

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Tuesday, 8th October, 2019, 7.30 pm - Theatre Foyer, Alexandra Palace Way, Wood Green, London N22**

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

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

Quorum: 3

### 1. FILMING AT MEETINGS

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

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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 11 & 20 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 - 6)**

To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 16 July 2019 as an accurate record of the proceedings.

#### **7. REPORT FROM THE CHAIR OF THE FINANCE, RISK, RESOURCE AND AUDIT COMMITTEE (FRRAC) (PAGES 7 - 8)**

This report highlights relevant considerations of the FRRAC at its meeting on 24th September 2019 and makes recommendations to the Board.

#### **8. TRUST FINANCIAL RESULTS (PAGES 9 - 18)**

This paper sets out the financial position of Alexandra Park and Palace Charitable Trust for April 2019 including the annual forecast of incoming and outgoing resources.

#### **9. CEO'S REPORT (PAGES 19 - 28)**

This report provides information to the Statutory Advisory and Consultative Committees on planning and policy issues in relation to Alexandra Park and Palace. It also provides additional information on the events programme and a range of activities of the Charitable Trust.

**10. RISK MANAGEMENT POLICY REVIEW (PAGES 29 - 42)**

This report seeks approval of amendments to the Risk Management Policy and the Strategic Risk Register.

**11. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

**12. FUTURE MEETINGS**

14 January 2020

24 March 2020

**13. EXCLUSION OF THE PRESS AND PUBLIC**

Items 14-20 are likely to be subject to 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 (as amended by Section 12A of the Local Government Act 1985); Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**14. EXEMPT - MINUTES (PAGES 43 - 48)**

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 16 July 2019 as an accurate record of the proceedings

**15. EXEMPT - RISK REGISTER (PAGES 49 - 52)**

**16. EXEMPT - FRRAC CHAIR'S FEEDBACK REPORT (PAGES 53 - 54)**

**17. EXEMPT - APTL CHAIR'S FEEDBACK REPORT (PAGES 55 - 58)**

**18. EXEMPT - APTL USER AGREEMENT**

*REPORT TO FOLLOW*

**19. EXEMPT GROUNDS MAINTENANCE CONTRACT**

*REPORT TO FOLLOW*

**20. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

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Bernie Ryan

Assistant Director – Corporate Governance and Monitoring Officer

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Monday, 30 September 2019

## **MINUTES OF THE MEETING OF THE ALEXANDRA PALACE AND PARK BOARD HELD ON TUESDAY, 16TH JULY, 2019, 7.30 - 9.50 pm**

### **PRESENT:**

**Councillors: Anne Stennett (Chair), Eldridge Culverwell (Vice-Chair), Dana Carlin, Nick da Costa, Bob Hare and Sarah Williams**

**Non-voting Members: Jason Beazley, Duncan Neill and Val Paley**

#### **1. FILMING AT MEETINGS**

Noted.

#### **2. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Nigel Willmott, and apologies for lateness from Cllr Williams.

#### **3. URGENT BUSINESS**

None.

#### **4. DECLARATIONS OF INTERESTS**

The Chair declared a conflict of interest at item 19 of the agenda and stated that she would withdraw from the meeting during this item.

#### **5. QUESTIONS, DEPUTATIONS OR PETITIONS**

A deputation had been received from Mr Clive Carter in relation to a previous UN World Heritage Proposal to the Trust.

Mr Carter was invited by the Chair to put forward his deputation to the Board. Mr Carter introduced the Board to the deputation as set out. Mr Carter noted that the World Heritage Proposal was adopted by the Board 7 years ago, and highlighted that the purpose of his deputation was two-fold:

1. It was part of the Boards adoptive policy.
2. To request that the Board not take any action that could prejudice the goal to achieve World Heritage site status for the South-East Wing of Alexandra Palace due to its historical significance.

Mr Carter advised that it would be a cost-free undertaking and noted that the proposal came with support as detailed at page 6 of the Proposal to the Board. He considered that that the support of the Proposal suggested that the Proposal was worth pursuing.

In response to questions raised by Members, the following points were noted:

- Mr Carter referred to the Baird studio in relation to the engineering significance of the South-East wing.
- In terms of asbestos in the studio, Louise Stewart clarified that asbestos in those areas had been removed or encapsulated, and from an asbestos perspective, it was safe to enter the studio.
- Mr Carter indicated that no organisations or partners had been identified to help develop the project, however he was sure that that the project would be picked up easily and many companies would be willing to help due to immense prestige of the location. He felt that there would be global interest and people would visit the Palace due to its architecture and its irreplaceable history.
- Mr Carter clarified that the proposal was not urgent, and that his main request was for the Board to not take any action that could jeopardise a future seeking of World Heritage status for the Studio.

The Chair thanked Mr Carter for his deputation.

*Cllr Sarah Williams entered the meeting at 19:47.*

## **6. MINUTES**

**RESOLVED that the minutes of the meeting held on 30 April 2019 be approved as a correct record.**

## **7. APPOINTMENTS TO COMMITTEES**

The Chair referred to the report as set out.

Cllr da Costa noted that in relation to section 1.2 of agenda item 7, a non-eligible member, a member of the Statutory Advisory Committee, was elected Chair of Alexandra Park and Palace Consultative Committee, and therefore, a new Chair would need to be elected at the next meeting of the Consultative Committee.

On another note, Mr Jason Beazley, from the Three Avenues Residents Association, mentioned that he was under the impression that the Consultative Committee should have a representative from a Residents Association, and queried whether he would be eligible as he was not on the Consultative Committee. Following discussion between Mr Beazley and the Clerk, it was agreed that there would be a separate discussion on this matter. **(Action: Mr Jason Beazley & Clerk).**

**RESOLVED that**

- The membership of the Alexandra Park and Palace Advisory Committee, as set out in appendix 1 of the report, be noted;**
- The membership of the Alexandra Park and Palace Consultative Committee, as set out in appendix 1 of the report, be noted, subject to re-nomination of a Chair;**
- Cllrs Stennett, Williams, Hare and Carlin be appointed as members of FRRAC in 2019/20 as Trustee Board Members;**

- iv. Cllr Williams be appointed as FRRAC Chair;
- v. Cllrs Stennett, da Costa, Carlin and Culverwell be appointed as APTL company directors;
- vi. Cllr Stennett be appointed as APTL Chair;
- vii. Cllrs Stennett, Hare and Carlin be appointed as members of the Programme Board; and
- viii. Cllr Williams be appointed as Lead Safeguarding trustee and Whistleblowing Lead Trustee.

## 8. ANNUAL REVIEW OF TRUSTEES' REGISTER OF INTERESTS

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

Ms Layton agreed to recirculate the amended Register of Interests to Board members. **(Action: Charity Secretary).**

## 9. REPORT FROM THE CHAIR OF THE FINANCE, RISK, RESOURCE AND AUDIT COMMITTEE (FRRAC)

**RESOLVED that**

- i. The feedback from the June FRRAC meeting be noted; and
- ii. The FRRAC recommendation to amend the SIR policy to delegate responsibility for deciding when to report a serious incident to the Charity Commission to the Chair or Vice Chair be approved.

## 10. TRUST FINANCIAL RESULTS

Dorota Dominiczak, Director of Finance and Resources – Alexandra Palace, introduced the report as set out. She highlighted that a fundraising target of £400,000 had been set for the year; however, since the report had been written, £150,000 had been secured over a three-year period, from the Matchroom Sport Charitable Foundation. This funding was to be used for a creative project relating to the Wild in the Park Programme. A further update would be provided once the project had commenced. **(Action: Chief Executive Officer)**

Ms Dominiczak clarified that the forecast was updated monthly based on the April closing figures and had been considered by FRRAC the previous month. The Director of Finance agreed to include dates of the forecasts in future. **(Action: Director of Finance and Resources).**

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

## 11. CEO'S REPORT

Louise Stewart, Chief Executive Officer, introduced the report as set out, which provided an update on current issues and projects at Alexandra Park and Palace, and

additional information on the events programme and range of activities of the Charitable Trust.

The following arose from the discussion of the report:

- In response to a question around feedback on the Heritage Significance Appraisal, Ms Stewart mentioned that the Trust was not expecting a huge number of responses, perhaps up to 15 but those responses were likely to be substantial
- In response to concerns in relation to low attendance at the Windrush event, Ms Stewart explained that whilst promotion for the event was carried out by a partner agency, which was usual practice for events where the Palace and especially when it was targeted as a specific community of interest. In addition, there were a number of Windrush events held around the borough on the same day, and so there would have been a division of audience.
- Events were currently publicised on the Alexandra Palace website, and some on the 'What's On?' boards in the park. In terms of advertising on the building, there were conservation constraints on how the building could be used.

