

NOTICE OF MEETING

Alexandra Park and Palace Advisory Committee.

(Established by Statute in 1985)

To: **The Members of the
Advisory Committee (Statutory)**

Dear Member,

A meeting of the **ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.** will take place on **TUESDAY, 9TH FEBRUARY, 2010** commencing at **19:30** in **THE OLD BOXING CLUB, ALEXANDRA PALACE, PALACE WAY, WOOD GREEN, LONDON N22 7AY** to consider the business set out in the Agenda detailed below.

Yours sincerely

Natalie Cole
Clerk to the Committee

AGENDA

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

Members of the Committee are invited to disclose any interest they may have in any of the items appearing on this agenda.

3. MINUTES (PAGES 1 - 32)

- i) To approve the minutes of the Advisory Committee held on 3rd November 2009 (attached).
- ii) To note the draft minutes of the meeting of the Consultative Committee held on 17th November 2009 (attached).
- iii) To note the draft minutes of the meeting of the Alexandra Palace and Park Board held on 24th November (attached) and 12th January 2010 (**TABLED**)

4. PARK ACTIVITIES UPDATE (PAGES 33 - 34)

To receive the report of the Park Manager, Alexandra Palace, updating the Advisory Committee on events and works within the park.

5. FORTHCOMING EVENTS (PAGES 35 - 36)

To receive the report of the Managing Director, Alexandra Palace Trading Limited (APTL) advising the Advisory Committee on forthcoming events to the end of the financial year.

6. GOOD GOVERNANCE (PAGES 37 - 92)

To receive an update on the continued progress of the Governance and Future Vision project work to secure a sustainable and bright future for Alexandra Park & Palace including consideration of the NCVO Good Governance code which trustees will consider at their forthcoming Board meeting (2 March 2010).

7. ANY OTHER BUSINESS

8. DATES OF FUTURE MEETINGS

The next meeting of the Advisory Committee will be held on Tuesday 30th March 2010.

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Member Services
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Monday 1st February 2010

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.
TUESDAY, 3 NOVEMBER 2009**

PRESENT: * denotes attendee

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

*Ms C. Hayter	:	Alexandra Residents' Association
*Ms. M. Myers	:	Muswell Hill and Fortis Green Association
*Mr D. Heathcote	:	Muswell Hill and Fortis Green Association
*Ms J. Baker	:	Palace Gates Residents' Association
Vacancy	:	Palace View Residents' Association
Ms S. Rees (deputy)	:	Palace View Residents' Association
*Mr. D. Frith	:	The Rookfield Association
*Mr. D. Liebeck	:	Warner Estate Residents' Association
*Mr H. Aspden	:	Warner Estate Residents' Association

APPOINTED MEMBERS

*Councillor S. Oatway	:	Alexandra Ward
Councillor A. Demirci	:	Bounds Green Ward
*Councillor M Davies	:	Fortis Green Ward
*Councillor M. Whyte	:	Hornsey Ward
*Councillor S. Rainger	:	Muswell Hill Ward
Vacancy	:	Noel Park Ward
*Councillor M. Newton	:	Council Wide appointment
Councillor J. Patel	:	Council Wide appointment

Also in attendance:

Mr Mark Evison – Park Manager – Alexandra Palace
 Ms Rebecca Kane – Managing Director, Alexandra Palace Trading Limited
 Mr Frank Hilton (deputy) – The Rookfield Association
 Councillor Egan (Chair of the Alexandra Palace and Park Board and Consultative Committee)
 Ms Natalie Cole – Clerk to the Committee

**MINUTE
NO.**

SUBJECT/DECISION

APSC21.	APOLOGIES FOR ABSENCE Apologies for absence were received from Andrew Gill (Interim General Manager – Alexandra Palace) and Jane Hutchinson (Alexandra Residents' Association) for whom Caroline Hayter was substituting. Apologies for lateness were received from Councillors Matt Davies and Martin Newton.
APSC22.	DECLARATIONS OF INTEREST There were no declarations of interest.

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<p>APSC23.</p>	<p>MINUTES</p> <ol style="list-style-type: none"> 1. The Committee noted that in relation to APSC17 the water drainage problems in the Redston Field area of the Park had been fixed by Thames Water. <p>RESOLVED that the minutes of the Advisory Committee held on 1st September 2009 be agreed as a correct record of the proceedings.</p> <ol style="list-style-type: none"> 2. The minutes of the meeting of the Alexandra Palace and Park Board held on 6th October and 15th October would be available at the next meeting of the Advisory Committee. 3. The draft minutes of the meeting of the Consultative Committee held on 8th September 2009 were noted.
<p>APSC24.</p>	<p>PITCH AND PUTT IMPROVEMENT WORKS</p> <p>The Committee received verbal presentations from David Bugg (Golf Wise Ltd) and John Angel (Urban Crazy Ltd) and other representatives on drainage and landscaping improvements, and proposals for the existing pitch and putt area, and a mini-golf course in an area which was not currently used.</p> <p>The pitch and putt drainage would be improved by using crushed materials to enable water to drain out of the soil, and to the bottom of the course. The fairways and slopes would be re-graded and re-grassed. The course appearance would remain natural with no damage to existing mature trees.</p> <p>A document detailing the mini-golf course was tabled and the Committee was informed that the installation would not change the visual aspect of the Park and would use natural resources. The course would be approved by the British Mini-Golf Association (BMGA) and accessible to all and training for young children could be provided. The Committee noted that this was not an adventure golf course.</p> <p>In response to questioning the Committee was informed that the toilets and refreshments facilities in the pitch and putt course would be accessible for patrons using the mini-golf course.</p> <p>Committee members expressed concerns that heavy duty lorries entering the Park to deliver materials would have an adverse affect on local roads and residents. Apart from this, the Advisory Committee approved the proposals as long as the view of the Park was not materially affected by the proposed works.</p> <p>RESOLVED</p> <p>That the proposals be noted and that the Board be asked to note the Advisory Committee's comments.</p>
<p>APSC25.</p>	<p>PARK ACTIVITIES UPDATE</p>

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	<p>Mark Evison, Park Manager, introduced the report informing the Committee of his recent activities carried out in the Park. The Committee were informed that LB Haringey's Chief Financial Officer had noted the report with no further comments.</p> <p>Committee members questioned the tree works identified in paragraph 6.7 of the report. Mr Evison explained that the trees had to be assessed regularly and a range of works for health and safety reasons had to be carried out e.g. removing dead branches hanging over footpaths.</p> <p>Committee members questioned the pest control vehicles which were seen in the Park recently and were informed that they were removing guano (mess from the birds) from various locations around the palace building.</p> <p>RESOLVED</p> <p>That the report be noted.</p>
<p>APSC26.</p>	<p>FORTHCOMING EVENTS</p> <p>The Committee received the report detailing forthcoming events at the Palace, introduced by Rebecca Kane, Managing Director – Alexandra Palace Trading Limited (APTL). Ms Kane highlighted the concerts by Jay-Z and Morrissey occurring on 4th and 5th November and the Fireworks event on Saturday 7th November. The Committee expressed concerns about access to the Park during Fireworks night and that advance notice should be given if entrances were going to be closed. Ms Kane explained that the Police made the decision in previous years to close entrances to the Park and it was their prerogative to decide such matters.</p> <p>The Committee noted that APTL had launched e-commerce and pantomime tickets were now available on-line.</p> <p>RESOLVED</p> <p>That the report be noted.</p>
<p>APSC27.</p>	<p>GOVERNANCE AND BRANDING</p> <p>The Committee received the report on the review of governance, and creating a vision for Alexandra Palace, introduced by Rebecca Kane (Managing Director – Alexandra Palace Trading Limited (APTL)). She informed the Committee that a written report on the outcome of the Stakeholders Event held on 24th October 2009 would be sent to stakeholders in the week commencing 9th November 2009. Stakeholders were expected to communicate the report to their resident's associations/ colleagues etc. and provide feedback to the Palace.</p> <p>APTL had sent out a tender, for the appointment of a communications management firm and once a contract had been agreed the successful firm would take on the Palace website to make it more interactive and will be responsible for the Palace's newsletters and other communication.</p> <p>The link to the community page on the Alexandra Palace website was: http://www.alexandrapalace.com/About Us/Community.html</p>

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	<p>RESOLVED</p> <ul style="list-style-type: none"> i. That the update on the Trustees' away day and next steps as prepared by the independent facilitator be noted. ii. That the key actions arising from the current communications strategy be noted and supported. iii. That the financial commitment to the project to date, which was budgeted within the Trust's development fund, and included an element of branding work, budgeted within APTL's marketing costs, be noted. Any additional works arising from the yet to be approved Communications Strategy would be subject to Trustee approval.
<p>APSC28.</p>	<p>ADIZONE OUTDOOR GYM PROPOSALS</p> <p>The Committee received a presentation by Paul Ely (LB Haringey Recreation Service – Policy Development Manager) on proposals for an adiZone outdoor gym facility to be installed on the Newland Road playing field, in the south eastern corner of Alexandra Park, 45 metres from the edge of the Park and abutting Newland Road. Mr Ely was joined by Beverley Huie (LB Haringey Interim Neighbourhood Manager Crouch End Hornsey & Stroud Green) and Martin Hall (LB Haringey - Recreation Service - Open Space Performance & Programming Officer) to answer questions raised by the Committee.</p> <p>The adiZones were multi-sports facilities, with 15-20 year life-spans, created in the shape of the Olympic logo by Adidas as part of its sponsorship of the London 2012 Olympic and Paralympics Games. Schools would be encouraged to use the equipment as would play-schemes during school holidays but other adiZone schemes showed that older people made full, and regular, use of the equipment.</p> <p>The Council would be required to sign a maintenance contract with Adidas, and Alexandra Palace would require the area to be maintained under licence including daily, weekly, quarterly and yearly checks. There would be no cost to the Palace. The £150k cost of the equipment would be split between the Government (in partnership with Adidas) and the Council through a Section 106 Agreement by funding secured during development of the New River Village.</p> <p>Committee members questioned whether there would be scope to secure a better deal on funding given the amount of advertising Adidas would receive.</p> <p>In response to their concerns about the cost of maintaining the structure Committee members were informed that maintenance for the first year was free and would cost £2700 per year subsequently. The Committee wanted a guarantee that the resources would be made available to maintain the equipment for 15-20 years and that the costs would not fall to the Palace.</p> <p>Councillor Whyte expressed concerns from Hornsey Ward constituents as to how the site would be supervised. The site was hidden away and access was not from a main road. Mr Hall explained that the site was already heavily policed. It was not anticipated that anti-social behaviour would increase as a result of the adiZone</p>

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	<p>being installed.</p> <p>Committee members were strongly of the view that consultation should take place with the local police as well as the residents in Newland Road and in the immediate adjoining locality. A consultation meeting should be held at Campsbourne School. Mr Hall and Ms Huie explained that, whilst informal consultation had already occurred, by means of conversations with local residents, local residents would also be formally consulted as part of the planning application process.</p> <p>Other concerns raised by Committee Members concerned the nature of the structure as providing advertising in a metropolitan open area and that the shape and size of the structure would detract from what was a conservation area.</p> <p>In response to concerns raised about vandalism of the equipment, officers explained that the equipment had already been installed in 5 Boroughs which were amongst the most deprived in the country and there had been no evidence of vandalism.</p> <p>The Chair concluded that the Committee supported the proposal in principle but were concerned about the following points (1) security issues; (2) the structure would have a negative aesthetic impact on the historic park; (3) wider consultation was required and (4) that there would be on-going costs to Haringey and the potential financial implications for the Palace, in the longer term.</p> <p>RESOLVED</p> <p>That the comments made by the Advisory Committee be considered and noted by the Board.</p>
<p>APSC29.</p>	<p>DEER ENCLOSURE PLANNING APPLICATION</p> <p>The Committee received the report of Mark Evison, Park Manager, informing of the planning application for the extension to the secondary deer enclosure. Mr Evison stated that the Chief Financial Officer had noted the report with no additional comments and invited the Committee's comments.</p> <p>Caroline Hayter (Alexandra Residents Association) expressed concern that the extension would take space away from public use. In response Mr Evison stated that the small extension, fitted into the area and would benefit the wellbeing of the deer. This particular area was not in active use by the public. Mr Aspden commented that he had taken part in the site-visit, to which all interested groups had been, invited and advised his support of the proposal. The area of the proposed extension was small and currently inaccessible.</p> <p>The Committee was given assurance that the mature oak trees in the proposed extension would not be damaged.</p> <p>RESOLVED</p> <p>That the Board be asked to note that the majority of the Committee supported the proposal for the extension of the secondary deer enclosure (with the exception of</p>

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	Ms Hayter).
APSC30.	DATE OF FUTURE MEETINGS Tuesday 9 th February 2010 Tuesday 30 th March 2010
APSC31.	ANY OTHER BUSINESS <u>Resolutions of the Advisory Committee held on 10th February 2009</u> Mr Aspden highlighted that the Board had not responded to the resolutions of the Advisory Committee at its meeting on 10 th February 2009. RESOLVED That the Board be asked to respond to the resolutions of the Advisory Committee at its meeting on 10 th February 2009.

