

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Tuesday, 14th January, 2020, 7.30 pm - Transmitter Hall, Alexandra Palace Way, Wood Green, London N22 7AY

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. 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 11 & 18 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)

- i. To approve the unrestricted minutes of the Alexandra Palace and Park Board meetings held on 8 October 2019 and 10 December 2019.
- ii. To note the draft minutes of the Alexandra Park and Palace Statutory Advisory Committee held on 10 December 2019 (**to follow**).
- iii. To note the draft minutes of the Joint Alexandra Park and Palace Statutory Advisory Committee & Alexandra Palace and Park Consultative Committee held on 10 December 2019 (**to follow**).

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

To note the feedback from the FRRAC.

8. TRUST FINANCIAL RESULTS (PAGES 9 - 20)

To consider and note the financial performance of the Trust.

9. CEO REPORT (PAGES 21 - 26)

To note the update on current issues and charitable activities.

10. FABRIC MAINTENANCE PLAN (FMP) (PAGES 27 - 32)

To receive the annual report and a presentation on progress on the 10 year FMP.

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

12. FUTURE MEETINGS

24 March 2020

13. EXCLUSION OF THE PUBLIC AND PRESS

Items 14-18 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, 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. MINUTES (PAGES 33 - 40)

To approve the exempt minutes of the Alexandra Palace and Park Board held on 8 October 2019 and 10 December 2019.

15. EXEMPT LEASEHOLD PROPERTY REVIEW (PAGES 41 - 48)

16. EXEMPT ESTATE GUARDING CONTRACT (PAGES 49 - 50)

17. EXEMPT APTL CHAIR'S FEEDBACK REPORT (PAGES 51 - 52)

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

Felicity Foley, Acting Committees Manager
Tel – 0208 489 2919
Fax – 020 8881 5218
Email: felicity.foley@haringey.gov.uk

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

Monday, 06 January 2020

This page is intentionally left blank

**MINUTES OF MEETING ALEXANDRA PALACE AND PARK
BOARD HELD ON TUESDAY, 8TH OCTOBER, 2019, 7.30 - 9.20
PM**

PRESENT:

**Councillors: Anne Stennett (Chair), Eldridge Culverwell (Vice-Chair),
Nick da Costa, Bob Hare, Sarah Williams, Jason Beazley, Val Paley and
Nigel Willmott**

24. FILMING AT MEETINGS

The meeting was not filmed or recorded.

25. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Carlin and Duncan Neill.

26. URGENT BUSINESS

None.

27. DECLARATIONS OF INTERESTS

None.

28. QUESTIONS, DEPUTATIONS OR PETITIONS

None.

29. MINUTES

RESOLVED that the minutes of the meeting held on 16 July 2019.

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

Councillor Stennett introduced the report as set out, as Councillor Williams was not present at the FRRAC meeting.

A Board Member commented that it would be useful to have a list of who attended, and who gave apologies.

RESOLVED that feedback from FRRAC be noted, and the amendments to the Risk Management Policy be approved.

31. TRUST FINANCIAL RESULTS

Dorota Dominiczak, Director of Finance and Resources, introduced the report as set out. There were no concerns with unrestricted funding in the current year. A table had been included in the report detailing fundraising received, and in the pipeline.

Officers responded to questions from the Committee:

- There were five staff in the Creative Learning team, 4.5FTE were funded by a HLF grant, with the Trust funding 0.5FTE and some small activities. The HLF funding had been extended until March 2022.

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

32. CEO'S REPORT

Louise Stewart, Chief Executive, introduced the report as set out. The Heritage Significance consultation had ended, with generally positive feedback. The responses would be considered and staff would make arrangements to meet with respondents to discuss their comments.

Officers responded to questions from the Committee:

- The Transmitter Hall redecoration had commenced, and the scheme would be shared with the Board.
- An annual breakdown of the theatre use could be provided for the Board.
- Work was being carried out with HR to identify appropriate places within the organisation for the use of apprentices.

RESOLVED that the report be noted.

33. RISK MANAGEMENT POLICY REVIEW

Louise Stewart, Chief Executive, introduced the report as set out. The policy had been considered by the FRRAC, although the comments were not embedded in the version included in the agenda pack. Changes would be made following the Board meeting as required.

RESOLVED that

- i. The amendments to the Risk Management Policy at appendix 1 be approved;**
- ii. The Trustee Board's risk appetite statement in Attachment 1 of Appendix 1 be approved;**
- iii. The 2019-20 Strategic Risk Register at Exempt Appendix 2 be approved, subject to the recommendations from the FRRAC:**
 - That column(s) be added to the risk register to demonstrate how the mitigating actions impact on the risk level; and**
 - That a specific risk relating to Brexit be added.**

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

None

35. FUTURE MEETINGS

14 January 2020

36. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that the press and public be excluded from the meeting for the consideration of items 14-20 as they contained 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.

37. EXEMPT - MINUTES

RESOLVED that the exempt minutes of the meeting held on 16 July 2019 be approved as a correct record.

38. EXEMPT - RISK REGISTER

The recommendations in the report were approved.

39. EXEMPT - FRRAC CHAIR'S FEEDBACK REPORT

The recommendations in the report were approved.

40. EXEMPT - APTL CHAIR'S FEEDBACK REPORT

The recommendations in the report were approved.

41. EXEMPT - APTL USER AGREEMENT

The recommendations in the report were approved.

42. EXEMPT GROUNDS MAINTENANCE CONTRACT

The recommendations in the report were approved.

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

None.

CHAIR: Councillor Anne Stennett

Signed by Chair

Date

MINUTES OF MEETING ALEXANDRA PALACE AND PARK BOARD HELD ON TUESDAY, 10TH DECEMBER, 2019, 6.44 - 7.00 PM

PRESENT:

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

Non-voting Members: Jason Beazley and Val Paley

1. FILMING AT MEETINGS

Noted.

