



## NOTICE OF MEETING

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# Alexandra Palace and Park Board

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TUESDAY, 29TH JUNE, 2010 at 19:30 HRS - THE LONDESBOROUGH ROOM,  
ALEXANDRA PALACE WAY, WOOD GREEN, LONDON N22.

**Councillors:**

Councillor Egan (Chair), Strickland (Vice-Chair), Hare, Peacock, Scott, Stewart and Williams

**Non-voting representatives:**

\*Ms V. Paley, \*Mr M. Tarpey and \*Mr N Willmott  
(Alexandra Palace and Park Consultative Committee).

**Observer:**

Mr D. Liebeck (Chair, Alexandra Park and Palace Advisory Committee).

\*Subject to confirmation by the Alexandra Palace and Park Consultative Committee on 22 June 2010

### AGENDA

**1. APOLOGIES FOR ABSENCE**

**2. URGENT BUSINESS**

The Chair will consider the admission of any late items of urgent business. (Late items will be considered under the agenda item where they appear. New items will be dealt with at items 14 & 18 below )

**3. DECLARATIONS OF INTERESTS**

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the member's judgment of the public interest **and** if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct **and/or** if it relates to the determining of any approval, consent, licence, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

**4. QUESTIONS, DEPUTATIONS OR PETITIONS : TO CONSIDER ANY QUESTIONS, DEPUTATIONS OR PETITIONS RECEIVED IN ACCORDANCE WITH PART 4, SECTION B29 OF THE COUNCIL'S CONSTITUTION (PAGES 1 - 28)**

A request for a deputation has been received from 345 Pre-School Ltd.

The attached letter and planning brief have been submitted from the Group for the Board to consider in conjunction with the deputation. A presentation by the group was given to Alexandra Park and Palace Statutory Advisory Committee in March 2010 and the covering report submitted to that Committee is also attached for information.

**5. TO CONSIDER A REQUEST FROM THE FOLLOWING ORGANISATION FOR REPRESENTATION ON THE ALEXANDRA PALACE AND PARK CONSULTATIVE COMMITTEE**

**ALEXANDRA PALACE GARDEN CENTRE**

***INFORMATION TO FOLLOW***

**6. GOVERNANCE AND VISION UPDATE**

Report of the Managing Director, Alexandra Palace Trading Limited (APTL) and Project Manager on behalf of the Interim General Manager, Alexandra Palace

**7. FINANCE UPDATE (PAGES 29 - 34)**

Report of the Head of Finance – Alexandra Palace - To advise the Board of the budget position of the Trust, and of the indicative results for the two month period April/May 2010

**8. FIREWORKS EVENT 2009 - FOLLOW-UP REPORT (PAGES 35 - 42)**

Report of the Interim General Manager – Alexandra Palace - To consider the options for the annual fireworks display.

**9. PARK MANAGEMENT PLAN - UPDATE (PAGES 43 - 52)**

Report of the Interim General Manager – Alexandra Palace - To inform the Trustees of the recent updates to the park management plan and a proposal for a Local Nature Reserve.

**10. ALEXANDRA PALACE TRUST BUSINESS PLAN (PAGES 53 - 106)**

Report of the Interim General Manager – Alexandra Palace - To consider the draft Business Plan 2010 to 2013 and to provide strategic guidance on its contents.

**11. CAPITAL PROJECTS UPDATE (PAGES 107 - 114)**

Report of the Interim General Manager – Alexandra Palace - To advise the Board on (i) the progress with the Ice Rink replacement and the issue that has arisen with the substructure design, and to seek the views of the Board on their preferred option to address the funding shortfall resulting from the requirement to change the substructure design, and (ii) to advise on the proposed priorities for the other capital and revenue spends on dilapidations and maintenance repairs

**12. STAFFING MATTERS (PAGES 115 - 124)**

Report of the Interim General Manager Alexandra Palace

**13. UNRESTRICTED MINUTES (PAGES 125 - 138)**

- i. To confirm the unrestricted minutes of the Alexandra Palace and Park Board held on 7 June 2010 as an accurate record of the proceedings **TO FOLLOW** ;
- ii. To consider the minutes of the Alexandra Palace and Park Consultative Committee held on 22 June 2010 **TO FOLLOW**;
- iii. To receive the minutes of the Alexandra Park and Palace Advisory Committee held on 8 June 2010, and to consider any recommendations from that Committee.

**14. NEW ITEMS OF UNRESTRICTED BUSINESS**

To consider any new items of urgent unrestricted business admitted under Item 2 above.

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

The following items are likely to be subject of a motion to exclude the press and public from the meeting as they contain exempt information as defined in Section 100a of the Local Government Act 1972; Paras 1, 2 and 3 - namely information relating to an individual, and information which is 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).

**16. EXEMPT MINUTES**

To confirm the exempt minutes of the Alexandra Palace and Park Board held on 7 June 2010 as an accurate record of the proceedings **TO FOLLOW**.

**17. CAPITAL PROJECTS UPDATE FOR 2010/11 (PAGES 139 - 148)**

Report of the Interim General Manager – Alexandra Palace

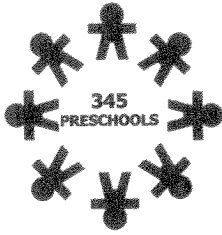
**18. NEW ITEMS OF EXEMPT BUSINESS**

To consider any new items of urgent exempt business admitted under Item 2 above.

Ken Pryor  
Deputy Head of Local Democracy & Member  
Services  
River Park House  
225 High Road  
Wood Green  
London N22 8HQ

Clifford Hart  
Committee Manager  
Tel: 020-8489 2920  
Fax: 020-8489 2660  
E-mail: clifford.hart@haringey.gov.uk

21 June 2010



345 Preschools Ltd  
 Friends Meeting House  
 77 Church Crescent  
 Muswell Hill  
 London  
 N10 3NE

The Board of Trustees  
 c/o Clifford Hart  
 Committee Manager – Non Government Committees  
 Alexandra Palace Charitable Trust  
 Alexandra Palace Way  
 Wood Green  
 London N22 7AY

rec'd 16/06/10  


10 June 2010

Dear Sirs

**Deputation to the Board – Proposed Development of The Islands (345 Springfield Preschool) and Lease Extension**

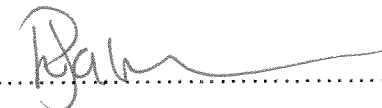
We hereby request the Board to hear our deputation at the board meeting on 29 June relating to:

1. Proposed re-development of The Islands in line with our presentation (attached by email) concerning the demolition of existing plywood extension and replacement single storey extension. Submitted for planning under pending application ref: HGY/2010/0984.
2. Proposed lease extension to 345 Preschools Ltd as required by funders in respect of the above project. The proposal is to extend the existing lease for further 10 to 20 years, with a break point for rent review every 5 years (remainder of the terms to remain the same).


If further information is required, please contact Amanda Reynolds, 345 Chair & Trustee of 345 charity, at [ajreynolds@blueyonder.co.uk](mailto:ajreynolds@blueyonder.co.uk).


Yours faithfully,


Signatory 1:  
 Louise Palmer  
 Manager 345 Preschools  
[345preschools@live.co.uk](mailto:345preschools@live.co.uk)  
 07533516417


  
 .....

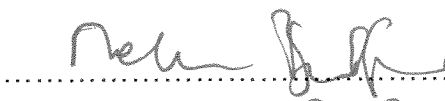
Signatory 2:   
Amanda Reynolds, Chair, 07880 741806

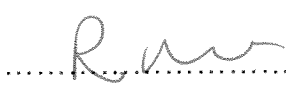
Signatory 3:   
R.L. BOOTH-CLIBBORN


Signatory 4:   
A. MOSS

Signatory 5:   
Stephen Horncastle

Signatory 6:   
Zoë Brewerton

Signatory 7:   
Melissa Balfour

Signatory 8:   
RACHEL NORTON

Signatory 9:   
KAY DUNN

Signatory 10:   
SAMANTHA MOXON



345 Springfield Pre-School Muswell Hill

Pre-application Briefings  
March 2010

## Project Background + Aims

The Proposed development is driven by a number of considerations

- **Poor condition of the existing building**
  - Prone to condensation
  - Poor insulation
  - High running costs / inefficient heating
  - Low quality / ad hoc extensions
  - Need for general repair / maintenance
- **Developments in teaching + play techniques**
  - National Strategy focus on Outdoor Learning
  - Improved connection to external areas
  - Under-utilised of high quality environment
  - Developments in pre-school curriculum
- **Availability of Early Years Capital Fund**
  - Fund terminated in 2011
  - Worsening condition of building
- **Government Commitment to Expanded Child Care Provision**
  - 15 hours free childcare for 3 + 4 year olds
  - Increased demand for places / increased intake
  - Shortfall in storage / unsatisfactory entrance arrangements

*Ambition - To deliver an improved pre-school service employing best practice in teaching + play.  
To establish a cost efficient, safe and inspiring environment  
To meet the requirements of Government and local residents*

345 Springfield Pre-School Muswell Hill

Pre-application Briefings

March 2010

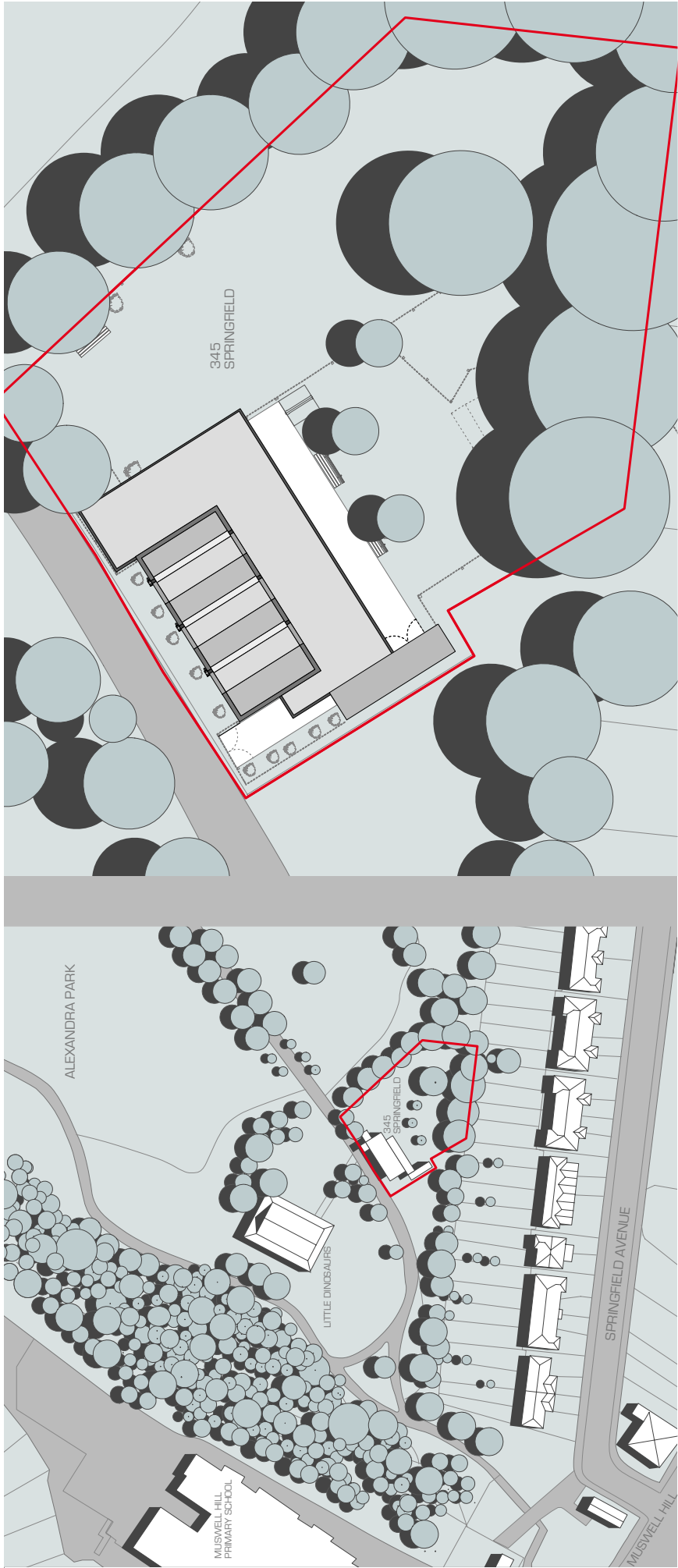
# Strategic Approach

## Areas of Work

- **Improved Connection to Garden + Beyond**
  - Provision of covered external space
  - Ability to Directly Connect to Garden + Park
  - Improved Daylight
  - Move Toward 'Natural' materials
- **Improve Access / Egress / Muster Spaces**
  - Adequate Provision for Stroller Space / Coats Etc
  - Improved Storage Arrangements
- **Improved Security / Vandal Resistance**
  - Enhanced General Appearance / Sense of Civic Ownership
  - Secure by Design Measures
- **General Building Repair / Upgrade**
  - Improved Heating System
  - Enhance Thermal Performance
  - Health + Safety Improvements
- **Targeted Spending**
  - Simple Achievable Targets
  - Low cost solutions
  - Phased Work Packages subject to Funding

# The Site

Location Plan + Site Plan



Existing Site Photographs

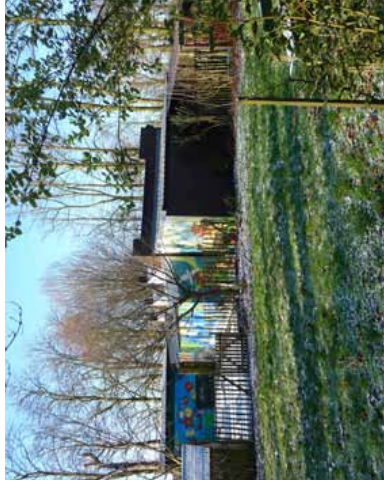
From North



From East



From South East



From West



To West



To North



To East



To North



# Teaching Developments

Early Years Foundation Stage  
HMG. Department of Children, Schools and Families

## **The outdoor environment has unique characteristics and features.**

- Outdoor learning has equal value to indoor learning.
- Outdoor learning has a positive impact on children's well-being and development.
- Children need the support of attentive and engaged adults who are enthusiastic about the outdoors and understand the importance of outdoor learning.
- Outdoor learning is enhanced by an environment that is richly resourced with play materials that can be adapted and used in different ways.
- An approach to outdoor learning that considers experiences rather than equipment places children at the centre of the provision being made.

## **Outdoor learning in early years settings is important because it:**

- supports the development of healthy and active lifestyles;
- offers children opportunities for physical activity, freedom and movement; promotes a sense of confidence and well-being;
- provides opportunities for developing harmonious relationships with others, through negotiation, taking turns and cooperation;
- supports those children who learn best through activity or movement; provides safe and supervised opportunities for children to experience new challenges, assess risk and develop the skills to manage difficult situations;
- supports children's developing creativity and problem-solving skills;
- provides rich opportunities for imagination, inventiveness and resourcefulness;
- gives children contact with the natural world and offers them unique experiences, such as direct contact with the weather and seasons.

# Precedent + Exemplars

Connecting to Nature

Fresh Air

Outdoor Learning

Appropriate to Setting

Enhanced Energy Efficiency

Sustainable Design

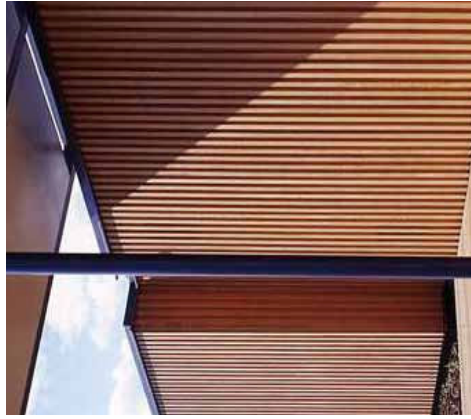
Natural Light

Natural Materials

Space Flow

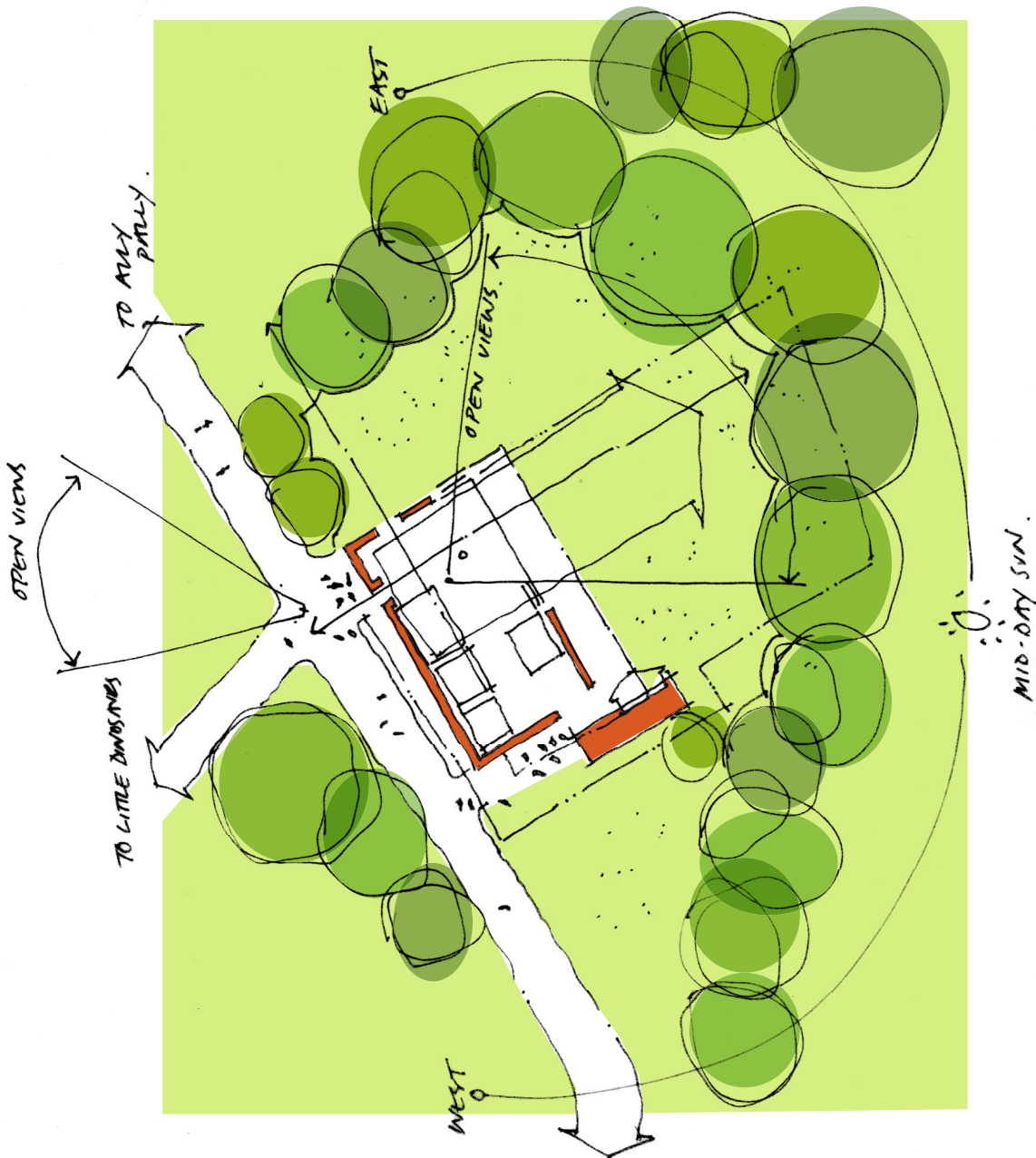
Covered Spaces

Enjoy Natural Environment



# Scheme Development

Working with the Site

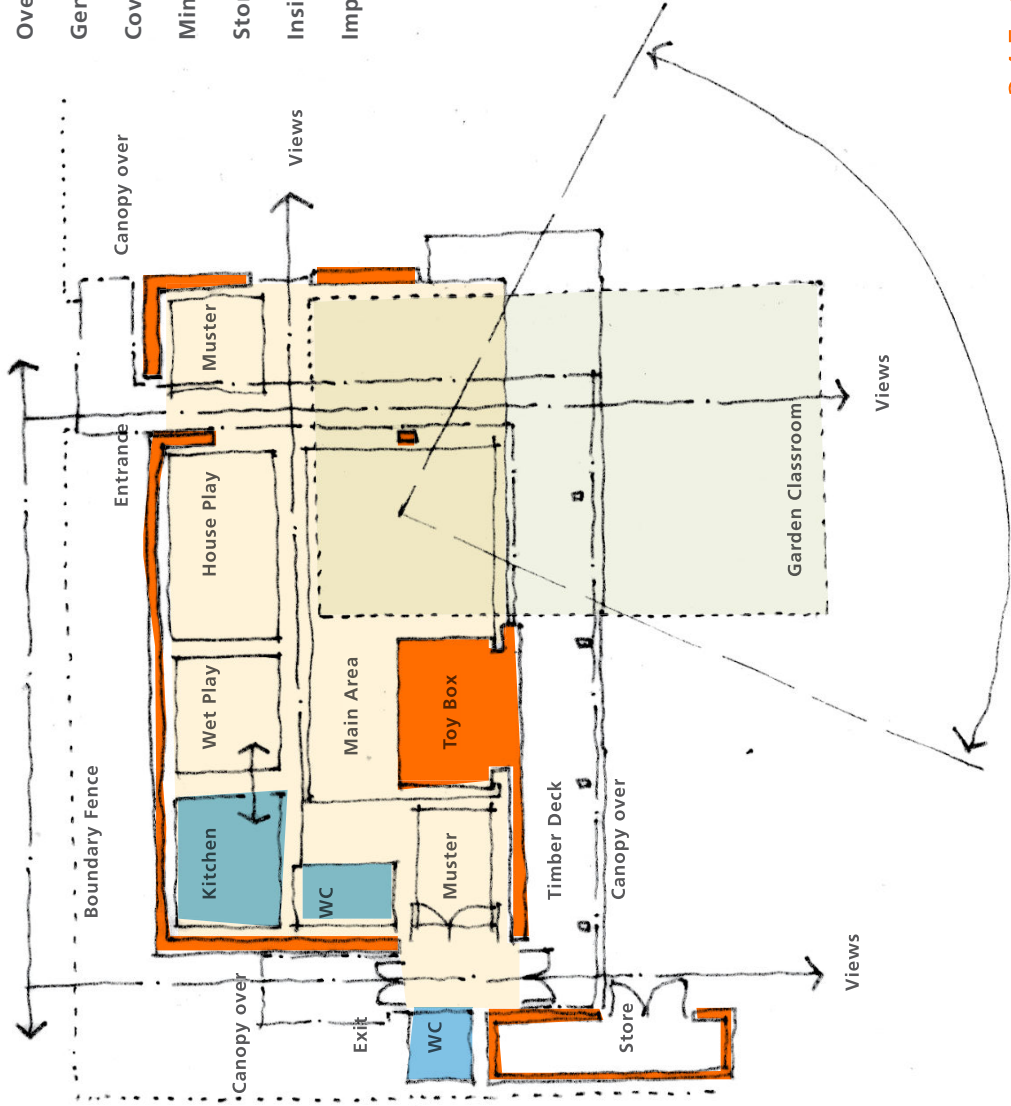


- Natural External Enclosure
- Improved Daylight Penetration
- Improved Access / Egress
- Well Protected North Facade
- Natural Materials
- Appropriate to Parkland Setting

# Scheme Development

## Plan Arrangement

- Through Views
- Covered Entrance + Exit
- Overlapping Spaces
- Generous Muster Spaces
- Covered Play Space
- Minimal Structural Alteration
- Storage as Toy box
- Inside Outside Division Blurred
- Improved Daylight