The meeting ended at 21:35hrs

David Liebeck

Chair

ATTACHMENT A to the minutes of the Alexandra Park and Palace Advisory Committee held on 3rd November 2009

ADVICE AND RECOMMENDATIONS OF THE ADVISORY COMMITTEE DRAWN FROM THE MINUTES OF ITS MEETING ON 3 NOVEMBER 2009 PRESENTED TO THE ALEXANDRA PALACE AND PARK BOARD MEETING ON 24 NOVEMBER 2009 COMPLETED WITH THE BOARD'S ACCEPTANCE/REJECTION AND REASONS WHY AS APPROPRIATE

Advice and Recommendations	Accepted	Rejected and Reasons Why
<p>1. (a) PITCH & PUTT IMPROVEMENT WORKS - BY DAVID BUGG (GOLF WISE LTD) AND JOHN ANGEL (URBAN CRAZY LTD) – COMBINED PRESENTATION</p> <p><u>RESOLVED</u></p> <p>That the Board be asked to note that the Advisory Committee was supportive of the proposals for Pitch and Putt improvements as long as the view of the Park was not materially affected by installation but had concerns that heavy duty lorries entering the Park to deliver materials would have an adverse affect on local residents.</p>	<p>The Board noted the comments and concerns of the Alexandra Park and Palace Advisory Committee.</p> <p>The Board approved the proposals for the improvements to the pitch and putt course at Alexandra Palace and the General Manager, and Park Manager – Alexandra Palace, in conjunction with legal advisors, were authorised to conclude negotiations and finalise the necessary legal documents; subject to planning permission by the LB Haringey.</p>	

<p>2. (ii) ADIZONE OUTDOOR GYM PROPOSALS</p> <p><u>RESOLVED</u></p> <p>That the Board note that the Advisory Committee supported the proposal in principal but were concerned about: security issues; the structure would have a negative aesthetic impact on the historic park; wider consultation was required and that there would be on-going costs to Haringey and potential financial implications for the Palace, in the longer term.</p>	<p>The Board noted the comments and concerns of the Alexandra Park and Palace Advisory Committee and delegated authority to the General Manager, and Park Manager – Alexandra Palace to negotiate and conclude a Memorandum of Understanding with LB Haringey (LBH) Recreation Services to permit use of the land for the construction of a new exercise and sports facility on part of the Newlands Playing Field subject to the receipt and circulation to Board members of a formal Section 36 Charities Act report, and subject to a formal site visit taking place to consider the proposed location and, that should there be any disagreement as to the proposed location as a result of the site visit that cannot be resolved at the site visit then the matter be referred back to a meeting of the Board or its Panel as one of urgency.</p>	<p>.</p>
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<p>3. DEER ENCLOSUR PLANNING APPLICATION</p> <p><u>RESOLVED</u></p> <p>That the Board be asked to note that the majority of the Committee supported the proposal for the extension of the secondary deer enclosure (with the exception of Ms Hayter).</p>	<p>The Board noted the comments and concerns of the Alexandra Park and Palace Advisory Committee, and the Alexandra Palace and Pak Consultative Committee be noted and approved the proposals for the fencing and proposed extension of the existing deer enclosure as landowner of the site.</p>	

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UNRESTRICTED MINUTES OF THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE - TUESDAY, 17 NOVEMBER 2009

Nominated Members:

Alexandra Palace Amateur Ice Skating Club	*	Mr. M. Tarpey
Alexandra Palace Allotments Association		Mr C. Mahony
Alexandra Palace Angling Association		Mr. K. Pestell
Alexandra Palace Organ Appeal	*	Mr. R. Tucker
Alexandra Palace Television Society		Mr J. Thompson
Alexandra Residents' Association		Ms. C. Hayter
Bounds Green and District Residents' Association	*	Mr K. Ranson
Friends of Alexandra Park		Mr G. Hutchinson
Friends of the Alexandra Palace Theatre	*	Mr. N. Willmott
Hornsey Historical Society		Mr.J.O'Callaghan
Muswell Hill and Fortis Green Association	*	Ms D. Feeney
Muswell Hill Metro Group	*	Mr J. Boshier
New River Action Group		Miss R. MacDonald
Palace View Residents' Association		Ms V. Paley
U.C.A.T.T.		Mr J. McCue
Warner Estate Residents' Association	*	Prof. R. Hudson

Appointment Members:

- *Councillor P. Egan (Chair)
- *Councillor B. Hare
- Councillor C. Harris
- *Councillor S. Peacock
- *Councillor N. Scott
- Councillor S. Thompson
- *Councillor N. Williams

*Members present.

Apologies: Councillors C. Harris and Thompson

Also In Attendance:

- Interim General Manager, Alexandra Palace
- Park Manager, Alexandra Palace
- Managing Director, Alexandra Palace Trading Company (APTL)

MINUTE NO.	SUBJECT/DECISION	ACTION BY
APCC22.	APOLOGIES FOR ABSENCE	
	Apologies for absence were received from Councillor C. Harris and Councillor Thompson, Caroline Hayter (Alexandra Residents' Association), Val Paley (Palace View Residents' Association) and Rachel Macdonald (New River Action Group).	

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APCC23.	<p>DECLARATIONS OF INTEREST</p> <p>Councillors Peacock and Hare declared prejudicial interests in relation to item 6 (APC27) AdiZone Outdoor Gym Proposals as they were members of the Planning Committee.</p>
APCC24.	<p>MINUTES</p> <p>i. <u>Minutes of the Consultative Committee</u></p> <p>RESOLVED</p> <p>That the draft minutes of the meeting of the Consultative Committee held on 8th September 2009 be agreed subject to the correction of the spelling of Councillor Thompson's name at Minute No. APCC14.</p> <p>ii. <u>Minutes of the Advisory Committee</u></p> <p>RESOLVED</p> <p>That the minutes of the Advisory Committee held on 1st September 2009 be noted.</p> <p>iii. <u>Minutes of the Board</u></p> <p>The minutes of the Board meetings held on 6th October and 15th October 2009 were tabled.</p> <p>RESOLVED</p> <p>That the minutes of the Board meetings held on 6th October and 15th October 2009 be noted.</p>
APCC25.	<p>PRESENTATIONS BY INTERESTED GROUPS</p> <p>i. <u>Presentation by Roger Tucker, Alexandra Palace Organ Appeal</u></p> <p>The Committee received the presentation on the Alexandra Palace Organ Appeal, introduced by Mr Tucker. In response to questions about how the organ had been vandalised during the First World War, Mr Tucker explained that the Palace had been used for the demobilisation of soldiers and during this time soldiers had taken pipes from the organ and thrown them from a moving train to celebrate ending their time fighting in the war. The organ was not played again until 1929 and was later dismantled during the Second World War when the window of the Great Hall was blown-out.</p> <p>In response to further questions from the Committee Mr Tucker explained that components of the organ were stored by a company called Willis in Liverpool although some were damaged and would have to be re-made. The Organ Appeal raised funds for repairs which were organised through a contract between the organ builder and Alexandra Palace.</p>

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Mr Tucker referred members to the “Finest Concert organ in Europe” booklet available from the Organ Appeal.

Basic membership to the Alexandra Palace Organ Appeal was £15.

RESOLVED

That the presentation be noted.

ii. Presentation by Mike Tarpey, Alexandra Palace Amateur Ice Skating Club

Mr Tarpey tabled a presentation on the Alexandra Palace Amateur Ice Skating Club, which promoted the sporting and social aspects of ice-skating and was affiliated to the National Ice Skating Association (NISA). The Club consisted of approximately 1000 members and organisers arranged and managed NISA exams for ice skaters all over the U.K. Mr Tarpey highlighted the lack of investment in ice skating in the country. Despite this a number of young skaters from the Club had won medals in national competitions. The Club held sessions for adult skaters on Sundays as well as master-classes with high profile skaters. Committee Members were reminded of the Christmas Ice Spectacular, Oz on Ice, from 18 -21 December 2009.

In response to a question on whether having an Olympic sized ice rink would benefit the Club, Mr Tarpey stated that if the building was large enough to accommodate an Olympic sized rink the Club could enter and host higher levels of competitions. However, Mr Tarpey emphasised that this would not be cost effective because an Olympic sized rink would only be used for 5 or 6 days a year.

Rebecca Kane, Managing Director – Alexandra Palace Trading Limited, informed the Committee that use of the ice rink noticeably increased when the temporary ice rink first started trading at Christmas (2005/6) and when ITV started screening *Dancing on Ice* (Jan 2006).

RESOLVED

That the presentation be noted.

APCC26. PITCH AND PUTT IMPROVEMENT WORKS

The Committee received the Golfwise presentation introduced by David Bugg and Andrew Bugg (Golfwise Ltd) on drainage and landscaping improvements proposals for the existing pitch and putt area and a mini-golf course in an area of the golf course which was not currently used.

The Committee noted that the mini-golf course and all maintenance would be provided at no cost to the Palace and would not detract from the views of the Park. It would be fully accessible for wheelchair users and would be open to older and young people who would not normally use the pitch and putt course and tuition and coaching would be available.

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In response to their concerns the Committee was informed that mini-golf users would not be aiming far enough for balls to hit passing cars.

The Committee asked whether use of the current hut on the pitch and putt course would change with the additional facility and were informed that it would be used to service both facilities (for the supply of refreshments and the hire of golf clubs).

The Committee expressed concerns about the materials used for the hard surface of the mini-golf course and were informed that the specialist organisations (Rural Horizon and Urban Crazy) would work closely with the Palace to ensure acceptable materials, which were sympathetic to the surroundings and conservation area, would be used and the hard surface would be mounted in a way that could be removed and re-landscaped without detriment to the ground.

The Committee agreed that Colin Marr, Chair of the Alexandra Park and Palace Conservation Area Advisory Committee, could speak informally at the meeting. Mr Marr highlighted that the planning application would need to include specific design considerations to meet the requirements of the conservation area which would need to apply for both the mini-golf course and signage.

RESOLVED

That the presentation and proposals be noted and the Board be asked to consider the Committee's comments.

APCC27. ADIZONE OUTDOOR GYM PROPOSALS

The Committee received a presentation by Martin Hall (LB Haringey - Recreation Service - Open Space Performance & Programming Officer) on proposals for an AdiZone outdoor gym facility to be installed on the Newlands Road playing field, in the south eastern corner of Alexandra Park, 45 metres from the edge of the Park and abutting Newlands Road. Mr Hall was joined by Beverley Huie (LB Haringey Interim Neighbourhood Manager Crouch End Hornsey & Stroud Green) to answer questions raised by the Committee.

The AdiZones were multi-sports facilities, with 15-20 year life-spans, created in the shape of the Olympic logo by Adidas as part of its sponsorship of the London 2012 Olympic and Paralympics Games. Schools would be encouraged to use the equipment as would play-schemes during school holidays but other AdiZone schemes showed that older people made full, and regular, use of the equipment. The £150k cost of the equipment would be split between the Government (in partnership with Adidas) and the Council through a Section 106 Agreement by funding secured during development of the New River Village.

The Committee raised concerns about the security of the site and commented that the location of the AdiZone was unsuitable and highlighted that residents from the Campsbourne Estate did not support the proposals for these reasons. Officers explained that local residents' concerns about security were recognised and discussions with the Police and local Safer Neighbourhood Teams about how

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	<p>the site would be operated had taken place as well as a meeting with local young people who supported the proposals.</p> <p>The Committee agreed that Colin Marr, Chair of the Alexandra Park and Palace Conservation Area Advisory Committee (CAAC), could speak informally at the meeting. Mr Marr highlighted that the proposals did not mention that the Park was a conservation area and commented that the design was overtly commercial and out of character with the area of the Park it would be situated in. Mr Marr commented that members of the CAAC felt that adequate consultation had not taken place. Some members of the Consultative Committee supported Mr Marr comments about the lack of consultation with local residents. Officers informed the Committee that several consultation meetings had been held with resident's groups.</p> <p>The Committee was reminded that local groups and individuals could submit comments to the London Borough of Haringey's Planning Department as part of the planning application consultation until 30th November 2009. The Board would consider the proposal at its meeting on 24th November 2009 and, if agreed, the planning application would be considered by the Planning Committee on 7th December 2009.</p> <p>RESOLVED</p> <p>That the report be noted and that the Board be asked to consider the Committee's comments.</p>
APCC28.	<p>PARK ACTIVITIES UPDATE</p> <p>The Committee received the report of Mark Evison, Park Manager – Alexandra Park, updating on the recent activities carried out in the Park.</p> <p>The Committee enquired about a number of logs lining the eastern entrance of the Park which did not look diseased yet had been cut down. Mr Evison explained that the logs were part of a large chestnut tree which had been hanging over the electrical sub-station and had been in a poor condition. The logs had been placed by the entrance to stop people parking cars on the grass verge.</p> <p>In response to Committee Members concerns about the North View Road path which had recently been resurfaced and was now washed away, Mr Evison explained that heavy rain and the burst Thames Water pipe had washed away the surface and it will be resurfaced again.</p> <p>The Committee thanked Mr Evison and the Park Grounds Team for such good management of the Park.</p> <p>RESOLVED</p> <p>That the report be noted.</p>
APCC29.	<p>FORTHCOMING EVENTS</p> <p>The Committee received the report of Rebecca Kane, Managing Director –</p>

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	<p>Alexandra Palace Trading Limited (APTL).</p> <p>The Committee noted that the biggest earning hip hop star, JAY Z, had booked the venue just 4 weeks after Alexandra Palace had obtained an increased licence capacity of 10,250 people in the Great Hall for concerts.</p> <p>The Committee were informed that the amount of funds raised at the Fireworks event would be known the following week and that tickets to the Christmas Panto, Oz on Ice performance could be purchased on the Palace website.</p> <p>On Guinness World Record Day (12 Nov 2009) Alexandra Palace staged an event to create the longest conga on ice. The previous record was for 106 people. AP thrashed this with a record breaking 252 people doing the conga for a full 5 minutes.</p> <p>RESOLVED</p> <p>That the report be noted.</p> <p>Post-meeting note: Further to previous Open House sessions it has been confirmed that neither the Theatre or the Television Studios at the Palace will be open during Christmas 2009.</p>
<p>APCC30.</p>	<p>GOVERNANCE AND BRANDING</p> <p>The Committee received the report of Rebecca Kane, Managing Director – Alexandra Palace Trading Limited (APTL) updating on the Governance Review and Vision Development for Alexandra Palace. Ms Kane thanked members of the Committee for attending the Stakeholder Forum on 24 October. Members were reminded to communicate the report to their residents associations/colleagues etc. and provide feedback to the Palace by 4th December 2009 on the structural options – using the pack of info sent out the week before.</p> <p>RESOLVED</p> <p>That the report be noted.</p>
<p>APCC31.</p>	<p>DEER ENCLOSURE PLANNING APPLICATION</p> <p>The Committee received the report of Mark Evison, Park Manager – Alexandra Palace, informing of the planning application for the extension to the secondary deer enclosure.</p> <p>The Committee agreed that Colin Marr, Chair of the Alexandra Park and Palace Conservation Area Advisory Committee (CAAC), could speak informally at the meeting on behalf of the CAAC. Mr Marr stated that the deer enclosure already occupied a large area of the northern part of the Park and the extension would make a further area inaccessible to the public and would bring the boundary of the Park inwards. The extension presented a risk to three of the mature oak</p>

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	<p>trees and Mr Marr recommended reducing the size of the herd rather than increasing the enclosure.</p> <p>In response to comments that there had been no consultation with park users, the Committee were informed that the deer herd had been part of the original site layout in 1863 and the 2002 Heritage Lottery Funding project consultation on the vision of the Park including a deer enclosure extension had been supported.</p> <p>RESOLVED</p> <p>That the report be noted and the Board be asked to consider the Committee's comments.</p>
APCC32.	<p>ANY OTHER BUSINESS</p> <p><u>Feedback from interested groups on Governance Review</u></p> <p>The Committee were reminded that feedback from interested groups on the Governance Review, following on from the Stakeholders Event on 24th October 2009, should be submitted to Amanda Sears, amanda.sears@alexandrapalace.com or by post to the following address:</p> <p>Amanda Sears Executive Assistant Alexandra Palace Trading Ltd Alexandra Palace Way Wood Green N22 7AY t 020 8365 2121 f 020 8883 3999</p> <p><u>Theatre</u></p> <p>Councillor Peacock informed Committee Members that the Haringey Buildings Preservation Trust will be considering the possibility of providing funding towards the repair of the Palace Theatre.</p>
APCC33.	<p>DATE OF FUTURE MEETINGS</p> <p>The future meeting dates were noted: 16th February 2010 8th April 2010</p>

The meeting ended at 21:30 hrs

COUNCILLOR PAT EGAN

Chair

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**UNRESTRICTED MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 24 NOVEMBER 2009**

PRESENT : * denotes attendance

Councillors *Egan (Chair), C Harris, *Hare, *Peacock, *Scott, *Thompson (Vice-Chair) and *Williams

Non-Voting
Representatives: *Mr N. Willmott, Mr M Tarpey, Mr V Paley

Observer: Mr D. Liebeck (Councillor Whyte (on behalf of Mr Liebeck for part of the meeting))

Also present:

Mr A. Gill – Interim General Manager – Alexandra Palace
Mr I. Harris – Trust Solicitor
Mr M. Evison – Park Manager – Alexandra Palace
Ms H. Downie – Head of Finance – Alexandra Palace
Ms R. Kane – Managing Director – Alexandra Palace Trading Limited
Ms J Parker – Director of Corporate Resources – LB Haringey
Mr C Hart – Committee Manager (Clerk to the Board) LB Haringey

