

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Thursday, 2nd November, 2017, 7.30 pm – The Londesborough Room, Alexandra Palace Way, Wood Green, London N22

Members: Councillors Joanna Christophides (Chair), Ann Waters (Vice-Chair), Bob Hare, Jennifer Mann, Anne Stennett and Charles Wright

Co-optees/Non-Voting Members: Nigel Willmott (Friends of the Alexandra Palace Theatre) (Non-voting), Val Paley (Palace View Residents' Association) (Non-voting) and Duncan Neill (Muswell Hill and Fortis Green Association) (Non-voting)

Statutory Advisory Committee Observer: Jason Beazley (Three Avenues Residents Association (TARA))

Quorum: 3

1. **FILMING AT MEETINGS**

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

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

2. **APOLOGIES FOR ABSENCE**

3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 14 & 34 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. UPDATE ON MEMBERSHIP OF COMMITTEES (PAGES 1 - 8)

7. MINUTES (PAGES 9 - 16)

To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 18th July 2017 as an accurate record of the proceedings.

8. CHIEF EXECUTIVE'S REPORT (PAGES 17 - 30)

9. RISK MANAGEMENT POLICY (PAGES 31 - 40)

10. WHISTLE BLOWING POLICY (PAGES 41 - 46)

11. OUTDOOR EVENTS MONITORING FRAMEWORK (PAGES 47 - 54)

12. TRUST'S FINANCIAL RESULTS (PAGES 55 - 64)

13. POLICIES REVIEW REGISTER (PAGES 65 - 66)

14. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above.

15. EXCLUSION OF THE PRESS AND PUBLIC

That the press and public be excluded from the meeting for consideration of Items 16-33 as they contain exempt information as defined in Section 100a of the Local Government Act 1972 (as amended by Section 12A of the Local Government Act 1985); paragraph 3.

16. FUNDRAISING UPDATE (PAGES 67 - 68)

17. BBC WING FORWARD PLAN (PAGES 69 - 74)

18. COST OF LIVING PAY AWARD (PAGES 75 - 78)

19. CUFOS LEASE REPORT (PAGES 79 - 102)

20. COLLECTIONS STRATEGY (PAGES 103 - 120)

21. STRATEGIC RISK REGISTER (PAGES 121 - 134)

22. GOVERNANCE REVIEW

Verbal update

23. PLANNING APPLICATION RESPONSES (PAGES 135 - 140)

- Haringey Heartlands
- Brook Lane
- General planning response principles for Wood Green developments

24. COLLECTIBLES

Verbal Update

25. ARTS FESTIVAL

To Follow.

26. EXEMPT 2017/18 BUSINESS PLAN PROGRESS REPORT Q2 (PAGES 141 - 150)

27. PENSIONS UPDATE (PAGES 151 - 156)

28. BOARD WORK PROGRAMME (PAGES 157 - 158)

29. BOARD DECISIONS TRACKER (PAGES 159 - 160)

30. DRAFT FRAC MINUTES (PAGES 161 - 166)

31. DRAFT APTL MINUTES (PAGES 167 - 172)

32. EAST WING RESTORATION PROJECT PROGRAMME BOARD (PAGES 173 - 218)

33. MINUTES (PAGES 219 - 226)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 18th July 2017 as an accurate record of the proceedings

34. NEW ITEMS OF EXEMPT URGENT BUSINESS

To consider any items admitted at 2 above.

35. ANY OTHER BUSINESS THE CHAIR CONSIDERS TO BE URGENT

36. FUTURE MEETINGS

- 20th February 2018
- 26th March 2018

Philip Slawther, Principal Committee Co-ordinator
Tel – 0208 489 2957
Fax – 020 8881 5218
Email: philip.slawther2@haringey.gov.uk

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

Wednesday, 25 October 2017

Alexandra Palace

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD** **2 NOVEMBER 2017**

Report Title: Membership of Committees

Report of: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

This report acknowledges the changes to the membership of the Alexandra Park and Palace Charitable Trust (APPCT) Board and updates the Board on the memberships of the following for 2017/18:

Statutory Advisory Committee (SAC)
Consultative Committee (CC)
Alexandra Palace Trading Limited Board (APTL)
Finance, Risk and Audit Committee (FRAC)

The Board is asked to note the SAC and CC memberships.

The Board is asked to note the appointed Directors of APTL.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To note membership of the Alexandra Park and Palace Advisory Committee (**Appendix 1**);
- 1.2 To note the membership of the Alexandra Park and Palace Consultative Committee (**Appendix 2**);

- 1.3 To note the membership of the Alexandra Palace Trading Limited Board (**Appendix 3**);
- 1.4 To note the membership of the Finance, Risk and Audit Committee (**Appendix 4**).

2. Introduction/ background

- 2.1 The Alexandra Park and Palace Charitable Trust Board is appointed by Haringey Council, the Corporate Trustee of Alexandra Park and Palace Charitable Trust.
- 2.2 The Board may appoint up to four of its members (who are representatives of the Corporate Trustee) to the APTL Board.
- 2.4 The Statutory Advisory Committee was established by the Alexandra Park and Palace Act, 1985, and membership consists of:
 - eight members appointed by Haringey Council, 6 of whom shall be elected councillors of the areas (wards) neighbouring Alexandra Park and Palace (APP);
 - 6 members nominated by local residents' associations who meet the criteria stated within the Act.
- 2.5 Haringey Council also established a Consultative Committee, which consists of up to 30 members of local groups which meet specific criteria.

3. Advisory Committee

- 3.1 The representatives on the Advisory Committee must represent residents in one or more of the following wards: Alexandra, Bounds Green, Fortis Green, Hornsey, Muswell Hill, Noel Park.
- 3.2 The associations must be open to all residents in the areas and must have written constitutions and meet regularly.
- 3.3 Haringey Council administrates the Committee and therefore confirms the Advisory Committee members each year and receive the minutes of the associations' AGMs (annual general meetings), 2017/18 members are listed at **Appendix 1**.
- 3.4 Since committee membership was last reported in 2016:
 - 3.4.1 The vacancy for Warner Estate Residents Association representative has been taken up by Jim Jenks;
 - 3.4.2 There has also been a change in the Council-wide members, with Councillors Ali Gul Ozbek and Peter Mitchell replacing Councillors Stuart McNamara and Charles Wright.

4. Consultative Committee

- 4.1 The Consultative Committee comprises the Alexandra Palace and Park Board and up to 30 community representatives.
- 4.2 Currently 16 community representatives sit on the Consultative Committee.
- 4.3 Haringey Council administrates the Committee and therefore reviews the membership annually and 2017/18 members are listed at **Appendix 2**.
- 4.4 Since committee membership was last reported in 2016:
- 4.4.1 Jacob O'Callaghan has replaced Colin Marr as representative of the Alexandra Park and Palace Conservation Area Advisory Committee;
- 4.4.2 Duncan Neill has taken up the Muswell Hill and Fortis Green Residents Association vacancy;
- 4.4.3 Richard Hudson has replaced Jim Jenks as Warner Estate Residents Association Representative;
- 4.4.4 Councillors Ann Waters and Charles Wright have replaced Councillors Pat Berryman and Liz McShane.

5. APTL

- 5.1 The APTL Memorandum and Articles of Association state the maximum number of directors shall be eight and the minimum two comprising:
- Up to four trustees of the Charity;
 - One employee of the Company
 - One officer of the Council
 - Two others who are not officers or members of the Council or employees or trustees of the Charity.
- 5.2 The current membership is listed at **Appendix 3**.
- 5.3 Since APTL Board membership was last reported in 2016 Councillor Jennifer Mann has been appointed to replace Councillor Pat Berryman; and Anna D'Alessandro has vacated the Council Officer position.

6. FRAC

- 6.1 The Finance, Risk and Audit Committee is appointed by the APPCT Board from amongst its members and shall consist of no less than three directors.
- 6.2 The current membership is listed at **Appendix 4**.
- 6.3 Since FRAC membership was last reported in 2016 Councillor Jennifer Mann has been appointed to replace Councillor Pat Berryman.

7. Trust Board

At its annual general meeting on May 2017 the Council appointed Councillors Ann Waters and Charles Wright as members of the APPCT Board, replacing Councillors Pat Berryman and Tim Gallagher.

8. Legal Implications

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

9. Financial Implications

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

10. Use of Appendices

Appendix 1 – 2017/18 SAC members
Appendix 2 – 2017/18 CC members
Appendix 3 – APTL memberships
Appendix 4 – FRAC membership

Appendix 1

STATUTORY ADVISORY COMMITTEE MEMBERSHIP 2017/18

Advisory Committee Nominated Members of:

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

Appointed Members:

Alexandra Ward	Councillor James Patterson
Bounds Green Ward	Councillor Clare Bull
Fortis Green Ward	Councillor Viv Ross
Hornsey Ward	Councillor Adam Jogee
Muswell Hill Ward	Councillor Mark Blake
Noel Park Ward	Councillor Stephen Mann
Council-wide Member	Councillor Ali Gul Ozbek
Council-wide Member	Councillor Peter Mitchell

Appendix 2
CONSULTATIVE COMMITTEE MEMBERSHIP 2017/18

Nominated Members:

Alexandra Palace Allotments Association	John Wilkinson
Alexandra Palace Organ Appeal	Hugh Macpherson
Alexandra Palace Television Group	John Thompson
Alexandra Residents Association	Dermot Barnes
Alexandra Park and Palace Conservation Area Advisory Committee	Jacob O'Callaghan
Bounds Green and District Residents Association	Ken Ranson
Campsbourne Junior School	Jonathan Smith
Friends of Alexandra Park	Gordon Hutchinson
Friends of the Alexandra Palace Theatre	Nigel Willmott
Heartlands High School	David Cole
Hornsey Historical Society	Rachael Macdonald
Muswell Hill and Fortis Green Association	Duncan Neill
Muswell Hill Metro Group	John Boshier
Palace View Residents Association	Val Paley
St Mary's CE Primary School	Frances Hargrove
Warner Estate Residents Association	Richard Hudson

Appointed Members

Councillor Joanna Christophides
Councillor Bob Hare
Councillor Jennifer Mann
Councillor Anne Stennett
Councillor Ann Waters
Councillor Charles Wright

Appendix 3

APTL (ALEXANDRA PALACE TRADING LTD) MEMBERSHIP 2017/18

Cllr Joanna Christophides	Director (APPCT Board Member & Chair)
Cllr Bob Hare	Director (APPCT Board Member)
Cllr Jennifer Mann	Director (APPCT Board Member)
Cllr Anne Stennett	Director (APPCT Board Member)
Louise Stewart	Director (APPCT Employee)
Rick Wills	Independent Director

Appendix 4

FRAC (FINANCE, RISK AND AUDIT COMMITTEE) MEMBERSHIP 2017/18

Cllr Joanna Christophides	Director (APPCT Board Member & Chair)
Cllr Bob Hare	Director (APPCT Board Member)
Cllr Jennifer Mann	Director (APPCT Board Member)
Cllr Anne Stennett	Director (APPCT Board Member)
Louise Stewart	Director (APPCT Employee)
Rick Wills	Independent Director

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MINUTES OF THE MEETING OF THE ALEXANDRA PALACE AND PARK BOARD HELD ON TUESDAY, 18TH JULY, 2017, 9.30 pm

PRESENT:

Councillors: Joanna Christophides (Chair), Ann Waters (Vice-Chair), Bob Hare, Anne Stennett, Charles Wright.