**RESOLVED that the CEO's report be noted.**

## **12. COMPLAINTS ANNUAL REPORT**

Louise Stewart, Chief Executive Officer, introduced the report as set out. Complaints had not been properly recorded in the past; therefore, it was not possible to ascertain whether there had been an increase or decrease in the number of complaints. It was noted that 91 complaints was phenomenally low considering that there were four million visits to the Palace annually. Ms Stewart pointed out that there had been a temporary glitch whereby the telephone number for complaints during events had not been answered for a short time, and it was possible that some complaints were not reported/recorded.

**RESOLVED that the Complaints Annual Report be noted.**

## **13. ANY OTHER UNRESTRICTED BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

None.

## **14. FUTURE MEETINGS**

NOTED as:

15 October 2019

14 January 2020

10 March 2020

The Chair requested that the date of the October meeting be moved as she was unable to attend on the scheduled date.

*The meeting adjourned and re-commenced at 20:36pm.*



**15. EXCLUSION OF THE PUBLIC AND PRESS**

**RESOLVED** that the press and public be excluded from the meeting during the consideration of items 16-23 as they contained exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**16. MINUTES**

**RESOLVED** that the exempt minutes of the meeting held on 30 April 2019 be approved as a correct record.

**17. EXEMPT - APPOINTMENTS**

The recommendations in the report were approved.

**18. EXEMPT - GOVERNANCE UPDATE**

The recommendations in the report were approved.

**19. EXEMPT - CCTV REQUEST**

The recommendations in the report were approved.

**20. EXEMPT - DRAFT TRUSTEES ANNUAL REPORT AND ACCOUNTS**

The recommendations in the report were approved.

**21. EXEMPT - APTL CHAIR'S REPORT**

The recommendations in the report were approved.

**22. EXEMPT - TRUST FINANCIAL RESULTS**

The recommendations in the report were approved.

**23. ANY OTHER EXEMPT BUSINESS THE CHAIR CONSIDERS TO BE URGENT**

CHAIR: Councillor Anne Stennett

Signed by Chair .....

Date .....

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**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****8<sup>th</sup> October 2019**

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

**Report of:** Anne Stennett, Chair of APPCT Board (*acting chair of FRRAC*)

**Local Government (Access to Information) Act 1985**

N/A

**1. Introduction**

- 1.1 FRRAC is a non-decision making committee established by the Trust Board to support the Board in delivering its finance, resource, risk and audit responsibilities.
- 1.2 The minutes of FRRAC meetings are circulated to the Trust Board in their information pack.
- 1.3 This report highlights relevant considerations of the FRRAC at its meeting on 24<sup>th</sup> September 2019 and makes recommendations to the Board.

**2. Recommendations**

**To note the feedback from FRRAC and to approve the amendments to the Risk Management Policy.**

**3. Trust's Financial Position**

- 3.1 FRRAC has been informed that the Annual Accounts have been signed and will be filed by a statutory deadline in December 2019
- 3.2 FRRAC considered the report and were assured that the Trust's cashflow was manageable and that suppliers were paid on time (mostly via a monthly direct debit).
- 3.3 FRRAC asked that information about any risks and opportunities be stated in future financial reports.

**4. Strategic Risk Register**

- 4.1 FRRAC recommended the amendments to the Risk Register Policy and made some suggestions for the Strategic Risk Register as detailed in the cover report at item 10 on the Trustee Board agenda.

**5. Other items**

- 5.1 FRRAC considered the final draft APTL User Agreement (licence) and the Corporate Trustee's consultation on proposed reduction in funding.
- 5.2 FRRAC noted the quarterly performance reports on: health and safety and the Trust's performance indicators, copies of which are provided in the Trustee Information Pack.
- 5.3 The minutes of the FRRAC meeting are included in the Trustee Information Pack.

**6. Appendices**

None

**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****8<sup>th</sup> October 2019**

Report Title: APPCT Financial Results with annual forecast

Report of: Dorota Dominiczak, Director of Finance and Resources

Contact: Natalie Layton, Executive Assistant and Charity Secretary, APPCT

Email: [Natalie.layton@alexandrapalace.com](mailto:Natalie.layton@alexandrapalace.com) , Telephone: 020 8365 4335

**Purpose:** This paper sets out the financial position of Alexandra Park and Palace Charitable Trust for April 2019 including the annual forecast of incoming and outgoing resources.

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

**1. Recommendation**

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

**2. Executive Summary of 2019-20 Forecast**

- 2.1 The Statement of Incoming and Outgoing Resources (Table 1) illustrates various activities undertaken by the Trust, including revenue and capital funded from unrestricted income, restricted grants and loans.
- 2.2 Although a forecast overspend is reported in revenue expenditure this is due to programming and timing of costs allocation. These are expected to return to budgeted levels in all areas expect for a provision of depreciation (non-cash) and the West Yard storage project (refer to 2.5). There are no concerns with regard to the unrestricted funds and the unrestricted cash flow to report in 2019-20.
- 2.3 The fundraising target was set at £400,000 for the current year. The focus is to raise money for strategic projects, capital repairs and improvements, and support for the Creative Learning Programme. We are making good progress towards the target (Table 3).
- 2.4 The East Wing Project final account was settled in May 2019. There are no more payments due until November 2019 when the final retention of £442,470 is due (funds are allocated and available from the National Lottery Heritage Fund grant).
- 2.5 West Yard construction works are almost complete and dialogue continues.

## 3. Table 1 - Statement of Incoming and Outgoing Resources – 2019-20 forecast

APPCT At Month Ending 31 <sup>st</sup> July 2019	2018/19 Audited £	Year 2019/20 Budget £	Year 2019/20 Forecast £	Year 2019/20 Diff £
<b>Total Income</b>				
Unrestricted grants and income	3,648,273	3,680,790	3,721,936	41,146
Capital grants and funds	1,095,500	470,000	642,169	172,169
East Wing and Activity Plan	449,820	0	0	0
Fundraising	616,253	400,000	83,589	(316,411)
<b>Total Incoming Resources</b>	<b>5,809,846</b>	<b>4,550,790</b>	<b>4,447,694</b>	<b>(103,106)</b>
<b>Direct Charitable Expenditure</b>				
Running and maintaining the Park	(591,618)	(644,275)	(655,081)	(10,806)
Running and maintaining the Palace	(1,859,754)	(1,926,881)	(1,942,770)	(15,889)
Depreciation	(839,996)	(1,495,608)	(1,534,450)	(38,842)
Creative Learning	(27,992)	(32,110)	(34,935)	(2,285)
Regeneration and strategic projects	(221,315)	(143,376)	(144,054)	(678)
West Yard Storage	40,163	(86,455)	(220,451)	(133,996)
East Wing and Activity Plan	(1,277,132)	(1,041,144)	(1,041,639)	(495)
<b>Direct Charitable Expenditure</b>	<b>(4,777,644)</b>	<b>(5,369,849)</b>	<b>(5,560,891)</b>	<b>(191,042)</b>
Raising funds	(99,763)	(140,877)	(137,751)	3,126
Strategic Leadership	(317,164)	(341,146)	(355,650)	(14,504)
Support Costs	(196,028)	(242,472)	(242,681)	(209)
<b>Total Outgoing Resources</b>	<b>(5,528,781)</b>	<b>(6,094,344)</b>	<b>(6,296,973)</b>	<b>(202,629)</b>
<b>Net Movement in Trust Funds</b>	<b>419,247</b>	<b>(1,543,554)</b>	<b>(1,849,280)</b>	<b>(305,726)</b>
<b>Balance Sheet extract:</b>				
		<b>1 April 2019</b>	<b>31 July 2019</b>	
		£	£	
<b>Resources available as total Reserves</b>		<b>26,970,333</b>	<b>27,071,379</b>	
<b>Represented by:</b>		£	£	
HLF Grant Claims due		1,293,449	783,040	
Cash at bank:				
Main account - unrestricted		57,518	643,967	
NLHF Project account - restricted		715,862	617,195	
West Yard Project account - restricted		426,755	270,987	
Capital expenditure account - restricted		355,490	560,170	
<b>Fixed assets/liabilities</b>		<b>24,121,259</b>	<b>24,196,021</b>	
<b>Resources available as total Reserves</b>		<b>26,970,333</b>	<b>27,071,379</b>	

