

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Monday, 11th October, 2021, 7.30 pm – Transmitter Hall, Alexandra Palace, Palace Way, Wood Green, London N22 7AY**

**Members:** Councillors Anne Stennett (Chair), Elin Weston (Vice-Chair), Nick da Costa, Dana Carlin, Bob Hare and Kirsten Hearn

**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 13 & 21 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 - 28)**

- i. To confirm the minutes of the Alexandra Palace and Park Board held on 29 March 2021, 12 July 2021 and 30 September 2021 as an accurate record of the proceedings.
- ii. To confirm the minutes of the Alexandra Palace and Park Panel held on 7 June 2021 as an accurate record of the proceedings
- iii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 16 August 2021 and to consider any recommendations from that Committee.
- iv. To receive and consider the minutes of the informal joint Alexandra Palace and Park Consultative Committee, and Alexandra Park and Palace Advisory Committee held on 16 August 2021.

#### **7. APPOINTMENTS TO COMMITTEES**

To ratify the memberships of the Advisory and Consultative Committees for 2021/22

*Membership list to follow once confirmed at the Advisory and Consultative Committee meetings on 4 October 2021.*

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

**9. CEO'S REPORT**

To note the update on current issues, projects and activities.

*Report to follow*

**10. FINANCE UPDATE (PAGES 29 - 32)**

To note the current financial position of the Trust

**11. FABRIC MAINTENANCE PLAN (PAGES 33 - 42)**

To note the annual progress report and to approve the recommended adjustments to priorities outlined in the report and presented during the meeting.

**12. MAST LIGHTING POLICY (PAGES 43 - 52)**

To approve the new policy

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

**14. FUTURE MEETINGS**

13 December 2021  
24 January 2022  
15 March 2022

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

Items 16-21 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 53 - 58)**

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 29 March 2021, 12 July 2021 and 30 September 2021 as an accurate record of the proceedings

**17. EXEMPT - LEASED PROPERTIES ANNUAL REPORT (PAGES 59 - 86)**

**18. EXEMPT - LEASE RENEWAL REPORT (PAGES 87 - 108)**

**19. EXEMPT - AUDIT FINDINGS REPORT (PAGES 109 - 142)**

**20. SAFEGUARDING / WHISTLEBLOWING**

Opportunity for the Board to consider its collective responsibilities and enable the CEO to report (by exception) and safeguarding or whistleblowing matters.

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

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Fiona Alderman  
Head of Legal & Governance (Monitoring Officer)  
River Park House, 225 High Road, Wood Green, N22 8HQ

Friday, 01 October 2021

## **MINUTES OF MEETING Alexandra Palace and Park Board HELD ON Monday, 29th March, 2021, 7.00 - 9.20 pm**

### **PRESENT:**

**Councillors: Mike Hakata (Chair), Elin Weston (Vice-Chair), Nick da Costa, Dana Carlin, Eldridge Culverwell, Bob Hare, Jason Beazley, Duncan Neill and Nigel Willmott**

#### **78. FILMING AT MEETINGS**

The Chair informed all present that the meeting was to be live streamed on the Council's website.

#### **79. APOLOGIES FOR ABSENCE**

None.

#### **80. URGENT BUSINESS**

None.

#### **81. DECLARATIONS OF INTERESTS**

None.

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

None received.

#### **83. MINUTES**

**RESOLVED** that the minutes of the Alexandra Palace and Park Board meetings held on 10 December 2020, 26 January 2021 and 15 March 2021 were approved as correct records.

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

The Chair outlined the key issues discussed at recent SAC/CC meetings: park licence and planning application. The main issue raised was that the SAC/CC requested to be kept informed in relation to planning applications.

Councillor Hare queried whether the Conservation Area Advisory Committee would be consulted on signage and it was advised that as a member of the Statutory Advisory Committee they would be consulted as part of that process.

**85. MEMBERS' INTERESTS**

Natalie Layton, Charity Secretary, requested that Members check their interests already declared and advise whether any updates were required.

Members queried whether their political party memberships should be added. **Action: Natalie Layton to check and update if required.**

**86. CEO'S REPORT**

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

The Chair noted that the mast had been lit on the national day of remembrance of people who had lost their lives to Covid-19, and that it was important to be mindful of the policy when considering requests for the mast to be lit. he also noted that it was important not to expect Alexandra Palace to mirror all occasions acknowledged by the Council.

Members noted the update on travellers in the park and the Chair requested that the protocol be circulated. **Action: Natalie Layton**

**RESOLVED that the report be noted.**

**87. FRRAC CHAIR'S REPORT**

Councillor Carlin introduced the report which highlighted relevant considerations of the FRRAC at its recent meetings. It was noted that the detail referred to in the recommendations was contained in the exempt report.

**RESOLVED that the Board**

- i. approves the recommendations in the exempt draft 2021/22 Consolidated Budget and the exempt feedback from FRRAC;**
- ii. approves the 2021/22 Delivery Plan Priorities and notes that the Trust will not be able to move further towards London Living Wage as planned, although the target date for achieving LLW remains 2022;**
- iii. considers the risks of not having adequate insurance policies and fire safety systems in place;**
- iv. notes the reputational risk if events in the Park are not managed properly.**

**88. FINANCIAL POSITION OF THE TRUST**

Dorota Dominiczak, Director of Finance & Resources, introduced the report as set out. The current financial forecast for the year ending 31 March 2021 (based on February 2021 actuals) was not materially different to the information in the report, which was based on the November closed position.

The Chief Executive emphasised the reliance that the Trust had on Gift Aid and advised that APTL events were required to ensure that donations could continue to be made using these funds.

The Chair asked whether a list of sponsors could be included on the Alexandra Palace website. The Chief Executive advised that where sponsors were linked to specific activities they would be mentioned, and also where appropriate in the Annual report.

In response to questions from Board Members, it was explained that in table 6, the figure of £606k was the total amount of short-term creditors. Members noted that the table was quite confusing and asked whether it could be made clearer that the figures were sub-totals for each section.

**RESOLVED that the report be noted.**

**89. PROCUREMENT - SUMMARY REPORT**

Emma Dagnes, Deputy Chief Executive, introduced the report as set out. The report provided an update in regard to current procurement exercises.

In response to questions from the Board, it was advised that quotes had been received for the fire systems upgrade, and Ridge & Partners LLP had been appointed to undertake best value and technical reviews. Funding for the glazing and space frames would be provided within Alexandra Palace resources however, this would significantly reduce the capital expenditure budget, so the Trust planned to approach the Council for further funding.

**RESOLVED that the report be noted.**

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

None.

**91. FUTURE MEETINGS**

12 July 2021  
11 October 2021  
13 December 2021  
24 January 2022  
15 March 2022

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

**RESOLVED that the press and public be excluded for the consideration of items 16-22 as they 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).**

**93. EXEMPT - MINUTES**

**RESOLVED** that the exempt minutes of the meetings held on 14 December 2020 and 26 January 2021 be approved as a correct record.

**94. EXEMPT - DRAFT 2021/22 CONSOLIDATED BUDGET & DELIVERY PLAN PRIORITIES**

The recommendations in the report were approved.

**95. EXEMPT - 2021/22 INSURANCE RENEWAL**

The recommendations in the report were approved.

**96. EXEMPT - EQUITY, DIVERSITY & INCLUSION (EDI) ACTION PLAN**

The recommendations in the report were approved.

**97. EXEMPT - REPORT FROM CHAIR OF APTL**

The recommendations in the report were approved.

**98. EXEMPT - SAFEGUARDING AND WHISTLEBLOWING REPORTING (IF REQUIRED)**

Noted.

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

None.

CHAIR: Councillor Mike Hakata

Signed by Chair .....

Date .....



## **MINUTES OF MEETING ALEXANDRA PALACE AND PARK BOARD HELD ON MONDAY 12 JULY 2021, 7.30-9.05PM**

### **PRESENT:**

**Councillors: Anne Stennett (Chair), Elin Weston (Vice-Chair), Nick da Costa, Dana Carlin, Bob Hare and Kirsten Hearn**

**Non-voting Members: Jason Beazley and Val Paley**

### **100. FILMING AT MEETINGS**

The meeting was not filmed.

### **101. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Duncan Neill and Nigel Willmott.

### **102. URGENT BUSINESS**

None.

### **103. DECLARATIONS OF INTERESTS**

None.

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

The Chair advised that Mr Jacob O'Callaghan had submitted questions in advance of the meeting. Mr O'Callaghan raised his questions at the meeting, and responses were provided by the Chair as below:

1. To ask if the Board as the Charity's Charity Trustees, and as such with final responsibility for the Charity, will resolve to indeed in future take such final responsibility at meetings of the Alexandra Palace and Park Committee, for considering and agreeing on which days/evenings to light the Mast for commemorative, celebratory, and other non-commercial purposes (unless the Full Council as trustee resolves to do so itself)

*The Board's role is to ensure the Charity is fulfilling its charitable purposes, by providing strategic direction. The Policy for lighting the mast is set by the Board in line with its duty to ensure the Trust's resources are used to deliver its charitable purposes.*

*The CEO is responsible for ensuring the activities of the Trust remain within the policies set by the Board. The Trustee Board would therefore not be consulted on individual applications to light the mast.*

*The Application Form states that lighting requests should align with our charitable purposes. We have been transparent in how such operational decisions are made. However, the Trustee Board will Review its policy and process to ensure that it is as clear and transparent as it can be.*

2. To ask if the Board will resolve that (in line with the Palace's status as a charitable trust, and a Listed building) such purposes will have priority over coloured lighting for commercial purposes, and exceptions to this should be determined by the Board itself.