Non-Voting Members: Nigel Willmott, Jason Beazley and Val Paley

112. FILMING AT MEETINGS

The Chair referred those present to agenda item 1 as shown on the agenda in respect of filming at this meeting and asked that those present reviewed and noted the information contained therein.

113. APOLOGIES FOR ABSENCE

Apologies for absence were received from Cllr J. Mann.

114. URGENT BUSINESS

There were no items of urgent business.

The Chair advised that, contrary to the order of business on the published agenda, Item 13 would be taken after Item 8 as it was a report for noting only.

115. DECLARATIONS OF INTERESTS

None

116. QUESTIONS, DEPUTATIONS OR PETITIONS

None

117. MEMBERSHIP

RESOLVED

- I. That Cllr Christophides be appointed to the EWRP Programme Board as Chair.
- II. That Cllr Waters be appointed as Vice-Chair of EWRP Programme Board.

118. MINUTES

RESOLVED

- I. That the unrestricted minutes of the Alexandra Palace and Park Board held on 25th April 2017 be approved.
- II. That the draft minutes of the Alexandra Park and Palace Advisory Committee held on 27th June be noted.
- III. That the draft minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 27th June be noted.

119. CHIEF EXECUTIVE'S REPORT

Louise Stewart, Chief Executive Alexandra Park and Palace, introduced the report as set out.

The following arose from discussion of the report:

- a. In relation to the desk review being undertaken to investigate issues with springs and wet patches in the Park, the Park Manager clarified that this involved a desk based review of a number of records including records from the Council, the local water board and the Environment Agency.

RESOLVED

The Board noted the information contained in the report.

120. SAFEGUARDING POLICY AND ROLES

The Board considered a report on APPCT's safeguarding policy.

The Chair advised that in addition to the recommendations set out in the report, the Board were also asked to appoint a lead safeguarding trustee for the Board.

The Chair also advised that Appendix 4 of the report, which set out the safeguarding responsibilities of the Chair of the Trust Board and Trust Board members had been withdrawn. New guidance would be provided to Board members in due course.

The following matters arose from the discussion of the report:

- a. The Board commented that the report should name the designated safeguarding lead as it wasn't clear in the report. The Chief Executive agreed that safeguarding lead should be named as the Head of HR in the Safeguarding Policy. **(Action: Catherine Solomon).**
- b. The Chair nominated Cllr Ann Waters to be the lead safeguarding trustee. Nigel Wilmott seconded the nomination.

RESOLVED

- I. That the Board approved and supported the implementation of the proposed Safeguarding Policy.
- II. That the Board authorised the Chair of the Trustee Board to sign the Safeguarding Policy on behalf of APPCT.

- III. That Cllr Ann Waters be appointed as the lead safeguarding Trustee.

121. WHISTLEBLOWING POLICY

The Board considered a report on APPCT's whistleblowing policy.

The Chair advised that in addition to the recommendations set out in the report, the Board were also asked to appoint a lead whistleblowing trustee for the Board and that it would make sense that this be the same trustee as the safeguarding lead.

The following matters arose from the discussion of the report:

- a. The Chair nominated Cllr Ann Waters to be the lead whistleblowing trustee. Nigel Wilmott seconded the nomination.
- b. The Chief Executive agreed to include a policy review schedule as part of the information items presented to future Board meetings. **(Action: Natalie Layton).**

RESOLVED

- I. That the Board approved and supported the implementation of the proposed Whistleblowing Policy.
- II. That the Board authorised the Chair of the Trustee Board to sign the Whistleblowing Policy on behalf of APPCT.
- III. That Cllr Ann Waters be appointed as the lead whistleblowing Trustee.

122. SERIOUS INCIDENT REPORTING POLICY

In response to a question around the absence of reference in the policy to cases of fraud perpetrated on visitors, the Board was advised that this was captured in APPCT's Health and Safety Policy.

The Board was advised that the organisation's key policies were stored on an internal drive and that, due to the comprehensive nature of those files there were no plans to publish those on the website in the immediate future.

Note: As a charity the Trust is required to publish some policies such as fundraising etc.; where this is required the Trust will publish these policies.

RESOLVED

- I. That approval and support to the implementation of the proposed Serious Incident Reporting policy be given.
- II. That the Board authorised the Chair of the Trustee Board to sign the policy on behalf of Alexandra Park and Palace Charitable Trust.
- III. That all Trustees were to complete and submit the Serious Incident Reporting declaration form at Appendix 2 of the report by the end of July 2017.

123. COMPLAINTS POLICY

RESOLVED

- I. That the Board approved and supported the implementation of the proposed Complaints Policy.
- II. That the Board approved the recommendation that the CEO review the existing operational process to ensure that they implemented the policy appropriately and that key staff were trained on their responsibilities in relation to complaints handling.

124. ANNUAL REPORT ON DIGITAL ARCHIVE

**Clerks note – this item was taken immediately following Item 8 (Chief Executive Officers report). **

The Chair introduced the report as set out.

The Board commented that they were pleased to see that StreetView images had been added to the Google Arts and Culture page to allow the public to visit the Rose Window, Cellars and Willis Organ platform and that they looked forward to the next tranche of images being uploaded to the GAC platform.

RESOLVED

The Board noted the information contained in the report.

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

None.

126. FUNDRAISING UPDATE

Louise Stewart, Chief Executive, Alexandra Park and Palace, introduced the report as set out.

The following arose from the discussion of the report:

- a. The Chief Executive advised that the finance comments in the report could be seen as misleading and emphasised that this is not the basis of the fundraising model. This wording created a problem for the Trust in attracting funding as it may result in no overall net increase in funding. Furthermore, the Chief Executive advised that, the Restoration Levy was linked to the trading subsidiary and it was in the interests of the trading subsidiary that individual projects were identified which resonated with its customers.
- b. The Chief Executive clarified that she intended to speak with the Haringey Council Finance Team around the fundraising issue outlined.

RESOLVED

- I. The Board noted the information contained in the report.

127. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED

That the press and public be excluded from the meeting as agenda items 17-36 contained exempt information as defined in Schedule 12A of Part 1 Local Government Act 1972; Paragraph 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).

128. MINUTES

RESOLVED

That the exempt minutes of the Board meetings held on 25th April 2017 be approved as a correct record of the meeting.

129. NEW YEAR'S EVE PROPOSALS

The recommendations in the report were approved.

130. RESTORATION LEVY

The recommendations in the report were approved.

131. ANNUAL REPORT AND ACCOUNTS SIGN OFF

The recommendations in the report were approved.

132. FUNDRAISING STRATEGY

The recommendations in the report were approved.

133. PENSIONS REPORT

The recommendations in the report were approved.

134. PARK LEASES

The recommendations in the report were approved.

135. BBC WING FORWARD PLAN

The recommendations in the report were approved.

136. BUSINESS CONTINUITY REPORT

The recommendations in the report were approved.

137. STRATEGIC RISK REGISTER

The recommendations in the report were approved.

138. GOVERNANCE REVIEW FINDINGS

This item was not considered.

139. TRUSTS FINANCIAL RESULTS

Noted.

140. EXEMPT 2017/18 BUSINESS PLAN PROGRESS REPORT Q1

Noted.

141. APTL ANNUAL ACCOUNTS

Noted.

142. PROGRAMME BOARD

Noted.

143. BOARD WORK PROGRAMME

Noted.

144. BOARD DECISIONS TRACKER

Noted.

145. DRAFT FRAC MINUTES

Noted.

146. DRAFT APTL MINUTES

Noted.

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

None.

148. FUTURE MEETINGS

The future meeting dates were noted:

- Thursday 2nd November 2017
- Tuesday 20th February 2018
- Monday 26th March 2018
- Tuesday 3rd July 2018

CHAIR: Councillor Joanna Christophides

Signed by Chair

Date

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Alexandra Palace

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD** **2 NOVEMBER 2017**

Report Title: Chief Executive's Report

Report of: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

To update the Board of Trustees on current issues and projects at Alexandra Park and Palace. It also provides additional information on the events programme and a range of activities of the Charitable Trust.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

1.1 To note the information.

2. Governance and Strategic Vision

2.1 Board members have been invited to attend a Strategy Day on 21st October to discuss Governance, the Strategic Vision for the Park and Palace and the long term strategy and financial plan for the Trust.

3. East Wing Restoration Project

3.1 Works are progressing with the delivery of the Project to the East Court, Theatre, Theatre Foyer and North East Tower. The completion date remains as summer 2018.

3.2 The Learning and Participation Team continue to deliver the extensive programme of activities funded under the HLF funding. Further details are below in item 8.

- 3.3 The Trust continues to work with the Principal Conservation Officer and Historic England as well as the Economic Development Team in Haringey to develop the use of local labour, improve skills and training as well as engage more apprentices.
- 3.4 Planning and Listed Building Conditions considered and submitted for Listed Building Consent discharge includes:
- East Court Doors, windows, glazed screens
 - Theatre walls and lighting
 - Theatre staircases, new items and servicing
 - Foyer servicing and windows
 - Cleaning of brick interiors
 - Roof level walkways
- 3.5 In addition we inform Haringey Council Planning Department of the level of local employment and of found hidden features
- 3.6 One of the next major applications to discharge the planning consent is the theatre ceiling methodology for repair/replacement.

4. West Yard Storage Project

- 4.1 The steel structure for the storage area was erected over the summer and has transformed the West Yard.
- 4.2 The project has experienced some delays as a result of issues with steel design and fabrication. The Project is expected to be complete in January 2018.
- 4.3 Planning and Listed Building Conditions continue to be submitted and discharged as the project progresses. The Contractor may seek a change to listed building consent for the reinstatement of the supporting bund wall (built to retain the soil on the embankment beneath the West Yard). The Contractor is also seeking a further change to relocate the storm water drainage attenuation tank from beneath the West Yard to the North Yard. Planning permission will be sought and the views of the Advisory and Consultative Committees were sought on 3rd October with no recommendations made to the Board. The documents are available as part of the SAC/CC agenda pack:
<https://www.minutes.haringey.gov.uk/ieListDocuments.aspx?CId=711&MId=8363&Ver=4>

5. BBC Tower Mast

- 5.1 As part of the original East Wing Restoration project, lighting the BBC Tower mast was considered to be a key visual tool that would go some way in communicating the BBC story at Alexandra Palace.
- 5.2 In November 2016, a trial lighting demonstration was undertaken, and the BBC Tower mast was temporarily lit for the BBC's 80th anniversary and for the Alexandra

Palace Fireworks Festival. The demonstration was deemed a success and was positively received by the public and stakeholders.

- 5.3 The Trust has submitted a listed building consent application to the Council's Planning department for a more permanent mast lighting scheme.
- 5.4 The intention is that the mast is lit for selected commercial and community events such as the Fireworks Festival, key historical events such as the BBC's anniversary and other notable anniversaries. With the studios project currently under review, lighting the mast to mark special events and occasions will send out a clear message to stakeholders, potential partners and funders and visitors that the Palace is still very much 'open for business' and that the Trust remains committed to the socially and historically significant BBC story.
- 5.5 Lighting controls will be provided by a full DMX (Digital Multiplex, a lighting control protocol which allows users to have ultimate control over their lighting needs) lighting control system. An LCD panel will be provided with pre-set scenes and effects. The number of scenes can be altered to suit the requirements of the Trust.
- 5.6 The 'official' period of consultation for the mast has closed, although members of the public are still able to submit comments via the website.

