

## NOTICE OF MEETING

# ALEXANDRA PALACE AND PARK BOARD

**Tuesday, 15th March, 2022, 7.30 pm – Theatre Foyer, 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) (Co-Optee), Val Paley (Palace View Residents' Association) (Co-Optee) and Nigel Willmott (Friends of the Alexandra Palace Theatre) (Co-Optee)

**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**

To receive any 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 item 16 below)

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

A member with a disclosable pecuniary interest or a prejudicial interest in a matter who attends a meeting of the authority at which the matter is considered:

- (i) must disclose the interest at the start of the meeting or when the interest becomes apparent, and
- (ii) may not participate in any discussion or vote on the matter and must withdraw from the meeting room.

A member who discloses at a meeting a disclosable pecuniary interest which is not registered in the Register of Members' Interests or the subject of a pending notification must notify the Monitoring Officer of the interest within 28 days of the disclosure.

Disclosable pecuniary interests, personal interests and prejudicial interests are defined at Paragraphs 5-7 and Appendix A of the Members' Code of Conduct.

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

To consider any questions, deputations or petitions received in accordance with Part 4, Section B29 of the Council's Constitution.

#### **6. MINUTES (PAGES 1 - 6)**

To confirm the minutes of the Alexandra Palace and Park Board held on 24 January 2022 as an accurate record of the proceedings.

#### **7. TO CONSIDER ANY ADVICE OR COMMENTS FROM THE JOINT SAC/CC MEETING ON 9 MARCH 2022**

To consider any advice from the Joint Statutory Advisory Committee and Consultative Committee meeting held on 9 March 2022.

#### **8. REPORT OF THE CHAIR OF FRRAC (PAGES 7 - 10)**

To consider the recommendations from the Finance, Risk, Resource, and Audit Committee (FRRAC).

#### **9. CEO'S REPORT (PAGES 11 - 18)**

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

#### **10. FINANCE UPDATE & DRAFT BUDGET (PAGES 19 - 26)**

To note the update.

**11. FUNDRAISING REPORT (PAGES 27 - 30)**

To note the update.

**12. PÉTANQUE COURTS (PAGES 31 - 38)**

To approve the proposal to create Pétanque (boules) Courts on land adjacent to the Lower Road, East.

**13. YOUTH TRUSTEES (PAGES 39 - 44)**

To approve the proposal to appoint two youth trustee board members.

**14. CHARITY GOVERNANCE CODE ACTION PLAN (PAGES 45 - 60)**

To approve the action plan arising from the Trustees' recent assessment of aspects of the Code.

**15. FUTURE MEETINGS (PAGES 61 - 62)**

To note the meeting dates and approve the Trustee Board Forward Plan.

**16. NEW ITEMS OF URGENT BUSINESS**

To consider any items of urgent business.

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

Items 18, 19 and 20 are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 - information relating to the business or financial affairs of any particular person (including the authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**18. EXEMPT MINUTES (PAGES 63 - 68)**

To approve the exempt minutes of the Alexandra Palace and Park Board held on 24 January 2022.

**19. EXEMPT FUNDRAISING REPORT (PAGES 69 - 70)**

To consider the report and approve the recommendations.

**20. EXEMPT PÉTANQUE FUNDING AGREEMENT (PAGES 71 - 76)**

To consider the Appendix 3 to the report at item 10.

**21. EXEMPT APTL CHAIRS REPORT (PAGES 77 - 78)**

To note the feedback from the Trading Subsidiary Board and consider the recommendations.

**22. SAFEGUARDING/ WHISTLEBLOWING**

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

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

To consider any other exempt business.

Jack Booth, Principal Committee Co-ordinator  
Tel – 020 8489 3541  
Email: jack.booth@haringey.gov.uk

Fiona Alderman  
Head of Legal & Governance (Monitoring Officer)  
George Meehan House, 294 High Road, Wood Green, N22 8JZ

Monday, 14 March 2022

## **MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD MEETING HELD ON MONDAY, 24TH JANUARY, 2022, 7.30 - 9.55 PM**

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

**Non-Voting Members:** Duncan Neill and Jason Beazley.

The following members joined the meeting virtually: Councillor Kirsten Hearn

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

The meeting was not filmed.

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

Apologies for absence were received from Councillor Hearn and Nigel Willmott.

*Councillor Hearn joined the meeting virtually and took part in the discussion of the items but did not take any decisions.*

### **3. URGENT BUSINESS**

There was no urgent business.

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

There were no declarations of interest.

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

There were no questions, deputations, or petitions.

### **6. MINUTES**

Under item 160, Proposal to Pilot Consultative Committee Changes, it should be clarified that the recommendations made were to hold two open forums and two Consultative Committee meetings **per year** during the pilot. This was agreed by the Board.

The Chair noted that the workshop was due to be organised with the Board and that this would be discussed with the Charity Secretary.

**RESOLVED**

That, subject to the above amendment, the minutes of the Alexandra Palace and Park Board held on 13 December 2021 be approved.

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

Cllr Carlin noted that she had submitted apologies for the meeting.

The Board noted the minutes of the Statutory Advisory Committee and Consultative Committee held on 30 November 2021.

**8. APPOINTMENT OF CHAIR OF THE FINANCE, RISK, RESOURCE, AND AUDIT COMMITTEE**

The Chair nominated Cllr Carlin to be the interim Chair of the Finance, Risk, Resource, and Audit Committee; this was seconded by Cllr Da Costa and unanimously agreed.

**RESOLVED**

To nominate Cllr Carlin as the interim Chair of the Finance, Risk, Resource, and Audit Committee.

**9. CHIEF EXECUTIVE OFFICER'S REPORT**

The Chief Executive introduced the report which provided an update on current issues, projects, and activities.

In response to questions, the following responses were provided:

- The Chief Executive highlighted the number of repairs and maintenance that had been undertaken as well as the amount of creative learning activity.
- It was noted that the Grow Back Greener application had been unsuccessful. Emma Dagnes, Deputy Chief Executive, explained that the team had received feedback from this application and there was confidence that there was a good chance of future success. It was added that there had been a large number of applications and that many of the successful applications had projects that were at a more advanced stage. It was noted that the team was targeting funds that were available for feasibility in order to develop projects to a more advanced stage in readiness for the next round of funding.
- In relation to creative learning, Cllr Weston suggested that it would be useful to explore links with Hornsey Town Hall. She noted that she was a Trustee at Hornsey Town Hall. Louise Stewart, Chief Executive, explained that there was a

good working relationship with Hornsey Town Hall and that it was useful to know where there were connections between the two organisations' boards.

- The Board passed on its congratulations in relation to the recent high profile events held at Alexandra Palace, including snooker and ice skating.

## **RESOLVED**

To note the report.

## **10. PROCUREMENT REPORT**

The Board considered the report which sought approval for the award of contract to the successful bidder of the Car Parking Management tender.

The report was discussed in the exempt part of the meeting to enable Board members to freely discuss all the information, with the agreement that all public information would be noted in the public minutes.

In response to questions, the following responses were noted:

- The Parking Management Scheme would operate 365 days a year but revenue generation would be based on compliance rather than enforcement.
- As the scheme was introduced, there would be an initial period where Customer Notice Letters (CNIs) would be used before any Parking Charge Notices (PCNs) were issued.
- Clarification meetings with tenderers had taken place as part of the Haringey Council procurement process. It was explained that this had allowed clarification on questions from the tender evaluation panel before final assessments were undertaken. As a result of this process, two of the bidders had increased their contract prices to include items that had been omitted from their original submissions but were desirable in the contract.
- The capital costs, as outlined in the exempt report, involved items such as Automatic Number Plate Reader (ANPR) cameras and pay machines and revenue costs relating to management and operational fees which would be paid monthly. The Trust did not have the capital to pay for infrastructure from the start of the contract but would re-pay this to the contractor over a period of five years. The infrastructure would then belong to the Trust and there was a clause in the contract which allowed the Trust to purchase the infrastructure without penalty if the contract was terminated early.
- It was noted that the variable costs were:
  - Staffing, which, as the system was embedded, may be reduced: and
  - Maintenance costs due to the age of the car park infrastructure.
- The assumptions about car parking income were considered to be reasonably accurate, based on the data from the existing donate to park scheme.
- There would be a more detailed implementation timeline and a Trustee workshop would be held before the car park charging was implemented.
- The management fees were fixed and any future decisions on car parking tariffs would need to take this into account as this would impact the Trust's finances.

- There were allowances in the costs for the replacement of cameras and maintenance work.
- It was noted that lit signage would likely be problematic in the conservation area and details would be discussed with the provider.
- In relation to a question about anti-social behaviour, it was noted that ANPR would be focused on charging for car parking and would not operate as a speed camera. It was stated that the Trust would have access to some data relating to vehicles which could be used to some extent, subject to the regulations around personal data.

Following consideration of the exempt information, it was

**RESOLVED**

1. To approve the award of contract for the provision of car park management infrastructure and services to Bidder 2, for a period of 10 years, with the option to extend for a further 5 years.
2. To authorise the Haringey Council's Head of Legal and Governance to seal the contract.

*Councillor Hearn did not take part in the voting for this item.*

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

There was no other unrestricted business that the Chair considered to be urgent.

**12. FUTURE MEETINGS**

It was noted that the next meeting of the Alexandra Palace and Park Board was 15 March 2022.

The Board members noted that Louise Stewart would shortly be leaving her role as Chief Executive and expressed their thanks for her years of service. The Board members stated that her advice and guidance had been invaluable and they wished her well in her new role.

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

**RESOLVED**

That the press and public be excluded for the consideration of agenda items 14-18 as they contained exempt information as defined in Section 100a of the Local Government Act 1972; Para 1 – information relating to any individual, Para 2 – Information which is likely to reveal the identity of an individual, Para 3 – information relating to the business or financial affairs of any particular person (including the

authority holding that information), and Para 5 – Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**14. EXEMPT - MINUTES**

**RESOLVED**

That the exempt minutes of the Alexandra Palace and Park Board held on 13 December 2021 be approved as a correct record.

**15. EXEMPT - PROCUREMENT REPORT**

The Board considered the exempt information.

*Councillor Hearn did not take part in the voting for this item.*

**16. EXEMPT - CHIEF EXECUTIVE OFFICER SUCCESSION PLANNING**

The Board considered the exempt information.

*Councillor Hearn did not take part in the voting for this item.*

**17. SAFEGUARDING / WHISTLEBLOWING**

No safeguarding or whistleblowing matters were reported.

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

There was no other exempt business.

CHAIR: Councillor Anne Stennett

Signed by Chair .....

Date .....

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## ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD MEETING

15 MARCH 2022

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

**Report of:** Cllr Dana Carlin, Interim Chair of FRRAC

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

### 1. Introduction

- 1.1 FRRAC is a non-decision making committee established by the Trust Board to support the Board in delivering its finance, resource, risk and audit responsibilities.
- 1.2 The minutes of FRRAC meetings are circulated to the Trustee Board Members in their information pack.
- 1.3 This report highlights relevant considerations of the FRRAC at its meeting held on 15<sup>th</sup> February 2022 and makes recommendations to the Trustee Board. The meeting was attended by: Cllr Dana Carlin (Chair), Cllr Bob Hare, Claire Pape, Emma Dagnes, Richard Paterson, Catherine Solomon, Natalie Layton.

### 2. Recommendations

The Trustee Board is recommended:

- i. To approve the 2022/23 Budget at agenda item 10, despite the predicted deficit outturn for the reasons set out in section 4 of this report;
- ii. To note that following the Board's approval the pay review recommendations in December 2021, the London Living Wage (LLW) had subsequently increased and some roles in the organisation now fell outside of the LLW.
- iii. To approve the re-appointment for the Independent Member of FRRAC and APTL Non-Executive Directors for a further period of three years.

### 3. Current Year Financial Position

We noted

- 3.1 The positive result that the Culture Recovery Fund (Round 3) and additional funding from the Corporate Trustee have had in reducing the forecast deficit position to -£180,309 from -£1,446,789 budgeted.
- 3.2 Unrestricted funds were not at risk in the current year but capital funding and cashflow remained challenging. The Trust was regularly discussing potential mitigations with the Corporate Trustee and FRRAC supported the option of bringing forward the payment of restoration levy by the trading subsidiary to the current year (in which it is earned).

#### **4. Draft 2022/23 Budget**

- 4.1 Although the draft 2022/23 budget results in a deficit position we resolved to recommend the budget to the Trustee Board for approval.
- 4.2 We were satisfied that there were potential savings to be made as well as areas for additional income generation.
- 4.3 We noted the rise in energy prices, inflation and the continued uncertainty around the pandemic presented risks to the level of Gift Aid contribution to the Trust.

#### **5. Human Resources**

We received updates on:

- 5.1 The re-launch of the e-learning platform for staff (and Board Members) including mandatory modules in Safeguarding, Data Protection and Counter Terrorism and that a Cyber Security module was being trialed.
- 5.2 The implementation of the new HR/Payroll and Time and Attendance and Rostering systems procured last year.
- 5.3 In December 2021 the Board approved cost of living pay increases which achieved the Trustees' commitment to the London Living Wage (LLW). However, the LLW had subsequently increased and some roles in the organisation now fell outside of the LLW and affordability was a risk but that many funders expected organisations to be paying the LLW. FRRAC noted that the annual benchmarking exercise would take place and options would be presented to Trustees in the future.

