

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Tuesday, 11th September, 2018, 7.30 pm - The Londesborough Room, Alexandra Palace Way, Wood Green, London N22 7AY

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))

Quorum: 3

1. **FILMING AT MEETINGS**

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

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

2. **APOLOGIES FOR ABSENCE**

3. **URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 15 & 22 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 - 14)

- i. To approve the unrestricted minutes of the Alexandra Palace and Park Board meeting held on 19 July 2018.
- ii. To note the draft minutes of the Alexandra Park and Palace Advisory Committee held on 12 July 2018.
- iii. To note the draft minutes of the Joint Alexandra Park and Palace Advisory Committee and Alexandra Palace and Park Consultative Committee held on 12 July 2018.

7. CHIEF EXECUTIVE'S REPORT (PAGES 15 - 18)

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

8. COLOUR STRATEGY (PAGES 19 - 32)

This report seeks approval of the Colour Strategy.

9. BRAND REFRESH (PAGES 33 - 34)

This report seeks approval of the Alexandra Palace brand refresh approach.

10. TRUST FINANCIAL RESULTS (PAGES 35 - 44)

This paper sets out the results for Alexandra Park and Palace Charitable Trust for July 2018 including the annual forecast of incoming and outgoing resources.

11. ANNUAL REPORT ON FABRIC MAINTENANCE PLAN (PAGES 45 - 60)

This cover report summarises the annual review of the Fabric Maintenance Plan and seeks the Board's approval to proceed with the recommended priorities.

12. POLICY REVIEW REGISTER (PAGES 61 - 62)

13. ANNUAL REVIEW OF WHISTLEBLOWING POLICY (PAGES 63 - 68)

The Board is asked to review the Whistleblowing Policy attached at Appendix 1 and/or make amendments as part of the annual policy review process.

14. BOARD MEMBERS EXPENSES POLICY (PAGES 69 - 80)

The Board is asked to approve the Board Member Expenses Policy attached at Appendix A.

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

16. FUTURE MEETINGS

6 November 2018
26 February 2019
30 April 2019

17. EXCLUSION OF THE PUBLIC AND PRESS

Items 18-22 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information)

18. MINUTES (PAGES 81 - 84)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 19 July 2018 as an accurate record of the proceedings.

19. BRAND REFRESH (PRESENTATION)

20. ANNUAL REPORT ON RESTORATION LEVY

21. PENSIONS VERBAL UPDATE (IF ANY)

22. 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

Monday, 03 September 2018

MINUTES OF THE MEETING OF THE ALEXANDRA PALACE AND PARK BOARD HELD ON THURSDAY, 19TH JULY, 2018

PRESENT:

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

ALSO ATTENDING: Duncan Neill, Val Paley, Nigel Willmott and Jason Beazley.

255. 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'.

256. APOLOGIES FOR ABSENCE

There were no apologies for absence.

257. URGENT BUSINESS

There were no items of urgent business.

258. DECLARATIONS OF INTERESTS

There were no declarations of interest.

259. QUESTIONS, DEPUTATIONS OR PETITIONS

There were no questions, deputations or petitions received.

260. MINUTES

RESOLVED

That the minutes of the meetings held on 26th March 2018 and 19th June 2018 be agreed as an accurate record.

261. CHIEF EXECUTIVE OFFICERS REPORT

Louise Stewart, Chief Executive, introduced a report for noting which provided an update on current issues at Alexandra Park and Palace as set out.

The following arose from the discussion of the report:

- a. In response to a question around an employment training partnership, the CEO advised that there was some training offered by APPCT but that it was on a

small scale. The CEO agreed to send the Board a note on the employment training scheme. **(Action: Louise Stewart).**

- b. In response to a question, the Deputy CEO confirmed that preparations for the BBC Proms event were on track. A rehearsal event would take place the day before at 31st August, the time was to be confirmed. The Charity Secretary to confirm the time of the rehearsal with the Board. **(Action: Natalie Layton).**

262. COMMITTEE MEMBERSHIPS

Louise Stewart, Chief Executive introduced the report which sought approval for additional appointments to the Programme Board.

RESOLVED

- a. That the amended membership of the East Wing Restoration Programme Board be approved, to include Cllr Dana Carlin.
- b. That Cllr Da Costa and Cllr Dogan be appointed as substitute members from the Board to stand in at Programme Board meetings when the three appointed members are not able to attend.

263. LEAD BOARD MEMBER ROLES

Louise Stewart, Chief Executive introduced a report which requested the Board to appoint lead trustees for safeguarding and whistle blowing.

RESOLVED

- I. That the Board appoint Cllr Sarah Williams to be the Board level Safeguarding Lead.
- II. That the Board appoint Cllr Sarah Williams to be the Board level Whistleblowing Lead.

264. SIGN-OFF OF DRAFT ANNUAL REPORT AND ACCOUNTS

Louise Stewart, Chief Executive introduced a report, which set out the draft annual report and draft accounts for approval and requested that the Board consider any recommendations from the Finance Risk and Audit Committee.

RESOLVED

- I. To note the feedback from the Finance, Risk and Audit Committee (as per the Exempt FRAC minutes, listed at agenda item 24);
- II. To note the management actions recommended by FRAC to address any issues of concern in the external Auditors End of Year Audit report;
- III. To note the cash flows included in the statement of accounts for July 2018, at agenda item 12 (Financial Results);
- IV. To note that the 2019/20 grant funding confirmation concern has been resolved;

- V. To approve the 2017/18 Annual Report and delegate that the Chair and CEO sign the accounts on behalf of the Trust Board.

265. TRUSTEE REGISTER OF INTERESTS

Louise Stewart, Chief Executive introduced the Trustee's Register of Interests and requested that the Board provide any necessary updates.

The Board agreed to send any amendments to the register of interests, listed at Appendix 1 of the report, to Natalie Layton via email. **(Action: Board Members)**.

The Charity Secretary agreed to recirculate the amended register of interests to Board members. **(Action: Natalie Layton)**.

RESOLVED

- I. That the Board review the register of declarations of interest and provide an update as required.
- II. That the Board consider whether any of the interests are likely to give rise to a serious conflict of interest, which would affect the Board's decision making.

266. TRUST'S FINANCIAL RESULTS

Dorota Dominiczak, Director of Finance and Resources introduced the report which set out the financial results for APPCT for April 2018, including the annual forecast.

The following was noted in discussion of the report:

- I. In response to a query, the Director of Finance and Resources set out how the trust manage liquidity and assured trustees that upcoming contract renewals were managed as part of the overall financial forecasting process.
- II. In response to a query about how funding was received from the HLF, the management team advised that this was done as draw-down process, mapped against expenditure. The Board was advised that, as part of a draw down process, the Trust and HLF would retain some money up to 12 months after the completion of the project.

RESOLVED

- I. That the financial performance of the Trust and detailed consideration of the report by the Finance, Risk and Audit Committee on 19th June 2018 (minutes included at agenda item 24), be noted;
- II. That the Board agreed the recommendation of the Finance Risk and Audit Committee, that the Trust's Reserves Policy be revised as part of the governance work.

267. FABRIC MAINTENANCE UPDATE

Neil Coe, the Building Surveyor introduced a report which provided an update on the tendering of the two main fabric repair projects from the 2018/19 capital budget.

The CEO advised that the Board are provided with a detailed update on the Fabric Maintenance Plan every 12 months.

The Board requested that they be given a tour at the same time as the FMP the annual review process, to see some of the area of the building referred to. **(Action: Neil Coe).**

RESOLVED

- I. To note the Exempt tender report and recommendation to award the Basement Works, which include Investigations, Opening Up, Structural Works, Storage Clearance, Enhancements to Ventilation and Drainage, and Damp proofing Works for completion during August to October 2018 (Appendix 1 - Exempt).
- II. To note the Exempt tender report and recommendation to award the Roofing Works, which include Roof Access Installations, Glazing and Roofing Repairs, and Redecoration of the Great Hall External Space frame for phased implementation in August to October 2018 and April/May 2019 (Appendix 2 - Exempt).
- III. To note the reallocation of the Capital Budget between these projects to deliver the priorities within the available budget.

268. LEARNING ZONE LISTED BUILDING CONSENT APPLICATION

Louise Stewart, Chief Executive introduced a report which provided the Board with an update on the recent submission of the Listed Building Consent application for the Creative Learning Zone structure in the East Court and provided a general update on the project's progress.

RESOLVED

- I. That the contents of the report were noted.

269. POLICY REVIEW REGISTER

RESOLVED

The Board noted the Policy Review Register.

270. NEW ITEMS OF URGENT BUSINESS

None.

271. ANY OTHER UNRESTRICTED BUSINESS

None.

272. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the remainder of the meeting, as items 19-27 contained exempt information as defined in Section 100a of the Local Government Act 1972; Paragraph 3 – information relating to the business of financial affairs of any particular person (including the authority holding that information).

273. STRATEGIC RISK REGISTER

RESOLVED

That the recommendations contained in the report be approved.

274. FABRIC MAINTENANCE PLAN EXEMPT APPENDICES

RESOLVED

That the exempt appendices be noted.

275. LEARNING ZONE LISTED BUILDING CONSENT APPLICATION

RESOLVED

That the report be noted.

276. PENSIONS

The verbal update was noted.

277. FRAC MINUTES

Noted.

278. APTL MINUTES

Due to the timing of meetings, the APTL meeting minutes were not prepared in time for the Board meeting and would be made available to Board members at a later date.

279. BOARD WORK PROGRAMME

Noted.

280. MINUTES

RESOLVED

That the exempt minutes of the meeting held on 26th March 2018 be approved as a correct record.

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

None.

282. FUTURE MEETINGS

11 September 2018

6 November 2018

22 February 2019

30 April 2019

CHAIR: Councillor Anne Stennett

Signed by Chair

Date

MINUTES OF THE MEETING OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE HELD ON THURSDAY, 12TH JULY, 2018, 19:30

PRESENT:

Councillors: Dr. James Chiriyankandath, Scott Emery and Josh Dixon.

ALSO PRESENT: Jason Beazley (Chair), Liz Richardson, Kevin Stanfield.

12. ELECTION OF CHAIR OF THE STATUTORY ADVISORY COMMITTEE FOR THE MUNICIPAL YEAR 2018-19

Liz Richardson nominated Jason Beazley, and this was seconded by Cllr Dixon.

RESOLVED

That Jason Beazley be appointed as Chair of the Statutory Advisory Committee for the 2018-19 Municipal Year.

13. ELECTION OF VICE-CHAIR OF THE STATUTORY ADVISORY COMMITTEE FOR THE MUNICIPAL YEAR 2018-19

Jason Beazley nominated Jim Jenks, and this was seconded by Liz Richardson.

RESOLVED

That Jim Jenks be appointed as Chair of the Statutory Advisory Committee for the 2018-19 Municipal Year.

14. ELECTION OF SAC OBSERVER TO THE APPCT BOARD FOR THE MUNICIPAL YEAR 2018-19

Jason Beazley was nominated and seconded to sit as an Observer on the Alexandra Park and Palace Board.

RESOLVED

That Jason Beazley be appointed to sit on the APPCT Board as a non-voting observer.

15. APPOINTMENT OF MEMBERS TO THE ALEXANDRA PARK AND PALACE STATUTORY ADVISORY URGENCY SUB-COMMITTEE FOR THE MUNICIPAL YEAR 2018-19

Councillors Dixon and Emery were nominated and seconded to sit on the Urgency Sub-Committee.

Jason Beazley and Liz Richardson were nominated and seconded to sit on the Urgency Sub-Committee.

RESOLVED

That Councillors Dixon and Emery, as well as Jason Beazley and Liz Richardson be appointed to sit on the Alexandra Park and Palace Statutory Urgency Sub-Committee for the 2018-19 Municipal Year.

16. FILMING AT MEETINGS

The Chair referred Members present to agenda Item 5 as shown on the agenda in respect of filming at this meeting, and Members noted the information contained therein'.

17. APOLOGIES FOR ABSENCE

Apologies for absence were noted from Councillors Das Neves, Moyeed Jogee and Say.

Apologies for absence were also noted from Jim Jenks, Jane Hutchinson and Duncan Neill.

18. DECLARATIONS OF INTEREST

None.

19. MINUTES

RESOLVED

The minutes of the meeting of 23rd January were agreed as a correct record of the meeting.

20. CREATIVE LEARNING ZONE LISTED BUILDING CONSENT

The Committee received and noted the report on Listed Building Consent for Creative Learning Zone.

21. ANY OTHER BUSINESS

None.

22. DATES OF FUTURE MEETINGS

Noted the dates of future meetings:
25 October 2018

29 January 2019
25 April 2019

CHAIR:

Signed by Chair

Date

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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 THURSDAY, 12TH JULY, 2018, 19:30.

PRESENT:

Councillors: Emery, Dixon, Da Costa, Dr Chiriyankandath, Dogan, Stennett and Carlin.

ALSO PRESENT: Gordon Hutchinson (Consultative Committee Chair), Kevin Stanfield (Advisory Committee Member), Elizabeth Richardson (Advisory Committee Member), Jason Beazley (Advisory Committee Chair), Wilkinson (Consultative Committee Member), Nigel Willmott (Consultative Committee Member), Rachael Macdonald (Consultative Committee Member), John Boshier (Consultative Committee Member) and Val Paley (Consultative Committee Member)

84. APPOINTMENT OF CHAIR FOR MUNICIPAL YEAR

No nominations were received for the Chair of the Joint Alexandra Park & Palace Statutory Advisory Committee and Consultative Committee.

Gordon Hutchinson agreed to Chair the Joint SAC/CC meeting.

RESOLVED

That there would be a rolling Chair for the municipal year 2018-19.

85. APPOINTMENT OF VICE-CHAIR FOR THE MUNICIPAL YEAR

No nominations were received for Vice-Chair of the Alexandra Park & Palace Consultative Committee.

86. 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'.

87. URGENT BUSINESS

There were no items of urgent business.

88. APOLOGIES FOR ABSENCE

Apologies were received from Cllr Hare, Cllr Moyeed, Cllr Jogee, Cllr Williams, Cllr Das Neves and Cllr Say.

Apologies were also noted from Jane Hutchinson, Duncan Neill, Jim Jenks and Hugh McPherson.

89. DECLARATIONS OF INTEREST

There were no declarations of interest.

90. MINUTES

The Committee noted a typographical error under minute item 78 e, the Head of the Creative Learning Team was Mark Civil.

In response to a query around the noise monitoring arrangements, it was clarified that that the stages would be largely directed towards the Palace rather than surrounding residential buildings. However, the noise consultant would have the final say on the acoustics. The level and direction of noise nuisance was very much determined by atmospheric conditions on the day.

In response to concerns raised in relation to the accumulation of litter during the May Bank Holiday, the CEO advised that around 15 tonnes of litter was collected following the Bank Holiday. The management team advised the committee that they were in the process of replacing broken and low capacity bins, as well as changing the order in which bins were emptied, in order to maintain overall cleanliness standards. The Management team advised that they had invested the maximum resource that they could into litter collection and they felt that it was working.

RESOLVED

Subject to the above minor amendments, the minutes of the meeting on 23rd January were agreed as a correct record.

91. INDUCTION BRIEFING

The Committee NOTED an introductory briefing which set out the background to APPCT and the governance arrangements and terms of reference for the Board, the SAC and the CC.

92. CREATIVE LEARNING ZONE LISTED BUILDING CONSENT

The Committee received a report which set out information on the Creative Learning Zone, and sought their views on an application for Listed Building Consent. It was

noted that the closing date for comments via Haringey Council's planning portal was 13th July 2018.