2. APOLOGIES FOR ABSENCE

None.

3. URGENT BUSINESS

None.

4. DECLARATIONS OF INTERESTS

None.

5. QUESTIONS, DEPUTATIONS OR PETITIONS

None.

6. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED that the press and public be excluded from the meeting during the consideration of item 6 as it contained exempt information as defined in Section 100a of the Local Government Act 1972; Para 5 - Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

7. EXEMPT CAPITAL WORKS UPDATE

The update was agreed by the Board.

CHAIR: Councillor Anne Stennett

Signed by Chair

Date

This page is intentionally left blank



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD
14th January 2020

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 Trustee Board Members in their information pack.
- 1.3 This report highlights relevant considerations of the FRRAC at its meeting on 10th December 2019 and makes recommendations to the Board.

2. Recommendation – To note the feedback from FRRAC.

3. Trust Financial Results

- 3.1 FRRAC are concerned about the potential shortfall of £400,000 in the Trust's 2020/21 budget due to the proposed reduction in the Corporate Trustee operating grant and increased costs of the estate guarding and park maintenance contracts due to National Living Wage levels agreed by the contractors.
- 3.2 FRRAC agreed that an overview of the Trading Subsidiary was essential in its role as Finance Committee and the finances are to be presented as a group financial view at future FRRAC meetings.

4. Other items

- 4.1 FRRAC were updated on the Corporate Trustee's consultation on funding reduction – the CEO had received a courtesy call from the Corporate Trustee's Director of Finance explaining that feedback on the Trust's response to the proposed cuts would be provided after the election due to purdah restrictions on political decision making.
- 4.2 FRRAC noted the effective relationship with and support from the Council in relation to financial and governance projects.
- 4.3 FRRAC noted the quarterly performance reports on: health and safety and the Trust's performance indicators and considered the updated to the Strategic Risk Register - copies of are provided in the Trustee Information Pack.
- 4.4 The draft minutes of the FRRAC meeting are included in the Trustee Information Pack.

6. Appendices - None

This page is intentionally left blank



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD
14th January 2020

Report Title: APPCT Financial Results with Annual Forecast
Report of: Dorota Dominiczak, Director of Finance and Resources

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 Trust's 2019/20 budget.

2. Executive Summary of 2019/20 Forecast

- 2.1 The Statement of Incoming and Outgoing Resources (Table 1) illustrates the various activities undertaken by the Trust, including revenue and capital funded from unrestricted income, restricted grants and loans.
- 2.2 Whilst there is some necessary overspend forecast in some Trust activities (additional research carried out for the car parking project and essential unbudgeted building repairs) the overspend in those budget lines is fully funded from the available Gift Aid transferred to the Trust by its trading subsidiary. The provision of depreciation has no impact on cash funds. The West Yard storage project fees are met from dedicated loan funds (refer to 2.5). There are no concerns to report with regard to the unrestricted funds and the unrestricted cash flow in 2019-20.
- 2.3 The fundraising target was set at £400,000 for the current year. The focus is on raising money for strategic projects, capital repairs and improvements, and support for the Creative Learning Programme (progress reported in Table 3).
- 2.4 The East Wing Project final account was settled in May 2019. The final retention sum of £442,470 is payable subject to satisfactory completion of defects by the contractor (funds are allocated and available from the National Lottery Heritage Fund (NHLF) grant).
- 2.5 Dialogue continues with the contractor for completion of the West Yard Storage Building.

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

APPCT At Month Ending 31st October 2019	2018/19 Audited £	Year 2019/20 Budget £	Year 2019/20 Forecast £	Year 2019/20 Diff £
Income				
Unrestricted	3,648,273	3,680,790	3,776,817	96,027
Capital Fund	1,095,500	470,000	642,169	172,169
East Wing & Activity Plan	449,820	0	0	0
Fundraising target	616,253	400,000	85,838	(314,162)
Total Incoming Resources	5,809,846	4,550,790	4,504,824	(45,965)
Charitable Expenditure:				
Running and maintaining the Park	(591,618)	(644,275)	(638,168)	6,107
Running and maintaining the Palace	(1,859,754)	(1,926,881)	(2,024,197)	(97,316)
Capital Fund - Depreciation	(839,996)	(1,495,608)	(1,544,991)	(49,383)
Learning & Community	(27,992)	(32,110)	(38,300)	(6,190)
Strategic Projects	(221,315)	(143,376)	(143,844)	(468)
Revenue expenditure	(3,540,675)	(4,242,250)	(4,389,500)	(147,250)
West Yard Storage	40,163	(86,455)	(286,964)	(200,509)
East Wing and Creativity Pavilion	(1,277,132)	(1,041,144)	(1,016,319)	24,825
Capital Projects	(1,236,969)	(1,127,599)	(1,303,283)	(175,684)
Charitable Exp - revenue and projects	(4,777,644)	(5,369,849)	(5,692,783)	(322,934)
Raising funds	(99,763)	(125,877)	(125,476)	401
Strategic Leadership	(317,164)	(356,146)	(350,322)	5,824
Support Costs	(196,028)	(242,472)	(234,123)	8,349
Total Outgoing Resources	(5,390,599)	(6,094,344)	(6,402,704)	(308,360)
Net Movement in Trust Funds	419,247	(1,543,554)	(1,897,880)	(354,326)
Reserves:		reserves bfw	movement	reserves cfw
Unrestricted		-	-	-
Designated		25,356,000	(967,399)	24,388,601
Restricted		1,614,333	(930,481)	683,852
Trust Reserves		26,970,333	(1,897,880)	25,072,453