*The Policy states that any lighting of the mast should be within the Trust's charitable purposes. The purposes include to provide recreation and entertainment. The activities of the Trust that provide recreation and entertainment, that are deemed commercial in nature are contained within its trading subsidiary Alexandra Palace Trading Ltd (APTL). The profits from APTL's activities are gifted by a charitable donation to the Trust and contribute, with the licence fee and restoration levy, over 50% of the Trust's operating costs annually. Requests by APTL to light the mast are therefore within the charitable purposes and in the Trusts best interests.*

3. To ask if they will further resolve to obtain the assurances of officers that those who suggest occasions on which the mast be lit for non-commercial purposes, are in future always informed of the date and time of such meeting and be allowed to make representations to the Board should they wish.

*The requests to approve the lighting of the mast are reviewed against the policy and if appropriate authorised by the CEO or the Deputy CEO, depending on availability. Ordinarily no meeting takes place as it is not required. A recent request was made for an annual commitment, as such the longer-term implications of such a commitment were reviewed, at the request of the CEO, by an internal group of senior staff to assess those consequences, although it should be pointed out that this request also fell outside the mast lighting policy.*

4. To ask if the Board as Charity Trustees, will consider resolving to apply for a variation of planning permission to allow the mast to be lit (other than in a special colour, for particular occasions such as above) permanently at night (in line with Planning Guidelines, and in line with the practice of other landmark buildings in the capital and country), and also to consider improving the lighting for the purpose of enhancing the architectural features of the mast and Palace in accordance with Historic England guidelines.

*The Trust has not identified any reasons why an extension to the planning permission is required to deliver its purposes. The planning permission was granted following the necessary consultation processes and is sufficient to meet our requirements. We do not have the resources to extend the lighting further and are mindful of our impact on the environment, which we are working hard to reduce across the site.*

*The reasons for the limits of the planning application are to protect the significance of the host property and other heritage assets.*

5. To ask if the Chair of the Alexandra Palace Committee will ask the Democratic Services and Scrutiny Manager to take steps to ensure, with the co-operation of Alexandra Palace staff, that their meetings are open to the public, and ensure that their agendas, the time and place of meetings, and the fact that the beneficiaries of the charity (the public) are welcome to attend, are advertised prominently on the websites and social media of Alexandra Palace and Park, and in the entrances to the Palace itself. And that further, the governance and management structure should be better explained to the public on those sites, for instance by publishing a management structure chart to explain what entities are responsible for what functions and decisions.

*All Board and Committee meetings are open to the public, and agendas (including time and place of meeting) are published five clear days before every meeting. The agendas, papers and minutes are published on the Council's website.*

*Internal staff meetings are not open to the public and it would be highly unusual for any organisation to adopt such an approach.*

*The Governance of the Charity is set out as required in the Annual Report. It is summarised on the AP website <https://www.alexandrapalace.com/about-us/the-charity/> and <https://www.alexandrapalace.com/about-us/our-people/>.*

*As part of our Governance Improvement Programme, we had plans to improve the information on these pages and will do so as soon as possible (within the resources available). This will include links to the AP meetings pages on Haringey's website and responsibility of functions can be included.*

6. To ask if the Chair of the Alexandra Palace Committee and her colleagues will resolve to consider how the beneficiaries of the Charity, the people of London (not just Haringey), can be represented, or better represented on the Board of the Charity.

*The Governance Change Programme, halted due to the pandemic and the need for all of the Trusts resources to be focussed on our response and recovery, proposed that the Governance of the Charity, whilst compliant with Charity Law and Regulation could be further improved. It was proposed that a Charitable Company Limited by Guarantee was possible and would provide the Charity with the opportunity to recruit openly to achieve the skills, expertise and diversity required of a modern charity.*

*In addition, it was proposed that the Consultative Committee should be opened into a wider stakeholder forum administered by the charity. This was set out in the Governance Report to the SAC/CC on 23 January 2018.*

There were other members of the public in attendance who had also submitted questions, however these were not received by the deadline as set out in the Council's Constitution. It was noted that the Council's rules for submitting questions could be seen as complicated and bureaucratic, however, Louise Stewart, Chief

Executive Alexandra Palace, advised that questions could be emailed directly to her at any time

**105. MINUTES**

The minutes of the last meeting were unavailable for approval.

**106. APPOINTMENTS TO COMMITTEES**

**RESOLVED**

1. To note membership of the Alexandra Park and Palace Statutory Advisory Committee, as listed in Appendix 1 of the report;
2. To note the membership of the Alexandra Park and Palace Consultative Committee, as listed in Appendix 1 of the report;
3. To appoint Councillors Carlin, Hare, Stennett and Weston as Trustee Board members for the Finance, Resource, Risk and Audit Committee (FRRAC);
4. To agree that Councillor Weston will act as Chair of FRRAC;
5. To appoint Councillors da Costa, Carlin, Hearn and Stennett to act as APTL Company Directors;
6. To appoint Councillors Carlin and Hare to the Programme Board;
7. To appoint:
  - i. Councillor Weston as Lead Safeguarding trustee;
  - ii. Councillor Weston as Lead Whistleblowing trustee;
  - iii. Councillor Hearn as Lead Equity, Diversity and Inclusion trustee.

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

The contents of the minutes of the meetings held on 15 March 2021 were noted.

**108. FRRAC CHAIR'S REPORT**

Councillor Carlin introduced the report as set out. Work was underway on the rewiring and fire detection work following receipt of a grant from the Local Authority. The accounts were due to be completed and signed off in September 2021. Significant fundraising had been raised in difficult circumstances, and ticket sales for Kaleidoscope were doing well.

**RESOLVED**

- i To note the report;
- ii. To be mindful of the progress made on the governance improvements programme, when considering agenda item 7 (Appointments to Committees) and continues to appoint a FRRAC Chair who is not also Chair of the APPCT Board.
- iii. To consider for approval the 2020/21 End of Year Report and Accounts, when presented in September 2021, subject to there being no further queries or comments raised by FRRAC.

## **109. 2021/21 - END OF YEAR MONITORING REPORT**

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

In response to a question from a Board Member, it was noted that the Outdoor Events Monitoring report would likely skip a year, and the difficulty of linking impact on the Park with events was proved in the past year.

**RESOLVED to note the report.**

## **110. CEO'S REPORT**

Louise Stewart, Chief Executive Alexandra Palace, introduced the report as set out, and responded to questions from Members:

- The Lateral Flow Test centre in the Transmitter Hall was in the process of closing down, but there was no information on how long the PCR test centre would remain in the Paddock (although they were aware that they would need to vacate by September for the first large event).
- Fundraising – because the full amount had not been raised, donations would be returned to the donors.

Dorota Dominiczak provided an update on the financial position:

Unrestricted reserves and cash flow

- 2021/22 was presented as a deficit revenue budget but in terms of bankrolling this budget there were cash resources brought to April 2021 of £1.270m. Based on end of June figures, the management accounts did not show any material difference.
- Income in total is £2.2m compared to last year income achieved of £5.2m, which included emergency grants and £615k Gift Aid. This year there would be no emergency funding or Gift Aid.
- The risk was in the 2021/22 cash flow. The current cash flow was showing a cash deficit of just under £200k in March 2022.

Capital projects

- Rewiring, alarms and lighting = £1.358m. This would be funded from a £858k special capital grant from LBH and £500k sustainability loan from Salix. Any overspend could be met from existing capital resources.

Risks beyond March 2022

- Unrestricted cash flow in 2022/23 – currently being modelled, assuming no additional unrestricted funding and no Gift Aid from Trading (means no profit made in 2021/22) so there would be an unbalanced cash flow from November/December 2022.
- It had been agreed with the Corporate Trustee that no loan repayments would be made until April 2022. If repayments were demanded in 2022/23, cash flow would be worse than predicted.

**RESOLVED to note the report.**

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

None.

**112. FUTURE MEETINGS**

11 October 2021  
13 December 2021  
24 January 2022  
15 March 2022

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

**RESOLVED** that the press and public be excluded from the meeting for the consideration of items 15-20 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).

**114. EXEMPT - MINUTES**

The minutes of the last meeting were unavailable for approval.

**115. EXEMPT - EQUITY, DIVERSITY AND INCLUSION ACTION PLAN**

The recommendations in the report were approved.

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

The recommendations in the report were approved.

**117. EXEMPT - SAFEGUARDING / WHISTLEBLOWING**

The recommendations in the report were approved.

**118. EXEMPT - LEASED PROPERTIES**

This item was deferred to a future meeting.

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

None.

CHAIR: Councillor Anne Stennett

Signed by Chair .....

Date .....

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## **MINUTES OF MEETING ALEXANDRA PALACE AND PARK BOARD HELD ON THURSDAY 30 SEPTEMBER 2021, 6.00-6.40PM**

### **PRESENT:**

**Councillors: Anne Stennett (Chair), Elin Weston (Vice-Chair), Nick da Costa, Dana Carlin and Bob Hare**

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

### **120. FILMING AT MEETINGS**

The meeting was not filmed.