The following comments were noted in relation to the report:

- a. The Committee sought clarification around the ground floor of the Creative Learning Zone and the extent to which it was open planned. In response, the CEO advised that the ground floor would be enclosed but that the space would open up. Consultation had been undertaken with user groups and the management team were aware of the need to consider safeguarding issues, for example.
- b. The Committee sought assurances around acoustic considerations for the CLZ, in response the CEO advised that learning had been incorporated from the building works undertaken in relation to the theatre and the wider East Wing site. There were also acoustic specialists on site who were consulted. FCBS designed the Creative Learning Zone, who also designed the wider East Wing, hence there was continuity of design.

93. NON-VOTING BOARD MEMBERS FEEDBACK

The Committee noted that the recent Board workshop was considered very successful, those who attended commended the members of the management team involved for their hard work.

94. ITEMS RAISED BY INTERESTED GROUPS

The Committee queried whether there would be access to the allotments during the Kaleidoscope festival. The CEO advised that she would look into this and get back to the AP Allotments society via email to confirm.

The CEO advised that a letter had been sent out local residents which set out the times and dates of the partial park closure arising from the festival. The Committee raised concerns with signage around the diversion of the W3 bus route. In response, the CEO advised that APPCT were working with TfL to improve the quality of signage. The Chair of the SAC requested whether improved signage could also be looked into for the fireworks.

The Management team advised the Committee of the fact they were going to put on a Gilbert and Sullivan production in conjunction with the BBC as part of the wider BBC Proms programme. The Committee welcomed the event and noted that tickets had sold out very quickly.

95. NEW ITEMS OF URGENT BUSINESS

N/A

96. DATES OF FUTURE MEETINGS

The date of the next meeting was 25th October 2018.

CHAIR:

Signed by Chair

Date

Alexandra Palace

ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
11th September 2018

Report Title: CEO's Report

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

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

1.1 To note the content of this report.

2. Governance Review

2.1 A trustee workshop will take place on 11th September 2018 to take new Board Members through the Governance Review. The next steps for designing and testing the model will follow during the year.

3. East Wing Restoration Project

3.1 The impetus on site continues, as we now enter the final month of the construction phase. Some elements of work will likely continue up to 29th August. The Theatre will be event-ready for the BBC Proms event on 1st September.

3.2 Works to the Proscenium Arch are now complete, and all scaffolding has been removed from the Auditorium. Works to the toilet block and Theatre Foyer are very nearly complete and the final elements of decoration and repair in the East Court are well underway. Mechanical and electrical work is in full swing.

3.3 As highlighted in the last CEO report, new problems continue to arise in the final weeks, however the teams are working well to achieve pragmatic solutions, given the time and budget constraints.

- 3.4 Weekly cost control panel meetings continue in order to manage change control requests and regular updates continue to be provided to the Programme Board, Haringey Council and the Heritage Lottery Fund.
- 3.5 The Creative Learning Zone was granted Listed Building Consent by Haringey Council on 08 August 2018. It has been agreed internally that due to delays in the programme, the Creative Learning Zone build will now take place in early 2019. Learning activity will continue to take place in the Transmitter Hall and other parts of the Palace in the meantime.
- 3.6 As part of the wider interpretation strategy for the newly refurbished East Court, an exciting and contemporary art installation is proposed for the concrete floor. A Listed Building Consent application for this temporary artwork has recently been submitted to Haringey Council for consideration. A note on the proposal was issued to Board for information in August.
- 3.7 A third Listed Building Consent application is currently being prepared. Building on the decisions made on the East Wing, a site-wide Colour Strategy is to be developed. A conservation architect will be commissioned to carry out this piece of work, which will take on board the recommendations and findings in Patrick Baty's (historic paint specialist) report from last summer. A separate report on the colour strategy is contained later on the agenda.

4. Creative Learning

4.1 The Great Fete

4.1.1 The Great Fete held on 18th August had a greater community focus including: a Peoples Stage, Wellbeing Area, Family Zone and newly commissioned performances. It saw approximately 9,000 people attending and 270 participants, predominantly local talent, showcasing their work. The event was supported by over 50 volunteers including 18 young people from Headstart, and 2 young people from the Wood Green based record label and training provider Righteous R.O.A.D. entertainment who shadowed the Fetes lead events manager, as well as 2 placement students from Anglia Ruskin & Birkbeck who worked with Creative Learning team for over 3 months leading up to the event.

4.1.2 Community Sounds were hired to manage the People's Stage because they work with apprentices. 8 young people from R.O.A.D. worked with BBC children's presenter Ben Shires to make a film documenting the event. We also commissioned community sounds to capture the artist's experiences of the day in a podcast, titled The 20/20 Project, which was created with five young people from the Northumberland Park Estate, and Accumulate to build an installation inspired by AP history with 15 young people experiencing homelessness.

4.1.3 The Great Fete not only showcased projects from the local cultural sector, including Collage Arts, Jacksons Lane, Selby Trust, Haringey Shed, Candy Dance stars, Wise thoughts, SnK, Haringey Councils Smarter travel team and many more, but created a space in the programme to connect local creative talent with inspiring talent from further afield. For example, we commissioned Kay Adshead to write six short plays, Histrionics, based on real and imagined characters inspired by the history of the Victorian Theatre. The plays premiered at the Great Fete, and the final play was performed by an all-female community company consisting of 18 asylum seekers. We also commissioned Emergency

Exit Arts to dress the festival site and they worked with 15 young adults with learning difficulties to make props for the event from W.A.V.E.

- 4.2 This summer saw the launch of first summer school programme for 11 – 18 year olds, including Rock Against Racism (RAR) and Girl Talk. RAR participants created a band in a week, and performed on the People's Stage at the Great Fete.
- 4.3 Our Sensory Suitcase project is currently touring residential homes in Haringey. APPCT volunteers are working with people with dementia and their carers to unlock memories inspired by AP history.
- 4.5 Partnering with BBC Proms Learning, 120 people will work for a day with musicians from BBC Concert Orchestra to create a Family Orchestra to compliment the BBC Proms performance on September 1st.

5. West Yard Storage Project

- 5.1 Completion of the West Yard storage unit, level 3, has been further delayed since the completion date last reported to the Board; however, partial occupation (storage area) was achieved on 31st August further to building control sign-off."
- 5.2 Installation of windows, curtain walling is nearing completion and we are waiting a date for delivery of the external gates to be programmed around the busy events schedule. The main works are anticipated to complete by October 2018.
- 5.3 Some design and procurement issues are still to be resolved in relation to the ramp and goods lift.

6. Park Update

- 6.1 The Park has again achieved the Green Flag Award and the Green Heritage Award. The judge's comments were very positive, "It is credit to all staff and in particular to the Site Manager, Mark, and the volunteers of the Friends of Alexandra Palace Park for their commitment, enthusiasm and aspirations to restore, maintain and develop a treasured historical feature from decay and demise. Congratulations to you all and well done."
- 6.2 The ground reinstatement work at the Go Ape course has been completed. Unfortunately, the electrical supply issue has still not been resolved so the temporary cabin and generator are still in place.
- 6.3 We have installed signed routes for dog walkers as part of the 'Walk This Way' scheme run by Keep Britain Tidy and The Dogs Trust. These encourage the positive benefits of dog walking for health and social interaction and include the message about cleaning up after your dog.

7. Fundraising

- 7.1 We have now set a deadline for supporters to have their name included on the Donor Board in time for the opening of the Theatre: 5th October. New artwork including leaflets and posters was launched at the Great Fete with further activity to follow.

7.2 We welcomed The Laboratory Health Club & Spa as a supporter of the Great Fete. They are provided financial support to cover the cost of the programme and will be provided some of the activity on the day. We will be looking at further sponsorship opportunities in the autumn.

7.3 We are continuing with the Trust and Foundation pipeline and quasi-statutory funding sources, including Arts Council England. The Board have agreed our approach to fundraising beyond the East Wing Project.

8. Events and noise management

8.1 Kaleidoscope Festival was well attended on Saturday 21st July with a turnout of 8,000 people. 11 noise complaints relating to the event were received: two of these were due to noise during build up for the event on 19th July and the sound check on 20th July. One complaint was received after the event. The 8 complaints received on the day resulted in noise monitoring visits to the affected areas. In all cases noise levels were found to be within the limits of the park events licence.

8.2 The Great Fete took place on 18th August. The park welcomed thousands of people to enjoy music, food, dance and theatre workshops. There were 4 noise complaints received during the headline act only. The park was returned to its normal state by Monday 20th August with no lasting damage to the parkland. In all cases noise levels were found to be within the limits of the Park Events Licence.

9. Legal Implications

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

10. Financial Implications

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

11. Use of Appendices

None

Alexandra Palace

ALEXANDRA PARK & PALACE CHARITABLE TRUST **BOARD MEETING** **11th SEPTEMBER 2018**

Report Title: Palace Colour Strategy

Report of: Neil Coe, Building Surveyor

Report Authorised by: Louise Stewart, Chief Executive Officer

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

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

Purpose: This report seeks approval of the Colour Strategy.

1. Recommendations

- 1.1 To note the work undertaken on the historic paint schemes at the Palace.
- 1.2 To agree the Colour Strategy.
- 1.3 To proceed with the Listed Building Consent application.
- 1.4 To delegate to the CEO to sign-off the Colour Strategy subject to no material amendments, as a result of the to the Listed Building Consent process.

2. Background

- 2.1 In June 2017, the Trust employed the services of Patrick Baty, a historic paint consultant, to undertake some sampling of existing painted surfaces to establish the colours used in the various schemes over the years. Given the size of the Palace and the limited budget and time available, Patrick was tasked with focussing on the external decoration of the Palace, including the frames of the Great Hall roof, and the decorations on the timber windows, doors and pelmets, ironwork to the SW Colonnades and the BBC Studios, and the metal balustrades and lanterns on the South Terrace.
- 2.2 The findings of the Paint Study were used to inform the colour palette of the East Wing Restoration Project for external timberwork and internal decorations.

Paint Study findings

- 2.3 In summary, Patrick's findings were as follows:

- He found 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 Green and Brunswick Green kind – blue is a very recent innovation;
- Of the external ironwork sampled, black has only been used once;
- The treatment of joinery and ironwork is clear – bronze green, pale stone and Venetian red;
- The BBC Tower decoration was separate and distinctive.

Using this Paint Study, and the East Court brief, the East Wing Restoration Project Team were able to choose a palette of colours that are appealing and relevant to today's audiences, whilst complementing the heritage of the space reflecting the spirit of the Victorian era.

3. Palace Colour Strategy

- 3.1 With the benefit of the historic paint sampling and analysis from Patrick Baty, which has confirmed that blue was never one of the original colours on the exterior, and used only selectively internally, the Trust wish to move forward with a site-wide Colour Strategy. The Colour Strategy work will include an application to Haringey Council for Listed Building consent.
- 3.2 We are not about to change the colour of the Park or Palace overnight or even soon. However, ahead of any more works by the Trust we do need to have a site wide approach to colour. The need to paint the space frames above the Great Hall in this financial year is our most pressing paint colour issue and has driven us to complete the colour strategy work, which will essentially act as a framework by providing the Trust with conservation and architectural advice on external paint colours.
- 3.3 The Trust obtained fee proposals from three conservation architects, and have appointed Donald Insall Associates to develop the external colour strategy for the Palace and South Terrace. The professional services include a review of the historical paint analysis and recommendations, conservation management plan, and archive information, together with preparation of photomontages of the proposed colour changes to the principle elevations and features, for the information of the SAC, CC and Board.
- 3.4 The scope of the Colour Strategy work is as follows:
- Change in colour of Great Hall space frames to complement the elevations/ roof-scape/ sky
 - Extension of colour palettes of Bronze Greens for the external joinery, already adopted on the NE Tower (Theatre) and NW Tower (West Yard), to all remaining external elevations
 - Change in colour to the Victorian timber pelmets and metal roundels of the BBC and SW Colonnades to an early scheme of red and cream
 - Change in colour to the Victorian cast iron railings of the BBC and SW Colonnades to an original scheme of cream
 - Change in colour to the replacement circular Rose Window joinery/ metalwork and the Palm Court balcony semi-circular window to complement elevations

- Change in colour to replica metal railings and lamp columns along the South Terrace to a complementary cream or contrasting colour to replace the blue adopted in the 1980s.

3.5 The colour recommendations to be incorporated into the proposed Listed Building Consent application will be forwarded to the SAC and CC by 4th September 2018 for information and appended to these Board papers with accompanying images from conservation architects Donald Insall Associates.

3.6 It is planned to submit the Listed Building Consent application for the external colour strategy for the Palace and South Terrace during late September and to receive approval within the statutory 8 weeks.

4. Risks

4.1 The proposed subtle change of colour to the Great Hall spaceframes is not considered controversial, as the 1980's blue is already subdued through age, but an early decision is required for the forthcoming redecoration of the spaceframes.

4.2 The proposed extension of the Bronze Green's to the remaining joinery will be implemented over a number of years, and the precedent has already been approved by Historic England and the Conservation Officer on the East Wing Restoration Project and West Yard Project, so the risk of any potential objections should be very low.

4.3 The proposed change of colours to the cast iron railing and timber pelmets to the colonnades will be based on historical evidence, and are considered an enhancement and should not prove contentious.

4.4 The proposed change of colour to the Rose Window joinery will complement both the stained glass and other joinery/ironwork colours to the South Elevation and should be favourably received.

4.5 The proposed change of colour to the replica metal railings and lamp colours could perhaps be the most contentious item, as there is no historical precedent and there is more scope to create a modern and welcoming alternative to the current light blue.