#### **6. Independent Member and Non-Executive Director Re-appointments**

- 6.1 FRRAC are pleased to recommend that the Trustee Board resolve to extend the terms of office for the FRRAC Independent Member, Claire Pape, and the APTL Non-Executive Directors, Andrew Morton and Jamie Copas, each for a period of 3 years. The current terms of office end on 19<sup>th</sup> July 2022.
- 6.2 We agreed that all three appointments have made valid contributions during their first terms: the Independent Member has provided FRRAC with important financial acumen and the APTL NEDs have each demonstrated their areas of expertise.
- 6.3 We agreed that a process for annual performance reviews should be implemented for all board members.
- 6.4 The Trustee Board confirms it's annual committee appointments at the first board meeting of the municipal year (July 2022). In the meantime, letters confirming the appointments will be sent to the Independent Member and NEDs, subject to the Trustee Board's approval.

**7. Other issues**

FRRAC also considered the Health and Safety quarterly report, which related mainly to trading activity and a report on upcoming procurement and noted that a review of Risk Management Policy would be undertaken by the new Director of Finance and Resources.

**6. Legal Implications**

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

**7. Financial Implications**

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

**8. Appendices - None**

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## ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD MEETING

15 MARCH 2022

**Report Title:** CEO's Report  
**Report of:** Emma Dagnes, Chief Executive Officer

**Purpose:** To update the Trustees on current issues and projects at Alexandra Park and Palace and provide additional information on the events programme and the Trust's activities.

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

### 1. Recommendations

1.1 To note the content of this report.

### 2. General Update

2.1 In December 2021 the Trust received confirmation that its application to the government's latest round of the Culture Recovery Fund was successful. The £702,000 grant will help to offset the ongoing impact of the Covid pandemic, contributing to essential operating costs such as utilities, security and staffing, and help us to plan a calendar of cultural events in 2022 to generate further income.

#### 2.2 Car Park Charging

2.2.1 Following a restricted tender exercise, the Trustee Board approved the award of the car park charging contract on 24 January 2022. The internal working group has reconvened and will discuss the implementation and communication plans with the Trustee Board at a workshop on 21<sup>st</sup> March.

2.2.2 The tender evaluation process was thorough and all submissions were of high quality. The successful supplier evidenced extensive experience, expertise and highly flexible approach and an acute understanding of the dynamic environment in which they would be operating.

#### 2.3 Accessibility Map

2.3.1 In addition to the existing visual guides, a new accessibility map of the Park and Palace has been added to our website accessibility page, which highlights available facilities and the structure of the site.

2.3.2 There are two versions of the map, for live events and non-event days. We've also produced an alternate version of each map that is suitable for people with colour vision impairments.

2.3.3 The accessibility page can be viewed at the following link:  
<https://www.alexandrapalace.com/visitor-information/accessibility/>

2.3.4 As part of this ongoing project we will be investigating assistive technology such as screen readers to further improve our accessibility.

### 2.4 Open Forum

The Trustee Board will workshop the aims and objectives of the Open Forum at a workshop on 21<sup>st</sup> March taking into account the feedback from the SAC/CC in November. The action plan will be presented to the SAC/CC in June 2022.

### 2.5 Storm Eunice

2.5.1 Following the Met Office Amber/Red weather warning arising from Storm Eunice, the decision was taken to close the Park & Palace on Friday 18<sup>th</sup> February.

2.5.2 The decision was assessed by the senior team against the potential risk to life and/or injury. As Alexandra Palace had suffered wind damage from notably lower windspeeds in the past, closing the building, car parks and discouraging visitors to the Park was the appropriate course of action in order to protect customers, park users and staff members as well as the charitable assets.

2.5.3 Communications went out via social media and directly to stakeholders and local residents and Ice Rink ticket holders on 17 February and the site was secured, as much as possible, to minimise the potential for damage.

2.5.4 We reopened as planned on Saturday 19 February but with restrictions due to the impact that the Storm had on key areas such as the Palm Court and East Court.

2.5.5 A survey has been undertaken to assess the damage and works will be taking place over the coming months to make good those areas that suffered. Currently there is nothing of note that raises concerns that the Palace will not be able to return to its normal operations within the coming weeks.

2.5.6 Damage to the Park was minimal and is a testament to the hard work of the Parks Manager and the onsite John O'Connor team.

### **3. Park Update**

- 3.1 The Community Payback scheme continues. The schedule is for the group to work clearing the race course perimeter until the end of February. They will then move to the Transmitter Hall for two sessions weeding and cleaning the south terrace. Following this they will move to the Grove for a programme of work for the summer, such as weeding and mulching shrubs beds and clearing paths.
- 3.2 A programme of tree work has taken place across the Park. Mainly fellings and crown reductions as part of ongoing tree safety management. Traffic management was in place for three days as the fourth and final phase of reductions of the chestnuts along Alexandra Palace Way took place.
- 3.3 The culture recovery fund grant was used to reconstruct the final sections of the path on the south front and the link path to North View Road. This project provides greater resilience to the pathways as use increases as we head into the summer months.
- 3.4 A legacy gift from a long time member of the birders club and a well known local figure has funded habitat management works at the 'cricket scrub'. This generous gift has enabled a small part of the Tree and Woodland Management Plan to be implemented. Tall trees have been removed or cut back and invading dog wood has been grubbed up to preserve the low, bushy scrub habitat that is popular with migrant birds. Volunteers from the Friends of the Park and The Conservation Volunteers (TCV) held a work party to create dead-hedges from the cut material to provide new refuges for invertebrates and to reduce disturbance.
- 3.5 To help reduce noise and emissions in the Park, the contractor John O'Conner (GM) Ltd has purchased battery equipment. The team now has two battery powered push mowers, two battery powered hedge cutters, one battery powered long arm hedge cutter and three battery powered grass trimmers.

### **4. Repairs, maintenance and improvements since last reported:**

- Lighting renewal to Ice Rink 10<sup>th</sup> January to 11<sup>th</sup> February
- January periodic inspections of external elevations (bi-monthly)
- January inspection of Theatre ceiling, walls and proscenium arch (bi-annual)
- Theatre North Wall rainwater goods - remedial works by Willmott Dixon in January with further works to follow
- Drainage CCTV survey/clearance to stacks serving Hallmasters toilets
- Timber beam repair/re-support and ceiling renewal to South East Office Building staircase January/February, with redecoration ongoing
- Upgrade of fire alarm recommenced to back of house areas and concluded to Great Hall high level gantries
- Fire alarm servicing
- Goods lift servicing
- PAVA major maintenance visit
- Access Control planned preventative maintenance
- Generator major service
- Renewal of suspended ceiling to Great Hall Gents toilets, wall repairs to East Corridor stairs, and glazing replacements Great Hall external doors
- Water planned preventative maintenance visit
- Fire extinguisher remedial works

- Floor repairs and tidy to BBC Studios including minor re-glazing to Victorian staircase
- HV/LV overnight shutdown and testing on 8<sup>th</sup>/9<sup>th</sup> February to whole building
- Fixed wiring inspections commenced to main event areas as part of phased programme

## 5. Creative Learning

### 5.1 Biblio-Buzz 2022

5.1.1 In December we announced the Shortlist for Biblio-Buzz 2022: Alexandra Palace Children's Book Award. This annual initiative that encourages children aged 9-12 to get reading, participate in workshops and events, vote for their favourite book, and then see the winner crowned at a special ceremony in the Theatre.

5.1.2 There are 32 schools registered, 2 from Camden, 2 from Enfield and 28 from Haringey. Approximately 1,100 young people will engage with the programme around 800 school pupils and a further 300 independently through the libraries.

5.1.3 Biblio-Buzz was launched with a public event on 29<sup>th</sup> January in Wood Green Library. Shortlisted author Anna Goodall read extracts from her book and children's book illustrator Alice Haskell ran workshops on children's book design. 34 people participated in the event, which was attended by the Council Leader, Director of Culture and Library Services.

5.1.4 The Creative Learning Team arranged for 120 copies of the shortlisted books to be donated to the library, to support circulation of the loans.

5.2 The first addition of our outdoor learning book *Wild in the Park* was published in January copies have already been placed in all 9 Haringey Library and will be on sale in local books stores, online and in the East Court.

5.3 To promote the benefits of outdoor activities a gardening club for students from a non-maintained special school and sixth form has been established. This is for children aged between 4 – 19 who are diagnosed with autism. The eager students are in their third week of the club, and they are learning basic gardening skills, warmed by the occasional mug of hot chocolate! The workshops are led by Forest and Family who run our successful forest school programme.-

5.4 Regular activities continue including:

14-18 February	Half Term Creativity Camp
Every Tuesday	Five Bells Computer Club
Every other Tuesday	Community Group rehearsals, Ukulele Group, Baby Jazz.
Every Wednesday	Jazz Ensemble, Nursery Group Forest School
Every Thursday	Haringey Young Carers, Singing for the Brain & Riverside School forest school
Every Saturday	Coaching sessions in Creativity Pavilion
Sundays in November	Rangers Skill Sharing (Park & Transmitter Hall)
Two Monthly young carers creative activity and social events (ice skating and games)	

## 5.5 The Pangolin Project

5.5.1 This is a live ticketed event in the Creativity Pavilion on 14<sup>th</sup> May. The Creativity Pavilion will be transformed and the audience will take part in an immersive evening of film screenings and live performance all around the theme of how the pandemic changed you.

5.5.2 To support the event the theatre group Mama Quilla will work with participants from various community groups to explore how the pandemic changed, participants will learn creative writing and film making skills whilst making their own short film, which will also be shown at the event taking place on 14<sup>th</sup> May. Participants will receive £50 per day to attend the workshops to help ensure that the programme is inclusive. <http://www.mamaquilla.org/> .

5.6 A half term Creativity Camp took place in February and was focussed on clowning and comedy performance. 9 young people took part (although 14 registered for the event with 8 of the places offered for free via Children's services).

5.7 A Skate Jam fundraiser will take place on Saturday 9<sup>th</sup> April in the skate park to raise money for some skate park upgrades. This is being organised by North London Skate Club with support from the Creative Learning team. There will be various competitions throughout the day for different age ranges and skateboarders, BMX and scooters. Young skaters have been invited to create poster designs to promote the event – the winning design will be used as part of the promotion campaign.

5.8 The Global cinema club is being planned for a date (to be confirmed) in April and 2 or 3 short films will be shown, a 10-minute spoken word performance and a singer all highlighting the experience of being LGBTQ+ and belonging to the Turkish and Greek Cypriot community.

5.9 We began a new project in February with the University of the Arts London, who will create films to be video mapped onto structures to be displayed either in the East Court or the Transmitter Hall. The theme will be celebrating the anniversary of the BBC. Students have begun working with Kirsten Forrest, Interpretation & Curation Manager, drawing upon imagery from AP's archive.

## 6. **Activities and Events**

6.1 The event schedule attached at Appendix 1 has been updated with new events highlighted.

### 6.2 Confirmed and Provisional Park Events

**Friday 22<sup>nd</sup> April until Sunday 24<sup>th</sup> April – the Cycle Show** will take place with the East Slope, opposite Go Ape and Forest School, for cycle testing.

**Sunday 3<sup>rd</sup> July – Red Bull Soap Box Race**, proposed to open from 9.30am and close at 6pm. As previous years, Alexandra Palace Way will be closed to traffic in the build-up, during and break-down of the event.

**Saturday 16<sup>th</sup> July – Primal Scream** will take place in the park - same location as the stage is set for Kaleidoscope.

**Sunday 17<sup>th</sup> July** provisional for outdoor concert to be confirmed

**Friday 22<sup>nd</sup> July – Fat Freddy’s Drop** will take place in the park same location as the stage is set for Kaleidoscope

**Saturday 23<sup>rd</sup> July – Kaleidoscope** the festival takes place in the park, main halls and basements

**Sunday 24<sup>th</sup> July – Higher Ground**, headlined by Patti Smith, will take place in the park same location as the stage is set for Kaleidoscope

Further information will be provided to SAC / CC in future meetings and by email once arrangements have been finalised with the organisers.

### 6.3 Alexandra Palace Theatre Productions

6.3.1 The theatre continues to attract exceptional performers and is ever evolving so we would encourage SAC and CC members to keep up to date by visiting [www.alexandrapalace.com/whats-on](http://www.alexandrapalace.com/whats-on)

6.3.2 It is also worth highlighting that Alexandra Palace and Rose Theatre Production in association with Oxford Playhouse will bring all the sharp observation and quick wit of **Jane Austen’s** novel **Persuasion** to the stage without a bonnet in sight this year.

6.3.3 The play, which was first seen at the Royal Exchange Theatre in 2017 will run from 7<sup>th</sup> April 22 until 30<sup>th</sup> April 2022 at Alexandra Palace Theatre.