### **121. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Hearn and Jason Beazley.

### **122. URGENT BUSINESS**

None.

### **123. DECLARATIONS OF INTERESTS**

None.

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

None.

### **125. WEST HALL REWIRE AND LIGHTING CONTRACT SUM**

Emma Dagnes, Deputy Chief Executive Officer Alexandra Palace, introduced the report as set out. It was noted that the original contract award had included provisional sums. The final sum in the contract was £5,400 higher than the provisional sum approved by the Board. To ensure due process was followed it was necessary for the Board to approve the higher sum although it was pointed out that following value engineering, the project was not expected to exceed the original contract sum.

Further to considering exempt information in relation to the report, it was

### **RESOLVED**

- 1. To note the update; and**
- 2. To approve the addition of £5,400 on the original contract sum (as set out in the exempt report)**

**126. FRRAC CHAIR'S REPORT**

Councillor Weston introduced the report as set out. Following a short discussion it was decided that the discussion of the Audit Findings report. would be moved to the agenda for the next Board meeting

Further to considering the exempt information at item 9 of the agenda, it was

**RESOLVED**

- 1. To note the report; and**
- 2. To approve the 2020/21 End of Year Report and Accounts.**

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

**RESOLVED** that the press and public be excluded for the consideration of items 9-12 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).

**128. EXEMPT TRUSTEES ANNUAL REPORT AND CONSOLIDATED ACCOUNTS**

The Board considered exempt information pertaining to item 7.

**129. EXEMPT INFORMATION RELATING TO THE WEST HALL REWIRE AND LIGHTING CONTRACT SUM**

The Board considered exempt information pertaining to agenda item 6.

**130. SAFEGUARDING / WHISTLEBLOWING**

There were no updates.

**131. 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 Panel HELD ON Monday, 7th June, 2021, 6.00 pm**

### **PRESENT:**

**Councillors: Dana Carlin, Bob Hare and Anne Stennett (Chair)**

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

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

#### **2. APOLOGIES**

Apologies for absence were received from Cllrs da Costa, Hearn and Weston.

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

It was noted that, it being a special meeting of the Sub-Committee, under Part Four, Section B, Paragraph 17 of the Council's Constitution, no other business would be considered at the meeting.

#### **4. DECLARATIONS OF INTEREST**

There were no declarations of interest.

#### **5. WEST HALL REWIRE PROJECT**

Emma Dagnes, Deputy CEO, set out the reasons for the urgent meeting seeking:

- approval of the award of the West Hall Rewiring LED Lights Installation contract to Bidder;
- approval to waiver of Contract Standing Order (CSO) 9.01.1 (requirement to advertise contracts above £500,000) and CSO 9.07.3 (letter of intent provision);
- authorisation for the Chief Executive of Alexandra Park and Palace Charitable Trust (APPCT), to issue a Letter of Intent to the contractor to allow for orders to be placed by Tuesday 8th June and works to commence immediately prior to contract finalisation and sealing;
- delegation of authority to the Chief Executive to agree the final terms and conclude arrangements to award the contract.

In response to questions from Panel members, the following information was provided:

- The additional specifications added in at the design stage would be protected as much as possible. There was room in the design specification for some value engineering to reduce the final cost of the work.
- The Trust's Insurers had been notified and the DCEO would work with our brokers to ensure all policies were in place.

The Fire Alarm Detection system was being installed by APPCT's incumbent provider. This work would be conducted alongside the West Hall re-wiring project. The fire alarm works had been carefully risk assessed in accordance with fire safety procedures and the fire-watch management system. It was further clarified that, throughout the rewiring and fire alarm works, the current fire alarm system would be in place ensuring that at no point the fire alarm would not be operative.

- The target date for completion of the rewiring works was the 3<sup>rd</sup> of September to ensure the Palace was able to hold large scale events from mid-September. A short contingency time period had been factored but there was a clear understanding of completion dates for the works. It was further explained that the rewiring works could not be procured any sooner as the capital funding had only been agreed on the 28<sup>th</sup> of May by the Council, through a Leader's key decision.
- The chosen contractor had experience of working in heritage buildings and the works would also include recalibrating physical access to the lighting plant so that in future access was not an issue for resolving any faults. The installed lighting would also be energy efficient saving money for the Palace.
- The contractor would be paid according to reaching set milestones and the Council's procurement were satisfied that the appropriate procurement process was being followed.
- The new upgrades to lighting would help improve the resilience of the Palace buildings, supporting holding events and income for the Palace.
- It was good practice to agree the letter of intent at this early stage to ensure that the contract was completed as soon as possible.
- Procurement were satisfied that this was a straightforward JCT contract.

The Panel were satisfied that the rewiring works were necessary and although the decision had become urgent - this project was identified on the long list of AP projects but funding had not been identified - the recent failure of the lights in the West Hall had brought forward this forward.

Following consideration of the exempt information,

## **RESOLVED**

1. To approve the award of the West Hall Rewiring contract to Bidder 1 up to a contract sum of £789,551.40 (excluding VAT).
2. To approve the waiver of Contract Standing Order (CSO) 9.01.1 (requirement to advertise contracts above £500,000).
3. To approve the waiver of CSO 9.07.3 (letter of intent provision) under CSO 10.01.1 and authorise the Chief Executive of Alexandra Park and Palace Charitable Trust (APPCT), to issue a Letter of Intent to the contractor for a value of £490,000 (excluding VAT); to allow for orders to be placed by Tuesday 8<sup>th</sup> June and works to commence immediately prior to contract finalisation and sealing.
4. To delegate authority to the Chief Executive to agree the final terms and conclude arrangements to award the contract.

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

**RESOLVED**

That the press and public be excluded from the meeting for consideration of item 7 as it 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 3; namely information relating to the financial or business affairs of any particular person (including the authority holding that information).

**7. WEST HALL REWIRE PROJECT**

The Alexandra Palace and Park Panel considered the exempt information.

CHAIR: Councillor Anne Stennett

Signed by Chair .....

Date .....

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## **MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE MEETING HELD ON MONDAY, 16TH AUGUST, 2021, 7.30 - 8.50 PM**

### **PRESENT:**

#### **Statutory Advisory Committee Members:**

Councillors Josh Dixon, Scott Emery, Emine Ibrahim, and Viv Ross.

Elizabeth Richardson (Palace View Residents' Association) and Jason Beazley (Chair, Three Avenues Residents' Association).

*It was noted that the meeting was not quorate but would continue informally*

### **1. ELECTION OF THE CHAIR FOR THE 2021-2022 MUNICIPAL YEAR**

It was noted that one nomination had been received in advance of the meeting to elect Jason Beazley as Chair. It was stated that, as the meeting was not quorate, this item would be considered at the next meeting.

### **2. ELECTION OF THE VICE-CHAIR FOR THE 2021-2022 MUNICIPAL YEAR**

It was noted that one nomination had been received in advance of the meeting to elect Jim Jenks as Vice-Chair. It was stated that, as the meeting was not quorate, this item would be considered at the next meeting.

### **3. FILMING AT MEETINGS**

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

### **4. APOLOGIES FOR ABSENCE**

Apologies for absence were received from:

Councillor Patrick Berryman

Councillor James Chiriyankandath

Councillor Khaled Moyeed

Councillor Elin Weston

John Crompton (Muswell Hill and Fortis Green Residents' Association)

Jim Jenks (Vice-Chair, Warner Estate Residents' Association)

## 5. DECLARATIONS OF INTEREST

Councillor Viv Ross noted that there were a number of issues on the agenda that related to licensing and planning and that he was a member of the Planning Sub-Committee and the Licensing Committee. Councillor Emine Ibrahim also noted that she was a member of the Planning Sub-Committee.

## 6. URGENT BUSINESS

There was no urgent business.