5. Legal Implications

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

6. Financial Implications

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

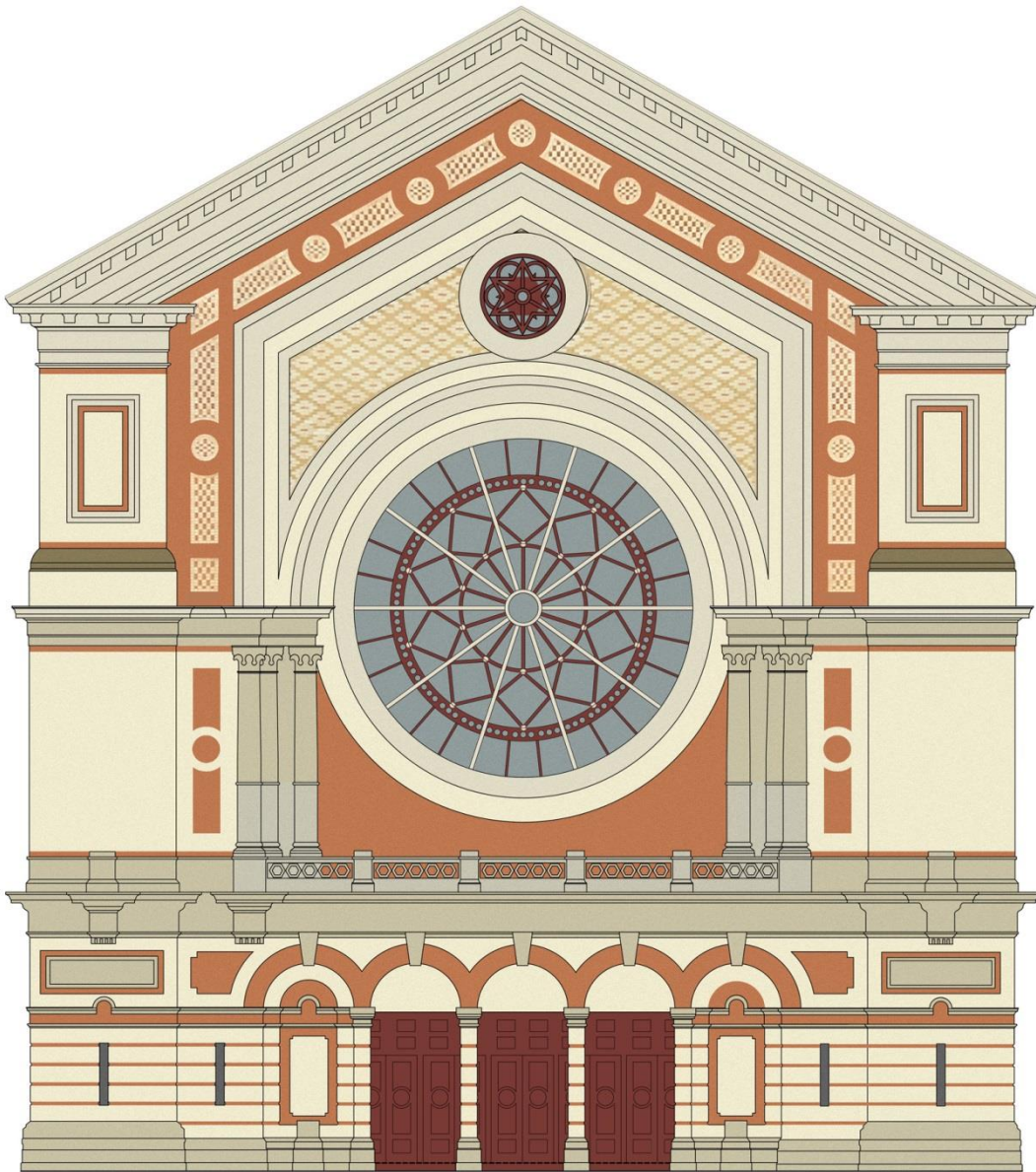
7. Use of Appendices

Appendix 1 (Donald Insall Associates – External colour strategy and recommendations)

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Donald Insall Associates
Chartered Architects and Historic Building Consultants

Alexandra Palace
External Redecoration Interim Report



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Issue date: 03.09.2018
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1. Introduction

1.1 Scope of the Document

Donald Insall Associates were briefed by Neil Coe at the Alexandra Park and Palace Charitable Trust to prepare illustrations showing a variety of options for the redecoration of the exterior of Alexandra Palace.

The areas to be considered were:

- Change in colour of Great Hall space frames to complement the elevations/ roof-scape/ sky
- Extension of colour palettes of Bronze Greens for the external joinery, already adopted on the NE Tower (Theatre) and NW Tower (West Yard), to all remaining external elevations
- Change in colour to the Victorian timber pelmets and metal roundels of the BBC and SW Colonnades to an early scheme of red and cream
- Change in colour to the Victorian cast iron railings of the BBC and SW Colonnades to an original scheme of cream
- Change in colour to the replacement circular Rose Window joinery/ metalwork and the Palm Court balcony semi-circular window to complement elevations
- Change in colour to replica metal railings and lamp columns along the South Terrace to a complementary cream or contrasting colour to replace the blue adopted in the 1980s.

These interim proposals draw on the earlier research undertaken by Patrick Baty and dated 17th August and 30th October 2017. The research considered the colouring to the East Court, external joinery, and the transmitter mast.

1.2 Authorship

This report has been prepared by Francis Maude MA (Cantab) DipArch RIBA AABC (Director), and Amy Turner BArch(hons) MArch.

2. Great Hall Space Frames

As these space frames do not form part of the historic structure of Alexandra Palace, having been installed in the 1980s during the post-fire restoration works, no archival research has been undertaken into any previous decorative systems. The present blue colour is therefore unhistorical. We have considered a number of options:

- Light Ivory (RAL 1015): Similar to the pale stone colour found throughout the Palace in Patrick Baty's report. This was intended to appear light against the skyline; however the result is less subtle than imagined.
- Brunswick Green (RAL 6020): A bright green found in one instance in the report. This reads very heavily and brings too much attention to the late 1980s structure.
- Venetian Red (RAL 3009): A colour found throughout. This also appears very striking against the skyline and while it is preferable to the Brunswick Green, may also read too heavily.
- Dusty Grey (RAL 7037): This is a more recessive colour that provides a valuable alternative approach to the stronger colour described above.



Light Ivory (1015)



Brunswick Green (6020)



Venetian Red (3009)

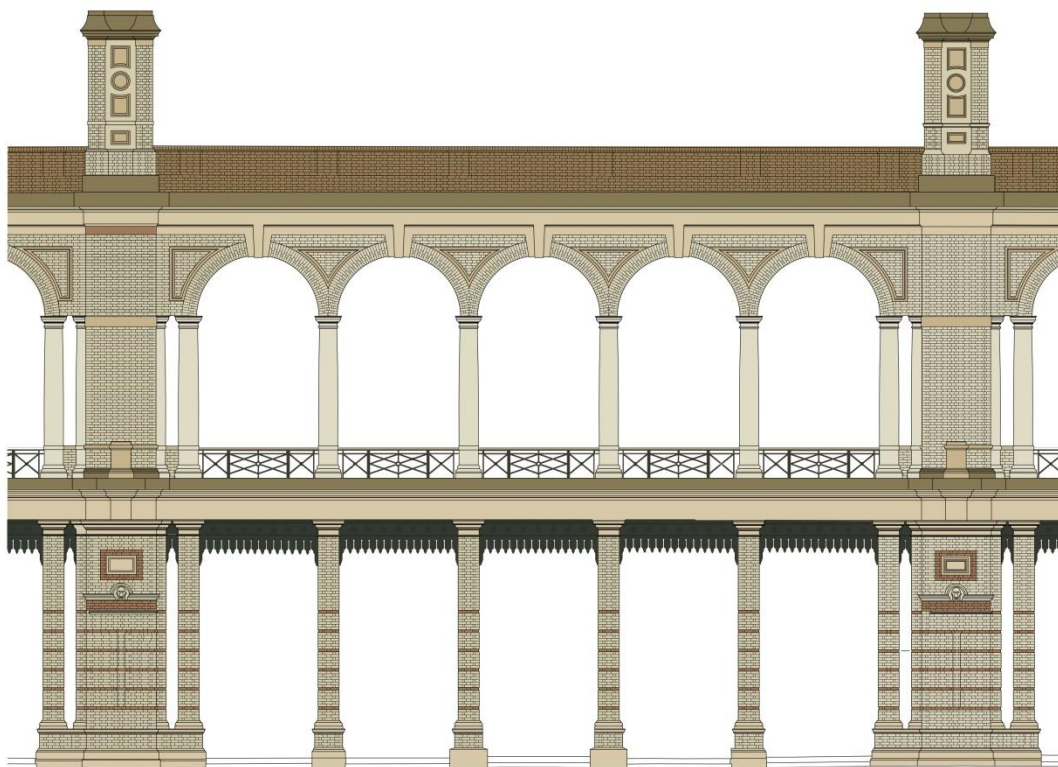


Dusty Grey (7037)

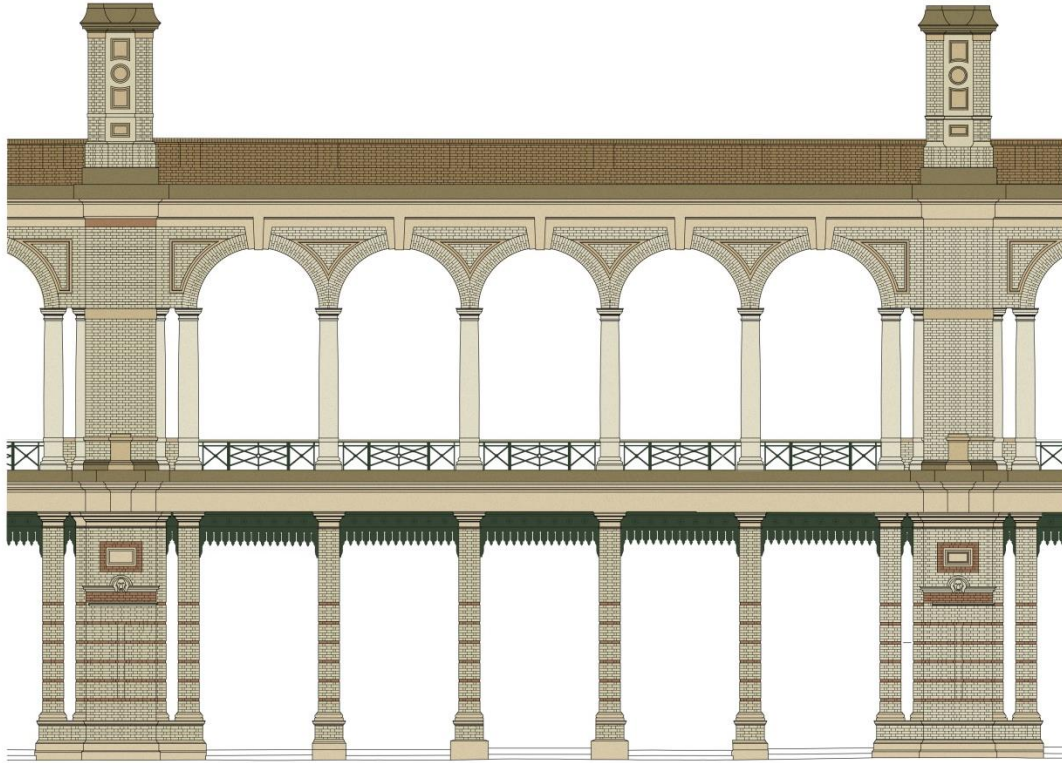
3. External Joinery – South Elevation

The 2012 repair works included the redecoration of the pelmets in a shade of green, which was in part inspired by the existing green paint visible in many locations around Alexandra Palace. This paint is now very worn and further analysis has suggested an alternative colour scheme in Pale Stone (1013) and Venetian Red (3009). There is no clear indication as to which parts were picked out in Venetian Red, except the bosses on the pelmets which are known to have been. For the balustrade, we have highlighted the secondary structural elements in red.

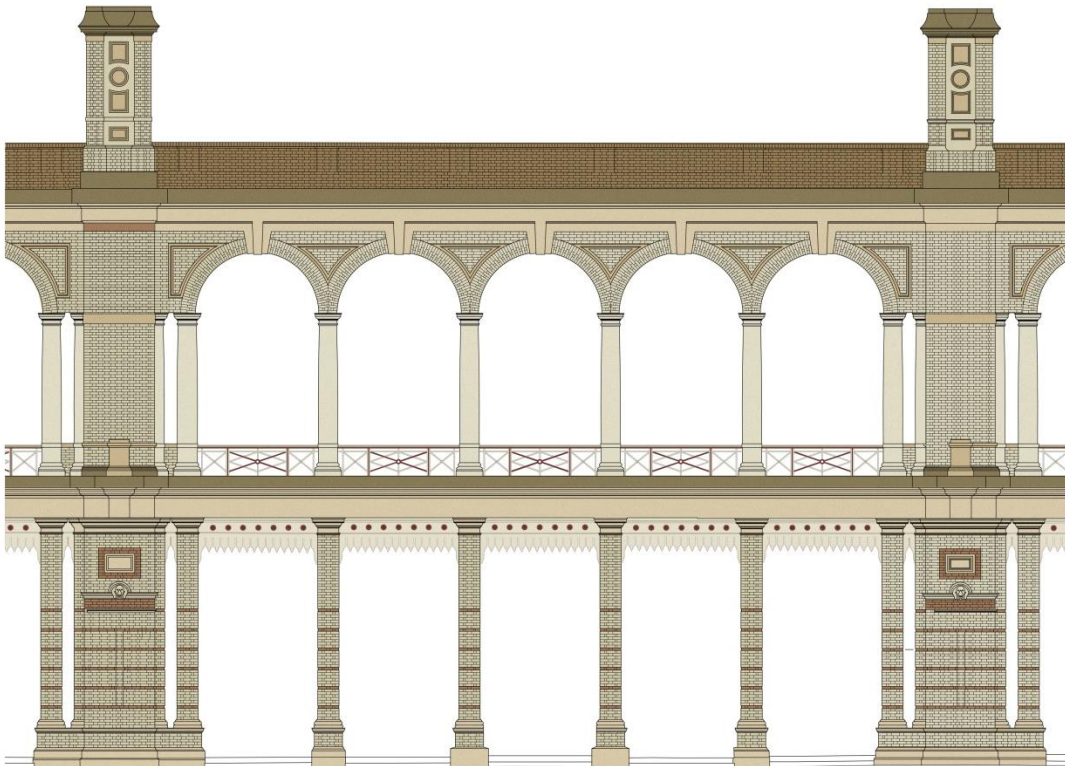
- Bronze Green: This appears to us to be excessively dark. However, it does permit the visual separation between the masonry columns forming the lower tier of the arcade and the pelmets.
- Brunswick Green: This is perhaps closest to the green historic decorative scheme.
- Pale Stone and Venetian Red: These colours work very well with the polychromatic brickwork and bring a new level of detail to the overall structure through the contrasting use of red and stone colour. We consider that this is the most successful of the proposals.



Bronze Green (6008)



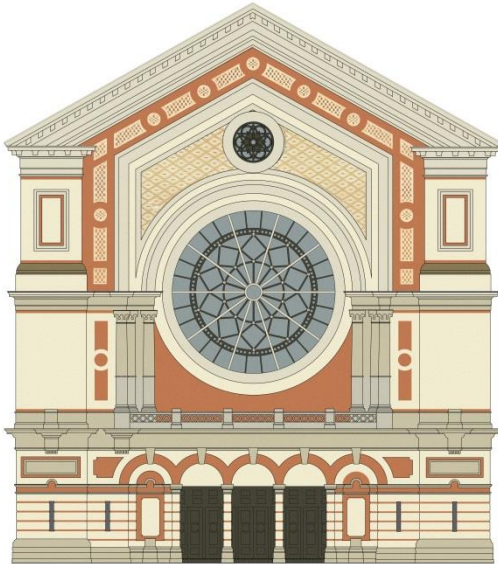
Brunswick Green (6020)



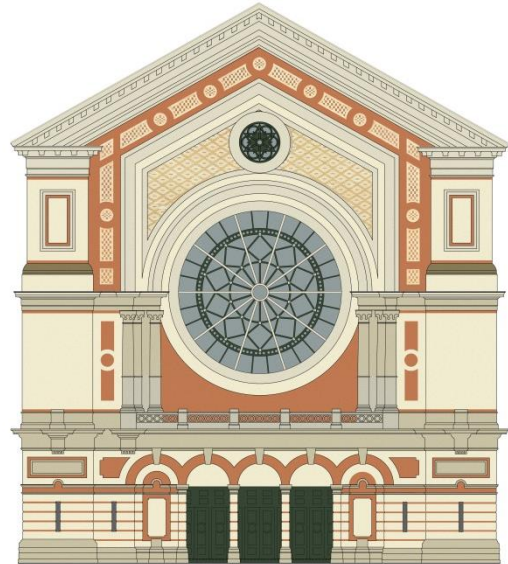
Venetian Red (3009) and Pale Stone (1013)

4. Rose Window

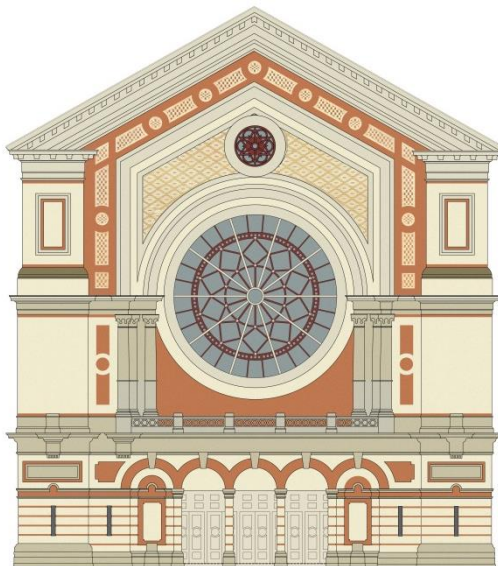
The choice of colours here are essentially the same as for the South Terrace. The principle question, given a preference for pale stone and red, is the colour for the Main Entrance doors, for which we show two options. Red is likely to be more durable and require less frequent redecoration.



