

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

**Monday, 4th March, 2019, 7.30 pm - The Londesborough Room,
Alexandra Palace Way, Wood Green, London N22**

Members: Councillors Anne Stennett (Chair), Sarah Williams (Vice-Chair), Dana Carlin, Nick da Costa, Erdal Dogan and Bob Hare

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

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 17 & 25 below)

4. DECLARATIONS OF INTERESTS

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

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

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

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

5. QUESTIONS, DEPUTATIONS OR PETITIONS

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

6. MINUTES (PAGES 1 - 12)

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 6 November 2018 as an accurate record of the proceedings.
- ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 29 January 2019, and to consider any recommendations from that Committee
- iii. To receive and consider the minutes of the joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 29 January 2019.

7. REPORT FROM THE CHAIR OF THE FINANCE, RISK, RESOURCE AND AUDIT COMMITTEE (PAGES 13 - 14)

To note the feedback from the FRRAC.

8. FINANCIAL RESULTS (PAGES 15 - 24)

To consider the Trust's financial position.

9. CAPITAL REPAIR AND MAINTENANCE PROGRESS REPORT (PAGES 25 - 32)

To note the update on repairs, maintenance and other capital investment.

10. ANNUAL REVIEW OF RISK MANAGEMENT POLICY (PAGES 33 - 44)

To approve the Trust's policy on risk management.

11. SERIOUS INCIDENT REPORTING POLICY (PAGES 45 - 58)

To approve the Trust's policy on reporting serious incidents to the Charity Commission.

12. ANNUAL REVIEW OF H&S POLICY (PAGES 59 - 62)

To approve the policy.

13. CAR PARK CHARGING (PAGES 63 - 68)

To seek the Board's approval to proceed with developing a scheme for charging for car parking at Alexandra Palace.

14. COLOUR FRAMEWORK (PAGES 69 - 84)

To seek the Board's approval of the Colour Framework.

15. GOVERNANCE (PAGES 85 - 90)

To approve the recommendations and note the update on governance.

16. APTL NED APPOINTMENTS (PAGES 91 - 96)

To approve the role specification and appointment process.

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

18. FUTURE MEETINGS

30 April 2019

19. EXCLUSION OF THE PUBLIC AND PRESS

Items 20-25 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, and Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information).

20. MINUTES (PAGES 97 - 98)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 6 November 2018 as an accurate record of the proceedings.

21. EXEMPT BRAND REPUTATION AND PROTECTION (PAGES 99 - 102)

To approve the recommendations.

22. EXEMPT INSURANCE REPORT (PAGES 103 - 108)

To approve the recommendations.

23. EXEMPT LEASE CHANGES (PAGES 109 - 112)

To approve the recommendations.

24. EXEMPT APTL CHAIR'S REPORT (PAGES 113 - 114)

To note the update from the Chair of the APTL Board.

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

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

Friday, 22 February 2019

MINUTES OF THE MEETING OF THE ALEXANDRA PALACE AND PARK BOARD HELD ON TUESDAY, 6TH NOVEMBER, 2018, 7.30 - 9.00 pm

Members: Councillors Anne Stennett (Chair), Sarah Williams (Vice-Chair), Dana Carlin, Nick da Costa, Erdal Dogan and Bob Hare

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

Observer: Jason Beazley (Three Avenues Residents Association (TARA))

304. FILMING AT MEETINGS

Noted.

305. APOLOGIES FOR ABSENCE

None.

306. URGENT BUSINESS

None.

307. DECLARATIONS OF INTERESTS

None.

308. QUESTIONS, DEPUTATIONS OR PETITIONS

The Chair advised that questions had been received, however they had not met the deadlines as set out in Part 4, Section B, paragraph 29.2 of the Council's Constitution.

309. MINUTES

RESOLVED that the unrestricted minutes of the Alexandra Palace and Park Board held on 11 September 2018 be approved as an accurate record of the meeting.

The Clerk advised the Board that the draft minutes of the Alexandra Park and Palace Advisory Committee, and of the joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 25 October 2018, were not available for noting. Draft minutes would be published on the Council's website once cleared.

310. CEO'S UPDATE

Louise Stewart, Chief Executive, Alexandra Palace, advised that there was no business to update.

311. FINANCIAL RESULTS

Dorota Dominiczak, Director of Finance and Resources Alexandra Palace, introduced the report as set out. There were no concerns in relation to the 2018/19 unrestricted funds and cash-flow. There was some pressure on APTL to deliver profit in 2019/20.

Officers responded to questions from the Board:

- A detailed breakdown of support and legal costs could be provided to the Board..
Action Dorota Dominiczak
- The Trust received £1.7m in Gift Aid from the trading subsidiary, in the current financial year. (note this is from profits obtained from trading in 17/18)
- The cash flow (from the Haringey grant, and Gift Aid) had been designed so that there was a consistent level of funds throughout the year.
- The deadline for completion of the West Yard project was the end of November 2018.

RESOLVED that the financial performance of the Trust and the pressure on the 2019/20 Trust budget be noted.

312. FEEDBACK FROM THE CHAIR OF THE FINANCE, RESOURCES, RISK AND AUDIT COMMITTEE (FRRAC)

Louise Stewart, Chief Executive Alexandra Palace, introduced the report as set out. There was some discussion at the FRRAC meeting in relation to appointing an advisory member, and it was noted that any appointment would need to be approved by the Board. A role description and outline of the appointment process would be circulated to the next Board meeting. **Action: Louise Stewart**

RESOLVED that:

- i. **The reviewed FRRAC Terms of Reference be approved;**
- ii. **The recommendations in the Cost of Living report be approved;**
- iii. **The amended Safeguarding Policy be approved;**
- iv. **The Pay Structure and Pay Policy be approved; and**
- v. **The update to the Strategic Risk Register (Trustee information pack) be approved.**

313. FRRAC TERMS OF REFERENCE

Louise Stewart, Chief Executive Alexandra Palace, introduced the report as set out. It was noted that there was a typo at paragraph 3 of the covering report, which referred to '1.1f' above – this referred to the original FRRAC report, and Members were requested to ignore this. There had also been additional amendments to the report since the FRRAC meeting in relation to additional wording setting out FRRAC's role in internal audit and internal financial controls.

RESOLVED that the proposed amendments to the Terms of Reference of the Finance, Resources, Risk and Audit Committee, and the Committee's proposed new name, which includes the word 'resources'.

314. COST OF LIVING AWARD

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

RESOLVED that the cost of living increase of 2% for all APPCT employees backdated to 1 April 2018 and a further 2% with effect from 1 April 2019 be approved.

315. ANNUAL REVIEW SAFEGUARDING POLICY

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

RESOLVED that

- i. The amendments to the Safeguarding Policy be approved, and the Chair of the Alexandra Palace and Park Board be authorised to sign the reviewed Safeguarding Policy on behalf of Alexandra Park and Palace Charitable Trust; and
- ii. The Charity Commission's Regulatory Alert on Safeguarding, published on 19 December 2017, be noted.

316. ANNUAL REPORT ON OUTDOOR EVENTS MONITORING FRAMEWORK

Louise Stewart, Chief Executive Alexandra Palace, introduced the report as set out. Members of the Board commented that the clean up after events was thorough and carried out quickly, which was good to see. Councillor Hare requested a copy of the soil analysis report carried out in November 2017, as referred to in paragraph 6.1 of the report. **Post meeting note: action completed.**

RESOLVED that the Outdoor Monitoring Framework results be noted.

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

None.

318. FUTURE MEETINGS

26 February 2019
30 April 2019

319. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED that the press and public be excluded from the meeting for consideration of agenda items 17-20 as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information

relating to any individual, Para 2 – information which is likely to reveal the identity of an individual and Para 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information).

320. EXEMPT - MINUTES

RESOLVED that the exempt minutes of the Alexandra Palace and Park Board held on 11 September 2018 be approved as a correct record.

321. EXEMPT - PAY REVIEW

The recommendations in the report were approved.

322. EXEMPT - FEEDBACK FROM THE CHAIR OF THE ALEXANDRA PALACE TRADING COMPANY (APTL)

The recommendations in the report were approved.

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

CHAIR: Councillor Anne Stennett

Signed by Chair

Date

MINUTES OF THE MEETING OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE HELD ON TUESDAY, 29TH JANUARY, 2019, 20:30 – 20:45

PRESENT: David Frith (Advisory Committee Member), Jane Hutchinson (Advisory Committee Member), Jim Jenks (**Chair**) (Advisory Committee Member), Elizabeth Richardson (Advisory Committee Member), Cllr Lucia das Neves, Cllr Scott Emery, Cllr Adam Jogee, Cllr Khaled Moyeed and Cllr James Chiriyankandath

31. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

32. APOLOGIES FOR ABSENCE

Apologies received from Duncan Neill and Jason Beazley.

Jim Jenks, as Vice-Chair of the Committee, Chaired this meeting in Jason Beazley's absence.

33. DECLARATIONS OF INTEREST

No declarations of interest were made.

34. MINUTES

The following minor corrections were noted:

- Page 4, Item 15 – replace 'North West Tower' with 'storage building'.
- Page 9, Item 28 – to insert 'North' before 'West Tower'.

35. CEO'S REPORT

The Advisory Committee endorsed the comments and observations made at the Joint Meeting. In addition, the Committee wished to emphasise the following:

- The consequences and implications of introducing parking charges on local residents should be carefully considered. The Trust should be mindful of how the recommendations take into account the circumstances of the various stakeholders and beneficiaries. The Committee supported the Trust's commitment to a thorough consultation taking place.

- The residents' associations should do all they can to encourage members to report instances of litter found around the Park.
- The Committee was concerned at the potential for emergency vehicles to get caught in traffic surrounding the Palace and Park and encouraged this to be monitored to ensure it did not become an issue.
- Regarding copies of the Patrick Baty and Donald Insall reports, the Trust had hard copies available and members would be able to borrow these.
- The Committee praised the work the Trust had put into the Theatre and congratulated staff on its success. There had also been widespread praise for the enthusiasm shown by staff and volunteers.

36. ANY OTHER BUSINESS

None.

37. DATES OF FUTURE MEETINGS

Noted the dates of future meetings: 25th Aril 2019.

CHAIR: Jim Jenks

Signed by Chair

Date

MINUTES OF THE MEETING OF THE JOINT MEETING OF THE ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE HELD ON TUESDAY, 29TH JANUARY, 2019, 19:30 – 20:30

PRESENT: Gordon Hutchinson, Jane Hutchinson (Advisory Committee Member), Elizabeth Richardson (Advisory Committee Member), David Frith (Advisory Committee Member), Jim Jenks (**CHAIR**) (Advisory Committee Member), Wilkinson (Consultative Committee Member), Nigel Willmott (Consultative Committee Member), Rachael Macdonald (Consultative Committee Member), John Boshier (Consultative Committee Member), Val Paley (Consultative Committee Member), Richard Hudson (Consultative Committee Member), O'Callaghan (Consultative Committee Member), Cllr Lucia das Neves, Cllr James Chiriyankandath, Cllr Scott Emery, Cllr Adam Jogee, Cllr Khaled Moyeed, Cllr Erdal Dogan, Cllr Bob Hare and Cllr Anne Stennett

108. ELECTION OF CHAIR FOR THE MEETING

Jim Jenks agreed to Chair the meeting of the Joint SAC/CC meeting.

109. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 1 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein.

110. APOLOGIES FOR ABSENCE

Apologies received from Cllr Williams, Duncan Neill, Jason Beazley, and Hugh Macpherson.

Apologies for lateness received from Gordon Hutchinson, and Val Paley.

111. DECLARATIONS OF INTEREST

No declarations of interest were made.

112. URGENT BUSINESS

There were no items of urgent business.

113. MINUTES

The following minor corrections were noted:

- Page 4, Item 15 – replace 'North West Tower' with 'storage building'.

- Page 9, Item 28 – to insert ‘North’ before ‘West Tower’.

114. CEO'S REPORT

Prior to the CEO's report being introduced, the Head of Marketing and Communications, Martin Keane, presented an update to the SAC/CC on the brand refresh.

The Committee was informed that the branding of Alexandra Palace had been carefully considered, taking into account the views of the Board. The monogram, ‘AP’, was meant to be friendly and informal with the intention that it be used in a number of ways, such as in relation to various events hosted by Alexandra Palace on their posters and tickets.

With regard to the ‘Full Name Logo’, it was intended that this would be used on more formal occasions, such as in letters of a serious nature. Careful consideration had gone into deciding what the new typeface for the ‘Full Name Logo’ should be and Granby was selected as it evoked a historical link of the same typeface being used in the past by Alexandra Palace. The design of the ‘Full Name Logo’ also reinforced the identity of the Palace as being a long-standing leisure destination whilst refining the logo with Granby maintained its professional nature with the even spacing of the lettering. The use of the new typeface, Granby, was used during the Great Fete and the response from the public was positive.

Following discussion, it was noted:

- There was not going to be a standalone logo for Alexandra Park. The logos represented both Alexandra Park and Palace and the design team felt it was crucial to have one unified brand.
- Whilst the majority of events took place within the Palace, it was widely understood by clients that the Palace was uniquely set within the Park and the two complemented one another.
- The colour palette included green, which could be used in connection with the Park.
- An issue with the previous font used in the logo was similar to other palaces, such as Blenheim Palace. It was important that the refresh changed this to show the Palace was different to the other palaces to ensure the public did not have the same expectations.
- The Committee encouraged the brand refresh to incorporate the historical designs used by the Palace, such as the old coat of arms.

Following the presentation, the CEO, Louise Stewart, formally introduced the report and invited the SAC/CC to ask questions and/or make observations. The following was noted:

Consideration of charging for car parking at Alexandra Palace

- The Committee had been assured consideration would be given to the impact on those in surrounding areas.

- The Committee welcomed the potential charge if it were to raise income for the Palace and Park as long as it did not detract individuals from visiting.
- It was requested the parking bays along Alexandra Palace Way also be reviewed and scrapped as it was felt they detracted from the Park.
- The Committee suggested electric charging points should be included within the Palace's car parks.
- Regarding the shuttle bus that was to be introduced between Alexandra Park Station and Tottenham Hotspur Stadium, the CEO informed discussions had been had with Tottenham regarding this. The Trust had not been consulted on the planning process behind the new shuttle bus route but had since discussed with Tottenham their concerns this could have for parking surrounding the Palace and its car parks. The Trust would monitor the number of cars on match days and if it became an issue, would raise this with Tottenham.
- The consultation would be comprehensive and the Trust would map different stakeholder groups, their patterns of usage and see how any introduction of charges for car parking might affect them. Season tickets would also be considered.
- Staff and volunteers were considered a key stakeholder group and it was not the intention for them to suffer financially because of car parking charges. If it was unavoidable that staff and volunteers had to pay, options such as reimbursement through expenses would be explored.
- The Trust would monitor the balance of usage to ensure appropriate levels of car parking spaces and other modes of transport, such as electric vehicles and bicycles.
- The Chair suggested that the more detail available in the consultation, the better individuals would be able to respond. The CEO informed that the Charity Commission would be looking to ensure the consultation represented stakeholders and beneficiaries.

Potential to introduce commercial dog walking licence scheme

- The scheme would be enforced in the same way it enforced fitness professional licences, through general observation and security on site. Existing licence holders were also useful at providing information on individuals not holding the proper licences for any commercial related activity.
- Non-commercial dog walkers would not be affected as they were not making any financial gains.
- Regarding how many dogs a dog walker would be allowed to walk at any one time, the CEO confirmed this would be six.

Colour Framework

- The CEO noted there was no set colour plan for parts of the Palace or Park to be painted. The Colour Framework required all projects to consider the historic colour references in order to validate decision-making, and to ensure that there was careful consideration of the wider site context as well as the use of individual spaces, so as to create a clear identity for the Park and Palace.

- The CEO stated that the exterior of the roof over the Great Hall would be painted a grey sky colour, not the previous dominant blue. It was felt this would complement the skyline.
- The Committee praised the use of historical colours from the Victorian period in the Colour Framework.
- The Patrick Baty and Donald Insall reports were available to view on request.

Park update

- The Allotment Association offered to provide butterfly and caterpillar feeding plants to the Park. Action: Trust Secretary
- The CEO stated that a new Tree and Woodland Management Plan was being developed and a draft Plan was not yet ready to be circulated to members. It was noted Friends of the Park had been consulted. The CAAC suggested they might also be able to provide assistance if consulted.
- Following discussion with the woodland trust and other relevant organisations, the CEO informed there was a significant threat to the trees of the Park from diseases over the next 25 years. For that reason, it was imperative that the Trust had an effective strategic plan in place to do as much as possible to protect the tree count.
- The Trust had informed the Council of several incidents of households dumping litter in the Park. This was expensive for the Trust to have to manage and it had written to properties suspected of dumping the litter requesting they cease immediately. If the matter continued, the Trust would notify the Council to escalate the matter. Building rubble had also been found dumped at the back of the Park, which had been addressed. (**Post meeting note:** *The Trust noted fly-tipping was a criminal offence and should be reported to the Police as the Trust was not able to tackle such incidents as they occurred.*)
- The Trust was anticipating there to be an increase in garden waste dumped in the Park as the cutting season approached.
- Concern was raised over the bridge by the Grove Car Park being used as a place for recreational drug taking and drinking by certain individuals and there was fear, whilst under the influence of drink and/or drugs, they might throw themselves off the bridge. The Trust was asked whether any fixture could be put in place to prevent such an incident occurring. The CEO informed the Trust would not be able to make any modifications to the bridge that would make any part of it inaccessible, as it did not own the bridge. (**Post meeting note:** *The Trust noted any incidents of drug taking should be reported to the Police as this was a criminal offence. The Trust had contacted the owner of the bridge in 2018 and they had undertaken to look at fencing options to prevent access and reduce anti-social behaviour. However, the Trust was not aware if the owner's contractors had followed that up.*)
- Regarding the Heartlands Development to be built, planting trees surrounding the development was suggested by the Committee to soften the landscape.

East Court and Theatre

- The CEO noted the positive feedback that the East Court and Theatre had received. There had been continued publicity surrounding the Theatre following its successful hosting of the BBC Proms with a number of future bookings made.
- The Deputy CEO, Emma Dagnes, thanked the members for encouraging their resident association members to visit the East Court and the positive atmosphere surrounding recent events held there.

Creative Learning

- The CEO noted the continued success of the learning programme.
- The Alexandra Palace Children's Book award was praised for bringing in a younger audience.
- Future funding of this programme at this level of delivery (which included Little Inventors and Speech Bubbles) was being reviewed as the funding was provided by the Heritage Lottery Fund which was due to run out in 2020.