4. Incoming Funding

4.1 Table 2 – 2019-20 Income - breakdown

	2018/19	Year 2019/20		
	Audited £ Total Trust	Budget £ Total Trust	Forecast £	Diff £
Unrestricted				
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	233,723	46,933
4.5) Palace Leases and Recharges	96,828	73,000	75,426	2,426
4.6) Creative Learning	12,020	6,000	23,015	17,015
	3,648,273	3,680,790	3,776,817	96,027
Restricted				
4.7) Capital grants and funds	1,095,500	470,000	642,169	172,169
4.8) East Wing and Activity Plan	449,820	-	-	-
4.9) Fundraising	616,253	400,000	85,838	(314,162)
	5,809,846	4,550,790	4,504,824	(45,965)

- 4.2 The Corporate Trustee has maintained the annual revenue grant of £1,950,000 to assist the Trust in delivering its charitable purposes. The grant has not increased in four years; however, having conducted a consultation exercise with the Trust Board and other stakeholders, the Corporate Trustee has notified the Trust of its intention to consider a proposal to cut the Grant by 10% for 2020/21
- 4.3 The APTL licence fee, received from the Trading Company (APTL), is set at £300,000 for 2019-20. The licence permits APTL's commercial use of the Park and Palace. The current licence (in place since 2008) has been reviewed and, following sealing by the Corporate Trustee's Legal section, the new licence agreement will be in place from April 2020 with a specified methodology for the licence fee calculation, developed by an independent valuer.
- 4.4 The Gift Aid from APTL is a critical source of unrestricted funding for the Trust. The 2018-19 Gift aid was budgeted at £1,165,000 and this figure has been revised in the reforecast to £1,194,653.
- 4.5 Park and Palace leases and recharges represent annual lease income from the tenancies 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 Park leases report an uplift of £47,000 due to unbudgeted turnover related fees.
- 4.6 Creative Learning income represents fees received from Creative Learning activities. A positive projected variance of £17,000 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 the Corporate Trustee is £470,000 and has been maintained at the previous year's level. The total forecast figure has been increased to £642,169 to reflect additional funds designated from the 2018-19 APTL Gift Aid 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.

4.10 Table 3 – 2019-20 Fundraising income tracker

	2019/20	Future Pledges	Total	Purpose
	£	£	£	
Donations - Restoration project	6,138		6,138	
Donations - general restricted	700		700	
Hewlett Packard	25,000		25,000	Towards Technology for the Creativity Pavilion
Match room Foundation	50,000	100,000	150,000	To take the Wild in the Park programme forward for young persons with emotional and behavioural difficulties (funding over three years)
John Thaw Foundation - Activity Plan	2,000		2,000	grant towards rock against racism 2019
Teale Charitable Trust	2,000		2,000	To fund young persons workshops and attendance at Midsummer Night Dream
Mayor's Tree Fund	15,540		15,540	
Historic England	70,000	180,000	250,000	Capital refurbishment of North East Office Building/Studio Capital restoration
Total	171,378	280,000	451,378	

The total amount of funding currently being actively applied for (bids submitted or about to be submitted) is £885,000.

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 as well as other accidental repairs in the Park grounds. The total annual cost is budgeted at £644,000. A small variance is due to estimated costs recharged 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 but in addition, funding of £97,000 has been allocated to meet urgent repair, including the trenches in the Ice Rink.

- 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 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 budgeted costs of £32,000 have been exceeded by £6,000 to generate £17,000 of additional return from the summer camp activities.
- 5.5 Strategic Projects and Programmes spending represents the costs of supporting the East Wing Project not funded from the NLHF budget, a feasibility study of car park charging and the costs of early stage development of new projects; the spending is tracking on budget.
- 5.6 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. An underspend of £24,000 is reported but these funds are restricted and can't be allocated to support other projects or expenditure.

6. Fundraising costs

This covers the costs of fundraising activity to raise funds for the Trust. The budget of £141,000 is tracking on budget.

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 a proportion of unbudgeted fees for crisis communication (a cost shared with APTL).

8. Support costs

This represents the costs of running the office including: IT support, office administration and supplies. The variance reflects an increase in fees payable to the third-party IT support.

9. Annual Capital Expenditure

- 9.1 Repair and maintenance 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. Table 4 below lists current projects – whether considered or in progress already:

Table 4 – current capital projects

Works Scheduled	Budgeted	Not Committed as at 13-11-19
LBH Monies & Grants		
West Hall Ducts	14,724	-
Window Boxes	750	-
South / West Elevations	40,000	40,000
Space Frames Two Bays	85,000	85,000
Colonnades	39,000	39,000
Basement works	34,193	3,391
Glazing Works	108,008	-
West Yard Lift	189,560	87,858
Security Lodge	1,495	1,495
West Yard Shutters	74,100	-
Theatre Stage - Propping Works North	8,350	-
Theatre Stage - Propping Works South	5,000	5,000
Carpet	37,741	-
Fees relating to Capital	27,307	15,800
Equipment hire (installations)	13,617	-
Materials	392	-
	679,237	277,544

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.