## 7. MEMBERSHIP 2021-22

It was noted that the membership of the Statutory Advisory Committee was as follows:

### **Advisory Committee Nominated Members of:**

Alexandra Residents Association  
 Bounds Green and District Residents Association  
 Muswell Hill and Fortis Green Association  
 Palace Gates Residents Association  
 Palace View Residents Association  
 The Rookfield Association  
 Three Avenues Residents Association  
 Warner Estate Residents Association

Jane Hutchinson  
*To be confirmed*  
 John Crompton  
 Kevin Stanfield  
 Elizabeth Richardson  
 David Frith  
 Jason Beazley (Chair & Trust Board observer)  
 Jim Jenks (Vice-Chair)

### **Appointed Members**

Alexandra Ward Cllr Josh Dixon  
 Bounds Green Ward Cllr Pat Berryman  
 Fortis Green Ward Cllr Viv Ross  
 Hornsey Ward Cllr Elin Weston  
 Muswell Hill Ward Cllr Scott Emery  
 Noel Park Ward Cllr Khaled Moyeed  
 Council-wide member Cllr James Chiriyankandath  
 Council-wide Member Cllr Emine Ibrahim

## **CONSULTATIVE COMMITTEE MEMBERSHIP**

### **2020/21 Nominated Members:**

Alexandra Palace Allotments Association  
 Alexandra Palace Organ Appeal  
 Alexandra Palace Television Group  
 Alexandra Residents Association  
 Alexandra Park & Palace Conservation Area Advisory Committee  
 Bounds Green and District Residents Association  
 Friends of Alexandra Park  
 Friends of the Alexandra Palace Theatre  
 Heartlands High School  
 Hornsey Historical Society  
 Muswell Hill and Fortis Green Association  
 Muswell Hill Metro Group  
 Palace View Residents Association

John Wilkinson  
 Hugh Macpherson  
 John Thompson  
 Dermot Barnes  
 Jacob O'Callaghan  
  
*To be confirmed*  
 Gordon Hutchinson  
 \*Nigel Willmott (Trust Board Representative)  
 Elen Roberts  
 Rachael Macdonald  
 \*Duncan Neill (Trust Board Representative)  
 John Boshier  
 \*Val Paley (Trust Board Representative)



St Mary's CE Primary School  
Three Avenues Residents' Association  
Warner Estate Residents Association

Calvin Henry  
Jason Beazley  
Richard Hudson

**Appointed Members**

Councillor Anne Stennett (Chair of APPCT Board)  
Councillor Elin Weston (Vice Chair of APPCT Board)  
Councillor Dana Carlin  
Councillor Nick da Costa  
Councillor Kirsten Hearn  
Councillor Bob Hare

**8. MINUTES**

**RESOLVED**

1. To approve the minutes of the Statutory Advisory Committee meeting held on 15 March 2021.
2. To note the draft minutes of the Joint Meeting of the Statutory Advisory and Consultative Committees held on 15 March 2021 as a correct record.
3. To note the draft minutes of the Alexandra Palace and Park Board meeting held on 29 March 2021.
4. To note the draft minutes of the Alexandra Palace and Park Panel meetings held on 15 March 2021 and 7 June 2021.

**9. CHIEF EXECUTIVE OFFICER (CEO) UPDATE**

Louise Stewart, Chief Executive Officer, introduced the report which provided an update on current issues and projects at Alexandra Park and Palace and additional information on the events programme and a range of activities of the Charitable Trust. 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. The Advisory Committee had no further comments on the item and endorsed the comments made at the joint meeting.

**RESOLVED**

To note the report.

**10. NON-VOTING BOARD MEMBERS FEEDBACK**

There was no feedback from non-voting Board members.

**11. ITEMS RAISED BY INTERESTED GROUPS**

There were no additional items raised by interested groups.

**12. NEW ITEMS OF URGENT BUSINESS**

There were no new items of urgent business.

**13. DATES OF FUTURE MEETINGS**

To note the dates of future meetings:

4 October 2021

30 November 2021

9 March 2022

CHAIR: Jason Beazley

Signed by Chair .....

Date .....

# **MINUTES OF THE JOINT MEETING OF THE ALEXANDRA PARK & PALACE STATUTORY ADVISORY COMMITTEE AND THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE HELD ON MONDAY, 16TH AUGUST, 2021, 7.30 - 8.45 PM**

## **PRESENT:**

### **Statutory Advisory Committee Members:**

Councillors Josh Dixon, Scott Emery, Emine Ibrahim, and Viv Ross.

Elizabeth Richardson (Palace View Residents' Association) and Jason Beazley (Chair, Three Avenues Residents' Association).

### **Consultative Committee Members:**

Councillors Anne Stennett (Chair) and Dana Carlin.

Hugh Macpherson (Alexandra Palace Organ Appeal), John Thompson (Alexandra Palace Television Group), Jacob O'Callaghan (Alexandra Park and Palace Conservation Area Advisory Committee), Gordon Hutchinson (Friends of Alexandra Park), Nigel Willmott (Friends of the Alexandra Palace Theatre), Rachael Macdonald (Hornsey Historical Society), and Jason Beazley (Three Avenues Residents' Association).

At the start of the meeting, Jacob O'Callaghan noted that the Alexandra Palace and Park Consultative Committee used to have a separate meeting at least once a year and that this should be the first meeting after the Council Annual General Meeting

## **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:

**Statutory Advisory Committee** – Councillor Patrick Berryman, Councillor James Chiriyankandath, Councillor Khaled Moyeed, Councillor Elin Weston, John Crompton

(Muswell Hill and Fortis Green Residents' Association), and Jim Jenks (Vice-Chair, Warner Estate Residents' Association).

**Consultative Committee** – Councillor Elin Weston, Councillor Kirsten Hearn, John Wilkinson (Alexandra Palace Allotments Association), Duncan Neill (Muswell Hill and Fortis Green Association), John Boshier (Muswell Hill Metro Group), and Richard Hudson (Warner Estate Residents' Association).

#### **4. DECLARATIONS OF INTEREST**

Councillor Viv Ross noted that there were a number of issues on the agenda that related to licensing and planning and that he was a member of the Planning Sub-Committee and the Licensing Committee. Councillor Emine Ibrahim also noted that she was a member of the Planning Sub-Committee.

#### **5. URGENT BUSINESS**

There was no urgent business.

#### **6. MINUTES**

In relation to the minutes of the joint meeting on 15 March 2021, Jacob O'Callaghan, Alexandra Park and Palace Conservation Area Advisory Committee, drew attention to his comments that the Trustees could enforce the bylaws instead of the traffic enforcement proposals. The Chief Executive Officer noted that the bylaws could be used but explained that they were not considered to be the most cost effective measures and would require enforcement officers.

In relation to the Board minutes on 29 March 2021, Cllr Ibrahim asked about the policy for requests to light the mast. The Chief Executive Officer noted that there were restrictions on the number of days and times that the mast could be lit. It was explained that it had originally been done to celebrate Alexandra Palace commemorations but that there was an internal process in place to consider requests. It was added that this was a charitable resource that could only be used for charitable purposes. It was also noted that there were an increasing number of requests which could not all be honoured but that the Trustees were reviewing the policy for lighting the mast. Councillor Stennett stated that there had been a good discussion at the Board meeting and that the conclusion had been for the Trustees to look at the policy for lighting the mast. Members suggested that it would be beneficial to look at the lighting policies of other buildings in London.

#### **RESOLVED**

1. To approve the minutes of the Joint Meeting of the Statutory Advisory and Consultative Committees held on 15 March 2021 as a correct record.

2. To note the draft minutes of the Statutory Advisory Committee meeting held on 15 March 2021.
3. To note the draft minutes of the Alexandra Palace and Park Board meeting held on 29 March 2021.
4. To note the draft minutes of the Alexandra Palace and Park Panel meetings held on 15 March 2021 and 7 June 2021.

## **7. CHIEF EXECUTIVE OFFICER (CEO) UPDATE**

Louise Stewart, Chief Executive Officer, introduced the report which provided an update on current issues and projects at Alexandra Park and Palace and additional information on the events programme and a range of activities of the Charitable Trust.

It was noted that there had been no substantial update in relation to car parking since the last meeting. It was explained that the procurement process was progressing and it was aimed to implement the new scheme from April 2022. It was added that the donate to park scheme would be continuing until then.

In relation to the Duke's Avenue Bridge, it was clarified that the Trust felt that 'permitted development rights' should not apply to any proposed changes to the bridge and that a full planning application process was required. However, since then, it was noted that Highways England had halted its programme of legacy bridge works across the country and was revising their approach after a significant amount of protest from a range of local and national interest groups and the general public.

It was enquired what sort of consultation would take place in relation to the charging for professional dog walkers. The Chief Executive noted that the Trust had been looking to introduce licensing for professional dog walking in Alexandra Park for several years. It was explained that a number of areas had introduced schemes for valid management reasons, primarily in order to meet costs. It was noted that there was no timetable for consultation but that the Trust would be approaching local professional dog walkers and active social media groups; it was added that any suggestions for consultees were welcomed.

It was enquired whether the slogans for Alexandra Park, such as 'Forever Yours', had been tested more widely in a focus group. The Chief Executive noted that there was no budget to conduct a focus group but that the feedback provided on the had been noted and that the wording of the slogans had been revised.

It was noted that the building, including the East Court, remained closed to the general public, other than for specific events. The Chief Executive explained that it was aimed to re-open to the public as soon as possible but that it was necessary to have appropriate cleaning regimes and arrangements in place.

In response to a question about flooding on the site near the Crouch End Playing Fields, the Chief Executive noted that the flooding had been a known issue for a number of years. It was explained that an application had been made to the Mayor's

Fund for sustainable drainage systems (SUDS); the whole area would need to be surveyed and the Community Infrastructure Levy (CIL) would be funding some of the surveys. It was added that this was being progressed with Haringey Council and that there would be a site visit with the Head of Planning shortly.

It was noted that a number of members and local residents responded positively to the set up for Kaleidoscope as it had been contained within the boarded area and the vehicles had not caused damage to the park or created risks for pedestrians. However, it was stated that the post-event process had not operated as smoothly. It was suggested that it would be beneficial if the post-event process could replicate the pre-event process. The Chief Executive noted that she would forward this feedback.

It was noted that the BBC would be commemorating its 100 year anniversary in 2022 and it was enquired whether there were any plans to offer support. The Chief Executive noted that discussions were ongoing with the BBC and that it should be possible to provide future updates.

