

# **MINUTES OF MEETING Alexandra Palace and Park Board HELD ON Thursday, 14th December, 2023, 7.30pm, Ice Rink Club Room, Alexandra Palace Way, London N22 7AY.**

## **PRESENT:**

**Councillors:** Emine Ibrahim (Chair), Sean O'Donovan (Vice-Chair), Nick da Costa, Sarah Elliott, Ahmed Mahbub and Anne Stennett

**Co-optees/Non-Voting Members:** Duncan Neil (Muswell Hill and Fortis Green Association) (Co-Optee), Nigel Willmott (Friends of the Alexandra Palace Theatre) (Co-Optee)

**ALSO ATTENDING:** Emma Dagnes (APP CEO), Richard Paterson (APP Director of Finance & Resources), Boshra Begum (LBH Senior Democratic Services Officer), Natalie Layton (APP Charity Secretary), Mark Evison (Head of Park and Environmental Sustainability), Jamie Hignett (Unit 38), Neil Coe (Building Surveyor, APP), Iain McDonald (Head of Facilities and Property, APP)

## **1. FILMING AT MEETINGS**

The Chair drew attention to the information included on the agenda front sheet and noted that the meeting was not being recorded or webcast live.

## **2. APOLOGIES FOR ABSENCE**

No apologies for absence were received.

## **3. URGENT BUSINESS**

There was an item of urgent business noted for a supplementary item, these were the legal comments that were received late for reports. This was considered under the Item of urgent business at item 16 and exempt urgent business at item 25.

## **4. DECLARATION OF INTERESTS**

There were no declarations of interest.

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

There were no questions, deputations or petitions.

## 6. THE GROVE PUBLIC ENGAGEMENT EXERCISE

Unit 38 and Studio HYTE were appointed to undertake the first stage of public consultation for The Grove. Jamie Hignett from Unit 38 presented the current progress working with Studio HYTE design experts on the project.

The Board was informed that the project began with community engagement work in Haringey to build the community plan. At present, there were a range of different projects around the country particularly on improving street markets and Finsbury Park People's Plinth Project partnered with Studio HYTE who specialised in accessibility in design projects. Unit 38 aimed to unlock potential within spaces, include social value, and identify the feasibility gap between individuals with good ideas against the challenges of a lack of funding.

The following points were noted in the discussion:

- Engagement: Unit 38 were interested in views of those who do not use the space and the reasons why for example aesthetic, accessibility, or other reasons.
- Current work: Unit 38 started to interview staff, different stakeholder groups and tenants in the Grove and will begin the public phase of the consultation in January 2024.
- Mid-January 2024: Unit 38 to launch the public consultation, Studio HYTE to build the visual online engagement form, the form will be accessible for those with language barriers, neurodiversity etc. The public consultation will stay open until the end of the workshops and events for roughly 3-4 months.
- April 2024: Workshops to commence and production of first stage plans.
- Unit 38 took on suggestions from the Board around engaging older residents, through groups such as Age Concern, Hornsey Pensioners and other groups recommended. The work at present engaged mainly with residents in Haringey with potential to engage groups outside of Haringey.
- The Board were informed that the current stage of the process was focused on ideas and information gathering, the consultation phase would take place with no pre-conceptions. Consultation aims to find out how people want to use the space.
- There was also potential for prototype events to be run during the school summer holidays, including different activities in the park for after Unit 38 leave the project. Unit 38 to make recommendations on different sources of funding for the brief, when agreed.
- Unit 38 reviewed 1999 plans and history of the area.

### RESOLVED:

The Board noted the progress of the Grove Public Consultation led by Unit 38.

## 7. MINUTES

The minutes of the Alexandra Palace and Park Board held on 9<sup>th</sup> November 2023 and the 12<sup>th</sup> October 2023 and were agreed along with the following changes to the meeting on 12<sup>th</sup> October 2023:

1. Reference to Pensions Sub Committee this should be corrected to Pensions Committee.
2. Remove the bracket after Neil Coe.