## 4. Incoming Funding

### 4.1 Table 2 – 2019-20 Income - breakdown

	2018/19	Year 2019/20		
	Audited	Budget	Forecast	Diff
	£	£	£	£
<b>Unrestricted</b>	<b>Total Trust</b>	<b>Total Trust</b>		
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	1,070,000	1,165,000	1,194,653	29,653
4.5) Park Leases and Recharges	219,425	186,790	196,973	10,183
4.5) Palace Leases and Recharges	96,828	73,000	71,050	(1,949)
4.6) Creative Learning	12,020	6,000	9,259	3,259
	3,648,273	3,680,790	3,721,936	41,146
<b>Restricted</b>				
4.7) Capital grants and funds	1,095,500	470,000	642,169	172,159
4.8) East Wing and Activity Plan	449,820	-	-	-
4.9) Fundraising	616,253	400,000	83,589	(316,411)
	5,809,846	4,550,790	4,447,694	(103,106)

- 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 2019-20. The licence permits APTL's commercial use of the Palace. This amount is subject to change dependent upon the current independent licence valuation exercise.
- 4.4 The Gift Aid due from APTL is a critical source of unrestricted funding for the Trust. The 2018-19 Gift aid was budgeted at £1,165,000. It has been subsequently revised to a higher figure of £1,194,653 on completion of the tax computation giving additional £29,653 of unrestricted funds for revenue spending.
- 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 2019-20 annual income from this source (unrestricted) is budgeted at £260,000. The positive variance of £8,234 is due to a slight increase in rental income estimates.
- 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. A projected positive variance of £3,259 is due to successful summer camp activities part funded by the NLHF activity programme (part of the East Wing Programme funding) and part by the Trust which was offset by a participation fee as income to unrestricted funds.
- 4.7 The Capital grant and funds (restricted) in 2019-20 from our Corporate Trustee is £470,000 and has been maintained at the previous year's level. The forecast total figure

has been increased to £642,169 to reflect additional funds available from the 2018-19 APTL Gift Aid designated to fund an overhaul of the Great Hall lift and works in the Park.

4.8 The East Wing and Activity Plan are restricted funds for the NLHF Project. The East Wing regeneration project has been completed and will no longer receive funding for construction works. The Activity Plan is funded from the accrued NLHF grant income and is therefore not recognised as incoming resources in 2019-20.

4.9 The fundraising target for 2019-20 is £400,000. The Table below summarises income received, pledged and applied for to reach this target.

Table 3 – 2019-20 Fundraising income tracker

	Received 19/20	Future Pledges	Total to be received from funder over funding period	
Donations - Restoration Project	6,138	-	6,138	
Donations - General Restricted	451	-	451	
Hewlett Packard	25,000	-	25,000	Towards technology Creative Pavilion
Matchroom Foundation	50,000	100,000	150,000	Will take the Wild in the Park programme forward for young people with emotional & behavioural difficulties funding over three years
John Thaw Foundation - Activity Plan	2,000	-	2,000	£2,000 grant given towards Rock against Racism 2019
Mayor's Tree Fund	-	15,540	15,540	Community tree planting grant in partnership with Trees for Cities
		115,540	199,129	
Income accounted for in 2019-20 (July reforecast)	83,589			

YTD funding received in 19/20 equates to £83,589 with further £115,540 already pledged against a target of £400,000

## 5. Direct Charitable expenditure

5.1 Running and maintenance of the Park includes the Grounds Maintenance contract and maintenance and repairs of properties in the Park leased to tenants and other accidental repairs in the Park area. The total annual cost is budgeted at £644,000. A small variance is due to estimated recharges of costs to tenants.

5.2 Palace running costs include the in-house maintenance team, third party contracts for maintenance of specialist areas for example the lifts, shutters, ice rink plant; it also covers the building insurance and rates. The annual cost is budgeted at £1,926,000 with a small variance due to timing of expenditure.

5.3 The annual depreciation charge is an accounting entry and has no impact on available resources and cash flow. The charge has increased on previous years due to a capitalisation of the NLHF project.



- 5.4 Creative Learning costs represent a proportion of salaries paid to the staff delivering these activities; the majority of costs are funded by the NLHF Activity Plan grant. The total annual cost is budgeted at £32,000 with no significant variance reported.
- 5.5 Regeneration spending represents costs of supporting the East Wing Project not funded from the NLHF budget, a feasibility study of car park charging and the costs of the Strategic Vision projects. The total annual cost is budgeted at £143,000 with no significant variance reported.
- 5.6 The West Yard Project budgeted costs represent an estimated provision for legal and expert negotiations.
- 5.7 East Wing – The 2019-20 budgeted costs represent a provision for the construction cost retentions and also a provision for the Activity Plan supported by the NLHF grant until November 2020. No variance is reported.

## **6. Fundraising costs**

This covers the costs of fundraising activity to raise funds for the Trust. The budget of £141,000 has been allocated to fundraising with no significant variance reported.

## **7. Strategic Leadership costs**

This represents the costs of non-departmental members of the leadership team and support costs; costs in relation to taking forward the governance improvement and governance change programmes and non-departmentally attributable costs of implementing the Strategic Vision. The current variance reflects additional expert fees committed on car parking project.

## **8. Support costs**

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

## **9. Annual Capital Expenditure**

Capital Projects are funded mainly from the Haringey Council's capital grant - the money is being spent on critical maintenance projects and projects relating to health and safety of the visitors on site. The Trust retains a level of flexibility in the programming of these works to provide for unforeseen urgent works during the year.

The table below lists current capital projects being considered or in progress already:

Works Scheduled	Budgeted	Not Comitted as at 21-08-2019
<b>LBH Monies &amp; Grants</b>		
West Hall Ducts	14,724	-
South / West Elevations	40,000	40,000
Space Frames Two Bays	85,000	85,000
Colonnades	39,000	39,000
Basement works	34,192	3,391
Glazing Works	84,288	6,240
West Yard Lift	200,000	200,000
Security Lodge	62,032	62,032
West Yard Shutters	74,100	-
Theatre Stage - Propping Works North	5,000	5,000
Theatre Stage - Propping Works South	5,000	5,000
Fees relating to Capital	26,099	16,400
Equipment hire (installations)	9,410	-
Materials	392	-
	679,237	462,063

The Trust also manages cash resources from the Restoration Levy collected by APTL on a sale of tickets to its events. The funds from this source of income are estimated at c£400,000 pa. The Table below lists projects considered for the current year which will be funded from 2018-19 Restoration Levy.

Works Scheduled	Budgeted	Not Comitted as at 21-08-2019
<b>Restoration &amp; GA</b>		
Park Signage	19,000	-
Park Related	10,000	10,000
Theatre Bar Cooling	4,923	-
Furniture	20,000	20,000
Wire Access Points	3,279	-
Great Hall Lift Works	149,110	-
Security Lodge	4,722	4,722
Equipment hire (installations)	7,110	3,900
	218,144	38,622

**10. Loan commitments**

APPCT 2017-18 Budget	capital amount o/s at 1.4.2019	annual interest	annual repayment	remaining term of Loan	instalment payment due date
West Yard Loan	2,421,000	82,000	122,000	32 years	Paid August 2019
Ice Rink main loan	1,231,000	45,000	164,000	7 years	Paid March 2019
Lighting loan (SIF)	145,000	-	44,417	3 years	Paid March 2019
	3,797,000	127,000	330,417		

All Trust 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 has no further comments.

**12. Legal Implications**

- 12.1 There are no legal implications arising from this report.
- 12.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report and has no comments.