# Proposed Materials

Timber Joinery



Aluminium Glazing



Bright Graphics



Timber Decking

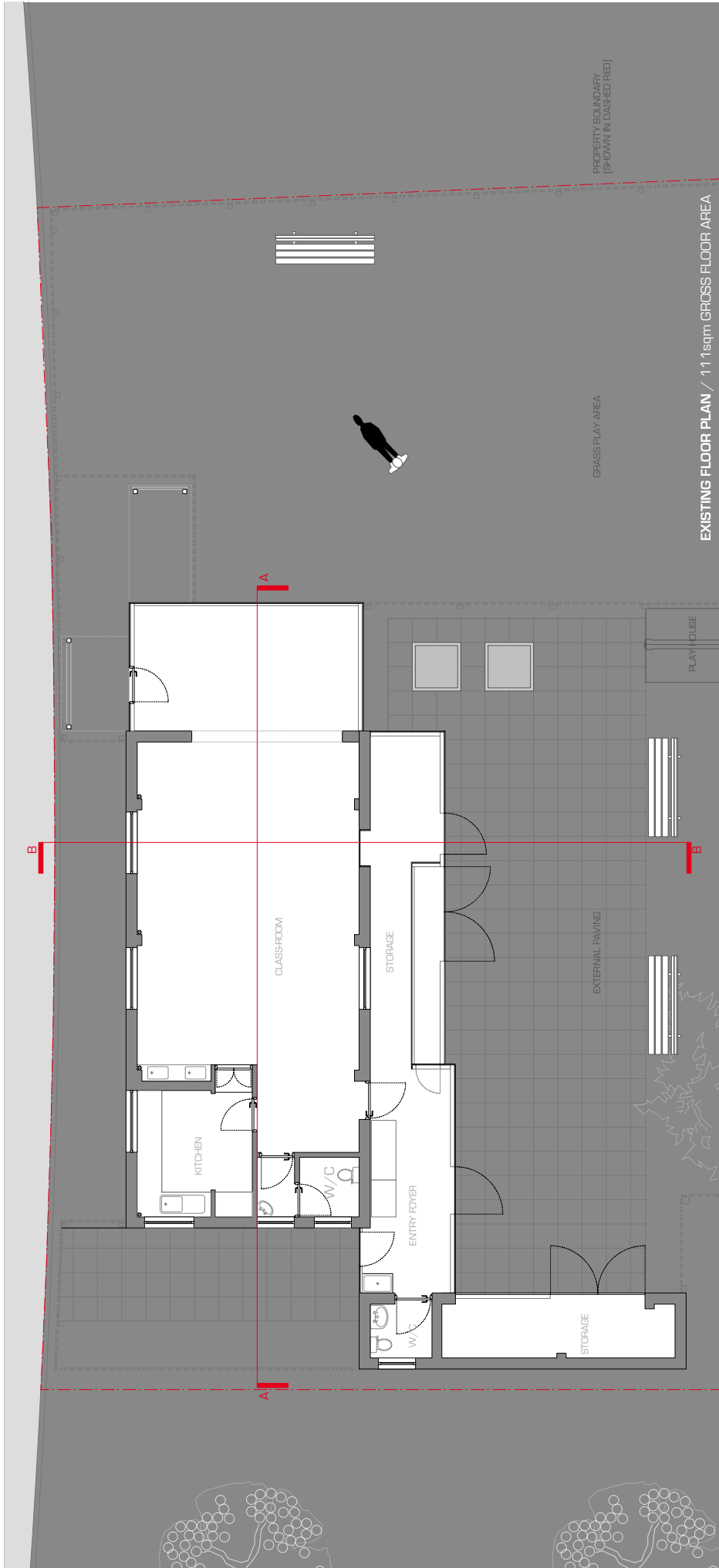


Timber + Steel



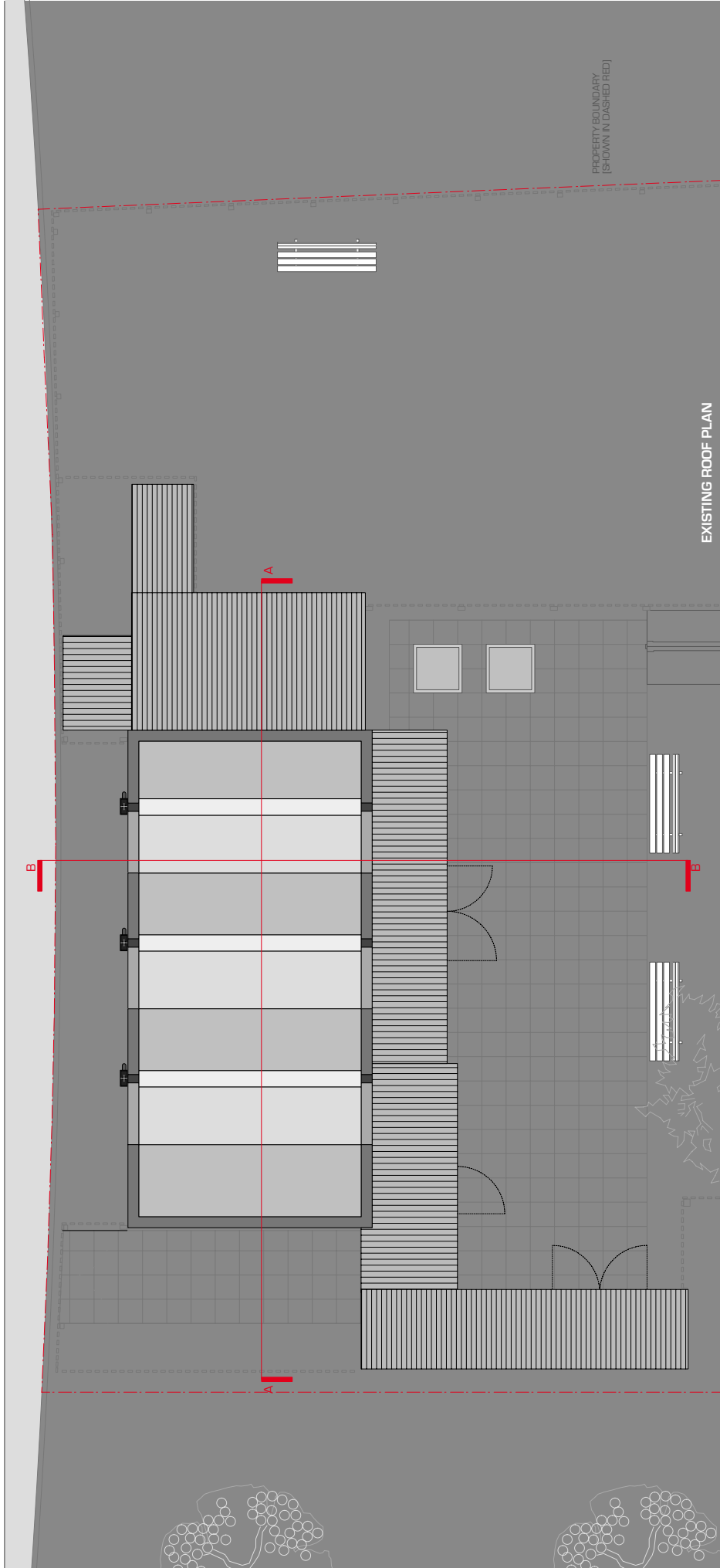
# Drawings

## Existing Floor Plan



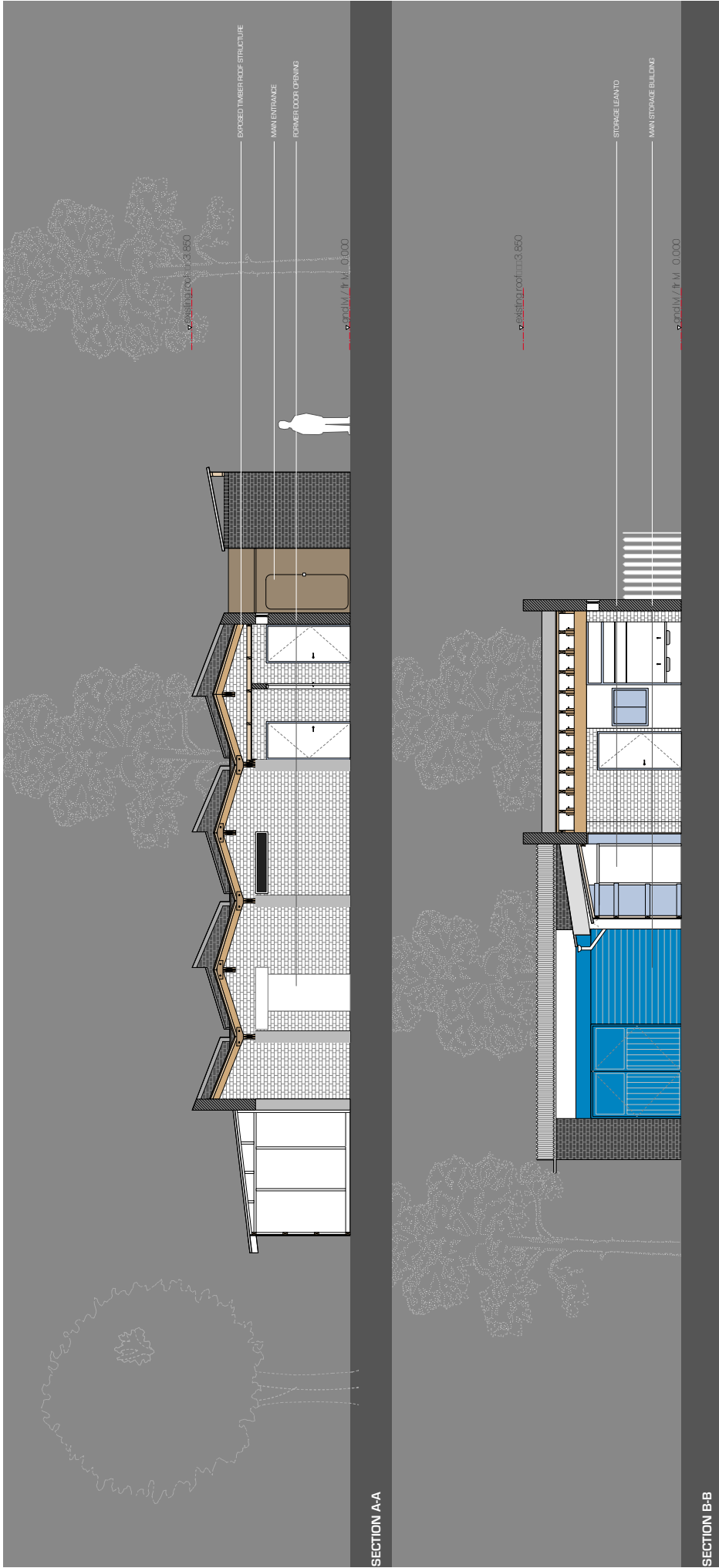
# Drawings

## Existing Roof plan



# Drawings

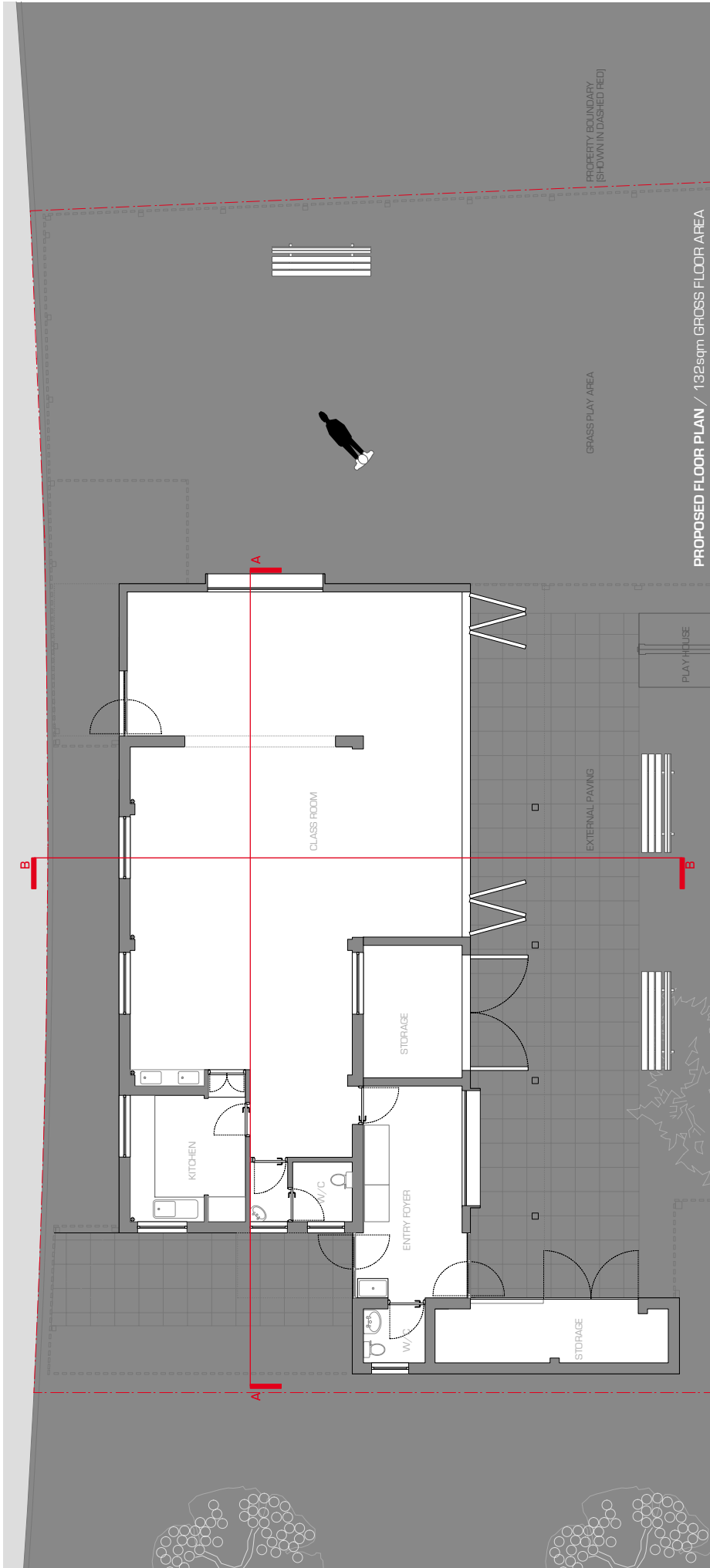
## Existing Sections





# Drawings

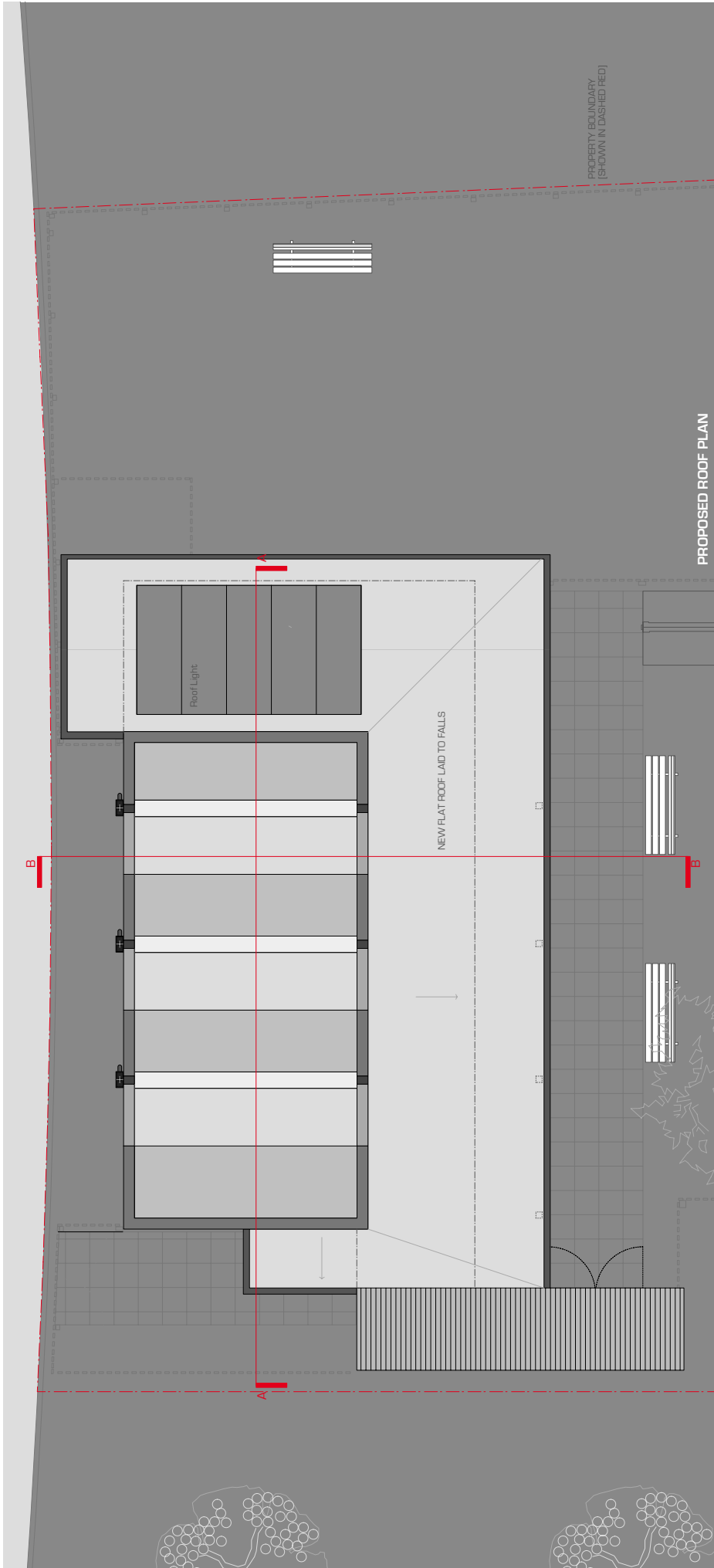
## Proposed Ground Floor



345 Springfield Pre-School Muswell Hill  
Pre-application Briefings  
March 2010

# Drawings

## Proposed Roof Plan

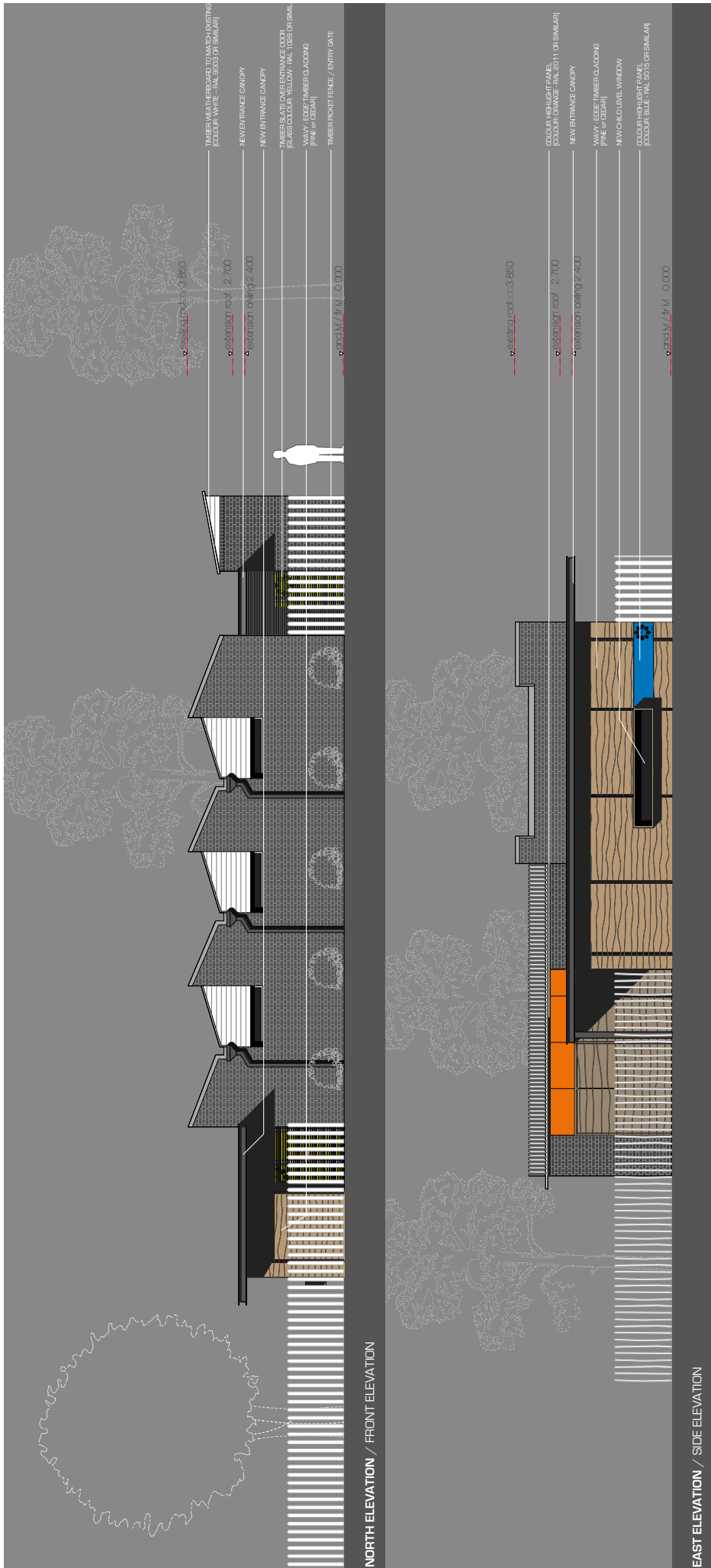


# Drawings

## Proposed Sections

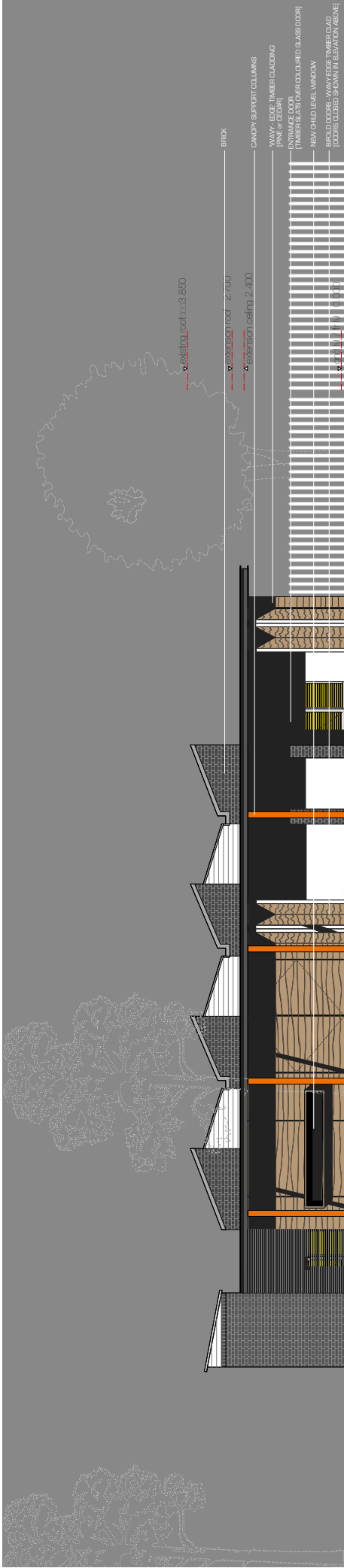


Drawings  
Proposed Elevations

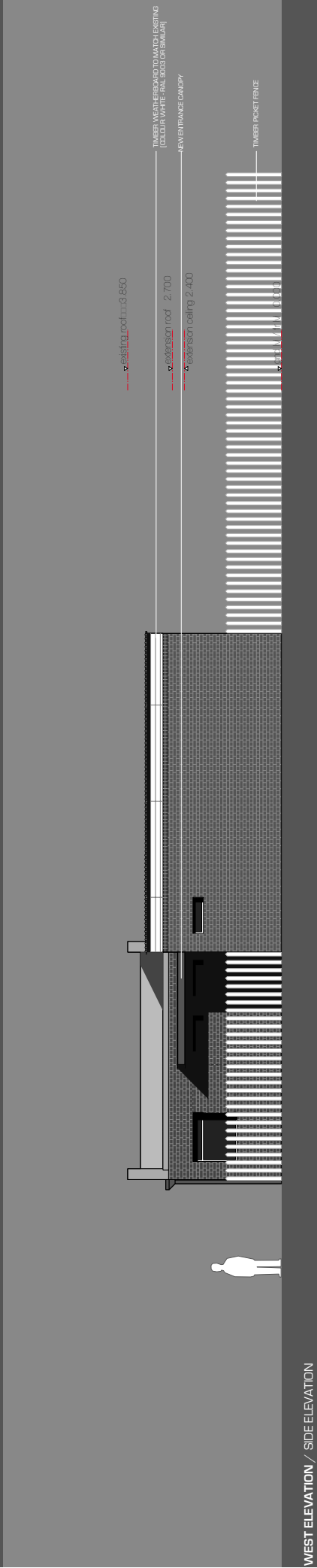


# Drawings

## Proposed Elevations



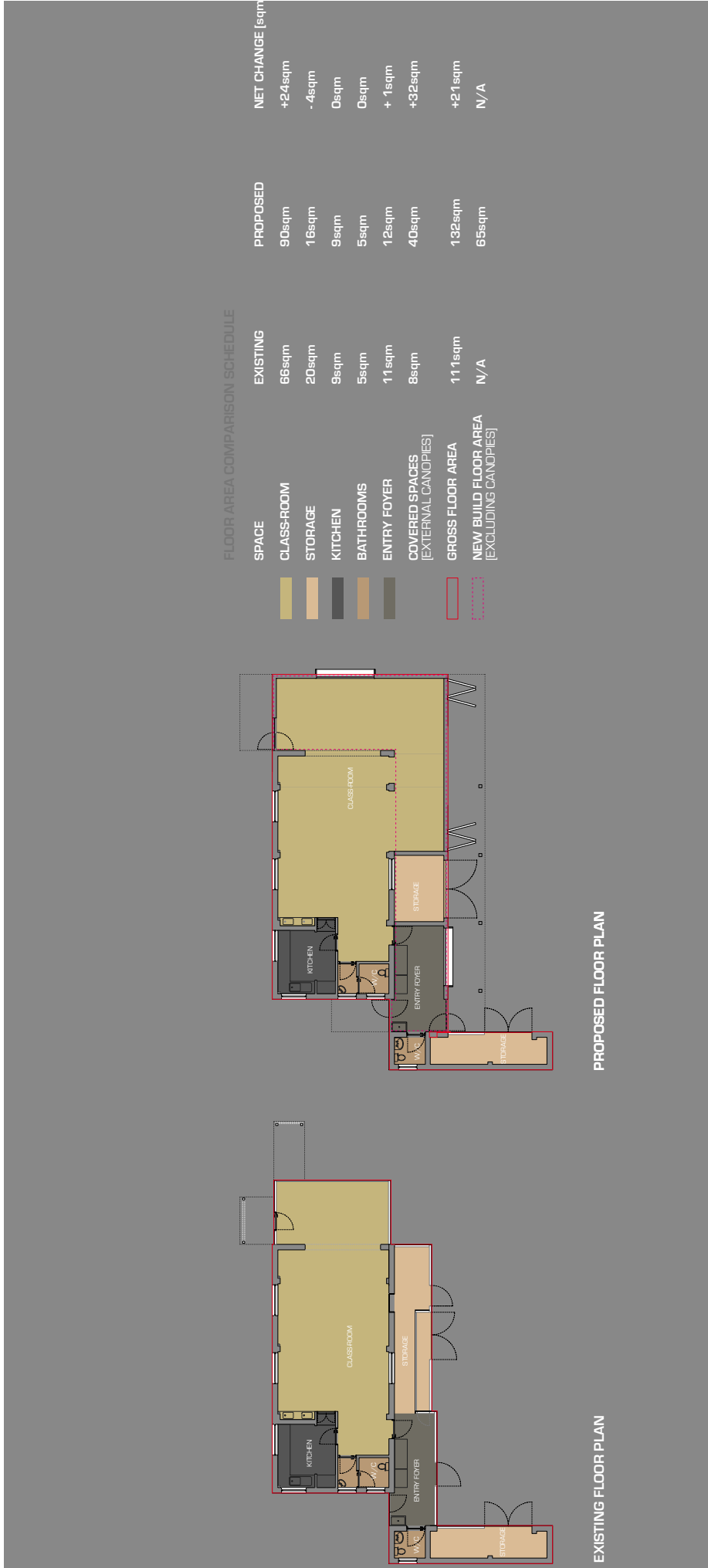
SOUTH ELEVATION / REAR ELEVATION



WEST ELEVATION / SIDE ELEVATION

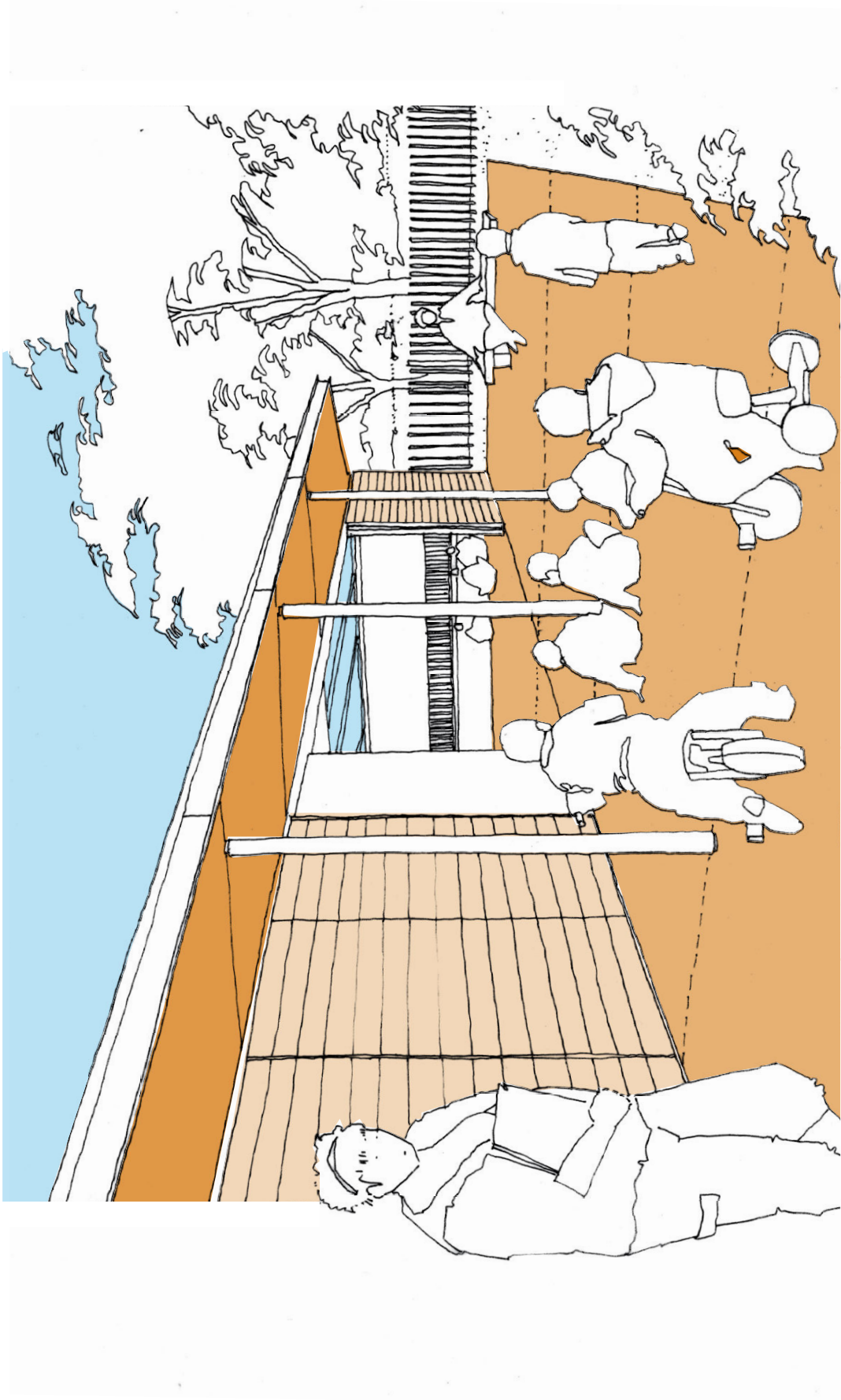
# Drawings

## Areas Comparison



3D View

Covered Play



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**Statutory Advisory Committee**

**on 17<sup>th</sup> March 2010**

Report Title: **The Islands: Planning Application**

Report of: **Mark Evison, Park Manager**

**1. Purpose**

1.1 To advise the committee of the tenant's proposals for the existing Islands Building in the Grove.

**2. Recommendations**

2.1 That the committee considers the application and decides what advice, if any, it wishes to provide to the Board of Trustees regarding this proposal in advance of a formal planning application being submitted.

