



ALEXANDRA PARK AND PALACE CHARITABLE TRUST
BOARD MEETING
12 OCTOBER 2023

Report Title: Chief Executive's General Update
Report of: Emma Dagnes, Chief Executive, Alexandra Park & Palace
Purpose: This report provides a general update on current issues and projects at Alexandra Park and Palace, including governance and lead trustee roles and provides information on the events programme.

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

1. Recommendations

- 1.1 To consider and note the content of this report;
- 1.2 To review the Lead Trustee Board Member appointments to ensure that each of the following roles are filled:
 - i. Safeguarding;
 - ii. Whistleblowing;
 - iii. Equality, Diversity and Inclusion;
 - iv. Sustainability.

2. Executive Summary

- 2.1 This report provides a general update on the Trust's activities and the events programme including:
 - Governance matters
 - The Park Bylaws & Park Update
 - Environmental Sustainability
 - Creative Learning activities
 - Events Programme
- 2.2 The Governance section of this report reminds Trustees that the role of Lead Trustee for Sustainability remains vacant and invites the Trustees to reconsider the appointments to ensure all lead roles are filled.

3. Governance

3.1 Lead Trustee Roles

- i. Lead trustees adopt a continuing special interest in an area on behalf of the Board. The role involves interacting with relevant staff to review policy and practices and to understand the particular area that they are championing, reporting into to the Board as necessary.
- ii. The anticipated time commitments depend on each role, although it is recommended that the lead trustees visit/ meet teams on a quarterly basis for 30-60 minutes.
- iii. On 19 July 2023 the Board appointed: Cllr Stennett as Safeguarding Lead, Cllr Collett as Whistleblowing Lead and Cllr Mahbub as Equality, Diversity & Inclusion Lead. The Sustainability Lead role remains vacant. Trustees are invited to reconsider the appointments to fill all of these roles.
- iv. Internal conversations have resumed to begin preparations for the recruitment of Co-opted Trustees (Lead Fundraising and Youth Trustees). The Trustee Board will be kept informed of progress.

3.2 There have been no meetings of the Finance, Resource, Risk and August Committee (FRRAC) and the APTL Board since the last Trustee Board meeting. The 2022/23 end of year reports will be presented to FRRAC and APTL Board at their respective meetings in November and recommendations presented to Trustees in December.

3.3 Park Byelaws

- i. The existing Byelaws from 1929 do not effectively cover the way in which Alexandra Park is used today, making them difficult to rely on in enforcement. In June we circulated draft new Byelaws to SAC and CC members for consultation, based on the model from the Department for Levelling Up, Housing & Communities:
<https://www.gov.uk/guidance/local-government-legislation-byelaws?msckid=dc9b9881a55811ecb16b37df538d8f4a>).
- ii. A timeline for the review has not yet been established, the key stages are listed below and will proceed as capacity and resources permit:
 - Internal consultation
 - SAC & CC informal consultation
 - Informal consultation with the Council
 - Legal review
 - Formal consultation with the Council
 - Formal SAC & CC consultation
 - Formal public consultation
 - Regulatory assessment and publication
 - Application to the Secretary of State for leave to make the Byelaw
 - Full Council approval to make the Byelaw
 - Publication of Notice of Byelaw

4. Park

- 4.1 Park visitor numbers for 2022-23 are estimated to be 3.8 million. Although this is lower than the peaks during the pandemic, the numbers remain higher than the pre pandemic averages. This shows the value of the Park to the community.
- 4.2 The Park has retained the Green Flag and Green Heritage Awards this year and has also achieved Gold standard in three London in Bloom categories (large park, heritage park and large conservation area). The London in Bloom judge was impressed with the range of habitats and activities in the Park as well as the volunteering activities undertaken by the Gardening Group and the Friends of the Park.
- 4.3 The Wetlands Feasibility Study, which was funded by the GLA has been delayed and regrettably, the final report is not yet available.
- 4.4 The cricket practice nets previously approved by the Board have been constructed by the Alexandra Park Club. The installation consists of three lanes for batting and bowling practice and were officially opened by Catherine West MP in July.

5. Environmental Sustainability – Year 1 progress

Environmental Sustainability Policy was presented to Trustees in July 2022 below is a summary of progress made under the five key strands of work in the Policy.