<http://www.planningservices.haringey.gov.uk/portal/servlets/ApplicationSearchServlet?PKID=317634>

5.7 The current lighting Programme:

Events for lighting

- 27 October - World Day for AudiVisual Heritage
- 2 November – 81st Anniversary TV Broadcast from Alexandra Palace
- 21 November – World Television Day

In addition for the Fireworks Festival on 3rd and 4th November for Fireworks.

There are no other planned lighting events in 2017 except consideration for Christmas and some further testing on one night, which (at the time of writing) is expected to be 26 October.

6. **Commercial Director's Update**

Events

6.1 Park Licence

- 6.1.1 The conditions for the Park License were received on 3rd September. These conditions are in draft format and are being discussed with Haringey Council.
- 6.1.2 The SAC requested a meeting with the Trust and Licensing and Noise officers from the Council following the granting of the licence. This took place

on 12th September and was an opportunity to explain how noise is measured and monitored now and in the future. It was agreed that the CEO's report to SAC will include statistics about event noise complaints and the mitigations undertaken or planned to resolve any issues.

6.2 Q2 Events

In Q2 we hosted two of our own in-house events, Summer Festival/StrEATlife in July and StrEATlife in August. Over the August Bank Holiday, The Beast (the world's largest inflatable obstacle course) welcomed 15,000 people to the Great Hall.

6.3 In July, APP held its 3rd annual Summer Festival. This year, the event took inspiration from London's Summer of Love in 1967.

- The Panorama Room was transformed into the *Happening Tent*, where film director Malcolm Boyle spoke about the infamous underground movement of the 1960s, showed clips from his documentary on John "Hoppy" Hopkins, and interviewed Beat poet Michael Horowitz.
- Organic food pioneer Gregory Sams reminisced about the *14-Hour Technicolor Dream* all night rave at Ally Pally in April 1967.
- Performance artist Pete Fowler painted a 9m long psychedelic mural over a period of 7 hours watched by hundreds of festival goers and music fans. The artwork will be mounted and displayed in a public part of the Palace for the benefit of all our visitors emphasising the music heritage of the venue.

6.4 Future Events

6.4.1 We are planning to increase the number of Segway activities in the old Deer Enclosure for 2018. Zip Wire negotiations were not concluded for 2017 but continue for 2018. In addition we are exploring Roof Walks, Abseiling, Bungee and Power Fan for 2018.

6.4.2 The table attached at Appendix 1 summarises the public events scheduled until the end of Q3 (end of December). All special requirements are discussed in detail at production meetings and at Safety Advisory Group meetings as appropriate. Updates since the last report are highlighted in bold type.

6.5 New Year's Eve Road Closure

6.5.1 The Board delegated the decision to close Alexandra Palace Way on New Year's Eve to the Executive at its meeting on 18 July further to consultation with the SACCC, the SACCC considered a report on 3 October and recommended that every effort be made to manage the impact on the surrounding roads from the proposed road closure. The SAC commented that the Board should also note that in contrast to Fireworks event, the main parking pressures will be at the top of the Park as opposed to the bottom. At the time of writing the Safety Advisory Group is considering the appropriate methods to manage the changed arrangements for New Year's Eve. It has been made aware of the issues raised by the Board and the SAC.

7. Park update

- 7.1 In June, our tree safety inspector discovered dumped material from building work in a neighbouring property. We have been dealing with the property owner and builder to get this material cleared.
- 7.2 Following the tree safety inspection this year a schedule of works is due to take place in the autumn. This work includes felling and crown-reduction on unsafe trees.
- 7.3 In June, Oak Processionary Moth nests were found in the Park. The moths are a non-native pest. Their control and management is the responsibility of the Forestry Commission. Follow-up surveys found nests on oak trees right across the Park. The hairs on the caterpillars can cause an allergic reaction that, in some cases, can be serious. The low-level nests have been fenced off and will be removed. The Forestry Commission will undertake spraying in the spring in accordance with the national management strategy.
- 7.4 The construction of the second Go Ape course was completed in time for October half term, with the final element being added in November the “QuickJump” free fall. The existing course has been very popular since opening in the spring and has brought a large number of visitors to the Park.
- 7.5 Alexandra Park achieved the Green Flag Award for the tenth year in a row. The Green Heritage Award has also been achieved. The Park was entered into a number of categories in the London in Bloom Awards with the following results.

Large Conservation Area

Alexandra Park, Alexandra Palace Trust Silver Gilt

Heritage Park & Garden of the Year (Sponsored by MPGA)

Alexandra Park, Alexandra Palace Trust Gold

Large Park (above 25 acres) of the Year

Alexandra Park, Alexandra Palace Trust Gold

7.6 Update on fenced-off area in Lower field

The water dried up, so samples have not been taken. A break in a pipe was identified and repaired in September. The fencing will remain over the next few months as the Park Manager monitors whether the water returns.

8. Learning and Participation

8.1 BAFTA Kids Big Schools Day – 20th June

On 20 June the Learning and Participation team took over the Palace for the first Big Schools Day for 1,060 pupils (Years 5,6 & 7) from 19 schools across the borough. Partnering with BAFTA Kids the event showcased different careers within television linking into the Palace’s place as the birthplace of BBC television in 1936. Through this event we engaged with 9 new schools including 3 secondary schools,

feedback was generally positive and there is a definite appetite from all partners to continue working together should additional funding become available.

Planning for April 2018 is already underway, partners have been identified for our Circus themed Big Schools.

8.2 Schools

The summer term is traditionally the busiest with many schools wanting visits particularly between June and July. This year the Palace welcomed 479 pupils on 12 visits including 3 reception visits, orienteering and joint visits with Willmott Dixon giving pupils the opportunity to visit the theatre.

Over the summer a complete review of the workshops was undertaken to ensure workshops fit with the national curriculum and that activities are engaging and interactive. In September the following workshops will be offered: -

Key stage 1	Key stage 2
<p>Victorian People’s Palace Curriculum links: English, History, Design Technology, Art & Design & Geography</p> <p>Using primary sources pupils will discover why the Palace was originally built, why it was named after Princess Alexandra of Denmark and the events and activities that made it the home of “rational recreation and education”. Inspired by Victorian programming pupils will make their own Alexandra Palace thaumotope and consider why the Palace is still significant today to local people.</p>	<p>Past, Present & Future Curriculum links: English, History, Design Technology, Art & Design & Geography</p> <p>Accessing an area of the Palace not normally open to the public pupils will look at giant murals to find out why Victorian Londoners visited in their thousands. Reviewing the current “What’s On” pupils will consider whether today’s events fit in with the Victorian notion of education and entertainment. Considering the current regeneration plans for the East Wing pupils will work in teams to design a banner for the refurbished East Court thinking how the Palace’s past inspires its future.</p>
<p>Storyboard to Broadcasting: BBC Curriculum links: English, History, Design Technology, Art & Design & Geography</p> <p>Looking at early footage and photos pupils will consider how television is different today and uncover the technological advances made at the Palace. The importance of narrative in programming will be introduced through “Muffin the Mule and the squeaking shoes”, pupils will then make their own</p>	<p>Palace of Leisure & Entertainment Curriculum links: English, History, Design Technology, Art & Design & Geography</p> <p>Throughout the Palace’s history leisure and entertainment has been central to attracting audiences from 1863 to the present day. Pupils will chart the development of music hall and variety performances in the Theatre, the innovation of moving</p>

<p>Muffin puppets and create their own stories to perform back to the class.</p>	<p>images in silent cinema to the world's first regular high definition television service in 1936. Pupils will use the development of popular entertainment at the Palace create their own card or board game.</p>
	<p>Arrival of BBC Television Curriculum links: English, History, Design Technology, Science, Art & Design & Geography</p> <p>In 1936, the world's first high definition television was broadcast from Alexandra Palace. Reflecting on the new invention primary sources will be used to prepare for a debate about the move from radio to television. Exploring the technological advances in television whilst based at Alexandra Palace pupils will plan a programme and pitch their ideas to the rest of the class</p>
	<p>New Communities arriving at the Palace Curriculum links: English, History, Design Technology, Art & Design & Geography</p> <p>During the First World War the Palace was used as first a refugee camp for Belgians before becoming home to 3,000 non-naturalized German men. Looking at newspaper articles, letters and diaries pupils will uncover why these two groups arrived at the Palace, what daily life was like and how local people reacted to the new arrivals.</p>

In line with booking trends of the last few years the Palace will be offering 9 visits during the autumn term (3 in October, 3 in November and 3 in December). To engage with Key Stage 3 and 4 pupils the palace will be running 2 special events linking national awareness days to events that have happened at the Palace. A 4-week inter-generational oral history project is being planned for World Audio-Visual Heritage Day (27th October) and a Fake News conference is being programmed for World Television Day (21st November).

8.3 Willmott Dixon

3 Reception class visits were organised in partnership with Willmott Dixon, pupils had the opportunity to visit the theatre and ask questions to the construction team.

Willmott Dixon worked with HEBP (Haringey Education Business Partnership) to agree 1-week work experience placement opportunities in June and July for three schools – Park View (26-30 June), Woodside (03 – 07 July) and Northumberland Park (10-14 July). There were 2 placements for each of the three schools.

In partnership with the North Tottenham Heritage Lottery Funded project Willmott Dixon have recruited a Construction Traineeship who will spend some on the Alexandra Palace site in addition to other projects around the borough.

8.4 MA Culture, Criticism and Curation

Central St Martin's Culture, Criticism and Curation has partnered with Alexandra Palace on a live brief to raise awareness and connect with the Palace's heritage of black performance. The students were asked to engage with and respond to APP's history and target local BAME communities and hard to reach communities of Haringey with an element of outreach. In line with Black history month in October, the students have decided to work with Haringey shed, a local inclusive dance company on a week-long dance and costume making project.

The final exhibition/response will be part of the festival village (where food and beverages are available in the West Hall during events) for 3 nights of live music gig. Students were asked to think about strategies and tactics on how to engage with a music audience who will be attending the Palace not necessarily to learn about its performance and past.

8.5 Summer Activities

8.5.1 Ambitious College – Giant Puppet Making

In July, Learning & Participation invited Ambitious College learners for a two-week giant puppet building project. Inspired from our heritage of puppets and performance, the Learners collectively built 4 giant puppets which were exhibited at the People's Stage at the Summer Festival (22nd of July). Ambitious College is the first college in London specifically for adults with autism and complex needs. The project was extremely successful and Ambitious College have expressed a desire to work with Alexandra Palace again.

The college has offered free training on working with people with Autism to Alexandra Palace staff as a direct result of this relationship. Front line staff from the ice rink, the bar and kitchen and reception will attend this training with the desire of improving Alexandra Palace's access to people with autism.

8.5.2 People's Stage

The People's Stage at the Summer Festival was programmed by the L&P team, which invited local community group and artists to perform. Acts ranged from spoken word, to dance and music, showcasing the talent and diversity of the borough. A total of 9 different organisations performed. The team is looking for ways to continue developing and nurturing these relationships.

8.5.3 Workshops

Alongside the People's Stage the L&P programmed the Grove areas of the Park with drop-in drumming, circus skills and street art workshops. The activities were free to take part in and had a high number of take-up throughout the day. All the performers have expressed an interest in working with Alexandra Palace again.

8.6 Dementia Friendly Activities

Learning and Participation are launching their partnership with a project called Singing for the Brain (Alzheimer Society). On the 15th of September. Weekly choir sessions inspired from Alexandra Palace's musical heritage will be held for people living with dementia and their carers.

