

NOTICE OF MEETING

ALEXANDRA PALACE AND PARK BOARD

Monday, 14th December, 2020, 7.30 pm - [Join Microsoft Teams Meeting](#)

Members: Councillors Mike Hakata (Chair), Elin Weston (Vice-Chair), Nick da Costa, Dana Carlin, Eldridge Culverwell and Bob Hare

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 (Councillors)

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 13 & 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 - 18)

- i. To approve the unrestricted minutes of the Alexandra Palace and Park Board held on 14 September 2020 and 20 October 2020 as an accurate record of the proceedings.
- ii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 5 November 2020 and to consider any recommendations from that Committee.
- iii. To receive and consider the minutes of the joint Alexandra Park and Palace Advisory Committee & Alexandra Palace and Park Consultative Committee held on 5 November 2020.

7. REPORT FROM THE CHAIR OF THE FINANCE, RESOURCE, RISK & AUDIT COMMITTEE (FRRAC) (PAGES 19 - 20)

To note the feedback report.

8. CEO'S REPORT (PAGES 21 - 24)

To note the general update on the Charity's activities.

9. CAR PARK CHARGING (PAGES 25 - 30)

To note the update.

10. FINANCE UPDATE

To receive a verbal update on the financial position of the Trust.

11. APTL BOARD APPOINTMENTS (PAGES 31 - 32)

To note the report.

12. FUNDRAISING UPDATE (PAGES 33 - 36)

To note the report on public fundraising to date.

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

14. FUTURE MEETINGS

29 March 2021

15. EXCLUSION OF THE PUBLIC AND PRESS

Items 16-20 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

16. MINUTES (PAGES 37 - 38)

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 14 September 2020 as an accurate record of the proceedings.

17. EXEMPT - DRAFT END OF YEAR REPORT AND ACCOUNTS (PAGES 39 - 122)

18. EXEMPT - APTL CHAIR'S FEEDBACK REPORT (PAGES 123 - 124)

19. EXEMPT = APTL REMUNERATION SCALE FOR NON-EXECUTIVE DIRECTORS (PAGES 125 - 126)

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

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John Jones

Monitoring Officer (Interim)

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Friday, 04 December 2020

**MINUTES OF MEETING Alexandra Palace and Park Board HELD
ON Monday, 14th September, 2020, 7.30 - 9.00 pm**

PRESENT:

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

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

19. FILMING AT MEETINGS

The Chair advised that the meeting was being streamed live on the Council's website.

20. APOLOGIES FOR ABSENCE

None.

21. URGENT BUSINESS

None.

22. DECLARATIONS OF INTERESTS

None.

23. QUESTIONS, DEPUTATIONS OR PETITIONS

None.

24. MINUTES

RESOLVED that

- i. The minutes of the Alexandra Palace and Park Board held on 14 January 2020 be approved as a correct record of the meeting; and
- ii. The minutes of the Alexandra Palace and Park Panels held on 27 February 2020 and 17 July 2020 be approved as a correct record of the meeting.

**25. TO CONSIDER ANY ADVICE OR COMMENTS FROM RECENT SAC/CC
MEETINGS**

The Board noted the draft minutes of the SAC & CC meetings held on 1 September 2020 - circulated in advance of the meeting and agreed to review the comments of the

SAC & CC in relation to the car park charging proposals during the Board's consideration of item 12.

26. REPORT FROM THE CHAIR OF THE FRRAC

RESOLVED to note the feedback from the Finance, Resource, Risk and Audit Committee.

27. CEO'S REPORT

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

Noted in response to questions from the Board:

- ASB – it would be a last resort measure to close the road again. Regular conversations were taking place with the Police to monitor ASB. Powers to enforce by-laws were limited, costly and time-consuming. However, if the Board were minded to approve the car park charging proposals, the infrastructure would be improved to manage fines for cars parked anywhere on site other than a car park.
- Culture Recovery Fund – It was expected that a response to the Trust's grant application would be received in October. The Trust had been successful in raising £850k so far through public campaigning, an application to the National Lottery Heritage Fund (HLHF) and an emergency grant from Haringey Council but there was still a large deficit in the budget.
- The capacity for the Knit and Stitch exhibition would be reduced due to Covid measures, but it was still expected to be a profitable show.
- Diversity & Inclusion work programme – this was still in draft and would likely be brought back to the Board at a workshop to develop the action plan further.

RESOLVED to note contents of the report.

28. END OF YEAR REPORT

Louise Stewart, Chief Executive, introduced the report as set out. The remit of the Board included monitoring performance against the Outdoor Events Framework and complaints and, as the Trust had made a commitment to the SAC & CC to regularly report on the usage of the Theatre it was relevant that the Board also tracked Theatre performance.

Officers responded to questions from the Board:

Complaints

- Any benchmarking against comparable venues would be difficult due to the unique combination of operations of Alexandra Palace. It may be possible in the future to break down the different areas of operation and benchmark against other venues.
- There were 34 noise complaints reported in 2018-19 compared with 32 in 2019-20.
- Various factors affected sound travel, such as wind direction and where speakers were placed. A noise consultant was on site at every event involving

amplified music, to test sound levels at different locations. There had been some sound travel to residential properties in the initial weeks of The Terrace opening and the issues were promptly resolved following discussions with the affected residents.

The team were congratulated on the post-event clean up scores in the report. Ms Stewart advised that there was always room for improvement and that it was important that the Trust was transparent with its stakeholders on its performance against the framework.

RESOLVED to note the end of year report

29. CAR PARK CHARGING PROPOSALS

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

The Board noted:

The feedback from the Statutory Advisory Committee (SAC) and Consultative Committee (CC) which was included in the meeting documents pack, including:

- Affordability – parking fees should be kept as low as possible to not disadvantage any particular user groups.
- Impact – of the scheme on surrounding roads should be monitored and mitigated.

That the advice from the SAC & CC aligned with the Board's key priorities as outlined within the initial consultation documents and in the final proposals.

That during the Covid-19 pandemic the Trust introduced the 'donate to park' scheme to support the daily operational costs of its car parks, which had not resulted in displacement of visitor parking on to surrounding streets. Income from the car park charging scheme would cover the costs of operation, and contribute to the furtherance of the charity's objectives. The infrastructure such as ANPR and potential increase of CCTV coverage will have secondary benefits such as improved site-safety and reduced ASB, which may help to reduce the costs of managing the site.

