



ALEXANDRA PARK AND PALACE CHARITABLE TRUST BOARD

29 SEPTEMBER 2022

Report Title: Co-opted Trustees
Report of: CEO, Alexandra Park & Palace
Purpose: To obtain approval to co-opt two youth trustees and an independent lead trustee for fundraising to the trustee board.

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

1. Recommendations

- 1.1 To approve the recruitment framework for two co-opted Youth Trustees, attached at Appendices 1 & 2;
- 1.2 To consider and approve the proposals and recruitment framework (attached at Appendices 3 & 4) of an independent co-opted lead trustee board member for fundraising;
- 1.2 To delegate authority to the Chief Executive to obtain Full Council approval to increase the number of co-optees on the Alexandra Palace and Park Board, from three to six, to enable two youth trustees and an independent lead trustee for fundraising to be recruited.

2. Executive Summary

- 2.1 Membership of the Trustee Board currently includes four co-optees who are ex-officio appointments from the Consultative Committee and the Advisory Committee ('observer').
- 2.2 In March 2022 the Board authorised the Trust's staff to proceed in obtaining Council approval to co-opt two youth trustees. For the purpose of new board members appointed in May 2022 this report summarises the background and reasons behind appointing youth trustees and sets out the proposed recruitment framework.
- 2.3 It is also proposed to recruit a third additional co-optee to provide fundraising expertise. This co-optee would be independent i.e. not representing any of the stakeholder or beneficiary groups.
- 2.4 If the recommendations are approved, a report will be taken to the Council's Standards Committee on 4th October 2022.
- 2.5 Final approval would be sought from Full Council on 17th November 2022 to increase the number of co-opted Alexandra Palace and Park Board Members from three to six, to include two co-opted youth trustees and a co-opted independent lead trustee for fundraising.

3. Background

Young Trustees

- 3.1 Alexandra Palace's Young Creatives Network aims to help young people develop cultural commissioning and production skills through a free programme rooted in their community by:
- Creating an alternative route for young people aged 16-24 to gain skills for creative careers;
 - Providing opportunities for young people to shape cultural provision in their locality;
 - Increasing engagement with cultural provision by young people from across Haringey's diverse communities
 - Creating a network of ambassadors and young advisers for the Trust
- 3.2 Appointing young trustees contributes to building this network of ambassadors and young advisers and fits with a drive in the arts sector to incorporate youth voices in governance structures.
- 3.3 To increase the number of young people developed, the young trustee role will be for a one-year fixed term and the opportunities will be advertised openly for London-wide applicants. The roles will be advertised on social media channels and through networks, working with the Young Trustees Movement. The proposed recruitment pack is included at Appendix 1 and recruitment checklist at Appendix 2.
- 3.4 Successful candidates will receive a full induction (including Trustee Handbook) to ensure they have the skills needed to fulfil the trustee role and additional support such as:
- Ongoing mentoring and development and regular checks as part of the new board performance framework for all board members;
 - Access to the Young Creatives Network;
 - Additional governance and financial training beyond the standard induction;
 - to ensure it meets the needs of young trustees.

Independent Trustee for Fundraising

- 3.5 Following Full Council approval in April 2011 to strengthen the Board's expertise, Trustees last appointed an independent co-optee in 2013 as the Trust began the East Wing regeneration project.
- 3.6 The Board is asked to consider recruiting a co-opted board member with a fundraising background, for a three-year term of office, subject to annual renewal as with all board members.
- 3.7 In addition to the general duties of a trustee, the role will include providing expert fundraising knowledge as the Executive Team take forward strategic projects, such as advising on funding strategies for capital projects or introductions to network contacts.
- 3.8 A draft Recruitment Pack is attached at Appendix 2 and the Recruitment Checklist at Appendix 3 which outlines the process and panel members.