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

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

**3. Executive Summary**

3.1 345 Preschools Ltd wish to make improvements to the Islands Building in the Grove  
 3.2 The improvements would result in a larger building and an improved service for local children.  
 3.3 The works will require planning permission and landlord's consent.

**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 other than those appended were used in compiling this report.

**6. Description**

- 6.1 The current tenant of the Islands building, in the Grove is 345 Preschools Ltd, who operate a children's day nursery.
- 6.2 They are proposing alterations to the building which will require planning permission. The description of the proposal is "Refurbishment and a single story rear extension to the building to create improvements to the current setting".
- 6.3 The main changes will be to the east and south elevations. The timber built extension will be wooden clad 'hut in the forest' style and a canopy will be constructed on the southern side. The eastern flank extension will include a new window – a child height observation window - which will be visible from the park.
- 6.4 The current building has been developed in a piecemeal way and there are leaks and other problems with temporary structures.
- 6.5 The sketch plans submitted by the tenant's architects show the style and type of construction proposed.
- 6.6 Representatives from the 345 Preschool will be available at the meeting to answer questions. If possible, the committee clerk should be notified of any specific questions in advance.
- 6.7 345 Preschools are a long term tenant well established on site. They provide pre-school education to local children at a number of sites in the local area.
- 6.8 If granted planning permission and landlord's consent, the works would commence in August 2010.

**7. Consultation**

- 7.1 This report forms part of the Trustee's process of seeking advice from the Advisory Committee under the Alexandra Park and Palace Act 1985.
- 7.2 The planning process invites comment from a much wider group of interested parties who may also put forward comments to the Planning Authority.
- 7.3 Public consultation by the tenant through posters and the internet has been carried out.
- 7.4 The tenant has also written directly to The Friends of Alexandra Park and The Alexandra Park and Palace Conservation Area Advisory Committee.

**8. Recommendations**

- 8.1 That the committee considers the application and decides what advice, if any, it wishes to provide the board of trustees regarding this application.

**9. Legal Implications**

9.1 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.

9.2 The LBH Head of Legal Services has been sent a copy of this report.

**10. Financial Implications**

10.1 The LBH Chief Financial Officer has been sent a copy of this report.

**11. Use of Appendices/Tables/Photographs**

**N/A**

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Agenda item:

**ALEXANDRA PALACE & PARK BOARD****On 29<sup>th</sup> June 2010**Report Title: **FINANCE UPDATE**Report of: **Helen Downie, Head of Finance, Alexandra Palace & Park****1. Purpose**

- 1.1 To advise the Board of the outturn against budget for the two months ended 31<sup>st</sup> May 2010
- 1.2 To update the Board on progress on the car park charging feasibility study

**2. Recommendations**

- 2.1 The Board is asked to note the outturn against the Trust's revenue budget for the two months ended 31<sup>st</sup> May 2010.
- 2.2 The Board is asked to note the status of the car park charging feasibility study

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

Contact Officer: Helen Downie, Head of Finance, Alexandra Palace & Park, Alexandra Palace Way, Wood Green, London N22 7AY. Telephone number 0208 365 4310.

**3. Executive Summary**

- 3.1 The results for the two months ended 31<sup>st</sup> May 2010 are tabulated against budget at Appendix 1.
- 3.2 Restricted income consists of the £500k capital grant from LB Haringey to address key areas of buildings dilapidations and other capital projects on site. Restricted expenditure comprises depreciation on capital items purchased with this funding and the £311k capital grant awarded by the Council in 2009/10.
- 3.3 Unrestricted income is £2.5k above budget and unrestricted expenditure is £10.6k above budget, giving a net adverse variance against budget of £8k. The key variances are explained below.

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

4.1 N/A

**5. Use of Appendices / Tables / Photographs**

5.1 Appendix I – Actual versus budget for the two months ended 31<sup>st</sup> May 2010

**6. Local Government (Access to Information) Act 1985**

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

**6. Results against budget for the two months ended 31<sup>st</sup> May 2010**

- 6.1 The results for the two months ended 31<sup>st</sup> May 2010 are tabulated against budget at Appendix 1. Unrestricted income is £2.5k above budget and unrestricted expenditure is £10.6k above budget, giving a net adverse variance against budget of £8k.
- 6.2 Unrestricted income is £2.5k above budget due to timing differences between the budget and actual invoices being raised. The income budget has been adjusted for the reduction in the licence fee from APTL and the anticipated gift aid payment increased accordingly.
- 6.3 Salaries are £4k above budget due to higher than budgeted Facilities Management costs. This is partly due to the ongoing recruitment of the Facilities Manager post (currently covered by agency staff) and additional charges from the Trust's Facilities Management Consultant relating to work done on the ice rink and dilapidations projects. Approx £3k of the latter expenditure could legitimately be charged to capital budgets, but these are already under strain.
- 6.4 Contracted services and fixed overheads are broadly on budget. Variable overheads are £5.6k above budget. This is predominantly due to a large retrospective bill from Thames Water which is being queried with the supplier. A prudent accrual for the costs has been made until the issue is resolved. The parks variable budget is also £4k overspent at 31<sup>st</sup> May 2010, although this is due to the timing of invoices and the Parks Manager does not expect his budget to be overspent by year end.

**7. Car park charging feasibility study**

- 7.1 At their meeting of 12 January 2010, the trustees asked the General Manager to investigate the feasibility and cost/benefit of introducing a car parking charge at Alexandra Palace.

The Parks Manager has investigated a number of different systems and schemes and initial meetings with prospective operators have indicated that car park charges have the potential to generate significant additional revenue for the Trust. However, this benefit needs to be considered alongside the potential impact on event organisers and attendees, ice rink users and local residents. A time and motion study and detailed financial modelling exercise need to be

completed before a recommendation can be made to Board. This work is planned for the current financial year and a report will be submitted to Board at a future date.

**8. Consultation**

8.1 N/A

**9. Legal and Financial Comments**

9.1 The Trust's solicitor has been sent a copy of this report.

9.2 The Council's legal adviser has been sent a copy of this report.

9.2 LB Haringey's Director of Corporate Resources has been sent a copy of this report and her comments are as follows:

'The Director of Corporate Resources for Haringey Council notes the contents of the report. The trust needs to ensure that the current overspend of £8k is contained within its overall budget to ensure there is no additional call on Council budgets over and above the budget deficit.'

**10. Equalities Implications**

10.1 There are no perceived equalities implications in this report.

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## Appendix 1

## ALEXANDRA PALACE AND PARK CHARITABLE TRUST

## ACTUAL VERSUS BUDGET FOR THE 2 MONTHS ENDING 31ST MAY 2010

	TOTAL TRUST FUNDS		Total £	Budget £	UNRESTRICTED		Variance %	Annual Budget £
	Unrestricted £	Restricted £			Actuals £	Variance £		
Concessions/Leases	43,182	0	43,182	45,156	43,182	(1,974)	-4%	275,445
Community Events	13,244	0	13,244	11,002	13,244	2,242	20%	58,745
Sundry Sales	129	0	129	0	129	129	0%	100
Service Charges	2,155	0	2,155	0	2,155	2,155	0%	12,000
Restricted capital grant income	0	500,000	500,000	0	0	0	0%	0
<b>TOTAL INCOME</b>	<b>58,710</b>	<b>500,000</b>	<b>558,710</b>	<b>56,158</b>	<b>58,710</b>	<b>2,552</b>	<b>5%</b>	<b>346,290</b>
<b>EXPENDITURE</b>								
Salaries	63,120	0	63,120	58,350	63,120	(4,770)	-8%	350,102
Contracted Services	130,444	0	130,444	129,502	130,444	(942)	-1%	1,035,139
<b>TOTAL PRIME COSTS</b>	<b>193,564</b>	<b>0</b>	<b>193,564</b>	<b>187,852</b>	<b>193,564</b>	<b>(5,712)</b>	<b>-3%</b>	<b>1,385,241</b>
Fixed overheads	51,422	0	51,422	52,180	51,422	758	1%	313,075
Variable overheads	212,138	6,926	219,064	206,480	212,138	(5,658)	-3%	1,106,174
<b>TRUST BEFORE GOVERNANCE COSTS</b>	<b>(398,414)</b>	<b>493,074</b>	<b>94,660</b>	<b>(390,354)</b>	<b>(398,414)</b>	<b>(8,060)</b>	<b>2%</b>	<b>(2,458,200)</b>
Governance costs	0	0	0	0	0	0	0%	30,000
<b>TOTAL TRUST OPERATION</b>	<b>(398,414)</b>	<b>493,074</b>	<b>94,660</b>	<b>(390,354)</b>	<b>(398,414)</b>	<b>(8,060)</b>	<b>1%</b>	<b>(2,488,200)</b>
Gift aid payment from APTL	0	0	0	0	0	0	0%	289,000
<b>TRUST NET DEFICIT</b>	<b>(398,414)</b>	<b>493,074</b>	<b>94,660</b>	<b>(390,354)</b>	<b>(398,414)</b>	<b>(8,060)</b>	<b>1%</b>	<b>(2,199,200)</b>

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Agenda item:

**Alexandra Park & Palace Board****on 29<sup>th</sup> June 2010**Report Title: **Fireworks Event 2009 Follow up report (DRAFT)**Report of: **Andrew Gill, Interim General Manager****1. Purpose**

1.1 For the Board to consider the options for the annual fireworks display.

**2. Recommendations**

2.1 That the Board notes the report and decides which option it prefers to implement.

2.2 That the Board instructs the Interim General Manager to make such arrangements as are necessary to implement its decision.

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

Contact Officer: **Andrew Gill, Interim General Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 2121****3. Executive Summary**3.1 This is a follow up paper which was requested at the Board meeting on 6<sup>th</sup> October 2009. The fireworks event has been reviewed against other similar events around London and options considered for the 2010 event.3.2 The event is scheduled to take place on Saturday 7<sup>th</sup> November 2010.

3.3 A number of proposals have been made which could reduce costs and increase income.

**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 other than those appended were used in compiling this report.



**Description**

- 5.2 Alexandra Palace has held a public fireworks display in November for a number of years. This display is well known to local people and those further afield and is possibly the largest annual community event held in Haringey. Up to 70,000 people attend the event which takes place on a Saturday night.
- 5.3 The staff of Alexandra Palace Trading Limited (APTL) plan, organise and deliver the event on behalf of the Trust, as their staff are suitably qualified and experienced.
- 5.4 Due to the large numbers of people attending this event a huge safety and security operation takes place. Following concerns of the responsible authorities (such as the Metropolitan Police Service and the Licensing Authority) a new safety and security system was implemented in 2006. This significantly increased the cost of delivering the event.
- 5.5 Four options were considered by the Trustees on 6<sup>th</sup> October 2009 and it was resolved to deliver the event as usual, but with no hospitality for in the Panorama Room or Rose Window balcony. These areas became part of a ticketed package for paying customers.
- 5.6 The overall cost of the fireworks event is met entirely from the Trust's community events budget which is currently £100K. There is no direct external contribution towards the cost of the event. When the income and expenditure across both the Trading Company and Trust are aggregated, the 2009 event made a deficit of circa £63,000, resulting in a major overspend on the Trusts' community events budget.
- 5.7 Attempts to secure corporate sponsorship for the 2010 fireworks event have been unsuccessful to date and the current economic climate does not encourage optimism for securing sponsorship in the foreseeable future.
- 5.8 The event will attract additional costs this year (outlined below) and it is estimated that the deficit is likely to exceed that of the 2009 event.
- 5.9 The package proposed by the Trading Company for 2010 is for a family festival event which includes a fireworks display as part of the show. It includes options for improved sponsorship and a media partner, an enhanced family zone on the pavilion car park and improved entertainment. The objective is to increase dwell times and enhance public spending to reduce the deficit for the event to zero. This would enable the Trust to ring-fence an element of its revenue budget for spending on priorities identified by APTL to improve the revenue generating capacity of the site.
- 5.10 The building and south terrace would become pay-to-enter areas and would be marketed and promoted in such a way that visitors are attracted by the entertainment and facilities.
- 5.11 Public donations have previously reached around £30,000, approximately £0.50 per head. Donations have been collected by CSP stewards in the past. It is

- proposed this year to utilise a combination of Ice Rink Stewards and Volunteers to collect the cash in a more enthusiastic and effective way than previous years.
- 5.12 It is hoped that members of the stakeholder groups, such as those represented on the Statutory Advisory Committee and Consultative Committee will volunteer to help with the cash collection for a few hours. If each group sent two volunteers for two hours that would amount to nearly 70 hours of collection time.
- 5.13 The Metropolitan Police Service has not previously charged for the time of approximately 160 officers who attend the event and operate the local road closures. However, the police have now withdrawn their services generally from public road closures. From 2010 onwards, the road closures will have to be staffed by AP traffic marshals, adding a significant cost to the event.
- 5.14 The police have also indicated that they will no longer deploy officers to the south terrace area in a stewarding role and AP will have to employ trained security staff to replace them, again at a significant cost. The police are aware that they have a duty of care to maintain public order and they would still provide appropriate response teams.
- 5.15 An indicative cost for the withdrawal of the police is £11,000 although this is an early estimate and the details of staffing numbers and replacement by non-warranted marshals or security guards still needs to be confirmed by the police.
- 5.16 Last year the council requested £6,500 to process the traffic orders and to provide, set up and take down the road closure notices, no parking cones and other barriers (plus an administration fee). This had previously been carried out free of charge and was not in the 2009 budget. The Interim General Manager negotiated a 50% discount as this was not previously a known cost. However, for 2010, the Council has indicated that if public roads are closed the full £6,500 will be charged to the Trust.
- 5.17 Following the 2009 event, the Interim General Manager commissioned a Comparison Report to review how other large fireworks events are organised around the capital. A summary of the comparison report is attached at Appendix A to this report.
- 5.18 The way forward to enjoy Bonfire Night has been organised displays for many years. Increasing costs have meant fewer displays, and health and safety requirements continue to put cost pressures on those that remain. The Comparison Report indicates that the Alexandra Palace display is now one of the top four attended displays in London together with established events at Blackheath and Clapham as well as an ever growing event in Victoria Park.
- 5.19 Organisers, whether local authorities, private or charitable, are all looking at ways to enhance their event in order to keep up with the ever increasing costs of putting on such displays.
- 5.20 All these events have significant firework displays and production, together with entertainment in the form of funfairs and stalls for families of all ages. It is clear that

the Alexandra Palace Display is unique in that it not only has one of the highest and still growing attendances but provides a far more enhanced entertainment programme than any other display in London. The facilities available at the Palace allow a huge range of entertainment options and food and beverage sales to off-set the cost of the event.

## **6. Options for the Board**

### Option One

- 6.1 The first option to consider is to cancel the event. This will allow the Trust to spend the £100,000 budget on other priorities such as the repairs and maintenance of the building and remove the likelihood of a large overspend. Cancelling the event would remove the financial risk associated with running such a large event, but it could produce bad publicity for the Palace as the fireworks display is one of the key ways in which the Trust delivers its charitable objectives. Loss of continuity could affect the event's profitability in future years.
- 6.2 Advance publicity at minimal cost should prevent people attending on the first Saturday of November, but there is still a risk that a number of people will attend the Palace expecting an event. These crowds would need to be managed safely and there would be a cost associated with that, with no income to offset it.
- 6.3 The estimated cost to the Trust of cancelling the event is between £5K and £10K.

### Option Two

- 6.4 The second option is to change the way the event is run to make it more likely to have a lower net cost as suggested above, the main proposal being to levy a charge to enter the building and south terrace. The Alexandra Park and Palace Acts provide powers for a charge to be levied on visitors to all or any part of the park or palace buildings.
- 6.5 A more commercial event would not be a huge departure from the way the event has been run in recent years. The comparison report showed that an entrance charge is introduced; attendance figures fall for the first couple of years but soon retain their previous levels.

## **7. Recommendations**

- 7.1 That the Board notes the report and decides which option it prefers to implement.
- 7.2 That the Board instructs the Interim General Manager to make such arrangements as are necessary to implement its decision.

## **8. Legal Implications**

- 8.1 The Trust's solicitor has been consulted on this report and his advice has been taken into consideration.
- 8.2
- 8.3 The LBH Head of Legal Services has been sent a copy of this report.

## **9. Financial Implications**

- 9.1 The aggregated figures show that the 2009 event amounted to a circa £63,000 loss and the 2010 event is currently forecast to overspend in excess of this.
- 9.2 The net budgeted cost of the event across both APTL and APPCT is currently £63k (This includes APTL's projected profit from the event). The budget will therefore be exceeded unless additional sources of revenue can be identified to offset the increased costs.
- 9.3 There are financial risks associated with both of the proposed options, although cancelling the event is much cheaper and removes the financial risk for the Trustees. The Board should also consider the reputational risk of cancelling the event.
- 9.4 The LBH Chief Financial Officer has been sent a copy of this report

**10. Use of Appendices/Tables/Photographs**

- 10.1 Appendix A: Summary of the Fireworks Comparison Report

**Alexandra Park & Palace Board**

**On 6<sup>th</sup> October 2009**

Report Title: **Fireworks 2009 Update**

Report of: **Andrew Gill, Interim General Manager**

**Appendix A – Summary of Comparison Report**

1. On investigation there were to be found up to thirty-one organised public displays taking place in and around London. Predominantly these took place on either Thursday 5<sup>th</sup> November or Saturday 7<sup>th</sup> November 2009. In many cases the organising body were unwilling or unable to divulge the information
2. Twenty-one of these displays boasted an attendance of 5,000 or more. The remaining ten displays were discounted.
3. Of the twenty-one displays the following information can be gathered:-

Table 1

<u>Organising Body</u>	<u>Number of Displays</u>	<u>Number of Free Displays</u>
<b>Local Authority</b>	<b>13</b>	<b>8</b>
<b>Private</b>	<b>3</b>	<b>0</b>
<b>Charity</b>	<b>5</b>	<b>0</b>

Table 2

<u>Attendance</u>	<u>Number of Displays</u>	<u>Number of Free Displays</u>
<b>&lt; than 4,999</b>	<b>10 (not reviewed)</b>	<b>0</b>
<b>5,000 to 14,999</b>	<b>12</b>	<b>1</b>
<b>15,000 to 29,999</b>	<b>4</b>	<b>3</b>
<b>30,000 +</b>	<b>5</b>	<b>4</b>

4. The nine largest events are all free, and all except one are run by a local authority events department. One is run jointly by two adjoining boroughs.

5. The police attendance at these events is not charged for whether the presence is a few PCSOs or over one hundred Met Officers at Alexandra Palace.
6. One borough utilises 30 of its own Parks Constables within the event assisted by 30 Met officers outside dealing with traffic and disorder.
7. **Costs**
8. The fireworks costs are approximately £1.00 per head up to a maximum of £15,000. With larger displays this cost is around £0.50 per head
9. The majority of the Local Authority organised events are free community based displays funded entirely from Local Authority coffers. The largest of these events is undertaken by London Borough of Lambeth who put on three simultaneous displays attracting a joint attendance in excess 100,000.
10. Of the Local Authority displays that charge an admission fee, Battersea Park is the largest attracting over 35,000 people, with an event budget of approximately £120k of which £33k is spent on firework and show production. This display also includes the use of lasers. The admission fee is levied to ensure there is no cost to the Local Authority and there is always a break even/small profit.
11. The Battersea Park model is very similar to that of Alexandra Palace, and up until six years ago was a free event. Although numbers went down initially they have now risen back to the level they were when the event was free.
12. Blackheath and Victoria Park appear to have similar budgets, over £100k, to that of Alexandra Palace. Fortunately, as previously stated Blackheath is jointly funded between the two adjoining boroughs. Victoria Park is rapidly growing to become one of the biggest in London and is reviewing its budget to take this into consideration for next year.
13. Of the displays that do charge an admission fee, prices vary from £4.00 to £7.00 for adults and between £1.00 and £4.00 for children U/16. The majority of U/5s are free.
14. Some of the smaller displays not reviewed in this report were charging up to £10.00 admission and £30.00 for a family of four.
15. Income to cover costs and in some cases make a profit has developed the displays in many ways. Many event organisers' have gone down the traditional route of funfairs, bouncy castles, novelty stalls etc to attract and maintain longer attendances at their events. Some events now consist of two displays in an attempt to maximise the customer experience. The first display, for children, taking place at around 6.00/6.30pm and a second (main) display taking place at 8.00/8.30pm. This enhances the event which not only provides value for money, but prolongs the period of secondary spend thus increasing the return via its concessions to the event organiser.



Agenda item:

**Alexandra Palace & Park Board****on 29<sup>th</sup> June 2010**Report Title: **Park Management Plan – Update**Report of: **Mark Evison, Park Manager****1. Purpose**

1.1 To inform the Trustees of the recent updates to the park management plan and a proposal for a Local Nature Reserve.

**2. Recommendations**

- 2.1 That Trustees note the current status of the park management plan  
 2.2 That Trustees request the Statutory Advisory Committee and Consultative Committee to consider the proposal for a Local Nature Reserve and advise the Board accordingly

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

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

**3. Executive Summary**

- 3.1 The current Park Management Plan covers the period 2008 to 2013 and an executive summary of this plan is attached as Appendix 1.  
 3.2 A new Conservation & Heritage Management Plan for the park has been written as part of the application for the Green Heritage Award, Appendix 2.  
 3.3 Haringey Council have proposed declaring all or part of the park as a Local Nature Reserve in recognition of its importance to nature and people and as a possible lever for funding in the future.

**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**

No specific background papers other than those appended were used in compiling this report.

**6. Description**

- 6.1 The Heritage Lottery funded Landscape Development project required a *Landscape Management Plan* to be written for the site and this was first completed in 2004 and then updated in 2006. This plan is implemented to ensure good management and maintenance of the park facilities improved by the lottery grant.
- 6.2 Following an unsuccessful Green Flag Award application in 2007, the management plan was rewritten to incorporate the guiding principles of the Green Flag Award scheme. The relevant details from the 2004 Landscape Management Plan were included in the new *Park Management Plan 2008-13*. Trustees have not approved any of these plans formally, they are large documents containing a great deal of operational details.
- 6.3 Due to the increasing size of the plan and its appendices, an executive summary now outlines the general ideas of the plan, this executive summary is appended to this report (Appendix 1). The full park management plan and its appendices are available on request.
- 6.4 The management plan has assisted in the park achieving four awards:
- BALI Award 2007, Mainly Hard Landscaping Construction over £100,000
  - Green Flag Award 2008-09
  - Green Flag Award 2009-10
  - London in Bloom 2009 Large Park or Public Garden (silver-gilt)
- 6.5 The current objectives are to retain the Green Flag Award and achieve the Green Heritage Award for the first time.
- 6.6 Green Heritage Site Accreditation is given in recognition of achieving the required standard in the management and interpretation of a site with local or national historic importance. The accreditation is sponsored by English Heritage. To apply, sites do not have to be on the English Heritage Register of Historic Parks and Gardens, but must be at least 30 years old.
- 6.7 Green Heritage Award applications are judged against a list of key criteria. Judges will look at the extent to which applicants:
- understand the heritage value of the site.
  - acknowledge the heritage value of the site.
  - share the heritage value of the site.
  - conserve, enhance and help people enjoy the heritage value of the site.
- 6.8 In order to apply for this award, a new conservation and heritage management plan has been written for the park. This document includes a social chronology of the site, a description of the landscape evolution and explains the current management. A short version of this plan is attached as appendix 2 of this report.

- 6.9 A copy of the conservation plan was passed to Hornsey Historical Society for comments and further ideas for promotion of the park's heritage are being considered.

**Proposed Local Nature Reserve designation**

- 6.10 In addition to the objectives in the Park Management Plan, Haringey Council have an objective to declare part of, or the entire park as an LNR (Local Nature Reserve). LNRs are a statutory designation made under the National Parks and Access to the Countryside Act 1949. They are places with wildlife or geological features that are of special interest locally. They offer opportunities to study or learn about nature, or simply enjoy it.
- 6.11 The site is already recognised for its importance to wildlife and is managed as such, the recent Springwatch Wild Day Out identified a huge number of species including several rare finds and new discoveries.
- 6.12 However, designation as an LNR may be a lever to new funding streams from organisations such as the Big Lottery Fund. Having the objective in the biodiversity action plan is supporting evidence for other conservation and wildlife grants.
- 6.13 The exact boundary line will depend on assessment of the park by the council's Nature Conservation Officer and Officers from Natural England and other bodies.

**7. Recommendations**

- 7.1 That Trustees note the current status of the Park Management Plan
- 7.2 That Trustees request the Statutory Advisory Committee and Consultative Committee to consider the proposal for a Local Nature Reserve and advise the Board accordingly

**8. Legal Implications**

- 8.1 The Trust's solicitor's advice has been incorporated into this report
- 8.2 LBH Head of Legal Services has been sent a copy of this report.

**9. Financial Implications**

- 9.1 The LBH Chief Financial Officer notes the contents of this report and the Trust should ensure that any financial implications that may arise as a result of work contained in this report and contained within the Trust's budget.

**10. Use of Appendices/Tables/Photographs**

- 10.1 Appendix 1: Park Management Plan Executive Summary
- 10.2 Appendix 2: Conservation and Heritage Management Plan (Park)



**Alexandra Palace & Park Board**

**On 29<sup>th</sup> June 2010**

Report Title: **Park Management Plan - Update**

Report of: **Mark Evison, Park Manager**

**Appendix 1: Park Management Plan: Executive Summary**

This Executive Summary has been produced to enable readers to understand the main ideas of the management plan without becoming swamped by the details of any particular subject. The full plan and appendices are available to provide any details required.

The summary is laid out along the lines of the Green Flag Award desk assessment criteria as requested by judges in 2009.

### **Presentation**

The aims and objectives of the management plan follow the green flag award judging criteria. This new executive summary, together with the main plan and the appendices provide comprehensive details of the management of the park. The documents are available on request from BBC reception and the park information centre.

### **Health, safety and security**

The full suite of Health and Safety documents has been reviewed and was revised in 2009 by the new Facilities Management Team. The full list of documents is detailed in section 6.2 of the main plan. The top level documents cascade down to departments and there are a number of specific documents and management actions that relate to the park.