That the Council had advised prior to the meeting that they were satisfied with the Equality Impact Assessment conducted by the Trust (included at appendix G) the Trust will continue to monitor the impact once the scheme was implemented.

The following was noted in response to the Board's questions:

- Feedback from the Charity Commission had not yet been received.
- Analysis demonstrated that a disproportionate number of survey responses were from people who lived in surrounding streets. Some responses received did not accept that the Charity should charge a fee for parking and that the Charity should seek additional income elsewhere.
- The SAC & CC, however, had recognised the Charity's need to raise funds and that the general public were used to paying for parking and supported the proposals.

- In response to the suggestion that parking should be free on Bank Holidays, LS explained that the Trust will have the ability to decide charge free days if it chooses but advised the Board against stipulating this as part of any resolution this evening as detailed thinking was required around managing free parking on Bank Holidays, which are often times of increased demand, increased ASB and therefore costs to the Trust.
- Dialogue had taken place specifically with Hornsey and Alexandra Ward Cllrs.
- Hornsey ward councillors had been particularly supportive about the information published by the Trust and, whilst they were not overly concerned with the impact on surrounding roads they recognised that some local people were concerned about this.
- A board member emphasised that commuters caused more problems in the surrounding roads than Park and Palace visitors and that the recommendations before the Board would bring in much needed funds and also assist with managing antisocial behaviour.
- User groups would not be further consulted but, if the scheme was implemented, their feedback would be taken into account, as part of an annual review.

The Board's discussion also included:

- the future of the parking bays along Alexandra Palace Way;
- cycle routes
- the Trust's responsibility to fund maintenance of the road, which is used as a through route by thousands of cars each week;
- changing modes of travel

The Board was keen to ensure the SAC/CC's concerns were taken into account, particularly the advice around ensuring particular groups were not impacted by affordability. The Board noted its duty as charity trustees to ensure that the Park and Palace remained accessible to the public and that it was in the Board's power to ensure any increase to the tariff came before the Board.

RESOLVED:

- i. **To approve, subject to feedback from the Charity Commission, the implementation of the proposed car park charging scheme at Alexandra Palace, in accordance with the proposed tariffs set out on page 4 of Appendix D and the User Group Assessment Summary in Appendix F, and;**
- ii. **To proceed with a formal application to the Charity Commission for an Order under section 105 Charities Act 2011 ("Section 105") to authorise implementation of reasonable parking charges for motorised vehicles at Alexandra Park and Palace (the "Grounds"), and;**
- iii. **That any plans to increase the tariffs should be brought before the Trustee Board for consideration.**

30. FRIENDS OF THE THEATRE

Louise Stewart, Chief Executive, introduced the report as set out. The Board had discussed the future of the Friends of Alexandra Palace Theatre (FOAPT) in workshops, but this was now discussed as part of a formal Board meeting. The purpose of the FOAPT was largely complete in that the theatre had been refurbished and reopened..

The board welcomed the continuation of the group and a close working relationship, but felt that its constitution should be updated to reflect a revised purpose, the changed relationship with the Trust due to the progress made with the theatre, the development in capability of the Trust itself and the increased regulation on charity's and fundraising.

It was important to place on record the value of the FOAPT, and Ms Stewart passed on the Executive Team's particular thanks to Nigel Willmott and Pat Breary. The report recommended that a Trust Board Member as a member of the FOAPT Committee be removed to bring the FOAPT in line with other stakeholder and special interest groups such as the Friends of Alexandra Park.

Nigel Willmott (Chair of FOAPT) explained the position of the FOAPT:

- The Friends of the Alexandra Palace Theatre committee did not think that this change was necessary and it believed that there was still a role for an active group linked to the Alexandra Palace Trust to promote and support the theatre, especially in recent difficult times when the theatre has had to close again.
- Making the change would create administrative and constitutional difficulties, as the Friends group would not be able to hold an AGM in the current circumstances.
- The FOAPT would continue to do all it could to promote and support the successful use and development of the theatre and hoped to work closely with the Trust in the future.

RESOLVED

- i. **To agree that is supported the continuation of FoAPT as a special interest group undertaking activities such as those identified in paragraph 3.7 and on the same basis as other special interest groups associated with the Park and Palace.**
- ii. **To agree to request that, if FoAPT themselves wish to continue as a special interest group, that they revise their constitution to that effect, so that the transition can happen smoothly in a timescale to suit FOAPT and with limited bureaucracy.**
- iii. **To agree to support FoAPT in making the changes, if FoAPT requests support to do so.**

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

None.

32. FUTURE MEETINGS

- 14 December 2020

- 29 March 2021

33. EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED that the press and public be excluded from the meeting for the consideration of items 16-21 as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

34. EXEMPT MINUTES

RESOLVED that the exempt minutes of the meetings held on 14 January & 27 February 2020 be approved as a correct record.

35. EXEMPT AUDIT FINDINGS REPORT

The recommendations in the report were approved.

36. EXEMPT FRRAC CHAIR'S REPORT

The recommendations in the report were approved.

37. EXEMPT APTL CHAIR'S FEEDBACK REPORT

The recommendations in the report were approved.

38. 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, 20th October, 2020, 5.00 - 5.30 pm

PRESENT:

Councillors: Mike Hakata (Chair), Elin Weston (Vice-Chair), Nick da Costa, Dana Carlin, Eldridge Culverwell and Bob Hare

Non-voting Member: Jason Beazley

39. FILMING AT MEETINGS

The Chair informed the Board that the meeting was being live streamed on the Council's website.

40. APOLOGIES FOR ABSENCE

None received.

41. URGENT BUSINESS

None.

42. DECLARATIONS OF INTERESTS

None.

43. APPOINTMENTS TO COMMITTEES

Louise Stewart, Chief Executive, introduced the report as set out. The Board were advised that the recommendation to appoint a Chair of the APTL Board should be removed as it was the remit of the APTL Board to appoint a Chair, not the Alexandra Palace and Park Board. It was also suggested that as there were no major programmes or projects currently taking place, the appointments to the Programme Board could be put on hold until it was required.

