

Alexandra Palace

Alexandra Park and Palace Charitable Trust

Business Plan 2017/2018

April 2017

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1. Introduction

The Alexandra Park and Palace Charitable Trust is a registered charity (Charity Registration Number 281991) responsible for maintaining, restoring and repairing the charitable assets of the Park and Palace that are held in Trust for the public, by Act of Parliament.

The overarching priorities of the Trust in undertaking its activities are:

1. To maintain and develop the Park and Palace as a leisure, cultural, and entertainment destination;
2. To achieve long term financial sustainability for the charitable assets whilst respecting the historic and natural environment;
3. To bring derelict parts of the Palace back into use and allow safe access to them in the meantime for engagement and educational purposes;
4. To improve awareness and understanding of the Trust, its assets and activities;
5. To deliver quality customer and visitor experiences across all areas.

To deliver its charitable purposes and deliver against the strategic priorities the Trust:

- delivers programmes of work to:
 - o restore the derelict areas of the Park and Palace to rejuvenate the assets for audiences now and in the future;
 - o repair the building fabric to ensure it remains safe and watertight and gradually overcome the historic backlog of repairs;
 - o improve and upgrade the critical support infrastructure across Park and Palace;
 - o conserve our historic records and make them accessible to the public;
 - o engage a broad audience in the history and heritage of the Park and Palace;
- raises and generates funds to support the restoration and development of the Park and Palace;
- delivers a calendar of events, quality leisure experiences and activities throughout the year that bring the charitable assets alive for the purposes of their creation - entertainment and recreation (through its trading subsidiary);
- manages the impact of the organisation and its activities on the environment and community.

In delivering its work the Trust recognises that it delivers wider economic, community and environmental impacts beyond its primary charitable purposes.

The Trust uses the assets of the Park and Palace to deliver an eclectic mix of functions, events, leisure experiences and activities and to generate income to fund the delivery of its charitable purposes. These income generating activities are commercial in nature and are contained within the Trust's wholly owned trading subsidiary, Alexandra Palace Trading Ltd. (APTL).

APTL operates under a Licence Agreement with the Trust. The operating surplus achieved from these activities is Gift Aided from APTL to the Trust to fund the charitable purposes.

The Trust and its trading subsidiary share business service functions such as HR and Finance Management. The costs of these shared activities are charged, as appropriate and based on periodically reviewed operational percentages, to the charitable and trading activities.

Activity	Functional areas	Sub areas
Trust	Strategic Leadership & Management	<i>Vision & Strategy</i> <i>Governance</i> <i>Performance Management</i> <i>Communications</i>
	Property Management	<i>Facilities</i> <i>Estates</i> <i>Park Management</i> <i>Park Leases</i>
	Development Programmes	<i>East Wing Restoration</i> <i>Learning & Participation (L&P)</i> <i>Fundraising</i>
Shared Business Services	Finance & Resources	<i>Financial Management</i> <i>Procurement</i>
	Human Resource Management	
	Health & Safety	
APTL	Catering	<i>Phoenix Bar & kitchen</i> <i>Event catering</i> <i>Retail Catering</i>
	Events	
	Marketing	
	Ice rink	
	Client sales	

2. 2016/17 – key highlights

The 2016/17 financial year has provided APPCT with many challenges. The two major construction projects underway at different ends of the Palace on top of existing delivery and the annual maintenance and repair schedule has placed strains on the team. Yet despite this it has been a year of achievement.

The Trustees commissioned consultants to support the Trust to develop a long term Strategic Vision for the Park and Palace, to review previous studies and consultations and set out a clear vision and development framework. This work is well underway and will continue into 2017/18.

The Trustees also commissioned a Governance Review to identify how the Governance of the Park and Palace could be improved and strengthened not only to comply with legislation and regulation but to ensure the assets have the most appropriate governance in place to achieve greater success in the future.

A new Strategic Risk Register was developed for the Trust to take a fresh look at the key risks facing the organisation and the methods in place for reducing the risks and managing them.

New finance and human resources teams have been appointed to improve and strengthen our business services and a new performance framework was developed to better monitor the performance of the organisation and measure its impact.

A Fundraising Director was appointed to drive forward our fundraising efforts for the East Wing Restoration Project and the longer term needs of the Park and Palace. The Theatre Fundraising project got underway and received a lot of media attention, reaching thousands of potential donors. The Trustees agreed to establish a Development Board to further strengthen our ability to encourage philanthropic giving and funding for our charitable purposes.

The East Wing restoration project visibly got underway as the works to the building started. Despite the relocation of the Ice Rink Entrance from the East Court to the South Terrace, the Trust has been able to keep this important facility open through the construction works by creating a new dedicated entrance. The arrangement is working well.

The new storage unit in the West Yard received planning permission and work has started to stabilise the historic North Wall of the Palace and create new storage and office space.

The Learning and Participation team came into being thanks to funding from the HLF as part of its award for the East Wing project. A highly skilled and experienced team is now in place and preparing to deliver new and exciting programmes of work over the coming years much of which will be done in partnership with existing local community groups and programmes.