4. Reason for the decision

4.1 A diverse board will achieve greater scrutiny and more robust decision making.

Youth Trustees

4.2 Involving young people in governance has become increasingly important in funders' criteria and recruiting youth trustees will ensure we continue to be funded by key trusts and foundations.

4.3 The Trustee Board will benefit from intergenerational perspectives on the strategic direction of the Charity; enhance decision-making to be more reflective of the communities it serves and reduce the perceived disconnect that can exist between board members and beneficiaries.

Independent Fundraising Trustee

4.4 Trustee skills audits have historically shown a gap in the area of charity sector campaigning and fundraising. This role will fill a gap in charity fundraising experience on the Board and, as a trustee not subject to a conflict of interest between the Charity, will provide independent judgement in setting the strategy for future income generation.

5. Risks

- 5.1 Young people have concerns about the legal responsibilities of being a trustee
A non-voting member was unlikely to be held responsible but the governance and protective mechanisms (insurance, record keeping, risk registers) would be explained during induction.
- 5.2 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.
Appointing more than one youth trustee will reduce any risk of a youth trustee feeling exposed and isolated, as per good practice. The role description is the same for all trustees with some additional reference to youth engagement. The whole Board are reminded to challenge any age-related prejudice.
- 5.3 Young people may have less experience of organisational structures and processes.
A quality induction including governance, culture, history and values with empower trustees to participate as best they can. A buddying or mentoring system which provides opportunities for regular feedback will to help the Board to make alterations to processes and ensure the Board culture is sufficiently open, welcoming and supportive.
- 5.4 Youth Trustees stay too long and are no longer young!
- A one-year fixed term of office is proposed 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)

5.5 The co-optee role is advisory and not decision-making, due to the constitution of the Trust whereby only elected members of the Borough can serve as voting trustees. In the past, this two-tier structure has been a barrier to attracting and retaining skilled independent Board members.

Other than when a matter comes to a vote, all trustee board members are treated the same and there are few occasions when the Board does take a vote. In reality, the Trustee Board take into account the views and advice of the existing co-optees in its decision-making, which directly influences the management and control of the Trust.

6. Is the decision/ action consistent with the Charity's Vision, Mission Purpose and Values?

- 6.1 The proposal supports 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 The Charity will be able to demonstrate its commitment to equality, diversity and inclusion whilst developing young people and introducing them to governance and the charity sector.
- 6.3 Increased public confidence by having a wider range of people represented on the Board, which can encourage greater support from the public.
- 6.4 Independent fundraising expertise on the Board will help to deliver the strategic projects for future financial and environmental sustainability.
- 6.5 The proposals are in line with the main areas of focus in the Trust's Five-Year plan:
- Generate income through fundraising activities
 - Strengthen our reputation and elevate our status in entertainment, heritage and recreation.
 - Create a stronger lifelong connection with our visitors, supporters and community.

7. Legal Implications

- 7.1 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.
- 7.2 The Council's Head of Legal & Governance has been consulted in the preparation of this report and in noting that the proposal to increase the number of Trustees on the Board will be subject to a report to the Standards Committee and approval by Full Council, has no comments.

8. Financial Implications

- 8.1 Apart from any expenses, in line with the Board Member Expenses Policy, there are no direct financial implications associated with the contents of this report as the posts are not remunerated.
- 8.2 The experience that the independent member will bring should be beneficial in terms of achieving the strategic aims of the Trust.
- 8.3 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.
- 8.4 The Council's Chief Financial Officer has been consulted in the preparation of this report and has no comment.

9. Appendices

- Appendix 1 – Youth Trustee Recruitment Pack
- Appendix 2 – Youth Trustee Recruitment Checklist
- Appendix 3 – Independent Trustee Recruitment Pack
- Appendix 4 – Independent Trustee Recruitment Checklist

10. Background documents

- 4th April 2011 Full Council Report – Alexandra Palace Proposals
- 15th March 2021 Trustee Board Report – Youth Trustees