Events and noise management

- Letters had been posted to local properties regarding potential noise from events due to a fault to the shutter door in the service area at the West Yard. The shutter door supported sound insulation of other doors and there was a slight risk that noise from upcoming concerts might be louder for local residents. A temporary solution had been put in place and a permanent solution was being sought but the Trust requested local residents to call the usual telephone number if noise became an issue. The affected streets were Dukes Avenue, The Avenue, Landsdowne Road, Grove Avenue, Springfield North View Road, Redston Road, and Park Avenue North (*only those houses that back on to the park down to the junction with Redston*).
- The Committee noted the increased traffic on the roads surrounding the Palace and Park on New Year's Eve. There was concern such traffic could affect emergency response vehicles, specifically around Park Avenue North. The CEO assured the Committee the Trust worked closely with the Police and if they had any concerns, they would raise them and, on this occasion, they did not. The Deputy CEO advised that the matter would be brought to the attention of the Safety Advisory Group at its next meeting.

Post meeting update on Red Bull Event

Tenancy period will be from 07:00 hours on Thursday 4th July to 20: 00 on Monday 8th July 2019.

Public Access Road closure from 10:00 hours on Friday 5th July until 05:00 hours on Monday 8th July 2019 . Note this is two hours earlier than in previous years.

Event Timings: Sunday 7th July from 12:00 – 18:00 Gates open from 10:30am

Governance

- The CEO noted the new Board members had been inducted and briefed on the key issues facing the Park and Palace. The Trust was now in a position to design the new governance model but due to the volume of work ahead, the Trust was not anticipating significant progress to be made within the next 12 months.

Resolved

1. To note the content of this report, and;
2. To provide advice and feedback to the Board for consideration on;
 - i. the information on car park charging;
 - ii. the proposal to implement a commercial dog walking licence scheme; and
 - iii. the draft Colour Framework.

115. NON-VOTING BOARD MEMBERS FEEDBACK

The non-voting Board members noted that at the previous Board meeting, cost pressures was a recurrent theme in the issues faced by the Trust.

116. ITEMS RAISED BY INTERESTED GROUPS

None.

117. NEW ITEMS OF URGENT BUSINESS

None.

118. DATES OF FUTURE MEETINGS

25th Aril 2019.

CHAIR: Jim Jenks

Signed by Chair

Date



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

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

Report of: Sarah Williams, Chair of FRRAC

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

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

1. Introduction

- 1.1 FRRAC is a non-decision making committee established by the Trust Board to support the Board in delivering its finance, resources, risk and audit responsibilities.
- 1.2 The minutes of FRRAC meetings are circulated to the Trust Board in each information pack.
- 1.3 This report highlights relevant considerations of the FRRAC at its meeting on 29th January 2019 and makes recommendations to the Board.

2. Recommendations:

FRRAC recommends that the Board approves:

- 2.1 the Risk Management Policy and the risk appetite statements within the policy document (agenda item 10);
- 2.2 the Serious Incident Reporting Policy (agenda item 11);
- 2.3 the Health and Safety Policy Statement (agenda item 12);
- 2.4 the updates to the Strategic Risk Register (Trustee information pack).
- 2.5 the Independent FRRAC Member role specification and appointment process (agenda item 15);
- 2.6 the APTL Non-Executive Director role specification (agenda item 16) and that RW be requested to undertake an exit interview process to assist the Board's continuous improvement and to get the most out of the new Independent Member appointees.

3. Risk Management Workshop

- 3.1 A risk management workshop was delivered by the CEO prior to the FRRAC meeting. A record of the discussions at the workshop are included in Trustees' information pack, for Trustees who were unable to attend.
- 3.2 The workshop provided an opportunity to consider the Trust's draft risk appetite statement as requested by the Board in November 2018 on FRRAC's recommendation. The recommended statement is included in the Trust's Risk Management Policy.
- 3.3 We looked at the Strategic Risk Register and agreed some changes as shown in tracked changes on the risk register in Trustee's information pack. There were also changes suggested to the format of the SRR which have not yet been made but will be presented to the FRRAC at a future meeting.
- 3.4 We also agreed to conduct a detailed review of one area of the strategic risk register at each FRRAC meeting and inform the Board of any findings and recommendations as a result.

4. Policies

FRRAC commended both the Serious Incident Reporting Policy and the Risk Management Policy for approval by the Board.

5. Governance

- 5.1 Independent Member Recruitment - FRRAC recommends both role descriptions to the Board for approval as laid out in Agenda items 15 and 16.
- 5.2 FRRAC felt the Trust would benefit from membership of the Cultural Governance Alliance Membership. This has since been applied for.
- 5.3 Governance Model Testing - it was noted that work was underway with the corporate trustee to develop the tests as part of the governance change project.
- 5.4 The briefing on the historic debt was noted by FRRAC.



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

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

Report of: Dorota Dominiczak, Director of Finance and Resources

Contact: Natalie Layton, Executive Assistant & Charity Secretary
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: This paper sets out the financial position of Alexandra Park and Palace Charitable Trust for the 8 months to November 2018, including the annual forecast of incoming and outgoing resources.

Local Government (Access to Information) Act 1985

N/A

1. Recommendation

To note the financial performance of the Trust and the pressure on the 2019/20 Trust budget.

2. Executive Summary of 2018-19 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 Unrestricted Reserves (Appendix 1) – There are no concerns with regard to the unrestricted funds and the unrestricted cash flow to report in 2018-19. The annual revenue expenditure of £3,240,000 (budget) to maintain the Park and Palace is met from: the Corporate Trustee grant, the Trust's own generated income and Gift Aid from the trading subsidiary. The unrestricted reserves also support the annual repayment of the Trust's loans of £340,000.
- 2.3 The Trust requires c£1m gift aid donation from its subsidiary annually. On the production of month end accounts for November the 2018/19 APTL's profit was tracking below this level. The shortfall has reduced as a result of trading activity in December and January.
- 2.4 The East Wing construction project concluded on the 1st December. The process of due diligence on the final account is underway.

2.5 The West Yard construction project has progressed with a number of issues including delays which will be addressed before the final completion is achieved.

3. Table 1 - Statement of Incoming and Outgoing Resources – 2018-19 forecast

APPCT Forecast based on 30 th November 2018	2017/18 Audited £	Year 2018/19 Budget £	Year 2018/19 Forecast £	Year 2018/19 Diff £
Unrestricted	3,418,618	3,571,552	3,583,001	11,449
Capital Fund	470,000	470,000	1,100,500	630,500
East Wing & Activity Plan	348,518	1,116,254	1,028,121	(88,133)
Total Incoming Resources	4,237,135	5,157,806	5,711,621	553,816
Running and maintaining the Park	(534,493)	(560,125)	(575,311)	(15,186)
Running and maintaining the Palace	(2,210,772)	(2,304,648)	(2,270,651)	33,997
Learning & Community	(15,076)	(25,025)	(29,615)	(4,591)
Regeneration	(230,921)	(251,629)	(230,759)	20,870
West Yard Storage	(744,380)	(782,632)	(620,646)	162,286
East Wing & Activity Plan	(13,827,518)	(7,959,776)	(8,354,628)	(394,852)
Direct Charitable Expenditure	(17,563,160)	(11,883,835)	(12,081,310)	(197,475)
Raising funds	(97,287)	(132,700)	(131,821)	879
Strategic Leadership	(380,803)	(352,041)	(351,297)	744
Support Costs	(189,772)	(214,701)	(209,551)	5,150
Total Outgoing Resources	(18,231,022)	(12,583,276)	(12,773,979)	(190,703)
Net Movement in Trust Funds	(13,993,887)	(7,425,470)	(7,062,358)	363,112
Balance Sheet extract:		1 April 2018	30 Nov 2018	
		£	£	
Resources available as total Reserves		26,551,086	22,449,107	
Represented by:		£	£	
HLF Grant Claims due		7,264,569	1,501,927	
Cash at bank:				
Main account - unrestricted		39,301	1,486,437	
HLF Project account - restricted		1,466,671	1,229,552	
West Yard Project account - restricted		765,036	449,651	
HC Capital Grant account - restricted		514,521	760,010	
Fixed assets/liabilities		16,500,988	17,021,530	
Resources available as total Reserves		26,551,086	22,449,107	

4. Incoming Funding

4.1 Table 2 – 2018-19 Income - breakdown

APPCT	2017/18	Year 2018/19		
	Audited £	Budget £	Forecast £	Diff £
Unrestricted	Total Trust	Total Trust		
4.2) Unrestricted Grants	1,950,000	1,950,000	1,950,000	-
4.3) Palace APTL Licence	300,000	300,000	300,000	-
4.4) Gift Aid	920,000	1,070,000	1,070,000	-
4.5) Park Leases and Recharges	162,540	172,552	177,595	5,043
4.5) Palace Leases and Recharges	78,659	73,000	74,689	1,689
4.6) Creative Learning	7,419	6,000	10,716	4,716
	3,418,617	3,571,552	3,583,001	11,449
Restricted				
4.7) Capital funds	470,000	470,000	1,100,500	630,500
4.8) Grants and Other: East Wing & Activity	268,050	1,116,254	955,819	(160,435)
4.8) Donation	80,468	-	72,302	72,302
	4,237,135	5,157,806	5,711,621	553,816

- 4.2 The Corporate Trustee has maintained the annual revenue grant of £1,950,000 and this enables the Trust to deliver its charitable purposes.
- 4.3 The APTL licence fee is receivable from the Trading Company (APTL) and is set at £300,000 for 2018-19. A review of the licence, which permits APTL's commercial use of the Palace is underway and will include an independent valuation.
- 4.4 The Gift Aid due from APTL is a critical source of unrestricted funding for the Trust. The 2018-19 Gift aid budgeted as £1,070,000 was transferred by APTL to the Trust in November 2018 as planned.
- 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 2018-19 annual income from this source (unrestricted) is budgeted at £245,000. The positive variance is due to an uplift in expected rechargeable expenditure to tenants.
- 4.6 Creative Learning (CL) income represents fees receivable from events as well as fees charged to schools for workshops and educational activities, to cover the costs of delivery. The positive income variance relates to increased food and beverage sales at the CL events.
- 4.7 The Capital grant (restricted) in 2018-19 from our Corporate Trustee is £470,000 and has been maintained at the previous year's level. During 2018-19 the Trust designated

additional funds of £630,500 to the East Court project for the purchases of the necessary capital items for the Theatre which were not funded by the HLF grant.

- 4.8 Donations and grants (East Wing, Activity Plan and Learning Centre) are restricted income for the Regeneration Project. Individual donations received to date for this period amount to £72,302.

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 £560,000 and currently tracking £15k over budget representing unbudgeted legal and security costs incurred to remove the trespassers in the park.
- 5.2 Palace running costs include the in-house maintenance team, third party contracts for maintenance in specialist areas for example lifts, shutters, catering equipment, Ice Rink plant; it also covers the building insurance and rates. The annual cost is budgeted at £2,300,000 and currently tracking £33,000 under budget due to phasing of depreciation of the East Wing site.
- 5.3 Creative Learning costs represent a proportion of salaries paid to the staff delivering these activities; the remainder are funded by the HLF Activity Plan grant.
- 5.4 Regeneration spending represents the costs for directly supporting the East Wing Project which are not funded from the HLF budget, for example the Project Director fees and partly the salaries of the team and also various project marketing and PR expenditure. The annual cost is budgeted at £250,000 and currently showing £20,000 due to savings from phased out positions as elements of the project have been completed.

6. Fundraising costs

This covers the costs of fundraising activity to raise funds for the East Wing Project. The budget of £132,000 has been allocated to fundraising with no significant variance reported.

7. Strategic Leadership costs

This represents the costs of the senior leadership team and support costs expected to take the recommendations of the Governance Review forward and undertake next steps on the Strategic Vision work; no significant cost variance is reported.

8. Support costs

This represents the costs of running the office including: IT support, office administration and supplies. Saving in costs is due to rolling out new photocopiers and savings achieved in running costs.

9. Annual Capital Expenditure

- 9.1 Capital Projects (outside the East Wing Project and the West Yard Project) are mainly funded from either the Corporate Trustee annual capital grant or from the Restoration Levy collected by the Trading Subsidiary on sales of tickets to concerts and exhibitions.
- 9.2 The Trustee Board will receive an update on detailed capital works in a separate report at the Board meeting.

10. Loan commitments

APPCT 2017-18 Budget	capital amount o/s 1.4.2018	annual interest	annual repayment	remaining term of Loan	instalment payment due date
West Yard Loan	2,461,000	82,000	122,000	33 years	Paid 13 Aug 2018
Ice Rink main loan	1,350,000	45,000	164,000	8 years	Paid 10 May 2018
Lighting loan (SIF)	189,500	-	44,417	5 years	Paid 10 May 2018
	4,000,500	127,000	330,417		

All of the Trust's loan commitments are up to date.

11. Legal Implications

- 11.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and comments that in view of the projected pressure on the 2019/20 budget, deems it appropriate to re-affirm the statutory obligation on the Council / Board to ensure that the Palace and Park are sufficiently funded to enable the facility to remain viable as a going concern for the benefit of the public.

12. Financial Implications

- 12.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and any comments will be tabled.

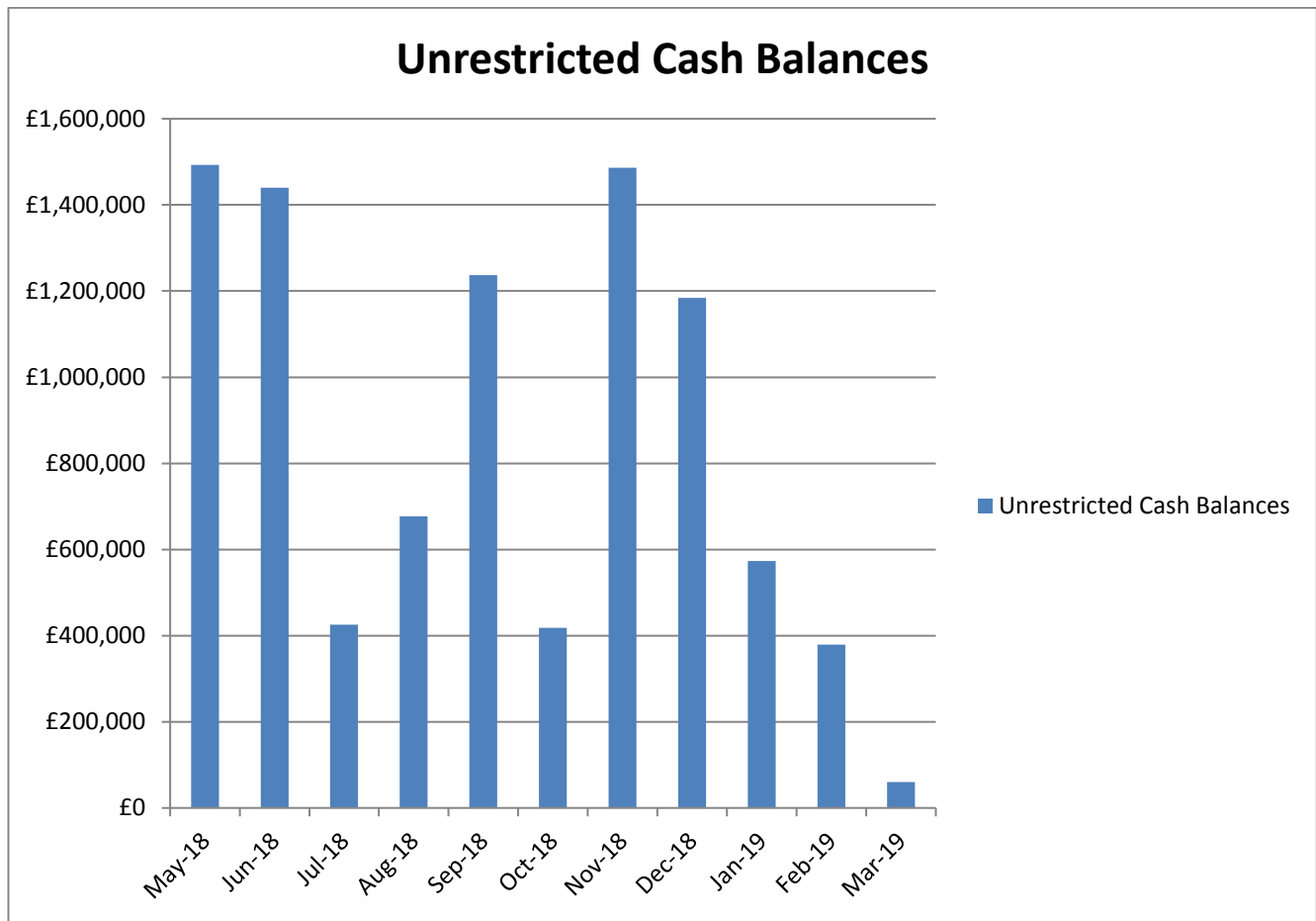
12. Use of Appendices

- Appendix 1 - Income and Expenditure – unrestricted funds
- Appendix 2 - Unrestricted funds cash flow
- Appendix 3 - East Wing Project cash flow
- Appendix 4 - West Yard Project cash flow