The construction of the new Go Ape course started in late August 2016. The junior course opened on 18th March and was the second-busiest junior course in the country on 19th March. Construction of the adult course is due to start in April 2017.

The Lower Road has been resurfaced following an £85,000 investment of Capital funds. The surface was half gravel and half tarmac and resurfacing was long overdue. The contractors worked through very wet conditions to complete the task on time and made a huge improvement to the surface.

We have also carried out essential works to improve electrical safety in many of the Park buildings.

The Park team has continued the proactive approach to tree safety management surveying, felling and pruning trees. The strategy has been a great success as no trees were lost during the year's significant weather events, despite dead trees being left standing where possible to retain dead wood as an important habitat for many in recognition of the importance of the ecology of the site.

The Grounds Maintenance Contract was renewed and the new specification has resulted in improvements and efficiencies in the way the service is delivered.

The Trading Subsidiary experienced a challenging but successful year in 2016/17. Though the targets were not achieved it was still the second best year on record for both revenue and net profit. Key highlights included the completion of the Sales Strategy and also the Growth Plan for Alexandra Palace own brand events, key contracts for flagship events were successfully re-negotiated and business systems in business critical areas were modernised.

Teams across APTL have been strengthened with new roles introducing enhanced capacity and capability in 2016/17 which will assist in realising the targets for 2017/18, which are ambitious but realistic.

As always these achievements are due to a strong and experienced team, the continued support of the Corporate Trustee, Haringey Council, and the dedication of the Board of Trustees, voluntary groups and individual volunteers that donate their time and skills.

This is the Business Plan for the financial year 2017/18 for the Alexandra Park and Palace Charitable Trust. It is a one year business plan, with a focus to strengthen the organisation and establish a clear direction for the future.

3. 2017/18 Delivery programmes

Strategic Leadership & Management

Aims

- To provide clear direction to enable APP to achieve its charitable purposes
- To ensure APP performs effectively and in a way that befits its charitable status
- To communicate the work of APP effectively, internally and externally

2017/18 priorities

- Finalise the long term strategic vision for the charitable assets
- Finalise the development of a 10 year strategy for the Trust, including the long term financial plan
- Implement the recommendations of the 2016/17 Governance Review
- Improve performance and impact reporting
- Further develop the communication messages of the Trust and channels to raise awareness and understanding
- Position APPCT as a credible and recognised culture and heritage organisation

2017/18 Performance Measures

- Completion of Strategic Vision
- Implementation of recommended and agreed changes to Trust Governance
- Improved and simplified annual reporting

Property & Estate Management

Aims

- Maintain, repair and restore the Palace
- Ensure the building fabric remains safe and watertight
- Reduce the environmental impact of the Park and Palace and its activities
- Manage and maintain public access to the Palace and parkland to deliver a quality visitor experience and facilitate the effective operation of the Trading subsidiary

2017/18 priorities

- Improve and upgrade critical support infrastructure across Park and Palace
- Improve consumption, efficiency and resilience of our energy supply
- Review current facilities structure and priorities to ensure effective future capability and capacity
- Review current office facilities across the Park and Palace
- Implement building repair programme priorities
- Deliver the West Yard Storage Project on time and on budget
- Identify opportunities arising from the Strategic Vision for the Park
- Improve our management of tenants in the Parkland
- Increase the revenue generation from the Park whilst protecting the natural habitat and building resilience
- Create a short and medium term development approach to the Parkland from the Strategic Vision, with clearly identified projects.

2017/18 Performance Measures

- 100% of identified capital projects delivered on time and within budget
- Energy efficiency audit completed
- Department structure reviewed and agreed changes implemented
- Decrease in outstanding Facilities Management Plan prioritised works
- HLF (Heritage Lottery Fund) Parks for People application submitted
- Zero breaches of park leases
- Monitoring Framework for Parkland events completed and in operation

Development Programmes

Aims

- Restore the East Wing of the Palace in line with aims and objectives
- Design and deliver a quality visitor experience with long-term commercial sustainability
- Build engagement in the history, heritage and activities of APP
- Provide quality learning opportunities for target audiences, inspired by our heritage and history
- Raise over £1m towards funding of EW restoration project
- Raise awareness of charitable purposes of APPCT and pursue new opportunities for support

2017/18 priorities

- Develop a clear plan of action for all of the work streams to deliver a successful East Wing Restoration in the build up to opening operations and beyond
- Maintain and manage good working relationships with funders and statutory consultees to ensure all conditions relating to the project are discharged correctly
- Establish the archive as a credible, authoritative, and accessible resource
- Creation of prioritised and costed schedule of works to achieve Collection Management Plan standards
- Apply for Arts Council England Museum Accreditation
- Develop the brief and forward plan for the Television Studio Visitor Experience Project
- Increase the visibility of the L&P (Learning & Participation) programme locally through effective communications, profile raising and partnership work
- Recruit and manage a diverse team of volunteers to enrich the delivery of learning opportunities and to act as ambassadors for the Trust
- Further develop and improve our approach to volunteering to offer quality volunteering opportunities
- Increase the momentum of our fundraising activities