RESOLVED

- i. To note membership of the Alexandra Park and Palace Statutory Advisory Committee, as listed in Appendix 1;**
- ii. To note the membership of the Alexandra Park and Palace Consultative Committee, as listed in Appendix 1, including the addition of the Three Avenues Residents Association;**
- iii. To appoint Councillors Dana Carlin, Bob Hare and Elin Weston to the Finance, Resource, Risk and Audit Committee (FRRAC);**
- iv. To appoint Councillor Dana Carlin as Chair of FRRAC;**

- v. To appoint Councillors Dana Carlin, Nick da Costa, Eldridge Culverwell and Mike Hakata to act as APTL Company Directors;
- vi. To appoint Councillor Elin Weston as Lead Safeguarding trustee and Lead Whistleblowing trustee.

44. FUTURE MEETINGS

14 December 2020

CHAIR: Councillor Mike Hakata

Signed by Chair

Date

MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE MEETING HELD ON THURSDAY, 5TH NOVEMBER, 2020, 7.30 - 8.30 PM.

PRESENT: Councillors James Chiriyankandath, Lucia das Neves, Scott Emery, Khaled Moyeed, and Elin Weston.

John Crompton (Muswell Hill and Fortis Green Residents' Association, David Frith (The Rookfield Association), Jason Beazley (Chair, Three Avenues Residents' Association), and Jim Jenks (Warner Estate Residents' Association).

1. ELECTION OF A CHAIR FOR THE MEETING

RESOLVED

Jason Beazley (Chair) was elected Chair for the joint meeting of the Alexandra Park and Palace Advisory Committee and the Alexandra Palace and Park Consultative Committee.

2. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and this information was noted.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Josh Dixon, Councillor Justin Hinchcliffe, and Jane Hutchinson (Alexandra Residents' Association).

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. URGENT BUSINESS

There was no urgent business.

6. MINUTES

It was noted that Duncan Neill (Muswell Hill and Fortis Green Association) had attended the joint meeting on 1 September 2020.

It was noted that, in the Board minutes from 14 September 2020, it was stated that the Council planned to roll out Controlled Parking Zones (CPZs) across the borough; it was asked whether there was any additional information. Louise Stewart, Chief Executive Officer, explained that the Trust was aware that the introduction of CPZs was an intention of the Council but there was no further information at this stage; this had been noted to make Board members aware. Cllr Elin Weston stated that she did not believe that it was a Council policy to roll out CPZs but that there may be a review underway to investigate whether additional CPZs were required. However, it was highlighted that CPZs would only go ahead if residents were in support. Cllr Elin Weston stated that it should be possible to obtain further information and to circulate this to members.

In relation to the joint minutes from 1 September 2020, it was noted that there was no new information to report in relation to the Duke's Avenue bridge.

RESOLVED

1. That the minutes of the Statutory Advisory Committee meeting held on 1 September 2020 be confirmed and signed as a correct record.
2. That, subject to the above amendment, the minutes of the Joint Meeting of the Statutory Advisory and Consultative Committees held on 1 September 2020 be noted.
3. That the minutes of the Alexandra Palace and Park Board meetings held on 14 September 2020 and 20 October 2020 be noted.

7. CHIEF EXECUTIVE OFFICER (CEO) UPDATE

Louise Stewart, Chief Executive Officer (CEO), introduced the report which provided an update in relation to planning and policy issues for Alexandra Park and Palace, additional information on the events programme, and a range of activities of the Charitable Trust. She also provided updates on various issues which, as a result of the Covid-19 pandemic, had changed since the report was written. The report was presented and discussed and was set out in full in the minutes of the Joint Meeting of the Alexandra Park and Palace Advisory Committee and Alexandra Palace and Park Consultative Committee.

In addition to the discussion at the joint meeting, the Advisory Committee noted that the finances of the Alexandra Palace and Park Board were very tight and congratulated the entire team, all volunteers, and donors on their excellent work. In particular, the Advisory Committee noted that, despite an 80% increase in footfall, the Park was still being well maintained and had achieved its usual awards.

The Advisory Committee enquired whether additional toilets would be provided in Alexandra Park. The CEO noted that there were some barriers to providing additional toilets and that any solution would need to address how to fund more toilets, to ensure safety, and to ensure the correct sewerage arrangements were in place. It was explained that some alternatives had been investigated, including solar and

composting toilets. It was also noted that the existing toilets were sufficient for the volume of users but it was hoped that the issues could be addressed and that additional toilet facilities could be provided.

RESOLVED

To note the report.

8. NON-VOTING BOARD MEMBERS FEEDBACK

The Chair noted that, at the Board meeting which discussed the future of the FOAPT, the FOAPT representative had been satisfied with the response from the Board. It was noted that the main responsibility of the FOAPT, namely the restoration of the theatre, had completed and it was accepted that the governance changes were appropriate. It was also acknowledged that there would likely be some delay in the FOAPT finalising the governance changes at their annual general meeting due to the Covid-19 pandemic.

It was also reported that virtual meetings had been progressing and that it was particularly important to provide regular training for members to ensure their ability to carry out their work effectively. The Chair noted his gratitude that virtual meetings were continuing as it was important for members to continue to provide input and represent their organisations.

9. ITEMS RAISED BY INTERESTED GROUPS

There were no additional items raised by interested groups.

10. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

11. DATES OF FUTURE MEETINGS

To note the dates of future meetings:

15 March 2021

CHAIR: Jason Beazley

Signed by Chair

Date

MINUTES OF THE JOINT ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE MEETING HELD ON THURSDAY, 5TH NOVEMBER, 2020, 7.30 - 8.30 PM

PRESENT:

Statutory Advisory Committee Members

James Chiriyankandath, Lucia das Neves, Scott Emery, Khaled Moyeed, and Elin Weston.

John Crompton (Muswell Hill and Fortis Green Residents' Association), David Frith (The Rookfield Association), Jason Beazley (Chair, Three Avenues Residents' Association), and Jim Jenks (Warner Estate Residents' Association).

Consultative Committee Members

Councillor Mike Hakata (Chair), Councillor Elin Weston (Vice-Chair), and Councillors Dana Carlin, Eldridge Culverwell, and Nick da Costa.

John Wilkinson (Alexandra Palace Allotments Association), Jacob O'Callaghan (Alexandra Park and Palace Conservation Area Advisory Committee), Gordon Hutchinson (Friends of Alexandra Park), Jason Beazley (Three Avenues Residents' Association), and Richard Hudson (Warner Estate Residents' Association).

1. ELECTION OF A CHAIR FOR THE MEETING

RESOLVED

To elect Jason Beazley as the Chair for the meeting.

2. FILMING AT MEETINGS

The Chair referred to the notice of filming at meetings and this information was noted.