★★★★ ‘Enjoyable and exhilarating’ – *The Guardian*

6.4 Members are reminded to regularly check our blogs at the following link:  
<https://www.alexandrapalace.com/about-us/blog/>

6.5 5 complaints about event noise have been received since 1<sup>st</sup> April 2021 to date, with no new complaints since last reported:

7 August 2021	Streatlife	1 complaint
22 August 2021	Streatlife	2 complaints
21 October 2021	Corporate Event	1 complaint
24 October 2021	Tattoo Show	1 complaint
6 November 2021	Fireworks	1 complaint

## 7. Legal Implications

7.1 The Council’s Head of Legal & Governance has been consulted in the preparation of this report, and has no comments.

## 8. Financial Implications

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

## 9. Use of Appendices

### Appendix 1 – Schedule of Events

9 March 2022 - SAC/CC - Item 6 CEO's Report, **Appendix - Events Schedule**

*New items added since last reported include rearranged/ postponed shows*

#### Theatre shows

- 6 Feb Bryony Gordon – No Such Thing as Normal
- 12 Feb 2022 Whitney – Queen of the Night
- 21 February Gypsy (musical)
- 5 March Music From the Movies...with London Concertante
- 10 March Maverick Sabre
- 17 March Tommy Tiernan: Tomfoolery
- **New** 18 March Comedy, Comedy, Comedy, Drama with Bob Odenkirk
- 19 March Reginald D Hunter: Bombe Shuffleur
- 23 March An Evening with Andrew Cotter, Olive and Mabel
- **New** 25 March Bibliobuzz (Creative Learning)
- 26-27 March Ludovico Einaudi: Underwater
- **New** 31 March – 1 April Ed Sheeran
- **New** 2 April Rainbow Nation Charity Gala 2022: Acceptance
- 3 April Jimmy Carr: Terribly Funny
- 7-30 April Jane Austen's Persuasion
- **New** 1-2 June Simon Amstell – Spirit Hole
- **New** 4-5 June Ronnie O'Sullivan & Friends Live at Ally Pally
- **New** 9 June An Evening with Reverend Richard Coles & Friends
- **New** 15 June Joan As Police Woman
- 16-17 June Dylan Moran – We Got This
- New 1 – 28 August Theatre production
- 24 September Martin Bayfield's Rugby Legends
- 21 October Ladysmith Black Mombazo
- **New** 12-13 Nov Woman to Woman – Beverley Craven, Judie Tzuke, Julia Fordham & Rumer
- **New** 1 – 30 Dec Theatre production

#### Large Events (Great & West Hall)

- **New** 12 Feb. Matchroom Boxing
- 5 March 2022 Disclosure
- **New** 12-13 March Crafterama exhibition
- New 19-20 March The London Festival of Railway Modelling
- 25 March Future Islands
- **New** 29 – 30 March Tool Fair
- 14 April Khruangbin
- 29 April Peter Kay's Dance for Life
- 6 May Architects
- 7 May Metronomy
- 17 May James Blake
- 19 May Charli XCX
- 25 May Michael Kiwanuka
- **New** 27 May Mogwai
- **New** 28 May Bloc Party

- New 17 – 19 June Haringey Box Cup
- **New** 25 June Greta Van Fleet
- 28 June Lorde
- **New** 30 August Live event in Great Hall and Theatre
- **New** 30 Sept Parkway Drive
- **New** 20 Oct Franz Ferdinand

**Large Events** (Great & West Hall) continued

- **New** 31 Oct Moderat
- **New** 25 Nov Sea Girls
- **New** 15 Dec – 01 Jan Sporting event
- **New** 8-15 Jan 2023 Cazoo Masters

**Ice Rink**

5 February Haringey Huskies vs Basingstoke Buffalo  
 19 February Haringey Huskies vs Solent Junior Devils  
 19 March Haringey Huskies vs Guildford Phoenix

**Park Events 2022**

<b>New</b> 1 April – 25 Sept.	The Terrace	
22 - 24 April 2022	Cycle Show	Great Hall, West Hall, Palace Suite, Londesborough Room & Park
3 - 4 June 2022	Streatlife	Panorama Room & Park
30 June - 4 July 22	Red Bull Soapbox Race	ALL Areas
16 July 2022	Primal Scream	South and East Slope
<b>New</b> 17 July 2022	Provisional Music Concert	South and East Slope
22 July 2022	Fat Freddy Drop	South and East Slope
23 July 2022	Kaleidoscope	All areas
<b>New</b> 24 July 2022	Higher Ground	All areas
4-5 November 2022	Fireworks	ALL AREAS



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

**15 March 2022**

**Report Title:** FINANCE REPORT

**Report of:** Richard Paterson, Director of Finance and Resources

**Purpose:** This report seeks to inform the Board of the Trust's current financial outlook for the next Financial Year.

**1. Recommendations**

- 1.1 To note the year to date position of the Trust;
- 1.2 To consider any feedback from the Finance, Risk, Resource & Audit Committee included at Agenda Item 8, and;
- 1.3 To approve the draft Budget.

**2. Q3 ACTUALS and FORECAST**

- 2.1 At the end of December 2021, the Trust was forecasting to finish the year with unrestricted revenue of £3,299,358 (Budget: £2,527,318) with expenditure of £4,181,667 (Budget: £3,974,107) and an operating unrestricted deficit of £882,309 (Budget: £1,446,789); an improvement of £564,480 that is largely because of the impact of the 3<sup>rd</sup> Round of the Culture Recovery Funding received this year.
- 2.2 This funding was aimed specifically at underpinning operational staff costs and security, but also allowing the Trust to invest in key infrastructure like a new Time and Attendance System, a new HR and Payroll system together with making improvements around the park such as the new paths that will improve the overall safety and the visitor experience. These investments simply would not have been possible without this funding.
- 2.3 As has been discussed previously with the Trustee Board, trading conditions have been challenging this year and it is still uncertain whether any Gift Aid will be generated in the financial year.
- 2.4 In respect to the relatively modest Restricted Funding within the Trust, there are no major risks to make the Trustee Board aware of at this stage.

- 2.5 Capital funding is as ever, challenging. This year, the Corporate Trustee has provided special grant funding of £858,000 to support the rewiring of the West Hall and the replacement of Fire Alarms. In addition, they also supported the Trust in securing a Salix loan to invest in energy efficient lighting that will prove to be a critical investment in the Palace as it looks to generate increased revenue and profits in APTL.

**Table 1 – 2021/22 Forecasted Income and Expenditure Summary**

	<b>Year 2021/22 Budget £</b>	<b>Year 2021/22 Forecast £</b>	<b>Variance to Forecast £</b>
<b>Income</b>			
HC Grant - Operational	1,755,000	1,755,000	0
HC Grant - Additional	0	0	0
CRF Round 1	84,210	83,895	(315)
CRF Round 3	0	702,000	702,000
Palace APTL Licence	100,000	100,000	0
Donations via fundraising platforms	24,100	23,898	(202)
Carparking	297,840	286,674	(11,166)
Park Leases and Recharges	193,693	243,654	49,961
Palace Leases and Recharges	72,475	94,086	21,611
Creative Learning	0	10,151	10,151
<b>Total Income</b>	<b>2,527,318</b>	<b>3,299,358</b>	<b>772,040</b>
<b>Expenses</b>			
Running and maintaining the Park	(571,228)	(741,919)	(170,691)
Running and maintaining the Palace	(2,582,104)	(2,608,107)	(26,003)
Creative Learning	(4,710)	(12,526)	(7,816)
Strategic Projects	(241,877)	(241,834)	43
Fundraising	(120,422)	(122,143)	(1,721)
Strategic Leadership	(266,092)	(262,542)	3,550
Support Costs	(187,674)	(192,596)	(4,922)
<b>Total Expenses</b>	<b>(3,974,107)</b>	<b>(4,181,667)</b>	<b>(207,560)</b>
<b>Surplus/Deficit</b>	<b>(1,446,789)</b>	<b>(882,309)</b>	<b>564,480</b>

- 2.6 Although finishing the financial year with an unrestricted deficit of £882,309 is far from ideal, the Trustee Board should be reassured that the cash balance as at the end of the financial year is still predicted to be £450,000.

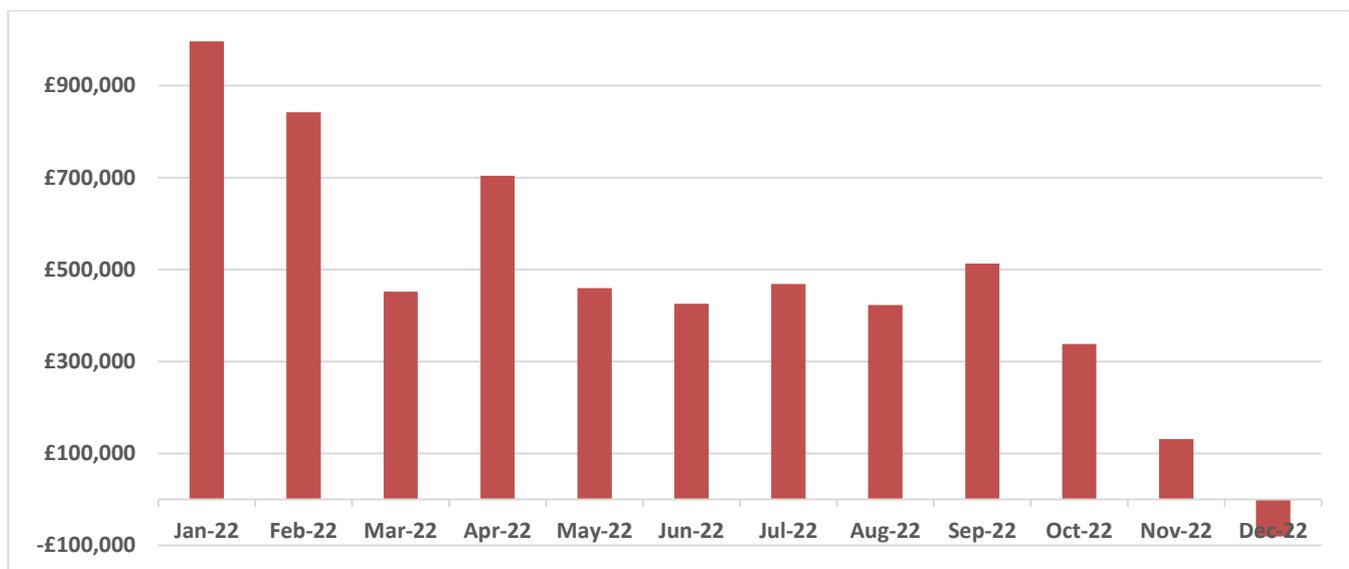
- 2.7 The major variance highlights are as follows:

- **Running and maintenance of the Park** – the majority of the overspend is for the Park path repairs, funded by Culture Recovery Fund.
- **Palace running** – overspend due to additional cleaning of the West and Great Halls ahead of capital works
- **Creative Learning** – overspend due to additional, fully funded, programme costs

### 3. CASHFLOW

- 3.1 Cashflow remains difficult. The Executive Team are working at ways to improve the situation and find creative ways to stretch resources. However, at the time of writing, thanks to the CRF3 funding, the Trust looks like it does not have a short-term cash need, but it will need additional working capital around October/November and it may need the Corporate Trustee to provide this additional support.
- 3.2 At the end of March'22, the Trust should have a cash surplus of between £400,000 and £500,000; but this will have dropped to around £100,000 by November'22.

**Table 2 – Cashflow Projection**



- 3.3 The cashflow shows that the Trust will have a £80,500 cash deficit in December'22 with this position deteriorating throughout the rest of Q4. The cash position, without additional funding support from the Corporate Trustee, through Q4 is estimated to be as follows:

Dec'22	-£80,500
Jan'23	-£260,500
Feb'23	-£537,000
Mar'23	-£806,500

### 4. 2022/23 BUDGET

- 4.1 The Executive Team has been through their normal budgeting exercise and present below the draft outturn position for the 2022/23 Financial Year.
- 4.2 With income for the year of £3,699,841 and expenditure of £4,082,418; the Trust is currently budgeting an operating deficit of £382,577.
- 4.3 The Trust continues to operate with no free reserves to cater for any emergencies or unexpected costs. This needs to be resolved in the medium to long term as it exposes the Corporate Trustee to significant financial risk.

## 4.4 The key assumptions included in the 2022-23 budget are as follows:

- a) The Corporate Trustee revenue grant remains at £1,755,000
- b) An additional £800,000 grant from the Corporate Trustee is included, although this will not be paid to the Trust if the financial position has improved, and it's not required
- c) The implementation of car park charging is included and is assumed to return £215,000 in the first year as per the business case approved by the Board of Trustees.
- d) The APTL licence fee, permitting the commercial use of the Palace, is included at £300,000, an increase of £200,000 from 2020/21.
- e) Due to the ongoing challenge and recovery from Covid-19 in 2021/22, no Gift Aid is payable by APTL to the Trust in the financial year.
- f) There is no significant increase in insurance or business rates.
- g) Salaries include the 1% uplift awarded to staff in February 2022 and all existing posts are fully funded even if currently vacant.
- h) Inflation has been applied to the cost base where possible although that will have an inevitable knock-on impact on service delivery.
- i) There is no significant weather event that impacts the maintenance plans for the Park and Palace.
- j) Cutting security and reactive maintenance does not put the Palace at further risk of decay
- k) All Capital, Depreciation and Restricted spending is excluded as they do not form part of unrestricted accounting.
- l) The cashflow is based on the latest accounts and forecast.