Table 5 – Restoration Levy

Works Scheduled	Budgeted	Not Committed as at 13-11-2019
Restoration & GA		
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	-
Carpet	4,954	-
Great Hall Lift Works	149,110	-
Equipment hire (installations)	6,878	-
	218,144	30,000

10. Table 6 - 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. Risks and financial considerations going forward

- 11.1 The unrestricted funds have no cash reserves as annually all incoming resources are allocated and spent on delivering our charitable objectives. The 2020-21 unrestricted budget is likely to be negatively impacted by the following pressures on funds:
- We have been notified of the Corporate Trustee's proposal to cut the operating grant by 10% (£195,000).
 - The security contract costs will increase from April 2020. This will enable the contractor to increase hourly rates to LLW and should help to retain and recruit staff and generate an improvement in service levels.
 - The Park maintenance contract has been re-negotiated from April 2020 with an incremental annual increase to maintain the required level of service and to enable the contractor to pay LLW.
- 11.2 The Trust is funded mainly from two sources: The Corporate Trustee grant and the income from the trading subsidiary. The proposed reduction in grant and the already known increases in the security contract and the park maintenance contract costs will put pressure on the trading subsidiary to deliver a higher level of gift aid.
- 11.3 The Car Park Charging project is underway. This is a potential new source of income to the Trust. The initial outlay on refurbishment of the existing car parks and the infrastructure has been estimated alongside income projections, but will be further examined and tested. The public feedback period on the proposals ended on December 31st.
- 11.4 A new tenancy is being negotiated for the office space in South East Pavilion. The costs of refurbishment to bring the space to use have been assessed. The annual rent has been assessed through an independent market valuation. Discussions are ongoing.

12. Legal Implications

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

13. Financial Implications

- 13.1 The Council's Chief Financial Officer has been consulted in the preparation of this report, and advises that the reduction in local authority funding continues and all parts of the Council need to play their part in ensuring that essential services are maintained. The Trust is facing a number of challenges, all of which give rise to financial implications. It is vital therefore that the Trustees continue with detailed budget monitoring and risk management.

14. Use of Appendices

- Appendix 1 - Income and Expenditure – unrestricted funds
- Appendix 2 – Cash Projection unrestricted
- Appendix 3 – HLF Project Cash Projection

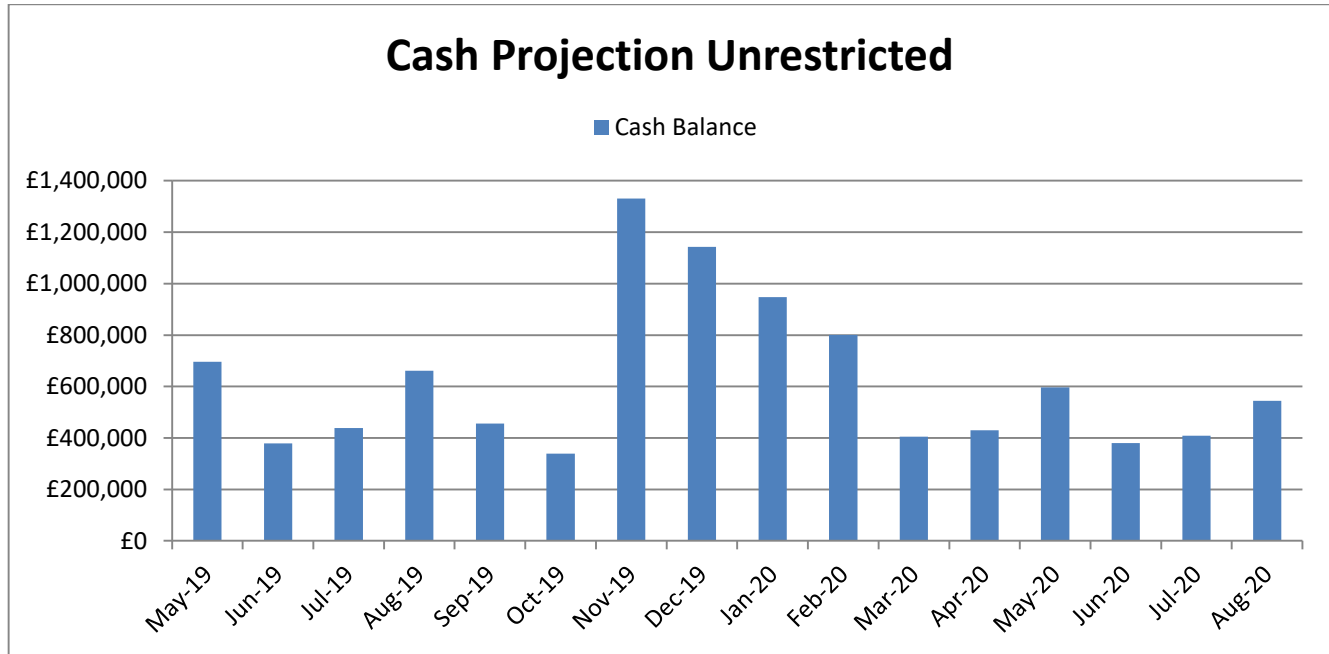
Appendix 1 – Income and Expenditure – unrestricted funds only

	2018/19	Year 2019/20		
	Audited	Budget	Forecast	Diff
	Unrestricted	Unrestricted		
	£	£	£	£
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	96,828	73,000	75,426	2,426
Park Leases & Recharges	219,425	186,790	233,723	46,933
Learning & Community	12,021	6,000	23,015	17,015
Gift Aid	1,070,000	1,165,000	1,194,654	29,654
Total Incoming Resources	3,648,274	3,680,790	3,776,817	96,027
Overheads				
Cost of support projects and events	(4,267)	(29,000)	(19,610)	9,390
Wages & Salaries	(779,777)	(927,730)	(868,968)	58,762
Other staff Costs (Travel & Training & Recruitment)	(7,641)	(15,195)	(20,456)	(5,261)
Maintenance Contract Palace	(311,459)	(384,004)	(406,416)	(22,412)
Maintenance Contract Park	(330,217)	(329,556)	(329,554)	2
Repair & Maintenance Other	(227,291)	(217,710)	(263,380)	(45,670)
Security Control	(530,481)	(532,500)	(570,458)	(37,958)
Cleaning & Pest	(16,957)	(21,600)	(19,922)	1,678
Rates & Insurance	(404,737)	(370,200)	(377,162)	(6,962)
Office expenses and equipment hire	(119,223)	(80,948)	(90,377)	(9,429)
Utilities	(89,383)	(93,600)	(90,643)	2,957
Software & IT	(59,153)	(67,264)	(77,189)	(9,925)
Sundries, Meeting & Subscriptions	(14,365)	(24,830)	(21,988)	2,842
Marketing, Advertising & Design	(33,780)	(43,300)	(52,882)	(9,582)
Legal & Professional (Contains Construction)	(180,159)	(189,840)	(201,807)	(11,967)
Banking Costs	(1,057)	(1,500)	(1,257)	243
APTL Cost recharges	(78,060)	(22,056)	(22,056)	-
Total Outgoing Resources	(3,188,005)	(3,350,833)	(3,434,125)	(83,292)
Result	460,269	329,957	342,692	12,735