Volunteers will have the opportunity to support these sessions and benefit from dementia training and on-going support from the volunteer's coordinator.

8.7 BA & MA Placements

Throughout June and July the Learning & Participation team were supported by a 1st year Event Managements student and an MA Museum Studies student. A major part of the BA Events Management role was to support with the delivery of the Big Schools day, including walking routes around the building and scheduling volunteers. Included within the MA Museum Studies placement was a review of the learning programme and creation of new materials ready to launch in September.

8.8 Volunteers

8.8.1 For this quarter, fundraising admin volunteers have given 144 hours. Volunteers working with the Learning and Participation Team on the Activity Plan and other programmes have donated 483 hours and the volunteer administrator has given 62.25 hours. Total of 689.25 hours.

8.8.2 Volunteers have continued to give their time to assist with schools' workshops and activities, general administration and with the fundraising. A new role has been added to support the curatorial programmes.

8.8.3 The months between June and August have seen a recruitment campaign for volunteers. So far, we have recruited 20 new volunteers which have supported various L&P initiatives, among which BAFTA, the Summer Festival and the Curatorial Projects.

8.8.4 Demographics: Of the twenty volunteers, fourteen have responded to our Equality and Diversity monitoring form, showing we are starting diversifying our current pool of volunteers. The table below shows the results:

Table – Volunteer Demographics

	21-25	25-30	31-40	40+
Age	5	2	4	3
	White	BAME		
Ethnicity	9	5		
	UK	EU	Other	
Nationality	5	5	4	

8.8.5 Written and oral feedback from volunteers has highlighted that most of them felt they learn new skills, and that it was helpful being part of a bigger event.

Quote from one of our new volunteers:

“I just wanted to thank you for giving me the opportunity to volunteer that day. I met new people in London because of the event. Moreover, I was just amazed by how organised you were and how coordinated everything was at the event. I sure learnt new skills that day.”

8.8.6 Curatorial Projects to research and rehouse the photographic archive began in August following a volunteer induction day. The project is set to be rolled out across several months.

8.9 Social

In June we ran the first volunteering social event since the appointment of the new Volunteer Coordinator. Volunteers have been involved in devising and planning future volunteering programmes through a practical workshop during the social event. This has provided very useful insights which will inform the future strategy and training programmes.

8.10 The New Head of Learning and Participation is due to start on 23 October.

9. **Archive and Interpretation**

9.1 In July, a draft Forward Plan for the historic BBC Wing was taken to the Trust Board for comment. An amended version will be taken back to the Board. In the meantime, the team continue to develop interpretation for the studios story.

9.2 A brief and business case for an *Augmented Reality* prototype from Microsoft Hologram specialists *Fracture* to create digital interpretation tools has been set out. The team have been working with Fracture, providing content, voice over, and facilitated filming on site. The finished prototype and video is due to be delivered in September.

9.3 Following project scoping work undertaken during the last quarter, two of the Lincoln Conservation team returned to AP Theatre for 3 days in August with specialist equipment to capture 3D scans of both basement levels and all of the under stage machinery. An open source platform is being created from the processed scans for delivery in December.

- 9.4 In July and August filming in the BBC Studios was facilitated for the Canadian Centre for Architecture – see project outline below.

On Air. Broadcasting the Modern Movement (TBC)

À l'Antenne. Diffuser le Mouvement moderne (TBC)

The exhibition ***On Air. Broadcasting the Modern Movement (TBC)*** curated by Joaquim Moreno will explore 'A305: History of Architecture and Design, 1890-1939', a televised, third-level Arts Course first aired in 1975 by the Open University (OU), headquartered in Milton Keynes, UK. A key experiment in new forms of higher education within the architectural realm, and an essential example to analyze the relationship between new media as a tool to transform the transmission of knowledge and its dissemination, the creation of the OU and the A305 class will be archeologically studied as a privileged instance for the mobilization of new media environments for educational purposes, and for the convergence of mass media and mass education. The project investigates the A305 Course as a pioneer and key case study in the ongoing development of media education and towards the idea of a globally shared culture today. This exhibition is developed in partnership with the Open University.

- 9.5 Collections Projects with AP Volunteers were initiated in July with induction and training led by the curatorial team. Rehousing of the photographic collection and research using the digital archive has taken place during August and will continue into the Autumn as further projects are developed and skill levels are improved.

10. Legal Implications

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

11. Financial Implications

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

12. Use of Appendices

Appendix 1 – Events Schedule

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Appendix 1 – Events Schedule

Event	Event Type	Date (tenancy)	Date (event open)	Special requirements
Interpol	Concert	01.09.17	01.09.17	
Antiques	Exhibition	02.09.17-03.09.17	03.09.17	
Organ Concert	Organ	04.09.17	04.09.17	
Asiana Wedding Show	Exhibition	08.09.17-10.09.17	09.09.17-10.09.17	Due to West Hall event guest will access the Great Hall via the Rose Window throughout both event open days
Progress Wrestling	Sport	10.10.17	10.10.17	
Luna Cinema	Outdoor	15.09.17	15.09.17	South Slope
Crafting At Ally Pally	Exhibition	14.09.17-17.09.17	16.09.17-17.09.17	
Luna Cinema	Outdoor	16.09.17	16.09.17	South Slope
Open House	Community	16.09.17	16.09.17	Basement Tours
LCD Sound System	Concert	22.09.17-24.09.17	22.09.17-23.09.17	
Lorde	Concert	26.09.17-28.09.17	27.09.17	
Phoenix	Concert	30.09.17	30.09.17	
Knitting & Stitching Show	Exhibition	08.10.17-15.10.17	11.10.17-15.10.17	
Comedy on Ice	Ice Rink	14.10.17	14.10.17	
Mind, Body, Soul & Yoga Show	Exhibition	18.10.17-22.10.17	20.10.17-22.10.17	

Event	Event Type	Date (tenancy)	Date (event open)	Special requirements
Fireworks	Live Event	02.10.17-05.10.17	04.11.17-05.11.17	
Freight in the City	Exhibition	06.11.17-07.11.17	07.11.17	
Don Broco	Concert	11.11.17	11.11.17	
Diana Awards	Awards	13.11.17	13.11.17	
War on Drugs	Concert	14.11.17	14.11.17	
Antiques	Exhibition	18.11.17-19.11.17	19.11.17	
Royal Blood	Concert	20.11.17	20.11.17	
Wolf Alice	Concert	24.11.17	24.11.17	
Enter Shkari	Concert	25.11.17	25.11.17	
Woodcraft Folk Junior Hockey Camp	Ice Rink	25.11.17	25.11.17	Estimated 700 visitors
Haringey Outstanding for all Awards	Awards	27.11.17	27.11.17	
Parov Stellar	Concert	01.12.17-02.12.17	02.12.17	
Christmas Panto	Ice Rink	04.12.17-11.12.17	04.12.17-11.12.17	12 sessions in total – Moved dates so not to clash with Darts Visitors – 750 visitors per session
Liam Gallagher	Concert	07.12.17	07.12.17	
Darts	Sports	09.12.17-04.01.18	14.12.17-02.01.18	22 sessions in total – excluding Christmas Eve, Christmas Day, Boxing Day and New Years Eve

Alexandra Palace

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD** **2 NOVEMBER 2017**

Report Title: Risk Management Policy

Report of: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Local Government (Access to Information) Act 1985

N/A

Purpose: This report seeks approval of the Risk Management Policy.

1. Recommendations

1.1 To approve the Risk Management Policy attached at Appendix 1.

2. Background

2.1 Alexandra Park and Palace Charitable Trust (APPCT) Executive Team are responsible for risk management.

2.2 The Trust Board are responsible for monitoring those risks.

2.3 During a Development Workshop on 19th July 2016 the Board considered a Risk Framework discussion document in order to formalise risk management. The Risk Management Policy was included in this document but not formally adopted at a subsequent Board meeting.

2.4 The Risk Framework document included the Charity's Risk Management Statement (Appendix 2) and the first version of the risk register which is updated regularly. It is also now a standing item on the FRAC agenda and therefore is considered separately on this agenda.

3. Policy

- 3.1 The Risk Management Policy at Appendix 1 (based on the Charity Commission's model policy) has been slightly amended since 19th July 2017 so that it is in-line with the APPCT policy template.
- 3.2 The Policy sets out how risk will be managed under five principal areas:
- Strategic
 - Financial
 - Legal
 - Reputational
 - Operational
- 3.3 The FRAC recommended approval of this Policy at its meeting on 3rd October 2017.

4. Legal implications

- 4.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report and, in noting that the policy has been drafted in line with the Charity Commission's model policy, has no further comments.

5. Financial Implications

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

6. Use of Appendices

Appendix 1 – Risk Management Policy

Appendix 2 – Risk Statement

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Appendix 1

Risk Management Policy	Date Approved: FRAC – 3 October 2017 APPCT – 2 November 2017
	Issue Date:
	Review Date:

1. Introduction

Risk is a function of the uncertainty of outcomes. It can be defined as:

“Any action or event yet to happen that may affect the achievement of Alexandra Park and Palace Charitable Trust’s (APPCT’s) aims and objectives”.

This policy addresses risks that may have a negative impact on, or create a threat to, the successful delivery of any of APPCT’s aims and objectives.

2. Background

Risk management describes the processes, techniques and behaviours that are used actively to identify and manage risks against objectives and targets.

Risks are identified under five principal headings:

- Strategic
- Financial
- Legal
- Reputational
- Operational

Risk management is only effective when delivered on a day-to-day basis and where every APPCT colleague understands, embraces and incorporates the management process into their daily working practices.

3. Policy

APPCT’s Risk Management Policy is to minimise the possibility that its charitable purposes are not delivered and, to that end, to manage risk to a level that is acceptable to the Board. The level of risk acceptable to the Board is set out in the Board Risk Appetite Statement.

The identification and management of risk is principally the responsibility of the Executive Team. Management of risk is monitored by the Board (through its Finance, Risk and Audit Committee (FRAC)) and independently reviewed and tested by the internal and external audit teams.

Risk is managed through a continuous process of identifying, analysing, responding to and monitoring risks and opportunities within APPCT’s internal and external environment at all

Alexandra Palace

Appendix 1

levels within the organisation. At every level each risk identified has an owner who is responsible for selecting and implementing an appropriate risk management response in accordance with the policy.

Each risk owner will report to FRAC on an annual basis to provide an informative response regarding their risk area.

4. Application of Effective Risk Management – Critical Success Factors

APPCT is striving to achieve good practices in the identification, assessment and cost effective control of risks, in order to ensure that they are eliminated where possible, reduced to an acceptable level or managed and contained within the risk appetite of the Board.