### **Maintenance of equipment, buildings and landscape**

The palace and park contain a wide range of buildings and equipment, some historic, some functional and these are managed by the trust staff and their contractors. The designed landscape is of great importance and this is recognised by the staff and trustees. Future improvements will always balance the importance of the landscape and the views with the other benefits of any proposal.

### **Litter, cleanliness, vandalism**

The dedicated park team work hard to keep the site free of litter and graffiti. The presence of site security and partnership with the police help to reduce vandalism and

fly-tipping. Vandalism is quickly repaired to try to avoid an air of neglect. The cleanliness of the site is appreciated by park users.

### **Environmental sustainability**

The recycling of cans, glass and green material contribute to a reduction of waste leaving site. Energy and water conservation takes place around the palace and park. The distance of suppliers from site has been reviewed and forms part of the decision making process. The carbon footprint of the palace has been reviewed by the carbon trust and the results are awaited.

### **Conservation of heritage and nature**

The Heritage value of the site is of utmost importance and the submission for a green heritage award acknowledges this.

The importance of the site for nature conservation is well known. A dedicated band of volunteers work in the conservation area, local experts record wildlife and nature conservation is a theme throughout the management plan.

### **Community involvement**

For the local community the palace and park are hugely important. A formal committee structure exists in which many local residents associations and user groups are represented.

There are a number of community events that take place throughout the year. These include a funfair and circus, farmers' market and outdoor art exhibition.

The headline event each year however, is the Fireworks Extravaganza. Up to 50,000 attend to see a huge firework display and enjoy the music, a beer festival and other activities in the palace itself.

Volunteers can get involved through various groups such as the Theatre Society and the BTCV. Five trees were planted by volunteers for the 'Tree O'clock' world record attempt.

Recent work on reviewing the governance of the palace and park has included these groups and other community representatives in the consultation process.

A new community page has also been created on the palace's (generally commercial) website.

### **Marketing strategy**

A marketing strategy was written for the park and this sits alongside the Trading Company's marketing work to promote the palace as a venue, exhibition centre and destination.

### **Overall management**

The park manager is a key member of the Charitable Trust's team, this role is complemented by the skills of the facilities management team and General Manager of the Trust. A great deal of coordination takes place between the trust staff and the team running the palace's commercial events.

Report Title: **Park Management Plan - Update**

Report of: **Mark Evison, Park Manager**

## **Appendix 2: Conservation and Heritage Management Plan Summary**

### **Introduction**

This conservation & heritage management plan for Alexandra Park explores the value of the site in terms of the landscape and its cultural and social heritage.

### **The Alexandra Palace**

This plan is focussed on the heritage value of the park and does not involve the full history of the main palace building. Some general palace details are essential to the story and are included in the Appendices to the full plan. The palace was created by enthusiastic Victorians for the education and exercise of the population.

It has had a chequered history and has always strived to become a successful, fully functioning venue. However two fires, two wars and various other influences have all left their mark.

### **Overall description and assessment**

The present site covers 196 acres (79 hectares) and is comprised of various landscape and habitat types. Over the years a number of leisure facilities have been added to the park (and many have unfortunately been lost). The current list of facilities includes cafes, a golf course, football and cricket facilities and a community centre.

The park has seen various developments, changes and improvements since opening in 1863. As this is quite a large site there has been space for all sorts of facilities and activities, some more details of these are listed in the Landscape Evolution Section.

### **Landscape Evolution**

The location for the palace was chosen because of its hill top position. Although greatly changed from the mid-nineteenth century the view over London from the palace is a major feature of the site. The palace is situated 89 metres above sea level (almost 300 feet).

The site is largely London Clay, with some glacial gravel forming the hill itself. This caused some worries during construction as parts of the hill slipped several feet, however, there was no damage to the palace.

The site's origins as part of Tottenham Wood and then Tottenham Wood Farm (a dairy farm) are well documented. Some of the field boundaries of the farmland are still visible today as veteran oak trees remain to depict the lines.

The landscape the architect Alexander Mackenzie was well known and his works include Finsbury Park and the Embankment Gardens. The style chosen for Alexandra Park was one of informality, in direct response to the formal layout of the grounds at Crystal Palace in south London. Curving informal walks wound their way through grassed areas set with specimen trees and shrubs. McKenzie insisted that the primary purpose of the park was to “provide grass to walk on” and he denounced flower beds as a waste of money!

The original carriageways were formed to allow visitors to walk around the site and enjoy views of the palace from all directions. The original entrance to the palace was along a grand avenue to the north. The view of the park and palace below is seen in the ‘Meeson print’ overleaf is by Alfred Meeson, the engineer who oversaw the construction and engineering of the palace.

Following some financial difficulties some of the northern sections of the park were sold off for development including the main entrance avenue. Although the avenue remains, the main focus of the palace has moved to the southern side. The Avenue and is visible in the Meeson print as the line of trees in the centre on the left hand side.

The current roadway through the park has not always been in existence. The tram services originally terminated at each end of the building. This all changed in the 1930s when the connecting road was constructed right alongside the southern elevation of the palace.

The London Passenger Transport Board provided funds to the palace trustees following an agreement in 1938. This was to remove the tramlines and construct a connecting road to allow passage of Omnibuses through the park.

A number of new features to the east of the palace were constructed by the prisoners of war interned here. A bowling green, which was lost when the 1980s pavilion was constructed, and the rose garden. The rose garden was renovated in the 1980s and the fountain from the Italian Garden (now the West Hall) was relocated as the centre piece.

The open character of the lower slopes has changed since the park was laid out. The Greater London Council planted thousands of trees in the seventies and eighties, and as they have matured they have become a great resource for wildlife but also a barrier between the upper and lower parts of the site.

As mentioned earlier, the view of St Paul’s Cathedral is protected and details can be found in Appendix 3. The views are enhanced by the provision of telescopes along the terrace. They are pay per view and maintained by the supplier.

The origins of The Grove differ slightly from the main park. Established as a regency garden separately it was purchased in 1863 as the main park was laid out. This acquisition improved access west to Muswell Hill.

Almost every type of park and outdoor entertainment facility has existed in the park at some point and some of the facilities that have been lost are noted below:

- Miniature Railway (at the boating lake)
- Tennis courts: three in the grove, six at the Avenue
- Japanese village (destroyed by fire)
- Banqueting hall (destroyed by fire)
- Rifle range and cottage
- Race course, grandstand, paddocks and other buildings (demolished)
- Two Football pavilions (demolished)
- Bowling green (lost to the temporary events pavilion in the 1980s)
- Village on stilts (in boating lake)
- Sea scouts facility (demolished)

- Allotments (inside the race course – now open grass)
- Plant nursery (now the garden centre)
- A Bandstand (in the Grove)
- Children's Paddling pool (now basketball area)
- Lido (edging kerbs still visible)
- Air Training Corps facility (demolished)
- Two further ornamental lakes
- Dry ski slope (closed down)
- Royal Observer Corps bunker (closed down)
- BBC Gardener's world garden (on the slope below the BBC Tower)

In early 2002 Land Use Consultants were awarded a contract to plan and deliver and HLF funded Landscape Development Project. The first stage of this project was a landscape review. The main detail from this review, together with a public consultation, formed the basis of the project master plan. The current Park Management Plan and grounds maintenance contract is based on the landscape review.

New flower beds were created on the south front and these reflect the original design. The area closest to the palace was traditionally more formal than the outlying parts. Early paintings and photographs show shrubs beds in this area.

### **Community Involvement**

In a formal capacity many local residents' associations, user groups and councillors are represented on the palace's management committees. These committees receive reports about activities and events in the park and palace. They scrutinise planning applications and make comments about general operation and management.

Outside of this structure, the palace and park are well known and hugely popular with locals and visitors from further afield. The BBC reception provides a point of contact for information. Park leaflets are available here and at the park information centre (which is staffed by volunteers).

A history hunt leaflet and nature trail have been produced and is available from the BBC Tower Reception and park information centre.

The Friends of Alexandra Park have hosted park history walks and talks over recent years. The park and palace is a subject well researched by the Hornsey Historical Society. The HHS has many resources available and is represented on the palace's Consultative Committee.

It is envisaged that this plan will be disseminated to interested groups (especially the Hornsey Historical Society) and that they will be asked to feedback and contribute to its ongoing development.

During the 1990s a large amount of resource material was deposited at Bruce Castle Museum, Haringey Council's archive facility. Any inquiring members of the public are directed to contact Bruce Castle Museum and Hornsey Historical Society.

The website *alexandrapalace.com* has some limited details on the history of the park and palace. The website is undergoing a review and the information should be improved by the end of the year.

The boating lake was dredged in 2006 and a number of Victorian bottles are discovered. These are on display in the BBC Tower Reception.

In summary there is a strong community interest and we engage in a number of different ways.

**Current Management: Landscape**

A park management plan is in place for the period 2008-2018, this ten year period was a condition of the Heritage Lottery Funding. The adoption of this plan has helped towards achieving the Green Flag in 2008/09 and 2009/10.

The grounds maintenance regime was rewritten to reflect the changes in the park as developed by the HLF project. The contract was tendered the year following completion and the specification is based on the current features.

The landscape architect returned in 2009, two years after completion, and carried out a review. He was able to advise on how the current maintenance was working towards delivery of his original vision.

The current strategy for major improvements and developments in the park is one of assessment on a case-by-case basis. A recent example is the plan by the golf course operator to re-landscape and install new facilities. The trustees decide whether or not to proceed with such a project and then consult the community representatives through the committee structure.

**Current Management: Outbuildings**

The trustees are obliged to maintain the buildings in the park. All thirteen of the buildings in the park are currently occupied and in-use. These are managed either directly by the Park Manager or more usually by a leaseholding tenant. The table below has more details.

Repair and maintenance work to the palace and outlying buildings is carried out in sympathy with their individual historic story. All of the extant buildings are currently occupied and used. These range from the Victorian station building (community centre) to the 1980s educational facility (preschool nursery).

The new facilities built in 2007 were designed in full consultation with the local planning authority following a public consultation. The style is designed to fit into the landscape character.

**Building inventory**

	<b>Approx Date</b>	<b>Current Use</b>	<b>Managing Agent</b>
Old Station	1880s	Community Centre	Leaseholder
Lakeside Buildings	1970s	Café Boathouse toilets	Leaseholder AP AP
Animal Buildings	2006	Store house for deer materials	AP
Old Lodge	1880s	Gas pumping station, conservation store	AP
Sports Pavilion	1990s	Alexandra Park Club pavilion	Leaseholder
Golf Kiosk	2007	Golf Kiosk	Leaseholder
Islands	1980s	Preschool nursery	Leaseholder
Actual Workshop	1997	Soft play centre	Leaseholder
Grove Café	2007	Café	Leaseholder
Meeson House	1970s	Art studios	AP
Parks Yard	1970s	Mess room and offices	Leaseholder

The HLF project required a number of topics to be considered. These are now appendices to the Park Management Plan and are available on request:

- Furniture Design Statement
- Tree Management Strategy

### **Review of Governance of the Charity**

Since 1995 the charity's objective was to dispose of the palace building on a lease for 125 years. In 2007 this plan was derailed by judicial review. The trust has now abandoned that objective and is undertaking a governance review and master planning exercise. At the time of writing this is very much in its infancy.

A number of activities have been carried out including stakeholder workshops including representatives of the local residents and users, as well as staff.

The council's Regeneration Team are also involved in formulating a successful future for the palace and park.

### **Conclusion**

The park and palace has a rich and colourful history which has been well documented over the years.

Today the palace is at a turning point as the overall governance is under review, including the role of the main funding body, Haringey Council.

The landscape development project (2002-2007) reviewed and enhanced the historical layout and made it relevant to today's use. In the main existing features were refurbished or replaced and a few historical pathways were reinstated.

Trustees and management are fully aware of the significance of the site, both and park and the palace. They are managed sympathetically but to modern standards. Every year millions of visitors enjoy visiting the site for any number of reasons as the palace still provides a huge range of entertainment and activity.



Agenda item: 10

**Alexandra Park & Palace Board****on 29<sup>th</sup> June 2010**

Report Title: **Alexandra Palace & Park Draft Business Plan**

Report of: **Andrew Gill, Interim General Manager**

### **1. Purpose**

1.1 For the Board to consider the draft Business Plan 2010 to 2013 and to provide strategic guidance on its contents.

### **2. Recommendations**

2.1 That the Board considers the draft Business Plan and provides strategic guidance on the content of the draft Business Plan

2.2 That the Board approves or amends the Objectives identified in section 7 of the draft Business Plan for 2010/11.

2.3 That the Board requests that the Interim General Manager amends the draft Business Plan in accordance with the Board's guidance and brings a further report with a final 3 year Business Plan to a future meeting of the Board.

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

Contact Officer: **Andrew Gill, Interim General Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 2121**

### **3. Executive Summary**

3.1 The Trust had a Business Plan for 2009/10 and APTL has a Business Plan which is reviewed annually and its 2010/11 Business Plan was adopted by its Board in February 2010.

3.2 Both APPCT and APTL are committed to working towards a 3 to 5 year Business Plan.

3.3 At the time of writing, a number of factors concerning the Trusts' structure, organisation, staffing and its capital programme are under review or due to be reviewed during 2010/11. This document is of necessity very much a draft document pending the adoption by the Board of a new strategy and objective and the deliberations of the Board on the Future Vision for Alexandra Palace and Park.

3.4 The aims and objectives in the Trust's 2009/10 Business Plan were reviewed

following changes in the Trust's management during 2009.

- 3.5 The Board was updated on the Trust's management priorities at its meeting on 12 January 2010.
- 3.6 At the same board meeting in January 2010, the Board decided to abandon the Trust's former strategic objective to grant a long lease to a single developer, pending agreement on and adoption of a new strategy and objective.
- 3.7 At its meeting on 2 March 2010 the Board adopted the NCVO Code of Governance and asked the Interim General Manager (IGM) to make it bespoke to Alexandra Palace. There is a separate report to this Board meeting on the progress on the Review of Governance and Vision.
- 3.8 While the immediate Strategic Priorities for the Trust are largely defined by current activity and projects in hand, the proposed medium-term and long-term priorities to cover the period April 2011 to March 2013 are subject to guidance from the Board.
- 3.9 At this stage in the business planning process, the Board is not asked to approve the medium-term and long-term Strategic Priorities, but to provide guidance to the IGM on the Board's priorities.
- 3.10 The draft Business Plan is intended to be a strategic overarching document which sits above existing Plans including APTL's Business Plan, the AP Park Management Plan, Conservation and Heritage Management Plan and Action Plans of key partners.

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

- 4.1 The adoption of a 3 year Business Plan reflects the practice of the Corporate Trustee, the London Borough of Haringey.

#### **5. Local Government (Access to Information) Act 1985**

- 5.1 Alexandra Palace Park Management Plan
- 5.2 Park Conservation and Heritage Management Plan
- 5.3 APTL Business Plan 2010/11

**Description**

- 6.1 The Trust had a Business Plan for 2009/10 Board which set out a number of aims and objectives for 2009/10.
- 6.2 APTL has a Business Plan which is reviewed annually and its 2010/11 Business Plan was adopted by its Board in February 2010.
- 6.3 Both APPCT and APTL are committed to working towards a 3 to 5 year Business Plan.
- 6.4 At the time of writing, a number of factors concerning the Trusts' structure, organisation, staffing and its capital programme are under review or due to be reviewed during 2010/11. The draft Business Plan is of necessity very much a draft document pending the adoption by the Board of a new strategy and objective and the deliberations of the Board on the Future Vision for Alexandra Palace and Park.
- 6.5 The aims and objectives in the Trust's 2009/10 Business Plan were reviewed following changes in the Trust's management during 2009 and in the context of resources available to the Trust. The IGM also completed a Budget Review and implemented cost savings of £235K.
- 6.6 During the summer of 2009, the IGM (advised by expert consultants in the fields of Facilities Management and Healthy and Safety) identified the following key priority areas for his team during 2009/10;
  - skills and resources
  - legislative, regulatory and health and safety compliance
  - finance – capital and revenue budgets and capital bids
  - establishing and quantifying the extent of dilapidations
  - governance and organisational issues
  - practical and proactive support of APTL in meeting their business objectives (facilities management)
- 6.7 Progress on addressing the above priorities was reported to the Board in the form of an Executive Briefing at its meeting on 12 January 2010.
- 6.8 At the same board meeting in January 2010, the Board decided to abandon the Trust's former strategic objective to grant a long lease to a single developer, pending agreement on and adoption of a new objective.
- 6.9 At its meeting on 2 March 2010 the Board adopted the NCVO Code of Governance and asked the IGM to make it bespoke to Alexandra Palace. There is a separate report to this Board meeting on the progress on the Review of Governance and Vision project, which may result in changes to the organisational structure of the Charitable Trust.
- 6.10 While the immediate Strategic Priorities for the Trust are largely defined by current activity and projects in hand, the proposed medium-term and long-term priorities

to cover the period April 2011 to March 2013 are subject to guidance from the Board.

6.11 The draft Business Plan makes the following assumptions;

- that the current organisational and committee/board structure will prevail until 31 March 2011
- that the current executive management structure of the Trust is unchanged until 31 March 2011
- that the Board will approve a permanent staffing structure for AP during 2010/11
- that the Trust's revenue budget as approved by the Board on 2 March 2010 will not be reduced during the current financial year
- that the £500K capital grant awarded by the Council for dilapidations will be spent by the Board during the current financial year
- that Prudential Borrowing of £2M+ is available to the Trust from the Council for replacement of the Ice Rink

6.12 The draft Business Plan sets out strategic objectives and priorities for the Trust and shows how Alexandra Palace contributes to the Council Plan outcomes.

6.13 The draft Business Plan is intended to act as a strategic and overarching document that sits above APTL's Business Plan, the Parks Management Plan and the Action Plans of key partners such as the Trust's term contractors.

6.14 At this stage in the business planning process, the Board is not asked to approve the medium-term and long-term Strategic Priorities, but to provide guidance to the IGM on the Board's priorities.

6.15 The Objectives for 2010/11 identified in section 7 will act as the 'golden thread' for the Trust's staff and partners in that they will form the basis of individual objectives incorporated in the Trust's management team's Work Plan and in turn will dictate individual tasks for the Trust's staff in assisting the IGM to deliver the Strategic Priorities.

6.16 The delivery of the Objectives will be monitored through regular monthly 1-2-1 meetings between officers and their line managers and performance appraisals in line with the Trust's Human Resources policy.

6.17 The Trust's draft Business Plan broadly follows the content of the Council's Business Plan template, although it omits sections which do not pertain to the Charitable Trust.

6.18 The draft Business Plan contains the following sections;

- Introduction and Background
- The Trustees' Vision
- Key Strategic Priorities for 2010 to 2013 categorised by –
  - Resources
  - Infrastructure

- Vision
- Visitor and Staff experience
- Systems
- Service Context
- Service Delivery (details of IGM's proposed objectives for 2010/11)
- Challenges to the Service, including key risks
- Annual Performance Review
- Human Resources Plan
- Finance and Resources Plan

## **7. Consultation**

- 7.1 The IGM has consulted on the proposed Key Strategic Priorities with APPCT staff and the Council's Director of Corporate Resources.
- 7.2 The proposed Key Strategic Priorities were shared with staff and Trustees at the APTL Staff Showcase event for all staff at Alexandra Palace in spring of 2010.
- 7.3 The MD of APTL has provided comments on this report and has been provided with a copy of the draft Business Plan.
- 7.4 The Board may wish to ask the Statutory Advisory Committee to comment on the draft Business Plan before the Board receives a further version of the document.

## **8. Recommendations**

- 8.1 That the Board considers the draft Business Plan and provides strategic guidance on the future aspects of the draft Business Plan.
- 8.2 That the Board approves or amends the Objectives identified in section 7 of the draft Business Plan for 2010/11.
- 8.3 That the Board requests that the Interim General Manager amends the draft Business Plan in accordance with the Board's guidance and brings a further report with a final 3 year Business Plan to a future meeting of the Board.

## **9. Legal Implications**

- 9.1 The Trust's solicitor's advice has been taken into account in preparing this report.
- 9.2 The LBH Head of Legal Services have been sent a copy of this report.

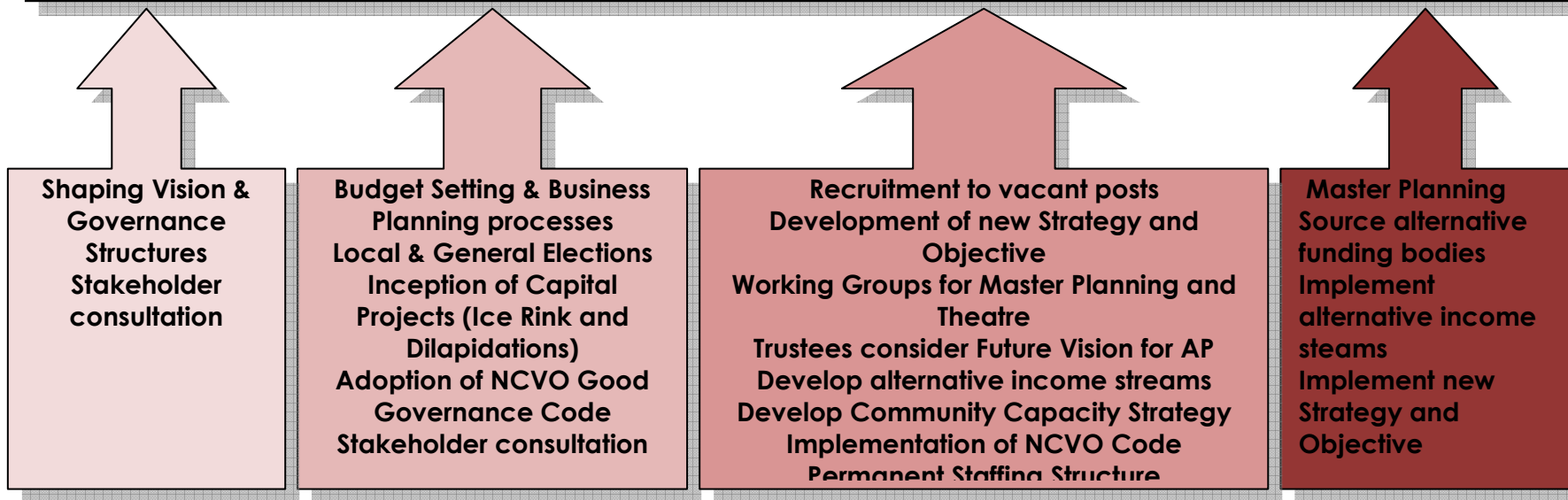
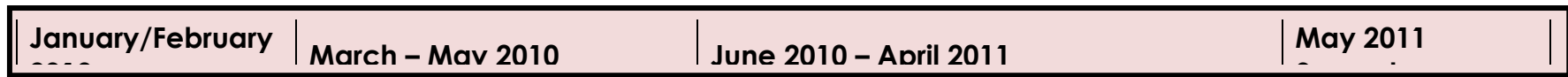
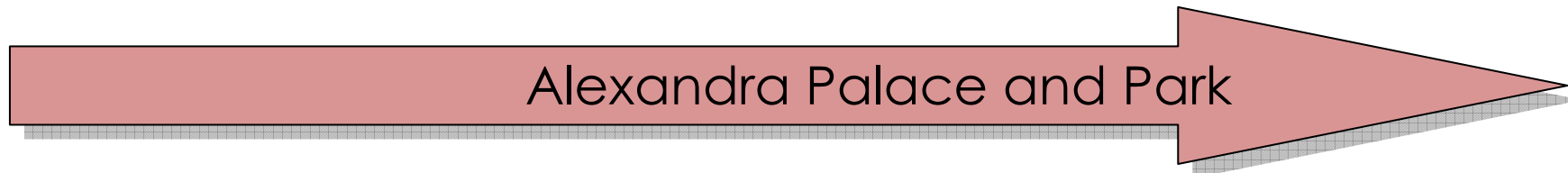
## **10. Financial Implications**

- 10.1 The LBH Chief Financial Officer has been sent a copy of this report

## **11. Use of Appendices/Tables/Photographs**

- 11.1 Appendix 1 - Draft Timeline showing Key Strategic Activities for Board Decision.
- 11.2 Appendix 2 – Draft Alexandra Palace & Park Business Plan 2010 to 2013.

# APPENDIX 1 Timeline of Draft Key Strategic Activities for Board Decision





# Alexandra Palace and Park Charitable Trust

## **Draft Business Plan Period 2010/13**



Version control: AP DRAFT BUSINESS PLAN 2010-13 (DRAFT AG 210610).DOC

## **CONTENTS**

- 1. Introduction and Background**
- 2. Executive Summary**
- 3. The Trustees' Vision**
- 4. Key Strategic Priorities for 2010 to 2013**
- 5. Service Context**
- 6. Service Delivery – Objectives for 2010/11**
- 7. Challenges to the Service Including Key Risks**
- 8. Annual Performance Review**
- 9. Human Resources Plan inc Organisational Chart**
- 10. Finance and Resources Plan**

**Appendix 1 Strategy and Objectives of the Alexandra Park  
and Palace Charitable Trust**

**Appendix 2 Timeline of Draft Key Strategic Activities for  
Board  
Decision**

## **1. Introduction and Background**

### **1.1 Introduction**

The Trustees of Alexandra Park and Palace Charitable Trust stand by the principle of the “Palace of the People”.

This document has been drafted to provide background and context to the trustees’ budget requirements for the year 2010/11. It also identifies strategic and operational priorities for the trustees and sets out potential strategic priorities for the coming 2 years.

At the time of writing, a number of factors concerning the Trusts’ structure, organisation, staffing and its capital programme are under review or due to be reviewed during 2010/11. This document is of necessity very much a draft document pending the adoption by the Board of a new strategy and objective and the deliberations of the Board on the Future Vision for Alexandra Palace and Park.

### **1.2 Historical Context**

Alexandra Park and Palace has a long history as a popular destination for leisure dating back to the 1860’s. The origin of the charity is in the 1900 act of parliament titled the “Alexandra Park and Palace (public purposes) Act 1900. The act established a “body of trustees to acquire Alexandra Park and Palace and other lands and to hold them for the free use and recreation of the public forever”.

The trusteeship of the charity was passed to the London Borough of Haringey from the Greater London council (GLC) in 1980. The objects and powers of the charity and trustees are contained in various acts of parliament and orders known collectively as the Alexandra Park and Palace Acts and Orders 1900-2004.

Alexandra Palace first opened to the public in 1873; inspired by the success of Crystal Palace it hoped to provide a Palace for the People of North London. Since its philanthropic opening it has suffered two major fires, been re-built and constantly struggled to succeed financially.

A 1900 Act of Parliament enabled a group of newly-formed Trustees to purchase the palace & park and Alexandra Palace came into public ownership. Since 1903 parts of the building have been offered for hire for

concerts and exhibitions in a bid to make ends meet. In the 1960s administration of Alexandra Palace & Park passed to the Greater London Council (GLC). The GLC decided to simply maintain the building and only consider improvements "as and when circumstances permit". In 1980 the London Borough of Haringey took over responsibility for the Palace and in 1996 English Heritage listed the building as Grade II.

In 1981 the Alexandra Palace and Park Charitable Trust (APPCT) was formally registered. Its trading arm (APTL) was briefly terminated (May 07 – Jan 08) when developers (Firoka Group) won the tender to take over the Palace & Park under a 125 year lease. This was overturned by a Judicial Review and APTL was re-invigorated in January 2008 under a four year rolling licence.

During Alexandra Palace's 137 year existence it has both thrived and been thwarted in equal measure. Profitable in 1913, thanks largely to film shows in the theatre and roller skating, it was free of debt by 1917. By the 1920s/30s substantial losses were again reported. Haringey Council continues to subsidise its upkeep.