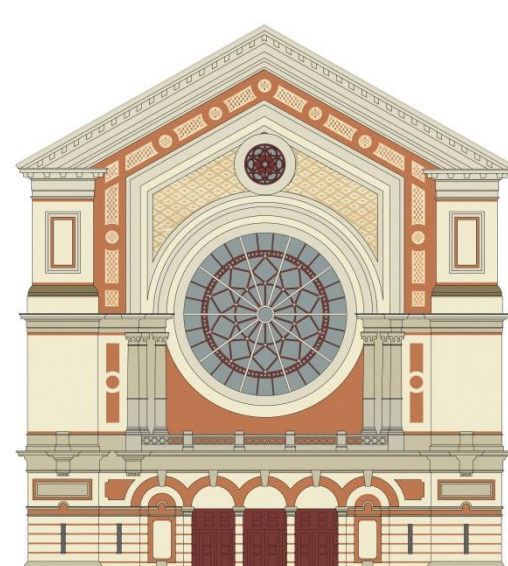
Bronze Green (6008)



Brunswick Green (6020)



Venetian Red (3009) and Pale Stone (1013) – Pale Stone Doors



Venetian Red (3009) and Pale Stone (1013) – Red Doors

5. Lamps and Railings – South Terrace

As these elements are not a part of the original Alexandra Palace, there is greater latitude in choosing new colours. Nevertheless the colour chosen should form part of the overall scheme and should not therefore be considered in isolation. We also recognise the maintenance advantages of a limited palette of colours. Some of the possible options are illustrated and described below.

- **Brunswick Green:** Perhaps a second to black as the most familiar colour for street lamps, and by default the associated railings. Whilst this would present quite an attractive solution when viewed against the sky or foliage, we think that there are other possibilities that avoid what could otherwise be an overwhelming amount of green to the building and its surrounds when viewed as a whole with the elevation behind.
- **Pale Stone:** The colour looks weak in this context and will soon appear dirty.
- **Pale Stone with Venetian Red highlights:** This of course matches the building behind well and if the pale stone and red option is chosen for the South Elevation, then a fully harmonious design solution will have been achieved.
- **Venetian Red:** Painting the lamp standards and railings entirely in red would be a brave solution, but one with much historic precedent to support it. Examples include The Palace of Westminster (newly restored Sovereign's Entrance); the Natural History Museum; the Albert Memorial; the Royal Academy; and St Pancras Station. All but the last of these are projects on which we have been working over the past five years, and all have been the consequence of detailed paint analysis. However, something less bold may be preferred.



Brunswick Green (6020)



Pale Stone (1013)



Venetian Red (3009) and Pale Stone (1013)



Venetian Red (3009)

6. Recommendations

Based on the examples shown, we consider that:

- An additional illustration should be prepared to show the combination of pale stone and red to the south colonnade with the green windows behind (this combination would exist in any full restoration of the buildings behind the South Terrace).
- 1980s roof trusses: the grey provides a conservative choice, the red a bolder one.
- Rose window: both the historic research and the visuals show that the pale stone and venetian red would be an attractive combination and we consider that the main doors should also be in red.
- Lamps and railings: Whilst it would be a bold choice, we prefer the red colour and advise that another drawing should be prepared showing these elements against the building behind. This might be combined with the drawing proposed in the first bullet point.

The general decoration for windows has already been trialed in Mid and Deep Bronze with Pale Stone cills around the East entrance as part of the regeneration project, and this combination is expected to be used around the North elevation and West elevation. Depending upon future proposals for the area currently occupied by the marquee behind the South West Terrace, as well as following the restoration of the South East Terrace where the BBC studios are located, the window joinery here may also use this colour combination in the long term.

Alexandra Palace

ALEXANDRA PARK & PALACE CHARITABLE TRUST **BOARD MEETING – 11th SEPTEMBER 2018**

Report Title: Brand Refresh

Report of: Martin Keane, Head of Marketing & Communications

Report Authorised by: Louise Stewart, Chief Executive Officer

Contact: Natalie Layton, Executive Assistant and Charity Secretary

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

Local Government (Access to Information) Act 1985

N/A

Purpose: This report seeks approval of the Alexandra Palace brand refresh approach

1. Recommendation

- 1.1 To approve the brand refresh (further to the presentation in the exempt session of the meeting).

2. Introduction

- 2.1 Trustees were provided with the brand refresh proposals at a workshop on 19th July 2018 and their feedback taken away to further inform the project. The Head of Marketing and Communications and Cllr Nick da Costa, who has relevant knowledge and experience, will discuss the Board's feedback prior to the work being presented to the whole Board.

3. Reason for the decision

- 3.1 The last full brand review was carried out in 2010. At that moment in time it enabled us to apply structure to our brand communications, accounted for all areas of the business by acknowledging them separately and focusing heavily on the live events part of the organisation. Since 2010 the brand has evolved where possible to meet the changing needs of the organisation. This brand refresh proposes to bring together the evolving strands of the organisation under one consistent and engaging brand identity.
- 3.2 A Powerpoint presentation will be provided to the Board during the exempt section of the meeting to ensure the Board are in approval before releasing the new brand.

4. Legal Implications

4.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and having liaised with the Council's Head of Communications, has no comments.

5. Financial Implications

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

6. Use of Appendices

None

Alexandra Palace

ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
11th September 2018

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

Report of: Dorota Dominiczak, Director of Finance and Resources

Report Authorised by: Louise Stewart, Chief Executive Officer

Contact: Natalie Layton, Executive Assistant & Charity Secretary

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

Purpose: This paper sets out the results for Alexandra Park and Palace Charitable Trust for July 2018 including the annual forecast of incoming and outgoing resources.

1. Recommendation

1.1 To note the financial performance of the Trust.

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. There are no concerns with regard to the finances and cash flow being reported to the Board based on forecasts to date i.e. to the end of July 2018 actualised performance. The next detailed review of capital projects will be undertaken in late August 2018 including any revisions to available cash flow.

2.2 Unrestricted Reserves (refer to Appendix 1). 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. The unrestricted cash reserves show a balanced position based on current budget and forecast.

2.3 The Trust's cash reserves – both restricted and unrestricted – are sufficient to continue delivering the revenue activities and capital projects in 2018-19 subject to detailed revisions that will take place in late August 2018.

2.4 Capital Projects (West Yard and East Wing, Theatre) are progressing further as planned and are being funded from the restricted Trust's reserves (HLF grant and Corporate Trustee grant). Both projects are due for completion in 2018-19.

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

| APPCT Forecast based on 31st July 2018 | 2017/18 Audited £ | Year 2018/19 Budget £ | Year 2018/19 Forecast £ | Year 2018/19 Diff £ |
|--|---------------------------------------|--|--|--|
| Unrestricted | 3,418,618 | 3,571,552 | 3,585,605 | 14,053 |
| Capital Fund | 470,000 | 470,000 | 470,000 | 0 |
| East Wing & Activity Plan | 348,518 | 1,116,254 | 1,125,259 | 9,005 |
| West Yard Storage Claims | 243,244 | - | 100,045 | 100,045 |
| Total Incoming Resources | 4,480,379 | 5,157,806 | 5,280,910 | 123,104 |
| Running and maintaining the Park | (534,493) | (560,125) | (560,603) | (478) |
| Running and maintaining the Palace | (2,210,772) | (2,304,648) | (2,301,167) | 3,480 |
| Learning & Community | (15,076) | (25,025) | (31,149) | (6,125) |
| Regeneration | (230,921) | (251,629) | (258,361) | (6,733) |
| West Yard Storage | (987,624) | (782,632) | (776,476) | 6,156 |
| East Wing & Activity Plan | (13,827,518) | (7,959,776) | (7,960,492) | (715) |
| Direct Charitable Expenditure | (17,806,404) | (11,883,835) | (11,888,249) | (4,414) |
| | | | | |
| Raising funds | (97,287) | (132,700) | (132,700) | - |
| | | | | |
| Strategic Leadership | (380,803) | (352,041) | (352,789) | (748) |
| | | | | |
| Support Costs | (189,772) | (214,701) | (214,701) | - |
| | | | | |
| Total Outgoing Resources | (18,474,266) | (12,583,276) | (12,588,438) | (5,162) |
| | | | | |
| Net Movement in Trust Funds | (13,993,887) | (7,425,470) | (7,307,529) | 117,972 |
| Balance Sheet extract: | | 1 April 2018 | 31 July 2018 | |
| | | £ | £ | |
| Resources available as total Reserves | | 26,551,086 | 21,645,550 | |
| Represented by: | | £ | £ | |
| HLF Grant Claims due | | 7,264,569 | 2,832,398 | |
| Cash at bank: | | | | |
| Main account - unrestricted | | 39,301 | 425,458 | |
| HLF Project account - restricted | | 1,466,671 | 1,561,138 | |
| West Yard Project account - restricted | | 765,036 | 527,567 | |
| HC Capital Grant account - restricted | | 514,521 | 597,398 | |
| Fixed assets/liabilities | | 16,500,988 | 15,701,590 | |
| Resources available as total Reserves | | 26,551,086 | 21,645,550 | |

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 | 180,381 | 7,829 |
| 4.5) Palace Leases and Recharges | 78,659 | 73,000 | 73,100 | 100 |
| 4.6) Creative Learning | 7,419 | 6,000 | 12,124 | 6,124 |
| | 3,418,617 | 3,571,552 | 3,585,605 | 14,053 |
| Restricted | | | | |
| 4.7) HC Capital Grant | 470,000 | 470,000 | 470,000 | - |
| 4.8) Grants and Other: East Wing & Activity | 268,050 | 1,116,254 | 1,116,254 | - |
| 4.8) Donation | 80,468 | - | 9,005 | 9,005 |
| Exceptional income: 4.9) West Yard Penalties (contractual) | 243,244 | - | 100,045 | 100,045 |
| | 4,480,379 | 5,157,806 | 5,280,910 | 123,104 |

- 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. The licence permits APTL's commercial use of the Palace.
- 4.4 The Gift Aid due from APTL is a significant source of unrestricted funding for the Trust. The 2018-19 Gift aid is budgeted as £1,070,000 and will be transferred in cash to the Trust before the end of December 2018 to take full advantage of the corporation tax exemption.
- 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 income represents fees receivable from events as well as fees charged to schools for workshops and educational activities, to cover the costs of delivery. To date a small increase on budgeted income has been achieved with a corresponding increase in costs of delivering events. This relates to sales of food and beverage at the Kid's BAFTA.
- 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.
- 4.8 Donations and grants (East Wing, Activity Plan and Learning Centre) are restricted income for the Regeneration Project. The budget represents funds allocated to Extension of Time on the East Wing Project of £616,000 and £500,000 receivable from the grant application. Individual donations received to date amount to £9,000.

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 with no significant variance reported.
- 5.2 Palace running costs include the in-house maintenance team, third party contracts for maintenance of specialist areas for example the lifts, shutters, catering equipment, Ice Rink plant; it also covers the building insurance and rates. The annual cost is budgeted at £2,300,000 with no significant variance reported.
- 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 costs for directly supporting the East Wing Project but not funded from the HLF budget, for example the Project Director fees and partly the salaries of the team and also various project marketing and PR expenditure. The annual cost is £250,000 with no significant variance reported.
- 5.5 The West Yard Project costs of £782,000 represent the costs to completion of the construction works budgeted for 2018-19.
- 5.6 East Wing main construction works cost of £7,960,000 are budgeted for 2018-19.

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 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.

9. Annual Capital Expenditure

9.1 Capital Projects (outside the East Wing Project and the West Yard Project) are funded from either the Corporate Trustee annual capital grant or from the Restoration Levy.

9.2 Main projects funded from the Corporate Trustee grant under way:

West Hall Ductwork – Prices have been received for raising and reinstatement of ductwork serving West Hall ventilation system and to allow access to roofs below for essential repairs, but only sufficient to deal with eastern end in 2018/19. A further allowance of £13,300 for the western end is required in 2019/20.

Permanent Roof Access, Glazing Repairs and Redecoration of Spaceframes – Three tenders were received and analysed and an appointment was made for a phased delivery:

- Priority 1 Roof Access works (includes a grant contribution of £20,000 from Rose Foundation) in August 2018
- Priority 2 Roof Access, Glazing Repairs and Spaceframe Redecoration in September/October 2018
- Priority 3 Remainder of Roof Access to West Service Hall and Great Hall (subject to deferment into 2019/20 to release capital in 2018/19 for higher priority projects)

Basement Works – Three tenders received on 29th May, and are currently being evaluated. Capital Budget allocation for 2018/19 would cover major clearance of basements and investigations, but structural works and enhancements to waterproofing and ventilation would need allocation in 2019/20 to complete the project or could take precedence over the Priority 3 Remaining Roof Access works above.

9.3 The Restoration Levy - A number of projects are already committed and a list of potential investments is covered under a separate exempt agenda item.

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 Trust's loan commitments are up to date.

11. Financial Implications

- 11.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and in noting the lack of concern over finances and cash flow, has no comments.