2017/18 Performance Measures

- East Wing is compliant with statutory and funding conditions
- Reduction in dependence on external organisations and resources for AP heritage (historic facts and information)
- APPCT collection, archive, story recognised in national and international exhibitions and topical historical anniversaries
- Developed approach to other East Wing spaces in line with the Strategic Vision, including the television studios
- 1,350 learning sessions delivered
- 85% customer satisfaction rating for L&P activities
- Increased diversity of participants in L&P activities
- Establishment of 5 quality L&P partnerships
- Development Board established and Fundraising Strategy actively implemented
- A researched pipeline of Trust and Foundation applications established
- Total amount fundraised
- Number of volunteer hours completed
- Increased diversity of volunteer base

Shared Business Services - Finance and Resources

Aims

- Manage the organisations resources ensuring it remains within its available resources
- Provide the organisation with effective management systems to enable efficient and effective delivery of the strategic priorities
- Provide clear and accurate financial reporting internally and externally

2017/18 priorities

- Improve accuracy of financial reporting and efficiency of producing financial information
- Develop written financial processes and procedures
- Improve management and efficiency of supply chain procurement
- Improve the Trusts approach to contract management

2017/18 Performance Measures

- Documented and published financial policies and procedures
- Production of monthly financial information pack for budget holders and for operational managers
- Procurement policy, procedures and controls in place and workforce trained

Shared Business Services – Human Resources

Aims

To maximise contribution of our people to the delivery of the organisation's strategic priorities and business objectives by

- building a people strategy that supports the Alexandra Park and Palace Strategic Vision and business objectives;
- providing a framework of policies and procedures related to the employment of staff;
- providing the tools to do this effectively;
- providing guidance, support and advice to managers and employees on the effective implementation of the strategy, policies, procedures and tools.

2017/18 priorities

- Develop Structure and mechanisms to manage HR effectively
- Review the pension arrangements for the Trust and future affordability of the pension schemes
- Establish HR organisational processes and controls in key areas
- Review and develop a consistent approach to pay and reward
- Improve data collection and management to report on the effectiveness of the organisation in managing and developing its workforce
- Review existing Employee Health and Wellbeing benefits
- Formalise our approach to resourcing

2017/18 Performance Measures

- 100% of legally required HR policies reviewed, updated and communicated
- Employee records 100% up to date
- Data presented to HR working group to identify affordable plans for pay
- New Occupation Health, EAP, and Employment law insurance providers in place

Shared Business Services - Health and Safety

Aim

Provide a framework within the organisation that allows assets, practices and activities to be maintained and managed such that all workforce and customers are not exposed to unnecessary risks and in accordance with relevant legislation.

2017/18 priorities

- Develop our approach to emergency and incident planning and management.
- To review and develop the organisation's Health and safety policies and procedures
- To improve our approach to health and safety monitoring, particularly in relation to inspection and record keeping

2017/18 Performance Measures

- The production of a suite of documents to support all areas of emergency planning
- Emergency planning strategy in place and staff fully briefed
- Documented approach to incident reporting and investigation management
- Consistent approach to inspection and record keeping across the organisation
- All Standard Operating Procedures updated and relevant new ones completed

Trading Activities – Alexandra Palace Trading Limited

The focus for the trading subsidiary in 2017/18 is to successfully plan for and manage the new East Wing facilities to ensure it is creatively programmed, operates effectively and generates sufficient income to contribute positively to the finances of APTL and therefore the Gift Aid total.

There is a need to strengthen the company after several years of a growth in trading activity and scope and personnel to ensure that there is a drive for efficient delivery. There is also a clear need for the trading subsidiary to develop its strategic plan based on more than an 18 month planning horizon. This will be necessary to support the Trust to develop its own long term financial plan for its 10 year strategy.

4. Performance Management

As part of the development of the Business Plan for 2017/18 a series of performance measures and indicators, for all functional areas has been created. The focus for 2017/18 will be to sharpen our reporting on our charitable purposes and our wider public benefit and economic and social impact. The draft impact matrix is attached at appendix 1.

4.1 Performance reporting

The Performance measures for 2017/18, detailed above in section 3, form the basis of objective setting for teams and individual employees which are monitored during the year.

Progress and performance against the Business Plan is reported on a quarterly basis to the Finance, Resource and Audit Committee and to the Board of Trustees and in relation to trading functions, the Board of APTL.

The Trust and trading subsidiary use this information to monitor progress in year, to inform future business planning, monitor trends and provide the performance data in the Annual Report.

5. Financial Summary

5.1 Financial Priorities and Pressures:

The Trust has always operated within a very tight cash budget to support its unrestricted operations. The main source of unrestricted funding comes from Haringey Council (as the Charity's Corporate Trustee) and the Trading Company. Despite its own financial pressures the Corporate Trustee has committed to an increase in the 2017-18 unrestricted grant, partly to compensate for a projected decrease in the Gift Aid from the Trading Company.