**MINUTE
NO.**

SUBJECT/DECISION

APBO58.	<p>APOLOGIES FOR ABSENCE</p> <p>Apologies for absence were received on behalf of Councillor C Harris, Mr Liebeck, Ms Paley, and Mr Tarpey.</p> <p>NOTED</p>
APBO59.	<p>URGENT BUSINESS</p> <p>The Chair advised the Board that in respect of Agenda Item 10 – Governance Update which was marked ‘TO FOLLOW’ this item would not be considered at this evening’s Board meeting.</p> <p>The Clerk to the Board – Mr Hart advised that whilst there were no items of urgent business there had been 1 agenda item marked ‘TO FOLLOW’ - for which reasons for lateness would be given – Item 12 – Fireworks 2009 – Update on the event., together with an appendix (3) to accompany Item 9 – Finance Update. Mr Hart also advised that the deliberations of the Alexandra Palace and park Consultative Committee of 17 November 2009 in relation to Agenda Items 6, 7 and 8 had been tabled.</p> <p>NOTED</p>

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<p>APBO60.</p>	<p>DECLARATIONS OF INTERESTS</p> <p>The Chair reminded those Members of the Board who were Members of the LB Haringey's Planning Committee to consider their position in relation to those items on the agenda which will require consideration by that body.</p> <p>Councillors Hare and Peacock both advised that as Members of the LB Haringey's Planning Committee they would indicate at each individual item whether they would be speaking on that matter, which would then determine their participation in the item when considered by the LB Haringey's Planning Committee.</p> <p>NOTED</p>
<p>APBO61.</p>	<p>QUESTIONS, DEPUTATIONS OR PETITIONS : TO CONSIDER ANY QUESTIONS, DEPUTATIONS OR PETITIONS RECEIVED IN ACCORDANCE WITH PART 4, SECTION B29 OF THE COUNCIL'S CONSTITUTION</p> <p>Nil</p>
<p>APBO62.</p>	<p>TO CONSIDER A REQUEST FROM THE FOLLOWING ORGANISATION FOR REPRESENTATION ON THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE:</p> <p>The Chair advised that in respect of the application received on behalf of the Conservation Area Advisory Committee for Alexandra Park and Palace for membership to the Alexandra Palace and Park Consultative Committee, it was for the Board to consider such applications and agree them.</p> <p>There being no comments from members in respect of the detail of the application the Chair then summarised and it was:</p> <p>RESOLVED</p> <p>That approval be given to the application received from Conservation Area Advisory Committee for Alexandra Park and Palace for appointment to the Alexandra Palace and Park Consultative Committee.</p>
<p>APBO63.</p>	<p>ADIZONE - PLANNING APPLICATION</p> <p>The Chair advised that in respect of the proposed application he reminded both Councillors Hare and Peacock that should they speak on the item during consideration now then this would preclude them from taking part in discussions of the matter at the LB Haringey's Planning Committee.</p> <p>The Chair also advised the Board of the consideration of the proposals by the</p>

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Alexandra Park and Palace Statutory Advisory Committee of 3 November 2009, and also the Alexandra Palace and Park Consultative Committee of 17 November 2009, and the views expressed at each meeting which had been circulated.

By way of background Mr Ely – Policy and Development Manager – Recreation Service, London Borough of Haringey (LBH) advised the meeting that the LB Haringey had been awarded funding to provide an Adizone outdoor gym in the park. The facility would be installed and maintained by LBH Recreation Services, and the Board would be required to enter into a Memorandum of Understanding with LBH for the facility.

The Chair advised that he did not propose to have a considerable discussion as there had been a lengthy debate at the aforesaid meetings – however he was happy to take questions in the form of clarification. Councillor Hare confirmed that his questions were of a technical nature.

In respect of his earlier reference, the Chair referred to views of the Statutory Advisory Committee (SAC) and Consultative Committee. Both considered the application, and their comments were in essence that they were broadly supportive to the proposal in principle but were concerned about: security issues; that the structure would have a negative aesthetic impact on the historic park; wider consultation was required and that there would be on-going costs to Haringey and potential financial implications for the Palace, in the longer term.

(Mr Willmott arrived at 20.40hrs)

The Board then discussed the proposals at length – the main points being:

- The distance from the road to the proposed location and whether 45 metres was a sufficient amount , or should the location be closest or further away
- Where the 45 metre distance actually commenced from i.e. the boundary of the Park, the edge of pavement or block of flats opposite the park
- Concerns about security
- The need for effective screening the facility and type of screening e.g. trees or landscaped earth mounds
- The positive/detrimental effects to the local community

Following the discussion and advice from the Interim General Manager Alexandra Palace, and clarification from the Trust Solicitor – Mr Harris, the Chair summarised and it was:

RESOLVED

1. that authority be delegated to the General Manager, and Park Manager – Alexandra Palace to negotiate and conclude a Memorandum of Understanding with LB Haringey (LBH) Recreation Services to permit use of the land for the construction of a new exercise and sports facility on part of the Newlands Playing Field subject to the receipt and circulation to Board members of a formal Section 36 Charities Act report, and subject further to the following:-

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	<ul style="list-style-type: none"> i. a formal site visit taking place on Friday 27 November 2009 commencing at 10.00hrs at the proposed site to consider the proposed location and in particular the 45 metre distance from Newlands Road and whether this distance is appropriate having regard to the neighbourhood and ii. that should there be any disagreement as to the proposed location as a result of the site visit that cannot be resolved at the site visit then the matter be referred back to a meeting of the Board or its Panel as one of urgency; <p>2. that the comments and concerns of the Alexandra Park and Palace Advisory Committee, and the Alexandra Palace and Pak Consultative Committee be noted.</p>
<p>APBO64.</p>	<p>PROPOSALS TO MAKE IMPROVEMENTS TO THE PITCH AND PUTT COURSE</p> <p>The Chair reminded both Councillors Hare and Peacock of the likelihood of the item being considered at the LB Haringey Planning Committee in the near future and that as members of that body should they take part in discussions this evening then this would preclude them considering the matter at the Planning Committee. The Chair then asked for a brief introduction of the report.</p> <p>Councillor Peacock having expressed her earlier declaration took no part in the discussion or decision taking.</p> <p>The Park Manager – Alexandra Palace – Mr Evison informed the Board that Golfwise Ltd operated the pitch and putt course since it reopened in 2008, and held a 12 year lease which commenced in March 2008. The pitch and putt site suffered from poor drainage and the topography reduced playability during the winter months. The Trust does not have funding to carry out large scale improvements to the course. As a long-term partner, Golfwise Ltd had submitted plans to improve the facilities on the course. The proposed plans before the Board were part of a consultation exercise before ideas were finalised and a planning application was submitted. A planning permission from the Local Authority would be required and further consultation would be carried out by the LB Haringey Planning Service when an application was submitted. The lease for the site prohibited the tenant from making “any addition to” and “cut alter maim or injure” the premises so permission for this project would need documented agreement.</p> <p>Mr Evison further advised that the landscaping works would involve importing material to achieve the terrace-effect required to improve the course. These works would be allied with suitable planting schemes to minimise the visual impact from the palace. It was viewed that enhancing the facility would improve footfall and should raise the profile of the palace and park site, and the</p>

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enhancement project would represent a significant investment in the site. Mr Evison also commented that the current tenants were likely to approach the Trust in future to request an extension of the lease term. In terms of the lease agreement it required an annual rental figure to be paid. This was supplemented with a turnover rent payable once a threshold was reached. The additional facility would increase turnover and therefore income to the palace.

Mr Evison further advised that proposals have been presented to the Advisory Committee and Consultative Committee and their comments were appended to this report. The Advisory Committee had supported the proposals as long as the view of the Park was not affected by installation. The Advisory Committee had also expressed concerns that lorries entering the Park to bring in materials would have an adverse effect on local residents. The Consultative Committee had commented that:

- i. That, if the proposal went ahead, the use of the kiosk did not change with the additional facility;
- ii. That the exact specification of the hard surfaced areas of the mini-golf should be in keeping with the character of the Park;
- iii. That the landscaping should not adversely affect the outlook of the park;
- iv. The nature of any new signs should be in keeping with the character of the Park.

Mr Evison advised the Board that the representatives of Golfwise Ltd were in attendance and would be happy to answer any concerns.

The Chair thanked Mr Evison for his succinct introduction. In welcoming the representatives from Golfwise Ltd to the meeting and asking them to address the meeting the Chair MOVED that Standing Orders be suspended for this purpose – which was agreed nemine contradicente.

The Representatives gave a brief presentation of their proposals as detailed in the circulated appendix and answered a number of points of clarification in terms of the work required at the site, the scale of the landscaping operation, the overall effect of the work on the local environment, and the excavation works and likely soil and earth displacement work required, together with the detrimental effects to the local community.

The representatives further clarified the nature of the Golfwise operation in terms of it being an effective 'pitch and putt' operation and was in no way similar to a 'crazy golf' operation often seen at sea side resorts/locations around the UK.

The Chair thanked the representatives from Golfwise Ltd for their attendance. The Chair then advised that Standing Orders were reinstated.

Councillor Hare expressed his concerns at the likely detrimental effect of the development on the Park and the local community and the likely levels of earth displacement.

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The Chair then summarised and it was:

RESOLVED

- i. That the contents of the report be noted;
- ii. That approval be given to proposals for the improvements to the pitch and putt course at Alexandra Palace, and that the General Manager, and Park Manager Alexandra Palace, in conjunction with legal advisors be authorised to conclude negotiations and finalise the necessary legal documents;
- iii. That it be noted that the proposals for the improvements to the pitch and putt course at Alexandra Palace would be subject to planning permission by the LB Haringey; and
- iv. that the comments and concerns of the Alexandra Park and Palace Advisory Committee, and the Alexandra Palace and Park Consultative Committee be noted.

Councillor Hare asked that his abstention to the proposals be recorded.

APBO65. DEER ENCLOSURE - ALEXANDRA PALACE - EXTENSION - PLANNING APPLICATION

The Chair reminded both Councillors Hare and Peacock of the likelihood of the item being considered at the LB Haringey Planning Committee in the near future and that as members of that body should they take part in discussions this evening then this would preclude them considering the matter at the Planning Committee. The Chair then asked for a brief introduction of the report.

Councillor Peacock having expressed her earlier declaration took no part in the discussion or decision taking.

In a brief introduction the Park Manager – Alexandra Palace advised that the proposals were for the erection of chain link fencing to extend the existing secondary deer enclosure. The matter would be the subject of a planning application to the LB Haringey as the park was a conservation area, and planning permission was required for fencing of the proposed height. The planning authority would consider if the fencing was appropriate and if it conflicted with the status of the site as metropolitan open land.

Mr Evison also commented that the Deer Manager had recommended that the area available to deer was made larger to reduce their reliance on supplementary feed. Mr Evison briefly outlined that the new fencing would be set back from the footpath and match the existing fencing, and some small branches may be pruned to allow the fencing to be installed.

Mr Evison further advised that proposals have been presented to the Advisory Committee and Consultative Committee and their comments were appended to the report, and tabled. The Advisory Committee had in the majority supported

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the proposals with the exception of one representative, and that some Members of the Consultative Committee had commented that they felt the deer enclosure already occupied a large area of the northern part of the Park and the extension would make a further area inaccessible to the public and would bring the boundary of the Park inwards, and that the extension presented a risk to three of the mature oak trees. Comments had also been expressed that that there had not been adequate consultation for park users.

Councillor Hare asked whether the Park manager could look into the possibility of introducing of other wildlife into the enclosure and take account of the comments expressed at the Consultative Committee.

The Chair then summarised and it was:

RESOLVED

- i. that approval be given to the proposals for the fencing and proposed extension of the existing deer enclosure as landowner of the site; and
- ii. that the comments and concerns of the Alexandra Park and Palace Advisory Committee, and the Alexandra Palace and Park Consultative Committee be noted.

APBO66. FINANCE UPDATE

The Chair asked for a brief introduction of the report.

The Interim General Manager – Mr Gill advised that the appendix 3 to the report was late due to the matter of the capital and revenue bids not being suitable for publication until after 17 November 2009 which was when the Council's Cabinet had released the papers for consultation. The figures had not therefore been in the public domain until then.

The Head of Finance – Alexandra Palace Ms Downie reported to the Board that overall, year to date income was £7k above budget and expenditure was £18.5k above budget, giving a net adverse variance against budget of £11k. Income was £7k above budget due to the receipt of £16k of restricted income which was not budgeted for, offset by a £11.5k shortfall in concessions/lease income. £13k of the restricted income related to a grant from the Environment Agency for the improvement of habitats around the boating lake and £3k was for restoration of the organ. Lease income was £7.5k below budget due to the delay in signing the Workshop lease and Concession income was £4k below budget due to the timing of invoices to concession holders.

Ms Downie further reported that Prime costs were £42k or 5% over budget for the year to date with Salaries £51k above budget due to higher management costs and increased staff costs during the secondment period. Contracted services were £9k below budget, mainly in the area of park security, although this was a timing issue and it was not expected that this category would be underspent by year end.

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Ms Downie further advised that fixed overheads were forecast to be on budget overall.

Ms Downie also advised the Board that the forecast gift aid payment from Alexandra Palace Trading Limited remained unchanged at £600k. Ms Downie commented that Trustees should be aware that this was a very challenging target in the current business environment and therefore represented a significant risk within the Trust budget. The Trading company's performance was monitored by the APTL Board and Senior Management Team on a monthly basis and the Managing Director continued to liaise closely with the Interim General Manager of the Trust to highlight any areas of concern.

In respect of the Appendix 3 to the report Mr Gill advised the Board that as reported to the Board on 6 October, the Trust had submitted two capital bids to the Council for 2010/11 in line with the Council's Pre Business Planning Review. The first was a bid to address general buildings dilapidations, amounting to £1m p.a. for three years. The second a £2m bid to repair and upgrade the ice rink facility. The Council had classified the latter bid as being one that prudential borrowing may be suitable for.

In terms of Revenue growth bids Mr Gill advised that the Board was asked to note that the following revenue bids had been submitted to the Council in respect of the Trust's revenue budget for 2010/11:

(i) Core budget uplift - £243k

Mr Gill commented that this represented the uplift required in the Trust revenue budget to bring it up to current operating levels and to fund facilities management support to deliver essential repairs and maintenance works. The Council allocated £1.728m revenue funding to the Trust in 2009/10. The Trust's internal budget, approved by the Board of Trustees, stood at £1.967m. The increased funding requirement was largely due to a reduction in the anticipated gift aid payment from Alexandra Palace Trading Limited due to the difficult economic climate and the increasingly dilapidated state of the building. It was not been possible to reduce Trust expenditure to cover the shortfall in gift aid income due to the requirement to maintain the building to legally required standards.

(ii) Repairs and maintenance - £250k

Mr Gill further reported that if the bid to secure £3m capital (£1m p.a.) to address critical dilapidations were not approved, an anticipated additional £250k revenue expenditure would be required in 2010/11 to ensure the building remained compliant with relevant legislation and continue to function as a venue. This expenditure would be targeted towards the fire main, fire alarm system and key areas of buildings dilapidation. However, this did not allow for uplift in general maintenance and decoration within the building, which would continue to impact on APTL's ability to sell the space.