The current forecast of expenditure is reporting £83,000 overspend on budget which is being met from £96,000 of additional unrestricted funding allocated to cover the overspend. The overspend on budget represents a necessary expenditure unknown at the time of 2019-20 budget approval. Details of main expenditure variances are explained below:

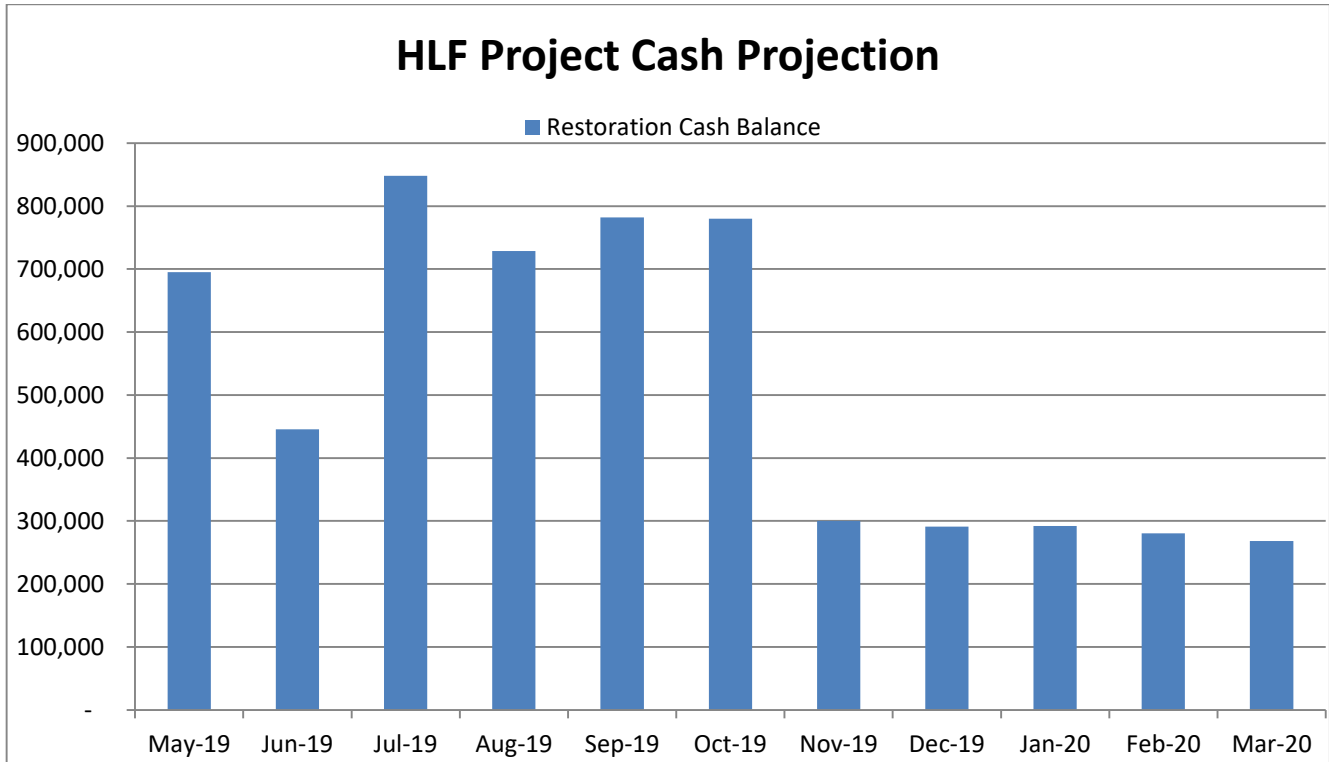
- Wages and salaries – a genuine saving due to a new engineering post not recruited.
- Palace maintenance – more costs on general maintenance of the Palace required
- Repair and maintenance – urgent repair to trenches in the Ice Rink
- Security Control – agreed to increase wages of security staff to LLW as impossible to recruit and maintain staff
- Office expenditure and equipment hire – increased costs of hire of cherry pickers
- Software and IT – third party provider increased monthly fixed fee from July 2019
- Marketing etc – new arrangement with external agency for crisis communication

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 – NLHF 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
14th January 2020

Report Title: CEO's Report

Report of: Louise Stewart, Chief Executive Officer

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. Recommendation

1.1 To note the content of this report.

2. Governance and Strategy update

2.1 Car Park Charging Proposal

2.1.1 The Trust's proposal to introduce car park charges was published on 11th November. The public have been encouraged to provide feedback on the proposal via an online survey and drop-in sessions. Over 1900 survey responses had been submitted at the time of writing and all of the drop in sessions were attended by a small number of people, who were able to discuss the proposals and concerns with Trust staff.

2.1.2 There was a temporary technical issue reported over the Christmas break. The survey period has therefore been extended until 10th January and this was notified on social media. At the time of writing this report the survey was still live and so a verbal update will be given at the meeting.

2.2 Fundraising update

2.2.1 Unfortunately the application to the London Mayors Growth Fund, for the North East Office Building was not successful. We are awaiting detailed feedback.