3. APOLOGIES FOR ABSENCE

Apologies for absence were received from:

Advisory Committee – Councillor Josh Dixon, Councillor Justin Hinchcliffe, and Jane Hutchinson (Alexandra Residents' Association).

Consultative Committee – Councillor Bob Hare, Rachael Macdonald (Hornsey Historical Society), and Duncan Neill (Muswell Hill and Fortis Green Association).

4. DECLARATIONS OF INTEREST

There were no declarations of interest.

5. URGENT BUSINESS

There was no urgent business.

6. MINUTES

It was noted that Duncan Neill (Muswell Hill and Fortis Green Association) had attended the joint meeting on 1 September 2020.

It was noted that, in the Board minutes from 14 September 2020, it was stated that the Council planned to roll out Controlled Parking Zones (CPZs) across the borough; it was asked whether there was any additional information. Louise Stewart, Chief Executive Officer, explained that the Trust was aware that the introduction of CPZs was an intention of the Council but the Trust had no further information at this stage; this had been noted to make Board members aware. Cllr Elin Weston stated that she did not believe that it was a Council policy to roll out CPZs but that there may be a review underway to investigate whether additional CPZs were required. However, it was highlighted that CPZs would only go ahead if residents were in support. Cllr Elin Weston stated that it should be possible to obtain further information and to circulate this to members. **Post-meeting update:** it was confirmed that the Council had no plans to unilaterally implement CPZs and that the introduction of or changes to a CPZ would only take place with the agreement of affected residents; this update was circulated to members on 23 November 2020.

In relation to the joint minutes from 1 September 2020, it was noted that there was no new information to report in relation to the Duke's Avenue bridge.

RESOLVED

1. That, subject to the above amendment, the minutes of the Joint Meeting of the Statutory Advisory and Consultative Committees held on 1 September 2020 be confirmed and signed as a correct record.
2. That the minutes of the Statutory Advisory Committee meeting held on 1 September 2020 be noted.
3. That the minutes of the Alexandra Palace and Park Board meetings held on 14 September 2020 and 20 October 2020 be noted.

7. CHIEF EXECUTIVE OFFICER (CEO) UPDATE

Louise Stewart, Chief Executive Officer, introduced the report which provided a general update Alexandra Park and Palace, additional information on the events

programme, and a range of activities of the Charitable Trust. She noted that, as a result of the Covid-19 pandemic, there had been some changes since the report was written but she would provide short updates on each section of the report.

Governance

In relation to governance, it was noted that the changes to Board members were listed in the report.

It was commented that the item which would be of most interest to the Committees was likely the Board's approval of the car parking charge proposals. It was explained that the Board had received permission, by way of a section 105 Order, from the Charity Commission to implement the car parking charges.

At its meeting on 14 September 2020, the Board approved recommendations relating to the future relationship between the Trust and the Friends of Alexandra Palace Theatre (FOAPT); further information was set out in the Board report. A member of the Consultative Committee stated that the changes to the constitution had been imposed on the FOAPT and they did not believe that the changes were necessary. They believed that there was a role for an active group to promote and support the theatre and it was commented that the FOAPT provided free and informed advice which was important for developing policies.

The Chief Executive Officer (CEO) explained that, now the theatre had been restored and the FOAPT was defining its future role and purpose, it was considered appropriate to bring the relationship between the Trust and the FOAPT in line with other, similar, interest groups. It was noted that the Trust had advised the FOAPT to review its governance arrangements but that no timeframe had been decided and the Trust had assured the FOAPT that this could be done at their own pace. The CEO emphasised that the Trust welcomed the continuation of the FOAPT and looked forward to working with them in the future.

A member of the Consultative Committee noted that a bollard had been damaged on the site and enquired whether this could be repaired. The CEO reported that this had been noted.

The CEO also noted that, in terms of improving accessibility, Alexandra Palace had been awarded silver status by Attitude is Everything; this was a music industry standard for visitor experience for people with disabilities. It was noted that work towards this had been underway for some time and the team was congratulated for achieving this despite the additional pressures of the Covid-19 pandemic.

Covid update

It was noted that the Covid-19 update was now out of date due to the recent introduction of increased restrictions. Due to the heightened risks from fireworks and the introduction of a new national lockdown period, Alexandra Palace Way had been closed for 5 November 2020 (fireworks night) and the weekend and this would end on Monday. It was noted that road closures would be continually reviewed based on the levels of anti-social behaviour.

It was also noted that, as the Visitor Services Team was working remotely and was under increased pressure, local residents might experience difficulties in contacting Alexandra Palace by phone. It was noted that a contact form was available on the website and residents were encouraged to use this if possible.

A member of the Consultative Committee noted that Alexandra Palace had applied to the Cultural Recovery Fund and enquired whether a decision had been made. The CEO explained that the outcome of the application had not been communicated yet but that a decision was expected shortly.

A member of the Consultative Committee enquired how the Trust was coping with the financial challenges caused by the Covid-19 pandemic. The CEO explained that planning was exceptionally difficult due to the regular changes to government guidance and restrictions. The Trust had made some significant budget cuts which could not be sustained if it was to properly care for Alexandra Park and Palace. Some emergency funding had been received from Haringey Council, the National Lottery Heritage Fund, and through public fundraising. However, the CEO emphasised that funding was extremely tight and that the next few years would be challenging. The team had been set back approximately five years but it was anticipated that recovery would be possible in a shorter timeframe due to the expertise and working relationships built by the team.

At the moment, it was hoped that the Christmas programme of activities could continue; the Trust was planning to deliver the programme unless there were any additional announcements from the government or the licensing authority. It was added that recent events had been successful but had been required to operate with reduced numbers.

Park

It was noted that Alexandra Park had received a Green Flag Award for the thirteenth year in a row, a Green Heritage Award for the eleventh year in a row, and three gold awards from London in Bloom. It was commented that there had been concerns that the park might not receive some awards this year due to the additional littering cause by the increased number of visitors to the park.

The CEO explained that this had been possible due to the support and advice of the Friends of the Park and the volunteers, including a large number of new volunteers.

Heritage and Interpretation

It was explained that the heritage and interpretation agenda was continuing and was also well supported by volunteers. It was added that further heritage information could be found on the blog of the Alexandra Palace website.

It was enquired whether there had been any progress in relation to the conservation and heritage review. The CEO noted that the Heritage Significance Assessment consultation had taken place and officers were reviewing the responses. It was

commented that an update would be provided but that, due to other priorities and staffing implications, it was anticipated that this update would be ready in 2021.