**Table 3 – Budget Income and Expenditure Summary**

	Year 2021/22 Budget £	Year 2021/22 Forecast £	Year 2022/23 Budget £	Variance to Forecast £
<b>Income</b>				
HC Grant - Operational	1,755,000	1,755,000	1,755,000	0
HC Grant - Additional	0	0	800,000	800,000
CRF Round 1	84,210	83,895	0	-83,895
CRF Round 3	-	702,000	0	-702,000
Palace APTL Licence	100,000	100,000	300,000	200,000
Donations via fundraising platforms	24,100	23,898	40,000	16,102
Carparking	297,840	286,674	525,000	238,326
Park Leases and Recharges	193,693	243,654	208,173	-35,481
Palace Leases and Recharges	72,475	94,086	71,668	-22,418
Creative Learning	0	10,151	0	-10,151
<b>Total Income</b>	<b>2,527,318</b>	<b>3,299,358</b>	<b>3,699,841</b>	<b>400,483</b>
<b>Expenses</b>				
Running and maintaining the Park	-571,228	-741,919	-581,451	160,468
Running and maintaining the Palace	-2,582,104	-2,608,107	-2,596,738	11,369
Creative Learning	-4,710	-12,526	-75,399	-62,873
Strategic Projects	-241,877	-241,834	-246,900	-5,066
Fundraising	-120,422	-122,143	-121,573	570
Strategic Leadership	-266,092	-262,542	-276,486	-13,944
Support Costs	-187,674	-192,596	-183,871	8,725
<b>Total Expenses</b>	<b>-3,974,107</b>	<b>-4,181,667</b>	<b>-4,082,418</b>	<b>99,249</b>
<b>Surplus/Deficit</b>	<b>-1,446,789</b>	<b>-882,309</b>	<b>-382,577</b>	<b>499,732</b>

See Appendix 1 for a more detailed breakdown of Expenditure.

#### **4. OTHER CONSIDERATIONS**

- 4.1 It is not desirable to enter the financial year with a deficit budget and the Executive Team continue to look for ways to mitigate this outturn position.
- 4.2 The Trust has a range of options available to it to bridge the funding gap and hopefully take some funding pressure off the Corporate Trustee.
- a) *There could be further rounds of Cultural Recovery Funding (CRF) in 2022/23* - although many cultural and heritage sites have been the beneficiary of CRF rounds to date, there is an acknowledgement from Central Government that the impact of Covid-19 is not yet over and organisations such as APPCT may still need further financial help.
  - b) *Better than anticipated trading environment, post Covid-19* – it is simply too early to tell how the market and public will respond. Although the trading forecasts in place are realistic, there could be upside should visitor numbers far exceed those predicted at present. The team continues to work at ways of improving spend per head and maximise any income opportunities.
  - c) *Review the payment phasing of the Restoration Levy* – at present, the levy is paid by APTL to the Trust the year after it is earned. This is an understandable position to take if APTL is unsure of its financial position and ongoing financial sustainability, but there is a logic that suggests that this should be paid over in the year it's earned.
  - d) *Phasing of Expenditure* – APPCT will review the phasing of its expenditure. Although it's not desirable to delay essential works, it may be possible to rephase some of these works.
  - e) *Better procurement* – APPCT has a sizable cost base and there are opportunities to review and improve costs and contract terms across all service areas.

#### **5. Budget Risks**

- 5.1 The fundamental budget risks are energy prices, inflation and the ongoing uncertainty created by the pandemic.

#### **6. Legal Implications**

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

#### **7. Financial Implications**

- 7.1 The Council's Chief Financial Officer has been consulted in the preparation of this report. The continued effects of the pandemic are adversely impacting on the trust and the Corporate Trustee. To address the effect of the pandemic the Trust will need to

review all expenditure decisions to ensure that they are necessary; review all income opportunities to increase actual income; and where possible defer works/schemes to assist with the cash flow position. As is stated in the report, the Trust is entering the 2022/23 financial year with a budgeted deficit and a cash flow that turns negative around November 2022. An assumption within the Trust budget is that the Corporate Trustee will make that good. That support would be in addition to the agreement to the loan deferrals for 2021/22 and 2022/23.

- 7.2 Given the financial position of the Trust and the impact that that has on the Corporate Trustee, it is vital that regular monthly engagement between the parties is maintained with early notification of financial issues being a priority.

## **8. Use of Appendices**

Appendix 1 – Budget Expenditure

## Appendix 1 – Budget Expenditure (APPCT)

Categories of spending	R&M Park £	R&M Palace £	Creative Learning £	Strategic Projects £	Fundraising £	Strategic Leadership £	Support £	Total £
Salaries & Wages	60,720	326,656	75,399	157,246	113,243	178,286	111,054	1,022,604
Agency Staff							6,000	6,000
Staff Welfare		10,450						10,450
Travel Expenses	300			180		1,800		2,280
Training	2,445	3,000					5,000	10,445
Contract Maintenance & PPM	387,894	306,916						694,810
Variable Repairs - Park & Palace	83,060	14,000		12,000				109,060
Security Contract		888,000						888,000
Refuse Removal & Pest Control	5,000	59,704						64,704
General Rates & Insurance		515,435						515,435
Equipment Hire	610	64,497		26,600	300		7,800	99,807
Utilities	24,000	328,800						352,800
Office Costs	200	1,402					6,600	8,202
IT		10,225		4,950			46,266	61,441
Subs & Membership	1,022	953		1,824	530	900	751	5,980
PR & Marketing	1,700	23,800			4,800			30,300
Design & Publications					1,500			1,500
Legal & Professional	14,500	20,400		44,100		95,500		174,500
Bank Charges		22,500			1,200		400	24,100
<b>Expenditure</b>	<b>581,451</b>	<b>2,596,738</b>	<b>75,399</b>	<b>246,900</b>	<b>121,573</b>	<b>276,486</b>	<b>183,871</b>	<b>4,082,418</b>

**Running and maintenance of the Park** - includes the Park maintenance contract and its management as well as maintenance and repairs of properties in the Park leased to the tenants and accidental other repairs in the Park area.

**Palace running** - include the in-house maintenance team, third party contracts for maintenance of specialist areas for example the lifts, shutters, catering equipment, Ice Rink plant; it also covers the building insurance and rates.

**Creative Learning** - represent a proportion of salaries paid to the staff delivering these activities that are not funded by the HLF grant which is expected to be exhausted in 2022-23. Costs of programmes are met from restricted funds.

**Strategic Projects** - represents costs of developing Strategic Vision projects. The salaried posts are Strategic Projects Manager, Interpretations Manager and the Building Surveyor.

**Fundraising** - covers the costs of fundraising activities to raise funds for Alexandra Palace to support its restricted and unrestricted projects.

**Strategic Leadership** - represents salaries and on-costs of the leadership team charged to the Trust. Costs of Legal and Governance work for asset protection and the annual audit fee are charged here.

**Support** - represents the office running costs including IT support, postage, printing and office administration and supplies.

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**ALEXANDRA PARK AND PALACE CHARITABLE TRUST**  
**BOARD MEETING**  
**15 MARCH 2022**

**Report Title:** Fundraising Update

**Report of:** James Atkinson, Development Director

**Purpose:** This report informs the Trustee Board on fundraising efforts during 2021-22.

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

**1. Recommendations**

1.1 To note the report.

**2. Culture Recovery Fund**

Round 1

2.1 APPCT successfully secured £2.97m from the government's Culture Recovery Fund in November 2020. The deadline for spending the grant was subsequently extended from 31 March 2020 to 30 June 2021.

2.2 As a result, we applied to defer some spending into FY 2021/2022, totalling £386,000.

2.3 Round 2 funding: we did not apply for Round 2 funding, as the maximum possible grant per organisation was set at £3m and we were already very close to this figure.

2.4 The grant was spent on covering running costs, salaries, security, maintenance and repair, and investing in new systems, in particular IT systems for payroll, customer relationship management and time / attendance.

Round 3

2.5 Round 3 funding was announced in summer 2021, with the maximum possible total grant per organisation raised to £4m. The deadline for applications was October 2021.

2.6 In December 2021 the Trust successfully secured £702,000 'continuity funding' through the Culture round 3 to cover October 2021 to January 2022.

- 2.7 This grant has now been spent and a completion report submitted. The funding mainly covered salaries and security costs, plus a £117,000 contribution towards path repairs in the park, which has seen a huge increase in visitors throughout the pandemic.

#### Round 4

- 2.8 This round was for Emergency Resource Support, deemed a different strand of support, separate to Continuity Support (under which we were successful in Round 3).
- 2.9 The cap on CRF for non-profit organisations, across all rounds is £4m and the Trust, to date, has been granted £3,669,600 leaving a potential further £330,400 to be applied for.
- 2.10 We submitted an Expression of Interest in January, however, decided against investing significant staff resource into submitting a full application by the February deadline. The funding could not extend beyond 31 March 2022 and our view was that, with the award of £702,000 just before Christmas, the Trust was unlikely to be successful, as DCMS / NLHF are likely to prioritise other organisations that have had less or no grants to date.

### **3. Unsuccessful Applications**

- 3.1 We have been active throughout this financial year in trying to secure grants from Charitable Trusts and Foundations to support our work. As in 2020/2021, many grant giving bodies have suspended their usual grant giving programmes or only recently restarted them. As a consequence, many approaches have failed at the pre-application stage. Competition for funding is extremely high.
- 3.2 Seven unsuccessful applications were made during the year. In all these cases, feedback did not identify weaknesses in our application but very high competition. (detailed in the Exempt Appendix at Agenda item 17).
- 3.3 We currently have two live applications and are preparing another (also detailed in the Exempt Appendix).

### **4. Successful Applications / New Relationships**

- 4.1 We received the third tranche of funding (£50,000) from Matchroom Sport Charitable Foundation during 2021/22, to fund our outdoor creative learning programme for young people. We continue to enjoy support from longer standing relationships with Rose Foundation, Tottenham Grammar School Foundation and John Thaw Foundation.
- 4.2 We have confirmed support from Esmee Fairbairn Foundation for £150,000 over three years, to support the Young Creatives Network.

**5. Public Fundraising**

- 5.1 We are on course to raise around £250,000 from car park donations in 2021/2022.
- 5.2 Other sources of public income have remained flat but we have moved to a new system supported by our customer relationship database (Spektrix) and are seeing positive results. We expect this to increase during 2022/2023.

**6. Legal Implications**

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

**7. Financial Implications**

- 7.1 These results have informed our projected fundraising income for 2022/2023. Alongside income to support regular activities and projects, we will focus on capital funding to support the ongoing renovation of the Palace and Park.
- 7.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

**8. Use of Appendices – Exempt Appendix (Agenda item 17)**

**9. Background Papers – None**

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

**15 MARCH 2022**

**Report Title:** Creation of Petanque Courts  
**Report of:** Emma Dagnes, Chief Executive Officer

**Purpose:** To seek Trustee Board approval of the creation of Petanque (boules) courts on land adjacent to the Lower Road, East.

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

**1. Recommendations**

- 1.1 To consider the comments and advice of the Advisory and Consultative Committees on the proposal;
- 1.2 To approve the proposal and funding arrangements for the creation of Petanque Courts on the land adjacent to the Lower Road, East.
- 1.3 To delegate responsibility for delivery to the CEO to deliver the project within the available funding supplied by the players and sign the funding agreement with the Hornsey Petanque Club (HPC).

**2. Background**

- 2.1 For several years a group of local people have met to play Petanque (Boules) in the Fairground Car Park. The group avoid playing on days when the car park is in use as an event venue, event operations area and car park.
- 2.2 In 2019 the Trust was approached by a local community group about the possibility of creating a permanent four-lane Petanque Court in Alexandra Park. Whilst the Trust was supportive, a suitable permanent location for the size requested could not be found. The Fairground Car Park is well used throughout the year as a multi-purpose operational site and is an unsuitable location for a permanent Court.
- 2.3 In 2021 the local players approached the Trust again. This time the proposal was for a two-lane Petanque Court. The group had also raised money to fund the Courts creation.
- 2.4 The Trust reassessed the new proposal and suggested the location shown on the map in Appendix 1. Both parties agree that the location is suitable. The proposed site also has plenty of exposure to passers-by to generate interest, with lots of viewing space around the new court and its location will not block

access to the steps that give access to the sports club access road and lower park area.

- 2.5 Although the location is used by the Trust during event days and weekly by the Park Run it is felt that the Court can be accommodated alongside these uses. The area is also sometimes used as an overflow car park for the Sports Club. However this is not part of the clubs leased area and will be unavailable for this use in the future if the Petanque Court is created.