## 8. FEEDBACK FROM STAKEHOLDER COMMITTEES

Nigel Willmott summarised the Consultative Committee held on 30<sup>th</sup> November 2023. Nigel informs the Board that he remains Chair and co-optee appointments were made to John Chilton (Friends of the Park) taking up the vacancy and Duncan, Nigel and Jason remained on the Board.

## **9. FEEDBACK FROM THE FINANCE, RESOURCE, RISK AND AUDIT COMMITTEE (FRAAC)**

### **RESOLVED:**

The report was noted by the Board and the recommendations were approved:

1. For a lending agreement to be established between the Trust and Trading Subsidiary outlined in Section 3.
2. To approve the Risk Register and consider Fundraising as the next deep-dive risk area.

## **10. CHIEF EXECUTIVE'S GENERAL UPDATE**

Emma Dagnes introduced the CEO's General Update. The Board received the report which trustees had considered at the Consultative Committee meeting on the 30<sup>th</sup> of November 2023.

The following points were noted in the discussion:

- It was clarified that the Campsbourne Building was not included as part of the Fabric Maintenance Plan. The Campsbourne Community Collective expressed interest in using the building to ensure the benefit to the community and Alexandra Palace.
- The CEO Emma Dagnes explained that there have been consultations with Campsbourne Community Collective and the Black Roots Group as well as other community groups within the area to ensure the best interests of the charity to retain control over its buildings. The Head of Fundraising and Strategic Projects was reviewing the potential funding pots for the projects.
- There were a low number of noise complaints received for fireworks, only 6 noise complaints were received in total.

## **11. ENVIRONMENTAL SUSTAINABILITY REPORT**

The Board received the report which trustees had considered at the Consultative Committee meeting on the 30<sup>th</sup> of November 2023.

The following points were noted in the discussion:

- There were concerns around whether trees would be preserved as part of this report, and the Board was informed that as the park as a whole is a local nature reserve the trees above a certain size threshold are protected by the conservation area and there is a tree management plan.
- It was explained to the Board that the carbon footprint for the Park and Palace has been calculated as far as practicable for the last four years. Pre-covid figure stood at 3,000 tonnes, although this has reduced to 2,243 for 2022/23 the figure remains large due to the size of the estate.
- Although the standard measure is to compare carbon footprint per metre, due to the pandemic there is missing data. However, eventually the idea would be to use carbon

emissions measurements and number of events/visitors to get an accurate picture.

**RESOLVED:**

The Board noted the report and the updated Environmental Sustainability Policy and Strategy documents.

**12. FINANCE REPORT**

The Board received the report introduced by the Richard Paterson, the Director of Finance & Resources.

The following points were noted in the discussion:

- The proposed loan facility between the two entities were short term loans to deal with cashflow shortages, largely supported by the APTL Board and FRRAC and to ensure the pressures could ease on the Corporate Trustee to bridge any cash flow gaps within the Trust. Further technical details on this would follow in the draft of the report.
- On fundraising it was noted that the report refers to general fundraising like bucket collections in the East Hall which will go towards general expenditure and therefore any other fundraising will be towards specific projects.
- On Car Parking penalties, there were no major concerns and at present there were only general reminder letters being sent. From January penalty charge notices will be issued.
- A 3 month review was conducted on parking charges, this showed that a very small percentage do not pay and most people have embraced the charges.
- On Cashflow forecasts, this has been improving since the report was written, confident as there have been additional put into place. In a better position after the audit as looking like will not go into negative.
- The Board was informed that once the loan facility was in place the agreement would be made clear in the process and the relatively short periods for repayment would be highlighted.
- The financial systems were also a priority for the technology strategy project in the IT Programme, at present is in a good position to review the financial systems, this would also make up a recommendation to come out of the project.

**RESOLVED**

1. The Board noted the full year position;
2. The Board approved the drafting of a loan agreement to provide a mechanism for short term capital loans between the entities, following approval in principle by FRRAC and the APTL Board.