Creative learning

It was explained that creative learning had been able to continue during lockdown due to its restricted funding which could only be used to deliver the charitable purposes (i.e. the creative learning activity plan). It was also noted that the team was developing a number of programmes and were working creatively to deliver during lockdown.

Events

It was reported that, due to the recent government announcement of a second national lockdown that had begun on 5 November 2020, the update in the events section was now slightly outdated. It was noted that there would now be no Live at Ally Pally in November and these events would be rescheduled for 2021. The ice rink had been briefly re-opened but it was now required to close to the public. However, it was noted that the ice remained frozen during this lockdown to enable rehearsals and private hire.

RESOLVED

To note the report.

8. NON-VOTING BOARD MEMBERS FEEDBACK

The Chair noted that, at the Board meeting which discussed the future of the FOAPT, the FOAPT representative had been satisfied with the response from the Board. It was noted that the main responsibility of the FOAPT, namely the restoration of the theatre, had completed and it was accepted that the governance changes were appropriate. It was also acknowledged that there would likely be some delay in the FOAPT finalising the governance changes at their annual general meeting due to the Covid-19 pandemic.

It was also reported that virtual meetings had been progressing and that it was particularly important to provide regular training for members to ensure their ability to carry out their work effectively. The Chair noted his gratitude that virtual meetings were continuing as it was important for members to continue to provide input and represent their organisations.

9. ITEMS RAISED BY INTERESTED GROUPS

There were no additional items raised by interested groups.

10. NEW ITEMS OF URGENT BUSINESS

There were no new items of urgent business.

11. DATES OF FUTURE MEETINGS

To note the dates of future meetings:

15 March 2021

CHAIR: Jason Beazley

Signed by Chair

Date

ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

14 December 2020

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

Report of: Cllr Dana Carlin, 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 recent meetings on 22 October and 10 November 2020 and makes recommendations to the Board. The minutes are included in the Trustee Information Pack.
- 1.4 The meeting on 22 October was attended by: Cllr Dana Carlin, Cllr Bob Hare, Claire Pape, Louise Stewart, Emma Dagnes, Dorota Dominiczak and Nat Layton (clerk), with apologies received from Elin Weston. There were no apologies for the 22 November meeting.

2. Recommendations

To note the feedback.

3. Financial Position

- 3.1 We received an update on the group financial position, noting that the Trust was projected to break even at the end of the current financial year but was forecasting a £900,000 deficit in 2021/22.
- 3.2 We noted the efforts to reduce all but critical unrestricted expenditure and secure future funding including the Culture Recovery Fund on which a decision had yet to be announced.

4. Other items

- 4.1 We were pleased to note that the Car Park Charging project was progressing following the Charity Commission's granting of a Section 105 Order and acknowledged the next steps required.

- 4.2 We noted updates on the employment approach and the preparations for staff returning to work, when restrictions are eased and it is safe to do so and sought feedback on staff morale in these difficult times.
- 4.3 We were informed of the positive impact the IT Manager (recruited in 2019) has had including efficiency savings.
- 4.5 We reviewed the Strategic Risk Register, included in the Trustee Information Pack.

5. Appendices - None

**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****14 December 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

To note the content of this report.

2. Governance**Changes to Board Members**

Due to changes to elected member appointments at Haringey Council, the Trust welcomed Cllr Mike Hakata and Cllr Elin Weston on 1st October 2020 as the new Chair and Vice-Chair of the APPCT Board.

3. Repairs & Maintenance**Public Areas**

- Ice Rink reopening works included reflective ceiling repairs, rink pad painting and application of the AP Monogram, new perimeter kicker plates, ice reinstated, ice pit and sump waterproofing and drainage survey, stud flooring repairs throughout skate hire and Café, redecoration by stands and to doors and East Corridor plinths, render repairs to plinths to Cafe/Reception and part Ice Rink, overhaul of roof lanterns over Reception, re-plastering of west staircase, and installation of sink and hot water to skate hire.
- East Corridor temporary reception desk, new Ice Rink signage, and partial redecoration.
- Great Hall abseil glazing survey, abseil inspections and welding repairs to external spaceframes including sample decoration panel, repairs to floor expansion joints (and minor filming damage).
- East Court and Theatre - Final snagging works from East Wing Restoration Project, servicing of vents and joist hanger strengthening to Theatre ceiling.
- Panorama Room - Abseil cleaning of valley gutter to fabric roof and snagging works for basement project.
- Covid measures to Ice Rink, West Hall and Palm Court, including screens and sanitizers units.
- Periodic inspections to front elevations.
- Pitch & Putt - Repairs and redecoration

Back of House

- West Yard Building - Installation of cage over lift shaft and commissioning of goods lift.
- West Yard - Installation of trough sink for contractors/staff.
- North Yard/GH Bridge - Structural survey and CAD drawings.
- North Yard/Palace Suite - Commence dismantling of redundant chiller plant.
- BBC Tower - Ceiling propping and repair to 4th floor, and partial office re-plastering and redecoration.
- Periodic inspections to rear elevations.

4. Covid update

4.1 Anti-social behavior and Alexandra Palace Way

Despite the closure of parking bays, evening and night time drivers and anti-social behaviour (ASB) is now blocking a lane of Alexandra Place Way some evenings. We remain in dialogue with the Police about measures to be taken. Crimes and anti-social behaviour should be reported to the local authority's dedicated ASB Team (Tel 020 8489 1335) and the Police.

The road was closed around fireworks weekend to prevent an anticipated increase in ASB particularly related to setting off fireworks illegally in the grounds, which is a risk to the building and public safety. The measures were effective at keeping ASB levels low.

4.2 Visitor Services

The Palace remains largely closed and the visitor services team continues to operate with limited staff. Calls are diverted to a mobile phone and, if the visitor services assistant is already on a call, the line rings out, when it would normally be diverted to another telephone line. We encourage anyone who has difficulty getting through by telephone at the current time to use the 'Contact Us' form on our website:

<https://www.alexandrapalace.com/contact/get-in-touch/#:~:text=Should%20you%20have%20any%20concerns,2121>.

4.3 Culture Recovery Fund

At the time of writing this report the Trust was waiting on the outcome of its application to the Culture Recovery Fund. Although some announcements have been made, the announcements for the strand of the CRF that the Trust applied for have yet to be made.