The Trust will operate in a tightly controlled cash flow environment in order to perform its charitable objective of maintaining the Park and Palace as well as completing the Strategic Vision work and the Governance Review to map out its future and strategic outlook.

The Trust will deliver the West Yard Project in late summer 2017. This Project will provide a storage unit to support the commercial activities of the Trust and its Trading Subsidiary. It will also provide additional office space to enable re-location of staff from the BBC Tower, freeing up this prominent space for other uses. The Project is already underway and will be delivered within its allocated budget. However, going forward there will be additional financial pressure on the Trust to meet the annual repayments of a long term loan which has funded the Project (£2.5m with annual repayments of £122,000).

The Trust will continue to work towards delivery of the East Wing Restoration Project with the main construction works starting in May 2017 (due to finish in summer 2018). The budget for these works is £16.8m and the Trust will manage contractor and project supplier costs within this available budget. Management of the project cash flow will be challenging month on month due to the timings of HLF drawdowns and receiving settlements.

Delivery of the project depends on a successful fundraising campaign with the expectation to raise £1m whilst the project is underway. This has proved to be a real challenge so far. Although the fundraising target has been underwritten by the Corporate Trustee, every effort will be made to raise the funds by the Trust, which is supported by volunteers and operates with very limited cash and human resource. It remains a priority to divert any additional funds that might become available to fundraising activities.

Every Year the Trust faces the challenge of maintaining the Palace building which has a vast fabric maintenance and repairs plan due to ageing, wear and tear and historic infrastructure and facilities. The annual spend comes from the Corporate Trustee's capital grant and is £470k while the capital needs to make the building good have been assessed at over £10m.

The detailed budget is attached at Appendix 2

6. Key risks

The organisation's Strategic Risk Register is maintained and reviewed quarterly by the Executive Team. It is reviewed by the Finance Risk and Audit committee and the Board of APPCT. Capital Projects such as the East Wing and West Yard projects have their own individual risk registers which are monitored by the project team and programme board.

The Strategic Risk Register is attached at appendix 3.

7. APPCT Governance

Alexandra Park and Palace was created as a Trust by Act of Parliament in 1900. In 1980 the functions of the Trustees was passed to Haringey Council, which delegates its responsibilities to a Board of Trustees, appointed by the Council.

The Trust was registered as a Charitable Trust with the Charity Commission in 1981. Our Governing documents are collectively known as the Alexandra Park and Palace Acts and Order 1900 – 2004.

The Charity is subject to the full range of local government legislation and charity law. The Board of Trustees must act solely in the interests of the charitable assets and the Trusts interests when dealing with Trust matters.

Two committees advise the Board, the Statutory Advisory Committee, and the Consultative Committee. The wholly owned trading subsidiary, Alexandra Palace Trading Ltd, has a separate Board on which the Trustees are represented.

Details of our Trustees and further history and detail of our governance can be found in our latest Annual Review on our website <http://www.alexandrapalace.com/about-us/>

8. Executive structure

The Executive Leadership Team leads and manages the organisation, its people and the activities at the Park and Palace. The key responsibilities of the Executive Leadership Team are;

Louise Stewart - Chief Executive of Alexandra Park and Palace Charitable Trust. Louise has overall responsibility for the work of the Trust and its trading company. In addition she oversees Human Resource Management.

Emma Dagnes –Deputy Chief Executive. Emma oversees the functions of park, estate and facilities management, the £27m East Wing Restoration project, including the restoration team, fundraising, and the learning and communities programme. She has the responsibility for operational oversight of the activities of Alexandra Palace Trading Ltd, including the Ice Rink.

Dorota Dominiczak – Director of Finance and Resources. Dorota is responsible for strategic and operational financial management together with the effective management of the support services; procurement and IT.

Simon Fell – Director of Event Operations. Simon provides strategic and tactical direction to the Event Operations Department and has overall responsibility for all operational delivery relation to events.

Lucy Fenner and Paul Ellerby (Interim maternity cover) – Commercial Director. The Commercial Director is responsible for leading the client sales, catering and marketing teams and developing the income streams to ensure targets are met so that profit can be gift-aided to the Charity.

James Atkinson – Director of Fundraising. James is responsible for leading and driving fundraising activity to achieve the £1m target to support the East Wing Restoration Project, and put in place a legacy for fundraising that can be implemented in the longer term.

9. Our beneficiaries

The beneficiaries of Alexandra Park and Palace Charitable activities are the public. This means the general public regardless of their place of residence.

The Trust therefore makes the Park and Palace available to all members of the public. Whilst we lack detailed evidence on our individual beneficiaries, from sampling surveys and ticket sales, we estimate that the Park and Palace attract around 3.5m visitors per year. Approximately 20% of those visitors attend specific events, the majority of whom travel from further afield.