(iii) Impact on APTL profit of the ice rink closure during capital works - £211k

Mr Gill reported that this represented the anticipated reduction in APTL's profit for

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2010/11 due to the need to close the ice rink for a period of six months to carry out the refurbishment work, on the assumption that the ice rink capital bid was approved. However, it was estimated that by 2012/13, the refurbished facility would generate a net increase in income of £188k.

(iv) Master Plan for Alexandra Palace - £150k

Mr Gill commented further that this investment would enable the Trustees (with delegated authority from the Council) to articulate a master-plan for the site which could then be tested and a fundraising strategy agreed for executing the required development. The funds would provide for a Project Manager to lead this work and commission the necessary reports to test such proposals.

Mr Gill added that all bids were being considered as part of the budget consultation process, the results of which would be considered by the LB Haringey's Cabinet and a formal decision taken in February 2010.

In response to a number of comments with regard to the bids, and a seeming need for increases in income and likely sources of income, Mr Gill advised the Board that there were various options being explored. The road that ran through the park was a private road and that in this respect the palace could seek a power, through primary legislation, to levy a toll for its use.. The only exemption would be LRT who had prior permission to access the road as a supplier of public transport. However, the toll charging would cause considerable problems in terms of securing authority and subsequent administration. An alternative method of raising funds would be to obtain an approval via the Charity Commission for the charging of use of car parks at the palace. The Trust Solicitor – Mr Harris advised that he had already previously, in 2004, sought the views of the Charity Commission and they had advised that they would consider supporting such a proposal. In response to comments from Members in relation to timescales, Mr Harris advised that primary legislation could take in the region of 18 months. Authority to charge for parking could be a shorter time scale.

Mr Gill felt that should the Board be in mind to develop this proposal then he would, in conjunction with Mr Harris, a draft scoping paper outlining the proposals and projected incomes, and also the legal process for seeking a change to primary legislation.

In response to clarification from Mr Willmott in relation to the activity of APTL and how well the Trading Company were doing given the recession during the last 12 months the Managing Director APTL – Ms Kane advised that the exhibition booking commitments were currently at the same level as for the same period in 2008. Ms Kane also advised that there was a continuing high level of marketing to attract additional bookings but that it was not possible at this stage to predict how well levels of bookings would be by mid 2010.

The Chair welcomed the proposals and also asked that the scoping report include the pros and cons of toll charging and costs of road maintenance of the private road.

In respect of the £211K budget deficit, Councillor Hare sought clarification as to

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	<p>whether this amount could be met from prudential borrowing. In response the Director of Corporate Resources – LB Haringey Ms Parker advised that it was not appropriate.</p> <p>The Chair, in drawing the discussions to a close summarised and it was:</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. that the results for the six month period to 30 September 2009, and the forecast outturn for the 2009/10 financial year be noted; ii. that the reported position as detailed by the General Manager in respect of the capital and revenue growth bids submitted to the LB Haringey for 2010/11 onwards be noted; and iii. that the General Manager Alexandra Palace prepare a scoping report for consideration by the Board in January 2010 in respect of charging for use of car parks at the palace together with details projected incomes, and also the legal process for seeking a change to primary legislation, and also to include the pros and cons of toll charging and costs of road maintenance of the private road.
<p>APBO67.</p>	<p>GOVERNANCE UPDATE</p> <p>Item not considered.</p>
<p>APBO68.</p>	<p>APPOINTMENT OF EXTERNAL AUDITORS</p> <p>The Chair asked for a brief introduction of the report.</p> <p>The Head of Finance – Alexandra Palace – Ms Downie, in a brief introduction, reminded the Board of its decision of 22nd July 2008 to re-tender the provision of external audit services to the Trust and Trading Company in line with best practice. Ms Downie referred to the tender exercise which had been carried out in line with the Council’s Contract Standing Orders and the Trading Company’s draft procurement policy. In addition, advice was sought from the LB Haringey’s Head of Procurement to confirm that the process followed met the Council’s requirements. Ms Downie advised the Board that for practical reasons, a joint tender process was followed on behalf of the Trust and Trading Company. In total nine firms had been invited to tender, and six submitted full written tenders, which were evaluated by a panel against pre-determined criteria. The panel consisted of the Interim General Manager of the Trust, the Managing Director of the Trading Company, and herself. As a result, two firms were shortlisted to attend presentations, which were also evaluated against pre-determined criteria. Ms Downie confirmed that based on the selected criteria, the panel was unanimous in identifying Deloitte as the most suitable firm to conduct the external audit of the Trust and Trading Company.</p> <p>Ms Downie further advised that given the long standing relationship between Deloitte and the Trust, Deloitte had been asked to confirm their internal processes for reviewing independence and objectivity, as detailed in 7.1</p>

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	<p>paragraph 7.1 of the report. Ms Downie added that 2009/10 would be the third year that Sue Barratt from Deloitte had been the audit partner for the Trust and Trading Company.</p> <p>Following points of clarification on a MOTION by the Chair it was:</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. that the tender and selection process followed to identify the most suitable firm to carry out the external audit of Alexandra Park and Palace Charitable Trust be noted; ii. that approval be given to the re-appointment of Deloitte as external auditors to the Trust with effect from the 2009/10 financial year.
<p>APBO69.</p>	<p>FIREWORKS 2009 - UPDATE ON THE EVENT</p> <p>The Chair asked for a brief introduction of the report before the Board.</p> <p>The Interim General Manager – Mr Gill advised the Board that the reasons for lateness in receiving the report was due to the need to evaluate the success of the Fireworks event, as well the calculation of the cash donations.</p> <p>In an introduction Mr Gill informed the Board that the 2009 Fireworks event was a great success, generating very positive media coverage for the Palace, with approximately 50,000 people attending the event, compared with an estimated 42,000 in 2008. In terms of cash donations collected – this totalled £26,995 compared with £21,529 in 2008, a 25% uplift. The monies collected would be used to off set the running costs of this event which were in excess of £100k. The decision to move the German Beer Festival from the West Hall to the Great Hall had a very positive impact on both the success of the event and APTL's catering income, which was £20k higher than the previous year. This would make an important contribution to the Trading Company's £600k profit target for 2009/10.</p> <p>Mr Gill further commented that there had been positive media coverage for the event with articles in the local press – The Ham & High, and Hornsey Journal, as well as national coverage including Time Out, the Independent, the Sunday Times and radio coverage on LBC, Radio 2 and local radio. Mr Gill reported that the Metropolitan Police hailed the event a great success from a public order perspective, with only three arrests and two reported crimes, one public order offence and one theft of a mobile phone. The profit and loss statement for the event was still being finalised, as final invoices were outstanding from suppliers. The cost savings previously outlined to the Board were largely implemented, but indications were that there would be an over spend against the £100k budget due to the need to ensure the event ran smoothly and the public were not placed at risk. It was the case that approximately 70% of the budget was directed towards essential expenditure to ensure public safety, such as stewarding, barriers, lighting, and CCTV and medical services.</p> <p>The Chair thanked Mr Gill for his succinct introduction and asked if there were any specific comments or questions.</p>

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	<p>The Board briefly discussed the event and congratulated the Management at Alexandra Palace for the organisation of the event. Mr Willmott expressed some concerns about the security and crowd control when entering and leaving parts of the event. Also whilst the buffet service provided had been excellent he had noted that he had not seen many Members in the internal rooms, and whether this had been due to the withdrawal VIP invites on this occasion.</p> <p>The Chair, in noting the comments expressed, stated his disappointment that there had been little voluntary participation on the part of the members of the Advisory, and Consultative Committees to assist in the event specifically in cash collection and felt that this was a missed opportunity for people to be involved.</p> <p>Mr Gill in advising that certain aspects of the event had had to be scaled down due to cost implications, also advised that in terms of the Police operation, as previously there had been no charge for the policing of the event and therefore this had curtailed costs. However there had been an indication from the Police that there would be a charge for the following year – 2010, and as this cost would affect the overall viability of hosting the event and a report would be given to a Board meeting in late Spring 2010.</p> <p>The Chair then summarised and it was:</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the report be noted; and ii. That it be noted that a report of the General Manager would be submitted to a meeting of the Alexandra Palace and Park Board in the spring of 2010 detailing the cost implications and viability of staging the Firework event in November 2010.
APBO70.	<p>MINUTES</p> <p>RESOLVED</p> <ul style="list-style-type: none"> i. That the unrestricted minutes of the meetings of the Alexandra Palace and Park Board held on 6 October, and 15 October 2009 be confirmed and signed as an accurate record of the proceedings; ii. That the minutes of the Alexandra Palace and Park Consultative Committee held on 17 November 2009 be agreed; iii. That the minutes of the Alexandra Park and Palace Advisory Committee held on 3 November 2009 be noted.
APBO71.	<p>ANY OTHER UNRESTRICTED URGENT BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>NIL</p>
APBO72.	<p>EXCLUSION OF THE PUBLIC AND PRESS</p>

**MINUTES OF THE ALEXANDRA PALACE AND PARK BOARD
TUESDAY, 24 NOVEMBER 2009**

	<p>RESOLVED</p> <p>That the Public and Press be excluded from the proceedings as Items 13-15 are exempt as defined in Section 100a of the Local Government Act 1972; namely information in respect of which a claim to legal professional privilege could be maintained in legal proceedings, information relating to any individual, information likely to reveal the identity of an individual, and information relating to the business or financial affairs of any particular person (including the authority holding that information).</p> <p>SUMMARY OF EXEMPT/CONFIDENTIAL PROCEEDINGS</p>
APBO73.	<p>EXEMPT MINUTES</p> <p>Agreed the exempt minutes of the meetings of the Alexandra Palace and Park Board held on 6 October, and 15 October 2009.</p>
APBO74.	<p>APPOINTMENT OF EXTERNAL AUDITORS</p> <p>Agreed the recommendations contained within the report.</p>
APBO75.	<p>ANY OTHER EXEMPT URGENT BUSINESS THE CHAIR CONSIDERS TO BE URGENT</p> <p>NIL</p>

The meeting ended at 21.38hrs.

COUNCILLOR PAT EGAN

Chair

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Agenda item:

Alexandra Park & Palace Advisory Committee

On 9 February 2010

Report Title: **PARK ACTIVITIES UPDATE**Report of: **Mark Evison, Park Manager****1. Purpose**

1.1 To inform the Committee of the recent activities carried out in Alexandra Park

2. Recommendations

2.1 That the Committee notes the report.

Report Authorised by: **Andrew Gill, Interim General Manager:**

Contact Officer: **Mark Evison, Park Manager,**
Alexandra Park & Palace Charitable Trust, Alexandra Palace Way,
Wood Green N22 7AY. Tel No. 020 8365 2121.

3. Executive Summary

3.1 This report details the activities and projects that have recently taken place in the park.

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 No specific background papers were used in compiling this report.

6. Description

- 6.1 Road Maintenance
Alexandra Palace Way was closed to through traffic for three days in January. This was to reconstruct the collapsing ramps on the western speed table. Access to the palace and other facilities such as the garden centre was maintained.
- 6.2 While the traffic on the road was reduced other allied works were carried out including unblocking road drains and patch repairs to the road surface.
- 6.3 Adizone Facility
The proposed adiZone which was to be located in Newland Field was refused planning permission by London Borough of Haringey. Recreation Services, who were leading the project, decided not to pursue this any further.
- 6.4 Additional Income
The trustees agreed at the Board Meeting on 12th January for officers to conduct a feasibility study into charging for the use of the car parks on site.
- 6.5 The trustees with consult the Statutory Advisory Committee formally before any decisions are made. Residents' associations and user groups will be consulted through the Consultative Committee.
- 6.6 Winter Weather
The snow brought hundreds of people to the park to enjoy building snowmen and sledging. Unfortunately, a large amount of litter and rubbish was left behind by those visitors.
- 6.7 The park staff spread approximately 22 tonnes of rocksalt on priority areas, namely key paths, steps, palace entrances and bus stops.
- 6.8 For information, the local authority grit Alexandra Palace way as a priority 1 road.

7. Recommendations

- 7.1 That the Committee note the report.

8. Legal Implications

- 8.1 The Trust's solicitor was provided with a draft of this report and his advice has been taken into account in the production of this final version.
- 8.2 The LBH Head of Legal Services has been sent a copy of this report.

9. Financial Implications

- 9.1 The LBH Chief Financial Officer has been sent a copy of this report and made no comments.



Alexandra Park and Palace Advisory Committee

On 9th February 2010

Report Title: Forthcoming Events

Report of: Rebecca Kane, Managing Director, Alexandra Palace Trading Limited

1. Purpose

1.1 To advise the Advisory Committee of the forthcoming events to March 2010.

2. Recommendations

2.1 That the Committee notes the report.

Report Authorised by: **Rebecca Kane**  Date..... **26/1/10**

Contact Officer: Rebecca Kane, Managing Director APTL 0208 365 2121

3. Executive Summary

3.1 N/A

4. Reasons for any change in policy or for new policy development (if applicable)

4.1 N/A

5. Local Government (Access to Information) Act 1985

5.1 Further information about this report can be obtained from Rebecca Kane, Managing Director, Alexandra Palace Trading Limited, Alexandra Palace Way, Wood Green, London N22 7AY. Telephone number 020 8365 2121.

6. Description

6.1 Confirmed public events and first provisional options.

CONFIRMED PUBLIC EVENTS AND 1ST PROVISIONAL OPTIONS
1ST February - 31ST March 2010

Event	Date	Area
Junior Hockey Match	6 Feb 2010	IR
Farmers Market	7 Feb 10	Park
Greyhounds Match	7 Feb 10	IR
Year 9 Careers Event	9 Feb	PR & LR
Junior Hockey Match	13 Feb 2010	IR
Antique & 20 th Century Fair	14 Feb 10	GH
Greyhounds Match	14 Feb 10	IR
Junior Hockey Match	20 Feb 2010	IR
Farmers Market	21 Feb 10	Park
Motorcycle Show	26 - 28 Feb 10	GH, WH & PR
Junior Hockey Match	27 Feb 2010	IR
Greyhounds Match	28 Feb 10	IR
Dinghy Show	6 & 7 Mar 10	GH, WH & PR
Junior Hockey Match	6 Mar 2010	IR
Greyhounds Match	7 Mar 10	IR
Woodworking Show	12 – 14 Mar 10	GH
Junior Hockey Match	13 Mar 2010	IR
Farmers Market	14 Mar 10	Park
London Ananda Utsav (Indian Festival)	19 – 21 Mar 10	GH
Junior Hockey Match	20 Mar 2010	IR
Farmers Market	21 Mar 10	Park
Greyhounds Match	21 Mar 10	IR
Railway Modelling Exhibition	27 & 28 Mar 10	GH & WH
Junior Hockey Match	27 Mar 2010	IR

Note: 1st Option Provisional Bookings are typed in Italic

7. Summary and Conclusions

7.1 N/A

8. Recommendations

8.1 The Board notes the report.

9. Legal and Financial Comments

9.1 The Director of Finance and the Trust's solicitor have been sent a copy of this report.

10. Equalities Implications

10.1 There are no perceived equal opportunities implications in this report.

Good Governance

A Code for the Voluntary
and Community Sector

First edition: June 2005

ACEVO, Charity Trustee Networks,
ICSA, NCVO on behalf of
The National Hub of Expertise in Governance

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Nick Aldridge, *ACEVO*
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Tesse Akpeki, *NCVO*

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Sandy Adirondack, *Governance consultant*

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Introducing the code

Charities exist to create a better society. They operate for a vast range of purposes, and in many different ways, but each is united by a commitment to voluntary action and a desire to make the world a better place.

