



**ALEXANDRA PARK AND PALACE JOINT MEETING OF THE STATUTORY
ADVISORY AND CONSULTATIVE COMMITTEES**
29th January 2019

Report Title: CEO's Update

Report of: Louise Stewart, Chief Executive Officer

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

Local Government (Access to Information) Act 1985

N/A

1. Recommendations

- 1.1 To note the content of this report, and;
- 1.2 To provide advice and feedback to the Board for consideration on:
 - i. the information on car park charging;
 - ii. the proposal to implement a commercial dog walking licence scheme;
 - iii. the draft Colour Framework.

2. Consideration of charging for car parking at Alexandra Palace

- 2.1 The Trust is considering the possibility of charging for car parking at Alexandra Park and Palace and in 2019 will be undertaking work to develop a proposal for the Trustee Board to consider.
- 2.2 The Trust will undertake formal consultation in due course but at this stage we wish to make SAC/CC aware of the work and to seek input from both committees to understand any areas of concern at this early stage. We have anticipated the most obvious questions that the committees may have at this stage and provided answers below, but we welcome any further questions and points that committee members may wish to raise.

2.3 Why is the Trust considering charging for car parking?

- a. The primary reason for introducing parking charges is to generate income to cover the costs of the Trust in providing facilities and services for visitors. Alexandra Park and Palace is unusual both as an event venue and as a site open to the public for general recreation, in that the car parking provided is free of charge.
- b. The Trust's financial position requires it to generate more income to continue delivering its charitable purposes. The Trust plans to generate more income through increasing our fundraising efforts, developing our leisure, entertainment and recreational activities and bringing more spaces back into use. We continue to investigate opportunities to reduce our costs and overheads, for example through investment in energy efficiency to reduce our utility bills.
- c. However these measures alone will not be sufficient to meet the increasing costs of labour, goods and services. The Trust believes that charging for car parking will:
 - generate funds to deliver our purposes including maintaining and improving infrastructure and security
 - offset the cost of managing the car parks on a daily basis
 - deter anti-social behaviour, which risks harm to the park and building (and to staff and the public)
 - Manage demand and deter misuse of the facilities for which the charity incurs costs and gains no benefit e.g. commuters using the parking facilities as park and ride facilities, local residents using the parking facilities as overflow residential street parking
- d. In addition charging may further encourage the use of public transport by visitors.

2.4 Is the Trust, as a charity, allowed to charge for car parking?

- a. There is no implied or express general power to charge for car parking apart from with respect to a particular part of the site, but the necessary authority can be granted by the Charity Commission.
- b. Car park charging has been considered by the Trust before. Previous correspondence with the Charity Commission stated that it would be possible to grant permission under the powers of the Charities Act and that permission could be granted without a need to change the Alexandra Park and Palace Act.

- c. The conditions of the Charity Commission would need to be met for permission to be granted. It is understood that the Commission will wish to be satisfied that a reasoned assessment of the general need for and the appropriateness of the proposed method of charging and management of the parking facilities have been considered. It is likely that they will expect a broad consultation to have taken place in making this reasoned assessment.
- d. The concept of charging for car parking does not in principle conflict with the objects of the charity. However, the Trustee Board and the Charity Commission will be concerned that any proposal to charge does not unduly deter the public from using the site.

2.5 What will the charges be?

The work to determine the pricing structure and levels has not yet commenced. The Trust will be taking into consideration different user groups and their usage habits to make charges as fair as possible, whilst managing demand for spaces.

2.6 What will the money generated be used for?

- a. As with all income generated by the Trust, it will be used for delivering our charitable purposes of repairing, restoring and maintaining the Park and Palace for the enjoyment of the public.
- b. In particular we hope to be able to undertake investment to better maintain and improve the existing parking facilities.
 - fund maintenance works to mitigate risk of damage or injury claims
 - update the layout to improve safe operational use of different users (pedestrians and vehicles) and provide a better visitor experience
 - fund improvements in infrastructure to provide more secure car parking and deter crime and anti-social behaviour e.g. barriers, signage, lighting, CCTV, automatic number plate recognition (ANPR).

2.7 Are you intending to expand car parking on site?

There is no proposal to increase the surface area of car parking on site. We will be considering the long term projections for car usage in the work we undertake. There is the possibility of including electric vehicle charging points as part of the car park improvements.