Appendix 1 – Income and Expenditure – unrestricted funds only

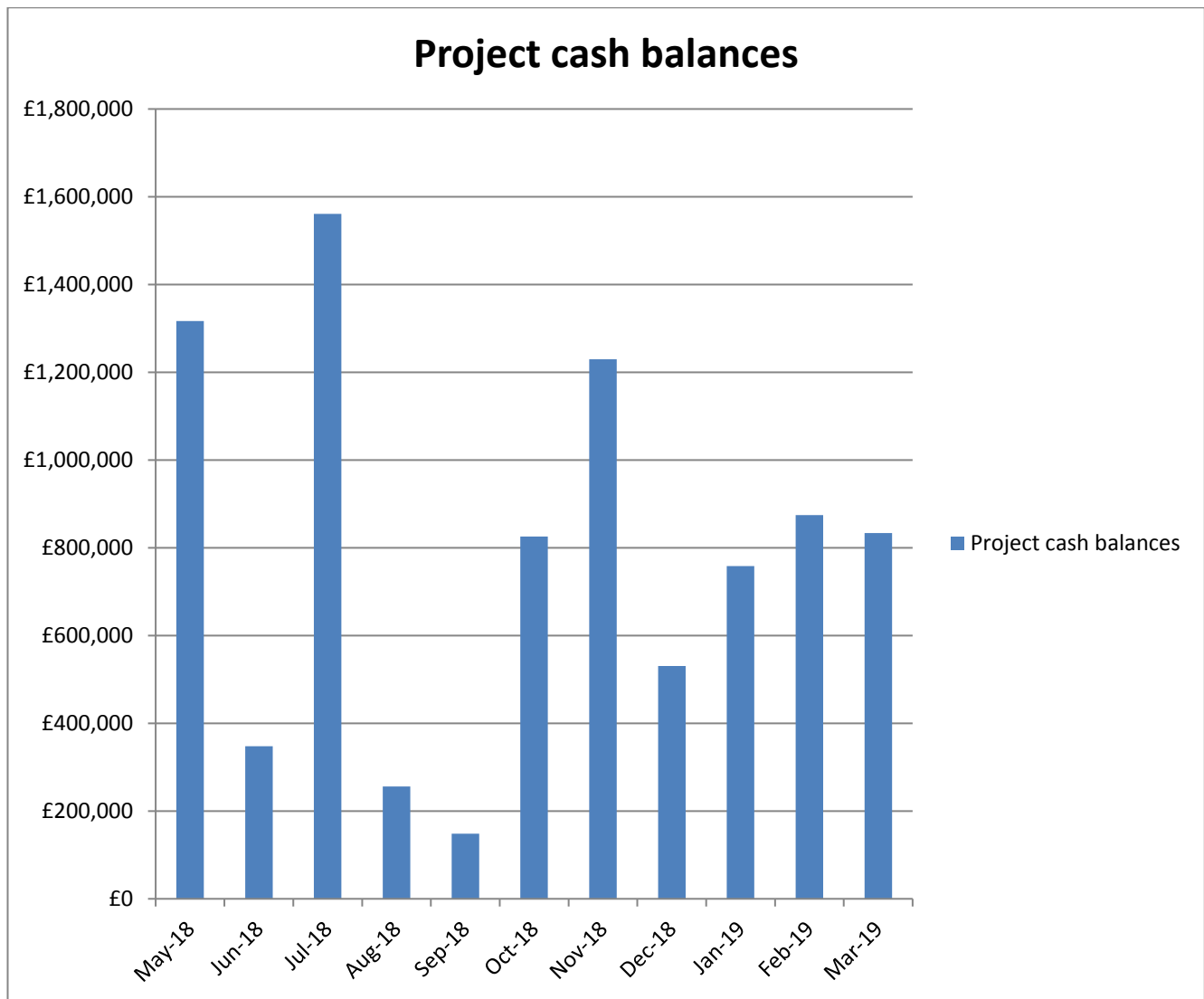
	2017/18	Year 2018/19		
	Audited	Budget	Forecast	Diff
	Unrestricted	Unrestricted		
Incoming Resources	£	£	£	£
HC Grant - Operational	1,950,000	1,950,000	1,950,000	-
Palace APTL Licence	300,000	300,000	300,000	-
Palace Leases & Recharges	78,659	73,000	74,689	1,689
Park Leases & Recharges	162,540	172,552	177,595	5,043
Learning & Community	7,419	6,000	10,716	4,716
Gift Aid	920,000	1,070,000	1,070,000	-
Total Incoming Resources	3,418,617	3,571,552	3,583,001	11,449
Overheads				
Cost of Events including Learning and Fundraising	(4,965)	(26,000)	(27,399)	(1,399)
Wages & Salaries (inc Ni Agency & Welfare)	(675,075)	(771,007)	(775,077)	(4,069)
Other Wage Costs (Travel & Training & Recruitment)	(12,785)	(17,595)	(15,640)	1,955
Maintenance Contract Palace	(330,147)	(329,004)	(326,004)	-
Maintenance Contract Park	(331,418)	(329,556)	(329,555)	1
Repair & Maintenance Other	(147,344)	(199,610)	(198,519)	1,091
Security Control	(503,516)	(507,800)	(517,909)	(10,109)
Cleaning & Pest	(7,533)	(6,000)	(15,640)	(9,640)
Rates & Insurance	(372,352)	(398,071)	(394,184)	3,887
Office expenses (Hire,stationery)	(120,164)	(118,140)	(113,802)	4,338
Utilities	(88,064)	(86,596)	(85,342)	1,254
Software & IT	(47,146)	(51,370)	(55,883)	(4,513)
Sundries, Meeting & Subscriptions	(11,967)	(19,930)	(14,963)	4,967
Marketing, Advertising & Design	(35,825)	(31,300)	(29,409)	1,891
Legal & Professional (Contains Construction)	(204,438)	(268,100)	(256,077)	12,023
Banking Costs	(628)	(1,500)	(1,376)	124
APTL Cost recharges	(78,060)	(78,060)	(78,060)	-
Total Outgoing Resources	(2,971,425)	(3,239,639)	(3,231,839)	1,800
Result	447,193	331,913	351,162	19,249
<u>Loan Commitments</u>				
West Yard loan	(122,000)	(122,000)	(122,000)	n/a
Ice Rink main loan	(164,000)	(164,000)	(164,000)	n/a
Ice Rink SIF loan	(13,000)	0	0	n/a
Lighting SIF loan	(44,417)	(44,417)	(44,417)	n/a
	(343,417)	(330,417)	(330,417)	n/a

Appendix 2 – Unrestricted Funds cash flow



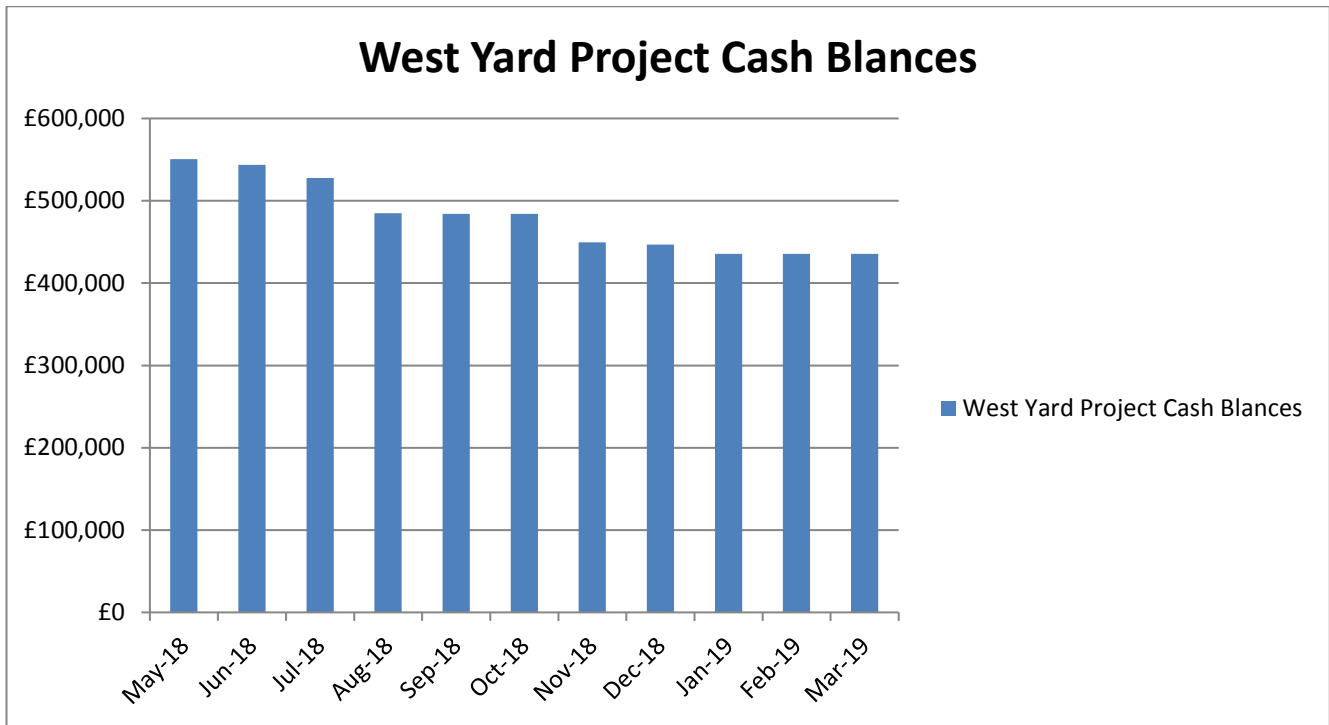
The above chart is a projection of unrestricted cash in the bank per month in 2018-19 i.e. cash funding the daily operations of the Trust. The Corporate Trustee grant cash flows the first 3 quarters of the year; the last quarter of the year is funded by a transfer of the 2017-18 Gift Aid in cash. Based on the current budget and forecast sufficient funds are expected to be available in 2018-19.

Appendix 3 – East Wing Project cash flow



A separate, restricted bank account serves the East Wing Project, which is funded through monthly claims submitted to HLF and accumulated restricted cash reserves.

Appendix 4 – West Yard Project cash flow



The cash funds which pay for the construction works are kept in a dedicated loan bank account to ensure separation of funds from the Trust's other activities.

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

Report Title: Repair and maintenance progress report

Report of: Dorota Dominiczak, Director of Finance and Resources

Report Authorised by: Louise Stewart, Chief Executive Officer

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

Purpose: This a progress report on repair and maintenance work on the Palace building and associated capital investment.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

1.1 To note this report.

2. Introduction

- 2.1 Capital Projects (outside the East Wing Project and the West Yard Project) are funded from the annual capital grant from the Corporate Trustee (£470,000) or the Restoration Levy on Trading Company ticket sales.
- 2.2 At its meeting on 19th July 2018 Trustees approved the following maintenance budget priorities, fabric works to the basements (including investigations, opening up, structural and drainage) and roofing work (including access installation, glazing, repairs and redecoration).
- 2.3 On 11th September 2018 the Board approved the Fabric Maintenance Plan priorities for the year with a focus on upgrading some of the organisation's critical safety systems. Progress on the main projects and other capital investment is detailed below.

3. Table of capital works

- 3.1 The Table below summarises the projects for 2018-19, which are funded from various grants including the Corporate Trustee grant and may run over a period of more than one year. More information is provided in the paragraphs below.

Works Scheduled	£	
	Budgeted	Not committed as at 31-12-2018
West Hall Ducts	14,000.00	14,000.00
Roof Works	112,824.00	49,543.00
Basement Works	150,399.00	
Area 7 Works	175,000.00	2,789.00
Emergency Lighting	12,382.00	
Access Equipment (Platform)	15,000.00	
Diesel Fire	36,693.00	
Fire Networks	17,194.00	
Welcome Desk	7,500.00	7,500.00
Goods Yard	70,582.00	70,582.00
Disposal of Non-Historic Goods	6,345.00	
Theatre Stage Propping	50,638.00	
Theatre Bar	23,000.00	
Critical Fire Systems	105,228.00	
Total expenditure	796,785.00	144,414.00

4. Progress on Critical safety systems

- 4.1 Fire Main – A short term solution for water supply in the event of a fire has been agreed with the London Fire Brigade until the corroded pipes in the 1980's fire main can be replaced. This is a significant improvement in fire protection for the Palace.
- 4.2 Critical Fire Systems – the work to renew all of the smoke vent cabinets has been issued and these works are due for completion in February 2019.
- 4.3 Diesel Fire System – the pump that backs up the fire sprinkler system for the whole building, has been replaced.
- 4.4 Fire Networks – New fire alarm panels are, at the time of writing, being installed and the transfer over from the older panels is scheduled for February/ March 2019. This work was delayed due to the East court and theatre the project. The new panels have been installed and we are awaiting a confirmation date for when these panels will be switched over.
- 4.5 West Hall duct works – The raising and reinstatement of the ventilation trunking to facilitate roof repairs will be carried out in February 2019, following leak detection surveys, to the west end of the roof over the West Corridor, with the eastern end planned for 2019/20.

- 4.6 Emergency Lighting – The current central battery systems (CBS) units are operational and will work in case of emergency, but if discharged may not be able to recharge. 6 CBS units have already been replaced and 5 need to be replaced as and when budget is allocated: the west hall (x2), the ice rink, roman bar, kitchen corridor. The West Hall replacements will be difficult to install due to the height locations of the CBS units.

5. **Fabric Repairs**

5.1 Roof Repair and Access Works

5.1.1 The priority permanent roof access installations to the Great Hall, including handrails to parapets and latchway to corner flat roofs with no edge protection has been completed by IMS/PDSG in the sum of £24,656.10, with part funding from the Rose Foundation. The roof and glazing repairs and redecoration of the external space frames has been largely deferred into 2019/20, with the priority repairs to the spaceframes and trial decoration scheduled for February 2019. The remainder of this project to the Great Hall walkways, East and West Lightwells, SW Colonnades, and NW Hall will now be retendered to commence in early 2019/20.

5.1.2 The hooped ladder to the Theatre Foyer roof has been renewed, with part funding from the Rose Foundation, improving our level of compliance.

5.1.3 The overhaul of the East Court glazing is complete, using the bespoke access systems to traverse the exterior by abseil teams, fabricated and purchased as a capital expense of £15,000. The bespoke rail and guard system will also be used for the forthcoming leak repairs to the Palm Court dome and atriums, scheduled for end February.

5.1.4 The additional overhaul and renewal of panes has been completed to the South, East and North Atriums of the East Court, to cure leaks and H&S concerns, at a cost of £17,864.

5.1.5 The identical works to the Palm Court, is now booked at a cost of £12,760 (5 days) and contingency of £5,104 (2 days) to utilise breaks in the calendar of events.

5.1.6 The periodic inspections of the roofs and elevations has identified urgent repairs required to the SW Tower, BBC Colonnade chimney stacks, and £5,250 and £5,850 has been reallocated to these essential works.

5.2 Basement Works

5.2.1 The basement investigations, opening up and structural works, enhancements to ventilation and drainage, and damp proofing works, commenced in September 2018, and were due for completion during November 2018. All clearance, surveys and investigations are complete, and the resultant drainage and structural works agreed. These have been re-programmed for late January to end of March 2019.

5.2.2 The ground floor slab to the colonnades is in very poor condition to 2 bays, with the steel beams rusted to half their original section and with spalling infill clinker concrete that requires complete replacement. The additional works will require Listed Building Consent, which is likely to be granted, as the remainder of the SW colonnade slabs have been replaced with reinforced concrete, and consent is already granted for the same type of renewal to the BBC Colonnades, which are in a similar poor condition. It is proposed to carry out these structural works in the next financial year at a cost of £40,000, and to follow on from the contracted works.

5.3 Area 7 Roof – The remaining minor alterations to existing vents and extract, to compliment the new roof coverings and insulation, is now completed, with a modest saving of £2,789 on the budget.

5.4 North Service Yard Paint Store

Works to convert the old paint store into a security lodge has not yet commenced. The operational requirements are being further reviewed prior to commencement, and therefore a proportion of this project may carry over into 2019/20.

5.5 Theatre Items

- Disposal of non-historic items and cataloguing and storage of theatre items is complete as previously reported at £6,345.
- Propping of the front of the theatre stage with temporary scaffolding is complete as previously reported to give a strengthened area of 6m deep x 11m wide with a loading of 6kN/m², within the budget of £24,124.
- Consideration is being given to extending the temporary propping to provide an additional 1m width each side, which would provide greater flexibility for the positioning of free standing lighting and scenery trusses on the stage, and could cost in the region of £5,000.
- Propping of the north side of the theatre stage (to provide a route for event build-up) is complete and designed to achieve 7.5kN/m², and the cost was £26,514 to match the budget.
- Consideration was also given to strengthening a small area to the rear of the stage, and if required could be implemented at an extra cost of £4,000 and the opportunity taken to enhance the scaffold ladder down to the pit, should funds permit in 2019/20.
- The periodic inspection of the Victorian ceiling and 1920's mouldings, together with the proscenium arch and auditorium walls is planned for every 6 months. The most recent inspection took place in January, whilst the Theatre was closed for snagging works and maintenance. The cost of hiring equipment (spider-crane) is £1,800 and will be funded from the FMP budget on this occasion.

6. Additional Theatre Items

- 6.1 The table below lists projects scheduled in 2018/19, which are fully funded by the restoration levy. These are essential for the opening for the East Wing and the Theatre but are not funded by the Heritage Lottery Fund:

Capital expenditure paid from Restoration Levy funds		£ Paid/committed at 31-12-2018	£ To be committed before 31-3-19	£ Total
Theatre Lighting		168,028.00		168,028.00
Power Distribution		14,804.00		14,804.00
PA System		174,569.00		174,569.00
Stage Rig		46,278.00		46,278.00
Theatre Furniture		5,689.00		5,689.00
Show Comms		29,552.00		29,552.00
Sound Desk		46,611.00		46,611.00
Microphone Package		14,434.00		14,434.00
Theatre Bar		21,774.00		21,774.00
Toilet		30,967.00		30,967.00
Theatre Signage			19,350.00	19,350.00
Café Contribution			20,000.00	20,000.00
Various small Theatre items			7,500.00	7,500.00
Un-assigned			443.00	443.00
Total		384,678.00	47,293.00	599,999.00

6.2 Theatre Lighting

Is now fully installed and working well. All December shows used the in-house system exclusively. All feed-back so far has been very positive. The decision to go fully LED has improved ventilation air flow within the space and will create more efficient electricity usage in the future.

Now that the space has been operational for a period it has become obvious that additional items will be needed if we wish to avoid regular hires on a show by show basis. These items include, 2 x 'followspots' and a small number of non-intelligent units for the technical balcony / floor package.

6.3 Stage Rig

This project has been quite challenging. The installation was slow and unsatisfactory. Although the structure was used successfully throughout December it isn't possible to use it to its full potential. Because of these issues certain elements of the structure have been redesigned by the manufacturer and these new parts are scheduled to be re-installed later this month. This work will enable the structure perform as expected and allow the use of the front section of the stage house to work well in all circumstances.

6.4 Power Distribution

These include heavy mains cables and heavy mains distribution boxes. On the whole this has been very successful. The venue has been able to supply all power needs for all incoming shows so far without the need for equipment to be hired in.

Given we have 2 x 200A electrical supplies we will need to purchase the equipment to distribute for these outlet (stage left) at some point in the future.

6.5 PA System

This has been extremely successful. All feed-back has been excellent and very complimentary despite the size of the space. The work done to tune and configure the PA coupled with the equipment itself has made all the difference to the audience experience.

To complete the package it would be sensible to consider purchasing a small monitor desk in the future as there have been at least 4 events so far that have hired in this equipment.