**12. Use of Appendices**

Appendix 1 - Income and Expenditure – unrestricted funds

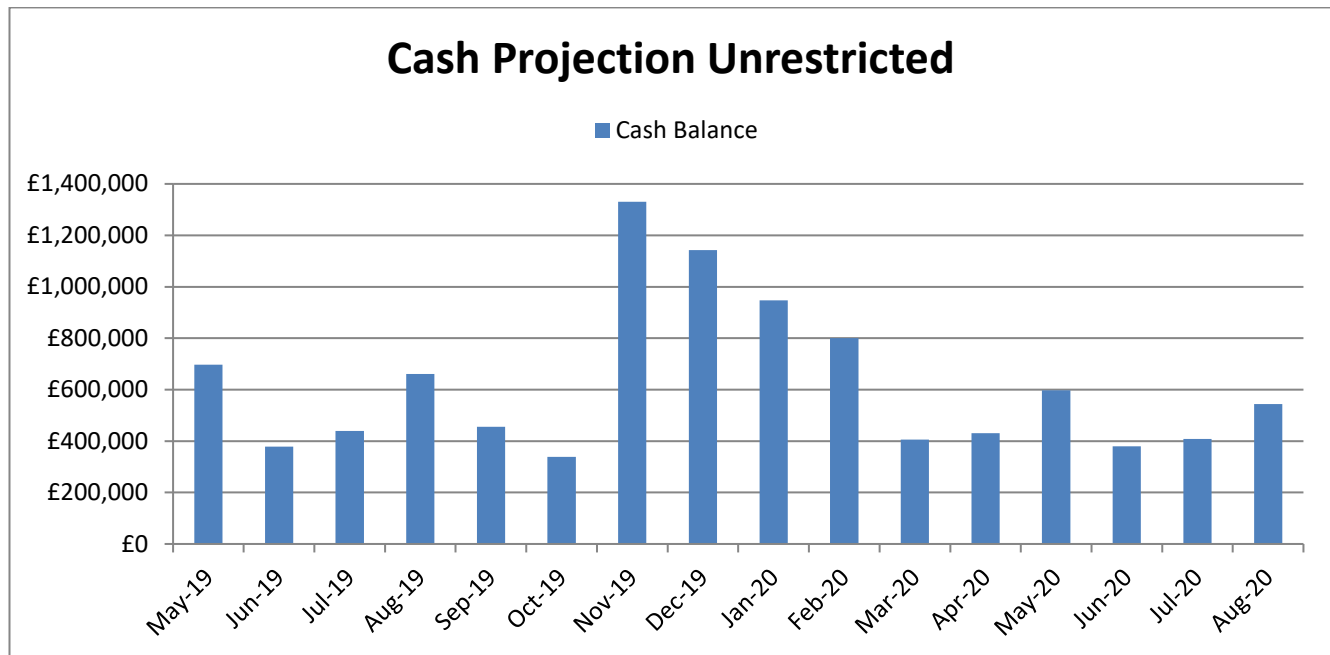
Appendix 2 – Cash Projection unrestricted

Appendix 3 – HLF Project Cash Projection

## Appendix 1 – Income and Expenditure – unrestricted funds only

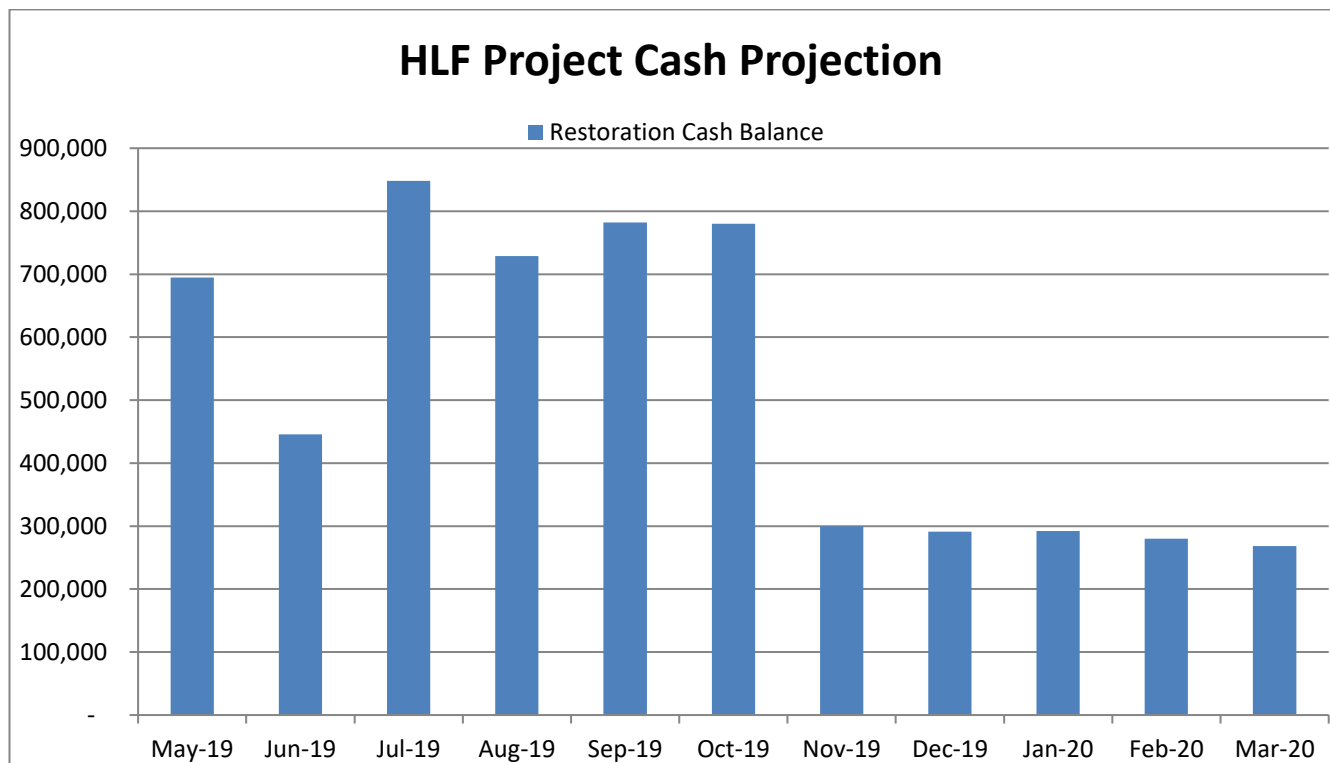
	2018/19	Year 2019/20		
	Audited	Budget	Forecast	Diff
	Unrestricted	Unrestricted		
<b>Incoming Resources</b>	£	£	£	£
HC Grant - Operational	1,950,000	1,950,000	1,950,000	-
Capital Grants	-	-	-	-
Palace APTL Licence	300,000	300,000	300,000	-
Palace Leases & Recharges	96,828	73,000	71,050	(1,949)
West Yard Late Fees	-	-	-	-
Park Leases & Recharges	219,425	186,790	196,973	10,183
Creative Learning	12,021	6,000	9,259	3,259
Gift Aid	1,070,000	1,165,000	1,194,653	29,653
<b>Total Incoming Resources</b>	<b>3,648,274</b>	<b>3,680,790</b>	<b>3,721,936</b>	<b>41,146</b>
Overheads				
Cost of Events (Learning and Fundraising)	(4,267)	(29,000)	(28,611)	389
Wages & Salaries	(779,777)	(927,730)	(899,323)	28,408
Other Wage Costs (Travel & Training & Recruitment)	(7,641)	(15,195)	(21,878)	(6,683)
Maintenance of Palace (core)	(311,459)	(384,004)	(384,004)	-
Maintenance of Park (Contract)	(330,217)	(329,556)	(329,556)	-
Variable repair & Maintenance of Park and Palace	(227,291)	(217,710)	(221,696)	(3,986)
Security Control (Contract)	(530,481)	(532,500)	(533,213)	(713)
Cleaning & Pest	(16,957)	(21,600)	(21,600)	-
Rates & Insurance	(404,737)	(370,200)	(377,159)	(6,959)
Office running	(119,223)	(80,948)	(81,773)	(825)
Utilities	(89,383)	(93,600)	(95,698)	(2,098)
Software & IT	(59,153)	(67,264)	(71,504)	(4,240)
Sundries, Meeting & Subscriptions	(14,365)	(24,830)	(24,070)	760
Marketing, Advertising & Design	(33,780)	(43,300)	(43,580)	(280)
Legal & Professional	(180,159)	(189,840)	(209,228)	(19,388)
Banking Costs	(1,057)	(1,500)	(1,456)	44
APTL Cost recharges	(78,060)	(22,056)	(22,056)	-
<b>Total Outgoing Resources</b>	<b>(3,188,005)</b>	<b>(3,350,833)</b>	<b>(3,366,407)</b>	<b>(15,574)</b>
<b>Result</b>	<b>460,269</b>	<b>329,957</b>	<b>355,528</b>	<b>25,571</b>
<b><u>Loan commitments</u></b>				
West Yards loan	(122,000)	(122,000)	(122,000)	0
Ice Rink loan	(164,000)	(164,000)	(164,000)	0
Lighting SIF loan	(44,417)	(44,417)	(44,417)	0
	<b>(330,417)</b>	<b>(330,417)</b>	<b>(330,417)</b>	<b>0</b>

## Appendix 2 – Cash Projection Unrestricted



This is a projection of unrestricted cash at bank per month in 2019-20 i.e. 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 2018-19 Gift Aid in cash (transfer in November/December 2019). Based on current budget and forecast there are sufficient cash funds available in 2019-20.

### Appendix 3 – HLF Project Cash Projection



The East Wing Project is funded from a separate restricted bank account which is funded through monthly claims submitted to NLHF and accumulated restricted cash reserves.

The last payment to Wilmott Dixon the construction company will be in November 2019 when the final retention of £442,470 will be paid. From December 2019 the remaining NLHF funds will pay for the Activity Plan undertaken by our Creative Learning Team.

