



ALEXANDRA PARK & PALACE CONSULTATIVE COMMITTEE

20 APRIL 2023

Report Title: Consultative Committee Engagement
Report of: Nigel Willmott, Consultative Committee, Chair

Purpose: To consider the recommended actions for improving and diversifying membership and engagement with the Consultative Committee and to agree the next steps.

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

1. Recommendations

i. To consider and agree the recommended 'quick-win' priority actions arising from the Consultative Committee workshop held on 19th January 2023:

- a. The Advisory and Consultative Committees to meet separately, either side of the Joint meeting (further detail at 5.1 of this report).
- b. An annual meeting to be held to report on the Trust's achievements the previous year and plans for the upcoming year, including potential consultations.
- c. Specific issue meetings to be held at venues outside of Alexandra Palace as appropriate.
- d. Host hybrid meetings to increase participation.

ii. To approve the remaining recommended actions and allocate roles and responsibilities:

- a. Consultative Committee Charter to be established.
- b. Profile of the Consultative Committee to be improved, with information on the AP website, advertising on park and community noticeboards and leaflets available – advertising a slot for people to come and give their views.
- c. Take meetings outside of the Palace as appropriate.
- d. CC to draw up a list of organisations to be invited to join.
- e. Include a slot on the Consultative Committee agenda for public questions.

2. Executive Summary

- 2.1 In December 2021 the Consultative Committee (CC) considered a proposal to establish a new Open Forum which would be held twice a year alongside two CC meetings a year.
- 2.2 Subsequent findings highlighted that such a forum was unlikely to result in the desired outcome to increase diversity and would place a strain on already lean resources. In July 2022 the Trustees reflected that the Forum concept was out of touch with how people wished to be engaged with in a modern world and that the Consultative Committee would benefit by reviewing its own governance and potentially identify who it thought its members should be and how it would attract and recruit them.
- 2.3 The Consultative Committee were invited to take part in a facilitated workshop on 19th January 2023 to review its own functioning and to agree some deliverable actions. The workshop was attended by:
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|--------------------|--|
| Prue Skene | Independent Facilitator |
| Nigel Willmott | CC Chair & Chair of the Friends of Alexandra Palace Theatre |
| Gordon Hutchinson | Friends of Alexandra Park |
| Jacob O'Callaghan | Alexandra Park & Palace Conservation Area Advisory Committee |
| Annette Baker | Friends of Alexandra Palace |
| Val Paley | Palace View Residents' Association |
| Beatrice Murray | Campsbourne Estate Mutual Aid Network |
| Cllr Nick da Costa | Trustee Board Member |
| Felicity Foley | Haringey Council, Democratic Services Manager |
| Emma Dagnes | CEO, Alexandra Park & Palace (APP) |
| Mark Civil | Head of Creative Learning (APP) |
| Natalie Layton | Charity Secretary (APP) |
- 2.4 The considerations during the workshop, detailed below, resulted in the above listed recommended actions.

3. Background

- 3.1 The Consultative Committee was established for stakeholders who used the Palace but did not meet the Advisory Committees' geographical requirements. The Consultative Constitution is attached at Appendix 2. The Advisory Committee was established in 1985 by the Act of Parliament for local resident groups and members of the Council to have a say in the activities and developments at Alexandra Park and Palace.
- 3.2 In 2011 the Advisory and Consultative Committees discussed how each committee received the same information and the conversations were duplicated and agreed to meet together as the Joint Advisory and Consultative Committee. Separate meetings were held as necessary.
- 3.3 Following the proposal to establish a new Forum in 2021 there was general agreement that the Advisory and Consultative Committees were not reflective of the Park & Palace beneficiaries.

The Forum concept was investigated further, including consultation with the Council's engagement and communities' team, and had not been taken forward for the reasons set out in paragraph 2.2 and the workshop was arranged.

- 3.4 The Open Forum concept had intertwined two separate areas: the membership of the Consultative Committee and the Charity's wider approach to stakeholder engagement.