12. Legal Implications

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

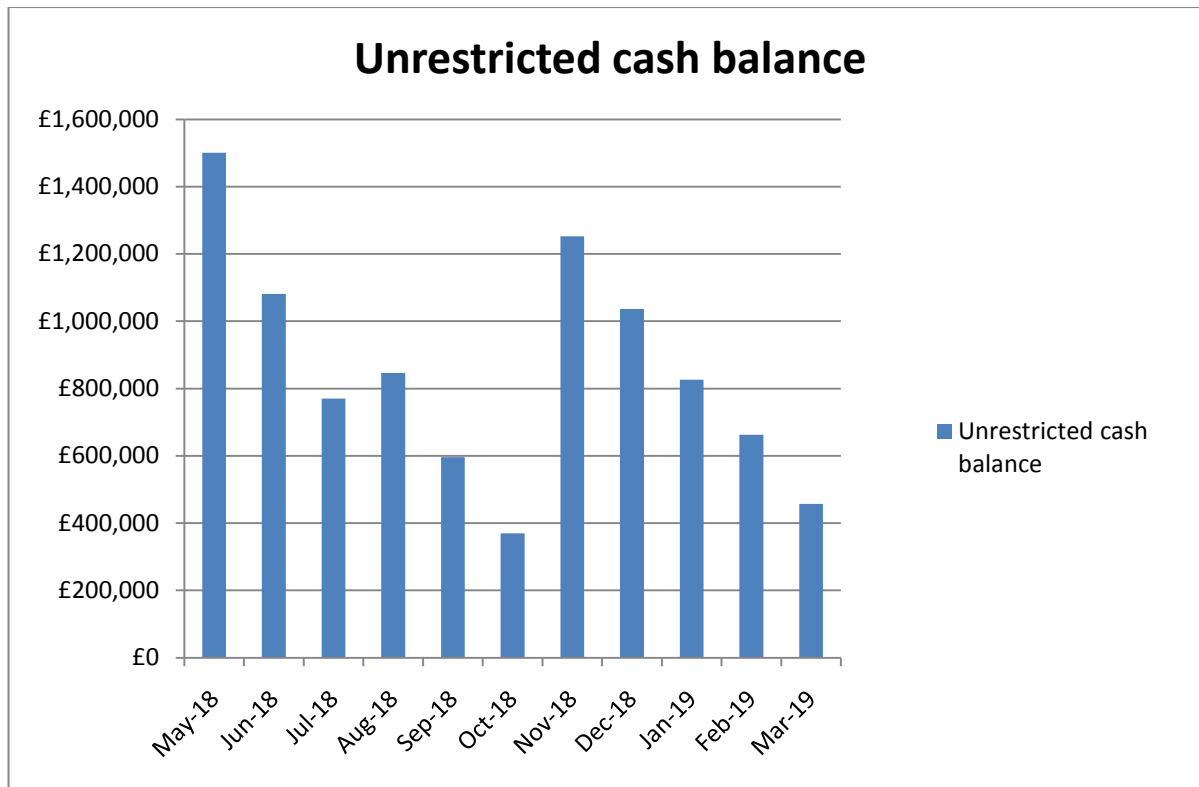
13. Use of Appendices

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

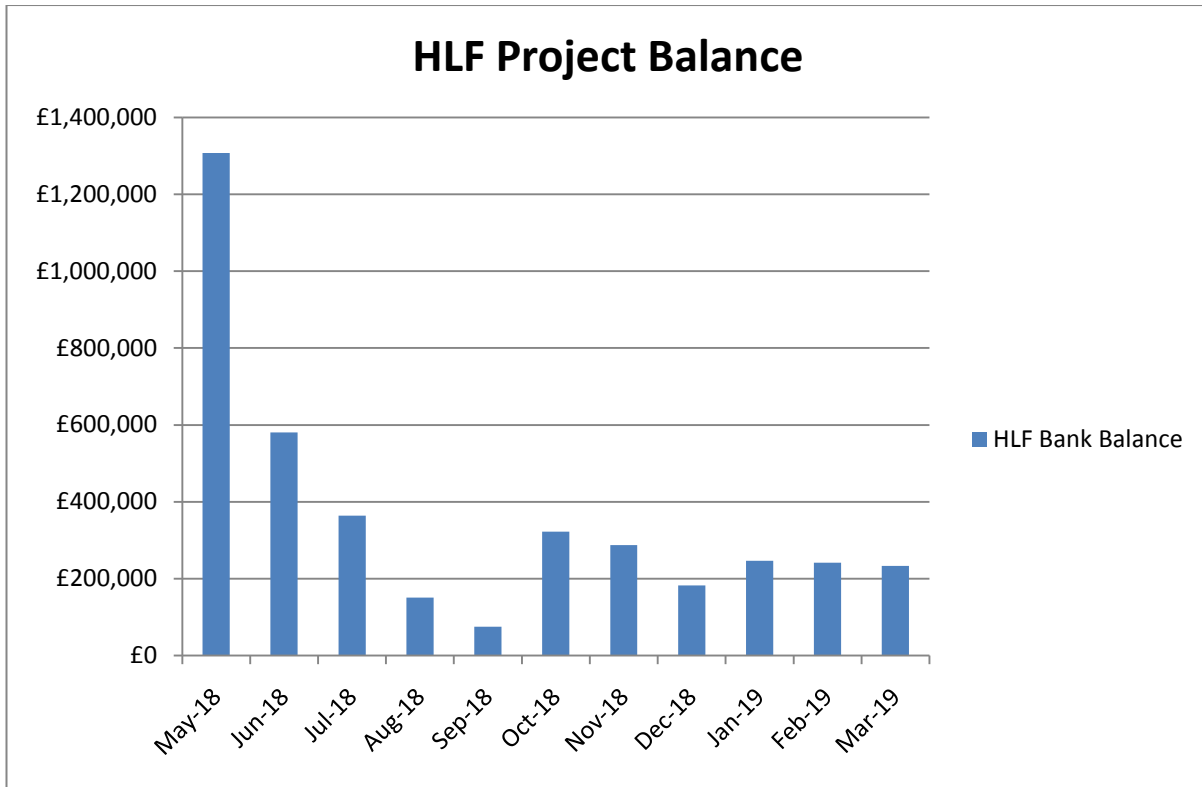
| APPCT | 2017/18 | Year 2018/19 | | |
|--|------------------|------------------|------------------|----------------|
| | Audited | Budget | Forecast | Diff |
| | Unrestricted | Unrestricted | | |
| Incoming Resources | £ | £ | £ | £ |
| HC Grant - Operational | 1,950,000 | 1,950,000 | 1,950,000 | - |
| Palace APTL Licence | 300,000 | 300,000 | 300,000 | - |
| Palace Leases & Recharges | 78,659 | 73,000 | 73,100 | 100 |
| Park Leases & Recharges | 162,540 | 172,552 | 180,381 | 7,829 |
| Creative Learning | 7,419 | 6,000 | 12,124 | 6,124 |
| Gift Aid | 920,000 | 1,070,000 | 1,070,000 | - |
| Total Incoming Resources | 3,418,617 | 3,571,552 | 3,585,605 | 14,053 |
| Overheads | | | | |
| Cost of Events including Learning and Fundraising | (4,965) | (26,000) | (30,440) | (4,440) |
| Wages & Salaries (inc Ni Agency & Welfare) | (675,075) | (771,007) | (776,979) | (5,968) |
| Other Wage Costs (Travel & Training & Recruitment) | (12,785) | (17,595) | (17,595) | - |
| Maintenance Contract Palace | (330,147) | (329,004) | (329,004) | - |
| Maintenance Contract Park | (331,418) | (329,556) | (329,556) | - |
| Repair & Maintenance Other | (147,344) | (199,610) | (207,147) | (7,537) |
| Security Control | (503,516) | (507,800) | (506,992) | 808 |
| Cleaning & Pest | (7,533) | (6,000) | (8,820) | (2,820) |
| Rates & Insurance | (372,352) | (398,071) | (394,189) | 3,882 |
| Office expenses | (120,164) | (118,140) | (117,095) | 1,045 |
| Utilities | (88,064) | (86,596) | (86,596) | - |
| Software & IT | (47,146) | (51,370) | (51,370) | - |
| Sundries, Meeting & Subscriptions | (11,967) | (19,930) | (17,700) | 2,230 |
| Marketing, Advertising & Design | (35,825) | (31,300) | (30,839) | 461 |
| Legal & Professional (Contains Construction) | (204,438) | (268,100) | (275,842) | (7,742) |
| Banking Costs | (628) | (1,500) | (1,500) | - |
| APTL Cost recharges | (78,060) | (78,060) | (78,060) | - |
| Total Outgoing Resources | (2,971,425) | (3,239,639) | (3,259,721) | (20,081) |
| Forecast Cash Result | 447,193 | 331,913 | 325,884 | (6,028) |
| Loan commitments: | | | | |
| 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) | repaid | repaid | n/a |
| Lighting SIF loan | (44,417) | (44,417) | (44,416) | n/a |
| Unallocated 2018-19 cash reserve | 103,776 | 1,496 | (4,532) | n/a |

Appendix 2 – Unrestricted Funds cash flow



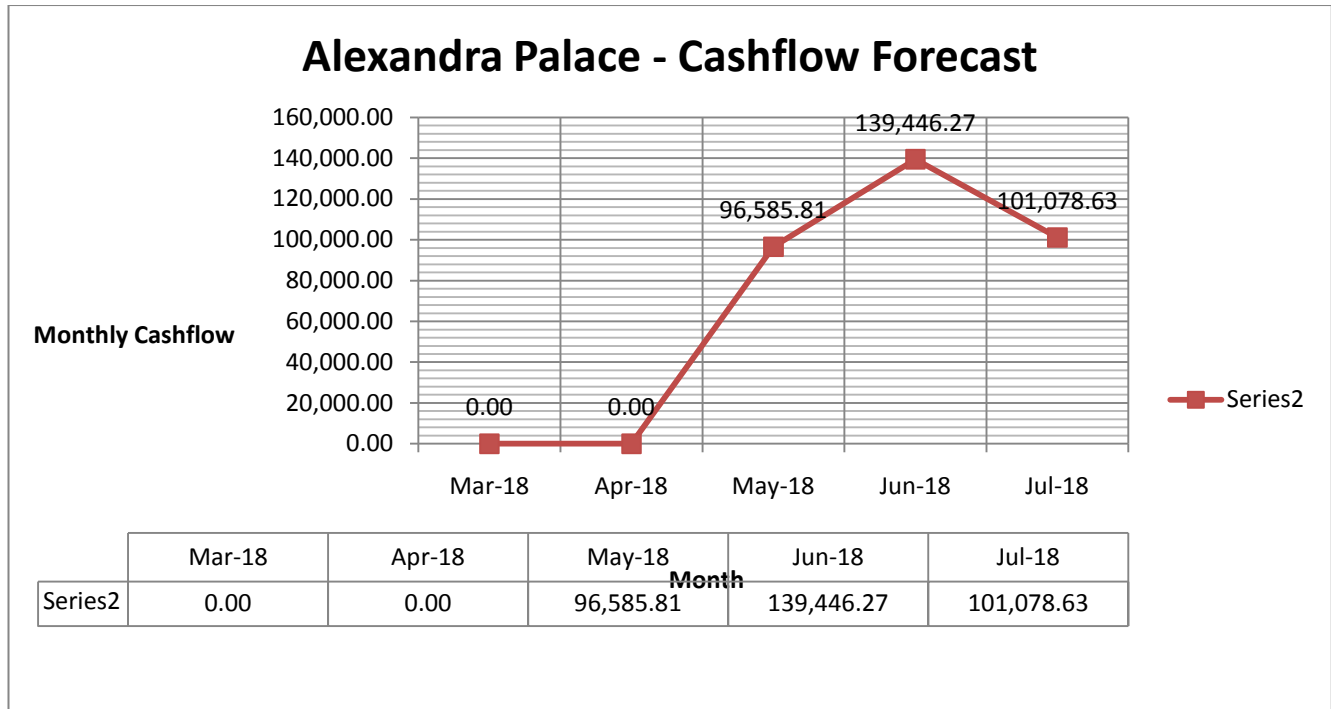
This is a projection of unrestricted cash at bank per month in 2018-19 ie cash funding daily operations of the Trust. The Corporate Trustee grant cash flows the first 3 quarters of the year and the last quarter of the year is funded by a transfer of the 2017-18 Gift Aid in cash (transfer in November/December 2018). Based on current budget and forecast there are sufficient cash funds available in 2018-19.

Appendix 3 – East Wing Project cash flow



The East Wing Project is funded from a separate restricted bank account which is funded through monthly claims submitted to HLF and accumulated restricted cash reserves. We are currently awaiting the HLF agreement to approve a revised profile of funding claims. The cash flow will be revised following the outcome of this decision.

Appendix 4 – West Yard Project cash flow



The Project cash flow prepared by Kier Construction (May 2018) – this project carries very limited risk of overspending as contractual risks are passed on to the contractor. The cash funds which pay for the construction works are kept on a dedicated loan bank account to ensure separation of funds from other activities of the Trust.

Alexandra Palace

ALEXANDRA PARK AND PALACE CHARITABLE TRUST **BOARD MEETING** **11th September 2018**

Report Title: Fabric Maintenance Plan (FMP)

Report of: Neil Coe, APP Building Surveyor,

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

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

Purpose: This cover report summarises the annual review of the Fabric Maintenance Plan and seeks the Board's approval to proceed with the recommended priorities.

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

1. Recommendations

1.1 To approve the Fabric Maintenance Plan priorities for 2018/19 that will be presented in the PowerPoint document during the meeting.

2. Reason for the decision/ background

2.1 Further to the preparation of the 10-year Fabric Maintenance Plan by the Surveyor to the Fabric, Purcell, in 2014 an update has been undertaken and the priorities for Year 5 2018/19 are proposed within Appendix 1.

2.2 Over 10 years the plan identified that the Trust needed to spend £14.7m on the building fabric repairs, services repair/renewals, and improved roof access. This covered maintaining and repairing the existing elements, rather than wholesale enhancements which would be covered by major projects. The Trust's capital budget and project funds do not cover all of the scheduled works.

2.3 The services elements (electrics, fire systems etc) on the Theatre, East Court and BBC Studios were excluded from the FMP, as complete redesign and renewal was envisaged under the East Wing Restoration Project (EWRP).

2.4 Overall progress to date on the 10-year Fabric Maintenance Plan is 21% (actual against target of 43% for end of Year 4).

2.5 The requirements (not actual funds available) break down as:
Building Fabric Repairs 18.5% of £11,850,200

| | | | |
|---------------------------|-----|----|------------|
| Services Repair/Renewal | 44% | of | £2,569,400 |
| Roof Access Installations | 1% | of | £279,800 |

- 2.6 Year 4 continued to focus on Health and Safety and making the building weather-tight, and has been predominately successful, although there has been some deterioration particularly in the roofs over the TV studios.
- 2.7 The fabric repairs within the FMP for the Theatre and East Court and associated spaces have been progressed as part of the main East Wing Restoration Project with the Enabling Works having been completed in Year 3, and the fabric repair therefore falling primarily into Year 4 of the FMP.
- 2.8 Deferral of the TV studios restoration (as originally part of the East Wing Restoration Project) will further delay the progress of the FMP scheduled fabric repair and services renewal in these areas into Year 6 and beyond.
- 2.9 Installing safe access to all roof areas is a priority for Years 5 and 6 and some permanent roof access installations are incorporated in the East Wing Restoration Project and West Yard Project in Year 4.
- 2.10 The condition of the East Court glazing has continued to deteriorate, with urgent investigations and repairs carried out to the SW corner, and a general overhaul is planned for Year 5 from the allowance within the East Wing Restoration Project fund and is being procured directly, rather than through the main contractor.
- 2.11 In view of the delays to the conservation works to the external elevations we have continued the bi-monthly periodic inspections by cherry picker and spider machine, to monitor the condition and make safe where necessary. These are proving essential and modest repairs and pinning works have been carried out to areas of the Great Hall South, the North Wall and the SW Tower to help retain the original fabric.
- 2.12 Further progress has been made on the renewal of services, with priority on providing fire alarm cover where lacking and/or unreliable and to achieve energy savings.
- 2.13 The FMP is split into 13 building sectors and the condition of each element has been reassessed to compare between the original survey of 2014 and that of late 2018, and are classed as 'Poor', 'Fair' and 'Good'.

The priority ratings for each work package has also been adjusted to suit the current condition and operational requirements, and are relisted under:

- A = Within 12 months,
- B = Within 36 months,
- C = Within 5 Years, and
- D = Desirable – Within 10 Years.

- 2.14 We presently have capital and project budget allocations to carry out the Priority A items only during Year 5. All of the Priority B, C and D items will need to be deferred into Year 6 and beyond; this includes approximately £2.5 million Building Fabric/Roof Access items and £0.32 million Services items.