### **3. Petanque Court Proposal**

- 3.1 The proposal is to create two Courts adjacent to each other in total measuring c. 8m by 16m. The Courts are at ground level, bounded by sleepers, slightly raised above the level of the ground. No excavation is required.
- 3.2 The Courts would not be surrounded by fencing, as they sometimes are in other more formal Park locations, to avoid enclosing areas of the Park unnecessarily and to reduce the ongoing maintenance costs to the Trust. The Courts would not be lit. Plans and example pictures are provided at Appendix 2.
- 3.3 The Courts would be open to any member of the public to play on any day of the week. Playing on the Courts would be free of charge. No special times are reserved for any group of players and no booking system will be in operation. However there would be times when the Courts are deemed out of use such as when events are being held or hosted in the Park and the area is fenced off.
- 3.4 a small, location-appropriate, information board is planned to explain what the Courts are and the game of Petanque.
- 3.5 The local group of Petanque players are in the process of becoming a constituted group registered with the English Petanque league as the Hornsey Petanque Club. The Club will provide the funding but also advise the Trust on the design and installation and support the Trust in monitoring the condition of the Court.

### **4. Petanque as a sport**

- 4.1 The broad appeal of petanque covers a wide demographic, particularly those that are not always engaged with sport. The English Pétanque Association is committed to ensuring this highly accessible sport can be enjoyed by all. As the National Governing Body for the sport in England they are officially recognised by Sport England are members of the World governing body, the Fédération Internationale de Pétanque et Jeu Provençal (FIPJP) and the European governing body, the Confédération Européenne de Pétanque (CEP), they are also members of the Sport + Recreation Alliance.

\*see footnote 1

## 5. Relationship between the Petanque players and the Trust

- 5.1 Discussions with the Petanque players covered the relationship between the Trust and the players. A user agreement was drafted and discounted by both parties as being overly onerous for the purposes of the players. A funding agreement was considered as the most appropriate way forward. This is attached at Appendix 3.
- 5.2 However the players have agreed to become a constituted group and are keen to work with the Trust to promote the courts and to encourage wide participation.

## 6. SAC/CC feedback

The SAC/CC will be consulted on the proposal at their Joint Meeting on 9<sup>th</sup> March and feedback will be provided to the Trustee Board on 10<sup>th</sup> March by email and included in the minutes of the Board meeting.

## 7. Timelines

- 7.1 A high-level discussion with the planning team at Haringey Council has indicated that planning permission will be required. An application will be made to the Council as soon as possible after the Board meeting (subject to approval). The works are expected to take no more than two weeks. It is envisaged that the courts will be playable in late spring 2022.

Activity	Deadline
Final proposal received	Feb. 2021
Trust Assessment (Strategic Vision Project Group)	April 2021
In principle agreement of initial terms	June 2021
Develop proposals & consult planning	Feb. 2022
SAC & CC consultation	March 2022
Formal consideration by Trustee Board	March 2022
Planning / Listed Building Consent	April-May 2022
Legal review of User Agreement	April 2022
Construction	May-June 2022

## 8. Risks

- 8.1 Courts not utilised - Although HPC would reserve the Courts exclusively for 2 hours twice a week (10-12am on Wednesday and Friday mornings), they will be for community use. Appropriate signage will inform the public of the agreed times that the Court is reserved for the Club. A number of informal Petanque groups are understood to also use Park and it is expected that the numbers of players could reach 20-30 per week.
- 8.2 Costs for loss, damage, injury – If the Club is unable to cover the costs of maintenance and repairs to the Court the Trust will reserve the right to serve notice for the removal of the court. The Trust's insurance will not extend to the Court or the Club's liabilities and the Club will be required to provide copies of adequate insurance certificates.

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

9.1 The proposal aligns with the Charity’s purpose of enriching lives, through great experiences, forever and the mission to repair, restore and maintain the park and palace for the recreation and enjoyment of the public forever.”

9.3 Our values:

- The team have been *resourceful* and *collaborative* with the Hornsey Petanque Club to locate an appropriate site for the Court.
- *Passionate & fun & Bold* – we hope to create more and new experiences of enjoyment for the public by having this new sport on site.
- *Open & genuine* - the Court will encourage new players of all ages.

9.4 Contributes towards *creating a stronger lifelong connection with our visitors, supporters and community (Five Year Plan Pillar 2).*

**10. Equality, Diversity & Inclusion**

10.1 *There are no adverse implications for any protected characteristics groups.*

**11. Legal Implications**

11.1 The creation of Petanque Courts sits within the powers of the Trust and the purposes of the Park and Palace as set out in the Act of Parliament.

11.2 The Council’s Head of Legal & Governance has been consulted in the preparation of this report, and has no comments.

**12. Financial Implications**

12.1 The funding agreement (attached at Exempt Agenda Item 19) states that the funding supplied by the HPC must be sufficient to cover 100% of the costs of installation, including any signage. The Trust does not have the resources to cover any of the costs of installation.

12.2 The group have had their proposals costed. The funds available of £15,000 are deemed to be sufficient. In addition, the group have negotiated with Capital Gardens (Alexandra Palace Garden Centre) to supply materials at a significant discount.

12.3 If the Trustee Board is minded to approve the proposed creation of the Courts, quotes have been obtained by the HPC and the preferred contractor is on the Haringey Council suppliers list.

12.4 Ongoing maintenance costs are expected to be minimal requiring no more resource than the area currently requires.

12.5 The funding agreement covers the expected lifetime of the Courts and what happens at the end of that lifetime or if the Courts become dilapidated before then.

12.6 Funding will be passed to APPCT before any work commences, on a restricted basis, as set out in the funding agreement.

12.7 Fundraising Due Diligence

12.7.1 The funds raised by the HPC are from C-Field, an Irish construction company currently building the Cross Lane Development in Hornsey, as part of its corporate social responsibility programme in those areas that it operates in.

12.7.2 The Trust's Development Director has conducted due diligence on C-Field, a family owned business and a registered company for more than 10 years with a London registered address. The directors are mainly based in EIRE but the company's activities mainly take place in the UK. There are no matters which raise concern about the legitimacy of the funds at this time.

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

**13. Use of Appendices**

Appendix 1 – Maps showing proposed location / overflow car park

Appendix 2 – Design, size, layout plans



Appendix 2 – Design, size, layout plans

*Court Dimensions (approximately 8m by 16m):*

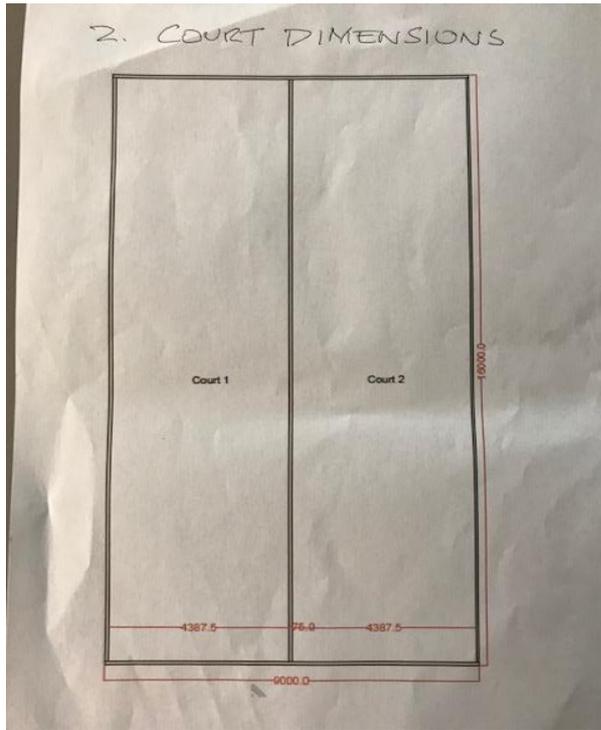


Image of site location



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

**15 MARCH 2022**

**Report Title:** Appointment of Youth Trustee Board Members as Non-Voting Co-optees  
**Report of:** Mark Civil, Head of Creative Learning  
**Purpose:** To seek feedback from SAC/CC members on expanding the youth programmes to include representation of young people on the Trustee Board.

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

**1. Recommendations**

- 1.1 To consider any feedback from the Statutory Advisory and Consultative Committees;
- 1.2 To authorise the CEO to liaise with the Corporate Trustee's Monitoring Officer to apply to the Council's Standards Committee to seek approval from Full Council in May 2022 to include the appointment of youth trustee board members on the Trustee Board, subject to feedback and advice from the SAC & CC.
- 1.3 To authorise the Head of Creative Learning to begin preparations for the recruitment of two youth trustees and for the trustee board to be informed of the details by email.

**2. Executive Summary**

- 2.1 Young people today are the charity leaders of the future. Over the last two years, APPCT support for young people has facilitated and engaged young people with the Charity - through volunteering, raising and donating funds, as audiences and makers, helping them to develop commissioning, strategic thinking and leadership skills.
- 2.2 We now propose that the board supports this mission further by creating Board positions for young trustees, to contribute their voice and perspective, contribute to the delivery of our Equality, Diversity and Inclusion goals and our Governance Improvement work.

### 3. Background

- 3.1 In January 2020, Creative Learning launched a pilot work for the Young Creatives Network (YCN) funded through grants from the #iWill Fund and National Lottery Heritage Fund Activity Plan to Alexandra Palace.
- 3.2 Young Creatives Network would help young people to develop cultural commissioning and production skills through a free programme rooted in their community.
- 3.3 It aimed to:
- Create an alternative route for young people aged 16-24 to gain skills for creative careers;
  - Provide opportunities for young people to shape cultural provision in their locality;
  - Increase engagement with cultural provision by young people from across Haringey's diverse communities
  - **Create a network of ambassadors and young advisers for APPCT – a necessary first step towards appointing young Trustees on APPCT board**
- 3.4 At a Board meeting on 26 January 2021 Trustees received a presentation on the work of the Creative Learning Team, including the Young People's Programme and were keen to engage with the Young People's Panel at a future meeting. The proposals presented in this report are in line with this and would ensure a regular dialogue with young people.
- 3.5 The Head of Creative Learning will be working with the Young Trustees Movement to devise best practice recruitment processes which will be provided to the Trustee Board in more detail if the proposals are supported.
- 3.5 The Trustee Board gave their full, in principle, support of the proposal at a workshop on 13 December 2021 and agreed the next steps:
- To consult SAC/CC members;
  - Obtain feedback from Haringey Council legal and finance officers;
  - Take a formal decision at the 15 March 2022 Board Meeting for appointments to be made by the Corporate Trustee Full Council meeting in May 2022.

### 4. Reason for the decision

- 4.1 Young Trustees have so much to offer and can benefit APPCT board in multiple ways including demonstrating:
- good practice
  - commitment to being a learning Charity
  - commitment to developing young people
  - an evolving approach to consultation with their communities
  - Commitment to EDI
  - A belief in providing intergenerational perspectives that will enable better decision making.

4.2 Boards benefit from having diverse perspectives, skills and experience in the room – this should include young people.

Helping APPCT to:

- Navigate uncertainty
- Future proof decision making
- Bring new and innovative ideas
- Invest in the future of charity leaders
- Reflect interests of communities they serve

4.3 Young trustees would gain an incredible experience that would boost their career and give them the opportunity to:

- Develop skills
- Grow their network
- Learn about governance and understand how the charity sector works
- Make a difference

4.4 APPCT would become part of a growing network of charity's that are changing the image of what a Trustee looks like; including organisations like:

- Roundhouse
- British Council
- Whitechapel Gallery
- Tate Modern
- British Museum

4.5 Appointing Young Trustees can help to reduce the perceived disconnect that can exist between board members and beneficiaries,

4.6 Increasing public confidence in APPCT by having a wider range of people represented on the Board, which can encourage greater support from the public.

4.7 The Board will benefit from new skills and viewpoints, which could result in an increased flexibility, greater scrutiny and better informed and more robust decision making.

4.8 Evidence suggests young trustees are hungry to learn and make a difference and ask the questions others won't.

4.9 APPCT would benefit from having young ambassadors at Board Level able to speak on behalf of the Charity.

4.10 APPCT be supporting the wider Charity sector by developing trustees of the future, enabling young people to gain skill and experience that comes from serving it in a meaningful way.