The size and complexity of the charity sector, and its relationship with both the state and its citizens, is changing at an ever-increasing pace.

One of our jobs as regulator to the sector is to encourage charities to adopt good practice in governance. Adopting good practice can help charities keep pace with the changes and make them more effective where it really counts – in helping the people they were set up to benefit. We have worked with our voluntary sector partners to develop this code of governance. It has been produced by the sector, for the sector and for the sector. The code provides a flexible and proportionate framework for charities; there are common standards to which all charities should aspire, with higher expectations of larger charities.

We shall watch with interest to see how charities meet the challenge of complying with the code.

Geraldine Peacock
Chairman, Charity Commission

introduction

Why a code of governance?

Governance is high on the agenda in all sectors – public, private and voluntary. As voluntary and community organisations working for public benefit, we are increasingly expected to demonstrate how well we are governed. Good governance is a vital part of how voluntary and community organisations operate and are held accountable.

Other sectors have already developed Codes in recent years. Housing associations have a detailed Code prepared by the National Housing Federation. Co-operatives UK have the Corporate Governance Code of Best Practice. In the public sector, there is the new Good Governance Standard for Public Services. And the private sector has its 2004 Combined Code on Corporate Governance, which builds on the work of the Cadbury, Greenbury and Higgs Inquiries over the last decade or so. Action in our sector is overdue.

This Code arises from directly expressed needs in the voluntary sector. These came from organisations which needed guidance to clarify the main principles of governance and to help them in decision-making, accountability and the work of their boards. In response to these demands, a group of voluntary sector infrastructure associations, with the Charity Commission, came together and decided to work towards developing the Code. Vitally, the Code has thus been developed by and for voluntary and community organisations.

This first edition is aimed at the entire voluntary and community sector. After it has been in operation for some 18 months, we intend to carry out a major and open review of its effectiveness, so that we can refine it to better meet the sector's needs. See Appendix 10 for details of the review, and of how to comment.

Terminology

For simplicity, we refer throughout to 'the board' and 'trustees', but recognise that many different terms are in use for the people in these roles. Similarly we refer to the 'chief executive' to mean an organisation's most senior member of staff.

What is 'governance'?

One writer on governance in our sector has helpfully defined governance as being:

"the systems and processes concerned with ensuring the overall direction, effectiveness, supervision and accountability of an organisation."¹

In our sector, trustees take ultimate responsibility for the governance of their organisations. However, governance is not a role for trustees alone. More, it is the way trustees work with chief executives and staff (where appointed), volunteers, service users, members and other stakeholders to ensure their organisation is effectively and properly run and meets the needs for which the organisation was set up.

¹ From *The Governance of Voluntary Organisations*, Cornforth 2003

Behind good governance must lie principles. In our Code, we have set out some principles of good governance, tailored for the sector. Others have done the same for their sectors, and we reproduce some examples in the Appendices.

It is worth referring here to the “Nolan Principles”, set out by Lord Nolan while chairing the Committee on Standards in Public Life. Although these were originally established for individuals involved in public and government positions, they are seen as having wider relevance, including for the trustees of voluntary and community organisations. Many organisations have found the Nolan principles a useful basis for understanding the individual role of a trustee, and they often appear in trustee job descriptions or codes of conduct. The principles are set out in full at the appendix, and are: **Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty, and Leadership.**

We recognise that the language of governance and performance will be more familiar to larger organisations. In practice, the way organisations ‘govern’ will be different depending on the circumstances. These circumstances can include the size of an organisation, how long it has been in existence, and the culture and values it possesses. One distinctive factor is size and here are a few examples of how an organisation’s understanding of governance may differ:

- In a small community group governance might be about getting things in place, making sure it’s clear who is doing what and making sure that all concerned are working together to a common cause.
- In a local or county-wide service providing organisation, governance might be more focused on the relationship between the trustees and staff team, and ensuring good service delivery.
- In a larger national or regional organisation, governance might be about the need to demonstrate how the organisation delivers on its mission through quality service provision, its accountability to the public and stakeholders, and always ensuring that the board’s structure is ‘fit for purpose’.

The Code is written to be applicable in all such circumstances, but clearly each organisation will need to interpret and apply it according to its particular needs and circumstances.

About this Code

This code is primarily aimed at the trustees of voluntary and community organisations, who have ultimate governance responsibilities. It will help them to lead their organisations through example, and to achieve excellent governance. It is also aimed at chief executives, who provide the bridge between trustees and staff, and have a central role in ensuring good governance.

We hope that it will also be more widely useful. For staff, volunteers, members and service users, it will help them to understand what they can expect from a well-governed organisation. It will also be relevant to those with a wider involvement in the governance of the sector; such as: funders; donors; the general public; professional advisers; consultants; trainers; and regulators.

The Code aims to help enhance the effectiveness of voluntary and community organisations by:

- clarifying what effective governance looks like and how governing bodies can govern effectively;

- reassuring an organisation's stakeholders about the way organisations are governed; and
- maintaining and enhancing public confidence in organisations and in the voluntary and community sector

The Code is applicable except where there exists an approved code by an existing regulator or representative body. This first version has been developed and endorsed by the following voluntary sector infrastructure bodies, and also by the Charity Commission:

- National Council for Voluntary Organisations (NCVO);
- Association of Chief Executives of Voluntary Organisations (ACEVO);
- Charity Trustee Networks (CTN); and
- Institute of Chartered Secretaries and Administrators (ICSA).

The Code has also been endorsed by The National Hub of Expertise in Governance (the Governance Hub), which will now take on the responsibility for future work on the Code. The Hub will thus lead on future reviews and updating of the Code, and will develop supplements for different types of voluntary and community organisation if required. This means that the views and feedback of organisations using the Code are vital. In Appendix 9, we explain in more detail how you can help us to refine and develop the code to its next stage. Please do take up the opportunity to contribute.

Using the Code

The main principles of the Code are intended to be relevant to all sizes and types of voluntary and community organisation. Some of the additional guidance and suggestions may be more or less relevant to your organisation depending on your circumstances, for example your size, legal structure or aims and objectives. This is inevitable because of the size and diversity of the voluntary and community sector. There will be supplements created for different types of organisation where it has been recognised, through consultation, that there are differing needs.

The Code is compliant with legal and regulatory requirements, including those relating to charities. It links closely with other codes and standards. These include the self-regulation of fundraising and the draft National Occupational Standards for Trustees and Management Committee Members. For registered charities, it is intended that the Code should complement the Charity Commission's *The Hallmarks of an Effective Charity* and the new booklet *The Essential Charity Trustee*.

The Code is based on the principle of 'comply or explain'. This means that it is not a legal or regulatory requirement. Organisations using it should be able to either 'comply' with the main principles of the Code, or 'explain' why they don't apply in the particular circumstances.

Some organisations may not comply with certain statements because they are in the process of working towards them, and thus aspire to them. Alternatively, they may exceed the standards outlined in this guidance, or it may be that aspects of this Code do not easily relate to the circumstances of a particular organisation.

parttwo

Good governance: a code for the voluntary and community sector

The key principles of good governance

The key principles set out below have been used in the drawing up of this Code, and provide the main headings for its sections. They are set out here not as a part of the Code, but to set the context, and to help with interpretation.

Underlying each of these is the additional principle of equality – that of ensuring equity, diversity and equality of treatment for all sections of the community. We see this as fundamental to the work of all voluntary and community sector organisations; rather than creating a separate ‘Equality’ section, the principle has been used to inform all sections of the Code.

Board leadership Every organisation should be led and controlled by an effective Board of trustees which collectively ensures delivery of its objects, sets its strategic direction and upholds its values.

The Board in control The trustees as a Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and complies with all its obligations.

The high performance Board The Board should have clear responsibilities and functions, and should compose and organise itself to discharge them effectively.

Board review and renewal The Board should periodically review its own and the organisation’s effectiveness, and take any necessary steps to ensure that both continue to work well.

Board delegation The Board should set out the functions of sub-committees, officers, the chief executive, other staff and agents in clear delegated authorities, and should monitor their performance.

Board and trustee integrity The Board and individual trustees should act according to high ethical standards, and ensure that conflicts of interest are properly dealt with.

The open Board The Board should be open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work.

A | Preamble

- A1** This Code contains guidance for the good governance of voluntary and community organisations. It is intended to help and support their Board members in the important and rewarding work that they carry out. Because voluntary and community organisations vary greatly in terms of size and activity, not all of the Code will apply to all of them. But all such organisations are invited to consider all parts of the Code, and take the action that suits their circumstances in the light of the principles set out.

Complying with this Code

- A2** This Code is not mandatory, and sets out best practice. Organisations that comply with the Code are invited to state this in their annual report and other relevant published material.
- A3** Where an organisation does not comply with a specific part of the Code, it is invited also to record this fact, and to set out the reasons for non-compliance.
- A4** Where an organisation's governing document does not allow the organisation to adopt one or more recommendations of this Code, then the governing document must take precedence.
- A5** Organisations using this Code are advised to review their governing document, standing orders and other documentation, and consider amending them as necessary to enable their implementation of the Code.
- A6** Smaller organisations with limited resources and with few or no staff are invited to focus on the principles set out in the Code, and to state their compliance with the principles rather than the detail of the Code.
- A7** This Code has been prepared primarily to meet the needs of organisations working in England; organisations working in other parts of the United Kingdom are welcome to make use of it as they see fit.
- A8** Where voluntary and community organisations are already covered by existing Codes of Governance prepared by their representative bodies or regulators, the existing Code should take precedence. Where more than one such Code might apply, the organisation should seek advice as to which one should take precedence.

Terminology

- A9** In this Code, we refer to:
- (a)** an organisation's governing body as a Board, and its members as trustees; in practice, various other equally valid terms are also used, such as committee members, governors or directors;
 - (b)** the senior member of an organisation's staff team as the chief executive, although again there is a range of job titles in use; and

- (c) the organisation's main constitutional document or instrument as being its governing document; this may in practice be referred to as its Constitution, Charter, Memorandum and Articles, Trust Deed, Rules or other term.

This Code is intended to apply regardless of the terms used.

- A10** Where we use the word 'must', this refers to legal requirements or obligations on trustees. The word 'should' is otherwise used throughout, to indicate the requirements of this Code.

Using the Code

- A11** This Code is organised in sections which follow the key principles of governance as set out on the previous page. Each section starts by restating the key principle, and then sets out a number of supporting principles. Each of these is then covered in clearly headed sub-sections. In the sub-sections, readers will find practical ways for Boards to comply with the relevant principles.
- A12** This is the first edition of this Code, and those using it are invited to comment on its application, and on any amendments they wish to suggest for future revision of the Code (see Appendix 10 for details).

B | Board Leadership

The key principle: Every organisation should be led and controlled by an effective Board of trustees which collectively ensures delivery of its objects, sets its strategic direction and upholds its values.

Supporting principles:

The role of the Board Trustees have and must accept ultimate responsibility for directing the affairs of their organisation, ensuring it is solvent, well-run, and delivering the outcomes for which it has been set up.

Strategic direction Trustees should focus on the strategic direction of their organisation, and avoid becoming involved in day to day operational decisions and matters (except in the case of small organisations with few or no staff). Where trustees do need to become involved in operational matters, they should separate their strategic and operational roles.

The role of the Board

Trustees have and must accept ultimate responsibility for directing the affairs of their organisation, ensuring it is solvent, well-run, and delivering the outcomes for which it has been set up.

- BI** The Board should have a statement of its strategic and leadership roles, and of key functions which cannot be delegated. These should include as a minimum:
- (a)** ensuring compliance with the objects, purposes and values of the organisation, and with its governing document;
 - (b)** setting or approving policies, plans and budgets to achieve those objectives, and monitoring performance against them;
 - (c)** ensuring the solvency, financial strength and good performance of the organisation;
 - (d)** ensuring that the organisation complies with all relevant laws, regulations and requirements of its regulators;
 - (e)** dealing with the appointment (and if necessary the dismissal) of the organisation's chief executive;
 - (f)** setting and maintaining a framework of delegation and internal control; and
 - (g)** agreeing or ratifying all policies and decisions on matters which might create significant risk to the organisation, financial or otherwise.

- B2** The Board must ensure that the organisation's vision, mission and values and activities remain true to its objects.
- B3** Trustees are bound by an overriding duty, individually and as a Board, to act reasonably at all times in the interests of the organisation and of its present and future beneficiaries or (in the case of a membership organisation) members.
- B4** All trustees are equally responsible in law for the Board's actions and decisions, and have equal status as trustees.
- B5** Each and every trustee must act personally, and not as the representative of any group or organisation; this applies regardless of how that person was nominated, elected or selected to become a trustee.
- B6** The trustees must ensure that they remain independent, and do not come under the control of any external organisation or individual.

Strategic direction

Trustees should focus on the strategic direction of their organisation, and avoid becoming involved in day to day operational decisions and matters (except in the case of small organisations with few or no staff). Where trustees do need to become involved in operational matters, they should separate their strategic and operational roles.

- B7** Where an organisation employs staff, the chief executive has responsibility for maintaining a clear division of responsibilities between the Board and the staff team. She or he should provide an effective link between Board and staff, informing and implementing the strategic decisions of the Board.
- B8** Trustees should not seek to become directly involved in decisions which have been properly delegated to staff. Instead, they should hold staff to account through the chief executive.
- B9** In the case of smaller organisations, where some trustees may be directly involved in operational decisions and matters, those concerned should make a clear distinction between their trustee role and their operational work.

C | The Board in control

The key principle: The trustees as a Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and complies with all its obligations.

Supporting principles:

Compliance The Board must ensure that the organisation complies with its own governing document, relevant laws, and the requirements of any regulatory bodies.

Internal controls The Board should maintain and regularly review the organisation's system of internal controls, performance reporting, policies and procedures.

Prudence The Board must act prudently to protect the assets and property of the organisation, and ensure that they are used to deliver the organisation's objectives.

Managing Risk The Board must regularly review the risks to which the organisation is subject, and take action to mitigate risks identified.

Equality and diversity the Board should ensure that it upholds and applies the principles of equality and diversity, and that the organisation is fair and open to all sections of the community in all of its activities.

Compliance

The Board must ensure that the organisation complies with its own governing document, relevant laws, and the requirements of any regulatory bodies.