2.8 Who will manage car parking on site?

We will be considering the options for this, to determine the most appropriate operating model that will deliver effective outcomes for the Trust and our beneficiaries.

2.9 When will the SAC and CC be consulted?

We do not yet have a timetable for consultation. It is expected to be in 2019. The consultation plan will ensure that consultation with the SAC and CC is undertaken prior to any recommendation to the Trustee Board for decision.

3. Potential to introduce commercial dog walking licence scheme

- 3.1 The Trust makes a charge for all commercial uses of its premises e.g. to personal trainers/fitness professionals; to event organisers; 'professional' photographers and film makers and the Trusts own trading subsidiary, Alexandra Palace Trading Limited.
- 3.2 To date commercial dog walkers have not been charged a fee. This is an anomaly that the Trust is considering how and when to address. It is also a potential breach of the byelaws and our charitable duties, as it could be considered that the charity is allowing the charitable assets to be used for a commercial gain with no discernible benefit for the charity.
- 3.3 It is increasingly the norm for charges to be made for commercial dog walking. The Royal Parks for example have charged since 2013. The increase in commercial dog walking in the park has been noted by park visitors, local residents and some of the existing commercial dog walkers, who have used the site for several years.
- 3.4 Whilst it is only fair that businesses benefitting from use of the park contribute to its upkeep, it is unlikely that the scheme will be a significant income generator for the Trust. However there are other benefits to the Trust, including:
- a) The opportunity for the Trust to set a code of conduct for commercial dog walkers, outlining expectations of behaviours and standards of conduct.
 - b) Enabling the Trust to manage the level of commercial dog walking on site, in order to manage the balance of different types of use.
 - c) Increasing the Trusts ability to mitigate risk on site by ensuring the dog walkers have appropriate levels of insurance. This provides additional measures to the benefit of all park users in case of a negative incident.
- 3.5 We intend to consult commercial dog walkers currently using the site to assist us in developing an effective scheme. There is no timetable for consultation at this stage, but it is likely that this would take place in 2019.
- 3.6 If implemented the scheme could:
- operate similarly to the fitness professionals licence scheme
 - allow up to 6 dogs to be walked at a time by one dog walker
 - initially provide for 10 licences
 - be available to sole trader dog walkers and larger businesses
 - prioritise local dog walking operators where possible i.e. proximity to the Park

4. Colour Framework

- 4.1 In August 2018, Patrick Baty, a well-renowned historic paint specialist, was commissioned to undertake a focussed piece of work to assist in the decision-making process of choosing a new paint palette for the East Court.
- 4.2 His findings were useful, and helped to inform the final colour choices and it is now important to build on this work to ensure that a degree of consistency and coherence is applied when it comes to making other decisions on colour and decoration.
- 4.3 This work covers the whole of the Park and Palace (Appendix 1) and creates a framework for decision-making for all projects that involve colour alterations or renewals of colour that affect the internal and external appearance of the Park and Palace.
- 4.4 Identifying a set of Principles on the use of colour and an Implementation Approach, the Colour Framework requires all projects to consider the historic colour references in order to validate decision-making, and to ensure that there is careful consideration of the wider site context as well as the use of individual spaces, so as to create a clear identity for the Park and Palace.
- 4.5 The Patrick Baty and Donald Insall reports can be made available upon request and copies will be available at the meeting.

5. Park Update

- 5.1 A new Tree and Woodland Management Plan is being created. Its purpose is to set out a coherent and consistent approach to the management of trees on site for the benefit of the Charity, its operations and for nature.
 - 5.1.1 More specifically:
 - to acknowledge the value and benefits provided by the Trees in Alexandra Park and the risks they present and the risks they are faced with
 - to set clear guidelines to ensure a consistent approach for managing the tree stock in Alexandra Park
 - to set out a clear plan of action for the future
 - 5.1.2 The document will contribute to the combined efforts and understanding of all staff, stakeholders and neighbours to assist in the good management of the Park and its trees.
 - 5.1.3 Four aims have been developed in the emerging document:
 - Aim 1** To uphold and maintain the trees and woodland as natural heritage and designed heritage of the Park
 - Aim 2** To ensure there is a resilient and age-balanced tree stock for the future
 - Aim 3** To maintain and enhance the biodiversity of the site (& the contribution to the wider area)
 - Aim 4** To protect and enhance the views, sightlines and open space

...with consideration for

- the primary purposes to enable public recreation, enjoyment and education
- and the management and operational requirements

5.1.4 There are a number of objectives and actions being developed to deliver each aim and these cover subjects such as determination of management zones (including view management), developing a boundary management plan, reviewing threats from pests, diseases and climate change.