Essential elements in the delivery of an effective risk management framework are that:

- financial, operational and management systems support the management of risks that threaten the achievement of business or charitable targets and strategic objectives;
- the executive management team has sufficient knowledge of the range and level of risk exposure that they have to manage;
- all employees share an appropriate understanding of risks and priorities which will be achieved through training all current staff and included in induction training for new staff;
- all employees understand and commit to the risk management policy and procedure which employees will be required to sign during the induction implementation process as part of the HR Audit;
- our exposure to risk is managed effectively by the implementation of cost effective internal controls and action plans where appropriate;
- a programme of regular risk review and reporting is in place; and
- the policy and procedure is reviewed on an annual basis

5. Accountability and Responsibility

All staff are responsible for the management of risk in their working environment and in relation to their business and charitable objectives. There are also specific responsibilities and accountabilities for the maintenance of an effective risk management framework as set out in Table 1 below:

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Appendix 1

Table 1 - Risk Management Framework

Owner	Responsibility
APPCT Board	<ul style="list-style-type: none"> • Requires assurance from the CEO that a framework for effective risk management is in place • Endorses the Risk Management Policy and Procedures • Establishes and reviews the risk appetite of the Board as part of the strategic planning process • Reviews and comments on residual risk and the effectiveness of the risk management framework on a quarterly basis, or on an exception basis as required
Finance Risk & Audit Committee (FRAC)	<ul style="list-style-type: none"> • Reviews the adequacy and effectiveness of the overall arrangements put in place by management to manage fraud, financial and non-financial risk • Reviews the annual statement on internal control in the Annual Accounts • Monitors the effectiveness of risk assessment, risk management strategies and internal control processes • Makes recommendations and provides assurance to the Board on the level of residual risk and effectiveness of the risk management and corporate governance framework
CEO	<ul style="list-style-type: none"> • Accepts overall responsibility for risk management and for maintaining a sound system of internal control that supports APPCT's objectives • Sets the tone and influences the culture of risk management across the charity
Finance Director/Company Secretary	<ul style="list-style-type: none"> • Proposes the policy and strategy for risk management within APPCT • Determines the criteria for risk profiling and prioritising • Sets the tone and influences the culture of risk management across the charity • Ensures that internal controls are in place and reviewed to mitigate the key risks identified • Provides assurance regarding the system of internal control and risk management that is reported on in the Statement on Internal Control that is included within the Annual Report and Accounts
Executive Team and Senior Management	<ul style="list-style-type: none"> • Implements the policy as endorsed by the Board • Monitors and manages risks in accordance with the policy • Actively participates in an annual review of the policy and procedures considering whether risk management continues to be linked to the achievement of the business targets and strategic objectives, as well as the overall effectiveness of and approach to risk management • Actively participates in an annual review of the policy and procedures, achievement of the business targets and strategic objectives, as well as the overall effectiveness of and approach to risk management • Identifies key risks to projects, programmes and activities linked to the business targets and strategic objectives, as an integral part of effective management and
Risk Owner	<ul style="list-style-type: none"> • Every risk has a named "owner", who has principal responsibility for monitoring and management of the individual risk and for the delivery of any associated actions within the agreed target date

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Appendix 1

6. Identifying and Recording Risk

The Strategic Risk Register is an integral part of the process of managing risk and is used to:

- record risks as they arise from the management risk review process and correlate these to strategic objectives where appropriate
- express risks in terms of probability, impact and consequence
- rank risks in order that they may be prioritised for action
- identify and report high priority risks in a meaningful manner to permit better informed decisions

Once a risk has been identified it is mapped, in that the source and consequence of the risk are identified and considered.

The risk is allocated a score for Likelihood of Occurrence (a) and for Severity of Impact (b), by using the APPCT matrix set out in the Key to the Risk Register. Risk is initially scored before taking account of any mitigation provided by internal controls.

The product of these factors (a x b) generates an initial score for the Untreated Risk. Internal Controls and other mitigating factors are then taken into account before assessing the Residual Risk.

A risk cannot be deleted from the risk register or altered without the sanction of the CEO. All movements for recorded risks are logged to maintain a clear audit trail of changes in risk status or the retirement of risks.

Risks are reviewed by the Finance Risk and Audit Committee at each meeting and any significant changes to operations or direction are approved by the Board. The Board reviews the Risk Register on an annual basis, unless there are significant change to be reported to the Board. However, it is important to note that should a risk require urgent escalation, it is the responsibility of the risk owner, or the employee who has identified the risk, to inform the CEO immediately, rather than waiting for the next formal review. The CEO will then take appropriate action.

7. Likelihood of Occurrence

The assessment of the probability that a risk may occur is partly subjective but is based on observation of comparable circumstances and experience within the relevant area of activity both within APPCT and from wider industry knowledge. Likelihood of occurrence is looked at on a 10-year time frame (which matches the framework of APPCT's long term planning) and from this the probability that the risk will occur in any one year is estimated ("annual probability"). The outcome is measured on a scale from 1 to 10, where "10" is near certainty that a risk will occur within a stated time frame.

8. Severity of Impact

The assessment of severity of impact also has subjective elements and frequently cannot be measured accurately, particularly in terms of financial impact. It is, however, an objective of the process of risk management to identify those risks that, if they were to arise, would have an impact of sufficient severity to require active management and control. Severity is measured on a scale from 1 to 10 where 1 would have a negligible impact but 10 would threaten the viability of a major activity or of APPCT as a whole.

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Appendix 1

Where possible, an estimated range of financial cost is assigned to each level of severity to provide context for the assessment of the severity of each risk and the organisation's risk appetite.

Risk is initially scored before taking account of any mitigation provided by internal controls. This is achieved by taking the product of the above factors ("x" x "y") to generate an initial score for the Untreated Risk. In order to interpret the score so that it can be measured against APPCT's risk appetite, the financial implications of the score are estimated by multiplying the financial cost attributed to the risk by its annual probability. Internal Controls and other mitigating factors are then taken into account before assessing the Residual Risk. There is likely to be a high degree of subjectivity in assessing the impact of mitigation.

9. Risk Appetite and Board Reporting

The level of risk acceptable to the Board is set out in the Board Risk Appetite Statement which is reviewed annually.

The Board may be prepared to accept a significant degree of risk in some strategic activities but have a low appetite in other areas such as compliance, reserves, operational efficiency and reputation.

The Board requires the significant, high level risk areas to be regularly reported to them regardless of appetite. Lower level risk areas, typically in operational areas directly supervised by management, will only be reported to the Board on an exceptional basis where the Residual Risk exceeds the stated Risk Appetite for the Board.

The Board delegates the supervision and review of the risk management framework to FRAC and requires an annual report to provide assurance on the effectiveness of the framework.

10. Risk Treatment

Once the Residual Risk has been established, further action may be required to "treat" the risk and ensure the Residual Risk is reduced in line with the requirements of the Policy. The treatment of risk involves one or more of the following:

Tolerate	Accept the risk without any further action being taken The cost of taking action may be disproportionate to the potential benefit gained, and the ability to take action against certain risks may be limited This treatment may include no action being taken at all, or no further action being taken in addition to existing internal controls or contingency plans which may be in
Treat	Take action to constrain and/or limit the risk to an acceptable level by means of the implementation of internal controls and/or contingency plans
Transfer	Mitigate the risk by transferring to a third party, e.g., insurance or the utilisation of specialised third parties who may be more capable of effectively managing the risk
Terminate	Some risks will only be treatable or containable to acceptable levels by terminating the activity that gives rise to the risk

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Alexandra Palace

Appendix 2

Alexandra Park and Palace Charitable Trust

Risk Statement

The Board members of the Alexandra Palace and Park Charitable Trust have set the Charity's risk tolerance which is articulated and communicated so that employees understand that they need to pursue objectives within acceptable limits.

Risk Management is governed by the Board with processes in place for the identification, evaluation and management of significant risks faced by the Alexandra Park & Palace Charitable Trust. This information is embodied in a strategic risk register which is reviewed at Executive Team Meetings, Finance Risk and Audit Committee (FRAC) meetings and meetings of the Board.

The FRAC provides assurance to the Board on key issues around risks related to financial planning, capacity and reporting; internal control and compliance. The FRAC approves the appointment of the internal and external auditors, reviews the management accounts, provides oversight of the budget process, and scrutinises the annual accounts and internal audit programme. The key focus for FRAC for the financial year, 2017/18 will be to continue to improve risk management across the organisation with implementation of the Risk Management Policy.

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ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD** **2 NOVEMBER 2017**

Report Title: Whistleblowing Policy

Report of: Catherine Solomon, Head of HR

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

Alexandra Park and Palace Charitable Trust (APPCT) Board approved its Whistleblowing Policy on 18th July 2017. This report seeks approval of an amendment to the Policy, incorporating new guidance to the Code of Practice for Fundraising. The amended Whistleblowing Policy is attached at Appendix 1.

1. Recommendations

1.1 To approve the amended Whistleblowing Policy at Appendix 1;

2. Background

- 1.1 Alexandra Park and Palace Charitable Trust (APPCT) has a responsibility to be transparent ensuring our reputation and maintaining public confidence in everything it does.
- 1.2 There is a responsibility to ensure that any fraud, misconduct or wrongdoing is reported and properly dealt with and individuals are able to raise concerns that they may have about the conduct of others in the organisation or the way in which the organisation is run.
- 1.3 The FRAC considered the Whistleblowing Policy on 27 June 2017 and recommended its approval to the Trust Board, which was obtained on 18th July 2017. This report seeks approval to amend the Whistleblowing Policy to make specific reference to fundraising further to new guidance in the Fundraising Code of

Practice. FRAC recommended Board approval of this amended policy at its meeting on 3rd October 2017.

- 1.4 The Fundraising Regulator recently issued an update to its Fundraising Code, with the following guidance:

Final Code wording

Section 1.6 (Complaints) (amended to “Complaints and concerns”)

Fundraising organisations MUST have a clear and published internal procedure for members of staff and volunteers to report any concerns they may have regarding their organisation’s fundraising practice. This could be either a standalone policy or part of a wider whistleblowing policy made available to staff and volunteers.

In either case, the policy MUST include:

- i) the type of issues that can be raised and the process for doing so;
- ii) how the person raising a concern will be protected from victimisation and harassment;
- iii) how and what the organisation will do in response to receiving such information; and
- iv) how an individual can escalate their concerns on fundraising practice to the Fundraising Regulator or the Independent Fundraising Standards and Adjudication Panel for Scotland in the event that internal consideration is not possible.

2. Whistleblowing Policy

- 2.1 The Policy is attached at Appendix 1 and sets out:
- the procedure for raising concerns;
 - APPCT and APTL approach to handling the matter;
 - how to escalate concerns;
 - the process for report the matter to the proper authority.
- 2.2 The Policy has been amended at section 6 to include reference to the Fundraising Regulator and at section 12 where a link to further information about Fundraising practice.

3. Legal Implications

- 3.1 The Council’s Assistant Director of Corporate Governance has been consulted in the preparation of this report, and in noting the basis for the proposed amendment to the policy, has no further 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 – Whistleblowing Policy

Alexandra Palace

Whistleblowing Policy	Date Approved: FRAC – 27 June 2017 APPCT – 18 July 2017
	Issue Date: July 2017
	Review Date: 05.11.2017

1. Introduction

This document sets out the organisation's Whistle Blowing Policy.

2. Background

The law provides protection for individuals who raise legitimate concerns about specified matters. This means that they have the right not to be dismissed, subjected to any other detriment, or victimised, because they have made a disclosure.

These are called "qualifying disclosures". A qualifying disclosure is one made in the public interest by an individual who has a reasonable belief that one of the following acts is being, has been, or is likely to be, committed:

- a criminal offence;
- a miscarriage of justice;
- an act creating risk to health and safety;
- an act causing damage to the environment e.g. Pollution incident;
- financial irregularities;
- concerns regarding fundraising practice
- act of bribery;
- harassment of a colleague, customer or other individual
- a breach of any other legal obligation; or
- concealment of any of the above.

As a charity we need to be transparent in all that we do ensuring our reputation and maintaining public confidence in everything we do. This means that the definition of public interest is broad.

It is not necessary for the individual to have proof that such an act is being, has been, or is likely to be, committed - a reasonable belief is sufficient. The individual has no responsibility for investigating the matter; Alexandra Palace has responsibility to ensure that an investigation takes place.