Cllr Ibrahim noted that the Cyprus Wine Festival was no longer taking place at Alexandra Palace and it was enquired whether the diversity of events was being maintained. The Chief Executive explained that the team was now collecting more information relating to the diversity of events, including audiences and artists, in order to increase diversity. She noted that she could not discuss individual events in a public meeting but that the issue of diversity and overcoming any barriers to access could be further discussed outside of the meeting.

## **RESOLVED**

To note the report.

### **8. NON-VOTING BOARD MEMBERS FEEDBACK**

Nigel Willmott, Friends of the Alexandra Palace Theatre, noted that he had been unable to attend the last Board meeting. He explained that he had made a comment previously about new ways to create revenue streams using the theatre. It was added that the investment in regeneration had paid off.

### **9. ITEMS RAISED BY INTERESTED GROUPS**

Jacob O'Callaghan, Alexandra Park and Palace Conservation Area Advisory Committee, noted that he would like to raise the issue of the efficiency, diversity, and powers of the Alexandra Palace and Park Consultative and Advisory Committees and the Alexandra Palace and Park Committee/ Board as representatives of users of the Palace and Park from London and beyond. He stated that he was part of a new group that wanted to apply to join the Consultative Committee. He added that it was difficult to explain to people how the various bodies and committees worked. He stated that there was duplication within the various meetings and that the representatives were not particularly representative of the community. He suggested that the governance of the various bodies should be reformed.

The Chief Executive agreed that the various committees might no longer be fit for purpose. It was explained that there had been a governance review in 2017 which had identified the need for changes to be implemented. However, it was noted that there were some practical limitations, including the fact that an Order would be required to make changes to the Statutory Advisory Committee. It was suggested that it would be beneficial to obtain the views of the members of the existing committees before embarking on any public consultation. It was noted that the Alexandra Park and Palace team was required to engage with stakeholders and had offered to approach people outside of the committee structures if this suited them better. The Chief Executive also noted that, due to the Covid-19 pandemic and the need to focus on financial recovery, the governance review was not currently a priority but she stated that it would be useful to consider modernising or replacing the existing committees to ensure that they were more representative.

#### **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:

4 October 2021  
30 November 2021  
9 March 2022

CHAIR:

Signed by Chair .....

Date .....

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**ALEXANDRA PARK AND PALACE CHARITABLE TRUST  
BOARD MEETING**

**11 October 2021**

**Report Title:** Financial Position of APPCT and APTL

**Report of:** Dorota Dominiczak, Director of Finance & Resources

**Purpose:** To update the Trustee Board on the revised forecasts for the Trust for Q1 together with annual forecast.

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

**1. Recommendations**

To note the report.

**2. Executive Summary**

- 2.1 The Trust emerged from the pandemic with surplus reserves of £1.4m, which are being utilised during 2021/22 to cover its budgeted operating deficit of £1.4m (Table 1). Income and expenditure are tracking on target with a small variance of £5k overall.
- 2.2 The Trust's cash projection is positive throughout 2021/22 (Table 3 and 4). A balance of just under £1.3m was brought forward in April 2021 from the previous year following the Culture Recovery Fund grant, which supported last year's expenditure and allowed the Trust to accumulate cash resources to fund 2021/22 expenditure.

### 3. APPCT Funds

**Table 1 - Unrestricted Funds forecast**

APPCT At Month Ending 30th June 2021	2020/21 Audited £	Year 2020/21 Budget £	Year 2020/21 Forecast £	Year 2020/21 Diff £
<b>Income</b>				
Unrestricted	5,355,216	2,527,318	2,543,830	16,512
<b>Total Income</b>	<b>5,355,216</b>	<b>2,527,318</b>	<b>2,543,830</b>	<b>16,512</b>
<b>Expenses</b>				
Running and maintaining the Park	(478,856)	(571,228)	(580,653)	(9,425)
Running and maintaining the Palace	(2,656,473)	(2,582,104)	(2,582,792)	(688)
Creative Learning	(21,966)	(4,710)	(11,120)	(6,410)
Strategic Projects	(184,879)	(241,877)	(241,867)	10
Fundraising	(124,817)	(120,422)	(125,681)	(5,259)
Strategic Leadership	(188,405)	(266,092)	(255,849)	10,243
Support Costs	(212,462)	(187,674)	(187,780)	(107)
<b>Total Expenses</b>	<b>(3,867,858)</b>	<b>(3,974,107)</b>	<b>(3,985,742)</b>	<b>(11,636)</b>
Transfers	6,342	0	0	0
<b>Net Movement in Unrestricted Trust Funds</b>	<b>1,493,699</b>	<b>(1,446,788)</b>	<b>(1,441,912)</b>	<b>4,876</b>
<b>Unrestricted Funds Brought Forward 1st April x</b>	<b>22,983,370</b>	<b>24,477,069</b>	<b>24,477,069</b>	
<b>Movement</b>	<b>1,493,699</b>	<b>(1,446,788)</b>	<b>(1,441,912)</b>	
<b>Unrestricted Funds Brought Carried Forward 31st March x</b>	<b>24,477,069</b>	<b>23,030,281</b>	<b>23,035,157</b>	

- 3.1 The current projection of unrestricted income shows a positive variance of £16,000, which represents income from park tenants provided for but recovered after the year end.
- 3.2 The unrestricted expenditure is tracking mainly on budget and showing £11,000 variance which is caused by the timing of incurring expenditure across all cost centres.

**Table 2      Restricted Funds forecast**

Funds & Expenditure	Total of Creative Learning Funds	Ice Rink Screens	NHLF remaining funds to support Project salaries	English Heritage grant - remaining funds	Creative Learning Zone - remaining Sacler grant	Organ repair and maintenance fund	Total
		Pledges					
	£	£	£	£	£	£	£
B forward funds as at 01.04.21	394,028	15,000	26,383	1,382	3,243	-	440,035
	Total	Total	Total	Total	Total	Total	Total
	£	£	£	£	£	£	£
Incoming Funds	30	-	-	-	-	29,779	29,809
Expenditure	(173,231)	0	(26,382)	0	0	(29,779)	(229,392)
	(173,201)	0	(26,382)	0	0	0	(199,583)
Funds remaining	220,826	15,000	1	1,382	3,243	0	240,452

- 3.3 The Trust has a limited number of restricted funds and they are mainly funded by the remaining NHLF grant for the Activity Plan and the Project funds brought forward (b/f £420,000). A further £15,000 represents funding towards the Ice Rink screens, however, as the campaign did not achieve its £95k target, the donor will be contacted and offered a refund (in accordance with fundraising regulation).
- 3.4 During 2021/22 £200,000 of the restricted funds will be expended on supporting salaries and activities of the Creative Learning team. Our fundraising efforts continue to explore funding options to support this team post 2021/22. We are also modelling self-funding options as otherwise these costs will have to be met from unrestricted funds in the future putting more pressure on the main activities of the trust, or cease altogether
- 3.5 Organ restoration is funded by the Friends of the Organ and the Trust delivers this function on their behalf (cost neutral to the trust). The Trust is responsible for repairs and maintenance. No repairs or maintenance have taken place this year.
- 3.6 The Trustees' Information Pack provides a fuller report presented to FRRAC in August along with the Five Year Medium Term Financial Plan.

#### **4. Risks and considerations**

- 4.1 The pandemic has made a significant and long-lasting impact on the Trust and its trading subsidiary. The Trust relies on the annual gift aid transfer from APTL and this is a critical income stream for the Trust to undertake its work and balance its books. We have re-modelled the Trust's Five Year forecast assuming that it will take at least a number of years for APTL to recover to its full profitability at its pre-pandemic level.
- 4.2 The Trust is grateful for continuing support of its Corporate Trustee, albeit with no formal Funding Agreement in place. The annual conformation of the grant makes longer term

planning difficult and uncertain. Although we are grateful for the information provided by the Corporate Trustee about its medium term financial plan which gives an indication of future funding levels.

- 4.3 It has been clear for a number of years that the level of capital funding available to the trust is insufficient to keep up with required critical repairs and maintenance. Earlier this year the Corporate Trustee agreed to provide a special grant funding of £858k to support the rewiring of West Hall and the replacement of Fire Alarms project, both of which became urgent. We also appreciate the facilitation provided to secure the Salix lighting loan, to replace discharge lighting with LEDs in two of our main spaces. These projects are critical to ensure that the palace provides a safe and sustainable space for its income generating activities to take place. The annual capital grant of £470k ensures a basic but insufficient maintenance of the Place and Park, which is likely to result in more emergency situations in the future.
- 4.4 The Trust is grateful that the Corporate Trustee allowed a period of no loan repayments until April 2022. This allowed us to keep funds to pay for the revenue expenditure whilst the Group coped with the impact of the pandemic. A further £500k interest free loan has been taken from Salix to support the sustainable lighting project mentioned above. Over the past few years, the Trust has undertaken loans to invest in the building capital repairs and development of the spaces to support its activities, but it is becoming difficult to plan for the repayments whilst income sources remain uncertain.
- 4.5 The fundraising efforts secured a significant amount of emergency grant funding including Culture Recovery Fund grant last year to support unrestricted expenditure. It is a concern that fundraising is becoming more difficult than before the pandemic. FRRAC are reminded that funders are likely to support a specific project or a restricted activity rather than regular revenue expenditure.