### **1.3 Governance**

The charity governance is delegated by the corporate trustee (Haringey Council ) to a board of the local authority known as the Alexandra Palace and Park board. This delegation means that the individual members of the Board are, as a matter of charity law the "charity trustees." In consequence they are responsible for all the charity does and how it does it.

The board currently consists of seven trustees who are elected members of the council and four non voting representatives. These are drawn from the Alexandra Palace and Park Consultative Committee which advises the board of the views and desires of the park and palace user groups and also gives opportunity to those local and national organisations that wish to have an input into the operation of the charity.

The board is also advised by a (Statutory) advisory committee which consists of local residents associations and ward councillors from the adjacent local wards along with two council wide representatives.

The day to day operation of the Charity is undertaken by the Interim General Manager appointed by the board of trustees. The Interim General

Manager acts as the head of service for the charity staff and attends all board meetings.

In March 2010 the Board of Trustees adopted the NCVO Code of Governance and asked the Interim General Manager to work on making it bespoke to Alexandra Palace.

### **1.4 The Charity's Assets**

The Palace building was badly damaged by fire in the summer of 1980 and has only been partially restored. Approximately 40% remains derelict. The trustees continue to explore means by which full restoration can be achieved.

The modern interpretation of the historic park was achieved via a landscape project between 2003 and 2007 which updated much of the work undertaken in the previous decade. The success of this can be proven by the award of a green flag measure of excellence in 2008 which was retained in 2009.

Haringey council has been advised that it has a continuing duty to fund the charity following exhaustion of the charity's funds. The rebuilding of the building in the 1980's brought the charity to a position where its funds were exhausted and the Council has provided funds to meet the charity's annual projected revenue deficit ever since this became the case.

The Trust has a £39M debt to Haringey Council on its books.

### **1.5 Alexandra Palace Trading Limited**

The charity has constituted a trading company to undertake the delivery of events and operation of the main Palace building and the ice rink; this trading subsidiary covenants its profits back to the charity in a tax efficient manner each year, this maximises the benefit to the charity of the events programme.

Alexandra Palace Trading Limited (APTL) is a wholly owned subsidiary company of Alexandra Palace & Park Charitable Trust (APPCT) in its capacity as trustee of Alexandra Park & Palace. As a private limited company APTL is a separate legal entity from Haringey Council. The principal objective APTL is to raise funds for its parent charity APPCT who are responsible for the maintenance and security of both.

Revenue is generated through the following activity:

- Hall and room hires for private, corporate and public events such as large-scale exhibitions, conferences, live music, events, banquets and weddings.
- Catering – both in-house and concession management
- Operation of the Phoenix Public House
- Operation of the Ice Rink and café
- Filming and sponsorship

As a venue in the events/leisure sector in London, Alexandra Palace is trading in a highly competitive market. APTL has its own Business Plan which is reviewed annually. APTL's 2010/11 Business Plan outlines aims which will stimulate activities to:

- make customer service the number one priority
- improve the quality of all communications
- maximise returns in all areas of delivery
- secure investment to maintain a competitive edge
- make Ally Pally an even greater place to work and visit
- Transform Alexandra Palace into a "must see" destination.

APTL operates under a four year rolling licence for which it pays an annual fee to the Trust.

## 2. Executive Summary

**To be completed in next draft of Business Plan after Board approval of Strategic Priorities and Objectives.**

### 2.1 Strategy

### 2.2 Operations

### 2.3 Plans for the Future

1. Short Term:
2. Medium Term:
3. Long Term:

### 2.4 Key Financial Data

#### Revenue Budget

Financial Year	Budget (£000)	APTL Covenant (£000)	Net Deficit Funding (£000)
2009/10	1,967	400 (subject to audit)	2,325
20010/11	2,199	239 (reduced to allow for 6 months ice rink closure)	2,199

## Capital Investment

At the time of writing, the Trustees have not approved the priorities for capital investment for 2010/11.

Capital Project	2010/11 (£000)	2011/12 (£000)	Funding Source
Ice Rink Replacement	2,000	nil	LBH Prudential Borrowing
Ice Rink Low Emissivity Ceiling	66	nil	LBH Sustainable Improvement Fund
Dilapidations	500	500 (indicative)	2,199,000

### 2.5 Key Risks

- Deteriorating physical condition of building and services, resulting in crucial compliance systems failure which may cause areas to become uninhabitable.
- Governance and management arrangements are restrictive on the ability to develop the site, resulting in increasing burden on LBH.
- Lack of CAPEX will result in critical infrastructure failure, having further impact on the business.
- Business model for site not adequate to support the operational overheads and CAPEX development for site, resulting in increased deficit funding burden on LBH
- Vulnerability of site relying on a single covenant from APTL as main source of income, resulting in increased deficit funding burden on LBH.
- The trust has no financial reserves and a debt of £39M on its books

### **3. The Trustees' Vision**

#### **3.1 Charitable Context**

The origin of the charity is in the Alexandra Park and Palace (Public Purposes) Act 1900.

That Act established a body of trustees to acquire Alexandra Park and Palace and other lands and to hold them for the free use and recreation of the public forever.

Charitable Purposes as defined in Charity Commission Publication CC37: "Charities and Public Service Delivery":

- Charities can only undertake activities that are within their objects\* and powers
- Charities must be independent of government and other funders
- Trustees must act only in the interests of the charity and its beneficiaries
- Trustees must make decisions in line with their duty of care and duty to act prudently.

\* p3 "The objects made be worded quite broadly and expressed in legal language. They direct (and consequently restrict) how the charity's assets must be used."

#### **3.2 The Principal Charitable Objective of APPCT**

As defined in the 1985 Act of Parliament the principal charitable object of APPCT is:

"The maintenance as an open space and provision of the Park and Palace for the free use and recreation of the public for ever"

This is currently achieved through:

- Organised events and public activities such as Exhibitions, Shows, Craft fairs, and Concerts provided in the Palace building (delivered via the trading company)
- The provision of the Parkland.

- The organisation of an annual Fireworks display ( One of the largest in London)
- The Ice rink ( delivered via the trading company)
- Provision of Boating lake and pitch and putt course ( operated by contractors)

### **3.3 Powers of Trustees/Functions of the Board**

The following list of powers of trustees (or functions of the Board as they are sometimes referred to in documents) and again as defined in the 1985 Act are:

- a) The duty to uphold, maintain and repair the Palace and to maintain the Park and Palace as a place of public resort and recreation for other public purposes
- b) Act as the employing body for employees engaged in the working of the Trust at Alexandra Palace, and to be responsible for the setting of staff policies, conditions of service and terms of employment of those employees
- c) In relation to the Trust, being responsible for developing and monitoring the implementation of the effective policies and practices to achieve equality of opportunity both for employment and service delivery.

### **3.4 Activities**

There has then been a tradition of defining the "Activities" which have been undertaken at certain times to achieve the principal objective. Typical activities over the years have included:

- The permanent provision of the ice-skating rink
- Restoration of the park
- Provision of outdoor events
- Investment in the fabric of the Palace.

A list of annual objectives and how they have been achieved must be logged onto the Summary Information Return that is sent to the Charity Commission each year.

In 2009 these annual objectives/activities were:

- To maintain and enhance the parkland
- Provision of free public events.
- Via APTL the provision of an Ice Rink for the benefit of the local public.
- Maintenance of the building in a safe, usable and wind and watertight condition.
- Via APTL, the hiring of space and the provision of catering for a wide range of high quality public and private events including conferences, banquets, weddings and exhibitions.

### **3.5 Future Vision**

During 2009 a Governance and Future Vision project for Alexandra Park & Palace was instigated with the aim of creating a 'fit for purpose' Board capable of securing a sustainable future for AP&P; effectively supported by efficient systems and processes with a clear future vision.

The work has resulted in numerous reports, away days, a community webpage and local engagement. In addition to political briefings, the testing of potential alternative structural options and the adoption of a Good Governance code.

Major barriers to current delivery have been identified; common ground for how to progress with the future management; key criteria for assessing the pros and cons of structural options and 'stress tests' by KPMG against tax, charitable law and governance criteria. Strong support from stakeholders for independence emerged.

Total independence would require that AP&P is self-financing. Independence is one of the structural options due to be discussed at the 19 June Trustee Awayday.

Further engagement with trustees, stakeholders, the Council and the Charity Commission is planned. Final decisions on future governance will be sought in Summer 2010.

## **4. Key Strategic Priorities for 2010 to 2013**

### **4.1 The Charity's Strategic Direction and Objectives**

As set out in the trustees aims, the current strategic direction is to manage the building and the trading subsidiary in the best possible fashion to maximise the income from events in order to minimise the revenue deficit which is funded by and out of the resources of the corporate trustee.

In recognition of the value placed upon the park by the local population, regardless of any future development project for the Palace building, the trustees intend for the charity to retain direct management and control of the parkland.

The current formal strategy and objectives of the charity which were adopted in 1998 are attached as appendix 1.

### **4.2 Review of Strategy and Objective.**

At their Board meeting in January 2010, the trustees decided to abandon the Trust's former strategic objective to grant a long lease to a single developer, pending agreement on and adoption of a new strategy and objective. The Trustees will need to review, at the earliest convenient stage, their present general strategy. Although a key part of that was abandoned in January 2010, namely the grant of a long lease, the trustees will need to consider and decide what parts of the strategy and objective should be retained and/or varied

A priority action for the Charity and Trading Company is to develop a new 3 year business plan co-ordinating the business plans of both organisations in light of the revised strategy and trading conditions. This has been identified as a short term objective to be urgently addressed once the trustees' review of strategy has been concluded.

The trustees have identified that the events programmes should be increased wherever possible. The trading company is crucial to this objective and unfortunately the prevailing economic conditions have the potential for a significant downturn in new events and present a risk to existing events. While APTL is confident that it well placed to respond to growth in the market, it is clear from the previous year 2009/10 that overall margins were eroded.

The faltering condition of parts of the building does not assist the trading company's sales team in promoting the facilities to potential clients. These factors present a difficult challenge to the trustees.

A long-term objective for the trustees is to find a means whereby the remaining derelict portion of the building can be brought back into use. The trustees recognise that it is an unsustainable position for 40% of the principle asset to be unused however the costs of putting the building into good repair far outweigh the available funding. It is hoped that a process of master planning for the site will identify suitable uses for the site which generate sufficient capital and revenue to achieve this objective.

#### **4.3 Draft Medium – Term and Long – Term Strategic Priorities**

The Interim General Manager, in consultation with APTL and other colleagues, has proposed a number of medium-term and long-term strategic priorities for consideration by the trustees, categorised as follows;

- Resources
- Infrastructure
- Vision
- Visitor and Staff experience
- Systems

These strategic priorities are reproduced on table 1 overleaf.

**TABLE 1 APPCT DRAFT STRATEGIC PRIORITIES 2010/13**

ACTIVITY	SHORT TERM (0-2 years)	MEDIUM TERM (3-5 years)	LONG TERM (5-15 years)
<b>RESOURCES</b>	<ol style="list-style-type: none"> <li>1. CAPEX               <ul style="list-style-type: none"> <li>○ Ice Rink Replacement</li> <li>○ Dilapidation works</li> </ul> </li> <li>2. Income Generation               <ul style="list-style-type: none"> <li>○ Car parking policy</li> <li>○ Theatre (fund raising)</li> </ul> </li> <li>3. Staff training</li> <li>4. Maximise volunteer/Friends input</li> <li>5. Build relationship with APTL</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop revenue budget for dilaps</li> <li>2. Active fund raising for Theatre</li> <li>3. Maximise energy efficiency improvements</li> <li>4. Develop complimentary/alternative income streams</li> <li>5. Retain high calibre staff (reduced reliance on agency staff)</li> <li>6. Effective internal volunteer/Friends sector.</li> <li>7. Develop “One palace” approach for staff and stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Reduce % of derelict areas</li> <li>2. AP financially self sufficient</li> <li>3. R &amp; M spend consistent with well maintained estate</li> </ol>

<b>INFRASTRUCTURE</b>	<ol style="list-style-type: none"> <li>1. IT Review <ul style="list-style-type: none"> <li>○ Data/comms cabling</li> <li>○ New telephone system</li> <li>○ AP Intranet</li> </ul> </li> <li>2. Planned &amp; reactive maintenance priorities</li> <li>3. Improve fire safety systems</li> <li>4. Complete strategic security review</li> <li>5. Prepare CAPEX bids for 2011/12</li> </ol>	<ol style="list-style-type: none"> <li>1. Use modern technology to improve efficiency and profitability</li> <li>2. Prioritise spend to reduce dilapidations as opposed to APTL needs</li> <li>3. Continued investment in operational facilities</li> <li>4. Secure stable source of capital funding</li> <li>5. Identify appropriate use for restricted areas</li> </ol>	<ol style="list-style-type: none"> <li>1. Restricted areas profitably occupied</li> <li>2. Long-term leases for all outbuildings</li> </ol>
<b>VISION</b>	<ol style="list-style-type: none"> <li>1. Governance – implement NCVCO Good Governance Code</li> <li>2. Vision – develop long-term strategy</li> <li>3. Master Planning for site</li> </ol>	<ol style="list-style-type: none"> <li>1. Implement policies and procedures</li> </ol>	<ol style="list-style-type: none"> <li>1. The vision comes to fruition</li> <li>2. Continued investment in</li> </ol>

	<ol style="list-style-type: none"> <li>4. Structure – recruit to vacant posts</li> <li>5. Community/capacity development strategy</li> <li>6. Work with APTL on 3 – 5 year Business Plan</li> <li>7. 10 - 20 year strategy jointly kick-started with APTL</li> <li>8. Trustees agree new Strategic Objective</li> </ol>	<ol style="list-style-type: none"> <li>2. Develop Trustee skill sets and effectiveness</li> <li>3. Finalise spatial Master Plan for site</li> <li>4. Trustees agree new vision and set new Strategic Goals</li> </ol>	<p>facilities</p> <ol style="list-style-type: none"> <li>3. % of dereliction reduced to nil</li> <li>4. Theatre taken off the EH Buildings at Risk (BAR) register</li> </ol>
<p>VISITOR &amp; STAFF EXPERIENCE</p>	<ol style="list-style-type: none"> <li>1. New Integrated Security &amp; FM Contract</li> <li>2. Park; <ul style="list-style-type: none"> <li>o Retain Green Flag Award</li> <li>o Gain Green Heritage Award</li> <li>o Improve London in Bloom Award</li> </ul> </li> <li>3. Involve Volunteers/Friends</li> <li>4. Introduce ‘helpdesk’ system and single reception point on site.</li> </ol>	<ol style="list-style-type: none"> <li>1. Derive maximum value and benefit from term contracts</li> <li>2. Park maintenance costs offset by improved income</li> <li>3. Volunteers/friends actively contributing to AP ‘offer’</li> </ol>	<p>AP seen as fulfilling its potential</p>

	5. Improve APPCT web site content		
SYSTEMS	<ol style="list-style-type: none"> <li>1. Implement &amp; develop H &amp; S Policy &amp; Procedures</li> <li>2. Implement strategic security Review</li> <li>3. Develop risk management framework</li> <li>4. Establish archive policy and process</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintain focus on developing and improving systems</li> <li>2. Security driven infrastructure improvements</li> <li>3. Physical archive secure on site</li> </ol>	

## 5. Service Context

### 5.1 The Alexandra Palace Offer

The Alexandra Palace building is a venue and catering provider (provided by APTL on behalf of the Charitable Trust) offering small to large spaces capable of hosting events, exhibitions, conferences, filming and banqueting. It also offers recreation and leisure opportunities in the form of an ice rink and the Phoenix pub. The services sold include the supply of catering and event management support services.

It rivals other venues by offering a mix of historic and purpose-built areas which provide a blank canvas for client use in a unique setting overlooking London. It offers superb hilltop views, a good infrastructure (up to 2,000 parking spaces and numerous kitchens) and is accessible via road and rail. New and existing clients use the venue as it offers value for money and occupies the middle market in London in terms of maximum capacity.

Alexandra Palace Park and Palace Charitable Trust directly manages the 196 acres (80 hectares) of parkland surrounding the Palace, which are open all year round. Alexandra Park has been awarded a Green Flag Award for 2008-09. The Green Flag Award is the national standard for parks and green spaces in England and Wales.

The site is a diverse mix of landscapes including woodlands, formal gardens, playing fields, meadows and conservation areas and boasts an unrivalled selection of outdoor resources within the London area for sports, corporate event activities and family entertainment.

The park is one of the most important ecological sites in the borough of Haringey. Birds, bats, foxes and invertebrates have all made their home in the trees, plants and wild flora.

The park also features the following attractions;

- Children's play area and skate park
- 9 hole Pitch & Putt Course
- Boating lake and fishing area
- Lakeside Café
- The Grove Café
- Deer enclosure
- 9 hole pitch & putt course
- Park Information Centre
- Community Events
- Wildlife & Conservation

## **5.2 Forward Planning**

The charity trustees recognise that in the medium and long term, they have to find a means to address the dereliction in the building, the costs of this will be in excess of £35 million for restoration of the building and a further £50 million for operator fit out and construction costs. This is beyond the ability of the trustees to raise funds themselves.

Alexandra Palace has recently undergone a prolonged period of uncertainty whilst a holistic development solution was sought for the building and its operations.

For many years, the chosen path for achieving this refurbishment has been the strategy of attracting a single developer to take the entire Palace building on a long lease. However, in the final stages of implementation, the project collapsed due to a High Court challenge to the Charity Commission's process of consultation on the project. The selected lessee has withdrawn its interest in the project. This has left the trustees free to reconsider all available options and they have abandoned the former strategy of letting along lease to a single developer.

At the time of writing, the trustees have embarked upon such a programme of review and are considering both the governance and the overall strategy of the charity.

This business plan will be reviewed and revised during the summer of 2010 and again in early 2011 to take into account the changes that develop as part of the reviews that are underway and to incorporate action plans arising as part of the process.

## **5.3 Contribution To Haringey Council's Plan**

(How AP indirectly contributes to Haringey's Council Plan)

To be written in next draft of Business Plan after Board approval of Strategic Priorities and Objectives.

## **6. Service Delivery – Objectives for 2010/11**

### **6.1 Immediate Priorities**

The immediate Strategic Priorities and objectives for the Trust are largely defined by current activity and projects in hand, including;

- the Ice Rink Replacement Project
- the projects for Governance and Future Vision
- the Integrated Facilities Management project
- the investment needs for external and intern dilapidations
- the Strategic Security review

Attached at appendix 2 is a timeline showing the draft key strategic priorities for board decision covering the period January 2001 to May 2011.

### **6.2 Short-term Objectives 2010/11**

For the purpose of work planning, the Interim General Manager has produced a number of specific objectives for his team to achieve this year which are listed under the first column on table 1 above.

Key areas of focus for APPCT's team during 2010/11 will be;

- Effective Project Management
- Improved Site Management
- Strategic Vision for Alexandra Palace & Park
- Effective Financial Management
- Improve Systems and Procedures

Table 2 below lists the proposed Work Objectives (with corresponding target dates) set for the Trust's management team. These are subject to approval by the trustees.

**TABLE 2 PROPOSED TRUST TEAM WORK PLAN 2010/11**

Business Plan Objective	Target Date
<p><b>Effective Project Management</b></p> <ol style="list-style-type: none"> <li>1. Deliver Ice Rink Replacement (Project Sponsor)</li> <li>2. Deliver Dilapidations Project (£500K) (Project Sponsor)</li> <li>3. Complete and implement IT Review (Project Manager)</li> </ol>	<ol style="list-style-type: none"> <li>1. November 2010</li> <li>2. End March 2011</li> <li>3. End December 2010</li> </ol>
<p><b>Improved Site Management</b></p> <ol style="list-style-type: none"> <li>1. Award of Integrated FM Contract (Project Sponsor)</li> <li>2. Retain Green Flag for park</li> <li>3. Introduce 'Helpdesk' system</li> <li>4. Deliver planned and reactive maintenance plans</li> </ol>	<ol style="list-style-type: none"> <li>1. Contract Award September 2010. Contract mobilised October 2010</li> <li>2. Green Flag and Green Heritage Award known July 2010.</li> <li>3. End March 2011</li> <li>4. End March 2011</li> </ol>
<p><b>Strategic Vision for Alexandra Palace &amp; Park</b></p> <ol style="list-style-type: none"> <li>1. Develop new strategic objective for board of Trustees to adopt</li> <li>2. Joint working on Master Plan, Governance, 3-5 year Business Plan, etc.</li> <li>3. Refine and implement NCVO Code of Good Governance</li> <li>4. Prepare Trust team for changes in executive management (including performance management</li> </ol>	<ol style="list-style-type: none"> <li>1. Board approval of new strategic objective March 2011.</li> <li>2. Dependent on strategic objective. Board approval of Project programme and Working Group for Master Planning.</li> <li>3. October 2010</li> <li>4. Date TBA</li> </ol>

and supervision)	
<p><b>Effective Financial Management</b></p> <ol style="list-style-type: none"> <li>1. Achieve objectives within revenue and capital budgets</li> <li>2. Manage issues around Annual Fireworks event</li> <li>3. Develop income generation strategy for existing Trust</li> <li>4. Prepare and submit 2011-12 CAPEX bids to LBH.</li> </ol>	<ol style="list-style-type: none"> <li>1. End March 2011</li> <li>2. Board report (June 2010). 7 Nov. 2010</li> <li>3. December 2010</li> <li>4. September 2010</li> </ol>
<p><b>Improve Systems and Procedures</b></p> <ol style="list-style-type: none"> <li>1. Implement and develop H &amp; S policy/procedures</li> <li>2. Improve resilience through incident/risk management and business continuity plans</li> <li>3. Implement findings of strategic Security Review (within available resources)</li> <li>4. Work with Mazars and colleagues to achieve 2010-11 Audit Plan</li> <li>5. Implement, monitor and refine KPIs for Trust</li> </ol>	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. Business Risk Register updated and approved by Board November 2010</li> <li>3. End March 2011</li> <li>4. End March 2011</li> <li>5. December 2011</li> </ol>

## 7. Challenges to the Service Including Key Risks

### 7.1 Alexandra Palace SWOT Analysis

<p><b>Potential Strengths</b></p> <p>Trading company a recognised brand in its main market.</p> <p>Continuing financial support from LBH for revenue and capital investment.</p> <p>History of the Palace and Park.</p> <p>Stakeholder support for the major review process.</p> <p>Regulated by the charity commission.</p> <p>Parkland has already been regenerated and is very popular.</p> <p>Committed management and staff.</p>	<p><b>Potential Weaknesses</b></p> <p>Deteriorating physical Condition of Palace (40% derelict).</p> <p>Existing facilities tired and need refurbishment but funding unavailable without external partnerships.</p> <p>Lack of ability to attract external capital investment due to uncertainty about the future.</p> <p>Location of nearby residential properties leads to conflict around noise and expansion of the events programme.</p> <p>Common Perception of travel links being poor.</p>
<p><b>Perceived Opportunities</b></p> <p>Potential for APTL to expand its repertoire and for new income streams to be developed.</p> <p>Potential for a new development scheme for the Palace.</p> <p>Potential for external partnerships.</p>	<p><b>Perceived Threats</b></p> <p>Public campaign against further development attempts.</p> <p>Adverse publicity from such campaigners affecting commercial customers' perceptions of the Palace.</p> <p>Increased competition from new venues.</p>

<p>2012 tourism factor.</p> <p>Enhanced engagement with advisory bodies.</p> <p>Eventual change to independent trustee (assumes £2M+ p.a. funding)</p> <p>Heritage interest in building.</p>	<p>Impact on the charity /APTL of the prolonged economic downturn.</p> <p>Legal action by Firoka.</p> <p>Cost of Ice Rink Replacement exceeds available funds</p> <p>Restricted level of funding available from LBH.</p> <p>Long term deterioration in fabric of building.</p>
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## 7.2 Key Risks

Table 3 below shows Key Risks taken from the Risk Register i.e. those with a mitigated score of 15 or above i.e. medium to high risk. The Trust's full Risk register is regularly updated.

On the potential for Legal action by Firoka; as time passes this risk recedes. In discussing the option of total independence it will need to be borne in mind that any incoming new trustee would insist on an indemnity from the charity/LBH in respect of any claim by Firoka

**TABLE 3 RISK ASSESSMENT PLAN FOR MEDIUM TO HIGH RISKS**

Area of Risk	Potential Outcome	Controls for mitigating risk	Action Plans to Deliver Mitigations Plans
<b>Governance and Management</b>			
Governance, Operational and Branding Strategy inadequate for the long term needs of the site.	Trading deficit will continue to place an increasing burden on LBOH	Good Governance code, sustainable organisational and management structures.	Governance and Branding review resulting in new Trustee strategy and vision leading of approved and sustainable Master Plan for the site.
Business model for site not adequate to support the operational overheads and Capital Expenditure development for the site.	Trading deficit will continue to place an increasing burden on LBH. Lack of Capital Expenditure will result in critical infrastructure system failure, having further impact on business	Sustainable business model that maximises economic returns from the site while ensuring adequate Capital Expenditure investment.	Business Model to be reviewed as part of Master Planning project, taking into account alternative use of venue space and "Sweating the Asset" to deliver both the Charitable Aims of the site and economic returns
APPCT & APTL structure is not the correct business model to meet the long terms needs of the site	Ability of the site to meet the Compliance objectives are in conflict to the requirements of business drivers	Sustainable business model that maximises economic returns from the site while ensuring adequate Capital Expenditure investment.	New governance arrangements for Trust maintain independence of charity. Restructure of executive management to create one leadership role.
Governance arrangements with LBH are restrictive on the ability to develop the site.	Trading deficit of will continue to place an increasing burden on LBH. Lack of Capital Expenditure will result in critical infrastructure system failure, having further impact on business	Good Governance code, sustainable organisational and management structures combined with sustainable business model.	New Trustee strategy and vision leading to approved and sustainable Master Plan for the site.

Area of Risk	Potential Outcome	Controls for mitigating risk	Action Plans to Deliver Mitigations Plans
<b>Operational Risks</b>			
Vulnerability of site relying on a single covenant from APTL as main source of income	Trading deficit will continue to place an increasing burden on LBH	Sustainable business model that maximises economic returns from the site while ensuring adequate Capital Expenditure investment.	Business Model to be reviewed as part of Master Planning project, taking into account alternative use of venue space.
Deteriorating physical condition of building & services	Critical compliance system failures cause area (s) to become un-inhabitable. (Fire & evacuation systems)	Capital Expenditure request made to LBH.	Infrastructure improvements projects funded by capital bids. £500K for dilapidations awarded for 2010/11
<b>Financial Risks</b>			
Outstanding Financial Claims	Potential impact on financial viability of Charity	Continue to review impacts and likelihood of successful claim/counter-claim.	Trustees to keep legal advice under review.
Lack of Performance	Financial position and plan no longer sustainable	Suite of KPIs to measure improved VFM and income generation for the site	Monthly performance targets to be set for APTL and reported to Trustees.
<b>External risks</b>			
Increased competition/business turn down plus demands of customers impacts on the ability of site to compete in the open market	Impact on reputation and potential future development	Sustainable business model that maximises economic returns from the site while ensuring adequate Capital Expenditure investment.	Business Model to be reviewed as part of Master Planning project, taking into account alternative use of venue space.

## 8. Annual Performance Review

### 8.1 Review of Previous Year's Aims and Objectives

The key actions for trustees in the 2009/10 Business Plan were;

- Complete a review of the strategy and objectives of the charity.
- Devise a 3-5 year plan which will identify future capital investment needs both of the building and for the provision of quality equipment for use by the trading company.
- Design and undertake stakeholder engagement and consultation about the long term future of the building.
- Develop an action plan to implement the revised strategy.
- Devise a plan for phased refurbishment of the existing plant and facilities.
- Research external funding opportunities.
- Expand the programme of community events.
- Continue to manage the park to Green Flag standards.