4.11 Lack of representation of young people at board level is becoming a barrier to APPCT securing funding as many funders now see it as core requirement

## 5. Risks

- 5.1 Young people have concerns about legal responsibilities; mitigations might include:
- Make it clear to the young person that this is more likely be a positive experience that would give significant advantage to them in their careers
  - Provide training for the young trustees
- 5.2 Young people may have less experience in dealing with organisational finance and strategic planning – the Board will not be able to rely on assumptions about levels of knowledge and may need to rethink some ways that it presents information; mitigations might include:
- Some documents provide additional information and wider context
  - Information may need to be developed in a more accessible way
  - Financial training may be required above and beyond the standard induction
  - Creative learning would support the recruitment process and provide training in governance
  - Adapt the induction programme to ensure it meets the needs of young trustees
  - Build in regular checks to ensure understanding as we do with all Board members
- 5.3 Young people being perceived as only being present to provide the youth perspective may feel undervalued, less respected or taken less seriously than the other trustees; mitigations might include:
- Clarity of role description to ensure Young trustees are appointed to discuss all matters and not just there to represent ‘young people’
  - Whole Board to challenge any age-related prejudice
  - Appointing more than one young trustee will stop young trustees feeling exposed and isolated, as per good practice
- 5.4 Young people may have less experience of organisational structures and processes; mitigations might include:
- Quality induction including culture, history and values to empower people to participate as best they can
  - A buddying or mentoring system which provides opportunities for regular feedback from young trustees to help the board to make alterations to processes and ensure the Board Culture is sufficiently open, welcoming and supportive
  - Appointing more than one young trustee. This will stop young trustees feeling exposed and isolated.
- 5.5 Young Trustees stay too long and are no longer young! Mitigations:
- A term of office shall be two years for a maximum of one term to create a turnover of opportunities for other young people.
  - Alexandra Palace classifies young people at aged 18-24. Other initiatives pitch young trustees at aged 18-30, and so a young trustee recruited at the upper age limit could still be considered appropriate if they were to remain for the two-year term.
  - Appointments will be in line with annual Full Council appointments to committees (at the start of the municipal year)

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

6.1 The proposal does not conflict with the Charity's objects, mission and values. Appointing youth board members will improve engagement with an important group of the Charity's beneficiaries and will support the purpose: *enriching lives, through great experiences, forever.*

6.2 Including Younger Trustees on the board demonstrates our value by;

*Resourceful* – new approach to engage with a broader range of stakeholders more representative of the Trusts stakeholders and beneficiaries.

*Collaborative* – bringing diverse groups together to raise issue they want to discuss.

*Passionate & fun* – encouraging a new range of people who are engaged and passionate about Alexandra Palace.

*Open & genuine* – improving inclusiveness and diversity, welcoming feedback.

6.3 The proposals are in line with the main areas of focus in the Trust's Five-Year plan:

- Strengthen our reputation and elevate our status in entertainment, heritage and recreation.
- Create a stronger lifelong connection with our visitors, supporters and community.

**7. Equality, Diversity & Inclusion**

7.1 The proposal seeks to increase diversity and include young people specifically. There are alternative mechanisms for other co-opted board members to join the Trustee Board, therefore, no adverse impacts are expected in relation to any protected characteristic groups.

7.2 According to the Charities Aid Foundation, young people represent a significant portion of the population: 12%, but evidence suggests the average of a Trustee is 57, with:

- Less than 3% of charity trustees under 30 and,
- 18 – 24-year-olds account for less than 0.5% of all charity trustees

7.3 The Governance Code states that “diversity, in the widest sense, is essential for boards to stay informed and responsive and to navigate the fast-paced and complex changes facing the voluntary sector. Boards whose trustees have different backgrounds and experience are more likely to encourage debate and to make better decisions”.

7.4 Diversity of perspectives are a requirement, not a nice to have for a high-performing board.

7.5 It is recommended that appointments should be from the local community and reflect the diversity of the world in which the Charity operates. Including approaching any other local organisations working with young people.

7.6 The appointment of more than one young trustee will give the Board greater diversity and stop young trustees feeling exposed and isolated.

## **8. Legal Implications**

8.1 The Trustee Board is constituted as a Council Committee and currently provides for 3 Co-opted Members from the Consultative Committee and an observer from the Advisory Committee.

8.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report and in noting that the appointment of the two youth trustees will be subject to a report to the Standards Committee and approval by Full Council, has no comments.

## **9. Financial Implications**

9.1 Many funding organisations now see young trustees as a non-negotiable prerequisite for securing funding and see it as a demonstration of an organisation's commitment to ensuring diverse perspectives are considered at a board level. This is particularly relevant for funders of our creative Learning programme.

9.2 Expenses, in line with the Board Member Expenses Policy, to cover travel costs to meetings

9.3 Governance mentoring, time invested in developing young trustees and their ideas.

9.4 Organise time for additional meetings with the young trustees and help them to find initiatives they would particularly like to champion

9.5 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comment.

## **10. Appendices *None***

## **11. Background documents:**

- The Roundhouse Youth Governance Guide on how to include young people on your board and in your decision-making processes is available to view at the following link (36 pages) <https://www.roundhouse.org.uk/about-us/our-work-with-young-people/youth-governance/>
- The Young Trustees Movement <https://youngtrusteesmovement.org>



**ALEXANDRA PARK AND PALACE CHARITABLE TRUST**  
**BOARD MEETING**  
**15 MARCH 2022**

**Report Title:** Charity Governance Code Action Plan  
**Report of:** Emma Dagnes, CEO  
**Purpose:** To seek Trustee Board approval of the Charity Governance Code Action Plan.

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

**1. Recommendations**

1.1 To approve the Charity Governance Code action plan attached at Appendix 3, as part of the wider Governance Improvements Programme.

**2. Executive Summary**

2.1 The [Charity Governance Code](#) is a toolkit for good governance, which the Charity Commission expects charities to follow and apply. The Code consists of the following seven principles:

- 1 Organisational Purpose
- 2 Leadership
- 3 Integrity
- 4 Decision Making, Risk & Control
- 5 Board Effectiveness
- 6 Equality, Diversity & Inclusion (EDI)
- 7 Openness & Accountability

2.2 At a workshop in January 2022, the Trustee Board assessed the Charity's compliance against two of the seven principles of the Code (Principle 3, Integrity and Principle 6, EDI). This report invites the Trustee Board to consider the arising action plan attached at Appendix 3, which incorporates some suggested actions relating to the five remaining principles of the Charity Governance Code.

**3. Charity Governance Code Principles**

3.1 Principle 1 - Organisational Purpose – *The board is clear about the charity's aims and ensures that these are being delivered effectively and sustainably.* **Compliance to be assessed.**

3.2 Principle 1 – Leadership – *The charity is headed by an effective board that provides strategic leadership in line with the charity's aims and values.* **Compliance to be assessed.**

- 3.3 Principle 3 – Integrity – *The board acts with integrity. It adopts values, applies ethical principles to decisions and creates a welcoming and supportive culture which helps achieve the charity’s purposes. The board is aware of the significance of the public’s confidence and trust in charities. It reflects the charity’s ethics and values in everything it does. Trustees undertake their duties with this in mind.*

Assessed by the Trustee Board in January 2022, the Charity is considered to be strongly meeting 12 of the 13 key outcomes of the integrity principle, which are rated as GREEN status. One of the outcomes, relating to the potential for imbalances on the board, is rated ‘AMBER’. The assessment document is attached at Appendix 1.

- 3.4 Principle 4 – Decision Making, Risk & Control – *The board makes sure that its decision-making processes are informed, rigorous and timely, and that effective delegation, control and risk-assessment, and management systems are set up and monitored. **Compliance to be assessed.***

- 3.5 Principle 5 – Board Effectiveness – *The board works as an effective team, using the appropriate balance of skills, experience, backgrounds and knowledge to make informed decisions.*

The Trustee Board has identified some actions for 2022/23 towards meeting some of the key outcomes of this principle, including adopting a meetings protocol and a framework for annual board member appraisals and whole board performance evaluations. **Compliance will be assessed during 2022/23.**

- 3.6 Principle 6 – Equality, Diversity & Inclusion (EDI) – *The board has a clear, agreed and effective approach to supporting equality, diversity and inclusion throughout the organisation and in its own practice. This approach supports good governance and the delivery of the organisation’s charitable purposes.*

Compliance with the EDI principle of the Code was assessed by the Trustee Board in January 2022 and the Trustees rated 12 of the 13 key outcomes as AMBER and one GREEN.

- 3.7 Principle 7 – Openness & Accountability – *The board leads the organisation in being transparent and accountable. The charity is open in its work, unless there is good reason for it not to be. **Compliance to be assessed.***

#### 4. Next Steps

- 4.1 Trustee Board to approve the action plan which will form part of the on-going Governance Improvements Programme and monitor progress in 6 months.

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

- 5.1 Meeting the requirements of the Charity Governance Code is an aspiration of the 2017 Governance Review and the attached action plan will support delivery of the vision, purposes and values.

**6. Equality, Diversity & Inclusion**

- 6.1 The Charity Governance Code specifically requires charities to actively support EDI and the action plan includes reporting on EDI data.

**9. Legal Implications**

- 9.1 The Council's Head of Legal & Governance has been consulted in the preparation of this report, and comments that whilst the Charity Governance Code is not a legal or regulatory requirement, it sets the principles and recommended practice for good governance. The Charity Commission expects and encourages charities and their Trustees to use the Code to develop high standards of governance.

**10. Financial Implications**

- 10.1 No significant financial implications have been identified, although, there may costs involved in implementing some of the activities in the action plan, for example fees for an independent review of governance compliance. These activities will be factored into budgets at the appropriate time.
- 10.2 The Council's Chief Financial Officer has been consulted in the preparation of this report, and has no comments.

**11. Use of Appendices**

Appendix 1 – Trustee Board Assessment of Integrity Principle  
Appendix 2 – Trustee Board Assessment of EDI Principle  
Appendix 3 – Draft Charity Governance Code Action Plan

**12. Background Papers – None**

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**CHARITY GOVERNANCE CODE ASSESSMENT – PRINCIPLE 3 – INTEGRITY**

*Reviewed 24.02.2021 and 17.01.2022*

		Current Status	Suggested Action
<b>3.6 Upholding the charity's values</b>			
3.6.1	<b>The board ensures that all of its decisions and actions are consistent with the charity's values.</b>	Whilst none of the decisions have been in conflict with the Vision, Mission Purpose or Values there is nothing documented to reflect this .	Revise Board template to highlight and acknowledge alignment/at least confirm no conflicts explicitly. <b>Status: GREEN, template amended February 2021.</b>
3.6.2	<b>Trustees regularly check whether there are inappropriate power imbalances in the board or charity. Where necessary, they address any potential abuse of power to uphold the charity's purpose, values and public benefit.</b>	Potential risk of imbalance due to unusual governance structure acknowledged. Members are appointed politically and the Trustee Board, as a council committee, is proportionately balanced to reflect the composition of the Council. Non-political (co-opted) trustee board members do not have a vote on board decisions, although their views are always welcomed and are taken into account.  Whistleblowing Policy included in staff and trustee induction packs.	Board member induction to highlight how board members are appointed and support to recognise and prevent inappropriate imbalance on the Board. Regular reminders of: <ul style="list-style-type: none"> <li>• Trustee duties</li> <li>• Option call a 'behind closed doors' meeting</li> <li>• Whistleblowing process if they have concerns of imbalances within the Charity (separating the board and charity).</li> </ul> <b>Action:</b> <ul style="list-style-type: none"> <li>- As part of annual board performance review, 1-1 conversations with the chair to raise concerns about imbalances of power</li> <li>- Amend Whistleblowing policy to reflect routes for the Board (Charity Commission, Corporate Trustee)</li> </ul> <b>Status: AMBER (in progress)</b>
3.6.3	<b>Trustees adopt and follow a suitable code of conduct that reflects the charity's values and sets out expected standards of ethics, probity and behaviour.</b>	Code of conduct is in place. It is covered at induction and is contained in the Trustee Handbook.	<b>Status: GREEN</b>
3.6.4	<b>The board considers how the charity is seen by the people and organisations who are involved in its work and by the wider public. The board has policies and procedures to make sure that the charity works responsibly and ethically, has regard to the proper use of power and acts in line with its own aims and values.</b>	Website clear on purpose, mission & vision with links to key policies (Complaints, Whistleblowing, Fundraising, Privacy, Board Member Code of Conduct, EDI action plan). Policies are regularly updated and circulated to staff highlighting changes including. Pay Policy aims to meet LLW levels, park plans in place to protect biodiversity and working towards increased sustainability. Values include being open, feedback regularly sought including from stakeholder groups. Trustee board members have connections to the local community.	<b>Status: GREEN</b>  <b>Additional aspirations:</b> <ul style="list-style-type: none"> <li>• Stakeholder Survey, when resource allows.</li> <li>• Open Forum proposed – to enhance feedback from the local community and hear directly from a wider range of people.</li> </ul>