A large percentage of the beneficiaries of the Trusts activities are local residents of Haringey and North London who regularly use the Park and Palace for recreation and enjoyment deriving health, wellbeing and educational benefits from our built & natural environment, cultural and entertainment activities and our learning programme. In 2016/17 our learning and participation programme provided over 1,650 learning opportunities for Haringey Schools and the Borough Network Learning Community.

Our communications activity aims to increase awareness of the Park and Palace so that more members of the public locally and from further afield may benefit. Our learning programme aims to provide richer opportunities for the public to derive deeper and more long lasting benefit. We continue to expand this programme, increasing our engagement with local community groups so that a wide cross section of the public can benefit.

The Trusts purpose is to ensure that the Park and Palace remain open and accessible to the public for enjoyment and recreation, as much as is safe to do so bearing in mind the level of dereliction within the building. The Park remains open 24 hours a day throughout the year. Our learning and participation programme includes the opportunity for the public to access the derelict areas at scheduled times throughout the year.

The Trust does not have a large endowment to call upon and has a considerable financial challenge to keep the building open, safe and in a good state of repair. The Trust therefore charges for specific additional activities to cover the costs of delivery including overheads and to generate income to towards the charitable purposes. On the occasions that charges are made it is for premium activities above the daily provision of the Park and Palace for general recreation, in accordance with our Acts and Orders. The Trust takes into account the level of any fees charged to reflect the need to provide enjoyment and recreation to the public as a whole and not exclude those on lower incomes. Not all of our additional activities are charged for; we stage several events each year to attract the public to the Park and Palace that have no entrance fees.

10. Our stakeholders

Haringey Council

Haringey Council (HC), the Local Authority, is the Corporate Trustee; it is therefore a major stakeholder in the work of the Trust. HC is also an important source of funding for the Trust, providing an annual grant to meet a proportion of the Trust's operating costs and to tackle the backlog of repairs.

Charity Commission

The Charity Commission for England and Wales is the non-ministerial government department that regulates registered charities in England and Wales. As a registered Charity the Trust must comply with charity law. The commission is a valuable source of advice on the Trust's charitable matters.

Our Special Interest Groups and Volunteers

The Trust and the Charitable Assets benefit from the expertise, passion and time of several voluntary interest groups and individual volunteers. The interest groups are; Friends of Alexandra Palace Theatre, Alexandra Palace Television Society, Friends of Alexandra Park, Alexandra Palace Television Group and Alexandra Palace Organ Society.

Local Community

Whilst the local community is an important audience for the activities and facilities provided within the Park and at the Palace, it is equally if not more important to us as our neighbour. We work hard to minimise the impact of our activities on the local community to ensure that the benefits we provide outweigh the impact that we have.

Heritage Lottery Fund

The Heritage Lottery Fund (HLF) uses money from the National Lottery to support a wide range of projects involving the local, regional and national heritage of the UK. As the main funder of the East Wing restoration programme HLF is a major stakeholder in Alexandra Palace. HLF have previously funded projects in the Parkland the conditions of which are still being discharged.

Historic England

Historic England is an executive non-departmental public body. It is tasked with protecting the historical environment of England by preserving and listing historic buildings, ancient monuments and advising central and local government. Alexandra Palace is one of the largest buildings on Historic England's buildings at risk register. As the Palace is a listed building it is important that we maintain a strong and collaborative relationship with Historic England in undertaking repair and restoration works to the Palace, including the East Wing restoration programme.

Theatres Trust

The Theatres Trust is the national advisory public body for theatres and promotes the quality and design of existing and new theatres, protecting important historic theatres and ensuring buildings meet the needs and demands of the theatre industry and audiences. We are pleased to receive endorsement from the Theatres Trust.

BBC

The British Broadcasting Corporation and Alexandra Park and Palace have entered into a ten-year partnership agreement to create wider national access to the BBC's programmes and collections through allowing the story to be told with objectivity and perspective, to deliver an engaging and sustainable learning programme in relation to broadcast history, and to add coherence, dynamism and longevity to the national broadcast story.

Our new funders

In addition to the core funding from HC and the programme funding from HLF and HC the Trust is now an active fundraising Trust. Our stakeholders therefore now include members of the public who have donated, trusts, foundations and large donors. We have a responsibility to communicate effectively so that we are open and transparent when both seeking funding and reporting on how that funding is invested.

We are increasingly working more in partnership to help deliver our strategic aims and add value, expertise and profile to the programmes of work we are undertaking (particularly in the fields of Learning & Participation and Interpretation). Our stakeholders therefore include local, national and international partners including other charities, global business and Higher Education Institutes.