## **5. Legal Implications**

- 5.1 The Council's Head of Legal & Governance has been consulted in the preparation of this report, and in noting that a re-modelled Five Year forecast has taken place – in the context of the statutory duty placed on the Council to keep the Palace and Park open free use and recreation of the public forever - has no comment.

## **6. Financial Implications**

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

## **7. Use of Appendices**

None

## **8. Background Papers:**

Trustees Information Pack documents: FRRAC Minutes, Group Financial Position Report, Five Year Medium Term Plan.



## **ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD**

**11 October 2021**

**Report Title:** Fabric Maintenance Annual Update

**Report of:** Neil Coe (Building Surveyor), 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 note and proceed with the recommended priorities.

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

### **1. Recommendations**

- 1.1 To note progress made in 2020/21 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 as listed below with more detail to be presented at the meeting:

#### **Sector 1 –West Entrance, Palm Court and Adjoining Spaces**

- Priority A Straighten, repair & reglaze external WSY doors
- Priority A Palm Court Roof -Glazing overhaul & repairs
- Priority A Palm Court extras and straightening of 1no vent
- Priority A Palm Court minstrel gallery rooflights
- Priority A Roof Access Palm Court July 2020 and August
- Priority A Palm Court West Atrium -replace GWG glass next to door exit
- Priority A West atrium Replacement of 2No door stays
- Priority A Palm Court Glazing Repairs Access –January 2021
- Priority A Palm Court Roof Repairs January 2021
- Priority A/B SW Pavilion roof repair and decoration
- Priority A/B Palm Court arched window glazing repairs and access windows
- Priority A/B Redecoration

#### **Sector 2 –West Hall, West Corridor and Adjoining Rooms - Priority A/B Redecoration**

#### **Sector 3 –Service Yard, Stores and North West Tower**

- Priority A/B West hall Organisers office corridor redecoration works
- Priority A Security corridor/staircase redecoration works
- Priority A Level 5 corridor/staircase redecoration works
- Priority A Balance for West Yard Acoustic Doors
- Priority A Replace rooflights over Marble Staircase

- Priority A West Hall inner shutter emergency screen and door and repairs to existing doors
- Priority A Roof leak repairs
- Priority B North West Service Hall roof access install

### **Sector 4 –South West Tower**

- Priority A SW Tower Masonry Repairs & Reinstatements
- Priority A Access -spider hire, generator and leads
- Priority B SW Tower renew roof, windows and internal scaffold

### **Sector 5 –Panorama Room and South West Colonnade**

- Priority A Emergency repairs to PR link roof
- Priority A/B -SW Colonnade floor slab renewal ( 2 bays)
- Priority B SW Colonnade & West Light well roof access install

### **Sector 6 –The Great Hall**

- Priority A Great Hall floor patching repairs
- Priority A Spaceframe sample decoration panel
- Priority A Spaceframe welding repairs
- Priority A GH/NY Bridge/fire escape Structural survey & recommendations
- Priority A CAD elevations Bridge/GH North
- Priority A/B Great Hall Partial Redecoration January 2021
- Priority A Great Hall/North Service Yard Bridge & Stairs structural fees
- Priority Additional welding to the space frame September 2020
- Priority A Great Hall Spaceframes -External Redecoration
- Priority A Great Hall Glazing Servicing & Replacements
- Priority B Carry out feasibility for resurfacing the entire floor to Great Hall

### **Sector 7 – Ice Rink and Adjoining Spaces**

- Priority A Ice Rink Duct Trims
- Priority A Smoke Vents Replacement
- Priority A/B Works to Ice Rink Perimeter Flat Ceiling
- Priority A Plinth & surround works Ice Rink & Café
- Priority A Additional masonry works to Ice Rink west wall
- Priority A Remedial flooring works
- Priority A Ice Rink West Staircase -Replastering and renewal
- Priority A/B Ice rink partial redecoration to doors, by stands, East Corridor plinths & East Lightwell
- Priority A Glazed roof lantern (West) over Ice Cafe/Reception
- Priority A Roof repairs (south)
- Priority A Upgrade works to low ceiling, ice pad, replacement kicker boards
- Priority A Essential barrier works
- Priority A Sump pit waterproofing Snow pit & plantroom pit

### **Sector 8 –Theatre, North East Tower and Adjoining Spaces**

- Priority A Theatre ceiling joist hanger installation-East & General
- Priority A Door Refurbishments
- Priority A Theatre ceiling joist hanger installation-East end
- Priority A Spider access for bi-annual inspections of ceiling, walls & proscenium arch
- Priority A Theatre Bi-annual ceiling, proscenium arch and walls inspections January 21
- Priority A Theatre auditorium ceiling -Additional strengthening works structural advice
- Priority A Theatre Stage propping scaffold inspections 2020/21
- Priority A/B Redecorations

**Sector 9 : Former BBC Studios**

- Priority A Door refurbishments East Lightwell
- Priority A/B East Lightwell replacement ceiling tiles
- Priority B East Lightwell roof access install

**Sector 10 : South East Tower and Adjoining Spaces**

- Priority A BBC Tower 4th floor CEO office -Prop and resecure
- Priority B BBC Tower -Additional decorations after rewiring
- Priority A Door refurbishment
- Priority A/B Decoration & repairs to staff toilets, part offices & corridor
- Priority A BBC colonnade office cornice -urgent works Jan 2021
- Priority A Over felting to leaking zinc roof over BBC link/toilets
- Priority B Extra over to renew roof with zinc coverings
- Priority A/B Redecoration

**Sector 11 : East Court, Ice Rink Foyer and Adjoining Spaces**

- Priority A East Court Roof -Glazing overhaul & repairs
- Priority A Glazing Works to East Court -Retention for glass changes
- Priority A East Court Roof -Access -July 2020
- Priority A East Court ramp Yorkstone pinning & rebedding
- Priority A East Court Roof Repairs March 2021
- Priority A Equipment hire for East Court Roof Repairs March 2021
- Priority A SE office building staircase renew beam and ceiling
- Priority A/B Zinc roof renewal and parapet repairs over corridor
- Priority A/B Glazing repairs to East Lightwell

**Sector 12 : South Basement**

- Priority A -Coniston -Retention
- Priority B Annual structural survey

**Services : Life Safety**

- Priority A Replace 2 x CBS units West Hall Gantry
- Priority A Tank 1 + 2 remedial works
- Priority A Replacement of 1 x aspiration unit in Palm Court

**Services : Critical**

- Priority A/B B&K distribution board and Skate hire distribution board
- Priority A/B Move isolator, contactor &DB from gantries to accessible location x6
- Priority B South Terrace Power Supply
- Priority A Power distribution 5 year fixed wiring testing 20% per year
- Priority A Repairs to Back-up generator Main Building
- Priority B Back-up generator Main Building
- Priority B Power distribution 5 year fixed wiring testing remainder

**Services : Operational**

- Priority A West Yard Goods Lift additional enclosing
- MOB Controls & further works Supply & Fit 1 No Safety Control Board
- Priority B Re-location of Air conditioning Unit PC4
- Priority A Supply & Install 3 x 2000L Flamco Expansion
- Priority A Palm Court disabled internal doors
- Priority A Palm Court plantroom -Replace B&K hot water booster set
- Priority C Remove redundant chiller to North Yard serving Palace Suite
- Priority A BMS remedial works -Replace 7 Belinodampers

- Priority A Replace insulation on AHUs and pipework on level 5 roof
- Priority A/B Upgrade of BMS system
- Priority A Roof cleaning
- Priority A Clean up pipes and repaint with waxlow paint
- Priority A Pipe modifications on Level 5 roof plant
- Priority A Install and commission new DP switch on Boiler 1
- Priority A Replace PCB and fan/motor
- Priority A Replace 9 flow control valves East Corridor smoke vents

## 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 7 2020/21 are set out 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 since the last review of the 10-year Fabric Maintenance Plan is:
- |                |       |  |
|----------------|-------|--|
| Fabric items   | 29.2% | (actual against target of 67.0% for end of Year 6) |
| Services items | 57.7% | (actual against target of 67.8% for end of Year 6) |
- 2.5 Figures on progress are also available for last year where the normal reporting cycle was disrupted by the pandemic with:
- |                |        |  |
|----------------|--------|--|
| Fabric items   | 33.7%  | (actual against target of 75.7% for end of Year 7) |
| Services items | 68.87% | (actual against target of 75.9% for end of Year 7) |
- 2.6 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    |
- 2.7 Year 6 continued to focus on Health and Safety and making the building weather-tight, and the significant deterioration to the East Court and Palm Court glazed domes and atriums began to be addressed with initial urgent repair packages. Additional resources were found in Year 7 and 8 for the full survey and external servicing to the East Court and Palm Court glazing, and external servicing and repairs to part Great Hall roof glazing (2 out of 16 bays), which largely coincided with lockdown and the main event spaces being out of use.
- 2.8 The deferral of the TV studios restoration (originally part of EWRP) will delay the progress of the FMP scheduled fabric repair and services renewal in these areas into Year 8 and beyond.