2.2.2 The Trust was awarded a grant by Arts Council England (ACE) to support the continued delivery and growth of the Alexandra Palace Book Awards Programme – Biblio-Buzz. This is the first time the Trust has been in direct receipt of Arts Council Funding, to our knowledge. The Trust was also successful in its application to Tottenham Grammar Foundation to support this programme of work.

2.3 Corporate Trustee Grant Funding

2.3.1 The Board was consulted about the proposed cut to the grant it receives from its Corporate Trustee in 2020/21 at its meeting on 8th October and the SAC/CC were consulted on 3rd October. The Council's Budget Consultation, which runs through to Sunday 19 January 2020 can be viewed at <https://www.haringey.gov.uk/local-democracy/policies-and-strategies/your-haringey-your-future>

2.3.2 On review of this budget consultation it has come to light that the cut in 2020/21 is not the only proposed cut. A further cut appears in the published information, of £100k in 2022/23 for future consultation with the Trust and consideration by the Council. Making a total proposed cut of £295k in the next 5 years. At the time of writing clarification has been sought. A verbal update may be given at the meeting.

2.4 A briefing for Local Councillors has been scheduled for Monday 27th January 2020 on all things Ally Pally and will include an update on the Governance Projects.

3. **Park Update**

3.1 Tree Planting

3.1.1 Further to the award of £15,000 from the Mayor of London's Greener City Fund Community Tree Planting Grant towards tree planting, ten volunteer planting days have been scheduled. These will be delivered by our partner The Conservation Volunteers (TCV). To avoid buying new plastic tree-ties we will be using old inner tubes instead to divert them from landfill. This was an idea put forward by our Development Manager, Katherine Harding. On 28 November, 8 AP staff members joined the volunteers to plant 5 trees in the golf course Chestnut Avenue and 4 trees in Newland Field. The project is going well and efforts have contributed to a total of 17 standard trees (2-3meters long) and 400 whips (unbranched young tree seedlings that have been grown for planting out) so far.

3.1.2 The funder has agreed to our replanting of existing self-seeded oak saplings to ensure the remnant hedgerows are repopulated with trees of local provenance.

3.2 The TCV have also been hosting volunteer tasks to help us deliver the habitat improvements being funded by the Restoration Levy. A new pond has been created in the Grove along with removal of non-native invasive shrubs from woodlands and installation of dead-hedges as a wildlife friendly way to reduce disturbance in certain areas.

3.3 Street Lighting

3.3.1 We have been struggling this year to find a reliable contractor to maintain the street lights across the 196-acre site. The problem is further complicated because the faults are not just dead light-bulbs, but a much deeper issues with the cabling or infrastructure (it's now mostly 40 years old and reaching the end of its lifespan).

3.3.2 We now have a contractor in place and they have been working through the backlog of lighting issues, successfully replacing faulty lamps in the East car park, fault finding at the Alexandra Park Road entrance, repairing the lighting near the old railway bridge by the Dukes Avenue entrance and replacing the damaged columns on Alexandra Palace Way below the garden centre.

4. Restoration update

- 4.1 On 20th November 2019 the East Wing Project won the AJ Architecture Award in the Heritage Building category. This adds to a number of awards won, including: London Building Excellence Awards 2019 (LABC) for Best Small Commercial Project, RIBA 2019 (Winner of Regional, National and Conservation Awards), Johnstone's 2019 (Painter of the Year – Commercial and Leisure) and the London Venue Award 2019.
- 4.2 Works to the Creativity Pavilion commenced on Monday 21 October. The contractor undertaking the work is Factory Settings, who have a proven track record of delivering small-scale, standalone, pre-fabricated projects at the Palace, having built both the interpretation structure in the East Court and the Theatre Foyer Bar. At the time of writing the Creativity Pavilion is expected to complete in the first week of January.
- 4.3 SAC/CC were invited to comment on a number of planning matters and a new planning application relating to a gate control panel in front of the NW Tower. No comments were received.

5. Creative Learning

- 5.1 In October, Creative Learning launched *Back to Black: A Black History* tour of Alexandra Palace. The tour was developed and delivered by black history tour guide specialist Avril Nanton and touched upon many aspects of black history at the Palace; from the most celebrated talent showcased on the BBC, such as Evelyn Dove, Una Marson, Cy Grant, Winifred Atwell, and Adelaide Hall, to the Nubian Sports display at the bottom of the south slopes.
- 5.2 Creative Learning have been developing a more comprehensive tour programme. During October/November the team went on a number of 'go and see' visits to explore how other organisations of varying sizes manage their tour programmes, including visits to The Royal Albert Hall, Blenheim Palace and Crystal Palace Museum. This research culminated in a cross-department workshop attended by Bridget Nolan, Tour Manager from the Royal Albert Hall. In addition, we also piloted a tour package with the sales team for the DCMS annual conference, which saw a team of 4 volunteers delivering a West to East tour of the Palace for 50 conference delegates.
- 5.3 Following the success of our *Summer Creativity Camps*, we have now programmed schools holiday activities throughout all breaks, except Christmas and Easter. During October half-term we ran *From the Streets*, which saw 15 young people work with Urban Artist Carleen De Souzer to refurbish the Muswell Hill footbridge. This project also marked the next phase of the Creative Learning provision, the Youth Programming Team and Young Creative Industries Network, which will see more examples of young people engaging with Alexandra Palace and leaving an appropriate legacy on the physical fabric of the park and palace grounds, that enhance the visual appeal to a wider variety of visitors.