- 2.15 The proposed deferral of these Priority B & C items (and some Priority A items) will have an impact on the presentation of the building, such as the internal decorations to the Great Hall and brick and render repair to the South Elevation of the South Terrace/Traitor's Gate, and on the completion of the renewal of Life Safety systems and Critical services items.
- 2.16 The installation of an aspirating fire alarm system to the Great Hall, at £90,000 is considered Priority A but is currently a reserve item and subject to funds becoming available. The fabric repair of the BBC Colonnades at low level is priced at £20,000 and is also a reserve item for Year 5 should further funds permit. This is not an exhaustive list; other reserve items include: a central battery system for emergency lighting, fire main renewal and smoke ventilators.

3. Risk Considerations

- 3.1 The Trust is currently spending below the recommended amount to bring the fabric and services into good condition within the 10-year plan and the general condition has not improved as planned.
- 3.2 However, the East Wing Restoration Project and West Yard Project are nearing completion and will significantly improve the condition of the East Wing of the Palace and the safety and stability of the North wall.
- 3.3 We had planned to renew all life safety systems which include fire alarms systems, emergency lighting, public address speakers, sprinklers, lightning protection, and lifts, by the end of Year 4 but this has slipped into subsequent years due to lack of funds. Good progress has been made on renewing the fire alarm panels throughout the Palace but many still rely on the original late 1980's detectors and wiring, which is gradually being replaced with piped aspiration systems that are more appropriate. The Board should be reassured that we are working with the fire service and our insurers on these issues.
- 3.4 The structural condition of the Victorian basements under the Panorama Room and SW Colonnades has deteriorated further with continuing water ingress and corrosion to the cast iron beams supporting the brick vaults/floor slab, and £131,800 is allocated in Year 5 for structural investigations/repairs, enhancements to drainage and ventilation, and waterproofing to the Panorama Room and colonnades above. Works are due to commence in mid-September and complete by October 2018, and will confirm the condition of the structural slab and permissible floor loadings to the Panorama Room, which have been limited as a precaution. This is pending the redevelopment of this area and the reinstatement of a building behind the colonnades and partial reuse of the basements.
- 3.5 The FMP had to take a pragmatic approach to the renewal of the business critical services items, which include high voltage breakers, power distribution, generators, transformers and IT, as these date from the late 1980's and are beyond their standard serviceable life, but are well built and operational. In the event of a breakdown it may not be possible to restart these systems or obtain replacement parts.
- 3.6 The full cost of renewing all of the services throughout the Palace was estimated at £26 million and, therefore, the decision was taken to upgrade as part of each major project.

- 3.7 The condition of the services was previously rated Poor throughout largely due to the age of the installations. However, a proportion of the Sectors have improved to Good/Fair due to renewals within the EWRP (which were excluded from the FMP), and fire alarm upgrades and boiler replacements, together with the NW Tower as part of the West Yard Project.
- 3.8 The condition of the fabric has improved significantly to Sectors 8 (Theatre, North East Tower and Adjoining Spaces) and Sector 11 (East Court and Adjoining Spaces), and partially to Sector 3 (Service Yard Store and North West Tower). This is due to completion of the repair items to the Theatre and East Court under the EWRP, and partly due to the NW Tower and North Wall through the West Yard Project.
- 3.9 The condition of the fabric has remained Fair to Poor in the remaining Sectors, with further slight deterioration to the BBC Wing and Ice Rink.
- 3.10 The re-securing of the North Wall by the construction of the infill storage and office building, and associated staircase within the glazed link, has substantially reduced the structural risks associated with the free standing North Wall and should reduce the maintenance liabilities for this element.
- 3.11 Whilst progress has not achieved the target due to lack of funds, Trustees should be aware that the schedule of works is dynamic and regularly reprioritised when issues emerge or surveys indicate different works are required. The priority is always the safety of the public, staff and contractors.

4. Legal Implications

- 4.1 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.
- 4.2 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. The report makes reference to certain life safety works being deferred into later years. Trustees must be assured that the deferral of these works does not create an unsafe environment nor invalidate the Trust's insurance arrangements.

6. Use of Appendices: Appendix 1 – FMP Powerpoint Presentation

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Alexandra Park and Palace Charitable Trust Forward Maintenance Plan Annual Update and Recommendation 2018/19

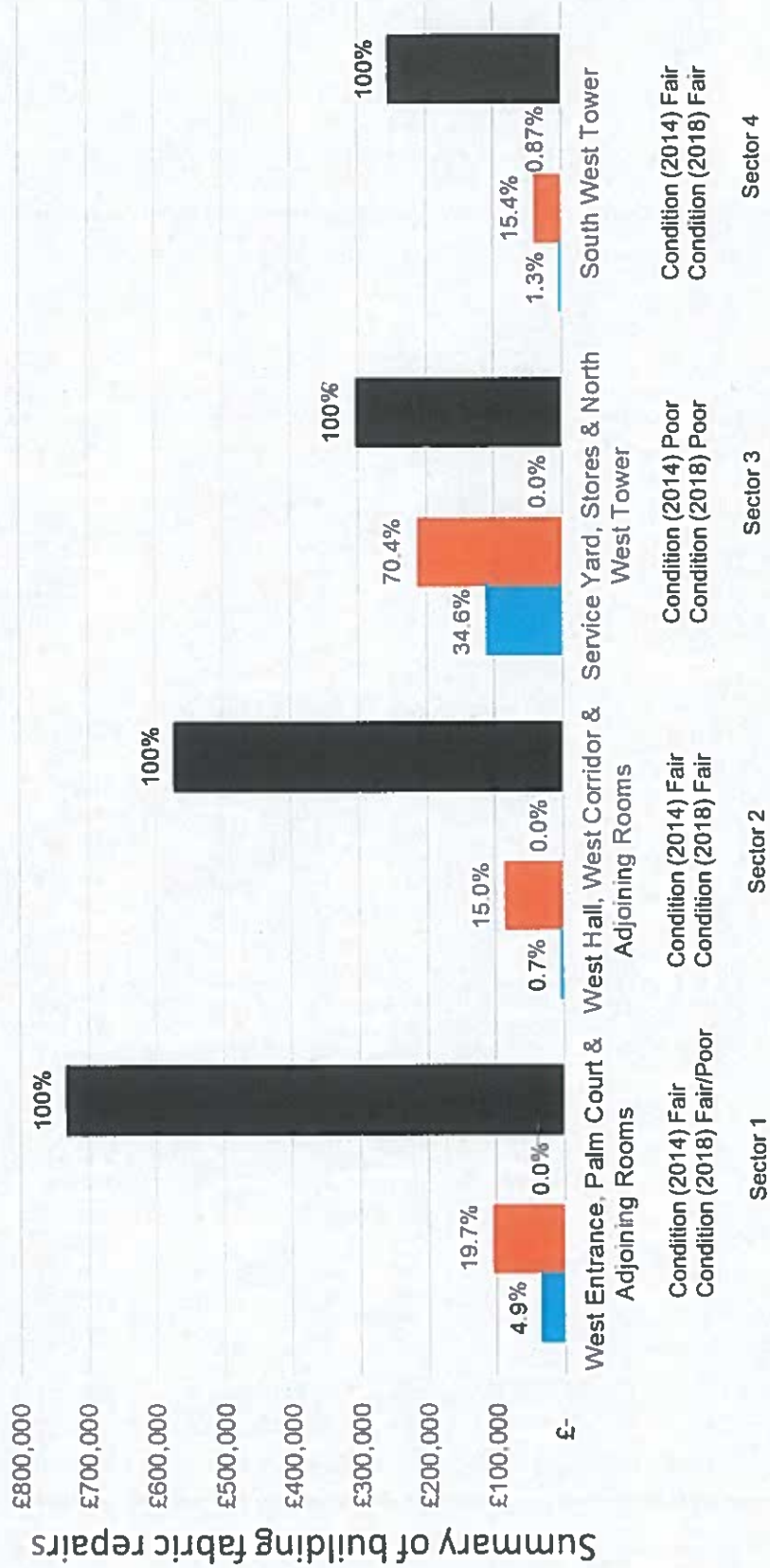
22 August 2018 – Charts and Year 5 Priority A Packages

Discover your Ally Pally.

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Progress to date against 10 year Fabric Maintenance Plan

Actual @ end Year 4 Target @ end Year 4 Priority items for Year 5 Total @ end Year 10



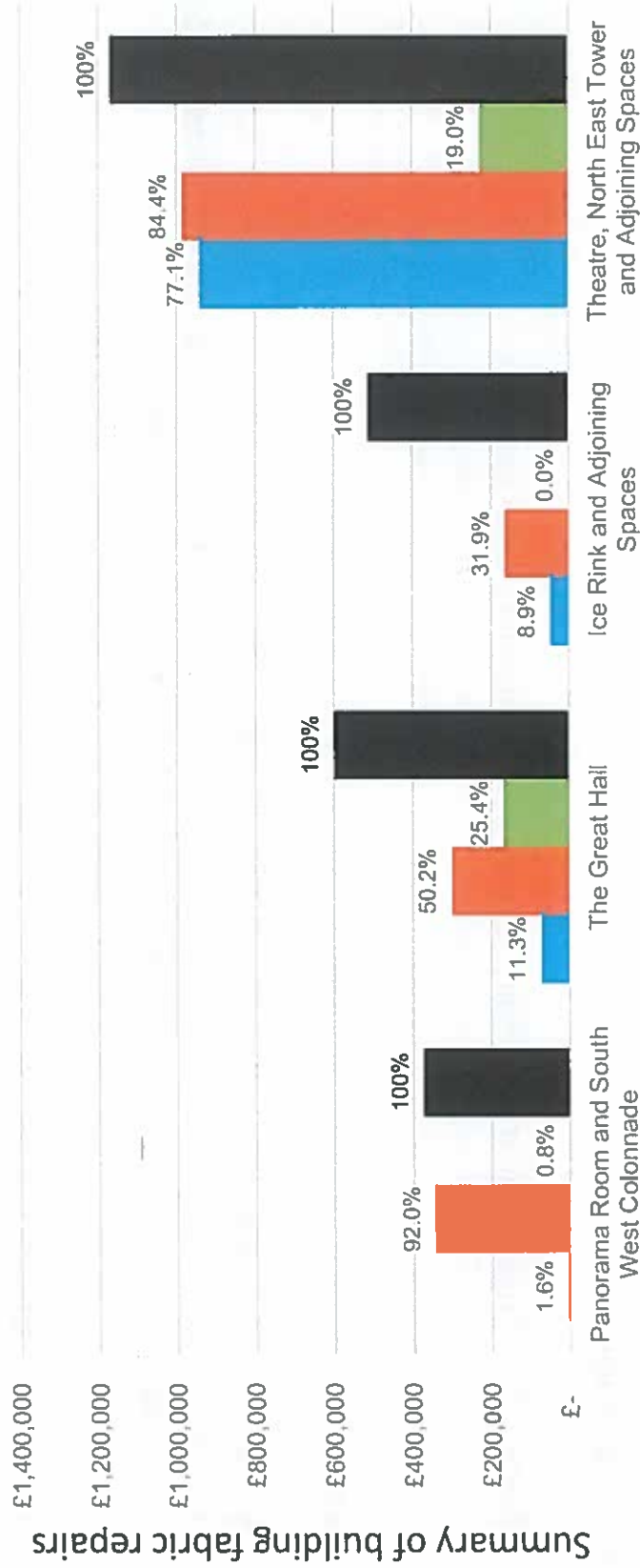
Summary of building fabric repairs

FMP Packages – Year 5

- **Sector 1 – West Entrance, Palm Court and Adjoining Spaces**
 - Priority A - Palm Court glazing repairs £5,000 deferred to 2019/20
 - Priority B/A – SW Pavilion roof repair and decoration £7,500 deferred to 2019/20
- **Sector 2 – West Hall, West Corridor and Adjoining Rooms**
- **Sector 3 – Service Yard, Stores and North West Tower**
 - Priority A – North West Tower repaint, reform and repair elevations £35,000 completed under Capital Works to West Yard Storage Building and link to NW Tower
 - Priority B - North West Service Hall roof access install deferred to 2019/20
- **Sector 4 – South West Tower**
 - Priority A – SW Tower emergency pinning to south and west cornices £2,000 from FMP budget
 - Priority A – SW Tower pigeon infestation removal £6,000 deferred to 2019/20

Progress to date against 10 year Fabric Maintenance Plan

■ Actual @ end Year 4 ■ Target @ end Year 4 ■ Priority items for Year 5 ■ Total @ end Year 10



Condition (2014) Fair
Condition (2018) Fair/Poor

Sector 5

Condition (2014) Fair
Condition (2018) Fair/Poor

Sector 6

Condition (2014) Fair
Condition (2018) Fair

Sector 7

Condition (2014) Poor
Condition (2018) Poor/WIP

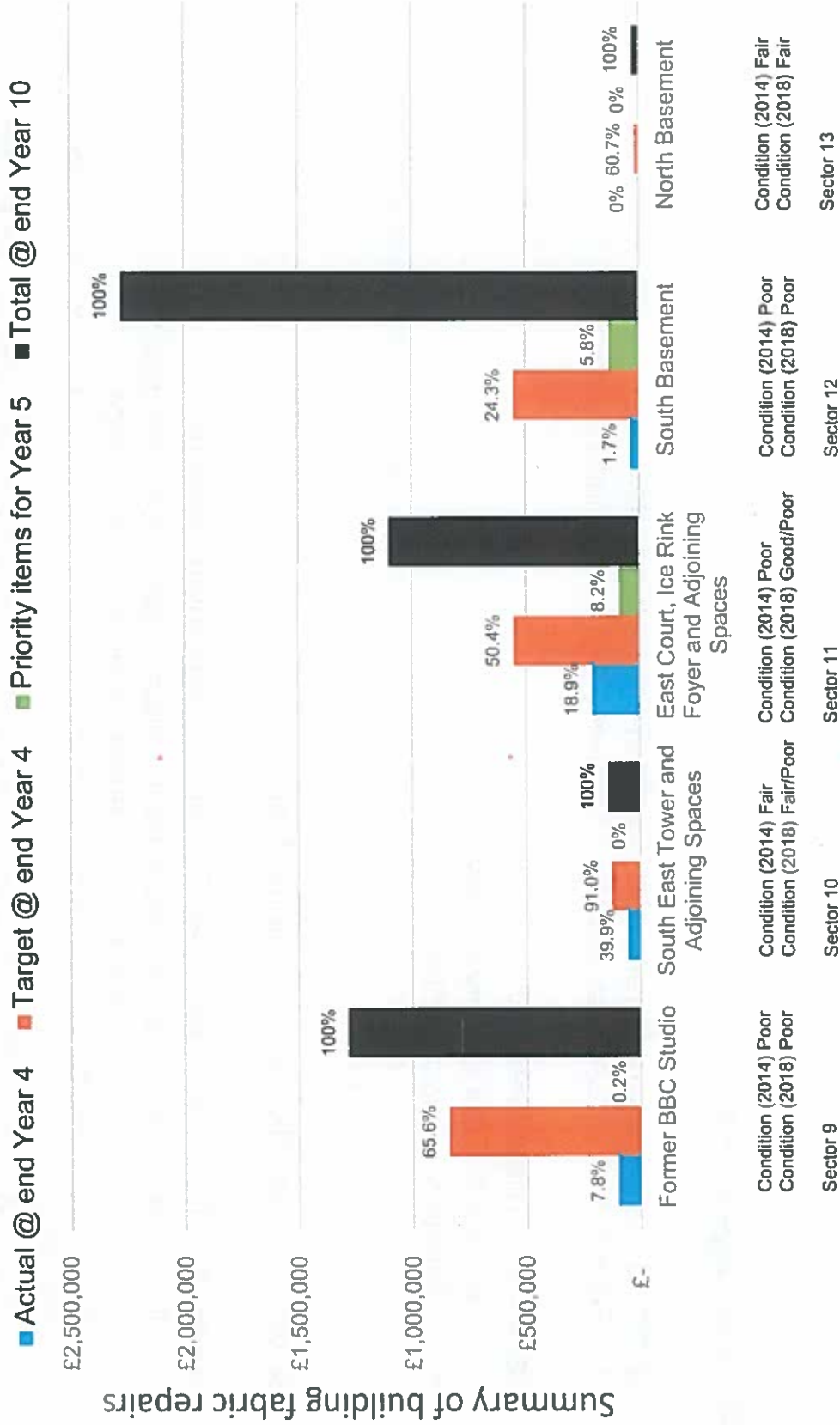
Sector 8

Summary of building fabric repairs

FMP Packages – Year 5

- Sector 5 – Panorama Room and South West Colonnade
 - Priority A – SW Colonnade & West Light-well roof access install £3,400
- Sector 6 – The Great Hall
 - Priority A – GH roof access install
 - Priority A – Phase 1 £162,500
 - Priority B – GH remainder of roof access install & glazing repairs deferred to 2019/20
 - Priority B – Phase 2 £139,200
- Sector 7 – Ice Rink and Adjoining Spaces
- Sector 8 – Theatre, North East Tower and Adjoining Spaces
 - Priority A – Theatre Stage House front – Floor propping incl. fees £22,500
 - Priority A – Theatre Stage House – Artefacts removal and storage £7,000
 - Priority A – Theatre Stage House get in route (North Wing) – Floor propping incl. fees £22,500
 - Priority A – Area 7 Reroofing and upgrade of insulation from capital budget £175,000