- 2.9 Installing safe access to all roof areas has been deferred further (with previous progress on East Wing Restoration Project and West Yard Project in Year 4 and part Great Hall in Year 3), due to other H&S and operational priorities. LBC has been granted for the Great Hall roof access upgrade, but only part has been implemented, and elements of the consent may benefit the potential proposal of a Skywalk and to improved maintenance access provision.
- 2.10 The condition of the East Court and Palm Court glazing, gutters and leadwork has improved, with full abseil access gained to both domes and all atriums. We introduced a bi-annual glazing service in Year 6 and the aspiration was to bring the East Court and Palm Court back into reasonable and serviceable condition within 1.5 to 2 years. This has already been achieved between Year 7 and 8 and to take advantage of the lockdown, and reduced use of public spaces.
- 2.11 The bi-monthly periodic inspections continue to the external elevations, due to lack of funds for conservation works, and are still proving essential, with the condition stabilized over the last 12 months. We had an unusually hot and wet year and this is likely to impact on the condition and safety of the external fabric over this winter and next spring. The SW Tower decorative rendered features were repaired to the public elevations (South & West) and are holding up well. Further stabilizing work also recently completed to Palm Court entrance and Great Hall North bridge, in readiness for reopening of the Palace to major events.
- 2.12 Progress has continued with 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 Reasonable progress has also been made on the renewal of Operational services installations, such as Great Hall loading bay shutter, which also has Life Safety and Licensing requirements, and to make the Palace more resilient and controllable.
- 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 have 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 predominately Priority A items only during Year 7 & 8, with several Priority A and A/B items deferred from Year 6 into subsequent years. All of the Priority B, C and D items will need to be deferred into Year 8 or 9 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 (although the impact has been lessened by modest improvements to the SW corner and east wall), West Hall and Ice Rink (partially completed). The brick and render repair to the South Terrace/Traitor's Gate and low level to the BBC colonnades and SW Tower also remain desirable, together with the completion of the renewal of Critical services items.
- 2.16 The installation of a bespoke fire alarm system to the Great Hall, was considered a Priority A in 2019 and kept as a reserve item. The system is still functional but difficult to maintain, and further design work has been done to find a system that will fully meet the operational requirements of this multi-purpose space. The new aspirating fire alarm system is being installed to Great Hall/West Hall and was combined with the West Hall rewiring/relighting project. Ancillary spaces are also being rewired and new detectors fitted along with additional call points. The change over from old to new systems should take place in the next few months.
- 2.17 This is not an exhaustive list; other reserve items include: remainder of central battery system for emergency lighting (3no. 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 has had 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 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. More recent improvements have been to Ice Rink (Interior), and projects to be concluded shortly on the West Hall (Wiring/Lighting/Fire Alarm), Great Hall (Fire Alarm) and East/Palm Court (Roof glazing) which will be reflected in the next annual review.
- 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 at the end of Year 5 & 6 remaining at 71% to 29%. Further modest enhancements are hoped to be achieved by end of Year 7 & 8 (2020/21 & 2021/22) with the intended conservation repair of the North East Office Building (with up to 90% grant from Historic England) and potential Meantime Use/Investment in various semi-derelict/unused spaces.
- 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 was 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. Further progress on Great Hall/West Hall/Palm Court fire alarms and relocation of emergency lighting batteries for West Hall is completing in Year 7&8.
- 3.5 The structural condition of the Victorian basements under the Panorama Room and SW Colonnades has stabilized following the structural investigations/repairs, enhancements to drainage and ventilation, and waterproofing completed in Year 5.

- 3.6 The proposed renewal of two bays of the corroding clinker concrete floor slab to the SW Colonnades at £39,000 reallocated into Year 7 has been deferred until 2022/23 due to higher priorities elsewhere. There are still no immediate plans at the time of writing for the redevelopment of this area with reinstatement of a building behind the colonnades and partial use of the basements.
- 3.7 The condition of the roofs, roof lanterns and joinery had deteriorated with health & safety and security implications, and the capital budget was reallocated to carry out essential works to Palm Court external doors, Theatre balcony fire doors, East Lightwell/ BBC store fire doors, and priority repairs roof leaks. Palm Court Suites lantern refurbishment was deferred until 2021/22 and will be part funded by the Rose Foundation.
- 3.8 The Great Hall space frames gained Listed Building Consent to change the colour from 'blue' and have been repaired and redecorated in 'aluminium grey' marine paint system which should provide lasting protection for many years. The spaceframes now harmonise better with the roofscapes and will assist with the colour strategy for the Palace.
- 3.9 Long overdue repairs and enhancements have been carried out to the Ice Rink before and during lockdown and the internal condition has noticeably improved. Further works, including refurbishment of toilets/changing rooms and renewing the stud flooring throughout (particularly to Ice Café/Reception) is needed to change the condition rating from 'Fair' to 'Good'.
- 3.10 It may be worth reiterating that the FMP had to take a pragmatic approach to the renewal of the business-critical services items (including 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, which proved the case for the West Hall wiring and lighting.
- 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 originally rated as Poor throughout largely due to the age of the installations. Sectors such as the Theatre and East Court previously improved to Good/Fair due to renewals within the EWRP (which were excluded from the FMP), and progress had been made on the Life Systems and some Operational Systems, including the main lifts. The renewal of the services is likely to be greater than that included within the FMP by Year 10 based on the average/extra spends to date.
- 3.13 The rewiring and relighting of the West Hall proved essential and this major project was completed during lockdown and extended closure of the event spaces. Energy efficiencies for relighting being funded by Salix.  
The rewiring of the Great Hall serveries and BBC Offices also proved necessary, and this was carried out by the in-house engineering team to control costs.
- 3.14 The condition of the fabric improved significantly to Sectors 8 (Theatre, NE Tower and Adjoining Spaces) and Sector 11 (East Court and Adjoining Spaces) the year before,

and partially to Sector 3 (West Service Yard Storage Building and NW 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, and SW Tower elevations addressed during lockdown. The BBC Wing and South Basement elevations remain as 'Poor' but in relatively stable condition, whereas the North East Office Building has deteriorated further.
- 3.15 The re-securing of the North Wall by the new building substantially reduced the structural risks associated with the free-standing North Wall and its condition has remained 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. Lockdown has had a major impact on the priorities and availability of time to carry out essential maintenance and renewal. The priority is always the safety of the public, staff, and contractors but also to make the building and operations more resilient in the longer term.
- 3.17 Opportunities still 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 years ahead. The funding for NEOB was not available (due to huge demands on Historic England during Lockdown) and the Trust was unable to match fund the 10%. The building was deteriorated further, and we would hope to reapply in the next funding round.
- 3.18 The Trust holds valid Public and Employer Liability Insurance and property insurance (with specialist insurers for historic buildings) as previously reported. 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 Head of Legal & Governance has been consulted in the preparation of this report, and in noting the legal implications detailed above, coupled with the fact that both health and safety and insurance issues are kept under review, with appropriate action taken when necessary, has no comments.

#### **5. Financial Implications**

- 5.1 Reallocation of capital items to remain within budget for 2020/21 with carry-over from deferred projects allocated in 2021/22.
- 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, 2020/21 Trust Budget.

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**ALEXANDRA PARK AND PALACE CHARITABLE TRUST****BOARD MEETING****11 October 2021**

**Report Title:** Mast Lighting Policy  
**Report of:** Louise Stewart, CEO  
**Purpose:** To approve the new Mast Lighting Policy.

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

**1. Recommendations**

- 1.1 To approve the new policy on lighting the mast at Alexandra Palace;
- 1.2 To delegate authority to the CEO to make amendments following any comments from the Corporate Trustee's legal team, in consultation with the Board by email and reported at the next Trustee Board meeting.

**2. Summary**

- 2.1 The ability to light the mast, on top of the BBC tower, at Alexandra Palace was made possible through the East Wing Restoration Programme.
- 2.2 The purpose of lighting the mast was to highlight the heritage of Alexandra Park and Palace Charitable Trust, draw attention to our messages and highlight our activities.
- 2.3 To ensure it was lit for appropriate purposes an operational policy was created that stated the appropriate decision maker and process before the mast was lit. Over time the Trust received an increasing number of requests to light the mast for various purposes. The policy was varied to take account of external requests and an application process was added to ensure all requests were handled fairly, assessed against our charitable purposes and channelled into the same decision making process.
- 2.4 Whilst the purpose of lighting the mast was not to create a beacon for general public messaging, the iconic nature of the building and visibility of the mast generated a number of requests to take part in wider campaigns. Where these were

felt to be aligned with the Trusts charitable purposes and activities the Trust participated.

- 2.5 Not all requests internal or external were approved. A record of all applications and the outcome has been kept.
- 2.6 However the Trustees were recently questioned about their involvement in decision making on mast lightings following a refusal to light the mast, according to the policy at the time.
- 2.7 Whilst lighting the mast is generally an operational issue that would not involve the Trustee Board this particular refusal combined with the increased number and range of requests highlighted the need to review the policy.
- 2.8 The new policy attached at appendix one is a newly written policy and not an amended version of the previous operational policy. It has been created following consultation with the Trustee Board and enables the Trustees to take a decision on lighting the mast for purposes other than to deliver the Charity's purposes or on requests from external organisations that also that do not fall within the purposes.