- 5.4 On 12th & 14th November, 34 young people from Fortismere and Haringey Sixth-Form took over the theatre, and made a physical theatre performance over the two days to commemorate the Centenary of the release of the internees.
- 5.5 The Transmitter Hall is currently being redecorated enabling it to become our Wellbeing Centre, which will support people with dementia in navigating the space and enhance their sense of calm and wellness. The project is being delivered by Dulux and Tarkett Flooring worth approximately £70,000 of value in kind funding. An additional in-kind contribution came from 400 hours volunteered by 50 people from Akzo Nobel, to paint the space.
- 5.6 Looking ahead in January the focus will be on launching the Creativity Pavilion and the redecorated Transmitter Hall. The Creativity Pavilion will launch with an exhibition celebrating the inventions created by young people from across the world on our *Little Inventors* programme. Our 10 favourite designs will be made by the students from Middlesex University's Red loop Innovation Centre who are also creating four new STEAM workshops to coincide with the launch.
- 5.7 *Portraits for Posterity* is an exhibition of a group of photographs (approximately 12) mounted onto the walls in the Creativity Pavilion for 2 weeks from 21 January to 9 Feb. This is a project aims to increase engagement with the local Jewish community and forms the basis of a learning strand around Holocaust Memorial Day. The exhibition will include 2 framed portraits on loan from Haringey Museum & Archive of Roman and Susie Halter.

Our interpretation for the selection of portraits by Matt Writtle will explain a little about Holocaust Memorial Day, and focus on the way the initial project concept came about then how it changed/ developed. The motivations and connections that built up around the sitters are explained as well as the process of curating and sharing memories.

We hope to have one of the survivors say a few words at the launch event on Jan 21st and during the fortnight of the exhibition, to have a few talks/ slide show given by the photographer, curator and one of the portrait sitters talking about the experience of putting this exhibition together.

6. Collections

6.1 A Digital Asset Management System (DAM)

Building on the previous work to scan the newly discovered archive materials in 2017/18, the Interpretation & Collection Team have been working with our volunteers to scan all documents into a digital asset management system. The system is still being tested but will have an online public interface, eventually making our collection available to the public and a back end area for staff to access archive materials.

7. Legal Implications

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

8. Financial Implications

- 8.1 The additional potential grant cut in 2022/23, mentioned above, will impact on the Trusts five-year financial forecast. The forecast is due to be updated in January 2020 as part of the work on the five-year plan. It is hoped that the Council will be in a position to confirm the funding position for 2020/21 early in the New Year.
- 8.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

9. Appendices - None

This page is intentionally left blank



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD
14th January 2019

Report Title: Fabric Maintenance Annual Update

Report of: Neil Coe (Buildings Manager), presented by Emma Dagnes (Deputy CEO)

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 note progress made in 2019/20 despite the challenges of the very limited budget, increasing number of severe weather events placing additional pressure on the assets.
- 1.2 to approve adjustments to priorities presented during the meeting.

2. 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 6 2019/20 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). Similarly, the services installed in the new West Yard Building post-date the original FMP.
- 2.4 Overall progress to date on the 10-year Fabric Maintenance Plan is:

Fabric items	25.4%	(actual against target of 62.6% for end of Year 5)
Services items	51.2%	(actual against target of 59.8% for end of Year 5)
- 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 5 continued to focus on Health and Safety and making the building weather-tight, and has been predominately successful, although there has been significant deterioration to the East Court and Palm Court glazed domes and atriums. Additional resources have been reallocated to comprehensively survey and repair persistent and new leaks and renew potentially dangerous cracked glazing.
- 2.7 The fabric repairs within the FMP for the Theatre and East Court and associated spaces fell primarily into Year 4 with the residual works in Year 5, and is reflected in the actual to date. Additional works outside of the scope of the project, such as the propping of the Theatre stage, have been carried out in Year 6 from the Capital Budget.
- 2.8 Further deferral of the TV studios restoration (as originally part of the East Wing Restoration Project) will delay the progress of the FMP scheduled fabric repair and services renewal in these areas into Year 7 and beyond.
- 2.9 Installing safe access to all roof areas was a priority for Years 5 and 6, with some permanent roof access installations incorporated in the East Wing Restoration Project and West Yard Project in Year 4, and started to the Great Hall. Progress on other roofs has not been possible due to other H&S and operational priorities.
- 2.10 The condition of the East Court and Palm Court glazing, gutters and leadwork has continued to deteriorate, with full abseil access now gained to both domes and all atriums. We introduced a bi-annual glazing service in Year 6 and the aspiration is to bring the East Court and Palm Court back into reasonable and serviceable condition within 1.5 to 2 years, with priority repairs already carried out in Year 6 and extensive repairs and overhauls planned for April and August 2020, and April 2021.
- 2.11 The bi-monthly periodic inspections continue to the external elevations, due to lack of funds for conservation works, and are proving essential although the condition has stabilized over the last 4 months. We have had a particularly wet year and this may impact on the condition and safety of the external fabric over the winter and spring. The concerns regarding the South West Tower decorative rendered features has lessened and the conservation works deferred to over two financial years and into the better weather conditions.
- 2.12 Significant progress has been made on the renewal of services, with priority on Life Safety installations, including fire alarm network, smoke vent control panels, and central battery systems for the emergency lighting.
- 2.13 Good progress has also been made on the renewal of Operational services installations, such as the Great Hall Goods Lift and Passenger Lift. It was also essential to renew the Great Hall loading bay shutter, which after 40 years of service and damage could not be repaired, the Capital Budget was reallocated to fund this essential item which has Life Safety and Licensing requirements.
- 2.14 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 2019, 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 6. All of the Priority B, C and D items will need to be deferred into Year 7 and beyond; this includes approximately £4.9 million Building Fabric/Roof Access items and £220,000 Services Infrastructure 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, West Hall and Ice Rink, and brick and render repair to the South Terrace/Traitor's Gate and low level to the BBC colonnades, and on the completion of the renewal of Critical services items.
- 2.16 The installation of a bespoke fire alarm system to the Great Hall, at £90,000 was considered a Priority A last year and kept as a reserve item. The system is functional but difficult to maintain, and further design work is required to find a system that will fully meet the operational requirements of this multi-purpose space. This is not an exhaustive list; other reserve items include: remainder of central battery system for emergency lighting (6no. at £15,000 each) and drainage channel repairs/levelling to South Terrace at £26,000.