**13. FABRIC MAINTENANCE PLAN REPORT**

Iain McDonald, Head of Facilities and Property introduced the report.

The following points were noted in the discussion:

- Board members expressed they felt the report was succinctly summarised and recommendations clear.
- On risks, due to limited resources the Trust had to spend below the recommended amount to bring the fabric and services into good condition within the 10-year plan and

- the general condition has only improved slightly in certain areas and 29% of the building remains derelict. The areas referred to were the basements below the Great Hall, Panorama Room and BBC Tower. The Panorama
- The spaces discussed are big spaces and the NEOB will only account for 1% of the derelict spaces and therefore will need another big project.
  - Priority projects included the NEOB, Panorama Room and BBC Wing and not just the studios.
  - It was noted that it would be an achievement if one of those projects were to be completed within the next few years and basements would be looked at last once other areas were secured, protected and successfully brought back into use.
  - Board members also welcomed the Head of Facilities who had been in place for three months.

**RESOLVED:**

1. The Board considered and noted the maintenance and repairs progress made in 2022/2023 (including scheduled work not yet conducted).
2. To approve the following priority works for the 2024/2025.

#### **14. TECHNOLOGY PROGRAMME BOARD UPDATE REPORT**

Richard Paterson, the Director of Finance and Resources introduced the report.

The following points were noted in the discussion:

- The report aimed to inform Board members of the purpose and activities of the newly formed Alexandra Palace Technology Programme (TP).
- The 'IT Discovery Project 2022', a review into all systems and processes resulted in 21 recommendations. Out of the recommendations, the team agreed 10 priority projects work was currently underway, small improvements being made.
- Project updates included the projects nearing completion included Revised Electronic Point of Sale solution for tills, upgraded WiFi, new Customer Relationship Management system.
- Current projects included the New Venue Management System, GDPR Audit and the revised Technology Strategy.
- Projects being initiated: included New Rostering capability for staff, Estate Security, Buildings and Infrastructure Technology, WiFi Phase 2 and the CRM Phase 2.
- The Board acknowledged the great work of Richard Warner, a volunteer that dedicated a great deal of time and commitment. Richard, a local resident, has a strong family attachment to the Palace, his father worked on the original mast and became interested in volunteering for the palace a year ago while on a tour. The Board welcomed the idea of inviting Richard to a future meeting.

**RESOLVED:**

The Board noted the report.

#### **15. APPOINTMENTS**

Board members agreed to appoint Councillor Sean O'Donovan as the Chair of FRRAC and as the APTL Company Director.

The Board also agreed to appoint Councillor Emine Ibrahim as the chair of the Alexandra Park and Palace Board and to authorise the charity's annual return.

ACTION: Natalie to send Councillor O'Donovan the Trustee and APTL Director forms for completion.

**RESOLVED:**

The report was noted.

**16. NEW ITEMS OF URGENT BUSINESS**

The Board noted the supplementary information provided under urgent business, which were received late, this contained legal officer comments on reports.

**17. DECISION TRACKER**

ACTION: Natalie to amend the decision tracker to remove the hourly rates which should be made public.

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

**19. EXEMPT MINUTES**

The Exempt minutes were agreed.

**20. EXEMPT DRAFT ANNUAL REPORT AND ACCOUNTS**

The Report was noted and the recommendations were agreed.

**21. EXEMPT ROOFTOP ADVENTURE LEASE REPORT AND ACCOUNTS**

The report was noted and the recommendations were agreed.

**22. EXEMPT HEALTH AND SAFETY UPDATE**

The report was noted and the recommendations were agreed.

**23. EXEMPT TRADING SUBSIDIARY CHAIR'S REPORT**

The report was noted and the recommendations were agreed.

**24. EXEMPT STRATEGIC RISK REGISTER AND DEEP DIVE**

The report was noted and the recommendations were agreed.

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

The Board received the supplementary legal comments on the exempt reports and this was noted.

**26. CLOSE MEETING**

The meeting closed at 9.10pm

CHAIR: Councillor Emine Ibrahim

Signed by Chair .....

Date .....

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