Appendix 1 – Trust Draft impact matrix

Alexandra Park and Palace Charitable Trust - Impact Matrix
(Blended results - Trust and Trading)

Mission	Goals	Our resources	What we do	What we deliver	Wider public benefit	
<i>AP Charitable purposes</i>	<i>Strategic priorities</i>	<i>Inputs</i>	<i>AP delivery functions & activities</i>	<i>Our specific APP charitable outputs</i>	<i>Our wider public benefit</i>	
To maintain and repair the park and palace for the free recreation and enjoyment of the public	1. To maintain and develop the park & palace as a leisure, cultural, and entertainment destination	Board time & expertise	Deliver a repair programme to overcome the historic backlog		Economic impact in Haringey/wider london/wider Uk	
		Staff time & expertise In kind support from partners and stakeholders	Ensure the building fabric remains safe and watertight Improve and upgrade critical support infrastructure across park and palace	£ invested in the repair & maintenance of the Park and Palace £ invested in restoring the park and palace	local community events and activities hosted -? Fun runs/ park runs patch ice etc etc Provision of local open space 365 days per year hard to reach groups engaged eg (16-25 yr olds, NEETS)	
	2. To achieve long term financial sustainability for the charitable assets whilst respecting the historic and natural environment	Fundraised income (incl Gift Aid)	deliver quality events, leisure experiences and activities throughout the year to bring the venue to life for the purposes it was created		£ funds raised towards charitable purposes (incl self generated from own activities and gift aid)	volunteering opportunities provided
		Grant from Corporate Trustee	manage the environmental impact of the organisations and leaseholders activities in the Park and the wider environment		% of palace restored out of dereliction in year (space brought back into use/back into public or operational use)	biodiversity impact/stats drainage/ run-off benefits
	3. To bring derelict parts of the palace back into use and allow safe access to them in the meantime for engagement & educational purposes	Staff time	raise and generate funds to support the restoration and development of the charitable assets		xx designations and awards achieved for the historic & natural environment	xx schools and xx pupils engaged
		Volunteer time (£ value)	Improve the energy efficiency of the building		XX of public engaging with the assets	at risk register descent (theatres Trust, Historic England)
	4. To raise awareness and understanding of the Trust, its assets and activities amongst stakeholders and beneficiaries	Voluntary group time (£ value)	Deliver a programme of restoration of the derelict areas of the Park and Palace		xx number of visitors on tours to derelict normally inaccessible areas	xx delivery partnerships with local social and community organisation
			Deliver a programme of learning and participation activities to engage a broad audience in the history and heritage of the Park and Palace		XX events and activities provided	measurable or estimated health outcomes
	5. To deliver quality customer & visitor experiences across all areas to our beneficiaries		Record our history, conserve our historic records and make them accessible to the public		xx learning and participation engagement opportunities provided	raising profile of haringey as a cultural destination
					Customer satisfaction (enjoyment) level	improvement in wider visual amenity of park and palace (less derelict look, local pride) % of our owned archive materials available online for the public to access community benefits provided by leaseholders e.g. CUFOS

Appendix 2 – Budget 2017/18

APPCT	2016/17	2016-17	2017-18	2017/2018
Budget for 2017 - 2018		January		Budget
(without East Wing Project)	Budget	Forecast	Budget	vs
Revenue Income - unrestricted	£	£	£	2016/17 Forecast
				£
HC Grant - Operational	1,900,000	1,900,000	1,950,000	50,000
Palace APTL Licence	300,000	300,000	300,000	-
Palace Leases & Facilities Income	67,100	82,720	67,000	(15,720)
Park Leases, Hire & Rental Income	142,367	163,448	160,517	(2,931)
Learning & Community	30,100	6,484	11,700	5,216
Gift Aid	1,320,795	840,770	840,770	-
	3,760,362	3,293,422	3,329,987	36,565
HC Grant - Capital - restricted	400,000	585,000	470,000	(115,000)
Total Incoming Funds	4,160,362	3,878,422	3,799,987	(78,435)
Revenue Expenditure - unrestricted				
Cost of Sales	6,810	5,354	-	(5,354)
Wages & Salaries (including pension & Ni)	931,283	862,403	734,192	(128,211)
Other Wage Costs (Agency,Welfare,Travel)	76,556	50,361	21,480	(28,881)
Maintenance Palace - costs	384,000	397,920	329,004	(68,916)
Maintenance Contract Park	323,768	337,024	329,550	(7,474)
Repair & Maintenance Other	227,100	162,661	178,794	16,133
Security Control	488,100	495,671	488,100	(7,571)
Cleaning and Pest Control	10,700	17,540	9,000	(8,540)
Rates & Insurance	342,624	344,551	381,891	37,340
Office expenses (Hire,stationery)	95,060	92,478	96,150	3,672
Utilities	122,760	112,550	80,556	(31,994)
Software & IT	64,584	48,564	48,842	278
Sundries, Meeting & Subscriptions	8,589	11,967	5,725	(6,242)
Fundraising, Marketing, Advert & Design	113,650	132,064	26,868	(105,196)
Legal & Professional	325,200	325,605	199,096	(126,509)

Depreciation	377,233	370,667	478,760	108,093
Interest on Loan Assets	107,624	107,685	135,348	27,663
Banking Costs	600	132	600	468
APTL Cost recharges	78,060	78,060	78,060	-
Revenue Expenditure - unrestricted	4,084,301	3,953,257	3,622,016	(331,241)
Capital Project expenditure- unrestricted				
West Yard Storage Project - Construction	-	207,219	1,664,912	1,457,693
Total outgoing funds (without East Wing Project)	4,084,301	4,160,476	5,286,928	252,806