The aims and objectives in the Trust's 2009/10 Business Plan were reviewed following changes in the Trust's management during 2009 and in the context of resources available to the Trust. The Interim General Manager also completed a Budget Review and implemented cost savings of £235K.

### 8.2 Review of Achievements During 2009/10

Table 4 below is taken from the Trusts' 2009/10 Business Plan. Each of the 26 proposed actions has been annotated with its current status at June 2010. Of the 21 actions 13 have been achieved, 5 partly achieved and 7 are work in progress. Those actions marked "work in progress" or "ongoing" will continue to be addressed during 2010/11.

**TABLE 4 REVIEW OF 2009/10 BUSINESS PLAN ACTIONS**

AIM:	Means of Implementation( proposed action)
Maximise the use	<ol style="list-style-type: none"> <li>1. Increase the number of community events held in the Park and Palace. Status – achieved (effort ongoing)</li> <li>2. Commission works to enhance the building exterior and the overall environment of the park.</li> </ol>

<p>and enjoyment of the Palace and Park</p>	<p>Status – partly achieved (effort ongoing)</p> <p>3. Work alongside APTL to increase the number of events taking place. Status – work in progress</p> <p>4. Increase advertising and public awareness of the events in the park and palace. Status –achieved (effort ongoing)</p> <p>5. Improve the availability of information to park users. Status –achieved</p> <p>6. Encourage the various local interest groups (friends of the park, studios, organ and theatre) to arrange events and attractions. Status – work in progress</p> <p>7. Continue to maintain the park to green flag standard. Status –achieved (effort ongoing)</p> <p>8. Develop a programme of capital expenditure targeted towards enhancing the ability of the trading company to deliver quality events. Status –partly achieved (effort ongoing)</p>
<p>Minimise the costs of the charity</p>	<p>1. Review tendering arrangements for contracted services such as legal services and other significant costs. Status –achieved</p> <p>2. Work in conjunction with APTL to minimise the costs of building fabric repairs whilst maximising the benefit of the expenditure. Status – work in progress</p> <p>3. Work in conjunction with APTL on branding and advertising. Status – work in progress</p> <p>4. Review costs and contracts on a regular basis. Status – achieved (ongoing)</p> <p>5. Further develop the volunteer workforce for the park. Status –achieved (ongoing)</p>
<p>Enhance the visitor experience</p>	<p>1. Develop and implement a programme for redecoration of the palace interior and exterior. Status – partly achieved (effort ongoing)</p> <p>2. Develop a long term maintenance plan for the building fabric. Status – partly achieved (effort ongoing)</p> <p>3. Work in conjunction with APTL to improve the image of the Palace and park as a major venue. Status –achieved</p> <p>4. Develop a programme of volunteer projects to improve the park environment and landscape. Status –achieved (ongoing)</p> <p>5. Undertake a public consultation as to satisfaction with the current services and events in the Park and Palace. Status –not achieved</p> <p>6. Maintain the park management plan so as to ensure retention of Green flag standard and award. Status –achieved</p>
	<p>1. Complete the Implementation of the governance and strategy review that is underway.</p>

<p>Improve efficiency and focus of organisation.</p>	<p>Status – work in progress</p> <p>2. Implement enhanced trustee training and education. Status – work in progress</p> <p>3. Enhance links and understanding between the major stakeholders, Charity LBH, APTL and the public Status – partly achieved (effort ongoing)</p> <p>4. In conjunction with the trading company develop a 3-5 year plan for both organisations. Status – work in progress</p> <p>5. Improve the performance management of contractors and staff by cross referencing staff performance to the trustee aims as part of the appraisals process. Status –achieved</p> <p>6. Increase the number of regular board meetings to 5 per year. Status –achieved</p> <p>7. Hold trustee away days for consideration of strategy and objectives Status –achieved</p>
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### 8.3 Management Priorities Identified During 2009

During the summer of 2009, the Interim General Manager (advised by expert consultants in the fields of Facilities Management and Healthy and Safety) identified the following key priority areas for his team during 2009/10;

- skills and resources
- legislative, regulatory and health and safety compliance
- finance – capital and revenue budgets and capital bids
- establishing and quantifying the extent of dilapidations
- governance and organisational issues
- practical and proactive support of APTL in meeting their business objectives (facilities management)

Progress on addressing the above priorities have been reported to the board and progress to date is summarised below;

#### Skills and resources

- Trust staff team stabilised and effectively managed and led
- Exerts facilities management support effectively utilised
- 3 Tier Contract Review process and introduced
- Good practice adopted for project management and Procurement
- Key record systems computerised
- Office filing system reviewed and rationalised
- Improvements in information technology
- Integrated Facilities Management approach to term contracts with Security Managed Guarding contract (Europa) and Repairs and Maintenance (Integral)

- Updated existing policies and procedures and introduced several new ones
- Reduced reliance on external consultants (retaining two)
- Clarified reporting lines and improved communications with APTL

### Legislative, Regulatory and Health and Safety Compliance

Since June 2009 the following actions have been taken to improve the compliance of the site;

- Introduced a Compliance Matrix to monitor and record the current status and compliance level of key features, operations and facilities.
- Developed the Health & Safety Risk Register which records risks, control measures and responsible officers for the following sections of Alexandra Palace;
  - Catering
  - Events & Operations
  - Facilities
  - Finance
  - General
  - Ice Rink
  - Park
  - Sales and Marketing.
- The H & S Risk register is reviewed monthly at the Health & Safety Steering Group meeting, attended by all Section Heads (including term contractors) and chaired alternatively by the IGM and MD of APTL.
- Developed a Risk Register which identifies the Trust's key risks and control measures in the areas of;
  - Governance & Management
  - Operational Risks
  - Financial Risks
  - External Risks
  - Compliance with Laws & Regulations
  - Additional Risks
- Updated the 2006 Fire Risk Assessment for the entire site in line with new regulations on fire safety
- Issued the following policy and procedure documents;
  - Health, Safety, Welfare and Environment Policy and Procedures
  - Contractors Handbook
  - HSE Induction
  - Fire Emergency Plan
  - Incident Management Procedures
  - Significant Areas of Hazard (Coloured maps of the site which have been marked Red/Amber/Green on hazards)
  - AP Smoking Policy
  - APTL Event Services Handbook
  - H & S Training Matrix
  - Safety Inspections – Procedure, Checklist & Report form
  - Communications (data capture & reporting) procedure
  - Induction Checklist (2 part – HR and Line Manager)
- All staff trained in general health & safety and AP's H & S procedures
- All staff trained in fire safety

- All relevant staff trained in DSE issues and self-assessment
- Office Manager trained as a DSE Assessor
- London Fire and Emergency Planning Authority satisfied with compliance of site
- Training for relevant staff in Contractor Management
- Incident & Crisis Management Workshop for key members of AP
- Review and update of the Trust's Risk Register
- Commissioned Strategic Review of Security arrangements

### Finance – Capital and Revenue Budgets

- In 2009/10 there was a gap in the revenue as LBH had allocated less money than the Trust had estimated it needed for the year.
- Budget Review Completed, identifying savings of £235K.
- Abandoned separate bought ledger system and simplified accounting process
- Revenue growth bids successfully submitted to LBH
- Capital bids for ice rink replacement and dilapidations successfully submitted to LBH
- Aligned revenue budget and capital setting process with the Council's processes
- Refined approach to targeting revenue spend through a dynamic cost model for repairs & maintenance
- The £300K capital investment awarded to the Trust by LBH in June 2009 has enabled improvements to the lettable space and the outright purchase of equipment which was previously rented.

The entire £300K was spent and table 4 below shows the current status of the capital works;

**TABLE 4 £300k CAPITAL SPEND DURING 2009/10**

<u>Item</u>	<u>Current Status at June 2010</u>
West Hall flooring	Work completed
Cleaning machines	Equipment operational
Kiosks in Great Hall	Work completed
Improve Palm Court 2/3 meeting room	Work completed
Portable AV	Work completed
Dishwasher	Completed
Motorised pallet truck	Completed
Crockery / cutlery / glassware	Completed
Ice Rink catering	Work completed
Ad hoc catering Equipment	Completed
Automated answering service	Not affordable
Information point in Palm Court	Works Held
General site signage	Works Held
Phoenix Bar Furniture	Added 03/09/09

APTL has identified several further investment needs for which it has no capital funds, including the possible replacement of the Panorama Room.

## Establishing and Quantifying the Extent of Dilapidations

In 2005 a detailed condition audit of the site was commissioned by APPCT from King Sturge LLP in preparation for the proposal to let the Palace on a long term repairing lease. The FM Consultant has updated this report by the RPI index to bring it to current day costs.

A sum of £26 to £33 million is required to put the buildings into a weather proof, structurally sound condition with the primary mechanical and electrical systems being fit for purpose.

Since 2005 report few works have taken place to arrest the continuing deterioration of the Palace and the Trust's FM team believe that the Trust has a limited period before it becomes very difficult for it to operate the site in its current form as it would be unable to demonstrate compliance with health, safety and fire regulations.

## Support to APTL and Facilities Management

- Improved performance of Integral R & M contractor
- Reinstated the Handyman service to improve the reactive response to repairs which have high impact for APTL
- Europa's service refined and improved at no cost to AP
- Reduced energy costs by between 30% and 40%
- Monthly Facilities Meetings held with the MD and senior colleagues of APTL. These meetings identify problems and potential improvements on site which assist APTL to 'sell the space' such as the partial redecoration the Great Hall
- The Facilities Manager role is crucial to the effective operation of the site, providing liaison between APTL, contractors, suppliers and Trust staff. The Facilities Manager is the client at Contract Manager level for the contracts with Europa and Integral.

Since June 2009, the FM team have also;

- Completed an Energy Efficiency survey (funded by The Carbon Trust)
- Reduced utility costs by 40% through buying into framework agreements
- Updated the space analysis for the site using AutoCad – this confirms the commonly used 60:40 analysis of usable/unusable space
- Resolved the immediate problem of the fire main leaking owing to being operated at too high pressure
- Completed a review of the site's CCTV system

- Implemented a range of control and management measures, including new Assignment Instructions for security staff and a permit to Work system for visiting contractors

## **9. Human Resources Plan**

### **9.1 APPCT BOARD**

The Board of APPCT consists of the following:

Councillor Pat Egan, Chair

Cllr Alan Strickland, Vice chair

Cllr Sheila Peacock

Cllr Bob Hare

Cllr Nigel Scott

Cllr Neil Williams

Cllr James Stewart

Mr David Liebeck, Observer (Chair of the Statutory Advisory Committee

Ms Val Paley, non-voting stakeholder representative

Mr Nigel Willmott, non-voting stakeholder representative

Mr Mike Tarpey, non-voting stakeholder representative

The Interim General Manager reports to the Board of Trustees and the Chief Executive of Haringey Council.

### **9.2 INTERIM GENERAL MANAGER**

Andrew Gill has been seconded into the role of Interim General Manager from his substantive post as Head of Parks and Bereavement at Haringey Council. Andrew has over 30 years' experience in providing public sector services and resource management. His broad range of management experience includes 11 years in private sector contracts management including 3 years at Regional Director level and 14 years at senior management level in local government in various environmental and recreation service sectors.

Andrew is Vice President of the Institute of Horticulture and Chair of its Membership & Business Delivery Committee. Andrew sits on the Board of the London Parks & Green Spaces Forum and Management Panel and is a founding member of the London Parks Benchmarking Group committee.

As Interim General Manager Andrew is the Chief Officer responsible for the running of the Charitable Trust.

### **9.3 APPCT Staff** (see Organisational Chart below)

The Trustees have requested a review of the permanent staffing structure at AP. Pending the results of this review the secondment of the Interim General Manager has been extended to 31 March 2011.

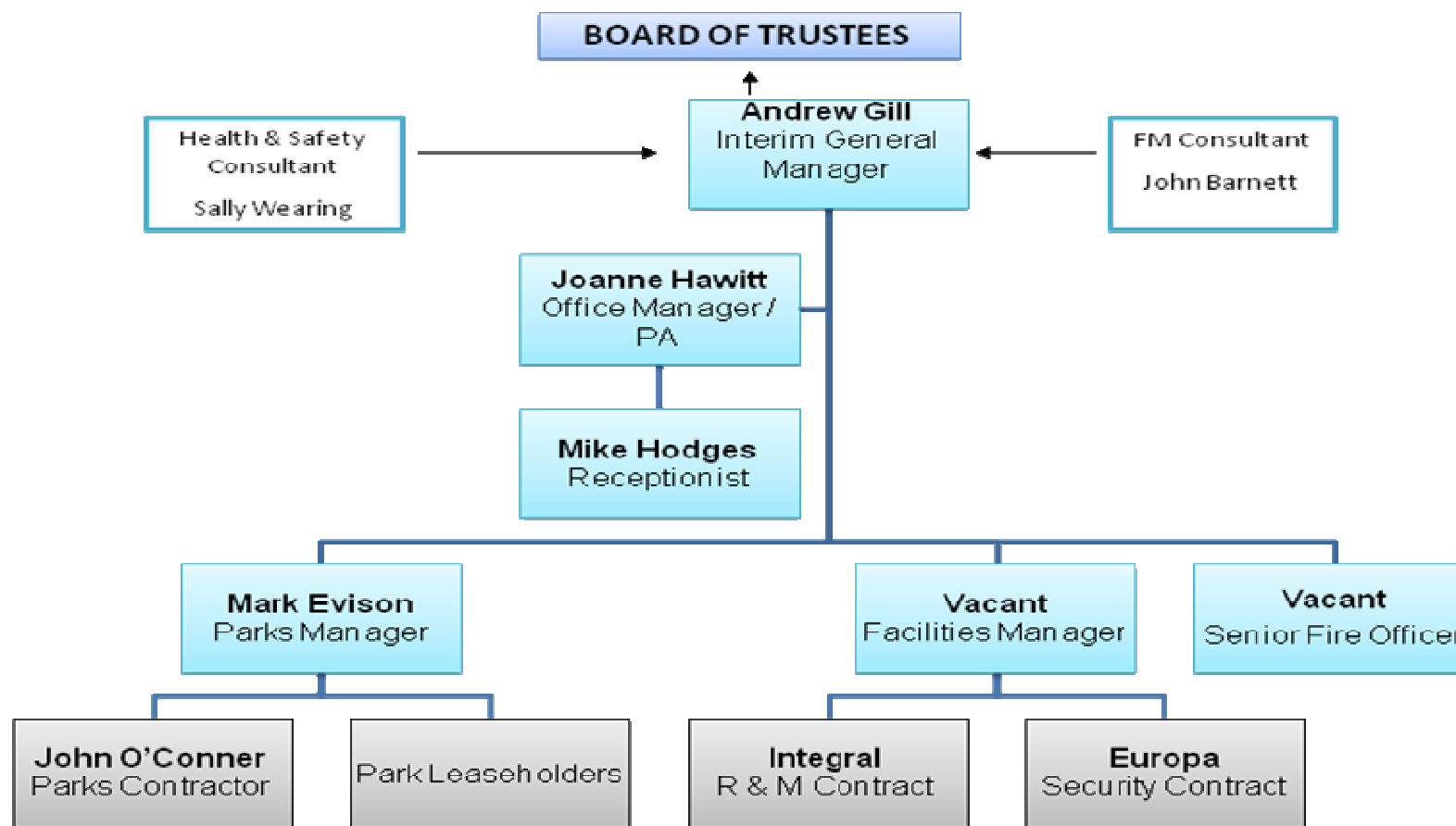
Of the 6 posts in the Trusts' staff establishment only 2 are currently filled by permanent members of staff. At the time of writing, the process of recruiting a permanent Facilities Manager is in hand.

The Interim General Manager's team has, nevertheless, been stable since July 2009 and the stability and morale of the small team is enhanced through regular 1-2-1 and supervisory meetings, performance appraisal, team meetings and team briefings. Training and development needs are identified on an individual basis through regular review of service objectives and individual work plans.

### **9.4 Human Resources Plan**

During 2009, APPCT adopted its own Staff Handbook, which broadly reflects the personnel policy and procedures of LBH. APPCT shares the HR functions at AP with APTL and the HR function is currently the subject of a comprehensive review. It is expected that this review will deliver a number of new and amended policies and procedures including those on equalities and management of stress at work.

## Alexandra Park & Palace Charitable Trust Structure Chart June 2010



## 10. Finance and Resources Plan

### 10.1 Revenue Budget

Financial Year	Budget (£000)	APTL Covenant (£000)	Net Deficit Funding (£000)
2009/10	1,967	400 (subject to audit)	2,325
2010/11	2,199	239 (reduced to allow for 6 months ice rink closure)	2,199

#### REVENUE BUDGET 2010/11

<b>INCOME</b>	<b>BUDGET 2010/11 £</b>
SUNDRY SALES	100
COMMUNITY EVENTS INCOME	58,745
CONCESSION INCOME	10,000
LEASE INCOME	315,445
 SERVICE CHARGES	 12,000
 <b>TOTAL INCOME</b>	 <hr/> <b>396,290</b> <hr/>
 <b>EXPENDITURE</b>	
SALARIES	350,102
PARK CONTRACT	258,000
SECURITY/MAINTENANCE CONTRACT	777,139
<b>TOTAL PRIME COSTS</b>	<hr/> <b>1,385,241</b> <hr/>
 <b>FIXED OVERHEADS</b>	
GENERAL RATES	50,000
GENERAL INSURANCES	248,325
AUDIT	14,750

<b>TOTAL FIXED OVERHEAD COSTS</b>	<b><u>313,075</u></b>
<b>VARIABLE OVERHEAD</b>	
REPAIRS - BUILDINGS	270,900
REPAIRS - ROAD	60,000
REPAIR/ MAINTAIN - EQUIPMENT	116,380
IT EXPENDITURE	12,000
INTERNAL AUDIT	6,175
PROFESSIONAL FEES	100,000
LEGAL COSTS	71,895
CENTRAL ADMIN. CHARGES from LBH	10,000
MAINTENANCE - PARK	90,000
PARK SECURITY	12,000
UTILITIES	61,376
TELEPHONE EXPENSES	11,500
OFFICE COSTS	10,815
CLEANING COSTS	18,700
SUNDRY EXPENSES	5,000
MARKETING EXPENSES	5,000
COMMUNITY EVENTS (fireworks)	100,000
STAFF TRAINING AND WELFARE	5,900
RECRUITMENT EXPENSES	10,000
DEPRECIATION	<u>128,533</u>
<b>TOTAL VARIABLE OVERHEAD COSTS</b>	<b><u>1,106,174</u></b>
GOVERNANCE COSTS	<u>30,000</u>
<b>TOTAL OVERHEADS</b>	<b><u>1,449,249</u></b>
<b>TOTAL INCOME</b>	<b>396,290</b>
<b>TOTAL EXPENDITURE</b>	<b>2,834,490</b>
<b>TRUST OPERATING LOSS</b>	<b>(2,438,200)</b>
APTL GIFT AID PAYMENT	<u>239,000</u>
<b>TRUST TOTAL OPERATION</b>	<b><u>(2,199,200)</u></b>

## 10.2 Budget Risks

A budget is an estimate based on assumptions that may change over time and will inevitably contain risks. The risks can be mitigated to some extent by regular budget monitoring, re-forecasting and taking corrective action but they cannot be removed. The key risks associated with the Trust revenue budget include:

- The Trading Company is unable to deliver the anticipated £239k gift aid payment due to the economic climate or other factors beyond its control;
- Sponsorship for the fireworks display is not secured and costs exceed the £100k budget
- Public donations for the fireworks are lower than budgeted
- The anticipated savings on the buildings security/maintenance contract are not deliverable
- Utilities estimates are inaccurate

### 10.3 Capital Investment

At the time of writing, the Trustees have not approved the priorities for capital investment for 2010/11. Below is a summary of the current capital investment available to the Trust.

Capital Project	2010/11 (£000)	2011/12 (£000)	Funding Source
Ice Rink Replacement	2,000	nil	LBH Prudential Borrowing
Ice Rink Low Emissivity Ceiling	66	nil	LBH Sustainable Improvement Fund
Dilapidations	500	500 (indicative)	LBH

APTL has identified several further investment needs for which it has no capital funds, including the possible replacement of the Panorama Room. These will be confirmed in a later draft of this document.

### 10.4 Resources:

Including the Interim General Manager, the charity retains a small core staffing complement, with a dedicated parks manager and office/reception staff. A Facilities Manager is employed in the crucial role of effective operation of the site, providing liaison between APTL, contractors, suppliers and Trust staff. The Facilities Manager is the client at Contract Manager level for the contracts with Europa and Integral.

The total cost for the charity staff is £350,102

The majority of service delivery is provided by external contractors for Parks maintenance, Site security and regular planned maintenance.

Direct expenditure on the Park including items such as grounds maintenance contract, litter removal, tree works, path and road repairs amounts to £ 408,000.

### 10.5 Overview of Total Income and Expenditure

Income (direct)	£396,290
APTL covenant	£239,000
<b>Total income</b>	<b>£ 635,000</b>
<b>Expenditure</b>	<b>£2,834,200</b>
<b>Total trust operation</b>	<b>£2,199,200</b>

### 10.6 Financial Outlook

The charity utilises a wholly owned trading company for the purpose of raising funds via the operation of the halls and general facilities. The performance of the trading company is critical to the ability of the charity to control the level of support required from the corporate trustee.

The covenant from the trading company for the previous year (09/10) has been affected by several factors including unexpectedly high utilities costs and the suppressed economic climate.

#### Trading Company Covenant

2007/8	2008/9	2009/10 (predicted)	2010/11 (projected)
£713,000	£450,000	£400,000	£239,000*

\* Reflects lost profit from closure of the ice rink for 6 months. Deficit covered by corporate trustee.

The company faced an extremely difficult trading environment in 2009/10 as both the events and leisure industries were hit hard by the recession. Two major bookings were lost as a direct result of economic climate, with an estimated combined loss to bottom line profit of £112k. Due to the reduction

in household spending, increasing footfall and spend per head in the pub and the ice rink was particularly challenging.

In addition, the coldest winter on record for 30 years had a significant impact on energy consumption due to the nature of the building which is particularly difficult to heat. Most of the utility costs for the site are recharged to the trading company whose utility costs were £44k above forecast for the year.

### Charity Deficits

2007/8	2008/9	2009/10 (predicted)	2010/11 (projected)
£2,964,594	£2,030,000	2,325,784	£2,199,200

The 2010/11 budget requirement sets a target of £2,199,200 for the deficit funding requirement.

As stated above the current trading conditions are very challenging and the Charity currently (and for the foreseeable future) will require revenue funding from the corporate trustee which has a legal obligation to fund the deficit operation of the charity. Although the quantum of this funding has not been specified it is accepted that the corporate trustee should provide sufficient funding to ensure the building does not deteriorate further.

### 10.7 Value for Money

Although the Trust overspent during 2009/10 it effectively achieved a budget saving of £235K and it absorbed some major costs accruing from previous years, including a £202K pension cessation payment and other exceptional costs. The overspend was restricted to essential spend on repairs, maintenance and staff costs.

The Trust will continue to drive out greater efficiencies and cost savings from its internal operations as well as from its relationship with commercial service providers.

# APPENDIX 1

## THE OVERALL STRATEGY AND OBJECTIVE OF ALEXANDRA PARK AND PALACE CHARITABLE TRUST as adopted in November 1998

### 1. Background

The London Borough of Haringey (the Trustee) took over Alexandra Park and Palace from The Greater London Council on 1<sup>st</sup> January 1980.

In 1967 the High Court of Justice, Chancery Division held that the statutory trusts upon which an owner held Alexandra Park and Palace were charitable. The consequences of these trusts being charitable are far reaching. The trusts were not registered with the Charity Commission by the [then] Greater London Council. They were however so registered by the transferor trustee, the London Borough of Haringey on 25<sup>th</sup> March 1981. Many of the issues the charity has faced over the years have arisen because of the constraints of charity law, the influence of local government law and the conflicts between them.

### 2. Charity

1. The generally recognised legal definition of Charity is as follows :-

***“Charity in its legal sense comprises four principle divisions: Trusts for the relief of poverty; Trusts for the advancement of education; Trusts for the advancement of religion and Trusts for other purposes beneficial to the community not falling under any of the preceding.”*** [Lord MacNaughton in ITC-v- Pemsel (1891)].

### 3. Principal Object

The reason the High Court held the Trusts in this case were charitable was because they were trusts for ‘*other purposes beneficial to the community*’ namely the Trustees duty to maintain the Park as an open space and keep the Park and Palace available for free use and recreation of the public forever.

It is worth underscoring the fact that the Trustees' obligations are to the public at large and not just Haringey residents. The Trustees stand by the principle of the **"Palace of the People"**.

This is the principal object of the Charity. The Trustees have been given wide statutory powers to enable them to meet this principal object.

#### **4. Overall Strategy**

The Trustees recognise the need to make the Charity's activities profitable. **It is only by establishing profitability and making profits that the Trustees will be able to improve the Charity's assets and widen their availability to the public.**

The Trustees recognise that subject to ensuring the future running of the Charity is put on a sound financial footing, it will have to pay to the Council a capital sum, out of any sum received on the grant of a building lease. The Trustees recognise that the Charity faces a claim by the Council in respect of already incurred and continuing revenue deficits.

The Trustees wish to maximise the Charity's income and profit consistently with the principal object of maintaining the Park as an open space and keeping the Park and Palace available for the free use and recreation of the public forever.

The Trustees can categorise their activities as :-

non-profitable activities beneficial to the community (for example, the maintenance and upkeep of the Park and the fireworks display)

profitable business and recreational activities which support the primary work of the charity

The Trustees recognise that they need to try to ensure that the profitable business and recreational activities generate sufficient profit to meet the costs of non-profitable activities. The Trustees intend to continue to run the Charity's current core business, and keep the Palace and Park available for free use and recreation of the public.

The Trustees are anxious to identify further profitable business within existing powers and profitable recreational activities to enable them to:

establish overall profitability;

provide against the contingent liability of the Council's revenue deficit claims;

extend the range of their non-profitable activities beneficial to the community;

generate sufficient profit to carry out further re-building and/or restoration of the Palace

<sup>1</sup> Following the decision of the Charity Commission in September 1995 (that it was willing to consider promoting a Scheme) the Trustees have selected a Preferred Developer. It is their ultimate objective, once they are empowered by a Charity Commission Scheme, to enter into a building agreement with the Preferred Developer which provides for a grant of a 125 year lease. The area subject to the Agreement and Lease will be the Palace Building and the immediate surround referred to as "*the Development Footprint*".

## **5. The Park**

The Trustees will not build or allow building in the Park except:

construction of a multi-storey car park at the rear of the Palace as authorised in the 1983 Planning Permission possibly to replace existing car park areas which shall be restored to the Park;

for recreational opportunities;

ancillary to existing or potential leisure use, specifically pavilions, changing and/or toilet facilities.

The Trustees will explore the possibility of restoring the Pavilion car park to the Park.

## **6. Transport**

The Trustees recognise and accept the necessity for improved public transport links to Alexandra Palace. The Trustees will consider the available options.

The Trustees have encouraged representations to be made to Railtrack and the relevant railway companies encouraging improvements to Alexandra Palace Station to facilitate the proposed Thames Link Services particularly the lengthening of the platforms.

<sup>1</sup> At their Board meeting in January 2010, the Trustees resolved to abandon their former strategic objective to grant a long lease to a single developer, pending agreement on and adoption of a new strategy and objective.

### **7. General**

The Trustees recognise the Alexandra Palace as a building of national historical significance which has now been listed. This contributes to its attraction for visitors and potential profitability.

The Trustees will endeavour to preserve the presentation of identifiable features which give the Palace its unique historic character.