- C1** The Board must ensure that the organisation complies with:
- (a) its own governing document;
 - (b) the requirements of its regulators and relevant legislation, and in particular that it submits annual returns, reports and accounts as required by law;
 - (c) any statutory or regulatory requirements relating to maintenance of financial records, and external audit of its accounts; and
 - (d) the requirements of all other statutes, authorities and regulations governing its work (see C2 below).
- C2** Depending on their size, the nature of their activities and the type of their governing document, organisations must ensure compliance with any of the following that apply to them:
- (a) charity law and the requirements of the Charity Commission;

- (b) company law and the requirements of Companies House;
 - (c) Industrial and Provident Society law, and the requirements of the Financial Services Authority;
 - (d) employment law;
 - (e) health and safety legislation;
 - (f) data protection legislation;
 - (g) legislation against discrimination on grounds of race, disability, gender and other factors; and
 - (h) any other legislation which may apply to particular organisations, such as that relating to fundraising, the protection of children or vulnerable adults, the provision of health or care services, the provision of financial advice, housing and tenancy law and others.
- C3** The Board should have policies, procedures and reporting mechanisms in place to ensure compliance with applicable legislation.
- C4** Organisations which fundraise should comply with the relevant self-regulatory code (see Appendix 2 for further details).

Internal controls

The Board should maintain and regularly review the organisation's system of internal controls, performance reporting, policies and procedures.

- C5** The Board should set and maintain standing orders, systems of financial control, internal control, performance reporting, and policies and procedures.
- C6** The Board should ensure that there is a system for the regular review of the effectiveness of its internal controls.
- C7** Larger and more complex organisations should set up an audit committee, and should also consider the use of an internal audit service.
- C8** Organisations providing services to users should consider adoption of an appropriate quality assurance system, or of other forms of accreditation (see Appendix 1 for examples of relevant schemes).

Managing risk

The Board must act prudently to protect the assets and property of the organisation, and ensure that they are used to deliver the organisation's objectives. The Board must regularly review the risks to which the organisation is subject, and take action to mitigate risks identified.

- C9** The Board must avoid undertaking activities which might place at undue risk the organisation's service users, beneficiaries, volunteers, staff, property, assets or reputation.

- CI0** The Board must exercise special care when investing the organisation's funds, or borrowing funds for it to use, and must comply with the organisation's governing document and any other legal requirements in doing so.
- CI1** Trustees should understand the risks facing the organisation and how these are managed and minimised. The Board should undertake a full risk assessment (either periodically or on a rolling basis) and take appropriate steps to manage the organisation's exposure to significant risks.
- CI2** The Board should obtain advice from professional advisors or others on all matters where there may be material risk to the organisation, or where the trustees may be in breach of their duties.
- CI3** The Board should take ultimate responsibility for dealing with and managing conflicts that may arise within the organisation. This includes conflicts arising between trustees, staff, the chief executive, members, volunteers or service users.
- CI4** The Board should have a whistleblowing policy and procedures to allow confidential reporting of matters of concern, such as misconduct, misuse of funds, mismanagement, and risks to the organisation or to people connected with it. The policy and procedures should:
 - (a)** be accessible and open to all staff, volunteers, trustees and agents of the organisation;
 - (b)** provide for those who are not confident about raising a concern with their line manager or a senior manager to have direct access to a trustee, an independent person or a regulatory body;
 - (c)** assure people who raise such concerns in good faith that they need have no fear of reprisals or other adverse consequences;
 - (d)** ensure that all such concerns will be properly assessed and investigated in a way that is fair to the whistleblower and others involved; and
 - (e)** provide for appropriate action to be taken where a concern is shown to be well founded.

Equality and diversity

The Board should ensure that it upholds and applies the principles of equality and diversity, and that the organisation is fair and open to all sections of the community in all of its activities.

- CI5** The Board should ensure that its organisation upholds and promotes equal opportunities and diversity in all areas of its work, including:
 - (a)** the identification and assessment of needs to be met;
 - (b)** allocation of resources, making of grants or provision of services;
 - (c)** membership of the Board and any sub-committees;
 - (d)** staff recruitment, selection, training and conditions of service;
 - (e)** communication with stakeholders and the public;

- (f) accessibility of meetings and communications; and
- (g) the buying of goods and services.
- C16** The Board should set strategies for and receive regular reports on the organisation's work to achieve equality and diversity, against clear targets where practicable. These reports should be used to help develop the organisation's overall strategies.
- C17** Where the organisation is set up to serve a specific section of the community, this should be clear and the above principles should be interpreted and applied as appropriate.

D | The high performance Board

The key principle: The Board should have clear responsibilities and functions, and should compose and organise itself to discharge them effectively.

Supporting principles:

Trustee duties and responsibilities Trustees should understand their duties and responsibilities and should have a statement defining them.

The effective Board The Board should organise its work to ensure that it makes the most effective use of the time, skills and knowledge of trustees.

Information and advice Trustees should ensure that they receive the advice and information they need in order to make good decisions.

Skills and experience The trustees should have the diverse range of skills, experience and knowledge needed to run the organisation effectively.

Development and support Trustees should ensure that they receive the necessary induction, training and ongoing support needed to discharge their duties.

The chief executive The Board should make proper arrangements for the supervision, support, appraisal and remuneration of its chief executive.

Trustee duties and responsibilities

Trustees should understand their duties and responsibilities and should have a statement defining them.

- D1** All trustees should be asked to sign and return a statement or letter setting out their duties and responsibilities, and the expectations of the organisation on trustees.
- D2** The letter should, as a minimum, include obligations to:
 - (a)** uphold the values and objectives of the organisation;
 - (b)** give adequate time and energy to the duties of being a trustee; and
 - (c)** act with integrity, and avoid or declare personal conflicts of interest.
- D3** Individual trustees must not act on their own on behalf of the Board, or on the business of the organisation, without proper authority from the Board.

The effective Board

The Board should organise its work to ensure that it makes the most effective use of the time, skills and knowledge of trustees.

- D4** The Board should meet regularly, and ensure that its work is focused on delivering its strategic role.
- D5** Within the terms of its governing document, the Board should ensure that it has enough trustees to provide the skills and experience needed, without becoming so large that decision-making becomes unwieldy.
- D6** The Chair of the Board should ensure that all trustees can contribute at meetings, and that the proceedings are not dominated by particular trustees.

Information and advice

Trustees should ensure that they receive the advice and information they need in order to make good decisions.

- D7** The Board should ensure that it conducts its work efficiently, and receives the information and advice it needs to make good decisions. Board papers should be timely, well-presented, circulated well in advance of Board meetings, and should make clear recommendations to the Board.
- D8** The Board should take professional advice where necessary before making important decisions and should not rely excessively or exclusively on a single source.

Skills and experience

The trustees should have the diverse range of skills, experience and knowledge needed to run the organisation effectively.

- D9** The trustees should collectively provide a mix of skills, experience, qualities and knowledge appropriate to the organisation and its beneficiaries' needs, and so that the organisation can respond to the challenges and opportunities it faces.
- D10** Depending on the organisation's size and the nature of its activities, the experience of trustees should, as appropriate, cover the following areas:
 - (a)** providing effective strategic leadership, and working as a team;
 - (b)** direct knowledge of the organisation's beneficiaries and users, and of their needs and aspirations, whether gained through life or work experience;
 - (c)** governance, general finance, business and management;

- (d) human resources and diversity;
 - (e) the operating environment and risks that exist for the organisation; and
 - (f) other specific knowledge required, such as fundraising, health, social services, property or legal.
- D11** The Board should aim to have a diverse group of trustees, broadly representative of the community and membership it serves.
- D12** The Boards of organisations providing services to beneficiaries or users should be open to trustee membership from these groups unless there are clear legal or other reasons why this is not practicable.
- D13** Staff of the organisation may only become trustees where this is permitted by law and by the organisation's governing document. It should also be agreed by the Board as being demonstrably in the interests of the organisation, and as not creating unacceptable conflicts of interest. A staff trustee should not chair the organisation; staff trustees should be in a minority on the Board.

Development and support

Trustees should ensure that they receive the necessary induction, training and ongoing support needed to discharge their duties.

- D14** The Board should have a strategy for the support and personal development of all trustees, so that each trustee can keep up to date with the knowledge and skills they need to carry out their role.
- D15** All new trustees should undergo a full induction, in which they receive all the information and support they need to carry out their new role, and can meet key staff, users and beneficiaries, and other stakeholders.
- D16** Implementation of these strategies may be delegated by the Board to the organisation's chief executive or secretary.

The Chief Executive

The Board should make proper arrangements for the supervision, support, appraisal and remuneration of its chief executive.

- D17** The Board should ensure that formal arrangements are set up for the regular supervision, appraisal and personal development of their chief executive. This may be carried out by the chair, another trustee or by a small group of trustees.
- D18** The Board should ensure that there is a formal mechanism for setting the remuneration of the chief executive, which should be ratified by the Board.

- D19** The remuneration package for the chief executive should:
- (a)** be adequate to attract and retain the quality of staff required, but no more;
 - (b)** be openly disclosed in the organisation's accounts, including pension and other benefits; and
 - (c)** where there is a performance related element, be linked to the achievement of measurable targets.
- D20** The Board should seek independent expert or professional advice when required concerning sensitive matters relating to the chief executive's employment.

E | Board review and renewal

The key principle: The Board should periodically review its own and the organisation's effectiveness, and take any necessary steps to ensure that both continue to work well.

Supporting principles:

Performance appraisal The Board should regularly review and assess its own performance, that of individual trustees, and of sub-committees, standing groups and other bodies.

Renewal and Recruitment The Board should have a strategy for its own renewal. Recruitment of new trustees should be open, and focused on creating a diverse and effective Board.

Review The Board should periodically carry out strategic reviews of all aspects of the organisation's work, and use the results to inform positive change and innovation.

Performance appraisal

The Board should regularly review and assess its own performance, that of individual trustees, and of sub-committees, standing groups and other bodies.

- E1** The Board should ensure that:
- (a)** at least every two years, it sets aside time to reflect on its own performance and functioning as a team;
 - (b)** the performance of individual trustees is regularly assessed and appraised, either by the chair or another trustee, or by using external assistance;
 - (c)** the performance of the chair is likewise assessed and appraised, either by another trustee, the Board as a whole, or using external assistance; and
 - (d)** the performance of sub-committees, standing groups and other bodies is similarly appraised and reviewed.
- E2** The results of these appraisals should be used to make necessary changes and improvements, to inform the creation of appropriate training programmes, and to guide trustee renewal and recruitment.

Renewal and recruitment

The Board should have a strategy for its own renewal. Recruitment of new trustees should be open, and focused on creating a diverse and effective Board.

- E3** The Board should have a strategy for its own renewal, with succession planning arrangements in place to ensure timely replacement of trustees resigning or reaching the end of their terms of office; particular attention should be given to succession planning for replacement of the chair and other honorary officers.
- E4** The Board may wish to delegate implementation of this strategy to a sub-committee or panel.
- E5** Trustees must be recruited and appointed in accordance with the organisation's governing document, and with relevant legislation.
- E6** The Board should consider setting maximum terms of office to ensure a steady renewal of trustees; these may be set out in standing orders or in the organisation's governing document.
- E7** Before new trustees are appointed, the Board should determine what new attributes and knowledge are needed, and write them down in the form of a role description, or role profile.
- E8** The Board should ensure that the recruitment process is open to all sections of the community, and should consider open advertising and a range of other recruitment methods to attract a wide range of candidates.
- E9** Candidates should, where the organisation's governing document permits, be interviewed formally, and appointed on merit.
- E10** In the case of organisations where the trustees are nominated by an external body, or elected by a wider membership, the Board should work in partnership with the organisations or people concerned to ensure that they are aware of the specific skills and experience required from new trustees.
- E11** Where permitted by the organisation's governing document, using co-options should be used where necessary to recruit individuals with particular skills, experience and qualities that are not fully provided by existing trustees.
- E12** The Board should ensure that the procedures for joining and leaving the Board are clearly understood by all trustees and others involved.

 **Review**

The Board should periodically carry out strategic reviews of all aspects of the organisation's work, and use the results to inform positive change and innovation.

- E13** To remain effective, the Board should periodically conduct strategic reviews of all aspects of the organisation's work and functioning, to ensure that:
- (a)** the needs for which the organisation was set up still exist, and its objects as set out in the governing document remain relevant to those needs;
 - (b)** the organisation is continuing to meet those needs, and remains fit for purpose; and
 - (c)** the needs are being met in the most effective way.
- E14** Reviews should include the areas covered in this Code, including the organisation's:
- (a)** governing document, standing orders, purposes, mission and vision;
 - (b)** Board and trustees – their functioning and effectiveness;
 - (c)** staffing and volunteer structures, working methods, and operational policies and procedures;
 - (d)** mechanisms for internal control and performance reporting;
 - (e)** mechanisms for planning and budgeting;
 - (f)** sub-committees, working groups and advisory bodies; and
 - (g)** relations with stakeholders, and arrangements for communication and consultation with them.
- E15** The Board should use the results of such reviews to:
- (a)** generate a creative and innovative approach to the organisation's development;
 - (b)** inform its strategic planning;
 - (c)** make changes and improvements to its operational activities; and
 - (d)** initiate collaborative work with other organisations to deliver the best possible outcomes for users, beneficiaries and members; and
 - (e)** create a positive impact on the overall effectiveness and governance of the organisation.
- E16** Where possible, the Board should be open with stakeholders about the results of such reviews, indicate clearly what steps they intend to take in response, and give explanations concerning actions they have decided not to take.

F | Board delegation

The key principle: The Board should set out the functions of sub-committees, officers, the chief executive, other staff and agents in clear delegated authorities, and should monitor their performance.

Supporting principles:

Clarity of roles The Board should define the roles and responsibilities of the chair and other honorary officers, in writing.

Effective delegation The Board should ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budgetary and other matters.

Terms of reference The Board should set clear terms of reference for sub-committees, standing groups, advisory panels, etc.

Monitoring All delegated authorities must be subject to regular monitoring by the Board.

Clarity of roles

The Board should define the roles and responsibilities of the chair and other honorary officers, in writing.

- F1** The Board should define and write down the role of the chair, and that of other honorary officers such as vice-chair, treasurer and the secretary to the Board; it should be noted that for companies the role of secretary is partly defined by the relevant legislation.
- F2** The role of the chair should include, as a minimum, to ensure:
- (a)** the efficient conduct of business at the organisation's Board and general meetings;
 - (b)** that the organisation's business is efficiently and accountably conducted between Board meetings;
 - (c)** that the organisation complies generally with this code;
 - (d)** specifically that the appraisal and remuneration of the organisation's chief executive is conducted in accordance with this Code;
 - (e)** that the employment of the chief executive complies with employment legislation and good practice; and
 - (f)** that the appraisal of board and trustee performance is conducted in accordance with this Code.

- F3** Where the Board has delegated specific roles to honorary officers or to other trustees, ultimate responsibility rests with the Board as a whole. In such situations the trustee(s) concerned should separate the specific roles from their wider trustee role.

Effective delegation

The Board should ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budgetary and other matters.

- F4** In all but the smallest organisations, the Board will need to delegate parts of its work to others in a clear, practical and legal manner. Delegations may be made to individual trustees, sub-committees (see below), the chief executive, other staff, volunteers or agents and consultants.
- F5** Delegations must comply with the terms of the organisation's governing document and any relevant legislation.
- F6** Where there is a chief executive, delegations to other staff and volunteers should normally be through that individual.
- F7** Delegations should always be in writing, and should set clear limits on matters such as expenditure, authority and decisions that can be made. Delegations may be written in Board minutes, terms of reference for sub-committees, staff job descriptions, or in a separate list.

Terms of reference

The Board should set clear terms of reference for sub-committees, standing groups, advisory panels, etc.

- F8** The Board may wish to set up sub-committees, advisory groups, panels or other bodies to assist its work. Such bodies should have clear written terms of reference in addition to any delegated authority.