**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****8<sup>th</sup> October 2019****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](mailto:Natalie.layton@alexandrapalace.com) , Telephone: 020 8365 4335

**Purpose:** This report provides information to the Statutory Advisory and Consultative Committees on planning and policy issues in relation to 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. Recommendation**

- 1.1 To note the content of this report.

**2. Governance and Strategy update**

- 2.1 Inductions have been held with the new FRRAC and APTL appointments and they have attended their first round of meetings.

- 2.2 The Trustee Board Strategy Day took place on Saturday 28<sup>th</sup> September to look at progress and future plans and included training and development for trustee board members.

2.3 Campsbourne Project

- 2.3.1 A stand at the Great Fete was used for early engagement with local residents and visitors on their ideas on the potential re-design, re-imagining and re-use of the South East corner of the Park. An estimated 250-300 people visited the stand and initial assessment of feedback indicates the exercise was useful in gathering information and ideas to help shape and focus the brief.

- 2.3.2 Ideas included: Edible plants, Toilets, Natural swimming, Natural play, Sculpture park, Wildlife/, Bicycle rental, Café, Forest School, Outdoor stage/ bandstand/ amphitheatre, Maze

- 2.3.3 The next steps include initial conversation with potential funders and partners, creating a more focussed brief and an understanding of who we might want to talk to about the next stages of co-creation (including residents and specific groups around Campsbourne area).

### 2.4 Car Park Charging Feasibility Project

- 2.4.1 The Trustee Board met with the project consultants as part of the Trust Strategy Day to discuss their feedback on initial assessments. It is expected that formal consultation on recommendations will commence before the end of the year.

### 2.5 Heritage Significance Appraisal

- 2.5.1 Consultation on the draft Heritage Significance Appraisal Document went live in June and ends on 30<sup>th</sup> September 2019.
- 2.5.2 The Trust will report back to the SAC/CC once all comments have been received, following any meetings with respondents and any changes to the draft document have been made.

## 3. Park Update

### 3.1 Tree Planting Project

- 3.1.1 The Park has been awarded £15,000 from the Mayor of London's Greener City Fund Community Tree Planting Grant which is 50% of a £30k project, the rest of which will be made up of a mixture of cash and in kind contributions from the Trust, partners and volunteers.
- 3.1.2 The project aims to restore the historic avenues and remnant hedgerows, improve biodiversity and engage the community in the enhancement of the landscape by planting new signature trees in the 150-year-old designed landscape. We will work with specialist partner organisations to ensure the age, species and planting of trees is appropriate to the locations chosen, so that they thrive and will work with our local community directly and also through established routes to engage a diverse range of groups and individuals.
- 3.1.3 Alexandra Park is listed in the English Heritage Register of Park and Gardens and it benefits from a stock of around 7,500 trees. These trees vary from individual specimens and copses, hedgerows and linear features as well as larger woodland areas.
- 3.1.4 Project activities include:
- New tree planting across a wide range of settings for a variety of purposes.
    - Infilling of oak trees along 'remnant' hedgerows to maintain continuity of these features that pre-date the Park and create a new cohort of young oaks
    - Specimen tree planting to create new focal points of interest for visitors and to enhance the Parkland setting



- Infill planting of flowering and fruiting tree species and infill species rich hedges
- Engagement of volunteers and the local community in the planning and delivery of the project
- Use of the project activities to link to our existing creative learning activities, encouraging young people to spend more time in the natural environment.

3.1.5 A Tree and Woodland Management Plan for the site is in development as part of the Strategic Vision for the Park and Palace. This plan is beginning to set out a framework to manage and protect the treescape of the Park for the long term, creating a diversity of species, not only to support existing bird and insect life but to protect the Park's landscape character and tree stock from the increasing threat of tree diseases. The site benefits from 45% canopy cover and the existing open spaces are valued as such. Therefore, further woodland creation has been ruled out.

3.2 The Park achieved the Green Flag Award and Green Heritage Award again this year. These are the internationally recognised standards for quality. In the annual London in Bloom competition this year the Park achieved Gold in the following categories: Large Park (above 25 acres), Large Conservation Area and Heritage Park/Garden.

3.3 The rubbish and litter left in the Park surged again this summer. The new signs were noticed by a member of a district council outside London who was interested in the rationale and the results of the initiative. In July, the Grounds Maintenance Team collected 14 tonnes of rubbish and in August this figure increased to over 20 tonnes. Staff worked up to 9.00pm on Fridays, Saturdays and Sundays to keep on top of it – this is an extra cost incurred as a result of the popularity of the Park.

3.4 The mulch spreading under trees is well underway. This will help improve ground conditions and make our tree more resilient to pest diseases and the impacts of greater footfall. Tree safety surveys and consequential work continue. Nine of the 7,500 trees on site have been recommended for felling.

3.5 Volunteer groups working with The Conservation Volunteers and Trees for Cities have continued making habitat improvements around site. These tasks include creation of dead-hedges (as an alternative to metal or wooden bollards), loggeries (for invertebrates including the stag beetle) and maintenance of the orchards. A new programme of works has been put together to implement the recommendations made by various ecologist's reports and this will be funded by the allocation of Restoration Levy from events held in the Park

#### **4. East Wing and Theatre**

4.1 Over the summer the Theatre has been busy with a varied programme, including hosting our first large corporate event with Pret a Manger's Quarterly Briefing, the recording of a pilot TV show for Thames TV, Graham Nash (in concert), being part of London Fashion Week by hosting Simone Rocha's runway show, and holding the 'Interpreting Heritage' conference, which was curated by England's Heritage Cities, Alexandra Palace and Jonathan Foyle. The BBC Concert Orchestra returned to

rehearse for the Proms and we are looking forward to their concert as part of London Film Festival in October.

- 4.2 In June, a varied programme saw sold-out crowds for the world premiere of Liam Gallagher's documentary *As It Was* and Madonna recording an exclusive Q and A with Graham Norton to celebrate her album launch. We also held our first club night designed by and for young people with disabilities; Rhythm Stick, which was the culmination of a Creative Learning project, and hosted Shine; a celebration of inclusive dance presented by icandance and their 75 dancers with varying impairment, aged 4 to 25 years old.
- 4.3 Essential works have taken place over the summer in the East Court and Theatre, both scheduled maintenance and snagging works, including window vent repairs, BMS reprogramming and monitoring heating/ventilation, fire alarm. Further work on the ventilators continued in September together with glazing renewals and repairs, additional under-stage propping to south front and rear completed and the 6 monthly inspection of the Theatre auditorium ceiling and walls carried out. Defects still being added and monitored with the contractor through the Mi-Aftercare system to resolve the issues. Additional power supplies were also run in-house to facilitate events and temporary catering units.
- 4.4 Work on the Creativity Pavilion in the East Court is scheduled to start on Monday 30 September.

## 5. Creative Learning

### 5.1 Summer Creativity Camps

- 5.1.1 This summer Creative Learning launched six weeks of week-long Summer Camps to teach, connect and inspire young people based in Haringey. Camps used arts based activities to provide an alternate to the traditional sports - based activities offered over the summer; linking young people to leading artists such as *Carleen De Sözer* in the fields of circus, street art, music, film making, outdoor learning and festival design.
- 5.1.2 Most summer camps were sold out, apart from Festival arts (60% full). The Camps were low costs and subsidised by 50% of the costs by NLHF and John Thaw Foundation. Bursaries were made available to low income families, and some camps were free for users.
- 5.1.3 The feedback for each Summer Camp was extremely positive, including: 100% satisfaction rate (Children), all parents/carers said the camp was good value for money and started at an appropriate time (09:00-16:00). Parents described children's most enthusiastic comments as being: on the receiving end of a friendly welcome from camp leaders and Isobel; having an opportunity to explore their creativity. 100% of respondents said the camp was good value for money. "Understatement! Amazing value for money, founded a variety of activities every single day. Never a dull moment!"
- 5.1.4 We also held the FREE 5-day camp – Band in a Week.

## 5.2 The Great Fete

5.2.1 The Great Fete is an annual family festival held at Alexandra Park and Palace on the 17th of August. The event is free to attend and includes music, food, workshops and performances.

### The Partners:

5.2.2 This is the second year in which the Creative Learning team programmed a large part of the festival. This year the team worked with 26 different partners (including 7 new partners such as Breadline, Edible London, Generation Uncovered and Bruce Grove Youth Space). 18 of those partners work in Haringey specifically with most of them concentrating their provision within the East of the borough. 19 of the partners work with young people and 2 of them are inclusive.

5.2.3 As part of this partnership work, we worked with the library service and delivered 5 workshops in 2 libraries in the East of the borough (Marcus Garvey and Combes Croft Library). Each session invited local families to reflect on journeys and design birds which were exhibited at the festival as part of a larger nest installation. Each workshop reached over 30 local people and families and invited these families to the festival to see their work displayed. This kind of outreach work is proving to be a very effective way of engaging new audiences as libraries remain a key (free) institution that local people access throughout the year.