3. Scope

This policy applies to all employees both full-time, part-time and those working on a fixed term or casual contract. It also covers other individuals providing services or performing work, such as agency workers and contractors, and these individuals are also encouraged to use this policy.

This policy covers disclosures about matters other than a breach of an employee's own contract of employment. If, an employee wishes to make a complaint about their employment or how they have been treated, they should use the following policies:

Alexandra Palace

- Dignity at Work Policy
- Equality Policy
- Grievance Policy
- Serious Incident Reporting

4. Policy

It is our policy that any fraud, misconduct or wrongdoing is reported and properly dealt with. Alexandra Palace therefore encourages all individuals to raise any concerns that they may have about the conduct of others in the organisation or the way in which the organisation is run. This policy also sets out the procedure in which individuals may raise any concerns that they have and how those concerns will be dealt with.

Everyone should be aware of the importance of preventing and eliminating wrongdoing at work. Individuals should be watchful for illegal or unethical conduct and report anything of that nature that they become aware of.

- Any matter raised will be investigated thoroughly, promptly and confidentially, and the outcome of the investigation reported back to the individual who raised the issue;
- No individual will be victimised for raising a matter under this procedure. This means that the continued employment and opportunities for future promotion or training of the individual will not be prejudiced because he/she has raised a legitimate concern;
- Victimisation of an individual for raising a qualified disclosure will be a disciplinary offence;
- If misconduct is discovered as a result of any investigation under this procedure the Alexandra Palace disciplinary procedure will be used, in addition to any appropriate external measures;
- Maliciously making a false allegation is a disciplinary offence;
- An instruction to cover up wrongdoing is itself a disciplinary offence. If told not to raise or pursue any concern, even by a person in authority such as a manager, individuals should not agree to remain silent. They should report the matter to the HR Department.

5. Procedure

Alexandra Palace encourages individuals to raise their concerns under this procedure in the first instance. If an individual is not sure whether or not to raise a concern, he/she should discuss the issue with his/her line manager or the HR department.

Stage 1 Raising concerns

In the first instance, any concerns should be raised with the individual's line manager unless the individual reasonably believes his/her line manager to be involved in the wrongdoing, or if for any other reason the individual does not wish to approach his/her line manager. If he/she believes the line manager to be involved, or for any reason does not wish to approach the line manager, then the individual should proceed straight to stage 3.

Stage 2 How Alexandra Palace will handle the matter

When advised of a concern or on receipt of a complaint Alexandra Palace will assess the information and consider what action might be appropriate. This may involve an informal review, an internal inquiry or a more formal investigation. Alexandra Palace will advise the individual who will be handling the matter, how to contact them, what further assistance that may be needed and agree a timetable for feedback. When requested, Alexandra Palace will write to the individual summarising the concern and setting out the proposal for handling the concern. Please note, however, that it may not always be possible to inform the individual about the precise actions Alexandra Palace will take where this would infringe on a duty of confidence owed to another person.

Alexandra Palace

Stage 3 Escalation of concerns

If the individual is concerned that his/her line manager is involved in the wrongdoing, has failed to make a proper investigation or has failed to report the outcome of the investigations to the Board, he/she should inform a Whistle blowing contact Head of HR or Board Trustee, who will arrange for another manager to review the investigation carried out, make any necessary enquiries and make his/her own report to the Board as in stage 2 above. If for any other reason the individual does not wish to approach his/her line manager, he/she should also in the first instance contact Head of HR. Any approach to the director will be treated with the strictest confidence and the individual's identity will not be disclosed without his/her prior consent.

6. Reporting the matter to the proper authority

If on conclusion of stages 1, 2 and 3 the individual reasonably believes that the appropriate action has not been taken, he/she should report the matter to the proper authority. The legislation sets out a number of bodies to which qualifying disclosures may be made. These include:

- HM Revenue & Customs;
- the Financial Conduct Authority (formerly the Financial Services Authority);
- Fundraising Regulator
- the Competition and Markets Authority;
- the Health and Safety Executive;
- the Environment Agency;
- the Independent Police Complaints Commission; and
- the Serious Fraud Office.

7. Action to be taken by the manager

Any manager who is informed by an individual of potential wrongdoing will take immediate action to investigate the situation. In doing so, the manager will take every possible step to maintain the anonymity of the individual who has made the allegation of wrongdoing.

The individual who has raised the issue will be kept informed of any investigation that is taking place. The individual will also be informed of the outcome of the investigation. It might not always be appropriate to tell the individual the detail of any action that is taken, but the individual will be informed if action is taken.

8. Alerting outside bodies to a potential wrongdoing

An individual should always, in the first instance, talk to a manager in the organisation about a potential wrongdoing. If the individual is not satisfied with the response, he/ she is entitled to contact a relevant external body to express their concerns. In doing this the individual should:

- have a reasonable belief that the allegation is based on correct facts
- make the disclosure to a relevant body
- have a reasonable belief it is in the public interest to make the disclosure.

A "relevant body" is likely to be a regulatory body (e.g. the Health and Safety Executive, or the Financial Services Authority).

9. Contacting the media

In the first instance Alexandra Palace would want to investigate any Whistle blowing concerns. Individuals should not contact the media with allegations about the organisation, except in extraordinary circumstances where neither the organisation nor the relevant regulatory body would be appropriate.

Alexandra Palace

10. Independent Advice

If an individual is unsure as to whether to use this policy or wants confidential advice about raising a concern about malpractice at work, they may contact the independent charity Public Concern at Work on 0207 404 6609 www.pcaw.co.uk or by email at advice33@pcaw.co.uk.

11. Employee Assistance Programme

Alexandra Palace also provides an employee assistance programme that offers confidential support service and advice on personal issues and work related issues.

Employees can contact the service, 24 hours a day 7 days a week on 0800 047 4097.

12. Associated documentation and further information

The policy should be read in conjunction with the following documents:

- Grievance Policy
- Bullying and Harassment Policy
- Code of Conduct
- Serious Incident Policy
- Health and Safety Policy

For further information on concerns around Fundraising practice
<https://www.fundraisingregulator.org.uk/wp-content/uploads/2017/02/Consultation-responses-summary-and-code-changes-1.pdf>

13. Status of policy

This procedure is a statement of current Alexandra Palace policy taking into account current legislation. Alexandra Palace therefore reserves the right to amend the procedure as necessary to meet any changing requirements.

Date	Version	Author	Amendments
03.10.2017	V2	Catherine Solomon	Includes reference to fundraising code and fundraising practice

Alexandra Palace

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD** **2 NOVEMBER 2017**

Report Title: Outdoor Events Monitoring

Report of: Simon Fell, Director of Event Operations

Report Authorised by: Louise Stewart, Chief Executive Officer, Alexandra Park and Palace Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose:

To propose an outdoor events monitoring framework to monitor and record the effect of events on the parkland and the Trust's management of those impacts.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To approve the outdoor event monitoring framework;
- 1.2 That overall performance is reported to the Board annually, with updates throughout the year as necessary to the Board and the Statutory Advisory Committee/ the Consultative Committee.

2. Introduction

- 2.1 Following concerns internally and externally regarding damage to the Park during outdoor events. This was also highlighted as a concern during the application process for the Park event licence, which was awarded in April 2017.
- 2.2 The Trust identified a need to introduce a formal mechanism to monitor the impact of events on the Park. There was also no consistent way of measuring damage.
- 2.3 Although not a licensing requirement it was proposed as part of the licence application process to implement a monitoring framework to record impacts from events both after the events and monitor potential longer term impacts on the Park.

3. Content of Monitoring Framework

- 3.1 The framework was created as a joint effort between the Director of Event Operations and Park Manager under the direction of the Chief Executive.
- 3.2 The framework lays out all areas used both primarily (as event space) and secondary (i.e. for access etc.) by each event. This then allows for specific feedback on a variety of circumstances. Areas outside this will be monitored and assessed if the scope needs to be made wider in collaboration with park manager in a review meeting.
- 3.3 The expectation is that the Park is returned to its original condition within 48 hours of an event finishing. A site walk takes place at the 48 hour point with the event, cleaning teams and the Park Manager to review the site and record the impact.
- 3.4 A key performance indicator (KPI) is used to give consistent output to the reporting process. The target is that each event should receive a KPI result of 80% or above.
- 3.5 Longer term impacts such as soil compaction are also included. The Park Manager is currently establishing baseline data.
- 3.6 It was agreed that the results and framework would be reviewed and this has now been agreed internally to take place every 6 months.
- 3.7 The framework is attached at Appendix 1 and has been considered by the Finance, Risk and Audit Committee who were generally supportive of the document.

4. Results of Monitoring Framework to date

- 4.1 The Outdoor Event Monitoring Framework was implemented for the first time at Red Bull and has since been used for the Royal Opera House, Summer Festival and Foodie Festival events.
- 4.2 To date the overall event KPIs have ranged between 86%-97%.

- 4.3 The Event Team and Parks Manager reviewed the results and the suitability of the framework. It was agreed by both parties that the framework and process should be rolled out for all outdoor events.
- 4.4 The framework will be adapted to improve and align the monitoring of smaller third party events or 'hires' in the Park.

5. Legal Implications

- 5.1 The Council's Assistant Director of Corporate Governance has been consulted in this report and, having regard to the statutory obligation for the upkeep of the Palace and Park, supports the recommendations contained in the report.

6. Financial Implications

- 6.1 The Council's Chief Financial Officer has been consulted in this report and has no comments.

7. Use of Appendices

Appendix 1 – Outdoor Monitoring Framework indicators

Park Events Licence – monitoring and indicators

1. Environmental Indicators

Long Range	Indicator	Monitoring method	Management & Mitigation	Responsibility	Frequency	Cost
Habitat disturbance and change in habitat quality	Species diversity and numbers	Nesting bird surveys Plant diversity surveys Invertebrate diversity surveys	Control visitor footfall, event traffic and infrastructure Create buffers and increase value of other areas (see 4. Long Term Investment)	Park Manager	Before, during, after Events in nesting season Year 1, 2 then review Year 1, 2 then review	Eco survey c.£2,500
Conditions of soils	Visual condition of ground Soil condition Condition of trees	Photographic survey Soil condition testing Tree surveys	Control routes, traffic, footfall Testing, aeration & decompaction of grass areas	Park Manager	Spring and Autumn each year Annually Annually	Time Soil test c. £2,000pa Decompact Cost unknown
Designations and Awards maintained	Type and number of awards and designations	Type and number of awards and designations	Good event management	Park Manager	Annually	Within Park Budget

Short Range	Indicator	Monitoring method	Management & mitigation	Responsibility	Frequency	Cost
Damage to Park caused by event (physical damage to trees, turf or infrastructure etc) remaining after 48 hours of event open period	Condition of site	Checklist with rankings (1-4)	Good site management Good planning and management of BU, EVO and BD	Event Manager	Each event. Event Manager hands over to Park Manager: then 14 days to remediate any outstanding items	Time Repairs beyond level of damage deposit

2. Charitable Purposes Indicators

	Indicator	Monitoring method	Management & Mitigation	Responsibility	Frequency	Cost
No of members of public enjoying events in the Park	Visitor numbers	Ticket Sales, Clicker count	Ticketing or surveys	Event Manager/ Marketing?	Each event	

3. Event Delivery and Management Quality Indicators

	Indicator	Monitoring Method	Management & Mitigation	Responsibility	Frequency	Cost
No. of days full access to the Park is closed	Turnaround time to original condition (normal access, litter, signs etc)	Event Schedule monitoring		Event Manager	Quarterly?	Time