Monitoring

All delegated authorities must be subject to regular monitoring by the Board.

- F9** The Board must remain in ultimate control of all delegations:
- (a)** Honorary officers and other trustees should report back to the Board promptly on any use of delegated authority;

- (b)** the Board should receive regular reports and minutes from all sub-committees etc; and
- (c)** the mechanisms established for internal control and performance reporting should be used to monitor use of delegated authority by the chief executive, or other staff or volunteers (see C5-C8).

G | Board and trustee integrity

The key principle: The Board and individual trustees should act according to high ethical standards, and ensure that conflicts of interest are properly dealt with.

Supporting principles:

No personal benefit Trustees must not benefit from their position beyond what is allowed by the law and is in the interests of the organisation.

Dealing with conflicts of interest Trustees should identify and promptly declare any actual or potential conflicts of interest affecting them.

Probity There should be clear guidelines for receipt of gifts or hospitality by trustees.

No personal benefit

Trustees must not benefit from their position beyond what is allowed by the law and is in the interests of the organisation.

- G1** Trustees must be scrupulous to avoid gaining any private benefit from their position, whether financial or other, except:
 - (a)** as permitted by law and the organisation's governing document; and
 - (b)** where this is agreed by the Board as demonstrably in the interests of the organisation.
- G2** Where the law and the organisation's governing document permit payment of trustees, this must not exceed the prescribed limits, and it should be demonstrably in the interests of the organisation to make the payment.
- G3** No trustee should be involved in setting their own remuneration. Mechanisms for setting the level of payment to trustees should be set up to avoid conflicts of interest, including where appropriate making use of independent advice.
- G4** Full disclosure of any payments made to trustees is required by law for some organisations, in the organisation's annual accounts and annual report. All organisations should do the same, even where not required by law.
- G5** The organisation should have procedures for trustees to claim legitimate travel and other expenses incurred while carrying out the organisation's business; trustees should not be out of pocket for the work they carry out for the organisation.

Conflicts of interest

Trustees should identify and promptly declare any actual or potential conflicts of interest affecting them.

- G6** The organisation must have procedures for trustees to declare actual or potential conflicts of interest to the Board; such declarations should be made at the earliest opportunity. They should be recorded in Board minutes or in a register kept for the purpose.
- G7** Where a material conflict of interest arises at a Board meeting, the trustee concerned should not vote on the matter or participate in discussions. She or he should also offer to withdraw from the meeting, and the other trustees should decide if this is required.
- G8** Where a trustee has a major or ongoing conflict of interest, she or he should offer to resign from the Board.
- G9** Boards should have special procedures or standing orders to deal with conflicts of interest for trustees who are the organisation's service users, beneficiaries or members of staff.

Probity

There should be clear guidelines for receipt of gifts or hospitality by trustees.

- G10** Trustees should declare all personal gifts received and hospitality accepted while on the organisation's business, or from people or organisations connected with the organisation; such declarations should be recorded in Board minutes or in a register kept for that purpose.
- G11** Trustees should not accept gifts with a significant monetary value or lavish hospitality; where this may be a frequent issue, the organisation should set a policy to define what is and is not acceptable.
- G12** Trustees should under no circumstances accept gifts or hospitality where this could be seen as being likely to influence the decisions of the Board.

H | Board openness

The key principle: The Board should be open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work.

Supporting principles:

Communication and consultation Each organisation should identify those with a legitimate interest in its work (stakeholders), and ensure that there is a strategy for regular and effective communication with them about the organisation's achievements and work.

Openness and accountability The Board should be open and accountable to stakeholders about its own work, and the governance of the organisation.

Stakeholder involvement The Board should encourage and enable the engagement of key stakeholders, such as users and beneficiaries, in the organisation's planning and decision-making.

Communication and consultation

Each organisation should identify those with a legitimate interest in its work (stakeholders), and ensure that there is a strategy for regular and effective communication with them about the organisation's achievements and work.

- H1** The Board should identify those people and groups who have a legitimate interest in the organisation's work; these might include users, beneficiaries, members, partners, staff, volunteers, regulators, other government bodies and funders. We refer to these as 'stakeholders' in this code.
- H2** The Board should ensure that the whole organisation, and its stakeholders, have a clear understanding of the Board's role, and of the organisation's objects and values.
- H3** There should be regular and appropriate communication and consultation with stakeholders to ensure that:
 - (a)** their views are taken into account in the organisation's decision-making;
 - (b)** they are informed and consulted on the organisation's plans and proposed developments which may affect them;
 - (c)** there is a procedure for dealing with feedback and complaints from stakeholders, staff, volunteers and the public; and
 - (d)** the organisation's performance, impacts and outcomes are reported to stakeholders.

- H4** The Board must ensure that the organisation produces an annual report and accounts that comply with relevant legislation; these should provide a balanced and accurate assessment of the organisation's successes and failures.
- H5** Communication should be offered in formats accessible to the stakeholder audiences, for instance in plain language, translated into languages commonly spoken among the communities served, on tape/CD, or in Braille.
- H6** The organisation must hold an Annual General Meeting if required by the governing document or by law; this may be an opportunity to invite stakeholders.

Openness and accountability

The Board should be open and accountable to stakeholders about its own work, and the governance of the organisation.

- H7** The Board should ensure that the organisation upholds a commitment to openness and accountability at all levels. This will mean:
 - (a)** being clear about what information is available, and what must remain confidential to protect personal privacy or commercial confidentiality;
 - (b)** complying with reasonable outside requests for information about the organisation and its work;
 - (c)** being open about the organisation's governance work, and its strategic reviews;
 - (d)** ensuring that stakeholders have the opportunity to hold trustees to account and know how to do this; and
 - (e)** ensuring that the principles of equality and diversity are applied, and that information and meetings are accessible to all sections of the community.

Stakeholder involvement

The Board should encourage and enable the engagement of key stakeholders, such as users and beneficiaries, in the organisation's planning and decision-making.

- H8** The Board should ensure that the views of users, beneficiaries, staff, volunteers and other stakeholders are taken into account in the organisation's decision-making and strategic reviews. This will mean:
 - (a)** encouraging wide stakeholder engagement in the organisation's decision-making, and promoting activities that support that engagement; and
 - (b)** ensuring that users, beneficiaries, members and other stakeholders are involved in the most appropriate way, and that involvement is open to all sections of the community (see Equality and Diversity at C15-C17).

- H9** In organisations where the trustees are elected by a wider membership, the Board should ensure that it:
- (a)** has clear policies on who is and is not eligible for membership of the organisation, including users, beneficiaries and staff;
 - (b)** keeps the members informed about the organisation's work; and
 - (c)** uses the membership as a way of involving stakeholders in the organisation's governance.

partthree

Appendices

Appendix I: Organisations offering quality assurance systems and/or accreditation for the voluntary and community sector

NB: There are many systems in use, and this list gives a selection of the better-known ones.

Quality First

Birmingham Voluntary Service Council
138 Digbeth
Birmingham B5 6DR
Tel 0121 643 4343
Fax 0121 643 4541
Email administration@bvsc.org
Web www.bvsc.org

Excellence Model

British Quality Foundation
32-34 Great Peter Street
London SW1 P 2QX
Tel 020 7654 5000
Fax 020 7654 5001
Web www.quality-foundation.co.uk

ISO 9000

British Standards Institution
389 Chiswick High Road
London W4 4AL
Tel 020 8996 9000
Fax 020 8996 7400
Email cservices@bsi-global.com
Web www.bsi.org.uk

PQASSO

Charities Evaluation Services
4 Coldbath Square
London EC1R 5HL
Tel 020 7713 5722
Fax 020 7713 5692
Email enquiries@ces-vol.org.uk
Web www.ces-vol.org.uk

Charter Mark Services

First Cabinet Office
Horse Guards Road
London SW1P 3AL
Tel 020 7276 1755
Email Chartermark@cabinet-office.x.gsi.gov.uk
Web www.chartermark.gov.uk

Investors in People UK

7-10 Chandos Street
London W1G 9DQ
Tel 020 7467 1900
Fax 020 7636 2386
Email information@iipuk.co.uk
Web www.investorsinpeople.co.uk

Quality Mark

Legal Services Commission
85 Gray's Inn Road
London WC1X 8TX
Tel 020 7759 0000
Web www.legalservices.gov.uk/qmark

Social accounting and auditing

New Economics Foundation
3 Jonathan Street
London SE11 5NH
Tel 020 7820 6300
Fax 020 7820 6301
Email info@neweconomics.org
Web www.neweconomics.org

Appendix 2: Guidance on the self-regulatory Code for organisations which fundraise from the public

The Self-regulation of Fundraising Scheme will be open, on a voluntary basis, to all UK organisations engaged in public fundraising. Trustees will be required to ensure that the Donor's Charter and the Codes of Fundraising Practice are adopted and disseminated, and, as signatories to the scheme, to agree to adhere to the highest standards of fundraising practice and the scheme's complaints process. Organisations subscribing will be expected to:

- secure the understanding, buy-in and support of their trustees;
- ensure that their fundraisers have access to, understand and use the Codes of Practice;
- adopt a suitable complaints-handling procedure and evaluation procedure;
- publicise their commitment to the donors charter in their communications with donors; and
- carry the scheme's logo on all fundraising materials.

For more details, while the scheme is being set up during 2005, please contact The Institute of Fundraising on 020 7840 1000 or e-mail info@Institute-of-Fundraising.org.uk.

Appendix 3: Organisations that can assist trustees

Association of Chief Executives of Voluntary Organisations (ACEVO)

Web www.acevo.org.uk

Tel 0845 345 8481

Represents third sector leaders and provides them with support, advice and development opportunities.

bassac

Web www.bassac.org.uk

Tel 0845 241 0375

The British Association of Settlements and Social Action Centres is a membership network of multi-purpose community organisations. It represents its diverse members at a national level and offers them strategic support.

Black Training and Enterprise Group (BTEG)

Web www.bteg.co.uk

Tel 020 7713 6161

Aims to achieve improvements for black people, in areas of employment, economic regeneration, education and enterprise.

Board Builders

Web www.boardbuilders.com

Based in America, working internationally to help non-profits reach a higher level of success, and to help board and staff achieve greater joy.

Boardsource

Web www.boardsource.org

USA-based resource for practical information, best practice, training, and leadership development for boards of nonprofit organisations.

Centre for Effective Dispute Resolution (CEDR)

Web www.cedr.co.uk

Tel 020 7536 6000

Encourages and develops mediation and other cost-effective dispute resolution and prevention techniques. NCVO, in partnership with CEDR, offer a mediation service for the voluntary sector. Contact NCVO Helpdesk on 0800 2 798 798 as a first point of contact.

Charities Aid Foundation (CAF)

Web www.cafonline.org

CAF is an international non-governmental organisation providing specialist financial services to charities and their supporters.

Charities Evaluation Services

Web www.ces-vol.org.uk

Tel 020 7713 5722

CES helps members of voluntary and community organisations to develop their own approaches to enhancing the quality of their services.

Charity Commission

Web www.charitycommission.gov.uk

Tel 0870 333 0123

The Charity Commission is established by law as the regulator and registrar for charities in England and Wales.

Charity Finance Directors' Group (CFDG)

Web www.cfdg.org.uk

Tel 0845 345 3192

A membership organisation which specialises in helping charities to manage their accounting, taxation, audit and other finance related functions.

Appendix 3: Organisations that can assist trustees (cont.)

Charity Trustee Networks

Web www.trusteenetworks.org.uk

Tel 01483 243327

Charity Trustee Networks helps set up and provides support to networks of charity trustees.

Companies House

Web www.companieshouse.gov.uk

Tel 0870 33 33 636

Incorporates and dissolves limited companies; examines and stores company information delivered under the Companies Act and related legislation; and makes this information available to the public.

Community Matters

Web www.communitymatters.org.uk

Tel 020 7837 7887

The nationwide federation for community associations and similar organisations.

Directory of Social Change (DSC)

Web www.dsc.org.uk

Tel 08450 777 707

Helps voluntary and community organisations to thrive through advice on: how to raise money; how to manage resources to maximum effect; what their rights and responsibilities are and how to plan and develop for the future.

Ethnic Minority Foundation

Web www.ethnicminorityfund.org.uk

Tel 0800 652 0390

Committed to extending opportunities to people from ethnic minority communities.

The Governance Hub

Web www.governancehub.org.uk

Tel 0800 2 798 798 (*at the Accountable Body, NCVO*)

A partnership of voluntary and community sector associations, working to improve the quality of governance of voluntary and community organisations in England.

Governance Institute

Web www.governanceinstitute.com

Based in America, conducts research studies and showcases best practice.

Institute of Chartered Accountants in England and Wales:

Web www.icaew.org.uk

Tel 020 7920 8100.

The largest professional accountancy body in Europe.

Institute of Chartered Secretaries and Administrators (ICSA)

Web www.icsa.org.uk

Tel 020 7580 4741

The professional body for Chartered Secretaries. A Chartered Secretary is qualified in company law, accounting, corporate governance, administration, company secretarial practice and management.

Institute of Fundraising

Web www.institute-of-fundraising.org.uk

Tel 020 7840 1000

The Institute of Fundraising promotes the highest standards of fundraising practice.

National Association of Councils for Voluntary Service (NACVS)

Web www.nacvs.org.uk

Tel 0114 278 6636

The network of over 300 Councils for Voluntary Service throughout England.

NCVO

Web www.ncvo-vol.org.uk

Web www.askNCVO.org.uk

Freephone HelpDesk 0800 2 798 798

Textphone 0800 01 88 111

Email trustee.enquiries@ncvo-vol.org.uk

The umbrella body for the voluntary sector in England; has a dedicated Trustee and Governance Team.

Appendix 3: Organisations that can assist trustees (cont.)

Public Concern at Work

Web www.pcaw.co.uk

Tel 020 7404 6609

The charity that assists whistleblowers and advises organisations on whistleblowing.

Trustee bank

Web www.trusteebank.org.uk

Lists organisations which can help you fill trustee vacancies, or help you find a vacancy to become a trustee.

Voluntary Sector National Training Organisation (VSNTO)

Web www.voluntarysectorskills.org.uk

Tel 020 7713 6161

Supports learning and development for staff, volunteers, and trustees within the voluntary and community sectors.

Volunteering England

Web www.volunteering.org.uk

Tel 0845 305 6979

The national volunteer development agency for England, with offices in London and Birmingham.

The Work Foundation

Web www.theworkfoundation.com

Tel 0870 165 6700

Exists to inspire and deliver improvements to performance through improving the quality of working life. Previously part of The Industrial Society.

Appendix 4: Selected further reading on the governance of the voluntary and community sector

A Chair's first 100 days

Tesse Akpeki, edited by Marta Maretich, NCVO, 2005.

A Polished Performance

Tesse Akpeki, NCVO, 2004.

Action for effective boards: a guide for housing organisations and their board members

National Housing Federation, 2001.

Appraising the Chief Executive – an essential guide to performance review.

ACEVO, second edition 2002.

Being an effective board member

Mike Hudson and others, Charity Management Consortium, 2003.

Best Behaviour: Using trustee codes of conduct to improve governance practice

Tesse Akpeki, NCVO, 2004.

Boards that work

David Fishel, Directory of Social Change, 2003.