5.2.4 All of these partnerships are important in being able to reach parts of the community and borough our current provision does not reach. They also contribute to the spirit of the festival which is to showcase all that Haringey has to offer. We look forward to exploring how some of these newer partners can develop and support some of our programmes.

### The People's Stage:

5.2.5 The festival included a People's Stage, which showcased local talent and organisations. 130 people performed as part of 15 different acts including dance, circus, spoken word, drumming and live music.

5.2.6 Candy Dance Stars, a dance group for 50+ opened the stage, followed by a number of acts including Steppaz youth dance group, Yemalla all female drumming group, Generation Uncovered's most talented young hip hop artists and finally closing with The London House Cats, a Haringey based adult community choir.

5.2.7 The stage was managed by Community Music, one of our long standing partners who deliver our Band in a Week Summer School and work with 4 sound engineer apprentices to run the stage. The People's Stage has become a key feature of the Great fete, with artists contacting us throughout the year for an opportunity to perform.

5.4 The Ice Rink offered subsidised ice skating tickets to low income families (pupil premium children) during the summer. 200 out of the 450 tickets offered were redeemed.

5.5 Other events:

5.5.1 Wild in the Park ran for 10 weeks - outdoor learning (with the Wild Trust and SEMH from Haringey Tuition Service) for young people with emotional and behavioural difficulties.

5.5.2 Regular Creative Learning events: weekly mini movers, Baby Jazz, Drumming Workshops, monthly wellness café, targeted outreach workshops, creative writing and computer sessions for older people and school workshops

5.6 Through the summer we provided 119 volunteer opportunities assisting with creative learning and events fundraising and tours.

5.7 Black History Month - October

5.7.1 The Creative Learning team are developing an Alexandra Palace Black History Tour in partnership with a specialist black history tour guide. An exhibition called Don't Stop the Carnival was planned in the East Court but had to be cancelled due to the installation of the Creativity Pavilion during October. However, this will be replaced with *They Came Before Us* an exhibition in partnership with Collage Arts who are running an employability programme with BAME women and looking at BAME women in history and responding to them through different arts forms.

5.7.2 Carleen De Sözer will be returning to work with a group of teenagers to design a mural for The Grove Pedestrian bridge, inspired by Black History. The young people will develop their street art skills, mainly stencilling

5.8 Transmitter Hall Redecoration Project

A Commercial partner is sponsoring the redecoration of the Transmitter Hall space to make it more welcoming and more suitable for activities, particularly for people living with dementia - using colour, texture and layout. The Creative Learning team aimed to use apprentices from a local college to work on the project but even with help from the Council's employment support service it has not been possible to find available apprentices and so the sponsor will provide a team to do the work.

5.9 Table 1 lists the learning and participation events since the last meeting and upcoming events:

**Table 1 – L&P events coming up**

<b>DATE</b>	<b>Event</b>	<b>Location</b>
Weekly	Mini-movers, Baby Jazz, Baby Yoga	East Court
13 Sept	Coffee & Computers (free monthly drop-in session for older people)	
30 Aug-21 <sup>st</sup> Sept	Never Forget – WW1 AP Internees exhibition	East Court
26 Sept and almost weekly	Singing for the Brain & Also on 3 <sup>rd</sup> Oct, 10 Oct, 17 Oct, 7 Nov, 14, Nov, 28 Nov, 5 Dec, 12 Dec.	Transmitter Hall
30 Sept	Wellness Café	Transmitter Hall
30 Sept	BAFTA Gaming (equipping teachers with tools to teach gaming & impacts on mental health and wellbeing)	Panorama Room
11 Oct	Coffee and Computers	East Court
11-24 Oct	They Came Before Us Exhibition	East Court
24 Oct	Black History Month tours	East court, park, ice rink corridor, Great hall, West corridors, Palm Court
28 Oct	Wellness Cafe	Transmitter Hall
7 Nov	Blacktooth	Transmitter Hall
9 Nov	Little Inventors Day	East Court
14 Dec	Possible archive event TBC	Transmitter Hall
27 Jan 2020	Wellness Café	Transmitter Hall

## **6. West Yard Storage Building**

- 6.1 Building Control sign off is still outstanding due to a number of planning matters that need resolving and a new planning application is outstanding for a gate control panel in front of the NW Tower. The SACC will be asked to comment as soon as the detail and explanatory notes are available.

## **7. Events and Noise Management**

- 7.1 On 17<sup>th</sup> August The Great Fete took place across the Park and Palace. This was a success and attended by approximately 10,000 people. The event brought together all of the teams across APTL and APPCT to deliver the event. The Creative Learning team programed a wide range of activities; including a DJ performance from DJ Yoda and cinema screenings in the theatre of Peppa Pig during the day and Blade Runner in the evening.
- 7.2 On 6<sup>th</sup> July Red Bull Soapbox took place. The event was attended by nearly 18,000 people and received positive feedback from both visitors and the client who was very enthused by the event. Just two noise complaints were associated with this event, with one during the sound check
- 7.3 The StrEATlife events took place in May, June and July.
- 7.4 The Park Monitoring Framework has been observed and received positive results with an average KPI of 93% across the 4 events that have taken place (Great Fete, Luna, Red Bull, Norman Jay).
- 7.5 On Sunday 25<sup>th</sup> August Alexandra Palace hosted Norman Jay MBEs Good Times Sound System as part of the Kaleidoscope Presents series. This has historically

been one of the most well-known parts of the world famous annual Notting Hill Carnival.

- 7.6 On 3<sup>rd</sup> September as part of Kaleidoscope Presents series Alexandra Place opened their basements working with Rift Theatres on their production of Midsummer Night's Dream. The show saw several parts of the unused basements used as spaces for the performance. The play has been well received with several 4 and 5 star reviews. Strict controls on working and performing in this sensitive environment were set and monitored.
- 7.7 Alexandra Palace Fireworks festival will take place on 1<sup>st</sup> and 2<sup>nd</sup> November. There are no significant changes to the event itself with the exception of the theatre opening during the event to show 4 separate films. The park and road will close on Thursday 31<sup>st</sup> October at 20.00 and re-open at 13.00 on Sunday 3<sup>rd</sup> November. The closure time has been extended to allow for a safer breakdown on the Sunday.
- 7.8 As with previous years Alexandra Palace Way will be closed on New Year's Eve. Times are still to be confirmed but it will likely be from 21.00-01.00hrs.
- 7.9 There have been a total of 8 separate noise complaints for events over the summer period with 4 of these over one weekend of StrEATlife
- 7.10 Table 3 - noise complaints calendar Year to Date:

Month	Event	No. of complaints
July	Red Bull	2
	Luna Cinema	1
	Streatlife	6
August	The Great Fete	0
	Kaleidoscope Presents – Norman J Good Times	1
	8 August	1
September	Private event in the Park	2
	Pixies	1
November	Fireworks festival	
<b>Total number of noise complaints received (2018/20 1<sup>st</sup> Apr-to date)</b>		<b>14</b>

- 7.11 Two of the 6 noise complaints during the Streatlife event were received at the same time of day. The sound monitoring expert visited 3 of the locations to test the sound. The complaint received on 8<sup>th</sup> August was not related to an event but the noise of a generator, which may not have been coming from Alexandra Palace. On 20<sup>th</sup> September there was a private event taking place in the Park and a local resident phoned twice about noise disturbance from a megaphone that was being used – on both occasions the volume was adjusted.
- 7.12 At its meeting on 3<sup>rd</sup> October the SAC/CC were presented with the updated Annual Report on the Outdoor Monitoring Framework on covering November 2017 to March 2018. The next report will cover 1<sup>st</sup> April 2019 to 30<sup>th</sup> March 2020
- 7.13 Forthcoming events can be viewed online <https://www.alexandrapalace.com/whats-on/>

**8. Financial Implications**

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

**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. Appendices - None**

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**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****8<sup>th</sup> October 2019**

**Report Title:** Risk Register and Risk Management Policy

**Report of:** Louise Stewart, CEO

**Purpose:** This report seeks approval of amendments to the Risk Management Policy and the Strategic Risk Register.

**1. Recommendations**

- 1.1 To approve the amendments to Risk Management Policy at appendix 1;
- 1.2 To approve the Trustee Board's risk appetite statement in Attachment 1 of Appendix 1;
- 1.3 To approve the 2019-20 Strategic Risk Register at Exempt Appendix 2 subject to the recommendations from FRRAC:
  - 1.3.1 That column(s) be added the risk register to demonstrate how the mitigating actions impact on the risk level;
  - 1.3.2 That a specific risk relating to Brexit be added.

