and scope of the work that was being commissioned.

In order to provide the Board with a robust governance review findings report, the review will be conducted in three phases;

PHASE ONE

The Company Secretary working with the CEO (and APPCT Chair) will;

- undertake a review of key governance documents
 - Alexandra Park & Palace Acts 1900, 1913 & 1985
 - Alexandra Park & Palace Order 1966
 - The Charities (Alexandra Park & Palace) Order 2004
- compile a board self-assessment questionnaire to be completed by all Members of the Trustee Board and Senior Managers, based on Good Governance: A Code for the Voluntary and Community Sector (the Code)
- carry out individual interviews (all APPCT Board Members, the CEO, the Deputy CEO, the Finance Director Alexandra Park and Palace Trading Limited Directors) during June and July under the Chatham House Rules and will speak with the APPCT Auditors

- carry out an assessment of the relationship between APPCT and their Corporate Trustee, stakeholders and beneficiaries
- carry out an assessment of current governance practices
- carry out a compliance check on the workings and reporting of the subsidiary company.

Once the above tasks in Phase One are complete a Report of Recommendations will be produced and circulated for review by the APPCT Board and stakeholders for feedback and any relevant approval from the Corporate Trustee.

The Report will have two parts; Part One will detail the current Governance arrangements and Part Two will detail the diagnostic recommendations.

PHASE TWO

The Company Secretary working with the CEO (and APPCT Chair);

- design a new governance structure fully compliant with Regulation, Legislation and Statute creating a fit for purpose monitoring and reporting mechanism around long term strategy
- in the process assess; implications for relevant Statute, APPCT Board practices and procedures and the relationships and interactions with stakeholders.

Once the above tasks in Phase Two are complete a Report of Recommendations will be produced and circulated for review by the APPCT Board and stakeholders for feedback and any relevant approval from the Corporate Trustee.

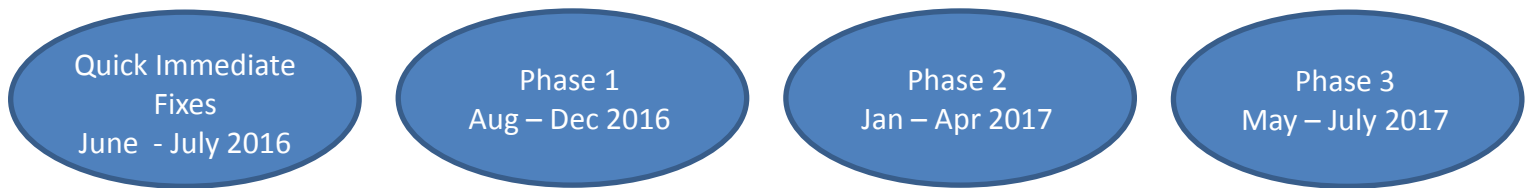
PHASE THREE

This phase will be the implementation of the recommendations.

Note that should any issues of non-compliance with legislation be identified that should and can be rectified during the review the Executive team will identify solutions and implement changes in consultation with the Chair of the APPCT Board, as required.

5. Review Schedule

The timeline for the review is:



APPENDIX 1

Charity Commission Guidance application around Haringey Council (the “Authority”) as Sole Trustee of Alexandra Park and Palace Charitable Trust (the “Charity”)

This paper has been drawn up on the basis that the contents will be used as an induction document and basis for explaining the Trusts regulatory responsibilities

During the course of the Governance Review I will be applying the relevant Charity Commission guidance and regulation and the relevant legislation to establish which parts of the current governance provision work and which parts do not.

1. Introduction

The Authority as a corporate body both holds the property and oversees its application, as Charity Trustee.

In order to be a charity, a body must be established for exclusively charitable purposes. It cannot be established to further the purposes of a non-charitable body such as the Authority itself. The Authority and Charity often both have close interests in local topics. The Charity needs to be independent of the Authority in the sense that decisions about the administration and operation of the Charity need to be taken solely in the interests of the Charity, with a view to furthering its charitable purposes, and for no other purpose.

Please note that for the purposes of this document “Member” is defined as a member of the APPCT Board in its capacity as the Charity Trustee of the Alexandra Park and Palace Charitable Trust.

2. Background Guidance and Application

To ensure compliance with Charity regulation the Authority must ensure the following:

2.1. The need to distinguish between corporate and Charity property

2.1.1. The Authority must separate their own property from that of the Charity under their trusteeship. If this is not complied with at the very least, this will mean that the accounts of the Charity do not comply with statutory regulations: at worst this can lead to serious breaches of trust arising from the application of the Charity’s property for the benefit of the Authority.

2.1.2. If the Charity fails to comply with the statutory regulations they are just as much subject to Charity Commission monitoring procedures as any other charity which is in breach of the regulations.

2.1.3. Examples have included local authorities using the income of a charity to pay for services instead of raising the necessary funds through the rating system to pay for them.

2.1.4. If the Charity Commission become aware of a situation of this nature they will need to inform the Authority of its duties and responsibilities to the Charity. The charitable assets must be properly identified and accounts properly drawn up.

2.1.5. The Authority will also need to be aware of the Local Authorities (Companies) Order 1995 which sets out the additional responsibilities for charitable companies connected with local authorities:

2.1.5.1. The Local Authorities (Companies) Order 1995 imposes additional regulatory requirements on charitable companies which are closely connected with local authorities. Basically certain controls which apply to local authorities themselves are extended to the companies. The nature of these controls depends on the closeness of the connection between the company and the authority, but may include:

- o expenditure controls
- o a requirement that the Audit Commission should approve the company’s auditor;
- o a right of public inspection of the minutes of meetings;

- additional information provision duties;
- a requirement to identify the Authority's connection in public documents; and
- governance restrictions reflecting those which apply to authorities themselves, for example: limits on director remuneration;
- non-participation of disqualified councillors; and
- no party political activity.

2.1.6. Members should always check for potential conflict of interest between the roles of the Authority and Charity and its role in its statutory capacity, which might arise, for example, from a contractual relationship between the two; and whether the Authority in its statutory capacity will receive any undue benefit.

2.2. Issues connected with the independence of Members particularly as the Authority is involved in nominating the Members.

2.2.1. Independence of purpose : In order to be a Charity, a body must be established for exclusively charitable purposes. It cannot be established wholly or in part to further the purposes of a non-charitable body such as the Authority itself.

2.2.2. The Members should be alert to this principle to ensure that the Charity will be properly independent having regard to the need to:

- avoid conflicts of interest;
- safeguard the Charity's property; and
- safeguard the beneficiaries' interests.

2.2.3. Misuse of powers

2.2.3.1. As the Charity is financially and practically dependent upon the Authority, the Authority must evidence that it intends not to exploit that dependence for its own purposes therefore the following should be in place:

- a business plan for the Charity body; and
 - draft funding agreements with the Authority,
- both of which should have been drawn up even before the appointment of the Members.

2.2.3.2. If those agreements contain provisions that commit the Charity:

- to carrying out various policies of the Authority; or
- to complying with decisions made from time to time by the Authority,

it may be difficult to avoid the conclusion that the Charity is, in part at least, enabling the Authority to pursue its own wishes and policies in the eyes of the Charity Commission which will be in breach of regulation.

2.2.3.3. Members must be aware of the requirement for the Charity to be independent and the Authority must be prepared to concede the necessary degree of independence.

2.2.3.4. If the Authority refuses to adjust its relationship with the Charity, even when the legal principles around the independent requirements are explained, the conclusion that the Charity is not being run in good faith is likely to be unavoidable.

2.2.4. Factors indicating genuine independence

The Charity Commission will wish to establish that there is no doubt that the Charity is sufficiently independent of the Authority if it:

- is set up with independent Members, who are not subject to a conflict of interest between the Charity and the Authority;
- is in a position to obtain its own independent professional advice;
- negotiates any funding or leasing arrangements with the Authority at arm's length;
- has arrangements in place which preserve the Members' fundamental discretions as to the selection of beneficiaries and the provision of services, and does not require the Members simply to give effect to the policies and wishes of the Authority; and
- has Members who are free to make their own decisions on matters outside any funding arrangement.

2.3. The Authority must ensure when appointing Members that they:

2.3.1. Appoint individuals best fitted to carry out the responsibilities of trusteeship of the Charity.

2.3.2. The Charity Commission has no objection in principle to the Authority appointing Members. The Authority may be well-placed to identify individuals who have much to offer as Members, however, the Authority must understand that it is bound to appoint the individual best fitted to carry out the responsibilities of trusteeship of the Charity.

2.3.3. It may be desirable for the Authority having a power of appointment to consult the Members of the Charity as to whether the Trustee body currently lacks any particular expertise. The Authority must not expect its appointee to represent its interests. He or she must act solely in the best interests of the Charity. Hence, for example, the Authority should not appoint a Member in order to protect its interests under a funding agreement.

2.4. Schemes which define powers of appointing Members

2.4.1. The Charity Commission prefer not to confer a power on local authorities to nominate all or a majority of Members. Local authorities who provide financial assistance for charities should not necessarily expect to receive, in return for that assistance, the right to appoint all or a majority of their Members. However, if the funding authority is in a position to nominate their Members the Members appointed, like any other Member, are bound to act solely in the interests of the Charity. A Member who is an officer of the Authority should consider the need to withdraw from Board discussions on matters in which the Authority has an interest which is distinct from that of the Charity.

2.4.2. Members should be clearly informed that:

- the interests of the Charity and its beneficiaries are separate from and so may not be the same as those of the Authority and its tax and rate payers; and
- its nominated Members must act in the best interests of the Charity.
- Members with a conflict of interest and duty must be precluded from taking any part in the relevant decisions which may involve such a conflict of interest.

2.4.3. Points to consider

- any financial gain to the Charity (for example, as a result of a financial agreement with the Authority) should not be at the expense of the Charity losing its separate identity from the Authority.
- the Authority should understand clearly these obligations on the Members and that having the right to appoint all or a majority of Members is not the best way to represent its interests. It should take other steps to monitor the use of its funding and to ensure that funding is used for the purposes for which it was given. This can, for example, be achieved through reporting arrangements between the Charity and the Authority.

2.5. Avoiding conflicts of interest

2.5.1. It is important to ensure that the Trustee body should be able to operate effectively. That requires the Authority avoiding appointing individuals who are likely to be subject to substantial and continuing conflicts of interest, (for example, as a result of a funding agreement with the Authority).

2.5.2. As it is the case that the Charity has intermittent contact with the Authority, a Member who is an officer or employee of the Authority will need to withdraw from discussions at which a conflict of interest arises. If there are several Members in that position, it may be sensible (depending upon the circumstances and, in particular, the likelihood of such conflicts arising) to constitute the Trustee body so as to ensure that there will be a quorum of individuals who will not be conflicted in that way.

2.5.3. The Authority can face difficulties in addressing the conflict of interest that might arise between its role and duty as the Authority and its role as a Charity trustee. Conflicts often arise, for example, between the interests of the local authorities and their council tax and ratepayers on the one hand and those of charities and their beneficiaries on the other hand.

2.5.4. Such conflicts of interest can also arise where the Charity under the Authority's trusteeship is to enter into a contract for the sale or purchase of property to or from the Authority with the result that the validity of such contracts might be set aside.

2.5.5. Conflicts of interest might also arise between the individuals who are responsible for reaching decisions on behalf of the Authority as Trustee. The council members might disagree on matters of policy concerning the Charity on party political or personal grounds unrelated to the interests of the Charity concerned.

2.5.6. What constitutes personal interest in this context?

Personal interests in this context extend beyond purely financial interests and can include interests arising from employment by, or membership of, the Authority. Where there is a contractual relationship between the Charity and the Authority, for example, an obvious conflict of interest arises for any Member who is also an employee or officer of the Authority whenever the Board discuss questions relating to that contractual relationship.

That would include:

- questions of negotiating and agreeing the terms of the contract;
- compliance with the terms of the contract;

- enforcement of the contract against the Authority;
- disputes arising under the contract;
- renegotiation or renewal of the contract;
- any question, in fact, in which the Authority has an interest that is potentially adverse to that of the Charity.