5.1.5 A workshop was held with a small group of members of the Friends of Alexandra Park to discuss the emerging principles of the document at a strategic level. One outcome of the workshop was a draft plan of tree and woodland management zones across the site, the categories are as follows:

Zone type	Description
Open space	Grassland area with no trees, or a few 'in-field' trees
Parkland	Grassland area with individual trees and small copses
Scrub	Scrub area with few mature trees
Woodland	Wooded area with over 75% canopy cover
Heritage	Historic features, avenues, arboreta
Landscaping	More formally designed areas (often dating from 1970-80s)
Orchard	2016 orchards
Buildings & Hardstanding	Buildings, car parks etc

The next stage in the process is to develop broad management guidelines for a representative set of zone-types, to commence in 2019.

5.1.6 The current tree safety management process comprising proactive surveys and reactive work will continue.

5.2 Initial work has been carried out to map the hierarchy of routes and trails to, through and within the Park and Palace site. These routes include the vestiges of the original 1863 layout, current roads and paths, commuter routes, cycle routes, desire lines and possible future needs.

As this work progresses, the routes will be categorised to help long-term planning for funding bids to enable maintenance and improvement works.

5.3 There is an ongoing issue of people dumping household waste in the Park, either at the rear of properties or near the Park entrances. There are much better ways of using the Charity's resources than collecting and disposing of household waste. Please feedback the message to the membership of your local residents associations that the Council's doorstep collections should be used to dispose of household waste. It should not be dumped in the Park for disposal by the Charity.

6. East Wing Restoration Project

6.1 The works to the East Court and Theatre were completed in November and the spaces opened to the public on 1st December 2018. Secured by Design Accreditation was awarded on 26th November, in accordance with planning condition no11.

- 6.2 The Contractor still has a number of ‘snags’ to complete and there are some items that require repairs or additional works. The Contractor returned in early January to complete these works, alongside a number of Palace-led works. The East Court and Theatre were closed 02 January – 31 January to allow all these works to take place.
- 6.3 The final account for the Main Works is being discussed and it is expected to be completed in the New Year.
- 6.4 The Creativity Pavilion is expected to be installed by the end of 2019.

7. East Court & Theatre

- 7.1 The East Court represents an exciting opportunity for the Palace and offers a new space for people to enjoy throughout the day. Open from 10:00, customers will be able to visit the East Court and enjoy a selection of food and drinks from the new East Court café (expected to open in 2019).
- 7.2 A small range of Alexandra Palace branded retail products are available for sale in the East Court with proceeds supporting the work of the charitable trust. The current range include refillable bottles and coffee cups, notebooks, tote bags and pencils.
- 7.3 Alongside support from charitable Trusts and Foundations and corporate donations from our suppliers, over 2,000 individuals (including members of the public) made a donation towards the THEATRE BACK TO LIFE campaign. Everyone who gave £25 or more was offered the opportunity to have their name included on the Donor Board, now installed in the East Court. We continue to welcome donations, especially those who wish to name available seats in the Theatre. We envisage the Donor Board being updated in spring 2019.
- 7.4 People from Haringey were amongst the first to showcase their talents in the newly restored Theatre. The opening weekend started with performances from Haringey Shed Choir, and the BBC Proms Learning invited the families of Haringey to form an orchestra in a day by working with musicians from the BBC Symphony Orchestra and the Royal College of Music. The results were performed in the Theatre and recorded for broadcast on BBC Radio 3.
- 7.5 This was followed by the ‘Alexandra Palace Festive Take Over’ on 2nd December where Haringey Music Service showcased musical talent from across Haringey schools.
- 7.6 The launch of the Theatre has been incredibly well received with strong ticket sales across the diverse range of events. ‘Horrible Histories – Horrible Christmas’ performed well and several shows sold out including. Dylan Moran, Letters Live and two nights from legendary jazz club Ronnie Scotts. We have also announced the Palace’s first ever theatre co-production – “Richard III”, co-produced with Headlong and Bristol Old Vic, with ticket sales going well.
- 7.7 The Christmas Carnival saw Christmas craft workshops, festive themed talks, family sensory play, Santa’s grotto and carol singing, showcasing Haringey based community choirs. Highlights included Candoco Dance Company, a contemporary dance company of disabled and non-disabled dancers.