3.6.5	<p>The board ensures that the charity follows the law. It also considers following non-binding rules, codes and standards, for example regulatory guidance, the <b>‘Nolan Principles’</b> or <b>Charity Ethical Principles</b> and other good practice initiatives that promote confidence in charities and create a supportive environment.</p>	<p>The Board considers advice provided by Corporate Trustee Interim Head of Legal and Governance and/or the Trust’s retained legal providers when making decisions. The Trustees are committed to the Nolan Principles, which are included in the Trustee Board Code of Conduct. Legal and regulatory alerts to be included in Board information packs.</p>	<p>Status: GREEN</p> <p>Charity Ethical Principles to be considered in the next review of the Code of Conduct, which currently bases its principles on the 1994 Nolan principles. Consider suitability for AP/repetition of CGC.</p>
<p><b>3.7 Ensuring the right to be safe</b></p>			
3.7.1	<p>Trustees understand their safeguarding responsibilities and go beyond the legal minimum to promote a culture in which everyone feels safe and respected.</p>	<p>Safeguarding Policy in place – regularly updated as guidance changes. Policy included at induction and included in Trustee Handbook. Trustee Board has appointed a Lead Board Member for Safeguarding &amp; Whistleblowing Executive Leadership Team Member appointed as senior safeguarding lead.</p>	<p>Status: GREEN</p> <p>Additional actions:</p> <ul style="list-style-type: none"> <li>• ‘Everyone feels safe and respected’ to be tested in next staff survey scheduled for 2022/23 postponed due to Covid and replaced with wellbeing surveys.</li> <li>• Planned signage in keys areas such as ice skating creativity pavilion and toilets</li> </ul>
3.7.2	<p>The board makes sure that there are appropriate and regularly reviewed safeguarding policies and procedures.</p>	<p>Safeguarding Policy updated annually as part of policy review. Last updated March 2020 along with Whistleblowing, Complaints &amp; Serious Incident Reporting Policies. Recruitment &amp; Selection &amp; Exit procedures in place.</p>	<p>Status: GREEN</p> <p>Next review of policies to include wording to ensure that if any serious issues are raised these would be notified to the CEO and the Board notified as appropriate.</p>

3.7.3	<b>As part of a charity's risk-management process, the board checks key safeguarding risks carefully and records how these are managed.</b>	<p>Safeguarding and protecting people from harm included on the Strategic Risk Register (reviewed quarterly by ELT, FRRAC &amp; Board).</p> <p>Creative Learning: Ensure that a teacher, youth worker, care worker or other group leader from the host organisation is present during workshops delivered by Alexandra Palace.</p> <p>Children attending performances/events/tours and the park as part of a school or community group are the responsibility of the adult group leader at all times with ratios set for large groups.</p> <p>AP holds Ice Rink coaches NISA licenses and renewal documents which include safeguarding training. Licensed and registered chaperones during Pantomime performances. AP's Venue Management Plan (VMP) includes procedures for a lost child or vulnerable adult. Age restrictions for unaccompanied children for events are assessed before tickets go on sale and are then enforced on entry to the building.</p> <p>Standing item on Board agenda re feedback from Safeguarding Lead and to report incident, including serious incident reporting to Charity Commission.</p> <p>Annual workshop to review key safeguarding risks and how managed and report to Board.</p>	<p>Status: GREEN</p> <p>Safeguarding workshop to be annually repeated.</p>
3.7.4	<b>All trustees, staff, volunteers and people who work with the charity have information or training on the safeguarding policy, so they understand it, know how to speak up and feel comfortable raising concerns</b>	Safeguarding included in staff handbook and covered at induction and e-learning module for all staff members. Clear information in Safeguarding & Whistleblowing Policies around speaking up. In addition, staff and volunteers delivering Regulated Activity receive proper supervision.	Status: GREEN
<b>3.8 Identifying, dealing with and recording conflicts of interest/loyalty</b>			
3.8.1	<b>The board understands how real and perceived conflicts of interests and conflicts of loyalty can affect a charity's performance and reputation.</b>	Discussed on induction. Legal provider facilitated refresher training on conflicts of interest in Sept 2019. Register of interests reviewed annually and as required through the year.	Status: GREEN
3.8.2	<b>Trustees disclose any actual or potential conflicts to the board and deal with these in line with the charity's governing document and a regularly reviewed conflicts of interest policy.</b>	Conflicts of Interest Policy and declaration signed by all trustees on appointment. Policy last updated Feb 2020. All board members are invited to disclose interests of at each meeting and any disclosures are recorded.	Status: GREEN Continue to disclose and assess annually.
3.8.3	<b>Registers of interests, hospitality and gifts are kept and made available to stakeholders in line with the charity's agreed policy on disclosure.</b>	Register of interests reviewed annually at Board meetings and published as part of this. Gifts & Hospitality register is maintained and is available on request.	Status: GREEN

3.8.4	<b>Trustees keep their independence and tell the board if they feel influenced by any interest or may be perceived as being influenced or to having a conflict.</b>	Trustees have in recent years identified where there could be perceived conflicts of interests/ duties particularly where some Board Members sit on other bodies involved in Licensing, Planning or Friends Groups and have acted accordingly i.e. not taken part in decision making and this has been recorded in the minutes.	<b>Status: GREEN</b> Continue to disclose and assess conflicts at each meeting.
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**CHARITY GOVERNANCE CODE ASSESSMENT – PRINCIPLE 6 – EQUALITY, DIVERSITY & INCLUSION**

*Reviewed 24.02.2021 and 17.01.2022*

	<b>Current Status</b>	<b>Suggested Action</b>
<b>6.4 Assessing understanding of systems and culture</b>		
6.4.1	<p>The board analyses and can define how equality, diversity and inclusion are important for the charity, its context and the delivery of its aims.</p> <p>2016 HR Audit recommended staff surveys every 4 years to collect data to understand diversity of workforce and devise a plan for addressing underrepresentation. Data collected and presented to Board in 2019/20.</p> <p>2020 survey scheduled but replaced with a Covid Wellbeing survey.</p> <p>Feb. 2020 EDI workshop to agree the priority target areas and action plan. EDI plan published Oct 2021.</p> <p>Board acknowledge the challenge in collecting data.</p>	<p>Find resources and ways to effectively understand the needs and better capture the experiences of our users.</p> <p>Annual monitoring report to enable Board discussion on the data to:</p> <ul style="list-style-type: none"> <li>- Review progress on how EDI embedded across the organisation</li> <li>- Ensure that the Charity's people are representative of the local population and the Charity's beneficiaries.</li> <li>- Identify the gaps and plan how to address</li> </ul> <p>Status: AMBER</p>
6.4.2	<p>The board assesses its own understanding of equality, diversity and inclusion. It considers how this happens in the charity and identifies any gaps in understanding which could be filled by discussion, learning, research or information.</p> <p>Policy and action plan in place as a result of board discussion.</p>	<p>Board involvement in updating action plan</p> <p>Board skills audit that looks at diversity, understanding of beneficiaries as well as skills</p> <p>Status: AMBER</p>

		Current Status	Suggested Action
6.4.3	<p>6.4.3 The board regularly assesses:</p> <p>i. the charity's approach to equality, diversity and inclusion, using available data and, where applicable, lived experience</p> <p>ii. its own practice including:</p> <ul style="list-style-type: none"> <li>• the diversity of trustees' backgrounds and perspectives in its regular board skills audit to identify imbalances and gaps</li> <li>• any bias in trustee recruitment and selection</li> <li>• where applicable, how the communities and people that the charity serves are included and centred in decision making</li> <li>• how meetings and board information can be made more accessible and how to provide resources to support this</li> <li>• how to create a meeting environment in which behaving inclusively is the norm, all voices are equal and trustees can constructively challenge each other</li> <li>• how the board demonstrates inclusive behaviours in its decision making and how it engages with staff (where they exist), volunteers, members, service users and beneficiaries.</li> </ul>	<p>Annual HR data reporting (and included in new Trustee Induction Packs).</p> <p>Corporate Trustee appointed board members are elected councillors and currently represent the diverse communities they represent.</p> <p>Act of Parliament recognises Haringey Council as Corporate Trustee. Thus Board meetings are held publicly and documents published in accordance with Local Government Access to Information regulations. There is a procedure for deputations and questions from any member of the public.</p> <p>Co-opted and observer board members represent some of the community groups with an interest in the charity who sit on the Advisory and Consultative Committees but have no voting rights.</p> <p>Expanding stakeholder forum included in Governance Change &amp; Improvements Programmes.</p> <p>Board has invited Young People's Panel to present its manifesto at a future meeting.</p> <p>Relevant staff members invited to present papers to Board meetings as appropriate.</p> <p>Issue of tenure – elected every year – potentially could change every year.</p>	<p>Board skills audit to identify imbalances &amp; gaps and review of board level behaviours from an EDI perspective (rather than another set of behaviours).</p> <p>Board members to be included in EDI training.</p> <p>Boardroom behaviours protocol to be discussed and if appropriate, adopted.</p> <p>Board to discuss whether they would like further interaction with staff and volunteers.</p> <p>Raise with the Corporate Trustee and Political Groups to reflect diversity across the board, and ask the full council to bear that in mind when selecting board membership, subject to the constitution. <i>Action Chair to write concise message to Chief Whips and the Democratic Services Manager, asking to consider the need for stability, flagging it's a Charity with ££ turnover, suggesting a minimum term of office unless any reason not to or a performance issue – acknowledging would still need ratifying in annual council each year.</i></p> <p>March 2022 consultation with SAC/CC on appointing youth board members (Trustee Board in June).</p> <p>Status: AMBER</p>

		Current Status	Suggested Action
6.4.4	The chair regularly asks for feedback on how meetings can be made more accessible and how to create an environment where trustees can constructively challenge each other and all voices are equally heard.	<p>Encouraged informal dinner for board members without any staff present.</p> <p>Lead Trustee for EDI appointed.</p>	<p>Resume annual board member dinners.</p> <p>More opportunities to talk on the phone.</p> <p>More pre-meetings of board members before meetings to anticipate any questions.</p> <p>After each meeting or separate session as a collective or additional agenda item / phone call between members to reflect on the meeting, papers received in time.</p> <p>Agree timings for information to be supplied for particular meetings that aren't under local governance Access to Information rules.</p> <p>Annual Board Performance review to include 1-1 conversations with the chair to talk about contribution in the year and to address any issues (including concerns of imbalances of power), monitor EDI approach, gaps in knowledge &amp; training.</p> <p>Include some of the above in the role descriptions so know it's ok for a future chair to give a call and ask after a meeting where something hasn't sat right/ or someone looked uncomfortable. Status: AMBER</p>
<b>6.5 Setting context specific and realistic plans and targets</b>			
		Current Status	Suggested Action
6.5.1	The board sets a clear organisational approach to equality, diversity and inclusion in line with the charity's aims, strategy, culture and values. This is supported by appropriate plans, policies, milestones, targets and timelines.	<p>12 June 2020 statement in response to BLM campaign on intention.</p> <p>Draft action plan set out including milestones.</p> <p>Appropriate policies in place. 2020 EDI policy replaces Equal Ops Policy in staff handbook.</p> <p>EDI Action Plan consulted on and summary published online.</p>	<p>Monitor as part of the Annual Board Performance Review</p> <p>Status: Green</p>

		<b>Current Status</b>	<b>Suggested Action</b>
6.5.2	<p>The board uses the findings from its assessments to make context-specific and regularly reviewed plans and targets for:</p> <ul style="list-style-type: none"> <li>• equality, diversity and inclusion training for board members</li> <li>• inclusive boardroom culture, practices and behaviours</li> <li>• board evaluation or training to address any power imbalances between trustees</li> <li>• removing, reducing and preventing obstacles to people being trustees</li> <li>• attracting a diverse group of candidates for new trustee roles and providing an inclusive induction for new trustees</li> <li>• recruiting a diverse board that addresses imbalances and any gaps that have been found</li> <li>• promoting inclusive behaviours and cultures to the wider organisation</li> </ul>	<p>The Charity's governance is an obstacle to recruitment as trustees are appointed by the Corporate Trustee (political groups), can change annually and does not allow for the open recruitment of trustees.</p> <p>The Charity has ambition to modernise the governance structure in the Governance Change Programme.</p> <p>Values – board working toward and did some work on board level behaviours to reflect values and given to new trustees on induction</p>	<p>To follow approval and publication of EDI action plan and board member skills audits and boardroom behaviours protocol in plan.</p> <p>Boardroom and culture: Board room behaviours protocol to be discussed &amp; adopted &amp; shared with Corporate Trustee and Whips so cognisant of our ambitions when considering the options</p> <p>Status: AMBER</p>
<b>6.6 Taking action and monitoring performance</b>			
		<b>Current Status</b>	<b>Suggested Action</b>
6.6.1	<p>The board ensures that there are appropriate arrangements and resources in place to monitor and achieve the organisation's equality, diversity and inclusion plans and targets, including those relating to the board.</p>	<p>All Executive Leadership Team have EDI responsibilities written into their responsibilities post &amp; Board Members inputted into the EDI plan.</p>	<p>Board committed to report back annually on progress and publish on website – half year update and annual report</p> <p>Status: AMBER</p>
6.6.2	<p>The board creates and maintains inclusive cultures, practices and behaviours in all its decision making. It promotes and demonstrates inclusive behaviours and cultures to the wider organisation.</p>	<p>EDI action plan and board values and behaviours.</p>	<p>Review board level behaviours from and EDI perspective &amp; boardroom behaviours protocol to be adopted.</p> <p>Status: AMBER</p>
6.6.3	<p>The board regularly monitors and actively implements its plans and targets established under 6.5.2.</p>	<p>Board members fed into the EDI Plan which sets out milestones. Commitment to half year and annual performance and progress reports to Board.</p>	<p>Establish targets/ actions &amp; review annually</p> <p>Status: AMBER</p>