2.5.7. When a Member should consider withdrawing from a Board meeting

- 2.5.7.1. Where a Member has a conflict of interest and duty in relation to a particular matter, for example where the matter concerns a contract or proposed contract between the Charity and the Authority of which he or she is a employee or officer, he or she should consider withdrawing from any meeting at which the matter is discussed.
- 2.5.7.2. This will be sufficient to resolve the conflict of interest where the governing document specifically permits Members facing a conflict of interest to withdraw from appropriate meetings.
- 2.5.7.3. The governing document may either permit or require the Member with the conflict of interest to withdraw from the meeting. However, the transaction in question will, of course, only be secured if the Member with the conflict does withdraw.
- 2.5.7.4. Where the governing document is silent on this matter, the general law will apply. A strict application of the principles would mean that the mere existence of a conflict of interest might provide grounds for the transaction concerned to be set aside if it is not in the interests of the Charity. This would be so, even if the Member(s) concerned withdraw from relevant meetings. In practice, however, the risk of a transaction being set aside is likely to be reduced if the Member(s) concerned play no part in the discussions over the issues over which they face a potential conflict. Where individuals find it difficult to decide how to proceed, they should take their own legal advice on the matter.
- 2.5.7.5. Obviously if a Member regularly withdraws from decisions of the Board on this basis, there must be a question whether his or her usefulness as a Member is being reduced to the point where it might be preferable to appoint someone else in his or her place.

2.5.8. When would-be Members face a continual conflict of interest

- 2.5.8.1. Provided that they understand that, in acting as Member of the APPCT Board, their sole duty is to the Charity, there is no objection in principle to an officer of the Authority becoming a Member of a Charity. That said, an officer who would face a continuing or substantial conflict of interest if he or she became Member of the APPCT Board should not offer himself or herself for appointment as a Member of that Charity. The position depends on the extent to which the Charity concerned is connected with the Authority.

2.6. Distinguishing between corporate and charity property can be a particular problem in the event of local government reorganisation. A successor authority might not appreciate that property transferred to it from a predecessor authority is held on trust for charitable purposes, with the result that it mistakenly treats it as part of its corporate property. In addition, charitable property might be transferred to the wrong authority when such a re-organisation takes place.

3. Advantages and Disadvantages of the Authority Acting as Sole Trustee

Disadvantages of Appointing the Authority as Trustees

- 3.1. The need to distinguish between corporate and charity property (see paragraph 2.1 above)
- 3.2. Conflict of interest (see paragraph 2.5 above)
- 3.3. Administration

Local authorities sometimes give the administration of charities less attention than would bodies of individual Trustees constituted solely for the purpose of administering them.

3.3.1. Constitutional issues for local authorities when acting as Charity Trustees

- 3.3.1.1. In cases where the Authority is sole Trustee, it should be remembered that it is responsible in the same way as any other Charity Trustee for carrying out the normal duties and responsibilities of a Charity Trustee.
- 3.3.1.2. Who may make decisions : It is up to the Authority to decide, within the scope of local government law, what structures should be used to reach decisions in its name as Trustee. An alternative to requiring all the decisions to be reached by the full body of councillors, for example, is to set up a separate committee to discharge its responsibilities as Trustee (see section 101 of the Local Government Act 1972).
- 3.3.1.3. Position of individuals acting on behalf of the Authority : Whatever the structure employed, the individuals concerned are not themselves Charity Trustees. They must, however, act in a responsible way so as to ensure that the Authority acts properly as a Charity Trustee. If they fail to do this, they may be liable to the council under local government law for any losses it bears as Charity Trustee¹.
- 3.3.1.4. Remuneration issues : I appreciate that Charity staff are paid via the trading subsidiary however Members of the Charity Trustee Board will need to know if there are any issues arising from the following questions:
 - Are charity funds used to pay for services which the Authority is obliged to provide by law?
 - It is rare for charitable funds necessarily to be applied in discharging statutory functions. Unless the funds are held for charitable purposes that necessarily involve applying them for the statutory functions of the Authority, the Authority cannot, as Charity Trustee, use charity funds to pay for its staff, agents or contracts for services which it needs to acquire for the discharge of its statutory functions.
 - Does the Authority, as Charity Trustee, employ one of its own staff to provide services to the charity, from charitable funds?

Occasionally the Authority may wish to pay one of its own employees from the funds of the Charity of which it is Trustee. For example, the Authority may want to use the funds of the Charity under its trusteeship to pay for its own clerk to act as clerk to the Charity.

This is acceptable if:

- the service provided is necessary to the Charity;
- the payment covers no more than the reasonable cost of providing that service;
- the employee is suitably qualified to provide the service; and

¹ See Annex 1

- the service being provided is not one which would cause the employee's duty to the Authority to conflict with his or her duty to the Charity. Such a conflict is likely to arise, for example, if the Authority's solicitor is asked to provide legal advice to the Charity about a contract between it and the Authority.
- Payments in these circumstances form part of the necessary running costs of the Charity which the Trustee of any Charity are entitled to meet from the Charity's funds.
- Explicit authority (either in the governing document or from the Charity Commission) would be needed if the payments to the employee included an element of profit or gain to the Authority. This would be regarded as a Trustee benefit and we should treat any instances of this in line with the principles on Trustee remuneration. Similarly, where the employee receives payment over and above the going rate for the job but where there is not necessarily any element of profit for the authority, we should establish the grounds on which the Authority can justify such payments as being necessary and in the interests of the Charity.
- The question needs to be asked regarding employee benefits as my understanding is that the Council covers this at present which may be an issue; it could potentially form an issue if and when the Charity becomes fully independent as the current offer around employee benefits are potentially over and above that usual in the Charity field.

Advantages of appointing local authorities as Trustees

3.4. The administration of the Charity by the Authority can have advantages:

- 3.4.1. as a body corporate, the Authority enjoys perpetual succession, so that it is not necessary to make individual appointments of Charity Trustees or to vest the Charity's property in them;
- 3.4.2. the Authority may well have an informed view of the needs of the Charity's beneficiaries, especially if the Charity provides services similar to services provided by the Authority;
- 3.4.3. in the case of a recreation ground or open space, the local authority is able to make bye-laws for the land which are enforceable by the police and the criminal courts;
- 3.4.4. often the local authority will be willing to subsidise the operation of the Charity out of its own statutory funds: either directly, by way of grant aid; or
- 3.4.5. indirectly by, for example: meeting the cost of maintaining the Charity's property; or
- 3.4.6. providing professional services free of charge.

General Perspective Point from the Charity Commission

4. When it is not appropriate to appoint a local authority

In most circumstances, the interests of the Charity are likely to be better served by constituting a body of individual Trustees to administer it. This is particularly the case where there could be a conflict of interest between the Authority and the Charity (for example with regard to a particular land transaction or because the Authority is providing funding to the Charity). If a local authority provides funds the danger is that it might be tempted to lay down conditions which are in the Authority's interests and not the Charity's.

Annex 1

6. Liability of a local authority and its agents

6.1 The general position in law

The position is similar to that for any Corporate Trustee. In principle, a Corporate Trustee (the Authority) is liable for breach of trust in the same way as an individual Trustee. It can be sued for breach of trust, and if liable will have to compensate the trust out of its corporate assets.

Whether the individual officers who commit the local authority to an action which results in a breach of trust are in turn liable to compensate that body (in its corporate capacity) is a matter for local government law.

6.2 Breach of trust/duty

Where a body corporate is the sole Trustee of a charity, the individual persons who, from time to time, are responsible for the management of the corporate body are not themselves Trustees of the charity. The duties, responsibilities and liabilities of trusteeship lie with the corporate body. However, that body must act through individual persons in order to express its will.

If the body corporate commits a breach of its duty as a Trustee, it will have done so only as a result of a breach by its Board Members or other individual officers of their duties towards the body corporate. While they, therefore, cannot be held liable directly by the charity, they may be held liable to the corporate body for any liability it has incurred in respect of the charity. Therefore, the Members of the Charity Trustee Board should familiarise themselves with:

- the terms of the charity's governing document; and
- the procedures which have been prescribed in legislation (such as the Companies Acts and Regulations made under them).

6.2 Indemnity insurance

With regard to the purchase of indemnity insurance for the Authority as sole Trustee out of the charity's funds, a public body with the capacity to act as Charity Trustee should be prepared to accept the ordinary measure of legal responsibility for its actions as such, without seeking any indemnity.

Additionally, because any personal liability incurred by the Members of the Charity Trustee Board will be to the council rather than directly to the charity, the taking out of Trustee indemnity insurance will not be appropriate, because they are not Charity Trustees. It would not therefore be expedient in the interests of the charity to provide cover for possible liabilities incurred by the Charity Trustee Board.

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ALEXANDRA PARK AND PALACE
CHARITABLE TRUST BOARD
19th JULY 2016

Agenda Item: 9

Report Title: Park Update

Report of: Mark Evison, Park Manager

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace

Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

To update the Board on current matters relating to Alexandra Park and to seek views on the commemorative bench policy.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To note the contents of the Park update report;
- 1.2 To give the Board's views on the commemorative bench policy;
- 1.3 To give the Board's views on the cycle-route proposal.

2. Introduction/ background

- 2.1 The Park conditions section contains an update about surface water management and the repair of the gas main through the Park, this area of work progresses the Business Plan aim to manage the Park to award winning standards.
- 2.2 The report also provides an update on the progress of the Go Ape scheme, it is now anticipated that the junior course will open in August. The course will contribute to the business plan aim to increase the revenue generated from the Park whilst protecting the natural habitats and infrastructure of the Park.
- 2.3 Amendments to the policy for commemorative benches have been presented to the Advisory and Consultative Committee and the Board is now asked to give its views.
- 2.4 Finally, a proposal from Sustrans to invest in a cycle route through the Park a Part of TfL's quietways scheme is set out.

3. Park Conditions

- 3.1 Further to previous reports about the difficulties with springs and surface water last winter, a sustainable drainage consultant has assessed the site and the Park Manager's initial plans to manage existing surface water problems with minor landscape works.
- 3.2 The report includes technical designs to convey the water through swales (shallow ditches) and across paths to reduce erosion and the size of wet, boggy areas. The volume of water will not change, but it will be better directed and the flow will be attenuated by shallow pools.
- 3.3 The progress of the suggested work will depend on availability of funding, but an initial phase of work is expected to take place over the summer using the existing Park budget.
- 3.4 The new gas main was installed through the Park over the winter. The pipe covers a distance of over 600m and the very wet weather made the job more difficult and delayed remediation. We have been working with the contractors to ensure appropriate remediation takes place.
- 3.5 The contractor has laid topsoil and grass seed along the route through the golf course. Across the meadow areas the ground has been levelled but no new topsoil has been imported, to avoid increasing the fertility and encouraging more vigorous plant species to dominate.
- 3.6 Further work is due to take place on the gravel footpaths and there is a contingency for resurfacing part of the lower road. We are currently in discussion with the contractor on pricing a resurfacing scheme to eliminate the large areas of standing water that form during wet periods. This will be in addition to the landscape works mentioned above.

4. Go Ape Proposal

- 4.1 In discussion with the Trust, Go Ape have considered the concerns raised during the planning process and have proposed some minor amendments to the scheme. Approval of minor amendments by the planning authority is subject to a minimum three-week timescale.
- 4.2 A successful meeting recently took place between representatives of Go Ape, the Chair of the Friends of Alexandra Park, and a local resident to discuss the concerns and the amendments to the scheme. Many of the concerns were reduced by a fuller understanding of the scheme (the layout, the opening hours and the seasonal nature of the operation). Go Ape have agreed to work with the Trust to ensure effective communications with local residents prior to works commencing.
- 4.3 An ecologist has conducted an Ecological Impact Assessment as required to discharge Planning Condition 5. The report was drawn up in consultation with the Park Manager and contains a number of suggested mitigations to be implemented by Go Ape. Some during construction and some permanently. An 'Ecological Clerk of Works' will be appointed to oversee the construction phase - to protect nesting birds, hedgehogs etc, and deal with any issues that arise. The permanent ecological enhancements include management of invasive understory plants, construction of a stag beetle loggery, installation of bat and bird boxes and new interpretation of the value of the Park to wildlife.
- 4.4 An updated indicative programme for the scheme is as follows:

| | |
|---|-------------------------------------|
| Finalise lease | Late June |
| Install junior course on trees | Mid-July to mid-August |
| Opening of junior course | Mid-August |
| Install foundations and poles for main course | Autumn (outside school holidays) |
| Opening of main course | Easter 2017 |

- 4.5 The timetable will be determined by progress on the Lease discussions. The fine detail of the lease is still under discussion and it is anticipated that this will be completed in the next few weeks.