3. Risks

- 3.1 Due to lack of resources the Trust continues to spend below the recommended amount to bring the fabric and services into good condition within the 10-year plan and the general condition has only improved slightly in certain areas.
- 3.2 The completion of the East Wing Restoration Project and imminent completion of the West Yard Project have significantly improved the condition of the East Wing of the Palace and the safety and stability of the North wall and NW Tower.
- 3.3 The original percentages of the building being 60% in use to 40% semi-derelict/out of use, has gradually improved with the ratio in at the end of Year 5 being 71% to 29%. Further modest enhancements are hoped to be achieved by end of Year 6 (2019/20) and in next year with the intended conservation repair of the North East Office Building (with 50% grant from Historic England) and potential full scheme conservation repair of the SW Tower, and internal fit out/full upgrade of the South East Office Building.
- 3.4 The plan to renew all life safety systems which include fire alarms systems, smoke vents controls, emergency lighting, public address speakers, sprinklers and lightning protection, by the end of Year 4 had slipped into subsequent years. However, good progress has been already made in Year 6 to complete the fire alarm network upgrades, renew the smoke vent controls, renewal of 5no. central battery systems (out of 13no.), and renewal of Great Hall loading bay shutter which forms part of fire strategy.

- 3.5 The structural condition of the Victorian basements under the Panorama Room and SW Colonnades had deteriorated with continuing water ingress and corrosion to the cast iron beams supporting the brick vaults/floor slab, and the structural investigations/repairs, enhancements to drainage and ventilation, and waterproofing were completed in Year 5, with the defects liability period and release of retention falling into Year 6.
- 3.6 The identified need to renew two bays of the corroding clinker concrete floor slab to the SW Colonnades at £39,000 was allocated in Year 6 but we propose to defer these works until April 2020 (or August to cause less disruption to the event programme) and reallocate the capital budget to other roofing and joinery priorities for 2019/20. This is pending the redevelopment of this area and the reinstatement of a building behind the colonnades and partial reuse of the basements. There are no immediate plans at the time of writing for the redevelopment of this area.
- 3.7 The condition of the roofs, roof lanterns and joinery has deteriorated with health & safety and security implications, and it is proposed to reallocate the capital budget to carry out essential works to the Palm Court Suites lanterns, Palm Court external doors, Theatre balcony fire doors, East Lightwell/ BBC store fire doors, and priority repairs roof leaks, with the priority items listed on the FMP presentation.
- 3.8 The Great Hall space frames have been surveyed by drone camera, and the scope of metalwork repairs is manageable. We propose to repair the spaceframes in February/March 2020 using specialist abseil access, and defer the redecoration of the spaceframes into April/May 2020/21. The capital budget will be reallocated accordingly.
- 3.9 Emergency works were also required to the Ice Rink pipe trenches, with the renewal of corroding metalwork supports and upgrading the 45mm GRP trench covers to 75mm, and defrosting of the pipes to prevent damage to the building or re-establish permafrost to the rink and trenches. Cost of these works is £17,400 metalwork, £20,200 trench covers and £4,000 edge reinforcement.
- 3.10 We previously reported that 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.
- 3.11 We also previously reported 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.
- 3.12 The condition of the services was previously rated Poor throughout largely due to the age of the installations. Sectors such as the Theatre and East Court have improved to Good/Fair due to renewals within the EWRP (which were excluded from the FMP), and progress has been made on the Life Systems and some Operational Systems, including the main lifts. The renewal of the services included within the FMP is therefore on target to complete by Year 10 based on the average spend to date.

- 3.13 The condition of the fabric had improved significantly to Sectors 8 (Theatre, North East Tower and Adjoining Spaces) and Sector 11 (East Court and Adjoining Spaces) last year, 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.
- 3.14 The condition of the fabric has remained 'Fair' to 'Poor' in the remaining Sectors, with further slight deterioration to the Ice Rink, Palm Court and East Court roofs, BBC Wing and South Basement elevations.
- 3.15 The re-securing of the North Wall by the new building has substantially reduced the structural risks associated with the free standing North Wall and its condition has become more stable and manageable.
- 3.16 Progress has continued although not achieved the target (particularly on the Fabric items) due to lack of funds, however, Trustees are reminded 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. Opportunities also exist for the enhancement of the derelict North East Office Building, prominent but disused SW Tower, and fit out of the South East Office Building in the year ahead.
- 3.17 The Trust holds valid Public and Employer Liability Insurance and property insurance (with specialist insurers for historic buildings). The insurers are fully aware of the building condition and our programme of repair and maintenance and their representatives attend annual meetings and inspections of the building. Any areas or faults highlighted by the insurers at the time of inspection are prioritised and the insurers are kept well informed of the progress to avoid any risk of invalidating the insurance by not complying with insurers' recommendations.

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 Trustee 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 Reallocation of capital items to remain within budget for 2019/20 with carry-over from deferred projects allocated in 2020/21.
- 5.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and advises that good asset management is an essential component of the Trust's business activities. The proposals within the report appear consistent with the Trust's obligations.

6. Use of Appendices

NONE

7. Background Papers

APP Fabric Maintenance Plan, APP Colour Framework, 2019/20 Trust Budget.

By virtue of paragraph(s) 1, 2, 3, 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

By virtue of paragraph(s) 5 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is exempt

This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank

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

Document is exempt

This page is intentionally left blank