5. Park

5.1 The Park has won the Green Flag Award for the thirteenth year. The mast was lit green on 14 October to show support for parks and green spaces and the dedicated staff and volunteers who maintain them.

5.2 The Park also received a Green Heritage Award for the eleventh straight year. Supported by Historic England, this is given in recognition of achieving the required standard in the management and interpretation of a site with local or national historic importance. To receive Green Heritage Accreditation, sites must also achieve the Green Flag Award. This is in addition to the Park achieving 3 gold awards from London in Bloom announced earlier in the year for: Large Park, Heritage Park and Conservation Area.

- 5.3 These awards are set against the backdrop of lockdown and increased pressure as visitor numbers increased dramatically. An estimated 2.8 million people visited between May and September, an increase of almost 90% in the period, compared to the average for the last three years. The Alexandra Park team, assisted by over 100 volunteers, have collected more than 100 tonnes of rubbish during the same period, up almost sixty percent.

6. Heritage and Interpretation

Our volunteers continue to support us in responding to enquiries and requests for information about the collections and heritage. For those interested we recommend a visit to our blog pages to explore the archive as well as a piece from one of our volunteers on the history and stories of the 'living museum' here at the Park and Palace.
<https://www.alexandrapalace.com/about-us/blog/#>

7. Creative Learning

- 7.1 The Creative Learning team continue to deliver online and face to face outdoor activity and is launching a new programme in partnership with three residential homes where artists will visit and to talk to occupants through their windows.
- 7.2 The team is also working with Haringey library service, connecting with Black History Month and providing programmes around identity politics (linking the arts and politics) and guidance for young people who want to launch into the music industry.
- 7.3 The Big Schools SEND (Special Education Needs & Disability) launches in November. Schools are being invited to create a dance with workshops supported by partners Parade and artists. The dance videos will be published on line before Christmas.
- 7.4 The Little Inventors programme is live, challenging under 16s to design something to support wildlife in the Park. The winners' inventions will be made and displayed in the Creative Learning Zone area of the park (the old deer enclosure).
- 7.5 Two Creative Learning wellbeing programmes were included in the recent national Heritage Alliance report on heritage and wellbeing engagement activities.

8. Events

8.1 Silver Access Service Award

In October Alexandra Palace was awarded silver status by Attitude is Everything <http://www.attitudeiseverything.org.uk/> a Music Industry standard for accessibility and visitor experience.

- 8.2 After deliberation thorough assessment, internally and with our partners, the decision was taken to cancel the Fireworks Festival for 2020. Despite exploring several different approaches to produce a covid safe event it is simply not viable to hold the event this year.
- 8.3 We launched Live at Ally Pally in October, a season of indoor and socially distanced events in the Palace's West Hall. Comedy, live music and alternative theatre are on offer from 15th October with Al Murray and running into December. Crucially, these will be the first public events inside the Palace in over six months. Live at Ally Pally will be an important test case for us as we try to expand what we can offer. We are one of the few

venues in the country to be hosting such an ambitious programme, and it is a credit to everyone who has worked on the project to get it to this stage.

- 8.4 The ice rink reopened to the public on 1st October for the first time since lockdown began. The public opening follows a successful period during which the ice rink team facilitated the return of professional skating sessions and ice hockey training. Extra measures have been put in place to ensure that rink visitors are socially distanced according to latest Government guidelines.
- 8.5 Drive in Opera with the English National Opera's (ENO) La Boheme received universal acclaim and rave reviews, including a breath-taking screening on Sky Arts.
- 8.6 World-renowned photographer and artist Spencer Tunick chose the Park and Palace as the backdrop for his work, titled Everyone Together, in partnership with Sky Arts. Featuring 220 volunteer models, the image was used as the main visual to announce that the Sky Arts TV channel is now on Freeview.
- 8.7 A series of films will be screened in theatre, including the online stream of Nick Cave that was filmed earlier in the year in the West Hall. Dates to be confirmed.
- 8.8 We launched our Christmas programme including 47 performances of the Gruffalo's child, Christmas films, ice skating & Santa's grotto. Like all of our events at the moment, our teams have worked hard to create a covid secure, socially distanced environment for people to enjoy live performances.

9. Legal Implications

- 9.1 The Council's Interim Head of Legal and Governance has been consulted on this report and has no comments.

10. Financial Implications

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

11. Appendices

None

12. Background documents

None

**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****14 December 2020****Report Title:** Car Park Charging Update**Report of:** Louise Stewart, CEO**Purpose:** The report updates the Board on the progress to date, actions planned and to highlight issues that will need to be considered as the project develops.**Local Government (Access to Information) Act 1985** N/A**1. Recommendations****1.1 To note:**

- i. the progress made on the car park charging project and the target implementation date of April 2021;
- ii. the possibility that, to achieve the financially efficient treatment of the income and to effectively manage risk, the Trust may need to establish a second trading subsidiary;
- iii. that a special Trustee Board meeting may be required in January/February to finalise the financial and governance arrangements for parking income and management.

1.2 To delegate the assessment of any future discounts and exemptions to the Executive Team using the same criteria.**2. Background**

- 2.1 Following the Trustee Board's approval of the introduction of car park charges, at its meeting on 14th September 2020 the Charity Commission has approved the proposal, in the form of an Order (attached at Appendix 1)

3. Progress and next steps

- 3.1 Plans are now underway to implement the agreed car park charging proposals with a target date of April 2021.
- 3.2 Integrated Transport Planning Limited (ITP) will continue to provide expert technical support, as well as project management resource to assist Alexandra Palace to implement the scheme.

- 3.3 A suitable parking partner to provide management and enforcement services required. The specification of requirements for a car parking partner and the scheme is being finalised with expert input from ITP.

4. Treatment of Parking Income

- 4.1 There are some technical accounting details to resolve in relation to the treatment of car parking income.
- 4.2 Car park income is considered to be 'commercial' and should therefore be contained within a trading subsidiary to minimise risk to the Trust and to assist effective tax planning. There are several options to achieve this, including routing the income via the existing trading subsidiary, establishing a new subsidiary, or establishing a new subsidiary as a joint venture with a third party parking contractor. We have asked our auditors for advice with the aim of ensuring that,
- the most financially efficient outcome for the Trust is achieved
 - the Trust is guaranteed the income from car park charging and the risk of it subsidising other commercial activity is minimised.
- 4.2 The initial advice received indicates that the establishment of a new trading subsidiary would be an efficient and effective option. More work is required to fully assess the options and detail the governance arrangements that may be required.