**2. Introduction**

- 2.1 It is good governance to periodically review key policies and regularly review key risks. The Risk Management Policy was last reviewed by FRRAC on 29<sup>th</sup> January 2019. Prior to this meeting a joint Board workshop was held to look at risk management and to discuss the Boards' risk appetites. The Trustee Board subsequently approved the Risk Management Policy and appetite statements on 4<sup>th</sup> March 2019.
- 2.2 The Risk Management Policy (RMP) sets the framework for risk management. The Policy has been reviewed and updated as detailed in section 3 below and displayed as tracked-changes in the attached policy.
- 2.3 The Strategic Risk Register provides a record, clarifies actions and accountability but does not manage risks. Beneath the risk register sit operational policies and procedures, venue management plans, risk assessments and the operational risk register.

### 3. July 2019 Risk Management Policy Review

New activities: A workshop for operational managers will be held later in the year (Quarter 3) to take them through the Policy and invite comments on the Strategic Risk Register. Managers will be encouraged to regularly talk about risk identification and management in their team meetings.

#### Changes in the policy as a result of the review

- Section 3 – Policy - wording has been added to make clear that all staff and volunteers have responsibility for identifying risk and refers to Table 2. (Note that volunteers support both Trust and Trading activities).
- Section 9.2 – Scoring risk has been simplified, with the scoring system included at the end of the policy
- Section 10.1 – Risk Treatment - the 'tolerate, treat, transfer terminate' table has been replaced with 6 options for treating risk
- The Risk Appetite statements at attachments 1 and 2 have been slightly re-worded.

### 4. Strategic Risk Register

4.1 In previous years there have been two separate risk registers for the Charity and the Trading Company. The 2019/20 Strategic Risk register brings together the headline risks to the organisation as a whole focusing on three categories:

- **Strategic** – risks that influence the achievements of the Charity's strategic aims and risks that cut across all areas of the organisation. Some of these risks will always be key risks for the organisation.
- **Operational** – these are the ranking risks escalated from the Operational Risk Register which contains the day to day risks that are managed to deliver our main activities.
- **Project** – risks arising from a particular project/activity but are managed as part of the oversight of the particular project or activity.

4.2 The Risk Register aims to provide FRRAC and the Trustee Board with assurance that key risks are being identified and managed to reduce risk levels as the management actions progress.

4.3 FRRAC

### 5. External considerations

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

### 6. People involved in the review

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

FRRAC and APTL Board – 24<sup>th</sup> September 2019

Externally: Minesh Jani – Head of Audit and Risk Management, Haringey Council

## **7. Legal Implications**

- 7.1 There are no legal implications arising from this report, however, Trustees are responsible for ensuring controls are in place to identify and manage risk and regularly reviewing these controls provides assurance that risks are being managed.
- 7.2 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report and confirms that sign off on the policy was obtained from the Council's Head of Audit and Risk Management, and is said to comply with current legislative and regulatory requirements and as such has no comments.

## **8. Financial Implications**

- 8.1 Financial risks identified in the risk register although there are no financial implications arising from this report.
- 8.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and advises that good risk management practices are an integral part of an organisation's corporate governance processes. The adoption of a risk register and a risk management policy are signs of good governance.

## **9. Appendices:**

Appendix 1 – Risk Management Policy

**Exempt** Appendix 2 – Strategic Risk Register

*LG, (Atol) Act 1985, Schedule 12a of the LGA 1972; Paragraph 3 – information relating to the business or financial affairs of any particular person (including the authority holding that information)*

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<b>Alexandra Palace Risk Management Policy</b>	<b>Date Approved:</b>  <b>FRAC</b> – 29 <sup>th</sup> January 2019 <b>APTL</b> – 29 <sup>th</sup> January 2019 <b>APPCT</b> – 4 <sup>th</sup> March 2019
	<b>Issue Date:</b> <del>5<sup>th</sup> March</del> September 2019
	<b>Review Date:</b> <del>5<sup>th</sup> March</del> September 2020

## 1. Introduction

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

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

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

## 2. Background

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

Risks are identified under five principal headings:

- Strategic
- Financial
- Legal
- Reputational
- Operational

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

## 3. Policy

3.1 Alexandra Palace’s Risk Management Policy is to safeguard all funds and assets (~~including staff and volunteers~~) and minimise the possibility that its charitable purposes are not delivered and, to that end, to manage risk to a level that is acceptable to the Board. The level of risk acceptable to the Board is set out in the Risk Appetite Statements, included at Attachment 1.

3.2 ~~All staff have responsibility for identifying risks as detailed in the Staff section of the Accountability and Responsibility framework, Table 2. (The identification and management of~~

**3.3 Reporting risk to the Board** is principally the responsibility of the Executive Team; final approval of items on the risk register is the responsibility of the Board. Management of risk is monitored by the Trust Board (through its Finance, Risk, Resource and Audit Committee (FRRAC)), by the APTL Board and independently reviewed and tested by the internal and external audit teams.

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

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

#### 4. Application of Effective Risk Management – Critical Success Factors

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

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

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

#### 5. Risk Management Framework

##### 5.1 Strategic Risk Register

The diagram below shows how **identified risks that go outside of the Board's stated risk appetite are escalated each** sub-risk-registers **can** feeds into the Strategic Risk Register.



## 5.2 Risk Management

The table 1 below shows the roles and responsibilities for identifying, managing and overseeing risk in the organisation:

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

## 6. Accountability and Responsibility

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

Table 1-2 - Accountability and Responsibility Framework

Owner	Responsibility
<b>APPCT Board</b>	<ul style="list-style-type: none"> <li>• Requires assurance from the CEO that a framework for effective risk management is in place</li> <li>• Approves the Risk Management Policy and Procedures</li> <li>• Establishes and reviews the risk appetite of the Board as part of the strategic planning process</li> <li>• Reviews and comments on residual risk and the effectiveness of the risk management framework on a quarterly basis, or on an exception basis as required</li> </ul>
<b>APTL Board</b>	
<b>Finance, Risk, Resource &amp; Audit Committee (FRRAC)</b>	<ul style="list-style-type: none"> <li>• Reviews the adequacy and effectiveness of the overall arrangements put in place by management to manage fraud, financial and non-financial risk</li> <li>• Reviews the annual statement on internal control in the Annual Accounts</li> <li>• Monitors the effectiveness of risk assessment, risk management strategies and internal control processes</li> <li>• Makes recommendations and provides assurance to the Board on the level of residual risk and effectiveness of the risk management framework</li> </ul>
<b>CEO</b>	<ul style="list-style-type: none"> <li>• Accepts overall responsibility for risk management and for maintaining a sound system of internal control that supports Alexandra Palace's objectives</li> <li>• Sets the tone and influences the culture of risk management across the Charity</li> </ul>
<b>Finance Director/Company Secretary</b>	<ul style="list-style-type: none"> <li>• Proposes the policy and strategy for risk management within Alexandra Palace</li> <li>• Determines the criteria for risk profiling and prioritising</li> <li>• Sets the tone and influences the culture of risk management across the Charity</li> <li>• Ensures that internal controls are in place and reviewed to mitigate the key risks identified</li> <li>• Provides assurance regarding the system of internal control and risk management that is reported on in the Statement on Internal Control that is included within the Annual Report and Accounts</li> </ul>
<b>Executive Team and Senior Management</b>	<ul style="list-style-type: none"> <li>• Implements the policy as endorsed by the Trust Board and APTL Board</li> <li>• Monitors and manages risks in accordance with the policy</li> <li>• Actively participates in an annual review of the policy and procedures considering whether risk management continues to be linked to the achievement of the business targets and strategic objectives, as well as the overall effectiveness of and approach to risk management</li> <li>• Actively participates in an annual review of the policy and procedures, achievement of the business targets and strategic objectives, as well as the overall effectiveness of and approach to risk management</li> <li>• Identifies key risks to projects, programmes and activities linked to the business targets and strategic objectives, as an integral part of effective management and operation</li> </ul>
<b>Risk Owner</b>	Every risk has a named "owner", who has principal responsibility for monitoring and management of the individual risk and for the delivery of any associated actions within the agreed target date
<b>Staff</b>	All staff are responsible for the management of risk in their working environment and should report to their line manager any identified risks, including risks of damage to the organisation's funds /property/ reputation and risks of harm to people using the organisation's services and facilities and other stakeholders.