4. Alexandra Park & Palace Charitable Trust – Wider Stakeholder Engagement

- 4.1 Very little engagement was conducted outside of the Advisory and Consultative Committees until 2016 when the Creative Learning Team was established to develop audience engagement and to ensure the programme of activities was relevant for all.
- 4.2 At the workshop on 19th January, Mark Civil, Head of the Creative Learning Team, set out the progress made in recent years to widen participation and engagement. The programme of activities is designed to provide communities with a route into Alexandra Palace and the feeling that they have a say in the future of the Palace.
- 4.3 Key considerations were:
- Activities to inspire, nurture and cultivate future leaders and change-makers for cultural provision in Haringey.
 - Equality of access: whilst designing most projects to be suitable for all, some bespoke targeted projects were designed for specific groups (such as the Windrush Memorial and Rhythm Stick for older people with disabilities) and to bring people to Alexandra Palace for the first time.
 - Co-curation: consulting with community leaders and ambassador groups to lead on their provision, giving them ownership, for example, as part of the young people programme, the Young Creatives Network receive a budget to co-create their desired cultural activities.
 - Outreach: to overcome barriers preventing engagement such as being located at the top of a hill or a postcode war in Haringey. Work with 66 schools, grassroots organisations and have delivered activities for every residential home in the borough.
 - Partnerships: Average of 70 new partners a year including: cultural and skill development organisations, organisations that work with adults, Haringey Shed, Attitude is Everything, Young Trustees Framework and Haringey Library Service, which are evenly spaced across the borough and assist to significantly extend the reach.
- 4.4 The presentation slides are attached at Appendix 3.

5. Workshop Considerations

- 5.1 The CC workshop broke into two groups and each group discussed what worked well and what did not work so well for the Consultative Committee. Table 1 below summarises the issues raised by both groups.

TABLE 1 - CONSULTATIVE COMMITTEE (CC) WORKSHOP DISCUSSIONS	
WHAT WORKS WELL	NOT SO WELL
Links to the local area through the representative organisations.	Failure to refresh/ promote/ recruit to the committee and the benefits of membership.
Opportunity for member organisations to feedback to the trustees directly.	The Committee is not representative of Park and Palace users and lacks diversity in age and other characteristics (age being a particular concern).
Councillor trustees receive direct feedback from people they represent.	Much of the reporting is about decisions that have already been made and there should be more scope for pre-decision consultation with the Committee.
Good feedback in both directions when members take the information back to their organisations.	The Committee has a broader remit than local issues, broader than the remit of the Advisory Committee, and the Committees should have separate meetings.
The Committee is independently chaired by a member organisation.	Meetings are not advertised anywhere on AP website or noticeboards.
Comprehensive reports from the Charity's management team.	Lack of obvious opportunity for new initiatives and ideas to be put forward by member groups that aren't so closely related.
Formality in the structure - properly constituted and clerked.	Lack of clarity on how member groups can suggest agenda items.
Provides opportunities for people with alternative views to raise issues.	As a Council committee, the procedure for making deputations and asking questions is bureaucratic – need a way of publicising that individuals can go through the Committee members to raise questions at the meetings.
Some flexibility from the Palace team in response to issues raised and how to raise issues.	There is no mechanism to understand how the Consultative Committee members feedback to their own organisations. It's felt not to work in some organisations.

5. Suggested actions proposed during the workshop

5.1 That the SAC & CC no longer meet jointly.

5.1.1 It was stated that mixing the two committees has proven not to work as they had very different remits; the SAC was composed of residents' associations and local councillors to ensure that the Park & Palace carried out its charitable objects and did not cause disturbance to the local people, whereas the Consultative Committee was intended to be a committee that represented the users and beneficiaries of the Palace and, not to prevent activities that might be of disturbance, but to assist the trustees in fulfilling their obligations.

5.1.2 A general preference was expressed during the workshop for SAC and CC meetings to be held on different dates but it was acknowledged that AP staff and Council officers did not have capacity. Furthermore, the availability of meeting rooms at the Palace would prove challenging due to the Creativity Pavilion and Transmitter Hall being used for rehearsal and meeting spaces by local community groups.

5.1.3 Joint meetings caused CC & SAC recommendations to be confused/combined. It was agreed that joint meetings would continue with members of each committee sitting together (for clarity on who were SAC and CC members). One document pack would be created but both committees would meet separately on the same evening possibly either side of the Joint meeting.

For example, subject to CC and SAC agreement, respectively:

7pm-7.45pm CC
7.50pm-8.50pm Joint meeting
8.55pm-9.30pm SAC

5.2 It would be useful to focus on what the Consultative Committee would see as representative of Park and Palace users and draw up a Charter of what is expected from the representative organisations and from Alexandra Palace.