- 5.1 **REDUCE FIRST** - Reduce energy use, waste creation and consumption of materials and water across the site:
 - Improved reporting on waste management: **No** waste goes into landfill but is either recycled or sent to the energy from waste plant at Edmonton.
 - Food waste bins and battery recycling boxes in offices.
 - Rolling out replacing hand towel dispensers with dryers in event customer bathrooms and using toilet rolls made from recycled paper.
 - The new Plexiglas in the ice rink together with reprogramming of the cooling plant has resulted in a 30% reduction in electricity demand since January.
- 5.2 **OUR PEOPLE'S COMMITMENT** - Listen to, empower and upskill our people to champion green practices in all that we do:
 - Two Staff Swap Shop event have taken place.
 - Regular meetings of the staff 'Green Team' to share ideas and enable positive changes.
 - Undertaken staff Environmental Attitudes survey.
- 5.3 **CIRCLE OF COLLABORATION** - Work with clients, artists, suppliers, service partners, contractors and our visitors and communities to ensure we work towards a more sustainable Park and Palace in a truly collaborative way:

- Cleaning supplier switched to sustainable products and moved away from single use bottles.
- Trialling food waste bin option in the Pub, to be rolled out to food vendors if successful.
- Continue to work with bar partner on a reusable plastic cups solution, hope to reduce paper cup use from November.

5.4 BEING BOLD AND AMBITIOUS - Set ambitious targets and investigate innovative solutions with funders and partners and showcase best practice to our peers:

- The Environmental Sustainability Policy, Strategy and accompanying documents underpin the revised Vision and Goals.
- £85,000 Local Energy Accelerator (LEA) Clean Energy project underway, with support from Haringey Council. Report has been received and is being reviewed for future project funding applications.

5.5 CONTINUOUSLY IMPROVING - Develop and improve our strategy and action plan, communicating our progress in a transparent way:

- Environmental Sustainability Policy and Strategy have been updated to align with the 10 year Vision and goals.
- Work on the Action Plan is progressing and a full annual report will be presented to a future meeting of the Board.

6. Creative Learning

6.1 In Q1 the 4,926 people of all ages and backgrounds participated in the Creative Learning outdoor programme including: skills workshops, holiday camps, festivals, events, and performances.

6.2 To mark Alexandra Palace's 150th anniversary local communities engaged in outdoor creative activities during the daylong festival. This includes The People's Stage where young people aged 16-24 were able to showcase their talents and curate a programme of exciting activities and acts including:

- 200 People compete in our Assault Course
- 400 young people learning circus skills
- 98 Families enjoying Forest school taster sessions
- 370 Children and families' participating in outdoor creative workshops
- 600 People were thrilled by local performance on The People Stage
- 1480 People exploring their wellbeing in our Chi dome
- 60 Families enjoying story telling under the canopy of trees
- 220 Families enjoying outdoor photography workshops
- 120 children having their face painted in the sun
- 350 Families decorating cakes in the grass
- 122 stalls were trading local Makers Market in collaboration with Made in Tottenham, with a few more stalls being info stalls (e.g. for local charities)

6.3 Young Creatives Network (Young People, aged 16 – 24)

- i. Network members programmed and delivered a series of Library Lates throughout Haringey Libraries Services with two pilot events taking place at Wood Green Central Library before moving on to become of North London Lates at Coombes Croft Library forming part of the celebration of Tottenham high street. Modelled on the Museum Lates programmes the aim of the project is to draw young people into libraries with a fun line up of stand up, spoken word, live music, DJ's and more.
- ii. The top line figures are:
 - 225 network members
 - 98 from Haringey
 - 110 from North London boroughs
 - 120 identify as Global Majority
 - 30 self-identify as disabled
 - 68 young people attended gigs for free this quarter as part of the Network membership equating to approximately £2,040 of ticket value.
- iii. Network members will learn events management skills to mount a live event; including budgeting, booking artists, staffing events, fundraising and more. After the pilots, young people should have the necessary tools to keep on organising regular Library Lates events across all libraries. Proving them with the opportunity to develop new cultural hubs for young people within the libraries.
- iv. Library Lates events have enabled:
 - 30 young people to train in events management and tested their skills whilst mounting a range of events.
 - 225 attended Library Lates events

6.4 347 older people have engaged with our programmes through events like Café Palais and Singing for the Brain. Eight young people who self-identify as disabled gained work experience via catering for the café.

6.5 Volunteering in Quarter 1 (April-July) data:

- 97 – Number of volunteering events
- 228 – Number of volunteering shifts
- 827.5 – Number of hours by volunteers
- Number of active volunteers – 42 from AP volunteers & 8 from CSR (insurance company)

6.6 [By the People: 150 Lifetimes - The People's Picture \(thepeoplespicture.com\)](http://thepeoplespicture.com)

- i. The Trust has been successful in its bid for £88,000 from the National Heritage Lottery Fund (NHLF) for a series of exhibitions and events to commemorate our 150th anniversary.
- ii. The project will encourage collective discussions about peoples' connections to Alexandra Palace, past and present; focussing on topics such as heritage, identity and place.