Progress to date against 10 year Fabric Maintenance Plan



Sector 9

Sector 10

Sector 11

Sector 12

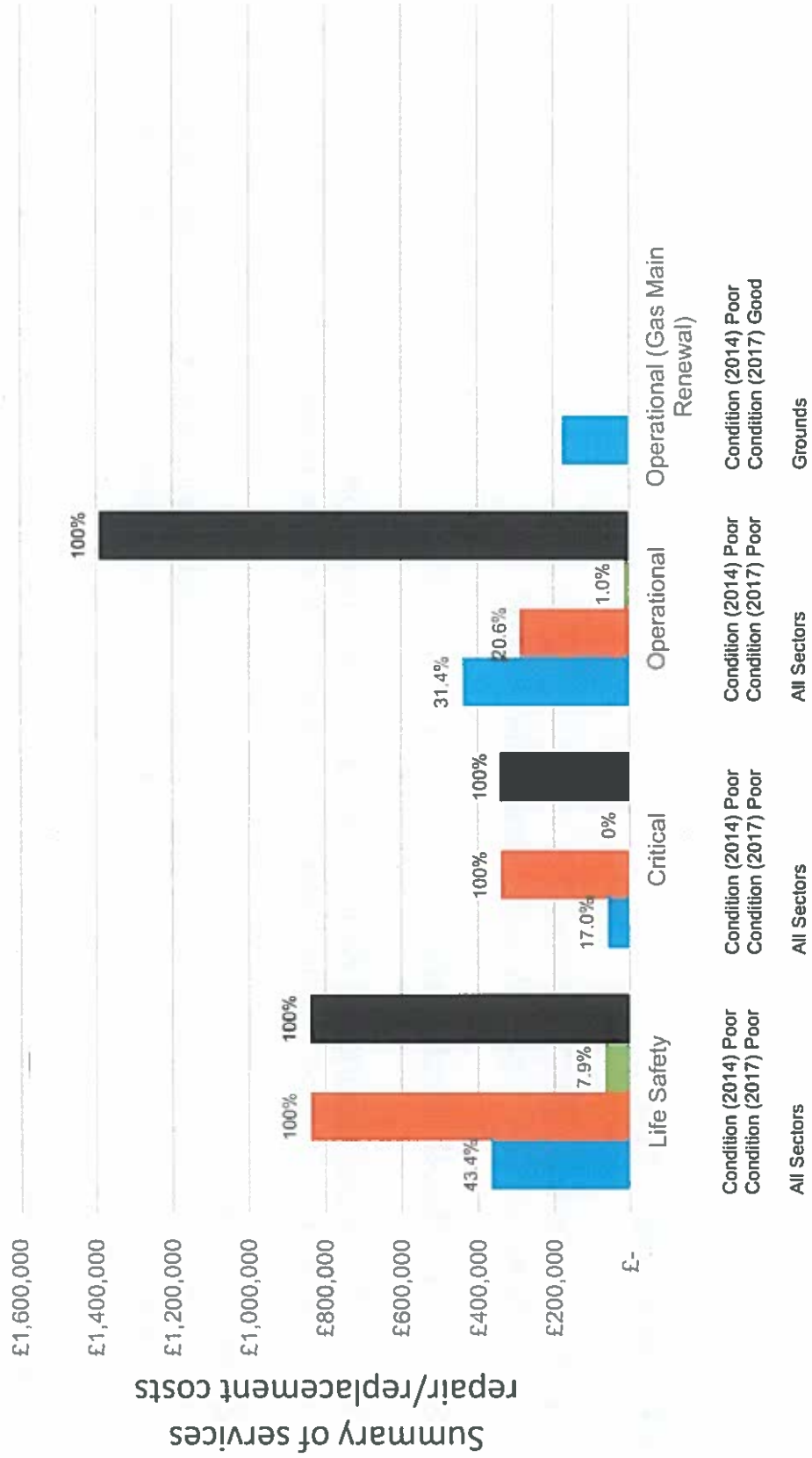
Sector 13

FMP Packages – Year 5

- Sector 9 : Former BBC Studios
 - Priority A – East Lightwell roof access install £3,000
- Sector 10 : South East Tower and Adjoining Spaces
- Sector 11 : East Court, Ice Rink Foyer and Adjoining Spaces
 - Priority A – EC roof & gutter repair package £90,000 major overhaul of glazing/flashings
- Sector 12 : South Basement
 - Priority A – Area 1 (PR & Colonnade) structural investigations and repairs, basement clearance, enhancements to drainage & ventilation, and damp-proofing to tarmac/slab above £131,800
- Sector 13 : North Basement

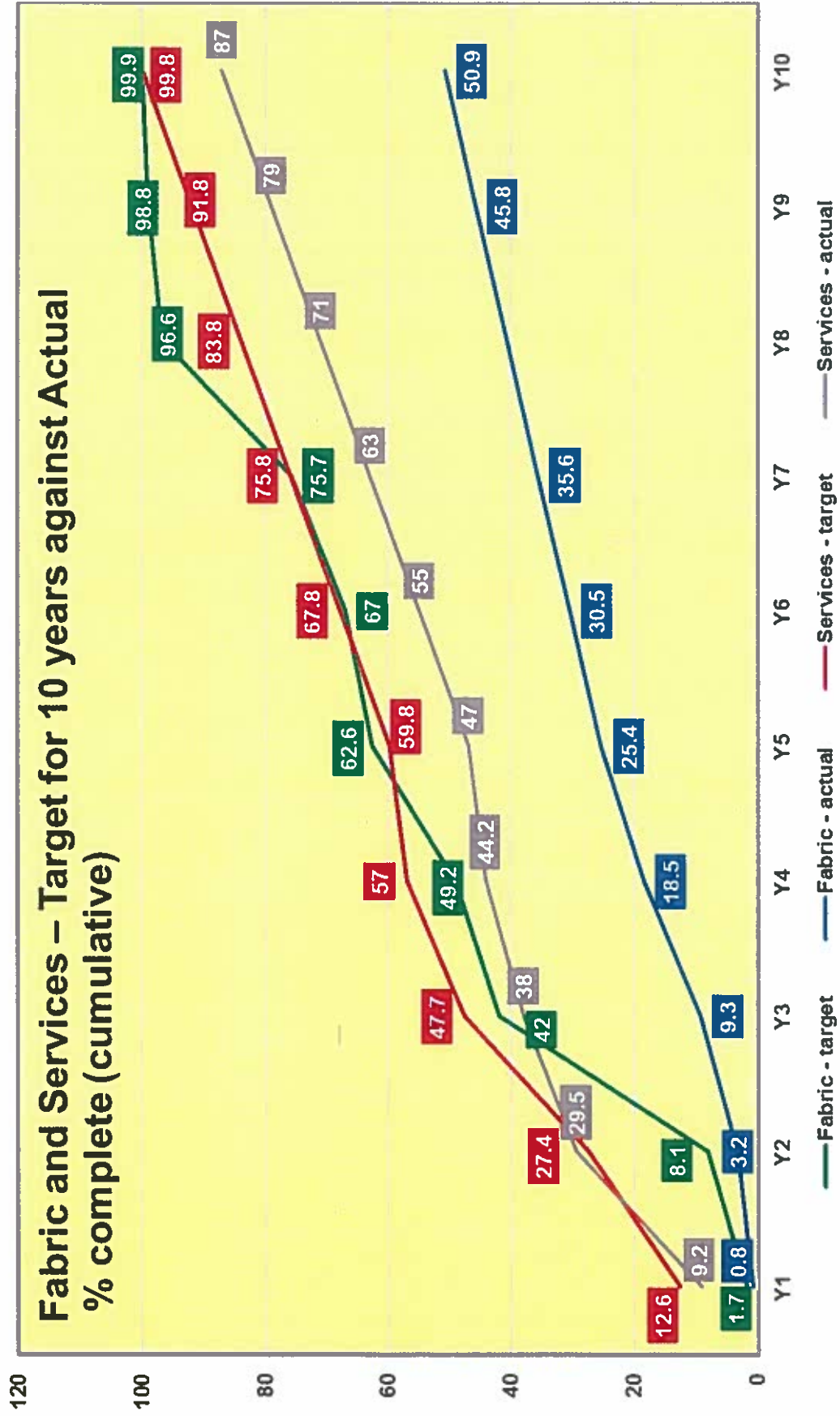
Progress to date against 10 year Fabric Maintenance Plan

■ Actual @ end Year 4 ■ Target @ end Year 4 ■ Priority items for Year 5 ■ Total @ end Year 10



FMP Packages – Year 5

- Services : Lift Safety
 - Priority A – Fire Alarm network upgrades £66,300 from Year 4
 - Priority A/B – Aspirator fire detection system to GH – Reserve item at £90,000
 - Services : Critical
 - Services : Operational
 - Priority A – West Hall plant ductwork recladding £14,000
-



Alexandra Palace

ALEXANDRA PALACE AND PARK CHARITABLE TRUST

Board meeting – 11th September 2017

Board Level Policy Review Register

| Policy | Reviewed | Date approved by Board | Review Date | Notes |
|------------------------------|--|---|--------------------------------------|--|
| Risk Management | Annually | 02.11.2017 | Nov 2018 | |
| Reserves | Annually | 12.04.2016 | TBC | Will be reviewed 2018/19 |
| Health & Safety | Annually | <i>Feb 2018</i> | Spring 2019 | |
| Complaints | Annually | <i>Feb 2018</i> | Spring 2019 | |
| Conflict of Interest | Annually | <i>Feb 2018</i> | Spring 2019 | Declarations of interests forms to be completed in June 2018 |
| Whistleblowing | Annually | 18.07.2017 Amends approved 02.11.2017 | Sept 2018 | |
| Safeguarding | Annually | 18.07.2017 | Sept 2018 Oct/Nov 2018 | Due to updates to statutory guidance in August 2018 and Sept 2018 the review has been delayed |
| Serious Incident Reporting | Annually | 18.07.2017 | Jan 2019 | To be reviewed as part of Governance work |
| Board Member Expenses Policy | Annually | | Sept 2018 | New policy to Board in Sept Gifts and Hospitality Policy in place |
| Investment | Not appropriate for the Charity at this time | | | |

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

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Alexandra Palace

ALEXANDRA PARK AND PALACE CHARITABLE TRUST **BOARD MEETING** **11th SEPTEMBER 2018**

Report Title: Whistleblowing Policy Review

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

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

Purpose: The Board is asked to review the Whistleblowing Policy attached at Appendix 1 and/or make amendments as part of the annual policy review process.

1. Recommendation

1.1 To approve the amended Whistleblowing Policy at Appendix 1.

2. Introduction

2.1 The Trust has a responsibility to be transparent, ensuring our reputation and maintaining public confidence in everything it does, including ensuring that any fraud, misconduct or wrongdoing is reported and properly dealt with.

2.2 A Whistleblowing Policy ensures that individuals are able to raise concerns that they may have about the conduct of others in the organisation or the way in which the organisation is run.

2.3 It is good practice for the Board to review the organisation's strategic policies on an annual basis, in accordance with the policy review schedule at agenda item 12.

The Trust Board last reviewed and approved amendments to its Whistleblowing Policy on 2nd November 2017, which incorporated new guidance to the Code of Practice for Fundraising.

2.4 As there has not been a Finance, Risk and Audit Committee (FRAC) meeting since the last Board meeting the FRAC have not considered the Whistleblowing Policy therefore the whole board is asked to review the Policy in detail.

2.5 The attached Policy has been reviewed internally by the Head of HR and Organisational Development, by the Lead Trustee for Whistleblowing and the Corporate Trustee. The amendments made to the policy include:

- Reference to the Public Interest Disclosure Act 2013

- Clarification on how issues can be escalated
- A link to the Prescribed Persons and Bodies guidance
- Additional wording at section 13 on data protection in light of the new General Data Protection Regulations, which came into force on 25th May 2018.

3. Legal Implications

- 3.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and having liaised with the Council's Head of Audit and Risk Management, has no comments.

4. Financial Implications

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

5. Use of Appendices

Appendix 1 – Whistleblowing Policy

Alexandra Palace

| | |
|------------------------------|---|
| Whistleblowing Policy | Date Approved: FRAC – 27 June 2017 APPCT Board – 18 July 2017 |
| | Issue Date: July 2017 |
| | Review Date: Internal – August 2018 APPCT Board - 11 th Sept 2018 |

1. Introduction

This document sets out the Whistleblowing Policy of Alexandra Park and Palace Charitable Trust and its trading subsidiary APTL hereafter known as Alexandra Palace.

2. Background

The law provides protection for individuals who raise legitimate concerns about specified matters. This means that they have the right not to be dismissed, subjected to any other detriment, or victimised, because they have made a disclosure under the Public Interest Disclosure Act 2013. These are called "qualifying disclosures". A qualifying disclosure is one made in the public interest by an individual who has a reasonable belief that one of the following acts is being, has been, or is likely to be, committed:

- a criminal offence;
- a miscarriage of justice;
- a danger to the health and safety of an individual;
- an act causing damage to the environment;
- a breach of any other legal obligation; or
- concealment of any of the above.

As a charity we need to be transparent in all that we do ensuring our reputation and maintaining public confidence in everything we do. This means that the definition of public interest is broad. The qualifying disclosures listed above would include concerns about financial irregularities, fundraising practice, acts of bribery, harassment of a colleague, customer or other individual.

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

3. Scope

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

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

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

4. Policy

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

Alexandra Palace

also sets out the procedure in which individuals may raise any concerns that they have and how those concerns will be dealt with.