5.3 In addition to the standard meetings, special interest events / forums / conversations should be held for genuine consultations and not reports. This could be similar to the scrutiny function of the Council, which holds a scrutiny café at the beginning of each year to hear from people and help to set the work programme. One event at the beginning of each year reporting the achievements of the past year and introducing the strategic plans for the forthcoming year and going forward; in a way that is inspiring and engaging and not duplicating the SAC. **Action: Trial in April 2023**

5.4 Improve the profile of the Consultative Committee

5.4.1 Advertise the meetings / consultations on the Alexandra Palace website and on the noticeboards in the Park.

5.4.2 Dedicated CC page on AP website and a feedback and suggestion form (as some people don't want to come to a meeting)

5.4.3 Make leaflets available and advertise a slot for people to come and give their views.

5.5 Take meetings outside of the Palace – start with Haringey and then go wider on specific topics to get ideas and give more opportunity in different settings and allow participation by people who would not normally do so (like the Wetlands Activity Day).

5.6 Widening the membership:

5.6.1 Investigate how to incorporate London wide organisations. **Action: CC discussion in June.** The Committee should put forward a list of new organisations that it believes would like to join.

5.6.2 Alexandra Palace would invite those organisations formally. This would be followed by training/ buddying by some of the experienced committee members.

5.6.3 How do we reach the wider people – a hybrid meeting will go some way but national organisations who we already have good relationship with are run by very busy people who do not necessarily have the time for AP CC meetings unless specific agenda items where they could attend virtually.

5.7 Improving meetings:

5.7.1 Hold hybrid meetings to encourage participation. **Action: Trial hybrid meetings in 2023/24.**

5.7.2 Reminder of the Charter (once drafted) and clarifying the remit of the CC at every meeting.

5.7.3 Rework agendas and meetings: what are the practical implications of consultation and not reporting (the annual reporting/ planning meeting at the start of the year sets the agendas for the year).

5.7.4 Widely advertising to the public and reporting at subsequent meetings or signposting to future consultations.

5.7.5 Also change the way the meetings are run to make them easier for people to follow. **Action CC to discuss**

5.7.6 Include a slot on the Consultative Committee agenda for public questions (30 min slot) **Action: Trial at the next meeting.**

6. NEXT STEPS

- CC to consider the workshop recommendations (June 2023)
- Members of the CC need to assign some of the actions and share their skills and expertise.
- At the annual meeting: CEO to explain the Strategic Projects application process.

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 except to note that, as a committee of the Council, public questions at Consultative Committee meetings ought to be dealt with in accordance with Section 29 of the Council's Committee Procedure Rules. The Consultative Committee may be required to consider further advice on this.

8. Appendices:

Appendix 1	CC Engagement Action Plan
Appendix 2	Consultative Committee Constitution
Appendix 3	Alexandra Park & Palace Stakeholder Engagement Presentation Slides

APPENDIX 1 CONSULTATIVE COMMITTEE ENGAGEMENT ACTION PLAN

	Description	Lead	Timescale	Comments
1	Separate meetings of Consultative Committee & Advisory Committee.	AP & LBH	In progress 2023 & ongoing	<i>Proposal: 7pm CC, Joint 7.45pm, followed by SAC 8.30pm</i>
2	During joint meetings – CC to sit separately to SAC members	CC & SAC		<i>Implemented in March mid-table for those who are members of both</i>
3	Annual meeting – achievements and strategic plans for the year ahead.	AP		<i>To set the year's agenda programme.</i>
4	Host hybrid meetings to increase participation.	AP		<i>Implemented.</i>
5	Remind members at the start of each meeting of the remit (& <i>charter when developed</i>).	AP & LBH		Wording to be agreed and included in CC Chair's briefing note.
6	Increase Consultative Committee profile.	All		AP website page in development. Leaflet to be designed.
7	Agenda item at all CC meetings: views/ questions from the public	CC		
8	Special interest events / forums / conversations for genuine consultations/ specific topics & hold outside of Alexandra Palace.	AP	As required	<i>Specific issues/ as appropriate</i>
9	Agree a Consultative Committee Charter.	CC		For Consultative Committee members to discuss and agree how to take forward/ assign actions.
10	Suggestion form for those not wishing to attend meeting.	CC		
11	Consultative Committee to draw up a list of groups to be invited to join. <i>Including leaseholders? Local suppliers?</i>	CC		
12	Advertise meetings on park, community noticeboards etc.	CC & AP		
13	CC to discuss how meetings can become easier to follow.	CC		