6.6 Stage Furniture

The selection of Theatre related equipment to allow day-to-day operation. The category included everything from stage brooms and mops, to rigging equipment and rope and steel wire and stage tools. etc. This was a basic kit that will be supplemented as we go along.

6.7 Stage Comms

A wireless system to allow all technical personnel working on a show to communicate with each other to affect the show. Stage manager, LX operator, set movers etc. This has been invaluable for every event so far and the system has worked extremely well in all circumstances.

6.8 Sound Deck - Digico SD12

The decision to purchase this particular make and model has been well received by all incoming productions. It is extremely well respected within the industry whilst being very well priced for the level of features and its acoustic excellence.

6.9 Microphone Package

Microphones are always a difficult topic as there are so many different makes and models available and the choice is often subjective. On the whole this is a very good in-house package and has been generally well received by in-coming production teams.

After all the comments and feedback from December we intend to supplement the existing set to complete the offering.

7. Legal Implications

7.1 The functions of the Trust stipulated in the Alexandra Park and Palace Acts and Orders include: *to uphold, maintain and repair the Palace as a place of public resort*. Under charity law the Trust Board Members also have individual and collective responsibility for safeguarding the Charity's assets for the benefit of the public.

7.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and any comments will be tabled.

8. Financial Implications

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

9. Use of Appendices

None

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

Report Title: Annual Review of Risk Management Policy

Report of: Louise Stewart, CEO

Contact: Natalie Layton, Executive Assistant and Charity Secretary
Email: Natalie.layton@alexandrapalace.com, Telephone: 020 8365 4335

Purpose: It is good practice for the Trust to periodically review key policies. This report provides details of changes resulting from the annual review of the Risk Management Policy, attached at Appendix 1.

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

1. Recommendations

To approve the Risk Management Policy, including the risk appetite statement attached to the policy at Appendix 1.

2. Risk Appetite Statement

- 2.1 At their meetings on 25th October 2019 FRRAC deferred their review of the Risk Management Policy until the organisation's risk appetite statement had been documented and presented to the Board.
- 2.2 A trustee development workshop on Risk Management took place prior to the FRRAC meeting on 29th January 2019 where Trustees considered the Charity's key risk areas and the controls for identifying and managing risk and whether the Risk Management Policy and the Risk Appetite Statements sufficiently incorporate the Organisation's risk management practice.
- 2.3 At their meeting on 29th October FRRAC agreed to recommend the Policy and Risk Appetite Statement to the Board for approval.

3. Notes from the October 2018 RMP Review

New activities: The Risk Management Policy (RMP) has always been available in the Staff Information\ Policies folder but it has now also been listed as a key document within the Induction Policy and included in the Staff Induction Checklist to ensure staff members read and sign the RMP.

Changes in the policy as a result of the review

- The Policy includes APTL and that the APTL Board also monitors risk management (section 3.2) in addition to FRRAC and the Trust Board.
- Some wording in the policy has been updated and sections rearranged for clarity and to better reflect the risk management procedures and processes.
- Additional information including a chart and a table have been added to sections 5 & 6 on the risk management framework.

4. External considerations

There have been no external events such as legislation changes or regulatory changes that affect the policy.

5. People involved in the review

Internally: CEO, Director of Finance and Resources, Executive Team

Externally:

Corporate Trustee Legal	Raymond Prince (Assistant Head of Legal Services and Deputy Monitoring Officer)
Corporate Trustee Finance	John O'Keefe (Interim Capital Accountant)

6. Strategic Risk Register

- 6.1 The Executive Team reviewed the Organisation's risk registers on 11th January and minor adjustments have been made to planned actions and timescales. These are highlighted as tracked changes on the Strategic Risk Register document attached.

7. Legal Implications

- 7.1 As stewards of the Charity's resources the Trustee Board is responsible for ensuring controls are in place to identify and manage risk.
- 7.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report and any comments will be tabled.

8. Financial Implications

- 8.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and notes the work that has been undertaken in relation to risk management. Risk management is an integral function of the Board and the executive team. The recommendation to adopt the risk management policy provides assurance to the APPCT Board that its operations are being undertaken with a high level of consideration of the risks involved in service delivery and the approaches to managing them.

9. Use of Appendices: Appendix 1 – Risk Management Policy



Alexandra Palace Risk Management Policy	Date Approved: FRAC – 29 th January 2019 APTL – 29 th January 2019 APPCT – 4 th March 2019
	Issue Date: 5 th March 2019
	Review Date: 5 th March 2020

1. Introduction

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

“Any action or event that may affect the achievement of the aims and objectives of Alexandra Park and Palace Charitable Trust (APPCT) and its trading subsidiary APTL, (hereafter known as ‘Alexandra Palace’) or cause loss or damage to the charitable funds and assets”.

1.2 This policy sets out the key principles and process of risk management at Alexandra Palace.

2. Background

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

Risks are identified under five principal headings:

- Strategic
- Financial
- Legal
- Reputational
- Operational

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

3. Policy

3.1 Alexandra Palace’s Risk Management Policy is to safeguard all funds and assets and 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 Risk Appetite Statements, included at Attachment 1.

3.2 The identification and management of risk is principally the responsibility of the Executive Team; final approval of items on the risk register is the responsibility of the Board. Management of risk is monitored by the Trust Board (through its Finance, Resources, Risk and Audit Committee (FRRAC)), by the APTL Board and independently reviewed and tested by the internal and external audit teams.

3.3 Risks are managed through a continuous process of identifying, analysing, responding to and monitoring and reporting risks and opportunities within APPCT’s internal and external environment at all levels within the organisation. Each risk identified has an owner who is responsible for selecting and implementing an appropriate risk management response in accordance with the policy.

3.4 The Chief Executive (or their deputy) attends each FRRAC, Trust Board and APTL Board meeting, to answer questions on the Risk Register.

4. Application of Effective Risk Management – Critical Success Factors

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

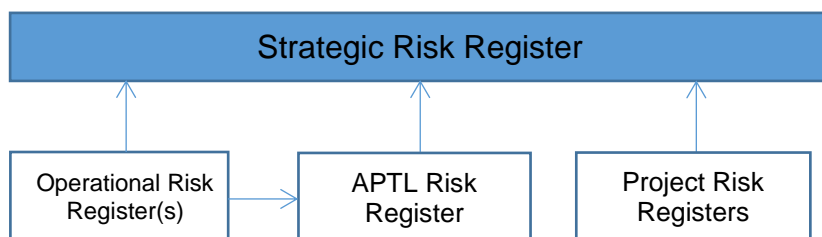
4.2 In order to be effective in managing risks we must:

- ensure our financial, operational and management systems support the management of risks that threaten the achievement of business or charitable targets and strategic objectives. This means having robust internal policies and procedures in place for the relevant areas of risk and ensuring risk registers are monitored and changes to risk levels are reported to the Boards.
- ensure the executive team has sufficient knowledge of the range and level of risk exposure that they have to manage;
- ensure all employees share an appropriate understanding of risks and priorities through induction and training and regular staff briefings;
- all employees understand and commit to the risk management policy and procedure which employees will be required to sign during their induction;
- ensure our exposure to risk is managed effectively by the implementation of cost effective internal controls and action plans where appropriate;
- deliver a programme of regular risk review and reporting; and
- review this policy and associated procedures on an annual basis.

5. Risk Management Framework

5.1 Strategic Risk Register

The diagram below shows how each sub-risk-register feeds into the Strategic Risk Register



5.2 Risk Management

The table below shows the roles and responsibilities for identifying, managing and overseeing risk in the organisation:

Register	Overseen By	Managed by	Review	Board Review
Strategic Risk Register	Trust Board	Executive Team	Quarterly by FRRAC	Annually (or when changes are made to the register during the quarterly review)
APTL Risk Register	APTL Board	Executive Team	Quarterly by Executive Team	Quarterly by APTL Board
Operational Risk Register	Director of Event Ops	Business Area Managers	Quarterly Ops meetings and as required in between	Relevant risks escalated to the Strategic and/or APTL registers as identified
Project Risk Registers	Project Director/ Programme Board	Project Manager	Monthly/ Quarterly (project dependent)	At project approval and at progress reporting stages

6. **Accountability and Responsibility**

- 6.1 All staff are responsible for the management of risk in their working environment and for the safeguarding of funds and assets to ensure the organisation's goals and charitable objectives can be delivered. There are also specific responsibilities and accountabilities for maintaining an effective risk management framework as set out in Table 1 below:

Table 1 - Accountability and Responsibility 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 • Approves the Risk Management Policy and Procedures
APTL Board	<ul style="list-style-type: none"> • 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, Resources, Risk & Audit Committee (FRRAC)	<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 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 Alexandra Palace'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 Alexandra Palace • 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 Trust Board and APTL 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 operation
Risk Owner	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
Staff	All staff are responsible for the management of risk in their working environment and should report to their line manager any identified risks, including risks of damage to the organisation's funds /property/ reputation and risks of harm to people using the organisation's services and facilities and other stakeholders.

7. Identifying and Recording Risk

- 7.1 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 risk management 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.
- 7.2 Once a risk has been identified it is mapped, in that the source and consequence of the risk are identified and considered.
- 7.3 The risk is allocated a score for Likelihood of Occurrence (a) and for Severity of Impact (b), by using the Alexandra Palace matrix set out in the Key to the Risk Register. Risk is initially scored before taking account of any mitigation provided by internal controls.
- 7.4 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 (outstanding) risk.
- 7.5 A strategic risk cannot be deleted from the risk register or altered without the sanction of the CEO and subsequent approval by the Board. All movements for recorded risks are logged to maintain a clear audit trail of changes in risk status or the retirement of risks.
- 7.6 Risks are reviewed by the Finance, Resources, Risk and Audit Committee (FRRAC) or APTL Board as appropriate at each meeting and any significant changes to operations or direction are approved by the Boards. The Trust Board reviews the Strategic Risk Register on an annual basis, unless there are significant changes 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.

8. Likelihood of Occurrence

- 8.1 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 Alexandra Palace and from wider industry knowledge. Likelihood of occurrence is looked at on a 10-year time frame (which matches the framework of Alexandra Palace'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 5, where "5" is near certainty that a risk will occur within a stated time frame.

9. Severity of Impact

- 9.1 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 5 where 1 would have a negligible impact but 5 would threaten the viability of a major activity or of Alexandra Palace as a whole. Where possible, an estimated range of financial cost should be assigned to each level of severity to provide context for the assessment of the severity of each risk and the organisation's risk appetite.

9.2 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 Alexandra Palace’s risk appetite, the financial implications of the score can be estimated by multiplying the financial cost attributed to the risk by its annual probability. Internal Controls and other mitigating factors should then be taken into account before assessing the residual risk. There is likely to be a high degree of subjectivity in assessing the impact of mitigation.

10. Risk Treatment

10.1 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	<p>Accept the risk without any further action being taken.</p> <p>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</p> <p>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 place</p>
Treat	<p>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</p>
Transfer	<p>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</p>
Terminate	<p>Some risks will only be treatable or containable to acceptable levels by terminating the activity that gives rise to the risk</p>

11. Risk Appetite and Board Reporting

11.1 The level of risk acceptable to the Board is set out in the Board Risk Appetite Statement and will be reviewed annually.

11.2 The Board may generally be prepared to accept a significant degree of risk in some strategic activities but has a low appetite in other areas such as compliance, operational efficiency and reputation. This is in recognition of the size of the task in managing the Charity, the availability of resources and the historic issues inherited.

11.3 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.

11.4 The Board delegates the regular review of the strategic risk register to FRRAC and receives recommendations from this committee before approving any amendments. This provides additional assurance on the effectiveness of the framework.

12. Status of policy

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

Date	Version	Author	Amendments
03.11.2017	V3	Louise Stewart	Additional wording in para 2.2 and 6.5 to clarify that the Board gives final approval of risks contained in the risk register.
03.10.2018	V4	Louise Stewart	Inclusion of APTL, various wording as disclosed in FRRAC & APTL covering report 25 October 2018.
29.01.2019	V5	Louise Stewart	Addition of Risk Appetite Statement at Appendix 1

Alexandra Palace is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, gender, religion, sexual orientation, responsibilities for dependents, age, physical/mental disability or offending background.

RISK APPETITE STATEMENTS

A. Alexandra Park and Palace Charitable Trust - Risk Appetite Statement

The Board is responsible for determining the nature and extent of the significant risks it is willing to take in delivering its charitable and strategic objectives. The Board has identified the risks to which it is exposed and seeks regular assurance that all risks are being managed, rather than focussing predominately on high rated risks.

We define 'Risk Appetite' as 'the amount of risk the organisation is prepared to accept, tolerate, or be exposed to at any point in time.' We take into account the external and historical context that the Trust may not be able to control or alter and recognise that there may be limited means and methods to respond. We also recognise that we must be satisfied that the evidence base presented is sufficient to assess and inform our decision making and be mindful to assess not just individual risks but the total risk exposure in any business period.

For this reason the risk register refers to this as Risk Tolerance, reflecting that the Trust generally has a low risk appetite but 'tolerates' a higher risk in some areas. The Trust's Strategic Risk Register clearly sets out a 'Risk Tolerance' rating for each individual risk on the register.

However, it is best practice for the Trust to make a clear statement of its overarching Risk Appetite.

The Risk Appetite Statement should be reviewed at least annually, but also if there are significant changes in the Trust's internal or external environment.

The Trustee Board has defined its risk appetite as follows:

We accept that in 2019/20 our assessment of the level of risk is higher in several areas than our risk tolerance or 'appetite'. As a Board we recognise that we are responsible for large physical assets that have suffered damage, lain derelict and as a result there is an historic backlog of repairs. This does not mean that we should adjust our risk appetite but that we must focus our attention on the mitigation of these risks, within the resources available to us.

Our overall **appetite for financial risk is low**. Our focus is on maintaining expenditure to achieve objectives, within strict resource limits and adherence to financial controls. We have a low tolerance to financial risk. However the work of the Trust does require us to take some financial risks on specific restoration, repair and development projects. In these instances the Trustee Board may agree to revise its risk appetite **to medium** if we are satisfied that appropriate controls have been put in place.

As a site that is accessible to the public we have a **low appetite for risk that could result in harm**, injury or loss of life to the public or our staff.

We have a broad range of stakeholders and beneficiaries and recognise that some of our activities and programmes will sometimes be controversial. The Board is willing to take decisions that may be scrutinised on issues where it is felt that the benefits to the Charity outweigh the risks. Therefore we accept a **medium level of risk in relation to our reputation**, but we expect our mitigations to be strong.

B. Alexandra Palace Trading Ltd - Risk Appetite Statement

The Board of Directors is responsible for determining the nature and extent of the significant risks it is willing to take when delivering its business objectives. The Board has identified the risks to which it is exposed and seeks regular assurance that all risks are being managed, but predominantly focussing on high rated risks. We define 'Risk Appetite' as the amount of risk the organisation is prepared to accept, tolerate, or be exposed to at any point in time, being mindful of our duty to not expose our parent charity to undue risks.

The APTL Risk Register clearly sets out a 'Risk Tolerance' rating for each individual risk on the register. However, it is best practice for the Trust to make a clear statement of its overarching Risk Appetite. The Risk Appetite Statement should be reviewed at least annually and adjustments made if there are significant changes in the internal or external environment.

The APTL Board has defined its risk appetite as follows:

Alexandra Palace Trading Limited Board is **willing to accept, in some circumstances, risks** that may result in some financial loss or exposure in order to develop new revenue sources and increase income but will only pursue medium to high risk activities if the return has been assessed as probable and the Gift Aid Target set by our parent Trust is not jeopardised. **Therefore our financial risk appetite is set as medium.**

We have a low appetite for risk that could result in harm, injury or loss of life to the public or our staff, but we recognise that as our business activity is heavily reliant on gathering large volumes of people together we are exposed to a high level of risk. We place a high priority on controls and mitigations in this area and our aim in 2019/20 is to reduce our risk level to medium.

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

Report Title: Serious Incident Reporting Policy

Report of: Louise Stewart, Chief Executive Officer

Contact: Natalie Layton, Executive Assistant and Charity Secretary
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: This report sets out the requirement for the Charity to report Serious Incidents to the charity regulator, the Charity Commission, and sets out the policy and procedure for doing so and other related actions. This is a new policy.

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

1. Recommendations

- 1.1 To approve the Serious Incident Reporting Policy, and;
- 1.2 To delegate the responsibility for reporting to the Chief Executive, on the conditions outlined.
- 1.2 To review the policy in 12 months, or sooner if the Charity Commission guidance changes significantly.

2. Background

- 2.1 The Charity Commission requires charities to report serious incidents. If a serious incident takes place within the Charity, it is important that there is prompt, full and frank disclosure to the Commission. The Charity needs to report what happened and, importantly, let the Commission know how we are dealing with it, even if we have also reported it to the police, donors or another regulator.
- 2.2 The Charity Commission defines significant as '*significant in the context of your charity, taking account of its staff, operations, finances and/or reputation*'; and defines a serious incident as an adverse event, whether actual or alleged, which results in or risks significant:

- harm to your charity's beneficiaries, staff, volunteers or others who come into contact with your charity through its work (who are collectively referred to throughout this guidance as people who come into contact with your charity through its work)
- loss of your charity's money or assets
- damage to your charity's property
- harm to your charity's work or reputation

2.3 The Charity Trustees are responsible for reporting, although the Commission acknowledge that responsibility may be delegated to someone else within the Charity, such as an employee or the Charity's professional advisers. Although it should be remembered that *'all trustees bear ultimate responsibility for ensuring their charity makes a report, and does so in a timely manner'*.

2.4 It is important for Alexandra Palace to define what we will report, as our operations are complex and we deal with significant operational incidents frequently. It is also important because if we decide not to make a report about something serious that has happened and the Commission later becomes involved, we will need to be able to explain why we decided not to report it at the time.

2.5 It is worth noting that this is an evolving area of regulatory guidance. The Charity Commission has made the suggestion that the serious incident reporting regime could become a statutory requirement for charities.

2.6 This is an overhauled and updated version of the policy approved by the Board in July 2017, which had a heavy focus on safeguarding. This revised policy has been created as new, not an update and is therefore being treated as a new policy.

2.7 The FRRAC endorsed the policy at their meeting on 29th January. This policy has implications for APTL and therefore the APTL Board of Directors considered and endorsed this policy at their meeting on 29th January.