- 7.8 The theme of 'Home-Made' brought together a series of performances and commissions, where artists have worked with communities, exploring 'notions of home' - a sense of belonging, people, places and things. Artist Christine Ottonello worked with local charities such as the homeless charity Accumulate to design an installation based on how different cultures make/give gifts.
- 7.9 By the end of December 2018 more than 30,000 people came through the East Wing including sell out shows in the Theatre for Letters Live and Ronnie Scott's Presents.

8. Creative Learning

- 8.1 Our learning programme has been designed to make the venue welcoming to a diverse audience, to deliver creative and enjoyable experiences and is supported by a philosophy of openness and sharing of ideas. Whilst relatively new it is in full operation and we continue to review and test its reach and impact to shape our future programme and identify future funding to support its ongoing delivery.
- 8.2 We have recently completed an extensive mapping exercise to capture the scope and reach of our provision and to identify areas that are not currently engaging with our programmes. As a result our schools programmes have been developed to amplify and extend the reach of our work. Activities coming up include...
- **Biblio-buzz** – Alexandra Palace Children's Book award, designed to improve literacy levels and encourage Year 5, 6 & 7 across Haringey to read more. Participating schools will work with their librarians to promote reading for pleasure both individually and as groups. At the final ceremony the shortlisted authors will run workshops and sign books, with the children attending voting for their favourite title. Creative Learning are delivering this programme in partnership with the Haringey Library Services who will run reading based activities and promote the awards across all libraries in the borough.
 - **Little inventors** will ask primary children to utilise their invention and creativity to respond to three challenges set by the Creative Learning team. Schools can participate in the programme at sessions delivered at the Palace or online. Primary school children across the world will be able to respond to the invention challenge.
 - **Speech Bubbles** - With over 190 languages spoken locally, we are conscious that we need to use creativity as a tool to support language development for primary school children during this crucial stage in their language development.
 - In 2019 Creative learning will invite schools to take advantage of Speech Bubbles, which will be a creative intervention using drama to support 5-7 year olds with Speech, Language and Communication Needs (SLCN) to develop their communication skills, confidence and wellbeing. Programmes will be delivered in schools across the borough removing any barriers for schools who might find travelling to the Palace a challenge.
 - This programme will deliver weekly drama sessions led by school trained artists who will be working with a member of school staff. As well as promoting creativity, Speech Bubbles will create a safe and fun environment to practise receptive, attentive and expressive skills, which form the basis of communication and help children to socialise and learn.

9. West Yard Storage Project

- 9.1 The works to the main building and North West Tower are substantially complete with 'snagging' works and defects being attended to. The new West Yard security gates are complete and working.
- 9.2 The Works will be completed in February 2019 when the goods lift ramp and surface water attenuation tanks are installed in the North Yard. Contracts for the goods lift are presently being issued and installation will be completed around Easter 2019.
- 9.3 There are some outstanding matters such as a control panel for the gates and external road treatment that may be the subject to amendments to or a new Listed Building Consent.

10. Events and noise management

10.1 Fireworks

- 10.1.1 The fireworks festival was a huge success in 2019, with more than 90,000 tickets sold, very few minor medical incidents and no reported crime.
- 10.1.2 The event program consisted of a giant talking head, large bonfire, 20 minute firework display, Ice Skating, music and food across the site and a bier festival in the venue. We also hosted Circus Bijou who added a circus element into the event in the lower field. This allowed the venue to work closely with some local community group who performed in apiece alongside the circus performance. A local Haringey choir also performed alongside the circus performance which was sourced by the venue team.
- 10.1.3 There were no major impacts on the Park which was cleared and returned to normal use within 48 hours. Minor improvements around supplier clearing-up were highlighted and the Events and Park Managers will be meeting to discuss.

10.2 Darts

The annual darts event took place in December. This year there were 6 more sessions which equated to a total crowd of 60,000. In response to local feedback last year measures were put in place to closely manage the egress of all those arriving and leaving the event within the parkland / south terrace. In total we received 6 complaints relating to darts from 3 local residents. The licencing team responded to one of the complaints copied to them with clear support for the new measures. The Licensing Team also received a letter of support.