5. Commemorative Benches

- 5.1 The policy on Commemorative Benches needs updating. Proposals were reported to the Joint meeting of the Advisory and Consultative Committees on 30th June. The content of that report detailing a revised approach is below. An update on the discussion will be provided at the Board Meeting.
- 5.2 The Board are asked to consider any advice from the Joint Advisory and Consultative Committees meeting and to give its views on the commemorative bench policy.
- 5.3 The report to the Advisory and Consultative Committees on 30th June is as follows:

- 5.3.1 Under the present system, an existing Park bench is replaced with a new bench and a commemorative plaque is added. Around eleven benches have been dedicated in the past three years. The current costs for supply, delivery and installation of a Park bench and commemorative plaque is £950.00.
- 5.3.2 There is an intention to consolidate the numerous styles to a standard design in future. This will eventually mean replacing dedicated benches. At the same time the Trust is also considering introducing a ten-year policy for commemorations. This system is in place at other Parks such as, Lee Valley Regional Park. However, the contact details of those who donated benches many years, or even decades ago are often missing. How to manage this sensitive issue will be discussed by the Trust at a future Board meeting.
- 5.3.3 A suggested approach is to offer the option of renewing existing commemorations when they reach their tenth anniversary. The donors will be offered the option of renewing the dedication and paying for a new bench. If the details of the donor cannot be found, the plaque will be removed and after a certain time period, potentially six-months, the bench will be allocated for a new dedication. In future new donors will be made aware of the ten year renewal from the outset.

6. **Sustrans “quietways” cycle network**

- 6.1 The Trust was approached in early Spring by Sustrans. This is a UK charity that enables people to travel by foot, bike or public transport for more of their daily journeys. They work with families, communities, policy-makers and partner organisations so that people are able to choose healthier, cleaner and cheaper journeys, with better places and spaces to move through and live in. Sustrans are working with Transport for London’s cycle Quietways schemes.
- 6.2 The scheme includes the existing cycleway through Alexandra Park. This route currently enters the Park at Gate 4, North View Road and passes on the western side of the Palace and exits onto Dukes Avenue.
- 6.3 Some of the surfaces on the current route are currently in poor condition and this scheme would offer Capital Funding to improve those sections.
- 6.4 Another option for consideration is re-routing the cycleway into the Park at Newland Road to provide a traffic free section that avoids Newland Road and North View Road. This would entail construction of a new hard-surfaced route along a section of the southern boundary of the Park.
- 6.5 The expectation is to start construction in mid -2017, although a small scheme could happen sooner. The timescale is dependent on the scheme details (such as lighting, surfaces, consultation and so on).
- 6.6 The plan of local Quietway routes is at **Appendix 1**.

- 6.7 We have been assessing the opportunities and impacts of such a route, but our advice is that any decision in relation to what would be a permanent route through the Park, should be considered within the Strategic Vision work.
- 6.8 This matter was presented to the Joint Advisory and Consultative Committee meeting on 30 June. The Board are asked to consider the advice of the committee and the executive team.

7. Legal Implications

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

8. Financial Implications

- 8.2 As mentioned in the main body of the report the drainage improvement work will be funded from the current Park budget. The final stages of remediation to the route of the gas main will be funded from the contingency of that project.
- 8.3 Once the Go Ape lease is signed the Trust will begin to collect rent on the basis of the illustrated schedule agreed in December 2014.
- 8.4 Donation of Commemorative benches provides incremental improvement to the Park infrastructure at no cost to the Trust.
- 8.5 The Sustrans-TfL proposal could result in significant capital investment to enhance the cycle routes through the Park. However the maintenance and upkeep would be the Trust's responsibility. Depending on the exact final specifications the improved routes could have the benefit of being easier and cheaper to maintain in the long-run.
- 8.6 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

9. Use of Appendices

Appendix 1 – Plan of local Quietways cycle routes

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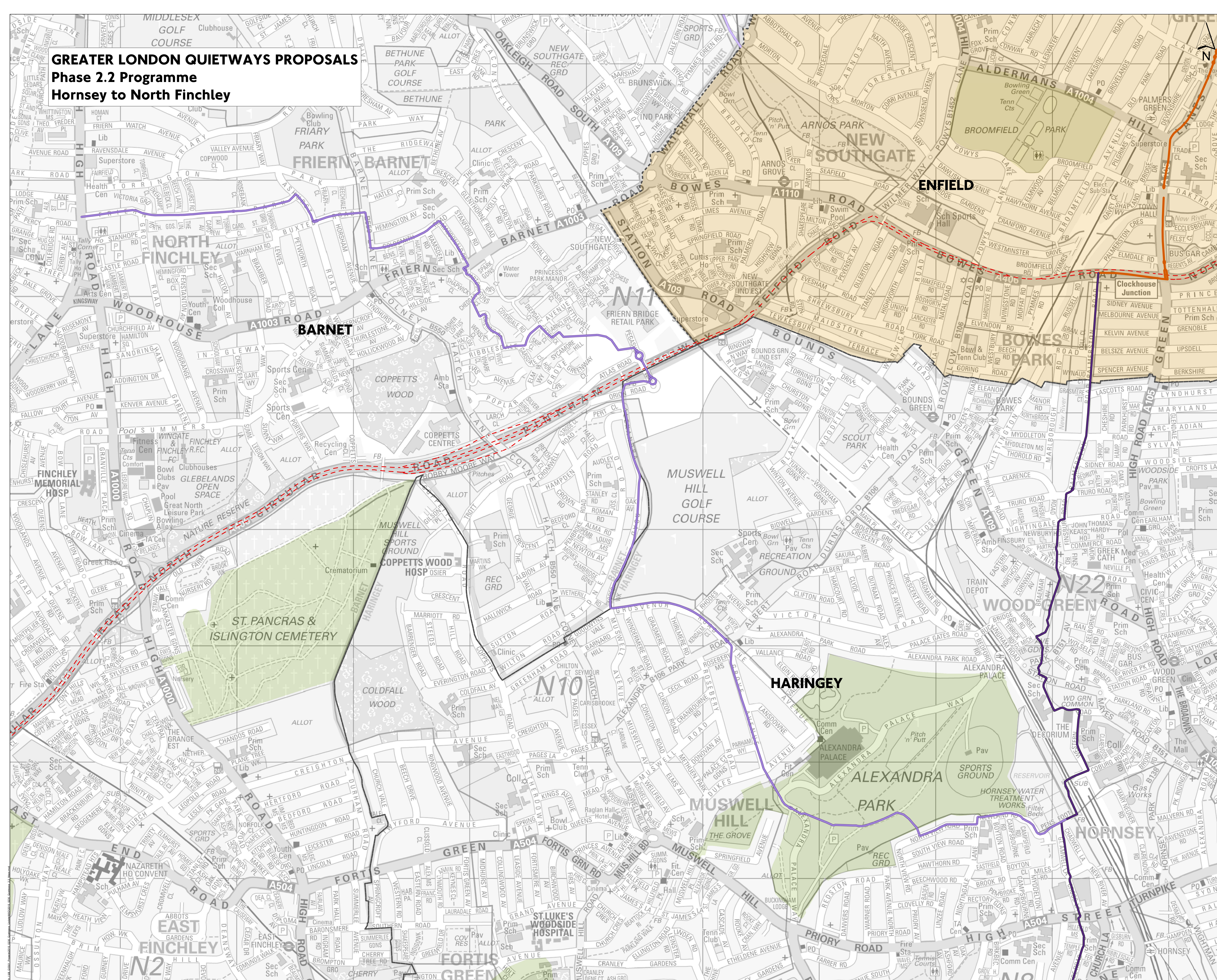
GREATER LONDON QUIETWAYS PROPOSALS
Phase 2.2 Programme
Hornsey to North Finchley



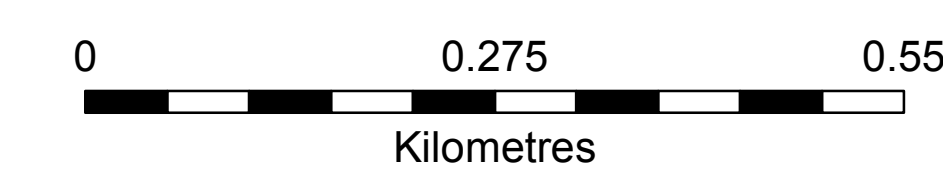
Cycle Routes

Phase 2 - Quietway Proposal

- Phase 2.1
- Phase 2.2
- Phase 2.3
- Mini Holland
- TLRN (Transport for London Road Network)
- Borough boundary
- Mini-Holland borough
- Parks



Map 9 of 9



1:5,080

| | | |
|------------|------------|--------------|
| Scale @ A0 | Date | Status |
| 1:5,080 | 26/01/2016 | DRAFT |

| | |
|--------------------------------|------|
| Drawing No. | Rev. |
| 2015_0230_01quietways_2.2_Maps | |

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ALEXANDRA PARK AND PALACE
CHARITABLE TRUST BOARD
19th JULY 2016

Agenda Item: 10

Report Title: Learning & Participation

Report of: Isobel Aptaker (Learning Officer)

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace

Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace
 Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

To update the board on the progress of the learning programme. Highlights from the last 5 months include: -

- 867 pupils booked in for first 3 months of financial year
- 24 families took part in May Half term "Holiday Craft & Skate"
- Park Walks 7th May – 31 tickets sold with positive feedback from 100% of attendees

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

To note the content of this report.

2. Introduction/ background

2.1 The report has been renamed Learning and Participation in line with the recruitment of a new Head of Learning and Participation. The team's remit is to: -

- 1) Build engagement in the history, heritage and activities of APP;

- 2) Recruit develop and manage a team of volunteers to access a wide range of skills and experience, provide quality learning opportunities and enable them to act as ambassadors for the organisation;
- 3) Increase the visibility of APP in the local community.

3. Schools

- 3.1 In the first three months of the financial year the Learning and Participation Team have welcomed over 830 pupils to the Palace. This is the highest number of visits since the programme launched in 2013 and includes new bookings from St Martin of Porres in Haringey in addition to Wren Academy in Barnet and Firs Farm in Enfield. Of the 63 borough primary schools the Learning & Participation Department are currently engaging with 27.
- 3.2 In June and July, the Palace is supporting Year 3 and Year 4 pupils from St Paul's and All Hallows through the Explore Arts Award. The Arts Council, England scheme aims to encourage children to take part in the arts, be inspired by different art forms and develop leadership and presentation skills. It is hoped that the Trust will be able to offer this to other schools in Haringey from September.
- 3.3 Planning is already underway to develop new workshops for the new academic year to launch in September. Ideas include an outreach project focusing on the East Wing project (in partnership with Wilmott Dixon), taught workshops about in the Park and a Year 7 and 8 local area research project.
- 3.4 A new learning leaflet will be produced and sent to all Haringey, Enfield, Barnet and Islington Schools for the start of the academic year in September. To engage with schools not currently engaging with the Palace the Learning Officer will meet with Head Teachers and distribute leaflets to the lead schools of the Network Learning Communities.

4. Families

4.1 Discover Alexandra Palace – Easter Activities

Over 6 days of the Easter holidays the Palace ran free drop-in family activities based in Meeson House in the Grove. With the new Xplorer programme (family friendly navigational activity) families used basic map reading skills to find markers placed around the Grove before taking part in nature themed art & craft activities. The activities were manned by the Palace volunteers supported by the Friends of the Park with in excess of 200 people taking part.

4.2 Holiday Craft & Skate – May Half Term

For 2 days of the May Half term (1st and 2nd June) the team worked with the ice rink to offer a morning of activities. Families explored the Boating Lake and South Terrace using the Xplorer maps whilst collecting twigs, leaves and flowers from the ground. On returning to the East Court children contributed to a giant collage of the

Palace before making their own Palace inspired picture to take home. The morning ended with a 1-hour skate on the Ice Rink.

The activities were promoted through contacts with local schools, family database and local networks (Bowes & Bounds Green Connected, Alexandra Park Neighbours & Haringey Online). 71 tickets were sold in advance of the event (£2 for the orienteering & £4 for ice skating) with a further 6 purchased on the day. The activities received 100% positive feedback with a high majority of new users to the ice rink.