3. **APPCT Serious Incident Reporting Policy**

3.1 The draft policy is attached at Appendix 1. Key aspects of the policy are;

- It applies to all of the Charity's activities including trading operations, tenants, leaseholders and clients.
- The serious incidents that we will report have been clearly set out and will act as a guide if incidents occur that do not fall strictly within these definitions – Attachment 1 of the policy. The Alexandra Palace Policy follows the Charity Commission guidance very closely. The areas not relevant to Alexandra Palace (but in the CC guidance) are displayed in bold italics and will be removed in the final version following approval by the Board.
- A clear process for deciding whether to report is set out:
 - The Board is notified by email when an incident takes place. In the case of a serious incident, the Board will, advised by the CEO, decide whether to meet to decide whether it should be reported to the regulator
 - When the Board take a resolution to not report the reasons for this decision will be recorded

- The Corporate Trustee will be informed of the need to report and given details of the incident before the report is made to the Charity Commission
- The CEO will obtain advice from the Charity's legal advisors if the need to report is uncertain
- Once the Board have resolved to report a serious incident the responsibility for reporting to the Charity Commission is delegated to the CEO.

4. Legal Implications

- 4.1 It is an offence under section 60 of the Charities Act 2011 to provide false or misleading information to the Commission, which includes through the annual return.
- 4.2 If the Charity is not able to complete the declaration that there have been no serious incidents, that should have been reported, for the annual report it will not be able to submit the annual return, which is a statutory requirement under section 169 of the Charities Act 2011, until all serious incidents have been reported.
- 4.3 If trustees fail to report a serious incident that subsequently comes to light, the Commission may consider this to be mismanagement, for example where the trustees have failed to manage the risks properly and breached their legal duties. This may prompt regulatory action, particularly if further abuse or damage has arisen following the initial incident.
- 4.4 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and in noting the Legal Implications section above, coupled with comments on the policy commissioned from the Council's Serious Incident Reporting Officer, has no comments.

5. Financial Implications

- 5.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and any comments will be tabled.

6. Use of Appendices

Appendix 1 – Serious Incident Reporting Policy

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Alexandra Park and Palace Charitable Trust Serious Incident Reporting Policy	Date approved by APPCT: 4 th March 2019 Date approved by APTL: 29 th January 2019
	Issue Date: 5 th March 2019
	Review Date: 5 th March 2020

1. Introduction

This policy covers Serious Incident Reporting to the Charity regulator, the Charity Commission, as it relates to Alexandra Park and Palace Charitable Trust (APPCT) and its trading subsidiary APTL, hereafter known as 'Alexandra Palace'. The Policy is also relevant to Alexandra Park and Palace leaseholders, tenants and clients on site.

The policy below provides Alexandra Palace with an effective and easy to follow process, closely in line with Charity Commission guidance.

2. Background

The Charity Commission states that it is vital that charities, whether they work domestically or around the world, report serious incidents to the regulator. The Commission also states that data on serious incident reporting allows it to better understand risks facing the sector and take appropriate action.

However the Commission recognises the challenging nature of the work undertaken and the difficult context faced by many charities. It understands that serious incidents will happen but it is the Commission's role to ensure that trustees comply with their legal duties and that the charity manages the incident responsibly. The Commission will be looking for assurance that the Charity has taken steps to limit the immediate impact of any serious incidents that may occur and, where possible, prevent it from happening again.

The Commission acknowledges that most problems can be resolved by trustees themselves. However, sometimes it needs to use its powers to protect a charity. Reporting also means the Commission can identify whether other charities might be affected, and can give better advice to all charities to help them protect themselves.

2.1 What is a Serious Incident?

The Charity Commission defines significant as '*significant in the context of your charity, taking account of its staff, operations, finances and/or reputation*'; and defines a serious incident as an adverse event, whether actual or alleged, which results in or risks significant:

- harm to people who come into contact with our Charity through our work and our trading subsidiary
- loss of our Charity's money or assets
- damage to our Charity's property
- harm to our Charity's work or reputation

An act of discrimination against any person with a protected characteristic listed in the Equality Act 2010 will also be treated as a serious incident.

The main categories of reportable incidents set out by the Charity Commission are:

- protecting people and safeguarding incidents – incidents that have resulted in or risk significant harm to beneficiaries and other people who come into contact with the charity through its work
- financial crimes – fraud, theft, cyber-crime and money laundering
- large donations from an unknown or unverifiable source, or suspicious financial activity using the charity's funds
- other significant financial loss
- links to terrorism or extremism, including 'proscribed' (or banned) organisations, individuals subject to an asset freeze, or kidnapping of staff
- other significant incidents, such as – insolvency, forced withdrawal of banking services without an alternative, significant data breaches/losses or incidents involving partners that materially affect the charity

3. Scope

This policy covers all activities of the Charity and its operations, including the activities of APTL, leaseholders, tenants and clients on site, should they create a 'serious incident' for the Charity.

It does not cover or replace the Charity's obligations to report incidents to statutory authorities such as the Police, Health and Safety Executive or Licensing Authority that the organisation may need to do from time to time in the ordinary operation of its business.

However incidents that are reported to the statutory authorities can become relevant to this policy, i.e. become in scope, for example if the Charity is subjected to an investigation by a statutory authority or if it deems itself to be at fault and there is potential reputational damage to the Charity as a result.

4. Policy

4.1 It is our policy to report all 'serious incidents' to the Charity Commission within 72 hours of the Trustee Board's decision to report a serious incident, providing an appropriate level of information and to respond to any resulting requests for information within 2 weeks.

4.2 What we will report

The nature of the Charity's assets and activities mean that it deals with incidents on a frequent basis as part of its operations. Very few of these incidents are likely to be reportable.

The incidents that we will report and the incidents that it is not necessary to report are detailed in attachment 1. This is based on Charity Commission guidance:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/752170/RSI_guidance_what_to_do_if_something_goes_wrong_Examples_table_deciding_what_to_report.pdf .

This not a definitive list of reportable incidents but indicates the types of incidents categorised as 'serious' and reportable and will act as a guide as to what should and shouldn't be reported.

4.3 Who is responsible for reporting?

The responsibility for reporting serious incidents rests with the Charity's Trustees. All Trustees bear ultimate responsibility for ensuring their Charity makes a report, and does so in a timely manner and the Board will decide which serious incidents to report.

The Board does not have powers to take decisions outside of meetings or by written resolution. Therefore a special meeting may need to be called at short notice (with a minimum of 3 board members present and voting to make a valid decision).

The Board will be given details of the incident in advance of the meeting. The CEO or other relevant Executive Team Member may recommend a particular course of action at or prior to the meeting (i.e. to report the serious incident or not to report). The Board may seek advice from the Charity's legal advisors if the need to report is uncertain.

Due to the likely nature of any serious incident it may be considered under exempt items (with reference to the relevant category of information in the Local Government Act, Access to Information Schedule 12). Decisions will be recorded, including reasons if the Board decide not to report an incident.

Once the decision has been taken the Corporate Trustee will be given details of the incident before the report is made to the Charity Commission

The report will then be made to the Charity Commission within 72 hours of the Board's decision to report the serious incident.

4.4 Actions we will take in response to a serious incident

If there is a serious incident we will:

- prevent or minimise any further harm, loss or damage
- report it to the Commission as a serious incident
- report it to the Police (and/or other relevant agencies) if we suspect a crime has been committed, and to any other regulators the Charity is accountable to and other agencies such as the Local Authority Designated Officer (LADO) for Safeguarding
- put in a place a communication plan for staff, volunteers, the public, the media and other stakeholders, such as funders
- review what happened and prevent it from happening again – this may include reviewing internal controls and procedures, internal or external investigation and/or seeking appropriate help from professional advisers

4.5 How we will report

The Trustee Board delegates responsibility for reporting serious incidents to the CEO who will report serious incidents to RSI@charitycommission.gsi.gov.uk.

If the information we provide (or wish to provide) is particularly sensitive or confidential or if we feel a particular exemption applies, we will inform the Charity Commission and explain our reasoning.

To ensure that the relevant and appropriate information is captured at the time and reported consistently we will use the Serious Incident Reporting Form attached to this policy, attachment 2.

The Charity is required as part of its annual return, to sign a declaration confirming there were no serious incidents during the financial year that should have been reported to the Commission. If incidents did occur, but weren't reported at the time, we will submit these before we file our Charity's Annual Return, so that we can make the declaration and meet our legal reporting requirements.

5. Associated documentation and further information:

Related policies: Safeguarding, Health & Safety, Data Protection, Whistleblowing (fraud reporting), Risk Management, Disciplinary/Grievance, Bullying and Harassment, Equal Opportunities.

AP is committed to providing effective supervision, support and training. Staff will receive mandatory training on Equality and Diversity, Data protection, Safeguarding, Health and Safety appropriate to their role.

6. Status of policy

Date	Version	Author	Amendments

7. Attachments:

- Attachment 1 – Alexandra Palace guidance regarding reportable and not reportable incidents
- Attachment 2 – **Alexandra Palace** Serious Incident Reporting Form

Attachment 1 – Examples Table Deciding what to report

Serious incidents to report	Incidents not to report
Protecting people and safeguarding incidents	
<p>A beneficiary or other individual connected with the Charity's activities has/alleges to have suffered serious harm</p> <p>Allegation that a staff member has physically or sexually assaulted or neglected a beneficiary whilst under the Charity's care</p> <p>The Chief Executive of the Charity has been suspended pending the outcome of an investigation into their alleged sexual harassment of a fellow member of staff</p> <p>Allegation that a trustee, staff member or volunteer has been sexually assaulted by another trustee, staff member or volunteer</p> <p>A staff computer is found to contain images of child pornography</p> <p>An internal investigation has established that there is a widespread culture of bullying within the Charity</p> <p>A beneficiary or individual connected with the Charity's or APTL's activities has died or been seriously harmed; a significant contributory factor is the Charity's failure to implement a relevant policy</p> <p>Charity failed to carry out DBS checks which would have identified that a member of staff or trustee was disqualified in law (under safeguarding legislation) from holding that position</p> <p>Repeated medication errors to beneficiaries in a care home indicating a systemic problem</p> <p>Charity discovers that an employee or volunteer coming into contact with children or at risk adults is on the sex offenders register</p>	<p>Minor unusual/aggressive behaviour by a beneficiary towards a member of staff</p> <p>Police called to Charity premises because a beneficiary is drunk and disorderly</p> <p>Charity becomes aware of allegations of abuse or neglect of a beneficiary that occurred outside the Charity; the Charity has reported the allegations to the appropriate agencies, and there is no harm to the Charity's reputation</p> <p>Beneficiary in a care home received the wrong medication as a 'one-off' error and there was no significant harm</p> <p>Logged accident book reports where there was no significant harm to individuals</p> <p>Details of reports under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) where there has been no significant harm to individuals</p> <p>Minor accidental injury to a Charity service user e.g. slipping on a wet floor</p> <p>A staff member who is not in a senior position or position of specific responsibility (e.g. head of safeguarding) has bullied or harassed a fellow staff member. There is no indication of a widespread culture of bullying or harassment within the Charity and the incident is dealt with by minor disciplinary action (for example, the staff member responsible has not been suspended or dismissed).</p> <p>A staff member who is not in a senior position or position of specific responsibility is dismissed for marrying a member of the community in which the Charity is working, in breach of the Charity's code of conduct but not in breach of local laws</p>

Serious incidents to report	Incidents not to report
Fraud, cyber-crime and money laundering	
<p>Charity's Chief Executive and Treasurer produced false invoices for charity services</p> <p>A bogus fundraising scheme is being promoted online, using Charity's name</p> <p>Charity funds lost due to an online or telephone 'phishing scam', where trustees were conned into giving out bank account details</p> <p>Attempted fraud by a member of Charity staff but intercepted by internal financial controls</p>	<p>Attempted cyber-crimes that are blocked by the Charity's computer network security systems, except where the attempted cyber-crime is unusual in nature and the Charity wants to bring it to the attention of the Commission</p>
Theft	
<p>Any actual/suspected incidents of theft of cash from cash tills, cash office or donation collection tins which has been reported for criminal investigation</p> <p>Charity office has been broken into and computers, holding personal details of beneficiaries and donors, stolen</p>	<p>One-off random theft of items such as jewellery or a mobile phone at the Charity's premises</p> <p>Theft of small amounts of cash belonging to a beneficiary, by another beneficiary, at a Charity event</p> <p>Theft of a collection tin thought to contain small amount of cash</p>
Unverified or suspicious donations	
<p>A significant amount over £25,000 is donated to the Charity from an unknown or unverifiable source</p>	<p>Large legacy left in a will, received via solicitor dealing with probate, on condition donor remains anonymous</p> <p>Large donation made by an anonymous donor via solicitor who is aware of their identity</p> <p>Low value donations from unknown sources - refer to our guidance on due diligence and monitoring end use of funds</p>
Other significant financial loss	
<p>Significant loss of Charity funds in a poor investment scheme, commissioned by trustees, without professional advice</p> <p>Sudden loss of 20% or more of Charity's income (e.g. due to termination of major donor contract); Charity has no reserves, meaning staff will be laid off and services stopped</p> <p>Substantial loss of Charity funds due to legal costs incurred in a court case; excludes those charities routinely undertaking budgeted litigation on behalf of beneficiaries</p> <p>The Charity's main premises is severely damaged in a fire and the Charity is unable to deliver services to its beneficiaries</p>	<p>Loss of Charity funds where the value lost represents less than £25,000 of Charity assets and is less than 20% of the Charity's income. There is no significant impact on the Charity's services.</p> <p><i>Charity property overseas is damaged due to bad weather conditions (e.g. office roof blown off during a storm) but doesn't prevent Charity from delivering services to beneficiaries</i></p> <p>A vehicle owned by the Charity is badly damaged in an accident. Nobody was hurt, the damage is covered by insurance and the Charity is still able to deliver services to its beneficiaries</p>

Serious incidents to report	Incidents not to report
Links to terrorism or extremism	
<p><i>Charity discovers that an overseas partner has passed money to a member of Charity's personnel who is a designated individual, subject to financial restrictions</i></p> <p>A member of Charity staff or volunteer has been arrested for terrorism related offences</p> <p><i>Charity's warehouse in a war zone has been raided and vehicles/ stock taken at gunpoint</i></p> <p><i>Charity personnel have been detained or kidnapped by a terrorist group overseas</i></p> <p>A visiting speaker has used a Charity event to promote extremist messages, via live speech or social media</p>	
Other significant incidents - Disqualified person acting as a trustee	
<p>Any person acting as a trustee or senior manager while disqualified – refer to the Commission's guidance</p>	<p>A trustee or senior manager voluntarily steps down from trusteeship when disqualified for having an IVA (Individual Voluntary Arrangement)</p>
Charity subject to investigation by a regulatory body	
<p>Charity is subject to official investigation by another regulator e.g. Fundraising Regulator, Police, UK Visas & Immigration, Ofcom, Information Commissioner, Care Quality Commission or Care Inspectorate Wales</p>	<p><i>Routine inspections by a sector regulator e.g. Ofsted, CQC or CIW, do not need to be reported to the Commission unless there are adverse findings that place the future of the Charity in doubt, relate to other categories of serious incidents or are likely to attract negative media attention</i></p>
Major governance issues	
<p>Mass resignation of trustees, leaving the Charity unable to function</p> <p>Evidence that trustees have routinely signed blank cheques</p>	<p>One or two trustees stepping down at year-end, due to other commitments</p>
Fundraising issues	
<p>Suspicious of unauthorised public collections in the name of the Charity</p> <p>Charity hasn't complied with law on requirements for solicitation statements or professional fundraising agreements</p> <p>Significant funds, due under a fundraising arrangement, have not been paid by the professional fundraiser, or commercial partner to the Charity</p> <p>Incident has taken place involving a fundraising agency which will incur serious damage to the Charity's reputation</p>	<p>A missing collection tin thought to contain a small sum of money</p> <p>Failure of a sponsor, e.g. of a local fun run, to submit small amounts of money raised for the Charity</p>

Serious incidents to report	Incidents not to report
Data breaches or loss	
<p>Charity's data has been accessed by an unknown person; this data was accessed and deleted, including the Charity's email account, donor names and addresses</p> <p>A Charity laptop, containing personal details of beneficiaries or staff, has been stolen and there is no encryption or other security measures that would prevent the perpetrator from accessing this information</p> <p>A Data Protection Act breach has occurred and been reported to the ICO</p>	<p>A Charity laptop or mobile phone (not containing confidential data) has gone missing – it's been reported to the police</p>
Incidents involving partners	
<p>A delivery partner of the Charity is alleged to have links to terrorism and extremism</p> <p>A delivery partner of the Charity has ceased to operate and this has prevented the Charity from providing assistance to its beneficiaries</p> <p>The Charity's subsidiary trading company has gone into liquidation and this has resulted in financial difficulties which place the future of the Charity in doubt</p> <p>Staff of another organisation within the same federated structure are found to have been committing systematic abuse of beneficiaries and this has significantly damaged the reputation of the Charity</p>	<p>A serious incident has taken place involving a partner but it has no or minimal impact on the Charity's reputation or the partner's ability to deliver its work with the Charity</p> <p>A delivery partner of the Charity has ceased to operate and this has had some impact on the Charity's ability to provide assistance to its beneficiaries but it is not a material impact and the assistance to beneficiaries hasn't stopped</p>
Other, including criminality	
<p>Any other type of incident that appears serious and likely to damage reputation or incur loss of charitable funds/assets</p>	

Serious Incident reporting form

Date the incident took place	<i>Day/month/year</i>
Name of person making the report	
Position/job title	<i>Chief Executive</i>
Authority to report this incident	Authority to report Serious Incidents to the Charity Commission is delegated by the Trustee Board, to the CEO, in the Charity's Serious Incident Reporting Policy
Date the Trustee Board was made aware of this incident	
Date the Corporate Trustee was informed	
Is another Charity affected by this incident	<i>Y/N</i> <i>If yes state which...</i>
When did the Charity become aware of the incident	<i>Date:</i> <i>Time:</i>
Has the Charity informed any other agencies of the incident? Local Authority, Police, HSE, other....	<i>List agencies and provide any reference numbers you have been given</i>
Describe the incident	<i>Provide a brief, factual and clear account of what happened</i>
Who has been affected & how	<i>Include the extent of any loss or harm include the extent of any loss or harm It is not necessary to provide the names of any individuals involved in the incident at this stage</i>
Is any of the data provided in the report sensitive or confidential in nature	<i>Y/N</i>
What information & why	<i>Provide detail and reasoning</i>
What action has the Charity taken/What action is the Charity intending to take	
How will the Charity prevent this from happening again?	
How is the Charity responding or preparing to respond to the media	<i>Provide key lines to take</i>
Serious Incident information update	<i>Date:</i>
Update information	<i>Provide brief but clear information on any material changes to the facts reported above.</i> <i>(This includes letting the Charity Commission know if individuals who were alleged to be responsible for wrongdoing are exonerated or the allegation was found to be false or groundless following further investigation by the Charity, the police or another regulator/agency.</i>



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

Report Title: Health & Safety Policy Statement Review

Report of: Graeme Timms, Head of Health & Safety

Contact: Natalie Layton, Executive Assistant, APPCT

Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: This report seeks approval of the Health and Safety Policy Statement attached at Appendix 1.