Appendix 3 – Strategic Risk Register

① Risk Source/ Event	② Risk Consequence	③ Current Risk Mitigants	④ Area Ownership	⑤ Likelihood	⑥ Severity of Impact	⑦ Level of Risk	⑧ Risk Tolerance	⑨ Owner	⑩ Planned Action	
1. Strategic direction										
1.1 Loss of the assets	Failure to deliver charitable purposes	Thorough fire risk assessment in place, thorough health and safety measures in place and thorough insurance coverage	Executive Leadership Team	1	5	HIGH	LOW	CEO	Continue to ensure thorough mitigates are in place. Risk is heightened slightly due to construction works on EW and West Yard in 2016/17. Revision of insurance cover in 2016/7.	April 2017
1.2 Lack of long term strategic direction and forward planning for the charity	Limited progress towards charitable purposes, no framework for annual business planning,	Act of Parliament provides overall framework for the Trust	Board of Trustees	4	3	MEDIUM	LOW	CEO	Strategic Vision work will be undertaken in 2016/17 for the Charitable assets which will allow the Trust to develop its own 10 year strategy	June 2017 March 2018 (Trust Strategy)
1.3 Lack of clear direction for the future of the charitable assets	Failure to deliver on the charitable purposes, failure to respond to changing trends, ad hoc development of the assets	Act of Parliament provides overall framework for the charitable assets and their uses	Board of Trustees	3	3	MEDIUM	LOW	CEO	Long term strategic vision will be developed in 2016/17 with project pipeline for future developments	June 2017

1.4 Trustee body lacks relevant skills due to historic appointment arrangements, frequency of turnover and poor systems for development and training	Inability to comply with Trustee Duties, lack of appropriate challenge to Executive Team	Strong oversight by Corporate Trustee, workshops in advance of novel, contentious issues and major financial decisions	Chairman	3	4	HIGH	LOW	CEO	Governance review due to be undertaken in 2016/17.	June 2017
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2. Financial										
2.1 Lack of robust and resilient long term financial plan for the Trust	Failure to develop the long term finances of the charitable trust to address the declining grant from the Corporate Trustee	A long term financial plan is in place but is in need of updating.	Board of Trustees	3	4	HIGH	LOW	CEO	The LTFP work will commence in 16/17 alongside the Strategic Vision Work and Trust Strategy	March 2018
2.2 Failure to progress towards the fundraising targets for the East Wing	East Wing development fails to realise its potential and income generating possibilities of the new facilities are compromised	New director of fundraising appointed, revision of fundraising approach & communications in April 2016	Board of Trustees	3	4	HIGH	LOW	CEO	Fundraising Strategy & Review presented to Board	Deferred 2017/18
2.3 Trust exposed to cashflow risk due to changed funding arrangement with Corporate Trustee	Trust unable to manage its cashflow and fails to pay its bills as they fall due	Grant payment schedule in place	Board of Trustees	1	4	HIGH	LOW	CEO	Agree Annual Grant Agreement with Corporate Trustee	May 2017
2.4 The East Wing Restoration project timescales slip and the costs increase beyond the funding available	East Wing restoration programme fails to complete. Impact on reputation for future funding and corporate trustee	Strong budgetary controls, Programme Board in place reporting to the Board, strong client management of contractors	Board of Trustees	2	4	HIGH	LOW	DEPUTY CEO	Value engineering exercise underway to contain costs at RIBA 4. Review of costs prior to progressing stage 2 contract. March 2017 - approval sought to de-scope project	April 2017

<p>2.5 Failure to secure and dedicate sufficient funds to maintain and repair the assets as planned.</p>	<p>Condition of park and palace deteriorates to a level which detracts from its visitor appeal and or makes it unsafe to access, causing a compound effect on the Trusts income sources (e.g. gift aid from the trading subsidiary)</p>	<p>Fabric Maintenance Plan is in place for 10 years. Work is prioritised according to available resources. Monitoring of progress is undertaken and reported to the Board. Items of repair and maintenance are identified for potential funding from other bodies than the Trusts own funds.</p>	<p>Board of Trustees</p>	<p>3</p>	<p>4</p>	<p>HIGH</p>	<p>LOW</p>	<p>CEO</p>	<p>Emma to discuss with Neil and identify planned and possible actions</p>	<p>May 2017</p>
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<p>3 .Legal</p>										
<p>3.1 Failure to comply with legislation</p>	<p>Reputational damage, Charity Commission intervention</p>	<p>Compliance audit underway during 2016 as part of the Governance Review</p>	<p>Board of Trustees</p>	<p>2</p>	<p>4</p>	<p>HIGH</p>	<p>LOW</p>	<p>CEO / Co mp. Sec .</p>	<p>Identification of compliance actions reported to Board & Safeguarding Policy drafted and adopted</p>	<p>May 2017</p>
<p>3.2 Failure to comply with charitable status</p>	<p>Reputational damage, Charity Commission intervention</p>	<p>Clear strategy with fundamental charitable purpose and public benefit focus needs to be adopted by the Board</p>	<p>Board of Trustees</p>	<p>3</p>	<p>4</p>	<p>HIGH</p>	<p>LOW</p>	<p>CEO / Co mp. Sec .</p>	<p>KPIs need to be ascertained for effective monitoring and reporting processes to be embedded</p>	<p>April 2017</p>
<p>3.3 Failure to monitor effective insurance provision</p>	<p>Charitable assets are irreplaceable ; business continuity issues</p>	<p>Insurance audit to take place as part of the Governance Review</p>	<p>Board of Trustees</p>	<p>3</p>	<p>5</p>	<p>LOW</p>	<p>LOW</p>	<p>CEO / Co mp. Sec .</p>	<p>Insurance provision investigation and instruction of independent insurers pending</p>	<p>April 2017</p>