4.3 Kids Zone – Summer Festival

To engage with families at the Summer Festival (23rd July) the Learning and Participation team will be running free activities, in the Grove, inspired by events and activities that have happened in the park since opening in 1863. Activities will be drop-in between 11:00 & 15:00 and will be manned by the Palace's team of volunteers.

4.4 Explore, Craft & Skate – August

Building on the success of the May activities the team are planning six days of activities in August (23rd, 24th, 25th, 30th, 31 August and 1st September). To engage with the largest number of people (approx. 90 per day) the team are looking at running three sessions (of 3 hours) each day. Families will use the Xplorer programme to explore the Park, take part in animal themed art & craft activities in addition to a 1-hour ice skate.

To complete all 3 activities, the total cost per child will be £8 (£4 ice skating, £2 Xplorer programme and £2 Arts & Craft). The discounted ice skating is only valid for families taking part in at least one of the other activities. Accompanying adults are £4 for ice skating with no cost for Xplorer or Arts & Craft.

5. Lifelong Learners

5.1 Park Walks

To encourage repeat visits from people signed up to the History Tour database the team piloted Park Walks on Saturday, 7th May. Supported by our team of volunteers a new script was written for 70-minute walk of the Park leaving from CUFOS and finishing in the Palm Court. Ticket prices included a brochure with a map of the park and historical images to take away and tea, coffee and cake. 100% of the attendees gave positive feedback on their visit.

Working closely with the volunteer team, plans are well underway for the next set of Park Walks on the 2nd July. Following disappointing sales for the June park walks ticket prices were reduced to £8 per person (£6 concession and £4 children). At the time of writing this report 71 tickets have been sold with only 19 remaining.

5.2 **Open House – 17th September**

In order to open up areas of the Palace not usually accessible to the public we are making safe areas of the basements, using income from the history tours. Half hourly tours will leave from the South Terrace on Saturday, 17th September and enter the basement from Traitors Gate. Visitors will have the opportunity to see the bunk bed, jail, bread ovens and workshop machinery remaining from when the Palace was used as an internment camp in the First World War. Bookings for the tours will go live on the website on the 1st August.

5.3 **Upstairs Downstairs – October**

The Trust is currently planning two days of tours on the first weekend of October that will provide an opportunity for visitors to access the basement and the Rose Window balcony. All income raised will be put towards the £1 million fundraising target.

6. **Volunteers**

- 6.1 As a thank you to the Palace's team of 51 active volunteers the Trust took part in National Volunteers Week on the 2nd Week. Since September 2013 the team have donated over 6,290 hours of their time, and in 2016 alone have donated over 415 hours of their time. In monetary terms if they were paid the minimum wage for these hours it would equal £45,288. We must acknowledge, however, that the skills provided by the volunteers would command a higher pay rate in many cases.

7. **Legal Implications**

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

8. **Financial Implications**

- 8.1 All activities run by the team were planned and budgeted for within the annual expenditure of the team. Currently activities for families and school workshops cover costs (purchasing materials, printing, volunteer expenses & room cleaning) but where there is any additional income (tours & talks for adult) it is invested back into the department for other audiences.
- 8.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

9. **Use of Appendices**

None

Alexandra
Palace the
people's palace.

ALEXANDRA PARK AND PALACE
CHARITABLE TRUST BOARD
19th JULY 2016

Agenda Item: 11

Report Title: Commercial Directors Report

Report of: Lucy Fenner, Commercial Director, Alexandra Park and Palace

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace

Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: To provide an update on all major commercial activity.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

1.1 To note the commercial achievements highlighted in this report.

2. Introduction/ background

2.1 This paper provides a review by the Commercial Director of all major activity undertaken in the 1st quarter of the trading year and provides a summary of the whole 2015/16 financial year.

2.2 This paper also has a forward focus looking at the 2nd quarter of the 2016/17 financial year with particular consideration given to the development of revenue streams via Alexandra Park and Palace's own brand events.

3. Commercial Highlights: April - June 2016

- 3.1 In the first quarter the Palace hosted 52 events that took place over the equivalent of 152 tenancy days. April attracted 40,000 visitors, May attracted 42,000 visitors and June will attract more than 35,000 a total of 97,000. This is a decrease of 35,000 visitors over the same period in 2015, this was mainly due to the 6 concerts we held in the 1st quarter last year but did not secure for this year.
- 3.2 Crafting at Ally Pally returned in the Great hall and visitor numbers benefited from advanced television coverage on Hochanda TV- Home of craft hobbies and Arts on Sky.
- 3.3. The Cake show, a new exhibition for the Palace, moved from the ExCel exhibition centre. The Client was delighted with the team and event delivery commenting that the Palace worked better for them operationally and that visitor numbers were up on previous years.
- 3.4 Mechanix returned for their 2nd show demonstrating all the latest automotive products and technologies.
- 3.5 In conjunction with a number of London Landmarks, Haringey Council held the Queen's 90th birthday celebration at Alexandra Palace, lighting a beacon on the Rose window.
- 3.6 The annual plumbing show Phex returned on the 18th & 19th May the organiser was delighted with the increase in visitor numbers.
- 3.7 Antiques noted increased footfall compared with the same event this time last year.
- 3.8 The GLA election count was hosted in the Palace and the AP team involved were noted for their professionalism and support by the Chief Executive of Haringey.
- 3.9 RSPCA hosted their second dog walk and were delighted with the 1,000 participants that took part in event.
- 3.10 Alexandra Palace delivered 2 successful events over a busy May Bank Holiday weekend. The Tattoo Show returned for its 4th year and the organiser was delighted with increased footfall, which also benefited from increased food and beverage sales.
- 3.11 At the same time as the Tattoo Show, the 1st Craft Beer and Street Food event took place in the outdoor beer garden and on the south terrace. Footfall was higher than anticipated on both days. The team worked hard overnight on the Saturday to increase the number of vendors to meet demand and improve the layout to prevent congestion in certain areas. This is an in-house event with limited budget. It is a free, community event which achieved a 65% increase in gross profit on the May 2015 event. The team thoroughly debriefed the event and considering lessons learned made the informed decision to change the layout, programming, content and volume of traders to improve delivery and growth in June in line with the aims of the business plan.

- 3.12 Throughout the quarter we were host to a variety of film shoots & unit bases. Shoots were held by the post office, Skoda, Coca Cola & Kiss FM utilised the graffiti wall.
- 3.13 Haringey Police hosted their annual community amateur boxing event, now sponsored by William Hill, which was aired on London Live TV. Alongside this event we hosted a Yoga show in the upper field to celebrate International yoga day, thousands came to the grounds to experience the activity's leading teachers.
- 3.14 Our 2nd Craft beer festival of the summer also ran alongside the boxing. The Free event expanded from the outdoor beer garden, along the terrace and into the East car park, with three stages and 30 food stalls and numerous bars selling craft beer, pimms and cocktails. Visitors were not disappointed.
- 3.15 At the time of writing the ABBT theatre show was setting up in the west hall
The purpose of the exhibition is to raise money to fund the work of the registered charity, The Association of British Theatre Technicians.
- 3.16 The weekend of 25th & 26th June saw thousands of visitors to celebrate Parikiaki's Cypriot Wine Festival & Business Exhibition, the London Cypriot community's biggest annual event.

4. Future public events

| Event | Event Type | Date |
|-----------------------------------|------------------|--|
| The Last Shadow Puppets | Concert | 15 th – 16 th July |
| Segway | Park activity | 22 – 24 th July |
| Summer Festival | Park Event | 23 rd July |
| Funfair | Park activity | 23 rd July – 1 st August |
| Street Food & Craft beer Festival | Park Event | 24 th July |
| Luna Cinema | Park Event | 6 th – 7 th August |
| Street Food Craft Beer Festival | Park Event | 20-21 st August |
| Segway | Park activity | 19-21 August |
| Foodies Festival | Park Event | 27 th & 29 th August |
| Antiques | Exhibition | 4 th September |
| Legends of Gaming | Exhibition | 10 th – 11 th September |
| Crafting at Alexandra Palace | Exhibition | 17 th & 18 th September |
| Afropunk (12.00 -00.00) | Concert/Festival | 24 th September |

4.1 **Summer Festival**

The summer festival returns for a 2nd Year on Saturday 23rd July 2016. Activities include an outdoor cinema showing E.T, silent disco in the woods, family raves in association with Big fish little fish, giant water slide, DJ yoda, club de fromage on ice, pram race and a huge selection of street food and Craft beer. The event will be on from 11am-10pm the team looking forward to welcoming the whole community to our free festival. Please see appendix 1 to view the artwork.

5 **Awards**

Working towards fulfilling the business plan objective of increasing the profile of APP within the events industry at the AEO awards in June the team were delighted to be shortlisted for the three nominations, best venue, best commercial team and best live event (Fireworks).

6. **Artifax**

Following a procurement process the team chose Artifax as the CRM System and electronic diary which best suited our business needs and came highly recommend from similar venues. The implementation process will start in July and the system will be operational from August enabling us to dispose of our paper diary and fulfil our business objective of modernise the tools and support mechanisms in the sales team.

7 **Ticketing**

As part of our business objective to develop and grow the income streams from commercial activities a procurement process has started to retender our ticketing partner which, after four years, is up for renewal on the 8th December. The brief has been written and tender will be advertised to the market in July.

8 **Sales Initiatives**

8.1 The Ally Pally Games

As part of our business objective to increase the profile of APP within the events industry and as part of our sales strategy the team are hosting the Ally pally games on the 6th July in association with some of our partners and suppliers. Over 100 key venue finders, agents and industry press will be invited to the day. Chilli sauce a production company will be providing the games, our summer festival water slide will be tested out and Bodeans our most popular street food unit will be providing the food (veg options will be made available). It will give the team the opportunity to show case the venue, talk about the future plans and also highlight through the activities on the day the endless possibilities at Alexandra Palace for event organisers.

8.2 It's important the team remain proactive, the market is incredibly challenging and competition is high across all sectors. As part of the sales strategy the team will

look at maximising from our current clients, targeting new business and developing a growth plan for our own brand events. The growth plan for Fireworks will also support us in closing the gap that remains in the last three quarters. The full Firework Festival report is covered in item 10.

9. Marketing

9.1 Phone system

An automated phone system will be implemented over the coming weeks. This will enable us to improve the customer experience and efficiency of the current service.

9.2 Social Media

Current numbers of followers: Facebook (60,576); Instagram (6,369), Twitter (20,319) Snap chat (180) and our database now exceeds 149,000.

9.3 Recent promotions

The team have been working hard to promote and market our own in-house summer events, a strong campaign in time out, the Londonist, digital platforms and across social media saw record numbers of visitors to our 1st craft beer festival of the year. The team need to continue to monitor engagement to ensure momentum is kept in regards to footfall to all our summer events.

9.4 Customer satisfaction levels

To support with the business objective of creating a symbolic marketing/customer service approach for the organisation all teams are working on capturing far more data than ever before. All our major events will have a mystery shopper present, analysis of customer engagement on-line and where possible customer data will be captured via onsite surveys. These activities' will also be carried out across all business units including the PBK (The Phoenix Bar and Kitchen) and the Ice Rink. Reports will be available in due course.

10. The Phoenix Bar and Kitchen

10.1 The Phoenix Bar and Kitchen (PBK) team have worked hard to maximise sales in the first quarter. The April revenue target was achieved and the good weather in May has seen an increase in footfall. On Sunday 8th May this unit achieved record takings for a non-event day. On Saturday 28th May the unit achieved a record income for an event day. Targets were exceeded in April, and May saw a 70% increase against budgeted profit for the month. June has seen some wet weather, however sales are still on track to meet target.

10.2 As per the business plan Quality standards are being worked on for all catering units. In the first quarter the PBK summer menu was agreed by the new catering quality standards group. Standard Operating Procedures for the menu have now been established and monitoring processes have been put in place.

- 10.3 In addition to the offer within the B&K the catering team have responded to the opportunity provided by the good weather. In line with the department's objective to expand the catering offer we located units around the Park. The Park target was also exceeded in April and May.