5. Timing

- 5.1 There is a sensitivity in terms of timing. This work on treatment of income will need to be completed and approved by the Trustee Board before any third-party supplier is awarded a contract to operate parking on site. It is expected that this work will be completed in January. However, the initial stages of the procurement process can take place alongside this work being undertaken.
- 5.2 The timeframe for making a decision on the treatment of income falls between scheduled Board meetings in 2021. An additional Special Board meeting may be required in the final quarter of the financial year to receive the recommendations on the most effective treatment of parking income for the Trust.

6. Charging Tariffs and Exemptions

- 6.1 The approval by the Trust was based on charges being reasonable. No changes have been made to the charges consulted on and approved by the Trust. Any changes to the proposed tariffs prior to or after implementation need to be approved by the Trustee Board.
- 6.2 The approval was also based on discounts and exemptions being made for specific groups of users, against set criteria. It is appropriate that the assessment of any future discounts and exemptions is delegated to the Executive Team using the same criteria. However, any changes to the assessment criteria, would need to be approved by the Trustee Board.

7. Risks

- 7.1 Capacity

The most immediate risk will be the ability to progress this project during the current situation due to the restrictions on normal working practices but also internal capacity. The need for project management capacity has been recognised and addressed

7.2 Local objection

There is a risk that despite the open and transparent approach that has been taken to date and the very obvious need for the Trust to generate new income streams there could still be a level of objection to charging. The existing complaints policy and process will be used if objections are raised. However, it is worth acknowledging the risk, to emphasise the need to implement this scheme carefully and abide by best practice standards at all times. A communications plan will be developed to align with the timetable for implementation.

7.3 Insurance

Once the scheme specification is agreed it will be shared with our insurance provider to assess if implementation alters the risk profile and premium assessment.

7.4 Car parking law and regulation

There are legalities around car park charging, even on 'private land'. Whilst the Trust now has the legal ability to charge for parking it is an increasingly regulated industry. Working with an expert partner such as ITP throughout and securing an expert delivery partner to implement and operate car park charging will assist the Trust to ensure compliance with relevant legislation and best practice guidance.

5. **Legal Implications**

5.1 The legal ability to charge has been granted by the charity commission. The Trustee Board approved the Car Park Charging proposals in September 2020.

5.2 The Council's interim Head of Legal and Governance has been consulted in the preparation of this report, and given the stated intention to both follow the restrictions imposed on the grant of permission by the Charity Commission, and to work with experts to implement the proposal, has no comments.

6. **Financial Implications**

6.1 The income from the implementation of car park charging is anticipated to commence in April 2021.

6.2 The Council's Chief Financial Officer has been consulted in the preparation of this report. The report advises that there is a possibility that an additional trading subsidiary may be required. If this is the case the Trust needs to ensure that the newco can be consolidated into the accounts of the Trust group accounts in the same way as its existing trading subsidiary. The group accounts of the trust are then consolidated into the Council's group accounts. It is not anticipated that the establishment of a new subsidiary will impact on the Council's finances but to ensure that this is the case the financial effect of a new subsidiary on the Council's consolidated accounts should be modelled in advance of its establishment.

7. **Use of Appendices**

Appendix 1 – Charity Commission Section 105 Order

8. **Background Papers**

APPCT Car Park Charging Report 14 Sept 2020

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**ORDER OF
THE CHARITY COMMISSION FOR ENGLAND AND WALES**

to authorise charging for the use of car parks under the power given in section 105 of the
Charities Act 2011

dated the

26 October 2020

for the charity known as

ALEXANDRA PARK AND PALACE (281991)

in the

Borough of Haringey, London

ORDER

Being satisfied that it is expedient in the interests of the charity, the Commission authorises the charity to introduce reasonable parking charges for cars and other motorised vehicles for using those car parks (which are in existence on the date of this Order) on the charity's land.

Nia Jones

**A member of staff of the Charity Commission authorised to act on behalf of the
Charity Commission**

Reference Number: 826/2021
Case Number: C-524535

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**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****14 December 2020**

Report Title: APTL Board Appointments
Report of: Louise Stewart, CEO
Purpose: To update the Trustee Board on the appointment of the Chair and Vice Chair of the APTL Board.

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

1. Recommendations

- 1.1 To note this report.

2. Background

- 2.1 The APTL Board contains two Independent Non-Executive Directors (NEDs), appointed through an open recruitment process in July 2019.
- 2.2 The NEDs are remunerated and may claim expenses for attending meetings. The level of remuneration was benchmarked against organisations similar to APTL and in particular its context as a trading subsidiary of a charity.
- 2.3 Following changes to elected member appointments at Haringey Council, the Trustee Board subsequently appointed new Trustee Directors to the APTL Board at its meeting on 14 September 2020.
- 2.4 The APTL Board were required to appoint a new Chair at its meeting on 10 November 2020.

3. Appointments

- 3.1 The APTL Board were required to appoint a new Chair (Cllr Nick da Costa) at its meeting on 10 November 2020.
- 3.2 The APTL Board also appointed one of the Independent Non-Executive Directors. to the post of Vice Chair of APTL.

4. Remuneration

- 4.1 The appointment of the NED as Vice Chair created a Senior Independent Director role and as such prompted the APTL Board to create a remuneration scale for its

independent directors, which the Trustee Board is asked to approve in a separate report under exempt item 24 of this agenda. The remuneration scale proposed is considerably lower than non-executive director positions in purely commercial entities but reflect similar positions in similar organisations to APTL and are considered to be affordable to APTL.

5. Legal Implications

- 5.1 Paragraph 7.2.4. of the APTL Articles of Association permit the appointment of two Directors who are neither "officers, members of the Council or employees of the Company or trustees of the Charity".
- 5.2 Paragraphs 13 and 14 of the Articles, facilitates the ability for Directors to be remunerated, and paid expenses for attending meetings respectively.
- 5.3 The Council's Interim Head of Legal and Governance has been consulted in the preparation of this report, and has no comments.

6. Financial Implications

- 6.1 The financial implications are details in the exempt report.
- 6.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

7. Use of Appendices

N/A

8. Background Papers

N/A

**ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD****14 December 2020**

Report Title: Fundraising Report
Report of: James Atkinson, Development Director
Purpose: To update the Trustee Board on 2020/21 fundraising activity to date.