		Current Status	Suggested Action
6.6.4	The board leads the organisation's progress towards achieving its equality, diversity and inclusion plans and targets. It receives regular updates from the organisation including challenges, opportunities and new developments.	Appointed a Lead Member for EDI.	Half year and annual progress reports.  Status: AMBER
6.6.5	The board periodically takes part in learning and/or reflection about equality, diversity and inclusion and understands its responsibilities in this area. It acts on any gaps in its understanding and looks at how board practice, culture and behaviour are affected by these gaps		Rotation of EDI Champion role  EDI e-learning (or alternative) module for all board members  Ongoing learning and development to be discussed during the annual conversation with Chair – gaps in knowledge and any requirements or issues. Status: AMBER
<b>6.7 Publishing performance information and learning</b>			
		Current Status	Suggested Action
6.7.1	<p>The board regularly publishes:</p> <p>6.7.1.1 information on its progress towards achieving its equality, diversity and inclusion plans and targets, including challenges, opportunities and learning. This could include the:</p> <ul style="list-style-type: none"> <li>• charity's organisational approach to equality, diversity and inclusion in line with its aims, strategy, culture and values,</li> <li>• board's culture, practices and behaviours</li> <li>• board's composition and make-up</li> </ul> <p>6.7.1.2 its plans to tackle any organisational or board inequalities and gaps that have been identified.</p>	<p>Mission, Vision and Values are on our website, and include Open and Genuine. Composition and make-up of the board is available on Corporate Trustee website.</p> <p>May 2020 – Awarded Government's Disability Confident Committed Employer scheme October 2020 – Awarded silver level accreditation of the <i>Attitude is Everything Charter of Best Practice</i> for accessibility for deaf and disabled people. &amp; in 2021 staff trained to deliver training.</p> <p>Published commitment statement in June 2020 &amp; EDI Action Plan in Oct 2021.</p>	<p>Include in annual report</p> <p>Include statements to explain where we are not able to comply – e.g. open recruitment of board members on website.</p> <p>Ensure the board remain updated on next stages of certification.</p> <p>Status: AMBER</p>

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CHARITY GOVERNANCE CODE (CGC) ACTION PLAN

CGC Principle	Ref	Activity	Start Date	Completion Date	Status (RAG)	Responsibility	Output
1. Organisational Development	1.1	Assess compliance against Principle 1.		2022/23	Not started	T.Board	Board workshop actions to ensure/ monitor CGC applied.
	2.1	Performance management of CEO - that includes objective setting, appraisal and regular review.		May-22		Chair	Recorded agreed priorities in line with business plan.
2. Leadership	2.2	Role descriptions defining responsibilities for all trustees, differentiation of roles, key staff to engage with & key EDI outcomes.		May-22		Secretary	Clear understanding of individual board member duties.
	2.3	Board to assess compliance with Principle 2		2022/23		T.Board	Board workshop actions to ensure CGC applied.
	3.1	Induction to address that trustees should regularly check for inappropriate power imbalances on the board or within the charity.		01.07.22		Secretary	Awareness and regular check on imbalances to ensure any potential abuse of power to uphold the charity's purpose, values and public benefit are addressed.
3.2	Include a prompt in board member appraisal form to raise concerns of power imbalance/ abuse of power within the charity or on the board.		01.07.22		Secretary		
3.3	Development session on how recognise and prevent inappropriate imbalance on the Board.		01.07.22		Secretary		
3.4	Whistleblowing Policy to specifically reflect reporting routes for board members.		May-22		Secretary		
3.5	Survey to assess how charity is viewed by stakeholders and wider public.		TBC		CEO	Confidence in raising and reporting concerns.	
3.6	Implement proposed Open Forum		2022/23		T.Board	To consider how the charity is seen by the people and organisations it's involved in and by the wider public. To be programmed when resources allow	
3.7	Charity Ethical Principles in the next review of the Code of Conduct,		May-22		Secretary	Hear from a wider range of people who are directly involved with the Charity.	
3.8	'Everyone feels safe and respected' to be tested in next staff survey		2022/23		Head of HR	Consider suitability of Charity Ethical Principles (or CGC themes) to replace dated Nolan Principles.	
3.9	Safeguarding/ Ask Angela signage in keys areas such as ice skating creativity pavilion and toilets		Mar-22		Head of HR	To meet safeguarding duties and promote a culture where everyone feels safe.	
3.10	Policies to include wording to ensure that if any serious issues are raised these would be notified to the CEO and the Board notified as appropriate.		May-22		Secretary		
4. Decision-making, risk & control	4.1	Regular review of terms of reference for committees/ Articles of trading subsidiary. (timescale for next review)		2022/23		T.Board	Ensure suitable functioning, memberships, delegations are clear and not reliant on particular people.
	4.2	The board agrees with senior management what information is needed to assess delivery against agreed plans, outcomes and timescales. Information should be timely, relevant, accurate and provided in an easy to understand format.		May-22		T.Board	Enable effective forward planning and monitoring (set out in Board Room Protocol).
	4.3	Board regularly considers information from other similar organisations to compare or benchmark the organisation's performance.		TBC		T.Board	Evidence board effectiveness.
	4.4	Board to assess compliance with Principle 4		TBC		T.Board	Evidence application of CGC/ arising action plan.
5. Board effectiveness	5.1	Board member appraisals framework in place.		1.07.22	started	Secretary	Address individual concerns, expectations and behaviours.
	5.2	Documented process for annual board evaluation including 1-1 between Chair & individual board members.		01.07.22		Secretary	Assess effectiveness of the board
	5.3	Agreed timings for information to be supplied for particular meetings that aren't under local governance Access to Information rules.		01.07.22		Secretary	Adequate time to read and make informed decisions (set out in Board Room Protocol).
	5.4	Monitor EDI as part of the Annual Board Performance Review		TBC		T.Board	Effective monitoring and reporting.
	5.5	Board room behaviours protocol adopted & shared with Corporate Trustee and Whips so cognisant of our ambitions when considering the options		10.05.22		Secretary	Members behave appropriately and respectfully for better team work.
	5.6	the board regularly discusses its effectiveness and its ability to work together as a team, including individual's motivations and expectations about		TBC		Secretary	
	5.7	The board has, and regularly considers, the skills, knowledge and experience it needs to govern, lead and deliver the charity's purposes effectively. It reflects this mix in its trustee appointments, balancing the need for continuity with the need to refresh the board.		TBC		Secretary	Increase expertise on the board.
	5.8	The board explains how the charity reviews or evaluates the board in the governance statement in the trustees' annual report.		May-22		Secretary	Improved accountability.
	5.9	Regular meetings between the 3 Chairs		Jun-22		Secretary	Discuss boardroom issues, concerns, forward planning.
	5.10	Board assess compliance with Principle 5		TBC		Secretary	Evidence application of the CGC/ arising action plan.
6. Equality, Diversity & Inclusion	6.1	Ensure the charity has the resources to effectively understand the needs and better capture the experiences of our users.		TBC		Head of HR	To enable board to review progress embedding EDI embedded across the organisation, ensure our people represent local population & beneficiaries, identify gaps and plan how to address
	6.2	Establish targets/ actions for half-year & annual review of EDI progress to include in annual report and publish on website.		TBC		Head of HR	
	6.3	Board involved in updating EDI action plan.		TBC		Head of HR	
	6.4	Board skills audit that looks at diversity, understanding of beneficiaries as well identifying imbalances & gaps.		2022/23		Secretary	
	6.5	Review of board level behaviours from an EDI perspective (rather than another set of behaviours).		2022/23		Secretary	
	6.6	Board members to be included in EDI e-learning (or alternative) module for all board members		2022	Complete	Secretary	Improved understanding of the organisation, variety of perspectives.
	6.7	Board to discuss whether they would like further interaction with staff and volunteers.		2022/23		CEO	
	6.8	Raise with the Corporate Trustee and Political Groups to reflect diversity across the board, and ask the full council to bear that in mind when selecting board membership, subject to the constitution.		May-22		Chair	Letter to Chief Whips & Dem.Svs asking to consider need for stability, Charity turnover, suggest minimum terms of office unless a reason /performance issue – acknowledging still needs ratifying in annual council each year.
	6.9	March 2022 consultation with SAC/CC on appointing youth board members (Trustee Board in June).		Jun-22	started	CEO	Diversity of perspective on the board.
	6.10	Resume annual board member dinners.		Jul-22		Secretary	Build trust and understanding between board members, ensure receiving suitable level of information to make informed decisions.
	6.11	More pre-meetings of board members before meetings to anticipate any questions.		2022/23		Secretary	
	6.12	More opportunities for members to talk on the phone (after meetings) or separate sessions as a collective or additional agenda item, to reflect on the meeting, papers, information received in time.		2022/23		Secretary	
	6.13	Review board level Values & Behaviours framework from an EDI perspective (& include in Boardroom (meetings) Behaviours Protocol.		2022/23		Secretary	Values & Behaviours document & Boardroom Behaviours Protocol aligned with EDI Plan.
	6.14	Rotate EDI Champion		May-22		T. Board	Discuss ongoing learning and development/ gaps in annual conversations with Chair
	6.15	Include statements to explain where we are not able to comply – e.g. open recruitment of board members on website.		TBC		Chair & CEO	Evidence for any future challenge.
7. Openness & Accountability	7.1	Identify the key stakeholders with an interest in the charity's work.		TBC		T.Board	Transparency and communicating and consulting effectively with stakeholders
	7.2	Assess compliance with principle 7.		TBC		Secretary	
	7.3	a. External review of CGC assessment tool as part of wider governance review.		TBC		Secretary	
	7.3	b. Record and share findings in annual report & with SAC/CC.		TBC		Secretary	
		c. Review in 3-5 years (timescales depend on resources and changes in leadership)		TBC		Secretary	Good governance, effective management & oversight of charitable assets/delivery of charitable purposes

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## 2022/23 Trustee Board Forward Plan

Meeting Date	Agenda items (purpose)
Mon 21 <sup>st</sup> March 2022, 6pm	<b>Trustee Workshop:</b> Car Parking Implementation, Open Forum, Grade II Star Listed Building, Feedback on trustee induction process, Kier Construction
May & June 2022 <i>dates TBC</i>	<b>Trustee Induction</b> and refresher sessions (including form filling and policies)
Mon. 10 <sup>th</sup> July 2022	<ul style="list-style-type: none"> <li>- Annual appointments to committees</li> <li>- Register of Interests</li> <li>- Review of key policies: including Board Performance, Board Room Protocols</li> <li>- CEO's Report</li> <li>- 2021/22 Year End Financial Position Report</li> <li>- End of Year HR Report including 6-month EDI reporting</li> <li>- End of Year Complaints, Park Monitoring, Theatre report</li> <li>- Young People's Network/ Youth Board Manifesto</li> <li>- Risk Management Policy &amp; Risk Register</li> <li>- FRRAC Chair's Report &amp; Financial Report</li> <li>- Draft Trustees Annual Report (TAR)</li> <li>- Rooftop adventure</li> <li>- Internal Auditor Appointment</li> </ul>
Thurs 29 Sept. 2022	<ul style="list-style-type: none"> <li>- FRRAC Chair's Report &amp; Financial Report</li> <li>- CEO's report &amp; Q1 KPIs report</li> <li>- Governance Improvements 6m review</li> <li>- Fabric Maintenance Plan Annual Report</li> <li>- Procurement Estate Guarding Contract Award <b>TBC</b></li> <li>- Team Member Presentation</li> <li>- Byelaws Review <b>TBC</b></li> </ul>
10 October 2022	5.30pm – <b>FRRAC Trust Budget Planning</b> 7pm – <b>Annual Safeguarding Workshop</b>
Tues 13 <sup>th</sup> Dec. 2022	<ul style="list-style-type: none"> <li>- FRRAC Chair's Report &amp; Financial Report</li> <li>- CEO's Report &amp; Q2 KPIs report</li> <li>- 2023/24 Budget Approval</li> <li>- 2022 Staff Survey ('Everyone feels safe &amp; respected')</li> <li>- Team member presentation</li> </ul>
January 2023 <b>TBC</b>	<b>2xWorkshops:</b> Charity Governance Code assessments Principles 1&2 and 4,5&6
Mon 20 <sup>th</sup> March 2023	<ul style="list-style-type: none"> <li>- CEO's Report &amp; Q3 KPIs report</li> <li>- FRRAC Chair's Report &amp; Financial Report</li> <li>- Insurance Renewal</li> <li>- Annual EDI monitoring (charity context &amp; how embedded in the organisation)</li> </ul>
To be programmed when capacity & resources permit	<ul style="list-style-type: none"> <li>- GDPR Audit (action from Internal audit programme (3 year rolling programme))</li> <li>- East Wing Masterplan</li> <li>- Capital Projects: North East &amp; South East Office buildings, Changing Places</li> <li>- Campsbourne Park Project</li> <li>- Heritage Significance Appraisal Final Document</li> <li>- 2022 Independent review of compliance with governance code</li> </ul>
July 2023	- Q4 KPIs & Year End Reporting etc

\* Please note that this is a working document, dates and agenda items listed above are subject to change

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