**3. Is the decision/ action consistent with the Charity's Vision, Mission Purpose and Values? Five Year Plan priority pillars?**

- 3.1 The new policy aims to ensure the Charity's resources are focused on delivering our Vision, Mission and Purpose. The willingness of the Trustees to review and revise the policy when questioned on it also demonstrates our value of being open and genuine.
- 3.2 Whilst the review and revision of the policy itself does not deliver the Five Year Plan Pillars it provides a clearer and more transparent process that will enable the Trust to use its resources more effectively.

**4. Equality, Diversity & Inclusion (EDI)**

- 4.1 The mast policy ensures that all requests are treated equally, assessed and processed via the same procedure.
- 4.2 The policy if approved will be summarised and published on the website.
- 4.3 The policy of lighting the mast provides a means for the Trust to showcase its diverse programme of events and activities.
- 4.4 There have been no adverse impacts identified on any groups with protected characteristics.

**5. Legal Implications**

- 5.1 The policy takes into account regulatory guidance from the charity commission about the appropriate use of charity resources.
- 5.2 The policy takes into account regulatory guidance from the charity commission on the Trustees responsibilities in relation to political campaigning



- 5.3 The Council's Head of Legal & Governance was consulted in the preparation of this report, and has no comment but due to timescales requires additional time to review the Charity Commission guidance referred and advises that the policy should not be implemented until the legal comments are received.

**6. Financial Implications**

- 6.1 There are no financial implications of this report.
- 6.2 The Trustee Board are reminded that should adjustments be required to the planning permission governing the lighting of the mast, this will have minor financial implications.
- 6.3 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

**7. Use of Appendices**

Appendix 1 – Mast Lighting Policy

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## Lighting the Mast Policy

### 1. Introduction

This document sets out the policy, and procedure for Alexandra Park and Palace Charitable Trust (APPCT) and its trading subsidiary APTL, hereafter known as 'Alexandra Palace' in relation to lighting the mast on the top of the South East tower, known as the 'BBC Tower'.

### 2. Scope

This policy applies to any requests for the Alexandra Palace mast to be lit, whether originating internally from employees, volunteers, Trustee Board members, APTL Directors, or externally from a stakeholder committee, individual members of those committees, external organisations, or members of the public.

### 3. Policy

- 3.1 It is the policy of the Trust that, as a charitable resource, the mast should primarily be lit in support of the Trusts' charitable purposes, to promote or raise awareness of those charitable purposes, including celebrating and commemorating the history, heritage and anniversaries of Alexandra Park and Palace and its current activities, events and celebrations. The charitable purposes are to 'repair, restore and maintain Alexandra Park and Palace for the purposes of recreation and enjoyment, forever'.<sup>1</sup>
- 3.2 The Trustee Board recognises that as a landmark building, requests will be received from time to time to participate in lighting campaigns and it reserves the right to light the mast, at its own discretion if it feels it appropriate for the Trust to do so, with regard to Charity Commission Guidance.
  - 3.2.1 Therefore the mast may be lit for related and other purposes at the discretion of the Trustees.
  - 3.2.3 If a request is made that could be deemed to be political or in support of political campaigning the Trust will follow Charity Commission Guidance CC9 - 'Campaigning and Political Activity Guidance for Charities'. In summary this states that '*political activity, must only be undertaken by a charity in the context of supporting the delivery of its charitable purposes*'.
- 3.3 The number of days and times of lighting are governed by approved planning permission, which at the time it was granted was deemed to meet the future needs of the Trust. If the Trustees deem it appropriate they reserve the right to apply for special permission from the planning authority for a one off lighting or apply to extend the existing permission more if it is in the best interests of the charity to do so.

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<sup>1</sup> The full duties of the Charity are set out in the Alexandra Park and Palace Acts and Orders.

- 3.4 In recognition that the needs of the Trust and its context will change over time, any requests for a long term commitment will not be granted. This does not mean that the Trust will not light the mast each year to celebrate the same anniversaries, only that no dates are specially reserved, to allow the Trust as much flexibility as possible to meet its current and future needs.
- 3.5 Requests for the Trust to take part in a wider lighting campaign should come from the organisation/s orchestrating the campaign and not members of the general public. If members of the public wish the mast to be lit in support of such a campaign they should make contact with the appropriate organisation, who should then make the application to the Trust.
- 3.6 All requests will be reviewed and responded to within 28 days. However, not all requests will be granted. An explanation will be given to the applicant if a request is declined or only partially granted.
- 3.7 Requests may not be confirmed until the week of the requested lighting.
- 3.8 All requests will be treated equally under the terms of this policy

#### **4.0 Policy Implementation**

##### **4.1 Approval Process**

- 4.1.1 Requests falling within the charitable purposes will be reviewed and authorised by the CEO or in their absence the Deputy CEO. This falls within the delegated powers of the CEO and therefore the decision is deemed final.
- 4.1.2 Requests being considered for refusal because they do not comply with the policy, do not fulfil or align with the charitable purposes, are potentially sensitive or political in nature will be assessed by the CEO and referred to the Chair of the Board to review. The Chair of the Board can request more information, if required, from the applicant via the Charity Secretary to inform their review.
- 4.1.3 The Chair of the Trustee Board reserves the right to consult with Trustee Board members in conducting their review.
- 4.1.4 The agreement by the Trustee Board of this Policy and the implementation process it sets out means that the Board does not need to arrange a formal meeting to make a decision, as it is following approved policy.
- 4.1.5 A decision following the review by the Chair of the Trustee Board is considered final. The Chair will provide a reason for the decision. If approved, the reason will be documented on the record of lightings for the Mast held by the Charity Secretary. If declined, the reason will be provided to the applicant, as well as being documented on the record.

- 4.1.6 Where appropriate Alexandra Palace may seek some form of promotion in return for lighting the mast such as a social media mention.
- 4.1.7 Records of all requests, accepted or declined will be held in accordance with our Data Retention Policy.

## 4.2 Application process

- 4.2.1 All requests to light the mast whether internal or external must be accompanied by a completed application form. The form is available on the Alexandra Palace website and a copy of this policy is appended to it. The request and application form should be sent to the email addresses listed on the form. Incomplete forms will be returned to the applicant and a request made for completion of all information before the request will be reviewed.
- 4.2.2 Alexandra Palace reserves the right to request further information and/or any appropriate official documentation before a request is considered.
- 4.2.3 Requests to light the mast originating from clients of APTL will follow the same approval process. All client & commercial requests will be charged a small fee or the opportunity will be negotiated as part of the hire fee.

## 5. **Associated documentation and further information:** Data Protection Policy, Privacy Policy

## 6. **Equality Statement:**

Alexandra Palace is committed to the fair treatment of its staff, prospective staff or users of its services regardless of age, disability (Physical and Mental), sex, sexual orientation, pregnancy and maternity, race or ethnicity, religion or belief, gender identity, marriage and civil partnership, or offending background.

## 7. **Status of policy:**

This is a statement of current Alexandra Palace policy taking into account current legislation and regulatory guidance.

Alexandra Palace reserves the right to amend the policy and related procedure, as necessary, to meet any changing requirements. The organisation will review this policy at regular intervals.

Created: August 2021 – replacing the previous operational policy.

Reviews:

Board:

Attachment: Mast Lighting Request Form

## **FORM TO REQUEST LIGHTING THE MAST AT ALEXANDRA PALACE**

This form is to be completed by any person/ organisation requesting that the mast at Alexandra Palace be lit. Information collected will be recorded on our register of mast lighting requests.

Before making an application we recommend that you read the Mast Lighting Policy attached to this form.

You should also be aware that the local planning authority places limitations on the number of days a year we are able to light the mast and the times that it can be lit.

Not all requests will be agreed and all requests must align with our charitable objectives and activities.

Please send this form back to [visitor.services@alexandrapalace.com](mailto:visitor.services@alexandrapalace.com)

**Request made by:** *insert your name*

**Date of request:** *insert the date this form is submitted*

**Details of the mast lighting event:** *Please provide details e.g. awareness of specific organisation/ charity or celebratory event?*

**Date of event:** *Is a specific date required/or can you be flexible?*

**Times the mast should be lit:** *Please give exact times you wish the lighting to take place*

*Note that we are restricted to 15:00-23:00hrs*

**Colour/ sequence requested:** *Please give details*

**Reason for request/ benefit to AP:** *Please give details*

**Any fee agreed?** *Please detail, if not a charity/ community organisation*

**Contact name:** *Contact details for the person at the organisation requesting*

**Contact telephone number:** *Please provide*

**Contact email:** *Please provide*

**Additional information:** *Please enter any other information you feel is relevant*

**How will you thank Alexandra Palace publicly:** *Please give details.*

**Internal comms** *This section will be completed by Alexandra Palace.*

**Executive approval:** *Date submitted to CEO and/or Deputy*  
*CEO be completed*

*Name of AP staff member*

**Approved** *Yes/ No*

**by:** *CEO/ Deputy CEO*

**Reason for refusal** *Give full reasons*

**Date:** *enter date*

**Referred to Trustee Board Chair** *Yes/No*

**Date:** *enter date*

**Final decision APPROVED/DECLINED**

**Reason for refusal.**

**Added to event schedule?** *Yes/ No*

**Date Sales and marketing notified** *Enter date*

**Passed to Head of Facilities** *Enter date passed to Head of Facilities & Deputy*  
**CEO**

**END**

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