In order to identify such features the Trustees will, where appropriate, consult with the relevant historic and conservation bodies.

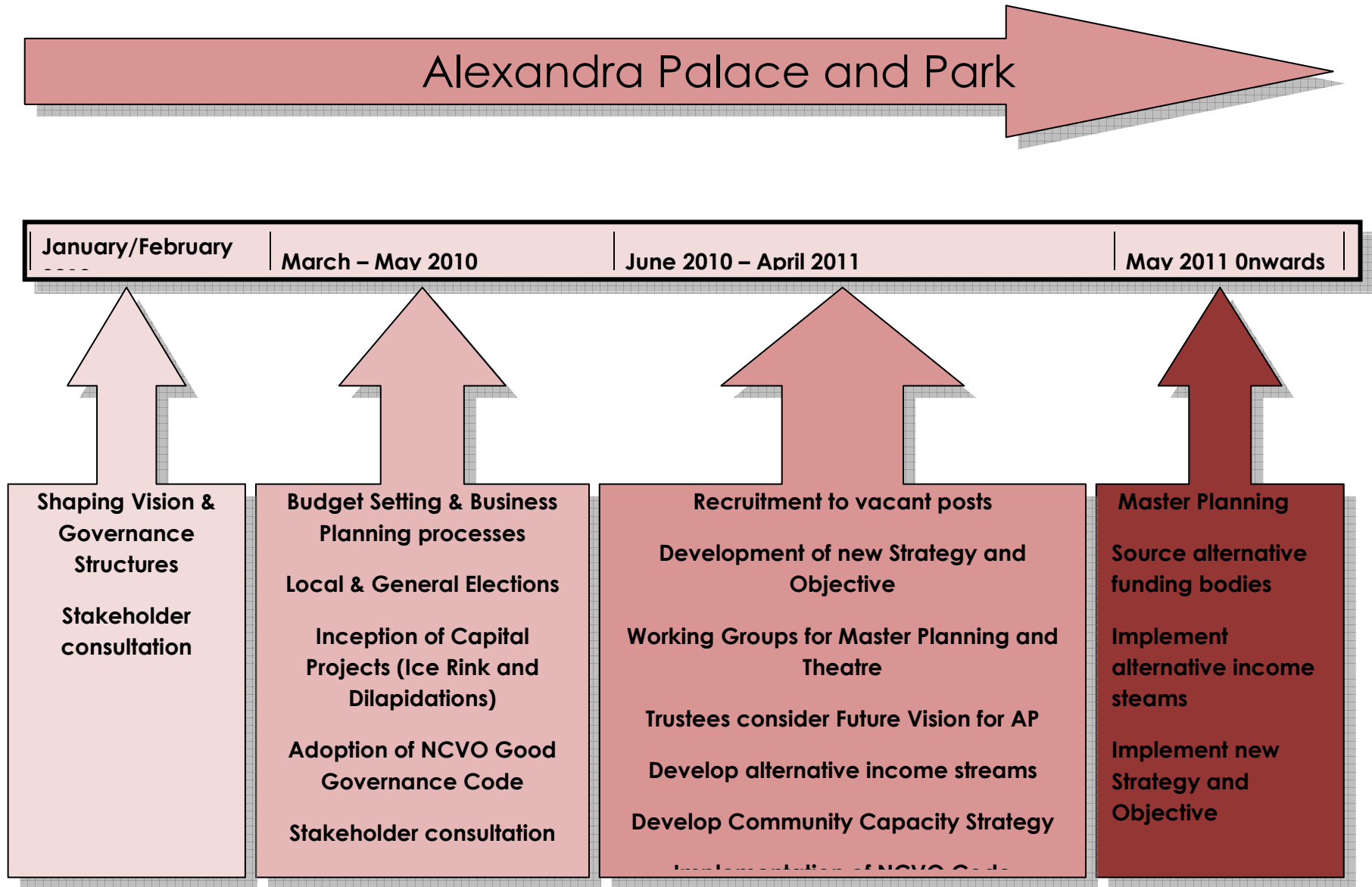
#### **BULLET POINT SUMMARY**

- Principal Objects
- Maintenance of Park as an open space
- Keep Park and Palace available for free use and recreation of the public.
- To establish overall profitability in order to achieve its charitable objects.
- To continue to seek Partnership/Lottery or other funding for business and recreational development.
- Not to allow building in the Park (subject to very limited exceptions)

- To pre-empt by profitable development of the Palace the need to sell any assets
- To continue to investigate transport links and ultimately bring forward authorising legislation if necessary in order to make the Palace and Park more accessible to people throughout London.



# APPENDIX 2 Timeline of Draft Key Strategic Activities for Board Decision



**ALEXANDRA PALACE AND PARK BOARD****On 29<sup>th</sup> June 2010**

Report Title: **Capital Projects Update 2010/11**

Report of: **John Barnett, Interim Facilities Management Consultant,  
Alexandra Palace & Park Charitable Trust**

**1. Purpose**

- 1.1 Further to the report the Board received on 7 June 2010 on Investment Considerations to advise the Board on the progress with the Ice Rink replacement and the issue that has arisen with the substructure design.
- 1.2 To seek the views of the Board on their preferred option to address the funding shortfall resulting from the requirement to change the substructure design.
- 1.3 To advise on the proposed priorities for the other capital and revenue spends on dilapidations and maintenance repairs.

**2. Recommendations**

- 2.1 The Board is asked to note the progress report on the Ice Rink replacement.
- 2.2 The Board is asked to consider the options outlined in the report to address the funding shortfall and make recommendation
- 2.3 The Board is asked to note the proposed capital and revenue expenditure on the building fabric and services during 2010/11.
- 2.4 The Board is asked to instruct the Interim General Manager to make such arrangements as may be necessary to ensure that the Ice Rink replacement project is completed in accordance with the Board's guidance and resolutions agreed on this matter.

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



Contact Officer: John Barnett, **Interim Facilities Management Consultant, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4334**

**3. Executive Summary**

- 3.1 The Ice Rink was closed to the public on the 5<sup>th</sup> May 2010 and construction works commenced on the 12<sup>th</sup> May 2010
- 3.2 The old Ice Rink has now been removed and a detailed geological survey carried out of the ground below. This has identified that the ground directly under the rink is frozen to a greater depth than had originally been estimated.
- 3.3 Design consultants are now recommending a change to the original tendered

sub-structure design and moving to a piled design system. This has significant cost and programme implications on the project as detailed in this paper.

3.4 A capital dilapidation budget of £500,000 plus a Site Security and Building Maintenance budget of £1, 2377,295 has also been allocated for 2010/11. The attached Project Initiation Document (PID) summaries the work priorities which are targeted at addressing areas of legislative compliance, significant Health and Safety impacts and the site's operability and upkeep.

**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 Ice Rink Replacement**

**Background**

- 6.1 The sum of £2.0 million has been secured from Haringey Council via Prudential Borrowing to replace the Ice Rink. This would be repaid over a period of 10 years from the resulting increased operating profits of the new facility.
- 6.2 An additional sum of £66,461 has also been approved by the Haringey Council's Sustainable Investment Fund (SIF) programme for a low emissivity ceiling for the ice rink at a cost of £66,461. This sum will be repaid to Haringey Council from the resulting energy cost savings delivered from the new ceiling over a five year period.
- 6.3 A professional project team working in conjunction with Haringey Council has been mobilised for the contract and a Design and Build contract has been tendered under the Haringey Council Framework Agreement for the Provision of Major Works Construction Services value in the range £1,000,000 to £3,499,000.
- 6.4 At a special Trustee Board meeting on the 4 May 2010 approval was given to award the contract to Lengard Ltd on the basis that the tender represented the overall best value to Alexandra Palace and was within the allocated cost plan for this element of the project. A letter of intent was issued on the 6<sup>th</sup> May 2010 and the contract documentation was completed on the 14 May 2010.
- 6.5 The Ice Rink was closed to the public on 5 May 2010 and the facility decommissioned over the following days. The site was handed over to Lengards on the 12 May 2010 and the project has commenced.

**Current Issues on the Substructure Design**

- 6.6 A key risk identified within the design stage of the Ice Rink replacement was the depth with which the permafrost had permeated into the London clay sub-soil due the long term failure of the heating mats under the ice rink concrete slab. Initial simple core drilling samples of the soil adjacent to the ice rink and discussions with other experts had led us to the conclusion that the problem was only likely to be in the top 1 metre of the clay which was built into the tender specification.
- 6.7 This risk has been flagged since the inception of the project. However it has always been recognised that it would not be until the Ice Rink had been fully decommissioned on 12 May 2010 that the full extent of the problem could be totally confirmed by drilling directly below the old ice rink area.
- 6.8 Since decommissioning, a full geo-technical survey has been undertaken on the ground directly under the old ice rink. The geologists have assessed that the soil below may be frozen to a greater depth than had originally been estimated (i.e. approximately 4.5 metres).
- 6.9 The contractor's design team have therefore raised concerns about using a traditional concrete slab foundation as had been originally planned in the design specification. They advise that the effects of ground heave and then thawing of the clay will result in a weakening of the ground and settlement taking place causing the new ice rink concrete slab to prematurely fail.
- 6.10 Independent assessment by Geological Consultants and some academics are also strongly recommending that a piled design be used to support the new ice rink; in place of the proposed concrete slab design
- 6.11 The effect of this design change is likely to have a cost and programme impact on the project which is covered in more detail within the exempt part of the report.
- 6.12 The options which are detailed within the Exempt Part of this report, show the costs and impact of:-
- Doing nothing and continuing with the existing project design. (Not recommended)
  - Aborting the project (Not recommended)
  - Using the space for other activities (Not recommended)
  - Continuing with the Ice Rink and sourcing other capital monies. (Recommended option)

## **7. £500k CAPEX Dilapidations Budget**

- 7.1 In response to a Capital Bid for dilapidation works at Alexandra Palace APPCT has been allocated a CAPEX sum granted by the Council for 2010/11 of £500,000.
- 7.2 The £500,000 CAPEX represents only half of the sum requested APPCT for 2010/11. It has been provisionally reallocated on the basis of the priority of the compliance and dilapidation works defined within the original bid paper.

The proposed works are as follows:-

**Internal Dilapidation Works £100,000**

Commissioning a contract through the LBOH Minor Works Framework Contracts to address internal dilapidation on the building fabric to safeguard the asset and to support the operation of APTL. A list of work priorities has been agreed with APTL and these monies will initially address the Priority 1 areas. For example the Palm Court Entrance, Londesborough room, Phoenix Toilets, Palace Suite and Palm Court meeting rooms will all have some refurbishments works taking place. It has been estimated that Alexandra Palace could lose between £526k to £831k per annum of business to its competitors if the standards of the venue are not maintained. This is therefore the most urgent short-term business priority.

**External Hydrant Main £20,000**

The proposed installation of a plastic liner into the 250mm ductile main to address bursts has been deferred from this financial year. Following modifications to the pressure control systems and repairs, the existing system has proved more reliable. It is now intended to commission a report and to get more detailed recommendations on the options we have available in the long term to address the condition of this service.

**Fire Alarm Upgrade/Replacement £100,000**

Commissioning a project to upgrade and replace the existing obsolete and unreliable fire system over the next two years starting with high risk areas.

**External Building Dilapidations £130,000**

Commissioning a contract through the LBOH Minor Works Framework Contracts to commence works on the external brickwork condition on the Palm Court and Ice Rink entrances plus the South side of the Palace this financial year.

**Theatre £50,000**

Commissioning a structural engineering and building surveyor's report/estimate for the area to identify staged cost options to:-

- Make safe and protect the structure
- Make it a useable facility

The objective is to develop a project proposal which can be used to seek other streams of funding and clearly identify the staged options that are available for the Theatre.

**Upgrade of the Data/Comms Cabling Infrastructure £50k**

Commissioning a contract to rewire the data/comms infrastructure to address obsolescence, dilapidations and speed of the system. These works are urgently required to provide a platform on which further technical improvements can then be added. (e.g. new telephone system, EPOS etc). These works have been approved by the IGM using his procurement authority and installation is complete, pending real-time testing.

**Contingency Fund £50k**

Alexandra Place does not have an annual capital budget from which to invest (e.g. replacement computer for staff). A £50k capital fund has therefore been allocated to address this unforeseen capital purchases throughout the financial year.

**8. Revenue & Maintenance (R&M) Budget**

8.1 An R&M Security and Maintenance budget of £1, 2377,295 has also been allocated. These monies will fund Site Security, Planned and Reactive Maintenance plus a proportion of the utility costs of the site. The current term contracts operate until the 31<sup>st</sup> October 2010, after which a newly tendered Integrated Facilities Management contract will be in place. These contracts provide:-

- Site Security  
Provision of a 24/7 site security team across AP
- Planned Maintenance  
Provision of planned maintenance support to AP but with the Ice Rink elements removed during the construction programme
- Reactive Maintenance  
Provision of reactive maintenance support to the buildings and landlord services across the site.
- Equipment Maintenance  
Provision of planned and reactive repairs to equipment at AP (i.e. not landlord services e.g. boilers)

(See Appendix 1: Project Initiation Document for the CAPEX and R&M Programme for 2010/11)

The above sums do not include the variable repairs and maintenance budgets for the park, winter maintenance, roads and park security.

## **9. Consultation**

- 9.1 The development and allocation of capital and revenue expenditure has been fully discussed with APTL management and is reviewed on a monthly basis. A list of Priority 1 and Priority 2 dilapidation works have been agreed and monies are being targeted towards these areas as funds allow.
- 9.2 The IGM and MD of APTL and their respective management team members have liaised closely on the options outlined in the Exempt Appendix.

## **10. Legal and Financial Comments**

- 10.1 The proposed capital works are within the £500k capital grant allocation from LB Haringey. The grant will be treated as restricted capital funding and the relevant depreciation charged to the fund over the useful economic life of the assets.
- 10.2 The proposed R&M Budget Programme is in line with the revenue budget allocation awarded by LB Haringey for 2010/11 and the revenue budget approved by the Board at its meeting of 2 March 2010.
- 10.3 The Interim General Manager has proposed that there should be a memorandum of understanding between the Trust and APTL that effectively 'ring-fences' the additional income from the ice rink so that profit derived appears in the gift aid payment and consequently reduces the deficit funding by Haringey Council.
- 10.4 The final terms of the Prudential borrowing (interest rate and repayment period) have yet to be agreed with Haringey Council. It is anticipated that the interest payable will in the region of £470K for the £2.0million currently agreed.
- 10.5 Haringey Council's Chief Financial officer comments:

The report is noted and confirmation that the capital sums of £500k for building works and the £2 million for the ice rink redevelopment are available. The governance arrangements that are in place for the management of these projects is noted and follows the Council's good practice. The Council has a senior finance officer as a member of the Ice Rink project board. The trust should ensure that it reports to the board on a regular basis on progress against milestones and spend on both projects.

With regard to the funding of the additional expenditure on the ice rink project the Trust takes all necessary action to minimise the overspend. A more detailed financial comment is contained within the exempt report.

- 10.6 The Trust's solicitor's advice has been taken into account in preparing this report.

## **11. Equalities Implications**

11.1 There are no perceived equalities implications in this report.

**12. Use of Appendices / Tables / Photographs**

**Appendix 1:- Exempt Appendix**

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Report Title: **Recruitment of a Permanent Facilities Manager**

Report of: **Andrew Gill, Interim General Manager, Alexandra Palace & Park Charitable Trust**

**1. Purpose**

1.1 To seek delegated authority from the Board for the Interim General Manager to appoint the permanent post of Facilities Manager.

**2. Recommendations**

2.1 The Board is recommended to give delegated authority to the Interim General Manager to make the appointment of a permanent Facilities Manager in line with the statutory rules on staffing matters that apply to the rest of the Council. (i.e. Local Authorities Standing Orders Regulations (S.I. 2001/3384))

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



Contact Officer: Andrew Gill, **Interim General Manager, Alexandra Palace & Park, Alexandra Palace Way, Wood Green N22 7AY Tel No. 020 8365 4340**

**3. Executive Summary**

- 3.1 The temporary appointment of an agency Facilities Manager (FM) has clearly demonstrated the need for a permanent FM post at Alexandra Palace.
- 3.2 This will continue to ensure the site remains legislative compliant, operates safely and the FM services deliver best value.
- 3.3 Handover HR have been contracted to lead the recruitment process and the Interim General Manager is seeking delegated authority to make the final appointment.

**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.

## **Description**

- 6.1 The salaries budget within APPCT has a provision for the permanent post of Facilities Manager (FM).
- 6.2 Since the appointment of the Interim General Manager in June 2009, an agency FM has been recruited to support the delivery of the Site Security and FM Services as an interim post.
- 6.3 This temporary appointment has demonstrated the need for Alexandra Palace to have a permanent Facilities Manager post to ensure that the areas of legislative compliance, health & safety and best value are delivered from the term contracts. (Appendix 1 details the Job Description and Person Specification). It will also be more cost effective than hiring through an agency.
- 6.4 Handover HR has therefore been appointed to lead the recruitment process and has already advertised for the Facilities Managers post.
- 6.5 Once the assessments have been completed final panel interviews will be scheduled in July for the short listed candidates. This date will fall between the scheduled board meetings. The logistical difficulties therefore of arranging panel interviews to include Trustees are an issue.
- 6.6 Section 8 below defines the statutory rules on staffing matters within Haringey Council to which APPCT are also subject to abide. This identifies that to appoint, dismiss or take disciplinary action in relation to officers below Deputy Chief Officer level must be delegated to, and exercised by, a senior officer nominated by the Chief Executive.
- 6.7 The General Manager of the APP Trust reports directly to the Chief Executive, at present, and the post is therefore a Chief Officer. It is therefore logical and more efficient for the Interim General Manager to be delegated the task of carrying out the whole recruitment process.
- 6.8 The award of this post will have no impact on any future staffing changes that might arise from the Governance review being undertaken.
- 6.9 It is therefore recommended that the Board gives delegated authority to the Interim General Manager to make the appointment of a permanent Facilities Manager.

## **7. Financial Implications**

- 7.1 The Facilities Manager is included in the Trust's approved salary budget for 2010/11 and is a critical role in terms of monitoring and obtaining value for money from the Trusts annual repairs and maintenance budgets and capital expenditure.
- 7.2 The recruitment process is being carried out in accordance with the Trust's recruitment policy with the support of an external agency.

## **8. Legal and Financial Comments**

- 8.1 The Alexandra Palace and Park Board and Trust are subject to the same Statutory rules on staffing matters that apply to the rest of the Council.

The Local Authorities Standing Orders (England) Regulations 2001(S.I. 2001/3384) require that the powers to appoint, dismiss and take disciplinary action in relation to officers below Deputy Chief Officer level must be delegated to, and exercised by, a senior officer nominated by the Chief Executive rather than by a Member Committee/Sub-Committee.

- 8.2 For these purposes a “Chief Officer” is defined as an officer who is directly accountable, for all or most of their duties, to the Chief Executive. A Deputy Chief Officer is one who is directly accountable, for all or most of their duties, to a Chief Officer. This definition excludes officers performing secretarial, clerical or support duties. The General Manager of the APP Trust reports directly to the Chief Executive, at present, and the post is therefore a Chief Officer one. All those officers reporting directly to the General Manager count as Deputy Chief Officers even if the grading and duties of those posts are less than is the case for DCO posts elsewhere within the Council
- 8.3 Under the Local Authorities Standing Orders Regulations, the appointment, dismissal and taking of disciplinary action in relation to Chief Officers and Deputy Chief Officers may be undertaken either by other senior officers, for example the Chief Executive, or by a Member Committee/Sub-Committee. This is a matter for local choice except for the requirement in the Regulations that the appointment and dismissal of a Chief Executive must be approved by the full Council.
- 8.4 Haringey Council’s Constitution provides that Chief Officers and Deputy Chief Officers should be appointed, dismissed and disciplined by Member Panels operating under the Local Authorities Standing Orders Regulations. These Member Panels are called Part 4K Panels after the relevant Part of Haringey’s Constitution. The Regulations require that at least one Cabinet Member shall be included in such a Panel.
- 8.5 However, in the case of the Alexandra Palace and Park Trust, the APP Board has within its terms of reference “acting as the employing body for employees engaged in the working of the Trust” and the “setting of staffing policies, conditions of service and terms of employment for those employees”. In accordance with the advice of the Charity Commission, Cabinet Members do not sit on the APP Board. In the past the APP Board, or its urgency Panel, have taken decisions relating to the appointment and dismissal of the General Manager without Cabinet Member involvement. The report recommends in this case that the Board delegate its powers of appointment to the General Manager in order to effect the appointment of a Facilities Manager. Taking into account the discretion available within the statutory regime, and the special circumstances regarding its position, this is a decision that the Board has the power to make.

8.6 The Council’s Director of Corporate Resources notes the contents of the report.

## **9. Equalities Implications**

9.1 Equalities has been fully addressed during the recruitment processes.

## **10. Use of Appendices**

10.1 Job Description and Person Specification for the Post of Facilities Manager.

## **JOB DESCRIPTION**

**Post:** Facilities Manager

**Grade:** PO3/4 Equivalent

**Responsible to:** General Manager APPCT

**Responsible for Managing:** On Site Facilities at Alexandra Palace

### **Working Context**

*To act as the Intelligent FM Client and deliver an “Operational Facilities Management” service to the Alexandra Palace buildings and site (there is a dedicated manager for the Park). Delivering property advice and facilities management services relating to statutory and non-statutory maintenance to the property portfolio. Also to provide project management support to specific capital works.*

### **Overall Purpose**

To facilities manage, operate, repair and maintain Alexandra Palace buildings and site to an agreed standard through a programme of rolling maintenance. To facilitate the delivery of a wide range of facilities management services to support the operation of the business.

To ensure that the site meets legislative, good practice and agreed service levels in the delivery of the FM services. To provide a high-quality, customer-focussed service to site users.

### **Facilities Management**

1. Facilities Management of the Alexandra Palace buildings and site to ensure that the maintenance programme is planned and implemented in a safe and cost effective way with minimal disruption to the site users.
2. Manage and facilitate the delivery of a wide range of FM services to support the operation of the site. In general this applies to the delivery of the Hard FM services to the buildings and some Soft FM , typically:-
  - Buildings Fabric (External & internal)
  - Mechanical Services
  - Electrical Services
  - Security
  - Minor works
  - Small capital works
3. Manage the resolution of day to day problems associated with the provision of these facilities by close liaison with the business managers.

### **Contract Management and Customer Service**

1. Act as the Intelligent FM client managing and Integrated Facilities Management contract delivering a wide range of contract FM services across the site.
2. Ensure that effective mechanisms are in place for contract monitoring and contract review.
3. To provide a focal point of contact to ensure that service levels are being met and good customer relations are being maintained
4. Support the operation of a Crisis Management team in the event of an incident and to effect recovery procedures
5. Producing work specifications and issuing to contractors for quotation and tender. Raising financial documentation for approval, procurement of materials and co-ordinating the work through to completion
6. Coordinating the responses to help desk calls and breakdown by the provision of reactive services from the FM support teams.
7. To resolve any problems, claims or disputes, recommending and initiating remedial action as necessary.
8. Coordinating the responses to help desk calls and breakdown by the provision of reactive services from the FM support teams.

### **Project Management**

1. To prepare tender documentation for the procurement of goods and services.
2. To represent the Trust at meetings with officers of the Council, Trustees, councillors, strategic partners, community groups and stakeholders.
3. To prepare reports to the Board of Trustees and other stakeholders as required.
4. To progress the successful management of projects ensuring that they are delivered on time, on budget and are effective means to achieve the overall objectives of the Trust.
5. Preparing and providing appropriate reports.
6. Tracking and recording the progress of projects.
7. Assessing and reporting the risks associated and encountered with projects.

### **Budgetary Management**

1. To be responsible for capital budgets ensuring that these are managed in accordance with the Trust's Procurement Procedures and Financial Regulations and to the requirements of external funders.
2. Operating the site in a cost effective manner and implementing good energy management techniques and conservation measures.

### **Self Development**

1. To develop own skills and capabilities through performance appraisals, including participation in assessment and review of competencies, setting and monitoring of progress on objectives and personal development plans.

### **Adherence to Legislation and Policy**

1. To ensure that all responsibilities are carried out under relevant health and safety legislation and Trust Policy.
2. Management of health and safety systems to ensure that the FM services are carried out in a safe manner. This includes the evaluation of risks, assessment of working methods, control of safety documents and implementation of safe working procedures.
3. To comply with the Trust's Procurement Procedures, Financial regulations and its various policies relating to the Trust's activities.

### **Equalities**

1. To promote and implement the Trust's Equal Opportunities and Customer care policies in all areas of the work.

### **Other Duties and Responsibilities**

1. To be available on mobile phone, two-way radio (while on site) or other means of communication for operational purposes.
2. To undertake any other duties commensurate with the grade and remit of the post as may be required from time to time
3. To work evenings and weekends as required in order to fulfil the requirements of the post.
4. To provide cover for the General Manager when they are un-available due holidays, sickness.

**Areas of Influence**

1. Managing and facilitating the implementation and operation of FM contracts. This includes management of people together with the development and implementation of procedures.
2. Working closely with tenants, staff, contractors, agency staff and visitors.
3. Taking decisions on a variety of issues which at times could have a significant impact on the operation of the buildings and site (i.e. Security, incidents, client concerns, complaints etc.).
4. Providing advice and information, making recommendations and identifying improvements to the FM services.
5. Facilitating the costing and tendering of works in order that agreements can be achieved for placing single or term contracts for work to be undertaken.
6. Recommending and advising on the use of the buildings and their facilities.
7. Providing advice and information in the development of policies and procedures for the effective delivery of the FM services.

**Scope of Job.**

1. Manages a revenue and maintenance budget of £1.5 Million, plus capital investments programmes as applicable
2. Direct reports: Nil.
3. Indirect reports: 3 to 5 people comprising term contractors and specialists.

**Key Working Relationships**

- 1. General Manager APPCT**  
Reporting and communication on operational issues, maintenance programmes.  
Agreeing work priorities, budget and working procedure
- 2. Alexandra Palace Trading Ltd**  
Agreeing work priorities.  
Site safety  
Liasing with site users  
Resolving operational issues
- 3. FM Specialists**  
Agreeing work priorities  
Defining work programmes  
Co-ordination of works on site.
- 4. Term Contractors**  
First line management of contracts,  
Allocation and agreement of work priorities  
Responsibility for assessing quality and safety of works.
- 5. Suppliers**  
Sourcing and obtaining tenders and quotations  
Agreeing work programmes  
Reviewing design and proposals  
Quality and safety.

## **Facts & Information**

Alexandra Palace is set in 73 Hectare of parkland and first opened in 1873 as “The Peoples Palace” to provide the Victorians with a great environment and recreation site.

In 1936 the BBC used the site to transmit the first public television. During its life there have been two major fires (first in 1873 shortly after opening and laterly in 1980) with the consequence that only 60% of the space is fully operational.

In September 1999 Alexandra Palace Trading Limited (APTL) was formed taking over the commercial activities on site. APTL is a wholly owned usbsidiary company of the Chairable Trust. The site now offers a wide range of facilities for many types of activities such as meeting, conference and exhibitions; plus various leisure facilities such as an ice rink, boating lake, Phoenix bar.

The site offers a varied, challenging and rewarding role to any Facilities Manager.