The Cadbury Report (1992), Greenbury Report (1995) and Hampel Report (1998)

www.ecgi.org/codes/country_pages/codes_u.k.htm. Private sector governance reports.

Charities and Meetings

(CC48) Charity Commission.

The Charities Manual: A Complete Guide to Voluntary Sector Management

Jackie Reason, Malcolm Leatherdale, Douglas Osborne, David Prescott, ICSA Publishing Ltd, 2005.

The Charity Trustee's Handbook

Mike Eastwood, Directory of Social Change, 2001.

Competence and Accountability 2004, Code of Governance

National Housing Federation, 2004.

Competence and Accountability: The Report of the Inquiry into Housing Association Governance

National Housing Federation in March 1995.

The Combined Code on Corporate Governance

DTI, 2003. The latest and comprehensive code for private sector organisations.

Governance codes from other countries

www.ecgi.org/codes/all_codes.htm.

Getting Ready for Quality: learning from experience

NCVO, 2004.

The Good Governance Action Plan

Sandy Adirondack, NCVO, 2002.

The Good Governance Standard for Public Services

Independent Commission on Good Governance in Public Services, 2005.

The Good Trustee Guide

Peter Dyer, ed. Liza Ramrayka, NCVO, 2004.

The Governance of Public and Non Profit Organisations. What do Boards do?

Chris Cornforth (Routledge Taylor & Francis Group) 2003.

Governance Stories

Shirley Otto and Jo Clifton, Russell House Publishing, 2005.

The Hallmarks of an Effective Charity

(CC60) Charity Commission.

The Higgs Review (2003)

together with full details of the research conducted for the Review and related information

www.dti.gov.uk/cld/non_exec_review.

The most recent private sector governance report.

The ICSA best practice guide to guarantee companies

ICSA, 2005.

Appendix 4: Selected further reading on the governance of the voluntary and community sector (cont.)

The ICSA best practice guide to the appointment and induction of charity trustees

ICSA, 2005.

The ICSA best practice guide to managing conflicts of interest in the not-for-profit sector

ICSA 2005.

Governance as Leadership: Reframing the work of Nonprofit boards

Taylor, Ryan and Chait (John Wiley & Sons) 2004.

Governing with Confidence

Trustee & Governance Team, NCVO, 2004.

In control: the manual for voluntary board members:

National Housing Federation, 2005.

Just About Managing: Effective management for voluntary organisations and community groups

Sandy Adirondack, London Voluntary Service Council, 3rd Edition 1998.

Leading the organisation – the relationship between Chair and Chief Executive

ACEVO, second edition 2002.

Losing your executive director without losing your way: The non-profit guide to executive turnover

Carol Wiseman and Richard Globaum, Jossey-Bass, 2004.

Living Policy: A complete guide to creating and implementing policy in voluntary organisations

Becky Forrester, Tesse Akpeki and Marta Maretich, NCVO, 2004.

Managing at the Leading Edge: New Challenges in Managing Nonprofit Organisations

Mike Hudson, Directory of Social Change, 2005.

Managing without Profit. The art of managing third sector organisations

Mike Hudson, Directory of Social Change, 2002.

Payment of Charity Trustees

(CC11), Charity Commission.

Recruiting a New Chief Executive: A guide for trustees and chairs

NCVO, 2005.

Recruiting and Supporting Black and Minority Ethnic Trustees

Tesse Akpeki, NCVO, 2001.

Responsibilities of Charity Trustees

(CC3), Charity Commission.

Rethinking Governance: The Results of the ACEVO Governance Inquiry

(ACEVO) 2003.

Review of the role and effectiveness of non-executive directors; the Higgs report on corporate governance

DTI, 2003.

To pay or not to pay? The principles and practicalities of board member payment.

National Housing Federation, 2003.

Users on Board: Beneficiaries who become trustees

(CC24): Charity Commission.

Voluntary but not amateur

Jacki Reason and Ruth Hayes, London Voluntary Service Council, 2004.

The voluntary sector legal handbook

Sandy Adirondack & James Sinclair Taylor, Directory of Social Change, 2001.

Appendix 5: The Nolan principles

Selflessness: Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

Reproduced with thanks to the Committee on Standards in Public Life

Appendix 6: The principles of good governance from the Good Governance Standard for Public Services

1. Good governance means focusing on the organisation's purpose and outcomes for citizens and users

- 1.1 Being clear about the organisation's purpose and its intended outcomes for citizens and service users
- 1.2 Ensuring that users receive a high quality service
- 1.3 Ensuring that taxpayers receive value for money

2. Good governance means performing effectively in clearly defined functions and roles

- 2.1 Being clear about the functions of the governing body
- 2.2 Being clear about the responsibilities of non-executives and the executive and ensuring those responsibilities are carried out
- 2.3 Being clear about relationships between governors and the public

3. Good governance means promoting values that underpin good governance and upholding these through behaviour

- 3.1 Putting organisational values of good governance into practice
- 3.2 Individual governors behaving in ways that uphold and exemplify effective governance

4. Good governance means taking informed, transparent decisions within a framework of controls

- 4.1 Being rigorous and transparent about how decisions are taken
- 4.2 Having and using good quality information, advice and support
- 4.3 Having effective controls in place, including managing risk

5. Good governance means developing the capacity of the governance team to be effective

- 5.1 Ensuring that appointed and elected governors have the skills and experience they need to perform well
- 5.2 Developing the capacity of people with governance responsibilities and evaluating their performance
- 5.3 Striking a balance, in the membership of the governing body, between continuity and renewal

6. Good governance means engaging stakeholders and making accountability real

- 6.1 Understanding formal and informal accountability relationships
- 6.2 Taking an active and planned approach to accountability to the public
- 6.3 Taking an active and planned approach to responsibilities to staff
- 6.4 Engaging effectively with institutional stakeholders

Reproduced with thanks to The Independent Commission for Good Governance in Public Services

Appendix 7: The principles of good governance (from the National Housing Federation Code of Governance)

The foundation of good governance is that there should be a balanced, diverse and effective board which leads and controls the organisation. The board should ensure that the organisation upholds the following principles:

1. Standards

It operates according to high ethical standards, explicit values and the Federation's Code of Governance.

2. Accountability

There is proper accountability to, and involvement of, all the organisation's stakeholders, including its residents.

3. Openness

There is a spirit of openness, making full disclosure of governance matters and other information.

4. Equality and diversity

There is fairness and equality of opportunity in all aspects of the organisation's governance.

5. Review and renewal

There are formal and open processes for the periodic review of the board's own performance, and to ensure its renewal on an ongoing basis.

6. Clarity

There is clarity of roles and responsibilities between the organisation's board members, paid staff and shareholders.

7. Control

There are effective systems for internal delegation, audit and control.

8. Information

The board receives adequate and timely reports and advice to inform its decisions.

9. Structures

There are effective staffing and committee structures to support the board's work.

10. Audit

There are effective and proper relationships between the organisation and its external auditors and regulators.

Reproduced with thanks to the National Housing Federation.

Appendix 8: The Governing Body Cycle (from Co-operatives UK)



Reproduced with thanks to Cornforth, C.J. (2004) 'Governance: an overview', *Governance & Participation Development Toolkit*, Manchester: Co-operatives UK.

Appendix 9: How to comment on this Code

We invite all people and organisations who have used this Code to provide us with comments. This will help us to refine and develop the Code, as we move towards preparing a second revised edition.

Our intention is to start work on a second edition after the Code has been in operation for eighteen months, and we would thus aim to publish a second version towards summer 2007. To ensure an objective approach, we intend to set up a Review Panel with a largely different membership to that of the Steering Group responsible for production of this first edition.

We may decide that special versions of the Code for particular types of organisation are needed before the formal review, and will consult with relevant organisations before publishing such additional Codes.

All comments are welcome, but we would especially like to know:

- Your name, organisation and capacity in which you are writing;
- Did you find the Code helpful to improve the governance of your organisation?
- Was the tone and layout of the Code appropriate and easy to use?
- Was the Code too demanding in its requirements, not demanding enough, or about right?
- What specific changes would you find it helpful to see in the next edition?
- Should we prepare special versions of the Code for particular sizes or types of organisation? If so, how should they differ from the main Code?
- Is there any support or information that you or your organisation will need to comply with the Code? If so, who would you wish to see providing that support?

Please visit www.governancehub.org.uk to comment or write to:

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Regent's Wharf
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London N1 9RL
E-mail: governance.code@ncvo-vol.org.uk

This publication can be made available in large print and alternative formats on request.

Please contact NCVO on 020 7713 6161 for more information.



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Good Governance:
A Code for the
Voluntary and
Community Sector
Summary



Good Governance:
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Introducing the Code

This booklet is the summary of Good Governance: a Code for Voluntary and Community Organisations. It is intended to help and support Board members and those who support them in the important and rewarding work that they carry out.

The Code was produced by a group of voluntary and community sector support organisations: Charity Trustee Networks, the Association of Chief Executives of Voluntary Organisations (ACEVO) the Institute of Chartered Secretaries and Administrators and the National Council for Voluntary Organisations (NCVO), along with the Charity Commission. It is being promoted and implemented by a Code Steering Group with representation from each organisation above and independently chaired.

The Code sets out best practice. It is not mandatory but organisations that comply with the Code are invited to state this in their Annual Report and other relevant published material, and sign up to the Code online. Smaller organisations with limited resources and with few or no staff are invited to focus on the principles set out in the Code, and to state their compliance with the principles rather than the detail of the Code.

This booklet sets out the seven main principles that underpin the Code, together with the most important supporting principles. Underlying each of these is the additional principle of **equality** – that of ensuring equity, diversity and equality of treatment for all sections of the community. We see this as fundamental to the work of all voluntary and community organisations; rather than creating a separate 'Equality' section, the principle has been applied throughout the Code.

Implementing the Code

A toolkit to accompany the Code has been produced to help organisations to assess, learn about and develop their governance; it costs £15 or can be downloaded free from the NCVO website. Trainers are invited to use the toolkit to introduce the Code to trustees, staff and external advisers.

Organisations using the Code are encouraged to share their story by submitting a case study online.

If you would like to find out more, pledge support for the Code or submit a case study please go to

NCVO:

Website

[www.ncvo-vol.org.uk/
codeofgovernance](http://www.ncvo-vol.org.uk/codeofgovernance)

Email

[governanceandleadership
@ncvo-vol.org.uk](mailto:governanceandleadership@ncvo-vol.org.uk)

Helpdesk

0800 2798 798

Copies of the full Code can be ordered from

[www.ncvo-vol.org.uk/
publications](http://www.ncvo-vol.org.uk/publications) or downloaded from the website.

Principle 1: Board leadership

Every organisation should be led and controlled by an effective Board of trustees which collectively ensures delivery of its objects, sets its strategic direction and upholds its values. The supporting principles are:

The role of the Board:

Trustees have and must accept ultimate responsibility for directing the affairs of their organisation, ensuring it is solvent, well-run, and delivering the outcomes for which it has been set up.

Strategic direction:

Trustees should focus on the strategic direction of their organisation, and avoid becoming involved in day to day operational decisions and matters (except in the case of small organisations with few or no staff). Where trustees do need to become involved in operational matters, they should separate their strategic and operational roles.

Principle 2: The Board in control

The trustees as a Board should collectively be responsible and accountable for ensuring and monitoring that the organisation is performing well, is solvent, and complies with all its obligations. The supporting principles are:

Compliance:

The Board must ensure that the organisation complies with its own governing document, relevant laws, and the requirements of any regulatory bodies.

Internal controls:

The Board should maintain and regularly review the organisation's system of internal controls, performance reporting, policies and procedures.

Prudence:

The Board must act prudently to protect the assets and property of the organisation, and ensure that they are used to deliver the organisation's objectives.

Managing risk:

The Board must regularly review the risks to which the organisation is subject, and take action to mitigate risks identified.

Equality and diversity:

The Board should ensure that it upholds and applies the principles of equality and diversity, and that the organisation is fair and open to all sections of the community in all of its activities.

Principle 3: The high performance Board

The Board should have clear responsibilities and functions, and should compose and organise itself to discharge them effectively. The supporting principles are:

Trustee duties and responsibilities:

Trustees should understand their duties and responsibilities and should have a statement defining them.

The effective Board:

The Board should organise its work to ensure that it makes the most effective use of the time, skills and knowledge of trustees.

Information and advice:

Trustees should ensure that they receive the advice and information they need in order to make good decisions.

Skills and experience:

The trustees should have the diverse range of skills, experience and knowledge needed to run the organisation effectively.

Development and support:

Trustees should ensure that they receive the necessary induction, training and ongoing support needed to discharge their duties.

The chief executive:

The Board should make proper arrangements for the supervision, support, appraisal and remuneration of its chief executive.

Principle 4: Board review and renewal

The Board should periodically review its own and the organisation’s effectiveness, and take any necessary steps to ensure that both continue to work well. The supporting principles are:

Performance appraisal:

The Board should regularly review and assess its own performance, that of individual trustees, and of sub-committees, standing groups and other bodies.

Renewal and recruitment:

The Board should have a strategy for its own renewal. Recruitment of new trustees should be open, and focused on creating a diverse and effective Board.

Review:

The Board should periodically carry out strategic reviews of all aspects of the organisation’s work, and use the results to inform positive change and innovation.

Principle 5: Board delegation

The Board should set out the functions of sub-committees, officers, the chief executive, other staff and agents in clear delegated authorities, and should monitor their performance. The supporting principles are:

Clarity of roles:

The Board should define the roles and responsibilities of the chair and other honorary officers, in writing.

Effective delegation:

The Board should ensure that staff, volunteers and agents have sufficient delegated authority to discharge their duties. All delegated authorities must have clear limits relating to budgetary and other matters.

Terms of reference:

The Board should set clear terms of reference for subcommittees, standing groups, advisory panels, etc.

Monitoring:

All delegated authorities must be subject to regular monitoring by the Board.

Principle 6: Board and trustee integrity

The Board and individual trustees should act according to high ethical standards, and ensure that conflicts of interest are properly dealt with. The supporting principles are:

No personal benefit:

Trustees must not benefit from their position beyond what is allowed by the law and is in the interests of the organisation.

Dealing with conflicts of interest:

Trustees should identify and promptly declare any actual or potential conflicts of interest affecting them.

Probity:

There should be clear guidelines for receipt of gifts or hospitality by trustees.

Principle 7: Board openness

The Board should be open, responsive and accountable to its users, beneficiaries, members, partners and others with an interest in its work. The supporting principles are:

Communication and consultation:

Each organisation should identify those with a legitimate interest in its work (stakeholders), and ensure that there is a strategy for regular and effective communication with them about the organisation's achievements and work.

Openness and accountability:

The Board should be open and accountable to stakeholders about its own work, and the governance of the organisation.

Stakeholder involvement:

The Board should encourage and enable the engagement of key stakeholders, such as users and beneficiaries, in the organisation's planning and decision-making.

For more information or to see the full Code, go to www.ncvo-vol.org.uk/codeofgovernance.

A Code Steering Group provides leadership for the development of the Code. It is made up of the original founders: the National Council of Voluntary Organisations, Association of Chief Executives of Voluntary Organisations, Charity Trustee Networks and the Institute of Chartered Secretaries and Administrators. The Charity Commission has also supported the Code since its inception.





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