1. Recommendation

To approve the updated Health & Safety Policy, attached at Appendix 1.

2. Background

2.1 The Trust Board approved a Health & Safety Policy Statement on 20th February 2018 as recommended by FRRAC on 1st February 2018.

2.2 This policy has been reviewed in-line with current legislation and best practice. No substantial changes have made, only minor amendments as follows:

2.2.1 Inclusion of a section under responsibilities of Directors of Alexandra Palace Trading Ltd and the Board of Trustees for APPCT to foster a positive safety culture across the organisation and to hold safety at the core of all activities and decision making processes.

3. Legal Implications

3.1 Organisations such as Alexandra Palace are required by law (Health and Safety at Work Act 1974 s3(2) and the Management of Health and Safety at Work Regulations 1999 s5) to have a written Health and Safety Policy Statement. This is a summary document which communicates to a wide range of both internal and external stakeholders how health and safety arrangements are managed within the organisation and details the responsibilities for discharging those requirements. Given the intrinsic links between APPCT and APTL, a common health and safety policy statement has been written that covers both organisations and its employees.

3.2 It should be noted that legislation requires this to be effectively communicated to all employees. This requirement will be discharged through an agenda item at the next All Staff Meeting.

3.3 The Health and Safety Group meet monthly and appropriate issues are escalated to the Executive Leadership Team. Staff are also briefed on relevant areas of health and safety at periodic meetings and in the monthly CEO bulletin to all staff.

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 statement has been reviewed in compliance with current legislation and best practice, has no comments.

5. Financial Implications

5.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and any comments received will be tabled.

6. Use of Appendices

Appendix 1– Health & Safety Policy Statement



Appendix 1

Alexandra Palace Health & Safety Policy Statement	Date Approved: ET – 14 November 2018 FRAC – 29 January 2019 APTL – 29 January 2019 APPCT – 4 March 2019
	Issue Date: 5 th March 2019
	Review Date: 5 th March 2020

1. Introduction

Alexandra Park and Palace Charitable Trust (APPCT) and its trading subsidiary APTL, hereafter known as 'Alexandra Palace' is committed to managing health, safety, wellbeing and environmental issues effectively.

2. Policy

A joint health and safety policy statement demonstrates a coordinated approach to safety management and an efficient and effective method to achieve compliance with all relevant legislation and demonstrate best practice.

The Directors of Alexandra Palace and the Board of Trustees for APPCT collectively accept personal responsibility for:

- protecting the health, safety and wellbeing of employees
- protecting the health and safety of everyone who can be affected by the Palace, Park, events or leisure facilities
- protecting and enhancing the environment
- fostering a positive health and safety culture across the organisation
- holding safety at the core of all activities and decision making processes.

Managing health, safety, wellbeing and environmental issues appropriately is a key contributor to the continuing success of Alexandra Palace and Park as both an attraction and company. We do this by:

- putting the necessary focus on these issues
- valuing our employees through consulting them on significant decisions
- working together at all levels across Alexandra Palace and with everyone who helps to create and manage events and provide leisure facilities
- assessing and adequately managing all significant risks under our control
- providing appropriate training, information and supervision for employees
- monitoring, auditing and reviewing our health, safety and environmental performance, in order to learn and make sure we continually improve.

The overall responsibility for making sure that health, safety, wellbeing and environment issues are properly managed is with the Chief Executive Officer of Alexandra Palace. For day to day operations this responsibility is delegated through the line management structure, with all managers being

responsible for actively managing health, safety, wellbeing and environment within their teams and areas of responsibility, including setting a good example

All employees are responsible for:

- working safely, taking care of themselves, others and for the environment
- co-operating with all health, safety, wellbeing and environmental requirements at Alexandra Palace
- reporting hazards and other health, safety, welfare and environmental problems promptly

Should any employee feel that any work activity or task is being undertaken in a manner likely to expose themselves, colleagues or others to unacceptable or unnecessary risks, then this one individual is empowered to stop the work activity. A suitable manager will then immediately review the concerns raised, with support from the health and safety team as required. Work will recommence when the individual's concerns have been suitably addressed and all involved agree the work activity is safe to continue.

No member of the team working at Alexandra Palace will be negatively impacted or adversely treated for raising a genuine concern about the safety of themselves, work activity or others in the workplace.

We also need our employees and everyone involved in creating and managing events to actively participate in improving health and safety. We can only achieve and maintain a good performance with the co-operation and support of everyone involved.

Version Control:

This policy statement is reviewed annually, upon significant change within the organisation or upon change in appropriate legislation.

Date	Version	Author	Amendments
08/01/2019	3.0	Graeme Timms, Head of Health and Safety	Addition of additional responsibility to hold safety at the core of all activities and decision making and addition of fostering a positive safety culture.
04/12/2017	2.0	Graeme Timms, Head of Health and Safety	Minor – non substantive changes to introduction. Adjustments in Section 2 to explicitly state directors and trustees responsibilities

Alexandra Palace is committed to the fair treatment of its staff, potential staff or users of its services, regardless of race, sex, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief, responsibilities for dependents, age, physical/mental disability or offending background.

Signed By	Name	Position	Date
	Anne Stennett	Chair of Board of Trustees, Alexandra Park and Palace Charitable Trust	
	Anne Stennett	Chair of Alexandra Palace Trading Ltd	
	Louise Stewart	Chief Executive Officer, Alexandra Park and Palace Charitable Trust & APTL	



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

Report Title: Car Park Charging

Report of: Louise Stewart, Chief Executive Officer

Contact: Natalie Layton, Executive Assistant and Charity Secretary
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: To seek the Board's approval to proceed with developing a car park charging scheme for Alexandra Park and Palace.

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To consider the case for the introduction of car park charging at Alexandra Park and Place.
- 1.2 To authorise the CEO to undertake work to develop a proposal for the Board's future consideration, which will include the results of consultation with stakeholders and beneficiaries.
- 1.3 To note the comments from the SAC and CC in response to being informed of the Board's intention to consider introducing car park charges.

2. Background

- 2.1 At the Board strategy day in October 2018 Trustees discussed the need to generate more income to ensure effective delivery of the charitable purposes and create a more sustainable future for the Trust. The Board asked the CEO to further investigate the options discussed, including the option to implement a car parking charging scheme.
- 2.2 The income generated through such a scheme would be used towards the costs of facilities and services provided to visitors. Any proposal would be subject to formal consultation and Charity Commission approval and subsequent formal approval by the Board.

- 2.3 The SAC/CC were informed of the Board's intention to consider introducing charges at their meeting on 29th January 2019. The information reported at this meeting is included at Appendix 1 (Board Members received this information previously, as Members of the Consultative Committee).
- 2.4 Initial comments from the SAC/CC, included in Appendix 2 were in support of the car park charging as an income generation stream if it did not deter visitors to the Park and Palace. Some suggestions were made, which will be considered as part of the work to be undertaken.
- 2.5 The APTL Board have been informed of the Board's intention to consider introducing car park charges and have given comment. They have been reassured that they will be consulted in the process in terms of the potential benefits and impact on trading operations.
- 2.5 The Board are not being asked to approve the introduction of car park charges at this point. The Board are being asked to approve that work is undertaken to gather information and evidence in order to develop a proposal so that the Board is able to make an informed assessment in the best interests of the charity.

3. Next Steps

- 3.1 The next steps will be to engage appropriate expertise to support the internal project team to take this work forward and develop a project workplan and timetable. The intention is to start the project in March 2019.

4. Legal Implications

- 4.1 The Trust does not have the power to implement charges for car parking and will need to apply to the Charity Commission if it is a course of action the Trust wishes to pursue.
- 4.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and in noting the Legal Implications section above has no comments.

5. Financial Implications

- 5.1 The Trust will incur costs in developing the proposal, engaging appropriate expertise and undertaking appropriate consultation. The costs for this are being established and included in the budget for 2019/20.
- 5.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and any comments received will be tabled.

6. Use of Appendices

Appendix 1 – Extract from CEO's report to SAC/CC on 29th January on Car Park Charging

Appendix 2 – Copy of draft minutes of the SAC/CC discussion

Appendix 1 – Extract on Car Park Charging Proposals from CEO's report to SAC/CC on 29th January 2019

2. Consideration of charging for car parking at Alexandra Palace

2.1 The Trust is considering the possibility of charging for car parking at Alexandra Park and Palace and in 2019 will be undertaking work to develop a proposal for the Trustee Board to consider.

2.2 The Trust will undertake formal consultation in due course but at this stage we wish to make SAC/CC aware of the work and to seek input from both committees to understand any areas of concern at this early stage. We have anticipated the most obvious questions that the committees may have at this stage and provided answers below, but we welcome any further questions and points that committee members may wish to raise.

2.3 Why is the Trust considering charging for car parking?

- a. The primary reason for introducing parking charges is to generate income to cover the costs of the Trust in providing facilities and services for visitors. Alexandra Park and Palace is unusual both as an event venue and as a site open to the public for general recreation, in that the car parking provided is free of charge.
- b. The Trust's financial position requires it to generate more income to continue delivering its charitable purposes. The Trust plans to generate more income through increasing our fundraising efforts, developing our leisure, entertainment and recreational activities and bringing more spaces back into use. We continue to investigate opportunities to reduce our costs and overheads, for example through investment in energy efficiency to reduce our utility bills.
- c. However these measures alone will not be sufficient to meet the increasing costs of labour, goods and services. The Trust believes that charging for car parking will:
 - generate funds to deliver our purposes including maintaining and improving infrastructure and security
 - offset the cost of managing the car parks on a daily basis
 - deter anti-social behaviour, which risks harm to the park and building (and to staff and the public)
 - Manage demand and deter misuse of the facilities for which the charity incurs costs and gains no benefit e.g. commuters using the parking facilities as park and ride facilities, local residents using the parking facilities as overflow residential street parking
- d. In addition charging may further encourage the use of public transport by visitors.

2.4 Is the Trust, as a charity, allowed to charge for car parking?

- a. There is no implied or express general power to charge for car parking apart from with respect to a particular part of the site, but the necessary authority can be granted by the Charity Commission.
- b. Car park charging has been considered by the Trust before. Previous correspondence with the Charity Commission stated that it would be possible to

- grant permission under the powers of the Charities Act and that permission could be granted without a need to change the Alexandra Park and Palace Act.
- c. The conditions of the Charity Commission would need to be met for permission to be granted. It is understood that the Commission will wish to be satisfied that a reasoned assessment of the general need for and the appropriateness of the proposed method of charging and management of the parking facilities have been considered. It is likely that they will expect a broad consultation to have taken place in making this reasoned assessment.
 - d. The concept of charging for car parking does not in principle conflict with the objects of the charity. However, the Trustee Board and the Charity Commission will be concerned that any proposal to charge does not unduly deter the public from using the site.

2.5 What will the charges be?

The work to determine the pricing structure and levels has not yet commenced. The Trust will be taking into consideration different user groups and their usage habits to make charges as fair as possible, whilst managing demand for spaces.

2.6 What will the money generated be used for?

- a. As with all income generated by the Trust, it will be used for delivering our charitable purposes of repairing, restoring and maintaining the Park and Palace for the enjoyment of the public.
- b. In particular we hope to be able to undertake investment to better maintain and improve the existing parking facilities.
 - fund maintenance works to mitigate risk of damage or injury claims
 - update the layout to improve safe operational use of different users (pedestrians and vehicles) and provide a better visitor experience
 - fund improvements in infrastructure to provide more secure car parking and deter crime and anti-social behaviour e.g. barriers, signage, lighting, CCTV, automatic number plate recognition (ANPR).

2.7 Are you intending to expand car parking on site?

There is no proposal to increase the surface area of car parking on site. We will be considering the long term projections for car usage in the work we undertake. There is the possibility of including electric vehicle charging points as part of the car park improvements.

2.8 Who will manage car parking on site?

We will be considering the options for this, to determine the most appropriate operating model that will deliver effective outcomes for the Trust and our beneficiaries.

2.9 When will the SAC and CC be consulted?

We do not yet have a timetable for consultation. It is expected to be in 2019. The consultation plan will ensure that consultation with the SAC and CC is undertaken prior to any recommendation to the Trustee Board for decision.

Appendix 2 – Draft minutes of SAC/CC discussion on car park charging - 29th January 2019

JOINT SAC/CC Consideration

- The Committee had been assured consideration would be given to the impact on those in surrounding areas.
- The Committee welcomed the potential charge if it were to raise income for the Palace and Park as long as it did not detract individuals from visiting.
- It was requested the parking bays along Alexandra Palace Way also be reviewed and scrapped as it was felt they detracted from the Park.
- The Committee suggested electric charging points should be included within the Palace's car parks.
- Regarding the shuttle bus that was to be introduced between Alexandra Park Station and Tottenham Hotspur Stadium, the CEO informed discussions had been had with Tottenham regarding this. The Trust had not been consulted on the planning process behind the new shuttle bus route but had since discussed with Tottenham their concerns this could have for parking surrounding the Palace and its car parks. The Trust would monitor the number of cars on match days and if it became an issue, would raise this with Tottenham.
- The consultation would be comprehensive and the Trust would map different stakeholder groups, their patterns of usage and see how any introduction of charges for car parking might affect them. Season tickets would also be considered.
- Staff and volunteers were considered a key stakeholder group and it was not the intention for them to suffer financially because of car parking charges. If it was unavoidable that staff and volunteers had to pay, options such as reimbursement through expenses would be explored.
- The Trust would monitor the balance of usage to ensure appropriate levels of car parking spaces and other modes of transport, such as electric vehicles and bicycles.
- The Chair noted the more detail available in the consultation, the better individuals would be able to respond. The CEO informed that the Charity Commission would be looking to ensure the consultation represented stakeholders and beneficiaries.

ADVISORY COMMITTEE COMMENTS

The Advisory Committee endorsed the comments and observations made at the Joint Meeting. In addition, the Committee wished to emphasise the following:

- The consequences and implications of introducing parking charges on local residents should be carefully considered. The Trust should be mindful of how the recommendations take into account the circumstances of the various stakeholders and beneficiaries. The Committee supported the Trust's commitment to a thorough consultation taking place.
- The residents' associations should do all they can to encourage members to report instances of litter found around the Park.
- The Committee was concerned at the potential for emergency vehicles to get caught in traffic surrounding the Palace and Park and encouraged this to be monitored to ensure it did not become an issue.

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ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

Report Title: Colour Framework
Report of: Louise Stewart, Chief Executive Officer

Contact: Natalie Layton, Executive Assistant and Charity Secretary
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: This report seeks the Board's approval of the Colour Framework for Alexandra Park and Palace.

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

1. Recommendations

- 1.1 To approve the Colour Framework, and;
- 1.2 To note the feedback from the SAC/CC.

2. Introduction

- 2.1 In August 2018, Patrick Baty, a well-renowned historic paint specialist, was commissioned to undertake a focussed piece of work to assist in the decision-making process of choosing a new paint palette for the East Court.
- 2.2 His findings were useful, and helped to inform the final colour choices and it is now important to build on this work to ensure that a degree of consistency and coherence is applied when it comes to making other decisions on colour and decoration.
- 2.3 This work covers the whole of the Park and Palace (Appendix 1) and creates a framework for decision-making for all projects that involve colour alterations or renewals of colour that affect the internal and external appearance of the Park and Palace.
- 2.4 Identifying a set of Principles on the use of colour and an Implementation Approach, the Colour Framework requires all projects to consider the historic colour references in order to validate decision-making, and to ensure that there is careful consideration of the wider site context as well as the use of individual spaces, so as to create a clear identity for the Park and Palace.

3. Consultation with the Advisory and Consultative Committees

- 3.1 At its joint meeting on 29th January 2019 the SAC/CC were provided with an opportunity to discuss the draft Colour Framework and view copies of the Patrick Baty reports.
- 3.2 The SAC/CC were generally pleased with the framework and the use of historical colours from the Victorian period.
- 3.3 In addition the CEO also met with representatives of the Conservation Area Advisory Committee to discuss the framework and approach and received useful comments that helped to compile the final version presented.

4. Legal Implications

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

5. Financial Implications

- 5.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and any comments received will be tabled

6. Use of Appendices

Appendix 1 – Alexandra Palace Colour Framework



DRAFT

COLOUR FRAMEWORK

January 2019

1.0 Introduction and Background

1.1 The Importance of Colour

'Form without colour is like a body without a soul'¹

Owen Jones was one of the most influential tastemakers of the Victorian era. His pioneering studies on colour theory, geometry and form still inspire designers to this day. Trained as an architect, designer and design theorist, Jones was the Superintendent of Works for the 1851 Great Exhibition. A celebration of the power and potential of new industrial technologies and modern design, Jones' work on the interior of Crystal Palace showcased his skills to millions of visitors (see Appendix 1). Based on his observations of primary colour polychromy within the architecture of Ancient Egypt, Ancient Greece and at the Alhambra, he chose a simple palette of red, blue and yellow for the interior ironwork, which at the time, was considered radical.

In 1858, Owen Jones proposed a new exhibition and entertainment centre for North London, and published plans for a huge glazed structure there. He had hoped it would be as popular as Crystal Palace, but his proposal foundered. The idea persisted however, and a more solid 'Palace for the People' was finally built by a firm called Kelk and Lucas, designed by John Johnson in partnership with the architect and civil engineer Alfred Meeson. The Palace was opened on 24 May 1873.

1.2 A Place of Change

Both Palace and Park have been modified considerably over a period of 140+ years, with the Palace in particular experiencing sizeable change as it has been reincarnated many times over. Serious damage from fire, war, significant adaptations, underuse and closure, lack of resources and general neglect has resulted in a number of challenges, including how to maintain a relevant and coherent decorative scheme.

Whilst the principle language of the building is Victorian, both the Park and Palace are in a constant state of evolution – this presents a challenge in how to marry those elements of Victoriana that are enduring, with the needs and realities of the customer experience and the Charity's purpose, today and for the future.

1.3 Why a Colour Framework is needed

The context of a historic building is a combination of its founding story, its evolution and its contemporary significance for communities today.