Government (Access to Information) Act 1985

N/A

1. Recommendations

To consider and note this report.

2. Background

- 2.1 The APPCT fundraising work is guided by the fundraising approach and policy approved by the board. The Trust is registered with the Fundraising Regulator and abides by the Fundraising Code of Practice.
- 2.2 Fundraising is an essential activity for the Charity in delivering its charitable objectives, assisting in the care of the Park and Palace and delivering programmes to benefit people from many different communities. The focus of our activities is on raising funds from Charitable Trusts and Foundation, Public/Government and lottery sources, and donations from the public.
- 2.3 The Fundraising team are set a target each year usually around £400k is felt to be an achievable amount to the amount of investment we make in fundraising. This level of return is in line with general fundraising performance benchmarks.
- 2.4 In 2019/20 APPCT secured donation income of £491,704. Key highlights included,
 - delivery of the Creativity Pavilion (funded entirely via a grant from a charitable trust),
 - securing our first project grant from Arts Council England,
 - the launch of a new public fundraising platform to follow on from the completion of the East Wing Project and Theatre 'Back to Life' campaign
 - the first year of Alexandra Palace 'Wild in the Park' supported by the Charitable Trust of an event client of APTL
 - funding from the GLA for the Park, which included tree planting to restore an avenue of trees and the creation of hedgerows
 - We also worked with RIFT Theatre to help them secure significant ACE funding under their own name to support the production of A Midsummer Night's Dream in the Alexandra Palace basements.

3. The changed landscape for Fundraising activity in 2020/21

- 3.1 It became clear in March 2020 that Covid-19 would have a significant impact on Alexandra Palace. Just one example was the Alexandra Palace Children's Book Awards ceremony, due to take place in the Theatre. All funding partners agreed to continue their support of the event, even though we were no longer able to deliver exactly as intended.
- 3.2 As lockdown was imposed and the crisis unfolded, we knew that Alexandra Palace's relationship with its audience and supporters would be very different this year, and we needed to adapt to a new way of working.
- 3.3 The wider funding landscape also changed dramatically, with many charities launching crisis appeals and even powerhouse organisations such as Royal Albert Hall or The South Bank Centre launching emergency campaigns. Many trusts and foundations prioritised voluntary organisations and charities in imminent danger of failing and normal application processes were suspended.

4. Public Fundraising

- 4.1 Alexandra Palace relies upon third party providers to process and collect donations from the public on our behalf, as we do not have our own merchant account for this purpose. At the start of the East Wing Restoration Project we used Just Giving, and then PayPal, which integrated better with the theatre seating plan.
- 4.2 To facilitate regular giving we adopted Charity Checkout (now rebranded as Enthuse) to facilitate regular giving. The pandemic showed us that we needed to offer as many routes to support Alexandra Palace as possible and this would mean using the best platforms for different types of campaigns. For example,
 - To encourage donations from visitors to the park, we introduced DONR text giving, supported by a poster campaign and social media messaging. This made it easy and convenient for people to donate via their phone.
 - To facilitate re-opening the car parks we adopted GoodBox, which could reliably handle a large volume of card transactions.
- 4.3 Some supporters have continued to support by naming a seat in the Theatre and we have benefited from a number of other initiatives, such as the Custodians for Covid project. (A project led by photographer Joanna Vestey, the project produced stunning images, which were available to purchase, of 20 London theatres in lockdown including Alexandra Palace Theatre).
- 4.4 To date, we have raised around £205,000 in public donations this financial year.

5. Trusts and Foundations

- 5.1 As mentioned above, many Charitable Trusts and Foundations postponed their usual processes during the first months of the pandemic and are only now starting to open to new applications again. We are monitoring this situation and building a pipeline of proposals.

- 5.2 Despite the disruption to our programme, we secured the second pledged payment of £50,000 to support our Creative Learning activity programme Wild in the Park. This was no doubt due to exceeding all targets in the first year of this project.
- 5.3 We have also secured continuation funds from the Rose Foundation and John Thaw Foundation, and hope to secure funding from Tottenham Grammar School Foundation again this year.
- 5.4 We have been awarded c. £13,500 from Children in Need to support our work with young people – again, this is the first time we have received funding from this organisation, so it is very welcome.
- 5.5 In total we have received around £70,000 from trusts and foundations so far this financial year.

6. Public and statutory funding

- 6.1 We managed to secure a £250,000 Emergency Grant from National Lottery Heritage Fund during the summer. We also received an Emergency Grant from the Corporate Trustee, Haringey Council, to support our essential overhead expenditure.
- 6.2 As you can imagine, the Development Team's focus has been on the Culture Recovery Fund (CRF), as this offered the single largest source of potential external grant funding for APPCT this year. An update on the CRF will be provided at the Board meeting.

7. Corporate support and sponsorship

- 7.1 This potential source of income cuts across many aspects of the organisation, from more commercial relationships to corporate social responsibility and 'good neighbour' initiatives. It is not covered by the Fundraising Strategy or policy and falls outside the fundraising regulators scope. However, we follow similar principles and ethics in relation to funds sought and accepted. Examples of more philanthropic corporate relationships include AkzoNobel (Dulux), Tarkett Flooring and Rainbow Furniture, who have all made significant contributions towards the refurbishment of the BBC Transmitter Hall. Sadly, we were unable to hold a celebration event for this project due to the pandemic, but the Development Team is continuing to work with colleagues on identifying other opportunities for support.

8. Table – 2020-21 Fundraising Income Tracker

	2020/21	Future Pledges	Purpose
	£	£	
Donations - Restoration project	5,000		Support towards Theatre
Donations - General	200,000		Public support for Alexandra Palace
Charitable trusts and foundations	13,500		Work with young people
	50,000	50,000	Wild in the Park creative learning project
	7,500		Creative Learning and Building Repair
NLHF Emergency Fund	250,000		Covid-19 response
Total	526,000	50,000	

The total amount of funding currently being actively applied for (bids submitted or about to be submitted) is £250,000.

9. Legal Implications

- 9.1 The Council's Interim Head of Legal and Governance has been consulted in the preparation of this report, and has no comments.

10. Financial Implications

- 10.1 Aside from the Culture Recovery Fund and Haringey's continued and very welcome support, we have raised around £525,000 for APPCT so far this financial year. With 'normal' targets being of limited relevance in an abnormal year, we are continuing to work as hard as we can to maximise income.
- 10.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

11. Use of Appendices

None

12. Background Papers

None

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

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