- iii. The programme will culminate with the unveiling of a major new exhibition in March 2024, in the East Court, by artist Helen Marshall.



*[The People's Monarch | 2012](#)
Helen Marshall. Commissioned
by [BBC South East](#) for Queen
Elizabeth's Diamond Jubilee.*

7. Maintenance, Repairs and Improvements

Trustees received a list of work completed between March and August in the report to the Consultative Committee on 14 September 2023, which can be revisited at: <https://www.minutes.haringey.gov.uk/documents/s141438/8.%20CEOs%20report.pdf>

Presentation of the annual Fabric Maintenance Plan report has been deferred to the December meeting which will be onsite at Alexandra Palace. Trustees will be introduced to the recently appointed Head of Facilities and take a tour of parts of the building.

8. Planning & Development

- 8.1 Trustees approved the award of contract for the Delivery Phase of the North East Office Building Emergency Repair Works. The contract award was conditional on approval of Historic England funding, the Trust will be informed of the outcome of their application at the end of September.
- 8.2 Planning and listed building consents were granted for the rooftop adventure in August 2023. The Trust is in the process of finalising quotes for the landlord works and is in discussions with Wire and Sky regarding the lease arrangements. The teams are working towards a spring 2024 opening.
- 8.3 The Trust will be submitting a listed building consent application for new internal signage before the end of the year. The Committees were consulted on the proposals in March 2023 to replace existing signs, mostly back of house, with some additional signs to improving wayfinding.

9. Events

- 9.1 The Summer Series (including three Park events) was followed by five nights of live music in the Great Hall in early September, bringing more than 75,000 event customers to the site.

- 9.2 14 event related noise complaints have been received in the current year, broken down in the table below:

Table 1 – Event Noise Complaints Recorded

Date	Event	Number of complaints
23 May	Four Tet	2
27 May	150 th Party	1
10 June	Fatboy Slim	1
14 June	Bastille	2
21 July	Hozier	3
05 September	Fred Again	1
09 September	Fred Again	3
24 September	Cavetown	1
Total complaints to date (since 1 st April 2023)		14

- 9.3 The Fireworks Festival returns to a two night event this year and communications about road closures and site access are being prepared for stakeholders and local residents.

- 9.4 The events schedule is attached at Appendix 1. Additional information is available on our What's On pages at <https://www.alexandrapalace.com/whats-on/> .

10. Legal Implications

The Council's Head of Legal & Governance has been consulted in the preparation of this report and would like to stress the importance for good governance of having a Lead Trustee for Sustainability.

11. Financial Implications

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

12. Use of Appendices

Appendix 1 – Events Schedule

13. Background Papers

None

Appendix 1 - Schedule of events September 2023 - February 2024

DATE	EVENT	LOCATION
13 th -15 th October	Mind Body Soul Experience /OM Yoga Show	Palm Court ALL AREAS
21 st October	Crouch End Festival Chorus	Theatre
27 th October	McFly	Palm Court ALL AREAS
27 th October	Buffy Revamped	Theatre
1 st November	Rhys Darby	Theatre
3 rd -4 th November	Fireworks Festival (Friday & Sat)	ALL AREAS
8 th -18 th November	Treason - The Musical	Theatre
9 th November	Provisional Concert	Palm Court ALL AREAS
10 th - 11 th November	Little Simz	Palm Court ALL AREAS
16 th November	The Streets	Palm Court ALL AREAS
17 th -18 th November	Jessie Ware	Palm Court ALL AREAS
19 th November	Haringey Feast	East Court
23 rd November	Provisional Concert	Palm Court ALL AREAS
24 th -25 th November	The Prodigy	Palm Court ALL AREAS
24 th Nov - 7 th Jan. 2024	A Christmas Carol: A Ghost Story	Theatre
26 th -27 th November	Provisional skating event	Ice Rink, East Court, Great Hall
30 th November	Ashnikko	Palm Court ALL AREAS
1 st December	Provisional Concert	Palm Court ALL AREAS
2 nd December	Sleaford Mods	Palm Court ALL AREAS
6 th -9 th December	Mosconi Cup - 30th Anniversary	Palm Court ALL AREAS
8 th -11 th December	Peter Pan on Ice	Ice Rink
11 th Dec -5 th Jan 2024	World Darts Championship	Palm Court ALL AREAS
7 th -14 th January 2024	Cazoo Masters Snooker Championship	ALL AREAS
8 th February	What's Love Got to do with It	Theatre
17 th February	Roisin Murphy	Palm Court ALL AREAS