11. Ice Rink

- 11.1 The ice rink Summer campaign launched and included numerous promotional materials, flyers, posters, Facebook advertising, featured digital advertising, social media support and e-shots.
- 11.2 At the time of writing the Ice rink had met target in April and May mainly due to increased attendance on public skating, well attended course during half term and all the birthday party slots sold out for the period. June figures are yet to be confirmed.
- 11.3 Private hires continued to be targeted and the team are identifying as per their business objective capacity for growth and new opportunities to increase its financial contribution to the organisation. Karting on ice took place in May. The event was not as successfully as the organiser had hoped and now the team are exploring new ideas with the operator. The sales team have also secured a large film shoot on the ice in July which will drive extra revenue into the rink.
- 11.4 The dance studio refurbishment has also had huge amounts of positive feedback and enhanced the customer experience especially the ballet classes which the rink has accommodated for more than 20 years.
- 11.5 The ice café continues to benefit from its small refurbishment and new menu, it slightly exceeded its target in both April and May.

12. Legal Implications

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

13. Financial Implications

- 13.1 The good performance in certain business units in the first quarter will ensure the trading company exceeds its revenue targets. Budgeted gross margin has been exceeded. Trading company overall performance is still subject to confirming overhead costs from finance.
- 13.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

14. Use of Appendices

None



ALEXANDRA PARK AND PALACE
CHARITABLE TRUST BOARD
19th JULY 2016

Agenda Item: 12

Report Title: Alexandra Park and Palace Charitable Trust Financial Results with annual forecast

Report of: Dorota Dominiczak, Director of Finance and Resources

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace

Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

This paper sets out the financial results for Alexandra Park and Palace Charitable Trust for the 2 months to 31.05.2016.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

To note the performance of the Trust.

2. Results for 2 months to 31.05.2016

2.1 The Trust performed on budget with no material variances noted.

2.2 The operating grant drawdown of £850,000 in April and May from Haringey Council to the Trust, was in accordance with the pre-agreed funding schedule.. This ensured timely payments for daily expenditure of the Trust as well as cashflow for the East Wing Project while the HLF monthly grant claims were being processed. By way of explanation, we expect and anticipate a two month time

difference between the period in which the Project expenditure is incurred and the Claim is settled by the HLF.

- 2.3 The 2016-17 licence fee for the use of the Palace by APTL has already been invoiced and settled by APTL, which means that cash funds are readily available in the Trust's bank account. The annual licence fee is £300,000 for 2016-17.
- 2.4 The Palace and Park leases for April 2016 have been invoiced and settled by the tenants.
- 2.5 Since the Trust's bank account has been separated from Haringey Council's group of accounts (in November 2015) the management of cash funds for the Trust and the East Wing Project has been easier and the Trust is able to control its cash flow in accordance with its needs.
- 2.6 The bank balance at 31st May was £665,000 and this included £200,000 for a restricted capital expenditure on the Palace improvements (this represents half of the 2015-16 capital grant). It also included funds available to repay the 2015-16 loan commitments (lighting SIF (sustainable investment fund) loan of £42,000, Ice Rink SIF loan of £13,000, and Ice Rink repayment of main loan of £164,000). We have received instructions from the Council's treasury to settle these loans.
- 2.7 The 2015-16 capital improvements grant from the Council is £400,000. To date £23,000 has been spent on replacing a battery system for emergency lighting. The 2015-16 schedule of priority works is being finalised. This will include: permanent roof access to the Great Hall roof and Lightwell, Great Hall Fire alarm installation, Great Hall iron frame preservation, and East Court roof repair package.
- 2.8 East Wing Project
 - 2.8.1 The progress of the East Wing Project is reported as a separate agenda item. Appendix 2 of this report provides details of the Projects finances.
 - 2.8.2 HLF claims are made monthly in anticipation of a future cash flow requirement. Claims are settled monthly by HLF and this has a positive impact on our management of cash funds for the Project.
 - 2.8.3 Haringey Council's grant commitment for the Project is £3,9000,000 as approved by Haringey Council Cabinet on 23rd February 2015. Haringey Council agreed in principle at its Capital Board on 30th June to re-phase the grant to £5,000,000 in 2016-17 with further discussions to fund 'gaps' in the cash flow projection as necessary. This is not a reflection of an anticipated over-spending on the Project.
 - 2.8.4 VAT on expenditure has a significant impact on the Project's cash flow and we now have a mechanism in place to claim VAT back on a monthly basis – agreed with the Council's finance, treasury and operational teams.

2.9 No material variances to the annual budget are anticipated but if any emerge they will be reported on a timely basis.

3. Legal Implications

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

4. Financial Implications

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

5. Use of Appendices

Appendix 1 – Table 1

Appendix 2 – Cash flow for HLF Project

Table 1 - APPCT
YTD and Forecast
For 2 Months Ending 31st May
2016

| | Cum 31/05/2016 | | | Year 2016/17 | | |
|---|----------------|----------------|-----------------|------------------|------------------|-----------------|
| | Budget | Actual | Diff | Budget | Forecast | Diff |
| Unrestricted Activities | | | | | | |
| Trust Income | £ | £ | £ | £ | £ | £ |
| LBH Grant - Operational | 850,000 | 850,000 | 0 | 1,900,000 | 1,900,000 | (0) |
| LBH Grant - Capital | 0 | 0 | 0 | 0 | 0 | 0 |
| Palace APTL Licence | 50,000 | 50,000 | 0 | 300,000 | 300,000 | 0 |
| Palace Leases | 21,235 | 21,135 | (100) | 67,100 | 67,000 | (100) |
| Park Leases | 26,443 | 30,279 | 3,836 | 118,872 | 122,708 | 3,836 |
| Learning & Community | 8,400 | 2,180 | (6,220) | 30,100 | 23,880 | (6,220) |
| Gift Aid | 0 | 0 | 0 | 1,320,795 | 1,320,795 | 0 |
| Other | 0 | 25,272 | 25,272 | 23,495 | 48,767 | 25,272 |
| | 956,078 | 978,866 | 22,788 | 3,760,362 | 3,783,150 | 22,788 |
| Regeneration Grants | 0 | 0 | 0 | 0 | 0 | 0 |
| Match Funding | 0 | 0 | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Incoming Resources | 956,078 | 978,866 | 22,788 | 3,760,362 | 3,783,150 | 22,788 |
| Overheads | | | | | | |
| Cost of Sales | 1,320 | 322 | (998) | 6,810 | 5,812 | (998) |
| Wages & Salaries (including pension & Ni) | 142,469 | 146,656 | 4,187 | 931,283 | 925,846 | (5,437) |
| Other Wage Costs (Agency, Welfare, Travel) | 5,320 | 1,274 | (4,046) | 76,556 | 72,260 | (4,296) |
| Maintenance Contract Palace | 63,000 | 48,139 | (14,861) | 384,000 | 379,139 | (4,861) |
| Maintenance Contract Park | 62,142 | 60,774 | (1,368) | 323,768 | 322,400 | (1,368) |
| Repair & Maintenance Other | 26,024 | 11,951 | (14,073) | 227,100 | 224,127 | (2,973) |
| Security Control | 84,500 | 78,379 | (6,121) | 488,100 | 487,979 | (121) |
| Cleaning & Pest | 1,500 | 3,516 | 2,016 | 10,700 | 12,716 | 2,016 |
| Rates & Insurance | 62,158 | 62,155 | (3) | 342,624 | 342,621 | (3) |
| Office expenses (Hire, stationery) | 16,060 | 9,615 | (6,445) | 95,060 | 93,505 | (1,555) |
| Utilities | 21,460 | 13,597 | (7,863) | 122,760 | 122,397 | (363) |
| Software & IT | 14,014 | 2,558 | (11,456) | 64,584 | 64,128 | (456) |
| Sundries, Meeting & Subscriptions | 1,115 | 645 | (470) | 8,589 | 8,119 | (470) |
| Marketing, Advertising & Design | 11,634 | 726 | (10,908) | 113,650 | 109,842 | (3,808) |
| Legal & Professional | 42,600 | 34,166 | (8,434) | 325,200 | 328,066 | 2,866 |
| Depreciation (Unrestricted are loan Assets) | 20,392 | 20,078 | (314) | 122,352 | 120,468 | (1,884) |
| Interest on Loan Assets | 8,604 | 8,726 | 122 | 107,624 | 108,356 | 732 |
| Banking Costs | 100 | (43) | (143) | 600 | 457 | (143) |
| APTL Cost recharges | 13,010 | 13,010 | 0 | 78,060 | 78,060 | 0 |
| Contingency | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Outgoing Resources | 597,422 | 516,245 | (81,177) | 3,829,420 | 3,806,299 | (23,121) |
| Result | 358,656 | 462,621 | 103,965 | (69,058) | (23,149) | 45,909 |

Client: Alexandra Palace
 Project: Alexandra Palace
 Document Outline Cash Flow Forecast
 Date: 23/04/15
 Revision: C



CASH FLOW SUMMARY; Note - Information to be managed and updated by Alexandra Palace Finance Team

Pi
 Pi/period

Nr Periods:
 Project Sum:
 Start date:
 Completion date:

| Valuation Period | Sundry | Fundraising | HLF grant | LBH VAT reclaimed | LBH grant | Project cash in | MottMcDonald projection: Expenditure (net of VAT) | VAT on expenditure | Expenditure gross of vat | Project cash out | Project cash balance |
|--------------------|--------|----------------------|------------------|-------------------|-----------|------------------|--|-----------------------|-----------------------------|---------------------|-------------------------|
| Dec-15 To Date | | 80,000 | 632,616 | | 500,000 | 1,212,616 | 903,738 | 180,748 | 1,084,485 | 128,131 | 128,131 |
| Jan-16 | 0 | Realistically we get | 37,197 | | | 37,197 | 53,139 | 10,628 | 63,767 | - | 26,570 |
| Feb-16 | 1 | HLF claim settled | 201,342 | 180,748 | | 382,090 | 59,439 | 11,888 | 71,327 | - | 310,763 |
| Mar-16 | 2 | 2 months after claim | 216,782 | 10,628 | | 227,410 | 309,688 | 61,938 | 371,626 | - | 144,216 |
| Apr-16 | 3 | is made - hence | | 11,888 | | 11,888 | 250,933 | 50,187 | 301,120 | - | 289,232 |
| May-16 | 4 | 1 am factoring in | 175,653 | 61,938 | | 237,591 | 453,469 | 90,694 | 544,163 | - | 306,572 |
| Jun-16 | 5 | receipts with | 317,428 | 50,187 | 1,500,000 | 1,867,615 | 805,474 | 161,095 | 966,569 | - | 901,046 |
| Jul-16 | 6 | 2 mnths after | 563,832 | 90,694 | | 654,526 | 523,156 | 104,631 | 627,787 | - | 26,738 |
| Aug-16 | 7 | expenditure is | 366,209 | 161,095 | | 527,304 | 435,557 | 87,111 | 522,669 | - | 4,635 |
| Sep-16 | 8 | incurred. DD | 304,890 | 104,631 | | 409,521 | 314,971 | 62,994 | 377,966 | - | 31,556 |
| Oct-16 | 9 | | 220,480 | 87,111 | 1,500,000 | 1,807,591 | 288,412 | 57,682 | 346,095 | 1,461,497 | 2,097,776 |
| Nov-16 | 10 | | 201,889 | 62,994 | | 264,883 | 705,942 | 141,188 | 847,131 | - | 582,248 |
| Dec-16 | 11 | | 494,160 | 57,682 | 2,000,000 | 2,551,842 | 1,041,988 | 208,398 | 1,250,385 | 1,301,457 | 2,816,985 |
| Jan-17 | 12 | 200,000 | 729,391 | 141,188 | | 1,070,580 | 1,347,402 | 269,480 | 1,616,883 | - | 546,303 |
| Feb-17 | 13 | | 943,182 | 208,398 | | 1,151,579 | 1,594,793 | 318,959 | 1,913,751 | - | 762,172 |
| Mar-17 | 14 | | 1,116,355 | 269,480 | | 1,385,835 | 1,778,751 | 355,750 | 2,134,502 | - | 748,666 |
| Apr-17 | 15 | 200,000 | 1,245,126 | 318,959 | 1,293,803 | 3,057,887 | 1,890,831 | 378,166 | 2,268,997 | - | 788,891 |
| May-17 | 16 | | 1,323,582 | 355,750 | | 1,679,332 | 1,926,068 | 385,214 | 2,311,282 | - | 631,950 |
| Jun-17 | 17 | | 1,348,248 | 378,166 | | 1,726,414 | 1,882,990 | 376,598 | 2,259,589 | - | 533,175 |
| Jul-17 | 18 | 200,000 | 1,318,093 | 385,214 | | 1,903,307 | 1,790,469 | 358,094 | 2,148,563 | - | 245,256 |
| Aug-17 | 19 | | 1,253,329 | 376,598 | | 1,629,927 | 1,571,194 | 314,239 | 1,885,432 | - | 255,506 |
| Sep-17 | 20 | | 1,099,836 | 358,094 | | 1,457,929 | 1,401,670 | 280,334 | 1,682,004 | - | 224,074 |
| Oct-17 | 21 | 200,000 | 981,169 | 314,239 | | 1,495,408 | 1,434,284 | 286,857 | 1,721,141 | - | 225,733 |
| Nov-17 | 22 | | 1,003,999 | 280,334 | | 1,284,333 | 1,529,004 | 305,801 | 1,834,805 | - | 550,473 |
| Dec-17 | 23 | | 1,070,303 | 286,857 | | 1,357,160 | 1,180,959 | 236,192 | 1,417,151 | - | 59,991 |
| Jan-18 | 24 | 100,000 | 826,671 | 305,801 | | 1,232,472 | 34,222 | 6,844 | 41,066 | 1,191,406 | 13,983 |
| Feb-18 | 25 | | 23,955 | 236,192 | | 260,147 | 39,973 | 7,995 | 47,968 | - | 212,179 |
| Mar-18 | 26 | | 27,981 | 6,844 | | 34,826 | 33,652 | 6,730 | 40,383 | - | 5,557 |
| Apr-18 | 27 | 194,000 | 23,557 | 7,995 | | 225,551 | 35,288 | 7,058 | 42,345 | - | 183,206 |
| May-18 | 28 | | 24,701 | 6,730 | | 31,432 | 35,546 | 7,109 | 42,655 | - | 11,223 |
| Jun-18 | 29 | | 24,882 | 7,058 | | 31,940 | 29,654 | 5,931 | 35,585 | - | 3,645 |
| Jul-18 | 30 | | 20,758 | 7,109 | | 27,867 | 34,654 | 6,931 | 41,585 | - | 13,718 |
| Aug-18 | 31 | | 24,258 | 5,931 | | 30,188 | 38,739 | 7,748 | 46,487 | - | 16,298 |
| Sep-18 | 32 | | 27,117 | 6,931 | | 34,048 | 36,687 | 7,337 | 44,025 | - | 9,977 |
| Oct-18 | 33 | | 25,681 | 7,748 | | 33,429 | 29,687 | 5,937 | 35,625 | - | 2,196 |
| Nov-18 | 34 | | 20,781 | 7,337 | | 28,118 | 35,706 | 7,141 | 42,847 | - | 14,728 |
| Dec-18 | 35 | | 24,994 | 5,937 | | 30,931 | 522,559 | 104,512 | 627,071 | - | 596,139 |
| Jan-19 | 36 | | 365,791 | 7,141 | | 372,932 | 29,654 | 5,931 | 35,585 | 337,348 | 73,234 |
| Feb-19 | 37 | | 20,758 | 104,512 | | 125,269 | 35,739 | 7,148 | 42,887 | - | 82,383 |
| Mar-19 | 38 | | 25,017 | 5,931 | | 30,948 | 29,687 | 5,937 | 35,625 | - | 4,677 |
| Apr-19 | 39 | | 20,781 | 7,148 | | 27,929 | 29,687 | 5,937 | 35,625 | - | 7,696 |
| May-19 | 40 | | 20,781 | 5,937 | | 26,718 | 35,706 | 7,141 | 42,847 | - | 16,128 |
| Jun-19 | 41 | | 24,994 | 5,937 | | 30,931 | 21,522 | 4,304 | 25,827 | - | 5,104 |
| Jul-19 | 42 | | 15,066 | 7,141 | | 22,207 | 21,522 | 4,304 | 25,827 | - | 3,620 |
| Aug-19 | 43 | | 15,066 | 4,304 | | 19,370 | 26,624 | 5,325 | 31,949 | - | 12,579 |
| Sep-19 | 44 | | 18,637 | 4,304 | | 22,941 | 25,572 | 5,114 | 30,687 | - | 7,745 |
| Oct-19 | 45 | | 17,901 | 5,325 | | 23,225 | 20,572 | 4,114 | 24,687 | - | 1,461 |
| Nov-19 | 46 | | 14,401 | 5,114 | | 19,515 | 32,591 | 6,518 | 39,109 | - | 19,594 |
| Dec-19 | 47 | | 22,814 | 4,114 | | 26,928 | 20,539 | 4,108 | 24,647 | - | 2,281 |
| Jan-20 | 48 | | 14,377 | 6,518 | | 20,895 | 20,539 | 4,108 | 24,647 | - | 3,751 |
| Feb-20 | 49 | | 14,377 | 4,108 | | 18,485 | 6,052 | 1,210 | 7,262 | - | 11,223 |
| Mar-20 | 50 | | 4,236 | 4,108 | | 8,344 | - | - | - | - | 8,344 |
| Apr-20 | 51 | | - | 1,210 | | 1,210 | 1 | 0 | 1 | - | 1,209 |
| May-20 | 52 | | 1 | | | 1 | 6,052 | 1,210 | 7,262 | - | 7,261 |
| Jun-20 | 53 | | 4,236 | | | 4,236 | - | - | - | - | 4,236 |
| Jul-20 | 54 | | - | | | - | - | - | - | - | - |
| Aug-20 | 55 | | - | | | - | 6,052 | 1,210 | 7,262 | - | 7,262 |
| Sep-20 | 56 | | 4,236 | | | 4,236 | - | - | - | - | 4,236 |
| Oct-20 | 57 | | - | | | - | - | - | - | - | - |
| Nov-20 | 58 | | - | | | - | 11,052 | 2,210 | 13,262 | - | 13,262 |
| Dec-20 | 59 | | 7,736 | | | 7,736 | - | - | - | - | 7,736 |
| Jan-21 | 60 | | - | | | - | - | - | - | - | - |
| Feb-21 | 61 | | - | | | - | - | - | - | - | - |
| Mar-21 | 62 | | - | | | - | - | - | - | - | - |
| Apr-21 | 63 | | - | | | - | - | - | - | - | - |
| | | balancing item | - | 41,632 | | 41,632 | - | - | - | - | - |
| | | | 1,094,000 | 18,850,000 | | 6,793,803 | 32,165,142 | 26,759,853 | 5,351,971 | 32,111,824 | |

Item 12 Appendix 2 Copy of Cash Flow for East Wing Project

| Valuation | TOTAL FUNDING OF PROJECT | | | | TOTAL EXPENDITURE OF PROJECT | | | CASH POSITION | | |
|-----------|--------------------------|-------------------|-------------------|------------------|------------------------------|--|--------------------|--------------------------|------------------|----------------------|
| | Fundraising | HLF grant | LBH VAT reclaimed | LBH grant | Project cash in | MottMcDonald projection: Expenditure (net of VAT) | VAT on expenditure | Expenditure gross of vat | Project cash out | Project cash balance |
| Nov-15 | | | | | | | | | | |
| Dec-15 | 80,000 | 632,616 | | 500,000 | 1,212,616 | 903,738 | 180,748 | 1,084,485 | 128,131 | 128,131 |
| Jan-16 | | 37,197 | | | 37,197 | 53,139 | 10,628 | 63,767 | 26,570 | 101,562 |
| Feb-16 | | 201,342 | 180,748 | | 382,090 | 59,439 | 11,888 | 71,327 | 310,763 | 412,324 |
| Mar-16 | | 216,782 | 10,628 | | 227,410 | 309,688 | 61,938 | 371,626 | 144,216 | 268,108 |
| Apr-16 | | | 11,888 | | 11,888 | 250,933 | 50,187 | 301,120 | 289,232 | 21,124 |
| May-16 | | 175,653 | 61,938 | | 237,591 | 453,469 | 90,694 | 544,163 | 306,572 | 327,696 |
| Jun-16 | | 317,428 | 50,187 | 1,500,000 | 1,867,615 | 805,474 | 161,095 | 966,569 | 901,046 | 573,350 |
| Jul-16 | | 563,832 | 90,694 | | 654,526 | 523,156 | 104,631 | 627,787 | 26,738 | 600,088 |
| Aug-16 | | 366,209 | 161,095 | | 527,304 | 435,557 | 87,111 | 522,669 | 4,635 | 604,724 |
| Sep-16 | | 304,890 | 104,631 | | 409,521 | 314,971 | 62,994 | 377,966 | 31,556 | 636,279 |
| Oct-16 | | 220,480 | 87,111 | 1,500,000 | 1,807,591 | 288,412 | 57,682 | 346,095 | 1,461,497 | 2,097,776 |
| Nov-16 | | 201,889 | 62,994 | | 264,883 | 705,942 | 141,188 | 847,131 | 582,248 | 1,515,528 |
| Dec-16 | | 494,160 | 57,682 | 2,000,000 | 2,551,842 | 1,041,988 | 208,398 | 1,250,385 | 1,301,457 | 2,816,985 |
| Jan-17 | 200,000 | 729,391 | 141,188 | | 1,070,580 | 1,347,402 | 269,480 | 1,616,883 | 546,303 | 2,270,682 |
| Feb-17 | | 943,182 | 208,398 | | 1,151,579 | 1,594,793 | 318,959 | 1,913,751 | 762,172 | 1,508,510 |
| Mar-17 | | 1,116,355 | 269,480 | | 1,385,835 | 1,778,751 | 355,750 | 2,134,502 | 748,666 | 759,844 |
| Apr-17 | 200,000 | 1,245,126 | 318,959 | 1,293,803 | 3,057,887 | 1,890,831 | 378,166 | 2,268,997 | 788,891 | 1,548,734 |
| May-17 | | 1,323,582 | 355,750 | | 1,679,332 | 1,926,068 | 385,214 | 2,311,282 | 631,950 | 916,784 |
| Jun-17 | | 1,348,248 | 378,166 | | 1,726,414 | 1,882,990 | 376,598 | 2,259,589 | 533,175 | 383,610 |
| Jul-17 | 200,000 | 1,318,093 | 385,214 | | 1,903,307 | 1,790,469 | 358,094 | 2,148,563 | 245,256 | 138,353 |
| Aug-17 | | 1,253,329 | 376,598 | | 1,629,927 | 1,571,194 | 314,239 | 1,885,432 | 255,506 | 117,152 |
| Sep-17 | | 1,099,836 | 358,094 | | 1,457,929 | 1,401,670 | 280,334 | 1,682,004 | 224,074 | 341,227 |
| Oct-17 | 200,000 | 981,169 | 314,239 | | 1,495,408 | 1,434,284 | 286,857 | 1,721,141 | 225,733 | 566,960 |
| Nov-17 | | 1,003,999 | 280,334 | | 1,284,333 | 1,529,004 | 305,801 | 1,834,805 | 550,473 | 1,117,432 |
| Dec-17 | | 1,070,303 | 286,857 | | 1,357,160 | 1,180,959 | 236,192 | 1,417,151 | 59,991 | 1,177,423 |
| Jan-18 | 100,000 | 826,671 | 305,801 | | 1,232,472 | 34,222 | 6,844 | 41,066 | 1,191,406 | 13,983 |
| Feb-18 | | 23,955 | 236,192 | | 260,147 | 39,973 | 7,995 | 47,968 | 212,179 | 226,162 |
| Mar-18 | | 27,981 | 6,844 | | 34,826 | 33,652 | 6,730 | 40,383 | 5,557 | 220,604 |
| Apr-18 | 194,000 | 23,557 | 7,995 | | 225,551 | 35,288 | 7,058 | 42,345 | 183,206 | 403,811 |
| May-18 | | 24,701 | 6,730 | | 31,432 | 35,546 | 7,109 | 42,655 | 11,223 | 392,587 |
| Jun-18 | | 24,882 | 7,058 | | 31,940 | 29,654 | 5,931 | 35,585 | 3,645 | 388,942 |
| Jul-18 | | 20,758 | 7,109 | | 27,867 | 34,654 | 6,931 | 41,585 | 13,718 | 375,225 |
| Aug-18 | | 24,258 | 5,931 | | 30,188 | 38,739 | 7,748 | 46,487 | 16,298 | 358,926 |
| Sep-18 | | 27,117 | 6,931 | | 34,048 | 36,687 | 7,337 | 44,025 | 9,977 | 348,950 |
| Oct-18 | | 25,681 | 7,748 | | 33,429 | 29,687 | 5,937 | 35,625 | 2,196 | 346,754 |
| Nov-18 | | 20,781 | 7,337 | | 28,118 | 35,706 | 7,141 | 42,847 | 14,728 | 332,026 |
| Dec-18 | | 24,994 | 5,937 | | 30,931 | 522,559 | 104,512 | 627,071 | 596,139 | 264,114 |
| Jan-19 | | 365,791 | 7,141 | | 372,932 | 29,654 | 5,931 | 35,585 | 337,348 | 73,234 |
| Feb-19 | | 20,758 | 104,512 | | 125,269 | 35,739 | 7,148 | 42,887 | 82,383 | 155,617 |
| Mar-19 | | 25,017 | 5,931 | | 30,948 | 29,687 | 5,937 | 35,625 | 4,677 | 150,940 |
| Apr-19 | | 20,781 | 7,148 | | 27,929 | 29,687 | 5,937 | 35,625 | 7,696 | 143,245 |
| May-19 | | 20,781 | 5,937 | | 26,718 | 35,706 | 7,141 | 42,847 | 16,128 | 127,116 |
| Jun-19 | | 24,994 | 5,937 | | 30,931 | 21,522 | 4,304 | 25,827 | 5,104 | 132,221 |
| Jul-19 | | 15,066 | 7,141 | | 22,207 | 21,522 | 4,304 | 25,827 | 3,620 | 128,601 |
| Aug-19 | | 15,066 | 4,304 | | 19,370 | 26,624 | 5,325 | 31,949 | 12,579 | 116,022 |
| Sep-19 | | 18,637 | 4,304 | | 22,941 | 25,572 | 5,114 | 30,687 | 7,745 | 108,277 |
| Oct-19 | | 17,901 | 5,325 | | 23,225 | 20,572 | 4,114 | 24,687 | 1,461 | 106,815 |
| Nov-19 | | 14,401 | 5,114 | | 19,515 | 32,591 | 6,518 | 39,109 | 19,594 | 87,221 |
| Dec-19 | | 22,814 | 4,114 | | 26,928 | 20,539 | 4,108 | 24,647 | 2,281 | 89,503 |
| Jan-20 | | 14,377 | 6,518 | | 20,895 | 20,539 | 4,108 | 24,647 | 3,751 | 85,751 |
| Feb-20 | | 14,377 | 4,108 | | 18,485 | 6,052 | 1,210 | 7,262 | 11,223 | 96,974 |
| Mar-20 | | 4,236 | 4,108 | | 8,344 | - | - | - | 8,344 | 105,318 |
| Apr-20 | | - | 1,210 | | 1,210 | 1 | 0 | 1 | 1,209 | 106,527 |
| May-20 | | 1 | | | 1 | 6,052 | 1,210 | 7,262 | 7,261 | |
| Jun-20 | | 4,236 | | | 4,236 | - | - | - | 4,236 | |
| Jul-20 | | - | | | - | - | - | - | - | |
| Aug-20 | | - | | | - | 6,052 | 1,210 | 7,262 | 7,262 | |
| Sep-20 | | 4,236 | | | 4,236 | - | - | - | 4,236 | |
| Oct-20 | | - | | | - | - | - | - | - | |
| Nov-20 | | - | | | - | 11,052 | 2,210 | 13,262 | 13,262 | |
| Dec-20 | | 7,736 | | | 7,736 | - | - | - | 7,736 | |
| Jan-21 | | - | | | - | - | - | - | - | |
| Feb-21 | | - | | | - | - | - | - | - | |
| Mar-21 | | - | | | - | - | - | - | - | |
| Apr-21 | | - | | | - | - | - | - | - | |
| | | 41,632 | | | 41,632 | | | | | |
| | 1,094,000 | 18,850,000 | | 6,793,803 | 32,165,142 | 26,759,853 | 5,351,971 | 32,111,824 | | |