At Alexandra Palace, there will always be many layers competing for attention and dominance and it is therefore critical to be explicit about how any piece of work on site is able to contribute to the well-being of the historic whole.

New interventions at the Palace, including decorations, must be relevant if today's audiences are to feel comfortable and connected to the evolution of the site. That means taking inspiration from the DNA of the Palace and Park and inflecting it with a modern sensibility.

A Colour Framework ensures a degree of consistency and coherence is applied when it comes to making decisions on colour and decoration.

¹ Quote attributed to Owen Jones

2.0 Scope

The Colour Framework applies to the following areas:

- **All internal areas** of the Palace (floors (including carpets), doors, walls, columns etc.)
- **All external areas** of the Palace (window frames, doors, railings etc.)
- **All buildings and structures in the Park** (lamp posts, benches, gates etc.)

3.0 Colour Framework Objectives

There are two objectives of the Colour Framework:

1. To define the **Principles** that should be applied when considering colour;
2. To define **an Implementation Approach**, so there is consistency in how a colour or set of colours is agreed upon, whether it be internally (APPCT) or as part of a wider design project undertaken externally (i.e. by an architect)

1. Principles

- a) **Historic colour references**, in the form of evidence-based studies and the Alexandra Palace archive should be used to **validate and inform** colour choices (see appendix 1 and 2);
- b) Colours should be appealing and **relevant to today's audiences**, creating interest (even when a space is essentially empty), whilst **complementing the heritage setting** and **emphasising architectural features and details** where relevant (i.e. those of historical significance);
- c) Products and materials should be **commercially available, durable and cost-effective**;
- d) Careful thought should be given to **the wider site context** of the building and the Park, and what each space in question is trying to do, so that the colour/ set of colours proposed are **appropriate to the use of that space**, whilst simultaneously **contributing positively to the overall look and feel** of the Park and Palace as a whole;
- e) **Consistency does not necessarily mean the same colours are used throughout**. The approach to internal and external colour may differ. For external areas it is appropriate that we try to unify the building through our approach to colour, but internally it is appropriate that colour should be used to **make different parts of the Park and Palace distinctive**; for example in mirror-image spaces – the colours chosen for the East Court might not be appropriate for the Palm Court.
- f) Colour changes and renewals and other redecoration projects should **avoid pastiche**

2. Implementation Approach

- a) The Colour Principles set out above **should always be referred to** when considering any project of any size that involves a change or renewal of colour/ material, whether it be internally or externally;
- b) Colours that have **already been agreed** for other parts of the Park and Palace should be **taken into consideration** (see appendix 3);

APPCT COLOUR FRAMEWORK
January 2019

- c) Maintenance projects for general wear and tear do not normally require Listed Building Consent, if the maintenance involves replacement/ upgrades that are like-for-like. However projects that will have an impact on the Park and Palace's setting may require consent. **All Project Leads should watch the following video from Historic England to assess whether the works proposed will need consent.** Further advice can be sought from the Regeneration Team
https://www.youtube.com/watch?time_continue=147&v=XiYfX5DBAV8
- d) A **short project brief** should be drafted, setting out the reasons for the proposed works, the preferred colour/ material choices and the justification for those choices – the brief may suggest additional work in the form of a **Colour Strategy** is required, i.e. if the colour change covers a significant part of the Palace or Park;
- e) To ensure economies of scale, consistency and value for money, **the materials and contractors/ suppliers list in Appendix 3 should be utilised** unless there is a genuine reason that other products or companies are required;
- f) Regardless of whether the project is being delivered internally or in partnership/contract with a third party, **the approach to colour will require sign off from the Alexandra Palace CEO.** The CEO will assess whether the proposed colours achieve the aims of the project and abides by the Alexandra Palace Colour Framework, over and above personal taste.

APPENDIX 1

Colour, Owen Jones and the Archive



Image 1: William Simpson, *Great Exhibition (Crystal Palace) Owen Jones colour scheme*²



Image 2: *Grammar of Ornament (Byzantine) Owen Jones colour/ pattern references*³



Image 3: *Design of the Palace envisaged by Owen Jones. His early designs were very similar to the Great Exhibition in Hyde Park.*⁴

² <http://www.vam.ac.uk/content/articles/a/a-higher-ambition-owen-jones/>

³ <https://www.nms.ac.uk/grammarofornament>

⁴ <https://artsandculture.google.com/asset/palace-of-the-people/RQGWbtScJyo1rA>



Image 4: The first Alexandra Palace re-used materials from the 1862 International Exhibition. This is the dome roof of the first Palace. ⁵



Image 5: An 1875 season ticket showing the Great Hall. ⁶



Image 6: In spring 2017, whilst excavating part of the Theatre corridor, the contractors discovered pieces of decorative plaster. It is thought these were part of the Theatre's initial decorative scheme on the upper balcony. In the style of Owen Jones, they are bright, primary colours in a repetitive botanical pattern.

⁵ <https://artsandculture.google.com/asset/alexandra-palace-dome-roof/TQG0kBvGxNqzRQ>

⁶ <https://artsandculture.google.com/asset/season-ticket-great-hall/ewFpLuIASp5wAQ>

APPENDIX 2

Previous Studies and Points of Reference

“Entering at the east entrance from Wood Green, we pass through a portal of some significance; and find ourselves beneath a square glass dome with three wings, also glazed above. This is an exhibition department, the most conspicuous trophy in it being some tower-like cases in Moorish style, filled with choice Oriental porcelain. The area is intended to be devoted to works of art and manufacture not intended for sale, and the general effect is light, though perhaps verging on the tawdry in decoration. The capitals of the pillars supporting the roof err on the side of lankness, and the whole pillar gives one too much the impression of a Corinthian column pulled out. The decorations are also a little bizarre; the caps are of a bright buff, the lower leaves being on a deep red ground, and the upper scrolls on blue. A deep blue fret necking, relieved by red stripes, decorates the upper part of the shaft under the caps, while the shafts themselves are of a strong lavender-coloured tint. The prevailing colour of the walls is the buff or yellow colour of the bricks, which throws the purplish-tinted pillars into relief”.

Copy from Building News, 1875

Conservation Management Plan, 2012

Donald Insall Associates developed a Conservation Management Plan (CMP) for the site, funded by English Heritage (EH) in 2012. This review of the APP site was a critical step in understanding the state of historical elements as well as providing guidance on which areas were of genuine architectural or heritage significance.

Fabric Maintenance Plan, 2014

In early 2014 Purcell were appointed Surveyor to the Fabric and were tasked with preparing a Fabric Maintenance Plan for the building for the next 10 years. Purcell also produced an Addendum to the Conservation Management Plan in late 2014 to further illustrate the significance of the fabric with internal plans and external elevations.

Patrick Baty Historical Survey, 2017

In summer 2017, Patrick Baty was commissioned to carry out a Paint Study on both internal and external surfaces. Given the size of the Palace, and the limited budget and time available, Patrick was requested to focus on the external redecoration of the Palace, including frames to the Great Hall roof, and the redecoration of the timber windows, doors and pelmets, ironwork to the SW Colonnades and BBC Studios, and metal balustrades and lanterns to the South Terrace.

The findings of the Paint Study were used to inform the colour palette of the East Wing Restoration Project for the exterior timberwork and metalwork and interior decorations.

In summary, his findings were as follows:

- Patrick found just over a dozen different colours – some used at different stages of existence, and some as one-offs.
- There is a long history of the use of dark green on external elements, of the Bronze and Brunswick kind. Blue is a very recent innovation.
- Of the external ironwork sampled, black has only been used once.
- There is evidence of initial use of a ‘strong lavender tint’ identified on the columns of the East and Palm Courts, but it is less clear what colours were used alongside this.

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- There has been no evidence found to date of the complex decorative treatment as described in Building News in 1875.
- Extensive paint-stripping and restricted access has left large gaps in understanding about the East Court, although some guidance might be had from the evidence from the Palm Court.
- The treatment of external joinery and ironwork to the building is clear – bronze green, pale stone colour and Venetian red.
- The BBC Tower decoration was separate and distinctive.
- The treatment of ironwork to the Park is indicative of Brunswick Green, which would match Victorian traditions.

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APPENDIX 3

Colours, Materials and Contractors List

Colours already agreed

Location/ Item	Detail	Colour code	Swatch
East Court Internal	Window Joinery, primary frames	Deep Bronze Green 7608 G60Y	
East Court Internal	Window Joinery, secondary frames	Mid Bronze Green, 6623 G537	
East Court Internal	Primary Cornice	Crimson 4150 R	
East Court Internal	Ironwork and Steels, column shafts & roof beams	40YY 65/061	
East Court Internal	Ironwork and Steels, column base mouldings	Crimson 4150 R	
East Court Internal	Ironwork and Steels, column bases	Florentine Red (Dulux Heritage)	
East Court Internal	Column Capitals	20YY 23/525	
East Court Internal	Column Capitals, accent band	Dark Aubergine (Dulux Heritage)	
East Court Internal	Render Skirting	11YY 37/219	
East Court Internal	Render mid-band, base	98YR 53/235	
East Court Internal	Render mid-band, accent colour	50YR 18/223 Nutmeg Cluster 1	
East Court Internal	Render upper band	98YR 53/235	
East Court Internal	Alcove soffits	Buff (Dulux Heritage)	
Toilets Internal	Window Joinery, primary frames	50BG 08/021	

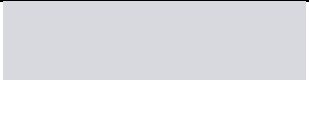



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Toilets Internal	Structural Steel	RAL 7021 Black Grey	
Toilets Internal	Profiled Metal Decking	RAL 7022 Umbra Grey	
Toilets Internal	PFC Frames	RAL 7022 Umbra Grey	
Toilets Internal	New radiators	RAL 7022 Umbra Grey	
Toilets Internal	Cubicle ceilings and above doors	30GY 41/173	
Theatre Foyer, Bar and Function Room	Window Joinery, internal	50BG 08/021	
Theatre Foyer, Bar and Function Room	New radiators	RAL 7022 Umbra Grey	
Theatre Foyer, Bar and Function Room	Structural Steel, cast iron beams	RAL 3009 Red Oxide	
Theatre Foyer, Bar and Function Room	Structural Steel, modern steel beams	RAL 7021 Black Grey	
Theatre Foyer, Bar and Function Room	Structural Steel, profiled metal/ roof soffit	RAL 7022 Umbra Grey	
Theatre Lobby	Plasterboard walls	70RR 19/190	
Theatre Lobby	New ceiling plus underside of balcony	Florentine Red (Dulux Heritage)	
Theatre Lobby	Cast Iron Columns, shafts	40YY 65/061	
Theatre Lobby	Cast Iron Columns, capitals	20YY 23/525	
Theatre Lobby	Cast Iron Columns, capital accents	Dark Aubergine (Dulux Heritage)	
Theatre Lobby	Cast Iron Columns, connection plate	Florentine Red (Dulux Heritage)	

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Theatre Lobby	New radiators	RAL 8019 Grey Brown	
Area 7 Dressing Rooms	Plasterboard walls	15YY 37/276 80YR 19/378	 
Area 7 Dressing Rooms	Plasterboard ceilings	White	
Area 7 Dressing Rooms	Floor	Grey	
Doors Internal	Internal doors and architraves	50GB 08/021	
Doors Internal	Auditorium facing doors	13YR 07/157 Hot Paprika 1	
Technical Balcony	Plasterboard soffit to underside	60RR 07/002	
NE Tower (external)	Louvres	RAL 6008	
NE Tower (external)	Window joinery, primary frames	Deep Bronze Green	
Theatre (external)	Window joinery, primary frames	Deep Bronze Green	
NW Tower (external)	Window joinery, primary frames	Deep Bronze Green	
NE Tower (external)	Window joinery, secondary frames	Mid Bronze Green	
Theatre (external)	Window joinery, secondary frames	Mid Bronze Green	
NW Tower (external)	Window joinery, secondary frames	Mid Bronze Green	
Various (external)	Window joinery cills	Dark Stone (Dulux Heritage)	
East Court (external)	Entrance doors and window joinery	Mid Bronze Green	
East Court (external)	Entrance door frames	Deep Bronze Green	

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SE Tower (external)	Transmitter mast	Light Grey – RAL7035 or similar	
West Yard Building (external)	Metal windows, fins, steel columns and PC metal shutters	Dark Grey – Graphitgran matte RAL 7024	
North Wall (external)	Metal shutter in brick opening	Beige Grey – RAL 7006	
West Yard Building (internal)	Doors	Light Grey – Sedengran RAL 7044	

Materials/ products already agreed

Toilets (East Court)	Laminate to WC doors	Formica, F7912 'Storm' Matte 58	
Toilets (East Court)	Wall tiles	Johnsons, Prismatic PRV5 Victorian Green	
Toilets (East Court)	Floor tiles	Johnsons, Kerastar KER515 Graphite Natural	
Theatre Auditorium	Carpet on retractable	Eurocord, 'Chocolate' EUT506	
Theatre (all except Foyer and Auditorium)	Carpet	Desso, Paletino carpet tile A072 2121, Plum	
Theatre Tech Bal and Storeroom	Carpet	Desso, Stratos carpet tile A138 9111 Dark Brown/ Grey	
Area 7 Dressing Rooms	Toilets, walls	Johnsons, Prismatic PRG1 White	
Area 7 Dressing Rooms	Toilets	Armitage Shanks, Profile 21 S309501	
Area 7 Dressing Rooms	Wash basins	Armitage Shanks, Portman 21 S231001	
Theatre Auditorium	Seating fabric	Warwick Lovely Coral	
All areas	Kick plates, door handles,	Allgood, brass	
Toilets (East Court)	Baby change units	Magrini Horizontal Wall Mounted Baby Changing Unit MH42	

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Contractors/ Suppliers previously utilised

Company	Product	Address	Contact details
Architen Landrell Manufacturing Limited	Roofing – Aluminium	Station Road Chepstow NP16 5PF	Brandon Pheiffer Brandon.Pheiffer@architen.com 07977 281189
Avi Contracts	Doors – Timber	Unit 402, Centennial Park Centennial Avenue Elstree Hertfordshire WD6 3TN	Danny Harsiani Danny@avicontracts.co.uk 0208 236 9080
AVV Solutions	Masonry Repairs and Clean	14 Watford Enterprise Centre Greenhill Crescent Watford Hertfordshire WD18 8XU	Julie Tincknell julie@avvsolutions.com 01923 255355
Dominik Golding	APP Decorator	7 Mountjoy Battle TN33 0EQ	dominikg@hotmail.com
Decra Limited	Washroom Systems	Unit 32-34 London Greater London E10 7FB	Afsana Begum afsana.begum@decraltd.co.uk 0208 520 4371
Deniz Contractors Ltd	Building General	103 Arcadian Gardens London Greater London N22 5AE	Tim Egan tim.egan@denizcontractors.co.uk 0208 888 2670
Elite Tiling Limited	Ceramic Tiling (Walls)	Unit 16, Cromar Way Chelmsford Essex CM1 2GL	Julie Dicker info@elitetiling.co.uk 01245 353635
Fastglobe Mastics Ltd	Mastic Sealant Application	Unit 1H Barlow Way Fairview Industrial Park Rainham Essex RM13 8BT	Paul Viridi paul.virdi@fastglobe.co.uk 01708 523921
Horizontal Limited	Flooring - Rubber, Plastic, Cork, Lino and Carpet	Unit 4, Icknield Way Farm Tring Road Dunstable Beds LU6 2JX	Mandy Atkins mandy@horizontalflooring.com 01525 221909
Hussey Seatway	Seating & Storage Systems	3 Centurion Way Crusader Park Warminster Wiltshire BA12 8BT	David.Black@husseyseatway.co.uk http://www.husseyseatway.com/
Sash Window Conservation Limited	Sash windows – Timber	Unit 3-4 Honeycrest Industrial Park Lodge Road Staplehurst Kent TN12 ORX	Darren@SWCSash.co.uk http://www.sashwindowconservation.co.uk/ 01580 893933
Stevenage Glass Company Limited	Glazing	Cavendish Road Stevenage	Colin Littlefair colin.littlefair@stevenage-glass.co.uk

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		Hertfordshire SG1 2EU	01438 369311
Stonewest Limited	Stonework & Restoration	67 Westow Street Crystal Palace London SE19 3RW	Ricky Dickinson rdickinson@stonewest.co.uk 020 8684 6646
Suffolk & Essex Joinery Ltd	Joinery	Unit E, 25 Rookwood Way Haverhill Suffolk CB9 8PB	Hayley Davidson hayley@sejoinery.co.uk 01440 708087
Winchmore Limited	Decorative Surfaces	403 High Road Woodford Green Essex IG8 0XG	Martyna Zdanowicz mzdanowicz@winchmorelimited.co.uk 020 8924 1104



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

Report Title: Governance Update

Report of: Louise Stewart, Chief Executive Officer

Contact: Natalie Layton, Executive Assistant and Charity Secretary
Email: Natalie.layton@alexandrapalace.com , Telephone: 020 8365 4335

Purpose: This report requests the Board to take action to further improve the governance of the Trust and note the progress made on Governance improvement and change programmes.

1. Recommendations

- 1.1 To formally request permission from the Corporate Trustee, Haringey Council, to update the Land registry in relation to Alexandra Park and Palace Charitable Trust and its charitable status.
- 1.2 To appoint an independent member with appropriate expertise on to the Finance, Risk, Resource and Audit Committee (FRRAC), and;
 - 1.2.1 To agree the proposed role description, selection process and appoint individuals on to the selection panel, as proposed.
- 1.3 To note the progress made on the Governance Improvement programme.
- 1.4 To note the progress made on the Governance Change programme.

2. Background

In 2016 the Trust undertook a Governance Review. The Review resulted in two programmes of work. Firstly a Governance Improvement programme that aims to achieve as high a level of compliance with regulation and best practice as possible within the current governance structure and secondly a Governance Change programme that aims to develop a new governance structure that will enable full compliance with regulation and best practice and assist the Charity in improving the effectiveness of delivery and its future financial sustainability.

3. Governance Improvement Programme Progress

3.1 Of the twenty improvement actions identified nine have been completed, a further seven are underway. Of the outstanding actions it is proposed that:

3.1.1 The Land registry ownership details for Alexandra Park and Palace are updated. The Land Registry title shows the assets being held outright by the Council, without indicating that they hold the property on trust or stating the registered charity number. This issue was raised in the Governance Review and again very practically in 2018 during the travellers court case, when ownership had to be explained in court. The Trust's legal advisors have recommended that the details are updated.