## **Other Information**

*The Facilities Management role can be defined as the process in which services are delivered and sustained to tenants and occupiers to maintain a quality environment and to support the operations of their businesses. These are delivered at an agreed service level and within a defined cost framework.*

*The **Facilities Manager** post is therefore more than simply management of the maintenance of building and their associated services and equipment. The role of this **Facilities Manager** must act as a focal point between the tenants/occupiers and is normally the principal contact. The job holder must be customer-focused and responsive to the operational requirements of its tenants.*

### **Contact:**

#### **Andrew Gill**

Interim General Manager  
Alexandra Palace and Park Charitable Trust  
Telephone 0208 365 4340  
Mobile 0797 3373 048

Email [andrew.gill@appct.org](mailto:andrew.gill@appct.org)

**Alexandra Palace & Park Charitable Trust (APPCT)****PERSONNEL/CANDIDATE SPECIFICATION****Facilities Manager**

These are the qualities necessary to do this job. Your application should clearly demonstrate how you meet all the essential criteria as short listing and selection decisions made will be based on our assessment of you against these criteria.

<b>Experience and Skills</b>	<b>Essential</b>	<b>Desirable</b>
<b>Knowledge</b>	<ol style="list-style-type: none"> <li>1. Good Knowledge of IT and its application</li> <li>2. Good Knowledge of local government and its procedures processes and procurement practices.</li> <li>3. Broad knowledge on a range of facilities management services.</li> </ol>	
<b>Experience</b>	<ol style="list-style-type: none"> <li>1. 2 to 3 years experience of managing FM services in a multi tenanted environment.</li> <li>2. CDM Construction knowledge and experience</li> <li>3. Experience of working within Grade 2 listed environment</li> <li>4. Experience of working within an events type environment</li> <li>5. Experienced in service contract management</li> <li>6. Experience of customer relationship management</li> <li>7. 2 years experience of managing capital projects in public sector environments</li> </ol>	
<b>Skills</b>	<ol style="list-style-type: none"> <li>1. Numerate and high level of written English</li> <li>2. Ability to apply analytical skills to complex financial and management issues, and to develop practical action plans and processes.</li> <li>3. Tact, diplomacy and the ability to relate to all groups</li> <li>4. Ability to multi-task and work under pressure.</li> <li>5. Strong organisational and communication skills.</li> </ol>	

	<ol style="list-style-type: none"> <li>6. Use of software packages (e.g. capable of using Word, Excel, Powerpoint, Outlook)</li> <li>7. Problem solving and negotiating skills</li> <li>8. Ability to reason and appropriately challenge where necessary</li> <li>9. Excellent project management skills</li> <li>10. Ability to provide professional advice on requirements and best practice</li> </ol>	
<b>Qualifications</b>	<ol style="list-style-type: none"> <li>1. NVQ level 3 or formal engineering qualification. (e.g. City &amp; Guilds, ONC)</li> <li>2. NEBOSH or Equivalent Health and Safety Qualified</li> </ol>	
<b>Any other factors</b>	<ol style="list-style-type: none"> <li>1. Must be able to work evenings and weekends as required.</li> </ol>	

## Attachment A

**Alexandra Palace and Park Board – 29<sup>th</sup> June 2010****RESOLUTIONS of the Alexandra Park and Palace Advisory Committee (“SAC”) dated 8<sup>th</sup> June 2010****(a) ALEXANDRA PALACE BECOMING A SUSTAINABILITY CENTRE**

The Committee received a presentation by Adrian Thomas, a regular park user and member of the Warner Estate Residents’ Association (WERA) suggesting that the recommendations towards Alexandra Palace and Park becoming more sustainable in attachment B be considered and taken forward.

The general response from Palace officers was that some of the suggestions made by Mr Thomas could be integrated into the usage of the Palace and Park and others were already being progressed. The Committee recognised that there were financial implications to making the Palace and Park more sustainable and that Trustees would require details of how the proposals would be funded in order to consider them. It was suggested that funding could be sought, for example, energy utility companies provided funding for solar panels.

**RESOLVED**

- i. That Alexandra Palace and Park staff be asked to look at the possible short term actions for improved sustainability at Alexandra Palace and Park and provide the Board with information on how some of the proposals presented by Mr Thomas were already in place and how further proposals could be taken forward.
- ii. That the Board be recommended to consider the proposals for improved sustainability presented by Mr Thomas and Palace and Park staff provide the Board with information (as stated in recommendation i. above) at a future meeting in the autumn and report back to the Advisory Committee.

**ATTACHMENTS:**

**Attachment B – Table of recommendation for Alexandra Palace to become a Sustainability Centre, by Adrian Thomas**

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## Attachment B

## Alexandra Palace – proposed sustainability centre

	Possible short term actions (to 2012)	More challenging (to 2014)	Longer term actions (to 2016)
<b>Events and activities</b>	<p>1. Network with Haringey Council and local sustainability organisations.</p> <p>2. Encourage organisations concerned with sustainability and crafts to hold exhibitions at the Palace.</p>	Promote the Palace as a venue for environmental meetings, conferences and courses.	Set up an eco-hotel.
<b>Energy generation and energy efficiency in public buildings</b>	<p>1. Complete energy generation survey.</p> <p>2. Plan to reduce the Palace's carbon emissions by 40% by 2016.</p>	Instal Solar panels and smokeless biomass boilers.	Instal wind-turbines if feasible; aim for energy self-sufficiency for the Palace, or a surplus.
<b>Energy efficiency: homes</b>	Publicise the Palace's concern for sustainability, and promote it as a venue for environmental events	Set up a permanent housing display showing different methods of insulation, draught-proofing and double-glazing.	Develop display and establish alliances with responsible retailers and builders.
<b>Travel &amp; transport: getting to the Palace</b>	Improve signage from transport hubs and provide better maps.	Introduce electric/hybrid buses to provide an energy efficient transport system.	Evaluate bus system and consider whether to introduce a light rail system.
<b>Bicycles &amp; walking</b>	Make the Palace more bicycle-friendly with better parking, marked paths etc., and provide maps for walkers and cyclists.	Host bicycle exhibition and events focussing on shopping and commuting.	Organise bicycle retail outlet focussing on sustainable transport.
<b>Food production</b>	Set up food production demonstration plots on allotments, and a community orchard in the Park.	Establish an alliance with local garden centre to promote sustainable gardening.	
<b>Waste and recycling</b>	Establish a waste and recycling policy with targets, and publicise them to all users.	Recycle surplus timber in the Park in biomass boilers.	

**Attachment B**

<p><b>Biodiversity</b></p>	<p>Build on the impetus from the Springwatch event, and liaise with wildlife trusts etc. to improve biodiversity in the Park.</p>	<p>Consider how the deer enclosure could be adapted to convey more of a biodiversity message.</p>	
<p><b>Lifestyle</b></p>	<p>Encourage music festival using the Palace and the Park (cf. Victoria Park).</p>		

June 2010  
 adrianphomas@btinternet.com

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
TUESDAY, 8 JUNE 2010**

PRESENT: \* denotes attendee

NOMINATED BY LOCAL RESIDENTS' ASSOCIATIONS

Ms J. Hutchinson	:	Alexandra Residents' Association
*Mr K. Ranson	:	Bounds Green and District 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
*Ms L. Richardson	:	Palace View Residents' Association
*Mr. D. Frith	:	The Rookfield Association
*Mr. D. Liebeck	:	Warner Estate Residents' Association

APPOINTED MEMBERS

*Councillor D. Beacham	:	Alexandra Ward
*Councillor J. Christophides	:	Bounds Green Ward
*Councillor M Davies	:	Fortis Green Ward
*Councillor M. Whyte	:	Hornsey Ward
*Councillor J. Jenks	:	Muswell Hill Ward
*Councillor P. Gibson	:	Noel Park Ward
*Councillor J. Ejiofor	:	Council Wide appointment
*Councillor R. Watson	:	Council Wide appointment

Also in attendance:

Mr Andrew Gill – Interim General Manager – Alexandra Palace  
 Mr Mark Evison – Park Manager – Alexandra Palace  
 Ms Rebecca Kane – Managing Director, Alexandra Palace Trading Limited  
 Mrs Natalie Cole – Clerk to the Committee

Also present:

Councillor Pat Egan – Chair of the Alexandra Park & Palace Consultative Committee  
 Mr Clifford Hart – LB Haringey Committees Manager  
 Mr Adrian Thomas – Warner Estate Residents' Association (WERA)

**MINUTE  
NO.**

**SUBJECT/DECISION**

<b>APSC01.</b>	<p><b>ELECTION OF CHAIR AND VICE-CHAIR OF THE ADVISORY COMMITTEE FOR THE MUNICIPAL YEAR 2010/11</b>  <u><b>Election of Chair</b></u></p> <p>As it was the first meeting of the Municipal Year 2010/11 the Clerk, Mrs Cole, sought nominations for the position of Chair of the Advisory Committee.</p> <p>Councillor Monica Whyte nominated Mr David Liebeck as Chair of the Advisory Committee for the Municipal Year 2010/11. Mrs Monica Myers seconded the</p>
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**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
TUESDAY, 8 JUNE 2010**

	<p>nomination.</p> <p>There being no further nominations it was:</p> <p><b>RESOLVED</b></p> <p>That Mr D. Liebeck (Warner Estate Residents' Association) be duly elected as Chair of the Alexandra Park and Palace Advisory Committee for the Municipal Year 2010/11.</p> <p style="text-align: center;"><b><u>Mr D. Liebeck in the Chair</u></b></p> <p><b><u>Election of Vice-Chair</u></b></p> <p>The Chair sought nominations for the position of Vice-Chair of the Advisory Committee for the Municipal Year 2010/11. The Chair nominated Councillor Whyte as Vice Chair of the Advisory Committee. This was seconded by various members of the Committee.</p> <p>There being no further nominations it was:</p> <p><b>RESOLVED</b></p> <p>That Councillor Monica Whyte be duly elected as Vice-Chair of the Alexandra Park and Palace Advisory Committee for the Municipal Year 2010/11.</p>
<p><b>APSC02.</b></p>	<p><b>MEMBERSHIP</b></p> <p>The Chair advised that the 7 qualifying associations for the Committee had confirmed their agreed allocation of places on the Committee for 2010/11 from amongst their number to the 8 allocated places.</p> <p>The Committee noted that the Bounds Green and District Residents' Association (represented by Mr J. Michaels and Mr K. Ranson (deputy)) had applied and satisfied the requirements to join the Committee.</p> <p>Mr H. Aspden (Warner Estate Resident's Association (WERA) which had two representatives on the Advisory Committee in 2009/10) had resigned as a member of the Advisory Committee.</p> <p>The Chair then MOVED and it was:</p> <p><b>RESOLVED</b></p> <p>That the allocation of the 8 places from the qualifying Associations to the Alexandra Palace and Park Advisory Committee for the Municipal Year 2010/11 as detailed below be noted:</p> <p><b><u>Nominated Members</u></b>          Alexandra Residents' Association: Ms Jane Hutchinson          Bounds Green and District Residents' Association: Mr Ken Ranson          Muswell Hill and Fortis Green Association: Ms Monica Myers          Muswell Hill and Fortis Green Association: Mr Denis Heathcote          Palace Gates Residents' Association: Ms Jackie Baker</p>

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
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	<p>Palace View Residents' Association: Ms Elizabeth Richardson The Rookfield Association: Mr David Frith Warner Estate Residents' Association: Mr David Liebeck</p>
<b>APSC03.</b>	<p><b>APOLOGIES FOR ABSENCE</b></p> <p>Apologies for absence were received from Councillor Joseph Ejiofor.</p>
<b>APSC04.</b>	<p><b>APPOINTMENT OF MEMBERS TO THE URGENCY SUB-COMMITTEE FOR THE MUNICIPAL YEAR 2010/11</b></p> <p>The Chair was nominated by Councillor Whyte to act as Chair of the Urgency Sub-Committee; Councillor Whyte was nominated by Councillor Matt Davies; Mr Denis Heathcote (Muswell Hill &amp; Fortis Green Association) was nominated by Mrs Myers and Councillor Pauline Gibson was nominated by Councillor Richard Watson.</p> <p>The Chair MOVED and it was:</p> <p><b>RESOLVED</b></p> <p>That the following Members be appointed to the Urgency Sub-Committee of the Advisory Committee for the Municipal Year 2010/11 as detailed below:</p> <p>Mr Liebeck (Chair) Councillor Whyte (Vice Chair) Councillor Gibson Denis Heathcote</p>
<b>APSC05.</b>	<p><b>DECLARATIONS OF INTEREST</b></p> <p>Councillor Jenks declared a personal interest as he was a member of the Warner Estate Residents' Association (WERA).</p>
<b>APSC06.</b>	<p><b>ORDER OF THE AGENDA</b></p> <p>The Committee agreed to vary the order of the agenda to allow Adrian Thomas (WERA) to give his presentation on Sustainability at the beginning of the meeting. The minutes will show the items in the order in which they appear on the agenda.</p>
<b>APSC07.</b>	<p><b>MINUTES</b></p> <p><u>Minutes of the Advisory Committee meetings held on 9<sup>th</sup> February 2010 and 17<sup>th</sup> March 2010 (Special)</u></p> <p><b>RESOLVED</b></p> <ol style="list-style-type: none"> <li>i. That the minutes of the Advisory Committee meeting held on 9<sup>th</sup> February 2010 be agreed subject to the inclusion of two paragraphs within the Good Governance section (APSC37).</li> <li>ii. The minutes of the Special Advisory Committee meeting held on 17<sup>th</sup> March 2010 were confirmed as a correct record.</li> </ol>

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
TUESDAY, 8 JUNE 2010**

	<p><u>Minutes of the Alexandra Palace and Park Consultative Committee</u></p> <p>The draft minutes of the meeting of the Consultative Committee held on 16<sup>th</sup> February 2010 were noted.</p> <p><u>Minutes of the Alexandra Palace and Park Board</u></p> <p>The tabled minutes of the meetings of the Alexandra Palace and Park Board held on 2<sup>nd</sup> March 2010 and 4<sup>th</sup> May 2010 and 12<sup>th</sup> January were noted.</p> <p>The Chair asked Officers for an update on the possible charging regime on the Park's existing car parks (12<sup>th</sup> January 2010, minute no. APBO09). Mr Gill informed the Committee that Trustees had requested a feasibility study and an update on this would be provided at the Board meeting on 29<sup>th</sup> June as part of the Finance Update report. The Advisory Committee would be consulted before any decision on potential car park charging was recommended to the Board.</p>
<p><b>APSC08.</b></p>	<p><b>PARK ACTIVITIES UPDATE</b></p> <p>The Committee received the report updating the Advisory Committee on events and works within the park, introduced by Mr Mark Evison, Park Manager, Alexandra Palace.</p> <p>The Committee noted that 8,000 visitors had attended the Springwatch Wild Day Out event (paragraph 6.2 of the report) and representatives of the Natural History Museum had estimated 500-700 species of flora and fauna were identified on the day.</p> <p>Mr Evison drew particular attention to paragraphs 6.8, a new walk leaflet was being produced by the Friends of Alexandra Park, and 6.9 the Haringey Council Biodiversity Action Plan objective to declare part of the park a Local Nature Reserve, which could help secure further funding for the Park in future.</p> <p><b>RESOLVED</b> that the report be noted.</p>
<p><b>APSC09.</b></p>	<p><b>FORTHCOMING EVENTS</b></p> <p>The Committee received the report advising of forthcoming events to the end of the financial year, presented by Ms Rebecca Kane, Managing Director, Alexandra Palace Trading Limited (APTL).</p> <p>Ms Kane highlighted the success of the business strategy of APTL in provisionally securing 10 concert events for 2010/11 (compared to 2 concerts held at the Palace last year). 2 of the concerts would run through the night, 1 would end at 1am and the others would end at the usual finish time (11pm). APTL hoped to secure 80% of this business.</p> <p>Ms Kane drew the Committee's attention to the Family Picnic event (6000 attendees) for which the Park had been chosen as flagship site, the Indian Festival (which Ms Kane hoped to host at the Palace for the second year) and the World Cup and Fireworks events which were all in progress. New exhibitions scheduled to be held at the Palace included the Indian Property Exhibition, the In Wedding</p>

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
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	<p>Exhibition and the Dolls Exhibition which replaced the one lost exhibition in 2009/10.</p> <p>Ms Kane updated members on plans for a Temporary Ice-Skating Rink, which would be installed whilst work continued on the permanent ice-rink. It was noted that it was not possible to erect the marquee at the original Pavilion site therefore the temporary ice-rink would be installed in the Great Hall to ensure loyal customers continued to visit during the summer. The Great Carnival Splash event would be held in the Great Hall (21<sup>st</sup> &amp; 22<sup>nd</sup> August) but have welcomed the addition of an ice-rink to their event.</p> <p>Resident Association representatives suggested more advertising for events could be conducted by APTL. In response, Ms Kane explained that the main channels of advertising were the Palace website ( <a href="http://www.alexandrapalace.co.uk">www.alexandrapalace.co.uk</a> ) and the "What's On" leaflets, there was also a Facebook page for the ice-rink, advertising on radio stations for the World Cup events at the Palace (where television stations and journalists would be broadcasting from) as well as posters on site and articles in the Evening Standard and Haringey People. Ms Kane highlighted that events promoters were responsible for promoting their events, although the Palace did what it could with the available advertising budget to support events on site.</p> <p>Resident Association representatives were encouraged to circulate information about events to their members.</p> <p><b>RESOLVED</b> that the report be noted.</p>
<b>APSC10.</b>	<p><b>GOVERNANCE &amp; FUTURE VISION</b></p> <p>Ms Kane provided a verbal update on the progress made on the review of governance of Alexandra Palace. The Committee noted that the National Council for Voluntary Organisations (NCVO) Good Governance Code (presented to the Advisory Committee on 9<sup>th</sup> February 2010) had been adopted by the Board. The Palace master-plan is at embryonic stage and would be discussed with Trustees in the near future. A further report to trustees will ask them to reduce the number of proposed models for Governance from 6 to 2/3 maximum upon which further legal analysis can then be carried out. Ms Kane emphasised that none of the options had been ruled-in or ruled-out at this point in time.</p> <p>Research into the Eden Project in Cornwall (a visitor attraction including the world's largest greenhouse) was being conducted with the intention of organising a visit to the project for Trustees - if the benefits (of such a visit) to the decision-making were clear and agreed.</p> <p>The Committee noted that timescales for further milestones of the governance review will be provided in due course.</p> <p><b>RESOLVED</b> that the verbal update be noted.</p>
<b>APSC11.</b>	<p><b>GENERAL MANAGER'S UPDATE</b></p> <p>Mr Gill provided a verbal update on current activities including that induction for new Trustees had been undertaken. A further induction session would take place</p>

**MINUTES OF THE ALEXANDRA PARK AND PALACE ADVISORY COMMITTEE.  
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	<p>on 19<sup>th</sup> June to update Trustees on the governance review and Code of Governance.</p> <p>A Board meeting had taken place on 7<sup>th</sup> June 2010 including reports on the appointment of a director to APTL and the usual finance and investment reports as well as an Integrated Facilities Management Contract. A report would be presented to the Board on 29<sup>th</sup> July requesting delegated authority for the Interim General Manager to appoint a Facilities Manager who would be responsible for the day to day running of the Palace site and to liaise between contractors.</p> <p><b>RESOLVED</b> that the verbal update be noted.</p>																						
<p><b>APSC12.</b></p>	<p><b>ANY OTHER BUSINESS</b></p> <p><u>Alexandra Palace becoming a Sustainability Centre</u></p> <p>The Committee received a presentation by Adrian Thomas, a regular park user and member of the Warner Estate Residents' Association (WERA) suggesting that the following recommendations towards Alexandra Palace and Park becoming more sustainable be considered and taken forward:</p> <table border="1" data-bbox="284 976 1465 2134"> <thead> <tr> <th data-bbox="284 976 496 1111"></th> <th data-bbox="496 976 935 1111"><b>Possible short term actions (to 2012)</b></th> <th data-bbox="935 976 1193 1111"><b>More challenging (to 2014)</b></th> <th data-bbox="1193 976 1465 1111"><b>Longer term actions (to 2016)</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="284 1111 496 1413"><b>Events and activities</b></td> <td data-bbox="496 1111 935 1413">           1. Network with Haringey Council and local sustainability organisations.            2. Encourage organisations concerned with sustainability and crafts to hold exhibitions at the Palace.         </td> <td data-bbox="935 1111 1193 1413">           Promote the Palace as a venue for environmental meetings, conferences and courses.         </td> <td data-bbox="1193 1111 1465 1413">           Set up an eco-hotel.         </td> </tr> <tr> <td data-bbox="284 1413 496 1704"><b>Energy generation and energy efficiency in public buildings</b></td> <td data-bbox="496 1413 935 1704">           1. Complete energy generation survey.            2. Plan to reduce the Palace's carbon emissions by 40% by 2016.         </td> <td data-bbox="935 1413 1193 1704">           Install Solar panels and smokeless biomass boilers.         </td> <td data-bbox="1193 1413 1465 1704">           Install wind-turbines if feasible; aim for energy self-sufficiency for the Palace, or a surplus.         </td> </tr> <tr> <td data-bbox="284 1704 496 2063"><b>Energy efficiency: homes</b></td> <td data-bbox="496 1704 935 2063">           Publicise the Palace's concern for sustainability, and promote it as a venue for environmental events         </td> <td data-bbox="935 1704 1193 2063">           Set up a permanent housing display showing different methods of insulation, draught-proofing and double-glazing.         </td> <td data-bbox="1193 1704 1465 2063">           Develop display and establish alliances with responsible retailers and builders.         </td> </tr> <tr> <td data-bbox="284 2063 496 2134"><b>Travel &amp;</b></td> <td data-bbox="496 2063 935 2134">           Improve signage from transport hubs and provide         </td> <td data-bbox="935 2063 1193 2134">           Introduce electric/hybrid         </td> <td data-bbox="1193 2063 1465 2134">           Evaluate bus system and         </td> </tr> </tbody> </table>				<b>Possible short term actions (to 2012)</b>	<b>More challenging (to 2014)</b>	<b>Longer term actions (to 2016)</b>	<b>Events and activities</b>	1. Network with Haringey Council and local sustainability organisations. 2. Encourage organisations concerned with sustainability and crafts to hold exhibitions at the Palace.	Promote the Palace as a venue for environmental meetings, conferences and courses.	Set up an eco-hotel.	<b>Energy generation and energy efficiency in public buildings</b>	1. Complete energy generation survey. 2. Plan to reduce the Palace's carbon emissions by 40% by 2016.	Install Solar panels and smokeless biomass boilers.	Install wind-turbines if feasible; aim for energy self-sufficiency for the Palace, or a surplus.	<b>Energy efficiency: homes</b>	Publicise the Palace's concern for sustainability, and promote it as a venue for environmental events	Set up a permanent housing display showing different methods of insulation, draught-proofing and double-glazing.	Develop display and establish alliances with responsible retailers and builders.	<b>Travel &amp;</b>	Improve signage from transport hubs and provide	Introduce electric/hybrid	Evaluate bus system and
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<b>transport: getting to the Palace</b>	better maps.	buses to provide an energy efficient transport system.	consider whether to introduce a light rail system.
<b>Bicycles &amp; walking</b>	Make the Palace more bicycle-friendly with better parking, marked paths etc., and provide maps for walkers and cyclists.	Host bicycle exhibition and events focussing on shopping and commuting.	Organise bicycle retail outlet focussing on sustainable transport.
<b>Food production</b>	Set up food production demonstration plots on allotments, and a community orchard in the Park.	Establish an alliance with local garden centre to promote sustainable gardening.	
<b>Waste and recycling</b>	Establish a waste and recycling policy with targets, and publicise them to all users.	Recycle surplus timber in the Park in biomass boilers.	
<b>Biodiversity</b>	Build on the impetus from the Springwatch event, and liaise with wildlife trusts etc. to improve biodiversity in the Park.	Consider how the deer enclosure could be adapted to convey more of a biodiversity message.	
<b>Lifestyle</b>	Encourage music festival using the Palace and the Park (cf. Victoria Park).		

Mr Thomas informed the Committee that the proposals had been circulated to members of the local community and had received positive responses.

The general response from Palace officers was that some of the suggestions made by Mr Thomas could be integrated into the usage of the Palace and Park and others were already being progressed. The Committee recognised that there were financial implications to making the Palace and Park more sustainable and that Trustees would require details of how the proposals would be funded in order to consider them. It was suggested that funding could be sought, for example, energy utility companies provided funding for solar panels.

Mr Andrew Gill, Interim General Manager – Alexandra Palace, advised the Committee that a Sustainability Policy was in place at the Palace and Park and an energy survey of the Palace buildings had been completed by the Carbon Trust resulting in an energy saving Action Plan. Plans for improving sustainability, particularly the Palace's overspending on energy consumption, would be included in any master-planning process for the Palace and Park. Palace officers already liaised regularly with the Sustainability Team at LB Haringey and local sustainability organisations with an interest in promoting sustainability.

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Ms Rebecca Kane, Managing Director, Alexandra Palace Trading Limited (APTL), advised that the Events and Venue industry has started to focus on sustainability working and APTL is a member of their Forum. The Palace is committed to sustainability and as part of a recent bid to host a cultural house event during 2012 the Palace was asked to submit its Sustainability Policy. Ms Kane recognised that, whilst it was an important issue, that the backlog of repairs required to the Palace buildings prevented large promoters using the Palace for events such as Eco Build. APTL would welcome any new business but could not commit resources to targeting one specific area alone. Ms Kane suggested that the biggest area where real impact/energy efficiency could be achieved was in improving the building condition as much resource was wasted on heating/cooling using poor systems and inadequate infrastructure. The master plan and levering in investment would be the best way to achieve this sea-change.

In response to some of the recommendations by Mr Thomas, Ms Kane informed the Committee that improving signage in the Park was a priority and that Palace staff were working with First Capital Connect to improve signage from the local train stations with the intention of including maps of the Park on new signage. Ms Kane confirmed that work was being conducted with promoters on the possibility of the Palace hosting outdoor music festivals from 2011.

Mrs Myers reminded the Committee that there had been proposals, as part of a previous National Lottery Project, to build a waste recycling centre in the Paddock area of the Park. The Committee noted that whilst this project had not been taken forward informal recycling facilities were being used in the Park.

**RESOLVED**

- i. That Alexandra Palace and Park staff be asked to look at the possible short term actions for improved sustainability at Alexandra Palace and Park and provide the Board with information on how some of the proposals presented by Mr Thomas were already in place and how further proposals could be taken forward.
- ii. That the Board be recommended to consider the proposals for improved sustainability presented by Mr Thomas and Palace and Park staff provide the Board with information (as stated in recommendation i. above) at a future meeting in the autumn and report back to the Advisory Committee.

**Local Development Framework (LDF)**

Mr David Frith, The Rookfield Association, brought the Committee's attention to LB Haringey's LDF (Local Development Framework, a document for proposed spatial planning) consultation which was ending on 22<sup>nd</sup> June and asked if Palace Officers had taken part in the consultation. Mr Gill informed the Committee that he had read the sections of the consultation which were relevant to the Palace and Park and had sent a summary to Trustees, although he stated that there had been no significant points of relevance regarding Alexandra Park and Palace to draw to the attention of Trustees.

**Integrated Facilities Management Contract**

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	<p>In response to Committee members' enquiries Mr Gill explained that the advertisement in the local press was for an integrated facilities management contract in order to bring both the Repairs and Maintenance and Security services together as one new contract for improved efficiency value for money. This approach had been approved by Trustees.</p>
<b>APSC13.</b>	<p><b>MEETINGS OF THE ADVISORY COMMITTEE FOR THE REMAINDER OF THE MUNICIPAL YEAR 2010/11</b> The Committee noted the following meeting dates:</p> <p>Tuesday 7<sup>th</sup> September 2010 Tuesday 2<sup>nd</sup> November 2010 Tuesday 25<sup>th</sup> January 2011 Tuesday 5<sup>th</sup> April 2011</p>

The meeting ended at 20:55 hrs

David Liebeck (Chair)

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