ALEXANDRA PARK AND PALACE
CHARITABLE TRUST BOARD
19th JULY 2016

Agenda Item: 13

Report Title: East Wing Restoration Project Report

Report of: Emma Dagnes, Deputy Chief Executive, Alexandra Park and Palace

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace

Contact Officer: Natalie Layton, Executive Assistant, Alexandra Park and Palace
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

The report updates the Board on the progress on the East Wing Restoration Project.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

1.1 To note this report.

2. Executive Summary

2.1 The overall RAG (Red Amber Green) status of the Project is now Red, as previously reported to the Board. This is principally associated with the expected delays for the delivery of Stage 4 design and issue of tender information to the contractor. Delays are also occurring on the Enabling Works Contract, as a result of the additional asbestos found in the BBC Studios (previously reported) and other areas, these works are not on the critical path and will not affect the overall completion date.

- 2.2 Costs are still being contained within the overall project budget.
- 2.3 A Trustee Workshop took place on 24th May 2016 to inform Trustees of the latest and final designs.
- 2.4 Following assessment and review to ensure the overall project is still within budget the final tender from the Contractor will be presented to a special Board meeting in October 2016.
- 2.5 The Programme Board has met monthly and at its meeting on 27th June was presented with the fifth highlight report for the East Wing Project which forms the basis for this report.

3. Enabling Works Management Summary

3.1 BBC Studios

- 3.1.1 The asbestos removal/ decontamination/ encapsulation works to the BBC studio walls has been completed and recorded on the asbestos register including allowing for a Perspex panel over some of the original Victorian wallpaper in Studio B. The methodology has been reviewed and approved by Historic England and Haringey Council's Principal Conservation Officer.
- 3.1.2 Removal of asbestos from the ground floor areas is underway. Whilst lifting floor boards to remove asbestos in the BBC studios, the contractor discovered a 'pug' floor meaning an additional layer of cast in light weight screed sits on top of the floor joists under the boards. This was not identified on any survey work and is prevalent throughout the entire floor void of Studios A and B. This form of construction was originally used to provide additional sound proofing qualities. The existence of this material is preventing the removal of the asbestos within the void below the pug floor and therefore it will need to be broken out and taken away. Some initial sampling and testing has been undertaken and further analysis to follow at which point it should be possible to remove. This will inevitably add further delay to the removal of the asbestos works, although on its own should not impact the commencement of the main works in this area.
- 3.1.2 The presence and removal of the additional asbestos will result in a delay to the completion of works of circa 12 weeks. The contractor has submitted notification of potential claims for delayed activities as a result of the unexpected finds. The time delay will be exacerbated by the discovery of the 'pug' floor. Programme and cost implications related to this are currently being assessed. This part of the Enabling Works is not on the programming critical path.
- 3.1.3 Demolition works in the kitchen have been completed and works to the BBC foyer are well under way. Disconnection of previously used services to the BBC wing are also on going.

3.2 Theatre.

- 3.2.1 The Contractor has completed virtually all of the enabling work in the Theatre area. A small section of asbestos removal works remains under the corridor, but this will now take place in conjunction with the wider removal of additional asbestos found under the Theatre floor. Works under the balcony to remove walls began in June.
- 3.2.2 There were additional delays following the Contractor's Engineers reporting that a truss member had been dislodged. This had previously been identified for the main works. Proposals and works required to support the truss earlier in the programme are now being developed by the Contractors' design partners. This will have an impact on the re-commencement of works in this area in particular asbestos removal, further testing/ surveying and any works proposed to be brought forward.
- 3.2.3 The works to bring forward activities from the main works into the Enabling Works Contract were approved by the Programme Board and Chief Executive in May 2016.

3.3 Surveys

- 3.3.1 The Trust's surveyor accessed external areas using Mechanical Elevated Working Platforms/ Cherry Pickers and recorded findings and measurements to improve on information to the Contractor and de-risk the future costing of this element of work.
- 3.3.2 Further cleaning and surveying work to the Theatre ceiling has been agreed to ascertain the extent of decay in plasterwork and 'keying'. Hales and Howe are to provide a scope of works and fee for undertaking this work, which will provide additional clarity on its condition and any further/ additional works required.
- 3.3.3 Willmott Dixon have also provided spot level information on the Theatre sub floor to the Design Team. This has allowed a more accurate analysis and understanding of the profiles (existing and proposed) to be undertaken and relate this back to sleeper wall positions and heights. This work has highlighted that the re-grading of the sub floor profiles required will undermine some of the sleeper walls if the assumed foundation depths are correct. It has therefore been proposed to complete some further tests to establish the depth of affected sleeper wall foundations and construction make up and also condition. This work will be completed following asbestos removal works.

3.4 Enabling Works Costs

The official start date for the £1,145,983 contract was 25th January 2016 with an estimated completion date of 17th June 2016. The Enabling Works were not on the main critical path to achieve overall project completion by Christmas 2017. It is likely that the Contractor will be awarded an extension for the additional asbestos

found, which will mean a completion date in early September. Costs have increased and utilisation of the contingency has an indicative outturn cost of £2.214m. The overall Project is still working within the overall £26.74m budget.

4. Pre-Construction Services Agreement (PCSA) Summary

- 4.1 The pre-construction work is associated with the development of Stage 2 of construction (the Main Works). Whilst the construction contract is Traditional (where the design process is kept separate from the construction process) there are currently 27 design portions that the Contractor is effectively providing a Design and Build Package for. This is because there are some elements of the project that will require a specialist supply chain to undertake the detailing of the work. The PCSA enables the Contractor to work collaboratively with the Design Team, Cost Consultant and PM (Project Manager) /Trust.
- 4.2 The Design Team have been releasing information to the Contractor to release packages of drawings to the Cost Consultant for pricing. The more significant packages have been released early to assist with the overall tender timeline.
- 4.3 The Contractor has now commenced works to relocate the existing Skate Hire operation to release the space for the new finishing kitchen. These works will be completed at the end of July.
- 4.4 The PCSA Contract is targeted with completion by the 19 September 2016. The contract documentation has been signed and with Haringey Council lawyers.

5. Design Stage

- 5.1 The Design Team have been releasing design stage 4 packages for billing during this period and have met to review several others ahead of final 'billing' issue. This is the most significant area of concern for delay to the overall programme.
- 5.2 The most recent target for completion of the design was the 22 May, giving the cost consultants four weeks to conclude the tenders, final 'billing' and issue final packages to the Contractor by the 22 June 2016. Certain packages were issued in advance of these dates. However, monitoring of the issue of information release (Information Release Schedule IRS) indicates that the Design Team are behind the latest target date by at least two weeks. Meeting these dates is critical in meeting the overall programme and delivery by Christmas 2017. Mitigation measures are being considered alongside the development of the Contractor's Main works programme to re-align the overall programme to complete works by Christmas 2017.
- 5.3 A Trustee Workshop took place on 24th May 2016 to keep Trustees informed of the latest and final designs.

6. Archives, Collections and Interpretation Summary

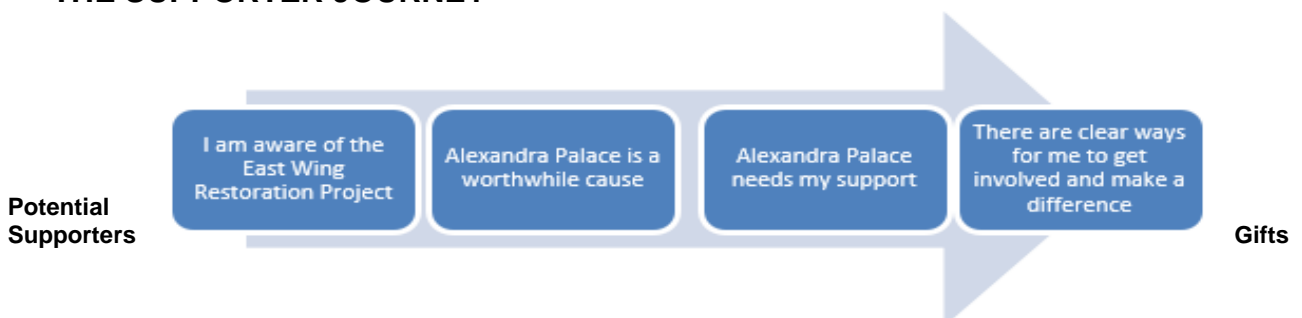
- 6.1 The regeneration team have been working on:
- preparation for the digitisation of collections (awaiting start date from Google);
 - planning the 80th anniversary of television broadcasting celebrations (with the BBC and British Film Institute);
 - assessing & rehousing newly discovered archive material;
 - finalising the object list from National Media Museum for gallery display in the BBC Studios.
- 6.2 Land Studios (the exhibition space and content designer) have presented a complete scheme design walk through for the BBC space and Palace interpretation before moving on with their detailed design. This is a separate piece of the project with procurement routes and finalisation of timelines to be agreed.