3.4 Fraud, misuse of funds & misuse of charitable funds	Reputational damage, Charity Commission intervention	Internal and external audit	Board of Trustees	1	3	MEDIUM	LOW	CEO / Comp. Sec.	Training and spot checks by internal audit	Internal February 2017/ External May 2017
3.5 Inappropriate activities	Reputational damage Charity Commission Intervention Breaching Company Law	Compliance audit underway during 2016 as part of the Governance Review	Board of Trustees	1	5	HIGH	LOW	CEO / Comp. Sec.	Review of Articles of Association and Legislation	February 2017
3.6 Conflicts of interest	Reputational damage, Charity Commission intervention	Basic conflicts of interest register in place	Board of Trustees	2	4	MEDIUM	LOW	CEO / Comp. Sec.	Improve communication with Trustees and increase support from Company Secretary e.g. Training roll out to Trustees implement Conflicts of Interest Policy & Declarations of Interest Register	March 2017
4. Communication										
4.1 Failure to proactively communicate the purposes, activities and intentions of the Charitable Trust	Misunderstanding by beneficiaries, stakeholders and potential funders of the products on offer and the value of the assets resulting in lack of appreciation and a negative impact on fundraising to support the assets.	Purposes outlined in annual report and business plan on website	Board of Trustees	3	3	MEDIUM	MEDIUM	CEO	Development of communication strategy in 2016/17 and additional resource to implement proactive communications Improved content on our charitable remit on new website Inclusion on all publications of our charitable status	New website launch 2017

4.2 Failure to communicate our finances transparently	Beneficiary, client and stakeholder misunderstanding resulting in negative impact on fundraising ability,	Publication of Annual report	Board of Trustees	3	3	MEDIUM	MEDIUM	Director of Resources	Clear and transparent annual report. Core content on the website to explain how the organisation is funded and how it spends its funds.	August 2017 (to be confirmed with newly appointed auditor(s))
4.3 Failure to maximise media interest and respond to unfavourable press and media coverage	Lack of awareness and potential damage to the reputation of the Trust, potential impact on fundraising abilities, drop in beneficiary confidence, reduced income levels	Basic ability to respond proactively to negative coverage	Executive Leadership Team	3	3	MEDIUM	MEDIUM	CEO	Reinforcing as a key message our charitable purposes in our comms and media activity.	Ongoing
① Risk Source/Event	② Risk Consequence	③ Current Risk Mitigants	④ Area Ownership	⑤ Likelihood	⑥ Severity of Impact	⑦ Level of Risk	⑧ Risk Tolerance	⑨ Owner	⑩ Planned Action	
5. Operational										
5.1 Failure to implement the highest standards of health and safety to protect our staff, our customers and visitors to the site	Death on site caused by failure to provide a healthy and safe environment	H&S monthly walks of the site, H&S included in all event plans	Executive Leadership Team	1	5	HIGH	LOW	Deputy CEO	Increased resource on H&S personnel	June 2017

5.2 Trading subsidiary is impacted by macro-economic conditions	Reduced beneficiary spending on site, reduced income to invest in charitable purposes	catering offers (own vs concessions) varied for different types of events, hosting own brand events to drive footfall during underutilised periods, wide range of events held to utilise venue capacity.	Executive Leadership Team	2	4	HIGH	MEDIUM	Commercial Director	Review profitability and cost-efficiencies for all commercial activities to establish the most resilient and profitable trading model. Develop 5 year business plan for the Trading Subsidiary	March 2018
5.3 Failure to meet the conditions of the East Wing restoration programme funding agreements	Major funders withdraw. Breach of listed building status	Dedicated resource in place to ensure conditions are met	Executive Leadership Team	1	4	HIGH	LOW	Deputy CEO	Scheduled meetings with funders to update on progress and alterations.	On-going
5.4 Loss of key staff	Knowledge loss and day to day operational running issues in the short to medium term	Improve employment experience at AP, training and career development opportunities	Executive Leadership Team	2	3	MEDIUM	LOW	CEO	Implement the recommendations of the HR Audit Bi-annual Staff Survey	On-going