4. Long term quality investment to correct/mitigate outdoor events

Area	Item		Value	Issue	Investment	Cost
General	Hard Surfaces	High	Reputation	Public safety and amenity	Prioritised plan of improvements	£10,000
General	Infrastructure	High	Reputation	Amenity	Prioritised Infrastructure plan Bollards, lighting, access gates etc	£5,000
Grove	Woodlands	Moderate	Breeding birds	Disturbance in busy area Closed structure Non-native species	Buffer to people Open structure Native species Remove bramble and ash saplings	£1,500
Grove	Veteran trees	High	Dead wood, bats	Disturbance in busy area Damage by events	Buffer	£500
Grove	Scots pine stand	Moderate	Unique on site	Small	Plant new trees, buffer	£500
South, West slopes	Meadow areas	High	Invertebrates Feeding birds	Disturbance in busy area	Leave 30-50% uncut on rotation	Within GM contract
Area	Item		Value	Issue	Investment	
Park	Scrub and Wooded areas	Moderate - high	Plants and invertebrates	Disturbance in busy area	Increase size/numbers, buffer	£500
Park	Acid grassland	High	Plants and invertebrates	Disturbance in busy area	Increase size/numbers, buffer	£500
Upper Field	Woodland scrub	Moderate	Birds and bats	Disturbance in busy area lack of native species	Plant dog rose, guilder rose,	£500
Redston Field	Redston pond	Low	Water habitat	Overshaded	Coppice and fell trees, Plant marginal vegetation	£1,500
Cricket ground	Scrub	High	Migrant birds		Coppice rotation	£500
Cricket ground	Ditch habitats	High	Water Habitat	Maturing	Lay to create dense hedge	£500
Conservation area	Woods	Moderate – high	Plants and invertebrates	Dense, non-natives	Remove bramble, ash sycamore saplings	£1,000
Conservation area	Pond	Moderate	Plants and invertebrates	Encroaching bulrush	Reduce coverage of bulrush	£500
Paddock & woods	Woodland	Moderate	Plants and invertebrates	Dense, non-natives	Clear cherry laurel & snowberry	£500
Blandford site	Woodland	Moderate	Plants and invertebrates	Dense, non-natives	Create birch feature, Remove bramble, ash sycamore	£1,000

					saplings	
West slip road	Embankment woods	Medium	Plants and invertebrates	Dense cover , non-natives	Remove non-native species, thin canopy retain deadwood	£500
General	Habitat enhancement	Medium	Birds and bats	Improvement	Bird boxes	£150
General	Habitat enhancement	Medium	Birds and bats	Improvement	Bat boxes	£150
General	Habitat enhancement	High	Invertebrates	Improvement	Dead wood retention (varied types)	Within works

Alexandra Palace

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD** **2 NOVEMBER 2017**

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 Charitable Trust (APPCT)

Contact Officer: Natalie Layton, Executive Assistant, APPCT
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Local Government (Access to Information) Act 1985

N/A

Purpose:

This paper sets out the results for Alexandra Park and Palace Charitable Trust for July 2017 including the annual forecast of Incoming and Outgoing resources.

1. Recommendations

To note the financial performance of the Trust.

2. Executive Summary of 2017-18 Forecast

- 2.1 The Statement of Incoming and Outgoing Resources (Table 1) illustrates various activities undertaken by the Trust, including revenue and capital, funded from unrestricted income, restricted grants and loans.
- 2.2 The funding recognised as incoming resources in 2017-18 is £3.8m with no variance predicted on the budgeted amounts.
- 2.3 The outgoing resources on Direct Charitable expenditure, fundraising activities, strategic leadership and support costs, both revenue and capital, are budgeted at £21m with no significant variance currently projected.
- 2.4 The Finance, Risk and Audit Committee considered this report at its meeting on 3rd October.

3. Table 1 - Statement of Incoming and Outgoing Resources – 2017-18 forecast

APPCT At Month Ending 31st July 2017	Year 2017/18 Budget £	Year 2017/18 Forecast £	Year 2017/18 Diff £
Income			
Unrestricted	3,409,217	3,412,514	3,297
Capital Fund	270,000	270,000	0
East Wing & Activity Plan	0	28,304	28,304
West Yard Storage	200,000	200,000	0
Total Incoming Resources	3,879,217	3,910,818	31,601
Direct Charitable Expenditure			
Running and maintaining the Park	(528,704)	(535,438)	(6,734)
Running and maintaining the Palace	(2,239,463)	(2,231,441)	8,022
Learning & Community	(23,042)	(22,648)	394
Regeneration	(219,494)	(220,017)	(523)
West Yard Storage	(1,664,912)	(1,664,905)	7
East Wing & Activity Plan	(15,925,780)	(15,895,708)	30,072
Direct Charitable Expenditure	(20,601,395)	(20,570,156)	31,239
Raising funds	(115,079)	(115,079)	(0)
Strategic Leadership	(349,095)	(359,949)	(10,854)
Support costs	(177,139)	(180,669)	(3,530)
Total Outgoing Resources	(21,242,708)	(21,225,853)	16,855
Net Movement in Trust Funds	(17,363,491)	(17,315,035)	48,456
Balance Sheet extract:	1 April 2017	31 July 2017	
	£	£	
Resources available as total Reserves	27,052,451	26,442,403	
Represented by:	£	£	
HLF Grant Claims due	18,674,168	15,094,262	
Cash at bank:			
Main account - unrestricted	591,347	513,111	
HLF Project account - restricted	2,106,619	4,467,406	
West Yard Project account - restricted	2,217,353	1,360,242	
HC Capital Grant account - restricted	-	414,426	
Fixed assets/liabilities	3,462,964	4,592,956	
Resources available as total Reserves	27,052,451	26,442,403	

4. Incoming, Funding and Loans

4.1 Table 2 – 2017-18 Income - breakdown

APPCT	31/07/2017			Year 2017/18		
	Budget	Actual	Diff	Budget	Forecast	Diff
	All Activities					
Trust Income	£	£	£	£	£	£
HC Grant - Operational	1,350,000	1,350,000	0	1,950,000	1,950,000	0
HC Grant - Capital	470,000	470,000	0	470,000	470,000	0
Palace APTL Licence	100,000	100,000	0	300,000	300,000	0
Palace Leases and recharges	32,385	32,962	577	67,000	67,577	577
Park Leases and recharges	59,823	61,941	2,118	160,517	163,631	3,114
Learning & Community	4,540	4,146	(394)	11,700	11,306	(394)
Donations	0	28,304	28,304	0	28,304	28,304
Gift Aid	0	0	0	920,000	920,000	0
	2,016,748	2,047,353	30,605	3,879,217	3,910,818	31,601

- 4.2 The annual operational grant (unrestricted) from our Corporate Trustee in 2017-18 is £1,950,000. A schedule of drawdown has been agreed with the Council's Treasury before the start of the year and in the first 4 months of the year a total drawdown was £1,350,000. The drawdown has been front-loaded to enable the Trust to pay various annual insurance premiums (building insurance, content insurance, public and employer liability insurance) and to fund the cash flow for a period from April to December. Post December months will be funded from a transfer of Gift Aid due from the Trading subsidiary.
- 4.3 The Capital grant (restricted) in 2017-18 from our Corporate Trustee is £470,000 and all monies have been received. £200,000 has been allocated for the completion of the West Yard Project leaving £270,000 to fund the programme of annual repairs and maintenance.
- 4.4 The APTL licence fee is receivable from the Trading company (APTL) and is set at £300,000 for 2017-18. The licence permits APTL's commercial use of the Palace.
- 4.5 Park and Palace leases and recharges represent annual lease income receivable from the tenants and recharged facilities costs as well as accidental repairs if the Trust is entitled to recharge these costs under the terms of the lease. The 2017-18 annual income from this source (unrestricted) is budgeted at £227,000.
- 4.6 Learning and Community income represents fees receivable from community events and fees charged to schools for workshops and educational activities (2017-18 budget £11,000).

- 4.7 Donations are a restricted income for The Regeneration Project and had been given by individual donors to the 'Back to Life' campaign for the restoration of the Theatre. The estimated donations income from this campaign is £500,000.
- 4.8 Gift Aid of £920,000 represents the profits of APTL for 2016-17 which will be gifted in cash to the Trust later on in the year (by the end of December 2017 to take advantage of a corporate tax exemption).

5. Direct Charitable expenditure

- 5.1 Running and maintenance of the Park includes the Park maintenance contract and its management as well as maintenance and repairs of properties in the Park leased to the tenants and accidental other repairs in the Park area. The total annual cost is budgeted at £529,000 with a small variance of £6,700 which is partly due to late legal bills relating to the last financial year.
- 5.2 Palace running costs include the in-house maintenance team, third party contracts for maintenance of specialist areas for example the lifts, shutters, catering equipment, Ice Rink plant; it also covers the building insurance and rates. The annual cost is budgeted at £2.2m with no significant variance reported.
- 5.3 Learning and Community costs represent a proportion of salaries paid to the staff delivering these activities which are not funded by the HLF (Master Plan). The total annual cost is budgeted at £23,000 with no significant variance reported.
- 5.4 Regeneration spending represents costs for directly supporting the East Wing Project but not funded from the HLF budget, for example the Project Director fees and partly the salaries of the team and also various marketing and PR expenditure. The annual cost is £220,000 with no significant variance reported.
- 5.5 West Yard Project costs of £1,665,000 represent the costs budgeted for 2017-18 (the costs incurred in 2016-17 were £1.1m). The total cost of the Project is budgeted at £2.7m over the two years of construction works with no variance on this cost in total but with a noted variance of spending on the Project to date. This is because the original programme submitted by Kier Construction is now indicating that the Contractor is behind schedule by about 20 weeks. Therefore the spend to date reflects this slippage.
- 5.6 East Wing and Masterplan is fully funded by the HLF grant and the Corporate Trustee's grant. The main construction works cost of £15,925,000 are budgeted for 2017-18. Although there is no change in the overall annual budget of the Project, year to date there has been a slower drawdown of costs by the contractor than budgeted with a delay in payments noted and with no claim for costs in July 2017 at all, for example. Also, there have been no significant invoices from the professional design team as we transitioned from RIBA Stage 4 to 5.

6. Fundraising costs

This covers the costs of fundraising activity to raise funds for the East Wing Project. The budget of £115,000 has been allocated to fundraising with no significant variance reported.

7. Strategic Leadership costs

This represents the costs of the leadership team as well as costs of the Governance review Project and the Strategic Review Project; both have started in 2016-17; the current variance of £11,000 represents unbudgeted late legal bills from the previous legal advisors BWB relating to the prior year matters issued on a final reconciliation of their account with the Trust. It also represents costs of the Trust's PR agency which are shared with the Trading Company which will be phased out in the next forecast.

8. Support costs

This represents the costs of running the office including IT support and office administration and supplies. No significant variance is reported on these costs.

9. Annual Capital Expenditure

9.1 Capital Projects (outside the East Wing Project and the West yard Project) are funded from Haringey Council's capital grant. The 2017-18 grant is £470,000 in total and we have already allocated £200,000 to the West Yard Project to fund the installation of the goods and services lift which is outside of the original construction budget of £2.5m.

9.2 The remaining £270,000 has been allocated to: on-going roof works, replacement of 4th boiler and strengthening of the Panorama Room basement. The boiler has already been replaced and is operational for winter. Other works have been procured and will be undertaken later on in 2017-18.