The timeline for this separate piece of work is being developed and will be available for the next Programme Board.

7. Fundraising Summary

- 7.1 There has been no change in the fundraising position, in terms of money raised, since the last Board report. The HLF has previously agreed to the £1m underwriting using APP Charitable Trust (APPCT) reserves held by Haringey Council. This enables the project to proceed subject to finalisation of design costs and delivery and final approval by the APPCT Trust Board in October of this year.
- 7.2 The focus of a summer fundraising relaunch is to engage potential supporters with the East Wing Restoration, convince them of the merits of the project, show how their support will make a difference, and offer recognition and gratitude for their gift.
- 7.3 Supporters get involved with causes because they identify with the need, and can see clear ways in which they can make a difference. If the giving experience is positive, it can then become habit-forming.

THE SUPPORTER JOURNEY



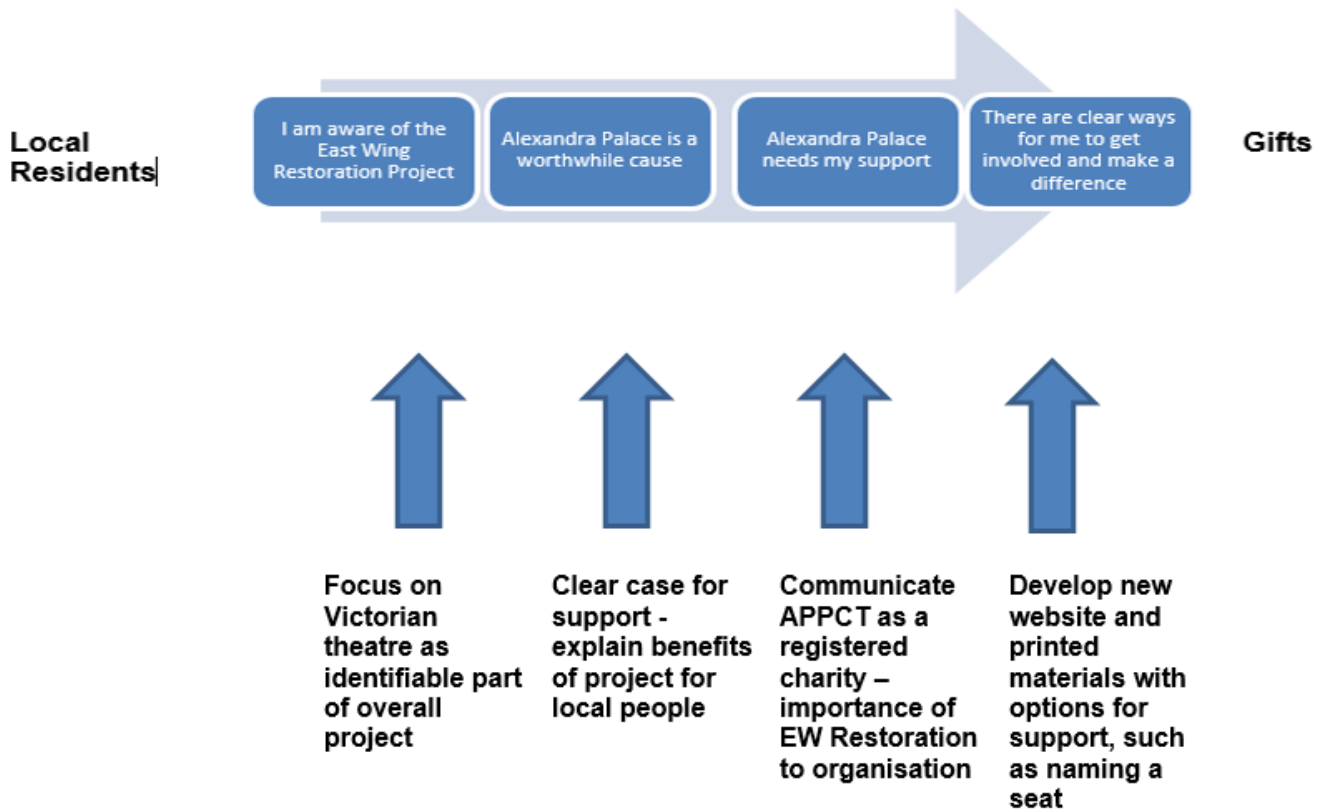
If potential supporters do not know about a project, or what the need for it is, they are very unlikely to make a contribution.

WE NEED TO:

- understand our different audiences
- identify elements of the project that will appeal to those audiences
- develop specific campaign actions that will move them closer towards making a gift
- thank them for their support and encourage them to become advocates for the project
- celebrate success and use it to encourage more people to take part

7.4 Based on this insight we are going to make it easier for supporters to understand different elements of the East Wing Restoration Project and how they can play a part. This summer we will be launching a fundraising campaign specifically focussed on the Victorian Theatre, once that is up and running we will then extend our focus to other elements of the projects including the BBC Studios and the East Court. Alongside this public fundraising drive we are continuing to talk to major funders about how they can get involved in the project. Discussions are currently underway with a potential partner for the BBC Studios.

THE SUPPORTER JOURNEY: EXAMPLE



This fundraising model is based on successful campaigns employed by other London theatres in recent years – most notably, the National Theatre’s NT Futures campaign. Bringing the Victorian Theatre back into use as a regular performance space offers clear benefits for local audiences, community groups and Alexandra Palace itself.

| AUDIENCE GROUP | INSIGHT | CAMPAIGN |
|---|---|---|
| Local residents | Existing relationship with Alexandra Palace, and often loyalty, but limited awareness of EW Restoration project | Determine aspects of project most relevant and identifiable to this audience group and offer clear ways to support. Communicate through local and neighbourhood channels |
| Friends / support groups | Strong affection for APP and generally good knowledge of project | Work with groups to develop fundraising initiatives for specific elements of the project |
| AUDIENCE GROUP | INSIGHT | CAMPAIGN |
| Ticket buyers and event visitors | Very disparate audience groups, may not have visited APP before or have much knowledge of the place | Work with clients to develop specific initiatives appropriate to each event. Improve communication of project at APP events |
| Wider public | Potentially large untapped support | Use key anniversaries and partnerships to attract interest and attention. Recruit relevant ambassadors to help increase interest and create stories around the project |
| Current suppliers and tenants | Wide network of business relationships. All have interest in helping APP achieve its goals | Develop relevant and focused case for support, including role of EW Restoration in achieving overall success for APP. Specific, individual approaches for each supplier / tenant. |
| Major funders | EW Restoration project faces extremely competitive environment for major funding. | Focused case for support, communicate project successes, and offer opportunities for site visits etc. Recruit relevant ambassadors to help sell the project |
| Sponsors | EW Restoration will create new opportunities for sponsorship | Identify potential opportunities and sponsors, ensure in line with overall APP objectives. |

8. Programme Budget Reporting

- 8.1 Expenditure at the end May 2016 is an increase on anticipated spending due to extra costs during the Enabling Works as reported in above. Appendix 1 gives an indication of expenditure to the end of May.
- 8.2 The Change Order Request (COR) process is now well imbedded in the contract and the Change Control Panel or delegated individuals (in respect of urgent change requests). Thirty-one COR's have been considered to mid June.
- 8.3 Initial Construction contingency of £1.855m has been used to offset the unexpected change order requests principally around unexpected asbestos. With two extensive value engineering exercises completed some £474k has been found. Offsetting

this against contingency used the situation at the end of May was that some £900,000 remains.

- 8.4 All of the costs so far and those future costs will be contained in the overall project budget of £26.74m. An updated cost review is expected from the Cost Consultants as soon as the tender documentation has been issued. The final tender from Willmott Dixon will be returned in September and fully evaluated before being presented to a special Board meeting in October. Only a project within the overall budget will be presented.

9. Funding Sources

Confirmation of funding sources:

| | |
|------------------------------|--------------------|
| Heritage Lottery Fund | £18,850,000 |
| Haringey Council | £6,793,775 |
| Fundraising/underwritten sum | £1,094,128 |
| Total Delivery Budget | £26,737,903 |

10. Alexandra Palace Project Cashflow

The cashflow projection has been re-adjusted in recent months so as to avoid critical points in the project where there will be cashflow gaps due to the timing of drawdowns from the HLF and the release of match-funding from Haringey Council. The Council have confirmed that they will support the project during these times so the KPIs are met on invoice payments.

11. Legal Implications

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

12. Financial Implications

- 12.1 The Programme is overall still in budget, risks and issues are being managed and mitigated as part of the programme.
- 12.2 The Council’s Chief Financial Officer has been consulted in the preparation of this report, and has no further comments.

13. Use of Appendices

Appendix 1 – Drawdown Against HLF and Haringey Council Grants

Appendix 1
Drawdown against HLF and LBH Grants

| Programme Delivery | Original Delivery Budget | Adj Cash Limit Budget | Actuals to date To end May 16 | Claim to HLF Total To May 2016 Total £18,850,00 | Claim to LBH Total to May 16 Total £6,793,775 | Fundraising Received | Totals claimed/Received |
|--|---------------------------------|------------------------------|--|--|--|-----------------------------|--------------------------------|
| | £ | £ | £ | £ | £ | £ | £ |
| Construction including Repair and conservation, other capital works including external works, landscaping and other preliminary costs including risk inflation | 20,487,800 | 20,487,800 | 828,704 | | | | |
| Professional Fees and surveys | 2,796'692 | 2,796'692 | 1,068,086 | | | | |
| Activity Plan – training, equipment, professional fees – 3 year | 852,660 | 852,660 | 0 | | 0 | | |
| Delivery costs and evaluation -4 year | 440,379 | 440,379 | 69,617 | | 0 | | |
| Programme Contingency: | 2,160,372 | 2,160,372 | 0 | | | | |
| Sub total | 26,737,903 | 26,737,903 | 1,966,407 | 1,376,485 | 500,000 | 91,344 | 1,863,077 |

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19th JULY 2016, APPCT Board, Item 14

2016/17 APPCT Board work programme

| Meeting Date | Agenda item & details |
|---|--|
| Oct 2016 Special meeting tbc | <ul style="list-style-type: none"> • East Wing Project Stage 2 Contract Award (RE/ ED) • Special Licence (SF) • Outdoor Events Strategy (SF) |
| Saturday 22 nd Oct 2016 | Strategy Away-Day (<i>private</i>) 10am -4pm at CUFOS |
| Tuesday 6 December 2016 | <ul style="list-style-type: none"> • Standing items: CEO Report (LS), Restoration Project (ED), L&P update (IA), Commercial Update(LF), Park Activities(ME), Financial Results (DD) Business Plan Quarterly progress Q2 (LS) • Board work programme for noting (NL) • Strategic Vision (LS) • EXEMPT Charities act reports for the leases of the Campsbourne Centre and the Old Station Building (ME) |
| Tuesday 14 February 2017 | <ul style="list-style-type: none"> • Standing items: CEO Report (LS), Restoration Project (ED), L&P update (IA), Commercial Update(LF), Park Activities(ME), Financial Results (DD) Business Plan Quarterly progress Q2 (LS) • Board work programme for noting (NL) • Draft Business Plan (if available) (LS) • Outturn Projections (DD) |
| Possible April special tbc <i>Subj Easter Hols</i> | <ul style="list-style-type: none"> • Business Plan |

To be programmed

May 2017 – Annual report on digitisation project

Repairs/ Maintenance detailed report

Reserves Policy Review

* Please note that this is a working document, dates and agenda items listed above are subject to change

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