## 7. Identifying and Recording Risk

- 7.1 The Strategic Risk Register is an integral part of the process of managing risk and is used to:
- record risks as they arise from the risk management review process and correlate these to strategic objectives where appropriate;
  - express risks in terms of probability, impact and consequence;
  - rank risks in order that they may be prioritised for action;
  - identify and report high priority risks in a meaningful manner to permit better informed decisions.
- 7.2 Once a risk has been identified it is mapped, in that the source and consequence of the risk are identified and considered.
- 7.3 The risk is allocated a score for Likelihood of Occurrence (a) and for Severity of Impact (b), by using the Alexandra Palace matrix set out in the **risk scoring system attached** to the Risk Register **(and at the end of this policy)**. Risk is initially scored before taking account of any mitigation provided by internal controls.
- ~~7.4 The product of these factors (a x b) generates an initial score for the Untreated Risk. Internal Controls and other mitigating factors are then taken into account before assessing the residual (outstanding) risk.~~
- 7.4 A risk cannot be deleted from the risk register or altered without the sanction of the CEO and subsequent approval by the Board. All movements for recorded risks are logged to maintain a clear audit trail of changes in risk status or the retirement of risks.
- 7.5 Risks are reviewed by the Finance, Resources, Risk and Audit Committee (FRRAC) or APTL Board as appropriate at each meeting and any significant changes to operations or direction are approved by the Boards. The Trust Board reviews the Strategic Risk Register on an annual basis, unless there are significant changes to be reported to the Board. However, it is important to note that should a risk require urgent escalation, it is the responsibility of the risk owner, or the employee who has identified the risk, to inform the CEO immediately, rather than waiting for the next formal review. The CEO will then take appropriate action.

## 8. Likelihood of Occurrence

- 8.1 The assessment of the probability that a risk may occur is partly subjective but is based on observation of comparable circumstances and experience within the relevant area of activity both within Alexandra Palace and from wider industry knowledge. Likelihood of occurrence is looked at on a 10-year time frame (which matches the framework of Alexandra Palace's long term planning) and from this the probability that the risk will occur in any one year is estimated ("annual probability"). The outcome is measured on a scale from 1 to 5, where "5" is near certainty that a risk will occur within a stated time frame.

## 9. Severity of Impact

- 9.1 The assessment of severity of impact also has subjective elements and frequently cannot be measured accurately, particularly in terms of financial impact. It is, however, an objective of the process of risk management to identify those risks that, if they were to arise, would have an impact of sufficient severity to require active management and control. Severity is measured on a scale from 1 to 5 where 1 would have a negligible impact but 5 would threaten the viability of a major activity or of Alexandra Palace as a whole. Where possible, an estimated range of financial cost should be assigned to each

level of severity to provide context for the assessment of the severity of each risk and the organisation's risk appetite.

~~for the untreated risk. In order to interpret the score so that it can be measured against Alexandra Palace's risk appetite, the financial implications of the score can be estimated by multiplying the financial cost attributed to the risk by its annual probability. Internal Controls and other mitigating factors should then be taken into account before assessing the residual risk. There is likely to be a high degree of subjectivity in assessing the impact of mitigation.~~

## 10. Risk Treatment

- 10.1 Once the residual risk has been established, further action may be required to "treat" the risk and ensure the residual risk is reduced in line with the requirements of the Policy. The treatment of risk involves one or more of the following:
1. **Accept** - identify the risk and monitor it to ensure not misjudged and notice any changes
  2. **Avoid** – risk by stopping any activity
  3. **Transfer** – risk (insurance/ contracting out the activity)
  4. **Mitigate** – develop response plan to mitigate the effects of an adverse risk event, or to take advantage of a planned opportunity
  5. **Control** – reduce the likelihood of an adverse risk event by putting controls in place
  6. **Management action** – to increase the chances of success

## 11. Risk Appetite and Board Reporting

- 11.1 The level of risk acceptable to the Board is set out in the Board Risk Appetite Statement and will be reviewed annually.
- 11.2 The Board may generally be prepared to accept a significant degree of risk in some strategic activities but has a low appetite in other areas such as compliance, operational efficiency and reputation. This is in recognition of the size of the task in managing the Charity, the availability of resources and the historic issues inherited.
- 11.3 The Board requires the significant, high level risk areas to be regularly reported to them regardless of appetite. Lower level risk areas, typically in operational areas directly supervised by management, will only be reported to the Board on an exceptional basis where the residual risk exceeds the stated risk appetite for the Board.
- 11.4 The Board delegates the regular review of the strategic risk register to FRRAC and receives recommendations from this committee before approving any amendments. This provides additional assurance on the effectiveness of the framework.

**12. Status of policy**

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

Date	Version	Author	Amendments
03.11.2017	V3	Louise Stewart	Additional wording in para 2.2 and 6.5 to clarify that the Board gives final approval of risks contained in the risk register.
03.10.2018	V4	Louise Stewart	Inclusion of APTL, various wording as disclosed in FRRAC & APTL covering report 25 October 2018.
29.01.2019	V5	Louise Stewart	Addition of Risk Appetite Statement at Appendix 1
July 2019	V7	L. Stewart	3.1, 3.2 wording added to include staff & volunteers responsibility, various amendments 5.1, 5.2, 9 and appetite statements to correspond with review of 2019/20 SRR
Sept 2019	V98	L. Stewart	Inclusion of Risk Scoring Table and minor amends

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

## RISK APPETITE STATEMENTS

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

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

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

For this reason, the risk register refers to ~~this as~~ Risk Tolerance, reflecting that the Trust generally has a low risk appetite but 'tolerates' a higher risk in some areas. ~~We take into account the external and historical context that the Trust may not be able to control or alter and recognise that there may be limited means and methods to respond.~~ The Trust's ~~Strategic~~ Risk Register clearly sets out a 'Risk Tolerance' rating (~~between 1 and 5, with 5 being zero tolerance~~) for each individual risk on the register.

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

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

**The Trustee Board** has defined its risk appetite as follows:

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

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

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

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

## B. Alexandra Palace Trading Ltd - Risk Appetite Statement

The Board of Directors is responsible for determining the nature and extent of the significant risks it is willing to take when delivering its business objectives. The Board has identified the risks to which it is exposed and seeks regular assurance that all risks are being managed, but predominantly focussing on high rated risks.

We define 'Risk Appetite' as the amount of risk the organisation is prepared to accept ~~tolerate~~, or be exposed to at any point in time, being mindful of our duty to not expose our parent charity to undue risks.

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

**The APTL Board** has defined its risk appetite as follows:

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

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

RISK SCORING SYSTEM

The following tables explain the scoring levels and colour coding of overall risk in the risk register

LIKELIHOOD

1. Very unlikely	Barely feasible in next 10 years, or in exceptional circumstances or following a specific chain of events
2. Unlikely	Unlikely in the near future (current year) but possible in longer term (5 years)
3. Possible	Not very likely in immediate future (current year) but could occur in the longer term unless specific action taken
4. Likely	Expected to occur within 10 years, unless specific action is taken to counter it
5. Highly Likely	Probable within a year, and in more circumstances unless specific action is taken to prevent it

IMPACT

	FINANCIAL IMPACT	REPUTATIONAL IMPACT
1. Insignificant	Less than £1,000	No impact on stakeholder perception
2. Fairly serious	£1,000 - £2,500	Potential impact, managed by response plan
3. Serious	£2,500 - £5,000	Definite impact & needs careful management
4. Very serious	£5,000 - £25,000	Could permanently damage - requires significant change
5. Major disaster	More than £25,000	Could seriously undermine position/ lead to closure

TOLERANCE

0. Zero tolerance	Where the nature or impact of the risk is such that it is not acceptable within the organisation
1. Risk averse	Where some risk is unavoidable but this should be kept to a minimum
2. Risk equilibrium	Where the dangers of the risk are fairly evenly offset by the opportunities and advantages offered by carrying it
3. Risk orientated	Where the dangers of the risk are limited and reasonable offset either by the opportunities and advantages afforded by carrying it or by eliminating the costs of actions and systems needed to mitigate it
4. Risk Taking	Where the potential benefits of taking the risk are significant against the likelihood and impact of the risk which are limited

EFFECTIVENESS OF CONTROLS

RED	Poor, lower than industry, sector or regulatory standards, requires significant resource/ investment
AMBER	Effective and in line with industry, sector or regulatory standards, room for improvement
GREEN	Very effective and above industry sector or regulatory standards

RISK SCORING HEATMAP (overall risk level)

Impact	5. Major disaster	10	15	20	25	30
	4. Very serious	8	12	16	20	24
	3. Serious	6	9	12	15	18
	2. Fairly serious	4	6	8	10	12
	1. Insignificant	2	3	4	5	6
		1	2	3	4	5
		Very Unlikely	Unlikely	Possible	Likely	Highly likely
		Likelihood				

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