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

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

5. Procedure

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

Stage 1 Raising concerns

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

Stage 2 How Alexandra Palace will handle the matter

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

Stage 3 Escalation of concerns

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

6. Reporting the matter to the proper authority

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

- Charity Commission

Alexandra Palace

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

If the individual does not wish to report the matter to their employer, Alexandra Palace, the complaint can be made via other bodies, a full list of the Prescribed Person and organisations and contact details can be found at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/431221/bis-15-289-blowing-the-whistle-to-a-prescribed-person-list-of-prescribed-persons-and-bodies-2.pdf

7. Action to be taken by the manager

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

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

8. Alerting outside bodies to a potential wrongdoing

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

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

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

9. Contacting the media

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

10. Independent Advice

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

11. Employee Assistance Programme

Alexandra Palace also provides an employee assistance programme that offers confidential support service and advice on personal issues and work related issues. Employees can contact the service, 24 hours a day 7 days a week on 0800 047 4097.

12. Associated documentation and further information

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

- Grievance Policy
- Bullying and Harassment Policy

Alexandra Palace

- Code of Conduct
- Serious Incident Policy
- Health and Safety Policy

For further information on concerns around Fundraising practice:

<https://www.fundraisingregulator.org.uk/wp-content/uploads/2017/02/Consultation-responses-summary-and-code-changes-1.pdf>

13. Data protection

When an individual makes a disclosure, Alexandra Palace will process any personal data collected in accordance with our data protection policy. Data collected from the point at which the individual makes the report is held securely and accessed by, and disclosed to, individuals only for the purposes of dealing with the disclosure.

14. Status of policy

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

Versions:

| Date | Version | Author | Amendments |
|------------|---------|-------------------|---|
| 03.10.2017 | V2 | Catherine Solomon | Includes reference to fundraising code and fundraising practice |
| 02.08.2018 | V3 | Catherine Solomon | Minor amendments as reported in 11.09.2018 cover report |

Alexandra Palace

ALEXANDRA PARK AND PALACE CHARITABLE TRUST **BOARD MEETING** **11th SEPTEMBER 2018**

Report Title: Board Member Expenses Policy

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

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

Local Government (Access to Information) Act 1985

N/A

Purpose: The Board is asked to approve the Board Member Expenses Policy attached at Appendix A.

1. Recommendations

1.1 To approve and adopt the Board Member Expenses Policy at Appendix A.

2. Background

2.1 Expenses are repayments by the Charity of payments that Board Members have needed to meet personally to carry out the Charity's business. Expenses are not payments for services.

2.2 Having a Board Member Expenses Policy ensures that a robust financial process is followed and accurate records are kept.

2.3 The Charity has a Staff Expenses Policy and it is good practice to adopt a policy specifically for Board Member expenses, therefore the Board is invited to adopt the attached policy.

2.4 Board members should consider the Charity Commission Guidance: Trustee Expenses and Payments (CC11) , provided in their induction packs, prior to making an expense claim.

3. Legal Implications

3.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report. The concept of unpaid trusteeship has long been a defining characteristic of the charitable sector, contributing greatly to public

confidence in charities. However, trustees are entitled to have their expenses met from the funds of the charity, and it is noted that this policy is produced in accordance the Charity Commission Guidance on Trustee Expenses and Payments (CC11). As such there are no legal implications arising out of this report.

4. Financial Implications

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

5. Use of Appendices

Appendix A – Board Member Expenses Policy, including:

- Appendix 1 – Allowable expenses
- Appendix 2 – Expense Claim Form
- Appendix 3 – Guidance on completing an Expenses Claim Form
- Appendix 4 – Account Opening Form

| | |
|---|--|
| Alexandra Park and Palace Board Member Expenses Policy | Date Approved: APPCT Board – 11th September 2018 |
| | Issue Date: Sept 2018 |
| | Review Date: Sept 2020 |

1. Introduction

- 1.1 This document sets out the policy and procedures of Alexandra Park and Palace Charitable Trust and its trading subsidiary APTL (hereafter known as Alexandra Palace) for the reimbursement of board member expenses. This document sets out the rules on how board members can claim for expenses incurred in the performance of their duties for the organisation, in accordance with the Charity Commission guidance: [Trustee Expenses and Payments \(CC11\)](#). The Policy covers travel, meals and accommodation, gifts and hospitality.
- 1.2 Board members are entitled to reimbursement of reasonable expenses incurred for personally carrying out their duties and are encouraged to submit claims using the attached form at Appendix 2 and internal guidance at Appendix 3. Expenses are not payments for services.
- 1.3 Trustee board members do not receive payment for their role as a trustee. More information can be found in the Charity Commission Guidance: [Trustee Expenses and Payments \(CC11\)](#).

2. Purpose

- 2.1 Alexandra Palace values the work of its board members and aims to be as efficient and cost effective as possible.
- 2.2 The purpose of this policy is to ensure that board members are properly reimbursed for genuine and reasonable expenses and to ensure that these expenses are treated appropriately for tax purposes.

3. Scope

- 3.1 The rights described in this document apply to Alexandra Park and Palace Trustees and Alexandra Palace Trading Ltd Directors.

4. Procedure for making an expense claim

- 4.1 Alexandra Palace will reimburse you for actual expenditure that is incurred wholly, necessarily and exclusively in connection with the duties undertaken in the course of your term of office.
- 4.2 To claim for expenses, you must use the Expenses and mileage claim form, attached at Appendix 2 and available electronically by emailing charitysecretary@alexandrapalace.com. You should set out a description of the purchase and reasons why the expense was incurred on the claim form.
- 4.3 Expenses will not be paid unless supporting evidence is provided, together with a completed expenses claim form. This includes original receipts or invoices with the date and time of the transaction (unless you are claiming for mileage). All expenses should be stated gross

i.e. inclusive of VAT. VAT invoices must be requested / obtained when conducting business on behalf of Alexandra Park & Palace Charitable Trust or its Subsidiary Alexandra Palace Trading Limited and should be in the name of the respective entities first and individual second. When claiming for travel expenses on public transport, you should enclose the tickets showing the departure point and destination of your journey, where possible.

- 4.4 Once completed and signed, you should submit your expenses claim form to the Charity Secretary for approval by the Chief Executive or Finance Director who will then pass the form onto the Finance Department for processing.
- 4.5 Expenses claims must be submitted within 3 months of the expense being incurred and within the current financial year. If this is not practical, written approval for any extension will be required from the Chief Executive or Finance Director. Alexandra Palace reserves the right to withhold any payment where written approval has not been sought. Alexandra Palace will accept email as written approval where it is required in this policy.
- 4.6 The Finance Team may return an expenses claim form to you without payment if it is completed incorrectly or lacks supporting evidence.
- 4.7 The Finance Team will pay claims for authorised expenses by BACS transfer into your bank account. Before making your first claim you will need to complete an Account Opening Form attached at Appendix 4 (or electronically by emailing charitysecretary@alexandrapalace.com).
- 4.8 Expenditure should be made by the most cost effective means available and should not constitute a personal benefit to the Board Member (for example elaborate meals, first class travel). Appendix 1 lists allowable expenses.

5. Pre-payment Scheme

A pre-payment scheme can be put in place for a particular expense as long as safeguards are in place. Any overpayments (exceeding actual costs) must be repaid by the board member to avoid it being classed as an unauthorised benefit (or private gain).

6. Address for Board Member expense claims

Charity Secretary, Alexandra Palace, Palm Court Reception, Alexandra Palace Way, London, N22 7AY or charitysecretary@alexandrapalace.com.

7. Appendices

- Appendix 1 – Allowable expenses
- Appendix 2 – Expense Claim Form
- Appendix 3 – Guidance on Completing the Expense Claim Form
- Appendix 4 – Account Opening Form

8. Status of policy

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

Any queries in relation to this policy should be directed to charitysecretary@alexandrapalace.com

Amendments

| Date | Version | Author | Amendments |
|------|---------|--------|------------|
| | | | |

Alexandra Palace

Board Member Expenses Policy

Appendix 1 – Allowable expenses and Non-allowable expenses

SECTION A – LEGITIMATE EXPENSES

1. **General Travel**

The reasonable cost of travelling to and from board and board sub-committee meetings or other workshops or meetings, and on Alexandra Palace business. This includes public transport (economy class) taxi fares where necessarily incurred and petrol allowances permitted by the HMRC before tax becomes payable (rates in table 1 below).

Travel should be by the most cost-effective mode of transport taking into account journey time and the nature of the journey as well as the monetary cost and all receipts should be provided.

Table 1

Mileage rates per business mile

| Type of vehicle | First 10,000 miles | Above 10,000 miles |
|------------------------|-------------------------------|---------------------------|
| Cars and vans | 45p (40p before 2011 to 2012) | 25p |
| Motorcycles | 24p | 24p |
| Bikes | 20p | 20p |

2. **Travel by plane**

Any flight must be pre-authorized by the CEO or Finance Director before being booked. Where possible, flights should be booked well in advance to benefit from any discounts for early booking and should be economy class.

Private incentives or rewards associated with specific air travel for board member business, such as air miles, should not be a part of any board member's booking.

In the event that a Visa is required for travel this will be covered by expenses.

2. **Accommodation**

When it is necessary to travel on Alexandra Palace business you may book accommodation of up to £120 in a major city and £100 elsewhere. Board members travelling together should book together to secure the best deal.

3. **Subsistence**

If travel, meetings or other Board Member business requires an early start and or late finish you may claim up to:

- £15 for breakfast or standard breakfast cost (if this is not included in the hotel room rate);
- £10 for lunch;
- £25 for dinner; and

The maximum amounts above are inclusive of drinks and should not include alcohol and receipts and invoices must be supplied for all hotel and meal expenses.

4. **Child/ Dependent care**

The reasonable costs of childcare or dependent care are allowable expenses, provided that it is agreed in advance, and in circumstances where a board member would otherwise be

caused hardship or would be prevented from participating in a Board meeting or other essential activity.

5. Stationery

The cost of postage and telephone calls on behalf of board member business is permitted.

6. Entertaining

Any costs of entertaining on board member business must be in the best interests of the Organisation. This should be agreed in advance by the Chief Executive or Finance Director including in writing:

- details of the individuals whom you wish to entertain should be provided;
- the name of the organisation that they represent;
- the board member business reasons for the entertainment.

Any gifts, rewards or entertainment that you receive worth more than £20 should be reported to the charitysecretary@alexandrapalace.com for inclusion on the Gifts & Hospitality Register in accordance with the Gifts and Hospitality Policy.

7. Professional Membership and Subscriptions

Annual subscriptions may be claimed for up to a maximum of two professional bodies, provided that each body is on the HMRC approved list and its activities are essential to your board member duties. Approval from the CEO or Director of Finance is required prior to submitting any claims of this nature.

8. Communication Support:

With the advance agreement of the CEO or Finance Director, the organisation will pay any costs of any special requirements for board members, such as translating documents into different formats (i.e. Braille) or for listening equipment, and other special aids for people with other impairments and;

SECTION B – NON-ALLOWABLE EXPENSES

Board members will not be reimbursed for:

- payment of hotel accommodation or travel costs for spouses or partners who are not themselves travelling on board member business
- petrol mileage rates above the levels approved by HMRC (at Table 1 above)
- payment of private telephone bills or private insurance
- in the case of a board member nominated by a local authority, expenses already allowed for under that authority's member expenses arrangements
- compensation for loss of earnings whilst carrying out board member business
- allowances or honoraria
- payment for use of a board member's property (or part of it) for storage and use of charity equipment
- any fines or penalties incurred while on board member business
- any expenses incurred for personal benefit or to improperly influence or reward a business contact.

Payments for services or goods must be dealt with separately and must be properly authorised. For more information see section 4 of the Charity Commission's Guidance on Trustee Payments and Expenses (CC11):

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/606423/CC11.pdf

BOARD MEMBER EXPENSE AND MILEAGE CLAIM FORM

NAME:

MONTH

PAYMENT METHOD:

FOR MILEAGE CLAIMS:

Miles already claimed since 6 April

Miles claimed this form

New total miles since 6 April

Department Codes

Trust - XTM

APTL - ZCO

Separate claim forms should be used for each department

See guidance for account codes

| Receipt No. | Date | Description of purchase/ reason for travel and subsistence/ client entertained and purpose of meeting | Department | Account Code | Net Amount (excl VAT) £ | VAT £ | Gross Amount (incl VAT) £ | Mileage Claims Only Journey Details | | Start Mileage Reading | End Mileage Reading | Business Miles | Rate per Mile | Amount Claimed |
|---------------------------|------|---|------------|--------------|-------------------------|-------|---------------------------|-------------------------------------|----|-----------------------|---------------------|----------------|---------------|----------------|
| | | | | | | | | From | To | | | | | |
| 1 | | | | | | | 0.00 | | | | | | | |
| 2 | | | | | | | 0.00 | | | | | | | |
| 3 | | | | | | | 0.00 | | | | | | | |
| 4 | | | | | | | 0.00 | | | | | | | |
| 5 | | | | | | | 0.00 | | | | | | | |
| 6 | | | | | | | 0.00 | | | | | | | |
| 7 | | | | | | | 0.00 | | | | | | | |
| Totals for this sheet | | | | | 0.00 | 0.00 | 0.00 | | | | | | | |
| B/fwd from previous sheet | | | | | | | | | | | | | | |
| Grand Totals | | | | | | | | | | | | | | |

Claimant: I confirm that the above expenditure was necessary for business purposes;
 Signature: _____ Date: _____

CEO/ Finance Director: I confirm I have verified that the details on this claim are valid;
 Signature: _____ Date: _____
 Name: _____

Where reimbursement has been made by cash, the claimant should sign below to confirm receipt;
 Signature: _____ Date: _____

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Alexandra Palace

Board Member Expenses Policy

Appendix 3 - guidance on completing an expense claim form

The expenses claim form is available in Excel format (with calculation formulas) on the Board Member drive

Written forms are also acceptable.

Completed forms must be submitted in hard copy with all relevant receipts or invoices attached.

Please ensure all columns are completed including:

Department

Expenses claimed for Trust business should use the Department Code **XTM**

Expenses claimed for APTL business should use the Department Code **ZCO**

Separate claim forms must be used for each entity, do not include claims for Trust and APTL expenses on the same form.

Account Codes

The most common account codes will be:

| Expense | Account Code |
|-----------------------------|---------------------|
| Stationery | 74010 |
| Travel | 71310 |
| Training | 71410 |
| Hospitality | 71332 |
| Telephones | 74020 |
| Postage | 74020 |
| Subsistence | 71312 |
| Child/dependent care | 71220 |
| Subscriptions & memberships | 74520 |

Expense payments can be paid in cash if below £50 or by bank transfer.

If you would like to be paid by bank transfer please complete an Account Opening Form.

For assistance, please contact charitysecretary@alexandrapalace.com / 020 8365 4335.

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Alexandra Palace

Board Member Expenses Policy – Appendix 4

For office use:

| Account Code | Added By | Date Added |
|--------------|----------|------------|
| | | |

Account Opening Request Form

This form should be completed before submitting your first expenses claim form.

| Contact Details | |
|---------------------------------|--|
| Full Name * | |
| Address (including post code) * | |
| E-mail address * | |
| Telephone number * | |

| Bank Details | |
|-----------------------|--|
| Bank name * | |
| Account holder name * | |
| Sort code * | |
| Account number * | |

| | |
|-------------|--|
| Signature * | |
| Signed by * | |
| Date * | |

Please return the completed, signed form to charity.secretary@alexandrapalace.com

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

Document is exempt

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