10.3 Christmas Carnival

The Christmas Carnival allowed the team to animate the East Court during its opening period and to reach out and partner with a number of community groups including 10 community choirs including local school groups which performed

alongside a local community market. This helped bring a new audience to the space and establish it as a vital community hub

10.4 Site wide Events

During December the site was extremely busy with events on the west side (antiques, Mosconi cup, Darts), a busy program in the Ice Rink with the panto and the seasonal increase in skating as well as the activities in the Theatre and East Court. This created numerous challenges for the team in both public facing issues of orientation and car parking alongside very separate groups attending the site at the same time (Horrible Histories and Darts). More than 100,000 people attended the site through December, a record for Alexandra Palace, and the teams dealt with the operational crossovers superbly

10.5 Table of noise complaints calendar Year to Date:

Month	Event	No. of complaints
July	Kaleidoscope Festival	11
August	The Great Fete	4
October	Chemical Brothers concert	2
November	Fireworks festival	2
December	1 st Dec Theatre opening concert	1
	8 th Dec Mosconi Cup	1
	3 rd – 29 th Dec Darts	6
Total number of noise complaints received to date 18.01.19 (2018/19 1st Apr-31st Mar)		27

11. Governance

11.1 This is an update on the work to design a new governance model for Alexandra Park and Palace. In 2016 the Trust undertook a review of its governance. The results were shared with the SAC/CC at its meeting on 23rd January 2018.

11.2 As background for those not on these committees at that time:

a. The review involved:

- An initial compliance check against charity law and regulation
- Followed by a more fundamental review of the governance structure
- Trustee Board interviews and workshops
- Review by two QCs
- Consultation with the Charity Commission

b. The review concluded that the Governance of the Trust:

- is complicated, difficult to understand and implement
- prevents the Charity from operating effectively
- presents a barrier to accessing alternative funding and attracting investment
- creates confusion regarding the 'independence' required of a Charity

c. The review proposed to

- Create a new legal entity, a charitable company registered with the Charity Commission
- to undertake the charitable purposes more efficiently, ensure clear compliance with charity law and the Charity Governance Code and be more effective at competing for external funds and partners
- The new entity would remain bound by the Act of Parliament – as the Trust is now and Haringey Council remains the Corporate Trustee of Alexandra Park and Palace and would establish the terms on which the new entity would operate, report and deliver.

11.3 It is important to remember that the company, as a charity, would operate within charity law and regulation and the APP Act of Parliament and that the Local Authority would remain the Corporate Trustee of Alexandra Park & Palace and retain the duties of a trustee.

11.4 The suggested Governance change aims to:

- clarify the Corporate Trustee role and duties
- improve controls and accountability
- broaden the skills and expertise on the Board
- enable more effective operation
- improve ability to attract new and additional resource
- reduce the need for Corporate Trustee funding - over time
- position Park and Palace more recognisably as a charity
- help to deliver greater public impact

11.5 Due to changes on the Trust Board in May 2018 and the need to induct new trustees combined with the importance and potential sensitivity of any governance change little work has been undertaken until the new Trustees were up to date on this area of work.

11.6 The Trust is about to undertake the detailed planning work to:

- Design, the new governance model, draft the articles of association for the charitable company, set out its proposed charitable purposes, the control and reporting mechanisms and a Board skills and experience matrix
- Obtain further legal and audit advice on the detailed arrangements
- Establish the tests that the new governance model will need to pass
- Undertake risk assessments to assess current versus future Corporate Trustee risks and liabilities
- Assess the level and detail of appropriate reporting and control mechanisms that will need to be put in place

11.7 Once this work has achieved an appropriate stage of detail the Trust will plan the consultation phase ensuring that the Advisory and Consultative Committees and wider stakeholders and beneficiaries (the public) have the opportunity to provide advice feedback and comment.

11.8 A significant amount of work is required and it is expected to take around 12 months or more before the Trust is ready to present a fuller proposal but progress will be reported to SAC/CC on how the work is going as a more firm timetable emerges.

12. Legal Implications

- 12.1 The Council's Assistant Director of Corporate Governance has been consulted in the preparation of this report, and has no comments at this stage on any of the update items, save to say that his officers are already part of – and are feeding into - the governance review programme.

13. Use of Appendices

Appendix 1 – Alexandra Palace Colour Framework