3.1.2 The Memorandum and Articles of Association for APTL are reviewed. This has not been done for some time. It is proposed that the Trustee Board requests APTL to undertake a review in 2019/20 and put forward recommended changes for the Trustee Board's consideration.

3.2 Appointment of Independent FRRAC Member

3.2.1 During the Trustee Board's annual meeting with the Auditor on 19th June 2018 it was acknowledged that it was unusual for an organisation of the Charity's size to not have a number of people with financial expertise on its finance committee.

3.2.2 The Board are reminded that FRRAC is not a decision making committee and has no voting rights. Therefore the independent member will not have voting rights but will be able to provide the necessary expert oversight and constructive challenge to assist FRRAC in its advisory role to the Board.

3.2.3 FRRAC discussed the matter further at its meeting on 25th October 2018 and tasked the CEO to draft a role description (Appendix 1) for the Board's consideration. The draft role description is attached at Appendix 1

3.2.4 The recruitment process is expected to take at least 8 weeks. The Board is asked to agree the appointment panel, as:

- the Trust Chair
- Chair of FRRAC
- an independent advisor
- Director of Finance (in an observer capacity)

4. Governance Development progress

4.1 A governance task and finish group has been established to develop the workplan and schedule to take forward the governance change proposals and present the developed model to the Corporate Trustee. The Group is made up of appropriate senior executives of the Corporate Trustee and the Trust.

4.2 As part of the governance model development the Trust's internal auditors have been tasked with developing a board skills and expertise matrix, to set out the requirements for a charitable company limited by guarantee appropriate to the size, scope and nature

of operations. It will also cover the skills and expertise required for the Trading subsidiary Board.

5. Cultural Governance Alliance

- 5.1 The Clore Leadership Programme has published a practical guide for cultural organisations, which covers structures, roles and responsibilities, finance and risk management and recruitment. Board members are encouraged to read the guidance, which can be found at <https://culturalgovernancealliance.org>, as part of their ongoing development.
- 5.2 The practical guide includes links to various resources and recommended reading including Charity Commission Guidance and training courses that Trustees are encouraged to consider.

6. Legal Implications

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

7. Financial Implications

- 7.1 The Council's Chief Financial Officer has been consulted in the preparation of this report and any comments received will be tabled.

8. Use of Appendices

Appendix 1 – Independent FRRAC Member Role Description



Alexandra Park and Palace Charitable Trust

Independent Member of the Finance, Risk, Resource & Audit Committee (FRRAC)

(DRAFT ROLE DESCRIPTION)

Alexandra Park and Palace Charitable Trust is seeking to appoint an independent committee member to its finance and audit committee, a subcommittee of the Trustee Board.

The independent member will play a vital role in advising and supporting members of the Committee and assisting the Board in fulfilling its responsibilities. Independent members must be truly independent of the Trust and therefore may not sit on any of the Trust's stakeholder committees or be an elected member or employee of the Corporate Trustee.

This is an exciting time for the Trust with a recently completed restoration project, a decade of successful trading activity and there are more projects planned for the future.

The Trustee Board and FRRAC are diverse and inclusive and welcome applications from anyone who feels that they meet the required criteria regardless of their gender, background or ethnicity.

Introduction to Alexandra Park and Palace Charitable Trust

Alexandra Park and Palace is a major heritage and cultural destination located in north London. It is a rare survivor of the great Victorian age of entrepreneurship, exhibition and spectacle, it is now known for its panoramic views of the city, diverse entertainment programme and as the birthplace of BBC Television in 1936, yet its history is broader, richer and deeper. The Palace is 7.5 acres in size and is surrounded by 196 acres of award winning parkland and together they receive over 3 million visits per year.

The Park and Palace exist for the enjoyment of the public forever. The Trust is responsible for the maintenance, restoration and repair of the Park and Place and has an annual programme of delivery to ensure the charitable purposes are achieved and the public engaged in the activities of the Trust through attending events and experiencing activities on site, participating in the creative learning programme or donating time and expertise through our growing volunteering programme.

The Charity owns a trading subsidiary that delivers events, entertainment and leisure activities on the premises all year round, from live music concerts to health and wellbeing exhibitions.

The Trust has recently completed a £28m restoration programme of the Palace's East Wing, funded by Heritage Lottery Fund, Haringey Council and donations from the public and philanthropic trusts and foundations. A Victorian Theatre has been reopened after 80 years of sitting derelict and unused. Whilst its heritage has been preserved in a state of arrested decay, it is now a unique cultural performance space and event venue. The East Court a grand Victorian exhibition hall has been refurbished as a public space to welcome visitors and encourage them into the Palace building and contains a dedicated creative learning centre.

The Trust generates nearly 50% of its income from trading and other activities on site and receives an annual grant from its Corporate Trustee¹. The long term aspiration is that the Charity achieves greater financial sustainability.

The Trust operation has grown in size and scope over the last decade, whilst the environment in which charities operate has also changed significantly. This requires the Charity to achieve robust and high standards of governance and financial management if it is to achieve its ambitions for the future.

Introduction to the Finance, Risk, Resource & Audit Committee (FRRAC)

The FRRAC is an advisory committee to the Trustee Board. It provides a dedicated assurance and scrutiny function. It reports to and makes recommendations to the Trustee Board on key areas of the Trustee Board's duties.

The scope of the FRRAC includes, the financial management of the Trust and oversight of the Trading subsidiary finances, internal and external audit programme, the system of controls for risk management and human resource management and remuneration.

The Terms of Reference of FRRAC can be viewed here [link to be inserted](#)

Role Purpose

To act as an independent member of the Finance, Risk, Resources & Audit Committee of the Trustee Board.

Role Description

As an independent member of the Committee:-

1. To ensure compliance with the Terms of Reference of the Committee.
2. To review the annual accounts and audit report before submission to the Trustee Board.
3. To ensure effective systems of control and risk management are in place so that the Charity is able to meet its legal requirements, financial plans and deliver its strategy.
4. To ensure that effective internal and external audit functions are in place.
5. To advise on the internal audit programme and other expert reviews on risk and compliance.
6. To provide assurance to the Trustee Board that measures are in place to meet its governance requirements.
7. To monitor performance of the Charity against its short, medium and long term goals.
8. To provide reassurance to the Board that the Charity's affairs are being conducted effectively, lawfully and ethically.

¹ The Charity was created by an Act of Parliament in 1901. The Trusteeship of the Charity was transferred to Haringey Council in 1980. The Council in recognition of the need for the Charity to act independently of the Council, delegates its duties to a Trustee Board.

9. To support the Executive Leadership Team and CEO in achieving operational and strategic objectives, in an advisory capacity.
10. To use reasonable care and skill in advising the Board and to identify and manage any conflicts of interest that may arise.

Person Specification

- Relevant accountancy qualification or relevant financial experience at Board level
- Strategic awareness and ability to identify emerging external factors that may impact on strategy implementation or plans
- Good communication and interpersonal skills, objective, independent and able to challenge committee members and executives supportively.
- A good knowledge of internal and external audit and risk management would be advantageous.
- An awareness of charity and corporate governance and public sector organisations and their challenges would be beneficial, particularly the Charity Governance Code.
- Able to work in a way that demonstrates commitment to the charitable purposes of the Park and Palace.
- An understanding of, or willingness to learn, the context in which the Charity and its trading subsidiary operates.
- Ability to work well as part of a diverse team.
- Previous board or committee experience is desirable.
- Able to devote the necessary time to deliver the requirements of the role.

Terms and Conditions of Appointment

- The Term of appointment is for three years. This may be extended if desirable, for both parties, for a further three years.
- As an independent member of FRRAC you will be expected to prepare for and attend at least three meetings per year and provide additional advice and input from time to time outside of meetings.
- Additional sessions such as induction, workshops and away days may be required.
- The role is unremunerated, but reasonable expenses will be reimbursed in accordance with the Trust's expenses policy.
- It is expected that the independent member will take time to understand the extent of the Trust's operation through site visits and attendance at events from time to time.
- Meetings are usually held at Alexandra Palace and can take place in the afternoon and evenings. Strategy days and workshops sometimes take place on weekends.



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

4th March 2019

Report Title: APTL independent non-executive director roles

Report of: Louise Stewart, CEO

Contact: Natalie Layton, Executive Assistant and Charity Secretary

Email: Natalie.layton@alexandrapalace.com, Telephone: 020 8365 4335

Purpose: This report seeks approval of the role description and appointment process for two independent, non-executive APTL Board Directors.

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

1. Recommendations

- 1.1 To undertake an appointment process for two independent, non-executive board directors to the Board of the Trading subsidiary APTL.
- 1.2 To note the role description and recruitment process recommended by APTL.
- 1.3 To appoint the members of the selection panel as proposed below.
- 1.4 To extend the term of office of the existing APTL Independent non-executive director for 4 months.

2. Background

- 2.1 In accordance with its Articles of Association the trading subsidiary Board should contain two independent, non-executive directors (NEDs). There is currently one NED, who, after two terms of office, has notified the APTL Board Chair of his intention step down in March 2019. The other post has been vacant for a significant period. The appointments to the trading subsidiary Board are made by the APPCT Board.
- 2.2 The Board should consider extending the existing NED's term of office for a further 3 months in order to maintain an independent opinion on the APTL Board for the signing of the APTL annual accounts and to support the new NED appointment process.
- 2.3 The draft role description, recommended by the APTL Board is attached at Appendix 2. The terms of office and level of remuneration are a matter for, and have been agreed by, the APTL Board of Directors.

- 2.4 It is intended to engage an agency with expertise in non-executive appointments that will assist in sourcing suitable candidates and advise the Appointment Panel. The opportunities will be promoted as widely as possible within the resources available to attract a wide and diverse pool of candidates.
- 2.5 The Board should establish an appointment Panel to lead the process. It is proposed that the panel is comprised of:
- 1 APPCT Board Member (who is not an APTL Board Director), who will also chair the panel
 - 1 Non Executive APTL Board Director
 - 1 FRRAC member
 - 1 Executive APTL Board Director
- 2.6 The Panel will share its recommendations of preferred candidates with the APTL Board and FRRAC, prior to making its recommendation to the Board.

3. Legal Implications

- 3.1 There are no legal implications resulting from this report. It is recognised that the newly appointed non-executive directors will need to be registered with Companies House and properly inducted, to ensure that they understand their duties and responsibilities as company directors, the remit and scope of APTL, its finances and the relationship with its parent charity.
- 3.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and in noting the Legal Implications section above has no comments.

4. Financial Implications

- 4.1 There are no financial implications for APPCT resulting from this report. The remuneration of APTL independent directors and any recruitment costs are covered by APTL.
- 4.2 The Council's Chief Financial Officer has been consulted in the preparation of this report and any comments will be tabled.

5. Use of Appendices: Appendix 1 – APTL Non-Executive Director Role Description



Alexandra Palace Trading Limited (APTL) - Independent non-executive directors - Role Description **DRAFT**

About Alexandra Park and Palace

Alexandra Park and Palace is a major event, heritage and cultural destination located in north London. It is a rare survivor of the great Victorian age of entrepreneurship, exhibition and spectacle. It is now known for its panoramic views of the city, diverse entertainment programme and as the birthplace of BBC Television in 1936. The Palace is 7.5 acres in size and is surrounded by 196 acres of award winning parkland and together they receive over 3 million visits per year.

The Park and Palace exist for the enjoyment of the public forever. The Alexandra Park and Palace Charitable Trust is responsible for its maintenance, restoration and repair for the enjoyment of the public and delivers an annual programme of works and activities to ensure the charitable purposes are achieved.

Alexandra Palace Trading Limited (APTL) is the Trust's wholly owned trading subsidiary. It delivers events, entertainment and leisure activities on the premises all year round, from live music concerts to Health and Wellbeing exhibitions and generates essential income for the Charity, as well as bringing the site to life for a diverse audience.

The Trust has recently completed a £28m restoration programme of the Palace's East Wing, reopening after 80 years, a Victorian Theatre as a cultural performance space and refurbishing a grand Victorian exhibition hall as a public space to welcome visitors and encourage them into the Palace building. This is an exciting additional remit for the trading subsidiary.

The Charity generates nearly 50% of its income from trading and other income generating activities and receives an annual grant from its Corporate Trustee¹. The long term aspiration is that the Charity achieves greater financial sustainability, it has developed a 25 year Vision for the Trust and Alexandra Palace Trading Ltd has a key role to play to move that vision forward by identifying investment priorities, alternative investment sources and suitable partners.

Introduction to Alexandra Palace Trading Limited (APTL)

Alexandra Palace Trading Limited is a wholly owned trading subsidiary of Alexandra Park and Palace Charitable Trust. By donating its profits back to the charity, as GiftAid each year, it supports the charity to fulfil its charitable purpose.

In the last 10 years has supported the Trust to transform the site into an all year round, indoor and outdoor entertainment, event and leisure destination; establish itself as the UK largest independent live music venue and a firm position as a key part of London's cultural infrastructure.

The team are passionate, enthusiastic and entrepreneurial, identifying early consumer trends and adapting the offer to respond, appropriate to the site itself. This has made us more than a venue for hire, we now deliver our own brand events of which the Fireworks Festival is the most high profile and attracts 90,000 visitors over two nights in November.

¹ The Charity was created by an Act of Parliament in 1901. The Trusteeship of the Charity was transferred to Haringey Council in 1980. The Council in recognition of the need for the Charity to act independently of the Council, delegates its duties to a Trustee Board.

Turnover has grown from £12m to £15m in the last 5 years, but there is scope for future growth as more spaces are returned to operational use and the business adapts to changing needs and improves further.

Membership of the APTL Board

The APTL Board is appointed by the Alexandra Park and Palace Charitable Trust Board. There are 8 members on the Board; four members of the Trust Board, two non-executive independent directors, the CEO of Alexandra Palace; and the lead director of trading activity.

The role and responsibilities of the APTL Board

- Providing entrepreneurial leadership and strategic direction;
- Ensuring the human and financial resources are available to achieve objectives;
- Ensuring that the company achieves the targets within the operating framework set by the Charity
- Reviewing management performance;
- Setting the company's values and standards;
- Non-Executive Directors have overall responsibility, under the leadership of the Chair, for the effective governance of the Company, including its compliance with its governing document (including the User Agreement with the parent body), the Charities Act regarding trading subsidiaries and Company Law.
- Supporting the Charity to deliver its obligations to stakeholders and beneficiaries including the health and safety of employees, customers and contractors.

Independent non-executive director role description

Strategic leadership

- To agree the business vision, mission and strategic direction with the parent body, and ensure the focus is on achieving these;
- Ensure that the Board operates within its objectives, and provides clear strategic direction for the company;
- Ensure that the Board is able to regularly review major risks and associated opportunities, and satisfy itself that systems are in place to take advantage of opportunities, and manage and mitigate the risks;
- Ensure that the Board fulfils its duties to ensure sound financial health of the company, with systems in place to ensure financial accountability;
- Supports the Chair to ensure Board meetings are strategic, energetic and motivating

Governance

- Ensure that the Board fulfils its duties and responsibilities for the effective governance of the company;
- Ensuring that the governance arrangements are working in the most effective way for the company;
- Working within agreed policies adopted by the company;
- To ensure that the organisation complies with all legal and regulatory requirements including the User Agreement with the parent body;
- To act as guardians of the business assets, both tangible and intangible, taking all due care over their security, deployment and proper application;

- To ensure that the company has satisfactory governance and systems of control, covering financial, quality, health & safety, workforce and risk management, and to review the level of risk annually;
- To safeguard the company's reputation and other intangible assets.

Performance Management

- Ensure the Trading company discharges its obligations effectively
- Ensure that the company generates the maximum financial return while enhancing the reputation of the charity;
- To be joint and severally responsible within the Board for the performance of the business and for its corporate behaviour;
- Contribute to the annual appraisal review of the Company's most senior officers through the Company Chair;
- Monitor the performance of the executive management team against specific aims and objectives ;
- Take a lead in identifying, implementing and overseeing, appropriate performance measures.

Independent challenge

- Independent Board Directors should bring constructive challenge, professional insight and independent judgment to bear on issues of strategy, performance and resourcing
- Participate in meetings of the Board of Directors effectively and efficiently, bringing impartiality and objectivity to the decision making process
- Provide guidance and independent feedback on matters arising to the Chair, Board and, when required the Chief Executive
- Provide creative and informed contribution to objectives and strategies devised by the executive management team

Relationship management

- Act as an advocate and ambassador for APTL and champion the organisation's vision and mission
- Facilitate the growth of the company through the use of business networks and relationships
- Establish and build a strong, effective and a constructive working relationship with the Executive Staff and wider staff team;
- To support the staff when requested, sharing your expertise, as a member of a working group or in other appropriate ways.

There is no day to day involvement required or expected of Independent non-executive Directors.

Person specification

Knowledge & Experience

- Proven success in the leisure, catering & hospitality, entertainment, events or cultural sectors and or; strong experience in business, governance and financial management with an interest in the sectors in which APTL operates.
- Knowledge and acceptance of the legal duties, liabilities and responsibilities of non-executive directors outlined in the Companies Act
- Exceptional interpersonal skills and communication skills, proven leadership skills
- Experience of developing new concepts and business model development preferably in the heritage, leisure or entertainment industry
- Solid experience in investment sourcing and securing effective partnerships
- An understanding of Charity Trading subsidiaries would be beneficial
- Political awareness
- Sufficient time and commitment to fulfill the role

Approach & values

- Integrity with particular observance to confidentiality
- a commitment to the work and ethos of the company
- an understanding and acceptance of the legal duties, responsibilities and liabilities of directorship
- a willingness to devote the necessary time and effort to their duties as a director
- strategic insight, energy and enthusiasm for the product of Alexandra Palace and the work of the team
- good, independent judgement
- an ability to think creatively
- a willingness to speak their mind but demonstrate a high level of emotional intelligence when doing so
- an ability to work effectively as a member of a team

The APTL Board is already a diverse and inclusive Board and welcomes applications from anyone who feels that they meet the required criteria regardless of their gender, background or ethnicity.

Time commitment

- Four meetings per year held at Alexandra Palace
- Attendance at workshops and away days may also be required (maximum of two per year)
- Telephone discussions and email correspondence if and when required with the Chair and CEO or other members of the leadership team as appropriate.
- Potential for monthly/bimonthly meetings with Chair and CEO.
- Meetings may take place in the afternoon/evening and away days may happen at weekends.

Successful candidates will be expected to undertake an induction programme, which is expected to take at least one full day, with the potential for additional sessions in particular areas of focus at a later date.

Remuneration

The post is remunerated at £6,000 per annum and reasonable expenses will be reimbursed.

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