9.3 To date we have carried out the works budgeted and procured in 2016-17, mainly painting and repairing trusses in the Great Hall (£100,000), investment in the Fire Alarm system (£67,000), West Hall Duct works (£14,000).

10. Loan commitments

APPCT 2017-18 Budget	capital amount due	annual interest	annual repayment	remaining term of loan	instalment payment due date
West Yard Loan	2,500,000	83,000	122,000	34 years	Paid 16th August 2017
Ice Rink main loan	1,576,000	52,000	164,000	9 years	Paid 25th May 2017
Ice Rink SIF loan	13,000	-	13,000	nil	Paid 25th May 2017
Lighting loan (SIF)	233,583	-	44,417	6 years	Paid 25th May 2017
	4,322,583	135,000	340,000		

All Trust's loan commitments are up to date with the next annual repayments due in 2018-19.

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

13. Use of Appendices

Appendix 1
Income and Expenditure – all funds

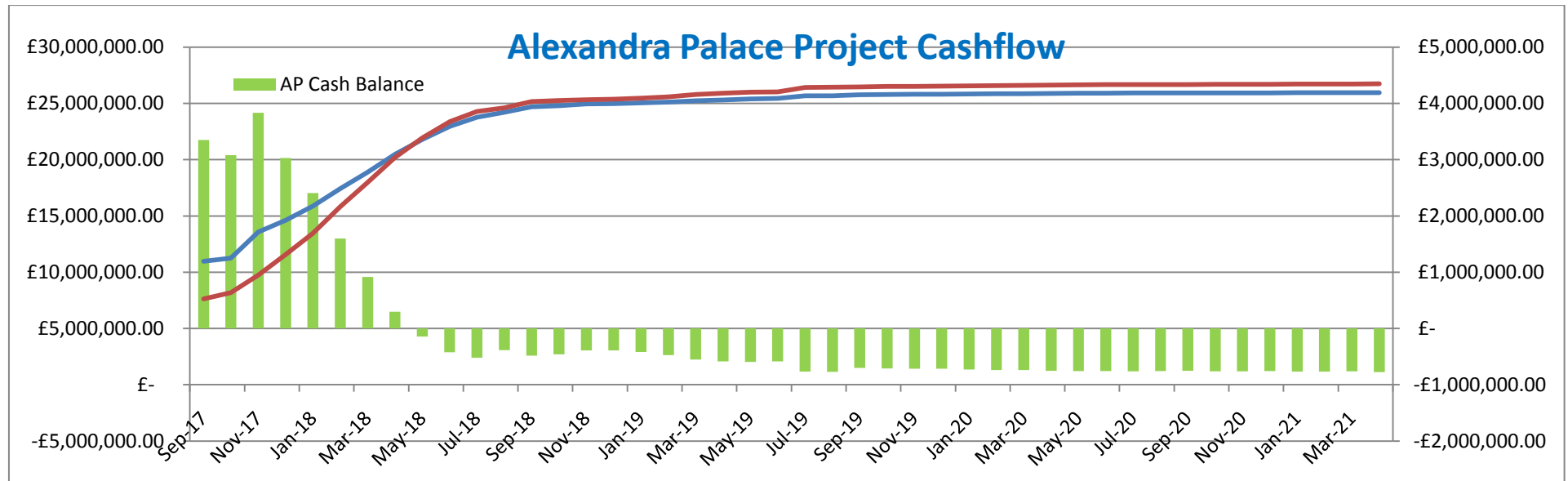
Appendix 2
East Wing Project – Forecast (as projected in September 2017)

Appendix 3
West Yard Project – Forecast (as projected in September 2017))

Appendix 1 – Income and Expenditure – all funds

APPCT YTD and Forecast For Month Ending 31st July 2017	Cumm 31/07/2017			Year 2017/18		
	Budget	Actual	Diff	Budget	Forecast	Diff
Total Trust						
Trust Income	£	£	£	£	£	£
HC Grant - Operational	1,350,000	1,350,000	0	1,950,000	1,950,000	0
HC Grant - Capital	47,000	470,000	0	470,000	470,000	0
Palace APTL Licence	100,000	100,000	0	300,000	300,000	0
Palace Leases	32,385	32,962	577	67,000	67,557	577
Park Leases	56,647	56,623	(24)	125,846	126,818	972
Learning & Community	4,540	3,628	(912)	11,700	10,788	(912)
Gift Aid	0	0	0	920,000	920,000	0
Other inc. Donations	3,176	34,140	30,964	34,671	65,635	30,964
Total Incoming Resources	2,016,748	2,047,353	30,605	3,879,217	3,910,818	31,601
Overheads						
Cost of Sales	0	4,335	4,335	1,500	5,835	4,335
Wages & Salaries (including pension & Ni)	305,800	295,100	(10,700)	938,544	931,522	(7,022)
Other Wage Costs (Agency,Welfare,Travel)	8,147	2,660	(5,487)	35,833	32,094	(3,739)
Maintenance Contract Palace	107,668	100,924	(6,744)	329,004	329,004	0
Maintenance - Park	120,835	120,837	2	329,550	329,552	2
Repair & Maintenance - other	41,798	26,870	(14,928)	178,794	180,529	1,735
Security Control Contract	166,448	168,966	2,518	488,648	500,416	11,768
Cleaning & Pest	3,000	1,400	(1,600)	9,000	9,000	0
Rates & Insurance	137,795	141,008	3,213	381,891	373,232	(8,659)
Office expenses (Hire,stationery)	38,775	41,863	3,088	179,987	185,518	5,531
Utilities	21,752	23,243	1,491	80,556	82,047	1,491
Software & IT	15,794	17,784	1,990	48,842	50,864	2,022
Sundries, Meeting & Subscriptions	9,187	4,295	(4,892)	35,725	36,312	587
Marketing, Advertising & Design	5,284	11,794	6,510	48,918	47,242	(1,676)
Legal & Professional	68,332	56,940	(11,392)	199,096	200,608	1,512
Construction Fees West Yard Project	802,619	467,079	(335,541)	1,664,912	1,663,851	(1,062)
Construction Fees Regeneration	2,885,407	973,683	(1,911,724)	15,599,140	15,583,355	(15,785)
Depreciation (Unrestricted are loan Assets)	134,584	128,387	(6,197)	478,760	471,968	(6,792)
Interest on Loan Assets	45,116	43,887	(1,229)	135,348	134,119	(1,229)
Banking Costs	200	323	123	600	723	123
APTL Cost recharges	26,020	26,020	0	78,060	78,060	0
Total Outgoing Resources	4,944,561	2,657,400	(2,287,161)	21,242,708	21,225,853	(16,857)
Result	(2,927,813)	(610,047)	2,317,766	(17,363,491)	(17,315,035)	48,456

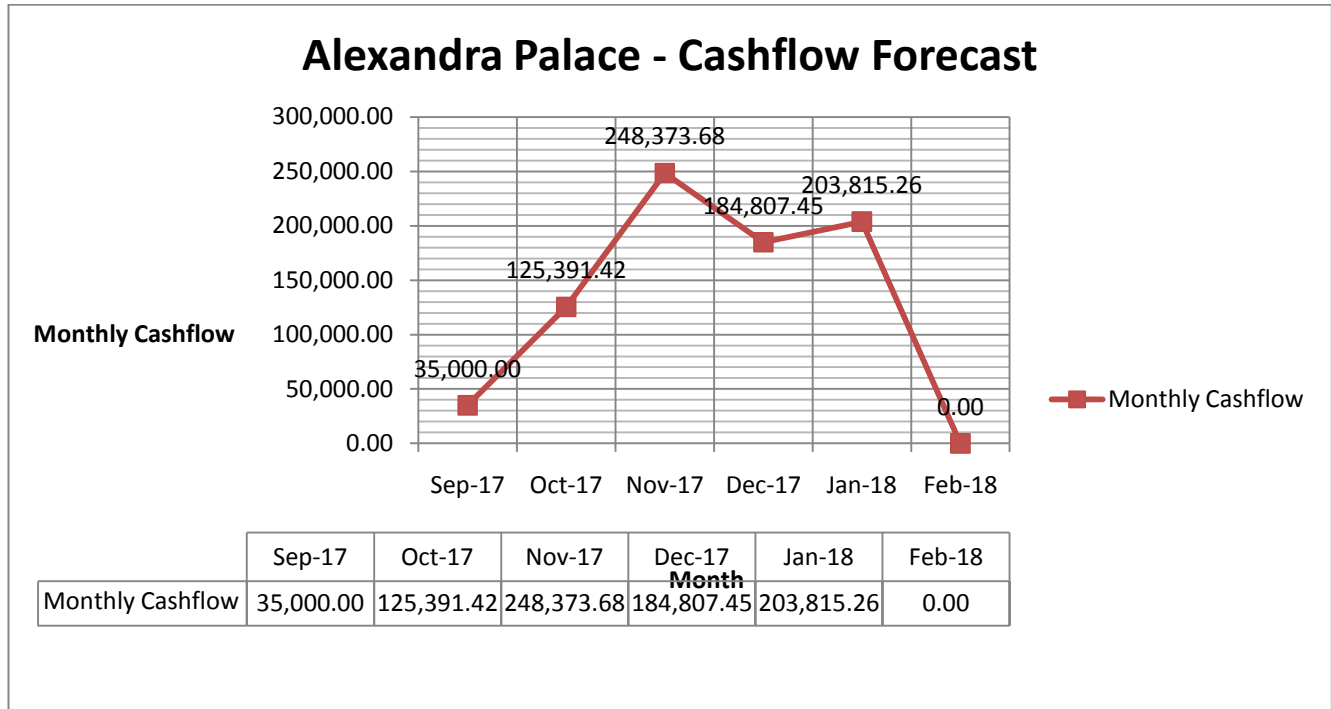
Appendix 2 – East Wing Project Forecast



The above illustration has been prepared by the Project Manager as at end of September 2017. It indicates that if the profile of payments and claims from HLF remains as predicted then the Project will have a funding gap in May 2018. However, please note that the above projection does not include a profile of any fundraising income going forward as it remains very speculative to predict the outcome of the fundraising campaign in the future.

Appendix 3 – West Yard Project Forecast

West Yard Expenditure Profile



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Alexandra Palace

ALEXANDRA PARK AND PALACE **CHARITABLE TRUST BOARD** **2 NOVEMBER 2017**

Report Title: Board Level Policy Review Register

Report of: Louise Stewart, CEO

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

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

Local Government (Access to Information) Act 1985

N/A

Recommendations

1.1 To approve the amended policy review register as per the table below as recommended by the Finance Risk and Audit Committee.

Policy	Reviewed	Date approved by Board	Review Date	Notes
Risk Management	Annually	To be approved 02.11.2017	Autumn2017	
Reserves	Annually	12.04.16	Spring 2018	
Health & Safety	Annually	Jan 2017	Spring 2018	
Conflict of Interest	Annually	Approved 2016 Completed Jan & June 2017	Spring 2018	
Investment	Annually		Summer 2018	To be drafted at appropriate time
Whistleblowing	Annually	18.07.17	Summer 2018	Amendments to be approved 02.11.2017
Complaints	Annually	18.07.17	Summer 2018	
Safeguarding	Annually	18.07.17	Summer 2018	
Serious Incident Reporting	Annually	18.07.17	Summer 2018	
Board Member Expenses Policy	Annually		Summer 2018	To be drafted

Note: Any Policies arising from the Governance Review and Strategic Vision will be added to this register

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